

# ***City of Bristol Connecticut***



**Annual Adopted Budget  
2022-2023**



# Bristol, Connecticut

## ***Annual Budget***

***Fiscal Year 2023***  
July 1, 2022 – June 30, 2023



Jeffrey Caggiano  
***Mayor***

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



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**City of Bristol  
Elected and Appointed Officials  
For Fiscal Year 2023**

**Executive (Elected)**

Mayor **Jeffrey Caggiano**  
*(Member of Board of Finance, Chairperson of the City Council and the Joint Meeting)*

**Members of City Council (Elected)  
7 Members**

|                    |  |
|--------------------|--|
| Council District 1 | <b>Sebastian Panioto<br/>Jolene Lusitani</b> |
| Council District 2 | <b>Jacqueline Olsen<br/>Susan Tyler</b>      |
| Council District 3 | <b>Andrew Howe<br/>Cheryl Thibeault</b>      |

**Board of Finance (Appointed)  
9 Members**

|               |   |
|---------------|---|
| Chairperson   | <b>John E. Smith</b>  |
| Commissioners | <b>Mayor Jeffrey Caggiano<br/>Ron Burns<br/>Glenn Heiser<br/>Craig Kazemekas<br/>Dave Jason Maikowski<br/>Jonathan Mace<br/>Marie O'Brien<br/>Mark Whitford</b> |

**Board of Education (Elected)  
9 Members**

|                  |  |
|------------------|--|
| Chairperson      | <b>Jennifer Dube</b>   |
| Vice Chairperson | <b>Kristen Giantonio</b>   |
| Secretary        | <b>Dante Tagariello</b>  |
| Commissioners    | <b>Chris Wilson<br/>Karen Vibert<br/>Eric Carlson<br/>Shelby Rafaniello Pons<br/>Todd Sturgeon<br/>Russell H. Anderson</b> |

### **General Government (Elected)**

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

**Kevin McCauley**  
**Sharon M. Krawiecki**  
**David J. Preleski**

### **City of Bristol Component Unit (Entity)**

Bristol/Burlington Health District

**Marco Palmeri**

### **Enterprise Fund**

Water Department Superintendent  
Water Pollution Control Manager

**Robert Longo**  
**Sean Hennessey**

### **General Government**

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

**Thomas DeNoto**  
**Ann Bednaz**  
**Roger Rousseau**  
**Diane Waldron**  
**Robin Manuele**  
**Mark Penney**  
**Edward C. Krawiecki, Jr.**  
**Therese Pac**  
**Patricia Tomascak**  
**Robert Flanagan**  
**Nancy Levesque**  
**Brian J. Gould**  
**Richard Hart**  
**Harland Graime**  
**Richard Brown**  
**Raymond Rogozinski**  
**Deborah Prozzo**  
**Joshua Medeiros**  
  
**Justin Malley**  
  
**Catherine Carbone**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Bristol  
Connecticut**

For the Fiscal Year Beginning

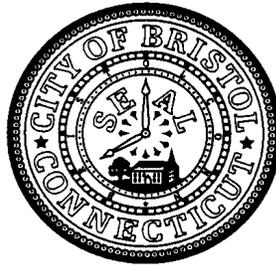
**July 01, 2021**

*Christopher P. Morrill*

Executive Director

*Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Bristol, Connecticut, for its Annual Budget for the fiscal year beginning July 1, 2021. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide and as a communication device.*

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





# **Mission Statement**

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



## Budget Message

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### Board of Finance

**John Smith, Chairperson**  
**Jeffrey Caggiano, Mayor**  
**Glenn Heiser**  
**Craig Kazemekas**  
**Jon Mace**  
**Dave Maikowski**  
**Marie O'Brien**  
**Mark Whitford**



### City Council

**Jeffrey Caggiano, Mayor**  
**Andrew Howe**  
**Jolene Lustiani**  
**Jaqueline Olsen**  
**Sebastian Panioto**  
**Cheryl Thibeault**  
**Susan Tyler**

## **City of Bristol Mayor's Budget Message**

Dear Bristol Taxpayer,

Thank you for choosing Bristol as your home.

It's an exciting time to be living in the City of Bristol. The revitalization of downtown is underway – the renovation of City Hall has begun, construction of the KindCare Assisted Living facility has started with a planned opening in the spring of 2023; the Bristol Arts and Innovation Magnet School (BAIMS) will open this fall; and the expansion of the DoubleTree by Hilton Hotel is moving along with a new Bristol Event Center and Home2 Suites hotel scheduled to be open by the beginning of 2023. Finally we are anticipating the construction of three projects to begin at Centre Square – the old Centre Mall site: 1) City Place will be a mixed-use project with 12 apartments over retail space on Main Street; 2) Wheeler Health's headquarters and relocation of its clinics on North Main Street will be on the corner of Hope and North Main; and 3) Phase 1 of the By Carrier mixed-use development, which will ultimately consist of 88 apartments over retail space are all slated to begin construction soon. Eventually all phases of the By-Carrier project will span from McDonalds to Hope Street on North Main Street.

Economic Development is in full swing in Bristol. The Southeast Bristol Business Park is nearly full with the latest business, BHF Logistics, a growing trucking logistics company, building its headquarters on Lot #2. The City will be putting 894 Middle Street, a 17-acre remediated Brownfield property, out for bid for potential developers and businesses. In the last year, 220 new businesses were added to the Grand List and several existing businesses have decided to expand here. In addition, a new workforce development training center called, BristolWORKS! is being planned as a resource for City residents who wish to seek better employment. When fully operational in downtown the center will train up to 80 underemployed applicants each semester that will be able to step into jobs.

There is so much for us to enjoy here in Bristol. From Lake Compounce to our parks, to great restaurants, the Bristol Blues, the seasonal Farmers Market, the annual Mum Festival, museums, and even your own backyard as we look to build a better Bristol by reducing blight and filling empty storefronts. For a complete listing of all the great things to do and see, visit the Bristol All Heart website: [www.bristolallheart.com](http://www.bristolallheart.com).

With the growth of the City's Grand List and the opening of several new businesses this year, we are happy to be able to keep the Mill Rate stable for the 2022-2023 fiscal year. We are looking for continued growth of the Grand List and will continue to work on finding efficiencies in City Hall.

On behalf of the City Council and myself, we thank you for being part of the All Heart community. I encourage you to follow us on social media (@mayorsofficebristolct, @bristolallheart) to stay up to date on all the latest happenings.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jeffrey Caggiano'.

Mayor Jeffrey Caggiano



## **Board of Finance Chairman's Budget Message**

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

On behalf of the members of the Bristol Board of Finance, I present its recommended budget for the 2022-2023 fiscal year for adoption by the Joint Meeting of the City Council and Board of Finance as mandated by Section 25(l) of the Charter of the City of Bristol.

This budget represents a 2.67% increase above the City's 2021-2022 budget with a zero mill tax increase. Expenditure changes from 2021-2022 are as follows:

- General City increased \$1.97 million or 2.56%.
- Debt Service and Capital Transfers increased \$941 thousand or 8.52%
- Education increased \$2.678 million or 2.20%

### **Revenue**

Revenue estimates remain relatively constant with 2021-2022 with the exception of Investment Income, which is estimated to be reduced by \$129,500. In light of current economic conditions resulting from the COVID 19 pandemic, interest rates plummeted the last year and it is highly unlikely the City will be able to invest its cash balances at rates available prior to the pandemic. However, estimated increases in Prior Year Taxes (\$20,000) and Building Permits (\$75,000) help to offset this reduction. In addition, State Grants increased approximately \$3.4 million which represents primarily the Transition Grant for the Motor Vehicle mill rate cap. In addition the City's Grand List increase from \$4.076 billion to \$4.240 billion will generate an estimated \$6.222 million in new tax revenue at the current mill rate.

The November 9, 2021 Joint Meeting set aside \$1.6 million in a Mill Rate Stabilization Fund to be used to offset anticipated increases in future debt service costs as well as other increased expenses. Of this amount \$1,000,000 will be used to help avoid a tax increase.

### **Expenditures**

Department requests addressed both immediate needs as well as future goals and objectives. Having information regarding future expenditure requirements is an absolute necessity from a budgetary and planning perspective. In total, department requests for the 2022-2023 fiscal year represented an increase of \$8.5 million (4.06%) over the existing 2021-2022 budget which would have equated to a tax increase of approximately 4.6%.

Additionally, capital outlay requests totaled \$2.7 million and there was no increase in employee health insurance.

As has been past practice departmental budget requests are scrutinized by the Comptroller's Office as well as the Board of Finance. This effort results in all parties having an understanding of the economic impact of budget requests causing, in most instances, a reduction in projected expenditures. 2020-2021 was driven by varying degrees of the unknown requiring the City to initiate new and different modes of operation. Many of those that were initiated in 2021 continued in 2022 and will do so again in 2023.

Combining the operations of the Water and Sewer Department into one entity has proven to be successful and may continue to develop cost avoidance procedures in the future. The most visible capital project for 2022-2023 will be the complete renovation of Bristol's City Hall. Built in the 1960's the facility has had minor changes to date. The building's infrastructure has exceeded its useful life, the exterior is in need of repair and spacial adjacencies and access make it difficult to navigate for both the public and staff. Work on the project has begun with a scheduled completion date in 2024.

## **Budget Message**

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### **Summary**

The 2022-2023 budget totaling \$215,183,250 is a result of consultation, collaboration, and coordination among the operational and governance sections of the City. The future will mandate that all levels of public sector government function as a cohesive unit. It would appear that we, in Bristol, are continuing to work towards that process.

Additionally, the American Rescue Plan Task Force comprised of municipal leaders and Bristol citizens have approved \$24.7 million worth of transformational projects. Additionally, the Memorial Boulevard School Renovation Project is scheduled for completion in June 2022.

### **Acknowledgements**

The Board wishes to acknowledge those who played a significant role in the budgetary process beginning with City department heads and Board of Education Administrators who were asked to submit not only financial data for 2022-2023 but also goals and objectives for the long term.

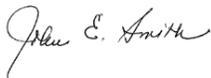
To Diane Waldron, Comptroller, and her staff: Robin Manuele, Assistant Comptroller, Jodi McGrane, Assistant to the Comptroller, Jessica Pilgrim, Senior Accountant and JoAnn Martin, Budget & Accounting Assistant -- Thank you for your leadership, for providing current information, for expressing notes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

A personal thank you to the members of the Board of Finance who continue to give freely of their time and talents throughout the entire year attending meetings, listening to and reviewing data, participating in discussions and making difficult decisions regarding the City's finances. Additionally, a thank you to the Mayor's Capital and Strategic Planning Committee for its work reviewing major capital requests, financing alternatives for the development of the Capital Budget, and presenting recommendations to be included in the capital budget.

### **Chairman's Notes**

Just as 2021-2022 was a very good year the expectation is that 2022-2023 will follow a similar course. Operational and fiscal management is intuitive and proactive. The pandemic proved that the City and Board of Education employees are committed to doing what needs to be done. However, a word of caution. Having significant growth in the Grand List may not be a continual occurrence. Grants from the State and Federal Governments may become scarce. To continue to provide the essential services and to initiate new programs will require city leaders to be extremely vigilant of the governance environment to be prepared to change course when necessary as well as to initiate changes that will not only enhance the status quo but also develop new programs to benefit those who live and work here. To continue to be successful, operational silos must be eliminated and communication, cooperation and collaboration must continue to be the order of the day.

Respectfully submitted,



John Smith  
Board of Finance Chairperson

## **Comptroller's Budget Message**

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

It is my pleasure to present this 2022-2023 budget message and budget document. It is the culmination of many months of effort on the part of elected officials, citizens appointed to Boards and Commissions of the City, management and City staff who worked diligently on the development of the budget requests and review as well as preparation of this document in its completed format.

A significant effort was devoted to adopt a 2023 budget that is balanced fiscally, philosophically and meets the demands of the citizens of the City while keeping in mind the uncertainty of the economy, inflation and the best interests of the taxpayers. It is the desire of this administration, through this budget, to advance the quality of life for residents of the City of Bristol.

This budget message provides an overview of the City's approved 2022-2023 budget. This budget, approved by the City Council and Board of Finance on May 16, 2022, totals \$345,714,856 for all funds. The General Fund budget, on which the mill rate is primarily based, is \$215,183,250. The mill rate remains at 38.35 for Real Estate and Personal Property and 32.46 for Motor Vehicle in accordance with the State imposed cap.

### **Budget – Planning and Challenges**

The City's 2022-2023 budget process started in November 2021. The budget process continued to address anticipated long term issues, specifically:

- Completion of a phase in of Debt Service increases as a result of the October 2019 bond issue that started in fiscal year 2020. This approach allowed the City to stay well within acceptable debt service guidelines, its policies and ratios as well as maintain a stable tax rate. In 2022-2023 the Debt Service line increased \$500,000.
- Negotiated union contract wage increases were in place for the Police and Fire employees only. Their salary increases were 2.75% and 2.50%, respectively. All other employee group contracts expire June 30, 2022 and currently are in negotiations
- Mandated costs relating to the recently enacted Police Accountability legislation had a significant impact on the Police Budget.
- Increases in Education spending due to wages and mandated special education costs.
- Continued COVID related challenges as the pandemic continued into the new fiscal year.
- Allocating American Rescue Plan Act (ARPA) funds in accordance with Treasury guidelines to City projects, business and not for profit opportunities in accordance with guiding principles set by the City's 15 member ARPA Task Force.

Departments were asked to stay within their 2021-2022 budget levels with no significant requested increases or new items unless justified. Departments prepare a budget narrative that outlines their respective goals and accomplishments for the current fiscal year, highlights of the following year budget request as it relates to new initiatives or challenges and short term and long term goals. The departmental budget narrative has been instrumental in assisting the Board of Finance in their reviews of department requests. Having this information in advance of the department's budget hearing encourages a deliberative and meaningful discussion on the level of funding needed by each department to accomplish their goals, objectives and longer term initiatives.

Faced with trailing COVID issues, rising inflation, increased fuel costs, other unanticipated costs and sensitivity to taxpayer needs, City officials were committed to adopting a maintenance budget, maintain Education funding and continue to meet contractual obligations without a tax

## Budget Message

increase. In addition, the allocation of \$28 million in American Rescue Plan Act (ARPA) funds was key to addressing some long term economic and budgetary initiatives.

### Economic Forecast

Annually the City's Purchasing Agent provides guidance on trends in costs for various commodities used by City departments and completes and Economic Forecast that is distributed to City departments and becomes part of the budget instructions. Areas addressed include estimates for fuel, utilities, tires, postage, and office supplies for the upcoming fiscal year. The purpose of the Economic Forecast is to provide consistency throughout department budget requests when estimating these operating costs. If actual costs are higher than estimated, budgetary adjustments may be made as necessary during the fiscal year.

### Major Highlights of the 2022-2023 Budget

Overall department requests totaled \$218,101,660 representing a 4.06% increase. The Chart below highlights the overall requests:

#### Requested 2022-2023 Budget:

|                                     | Adopted<br>2021-2022 | Requested<br>2022-2023 | Increase<br>\$     | Increase<br>% |
|-------------------------------------|----------------------|------------------------|--------------------|---------------|
| General City                        | \$76,894,190         | \$81,457,290           | \$4,563,100        | 5.93%         |
| Debt Service & Capital<br>Transfers | \$11,050,000         | \$12,316,370           | \$1,266,370        | 11.46%        |
| Education                           | \$121,650,000        | \$124,328,000          | \$2,678,000        | 2.20%         |
| <b>Total General Fund</b>           | <b>\$209,594,190</b> | <b>\$218,101,660</b>   | <b>\$8,507,470</b> | <b>4.06%</b>  |

In addition to an in-depth review of budget requests by the Comptroller's Office, budget hearings were held with the Board of Finance during February and March. In late April the Board of Finance adopted a budget recommendation with final adoption at a Joint Meeting of the Board of Finance and City Council on May 16, 2022. A General Fund budget of \$215,183,250 was approved representing a \$5,589,060 or 2.67% increase over the 2021-22 budget. The General City budget increased 2.56%, Debt Service and Capital Transfers increased 8.52% and Education increased 2.20%, as noted in the chart below.

#### Approved Budget:

| Department                          | Adopted<br>2021-2022 | Adopted<br>2022-2023 | Increase<br>(Decrease)<br>\$ | Increase<br>(Decrease)<br>% |
|-------------------------------------|----------------------|----------------------|------------------------------|-----------------------------|
| General City                        | \$76,894,190         | \$78,863,880         | \$1,969,690                  | 2.56%                       |
| Debt Service & Capital<br>Transfers | \$11,050,000         | \$11,991,370         | \$941,370                    | 8.52%                       |
| Education                           | \$121,650,000        | \$124,328,000        | \$2,678,000                  | 2.20%                       |
| <b>Total General Fund</b>           | <b>\$209,594,190</b> | <b>\$215,183,250</b> | <b>\$5,589,060</b>           | <b>2.67%</b>                |

The adopted general fund budget incorporated adjustments/reductions totaling \$2,918,410. Adjustments were based on recommendations from the Comptroller's Office identified after budget discussions with Departments, analyzing trends, and projecting needs and costs for the new fiscal year as well as recommendations and priorities from the Mayor, City Council members,

**Budget Message**

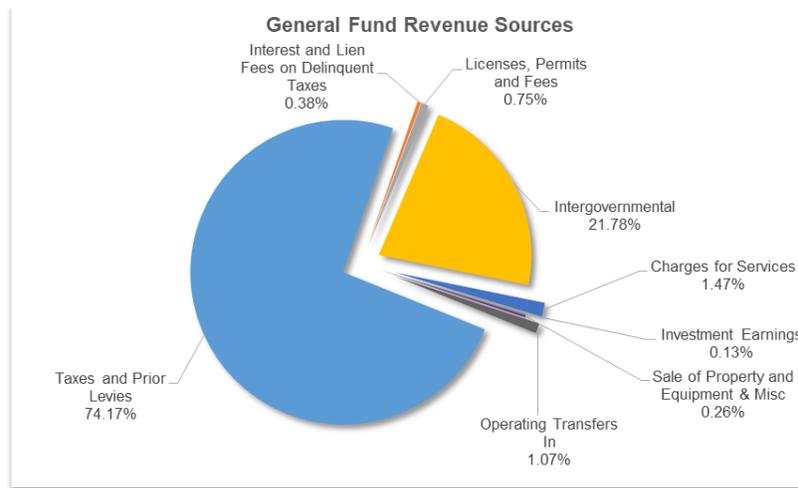
the Board of Finance and Board of Education (BOE). Recognizing significant funding available through the American Rescue Plan Act, a number of initiatives and projects were identified that this funding could be used for. The City and BOE intend to allocate the ARPA funds to one time uses, capital needs or addressing COVID related social and economic impacts.

A discussion of the budget follows.

**General Fund Revenues**

| <b>Estimated Revenues:</b>                 | <b>Adopted 2021-2022</b> | <b>Adopted 2022-2023</b> | <b>Increase/ (Decrease) \$</b> | <b>Increase/ (Decrease) %</b> |
|--|--------------------------|--------------------------|--------------------------------|-------------------------------|
| Taxes and prior levies                     | \$156,403,740            | \$159,594,495            | \$3,190,755                    | 2.04%                         |
| Interest and lien fees on delinquent taxes | 775,000                  | 810,000                  | 35,000                         | 4.52%                         |
| Licenses, permits and fees                 | 1,540,700                | 1,615,700                | 75,000                         | 4.87%                         |
| Intergovernmental                          | 43,488,920               | 46,871,120               | 3,382,200                      | 7.78%                         |
| Charges for services                       | 3,150,370                | 3,164,540                | 14,170                         | 0.45%                         |
| Investment earnings                        | 406,000                  | \$276,500                | (129,500)                      | -31.90%                       |
| Sale of property and equipment             | 75,000                   | 75,000                   | 0                              | 0%                            |
| Miscellaneous                              | 508,460                  | 475,675                  | (32,785)                       | -6.44%                        |
| Operating transfers in                     | 3,246,000                | 2,300,220                | (945,780)                      | -29.14%                       |
| <b>Total Estimated Revenues</b>            | <b>\$209,594,190</b>     | <b>\$215,183,250</b>     | <b>\$5,589,060</b>             | <b>2.67%</b>                  |

Revenues increased \$5,589,060 to balance the adopted appropriations.



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

**Revenues and Forecasting**

Other than Tax and Intergovernmental Revenues, as highlighted below, all other revenues of the City are annually forecasted (estimated) based on revenue type, growth or reduction patterns, underlying historical assumptions, as well as revenue reliability and validity of the estimates. The City’s forecasting uses a combination of three to five year trend analysis, and a review of economic conditions. Underlying assumptions for each major source of revenue are identified and documented. The Comptroller’s office works closely with department heads responsible for

## **Budget Message**

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revenue estimates to identify any changes in local, regional, or national economic conditions, citizen demands, as well as changes in professional associations' guidance relative to revenues, and changes in state and local government programs and policies. Changes in the City's political environment are also considered. All assumptions must be reasonable, valid, and current. Revenue increases in Motor Vehicle Supplement Tax revenues, and Building Permit Revenues were warranted this year based on historical data, trends and reasonable projections of development within the City. All other revenue estimates remained flat or near prior year levels for fiscal 2022-2023 budget estimates.

### **Tax Revenues and Mill Rate: Result of Budget Deliberations**

The 2021-2022 mill rate was 38.35 and remains the same for 2022-2023 for Real Estate and Personal Property. Effective July 1, 2022 the State of Connecticut adopted a mill rate cap of 32.46 on Motor Vehicles. This was done to provide more equity in the motor vehicle taxes paid by Connecticut residents as mill rates vary substantially throughout the State. Approximately 72 municipalities are affected by this legislation for July 1, 2022. The most recent mill rate increase for Bristol was for the 2020-2021 budget which was 0.30 mills or 0.79% over the 2019-2020 fiscal year.

Property taxation is the largest source of the City's revenue. Taxes are levied against real estate, personal property and motor vehicles based on an assessed value which is equivalent to 70% of the market value. As mandated by State Statute the City performs a revaluation of real estate every five years. The last revaluation for the October 1, 2017 Grand List was effective for the 2018-19 fiscal year budget. The next revaluation will be for the October 1, 2022 Grand List for the 2023-2024 budget.

The total of all taxable property less exemptions is the "Net Taxable Grand List". For 2022-2023, the October 1, 2021 Net Taxable Grand List, after Board of Assessment Appeals adjustments, totaled \$4.24 billion representing an increase of \$164.7 million over the prior year grand list of \$4.1 billion. Growth in the grand list helps offset any growth in budgeted expenditures to minimize mill rate increases. The \$164.7 million increase will generate approximately \$6.2 million in new tax revenue at the 2021-2022 mill rate of 38.35.

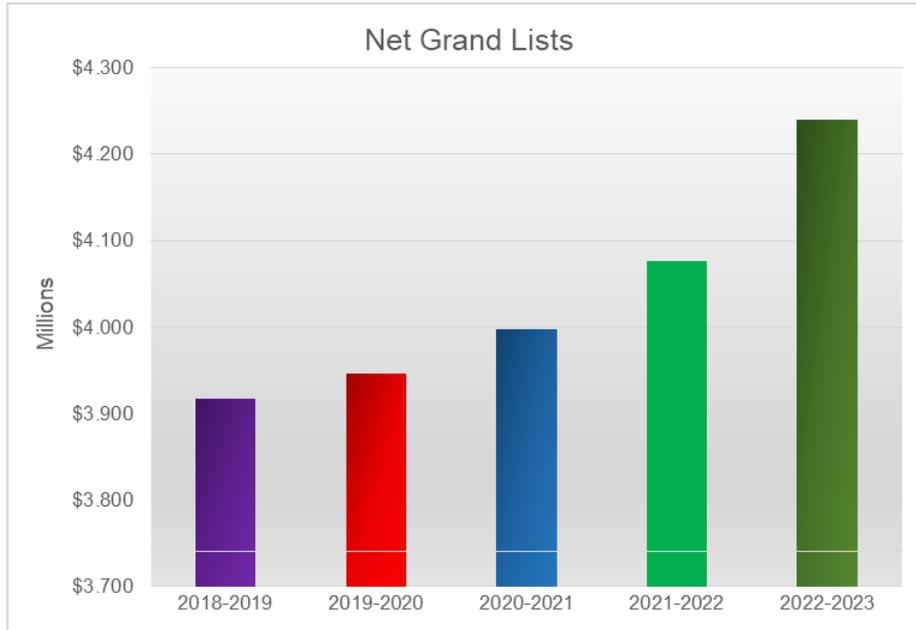
As noted in the chart below, the grand list growth was 4.04% for the current year. This is the most significant Grand List growth the City has experienced in the last twelve years and has almost regained everything it lost since the Great Recession. Personal Property increased \$41.4 million or 11%. The majority of this growth is attributable to technology upgrades and building renovations at ESPN including the addition of Disney Streaming Tech where all equipment is being housed at the ESPN Bristol campus as part of Disney's digital streaming service products. The Disney streaming initiative is approximately half of the \$41 million increase in personal property. The increase in Real Estate of \$14.7 million accounts or 0.45% is attributable to building renovations and as well as phase out of a development tax incentive program at ESPN. The Motor Vehicle portion of the grand list increased \$108 million or 25.6%. This increase is representative of the increase in used car values, due to the high demand and limited supply of vehicles, a result of the current economy.

| <b>Category</b>   | <b>2020 Grand List</b> | <b>2021 Grand List</b> | <b>\$ Change</b> | <b>% Change</b> |
|-------------------|------------------------|------------------------|------------------|-----------------|
| Real Estate       | \$3,277,669,641        | \$3,292,358,459        | 14,688,818       | 0.45%           |
| Personal Property | \$375,056,552          | \$416,525,308          | 41,468,756       | 11.06%          |
| Motor Vehicle     | \$423,223,031          | \$531,744,636          | 108,521,605      | 25.64%          |
| Total             | \$4,075,949,224        | \$4,240,628,403        | 164,679,179      | 4.04%           |

**Budget Message**

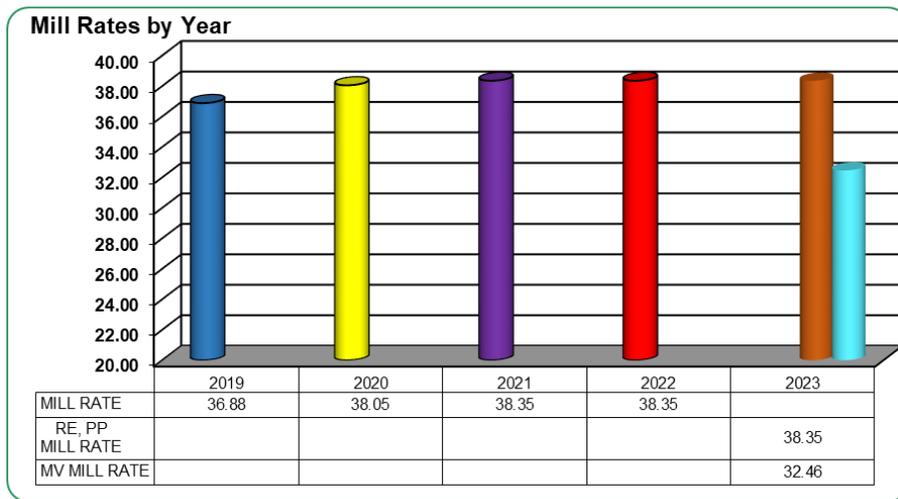
The following chart presents the annual net grand list growth for a five year period.

| <b>City of Bristol<br/>Net Grand Lists<br/>Past Five Years</b> |                  |                  |                  |                  |                  |
|--|------------------|------------------|------------------|------------------|------------------|
| <b>Grand List Year</b>   | <b>2017</b>      | <b>2018</b>      | <b>2019</b>      | <b>2020</b>      | <b>2021</b>      |
| <b>Budget Year</b>   | <b>2018-2019</b> | <b>2019-2020</b> | <b>2020-2021</b> | <b>2021-2022</b> | <b>2022-2023</b> |
| <b>Net Grand List</b>  | <b>\$3.917</b>   | <b>\$3.946</b>   | <b>\$3.998</b>   | <b>\$4.076</b>   | <b>\$4.240</b>   |



**Taxes (75% of all revenues)**

Combined tax revenues increased \$3,190,755 and represents 74% of all revenues. The City uses a collection rate of 98.515% to allow for estimated uncollectible taxes throughout the year. This allowance is approximately \$2.3 million. The actual tax collection rate was 99.2% for the last two fiscal years ending June 30, 2021 and June 30, 2020.



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

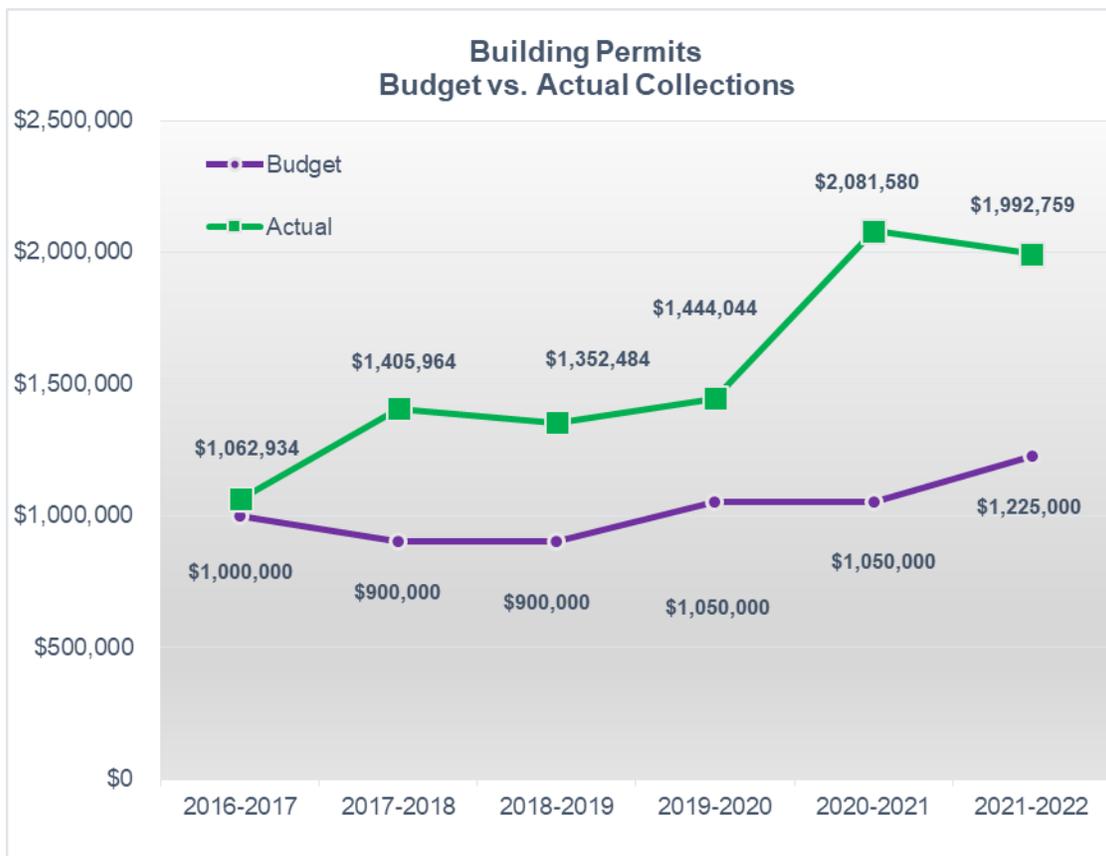
## Budget Message

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

### Licenses, Permits and Fees

General Fund Licenses, Permits and Fees are anticipated to increase by \$75 thousand. The City has experienced an increase in Building Permit revenue over the last couple of years specifically with the increase in economic development incentives coming to fruition in the downtown area as well as along the Routes 229 and 6 corridors. Based on this revenue estimate was conservatively increased by \$75 thousand accounting for the majority of the increase in this category.

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



### Intergovernmental Revenue (22% of all revenues)

Local governments depend on state and federal grants to supplement their property tax and other revenue sources. The city estimates State grants based on the Governor's proposed budget in February and then revises the estimates as more information on the State budget becomes available. The General Fund receives the largest share of state aid. For 2022-2023 the General fund is expected to receive \$46,730,870 in state grants. The Education Cost Sharing grant is the largest with \$41,657,310 anticipated.

## Budget Message

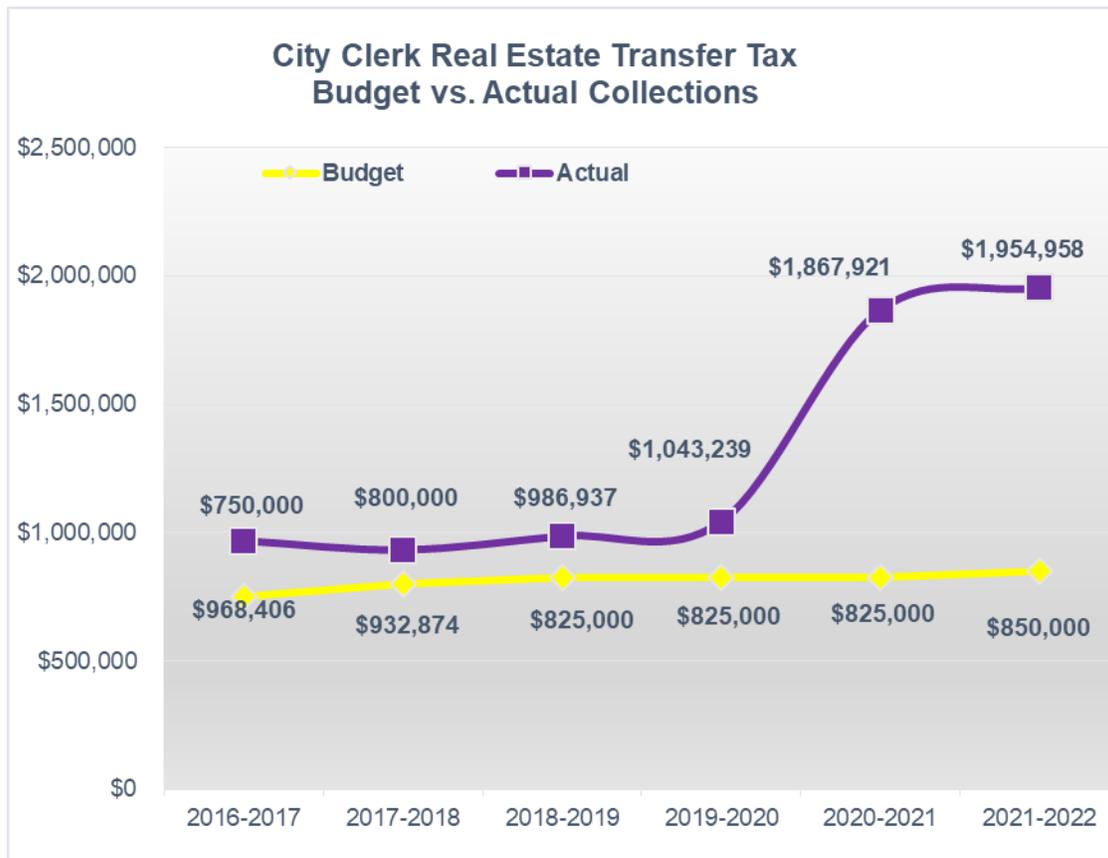
Overall, estimates for State grants increased in total by \$3.3 million due to the \$2.8 million the City is anticipated to receive for the new Municipal Transition Grant designed to make up the revenue loss with the decreased mill rate in Motor Vehicles from 38.35 to 32.46. This grant does not fully cover the revenue lost, approximately \$500K, which was made up with combined revenue and expenditure budget adjustments.

Estimates for Federal grants increased by \$15,250 for the Emergency Management Grant which has corresponding increases in the salary account for the Civil Preparedness Director.

## Charges for Services

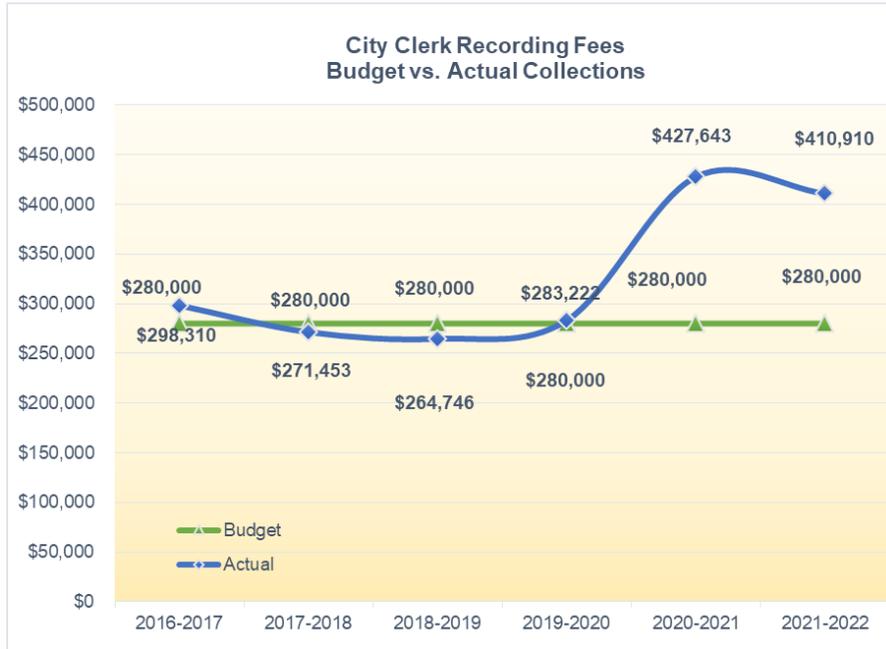
There is an increase in this revenue category of \$14 thousand. The two main General Fund sources within this category are City Clerk Recording Fees and Real Estate Transfer (Conveyance) Fees. While both of these fees have a correlation with Building Permit revenue and have experienced increasing levels of activity over the past few years it was decided to conservatively increase Conveyance Fees \$10,000 and Recording Fees \$5,000.

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

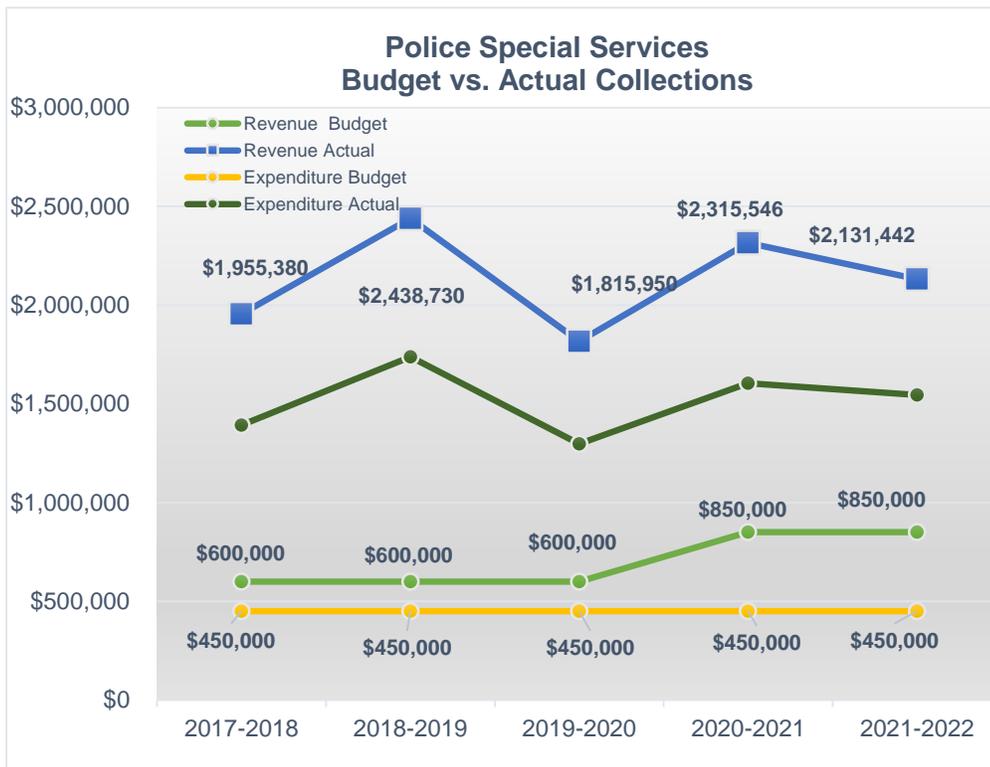


## Budget Message

The City Clerk's Office collects fees for the recording of documents. The fees are charged as set by the State of Connecticut. This revenue source has remained steady over the years and collections have been consistent with budget estimates. Below is a 6 year history of this account:



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



**Investment Earnings**

The City has experienced a decrease in Investment Earnings over the last couple of years primarily as a result of the pandemic and the current state of the economy. For the 2021-22 fiscal year the City anticipates it will earn approximately \$150 thousand less than the budget estimate of \$406,000. In light of the significant drop in interest rates, the 2022-2023 year investment income estimate was decreased \$125,000 to a total \$276,500. In anticipation of continued sound cash management practices including the investment of additional idle funds even in this interest rate environment this is an achievable goal.



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

**Sale of Property and Equipment/Miscellaneous**

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

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

There are no significant changes in these revenue source estimates.

### **Operating Transfer In**

In FY2018-2019 the Joint Meeting of the Board of Finance and City Council established a Mill Rate Stabilization Fund primarily to be used to offset anticipated increases in future debt service costs as well as any other increases to stabilize tax increases. The City has been able to supplement this fund with year-end transfers each fiscal year since inception. Funds were allocated in the amount of \$1.6 million for the FY2021-2022 budget and \$1 million will be used to offset the mill rate for FY2022-2023.

Also at June 30, 2021 the Joint Meeting set aside Board of Education surplus funds of approximately \$2.38 million in a reserve. The Board of Education achieved these surpluses primarily due to the closure of the schools, implementation of remote learning and savings on transportation costs due to the pandemic. Per State Statutes, upon approval of the budget making authority, up to 2% of the Board of Education budget may be carried over or held in a reserve for future use. Recognizing the challenges of the 2022-2023 budget the Board of Education agreed to use \$1.3 million of this reserve to offset their budget.

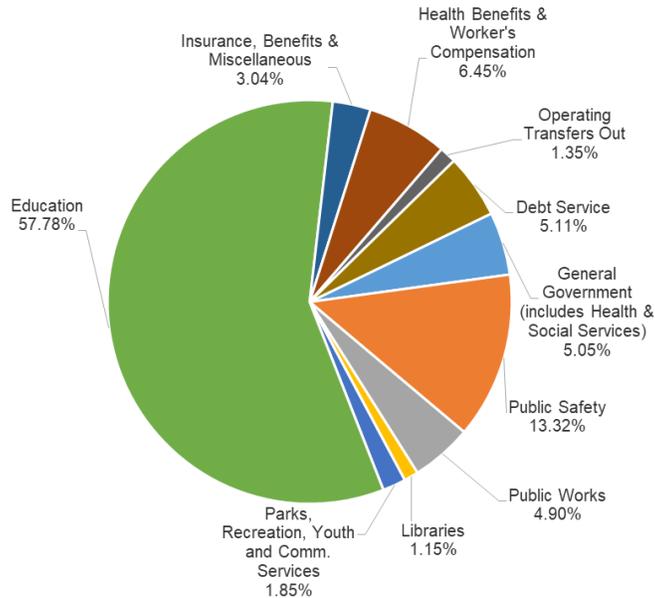
### **Other Financing Sources**

**Use of Fund Balance** is occasionally used to balance the operating budget for a number of reasons, primarily as an alternative to increasing the mill rate. The Board of Finance has a policy not to rely on the use of surplus to balance the General Fund budget. While \$1 million was appropriated to the 2021-2022 budget due to the unprecedented economic challenges related to COVID 19, the Board of Finance opted to eliminate the use of fund balance and increase the use of the MRSF to help balance the 2022-2023 budget. A total of \$1 million of the MRSF is budgeted as a transfer into the General Fund for the 2022-2023 budget. In total, this represents approximately 0.4 of a mill or 1%. The City's total fund balance at the end of June 30, 2021 is \$43 million and unassigned fund balance is \$31 million, representing 19.9% and 14.6% of FY2022-23 budgeted revenues/expenditures, respectively. This is well within the City's policy of 15%-20% of total fund balance and 12%-15% of unassigned fund balance, respectively.

**General Fund Expenditures**

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

**General Fund Expenditure Objects**



**Department Budget Expenditures**

|  | <b>Adopted<br/>2021-2022</b> | <b>Adopted<br/>2022-2023</b> | <b>\$<br/>Increase<br/>(Decrease)</b> | <b>%<br/>Increase<br/>(Decrease)</b> |
|--|------------------------------|------------------------------|---------------------------------------|--------------------------------------|
| General Government                               | \$6,715,520                  | \$6,775,325                  | \$59,805                              | 0.89%                                |
| Public Safety                                    | 27,674,845                   | 28,666,660                   | 991,815                               | 3.58%                                |
| Public Works                                     | 10,222,975                   | 10,539,925                   | 316,950                               | 3.10%                                |
| Health and Social Services                       | 3,824,750                    | 4,091,470                    | 266,720                               | 6.97%                                |
| Libraries  | 2,469,295                    | 2,478,195                    | 8,900                                 | 0.36%                                |
| Parks, Recreations, Youth and Community Services | 3,933,595                    | 3,990,905                    | 57,310                                | 1.46%                                |
| Miscellaneous & Other Uses                       | 33,103,210                   | 34,312,770                   | 1,209,560                             | 3.65%                                |
| Education  | 121,650,000                  | 124,328,000                  | 2,678,000                             | 2.20%                                |
| <b>Total General Fund</b>                        | <b>\$209,594,190</b>         | <b>\$215,183,250</b>         | <b>\$5,589,060</b>                    | <b>2.67%</b>                         |

The most significant changes were in the following departments:

- Public Safety increased \$991 thousand or 3.58% due to two factors. Contractual salary increases and implementation of the Police Accountability mandate. In total this mandate accounts for approximately \$503 thousand of this budget. The below chart highlights the mandate requirements.

## Police Accountability Bill Mandates

- Drug Testing for Recertification \$9,000/annually
  - Requires police officers to pass a drug test as a condition of renewing their certification (every three years)
  - Cost per Officer – Approximately \$200
- Behavioral Health Assessment \$8,125/annually\*
  - Requires 20% of a Department’s police officers to receive behavioral health assessments at least every five years. \*Reflects cost for 20% of officers
  - Cost per officer - \$325
- Body Cameras
  - Required for all sworn members who perform police duties
  - \$276,036 annually through FY25
  - Additional 40 Cameras/Hardware purchased FY 2023
    - FY23 \$113,065 Initial Cost (\$50,534 Hardware, \$62,530 Maintenance)
    - \$90,415 annually through FY24
- Dashboard Cameras
  - Requires all law enforcement units use dashboard cameras with a remote recorder in each police patrol vehicle
  - \$70,980 annually through FY26
- Interview Room Cameras
  - \$26,076 Initial Cost (\$17,346 Hardware, \$8,731 maintenance)
  - \$8,731 annually through FY27

FY 23 Cost = \$503,282

*Mandates per CGS §29-6d, as amended by PA 20-1*

- Public Works increased overall 3.10% primarily due to an increase in budgeted Fleet expenditures.
- Health and Social Services increased 6.97% primarily due to an increase to the City’s share of the Bristol/Burlington Health District budget.
- Libraries remained steady with the prior year budget.
- Parks, Recreation, Youth and Community Services increased 1.46% due to a variety of costs, including additional Arts and Culture programs and minimum wage increases for Part Time/Seasonal employees.
- Education increased 2.20% or \$2.67 million. In addition to increases in wages due to union contract settlements and benefit cost increases, the other contributing factor to the BOE increase is the cost to provide Special Education Services. A chart of historical expenditures is shown with the discussion of Education’s budget.
- Debt Service increased \$500 thousand due to increased debt service costs on long term borrowing as a result of bonds issued in October, 2019. While debt service actually increased approximately \$794 thousand or 7.1%, the City is phasing in use of a premium that resulted from the October 2019 bond issue to offset actual debt service increases. The City historically has maintained very low debt service ratios. With many new projects planned in the Capital Improvement Program the City is gradually increasing the debt service appropriation to meet the long term debt service needs. Planned use of the 2019 premium helped the City achieve this. Still, as projected, the City’s debt service ratios will continue to be below Rating Agency medians.
- The Internal Service Fund decreased approximately \$370K. The City’s Health Benefits and Heart & Hypertension estimates remained at FY2021-2022 levels while the City’s Workers’ Compensation estimates decreased \$370K.
- All other City department controllable appropriations remained at prior levels.

**Budget Message**

Capital outlay requests in the General Fund totaled \$2,770,725 excluding Board of Education. This amount included Public Works-Fleet requests of \$1,203,000, of which \$850,000 in funding was approved. Of the remaining \$1,500,030, \$1,385,605 was approved for funding through the Equipment Building Sinking Fund. As in prior years the City anticipates funding this with a transfer of available surplus reserves at June 30, 2022. Items not funded but deemed a priority or essential to the department were funded in 2021-2022 through departmental transfers as funding was available.

On a preliminary basis, the 10-Year Capital Improvement Plan (CIP), which incorporates the Capital Budget, was reviewed with the Capital Improvement and Strategic Planning Committee along with the operating budget, in order to incorporate the full impact of the CIP on the City's finances. The tab labeled 'Capital Budget Summary' contains the Capital Budget and CIP information for 2022-2023.

The City of Bristol's General Fund continues to support the majority of the City's public services including police, fire, public works, general government, parks & recreation, libraries, debt service, and other miscellaneous items. Overall the City budget increased \$1.97 million or 2.56%, Debt Service increased \$500 thousand or 4.52% and Capital Transfers increased \$441 thousand, which includes the expenditure offset to budget the Tax Increment Financing transfer of approximately \$171 thousand. The Board of Education increased \$2,678,000 or 2.20%. This results in a net operating budget increase of \$5,589,060 or, 2.67%, over the 2021-2022 General Fund approved budget.

**Operating Budget: General Fund – City**

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

| <b>GENERAL FUND - CITY OPERATIONS BY CHARACTER</b> |                              |                              |                      |                     |   |
|--|------------------------------|------------------------------|----------------------|---------------------|---|
|  | <b>Adopted<br/>2021-2022</b> | <b>Adopted<br/>2022-2023</b> | <b>\$<br/>Change</b> | <b>%<br/>Change</b> | <b>% of<br/>Increase<br/>(Decrease)</b> |
| <b>Salaries</b>                                    | \$42,230,080                 | \$43,729,160                 | \$1,499,080          | 3.55%               | 1.94%                                   |
| <b>Contractual/Professional Services</b>           | 5,238,535                    | 5,514,975                    | 276,440              | 5.28%               | 0.36%                                   |
| <b>Supplies/Services/Utilities</b>                 | 6,408,365                    | 6,571,975                    | 163,610              | 2.55%               | 0.21%                                   |
| <b>General Insurance</b>                           | 1,106,300                    | 1,202,450                    | 96,150               | 8.69%               | 0.13%                                   |
| <b>Employee Benefits</b>                           | 17,202,760                   | 16,853,500                   | (349,260)            | -2.03%              | (0.45%)                                 |
| <b>Capital Outlay</b>                              | 1,020,820                    | 1,419,520                    | 398,700              | 39.06%              | 0.52%                                   |
| <b>Other/Miscellaneous</b>                         | 1,631,430                    | 1,669,060                    | 37,630               | 2.31%               | 0.05%                                   |
| <b>Operating Transfers Out</b>                     | 2,055,900                    | 1,903,240                    | (152,660)            | -7.43%              | (0.20%)                                 |
| <b>TOTAL</b>                                       | <b>\$76,894,190</b>          | <b>\$78,863,880</b>          | <b>\$1,969,690</b>   | <b>2.56%</b>        | <b>2.56%</b>                            |

Salaries increased 3.55% over the prior year salary accounts which represents 1.94% of the overall increase in the City budget. This increase reflects wage increases for settled union contracts. A listing of authorized positions can be found in the Appendix.

## **Budget Message**

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Contractual Services increased 5.28%. This accounts for most professional fees, service and repairs and maintenance. The majority of the increase is attributable to the Board of Finance funding the Bristol Burlington Health District with a \$250,000 increase over the 2021-2022 year.

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

General Insurance increased 8.69% or \$96,150 due to increases in property and general liability insurances which is not unique to Bristol as it is the trend being experienced throughout the country.

Employee Benefits decreased \$349,260 or -2.03%. This account is primarily for payroll related costs, FICA and Medicare as well as the transfer to the Health Benefits Fund which actually decreased slightly due to a decrease in projected claims and use of reserve funds to offset medical insurance. Funds for the City's health insurance and workers' compensation estimates are transferred to an Internal Service Fund. The City's contribution to the Other Post Employments Benefits Trust fund is also included budgeted at \$1,200,000 the Water Department will also contribute towards the Actuarial Determined Contribution (ADC) in the amount of approximately \$377 thousand. The total contribution for 2021-2022 will be \$1.3 million or 68% of the net budget impact. There is no required contribution to the City's General Retirement Fund which provides a defined benefit pension to all City employees, certain Board of Education employees, and Police and Fire employees. The City retirement fund is funded at 128.9% at July 1, 2021.

Capital Outlay decreased 39.06% or \$398,700. This accounts for recurring capital expenditures expected to last more than one year and cost more than \$1,000 and generally includes vehicles, maintenance equipment, computers, office furniture, and replacements or enhancements to City buildings and facilities. For all funds department requests totaled \$2,703,000. Of this amount \$850,000 was funded through the General Fund Fleet budget and \$1,385,605 was recommended and approved for funding from the City's Equipment Building Sinking Fund.

Miscellaneous/Other is comprised of all other expenditures not included in other groups. This category increased 2.31% or \$37,630 due to the restoration of the City's contribution to the Mum Festival and Contingency account and an increase in Railroad Upkeep.

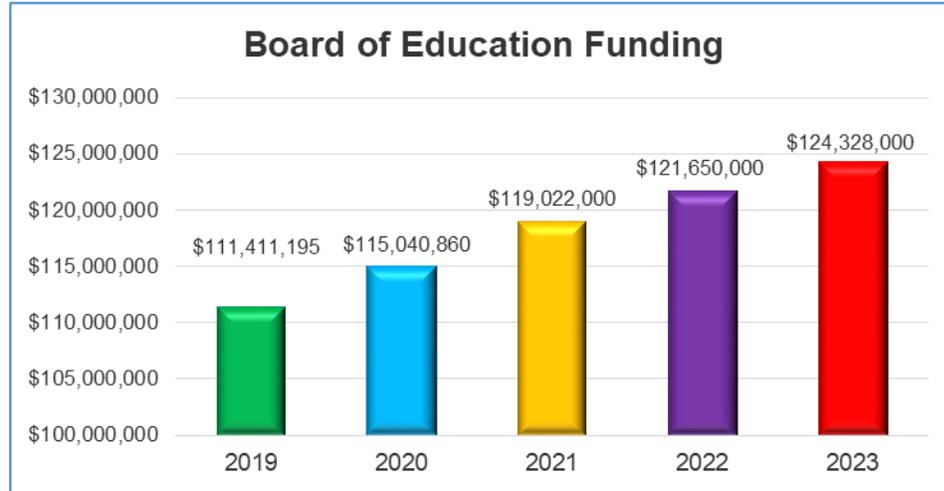
Operating Transfers Out decreased by \$152,660 or -7.43%.

### **Contingency**

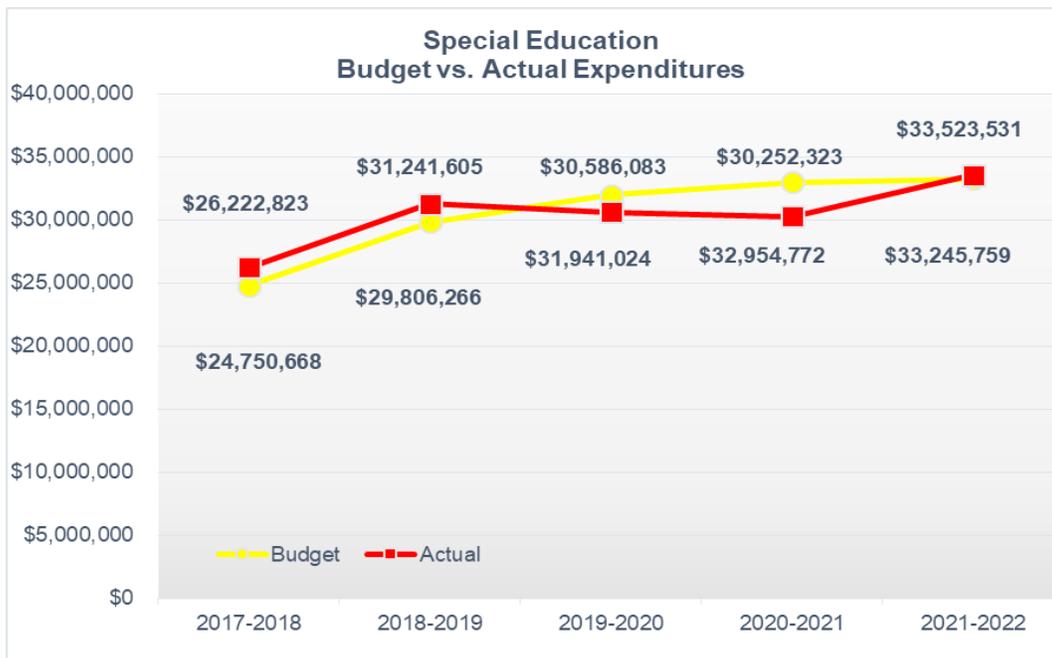
Each fiscal year there is a concern that the funding level for the City's budget may not be sufficient to handle emergency expenditures such as for a bad winter storm year or unforeseen emergencies or opportunities. A Contingency account provides the first line of defense to any potential use of the City's fund balance levels. This account is budgeted at \$1,000,000.

### **Operating Budget: General Fund – Education**

The Board of Education (BOE) adopted budget of \$124,328,000 is an increase of \$2,678,000 or 2.20% over the current year. State statute mandates a BOE budget, which at a minimum must be funded to at least the prior year approved funding level. This is known as the Minimum Budget Requirement, or MBR. The Board of Education anticipates a surplus in FY 2021-2022 primarily as a result of the transition to virtual learning due to COVID 19. While teachers and staff continued to receive their salaries there were reduced operating and maintenance costs during this period. It is expected that surplus funds will be reserved or carried over to the 2023 fiscal year in the event additional funds are needed for Special Education or any other distance learning related costs.



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



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

|                             |                    |
|-----------------------------|--------------------|
| Use of Revenue Estimates:   |                    |
| Tuition Revenue             | \$157,979          |
| School Building Revenue     | 15,000             |
| Medicaid Revenue            | 400,000            |
| Excess Student Cost Revenue | <u>3,601,565</u>   |
| Total Other Funding Sources | <u>\$4,174,544</u> |

## Budget Message

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

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

### Other Funds

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

**Community Development Block Grant Fund (CDBG)** - This fund accounts for the operations of the Economic and Community Development (ECD). The ECD is responsible for community development including aid to low to moderate-income persons and neighbors, grants administration, legislative liaison activities and economic development. The Bristol Development Authority is funded by two sources; the City share and the Community Development Block Grant (referred to as CDBG). The City share costs are budgeted within the General Fund and can be found as a transfer-out to a special revenue fund. The CDBG grant includes the salary and related costs of the Housing and Project Specialist. The City share pays for an Executive Director, 50% of a Grants Administrator, clerical support and a Marketing and Public Relations Specialist, their benefits and costs for running the office. The 2022-2023 City share is \$444,460 which represents a decrease of \$7,000 over the 2021-2022 budget. Of the remaining budget of \$722,016, 663,594 is funded by the Federal CDBG grant, \$23,422 from Reprogrammed CDBG funds and \$35,000 in program income.

**Solid Waste Disposal Fund** – This special revenue fund accounts for the operations of the City's solid waste disposal program. It is subsidized primarily by a transfer in from the General Fund. Other revenue sources of the fund are disposal permits, hauler charges, the City's host fee, and interest income. The total 2022-2023 budget for this self-balancing fund is \$1,359,240.

**School Lunch Program** - This special revenue fund is used to account for the sale of school lunches in the Bristol School system. This fund has several revenue sources. The two largest revenue sources are state reimbursement budgeted at \$153,350 and federal reimbursement at \$3,553,220. The expenses of the fund include the salaries of the employees needed to operate and supervise the cafeterias, food supplies, and employee benefits. The total budget is \$3,733,570 or an increase of \$63,970 primarily due to an increase in food supplies.

**Pine Lake Adventure Park** - This special revenue fund is used to account for a recreational facility used mainly by outside groups. This budget is one of the City's smaller funds and is generally accepted as presented. This year's budget is \$53,195.

**LoCIP Projects** - This special revenue fund is used to pay for projects approved under the Capital Budget with the yearly state grant allocation of money (entitlements) to the cities and towns in Connecticut under this program. The City is reimbursed after the expenditure is made on approved projects under this State grant. The City of Bristol receives approximately \$450,000-\$600,000 yearly for this program. This year, the City received an entitlement of \$485,500.

## **Budget Message**

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**Transfer Station Fund-** This special revenue fund is used to account for the Pay as You Throw (PAYT) program at the Transfer Station. PAYT is also known as SMART (Save Money and Reduce Trash). The PAYT System seeks to equalize the cost of using the transfer station. This year's budget is \$854,390 an increase of \$14,600.

**Road Improvements Fund -** In 2021-2022 a Road Improvements Fund was established by the Board of Finance to account for various funding sources related to road infrastructure projects and costs. The funding sources include State funding from the Municipal Grant in Aid fund and the Local Capital Improvement Program (LOCIP) as well as a budgeted transfer in from the General Fund. For 2022-2023 the City adopted a formal budget for this fund in the amount of \$4,663,205 allocated to the purchase of various construction equipment, reconstruction of various City building parking lots and road reconstruction improvements that includes regular ongoing road reconstruction as well as projects approved through the Capital Improvement Program planning process.

**Arts and Culture Fund –** The Arts and Culture Fund is new this year. Arts & Culture division of the Parks, Recreation, Youth and Community Services Department is responsible for administering comprehensive year-round arts and culture programs and events for the community as well as collaborating with the Board of Education to manage the Community Theater Program at the newly renovated theater in the Memorial Boulevard Intra-district Arts Magnet School. The Arts & Culture program is designed to be self-sustaining through revenues generated by user fees, ticket sales and other revenue sources. The budget for the first year of operation is \$743,565.

**Internal Service Fund –** The Health Benefit and Workers' Compensation Funds accounts for the activity of the city's self-insurance program for health benefits and workers' compensation claims. The Health Benefits fund decreased slightly as a result of lower than anticipated projected health claims. The Workers' Compensation Fund decreased \$763K primarily due to a projected decrease in Workers' Compensation medical and indemnity benefit payments. The Insurance Committee (a subcommittee of the Board of Finance) is charged with oversight as well as plan design changes within the Health Benefits Fund.

### **Enterprise Funds -**

**Bristol Water Department –** This enterprise fund is used to account for the operations of the Bristol Water Department. The supervision of the Bristol Water Department is entrusted to the Board of Water Commissioners. These operations are financed and operated in a manner similar to that of a private business. It has been an ongoing practice to accept the Water Department's revenue estimates and expense estimates as projected. For the 2022-2023 appropriations for this fund have increased slightly.

**Sewer Operating and Assessment Fund –** This fund, which also falls under the supervision of the Board of Water Commissioners accounts for the operations of the City's Wastewater Treatment Plant. The fund is supported by sewer user charges billed by the Bristol Water Department. Additionally, Water Pollution Control currently bills for assessments on Sewer Capital Projects. The revenues from these assessments are used to pay outstanding debt issued for these capital projects. Water Pollution Control has undertaken several capital projects known as Infiltration/Inflow Studies. These completed studies will result in a reduction of flow into the wastewater treatment plant. This will eventually reduce some of the operating costs associated with the treatment supplies and costs. In anticipation of the wastewater treatment plant upgrades, the City set up a Water Pollution Capital and Non-Recurring Fund several years ago to help defray costs for the taxpayers as well as the users. This fund is currently being used for the repayment of loans and capital project costs associated with the studies taking place. The Sewer Operating and Assessment Fund approved 2022-2023 budget is \$7,290,000, or a \$150,300 increase over the approved 2021-2022 budget. Increases in Contractual Services, Supplies and Materials and Capital Outlay offset contractual salary increases.

## **The Future Outlook**

The unprecedented events of the pandemic which has consumed most of 2020 has the potential to have a very dire long term impact on the economy over the next few years. City officials continued to be mindful of this as budget discussions ensued and they were determined to adopt a responsible and affordable budget for the citizens for fiscal 2023 and beyond.

### **American Rescue Plan Act**

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

The Task Force has worked over the last year to discuss overall goals, guiding principles and how to allocate the funds. The group was divided into three groups: City Use, Non- Profit and Business Recovery. In addition, an outside consultant was hired to assist with the overall management of these funds. During the 2021-2022 fiscal year and 2022-2023 budget process approximately \$24.7 million of the funds were allocated to various City projects; economic recovery for City businesses including incentives to increasing the work force and/or capital improvements to structures to meet new pandemic guidelines; and, public assistance to not for profits that were financially impacted by the pandemic.

### **Capital Improvement Plan**

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

### **Financial Goals and Objectives**

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

### **Non-Financial Goals and Objectives**

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

## **Budget Document**

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

## **Budget Message**

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

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

### **Review and Award Process**

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

## **Acknowledgements**

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

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

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

Respectfully submitted,



Diane M. Waldron  
Comptroller

## **2023 STRATEGIC PLAN**

A number of processes are in place to assist the City with strategic and long term planning. The current focus is to improve the City's infrastructure, expand economic development throughout the business community including Centre Square in the downtown area, and improve the quality of life and improved services to its citizens.

Recent initiatives include:

- Citizen feedback through surveys
- Master Planning for select departments
- Process improvements and shared services
- Capital Budgeting and ten year financial forecasting for projects
- Long-range operating financial planning
- Integration of various department goals and strategic plans with annual budget process and review by 10-Year CIP and Strategic Planning Committee.
- Continued work with ARPA Task Force to align approved projects with City long term economic development initiatives

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

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### **INFRASTRUCTURE**

- Address City roadways in accordance with needs assessment and prioritize for inclusion in Ten Year Capital Improvement Program.
- Established a Road Improvements Fund to supplement bonding for road improvements utilizing State and Federal grants as well as General Fund appropriations.
- City roads and infrastructure using a pavement management rating system annually evaluate.

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### **PARKS AND RECREATION**

Engaged consultant to assist with a Parks Master Plan:

- Incorporated citizen surveys
- Prioritized projects for improvements to parks and facilities to develop long term plans to meet citizen priorities.
- Create a Plan to fund the new projects in a timely and organized schedule for planning purposes

More detail is available in the Parks department summary section as well as the Capital Budget section.

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### **ECONOMIC DEVELOPMENT**

Downtown Development:

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

## Budget Message

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- Approved plans and sold property for Centre Square development and ARPA approved parking structure (\$5.2M).
- Approved plans for streetscape improvements along Riverside Avenue and North Main Street.
- Approved and started major improvements to City Hall estimated at \$38 million.

### General Economic Development:

- Continue to fill vacant lots in the Southeast Business Park
- Continue to work with the State of CT Land Bank to remediate the former J.H. Sessions & Son building so it can be turned over to a developer
- Sell remediated brownfield property at 894 Middle Street to developer
- Explore new and future industry partners such as:
  - Cannabis Cultivators
  - Technology/Cloud Storage Facilities
  - Biotechnology Companies
  - Other High-Tech Emerging Manufacturing Companies

### Community Development Block Grants:

- More than \$300,000 in funding from U.S. Dept. of Housing and Urban Development (HUD) is expended each year to assist homeowners with Residential Rehabilitation grants. These matching grants enable homeowners to make essential improvements to their homes including new roofs, windows, heating, and electrical as well as for ADA accessibility and abatement when lead paint is discovered.
- Additional CDBG funds are awarded to area non-profits that provide social services to low and moderate income residents. Grants are also provided to non-profits to assist with capital improvements and to reconstruct sidewalks in low-income census tract areas.

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## EDUCATION

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

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

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## FINANCIAL

In lieu of internal audit staff, the Board of Finance implemented a strategy to hire consultants to perform a review/audit of financial processes within various departments starting in 2017. Since that time the following departments have been reviewed:

- Education
- Youth and Community Services
- Code Enforcement
- Police – specific to the payroll function
- Maintain a 12%-15% unassigned fund balance

## **Budget Message**

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Many of the recommendations were for efficiency and enhanced control improvements and most have been implemented or are in the process of being implemented. It is expected that the Board of Finance will continue with these annual reviews to continually explore more opportunities for increased efficiencies.

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### **POLICE**

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

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### **FIRE**

- The Fire Department experienced a period of transition with a large number of anticipated retirements. Planning for these retirements began during contract negotiations in 2019 with the adoption of a Deferred Retirement Option Plan that allowed management to maintain staffing levels as well as hire appropriately to replace retiring firefighters.
- Created an in-house Fire Academy for new recruits in order meet the demand to have fully trained firefighters on board for the retirement wave. Initiated plan to continue with this academy and make available to surrounding communities as needed.
- Coordinated recruitment marketing with the Police Department for their new recruits to increase diversity.

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### **DIVERSITY EQUITY & INCLUSION**

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

- Arts & Culture Commission
- Diversity Council
- Youth Cabinet
- Mayor's Task Force on Opioid Prevention
- Senior Tax Relief Committee
- Bristol CARES
- Bristol Task Force on Ending Homelessness
- Bristol Hunger Action Team (HAT)

**LONG RANGE OPERATING AND FINANCIAL PLAN**

For long range operating and financial planning the below financial plan incorporates the following assumptions:

**EXPENDITURE ASSUMPTIONS:**

|                                   |                                  |        |
|-----------------------------------|----------------------------------|--------|
| Wages/Salaries                    | FY2024                           | 3.50%  |
|                                   | FY2025-2028                      | 3.00%  |
| Professional Services             | FY2024-FY2028                    | 4.50%  |
| Fuel                              | FY2024                           | 15.00% |
|                                   | FY2025-FY2028                    | 3.00%  |
| Other Supplies                    | FY2024-FY2028                    | 1.50%  |
| General Insurance                 | FY2024-FY2028                    | 8.00%  |
| Employee Benefits                 | FY2024-FY2028                    | 3.00%  |
| Miscellaneous                     | FY2024-FY2028                    | 2.50%  |
| Transfer to Special Revenue Funds | FY2024-FY2028                    | 2.50%  |
| Education                         | FY2024-FY2028                    | 3.00%  |
| Debt Service                      | PER CAPITAL PLANNING PROJECTIONS |        |
| Transfer to Capital Projects      | No change                        |        |
| Fire Truck Reserve                | No change                        |        |

The above assumptions are based on historical trend, current market conditions (for example Fuel), anticipated expenditures and debt service per capital planning projections as reviewed by the Ten Year CIP and Strategic Planning Committee. Further detail of debt service projections is provided in the Capital Budget section of this document

**REVENUE ASSUMPTIONS:**

- Modest increases in various revenue categories based on trend.
- Grand List assumptions (below) are based on historical trends, current market conditions and anticipated economic development.

| <b>Fiscal Year</b>     | <b>FY2024*</b>   | <b>FY2025</b>    | <b>FY2026</b>    | <b>FY2027</b>    | <b>FY2028</b>    |
|------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Grand List Year</b> | <b>10/1/2022</b> | <b>10/1/2023</b> | <b>10/1/2024</b> | <b>10/1/2025</b> | <b>10/1/2026</b> |
| Real Estate            | 14.00%           | 0.50%            | 0.50%            | 0.50%            | 0.50%            |
| Personal Property      | 4.00%            | 4.00%            | 4.00%            | 4.00%            | 4.00%            |
| Motor Vehicle          | 4.00%            | 4.00%            | 4.00%            | 4.00%            | 4.00%            |
| *Revaluation           |                  |                  |                  |                  |                  |

CITY OF BRISTOL - LONG RANGE OPERATING FINANCIAL PLAN

|                                     | 2023               | PROJECTIONS        |                    |                    |                    |                    |
|-------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
|                                     | ADOPTED            | 2024               | 2025               | 2026               | 2027               | 2028               |
| SALARIES                            | 43,729,160         | 45,259,681         | 46,617,471         | 48,015,995         | 49,456,475         | 50,940,169         |
| CONTRACTUAL/PROFESSIONAL SERVICE    | 5,514,975          | 5,763,149          | 6,022,491          | 6,293,503          | 6,576,710          | 6,872,662          |
| TOTAL FUELS                         | 891,960            | 1,025,754          | 1,056,527          | 1,088,222          | 1,120,869          | 1,154,495          |
| SERVICES/SUPPLIES/UTILITIES         | 6,571,975          | 5,765,215          | 5,851,693          | 5,939,469          | 6,028,561          | 6,118,989          |
| GENERAL INSURANCE                   | 1,202,450          | 1,262,573          | 1,325,701          | 1,391,986          | 1,461,585          | 1,534,665          |
| EMPLOYEE BENEFITS                   | 16,853,500         | 17,359,105         | 17,879,878         | 18,416,274         | 18,968,763         | 19,537,826         |
| TRANSFER TO SINKING FUND            | 250,000            | 300,000            | 250,000            | 250,000            | 250,000            | 250,000            |
| CAPITAL OUTLAY                      | 1,169,520          | 1,000,000          | 1,000,000          | 750,000            | 800,000            | 800,000            |
| MISCELLANEOUS                       | 1,669,060          | 1,710,787          | 1,753,556          | 1,797,395          | 1,842,330          | 1,888,388          |
| TRANSFER TO SPECIAL REVENUE         | 1,903,240          | 1,950,821          | 1,999,592          | 2,049,581          | 2,100,821          | 2,153,341          |
| <b>TOTAL GENERAL GOVERNMENT</b>     | <b>79,755,840</b>  | <b>81,397,084</b>  | <b>83,756,909</b>  | <b>85,992,426</b>  | <b>88,606,114</b>  | <b>91,250,536</b>  |
| EDUCATION                           | 124,328,000        | 128,057,840        | 131,899,575        | 135,856,562        | 139,932,259        | 144,130,227        |
| CAPITAL AND DEBT SERVICE            | 11,991,370         | 13,000,000         | 13,600,000         | 14,350,000         | 14,700,000         | 15,425,000         |
| <b>TOTAL BUDGET</b>                 | <b>215,183,250</b> | <b>222,454,924</b> | <b>229,256,484</b> | <b>236,198,989</b> | <b>243,238,374</b> | <b>250,805,763</b> |
| INCREASE OVER PRIOR YEAR            |                    | 7,271,674          | 6,801,560          | 6,942,505          | 7,039,385          | 7,567,389          |
| % INCREASE OVER PRIOR YEAR          |                    | 3.38%              | 3.06%              | 3.03%              | 2.98%              | 3.11%              |
| REVENUES OTHER THAN TAXES           |                    | 57,513,480         | 58,377,180         | 58,692,772         | 58,820,767         | 59,161,701         |
| REVENUES TO BE RAISED FROM TAXES    |                    | 164,941,444        | 170,879,304        | 177,506,217        | 184,417,606        | 191,644,062        |
| MOTOR VEHICLE TAX @ 32.46 mill rate |                    | 17,950,848         | 18,668,882         | 19,415,637         | 20,192,263         | 20,999,953         |
| REVENUES TO BE RAISED - RE & PP     |                    | 146,990,596        | 152,210,422        | 158,090,579        | 164,225,343        | 170,644,108        |
| GRAND LIST PROJECTIONS - RE & PP    |                    | 4,186,191,044      | 4,222,273,583      | 4,259,142,598      | 4,296,826,264      | 4,335,353,867      |
| PROJECTED MILL RATE                 | 38.35              | 35.11              | 36.05              | 37.12              | 38.22              | 39.36              |
| MILL RATE CHANGE                    |                    | (3.24)             | 0.94               | 1.07               | 1.10               | 1.14               |
| MILL RATE INCREASE/(DECREASE) %     |                    | -8.44%             | 2.67%              | 2.96%              | 2.97%              | 2.99%              |

## **The Budget Document**

The contents of tabbed sections in this document are:

### **Table of Contents**

Provides readers with the type of information, the tabbed location, page number and section along with information on the budget document, fund structure and functional relationships.

### **Budget Message**

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

### **Policy Initiatives**

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

### **Budget Summaries**

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

### **General Government**

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

### **Public Safety**

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

### **Public Works**

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

## **Health and Social Services**

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

## **Board of Education Summary**

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

## **Libraries**

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

## **Parks, Recreation, Youth and Community Services**

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

## **Miscellaneous**

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

## **Special Revenue Funds**

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

## **Enterprise Funds**

Provides information for the operations of the Bristol Water and Sewer Department.

## **Internal Service Fund**

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

## **Capital Budget**

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

## **Debt Management**

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

## **Appendix**

Provides information on the City of Bristol, budget process, budgetary controls, miscellaneous statistics about the City for multiple fiscal years and full-time positions for three fiscal years.

## **Information in Departmental Tabs**

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

### **Service Narrative**

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

### **Fiscal Year 2022 Goals and Accomplishments**

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

### **Fiscal Year 2023 Goals**

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

### **Long Term Goals**

Presents goals that extend beyond the current budget year.

### **Performance Measures**

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

### **Expenditure and Position Summary**

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

### **Organizational Chart**

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

### **Budget Highlights**

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

## **Fund Structure Overview**

### **Fund Structure**

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

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

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

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

### **Governmental funds**

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

### **Major Governmental Funds**

**General Fund** - This fund is used to account for the general operating activities of the City. General Government, Public Safety, Public Works, Health and Social Services,

Education, Libraries, Parks, Recreation Youth and Community Services, Debt Service and Miscellaneous are financed through property taxes, state and federal (intergovernmental) revenue, charges for services, interest income, licenses and permits and other revenues.

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

## **Nonmajor Governmental Funds**

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

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

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

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

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

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

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

**Arts & Culture Fund** – This fund accounts for the activities of the Arts & Cultures division of the Parks, Recreation, Youth and Community Services Department and is responsible for administering comprehensive year-round arts and culture programs and events for the community.

## **Proprietary Funds**

When the City charges customers for the services it provides, whether to outside customers or to other units of the City, these services are generally reported in proprietary funds. Proprietary funds are reported in the same way that all activities are reported in the statement of net position and the statement of activities. The City's enterprise fund (The Bristol Water Department - a component of

proprietary funds) is reported as a business-type activity in the government-wide statements, and this fund is budgeted on the full accrual basis. Not only are expenses recognized when a commitment is made, but revenues are also recognized when they are earned by the City. Internal service funds (the other component of proprietary funds) are used to report activities that provide supplies and services for the City's other programs and activities – such as the City's Health Benefit and Workers' Compensation Internal Service Fund.

### Major Proprietary Fund

**Enterprise Funds** – Effective July 1, 2022 the Sewer Operating and Assessment Fund will be accounted for under the control of the Bristol Water Department as an enterprise fund as a result of Charter revision to consolidate the operations of these two activities. These two funds account for services provided to the City of Bristol residents by the Bristol Water and Sewer department. Fund revenues come from user fees charged to the users of these services.

### Nonmajor Proprietary Fund

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

### Fiduciary Funds

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

### Agency Funds

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

## Functional Relationships

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

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

# Policy Initiatives

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

## Policies

### Overview

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

### Debt Policy

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

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

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

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

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

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

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

### Integration of Capital Planning and Debt Financing Activities

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

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

### Debt Authorization (City Charter Requirements)

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

### Purposes for Which Debt May or May Not Be Issued

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

### Legal Limitations

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

## Types of Debt Permitted To Be Issued and Criteria for Issuance

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

- **Short Term Debt**
  - **Bond Anticipation Notes:** The Board may choose to issue Bond Anticipation Notes as a source of interim construction financing when deemed prudent.
  - **Tax or Revenue Anticipation Notes:** The Board may choose to issue Tax and/or Revenue Anticipation Notes to fund internal working capital cash flow needs. Before issuing such notes, cash flow projections will be prepared by the appropriate City Departments and reviewed by the Comptroller. Tax and Revenue Anticipation Notes may be sold in either a competitive or negotiated sale, subject to authorization and approval by the Board of Finance.
  
- **Long Term Debt**
  - **General Obligation Bonds:** General obligation bonds are general obligations of the City payable from general (ad valorem) taxes, subject to certain constitutional and statutory limitations.  
Bonding should be used to finance or refinance only capital improvements and long-term assets, or other costs directly associated with financing of a project. Bonding should be used only after considering alternative funding sources such as project revenues, Federal and State grants, and special assessments.
  - **Revenue Bonds:** Whenever possible, the City will use revenue, self-supporting, or special assessment bonds instead of general obligation bonds. To enhance security when issuing revenue bonds, the City will issue “double-barreled” bonds, which are secured both by a dedicated revenue stream, as well as by the general taxing powers of the City. The City will strictly adhere to all provisions of the bond resolution or trust indenture including but not limited to covenants, additional bond tests, and operation and maintenance requirements. Revenue bonds are generally issued by the City's Water Department, an Enterprise Fund.
  
- **Tax Increment Financing (TIF):** The City created the Bristol Downtown Tax Increment Financing District and the District Master Plan to help revitalize the City's downtown and support employment, housing and economic growth in the City. The City reserves the right to incur debt to facilitate, in part or in whole, any of the projects within the District Master Plan. Should such debt be issued and to which TIF revenues have been pledged, a Development Sinking Fund will be created and charged with the payment of interest and principal as well as any other related financing costs. TIF revenues shall be deposited first to the District Master Plan Fund, then to the Development Sinking Fund and then to the Project Cost Account.
  
- **Credit Enhancement:** Credit enhancement agreements (CEA's) are a mechanism for providing assistance to property owners or developers for undertaking development projects in the TIF district. Generally, CEA's allow the City to provide reimbursements of future incremental property tax to property owners or developers. Mandatory requirements for participation include but are not limited to: the need to offset economic advantages offered outside the City, financial capability of the developer to undertake the project, a minimum project cost of \$1,000,000, and a minimum 10% of the project cost equity contribution by the owner or developer.
  
- **Leasing:** Leasing is appropriate for procuring assets that are too expensive to fund with current receipts in any one year and are operational in nature. The City will not fund operating expenditures with debt. Generally, leasing relates to assets with short useful lives (less than 10 years) and which are subject to rapid technological obsolescence.

## Method of Sale

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

## Disclosure and Arbitrage Compliance

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

## Selection of Consultants and Service Providers

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

## **Investment of Proceeds**

The investment of idle funds must be in conformance with federal laws, state statutes, the City Charter, and internal policies and procedures. Besides legality, the City's foremost investment objective will be safety of principal. The City will maintain sufficient liquidity to meet project expenditure requirements. The yield on an investment is its current rate of return until maturity. Yield should not and is not the primary concern for the City's investment of idle operating funds. This policy was last reviewed and updated by the Board of Finance on January 25, 2022.

## **Donations Policy**

Civic, non-profit groups requesting a monetary donation from the City of Bristol for a program or event that will be held in Bristol and benefit the residents may submit a proposal in writing to the Board of Finance for review. The Board of Finance adopted the Donations Policy on March 11, 2014 and reviewed it on January 25, 2022.

### **Requirements**

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

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

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

## Fixed Assets Policies and Procedures

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

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

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

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

### Asset Definitions

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

### Capitalization Thresholds

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

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

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

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

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

### Asset Classification

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

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

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

### Property Accounting

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

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

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

## Property Control

### Department Responsibilities

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

### Purchasing Responsibilities

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

### Comptroller Responsibilities

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

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

### Methods of Asset Disposition

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

## Fund Balance Policy

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

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

## General Retirement Fund Policy

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

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

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

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

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

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

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

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

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

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

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

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

## Investment Policy

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

The Board of Finance adopted the Investment Policy on February 28, 2012 and last reviewed on September 28, 2021. Following are highlights of the policy. The Policy in its entirety is available in the Comptroller's Office.

### Scope

The investment policy applies to all financial transactions including the General Fund, Special Revenue Funds, Capital Project Funds, Debt Service Funds, Internal Service Funds, Trust and Agency Funds and

any new fund created by the governing body, unless specifically exempted by the governing body or legally restricted. The employees' retirement and other post-employment benefits funds are excluded from this policy.

### **Delegation of Authority**

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

### **Internal Controls**

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

The internal controls shall address the following points:

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

### **Prudence**

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

### **Ethics and Conflicts of Interest**

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

### **Authorized Financial Institutions, Depositories, and Brokers/Dealers**

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

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

## **Safekeeping**

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

## **Diversification**

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

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

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

## **Reporting Requirements**

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

## **Consolidation of Cash**

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

## **Investment Objectives**

Investments shall be made in accordance with the following principles:

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

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

- Limiting investments to the types of investments listed in this investment policy.

## Policy Initiatives

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

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

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

## New Positions

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

## Sinking Funds

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

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

## **Tax Abatements**

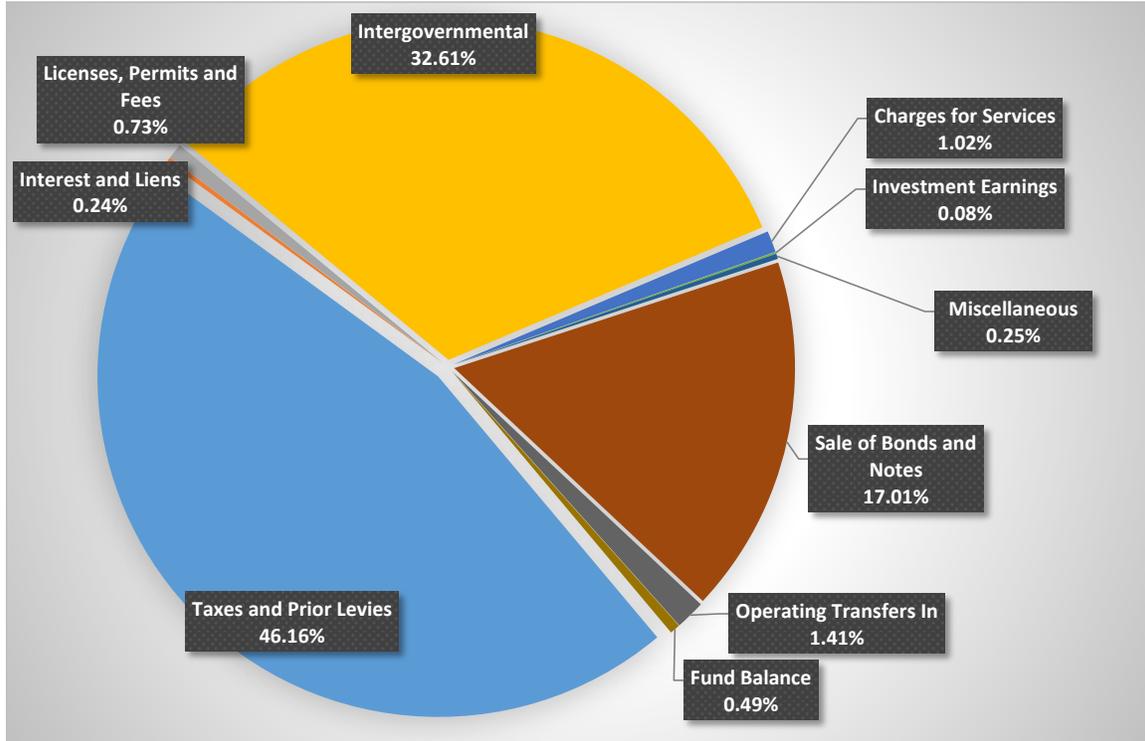
The City provides tax abatements through the Connecticut Enterprise Zone Program and Urban Jobs Program as well as a City-sponsored and locally administered Enterprise Zone Program for projects that fall within the State-designated Enterprise Zone but which do not qualify for the State-sponsored program.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

## **Travel Reimbursement**

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

## City of Bristol FY 2023 Approved Operating Budget Governmental Funds

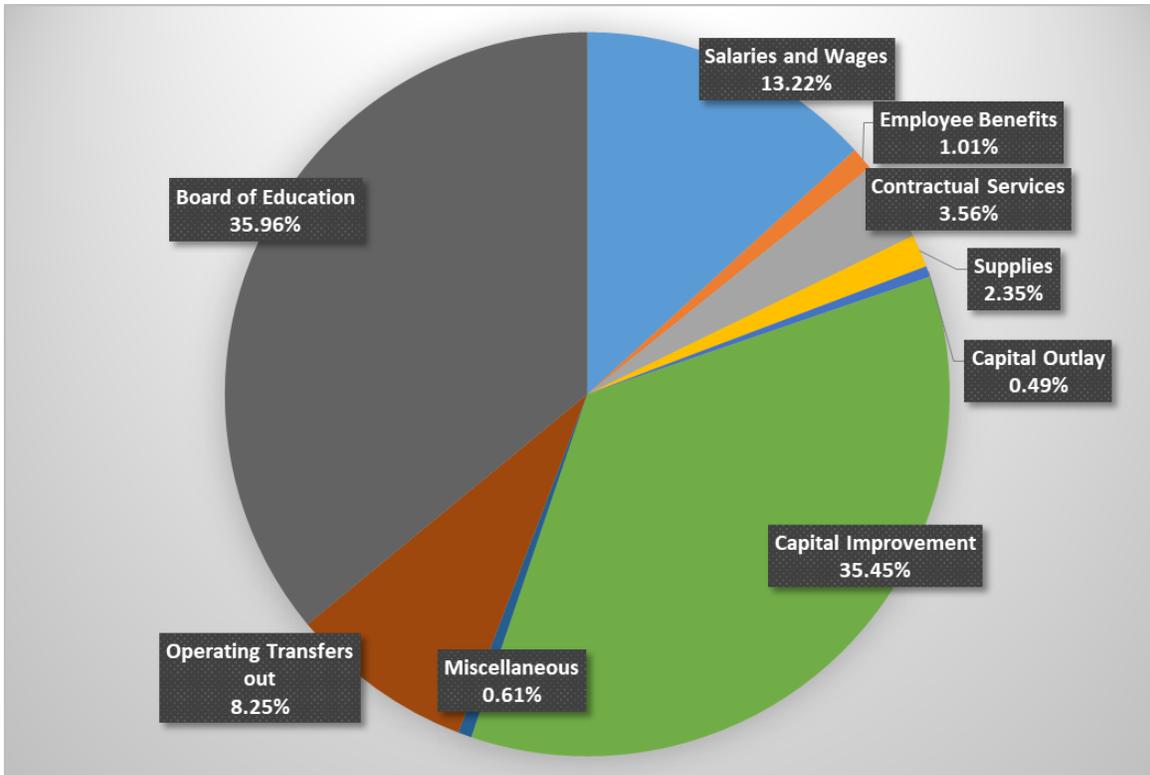
### Budget in Brief - Sources



| Description                          | Amount                |                       |
|--------------------------------------|-----------------------|-----------------------|
|                                      | 2023                  | 2022                  |
| Taxes and Prior Levies               | \$ 159,594,495        | \$ 156,403,740        |
| Interest and Liens                   | \$ 810,000            | \$ 775,000            |
| Licenses, Permits and Fees           | \$ 2,512,610          | \$ 1,653,150          |
| Intergovernmental                    | \$ 112,741,151        | \$ 58,512,751         |
| Charges for Services                 | \$ 3,521,540          | \$ 3,647,670          |
| Investment Earnings                  | \$ 278,400            | \$ 408,400            |
| Miscellaneous                        | \$ 873,475            | \$ 951,960            |
| Sale of Bonds and Notes              | \$ 58,819,725         | \$ 40,166,350         |
| Operating Transfers In               | \$ 4,873,460          | \$ 5,601,900          |
| Fund Balance                         | \$ 1,690,000          | \$ -                  |
| <b>Appropriated Sources of Funds</b> | <b>\$ 345,714,856</b> | <b>\$ 268,120,921</b> |

## FY 2023 Approved Operating Budget Governmental Funds

### Budget in Brief - Uses



| Description                       | Amount                | Amount                |
|-----------------------------------|-----------------------|-----------------------|
|                                   | 2023                  | 2022                  |
| Salaries and Wages                | \$45,698,870          | \$44,134,965          |
| Employee Benefits                 | 3,476,540             | 3,310,805             |
| Contractual Services              | 12,322,780            | 11,317,330            |
| Supplies                          | 5,061,640             | 4,878,895             |
| Capital Outlay                    | 1,679,411             | 851,020               |
| Capital Improvement               | 122,546,170           | 51,164,195            |
| Miscellaneous                     | 2,095,125             | 2,779,851             |
| Operating Transfers out           | 28,506,320            | 28,033,860            |
| Board of Education                | 124,328,000           | <u>121,650,000</u>    |
| <b>Appropriated Uses of Funds</b> | <b>\$ 345,714,856</b> | <b>\$ 268,120,921</b> |

**FY 2023 Approved Budget  
Governmental Funds  
Sources of Funds**

|  | <u>General Fund</u>         | <u>Special Revenue<br/>Funds</u> | <u>Capital Projects<br/>Funds</u> | <u>Total</u>                |
|--|-----------------------------|----------------------------------|-----------------------------------|-----------------------------|
| Taxes and Prior Levies                 | \$159,594,495               | \$0                              | \$0                               | <b>\$159,594,495</b>        |
| Interest and Liens on Delinquent Taxes | 810,000                     | -                                | -                                 | <b>810,000</b>              |
| Licenses, Permits and Fees             | 1,615,700                   | 896,910                          | -                                 | <b>2,512,610</b>            |
| Intergovernmental                      | 46,871,120                  | 4,818,586                        | 61,051,445                        | <b>112,741,151</b>          |
| Charges for Services                   | 3,164,540                   | 357,000                          | -                                 | <b>3,521,540</b>            |
| Investment Earnings                    | 276,500                     | 1,900                            | -                                 | <b>278,400</b>              |
| Sale of Property and Equipment         | 75,000                      | -                                | -                                 | <b>75,000</b>               |
| Miscellaneous                          | 475,675                     | 322,800                          | -                                 | <b>798,475</b>              |
| Operating Transfers In                 | 2,300,220                   | 1,903,240                        | 670,000                           | <b>4,873,460</b>            |
| Sale of Bonds and Notes                | -                           | -                                | 58,819,725                        | <b>58,819,725</b>           |
| Fund Balance                           | -                           | -                                | 1,690,000                         | <b>1,690,000</b>            |
| <b>Appropriated Sources of Funds</b>   | <b><u>\$215,183,250</u></b> | <b><u>\$8,300,436</u></b>        | <b><u>\$122,231,170</u></b>       | <b><u>\$345,714,856</u></b> |

**FY 2023 Approved Budget  
Governmental Funds  
Uses of Funds**

|                                   | <u>General Fund</u>         | <u>Special Revenue<br/>Funds</u> | <u>Capital Projects<br/>Funds</u> | <u>Total</u>                |
|-----------------------------------|-----------------------------|----------------------------------|-----------------------------------|-----------------------------|
| <b><u>General City</u></b>        |                             |                                  |                                   |                             |
| Salaries and Wages                | \$43,179,160                | \$2,519,710                      | \$0                               | <b>\$45,698,870</b>         |
| Employee Benefits                 | 3,301,810                   | 174,730                          | -                                 | <b>3,476,540</b>            |
| Contractual Services              | 9,951,540                   | 2,346,240                        | 25,000                            | <b>12,322,780</b>           |
| Supplies and Materials            | 3,141,795                   | 1,869,845                        | 50,000                            | <b>5,061,640</b>            |
| Capital Outlay                    | 1,169,520                   | 509,891                          | -                                 | <b>1,679,411</b>            |
| Capital Improvement               | -                           | 390,000                          | 122,156,170                       | <b>122,546,170</b>          |
| Miscellaneous/ Other (Insurance)  | 1,095,125                   | -                                | -                                 | <b>1,095,125</b>            |
| Operating Transfers Out           | 28,016,300                  | 490,020                          | -                                 | <b>28,506,320</b>           |
| Contingency                       | 1,000,000                   | -                                | -                                 | <b>1,000,000</b>            |
| <b><u>Board of Education</u></b>  |                             |                                  |                                   |                             |
| General Control                   | 2,584,161                   | -                                | -                                 | <b>2,584,161</b>            |
| Instruction                       | 50,813,106                  | -                                | -                                 | <b>50,813,106</b>           |
| Transportation                    | 5,479,459                   | -                                | -                                 | <b>5,479,459</b>            |
| Operation of Plant                | 7,519,135                   | -                                | -                                 | <b>7,519,135</b>            |
| Maintenance of Plant              | 2,739,023                   | -                                | -                                 | <b>2,739,023</b>            |
| Benefits and Fixed                | 19,386,004                  | -                                | -                                 | <b>19,386,004</b>           |
| Athletics and Student             | 2,148,087                   | -                                | -                                 | <b>2,148,087</b>            |
| Capital and Technology            | 2,448,576                   | -                                | -                                 | <b>2,448,576</b>            |
| Special Education                 | 34,394,993                  | -                                | -                                 | <b>34,394,993</b>           |
| Tuition                           | 990,000                     | -                                | -                                 | <b>990,000</b>              |
| Anticipated Revenue Offsets       | (4,174,544)                 | -                                | -                                 | <b>(4,174,544)</b>          |
| <b>Appropriated Uses of Funds</b> | <b><u>\$215,183,250</u></b> | <b><u>\$8,300,436</u></b>        | <b><u>\$122,231,170</u></b>       | <b><u>\$345,714,856</u></b> |

**FY 2023 Approved Budget  
Governmental Funds  
Comparative Sources of Funds by Object**

| <b>General Fund</b>                           | <b>FY 2021<br/><u>Actual</u></b> | <b>FY 2022<br/><u>Budget</u></b> | <b>FY 2023<br/><u>Budget</u></b> |
|---|----------------------------------|----------------------------------|----------------------------------|
| <b>Taxes and Prior Levies</b>                 |                                  |                                  |                                  |
| Current Property Taxes                        | \$152,912,037                    | \$155,103,740                    | \$158,274,495                    |
| Prior Levies                                  | 1,505,997                        | 1,300,000                        | 1,320,000                        |
| <b>Taxes and Prior Levies</b>                 | <b><u>\$154,418,034</u></b>      | <b><u>\$156,403,740</u></b>      | <b><u>\$159,594,495</u></b>      |
| <b>Interest and Liens on Delinquent Taxes</b> |                                  |                                  |                                  |
| Interest and Lien Fees                        | \$1,059,144                      | \$775,000                        | \$810,000                        |
| <b>Interest and Liens on Delinquent Taxes</b> | <b><u>\$1,059,144</u></b>        | <b><u>\$775,000</u></b>          | <b><u>\$810,000</u></b>          |
| <b>Licenses, Permits and Fees</b>             |                                  |                                  |                                  |
| Assessor Late Filing Fee                      | \$1,550                          | \$1,100                          | \$1,100                          |
| Delinquent Fees                               | 465                              | 1,000                            | 1,000                            |
| Circuit Court Fines                           | 294                              | 4,000                            | 500                              |
| Dog Penalties                                 | 279                              | 600                              | 600                              |
| Dog Licenses                                  | 6,709                            | 7,000                            | 7,000                            |
| Marriage Licenses                             | 3,345                            | 3,000                            | 3,000                            |
| Clerk Fees                                    | 13,481                           | 13,000                           | 13,000                           |
| Liquor Permits                                | 1,040                            | 1,500                            | 1,000                            |
| Notary Services                               | 455                              | 1,000                            | 1,000                            |
| Notary Appointment                            | 3,100                            | 3,000                            | 3,000                            |
| Burial Permits                                | 4,895                            | 4,500                            | 4,500                            |
| Trade Names                                   | 1,320                            | 1,100                            | 1,100                            |
| Vital Statistics                              | 130,803                          | 120,000                          | 120,000                          |
| Parking Violations                            | 61,320                           | 75,000                           | 75,000                           |
| Alarm Fines                                   | 25,020                           | 17,000                           | 17,000                           |
| Police Report Fees                            | 12,746                           | 14,000                           | 14,000                           |
| Bingo/Raffles                                 | 4,842                            | 12,000                           | 12,000                           |
| Zoning Violations                             | -                                | 1,500                            | 1,500                            |
| Drop Fee                                      | -                                | 2,400                            | 2,400                            |
| Building Permits                              | 2,081,580                        | 1,225,000                        | 1,300,000                        |
| Surcharge                                     | 202                              | -                                | -                                |
| Excavation Permits                            | 8,360                            | 10,000                           | 8,000                            |
| Land Use Fees and Permits                     | 25,793                           | 18,000                           | 23,000                           |
| Library Fines                                 | 4,311                            | 5,000                            | 6,000                            |
| <b>Licenses, Permits and Fees</b>             | <b><u>\$2,391,910</u></b>        | <b><u>\$1,540,700</u></b>        | <b><u>\$1,615,700</u></b>        |
| <b>Charges for Services</b>                   |                                  |                                  |                                  |
| Copier Charges                                | \$1,110                          | \$800                            | \$650                            |
| Water Department Reimbursement                | 10,212                           | 1,250                            | 1,250                            |
| Foreclosure Costs                             | -                                | 5,000                            | -                                |
| Rentals                                       | 27,726                           | 25,200                           | 25,200                           |
| Miscellaneous Charges                         | 4,606                            | 4,000                            | 4,000                            |

## Budget Summaries

### Comparative Sources of Funds by Object (continued)

|                                       | FY 2021<br><u>Actual</u>  | FY 2022<br><u>Budget</u>  | FY 2023<br><u>Budget</u>  |
|---------------------------------------|---------------------------|---------------------------|---------------------------|
| Recording Fees                        | \$427,643                 | \$280,000                 | \$285,000                 |
| Copier Charges                        | 50,361                    | 46,000                    | 46,000                    |
| Conveyance Tax                        | 1,867,921                 | 850,000                   | 860,000                   |
| Senior Citizen Non-Resident Fee       | 515                       | 4,000                     | 4,000                     |
| Senior Center Rentals                 | 55,279                    | 63,400                    | 63,000                    |
| Police ID Charges                     | 80,570                    | 22,000                    | 22,000                    |
| Police Special Services               | 2,315,546                 | 850,000                   | 850,000                   |
| Fire Services                         | 800                       | 1,475                     | 1,475                     |
| Fire Watch                            | 1,153                     | -                         | -                         |
| Dog Warden Charges                    | 1,470                     | 3,000                     | 3,000                     |
| Public Works Fees                     | 403,190                   | 370,000                   | 370,000                   |
| Other Recycling                       | 14,712                    | 13,200                    | 13,200                    |
| Engineering Maps                      | 724                       | 200                       | 500                       |
| Recycling Receipts                    | 14,364                    | 11,000                    | 12,000                    |
| Leaf Bags                             | 1,347                     | -                         | -                         |
| Public Works Service Charges          | 990                       | 1,600                     | 1,600                     |
| Sale of Barrels                       | 16,648                    | 15,000                    | 15,000                    |
| Perm Patch                            | 28,651                    | -                         | -                         |
| Copier Charges                        | 10,697                    | 5,000                     | 8,000                     |
| Library Rental                        | (60)                      | 480                       | 400                       |
| Pool Charges                          | 133,185                   | 203,500                   | 203,500                   |
| Summer Recreation Program             | 122,521                   | 281,865                   | 281,865                   |
| Fall/Winter Recreation Program        | 14,532                    | 35,000                    | 35,000                    |
| Park Rentals                          | 32,232                    | 50,500                    | 50,500                    |
| Concession/ Miscellaneous             | 7,620                     | 6,500                     | 7,000                     |
| Parks Miscellaneous Charges           | 150                       | 400                       | 400                       |
| <b>Charges for Services</b>           | <b><u>\$5,646,415</u></b> | <b><u>\$3,150,370</u></b> | <b><u>\$3,164,540</u></b> |
| <b>Investment Earnings</b>            |                           |                           |                           |
| Interest General Fund                 | \$257,622                 | \$400,000                 | \$275,000                 |
| Interest Accounts Receivable          | 5,700                     | 6,000                     | 1,500                     |
| <b>Investment Earnings</b>            | <b><u>\$263,322</u></b>   | <b><u>\$406,000</u></b>   | <b><u>\$276,500</u></b>   |
| <b>Sale of Property and Equipment</b> |                           |                           |                           |
| Sale of Property and Equipment        | \$142,416                 | \$75,000                  | \$75,000                  |
| <b>Sale of Property and Equipment</b> | <b><u>\$142,416</u></b>   | <b><u>\$75,000</u></b>    | <b><u>\$75,000</u></b>    |
| <b>Other Miscellaneous Revenue</b>    |                           |                           |                           |
| Comptroller's Miscellaneous Revenue   | \$91,551                  | \$5                       | \$0                       |
| Reimbursements Comm Services          | 45,210                    | 7,500                     | 7,500                     |
| Library Trust Funds                   | 49,450                    | 4,360                     | 4,550                     |
| Library Trust - Goodsell              | 28,950                    | 29,310                    | 30,580                    |
| Park Trust Funds                      | 511,268                   | 400,000                   | 400,000                   |
| Park Trust - Goodsell                 | 18,845                    | 23,330                    | 23,330                    |
| <b>Other Miscellaneous Revenue</b>    | <b><u>\$745,274</u></b>   | <b><u>\$464,505</u></b>   | <b><u>\$465,960</u></b>   |

## Budget Summaries

### Comparative Sources of Funds by Object (continued)

|  | FY 2021<br><u>Actual</u>    | FY 2022<br><u>Budget</u>    | FY 2023<br><u>Budget</u>    |
|--|-----------------------------|-----------------------------|-----------------------------|
| <b>Contributions</b>                   |                             |                             |                             |
| HMO Employee Contributions             | \$5,649                     | \$3,000                     | \$3,000                     |
| Probate Contributions                  | 7,191                       | 7,025                       | 6,715                       |
| Fire Contributions                     | 110                         | -                           | -                           |
| Plainville                             | 39,558                      | 33,930                      | -                           |
| <b>Contributions</b>                   | <b><u>\$52,508</u></b>      | <b><u>\$43,955</u></b>      | <b><u>\$9,715</u></b>       |
| <b>Federal Grants</b>                  |                             |                             |                             |
| Housing - PILOT                        | \$115,450                   | \$110,000                   | \$110,000                   |
| Civil Preparedness                     | 0                           | 15,000                      | 30,250                      |
| <b>Federal Grants</b>                  | <b><u>\$115,450</u></b>     | <b><u>\$125,000</u></b>     | <b><u>\$140,250</u></b>     |
| <b>State Grants</b>                    |                             |                             |                             |
| COVID Reimbursement                    | \$1,065,552                 | \$0                         | \$0                         |
| PILOT                                  | 428,439                     | 428,435                     | 887,370                     |
| Totally Disabled PILOT                 | 13,950                      | 15,000                      | 15,000                      |
| Veterans Grant                         | 24,652                      | 26,000                      | 20,000                      |
| Enterprise Zone Reimbursement          | 244,602                     | 170,000                     | 155,000                     |
| Town Aid Road Grant                    | -                           | -                           | -                           |
| Mashantucket Pequot Grant              | 400,282                     | 400,280                     | 400,280                     |
| Nippers Deposit                        | -                           | -                           | 100,000                     |
| Utilities Tax                          | 110,922                     | 100,000                     | 100,000                     |
| Municipal Transition Grant             | -                           | -                           | 2,815,860                   |
| Municipal Stabilization Grant          | 234,651                     | 234,650                     | 234,650                     |
| Youth Bureau                           | 41,745                      | 41,745                      | 41,930                      |
| Youth Enhancement Services             | -                           | -                           | 12,970                      |
| E-911 Grant                            | 155,172                     | 134,500                     | 134,500                     |
| Police Dispatch Grants (Training, EMD) | 2,198                       | 6,000                       | 6,000                       |
| Dial-A-Ride                            | 57,275                      | -                           | -                           |
| School Readiness                       | 2,892,454                   | -                           | -                           |
| Quality Enhancement Grant              | 18,718                      | -                           | -                           |
| Education Cost Sharing Grant           | 41,538,555                  | 41,657,310                  | 41,657,310                  |
| Public Act 481 Grant                   | 231,699                     | 150,000                     | 150,000                     |
| <b>State Grants</b>                    | <b><u>\$47,460,866</u></b>  | <b><u>\$43,363,920</u></b>  | <b><u>\$46,730,870</u></b>  |
| <b>Operating Transfers In</b>          |                             |                             |                             |
| Transfer In- MRSF                      | \$600,000                   | \$1,600,000                 | \$1,000,000                 |
| Transfer In - Special Revenue          | \$0                         | \$1,646,000                 | \$1,300,220                 |
| Transfer In-Permanent Funds            | 18,316                      | -                           | -                           |
| <b>Other Financing Sources</b>         | <b><u>\$618,316</u></b>     | <b><u>\$3,246,000</u></b>   | <b><u>\$2,300,220</u></b>   |
| <b>Other Financing Sources</b>         |                             |                             |                             |
| Fund Balance                           | <u>\$0</u>                  | <u>\$0</u>                  | <u>\$0</u>                  |
| <b>Other Financing Sources</b>         | <b><u>\$0</u></b>           | <b><u>\$0</u></b>           | <b><u>\$0</u></b>           |
| <b>General Fund</b>                    | <b><u>\$212,913,655</u></b> | <b><u>\$209,594,190</u></b> | <b><u>\$215,183,250</u></b> |

## Budget Summaries

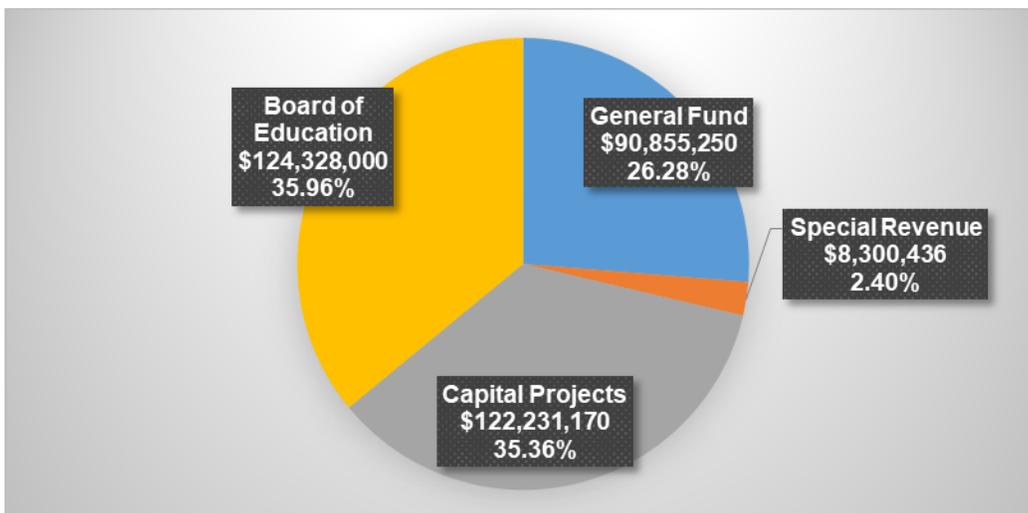
### Comparative Sources of Funds by Object (continued)

| <u>Special Revenue Funds</u>                         | FY 2021<br><u>Actual</u>  | FY 2022<br><u>Budget</u>  | FY 2023<br><u>Budget</u>  |
|--|---------------------------|---------------------------|---------------------------|
| <b><u>Community Development Block Grant Fund</u></b> |                           |                           |                           |
| Investment Earnings                                  | \$892                     | \$0                       | \$0                       |
| Intergovernmental                                    | 1,345,043                 | 721,686                   | 722,016                   |
| Transfer In - General Fund                           | 1,181,010                 | 451,460                   | 444,460                   |
| <b>Community Development Block Grant Fund</b>        | <b><u>\$2,526,945</u></b> | <b><u>\$1,173,146</u></b> | <b><u>\$1,166,476</u></b> |
| <br>   |                           |                           |                           |
| <b><u>Solid Waste Disposal Fund</u></b>              |                           |                           |                           |
| Investment Earnings                                  | \$502                     | \$1,400                   | \$1,400                   |
| Miscellaneous  | 379,882                   | 354,200                   | 358,200                   |
| Transfer In- General Fund                            | 1,144,400                 | 1,144,400                 | 999,640                   |
| <b>Solid Waste Disposal Fund</b>                     | <b><u>\$1,524,784</u></b> | <b><u>\$1,500,000</u></b> | <b><u>\$1,359,240</u></b> |
| <br>   |                           |                           |                           |
| <b><u>School Lunch Program</u></b>                   |                           |                           |                           |
| Intergovernmental                                    |                           |                           |                           |
| Federal Reimbursements                               | \$2,442,791               | \$3,390,300               | \$3,553,220               |
| State Grants   | 198,282                   | 149,000                   | 153,350                   |
| Intergovernmental                                    | 2,641,073                 | 3,539,300                 | 3,706,570                 |
| Sale of School Lunches                               | 5,664                     | 120,300                   | 12,000                    |
| Transfer In - SEGF                                   | 281,232                   | -                         |                           |
| Other Sales  | 5,078                     | 10,000                    | 15,000                    |
| <b>School Lunch Program</b>                          | <b><u>\$2,933,047</u></b> | <b><u>\$3,669,600</u></b> | <b><u>\$3,733,570</u></b> |

**Budget Summaries**

**Comparative Sources of Funds by Object (continued)**

|  | <b>FY 2021<br/>Actual</b> | <b>FY 2022<br/>Budget</b> | <b>FY 2023<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
| <b><u>Pine Lake Adventure Park</u></b> |                           |                           |                           |
| Charges for Services                   | \$0                       | \$115,000                 | \$53,195                  |
| Investment Earnings                    | 24                        | -                         | -                         |
| <b>Pine Lake Adventure Park</b>        | <b>\$24</b>               | <b>\$115,000</b>          | <b>\$53,195</b>           |
| <b><u>LOCIP</u></b>                    |                           |                           |                           |
| Intergovernmental                      | \$25                      | \$465,000                 | \$390,000                 |
| Investment Earnings                    | 341,038                   | -                         | -                         |
| <b>LOCIP</b>                           | <b>\$341,063</b>          | <b>\$465,000</b>          | <b>\$390,000</b>          |
| <b><u>Transfer Station Fund</u></b>    |                           |                           |                           |
| Licenses, Permits and Fees             | \$145,359                 | \$112,450                 | \$122,450                 |
| Charges for Services                   | 317,519                   | 262,000                   | 272,000                   |
| Investment Earnings                    | 425                       | 1,000                     | 500                       |
| Miscellaneous                          | 131                       | 300                       | 300                       |
| Transfer In General Fund               | 388,245                   | 464,040                   | 459,140                   |
| <b>Transfer Station Fund</b>           | <b>\$851,679</b>          | <b>\$839,790</b>          | <b>\$854,390</b>          |
| <b><u>Arts &amp; Culture Fund</u></b>  |                           |                           |                           |
| Licenses, Permits & Fees               | \$0                       | \$0                       | \$721,065                 |
| Miscellaneous                          | -                         | -                         | 22,500                    |
| <b>Arts &amp; Culture Fund</b>         | <b>\$0</b>                | <b>\$0</b>                | <b>\$743,565</b>          |
| <b>Special Revenue Funds</b>           | <b>\$8,177,542</b>        | <b>\$7,762,536</b>        | <b>\$8,300,436</b>        |
| <b><u>Capital Project Funds</u></b>    |                           |                           |                           |
| Intergovernmental                      | \$ 21,469,389             | \$ 10,297,845             | \$ 61,051,445             |
| Investment Earnings                    | 9,325                     | -                         | -                         |
| Other/Miscellaneous/Contributions      | 460,352                   | -                         | -                         |
| Other Financing Sources                |                           |                           |                           |
| Transfers In /Use of Fund Balance      | 3,962,515                 | 300,000                   | 2,360,000                 |
| Loans and Sale of Bonds and Notes      | -                         | 40,166,350                | 58,819,725                |
| <b>Capital Project Funds</b>           | <b>\$25,901,581</b>       | <b>\$50,764,195</b>       | <b>\$122,231,170</b>      |
| <b>Total Sources of Funds</b>          | <b>\$246,992,778</b>      | <b>\$268,120,921</b>      | <b>\$345,714,856</b>      |



**City of Bristol  
FY 2023 Approved Budget  
Governmental Funds  
Comparative Uses of Funds by Object**

| <u>General Fund</u>                           | <u>FY 2021<br/>Actual</u>   | <u>FY 2022<br/>Budget</u>   | <u>FY 2023<br/>Budget</u>   |
|---|-----------------------------|-----------------------------|-----------------------------|
| Salaries and employee benefits                | \$45,624,656                | \$44,961,355                | \$46,480,970                |
| Contractual Services                          | 12,589,635                  | 9,415,030                   | 9,951,540                   |
| Supplies and Materials                        | 2,748,943                   | 2,950,995                   | 3,141,795                   |
| Capital Outlay                                | 1,869,891                   | 844,820                     | 1,169,520                   |
| Miscellaneous                                 | 1,152,167                   | 2,248,605                   | 2,095,125                   |
| Operating Transfers Out                       | 51,523,891                  | 27,523,385                  | 28,016,300                  |
| Education                                     | 96,659,930                  | 121,650,000                 | 124,328,000                 |
| <b>General Fund</b>                           | <b><u>\$212,169,113</u></b> | <b><u>\$209,594,190</u></b> | <b><u>\$215,183,250</u></b> |
| <br><u>Special Revenue Funds</u>              |                             |                             |                             |
| <u>Community Development Block Grant Fund</u> |                             |                             |                             |
| Salaries and employee benefits                | \$466,863                   | \$487,150                   | \$490,810                   |
| Contractual Services                          | 106,548                     | 81,850                      | 85,800                      |
| Supplies and Materials                        | 3,058                       | 5,500                       | 4,000                       |
| Miscellaneous                                 | 1,498,800                   | 507,246                     | 511,391                     |
| Operating Transfers Out                       | 67,422                      | 91,400                      | 74,475                      |
| <b>Community Development Block Grant Fund</b> | <b><u>\$2,142,691</u></b>   | <b><u>\$1,173,146</u></b>   | <b><u>\$1,166,476</u></b>   |
| <br><u>Solid Waste Disposal Fund</u>          |                             |                             |                             |
| Contractual Services                          | \$1,557,472                 | \$1,500,000                 | \$1,359,240                 |
| <b>Solid Waste Disposal Fund</b>              | <b><u>\$1,557,472</u></b>   | <b><u>\$1,500,000</u></b>   | <b><u>\$1,359,240</u></b>   |
| <br><u>School Lunch Program</u>               |                             |                             |                             |
| Salaries and employee benefits                | \$1,434,785                 | \$1,499,000                 | \$1,659,795                 |
| Contractual Services                          | 19,203                      | 14,000                      | 20,000                      |
| Supplies and Materials                        | 1,226,595                   | 1,853,000                   | 1,761,645                   |
| Miscellaneous                                 | \$17,359                    | \$17,000                    | \$20,000                    |
| Operating Transfers Out                       | 235,104                     | 286,600                     | 272,130                     |
| <b>School Lunch Program</b>                   | <b><u>\$2,933,046</u></b>   | <b><u>\$3,669,600</u></b>   | <b><u>\$3,733,570</u></b>   |
| <br><u>Pine Lake Adventure Park</u>           |                             |                             |                             |
| Salaries and employee benefits                | \$0                         | \$91,750                    | \$37,395                    |
| Contractual Services                          | (198)                       | 20,250                      | 13,500                      |
| Supplies and Materials                        | -                           | 3,000                       | 2,300                       |
| <b>Pine Lake Adventure Park</b>               | <b><u>(\$198)</u></b>       | <b><u>\$115,000</u></b>     | <b><u>\$53,195</u></b>      |
| <br><u>LOCIP</u>                              |                             |                             |                             |
| Construction                                  | \$370,877                   | \$465,000                   | \$390,000                   |
| <b>LOCIP</b>                                  | <b><u>\$370,877</u></b>     | <b><u>\$465,000</u></b>     | <b><u>\$390,000</u></b>     |
| <br><u>Transfer Station Fund</u>              |                             |                             |                             |
| Salaries and employee benefits                | \$372,518                   | \$406,515                   | \$408,515                   |
| Contractual Services                          | 291,242                     | 261,200                     | 280,400                     |
| Supplies and Materials                        | 25,719                      | 26,400                      | 26,000                      |
| Capital Outlay                                | -                           | 6,200                       | -                           |
| Miscellaneous                                 | -                           | 7,000                       | 7,000                       |
| Operating Transfers Out                       | 125,107                     | 132,475                     | 132,475                     |
| <b>Transfer Station Fund</b>                  | <b><u>\$814,586</u></b>     | <b><u>\$839,790</u></b>     | <b><u>\$854,390</u></b>     |

## Budget Summaries

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### Comparative Uses of Funds by Object (continued)

|                                       | FY 2021<br><u>Actual</u> | FY 2022<br><u>Budget</u> | FY 2023<br><u>Budget</u> |
|---------------------------------------|--------------------------|--------------------------|--------------------------|
| <b><u>Arts &amp; Culture Fund</u></b> |                          |                          |                          |
| Salaries and employee benefits        | \$0                      | \$0                      | \$97,925                 |
| Contractual Services                  | -                        | -                        | 558,800                  |
| Supplies and materials                | -                        | -                        | 75,900                   |
| Miscellaneous                         | -                        | -                        | -                        |
| Operating Transfers Out               | -                        | -                        | 10,940                   |
| <b>Arts &amp; Culture Fund</b>        | <b>\$0</b>               | <b>\$0</b>               | <b>\$743,565</b>         |
| <b>Special Revenue Funds</b>          | <b>\$7,818,474</b>       | <b>\$7,762,536</b>       | <b>\$8,300,436</b>       |
| <b><u>Capital Project Funds</u></b>   |                          |                          |                          |
| Contractual Services                  | \$1,868,634              | \$25,000                 | \$25,000                 |
| Supplies and Materials                | -                        | 40,000                   | 50,000                   |
| Construction                          | \$41,400,267             | 50,699,195               | 122,156,170              |
| <b>Capital Project Funds</b>          | <b>\$41,400,267</b>      | <b>\$50,764,195</b>      | <b>\$122,231,170</b>     |
| <b>Total Uses of Funds</b>            | <b>\$261,387,854</b>     | <b>\$268,120,921</b>     | <b>\$345,714,856</b>     |

**FY 2023 Approved Budget  
General Fund  
Projected Sources and Uses of Funds**

|   | <b>FY 2021<br/><u>Actual</u></b> | <b>FY 2022<br/><u>Estimated</u></b> | <b>FY 2023<br/><u>Budget</u></b> |
|---|----------------------------------|-------------------------------------|----------------------------------|
| <b>Net Position at Beginning of Year</b>  | <b><u>\$30,055,791</u></b>       | <b><u>\$31,341,962</u></b>          | <b><u>\$34,139,671</u></b>       |
| <b>Revenues</b>   |                                  |                                     |                                  |
| Taxes and Prior Levies  | \$154,418,034                    | \$158,256,918                       | \$159,594,495                    |
| Interest and Liens on Delinquent Taxes  | 1,059,144                        | 1,102,284                           | 810,000                          |
| Licenses, Permits and Fees  | 2,391,910                        | 2,325,600                           | 1,615,700                        |
| Intergovernmental   | 47,576,316                       | 47,233,685                          | 46,871,120                       |
| Charges for Services  | 5,646,415                        | 5,598,930                           | 3,164,540                        |
| Investment Earnings   | 263,322                          | 275,813                             | 276,500                          |
| Sale of Property and Equipment  | 142,416                          | 184,523                             | 75,000                           |
| Miscellaneous   | 797,782                          | 841,965                             | 475,675                          |
|   | <b><u>\$212,295,339</u></b>      | <b><u>\$215,819,718</u></b>         | <b><u>\$212,883,030</u></b>      |
| <b>Expenses</b>   |                                  |                                     |                                  |
| Salaries and employee benefits  | \$45,624,656                     | 47,590,306                          | \$46,480,970                     |
| Contractual Services  | 12,589,635                       | 13,233,191                          | 9,951,540                        |
| Supplies and Materials  | 2,748,943                        | 3,035,683                           | 3,141,795                        |
| Capital Outlay  | 1,869,891                        | 689,967                             | 1,169,520                        |
| Miscellaneous   | 1,152,167                        | 914,207                             | 2,095,125                        |
| Education   | 96,659,930                       | 103,386,894                         | 124,328,000                      |
|   | <b><u>\$160,645,222</u></b>      | <b><u>\$168,850,248</u></b>         | <b><u>\$187,166,950</u></b>      |
| <b>Excess of Revenues Over (Under) Expenses</b>   | <b><u>\$51,650,117</u></b>       | <b><u>\$46,969,470</u></b>          | <b><u>\$25,716,080</u></b>       |
| <b>Other Financing Sources</b>  |                                  |                                     |                                  |
| Operating Transfers in  | \$618,316                        | \$3,267,384                         | \$2,300,220                      |
| Operating Transfers Out   | (51,523,891)                     | (47,439,145)                        | (28,016,300)                     |
|   | <b><u>(\$50,905,575)</u></b>     | <b><u>(\$44,171,761)</u></b>        | <b><u>(\$25,716,080)</u></b>     |
| <b>Excess (Deficiency) of Revenues and Other Sources<br/>Over Expenses and Other Uses</b> | <b><u>744,542</u></b>            | <b><u>2,797,709</u></b>             | <b><u>-</u></b>                  |
| Fund Balance Classification Changes   | 541,629                          | -                                   | -                                |
| <b>Net Position at End of Year</b>  | <b><u>\$31,341,962</u></b>       | <b><u>\$34,139,671</u></b>          | <b><u>\$34,139,671</u></b>       |

**Enterprise Fund**

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

**FY 2023 Approved Budget  
Enterprise Fund  
Bristol Water Department  
Comparative Sources and Uses of Funds**

|  | FY 2021<br>Actual                | FY 2022<br>Estimated             | FY 2023<br>Budget                |
|--|----------------------------------|----------------------------------|----------------------------------|
| <b>Net Position at Beginning of Year</b>             | <u><b>\$7,322,520</b></u>        | <u><b>\$8,926,624</b></u>        | <u><b>\$9,567,587</b></u>        |
| <b>Revenues</b>                                      |                                  |                                  |                                  |
| Charges for Services                                 | \$8,993,519                      | \$8,913,100                      | \$8,996,000                      |
| Miscellaneous  | 348,255                          | 352,620                          | 362,395                          |
| Interest Income                                      | 5,577                            | 5,001                            | 5,000                            |
|  | <u><b>\$9,347,351</b></u>        | <u><b>\$9,270,721</b></u>        | <u><b>\$9,363,395</b></u>        |
| <b>Expenses</b>                                      |                                  |                                  |                                  |
| General Government                                   | \$7,378,145                      | \$8,225,029                      | \$9,430,448                      |
| Debt Service   | 365,102                          | 404,729                          | 345,035                          |
|  | <u><b>\$7,743,247</b></u>        | <u><b>\$8,629,758</b></u>        | <u><b>\$9,775,483</b></u>        |
| <b>Excess (Deficiency) of Revenues Over Expenses</b> | 1,604,104                        | 640,963                          | (412,088)                        |
| <b>Net Position at End of Year</b>                   | <u><u><b>\$8,926,624</b></u></u> | <u><u><b>\$9,567,587</b></u></u> | <u><u><b>\$9,155,499</b></u></u> |

**Internal Service Fund**

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

**FY 2023 Approved Budget  
Internal Service Fund  
Comparative Sources and Uses of Funds**

|   | <u>FY 2021<br/>Actual</u>         | <u>FY 2022<br/>Estimated</u>      | <u>FY 2023<br/>Budget</u>         |
|---|-----------------------------------|-----------------------------------|-----------------------------------|
| <b>Net Position at Beginning of Year</b>  | <u><b>\$13,741,672</b></u>        | <u><b>\$17,900,103</b></u>        | <u><b>\$19,546,633</b></u>        |
| <b>Revenues</b>   |                                   |                                   |                                   |
| Charges for Services  | \$8,892,403                       | \$9,239,558                       | \$9,439,535                       |
| Miscellaneous   | 110,868                           | 184,991                           | 82,000                            |
| Interest Income   | <u>17,306</u>                     | <u>21,177</u>                     | <u>12,000</u>                     |
|   | <u><b>9,020,577</b></u>           | <u><b>9,445,726</b></u>           | <u><b>9,533,535</b></u>           |
| <b>Expenses</b>   |                                   |                                   |                                   |
| Insurance Claims Premiums and Fees  | <u>39,420,710</u>                 | <u>43,057,750</u>                 | <u>44,961,130</u>                 |
| <b>Excess of Revenues Over (Under) Expenses</b>   | <b>(30,400,133)</b>               | <b>(33,612,024)</b>               | <b>(35,427,595)</b>               |
| <b>Other Financing Sources</b>  |                                   |                                   |                                   |
| Fund balance  |                                   |                                   | 1,160,000                         |
| Operating Transfers in  | <u>34,558,564</u>                 | <u>35,258,554</u>                 | <u>34,267,595</u>                 |
|   | <u>34,558,564</u>                 | <u>35,258,554</u>                 | <u>35,427,595</u>                 |
| <b>Excess (Deficiency) of Revenues and Other Sources<br/>Over Expenses and Other Uses</b> | <b>4,158,431</b>                  | <b>1,646,530</b>                  | <b>-</b>                          |
| <b>Net Position at End of Year</b>  | <u><u><b>\$17,900,103</b></u></u> | <u><u><b>\$19,546,633</b></u></u> | <u><u><b>\$19,546,633</b></u></u> |

**Overview**

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

**Sources of Funds**

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

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

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

**Taxes and Prior Levies**

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

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

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

| City of Bristol<br>Net Grand Lists<br>Past Five Years |                  |                  |                  |                  |                  |
|---|------------------|------------------|------------------|------------------|------------------|
| Grand List Year                                       | 2017             | 2018             | 2019             | 2020             | 2021             |
| Budget Year   | 2018-2019        | 2019-2020        | 2020-2021        | 2021-2022        | 2022-2023        |
| Net Grand List  | \$ 3,917,268,810 | \$ 3,945,511,672 | \$ 3,998,922,007 | \$ 4,076,364,174 | \$ 4,240,628,403 |

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

### **Licenses, Permits and Fees**

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

### **Intergovernmental**

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

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

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

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

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

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

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

### **Charges for Services**

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

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

## **Investment Earnings**

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

## **Miscellaneous**

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

## **Sale of Bonds and Notes**

Bonds and notes are often used to finance large capital improvement projects. The City Capital Budget is approved as part of the annual budget adoption process. As such, the amount of debt to finance those approved projects is recognized as a source of funds by the Capital Projects Funds. City debt is presented in detail in the Debt Management section of this budget document.

## **Operating Transfers In**

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

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

## **Uses of Funds**

### **Salaries and Wages**

Salaries include all employees except Board of Education. The total number of employees is 1,500.5. Of this total, 972 employees work at the Board of Education. The Board of Education salaries are included among the various education cost categories presented in the uses of funds budget statement. Employees in special funds, such as the Bristol Development Authority, Water Pollution Control, School Lunch Program and the Transfer Station are also included in this total. A detail of all positions can be found in the Appendix of this budget document.

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

### **Employee Benefits**

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

### **Contractual Services**

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

### **Supplies**

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

### **Capital Outlay and Capital Improvement**

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

- Essential public purpose that enhances the quality of life in the City.
- Relatively long useful life.
- Involve large infrequent expenditures that must be made before the benefits are realized.
- Support infrastructure and are a part of a system that provides the public with a set of goods or services.

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

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

### **Miscellaneous**

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

### **Operating Transfers Out**

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

## Board of Education

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

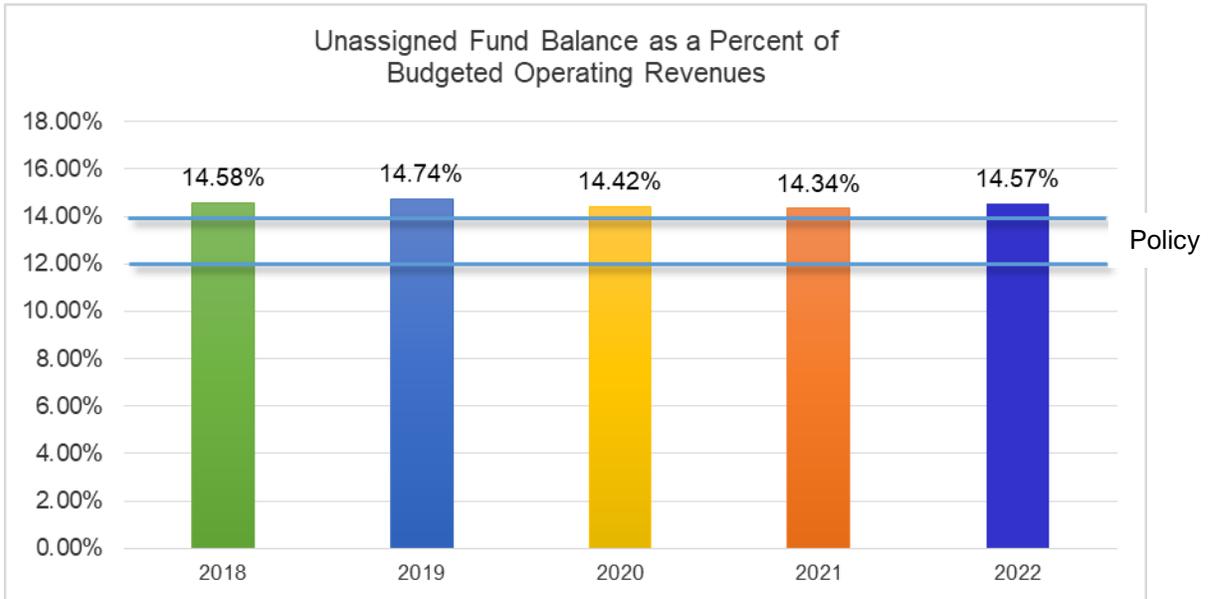
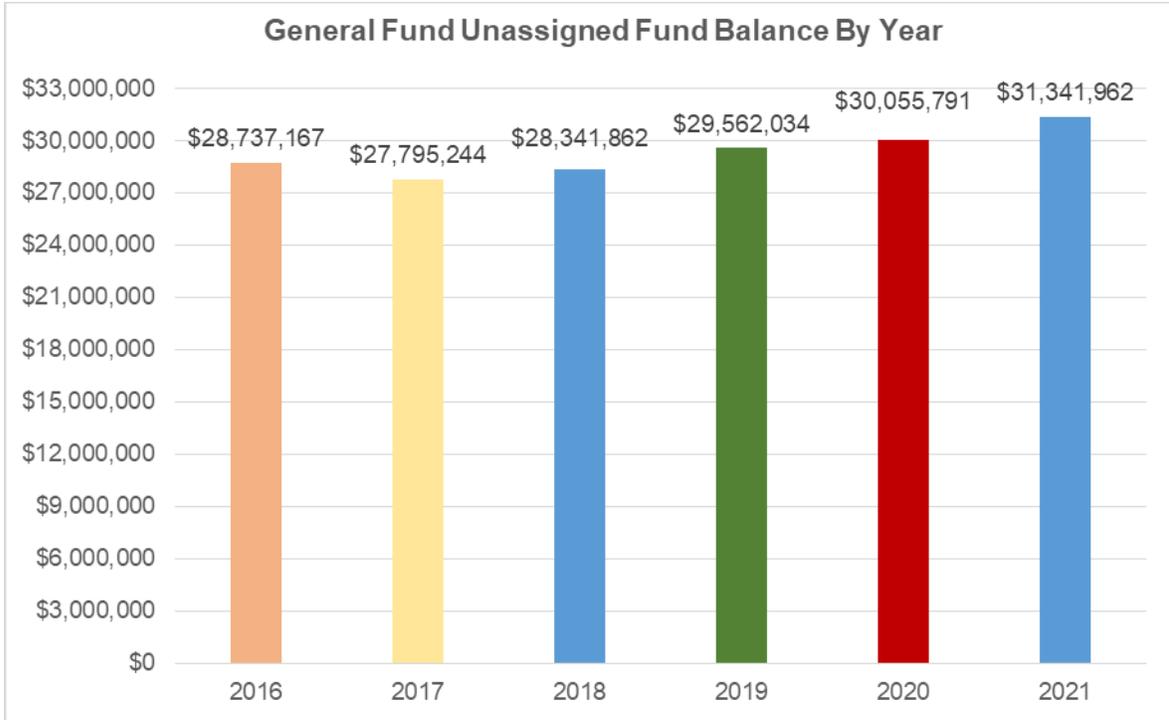
## Fund Balance

### General Fund

Fund balance is the amount the city has accumulated from prior years when revenues exceeded actual expenditures. The City's policy is to maintain an unassigned general fund balance as a percentage of General Fund expenditures between 12%-15%. This level is deemed sufficient to ensure adequate levels of liquidity and working capital, maintains budget flexibility including the ability to withstand economic downturns, and maintains the City's strong credit ratings with Moody's, Standard and Poor's and Fitch. As of June 30, 2021 the City's total fund balance was \$42.9 million, of which \$31.3 was unassigned and could be used for general government purposes and is 14.6% of the FY2023 budget. The Board of Finance policy is to limit the use of these reserves to balance the General Fund budget in order to maintain its policy of a 12%-15% unassigned reserve balance. In response to anticipated budget challenges related to COVID-19, inflation, state mandates and projected increases in debt service the Board has annually reserved surplus funds in a Mill Rate Stabilization Fund (MRSF) at the end of each fiscal year since June 30, 2019. The goal was to use these funds strategically to offset anticipated future budget increases with minimal to no tax increases and still leave intact the City's fund balance levels.

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

| <b>Fund Balance</b> | <b>2019</b>         | <b>2020</b>         | <b>2021</b>         |
|---------------------|---------------------|---------------------|---------------------|
| Nonspendable        | \$3,471             |                     | \$2,259             |
| Committed           | 3,107,495           | \$3,132,163         | 3,149,867           |
| Assigned            | 7,336,712           | 7,967,807           | 8,431,919           |
| Unassigned          | 29,562,034          | 30,055,791          | 31,341,962          |
| Total Fund Balance  | <u>\$40,009,712</u> | <u>\$41,155,761</u> | <u>\$42,926,007</u> |

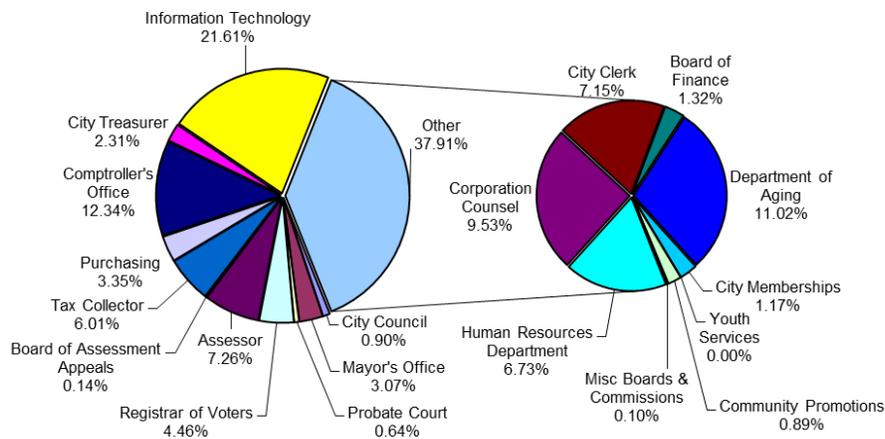


# General Government

## 2022-2023 BUDGET GENERAL FUND EXPENDITURE SUMMARY FOR GENERAL GOVERNMENT

| ORCODE                          | DESCRIPTION                   | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>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                      |
| <b>TOTAL GENERAL GOVERNMENT</b> |                               | <b>\$6,068,574</b>            | <b>\$6,715,520</b>         | <b>\$7,250,243</b>        | <b>\$7,514,425</b>        | <b>\$6,775,325</b>         |

### 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<br>Actual | 2022<br>Estimated | 2023<br>Budget |
|---------------------|----------------|-------------------|----------------|
| Salary Expenditures | \$61,065       | \$61,065          | \$61,065       |

### Budget Highlights

0011010 CITY COUNCIL

| OBJECT                    | PROJECT | DESCRIPTION     | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|---------------------------|---------|-----------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>           |         |                 |                               |                            |                           |                           |                            |
| 515200                    |         | PART TIME WAGES | \$61,065                      | \$61,065                   | \$61,065                  | \$61,065                  | \$61,065                   |
| <b>TOTAL SALARIES</b>     |         |                 | <b>\$61,065</b>               | <b>\$61,065</b>            | <b>\$61,065</b>           | <b>\$61,065</b>           | <b>\$61,065</b>            |
| <b>TOTAL CITY COUNCIL</b> |         |                 | <b>\$61,065</b>               | <b>\$61,065</b>            | <b>\$61,065</b>           | <b>\$61,065</b>           | <b>\$61,065</b>            |

#### 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><b>Sebastian Panioto</b><br/>SebastianPanioto@bristolct.gov<br/><b>District 1</b></p> |  <p><b>Jolene Lusitani</b><br/>JoleneLusitani@bristolct.gov<br/><b>District 1</b></p> |  <p><b>Jaqueline Olsen</b><br/>JaquelineOlsen@bristolct.gov<br/><b>District 2</b></p>    |
|  <p><b>Susan Tyler</b><br/>SusanTyler@bristolct.gov<br/><b>District 2</b></p>            |  <p><b>Andrew Howe</b><br/>AndrewHowe@bristolct.gov<br/><b>District 3</b></p>       |  <p><b>Cheryl Thibeault</b><br/>CherylThibeault@bristolct.gov<br/><b>District 3</b></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<br>Actual | 2022<br>Estimated | 2023<br>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<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-------------------------------------|---------|--------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                     |         |                                |                               |                            |                           |                           |                            |
| 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                      |
| <b>TOTAL SALARIES</b>               |         |                                | <b>\$188,241</b>              | <b>\$194,200</b>           | <b>\$194,200</b>          | <b>\$186,120</b>          | <b>\$186,120</b>           |
| <b>CONTRACTUAL SERVICES</b>         |         |                                |                               |                            |                           |                           |                            |
| 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                          |
| <b>TOTAL CONTRACTUAL SERVICES</b>   |         |                                | <b>\$17,911</b>               | <b>\$20,950</b>            | <b>\$20,950</b>           | <b>\$21,400</b>           | <b>\$21,400</b>            |
| <b>SUPPLIES AND MATERIALS</b>       |         |                                |                               |                            |                           |                           |                            |
| 561800                              | COVID   | COVID PROGRAM SUPPLIES         | \$40                          | \$0                        | \$0                       | \$0                       | \$0                        |
| 569000                              |         | OFFICE SUPPLIES                | 419                           | 1,350                      | 1,350                     | 500                       | 500                        |
| <b>TOTAL SUPPLIES AND MATERIALS</b> |         |                                | <b>\$459</b>                  | <b>\$1,350</b>             | <b>\$1,350</b>            | <b>\$500</b>              | <b>\$500</b>               |
| <b>TOTAL MAYOR'S OFFICE</b>         |         |                                | <b>\$206,610</b>              | <b>\$216,500</b>           | <b>\$216,500</b>          | <b>\$208,020</b>          | <b>\$208,020</b>           |

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

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- The focus on technological advances has really been promoted. The availability of forms on the probate website ([www.ctprobate.gov](http://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**

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

**Registrars of Voters**

Sharon Krawiecki, Republican Registrar of Voters      SharonKrawiecki@bristolct.gov  
 Kevin McCauley, Democratic Registrar of Voters      KMcCauley@bristolct.gov  
 860-584-6165

**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**

|                                       |              | <b>Municipal Election 2019</b> |                     |
|---------------------------------------|--------------|--------------------------------|---------------------|
| <b>Polling Location</b>               |              | <b>Eligible Voters</b>         | <b>Number Voted</b> |
| 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           |                                |                     |
| <b>Totals</b>                         | <b>1,385</b> | <b>37,699</b>                  | <b>11,924</b>       |

| 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

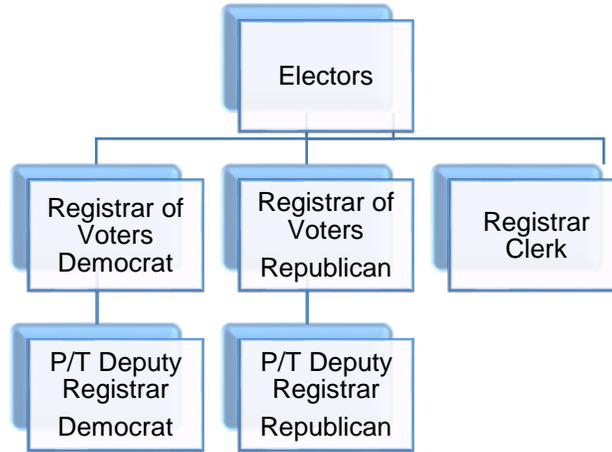
Day to day undertakings in the Registrar’s Office include registering new residents, and changing addresses, names or party affiliation. Additionally, the Registrar’s Office will remove electors who are deceased or have moved out of town or state and purge electors who have been inactive for four or 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 |
|------------------|------|-----|------|------|-----|-----|------|-----|------|------|------|------|-------|
| <b>Additions</b> | 228  | 225 | 232  | 240  | 260 | 183 | 155  | 164 | 271  | 200  | 321  | 232  | 2711  |
| <b>Changes</b>   | 110  | 120 | 125  | 177  | 224 | 87  | 655  | 121 | 1630 | 139  | 910  | 196  | 4494  |
| <b>Removals</b>  | 1039 | 320 | 302  | 1196 | 283 | 242 | 877  | 407 | 610  | 1391 | 365  | 216  | 7248  |
| <b>Total</b>     | 1377 | 665 | 659  | 1613 | 768 | 512 | 1687 | 692 | 2511 | 1730 | 1596 | 644  | 14453 |

**Expenditure and Position Summary**

|                     | <b>2021<br/>Actual</b> | <b>2022<br/>Estimated</b> | <b>2023<br/>Budget</b> |
|---------------------|------------------------|---------------------------|------------------------|
| 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<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-------------------------------------|---------|------------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                     |         |                                    |                               |                            |                           |                           |                            |
| 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                          |
| <b>TOTAL SALARIES</b>               |         |                                    | <b>\$237,129</b>              | <b>\$227,560</b>           | <b>\$227,560</b>          | <b>\$236,560</b>          | <b>\$236,560</b>           |
| <b>CONTRACTUAL SERVICES</b>         |         |                                    |                               |                            |                           |                           |                            |
| 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                      |
| <b>TOTAL CONTRACTUAL SERVICES</b>   |         |                                    | <b>\$9,224</b>                | <b>\$37,750</b>            | <b>\$37,750</b>           | <b>\$47,650</b>           | <b>\$42,650</b>            |
| <b>SUPPLIES AND MATERIALS</b>       |         |                                    |                               |                            |                           |                           |                            |
| 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                      |
| <b>TOTAL SUPPLIES AND MATERIALS</b> |         |                                    | <b>\$55,065</b>               | <b>\$21,000</b>            | <b>\$21,000</b>           | <b>\$23,000</b>           | <b>\$23,000</b>            |
| <b>TOTAL REGISTRARS OF VOTERS</b>   |         |                                    | <b>\$301,418</b>              | <b>\$286,310</b>           | <b>\$286,310</b>          | <b>\$307,210</b>          | <b>\$302,210</b>           |

## **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 1<sup>st</sup> 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 1<sup>st</sup> 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**

| <b>FY/Grand List Date</b>    | <b>FY2021<br/>10/1/19</b> | <b>FY2022<br/>10/1/20</b> | <b>FY2023<br/>10/1/2021</b> |
|------------------------------|---------------------------|---------------------------|-----------------------------|
| 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**

|                   | <b>Gross Assessment</b> | <b>Exemptions</b>    | <b>Net Assessment</b>  |
|-------------------|-------------------------|----------------------|------------------------|
| 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          |
| <b>Totals</b>     | <b>\$4,505,989,866</b>  | <b>\$265,164,378</b> | <b>\$4,240,825,488</b> |

| <b>2021 Grand List Statistical Data –</b>                                | <b>Count</b> |
|--|--------------|
| 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          |

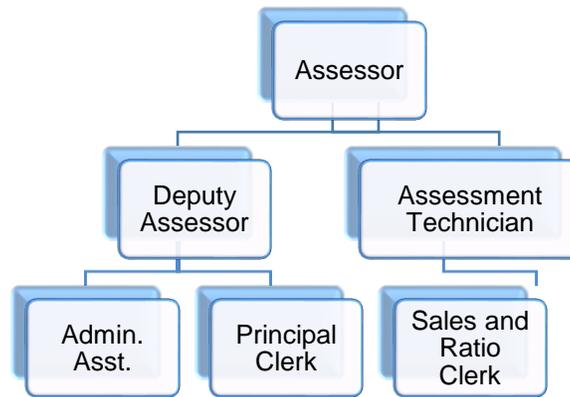
**General Government**

|   |       |
|---|-------|
| Real Estate Transfers 10/1/2021 through 5/31/2022 | 924   |
| Veterans, Blind and Disabled Applications         | 3,197 |

**Expenditure and Position Summary**

|                     | 2021<br>Actual | 2022<br>Estimated | 2023<br>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<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-------------------------------------|---------|--------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                     |         |                                |                               |                            |                           |                           |                            |
| 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                      |
| <b>TOTAL SALARIES</b>               |         |                                | <b>\$442,369</b>              | <b>\$462,930</b>           | <b>\$461,430</b>          | <b>\$446,280</b>          | <b>\$444,530</b>           |
| <b>CONTRACTUAL SERVICES</b>         |         |                                |                               |                            |                           |                           |                            |
| 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                      |
| <b>TOTAL CONTRACTUAL SERVICES</b>   |         |                                | <b>\$32,265</b>               | <b>\$37,925</b>            | <b>\$35,125</b>           | <b>\$41,800</b>           | <b>\$41,800</b>            |
| <b>SUPPLIES AND MATERIALS</b>       |         |                                |                               |                            |                           |                           |                            |
| 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                     |
| <b>TOTAL SUPPLIES AND MATERIALS</b> |         |                                | <b>\$2,246</b>                | <b>\$2,300</b>             | <b>\$6,100</b>            | <b>\$5,400</b>            | <b>\$5,400</b>             |
| <b>TOTAL ASSESSOR'S OFFICE</b>      |         |                                | <b>\$476,880</b>              | <b>\$503,155</b>           | <b>\$502,655</b>          | <b>\$493,480</b>          | <b>\$491,730</b>           |

## 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 1<sup>st</sup> 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 1<sup>st</sup> Grand List valuation date for Personal Property and Motor Vehicle supplemental assessments and Real Estate as of the October 1<sup>st</sup> 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<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|--|---------|-----------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                          |         |                 |                               |                            |                           |                           |                            |
| 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                      |
| <b>TOTAL SALARIES</b>                    |         |                 | <b>\$5,007</b>                | <b>\$6,060</b>             | <b>\$6,060</b>            | <b>\$14,560</b>           | <b>\$7,960</b>             |
| <b>CONTRACTUAL SERVICES</b>              |         |                 |                               |                            |                           |                           |                            |
| 553100                                   |         | POSTAGE         | \$50                          | \$250                      | \$250                     | \$1,000                   | \$500                      |
| 557700                                   |         | ADVERTISING     | 155                           | 200                        | 700                       | 500                       | 500                        |
| <b>TOTAL CONTRACTUAL SERVICES</b>        |         |                 | <b>\$205</b>                  | <b>\$450</b>               | <b>\$950</b>              | <b>\$1,500</b>            | <b>\$1,000</b>             |
| <b>SUPPLIES AND MATERIALS</b>            |         |                 |                               |                            |                           |                           |                            |
| 569000                                   |         | OFFICE SUPPLIES | \$495                         | \$500                      | \$500                     | \$1,000                   | \$750                      |
| <b>TOTAL SUPPLIES AND MATERIALS</b>      |         |                 | <b>\$495</b>                  | <b>\$500</b>               | <b>\$500</b>              | <b>\$1,000</b>            | <b>\$750</b>               |
| <b>TOTAL BOARD OF ASSESSMENT APPEALS</b> |         |                 | <b>\$5,706</b>                | <b>\$7,010</b>             | <b>\$7,510</b>            | <b>\$17,060</b>           | <b>\$9,710</b>             |

**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**

|                      | <b>Grand List 2018 Est.<br/>(in thousands)</b> | <b>Grand List 2019 Est.<br/>(in thousands)</b> | <b>Grand List 2020 Est.<br/>(in thousands)</b> |
|----------------------|--|--|--|
| 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**

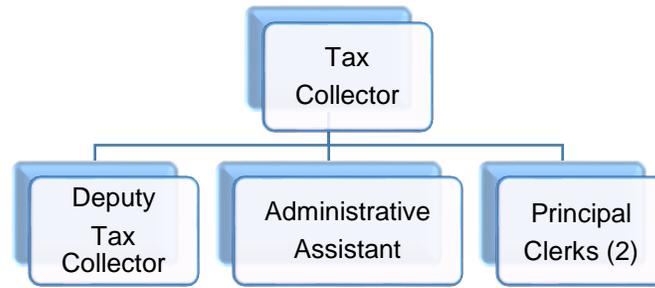
| <b>Month</b> | <b>Amount Collected</b> | <b>Month</b> | <b>Amount Collected</b> |
|--------------|-------------------------|--------------|-------------------------|
| January      | \$2,302,084.74          | July         | \$4,384,045.76          |
| February     | \$971,598.81            | August       | \$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            |

| <b>Type of Tax Bill</b>  | <b>Number of Accounts</b> |
|--------------------------|---------------------------|
| 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**

|                     | <b>2021 Actual</b> | <b>2022 Estimated</b> | <b>2023 Budget</b> |
|---------------------|--------------------|-----------------------|--------------------|
| 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<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-------------------------------------|---------|--------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                     |         |                                |                               |                            |                           |                           |                            |
| 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                          |
| <b>TOTAL SALARIES</b>               |         |                                | <b>\$300,986</b>              | <b>\$321,610</b>           | <b>\$321,610</b>          | <b>\$331,815</b>          | <b>\$331,815</b>           |
| <b>CONTRACTUAL SERVICES</b>         |         |                                |                               |                            |                           |                           |                            |
| 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                      |
| <b>TOTAL CONTRACTUAL SERVICES</b>   |         |                                | <b>\$53,402</b>               | <b>\$70,025</b>            | <b>\$70,025</b>           | <b>\$74,775</b>           | <b>\$74,775</b>            |
| <b>SUPPLIES AND MATERIALS</b>       |         |                                |                               |                            |                           |                           |                            |
| 561800                              |         | PROGRAM SUPPLIES               | \$426                         | \$430                      | \$430                     | \$480                     | \$480                      |
| 569000                              |         | OFFICE SUPPLIES                | 305                           | 300                        | 300                       | 310                       | 310                        |
| <b>TOTAL SUPPLIES AND MATERIALS</b> |         |                                | <b>\$730</b>                  | <b>\$730</b>               | <b>\$730</b>              | <b>\$790</b>              | <b>\$790</b>               |
| <b>TOTAL TAX COLLECTOR</b>          |         |                                | <b>\$355,119</b>              | <b>\$392,365</b>           | <b>\$392,365</b>          | <b>\$407,380</b>          | <b>\$407,380</b>           |

## 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**

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- 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**

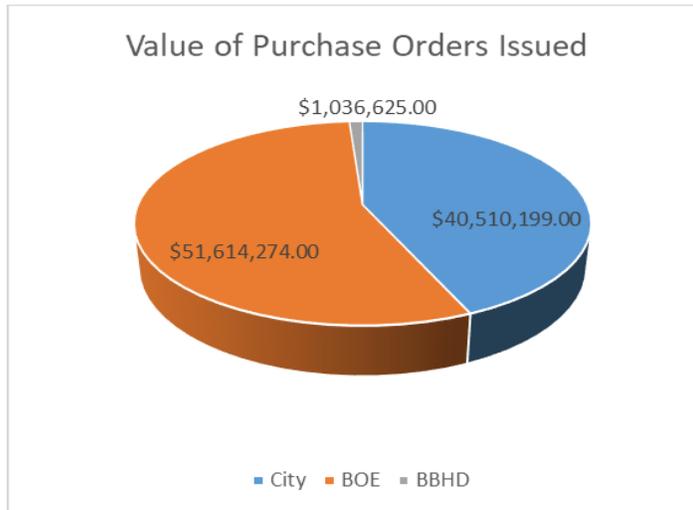
- Tyler Content Manager was deployed, with most of its use made within the Munis environment. The enterprise system has many capabilities that exceed current use; the Purchasing Department expects to be a key part in extension of its use into multi-disciplinary documents such as certificates of insurance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

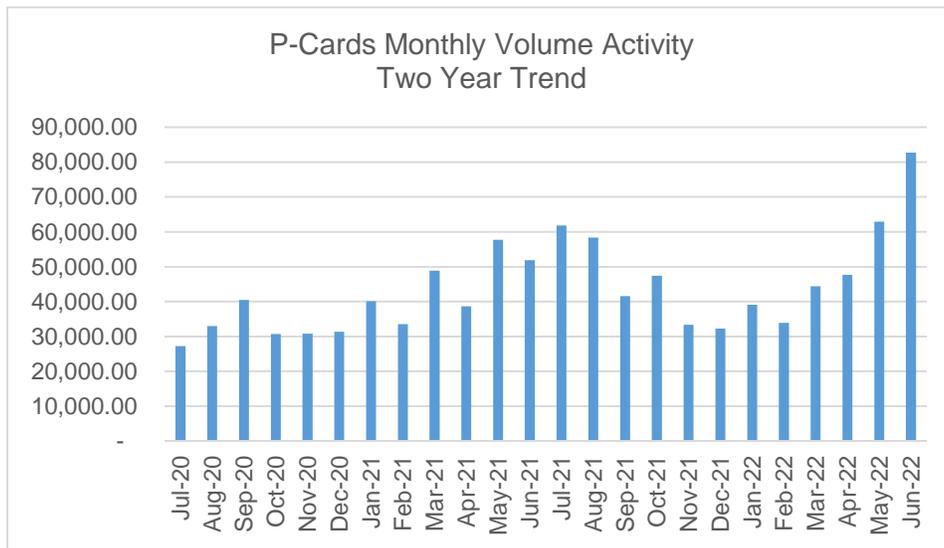
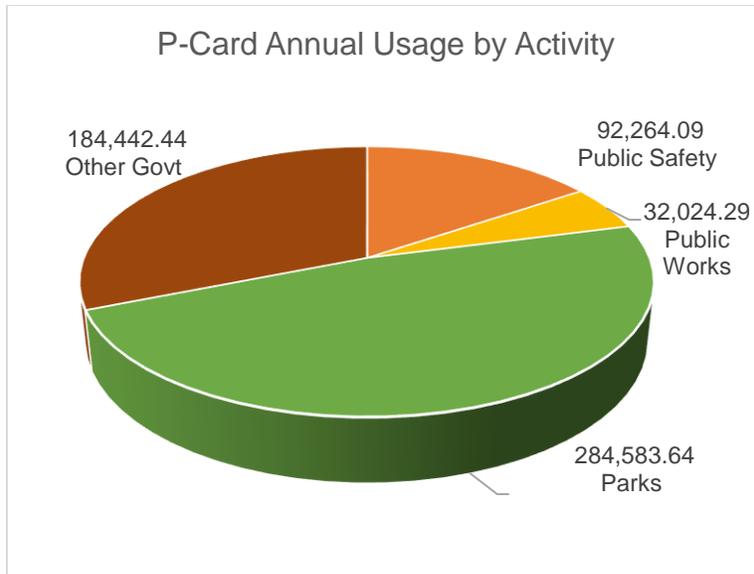
**Expenditure and Position Summary**

|                     | <b>2021 Actual</b> | <b>2022 Estimated</b> | <b>2023 Budget</b> |
|---------------------|--------------------|-----------------------|--------------------|
| Salary Expenditures | \$211,243          | \$218,470             | \$218,470          |
| Full Time Positions | 3                  | 3                     | 3                  |

**Performance Measures**

|  | <b>Fiscal Year 2020</b> | <b>Fiscal Year 2021</b> | <b>Fiscal Year 2022</b> |
|--|-------------------------|-------------------------|-------------------------|
| 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<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-------------------------------|---------|-------------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>               |         |                                     |                               |                            |                           |                           |                            |
| 514000                        |         | REGULAR WAGES                       | \$211,243                     | \$218,470                  | \$218,470                 | \$218,470                 | \$218,470                  |
|                               |         | <b>TOTAL SALARIES</b>               | <b>\$211,243</b>              | <b>\$218,470</b>           | <b>\$218,470</b>          | <b>\$218,470</b>          | <b>\$218,470</b>           |
| <b>CONTRACTUAL SERVICES</b>   |         |                                     |                               |                            |                           |                           |                            |
| 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                         |
|                               |         | <b>TOTAL CONTRACTUAL SERVICES</b>   | <b>\$6,881</b>                | <b>\$8,455</b>             | <b>\$8,455</b>            | <b>\$8,105</b>            | <b>\$8,105</b>             |
| <b>SUPPLIES AND MATERIALS</b> |         |                                     |                               |                            |                           |                           |                            |
| 569000                        |         | OFFICE SUPPLIES                     | \$347                         | \$350                      | \$350                     | \$350                     | \$350                      |
|                               |         | <b>TOTAL SUPPLIES AND MATERIALS</b> | <b>\$347</b>                  | <b>\$350</b>               | <b>\$350</b>              | <b>\$350</b>              | <b>\$350</b>               |
|                               |         | <b>TOTAL PURCHASING</b>             | <b>\$218,471</b>              | <b>\$227,275</b>           | <b>\$227,275</b>          | <b>\$226,925</b>          | <b>\$226,925</b>           |

**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

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- 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    |

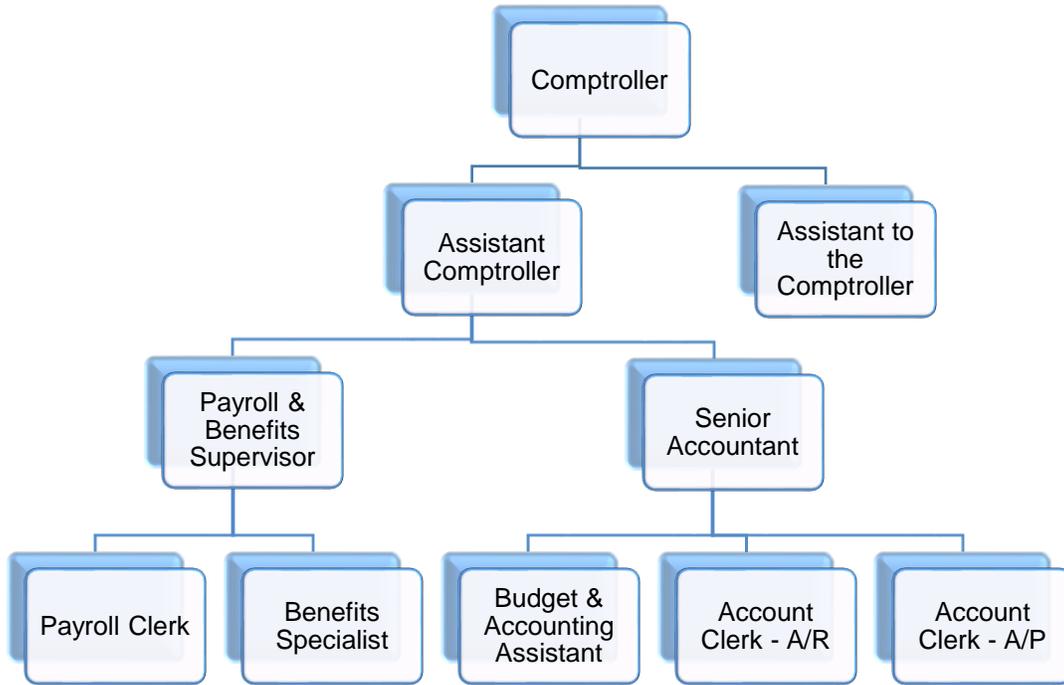
#### Qualitative:

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<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-------------------------------------|---------|-----------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                     |         |                             |                               |                            |                           |                           |                            |
| 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                      |
| <b>TOTAL SALARIES</b>               |         |                             | <b>\$798,005</b>              | <b>\$818,585</b>           | <b>\$837,010</b>          | <b>\$799,650</b>          | <b>\$799,650</b>           |
| <b>CONTRACTUAL SERVICES</b>         |         |                             |                               |                            |                           |                           |                            |
| 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                        |
| <b>TOTAL CONTRACTUAL SERVICES</b>   |         |                             | <b>\$10,743</b>               | <b>\$15,275</b>            | <b>\$15,473</b>           | <b>\$35,185</b>           | <b>\$35,185</b>            |
| <b>SUPPLIES AND MATERIALS</b>       |         |                             |                               |                            |                           |                           |                            |
| 569000                              |         | OFFICE SUPPLIES             | \$1,209                       | \$1,400                    | \$1,400                   | \$1,400                   | \$1,400                    |
| <b>TOTAL SUPPLIES AND MATERIALS</b> |         |                             | <b>\$1,209</b>                | <b>\$1,400</b>             | <b>\$1,400</b>            | <b>\$1,400</b>            | <b>\$1,400</b>             |
| <b>TOTAL COMPTROLLER'S OFFICE</b>   |         |                             | <b>\$809,958</b>              | <b>\$835,260</b>           | <b>\$853,883</b>          | <b>\$836,235</b>          | <b>\$836,235</b>           |

## 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

## General Government

and utilization of bank programs, pre-qualifying financial institutions, diversification of the investment portfolio and the use of asset management investment pools and fixed income managers.

- 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<br>No. of<br>Retirees | Amount<br>Paid | 2020<br>No. of<br>Retirees | Amount<br>Paid | 2021<br>No. of<br>Retirees | Amount<br>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          |

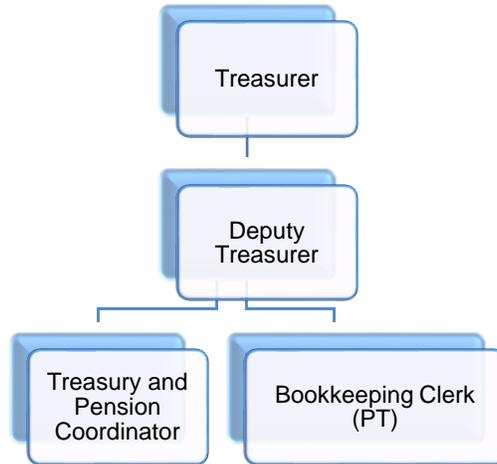
### Expenditure and Position Summary

|                     | 2021<br>Actual | 2022<br>Estimated | 2023<br>Budget |
|---------------------|----------------|-------------------|----------------|
| Salary Expenditures | \$129,272      | \$141,320         | \$141,255      |
| Full Time Positions | 2              | 2                 | 2              |
| Part Time Positions | 2              | 2                 | 2              |

**General Government**

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<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-------------------------------------|---------|--------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                     |         |                                |                               |                            |                           |                           |                            |
| 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                          |
| <b>TOTAL SALARIES</b>               |         |                                | <b>\$129,272</b>              | <b>\$141,320</b>           | <b>\$141,320</b>          | <b>\$141,255</b>          | <b>\$141,255</b>           |
| <b>CONTRACTUAL SERVICES</b>         |         |                                |                               |                            |                           |                           |                            |
| 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                      |
| <b>TOTAL CONTRACTUAL SERVICES</b>   |         |                                | <b>\$6,842</b>                | <b>\$14,100</b>            | <b>\$14,100</b>           | <b>\$14,425</b>           | <b>\$14,425</b>            |
| <b>SUPPLIES AND MATERIALS</b>       |         |                                |                               |                            |                           |                           |                            |
| 569000                              |         | OFFICE SUPPLIES                | \$486                         | \$550                      | \$550                     | \$700                     | \$700                      |
| <b>TOTAL SUPPLIES AND MATERIALS</b> |         |                                | <b>\$486</b>                  | <b>\$550</b>               | <b>\$550</b>              | <b>\$700</b>              | <b>\$700</b>               |
| <b>TOTAL TREASURER</b>              |         |                                | <b>\$136,601</b>              | <b>\$155,970</b>           | <b>\$155,970</b>          | <b>\$156,380</b>          | <b>\$156,380</b>           |

## 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](http://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 uninterruptible 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:**

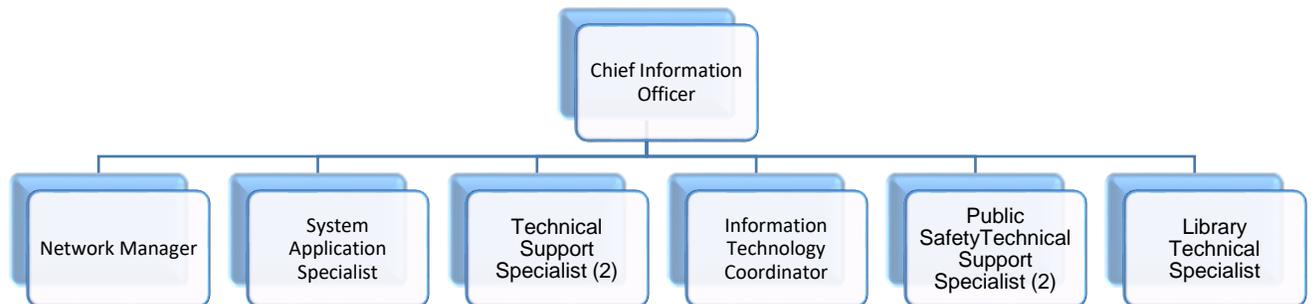
| Breakdown of City's Computers |                |                      |                |
|-------------------------------|----------------|----------------------|----------------|
| Facility                      | # of Computers | Board of Education   | # of Computers |
| City Hall                     | 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   | 4,684          |
| 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    |
| <b>SALARIES</b>                     |         |                                  |                    |                    |                    |                    |                    |
| 514000                              |         | REGULAR WAGES                    | \$541,507          | \$789,045          | \$789,045          | \$802,160          | \$802,160          |
| 515100                              |         | OVERTIME                         | 0                  | 250                | 250                | 250                | 250                |
| <b>TOTAL SALARIES</b>               |         |                                  | <b>\$541,507</b>   | <b>\$789,295</b>   | <b>\$789,295</b>   | <b>\$802,410</b>   | <b>\$802,410</b>   |
| <b>CONTRACTUAL SERVICES</b>         |         |                                  |                    |                    |                    |                    |                    |
| 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              |
| <b>TOTAL CONTRACTUAL SERVICES</b>   |         |                                  | <b>\$562,370</b>   | <b>\$626,000</b>   | <b>\$626,000</b>   | <b>\$653,370</b>   | <b>\$653,370</b>   |
| <b>SUPPLIES AND MATERIALS</b>       |         |                                  |                    |                    |                    |                    |                    |
| 561800                              |         | PROGRAM SUPPLIES                 | \$15,139           | \$8,000            | \$8,000            | \$8,000            | \$8,000            |
| <b>TOTAL SUPPLIES AND MATERIALS</b> |         |                                  | <b>\$15,139</b>    | <b>\$8,000</b>     | <b>\$8,000</b>     | <b>\$8,000</b>     | <b>\$8,000</b>     |
| <b>CAPITAL OUTLAY</b>               |         |                                  |                    |                    |                    |                    |                    |
| 579999                              |         | EQUIPMENT                        | \$0                | \$0                | \$0                | \$635,000          | \$0                |
| <b>TOTAL CAPITAL OUTLAY</b>         |         |                                  | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$635,000</b>   | <b>\$0</b>         |
| <b>TOTAL INFORMATION TECHNOLOGY</b> |         |                                  | <b>\$1,119,017</b> | <b>\$1,423,295</b> | <b>\$1,423,295</b> | <b>\$2,098,780</b> | <b>\$1,463,780</b> |

**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.

## General Government

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- Relocated claims functions to Corporation Counsel.
- Established the following:
  - 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

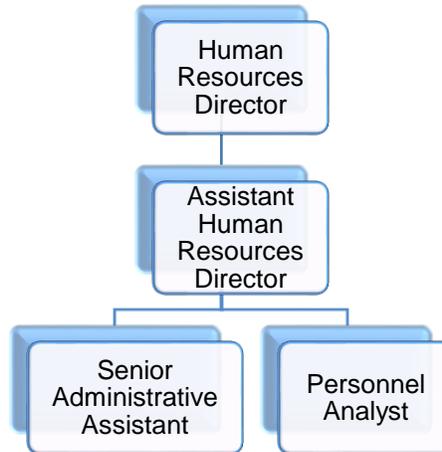
### Quantitative:

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

## Expenditure and Position Summary

|                     | 2021<br>Actual | 2022<br>Estimated | 2023<br>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<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-------------------------------------|---------|--------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                     |         |                                |                               |                            |                           |                           |                            |
| 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                      |
| <b>TOTAL SALARIES</b>               |         |                                | <b>\$345,964</b>              | <b>\$359,600</b>           | <b>\$359,600</b>          | <b>\$367,165</b>          | <b>\$367,165</b>           |
| <b>CONTRACTUAL SERVICES</b>         |         |                                |                               |                            |                           |                           |                            |
| 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                     |
| <b>TOTAL CONTRACTUAL SERVICES</b>   |         |                                | <b>\$75,642</b>               | <b>\$67,750</b>            | <b>\$156,538</b>          | <b>\$75,580</b>           | <b>\$75,580</b>            |
| <b>PROFESSIONAL SERVICES</b>        |         |                                |                               |                            |                           |                           |                            |
| 531300                              |         | PRE-EMPLOYMENT EXAMINATIONS    | \$12,887                      | \$8,500                    | \$8,500                   | \$8,500                   | \$8,500                    |
| <b>TOTAL PROFESSIONAL SERVICES</b>  |         |                                | <b>12,887</b>                 | <b>8,500</b>               | <b>8,500</b>              | <b>8,500</b>              | <b>8,500</b>               |
| <b>SUPPLIES AND MATERIALS</b>       |         |                                |                               |                            |                           |                           |                            |
| 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                      |
| <b>TOTAL SUPPLIES AND MATERIALS</b> |         |                                | <b>\$2,846</b>                | <b>\$4,855</b>             | <b>\$5,392</b>            | <b>\$4,855</b>            | <b>\$4,855</b>             |
| <b>TOTAL HUMAN RESOURCES</b>        |         |                                | <b>\$437,340</b>              | <b>\$440,705</b>           | <b>\$530,030</b>          | <b>\$456,100</b>          | <b>\$456,100</b>           |

## 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

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- 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.

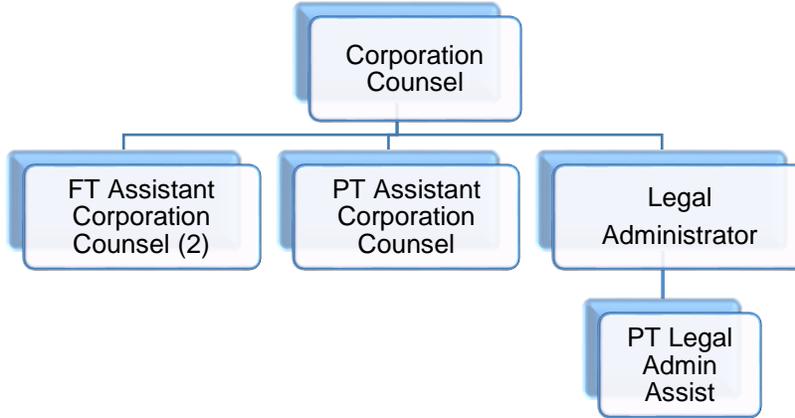
### Long Term Goals:

- 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

|                     | <b>2021<br/>Actual</b> | <b>2022<br/>Estimated</b> | <b>2023<br/>Budget</b> |
|---------------------|------------------------|---------------------------|------------------------|
| 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<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-------------------------------------|--------|----------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                     |        |                                  |                               |                            |                           |                           |                            |
| 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                          |
| <b>TOTAL SALARIES</b>               |        |                                  | <b>\$444,692</b>              | <b>\$458,835</b>           | <b>\$458,835</b>          | <b>\$464,570</b>          | <b>\$464,570</b>           |
| <b>CONTRACTUAL SERVICES</b>         |        |                                  |                               |                            |                           |                           |                            |
| 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                      |
| <b>TOTAL CONTRACTUAL SERVICES</b>   |        |                                  | <b>\$112,811</b>              | <b>\$170,150</b>           | <b>\$523,650</b>          | <b>\$254,500</b>          | <b>\$164,500</b>           |
| <b>SUPPLIES AND MATERIALS</b>       |        |                                  |                               |                            |                           |                           |                            |
| 561800                              |        | PROGRAM SUPPLIES                 | \$12,237                      | \$16,000                   | \$16,000                  | \$16,000                  | \$16,000                   |
| 569000                              |        | OFFICE SUPPLIES                  | 593                           | 800                        | 800                       | 800                       | 800                        |
| <b>TOTAL SUPPLIES AND MATERIALS</b> |        |                                  | <b>\$12,830</b>               | <b>\$16,800</b>            | <b>\$16,800</b>           | <b>\$16,800</b>           | <b>\$16,800</b>            |
| <b>TOTAL CORPORATION COUNSEL</b>    |        |                                  | <b>\$570,332</b>              | <b>\$645,785</b>           | <b>\$999,285</b>          | <b>\$735,870</b>          | <b>\$645,870</b>           |

## **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**

| <b>Category</b>                     | <b>2020</b>    | <b>2021</b> | <b>2022</b> |
|-------------------------------------|----------------|-------------|-------------|
| 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      |

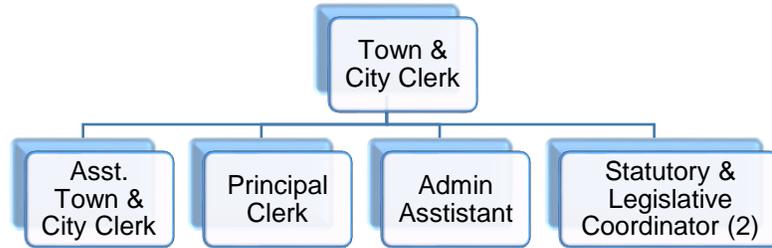
**Value of Transactions**

| <b>Category</b>                     | <b>2020</b>        | <b>2021</b>        | <b>2022</b>      |
|-------------------------------------|--------------------|--------------------|------------------|
| 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           |
| <b>Total</b>                        | <b>\$1,546,811</b> | <b>\$2,523,986</b> | <b>2,609,763</b> |

**Expenditure and Position Summary**

|                     | <b>2021<br/>Actual</b> | <b>2022<br/>Estimated</b> | <b>2023<br/>Budget</b> |
|---------------------|------------------------|---------------------------|------------------------|
| 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<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-------------------------------------|---------|--------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                     |         |                                |                               |                            |                           |                           |                            |
| 514000                              |         | REGULAR WAGES                  | \$398,975                     | \$418,515                  | \$418,515                 | \$411,405                 | \$411,405                  |
| 515100                              |         | OVERTIME                       | 1,570                         | 2,000                      | 2,000                     | 600                       | 600                        |
| <b>TOTAL SALARIES</b>               |         |                                | <b>\$400,545</b>              | <b>\$420,515</b>           | <b>\$420,515</b>          | <b>\$412,005</b>          | <b>\$412,005</b>           |
| <b>CONTRACTUAL SERVICES</b>         |         |                                |                               |                            |                           |                           |                            |
| 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                        |
| <b>TOTAL CONTRACTUAL SERVICES</b>   |         |                                | <b>\$49,324</b>               | <b>\$70,205</b>            | <b>\$70,205</b>           | <b>\$70,555</b>           | <b>\$70,555</b>            |
| <b>SUPPLIES AND MATERIALS</b>       |         |                                |                               |                            |                           |                           |                            |
| 561800                              |         | PROGRAM SUPPLIES               | \$193                         | \$250                      | \$250                     | \$250                     | \$250                      |
| 569000                              |         | OFFICE SUPPLIES                | 727                           | 1,700                      | 1,700                     | 1,700                     | 1,700                      |
| <b>TOTAL SUPPLIES AND MATERIALS</b> |         |                                | <b>\$920</b>                  | <b>\$1,950</b>             | <b>\$1,950</b>            | <b>\$1,950</b>            | <b>\$1,950</b>             |
| <b>TOTAL TOWN AND CITY CLERK</b>    |         |                                | <b>\$450,789</b>              | <b>\$492,670</b>           | <b>\$492,670</b>          | <b>\$484,510</b>          | <b>\$484,510</b>           |

## 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<br>EXPENDITURE | ORIGINAL<br>BUDGET | REVISED<br>BUDGET | BUDGET<br>REQUEST | APPROVED<br>BUDGET |
| <b>SALARIES</b>             |         |                                   |                       |                    |                   |                   |                    |
| 515100                      |         | OVERTIME                          | \$1,274               | \$1,700            | \$1,700           | \$1,700           | \$1,700            |
|                             |         | <b>TOTAL SALARIES</b>             | <b>\$1,274</b>        | <b>\$1,700</b>     | <b>\$1,700</b>    | <b>\$1,700</b>    | <b>\$1,700</b>     |
| <b>CONTRACTUAL SERVICES</b> |         |                                   |                       |                    |                   |                   |                    |
| 531000                      |         | PROFESSIONAL FEES AND SERVICES    | \$85,200              | \$85,380           | \$85,380          | \$87,500          | \$87,500           |
|                             |         | <b>TOTAL CONTRACTUAL SERVICES</b> | <b>\$85,200</b>       | <b>\$85,380</b>    | <b>\$85,380</b>   | <b>\$87,500</b>   | <b>\$87,500</b>    |
|                             |         | <b>TOTAL BOARD OF FINANCE</b>     | <b>\$86,474</b>       | <b>\$87,080</b>    | <b>\$87,080</b>   | <b>\$89,200</b>   | <b>\$89,200</b>    |

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

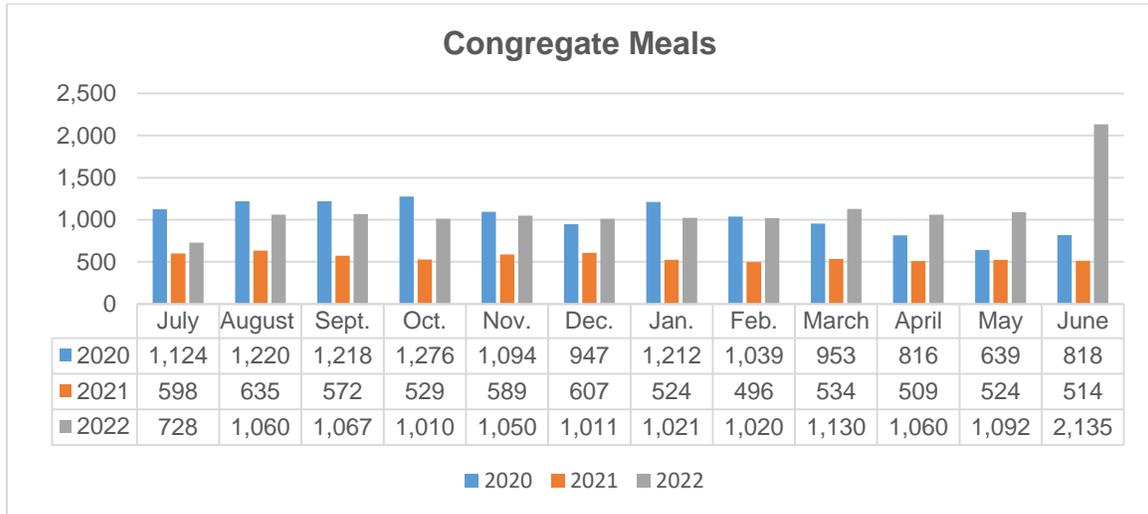
**Performance Measures**

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.

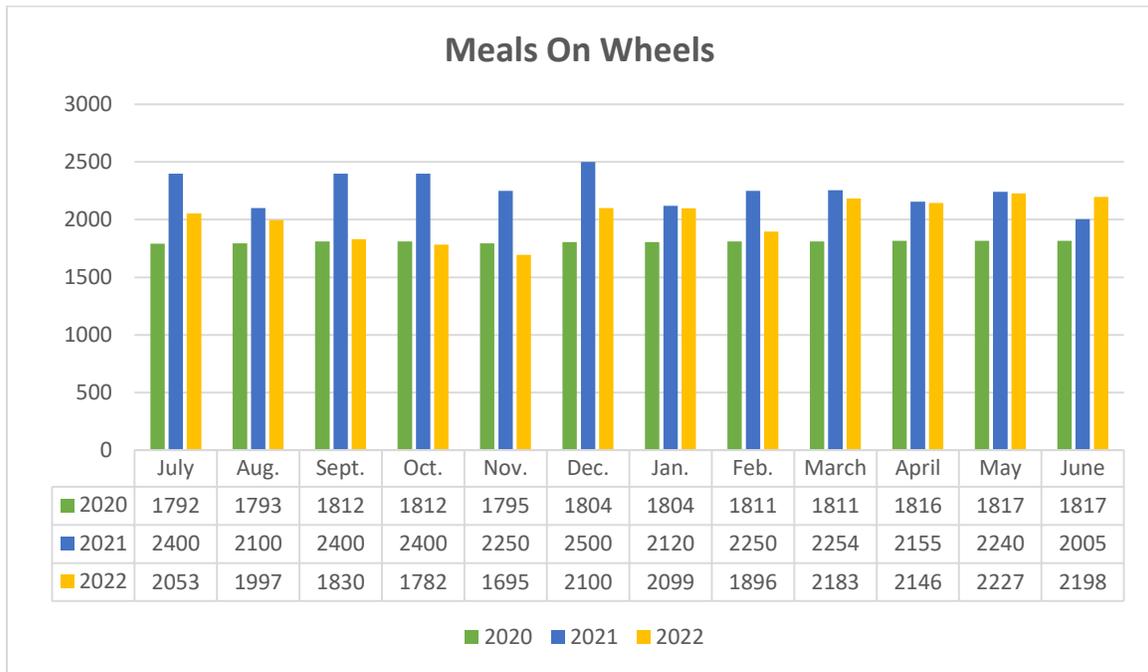
The Senior Center has full time certified Choices Counselors available daily to assist seniors with their applications and forms for Medicare, Medicare Part D, Medicare Savings Program, and Food Stamps.

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.

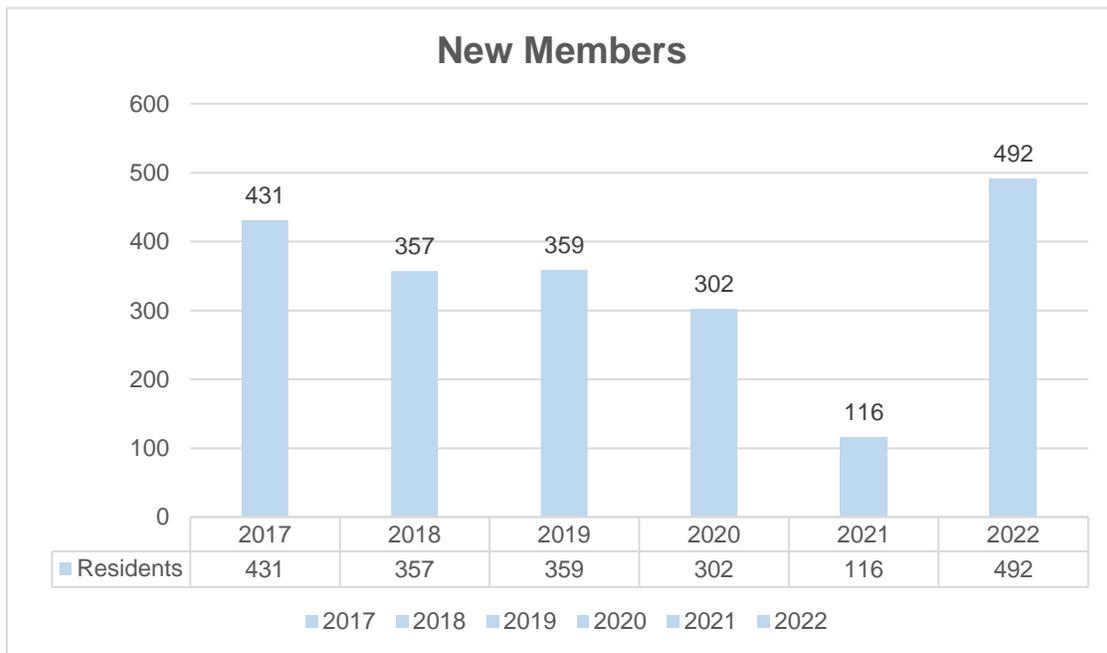
**Congregate meals are meals served daily in our dining room.**



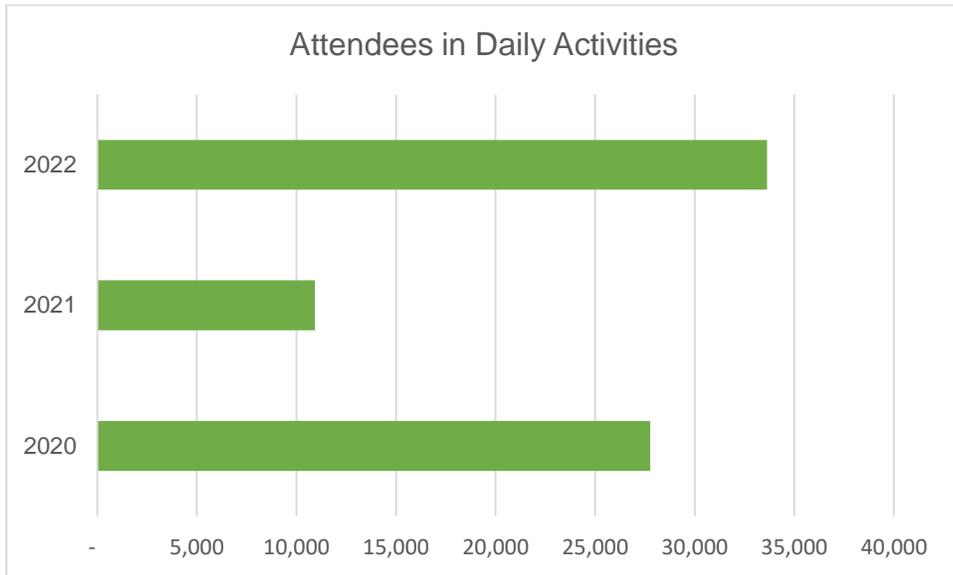
Meals on Wheels are the meals delivered to the homebound.



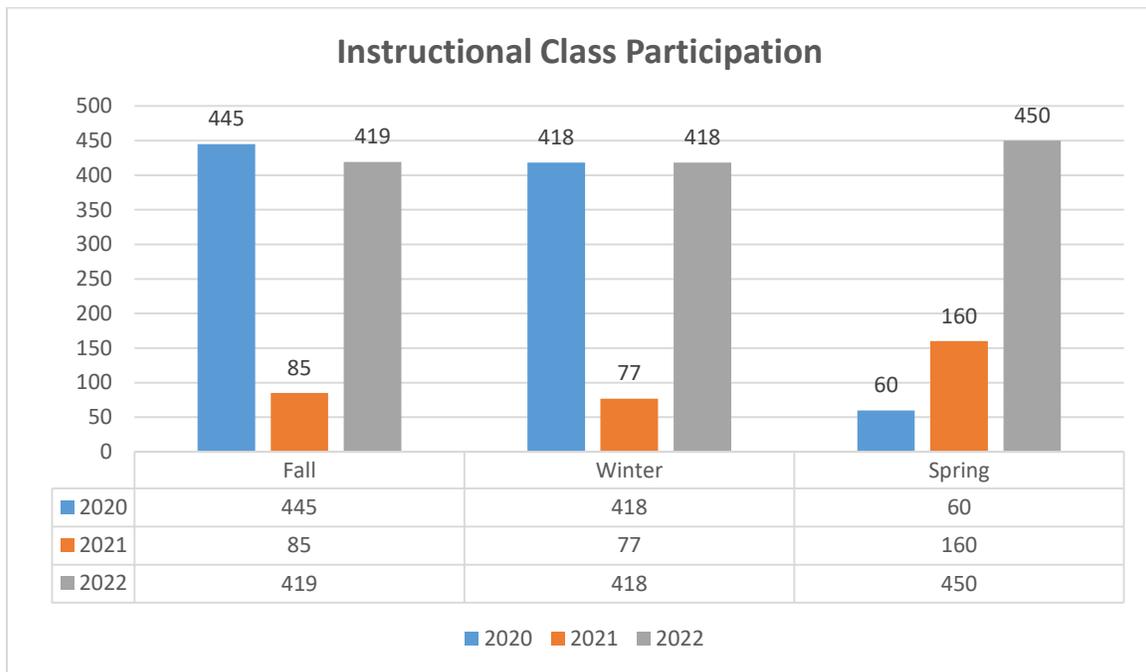
Membership is free for Bristol residents aged 55 and older. Total membership is 4,875. This chart reflects how many new members signed up each year.



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.

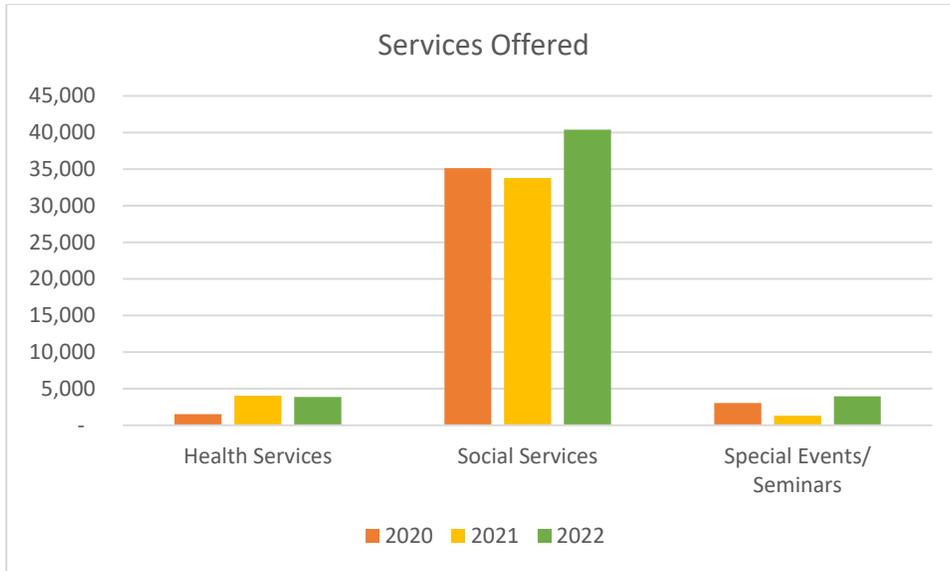


**Services Offered:**

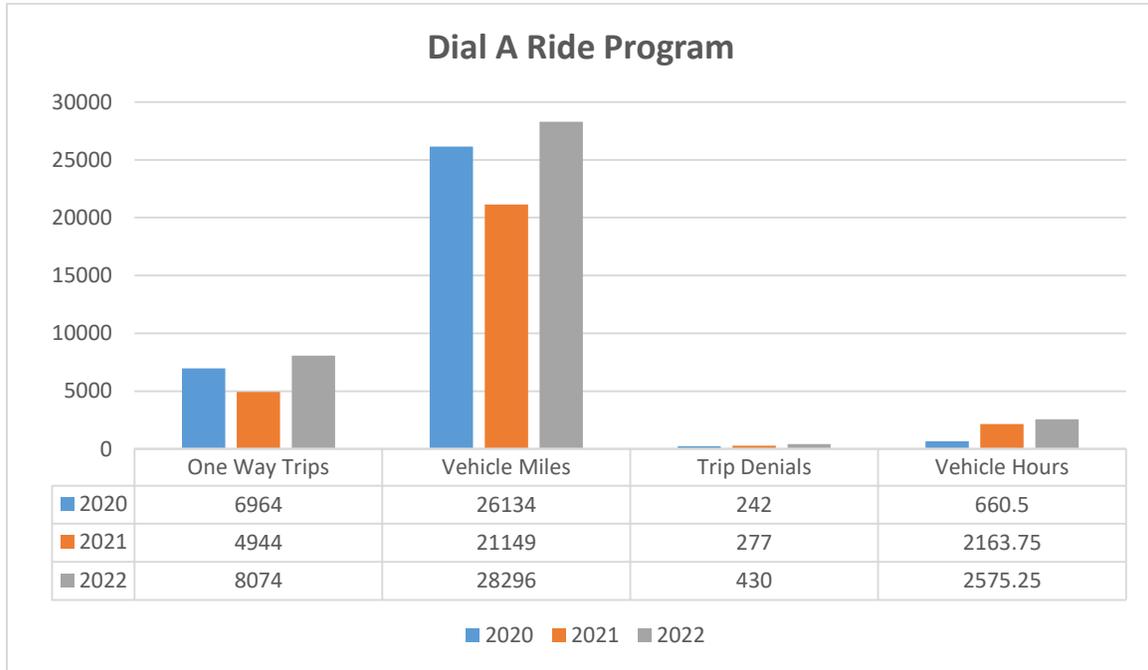
**Health Services are comprised of: Fitness room use, Foot Clinic, Dental Clinic, Reflexology, Hearing Screenings, Hearing aid cleaning, Blood Pressure, Memory Café, Reiki.**

**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.



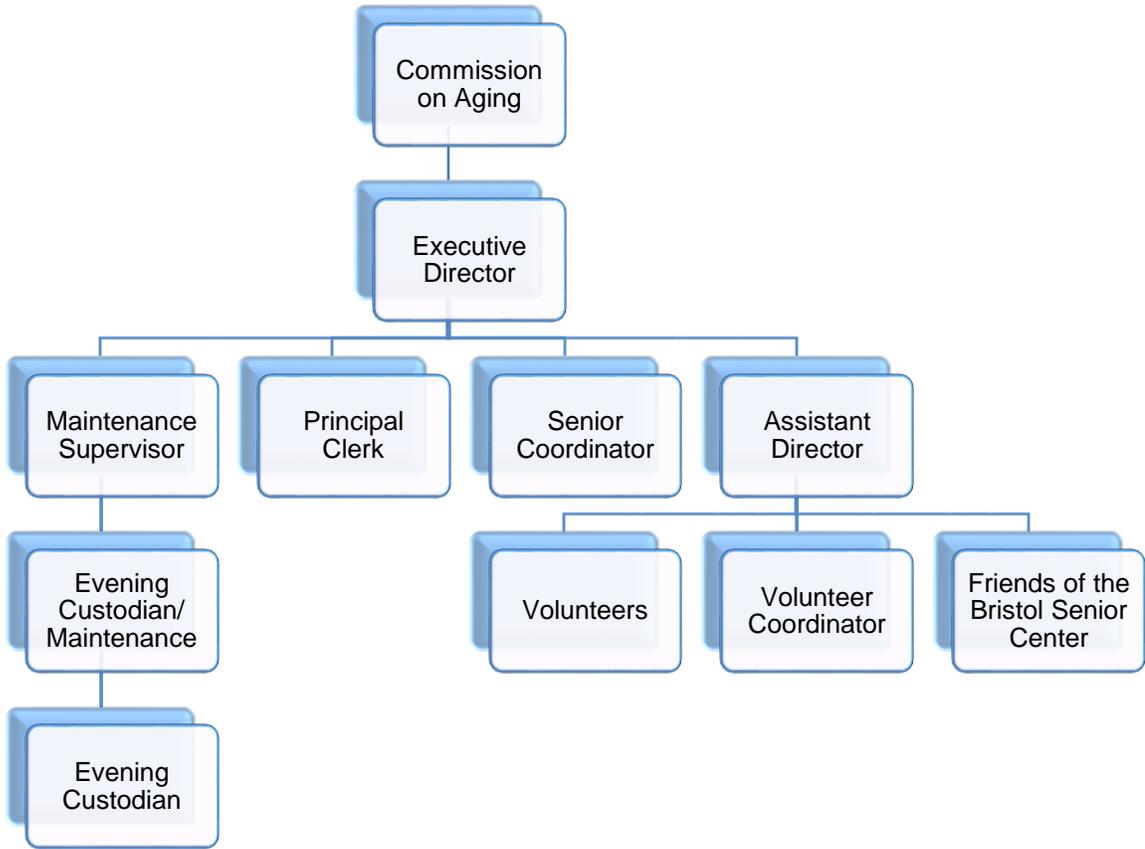
| Programs                | 2020 Attendees | 2021 Attendees | 2022 Attendees |
|-------------------------|----------------|----------------|----------------|
| Classes                 | 1,292          | 498            | 2,025          |
| Activities              | 27,768         | 10,937         | 33,486         |
| 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<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-------------------------------------|---------|-----------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                     |         |                             |                               |                            |                           |                           |                            |
| 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                     |
| <b>TOTAL SALARIES</b>               |         |                             | <b>\$463,716</b>              | <b>\$501,290</b>           | <b>\$501,290</b>          | <b>\$501,290</b>          | <b>\$501,290</b>           |
| <b>CONTRACTUAL SERVICES</b>         |         |                             |                               |                            |                           |                           |                            |
| 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                          |
| <b>TOTAL CONTRACTUAL SERVICES</b>   |         |                             | <b>\$190,200</b>              | <b>\$192,440</b>           | <b>\$249,715</b>          | <b>\$191,740</b>          | <b>\$191,740</b>           |
| <b>SUPPLIES AND MATERIALS</b>       |         |                             |                               |                            |                           |                           |                            |
| 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                        |
| <b>TOTAL SUPPLIES AND MATERIALS</b> |         |                             | <b>\$51,580</b>               | <b>\$54,850</b>            | <b>\$54,850</b>           | <b>\$53,850</b>           | <b>\$53,850</b>            |
| <b>TOTAL DEPARTMENT OF AGING</b>    |         |                             | <b>\$705,495</b>              | <b>\$748,580</b>           | <b>\$805,855</b>          | <b>\$746,880</b>          | <b>\$746,880</b>           |

**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<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-----------------------------------|---------|----------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>CONTRACTUAL SERVICES</b>       |         |                            |                               |                            |                           |                           |                            |
| 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                      |
| <b>TOTAL CONTRACTUAL SERVICES</b> |         |                            | <b>\$58,020</b>               | <b>\$77,280</b>            | <b>\$77,280</b>           | <b>\$79,375</b>           | <b>\$79,375</b>            |
| <b>TOTAL CITY MEMBERSHIPS</b>     |         |                            | <b>\$58,020</b>               | <b>\$77,280</b>            | <b>\$77,280</b>           | <b>\$79,375</b>           | <b>\$79,375</b>            |

## 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<br>EXPENDITURE | ORIGINAL<br>BUDGET | REVISED<br>BUDGET | BUDGET<br>REQUEST | APPROVED<br>BUDGET |
| <b>OTHER/MISCELLANEOUS</b>        |         |                              |                       |                    |                   |                   |                    |
| 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             |
| <b>TOTAL OTHER/MISCELLANEOUS</b>  |         |                              | <b>\$23,708</b>       | <b>\$65,000</b>    | <b>\$81,000</b>   | <b>\$60,000</b>   | <b>\$60,000</b>    |
| <b>TOTAL COMMUNITY PROMOTIONS</b> |         |                              | <b>\$23,708</b>       | <b>\$65,000</b>    | <b>\$81,000</b>   | <b>\$60,000</b>   | <b>\$60,000</b>    |

## 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

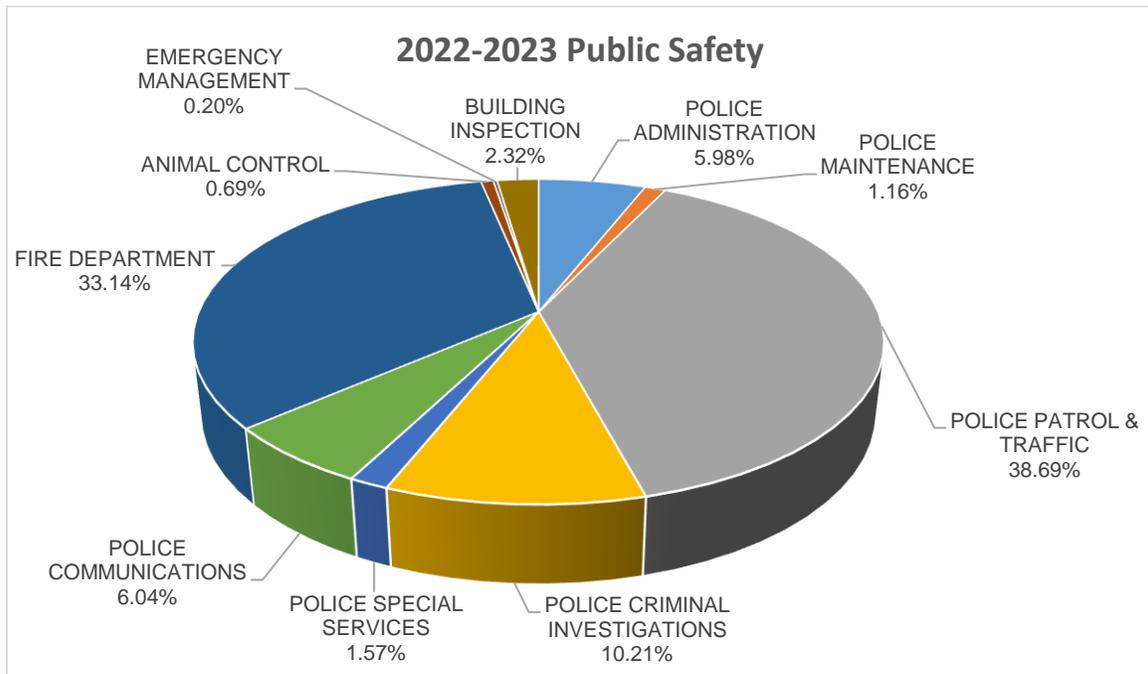
| 0011041 BOARDS AND COMMISSIONS      |         |             | 2021                  | 2022               | 2022              | 2023              | 2023               |
|-------------------------------------|---------|-------------|-----------------------|--------------------|-------------------|-------------------|--------------------|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



# Public Safety

## 2022-2023 BUDGET GENERAL FUND EXPENDITURE SUMMARY FOR PUBLIC SAFETY

| ORGCODE                    | DESCRIPTION                    | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|----------------------------|--------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| 0012110                    | POLICE ADMINISTRATION          | \$1,424,198                   | \$1,644,785                | \$1,734,771               | \$2,370,350               | \$1,713,850                |
| 0012111                    | POLICE MAINTENANCE             | 249,140                       | 308,995                    | 308,995                   | 332,140                   | 332,140                    |
| 0012112                    | POLICE PATROL & TRAFFIC        | 10,293,101                    | 10,580,880                 | 10,580,880                | 11,288,330                | 11,092,305                 |
| 0012113                    | POLICE CRIMINAL INVESTIGATIONS | 2,703,057                     | 2,836,915                  | 2,836,915                 | 2,969,395                 | 2,925,805                  |
| 0012114                    | POLICE SPECIAL SERVICES        | 1,604,934                     | 450,000                    | 450,000                   | 450,000                   | 450,000                    |
| 0012115                    | POLICE COMMUNICATIONS          | 1,651,919                     | 1,727,665                  | 1,791,204                 | 1,749,575                 | 1,730,795                  |
| 0012211                    | FIRE DEPARTMENT                | 9,440,514                     | 9,250,635                  | 9,574,104                 | 9,615,785                 | 9,498,795                  |
| 0012312                    | ANIMAL CONTROL                 | 180,552                       | 192,495                    | 192,495                   | 197,515                   | 197,515                    |
| 0012413                    | EMERGENCY MANAGEMENT           | 18,811                        | 30,000                     | 30,000                    | 47,515                    | 60,500                     |
| 0012615                    | BUILDING INSPECTION            | 583,613                       | 652,475                    | 652,475                   | 664,955                   | 664,955                    |
| <b>TOTAL PUBLIC SAFETY</b> |                                | <b>\$28,149,839</b>           | <b>\$27,674,845</b>        | <b>\$28,151,840</b>       | <b>\$29,685,560</b>       | <b>\$28,666,660</b>        |



## Police Department

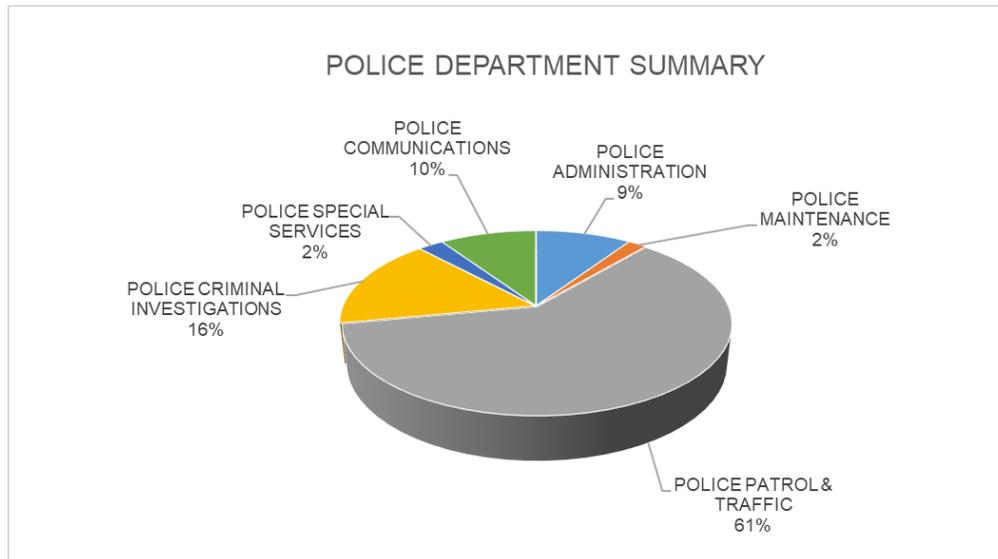
Chief Brian Gould  
 131 North Main Street  
 860-584-3091  
 Briangould@bristolct.gov



### 2022-2023 BUDGET GENERAL FUND EXPENDITURE SUMMARY FOR POLICE DEPARTMENT

| ORGCODE                        | DESCRIPTION                    | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|--------------------------------|--------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| 0012110                        | POLICE ADMINISTRATION          | \$1,424,198                   | \$1,644,785                | \$1,734,771               | \$2,370,350               | \$1,713,850                |
| 0012111                        | POLICE MAINTENANCE             | 249,140                       | 308,995                    | 308,995                   | 332,140                   | 332,140                    |
| 0012112                        | POLICE PATROL & TRAFFIC        | 10,293,101                    | 10,580,880                 | 10,580,880                | 11,288,330                | 11,092,305                 |
| 0012113                        | POLICE CRIMINAL INVESTIGATIONS | 2,703,057                     | 2,836,915                  | 2,836,915                 | 2,969,395                 | 2,925,805                  |
| 0012114                        | POLICE SPECIAL SERVICES        | 1,604,934                     | 450,000                    | 450,000                   | 450,000                   | 450,000                    |
| 0012115                        | POLICE COMMUNICATIONS          | 1,651,919                     | 1,727,665                  | 1,791,204                 | 1,749,575                 | 1,730,795                  |
| <b>TOTAL POLICE DEPARTMENT</b> |                                | <b>\$17,926,349</b>           | <b>\$17,549,240</b>        | <b>\$17,702,765</b>       | <b>\$19,159,790</b>       | <b>\$18,244,895</b>        |





**Bristol Police Department Mission Statement:**

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

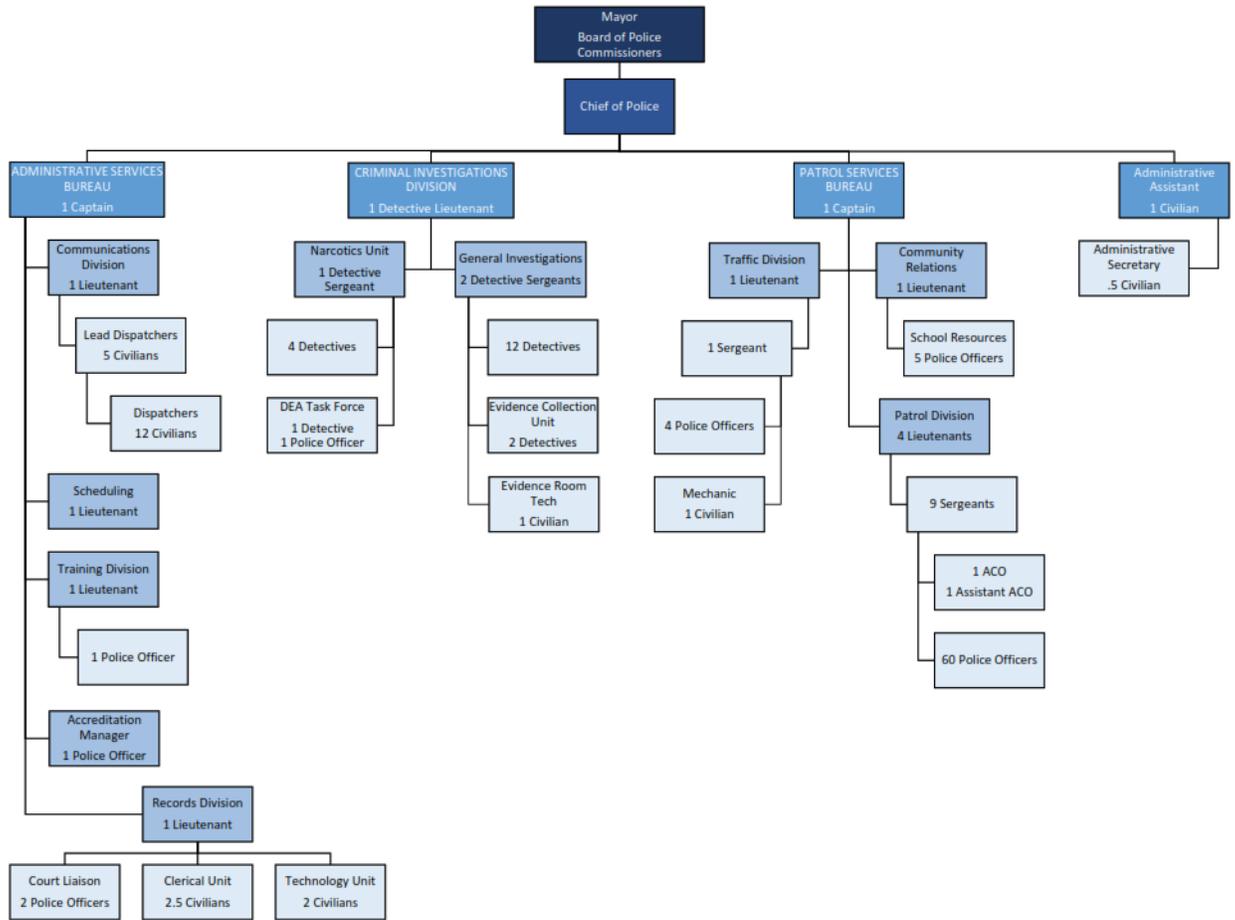
Our goal is to deliver the very best police services and improve the quality of life for residents, business owners and visitors to the City of Bristol.

**Summary of Fiscal Year 2022-2023**

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

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

Organizational Chart



**Board of Police Commissioners**

Chairman Jeffrey Caggiano, Mayor  
 Commissioner Scott Rosado  
 Commissioner Rory Ghio  
 Commissioner Paul Lemieux  
 Commissioner Terry Lewis  
 Commissioner Gloria Smith  
 Councilman Susan Tyler

**Term Expires**

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

## Police Department - Administration



Deputy Chief of Administration Mark Morello  
860-584-3092  
markmorello@bristolct.gov

### Service Narrative

The Deputy Chief of Administration oversees the following:

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

### Fiscal Year 2022 Goals and Accomplishments:

- Increased community policing philosophy throughout all sectors of the Police Department despite the on-going COVID-19 pandemic.
- Increased community interaction and partnerships. The Police Department continued partnerships supporting youth programs such as the Cadet program, Intern program, Police Summer Youth League, Ed Beardsley Challenger Little League program, School Readiness, Channel 3 Kids Camp, "Little Libraries" program, and Youth Mentoring as well as Neighborhood Watch programs. Special Olympics, City of Bristol's Recovery Alliance (C.O.B.R.A.), B.E.S.T.-4-BRISTOL, BPD Toy Drive, Shop With A Cop, Bristol United Way Food Share program, and Community Health Center of Bristol COVID-19 testing.
- Continued to work with City IT for card key access to schools.
- Access to City Hall surveillance is in progress.
- Obtained grant funding to assist in furthering the Police Department's mission.
- Conducted Drug Take Back events.
- Continued to achieve full staffing levels through recruiting
- Increased social media platform such as "The 9 p.m. Initiative."
- Attached a civilian Crisis Intervention Technician to the BPD.

**Fiscal Year 2023 Goals:**

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

**Long Term Goals:**

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



## Police Department Records Division and Technology Unit



### Service Narrative

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

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

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

### Fiscal Year 2022 Goals and Accomplishments:

- City domain migration- In process with IT.
- Access card rollout complete.
- Additional security cell block cameras on order.
- New Mobil Data Terminals (MDT) trial ongoing - New lease with IT in July 2022.
- Axon Record Management System (RMS) and Computer Aided Dispatch (CAD) system buildup still in process.
- Forms successfully being converted to Seamless Docs.
- New network switches arrived at IT.
- New Idemia Live-Scan fingerprinting device install complete.

**Fiscal Year 2023 Goals:**

- Axon Dash-board camera Fleet rollout.
- MDT lease.
- Complete transition in the basement server room.

**Long Term Goals:**

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

**Performance Measures**

**Quantitative:**

|                     | <b>2017</b> | <b>2018</b> | <b>2019</b> | <b>2020</b> | <b>2021</b> |
|---------------------|-------------|-------------|-------------|-------------|-------------|
| Murder              | 1           | 0           | 0           | 0           | 0           |
| Rape                | 12          | 7           | 8           | 11          | 8           |
| Robbery             | 25          | 29          | 21          | 33          | 26          |
| Aggravated Assault  | 22          | 26          | 23          | 23          | 19          |
| Burglary            | 145         | 140         | 113         | 110         | 84          |
| Larceny             | 752         | 705         | 604         | 534         | 568         |
| Motor Vehicle Theft | 127         | 124         | 106         | 125         | 101         |
| Arson               | 6           | 2           | 1           | 0           | 2           |

**Parking Tickets**

|                  | <b>FY18</b> | <b>FY19</b> | <b>FY20</b> | <b>FY21</b> | <b>FY22</b> |
|------------------|-------------|-------------|-------------|-------------|-------------|
| Tickets Issued   | 1,728       | 3,176       | 2,602       | 2,065       | 2,157       |
| Amount Collected | \$41,685    | \$82,910    | \$78,145    | \$61,020    | \$50,454    |

**Arrest Warrant Report**

|                       | <b>2017</b> | <b>2018</b> | <b>2019</b> | <b>2020</b> | <b>2021</b> |
|-----------------------|-------------|-------------|-------------|-------------|-------------|
| Misdemeanors          | 507         | 418         | 397         | 290         | 373         |
| Felonies              | 401         | 301         | 244         | 196         | 240         |
| Total Warrants Served | 908         | 719         | 641         | 486         | 613         |

**Alarm Collections**

|                       | <b>FY18</b> | <b>FY19</b> | <b>FY20</b> | <b>FY21</b> | <b>FY22</b> |
|-----------------------|-------------|-------------|-------------|-------------|-------------|
| Alarm Fines Collected | \$15,555    | \$19,995    | \$16,200    | \$25,020    | 16,020      |
| Unpaid Fines          | \$16,045    | \$8,820     | N/A*        | N/A*        | N/A*        |
| Alarms Responded to   | 1,650       | 2,139       | 1,816       | 1,714       | 1,611       |

*\*Starting FY20 we are no longer reporting.*

## Expenditure and Position Summary

|                     | 2021<br>Actual | 2022<br>Estimated | 2023<br>Budget |
|---------------------|----------------|-------------------|----------------|
| Salary Expenditures | \$828,112      | \$754,800         | \$718,280      |
| Full time Positions | 10             | 8                 | 8              |

## Budget Highlights

0012110 POLICE ADMINISTRATION

| OBJECT                              | PROJECT | DESCRIPTION                    | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-------------------------------------|---------|--------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                     |         |                                |                               |                            |                           |                           |                            |
| 514000                              |         | REGULAR WAGES                  | \$819,428                     | \$705,625                  | \$705,625                 | \$698,505                 | \$704,105                  |
| 515100                              |         | OVERTIME                       | 7,133                         | 10,425                     | 10,425                    | 10,425                    | 10,425                     |
| 515100                              | COVID   | OVERTIME                       |                               | 0                          | 35,000                    | 0                         | 0                          |
| 517000                              |         | OTHER WAGES                    | 1,551                         | 3,750                      | 3,750                     | 3,750                     | 3,750                      |
| <b>TOTAL SALARIES</b>               |         |                                | <b>\$828,112</b>              | <b>\$719,800</b>           | <b>\$754,800</b>          | <b>\$712,680</b>          | <b>\$718,280</b>           |
| <b>CONTRACTUAL SERVICES</b>         |         |                                |                               |                            |                           |                           |                            |
| 522100                              |         | CLOTHING ALLOWANCE             | \$165,353                     | \$178,250                  | \$178,250                 | \$204,220                 | \$190,000                  |
| 522300                              |         | UNION CONTRACT RESPONSIBILITY  | 0                             | 200                        | 200                       | 200                       | 200                        |
| 531000                              |         | PROFESSIONAL FEES AND SERVICES | 22,813                        | 28,075                     | 28,075                    | 30,015                    | 30,015                     |
| 531000                              | COVID   | PROFESSIONAL FEES AND SERVICES | 4,732                         | 0                          | 462                       | 0                         | 0                          |
| 531050                              |         | TEST FEES                      | 7,830                         | 19,375                     | 19,375                    | 19,375                    | 19,375                     |
| 541000                              |         | PUBLIC UTILITIES               | 25,126                        | 26,000                     | 26,000                    | 27,000                    | 27,000                     |
| 542140                              |         | REFUSE                         | 70                            | 175                        | 175                       | 175                       | 175                        |
| 543000                              |         | REPAIRS AND MAINTENANCE        | 103,629                       | 380,645                    | 380,645                   | 529,535                   | 461,840                    |
| 544400                              |         | RENTS AND LEASES               | 5,458                         | 8,975                      | 8,975                     | 4,520                     | 4,520                      |
| 553000                              |         | TELEPHONE                      | 30,626                        | 33,000                     | 33,000                    | 33,000                    | 33,000                     |
| 553100                              |         | POSTAGE                        | 4,301                         | 4,000                      | 4,000                     | 4,000                     | 4,000                      |
| 554000                              |         | TRAVEL REIMBURSEMENT           | 16                            | 100                        | 100                       | 100                       | 100                        |
| 555000                              |         | PRINTING AND BINDING           | 2,430                         | 4,000                      | 4,000                     | 3,700                     | 3,700                      |
| 562300                              |         | GENERATOR FUEL                 | 0                             | 0                          | 0                         | 0                         | 0                          |
| 581120                              |         | CONFERENCES AND MEMBERSHIPS    | 4,984                         | 6,350                      | 6,350                     | 4,485                     | 4,485                      |
| 581135                              |         | SCHOOL AND EDUCATION           | 86,489                        | 82,160                     | 85,960                    | 82,160                    | 82,160                     |
| <b>TOTAL CONTRACTUAL SERVICES</b>   |         |                                | <b>\$463,855</b>              | <b>\$771,305</b>           | <b>\$775,567</b>          | <b>\$942,485</b>          | <b>\$860,570</b>           |
| <b>SUPPLIES AND MATERIALS</b>       |         |                                |                               |                            |                           |                           |                            |
| 561800                              |         | PROGRAM SUPPLIES               | \$110,015                     | \$148,680                  | \$151,004                 | \$149,185                 | \$130,000                  |
| 561800                              | COVID   | PROGRAM SUPPLIES               | 17,219                        | 0                          | 48,400                    | 0                         | 0                          |
| 569000                              |         | OFFICE SUPPLIES                | 4,996                         | 5,000                      | 5,000                     | 5,000                     | 5,000                      |
| <b>TOTAL SUPPLIES AND MATERIALS</b> |         |                                | <b>\$132,230</b>              | <b>\$153,680</b>           | <b>\$204,404</b>          | <b>\$154,185</b>          | <b>\$135,000</b>           |
| <b>CAPITAL OUTLAY</b>               |         |                                |                               |                            |                           |                           |                            |
| 579999                              |         | EQUIPMENT                      | \$0                           | \$0                        | \$0                       | \$561,000                 | \$0                        |
| <b>TOTAL CAPITAL OUTLAY</b>         |         |                                | <b>\$0</b>                    | <b>\$0</b>                 | <b>\$0</b>                | <b>\$561,000</b>          | <b>\$0</b>                 |
| <b>TOTAL POLICE ADMINISTRATION</b>  |         |                                | <b>\$1,424,198</b>            | <b>\$1,644,785</b>         | <b>\$1,734,771</b>        | <b>\$2,370,350</b>        | <b>\$1,713,850</b>         |



## Police Department - Maintenance



### Service Narrative

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

### Fiscal Year 2022 Goals and Accomplishments:

- Worked alongside the Traffic Division of the Bristol Police Department in deploying cones and signage for the United Way Farmer's To Families Food Drive and COVID Testing sites during the pandemic.
- Continued to assist with fleet maintenance and repair.
- Maintained signage, signal lights and cross walks throughout the city.
- Received and utilized four portable trailer style digital signs.

### Fiscal Year 2023 Major Service Goals:

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

### Long Term Goals:

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

### Expenditure and Position Summary

|                     | 2021<br>Actual | 2022<br>Estimated | 2023<br>Budget |
|---------------------|----------------|-------------------|----------------|
| Salary Expenditures | \$52,494       | \$78,995          | \$82,995       |
| Full time Positions | 1              | 1                 | 1              |

## Budget Highlights

0012111 POLICE MAINTENANCE

| OBJECT                              | PROJECT | DESCRIPTION                       | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-------------------------------------|---------|-----------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                     |         |                                   |                               |                            |                           |                           |                            |
| 514000                              |         | REGULAR WAGES                     | \$41,004                      | \$67,695                   | \$67,695                  | \$67,695                  | \$67,695                   |
| 515100                              |         | OVERTIME                          | 9,901                         | 10,000                     | 10,000                    | 14,000                    | 14,000                     |
| 515100                              | ISAIS   | OVERTIME                          | 321                           | 0                          | 0                         | 0                         | 0                          |
| 517000                              |         | OTHER WAGES                       | 1,268                         | 1,300                      | 1,300                     | 1,300                     | 1,300                      |
| <b>TOTAL SALARIES</b>               |         |                                   | <b>\$52,494</b>               | <b>\$78,995</b>            | <b>\$78,995</b>           | <b>\$82,995</b>           | <b>\$82,995</b>            |
| <b>CONTRACTUAL SERVICES</b>         |         |                                   |                               |                            |                           |                           |                            |
| 543100                              |         | MOTOR VEHICLE SERVICE AND REPAIRS | \$62,696                      | \$60,000                   | \$60,000                  | \$65,000                  | \$65,000                   |
| <b>TOTAL CONTRACTUAL SERVICES</b>   |         |                                   | <b>\$62,696</b>               | <b>\$60,000</b>            | <b>\$60,000</b>           | <b>\$65,000</b>           | <b>\$65,000</b>            |
| <b>SUPPLIES AND MATERIALS</b>       |         |                                   |                               |                            |                           |                           |                            |
| 561400                              |         | MAINTENANCE SUPPLIES              | \$9,879                       | \$12,000                   | \$12,000                  | \$12,000                  | \$12,000                   |
| 562600                              |         | MOTOR FUELS                       | 97,710                        | 125,000                    | 125,000                   | 139,145                   | 139,145                    |
| 563100                              |         | TIRES, TUBES, CHAINS, ETC         | 17,825                        | 20,500                     | 20,500                    | 20,500                    | 20,500                     |
| 570400                              |         | TRAFFIC EQUIPMENT                 | 8,538                         | 12,500                     | 12,500                    | 12,500                    | 12,500                     |
| <b>TOTAL SUPPLIES AND MATERIALS</b> |         |                                   | <b>\$133,950</b>              | <b>\$170,000</b>           | <b>\$170,000</b>          | <b>\$184,145</b>          | <b>\$184,145</b>           |
| <b>TOTAL POLICE MAINTENANCE</b>     |         |                                   | <b>\$249,140</b>              | <b>\$308,995</b>           | <b>\$308,995</b>          | <b>\$332,140</b>          | <b>\$332,140</b>           |



## Police Department – Patrol and Traffic



Deputy Chief of Operations Matthew Moskowitz  
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Matthewmoskowitz@bristolct.gov

### Service Narrative

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

The Deputy Chief of Operations oversees the following:

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

The basic Patrol Division duties and responsibilities are to:

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

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

One of the most frequent calls for service is a medical emergency. All officers are trained as Emergency Medical Responders (EMR). Medical equipment includes oxygen, Automatic External

Defibrillators (AED) and NARCAN. Many officers are assigned to “directed patrols” in various areas of the city. These can include anything from traffic enforcement to monitoring the activities of drug offenders. In addition to directed patrols, officers can be assigned to a cruiser, foot patrol, bike patrol or the motorcycle unit to monitor their area of the city. Special police units are also assigned to assist the Patrol Division. These include Code Enforcement, Canine (K9), Central Region Emergency Response Team (CRERT) and the Serious Traffic Accident Reconstruction Team (START).

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

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

The basic Traffic Division duties and responsibilities include to:

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

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

### **Fiscal Year 2022 Goals and Accomplishments:**

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

**Fiscal Year 2023 Goals:**

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

**Long Term Goals:**

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

**Performance Measures**

*Quantitative:*

| <b>Accident and Motor Vehicle Enforcement</b> | <b>2017</b> | <b>2018</b> | <b>2019</b> | <b>2020</b> | <b>2021</b> |
|---|-------------|-------------|-------------|-------------|-------------|
| Accident Reports                              | 1,914       | 2,163       | 2,303       | 1,894       | 2,000       |
| Property Damage Accidents                     | 1,507       | 1,894       | 1,974       | 1,678       | 1,725       |
| Injury Accidents                              | 401         | 260         | 255         | 214         | 279         |
| Fatal Accidents                               | 5           | 2           | 2           | 3           | 4           |
| Arrests Motor Vehicle                         | 2,539       | 1,503       | 1,101       | 617         | 701         |
| Written Warnings                              | 2,249       | 1,284       | 1,452       | 754         | 594         |



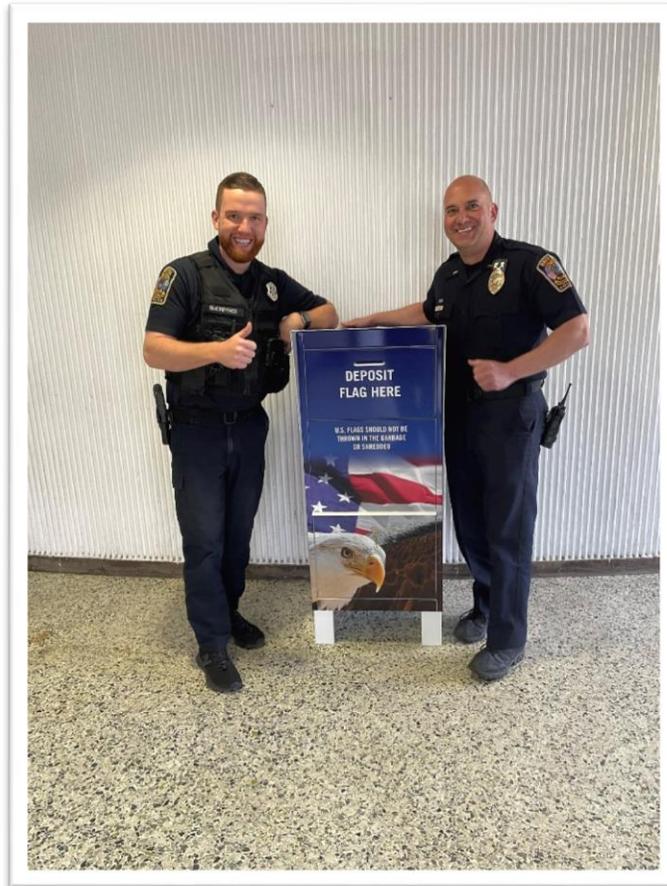
**Expenditure and Position Summary**

|                     | <b>2021<br/>Actual</b> | <b>2022<br/>Estimated</b> | <b>2023<br/>Budget</b> |
|---------------------|------------------------|---------------------------|------------------------|
| Salary Expenditures | \$10,293,101           | \$10,580,880              | \$11,092,305           |
| Full time Positions | 96                     | 95                        | 95                     |

## Budget Highlights

0012112 POLICE PATROL & TRAFFIC

| OBJECT                                   | PROJECT | DESCRIPTION   | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|--|---------|---------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                          |         |               |                               |                            |                           |                           |                            |
| 514000                                   |         | REGULAR WAGES | \$7,050,689                   | \$8,005,880                | \$8,005,880               | \$8,358,330               | \$8,177,305                |
| 514000                                   | COVID   | REGULAR WAGES | \$439,780                     | \$0                        | \$0                       | \$0                       | \$0                        |
| 515100                                   |         | OVERTIME      | 1,930,041                     | 1,725,000                  | 1,725,000                 | 2,055,000                 | \$2,040,000                |
| 515100                                   | COVID   | OVERTIME      | 51,448                        | 0                          | 0                         | 0                         | \$0                        |
| 515100                                   | ISAIS   | OVERTIME      | 5,098                         | 0                          | 0                         | 0                         | \$0                        |
| 517000                                   |         | OTHER WAGES   | 816,046                       | 850,000                    | 850,000                   | 875,000                   | \$875,000                  |
| <b>TOTAL SALARIES</b>                    |         |               | <b>\$10,293,101</b>           | <b>\$10,580,880</b>        | <b>\$10,580,880</b>       | <b>\$11,288,330</b>       | <b>\$11,092,305</b>        |
| <b>TOTAL POLICE PATROL &amp; TRAFFIC</b> |         |               | <b>\$10,293,101</b>           | <b>\$10,580,880</b>        | <b>\$10,580,880</b>       | <b>\$11,288,330</b>       | <b>\$11,092,305</b>        |



## Police Department - Criminal Investigation Division



Detective Lieutenant Michael Duval  
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### Service Narrative

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

### Fiscal Year 2022 Goals and Accomplishments:

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

### Fiscal Year 2023 Goals:

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

### Long Term Goals:

- Increase the staffing levels in CID. With the increasing number of complex investigations more detectives are needed to meet the needs of the community.
- Create at least one new civilian position to process pistol permit, peddlers, solicitors and canvasser's permits. This person could also take over the bingo, raffle and bazaar permits. This will allow us to further streamline the process while allowing us to reassign a detective to focus on criminal investigation.
- Create a crime scene processing team to include patrol officers and detectives with an interest and aptitude for this type of work. The selected volunteers for this team will receive advanced training in this area and will be used to process the more complicated crime scenes. The team concept will provide a wider pool of investigators to be called in to process scenes. The goal is to achieve the training and expertise to process all major crime scenes and no longer have to rely on an outside agency.

### Expenditure and Position Summary

|                     | 2021<br>Actual | 2022<br>Estimated | 2023<br>Budget |
|---------------------|----------------|-------------------|----------------|
| Salary Expenditures | \$2,703,057    | \$2,836,915       | \$2,925,805    |
| Full time Positions | 22             | 23                | 23             |

### Budget Highlights

0012113 POLICE CRIMINAL INVESTIGATIONS

| OBJECT                                      | PROJECT | DESCRIPTION   | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|---|---------|---------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                             |         |               |                               |                            |                           |                           |                            |
| 514000                                      |         | REGULAR WAGES | \$1,981,709                   | \$2,098,100                | \$2,098,100               | \$2,155,805               | \$2,155,805                |
| 515100                                      |         | OVERTIME      | 488,154                       | 518,815                    | 518,815                   | 533,090                   | 520,000                    |
| 517000                                      |         | OTHER WAGES   | 233,195                       | 220,000                    | 220,000                   | 280,500                   | 250,000                    |
| <b>TOTAL SALARIES</b>                       |         |               | <b>\$2,703,057</b>            | <b>\$2,836,915</b>         | <b>\$2,836,915</b>        | <b>\$2,969,395</b>        | <b>\$2,925,805</b>         |
| <b>TOTAL POLICE CRIMINAL INVESTIGATIONS</b> |         |               | <b>\$2,703,057</b>            | <b>\$2,836,915</b>         | <b>\$2,836,915</b>        | <b>\$2,969,395</b>        | <b>\$2,925,805</b>         |



## Police Department - Special Services



### Service Narrative

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

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

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

### Budget Highlights

| 0012114 POLICE SPECIAL SERVICES      |         |                         | 2021                  | 2022               | 2022              | 2023              | 2023               |
|--------------------------------------|---------|-------------------------|-----------------------|--------------------|-------------------|-------------------|--------------------|
| OBJECT                               | PROJECT | DESCRIPTION             | ACTUAL<br>EXPENDITURE | ORIGINAL<br>BUDGET | REVISED<br>BUDGET | BUDGET<br>REQUEST | APPROVED<br>BUDGET |
| <b>SALARIES</b>                      |         |                         |                       |                    |                   |                   |                    |
| 515118                               |         | POLICE SPECIAL SERVICES | \$1,604,934           | \$450,000          | \$450,000         | \$450,000         | \$450,000          |
| <b>TOTAL SALARIES</b>                |         |                         | <b>\$1,604,934</b>    | <b>\$450,000</b>   | <b>\$450,000</b>  | <b>\$450,000</b>  | <b>\$450,000</b>   |
| <b>TOTAL POLICE SPECIAL SERVICES</b> |         |                         | <b>\$1,604,934</b>    | <b>\$450,000</b>   | <b>\$450,000</b>  | <b>\$450,000</b>  | <b>\$450,000</b>   |

## Police Department – Communications Division



### Service Narrative

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

### Fiscal Year 2022 Goals and Accomplishments:

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

### Fiscal Year 2023 Goals:

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

### Long Term Goals:

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

### Expenditure and Position Summary

|                     | 2021<br>Actual | 2022<br>Estimated | 2023<br>Budget |
|---------------------|----------------|-------------------|----------------|
| Salary Expenditures | \$1,469,476    | \$1,570,460       | \$1,578,540    |
| Full time Positions | 18             | 18                | 18             |

### Performance Measures

|                     | 2017   | 2018   | 2019   | 2020   | 2021   |
|---------------------|--------|--------|--------|--------|--------|
| Number of 911 Calls | 24,962 | 24,013 | 22,846 | 21,635 | 23,880 |
| Calls for Service   | 50,284 | 50,411 | 48,776 | 47,030 | 45,488 |

## Budget Highlights

0012115 POLICE COMMUNICATIONS

| OBJECT                             | PROJECT | DESCRIPTION                 | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|------------------------------------|---------|-----------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                    |         |                             |                               |                            |                           |                           |                            |
| 514000                             |         | REGULAR WAGES               | \$1,081,976                   | \$1,184,460                | \$1,184,460               | \$1,187,540               | \$1,187,540                |
| 515100                             |         | OVERTIME                    | 258,753                       | 266,000                    | 266,000                   | 279,780                   | 266,000                    |
| 515100                             | COVID   | OVERTIME                    | 14,662                        | 0                          | 0                         | 0                         | 0                          |
| 515100                             | ISAS    | OVERTIME                    | 1,801                         | 0                          | 0                         | 0                         | 0                          |
| 517000                             |         | OTHER WAGES                 | 112,285                       | 120,000                    | 120,000                   | 130,000                   | 125,000                    |
| <b>TOTAL SALARIES</b>              |         |                             | <b>\$1,469,476</b>            | <b>\$1,570,460</b>         | <b>\$1,570,460</b>        | <b>\$1,597,320</b>        | <b>\$1,578,540</b>         |
| <b>CONTRACTUAL SERVICES</b>        |         |                             |                               |                            |                           |                           |                            |
| 522100                             |         | CLOTHING ALLOWANCE          | \$6,304                       | \$9,150                    | \$9,442                   | \$9,265                   | \$9,265                    |
| 531000                             |         | PROFESSIONAL FEES           | 28                            | 2,895                      | 2,895                     | 2,895                     | 2,895                      |
| 531140                             |         | TRAINING                    | 969                           | 0                          | 13,884                    | 0                         | 0                          |
| 541000                             |         | PUBLIC UTILITIES            | 15,658                        | 18,000                     | 18,000                    | 18,000                    | 18,000                     |
| 543000                             |         | REPAIRS AND MAINTENANCE     | 73,290                        | 85,595                     | 85,595                    | 80,650                    | 80,650                     |
| 553000                             |         | TELEPHONE                   | 4,997                         | 6,300                      | 6,300                     | 6,300                     | 6,300                      |
| 554000                             |         | TRAVEL REIMBURSEMENT        | 151                           | 500                        | 500                       | 500                       | 500                        |
| 555000                             |         | PRINTING AND BINDING        | 26                            | 100                        | 100                       | 100                       | 100                        |
| 562300                             |         | GENERATOR FUEL              | 1,922                         | 3,025                      | 3,025                     | 3,025                     | 3,025                      |
| 570920                             |         | CAPITAL                     | 77,809                        | 30,620                     | 79,983                    | 30,620                    | 30,620                     |
| 581120                             |         | CONFERENCES AND MEMBERSHIPS | 0                             | 120                        | 120                       | 0                         | 0                          |
| <b>TOTAL CONTRACTUAL SERVICES</b>  |         |                             | <b>\$181,155</b>              | <b>\$156,305</b>           | <b>\$219,844</b>          | <b>\$151,355</b>          | <b>\$151,355</b>           |
| <b>SUPPLIES</b>                    |         |                             |                               |                            |                           |                           |                            |
| 561800                             | COVID   | PROGRAM SUPPLIES            | \$415                         | \$0                        | \$0                       | \$0                       | \$0                        |
| 569000                             |         | OFFICE SUPPLIES             | 872                           | 900                        | 900                       | 900                       | 900                        |
| <b>TOTAL SUPPLIES</b>              |         |                             | <b>\$1,288</b>                | <b>\$900</b>               | <b>\$900</b>              | <b>\$900</b>              | <b>\$900</b>               |
| <b>TOTAL POLICE COMMUNICATIONS</b> |         |                             | <b>\$1,651,919</b>            | <b>\$1,727,665</b>         | <b>\$1,791,204</b>        | <b>\$1,749,575</b>        | <b>\$1,730,795</b>         |



## Fire Department

Chief Richard Hart  
richardhart@bristolct.gov  
181 North Main Street  
(860) 584-7964

### **Bristol Fire Department Mission Statement:**

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

### **Service Narrative**

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

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

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

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

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

**Fiscal Year 2022 Goals and Accomplishments:**

- Seven recruits graduated in 2021 from the Connecticut Fire Academy.
- First Bristol Fire Department Recruit Training program conducted and graduated 7 recruit firefighters
- Purchased land for new Station 3
- Secured funding for new Fire Station 3 and Engine 5
- Completed the implementation of new software platform, First Due.
- Using the Assistance to Firefighters Grant (AFG) successfully certified the following members
  - Fire Officer I – 8
  - Fire Officer II - 13
  - Incident Safety Officer - 7
  - Fire Service Instructor I - 14

**Fiscal Year 2023 Goals:**

- Continue a robust training schedule through AFG funding for Fire Officer III, pump operator, and aerial apparatus operator.
- Complete phase out of FireHouse scheduling software and acquisition of replacement software.
- Receive new Engine 3 pumping apparatus.
- Design and initiate build of new Engine 5 pumping apparatus.
- Integrate new software platform – First Due to provide greater transparency, scheduling and reporting ability.

**Long Term Goals:**

- Complete planning and subsequent construction of a new Station 3
- Secure funding for new ladder truck 2 as recommended in the 2016 ISO report and station it at the new Station 3.
- Apply for a SAFER grant to staff new ladder truck 2 with 12 firefighters and 4 Officers



## Fire Prevention Division/Fire Marshal's Office

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



### Service Narrative

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

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

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

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

## Training Division



### Service Narrative

The Bristol Fire Department continues to make training one of the top priorities for the department. The live fire training facility was used for various training evolutions and live fire training throughout the year. New audio/visual equipment was added to the classroom for delivering classroom lessons and video presentations. A Conex container was added to the training facility for storage of training equipment and burn materials. The Bristol Fire Department shall continue to move forward with firefighter development with an emphasis on safety at all times.

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

In cooperation with Emergency Management, continued improvements to the facility are scheduled to enable the classroom to function as a backup Emergency Operations Center.

## Mechanical Division

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

The Mechanical Division is responsible for maintain the following equipment:

- The motorized fleet consists of (8) Class A pumpers, (2) 95' Tower Ladders, (11) Staff/Support vehicles, (1) Hazardous-Materials Trailer, and (1) Fire prevention trailer. All vehicles are annually serviced and inspected, along with monthly brake inspections.
- Small emergency equipment consists of (5) complete sets of gasoline powered "Jaws of Life" systems, (1) battery powered "Jaws of Life" system, (18) chain saws, roof ventilation saws, and generators.
- The lawn care equipment consists of (41) lawn mowers, string trimmers, leaf blowers, snow blowers, etc.
- Gas detection meters (22) including multi-gas detection and gas specific meters, all which require calibration.
- Water mitigation equipment consists of (28) large and small gasoline centrifugal pumps, electric sump style pumps, and electric back pack suction pumps.

**Public Safety**

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- SCBA equipment consists of (43) front line air packs, (13) training air packs, (235) SCBA bottles, (4) escape packs, (2) R.I.T. pack's, (1) Mobile Air Supply car, and all related face pieces, etc.

The Mechanical Division schedules, documents and tracks testing in accordance with National Fire Protection Association regulations the following equipment.

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

**Performance Measures**

**Quantitative:**

**Bristol Fire Department Activity Report**

| Activity                     | 2017         | 2018         | 2019         | 2020         | 2021         |
|------------------------------|--------------|--------------|--------------|--------------|--------------|
| Structure Fires              | 112          | 91           | 116          | 124          | 96           |
| Highway Vehicle Fires        | 17           | 27           | 22           | 27           | 15           |
| Outside of Structure Fires   | 4            | 27           | 8            | 23           | 13           |
| Brush/Grass/Wild Land Fires  | 38           | 12           | 29           | 31           | 23           |
| Rubbish/Dumpster Fires       | 33           | 21           | 28           | 21           | 27           |
| All Other Fires              | 0            | 16           | 2            | 13           | 1            |
| Rescue/EMS Response          | 350          | 314          | 357          | 387          | 399          |
| False Alarms                 | 466          | 538          | 472          | 486          | 510          |
| Mutual Aid                   | 4            | 10           | 12           | 15           | 4            |
| Hazardous Materials Response | 128          | 149          | 153          | 238          | 188          |
| Other Hazardous Conditions   | 452          | 509          | 478          | 407          | 474          |
| All Other Responses          | 701          | 790          | 724          | 711          | 750          |
| <b>Total</b>                 | <b>2,305</b> | <b>2,504</b> | <b>2,401</b> | <b>2,483</b> | <b>2,500</b> |

**Expenditure and Position Summary**

|                     | 2021<br>Actual | 2022<br>Estimated | 2023<br>Budget |
|---------------------|----------------|-------------------|----------------|
| Salary Expenditures | \$8,908,934    | \$8,949,545       | \$8,977,400    |
| Full Time Positions | 88.5           | 88.5              | 88.5           |

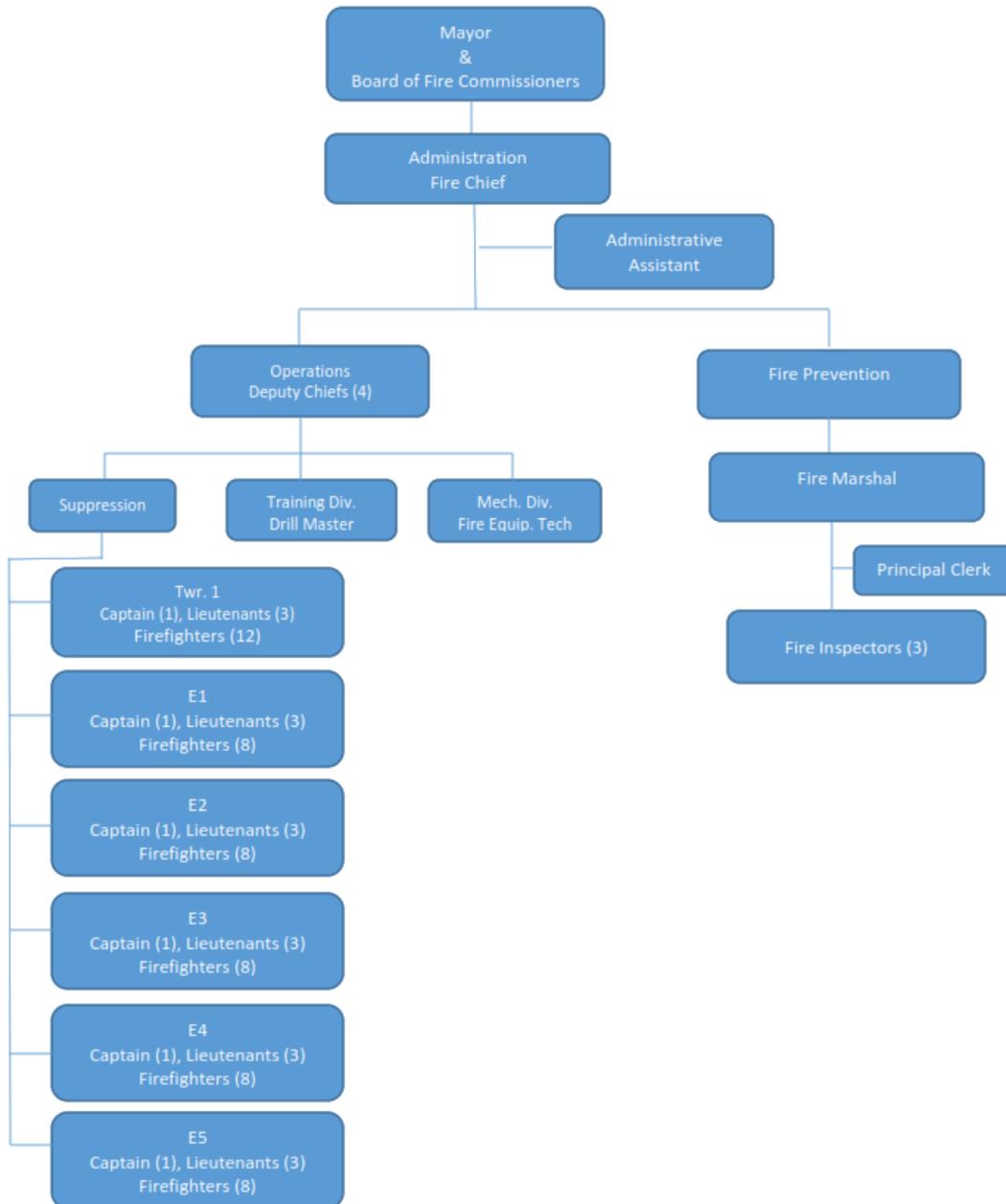
**Board of Fire Commissioners:**

Mayor Jeffrey Caggiano, Chairperson  
 Andrew Howe  
 Anthony Benvenuto  
 Dennis Crispino  
 Dana Jandreau  
 Hal Kilby  
 Sean Moore

**Expiration of Term:**

11/2023  
 11/2023  
 01/2024  
 01/2023  
 01/2025  
 01/2024  
 01/2025

### Organizational Chart



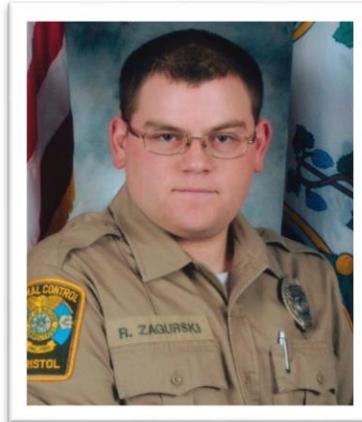
## Budget Highlights

0012211 FIRE DEPARTMENT

| OBJECT                              | PROJECT | DESCRIPTION                        | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-------------------------------------|---------|------------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                     |         |                                    |                               |                            |                           |                           |                            |
| 514000                              |         | REGULAR WAGES                      | \$6,341,595                   | \$6,694,625                | \$6,804,925               | \$6,858,195               | \$6,858,195                |
| 515100                              |         | OVERTIME                           | 1,998,296                     | 1,540,000                  | 1,616,175                 | 1,600,390                 | 1,585,390                  |
| 515100                              | COVID   | OVERTIME                           | 93,514                        | 0                          | 0                         | 0                         | 0                          |
| 515200                              |         | PART TIME                          | 12,715                        | 22,435                     | 22,435                    | 22,435                    | 22,435                     |
| 517000                              |         | OTHER WAGES                        | 462,815                       | 498,825                    | 506,010                   | 511,380                   | 511,380                    |
| <b>TOTAL SALARIES</b>               |         |                                    | <b>\$8,908,934</b>            | <b>\$8,755,885</b>         | <b>\$8,949,545</b>        | <b>\$8,992,400</b>        | <b>\$8,977,400</b>         |
| <b>CONTRACTUAL SERVICES</b>         |         |                                    |                               |                            |                           |                           |                            |
| 522100                              |         | UNIFORM ALLOWANCE                  | \$48,231                      | \$50,000                   | \$50,843                  | \$50,845                  | \$50,845                   |
| 522300                              |         | UNION CONTRACT RESPONSIBILITIES    | 550                           | 500                        | 500                       | 500                       | 500                        |
| 531000                              |         | PROFESSIONAL FEES AND SERVICES     | 53,578                        | 58,000                     | 58,309                    | 62,700                    | 62,700                     |
| 531140                              |         | HIRE/TRAIN                         | 0                             | 0                          | 127,355                   | 0                         | 0                          |
| 541000                              |         | PUBLIC UTILITIES                   | 53,333                        | 48,000                     | 48,000                    | 48,000                    | 48,000                     |
| 541100                              |         | WATER AND SEWER CHARGES            | 9,940                         | 10,000                     | 10,000                    | 10,000                    | 10,000                     |
| 542140                              |         | REFUSE                             | 0                             | 250                        | 250                       | 250                       | 250                        |
| 542500                              |         | LAUNDRY AND LINEN                  | 1,023                         | 1,500                      | 1,500                     | 1,500                     | 1,500                      |
| 543000                              |         | REPAIRS AND MAINTENANCE            | 33,987                        | 0                          | 1,259                     | 0                         | 0                          |
| 543100                              |         | MOTOR VEHICLE SERVICE AND REPAIR   | 59,730                        | 0                          | 0                         | 0                         | 0                          |
| 553000                              |         | TELEPHONE                          | 6,570                         | 6,500                      | 6,500                     | 6,500                     | 6,500                      |
| 553100                              |         | POSTAGE                            | 184                           | 500                        | 500                       | 500                       | 500                        |
| 555000                              |         | PRINTING AND BINDING               | 436                           | 0                          | 0                         | 0                         | 0                          |
| 581120                              |         | CONFERENCES AND MEMBERSHIPS        | 791                           | 3,000                      | 3,000                     | 3,000                     | 3,000                      |
| 581135                              |         | SCHOOLING AND EDUCATION            | 4,836                         | 10,000                     | 10,000                    | 10,000                    | 10,000                     |
| <b>TOTAL CONTRACTUAL SERVICES</b>   |         |                                    | <b>\$273,188</b>              | <b>\$188,250</b>           | <b>\$318,016</b>          | <b>\$193,795</b>          | <b>\$193,795</b>           |
| <b>SUPPLIES AND MATERIALS</b>       |         |                                    |                               |                            |                           |                           |                            |
| 561400                              |         | MAINTENANCE SUPPLIES AND MATERIALS | \$6,420                       | \$7,000                    | \$7,000                   | \$7,700                   | \$7,700                    |
| 561800                              |         | PROGRAM SUPPLIES                   | 45,146                        | 30,000                     | 30,000                    | 33,000                    | 33,000                     |
| 561800                              | COVID   | PROGRAM SUPPLIES                   | 6,519                         | 0                          | 0                         | 0                         | 0                          |
| 561805                              |         | FIRE PREVENTION DIVISION           | 803                           | 7,000                      | 7,044                     | 7,000                     | 7,000                      |
| 561806                              |         | TRAINING DIVISION                  | 6,355                         | 8,000                      | 8,000                     | 8,000                     | 8,000                      |
| 561807                              |         | MECHANICAL DIVISION                | 12                            | 135,000                    | 135,000                   | 143,100                   | 140,000                    |
| 562200                              |         | NATURAL GAS                        | 29,081                        | 30,000                     | 30,000                    | 30,000                    | 30,000                     |
| 562300                              |         | GENERATOR FUEL                     | 1,000                         | 1,000                      | 1,000                     | 1,000                     | 1,000                      |
| 562600                              |         | MOTOR FUELS                        | 24,443                        | 29,000                     | 29,000                    | 32,500                    | 32,500                     |
| 563000                              |         | MOTOR VEHICLE PARTS                | 18,006                        | 0                          | 0                         | 0                         | 0                          |
| 563100                              |         | TIRES                              | 6,431                         | 0                          | 0                         | 0                         | 0                          |
| 569000                              |         | OFFICE SUPPLIES                    | 1,138                         | 2,000                      | 2,000                     | 2,000                     | 2,000                      |
| <b>TOTAL SUPPLIES AND MATERIALS</b> |         |                                    | <b>\$145,354</b>              | <b>\$249,000</b>           | <b>\$249,044</b>          | <b>\$264,300</b>          | <b>\$261,200</b>           |
| <b>CAPITAL OUTLAY</b>               |         |                                    |                               |                            |                           |                           |                            |
| 570400                              | 21018   | HURST EDRAULIC TOOL                | \$25,380                      | \$0                        | \$0                       | \$0                       | \$0                        |
| 570902                              |         | ANNUAL LOOSE EQUIP. REPLACEMENT    | 980                           | 14,500                     | 14,500                    | 15,370                    | 14,500                     |
| 570903                              |         | ANNUAL HOSE REPLACEMENT            | 2,944                         | 0                          | 0                         | 0                         | 0                          |
| 570910                              |         | METERING EQUIPMENT                 | 4,192                         | 0                          | 0                         | 0                         | 0                          |
| 570915                              |         | ANNUAL BUNKER GEAR REPLACEMENT     | 79,541                        | 43,000                     | 43,000                    | 51,900                    | 51,900                     |
| 579999                              |         | EQUIPMENT                          | 0                             | 0                          | 0                         | 98,020                    | 0                          |
| <b>TOTAL CAPITAL OUTLAY</b>         |         |                                    | <b>\$113,037</b>              | <b>\$57,500</b>            | <b>\$57,500</b>           | <b>\$165,290</b>          | <b>\$66,400</b>            |
| <b>TOTAL FIRE DEPARTMENT</b>        |         |                                    | <b>\$9,440,514</b>            | <b>\$9,250,635</b>         | <b>\$9,574,104</b>        | <b>\$9,615,785</b>        | <b>\$9,498,795</b>         |



## Animal Control Division



Raymond Zagurski, Animal Control Officer  
126 Vincent P. Kelley Road  
860-584-3087  
Raymondzagurski@bristolct.gov

### Service Narrative

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

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

### Fiscal Year 2022 Goals and Accomplishments:

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

### Fiscal Year 2023 Goals:

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

### Long Term Goal:

- Evaluate options for renovation or a new facility for the Dog Pound which is in need of major updates and repairs

**Performance Measures**

**Quantitative:**

|                             | <b>FY18</b> | <b>FY19</b> | <b>FY20</b> | <b>FY21</b> | <b>FY22</b> |
|-----------------------------|-------------|-------------|-------------|-------------|-------------|
| Roaming Dog                 | 285         | 309         | 205         | 206         | 323         |
| Barking Dog                 | 67          | 70          | 70          | 100         | 85          |
| Animal Bites                | 44          | 33          | 46          | 29          | 35          |
| Report of Cruelty           | 79          | 80          | 65          | 99          | 104         |
| Feral Cats                  | 32          | 51          | 57          | 77          | 65          |
| Wildlife/Animal Concern     | 470         | 587         | 456         | 372         | 465         |
| Lost Animal                 | 273         | 238         | 280         | 234         | 268         |
| Rabies                      | 18          | 28          | 28          | 15          | 30          |
| Dead Animals Disposed of    | 497         | 555         | 526         | 454         | 321         |
| Total # Calls For Service   | 1,765       | 1,951       | 1,733       | 1,505       | 1,696       |
| # Animals Impounded         | 136         | 125         | 154         | 151         | 133         |
| # Animals Euthanized by Vet | 4           | 2           | 6           | 4           | 5           |

**Expenditure and Position Summary**

|                     | <b>2021<br/>Actual</b> | <b>2022<br/>Estimated</b> | <b>2023<br/>Budget</b> |
|---------------------|------------------------|---------------------------|------------------------|
| Salary Expenditures | \$166,668              | \$175,595                 | \$180,490              |
| Full time Positions | 2                      | 2                         | 2                      |

**Budget Highlights**

0012312 ANIMAL CONTROL

| OBJECT                              | PROJECT | DESCRIPTION                    | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-------------------------------------|---------|--------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                     |         |                                |                               |                            |                           |                           |                            |
| 514000                              |         | REGULAR WAGES                  | \$137,804                     | \$141,595                  | \$141,595                 | \$145,490                 | \$145,490                  |
| 515100                              |         | OVERTIME                       | 16,825                        | 18,500                     | 18,500                    | 19,000                    | 19,000                     |
| 517000                              |         | OTHER WAGES                    | 12,039                        | 15,500                     | 15,500                    | 16,000                    | 16,000                     |
| <b>TOTAL SALARIES</b>               |         |                                | <b>\$166,668</b>              | <b>\$175,595</b>           | <b>\$175,595</b>          | <b>\$180,490</b>          | <b>\$180,490</b>           |
| <b>CONTRACTUAL SERVICES</b>         |         |                                |                               |                            |                           |                           |                            |
| 522100                              |         | CLOTHING ALLOWANCE L754        | \$2,500                       | \$2,500                    | \$2,500                   | \$2,500                   | \$2,500                    |
| 531000                              |         | PROFESSIONAL FEES AND SERVICES | 3,355                         | 5,000                      | 5,000                     | 5,000                     | 5,000                      |
| 541000                              |         | PUBLIC UTILITIES               | 1,939                         | 2,500                      | 2,500                     | 2,500                     | 2,500                      |
| 541100                              |         | WATER AND SEWER CHARGES        | 767                           | 775                        | 775                       | 800                       | 800                        |
| 557700                              |         | ADVERTISING                    | 165                           | 325                        | 325                       | 325                       | 325                        |
| 562200                              |         | NATURAL GAS                    | 4,693                         | 4,500                      | 4,500                     | 4,600                     | 4,600                      |
| 581135                              |         | SCHOOLING AND EDUCATION        | 0                             | 300                        | 300                       | 300                       | 300                        |
| <b>TOTAL CONTRACTUAL SERVICES</b>   |         |                                | <b>\$13,419</b>               | <b>\$15,900</b>            | <b>\$15,900</b>           | <b>\$16,025</b>           | <b>\$16,025</b>            |
| <b>SUPPLIES AND MATERIALS</b>       |         |                                |                               |                            |                           |                           |                            |
| 561400                              |         | MAINTENANCE SUPPLIES           | \$0                           | \$500                      | \$500                     | \$500                     | \$500                      |
| 561800                              |         | PROGRAM SUPPLIES               | 465                           | 500                        | 500                       | 500                       | 500                        |
| <b>TOTAL SUPPLIES AND MATERIALS</b> |         |                                | <b>\$465</b>                  | <b>\$1,000</b>             | <b>\$1,000</b>            | <b>\$1,000</b>            | <b>\$1,000</b>             |
| <b>TOTAL ANIMAL CONTROL</b>         |         |                                | <b>\$180,552</b>              | <b>\$192,495</b>           | <b>\$192,495</b>          | <b>\$197,515</b>          | <b>\$197,515</b>           |

## Emergency Management

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



CERT Team

### Service Narrative

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

### Fiscal Year 2022 Goals and Accomplishments:

- The Emergency Management (EM) Department will continue to obtain, store and disperse Personal Protective Equipment (PPE) to all city departments and first responders.
- Updated and distribute the Emergency Operations Plan to DEMHS and city departments.
- Provided Community Emergency Response Team (CERT) training to all new members and update training for all active members.
- Due to the criticality of emergency communications in times of emergency or disaster, DEMHS has allowed ham radio communications to be funded by EMPG Grant funds. Some ham radio equipment may be relocated to avail the city of better emergency communications.
- Continued to upgrade the training room at Fire House 4 to be used as an auxiliary Emergency Operations Center (EOC). The room will be used if the main EOC is compromised. This room has also been used by CERT trainers for the training of new CERT members.
- Continued to present the Federal Emergency Management Agency (FEMA) Student Tools for Emergency Planning (STEP) program to 5th graders in the Bristol schools along with CERT volunteers.
- Represented the City by participating in state, regional and local committees.
- Awarded a supplemental grant for PPE and Covid-19 testing for EOC participants.
- Awarded additional funding to fulfill the per capita availability of EMPG funding.
- Provided ZOOM remote meetings to all members.
- Bristol CERT trainers provided ZOOM remote CERT training to increase membership.
- Due to the Covid-19 pandemic, the Bristol CERT has been activated for more hours in city service than ever before. This may continue into 2022-2023 as the pandemic continues.
- Participated in the Annual Statewide Governor's Emergency Planning and Preparedness Exercise (EPPI) with city department representatives.

- CERT members
  - Supplied traffic services to the Farms to Families and ARPA food distribution programs.
  - Sent holiday cards to the residents at the Sheridan Woods Nursing Home.
  - Provided traffic and pedestrian control for the distribution of Covid-19 self-test kits and N95 masks, numerous Bristol Hospital and Bristol Burlington Health District Covid-19 testing and vaccination clinics, the Department of Public Works Hazardous Materials Collection and the Annual Mum Festival.
  - Collected food and clothing for the homeless and needy population on Valentine's Day.
  - Manned an American Red Cross Blood Collection site for the third straight year.
  - Planned an ARC Blood Collection in memory of fallen member and Burlington fireman Colin McFadden.
- CERT leadership has taken advantage of all DEMHS/CRCOG available funding.

### **Fiscal Year 2023 Goals:**

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

### **Long Term Goals:**

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

**Public Safety**

- Design and implement a new EOC facility and Emergency Management Office in the Police Complex.

**Expenditure and Position Summary**

|                     | <b>2021<br/>Actual</b> | <b>2022<br/>Estimated</b> | <b>2023<br/>Budget</b> |
|---------------------|------------------------|---------------------------|------------------------|
| Salary Expenditures | \$12,296               | \$14,515                  | \$27,500               |
| Part-time Positions | 1                      | 1                         | 1                      |

**Budget Highlights**

0012413                      EMERGENCY MANAGEMENT

| OBJECT                        | PROJECT | DESCRIPTION                         | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-------------------------------|---------|-------------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>               |         |                                     |                               |                            |                           |                           |                            |
| 515200                        |         | PART TIME                           | \$13,296                      | \$14,515                   | \$14,515                  | \$14,515                  | \$27,500                   |
|                               |         | <b>TOTAL SALARIES</b>               | <b>\$13,296</b>               | <b>\$14,515</b>            | <b>\$14,515</b>           | <b>\$14,515</b>           | <b>\$27,500</b>            |
| <b>CONTRACTUAL SERVICES</b>   |         |                                     |                               |                            |                           |                           |                            |
| 553000                        |         | TELEPHONE                           | \$896                         | \$1,000                    | \$1,000                   | \$1,000                   | \$1,000                    |
| 553100                        |         | POSTAGE                             | 55                            | 100                        | 100                       | 120                       | 120                        |
| 554000                        |         | TRAVEL REIMBURSEMENT                | 621                           | 800                        | 800                       | 1,000                     | 1,000                      |
| 555000                        |         | PRINTING AND BINDING                | 463                           | 600                        | 600                       | 600                       | 600                        |
| 581120                        |         | CONFERENCES AND MEMBERSHIPS         | 224                           | 800                        | 800                       | 2,000                     | 2,000                      |
|                               |         | <b>TOTAL CONTRACTUAL SERVICES</b>   | <b>\$2,259</b>                | <b>\$3,300</b>             | <b>\$3,300</b>            | <b>\$4,720</b>            | <b>\$4,720</b>             |
| <b>SUPPLIES AND MATERIALS</b> |         |                                     |                               |                            |                           |                           |                            |
| 561800                        |         | PROGRAM SUPPLIES                    | \$646                         | \$8,750                    | \$8,750                   | \$23,000                  | \$23,000                   |
| 561800                        | COVID   | PROGRAM SUPPLIES                    | 56                            | 0                          | 0                         | 0                         | 0                          |
| 561825                        |         | CERT                                | 2,356                         | 3,000                      | 3,000                     | 4,000                     | 4,000                      |
| 569000                        |         | OFFICE SUPPLIES                     | 198                           | 435                        | 435                       | 1,280                     | 1,280                      |
|                               |         | <b>TOTAL SUPPLIES AND MATERIALS</b> | <b>\$3,256</b>                | <b>\$12,185</b>            | <b>\$12,185</b>           | <b>\$28,280</b>           | <b>\$28,280</b>            |
|                               |         | <b>TOTAL EMERGENCY MANAGEMENT</b>   | <b>\$18,811</b>               | <b>\$30,000</b>            | <b>\$30,000</b>           | <b>\$47,515</b>           | <b>\$60,500</b>            |

## Building Inspection

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

### Service Narrative

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

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

### Fiscal Year 2022 Goals and Accomplishments:

- Continued to support staff to provide “people friendly” public assistance. The Building department has positively gained a good reputation with the residents over the past year.
- Developed a poster style, flow-chart to assist the public at the kiosks when completing building permits.
- Effectively created understanding relationships for and with the public for in-house and in-person visits.
- Assisted all departments and the general public in a manner that instills trust and comradery.

### Fiscal Year 2023 Goals:

- Add a new position to address the extensive amount of Code Enforcement the City is actively involved in.
- Transition old “access” permit system to a new “Viewpoint” system.
- Maintain current staffing levels.

### Long Term Goals:

- Establish flow-charts to educate the public on the process of a building permit and/or other types of permits, such as a pool, shed, solar, etc. and all potential departments involved indicating paths to follow and procedures along with associated time frames.
- Add a regular part-time position for the code enforcement
- Increase work week to 40 hours for the department, due to the increase in amount of inspections being called in, processed and closed.
- Continue to work with the public to establish open discussions concerning the need for code enforcement and why permits are a necessary part of the process to ensure Life-Safety concerns are and achieved for all projects.
- Convert all old files to electronic via scanning.

**Performance Measures**

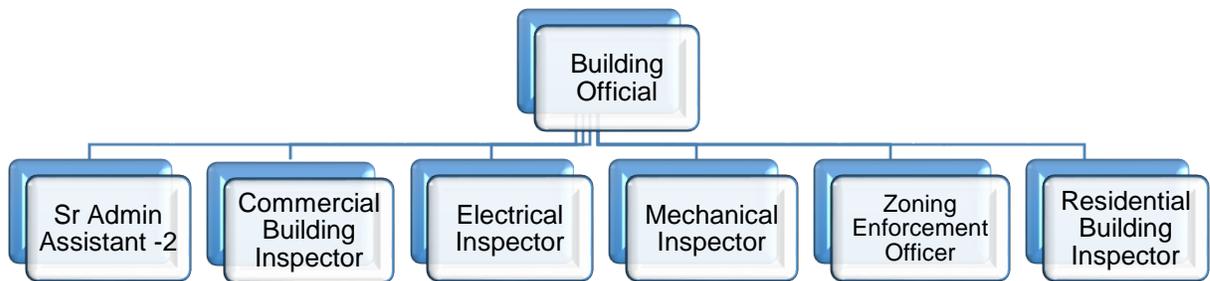
**Quantitative:**

| <b>Activity</b>                    | <b>FY 2020</b> | <b>FY 2021</b> | <b>FY2022</b> |
|------------------------------------|----------------|----------------|---------------|
| Building/Mechanical Permits Issued | 3,103          | 3,983          | 3,757         |
| Value of Construction              | \$70,719,145   | \$142,916,513  | \$139,289,943 |
| Actual Revenue Collected           | \$1,472,385    | \$2,064,193    | \$1,996,177   |

**Expenditure and Position Summary**

|                     | <b>2021 Actual</b> | <b>2022 Estimated</b> | <b>2023 Budget</b> |
|---------------------|--------------------|-----------------------|--------------------|
| Salary Expenditures | \$569,009          | \$631,125             | \$635,405          |
| Full Time Positions | 8                  | 8                     | 8                  |

**Organizational Chart**



Budget Highlights

0012615 BUILDING INSPECTION

| OBJECT                              | PROJECT | DESCRIPTION                      | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-------------------------------------|---------|----------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                     |         |                                  |                               |                            |                           |                           |                            |
| 514000                              |         | REGULAR WAGES                    | \$547,307                     | \$612,125                  | \$602,125                 | \$616,405                 | \$616,405                  |
| 515100                              |         | OVERTIME                         | 19,226                        | 19,000                     | 29,000                    | 19,000                    | 19,000                     |
| 517000                              |         | OTHER WAGES                      | 2,476                         | 0                          | 0                         | 0                         | 0                          |
| <b>TOTAL SALARIES</b>               |         |                                  | <b>\$569,009</b>              | <b>\$631,125</b>           | <b>\$631,125</b>          | <b>\$635,405</b>          | <b>\$635,405</b>           |
| <b>CONTRACTUAL SERVICES</b>         |         |                                  |                               |                            |                           |                           |                            |
| 543000                              |         | REPAIRS AND MAINTENANCE          | \$0                           | \$150                      | \$150                     | \$650                     | \$650                      |
| 543012                              |         | CLOTHING/UNIFORMS                | 1,059                         | 500                        | 500                       | 1,000                     | 1,000                      |
| 543100                              |         | MOTOR VEHICLE SERVICE AND REPAIR | 219                           | 2,000                      | 2,000                     | 2,000                     | 2,000                      |
| 553000                              |         | TELEPHONE                        | 3,869                         | 5,000                      | 5,000                     | 5,000                     | 5,000                      |
| 553100                              |         | POSTAGE                          | 311                           | 1,100                      | 1,100                     | 1,100                     | 1,100                      |
| 554000                              |         | TRAVEL REIMBURSEMENT             | 102                           | 0                          | 0                         | 0                         | 0                          |
| 555000                              |         | PRINTING AND BINDING             | 1,022                         | 500                        | 500                       | 800                       | 800                        |
| 557700                              |         | ADVERTISING                      | 0                             | 100                        | 100                       | 100                       | 100                        |
| 581120                              |         | CONFERENCES AND MEMBERSHIPS      | 1,568                         | 2,500                      | 2,500                     | 2,500                     | 2,500                      |
| <b>TOTAL CONTRACTUAL SERVICES</b>   |         |                                  | <b>\$8,150</b>                | <b>\$11,850</b>            | <b>\$11,850</b>           | <b>\$13,150</b>           | <b>\$13,150</b>            |
| <b>SUPPLIES AND MATERIALS</b>       |         |                                  |                               |                            |                           |                           |                            |
| 561800                              |         | PROGRAM SUPPLIES                 | \$247                         | \$3,000                    | \$3,000                   | \$6,600                   | \$6,600                    |
| 562600                              |         | MOTOR FUELS                      | 3,286                         | 5,000                      | 5,000                     | 6,000                     | 6,000                      |
| 563100                              |         | TIRES                            | 0                             | 700                        | 700                       | 3,000                     | 3,000                      |
| 569000                              |         | OFFICE SUPPLIES                  | 781                           | 800                        | 800                       | 800                       | 800                        |
| <b>TOTAL SUPPLIES AND MATERIALS</b> |         |                                  | <b>\$4,314</b>                | <b>\$9,500</b>             | <b>\$9,500</b>            | <b>\$16,400</b>           | <b>\$16,400</b>            |
| <b>CAPITAL OUTLAY</b>               |         |                                  |                               |                            |                           |                           |                            |
| 570400                              | 20034   | LIGHT BARS                       | \$2,140                       | \$0                        | \$0                       | \$0                       | \$0                        |
| <b>TOTAL CAPITAL OUTLAY</b>         |         |                                  | <b>\$2,140</b>                | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                | <b>\$0</b>                 |
| <b>TOTAL BUILDING INSPECTION</b>    |         |                                  | <b>\$583,613</b>              | <b>\$652,475</b>           | <b>\$652,475</b>          | <b>\$664,955</b>          | <b>\$664,955</b>           |

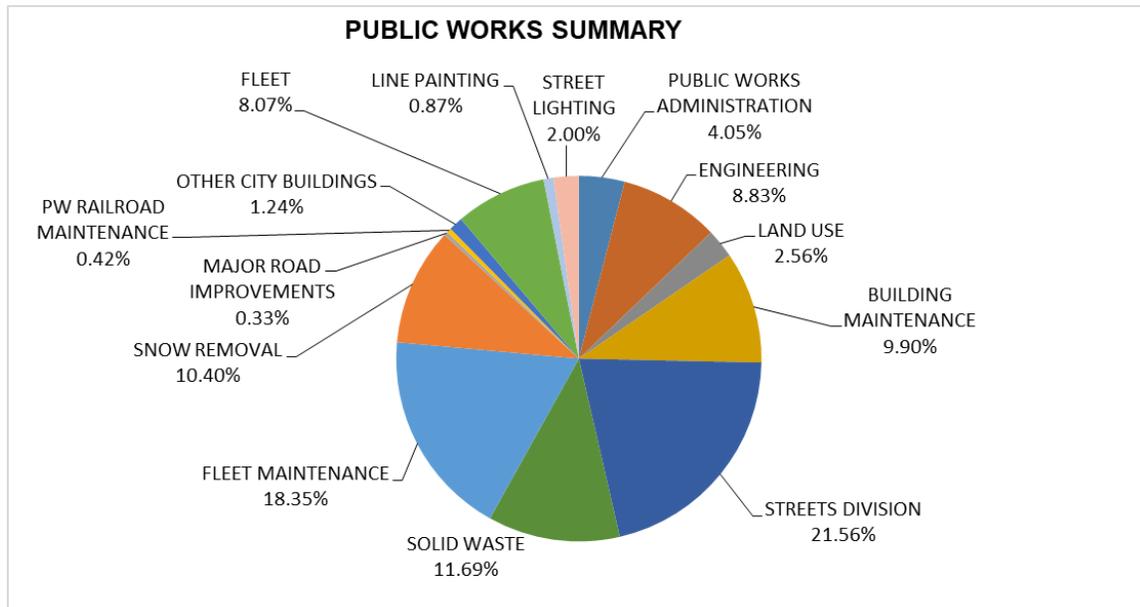


# Public Works

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

## 2022-2023 BUDGET GENERAL FUND EXPENDITURE SUMMARY FOR PUBLIC WORKS

| ORGCODE                   | DESCRIPTION                    | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|---------------------------|--------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| 0013010                   | PW ADMINISTRATION              | \$412,665                     | \$416,355                  | \$416,355                 | \$426,995                 | \$426,995                  |
| 0013011                   | PW ENGINEERING                 | 857,327                       | 911,650                    | 927,480                   | 930,825                   | 930,825                    |
| 0013012                   | PW LAND USE                    | 226,580                       | 260,020                    | 287,020                   | 269,300                   | 269,300                    |
| 0013013                   | PW BUILDING MAINTENANCE        | 1,131,005                     | 1,169,125                  | 1,119,125                 | 1,043,160                 | 1,043,160                  |
| 0013015                   | PW STREETS                     | 2,020,426                     | 2,204,800                  | 2,229,690                 | 2,273,345                 | 2,220,060                  |
| 0013016                   | PW SOLID WASTE                 | 1,103,278                     | 1,216,380                  | 1,243,520                 | 1,232,595                 | 1,232,595                  |
| 0013017                   | PW FLEET MAINTENANCE           | 1,694,369                     | 1,918,820                  | 1,878,522                 | 1,971,970                 | 1,934,190                  |
| 0013018                   | PW SNOW REMOVAL                | 1,052,235                     | 1,092,500                  | 1,152,980                 | 1,096,500                 | 1,096,500                  |
| 0013019                   | PW MAJOR ROAD IMPROVEMENTS     | 32,154                        | 22,000                     | 22,000                    | 35,000                    | 35,000                     |
| 0013020                   | PW RAILROAD MAINTENANCE        | 98,045                        | 64,300                     | 106,300                   | 44,300                    | 44,300                     |
| 0013021                   | PW OTHER CITY BUILDINGS        | 168,818                       | 106,000                    | 156,000                   | 131,000                   | 131,000                    |
| 0013025                   | PW PERM PATCH UTILITY TRENCHES | 28,651                        | 0                          | 0                         | 0                         | 0                          |
| 0013026                   | PW FLEET                       | 1,302,957                     | 534,000                    | 748,016                   | 1,203,000                 | 850,000                    |
| 0013027                   | PW LINE PAINTING               | 240,187                       | 102,025                    | 102,025                   | 91,525                    | 91,000                     |
| 0013028                   | PW STORM WATER MAINTENANCE     | 18,316                        | 0                          | 0                         | 0                         | 0                          |
| 0013040                   | PW STREET LIGHTING             | 196,857                       | 205,000                    | 205,000                   | 235,000                   | 235,000                    |
| <b>TOTAL PUBLIC WORKS</b> |                                | <b>\$10,583,869</b>           | <b>\$10,222,975</b>        | <b>\$10,594,034</b>       | <b>\$10,984,515</b>       | <b>\$10,539,925</b>        |



### Budgetary Highlights

The 2022-2023 Public Works budget of \$10,539,925 is a 3.10% increase from the 2022 fiscal year budget primarily due to the funding increase for Fleet vehicles and equipment.

**Mission Statement**

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

**Service Narrative**

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

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

**Long Term Goals:**

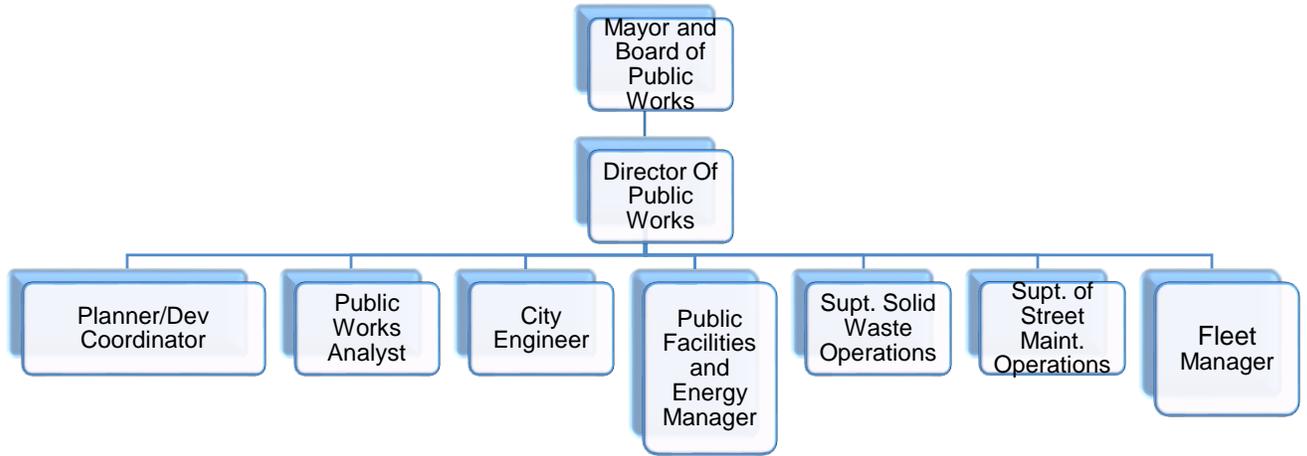
- Update Department policies and procedures
- Continue roadway management system to improve City road surface conditions.
- Reconstruct City bridges classified as deficient and upgrade roadway storm drainage systems.
- Increase training and education of Department staff.
- Investigate availability of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

**Board of Public Works**

**Expiration of Term**

|  |         |
|--|---------|
| Mayor Jeffrey J. Caggiano, Chairperson | 11/2023 |
| Frank Stawski                          | 02/2023 |
| David Hartley                          | 02/2025 |
| Michael Dumas                          | 02/2024 |
| Cheryl Thibeault                       | 11/2023 |
| Sebastian Panioto                      | 11/2023 |
| Jolene Lusitani                        | 11/2023 |

### Organizational Chart



## Public Works - Administration

### Service Narrative

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

### Fiscal Year 2022 Goals and Accomplishments:

- Expanded support of administrative functions to the Street, Solid Waste, Building and Engineering Divisions.
- Updated Department accounts payable procedures to reduce processing time of invoices and ensure receipt of invoices.
- Continued to improve Public Works communication with residents via social media (Facebook page - Facebook.com/BristolPW, Twitter (@BristolPW) and mailing lists created using CivicPlus, the City's web provider.
- Provided revamped "Welcome Packages" to new homeowners in Bristol to promote the services that the City of Bristol has available.
- Provided public outreach and education regarding Pay As You Throw at the Transfer Station, "What's In/What's Out" recycling guidance and Recycle Coach usage.
- Implemented the use of digital forms and applications to increase residential access to Department services via the website due to COVID-19 and continued to expand use of online complaints through Seamless Docs for illegal bulk reporting, barrels on the curb too long and improper recycling in barrel.
- Managed electronic collection and shredding events at City Farmers Market.
- Increased employee training and education for all departments.
- Continued to implement employee recognition program.
- Continue the outdoor classroom and garden project with all schools.

### Fiscal Year 2023 Goals:

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

### Long Term Goals:

- Identify efficiencies in processes and encourage residents to use self-service where possible. Enhance Seamless Docs to add more online services.
- Find and develop other avenues of communication with the public.
- Ensure continue collaboration with BOE and to make all programs remote/accessible to students.
- Assist BOE with implementation of a Farm to School program.

## Public Works

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### Performance Measures

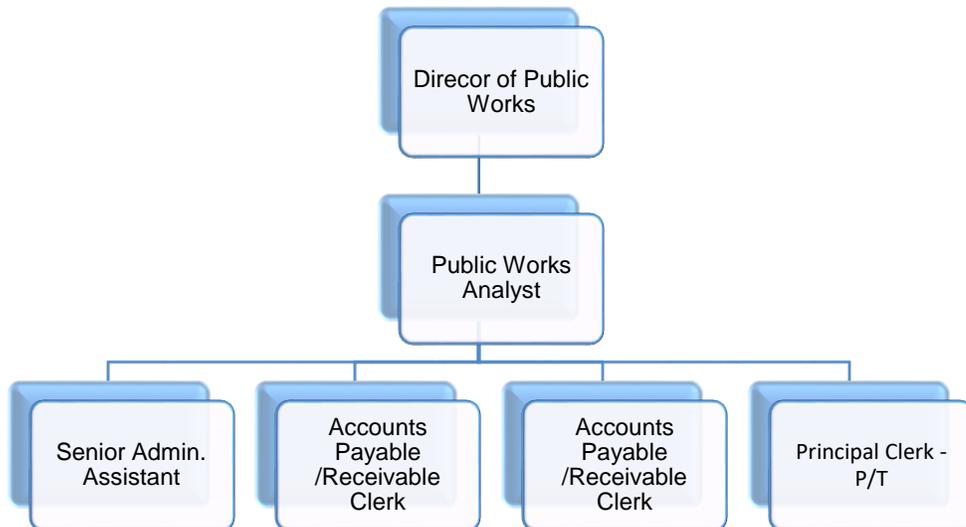
#### Quantitative:

|  | FY 2020 | FY 2021 | FY 2022 |
|--|---------|---------|---------|
| Residential Transfer Stations Permits Sold | 11,616  | 9,761   | 10,426  |
| Bulk Pickups Scheduled                     | 3,249   | 3,567   | 3,393   |
| Yard Waste Program Members                 | 4,188   | 4,377   | 4,376   |

### Expenditure and Position Summary

|                     | 2021<br>Actual | 2022<br>Estimated | 2023<br>Budget |
|---------------------|----------------|-------------------|----------------|
| Salary Expenditures | \$371,821      | \$394,855         | \$406,095      |
| Full time Positions | 5.5            | 5.5               | 5.5            |

### Organizational Chart



**Budget Highlights**

0013010 PUBLIC WORKS ADMINISTRATION

| OBJECT                              | PROJECT | DESCRIPTION                    | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-------------------------------------|---------|--------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                     |         |                                |                               |                            |                           |                           |                            |
| 514000                              |         | REGULAR WAGES                  | \$326,626                     | \$367,365                  | \$367,365                 | \$376,715                 | \$376,715                  |
| 515100                              |         | OVERTIME                       | 5,966                         | 2,450                      | 2,450                     | 4,200                     | 4,200                      |
| 515100                              | COVID   | OVERTIME                       | 11,134                        | 0                          | 0                         | 0                         | 0                          |
| 515100                              | ISAIS   | OVERTIME                       | 77                            | 0                          | 0                         | 0                         | 0                          |
| 515200                              |         | PART TIME                      | 25,468                        | 22,435                     | 22,435                    | 22,435                    | 22,435                     |
| 517000                              |         | OTHER WAGES                    | 2,550                         | 2,605                      | 2,605                     | 2,745                     | 2,745                      |
| <b>TOTAL SALARIES</b>               |         |                                | <b>\$371,821</b>              | <b>\$394,855</b>           | <b>\$394,855</b>          | <b>\$406,095</b>          | <b>\$406,095</b>           |
| <b>CONTRACTUAL SERVICES</b>         |         |                                |                               |                            |                           |                           |                            |
| 531000                              |         | PROFESSIONAL FEES AND SERVICES | \$2,914                       | \$3,500                    | \$3,500                   | \$3,200                   | \$3,200                    |
| 531000                              | COVID   | PROFESSIONAL FEES AND SERVICES | 22,650                        | 0                          | 0                         | 0                         | 0                          |
| 553100                              |         | POSTAGE                        | 4,054                         | 3,500                      | 3,500                     | 3,500                     | 3,500                      |
| 581120                              |         | CONFERENCES AND MEMBERSHIPS    | 1,078                         | 4,500                      | 4,500                     | 4,500                     | 4,500                      |
| 581135                              |         | SCHOOLING AND EDUCATION        | 4,895                         | 5,500                      | 5,500                     | 5,500                     | 5,500                      |
| 581145                              |         | EMPLOYEE RECOGNITION           | 1,630                         | 1,500                      | 1,500                     | 1,200                     | 1,200                      |
| 581150                              |         | MISCELLANEOUS BOND EXPENSE     | 709                           | 800                        | 800                       | 800                       | 800                        |
| <b>TOTAL CONTRACTUAL SERVICES</b>   |         |                                | <b>\$37,929</b>               | <b>\$19,300</b>            | <b>\$19,300</b>           | <b>\$18,700</b>           | <b>\$18,700</b>            |
| <b>SUPPLIES AND MATERIALS</b>       |         |                                |                               |                            |                           |                           |                            |
| 561800                              | COVID   | PROGRAM SUPPLIES               | \$792                         | \$0                        | \$0                       | \$0                       | \$0                        |
| 569000                              |         | OFFICE SUPPLIES                | 2,123                         | 2,200                      | 2,200                     | 2,200                     | 2,200                      |
| <b>TOTAL SUPPLIES AND MATERIALS</b> |         |                                | <b>\$2,915</b>                | <b>\$2,200</b>             | <b>\$2,200</b>            | <b>\$2,200</b>            | <b>\$2,200</b>             |
| <b>TOTAL PW ADMINISTRATION</b>      |         |                                | <b>\$412,665</b>              | <b>\$416,355</b>           | <b>\$416,355</b>          | <b>\$426,995</b>          | <b>\$426,995</b>           |

**Public Works - Engineering**

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

**Service Narrative**

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

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

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

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

**Fiscal Year 2022 Goals and Accomplishments:**

- Managed additional State grant funding allocated to resurfacing City roads.
- Completed program to update roadway rating of pavement conditions for all City streets (234 miles)
- Implemented road resurfacing/pavement management program including storm drainage and utility repairs to increase roadway condition rating to 80 (scale 1-100).
- Reduce backlog of Capital Improvement Projects (storm drainage, roadway reconstruction, streetscape, bridge and conduit cleaning).
- Completed roadway traffic signal (34) and retiming project including training of DPW staff to assist Police Department operations.
- Increased use of grant funding to complete capital projects (LotCIP and Community Conductivity)
- Revised DPW policies to prevent/limit Eversource gas disturbance of newly paved City roads.
- Reduced service request response time/street light outage time by improving coordination with City street light service vendor and Eversource Electric.
- Revised City land use regulations to comply with State Department of Energy and Environmental Protection (DEEP) associated with Municipal Separate Storm Sewer System (MS4) program requirements.
- Oversee project to replace Louisiana Avenue Bridge and the design of Mellen Street, East Street, and Down Street Bridge replacement/rehabilitation projects.
- Administered Department of Public Works Major Road Improvement, Railroad Maintenance, Line Painting and Street Lighting programs.
- Provided engineering services to other City Departments such as Economic and Community Development (ECD), Parks Department and Board of Education.
- Updated City wide Inland/Wetland mapping used to determine regulatory limits/permit requirements.
- Prepared an ADA handicap ramp/sidewalk inventory and priority rating system.
- Revised roadway pavement/resurfacing procedures on selective streets to implement a DOT seam pavement technique.

**Fiscal Year 2023 Goals:**

- Reduce impact of pavement patches on City roads installed by private and public utilities by expanding the permanent patch/milling and paving program. In addition to challenges associated with Eversource gas, expanded coordination with Bristol Water Department is required based on their anticipated expanded program to replace water laterals.
- Improve and expand public access to the Department of Public Works Geographical Information System (GIS).
- Maintain existing pavement management/resurfacing program to improve surface conditions of City roadways.
- Update City roadway and utility standards and details.
- Rewrite City roadway ordinance to reflect current Department and industrial standards.
- Maintain high level of and ensure compliance with City roadway and infrastructure construction standards.
- Streamline/improve Division permit process through online permitting.
- Support/assist ECD projects that support economic development within the City.

**Long Term Goals:**

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

### Performance Measures

**Quantitative:**

|                                 | FY 2020 | FY 2021 | FY 2022 |
|---------------------------------|---------|---------|---------|
| Major Design Projects-Completed | 6       | 6       | 7       |
| Major Survey Projects-Completed | 4       | 1       | 1       |

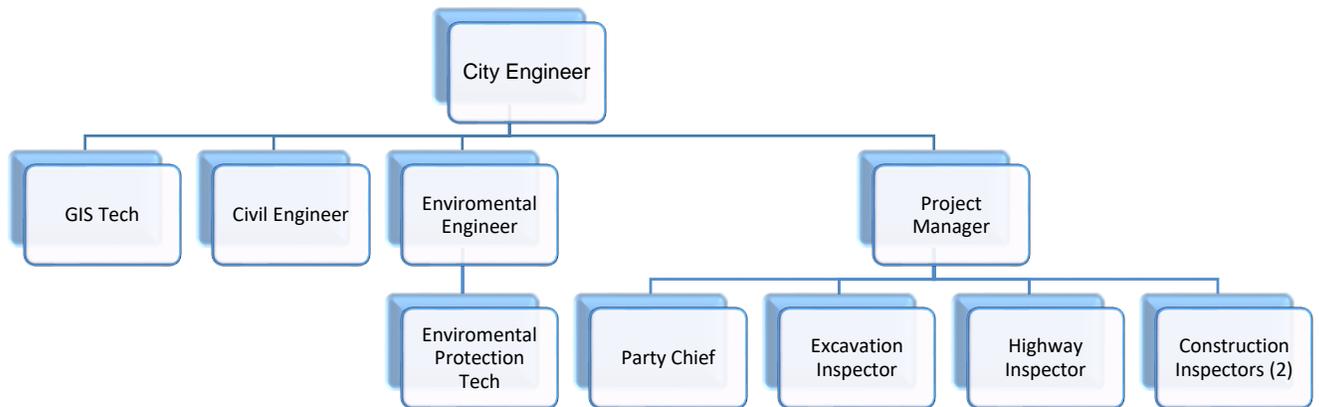
**Qualitative:**

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

### Expenditure and Position Summary

|                     | 2021 Actual | 2022 Estimated | 2023 Budget |
|---------------------|-------------|----------------|-------------|
| Salary Expenditures | \$794,324   | \$851,650      | \$861,345   |
| Full time Positions | 11          | 11             | 11          |

### Organizational Chart



**Budget Highlights**

| 0013011 PUBLIC WORKS ENGINEERING    |         |                                | 2021               | 2022             | 2022             | 2023             | 2023             |
|-------------------------------------|---------|--------------------------------|--------------------|------------------|------------------|------------------|------------------|
| OBJECT                              | PROJECT | DESCRIPTION                    | ACTUAL EXPENDITURE | ORIGINAL BUDGET  | REVISED BUDGET   | BUDGET REQUEST   | APPROVED BUDGET  |
| <b>SALARIES</b>                     |         |                                |                    |                  |                  |                  |                  |
| 514000                              |         | REGULAR WAGES                  | \$787,831          | \$845,650        | \$840,650        | \$849,165        | \$849,165        |
| 515100                              |         | OVERTIME                       | 4,322              | 6,000            | 11,000           | 12,180           | 12,180           |
| 515100                              | ISAIS   | OVERTIME                       | 211                | 0                | 0                | 0                | 0                |
| 517000                              |         | OTHER WAGES                    | 1,960              | 0                | 0                | 0                | 0                |
| <b>TOTAL SALARIES</b>               |         |                                | <b>\$794,324</b>   | <b>\$851,650</b> | <b>\$851,650</b> | <b>\$861,345</b> | <b>\$861,345</b> |
| <b>CONTRACTUAL SERVICES</b>         |         |                                |                    |                  |                  |                  |                  |
| 531000                              |         | PROFESSIONAL FEES AND SERVICES | \$46,113           | \$50,000         | \$64,630         | \$60,000         | \$60,000         |
| 543000                              |         | REPAIRS AND MAINTENANCE        | 594                | 1,500            | 1,500            | 1,000            | 1,000            |
| 555000                              |         | PRINTING AND BINDING           | 218                | 300              | 300              | 280              | 280              |
| 581120                              |         | CONFERENCES AND MEMBERSHIPS    | 1,405              | 1,500            | 1,500            | 1,500            | 1,500            |
| <b>TOTAL CONTRACTUAL SERVICES</b>   |         |                                | <b>\$48,331</b>    | <b>\$53,300</b>  | <b>\$67,930</b>  | <b>\$62,780</b>  | <b>\$62,780</b>  |
| <b>SUPPLIES AND MATERIALS</b>       |         |                                |                    |                  |                  |                  |                  |
| 561800                              |         | PROGRAM SUPPLIES               | \$5,673            | \$6,700          | \$7,900          | \$6,700          | \$6,700          |
| <b>TOTAL SUPPLIES AND MATERIALS</b> |         |                                | <b>\$5,673</b>     | <b>\$6,700</b>   | <b>\$7,900</b>   | <b>\$6,700</b>   | <b>\$6,700</b>   |
| <b>CAPITAL OUTLAY</b>               |         |                                |                    |                  |                  |                  |                  |
| 570400                              | 20036   | PLOTTER                        | \$9,000            | \$0              | \$0              | \$0              | \$0              |
| <b>TOTAL CAPITAL OUTLAY</b>         |         |                                | <b>\$9,000</b>     | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| <b>TOTAL PW ENGINEERING</b>         |         |                                | <b>\$857,327</b>   | <b>\$911,650</b> | <b>\$927,480</b> | <b>\$930,825</b> | <b>\$930,825</b> |

**Public Works – Land Use**

Robert M. Flanagan, AICP – City Planner  
 860-584-6225  
 robertflanagan@bristolct.gov

**Service Narrative**

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

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

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

**Fiscal Year 2022 Goals and Accomplishments:**

- Drafted changes to the Zoning Regulations that achieved the following:
  - Proposed amendments to the Zoning Regulations: to add car or truck washes as a Special Permit and Site Plan use in the Route 72 Corridor Business (BHC) zone. *Note: This change paved the way for the redevelopment of 155 Pine Street, with a state-of-the-art car wash – replacing 1970’s building/equipment and kept an existing business/taxpayer in Bristol.*
  
- Development projects that have been shepherded through the Land Use process:

- Zone Change – 16 Andrews Street – Assisted property owner bringing property into compliance with the existing Industrial Zone.
- BHF Logistics – 101 Business Park Drive – 12,000 sq. ft. – Trucking Terminal Facility – IP-1 Industrial Park Zone – New Business.
- Eco Smart Home Services – 190 Business Park Drive – 19,000 sq. ft. Research / Professional Offices – IP-1 Industrial Park Zone – New Business.
- Bauer, Inc. – 175 Century Drive – 28,500 sq. ft. – Warehouse Addition – IP-1 Industrial Park Zone – New Addition for Existing Business.
- Dunkin Donuts – 172 East Main Street – 2,200 sq. ft. retail store – BG General Business Zone – New Building and Business.
- Thornberry Ridge Condominium – 370 Emmett Street – New Construction – 20 Units – A (Multi-Family) zone – New units will be incorporated into the existing development.
- Mixed Use Building – 170 Farmington Avenue – Ground floor retail and second floor apartment – BG General Business Zone – Older property/building in need of modernization.
- Dairy Queen – 448 Farmington Avenue – 2612 sq. ft. retail store – BG General Business Zone – New Building and Business.
- Convenience Store and Fueling Station – 551 Farmington Avenue – new building with modern fueling services – BG /General Business zone – New Business.
- Aroma Joe's Coffee – 1235 Farmington Avenue – Drive-Up Coffee – BG/General Business zone – New Business.
- Mixed Use Building – 181, 191 & 201 Main Street – 12 dwelling units, 4,300 sq. ft. of non-residential space and 32 parking spaces (next to Bristol Health) – BD Downtown zone – New Building and Businesses.
- Armstrong Fuels – 351 Minor Street – Fuel Oil and Heating Fuel Storage Facility – New Business – IP-3 Industrial Park Zone – New Business.
- R&R Corrugated – 360 Minor Street – 40,000 sq. ft. – Warehouse Addition – IP-1 Industrial Park Zone – New Addition for Existing Business.
- Retail Store – 106 North Street – 5,500 sq. ft. – Liquor Store – BG (General Business) Zone – New Building/Relocated Business.
- Subdivision – 505 Redstone Hill Road – 18 lots (16 new) – R-15 – Single-Family Residential zone – New Single-Family homes.

### **Fiscal Year 2023 Goals:**

- Coordinate the collaboration between the Zoning Commission and the City Council on various opt-out procedures prior to the 2023 deadlines imposed by Statute.
- Complete the comprehensive re-write of the Zoning Regulations.
- With the assistance of the Planning Commission, complete the Affordable Housing Report (AHR) for the City of Bristol and submit it to the State of Connecticut Office of Policy and Management (OPM). Subsequent to the submission to OPM, the Bristol Plan of Conservation and Development (POCD) will be amended incorporating the AHR, once 2020 Census data has been made available.
- Facilitate pre-application meetings and site walks prior to the formal application submission to develop a better understanding of an applicant's needs and requirements.

### **Long Term Goals:**

- Identify areas of partnership and teamwork with the Economic and Community Development (ECD) staff.
- Examine additional land use procedures that promote grand list growth.
- Continue to improve the land use process through the use of online conferencing software (Zoom; Web-Ex) that makes Land Use Board and Commission meetings more available and accessible to the residents of Bristol.

**Performance Measures**

**Quantitative:**

|   | <b>FY2020</b> | <b>FY2021</b> | <b>FY2022</b> |
|---|---------------|---------------|---------------|
| Zone Changes/Zoning Text. Amendments                | 7             | 2/1           | 4             |
| Special Permits                                     | 22            | 13            | 16            |
| Site Plans  | 20            | 13            | 17            |
| Subdivisions  | 1             | 1             | 3             |
| <i>Wetlands Permits</i>                             |               |               |               |
| Commission- Approved                                | 20            | 26            | 33            |
| Administratively- Approved                          | 90            | 104           | 76            |
| Wetlands Boundary Changes                           | 3             | 5             | 10            |
| Zoning Appeals                                      | 1             | 1             | 1             |
| Zoning Variances                                    | 11            | 42            | 15            |
| Zoning Certificate of Approval (Motor Vehicle Uses) | 1             | 6             | 3             |
| Certificates of Appropriateness                     | 6             | 6             | 5             |
| Aquifer Protection Area Registrations (Renewals)    | 0             | 2             | 0             |

**Qualitative:**

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

**Expenditure and Position Summary**

|                     | <b>2021<br/>Actual</b> | <b>2022<br/>Estimated</b> | <b>2023<br/>Budget</b> |
|---------------------|------------------------|---------------------------|------------------------|
| Salary Expenditures | \$209,501              | \$247,320                 | \$249,600              |
| Full time Positions | 3                      | 3                         | 3                      |

## Organizational Chart



## Budget Highlights

0013012 PUBLIC WORKS LAND USE

| OBJECT                              | PROJECT | DESCRIPTION                    | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-------------------------------------|---------|--------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                     |         |                                |                               |                            |                           |                           |                            |
| 514000                              |         | REGULAR WAGES                  | \$203,461                     | \$237,180                  | \$237,180                 | \$237,180                 | \$237,180                  |
| 515100                              |         | OVERTIME                       | 6,040                         | 9,140                      | 10,140                    | 12,420                    | 12,420                     |
| <b>TOTAL SALARIES</b>               |         |                                | <b>\$209,501</b>              | <b>\$246,320</b>           | <b>\$247,320</b>          | <b>\$249,600</b>          | <b>\$249,600</b>           |
| <b>CONTRACTUAL SERVICES</b>         |         |                                |                               |                            |                           |                           |                            |
| 531000                              | 21035   | PROFESSIONAL FEES AND SERVICES | \$0                           | \$0                        | \$19,000                  | \$0                       | \$0                        |
| 553100                              |         | POSTAGE                        | 1,018                         | 1,200                      | 1,200                     | 1,200                     | 1,200                      |
| 557700                              |         | ADVERTISING                    | 12,999                        | 9,000                      | 17,000                    | 15,000                    | 15,000                     |
| 581120                              |         | CONFERENCES AND MEMBERSHIPS    | 1,202                         | 3,000                      | 2,000                     | 3,000                     | 3,000                      |
| <b>TOTAL CONTRACTUAL SERVICES</b>   |         |                                | <b>\$15,219</b>               | <b>\$13,200</b>            | <b>\$39,200</b>           | <b>\$19,200</b>           | <b>\$19,200</b>            |
| <b>SUPPLIES AND MATERIALS</b>       |         |                                |                               |                            |                           |                           |                            |
| 569000                              |         | OFFICE SUPPLIES                | \$559                         | \$500                      | \$500                     | \$500                     | \$500                      |
| <b>TOTAL SUPPLIES AND MATERIALS</b> |         |                                | <b>\$559</b>                  | <b>\$500</b>               | <b>\$500</b>              | <b>\$500</b>              | <b>\$500</b>               |
| <b>CAPITAL OUTLAY</b>               |         |                                |                               |                            |                           |                           |                            |
| 570600                              | 21019   | FURNITURE & FIXTURES           | \$1,300                       | \$0                        | \$0                       | \$0                       | \$0                        |
| <b>TOTAL CAPITAL OUTLAY</b>         |         |                                | <b>\$1,300</b>                | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                | <b>\$0</b>                 |
| <b>TOTAL PW LAND USE</b>            |         |                                | <b>\$226,580</b>              | <b>\$260,020</b>           | <b>\$287,020</b>          | <b>\$269,300</b>          | <b>\$269,300</b>           |

## Public Works – Building Maintenance

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

### Service Narrative

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

### Fiscal Year 2022 Goals and Accomplishments:

- Completed design and initiated construction of the City Hall Renovation project consisting of the construction of an entryway building addition facing North Main Street and “renovate as new” renovation of the existing City Hall facility. The project includes streetscape improvements along City Hall North Main Street frontage and a complete replacement of HVAC building systems. As a result of proposed project, temporary swing space (Court/PD Complex and Webster bank) will be utilized as City Hall during FY2022-23.
- Reduced City Building capital improvement project backlog with the completion of DPW yard roof top heating unit, Park Dept. 51 High St furnace, Senior Center ADA counter improvements, installation of gutter guards at Beals Center, sidewalk walk replacement at Beals Center, concrete stairway and select sidewalk replacement at Main Library, replacement of compromised boiler loop piping at Manross Library, replacement of Fire House #2 rear ramp and parking lot, repair of historic wall plaster at Main Library which included State Historic Preservation Office Grant funding of 50%, and painting of Animal Control Facility ceilings by City staff.
- Completed \$1.3 million mechanical renovation of Fire Headquarters (181 North Main Street).
- Continued to perform enhanced cleaning and disinfections of City Buildings during the COVID-19 pandemic and provided response to related issues as they developed.
- Completed electrical and HVAC studies at several Fire Houses in regard to stand-by generator upgrades and HVAC system improvements for capital project planning.
- Implemented staff safety training and procedures per Conn OSHA inspection recommendation/requirements.
- Obtained Eversource rebate of \$5,982 for the completion of energy reduction upgrade of boiler system at 51 High Street.
- Funded phone system upgrades at Bristol-Burlington Health District and IT system upgrades at Regional Probate Court.
- Completed limited mold remediation project of Apparatus Bay ceiling at Fire Headquarters.

### Fiscal Year 2023 Goals:

- Expand/establish written policies and standard operating procedures to improve operations and enhance training.
- Maintain Building Maintenance operational levels.
- Develop Capital Improvement schedule to maintain existing building infrastructure.
- Procure and initiate a building asset management system for the renovated City Hall facility and other City buildings. Asset management software and implementation cost for City Hall part of the City Hall renovation project.

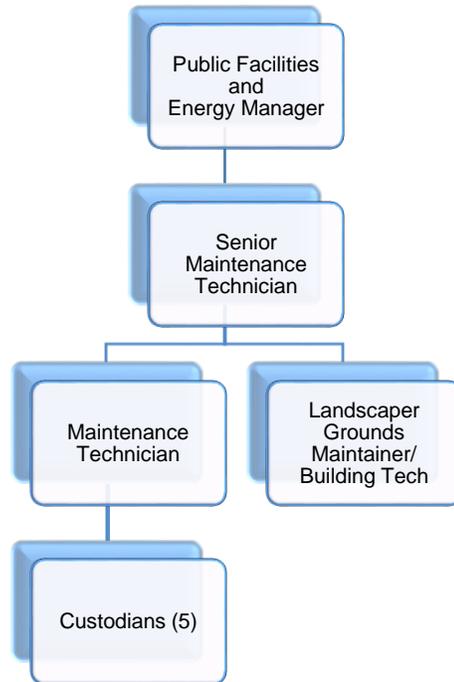
**Long Term Goals:**

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

**Expenditure and Position Summary**

|                     | <b>2021<br/>Actual</b> | <b>2022<br/>Estimated</b> | <b>2023<br/>Budget</b> |
|---------------------|------------------------|---------------------------|------------------------|
| Salary Expenditures | \$565,526              | \$595,625                 | \$599,660              |
| Full time Positions | 9                      | 9                         | 9                      |

**Organizational Chart**



## Budget Highlights

0013013 PUBLIC WORKS BUILDING MAINTENANCE

| OBJECT                               | PROJECT | DESCRIPTION                 | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|--------------------------------------|---------|-----------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                      |         |                             |                               |                            |                           |                           |                            |
| 514000                               |         | REGULAR WAGES               | \$488,743                     | \$533,860                  | \$533,860                 | \$534,360                 | \$534,360                  |
| 515100                               |         | OVERTIME                    | 62,442                        | 45,000                     | 45,000                    | 48,535                    | 48,535                     |
| 517000                               |         | OTHER WAGES                 | 14,341                        | 16,765                     | 16,765                    | 16,765                    | 16,765                     |
| <b>TOTAL SALARIES</b>                |         |                             | <b>\$565,526</b>              | <b>\$595,625</b>           | <b>\$595,625</b>          | <b>\$599,660</b>          | <b>\$599,660</b>           |
| <b>CONTRACTUAL SERVICES</b>          |         |                             |                               |                            |                           |                           |                            |
| 531000                               |         | PROFESSIONAL FEES           | \$3,060                       | \$2,000                    | \$2,000                   | \$2,000                   | \$2,000                    |
| 541000                               |         | PUBLIC UTILITIES            | 267,965                       | 275,000                    | 275,000                   | 255,000                   | 255,000                    |
| 541100                               |         | WATER AND SEWER CHARGES     | 10,638                        | 12,500                     | 12,500                    | 12,500                    | 12,500                     |
| 543000                               |         | REPAIRS AND MAINTENANCE     | 148,678                       | 165,000                    | 115,000                   | 80,000                    | 80,000                     |
| 543000                               | ISAIS   | REPAIRS AND MAINTENANCE     | 1,882                         | 0                          | 0                         | 0                         | 0                          |
| 553000                               |         | TELEPHONE                   | 0                             | 500                        | 500                       | 500                       | 500                        |
| 561400                               |         | MAINTENANCE SUPPLIES        | 44,037                        | 28,000                     | 28,000                    | 28,000                    | 28,000                     |
| 581120                               |         | CONFERENCES AND MEMBERSHIPS | 220                           | 500                        | 500                       | 500                       | 500                        |
| <b>TOTAL CONTRACTUAL SERVICES</b>    |         |                             | <b>\$476,480</b>              | <b>\$483,500</b>           | <b>\$433,500</b>          | <b>\$378,500</b>          | <b>\$378,500</b>           |
| <b>SUPPLIES AND MATERIALS</b>        |         |                             |                               |                            |                           |                           |                            |
| 562200                               |         | NATURAL GAS                 | \$79,059                      | \$90,000                   | \$90,000                  | \$65,000                  | \$65,000                   |
| 570400                               | 21015   | SNOW PLOW                   | 6,000                         | 0                          | 0                         | 0                         | 0                          |
| 570400                               | 21016   | VACUUMS                     | 1,592                         | 0                          | 0                         | 0                         | 0                          |
| 570400                               | 21017   | SNOW BLOW                   | 2,349                         | 0                          | 0                         | 0                         | 0                          |
| <b>TOTAL SUPPLIES AND MATERIALS</b>  |         |                             | <b>\$89,000</b>               | <b>\$90,000</b>            | <b>\$90,000</b>           | <b>\$65,000</b>           | <b>\$65,000</b>            |
| <b>TOTAL PW BUILDING MAINTENANCE</b> |         |                             | <b>\$1,131,005</b>            | <b>\$1,169,125</b>         | <b>\$1,119,125</b>        | <b>\$1,043,160</b>        | <b>\$1,043,160</b>         |

## Public Works – Streets

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

### Service Narrative

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

### Fiscal Year 2022 Goals and Accomplishments:

- Improved maintenance response time for addressing pavement patches, bituminous curbing, and driveway aprons along with storm drainage, retaining wall, concrete sidewalk and roadway mill and asphalt patching projects.
- Purchased equipment (miller and roller) to mill and pave larger sections of City roadways.
- Increased staff safety training and implement new safety procedures required per Conn OSHA inspection.
- Utilized sign shop to assist citywide departments. Sign shop was used extensively to provide required signage associated with the COVID pandemic.
- Performed right of way lawn maintenance and Spring Street sweeping program.
- Supported major road infrastructure improvements (roadway reclamation and traffic control).
- Maintained City operated storm water detention ponds.

**Public Works**

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- Repaired concrete and asphalt curbing. The repair of concrete curbing was previously performed through contract services.
- Provided emergency support during severe weather situations.
- Improved facility layout/operation at James P. Casey Road material storage facility.
- Constructed parking lot for the Park Department's Pine Lake Challenge course and improvements to the Stafford School drainage system.

**Fiscal Year 2023 Goals:**

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

**Long Term Goals:**

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

**Statistics**

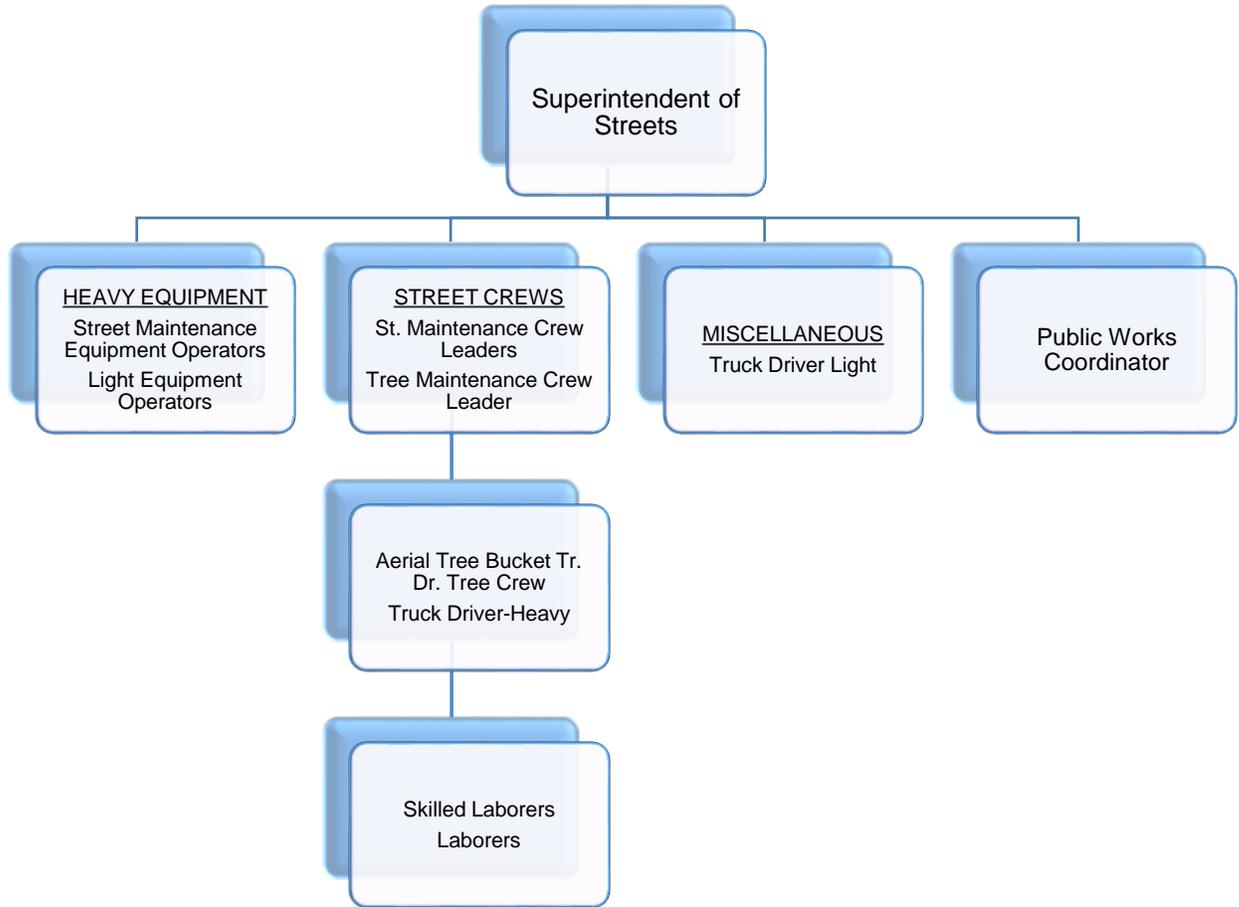
|                       |       |
|-----------------------|-------|
| Miles of Road         | 254   |
| Miles of Storm Drains | 219.9 |
| Catch Basins          | 8,500 |
| Bridges               | 25    |

**Performance Measures**

**Quantitative:**

| Fiscal Years         | FY 2020        | FY 2021        | FY 2022      |
|----------------------|----------------|----------------|--------------|
| Tree Removal         | 47             | 38             | 35           |
| Brush Cutting        | 31             | 30             | 33           |
| Tree Planting        | 8              | 10             | 7            |
| Tall Grass Abatement | 3 properties   | 9 properties   | 4 Properties |
| Catch Basin Cleaning | 690            | 620            | 640          |
| Catch Basin Repair   | 72             | 70             | 85           |
| Drainage Pipe        | 620            | 680            | 420          |
| Paving               | 5,200 sq. yds. | 4,800 sq. yds. | 7,600        |
| Curbing              | 5.7 miles      | 4.5 miles      | 3.1          |
| Street Sweeping      | 234 miles      | 234 miles      | 234 miles    |

Organizational Chart



Expenditure and Position Summary

|                     | 2021 Actual | 2022 Estimated | 2023 Budget |
|---------------------|-------------|----------------|-------------|
| Salary Expenditures | \$1,868,809 | \$2,014,000    | \$2,027,260 |
| Full time Positions | 34          | 34             | 34          |



**Budget Highlights**

| 0013015 PUBLIC WORKS STREETS        |         |                                | 2021               | 2022               | 2022               | 2023               | 2023               |
|-------------------------------------|---------|--------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| OBJECT                              | PROJECT | DESCRIPTION                    | ACTUAL EXPENDITURE | ORIGINAL BUDGET    | REVISED BUDGET     | BUDGET REQUEST     | APPROVED BUDGET    |
| <b>SALARIES</b>                     |         |                                |                    |                    |                    |                    |                    |
| 514000                              |         | REGULAR WAGES                  | \$1,757,975        | \$1,970,000        | \$1,970,000        | \$2,031,545        | \$1,978,260        |
| 515100                              |         | OVERTIME                       | 43,216             | 40,000             | 40,000             | 45,000             | 45,000             |
| 515100                              | ISAIS   | OVERTIME                       | 64,024             | 0                  | 0                  | 0                  | 0                  |
| 517000                              |         | OTHER WAGES                    | 3,594              | 4,000              | 4,000              | 4,000              | 4,000              |
| <b>TOTAL SALARIES</b>               |         |                                | <b>\$1,868,809</b> | <b>\$2,014,000</b> | <b>\$2,014,000</b> | <b>\$2,080,545</b> | <b>\$2,027,260</b> |
| <b>CONTRACTUAL SERVICES</b>         |         |                                |                    |                    |                    |                    |                    |
| 531000                              |         | PROFESSIONAL FEES AND SERVICES | \$100              | \$1,000            | \$1,000            | \$1,000            | \$1,000            |
| 531000                              | ISAIS   | PROFESSIONAL FEES AND SERVICES | 14,500             | 0                  | 0                  | 0                  | 0                  |
| 543000                              |         | REPAIRS AND MAINTENANCE        | 15,261             | 16,500             | 16,500             | 12,000             | 12,000             |
| 543050                              |         | STREETSCAPE MAINTENANCE        | (11,904)           | 15,000             | 35,490             | 10,000             | 10,000             |
| 544400                              |         | RENTS AND LEASES               | 7,536              | 10,000             | 10,000             | 15,000             | 15,000             |
| 581120                              |         | CONFERENCES AND MEMBERSHIPS    | 0                  | 800                | 800                | 400                | 400                |
| 589100                              | ISAIS   | MISCELLANEOUS                  | 1,050              | 0                  | 0                  | 0                  | 0                  |
| <b>TOTAL CONTRACTUAL SERVICES</b>   |         |                                | <b>\$26,543</b>    | <b>\$43,300</b>    | <b>\$63,790</b>    | <b>\$38,400</b>    | <b>\$38,400</b>    |
| <b>SUPPLIES AND MATERIALS</b>       |         |                                |                    |                    |                    |                    |                    |
| 561800                              |         | PROGRAM SUPPLIES               | \$115,774          | \$130,000          | \$134,400          | \$134,400          | \$134,400          |
| 589200                              |         | SIGNS                          | 9,300              | 17,500             | 17,500             | 20,000             | 20,000             |
| <b>TOTAL SUPPLIES AND MATERIALS</b> |         |                                | <b>\$125,073</b>   | <b>\$147,500</b>   | <b>\$151,900</b>   | <b>\$154,400</b>   | <b>\$154,400</b>   |
| <b>TOTAL PW STREETS</b>             |         |                                | <b>\$2,020,426</b> | <b>\$2,204,800</b> | <b>\$2,229,690</b> | <b>\$2,273,345</b> | <b>\$2,220,060</b> |

**Public Works – Solid Waste**

Josh Corey, Superintendent of Solid Waste  
 860-584-7792 Ext. 2  
 joshcorey@bristolct.gov

**Service Narrative**

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

**Fiscal Year 2022 Accomplishments:**

- Implemented revised Solid Waste Ordinance updated to reflect Division policies and environmental standards.
- Increased staff safety training and implemented new safety procedures required per Conn-OSHA inspection.
- Improved vehicle safety inspections to ensure rear backup cameras operate correctly.
- Maintained level of service for weekly municipal refuse, recycling, bulk and yard waste collection.
- Managed annual leaf collection program to eliminate overtime.
- Reduced the amount of illegal bulk within the City by promoting the Division’s bulk collection program and increasing the enforcement of illegal bulk activity.
- Administered deployment of new/replacement recycling, refuse and yard waste barrels.
- Maintained compliance with Connecticut Department of Energy and Environmental Protection (DEEP) environmental permits and regulations.
- Increased inspection and collection of illegal bulk and audit of residential recycling to ensure compliance with ordinance and estimated values in Bristol Resource Recovery Facility Operating Committee (BRRFOC) recycling processing contract.

- Held annual House Hold Hazardous Waste event, servicing 450 vehicles; 282 of them being Bristol residents.
- Replaced Solid Waste bulk truck to ensure reliability of illegal and scheduled bulk collections. In addition the bulk truck dramatically reduces the potential for staff injuries associated with lifting heavy loads.
- Reconstructed entire Transfer Station's retaining wall and repave/curb damaged asphalt areas in residential service area to reduce trip or fall incidents.
- Increased employee education and training (safety, vehicle preventive maintenance and customer service for transfer station attendants).
- Implemented new preventative vehicle maintenance procedures to ensure greasing on vehicle equipment.
- Coordinated with Covanta to limit impact of rubbish disposal lines in order to reduce overtime.
- Submitted CT DEEP application to establish organic waste collection pilot program. The pilot program limited to one collection route.

### **Fiscal Year 2023 Goals:**

- Reduce service requests associated with weekly collection of municipal refuse and recyclables.
- Expand/establish written policies and standard operating procedures to improve operations and enhance training.
- Increase enforcement to reduce illegal bulk activity throughout the City.
- Continue to rotate use of Division rear packer refuse truck for bulk pickup to reduce vehicle breakdowns/ increase rear packer reliability. Weekly solid waste collections are performed utilizing automated (one arm) solid waste trucks. The Division utilizes older rear packer trucks for collection of bulk pick-ups, leaves and Christmas trees. Seasonal/limited use of vehicles increase breakdowns.
- Continue to manage annual leaf collection to eliminate overtime.
- Continue to manage barrel inventory in order to provide all resident with the necessary refuse, recycling and yard waste barrels.
- Continue to promote Reduce/Reuse/Recycle (RRR) program to reduce municipal solid waste quantities in order to reduce recycling and refuse disposal cost and single stream recycling.
- Audit residential recycling barrels to evaluate program/educate residents.
- Collected un-renewed yard waste barrels for redeployment in accordance with amended ordinance authorization,
- Monitor legislative activity and oppose any proposed legislation associated with a Connecticut Department of Energy and Environmental Protection (DEEP) initiative to implement/mandate a "pay as you throw" rubbish disposal system requiring residents to purchase dedicated/paid for colored bags for rubbish collection and collection of residential organic separation program.

### **Long Term Goals:**

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

**Public Works**

- Maintain refuse, recycling and yard waste barrel inventory.

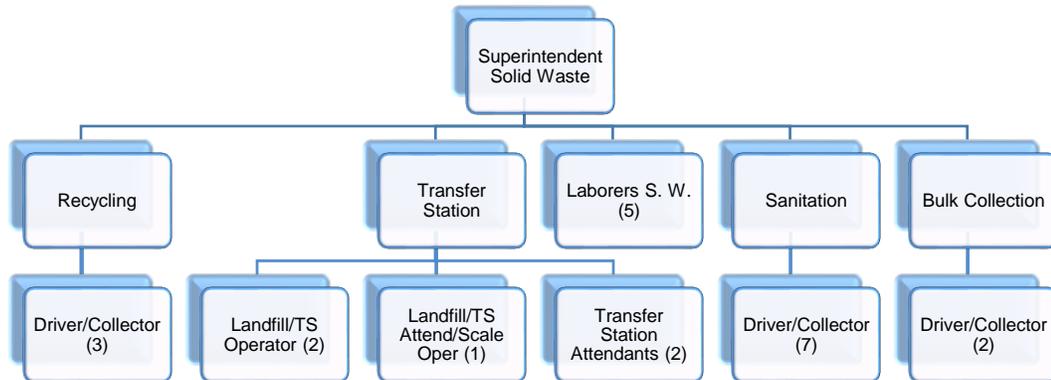
**Performance Measures**

| Activity  | FY 2020 | FY 2021 | FY 2022 |
|---|---------|---------|---------|
| Transfer Station–MSW, tons/yr.                  | 2,257   | 2,743   | 2022    |
| Transfer Station- Paint Recycled, tons per year | 16      | 19      | 2,908   |
| Transfer Station-# of Res. Permits              | 9,377   | 9,761   | 12.5    |
| Rubbish Collection, tons/yr.                    | 16,821  | 18,046  | 10,426  |
| Recycling Bi-Weekly, coll., tons/yr.            | 4,283   | 4,387   | 17,833  |
| Yard Waste Collection, tons/yr.                 | 2,331   | 2,376   | 4,206   |
| Yard Waste Collection, customers                | 4,052   | 4,377   | 2,606   |
| Bulk Collection, tons/yr.                       | 701     | 2,376   | 4,376   |
| Leaf Bag Collection, tons/yr.                   | 1,498   | 1,528   | 766     |
| Christmas Tree Collection, tons/yr.             | 21      | 19      | 1,040   |

**Expenditure and Position Summary**

|                     | 2021 Actual | 2022 Estimated | 2023 Budget |
|---------------------|-------------|----------------|-------------|
| Salary Expenditures | \$1,031,609 | \$1,118,580    | \$1,131,795 |
| Full Time Positions | 18          | 18             | 18          |

**Organizational Chart**



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

## Budget Highlights

0013016 PUBLIC WORKS SOLID WASTE

| OBJECT                               | PROJECT | DESCRIPTION                        | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|--------------------------------------|---------|------------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                      |         |                                    |                               |                            |                           |                           |                            |
| 514000                               |         | REGULAR WAGES                      | \$959,783                     | \$1,031,480                | \$1,031,480               | \$1,043,695               | \$1,043,695                |
| 515100                               |         | OVERTIME                           | 58,366                        | 83,000                     | 83,000                    | 83,000                    | 83,000                     |
| 515100                               | ISAIS   | OVERTIME                           | 8,408                         | 0                          | 0                         | 0                         | 0                          |
| 517000                               |         | OTHER WAGES                        | 5,052                         | 4,100                      | 4,100                     | 5,100                     | 5,100                      |
| <b>TOTAL SALARIES</b>                |         |                                    | <b>\$1,031,609</b>            | <b>\$1,118,580</b>         | <b>\$1,118,580</b>        | <b>\$1,131,795</b>        | <b>\$1,131,795</b>         |
| <b>CONTRACTUAL SERVICES</b>          |         |                                    |                               |                            |                           |                           |                            |
| 531000                               |         | PROFESSIONAL FEES AND SERVICES     | \$0                           | \$1,000                    | \$1,000                   | \$1,000                   | \$1,000                    |
| 534200                               |         | ENVIRONMENTAL MONITORING           | 17,126                        | 30,000                     | 30,000                    | 20,000                    | 20,000                     |
| 542110                               |         | HAZARDOUS WASTE COLLECTION         | 13,320                        | 14,000                     | 14,000                    | 17,000                    | 17,000                     |
| 581120                               |         | CONFERENCES AND MEMBERSHIPS        | 455                           | 800                        | 800                       | 800                       | 800                        |
| <b>TOTAL CONTRACTUAL SERVICES</b>    |         |                                    | <b>\$30,901</b>               | <b>\$45,800</b>            | <b>\$45,800</b>           | <b>\$38,800</b>           | <b>\$38,800</b>            |
| <b>SUPPLIES AND MATERIALS</b>        |         |                                    |                               |                            |                           |                           |                            |
| 561800                               |         | PROGRAM SUPPLIES                   | \$40,768                      | \$52,000                   | \$79,140                  | \$62,000                  | \$62,000                   |
| <b>TOTAL SUPPLIES AND MATERIALS</b>  |         |                                    | <b>\$40,768</b>               | <b>\$52,000</b>            | <b>\$79,140</b>           | <b>\$62,000</b>           | <b>\$62,000</b>            |
| <b>CITY REFUSE COST</b>              |         |                                    |                               |                            |                           |                           |                            |
| 542120                               |         | TIPPING FEES                       | \$1,144,400                   | \$1,140,400                | \$1,140,400               | \$999,640                 | \$999,640                  |
| <b>TOTAL CITY REFUSE COST</b>        |         |                                    | <b>\$1,144,400</b>            | <b>\$1,140,400</b>         | <b>\$1,140,400</b>        | <b>\$999,640</b>          | <b>\$999,640</b>           |
| <b>OPERATING TRANSFERS OUT</b>       |         |                                    |                               |                            |                           |                           |                            |
| 590000                               |         | TRANSFER TO SOLID WASTE FUND (121) | (\$1,144,400)                 | (\$1,140,400)              | (\$1,140,400)             | (\$999,640)               | (\$999,640)                |
| <b>TOTAL OPERATING TRANSFERS OUT</b> |         |                                    | <b>(\$1,144,400)</b>          | <b>(\$1,140,400)</b>       | <b>(\$1,140,400)</b>      | <b>(\$999,640)</b>        | <b>(\$999,640)</b>         |
| <b>TOTAL PW SOLID WASTE</b>          |         |                                    | <b>\$1,103,278</b>            | <b>\$1,216,380</b>         | <b>\$1,243,520</b>        | <b>\$1,232,595</b>        | <b>\$1,232,595</b>         |



## Public Works – Fleet Maintenance

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

### Service Narrative

The Public Works Fleet Maintenance Division is dedicated to managing a fleet of mechanically safe, and dependable vehicles, utilizing diagnostics programs, welding and fabrication, parts management, and preventative maintenance procedures to maintain effective service delivery of fleet vehicles. Responsibilities include, providing general maintenance and repair to approximately 150 vehicles and large pieces of construction equipment for a number of Divisions. Solid Waste Division has a fleet of 17 automated trucks used daily for rubbish pick-up, yard waste collection, and recycling routes. While the automated trucks perform a very efficient function in the collection of rubbish, yard waste, and recycling; the trucks do require extra repairs and maintenance associated with their sophisticated hydraulic arms and electronic systems. In addition there are conventional rear packer trucks, transfer station loader and related equipment. The Streets Division has trucks, plows and material spreaders, heavy and light equipment, and power equipment. The Administration and Engineering Divisions have passenger vehicles. Fleet Maintenance also maintains and repairs 110 pieces of small power equipment such as chain saws, pumps and generators.

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

### Fiscal Year 2022 Goals and Accomplishments:

- Reduced use of outside vendor services to repair/maintain DPW equipment
- Maintained Fleet vehicles and construction equipment to support service level requirements of the Department's Street, Solid Waste and Snow Operations.
- Improved service repairs and delivery time, and reduced repeat repairs.
- Updated multi-year vehicle and equipment replacement program analyzing and outlining service needs of the department.
- Provided training to new DPW Fleet mechanic and mechanic support staff.
- Increase staff safety training and procedures to comply with Conn OSHA inspection requirements.
- Performed diagnostics on equipment and vehicles as part of an ongoing vehicle preventive maintenance program.
- Upgraded mobile service truck with "jump start unit" to improve on call response.
- Managed supply change shortages in parts/vehicle and equipment associated with the COVID-19 Pandemic.
- Expanded service to Police Department vehicles preventive maintenance.

### Fiscal Year 2023 Goals:

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

**Long Term Goals:**

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



**Performance Measures**

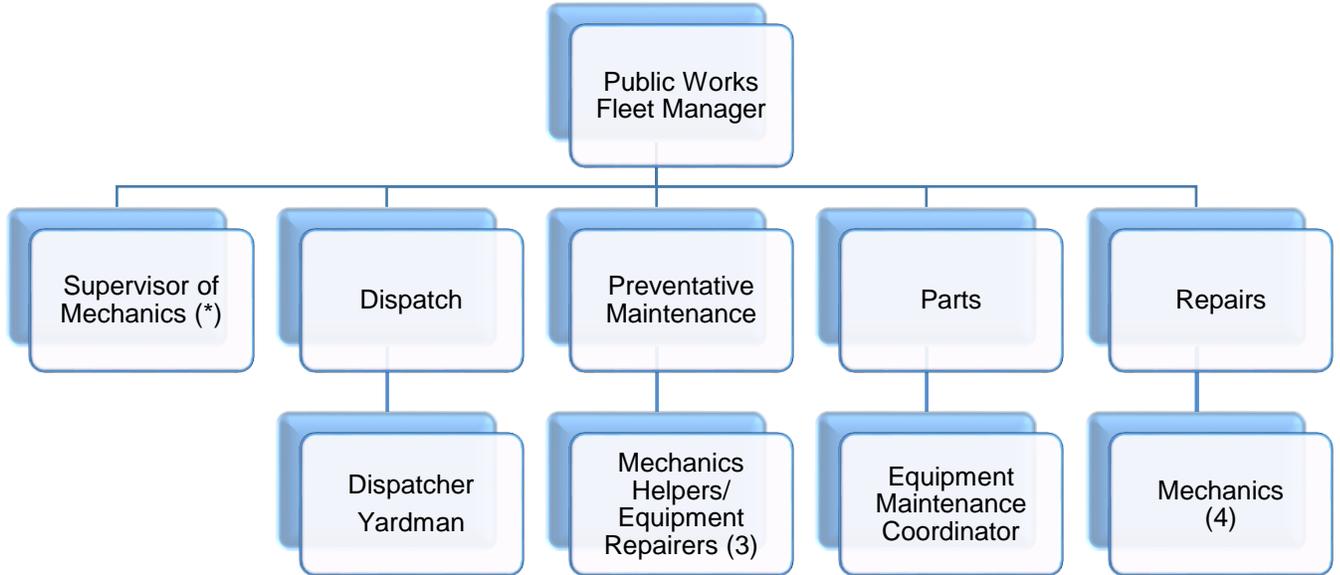
**Quantitative:**

| <b>Activity</b>                     | <b>FY 20 Actual</b> | <b>FY 21 Actual</b> | <b>FY 22 Actual</b> |
|-------------------------------------|---------------------|---------------------|---------------------|
| Major Vehicle and Equipment Repairs | 360                 | 417                 | 221                 |
| Miscellaneous Repairs               | 560                 | 783                 | 680                 |
| Vehicle and Equipment Lubrications  | 1,200               | 1,209               | 1,532               |
| Tires Changed                       | 290                 | 227                 | 213                 |

**Expenditure and Position Summary**

|                     | <b>2021 Actual</b> | <b>2022 Estimated</b> | <b>2023 Budget</b> |
|---------------------|--------------------|-----------------------|--------------------|
| Salary Expenditures | \$645,928          | \$702,570             | \$701,970          |
| Full time Positions | 10                 | 10                    | 10                 |

## Organizational Chart



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

## Budget Highlights

0013017 PUBLIC WORKS FLEET MAINTENANCE

| OBJECT                              | PROJECT | DESCRIPTION                        | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-------------------------------------|---------|------------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                     |         |                                    |                               |                            |                           |                           |                            |
| 514000                              |         | REGULAR WAGES                      | \$588,280                     | \$653,970                  | \$653,970                 | \$653,970                 | \$653,970                  |
| 515100                              |         | OVERTIME                           | 43,716                        | 45,000                     | \$45,000                  | 45,000                    | 45,000                     |
| 515100                              | ISAIS   | OVERTIME                           | 12,718                        | 0                          | \$0                       | 0                         | 0                          |
| 517000                              |         | OTHER WAGES                        | 1,214                         | 3,600                      | \$3,600                   | 3,000                     | 3,000                      |
| <b>TOTAL SALARIES</b>               |         |                                    | <b>\$645,928</b>              | <b>\$702,570</b>           | <b>\$702,570</b>          | <b>\$701,970</b>          | <b>\$701,970</b>           |
| <b>CONTRACTUAL SERVICES</b>         |         |                                    |                               |                            |                           |                           |                            |
| 541000                              |         | PUBLIC UTILITIES                   | \$22,058                      | \$24,000                   | \$24,000                  | \$24,000                  | \$24,000                   |
| 541100                              |         | WATER AND SEWER CHARGES            | 1,273                         | 2,000                      | 2,000                     | 2,000                     | 2,000                      |
| 543000                              |         | REPAIRS AND MAINTENANCE            | 38,204                        | 42,000                     | 42,000                    | 35,000                    | 35,000                     |
| 543000                              | ISAIS   | REPAIRS AND MAINTENANCE            | 8,202                         | 0                          | 0                         | 0                         | 0                          |
| 543100                              |         | MOTOR VEHICLE SERVICE AND REPAIR   | 114,667                       | 320,000                    | 281,487                   | 200,000                   | 200,000                    |
| 544400                              |         | RENTS AND LEASES                   | 1,025                         | 10,000                     | 10,000                    | 10,000                    | 10,000                     |
| 581120                              |         | CONFERENCES AND MEMBERSHIPS        | 0                             | 250                        | 250                       | 0                         | 0                          |
| <b>TOTAL CONTRACTUAL SERVICES</b>   |         |                                    | <b>\$185,430</b>              | <b>\$398,250</b>           | <b>\$359,737</b>          | <b>\$271,000</b>          | <b>\$271,000</b>           |
| <b>SUPPLIES AND MATERIALS</b>       |         |                                    |                               |                            |                           |                           |                            |
| 561400                              |         | MAINTENANCE SUPPLIES AND MATERIALS | \$4,470                       | \$8,000                    | \$8,000                   | \$8,000                   | \$8,000                    |
| 561800                              |         | PROGRAM SUPPLIES                   | 24,046                        | 23,000                     | 42,850                    | 25,000                    | 25,000                     |
| 562100                              |         | HEATING OIL                        | 3,034                         | 4,000                      | 4,000                     | 4,000                     | 4,000                      |
| 562200                              |         | NATURAL GAS                        | 19,018                        | 18,000                     | 18,000                    | 20,000                    | 20,000                     |
| 562600                              |         | MOTOR FUELS                        | 353,779                       | 330,000                    | 330,000                   | 462,000                   | 424,220                    |
| 563000                              |         | MOTOR VEHICLE PARTS                | 358,058                       | 350,000                    | 328,365                   | 400,000                   | 400,000                    |
| 563100                              |         | TIRES, TUBES, CHAINS, ETC          | 70,857                        | 85,000                     | 85,000                    | 80,000                    | 80,000                     |
| <b>TOTAL SUPPLIES AND MATERIALS</b> |         |                                    | <b>\$833,260</b>              | <b>\$818,000</b>           | <b>\$816,215</b>          | <b>\$999,000</b>          | <b>\$961,220</b>           |
| <b>CAPITAL OUTLAY</b>               |         |                                    |                               |                            |                           |                           |                            |
| 570400                              | 20016   | GREASE GUN                         | \$19,900                      | \$0                        | \$0                       | \$0                       | \$0                        |
| 570500                              | 20037   | LIFT GATES                         | 9,852                         | 0                          | 0                         | 0                         | 0                          |
| <b>TOTAL CAPITAL OUTLAY</b>         |         |                                    | <b>\$29,752</b>               | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                | <b>\$0</b>                 |
| <b>TOTAL PW FLEET MAINTENANCE</b>   |         |                                    | <b>\$1,694,369</b>            | <b>\$1,918,820</b>         | <b>\$1,878,522</b>        | <b>\$1,971,970</b>        | <b>\$1,934,190</b>         |

## Public Works – Snow Removal

### Service Narrative

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

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

### Fiscal Year 2022 Goals and Accomplishments:

- Maintained level of service to ensure safety of traveling public within the City.
- Improved coordination with BOE parking lot snow removal/treatment operations.
- Coordinated storm weather forecast reports with employee overtime call-ins to improve response time.
- Improved response for emergency road treatments as needed.
- Improved advertising/solicitation of plow vendor services.
- Increased plow vendor service rates by 9%

### Fiscal Year 2023 Goals:

- Investigate and implement alternative methods/procedures to remove snow and de-icing processes.
- Investigate use of salt brine as a de-ice. Monitor plow routes and prioritize road treatments to support emergency operations.
- Provide employee training to limit over application of salt.
- Develop performance metrics for snow operations.
- Investigate and implement measures to reduce use of contractors for snow operations.
- Amend snow service contract to improve response and performance of contract snow operation services. Contract revisions includes requiring contractors to invoice in a timely manner and establish controls for start and stops of assignment duties.
- Implement best management practices to improve level of service and increase efficiencies
- Increase the number of plowing contractors improve solicitation advertisement by including DPW/Mayor webpage/social media.

### Long Term Goals:

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

**Public Works**

**Budget Highlights**

**0013018 PUBLIC WORKS SNOW REMOVAL**

| OBJECT                              | PROJECT | DESCRIPTION                    | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-------------------------------------|---------|--------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                     |         |                                |                               |                            |                           |                           |                            |
| 515100                              |         | OVERTIME                       | \$283,157                     | \$270,000                  | \$270,000                 | \$270,000                 | \$270,000                  |
| <b>TOTAL SALARIES</b>               |         |                                | <b>\$283,157</b>              | <b>\$270,000</b>           | <b>\$270,000</b>          | <b>\$270,000</b>          | <b>\$270,000</b>           |
| <b>CONTRACTUAL SERVICES</b>         |         |                                |                               |                            |                           |                           |                            |
| 531000                              |         | PROFESSIONAL FEES AND SERVICES | \$7,056                       | \$4,500                    | \$4,500                   | \$4,500                   | \$4,500                    |
| 543000                              |         | REPAIRS AND MAINTENANCE        | 1,237                         | 4,000                      | 4,000                     | 4,000                     | 4,000                      |
| 544410                              |         | SNOW PLOWING FEES              | 251,844                       | 320,000                    | 270,000                   | 327,000                   | 327,000                    |
| <b>TOTAL CONTRACTUAL SERVICES</b>   |         |                                | <b>\$260,137</b>              | <b>\$328,500</b>           | <b>\$278,500</b>          | <b>\$335,500</b>          | <b>\$335,500</b>           |
| <b>SUPPLIES AND MATERIALS</b>       |         |                                |                               |                            |                           |                           |                            |
| 561800                              |         | PROGRAM SUPPLIES               | \$489,464                     | \$480,000                  | \$530,000                 | \$480,000                 | \$480,000                  |
| 563000                              |         | MOTOR VEHICLE PARTS            | 8,741                         | 9,000                      | 9,000                     | 8,000                     | 8,000                      |
| 563100                              |         | TIRE, TUBES, CHAINS, ETC       | 4,840                         | 5,000                      | 5,000                     | 3,000                     | 3,000                      |
| <b>TOTAL SUPPLIES AND MATERIALS</b> |         |                                | <b>\$503,045</b>              | <b>\$494,000</b>           | <b>\$544,000</b>          | <b>\$491,000</b>          | <b>\$491,000</b>           |
| <b>CAPITAL OUTLAY</b>               |         |                                |                               |                            |                           |                           |                            |
| 570400                              | 20018   | TRUCK PLOW                     | \$5,896                       | \$0                        | \$0                       | \$0                       | \$0                        |
| 570400                              | 20038   | TANKS                          | 0                             | 0                          | 60,480                    | 0                         | 0                          |
| <b>TOTAL CAPITAL OUTLAY</b>         |         |                                | <b>\$5,896</b>                | <b>\$0</b>                 | <b>\$60,480</b>           | <b>\$0</b>                | <b>\$0</b>                 |
| <b>TOTAL PW SNOW REMOVAL</b>        |         |                                | <b>\$1,052,235</b>            | <b>\$1,092,500</b>         | <b>\$1,152,980</b>        | <b>\$1,096,500</b>        | <b>\$1,096,500</b>         |

**Public Works – Major Road Improvements**

**Service Narrative**

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

**Budget Highlights**

**0013019 PUBLIC WORKS MAJOR ROAD IMPROVEMENTS**

| OBJECT                              | PROJECT | DESCRIPTION               | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-------------------------------------|---------|---------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                     |         |                           |                               |                            |                           |                           |                            |
| 515100                              |         | OVERTIME                  | \$32,154                      | \$22,000                   | \$22,000                  | \$35,000                  | \$35,000                   |
| <b>TOTAL SALARIES</b>               |         |                           | <b>\$32,154</b>               | <b>\$22,000</b>            | <b>\$22,000</b>           | <b>\$35,000</b>           | <b>\$35,000</b>            |
| <b>CONTRACTUAL SERVICES</b>         |         |                           |                               |                            |                           |                           |                            |
| 543000                              |         | REPAIRS AND MAINTENANCE   | \$0                           | \$300,000                  | \$300,000                 | \$300,000                 | \$300,000                  |
| 591518                              |         | TRANSFER ROAD IMPROV FUND | 0                             | (300,000)                  | (300,000)                 | (300,000)                 | (300,000)                  |
| <b>TOTAL CONTRACTUAL SERVICES</b>   |         |                           | <b>\$0</b>                    | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                | <b>\$0</b>                 |
| <b>TOTAL PW MAJOR ROAD IMPROVE.</b> |         |                           | <b>\$32,154</b>               | <b>\$22,000</b>            | <b>\$22,000</b>           | <b>\$35,000</b>           | <b>\$35,000</b>            |



## Public Works – Railroad Maintenance

### Service Narrative

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

### Fiscal Year 2022 Goals and Accomplishments:

- Completed capital improvement project to reconstruct Route 6 railroad crossing.
- Expanded/completed major program to replace rail ties and rails along railroad line.
- Expanded use of rail system with development of fuel storage facility on Minor Street.
- Completed pavement repairs at Minor Street and Route 6 rail crossing.

### Fiscal Year 2023 Goals:

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

### Long Term Goals:

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

### Budget Highlights

0013020 PUBLIC WORKS RAILROAD MAINTENANCE

| OBJECT                               | PROJECT | DESCRIPTION                   | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|--------------------------------------|---------|-------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>CONTRACTUAL SERVICES</b>          |         |                               |                               |                            |                           |                           |                            |
| 541000                               |         | PUBLIC UTILITIES              | \$279                         | \$300                      | \$300                     | \$300                     | \$300                      |
| 543000                               |         | REPAIRS AND MAINTENANCE       | 7,800                         | 9,000                      | 9,000                     | 9,000                     | 9,000                      |
| 544400                               |         | RENTS AND LEASES              | 0                             | 5,000                      | 5,000                     | 5,000                     | 5,000                      |
| 589100                               |         | MISCELLANEOUS RAILROAD UPKEEP | 89,966                        | 50,000                     | 92,000                    | 30,000                    | 30,000                     |
| <b>TOTAL CONTRACTUAL SERVICES</b>    |         |                               | <b>\$98,045</b>               | <b>\$64,300</b>            | <b>\$106,300</b>          | <b>\$44,300</b>           | <b>\$44,300</b>            |
| <b>TOTAL PW RAILROAD MAINTENANCE</b> |         |                               | <b>\$98,045</b>               | <b>\$64,300</b>            | <b>\$106,300</b>          | <b>\$44,300</b>           | <b>\$44,300</b>            |



## Public Works – Other City Buildings

David P. Oakes, Public Facilities and Energy Manager  
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davidoakes@bristolct.gov

### Service Narrative

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

### Fiscal Year 2022 Goals and Accomplishments:

- Completed a \$1.3M mechanical renovation of Fire Headquarters (181 North Main Street) with Silver Petrucelli Associates and Millennium Builders.
- Obtained the services of Van Zelm Engineers to provide bid documents for the electrical and generator upgrades at Fire Houses #2 and #5, and also the installation of air conditioning at Fire House.
- Established an annual contract to provide inspections and services on all City buildings roof systems to maintain existing warranties.
- Installation of gutter guards at the Beals Senior Center for staff safety.
- Replacement of deteriorated sections of sidewalks at the Beals Center and Main Library (including a staircase at the Main Library).
- Graded and replaced the rear parking lot and apparatus ramp at Fire House #2
- Replaced the HVAC roof-top unit servicing the Mechanics Garage at the City Yard.
- Replaced main service counter at the Beals Senior Center to meet ADA standards.
- Replaced select sections of boiler piping at Manross Library showing integrity issues.
- Funded phone system upgrades at Bristol-Burlington Health District and IT system upgrades at Regional Probate Court.
- Completed limited mold remediation project of Apparatus Bay ceiling at Fire Headquarters.

### Fiscal Year 2023 Goals:

- Expand/establish written policies and standard operating procedures to improve operations and enhance training.
- Implement best management practices to improve levels of service and increase efficiencies.

### Long Term Goals:

- Establish a long term capital improvement program for Other City Buildings, for the replacement of equipment assets and infrastructure, including but not limited to: HVAC equipment, roofing systems, underground storage tank removals, fire safety systems, elevators, windows and doors.
- Implement an asset management building service system.

## Budget Highlights

0013021 PUBLIC WORKS OTHER CITY BUILDINGS

| OBJECT                               | PROJECT | DESCRIPTION                        | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|--------------------------------------|---------|------------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>CONTRACTUAL SERVICES</b>          |         |                                    |                               |                            |                           |                           |                            |
| 541000                               |         | PUBLIC UTILITIES                   | \$767                         | \$1,000                    | \$1,000                   | \$1,000                   | \$1,000                    |
| 541100                               |         | WATER AND SEWER CHARGES            | 0                             | 1,000                      | 1,000                     | 1,000                     | 1,000                      |
| 543000                               |         | REPAIRS AND MAINTENANCE            | 163,722                       | 100,000                    | 150,000                   | 125,000                   | 125,000                    |
| <b>TOTAL CONTRACTUAL SERVICES</b>    |         |                                    | <b>\$164,489</b>              | <b>\$102,000</b>           | <b>\$152,000</b>          | <b>\$127,000</b>          | <b>\$127,000</b>           |
| <b>SUPPLIES AND MATERIALS</b>        |         |                                    |                               |                            |                           |                           |                            |
| 561400                               |         | MAINTENANCE SUPPLIES AND MATERIALS | \$4,328                       | \$4,000                    | \$4,000                   | \$4,000                   | \$4,000                    |
| <b>TOTAL SUPPLIES AND MATERIALS</b>  |         |                                    | <b>\$4,328</b>                | <b>\$4,000</b>             | <b>\$4,000</b>            | <b>\$4,000</b>            | <b>\$4,000</b>             |
| <b>TOTAL PW OTHER CITY BUILDINGS</b> |         |                                    | <b>\$168,818</b>              | <b>\$106,000</b>           | <b>\$156,000</b>          | <b>\$131,000</b>          | <b>\$131,000</b>           |



## Public Works – Fleet

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

### Service Narrative

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

### Budget Highlights

0013026 PUBLIC WORKS FLEET

| OBJECT                      | PROJECT | DESCRIPTION                   | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-----------------------------|---------|-------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>CAPITAL OUTLAY</b>       |         |                               |                               |                            |                           |                           |                            |
| 570400                      | 20032   | DEWAT PUMP                    | \$2,187                       | \$0                        | \$0                       | \$0                       | \$0                        |
| 570500                      | 20002   | 33 YD AUTO RUBBISH TRUCKS (2) | 569,640                       | 0                          | 0                         | 0                         | 0                          |
| 570500                      | 20003   | REFURBISHED DUMP BODY         | 199,011                       | 0                          | 0                         | 0                         | 0                          |
| 570500                      | 21001   | RUBBISH TRUCK                 | 289,200                       | 0                          | 0                         | 0                         | 0                          |
| 570500                      | 21002   | DUMP TRUCK                    | 218,643                       | 0                          | 0                         | 0                         | 0                          |
| 570500                      | 21003   | REPURPOSE AUTO RUBBISH TRUCK  | 0                             | 0                          | 104,923                   | 0                         | 0                          |
| 570500                      | 21004   | MASON DUMPTRUCK               | 0                             | 0                          | 56,945                    | 0                         | 0                          |
| 570500                      | 21005   | ADMIN SUV                     | 24,276                        | 0                          | 0                         | 0                         | 0                          |
| 570400                      | 22003   | 3 SALT SPREADERS              | 0                             | 19,000                     | 19,000                    | 0                         | 0                          |
| 570400                      | 22005   | DURACCLASS SS DUMP BODY       | 0                             | 45,000                     | 57,975                    | 0                         | 0                          |
| 570400                      | 22006   | SPREADER WITH DEICING SYSTEM  | 0                             | 22,000                     | 26,890                    | 0                         | 0                          |
| 570400                      | 22007   | 20' 8 TON TILT TRAILER        | 0                             | 10,000                     | 13,770                    | 0                         | 0                          |
| 570400                      | 23002   | FRONT END LOADER              | 0                             | 0                          | 0                         | 0                         | 205,000                    |
| 570400                      | 23003   | ROADSIDE MOWER                | 0                             | 0                          | 0                         | 0                         | 200,000                    |
| 570400                      | 23004   | ZERO TURN MOWER               | 0                             | 0                          | 0                         | 0                         | 15,000                     |
| 570500                      | 23001   | 2 - 6 WHEELED DUMP TRUCKS     | 0                             | 0                          | 0                         | 0                         | 430,000                    |
| 570500                      | 22001   | BULK TRUCK CLAM ARM & DUMP    | 0                             | 200,000                    | 206,513                   | 0                         | 0                          |
| 570500                      | 22002   | 2 - 6 WHEELED DUMP TRUCKS     | 0                             | 170,000                    | 170,000                   | 0                         | 0                          |
| 570500                      | 22004   | 3500 1 TON SILVERADO PICKUP   | 0                             | 68,000                     | 68,000                    | 0                         | 0                          |
| 570500                      | 22020   | 4 PICKUPS                     | 0                             | 0                          | 24,000                    | 0                         | 0                          |
| 579999                      |         | EQUIPMENT                     | 0                             | 0                          | 0                         | 1,203,000                 | 0                          |
| <b>TOTAL CAPITAL OUTLAY</b> |         |                               | <b>\$1,302,957</b>            | <b>\$534,000</b>           | <b>\$748,016</b>          | <b>\$1,203,000</b>        | <b>\$850,000</b>           |
| <b>TOTAL PW FLEET</b>       |         |                               | <b>1,302,957</b>              | <b>\$534,000</b>           | <b>\$748,016</b>          | <b>\$1,203,000</b>        | <b>\$850,000</b>           |

## Public Works – Line Painting

### Service Narrative

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

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

**Fiscal Year 2022 Goals and Accomplishments:**

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

**Fiscal Year 2022-2023 Goals:**

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

**Long Term Goals:**

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

**Budget Highlights**

| 0013027 PUBLIC WORKS LINE PAINTING |         |                                     | 2021                  | 2022               | 2022              | 2023              | 2023               |
|------------------------------------|---------|-------------------------------------|-----------------------|--------------------|-------------------|-------------------|--------------------|
| OBJECT                             | PROJECT | DESCRIPTION                         | ACTUAL<br>EXPENDITURE | ORIGINAL<br>BUDGET | REVISED<br>BUDGET | BUDGET<br>REQUEST | APPROVED<br>BUDGET |
| <b>SALARIES</b>                    |         |                                     |                       |                    |                   |                   |                    |
| 515100                             |         | OVERTIME                            | \$0                   | \$525              | \$525             | \$525             | \$0                |
|                                    |         | <b>TOTAL SALARIES</b>               | <b>\$0</b>            | <b>\$525</b>       | <b>\$525</b>      | <b>\$525</b>      | <b>\$0</b>         |
| <b>CONTRACTUAL SERVICES</b>        |         |                                     |                       |                    |                   |                   |                    |
| 531000                             |         | PROFESSIONAL FEES                   | \$240,000             | \$100,000          | \$100,000         | \$90,000          | \$90,000           |
|                                    |         | <b>TOTAL CONTRACTUAL SERVICES</b>   | <b>\$240,000</b>      | <b>\$100,000</b>   | <b>\$100,000</b>  | <b>\$90,000</b>   | <b>\$90,000</b>    |
| <b>SUPPLIES AND MATERIALS</b>      |         |                                     |                       |                    |                   |                   |                    |
| 561800                             |         | PROGRAM SUPPLIES                    | \$187                 | \$1,500            | \$1,500           | \$1,000           | \$1,000            |
|                                    |         | <b>TOTAL SUPPLIES AND MATERIALS</b> | <b>\$187</b>          | <b>\$1,500</b>     | <b>\$1,500</b>    | <b>\$1,000</b>    | <b>\$1,000</b>     |
|                                    |         | <b>TOTAL PW LINE PAINTING</b>       | <b>\$240,187</b>      | <b>\$102,025</b>   | <b>\$102,025</b>  | <b>\$91,525</b>   | <b>\$91,000</b>    |

## Public Works – Street Lighting

### Service Narrative

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

### Fiscal Year 2022 Goals and Accomplishments:

- Engineering Division managed City LED street lighting system (repair street light outages and coordinate installation of new lights).
- Bid vendor repair and maintenance services using unit payment items, with updated quantities and provisions to reduce cost and improve response time.
- Implemented measure to standardize street lights on newly constructed subdivision roads.

### Fiscal Year 2022-2023 Goals:

- Maintain LED street light level of service on City streets.
- Address need for additional street lighting in areas where there are no utility poles.
- Minimize street light outages (repair time) by improving coordination with City vendor and Eversource Electric.
- Improve communication/coordination with Eversource to improve City budgeting associated with Eversource pole replacement and maintenance.
- Increase schedule requirements associated with developer installation of street lights in new subdivisions.
- Maintain LED street light layer on the Department of Public Works Geographic Information System (GIS).

### Long Term Goals:

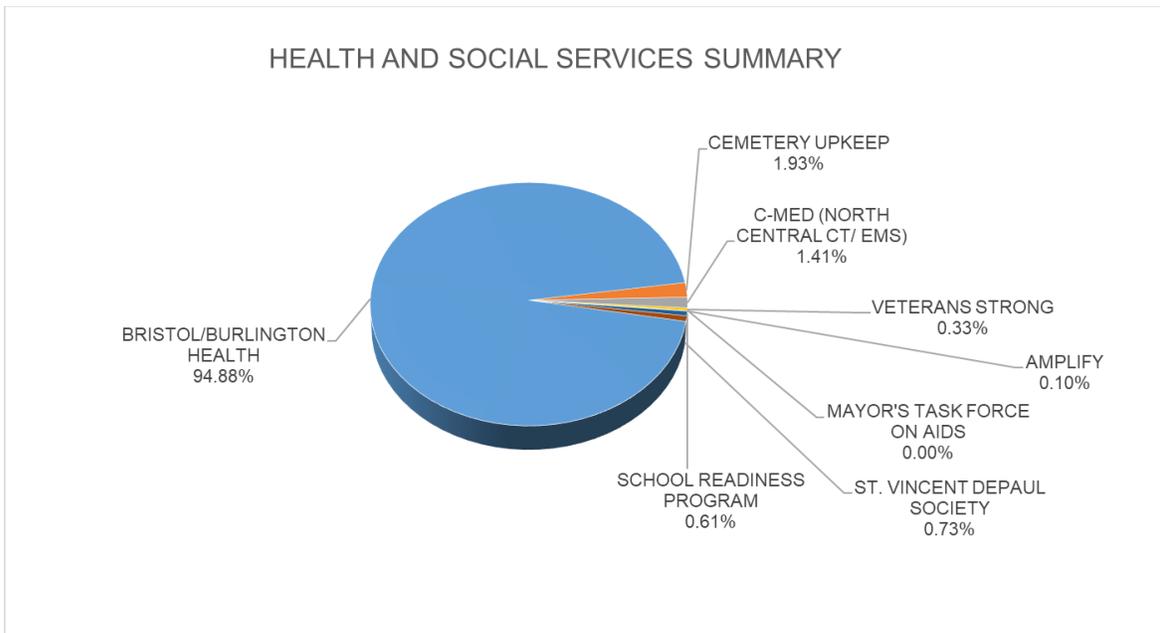
- Investigate and implement street light technologies associated with dimmer control street lights and public wi-fi access.
- Improve energy efficiency of street lights to reduce electrical costs.

### Budget Highlights

| 0013040 PUBLIC WORKS STREET LIGHTING |         |                         | 2021               | 2022             | 2022             | 2023             | 2023             |
|--------------------------------------|---------|-------------------------|--------------------|------------------|------------------|------------------|------------------|
| OBJECT                               | PROJECT | DESCRIPTION             | ACTUAL EXPENDITURE | ORIGINAL BUDGET  | REVISED BUDGET   | BUDGET REQUEST   | APPROVED BUDGET  |
| <b>CONTRACTUAL SERVICES</b>          |         |                         |                    |                  |                  |                  |                  |
| 541200                               |         | STREET LIGHTING         | \$149,918          | \$150,000        | \$150,000        | \$180,000        | \$180,000        |
| 543000                               |         | REPAIRS AND MAINTENANCE | 43,632             | 55,000           | 55,000           | 55,000           | 55,000           |
| 543000                               | ISAIS   | REPAIRS AND MAINTENANCE | 3,306              | 0                | 0                | 0                | 0                |
| <b>TOTAL CONTRACTUAL SERVICES</b>    |         |                         | <b>\$196,857</b>   | <b>\$205,000</b> | <b>\$205,000</b> | <b>\$235,000</b> | <b>\$235,000</b> |
| <b>TOTAL PW STREET LIGHTING</b>      |         |                         | <b>\$196,857</b>   | <b>\$205,000</b> | <b>\$205,000</b> | <b>\$235,000</b> | <b>\$235,000</b> |

## Health and Social Services

| ORGCODE                                 | DESCRIPTION                | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|---|----------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| 0014210                                 | BRISTOL/BURLINGTON HEALTH  | \$3,416,455                   | \$3,632,135                | \$3,632,135               | \$4,050,845               | \$3,882,135                |
| 0014500                                 | AMPLIFY                    | 4,233                         | 4,235                      | 4,235                     | 4,260                     | 4,260                      |
| 0014500                                 | ST. VINCENT DEPAUL SOCIETY | 0                             | 15,000                     | 15,000                    | 55,000                    | 30,000                     |
| 0014500                                 | C-MED                      | 53,736                        | 54,555                     | 54,555                    | 57,750                    | 57,750                     |
| 0014500                                 | MAYOR'S TASK FORCE ON AIDS | 997                           | 1,500                      | 1,500                     | 1,500                     | 0                          |
| 0014500                                 | VETERANS STRONG            | 13,305                        | 13,305                     | 13,305                    | 13,305                    | 13,305                     |
| 0014550                                 | CEMETERY UPKEEP            | 79,018                        | 79,020                     | 79,020                    | 79,020                    | 79,020                     |
| 0014654                                 | SCHOOL READINESS PROGRAM   | 2,924,903                     | 25,000                     | 2,995,519                 | 25,000                    | 25,000                     |
| <b>TOTAL HEALTH AND SOCIAL SERVICES</b> |                            | <b>\$6,492,647</b>            | <b>\$3,824,750</b>         | <b>\$6,795,269</b>        | <b>\$4,286,680</b>        | <b>\$4,091,470</b>         |



## Bristol Burlington Health District

Marco Palmeri, Director  
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marcopalmeri@bristolct.gov

### Service Narrative

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

### Programs and Services

**Staff:** BBHD has 50 full-time employees. This includes the director of health, the school health services coordinator, assistant school health services coordinator, eighteen school nurses, thirteen health aides, a LPN, two public health nurses, three dental hygienists, a program manager/epidemiologist, a health educator/emergency preparedness and response coordinator, a certified community health worker, a chief sanitarian, a housing code enforcement official, a sanitary inspector, the office manager, and three secretary/clerks. BBHD also contracts with a CT licensed physician for services as the medical advisor and various other medical responsibilities. BBHD is governed by a Board of Health that convenes regularly and whose function is to create, approve or amend the budget general policies. Each municipality in a health district appoints one member for each 10,000 residents or part thereof, but no municipality shall have more than five representatives. The BBHD Board is comprised of six members; five members are appointed by the Bristol City Council and one member is appointed by the Burlington Board of Selectmen. The term of office for members of the District Board is three years. Members may be re-appointed for consecutive terms.

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

- Investigate, monitor and mitigate reportable diseases, health conditions, emergency illnesses, significant laboratory findings and any other public health issues and outbreaks;
- Regulation of restaurants, grocery or other food related businesses; site evaluations, plan reviews and inspections of septic systems; review, inspect and regulate drinking water supplies and wells; regulation of childcare operations, personal service businesses, and public swimming areas;
- Investigate and mitigate housing complaints, general nuisance conditions and environmental concerns
- Provide community health education, promotion and prevention services such as immunizations, health screenings and assessments;
- School health services (RNs, LPNs and Health Aides) at all Bristol schools
- Dental health services to Bristol school age children at Bristol schools and to senior citizens at the Bristol Senior Center

### Fiscal Year 2022 Goals and Accomplishments:

- Continued to manage and assist with all COVID-19 related mitigation responsibilities (vaccination, testing, contact tracing, and distribution of PPE and test kits).
- Reduced the number of Bristol residents who present at a Hospital ED from COVID-19 or related conditions.
- Reduced the number of Bristol residents who present at a Hospital ED from an opioid related overdose.

**Health and Social Services**

- Improved access to Harm Reduction, Recovery and Support Services for those experiencing substance use disorder.
- Reduced the number of Bristol residents who present at a Hospital ED with suicide ideations.
- Increased the number of Bristol residents who are trained in suicide prevention strategies.
- Increased dental reimbursements from insurance carriers.
- Hired a Certified Community Health Worker.

**Fiscal Year 2023 Goals:**

- Expand dental services and increase reimbursement rates from insurance carriers to reduce the financial liability from the city.
- Expand mental health services to vulnerable populations and school age children.
- Create and operate a clinic to perform certain public health procedures.
- Reduce the number of Bristol children requiring hospitalization from asthma.
- Assist the community’s agencies with providing certain healthcare and social service needs.

**Long Term Goals:**

- Relocate main office to accommodate our expansion of staff and services.
- Continue to assist connecting folks to existing services provided by our community partners.
- Continue to expand non-traditional public health services, not provided by community partners, to those underserved and/or vulnerable populations throughout the community.
- Assist existing partners to expand material/child health services and accessibility.
- Reduce the population of homeless folks living in Bristol.

| <b><u>BBHD Board of Health</u></b> |                       | <b><u>Expiration of Term</u></b> |
|------------------------------------|-----------------------|----------------------------------|
| Shannon Mulz                       | - Bristol, Chairwoman | 7/2023                           |
| William Ghio                       | - Bristol             | 7/2024                           |
| Jack Lu                            | - Bristol             | 7/2024                           |
| James Moyland                      | - Bristol             | 7/2024                           |
| Vacant                             | - Bristol             |                                  |
| Mike Boucher                       | - Burlington          | 7/2024                           |

**Budget Highlights**

The fiscal year of the Health District is from July 1 to June 30. Each year, in early spring, the BBHD Board of Health has a public hearing on its proposed budget. Following the public hearing and before April 30, the Board of Health adopts its annual budget. The total budget for fiscal year 2021-2022 was \$3,632,135. The adopted budget for 2022-2023 is \$3,882,135.

| 0014210                                |                | BRISTOL/BURLINGTON HEALTH DISTRICT |  |                                     |                                    |                                    |                                     |
|--|----------------|------------------------------------|--|-------------------------------------|------------------------------------|------------------------------------|-------------------------------------|
| <u>OBJECT</u>                          | <u>PROJECT</u> | <u>DESCRIPTION</u>                 | <u>2021<br/>ACTUAL<br/>EXPENDITURE</u> | <u>2022<br/>ORIGINAL<br/>BUDGET</u> | <u>2022<br/>REVISED<br/>BUDGET</u> | <u>2023<br/>BUDGET<br/>REQUEST</u> | <u>2023<br/>APPROVED<br/>BUDGET</u> |
| <b>CONTRACTUAL SERVICES</b>            |                |                                    |  |                                     |                                    |                                    |                                     |
| 531000                                 |                | PROFESSIONAL FEES AND SERVICES     | \$3,416,455                            | \$3,632,135                         | \$3,632,135                        | \$4,050,845                        | \$3,882,135                         |
| <b>TOTAL CONTRACTUAL SERVICES</b>      |                |                                    | <b>\$3,416,455</b>                     | <b>\$3,632,135</b>                  | <b>\$3,632,135</b>                 | <b>\$4,050,845</b>                 | <b>\$3,882,135</b>                  |
| <b>TOTAL BRISTOL/BURLINGTON HEALTH</b> |                |                                    | <b>\$3,416,455</b>                     | <b>\$3,632,135</b>                  | <b>\$3,632,135</b>                 | <b>\$4,050,845</b>                 | <b>\$3,882,135</b>                  |

## Amplify, Inc.

[www.amplifyct.org](http://www.amplifyct.org)

### Service Narrative

Amplify, Inc. is one of five regional behavioral health action agencies established by the Connecticut General Assembly in 1974 to study local needs, evaluate state funded behavioral health programs and make recommendations to the Commissioner of the Department of Mental Health and Addiction Services (DMHAS).

All 37 towns in the Hartford area, including Bristol continue to be served. This has resulted in an expanded scope of services working across the lifespan (including children) and across the continuum of prevention, treatment and recovery for mental health, problem substance use and gambling issues.

Amplify, Inc. continues to support local Catchment Area Councils (CACs) that include representatives from each town in the region. Council members gather information directly from people living with behavioral health challenges, family members, community service providers and towns about local needs and effectiveness of services and disseminate information to towns, media, legislators and the general public about service needs and issues. Bristol is served by CAC 19. Direction is provided and oversight support to Local Prevention Councils, including funding, to carry out problem substance use and mental health promotion initiatives. Bristol is well served by the B.E.S.T.-4-Bristol coalition.

Amplify Inc.'s mission is to strengthen the ability of our region to assess needs, develop plans, and advocate for strategies to advance health and inclusive communities. The goal is to serve as Bristol's strategic community partner to link state initiatives and priorities to local and regional priorities. Goals include: (1) assessing the behavioral health service needs of the region and the priorities for new or improved services; 2) evaluating state funded behavioral health services for Bristol residents; 3) providing training, resources, and technical assistance for addressing local needs and priorities; (4) ensuring the involvement of people living with behavioral health challenges and their families in planning and initiatives to address gaps and problems and; (5) communicating survey, evaluation, and study results to local providers, DMHAS and the General Assembly.

### Budget Highlights

The operating budget provides for a small staff (office manager/review and evaluation coordinator) and administrative services to support the work of over 100 volunteers who carry out the work of the organization.

| 0014500 HEALTH AND SOCIAL SERVICES OUTSIDE AGENCIES<br>AMPLIFY, INC. |         |             | 2021                  | 2022               | 2022              | 2023              | 2023               |
|--|---------|-------------|-----------------------|--------------------|-------------------|-------------------|--------------------|
| OBJECT   | PROJECT | DESCRIPTION | ACTUAL<br>EXPENDITURE | ORIGINAL<br>BUDGET | REVISED<br>BUDGET | BUDGET<br>REQUEST | APPROVED<br>BUDGET |
| <b>CONTRACTUAL SERVICES</b>  |         |             |                       |                    |                   |                   |                    |
| 585001   |         | AMPLIFY     | \$4,233               | \$4,235            | \$4,235           | \$4,260           | \$4,260            |
| <b>TOTAL CONTRACTUAL SERVICES</b>                                    |         |             | <b>\$4,233</b>        | <b>\$4,235</b>     | <b>\$4,235</b>    | <b>\$4,260</b>    | <b>\$4,260</b>     |
| <b>TOTAL AMPLIFY</b>   |         |             | <b>\$4,233</b>        | <b>\$4,235</b>     | <b>\$4,235</b>    | <b>\$4,260</b>    | <b>\$4,260</b>     |

## St. Vincent DePaul Society

Christine Theborge, Executive Director  
19 Jacobs Street  
(860) 589-9098

### Service Narrative

The St. Vincent DePaul (SVDP) purpose is to promote effective community responses to the housing and emergency shelter needs of low and lower income groups in Bristol. This is accomplished through social planning, advocacy, negotiations, and action, involving those bodies capable of addressing housing and emergency shelter needs, and those groups or individuals in need of housing and emergency shelter.

The purpose is also to provide housing for the homeless and to operate such housing as well as to provide auxiliary services to aid the homeless in acquiring housing and to help them to improve their lives.

### Fiscal Year 2023 Goals:

- SVDP is developing a Triage Center in an under-utilized section of its current emergency homeless shelter. The Center will serve as a critical community resource that refers unsheltered persons who contact the 211 system to additional programs and services in greater Bristol or connects them with friends and family members. A Diversion Specialist, who will be based onsite at the Triage Center will meet personally with the unsheltered individuals and families to better assess their most immediate needs. The Triage Center will also have a Triage Specialist, Quarantine Coordinator, and a team of volunteers to help with direct services, COVID-related issues, administrative duties, phone calls, and helping individuals and families secure housing options and community resources. The Triage Center will help support the community of Bristol and surround those in need with grace, dignity, and kindness.

### Long Term Goals:

- SVDP has seen a return of past emergency shelter residents or people returning to homelessness. Our goal is to bridge the gaps in the system and walk alongside our most vulnerable population giving a hand up.
  - We believe in Supportive Housing with on-site Case Management.
  - We believe detox/recovery should be encouraged as a person starts to waiver and not when they have reverted back to baseline.
  - We believe in employment or volunteerism to minimize idle time and add structure.
  - We believe relationship evokes or continues change. It allows people to have difficult conversations, which helps lead them to positive outcomes.

0014500 HEALTH AND SOCIAL SERVICES OUTSIDE AGENCIES  
ST. VINCENT DEPAUL SOCIETY

| OBJECT                                  | PROJECT | DESCRIPTION                | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|---|---------|----------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>CONTRACTUAL SERVICES</b>             |         |                            |                               |                            |                           |                           |                            |
| 585004                                  |         | ST. VINCENT DEPAUL SOCIETY | \$0                           | \$15,000                   | \$15,000                  | \$55,000                  | \$30,000                   |
| <b>TOTAL CONTRACTUAL SERVICES</b>       |         |                            | <b>\$0</b>                    | <b>\$0</b>                 | <b>\$15,000</b>           | <b>\$55,000</b>           | <b>\$30,000</b>            |
| <b>TOTAL ST. VINCENT DEPAUL SOCIETY</b> |         |                            | <b>\$0</b>                    | <b>\$0</b>                 | <b>\$15,000</b>           | <b>\$55,000</b>           | <b>\$30,000</b>            |

## North Central CT/Emergency Medical Services (C-MED)

www.northcentralctems.org

### Service Narrative

C-MED is responsible for coordinated medical emergency direction through a communications system. The annual assessment is based on a per capita rate of 89.512 cents per capita from the State of Connecticut for each community that acknowledges C-MED as its provider. Community financial support of the system guarantees reliable ambulance to hospital communications and online medical control, Mass Casualty Incident Coordination, and EMD (Emergency Medical Dispatch) mutual aid call-out.

C-MED participates in drills which test surge capacity at care sites and assesses communications during a large scale event. Participating in drills helps local emergency staff to become better trained on C-MED and regional procedures.

Twenty-nine cities and towns within the North Central operational region currently contribute to the operations of the North Central CMED Center.

### Budget Highlights

0014500 HEALTH AND SOCIAL SERVICES OUTSIDE AGENCIES  
C-MED

| OBJECT                            | PROJECT | DESCRIPTION | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-----------------------------------|---------|-------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>CONTRACTUAL SERVICES</b>       |         |             |                               |                            |                           |                           |                            |
| 585005                            | C-MED   |             | \$53,736                      | \$54,555                   | \$54,555                  | \$57,750                  | \$57,750                   |
| <b>TOTAL CONTRACTUAL SERVICES</b> |         |             | <b>\$53,736</b>               | <b>\$54,555</b>            | <b>\$54,555</b>           | <b>\$57,750</b>           | <b>\$57,750</b>            |
| <b>TOTAL C-MED</b>                |         |             | <b>\$53,736</b>               | <b>\$54,555</b>            | <b>\$54,555</b>           | <b>\$57,750</b>           | <b>\$57,750</b>            |

## Veterans Strong Community Center

Donna Dognin, Executive Director/Veterans Assistance Specialist  
860-584-6258  
donnadognin@vetstronginc.org

### Service Narrative

The Veterans Strong Community Center (VSCC) is a regional information and resource center for all Veterans, Service Members and Military Families, regardless of branch or component of service, or status of discharge. In June 2017, a partnership was forged to support and expand the VSCC to include the communities of Bristol, Plymouth, Thomaston, Wolcott, Plainville, Burlington, and Harwinton. The VSCC is a former United States Army Reserve program that now operates as its own 501(c)3 non-profit organization. The VSCC will provide outreach and give the veterans of these communities greater access to whatever programs or services they need. Knowledgeable staff will help to identify what services may be available and then provide the connection to the resources.

Assistance with the following programs/services include but are not limited to: applying for Soldiers', Sailors', and Marines' fund assistance, helping obtain employment, finding emergency financial assistance, obtaining information for Post 9/11 GI Bill for college education, speaking at local groups for general information, learning about other benefits and services, requesting DD214 (discharge papers), finding resources to help with homelessness and much more.

## Health and Social Services

For more information on hours of operation, updates on specific programs and services, and upcoming events, visit [www.vetstronginc.org](http://www.vetstronginc.org) or the Facebook page, "Veterans Strong Community Center" and follow the VSCC on Instagram and Twitter @VSCCBristolCT.

### Budget Highlights

| 0014500 HEALTH AND SOCIAL SERVICES OUTSIDE AGENCIES<br>VETERANS STRONG COMMUNITY CENTER |         |                 | 2021                  | 2022               | 2022              | 2023              | 2023               |
|---|---------|-----------------|-----------------------|--------------------|-------------------|-------------------|--------------------|
| OBJECT  | PROJECT | DESCRIPTION     | ACTUAL<br>EXPENDITURE | ORIGINAL<br>BUDGET | REVISED<br>BUDGET | BUDGET<br>REQUEST | APPROVED<br>BUDGET |
| <b>CONTRACTUAL SERVICES</b>   |         |                 |                       |                    |                   |                   |                    |
| 585204  |         | VETERANS STRONG | \$13,305              | \$13,305           | \$13,305          | \$13,305          | \$13,305           |
| <b>TOTAL CONTRACTUAL SERVICES</b>   |         |                 | <b>\$13,305</b>       | <b>\$13,305</b>    | <b>\$13,305</b>   | <b>\$13,305</b>   | <b>\$13,305</b>    |
| <b>TOTAL VETERANS STRONG</b>  |         |                 | <b>\$13,305</b>       | <b>\$13,305</b>    | <b>\$13,305</b>   | <b>\$13,305</b>   | <b>\$13,305</b>    |

## Cemetery Upkeep West Cemetery Association 860-583-6133 westcembristol@yahoo.com

### Service Narrative

Although the West Cemetery is City owned, the care, custody, and management of the cemetery was delegated by the City to the West Cemetery Association (WCA) on October 12, 1889. The WCA is mostly self-providing and is governed by a twelve-member board of trustees all of whom donate their time and services. WCA employs a manager who supervises the day-to-day operations of both West Cemetery and Peacedale Cemetery; a full-time cemetery grounds foreman; a part-time assistant manager and part-time seasonal laborers.

Various special projects are financed by the City of Bristol, such as grounds maintenance of the "Soldiers Ground" at West Cemetery and grounds maintenance of the "Old North" (Lewis Street) and "South" (Downs Street) cemeteries. The WCA has a yearly contract with the City of Bristol for cemetery management and property management of the "Lake Avenue Cemetery".

### Budget Highlights

| 0014550 CEMETERY UPKEEP           |         |               | 2021                  | 2022               | 2022              | 2023              | 2023               |
|-----------------------------------|---------|---------------|-----------------------|--------------------|-------------------|-------------------|--------------------|
| OBJECT                            | PROJECT | DESCRIPTION   | ACTUAL<br>EXPENDITURE | ORIGINAL<br>BUDGET | REVISED<br>BUDGET | BUDGET<br>REQUEST | APPROVED<br>BUDGET |
| <b>CONTRACTUAL SERVICES</b>       |         |               |                       |                    |                   |                   |                    |
| 531400                            |         | SOLDIER'S     | \$1,300               | \$1,300            | \$1,300           | \$1,300           | \$1,300            |
| 531405                            |         | LEWIS STREET  | 25,020                | 25,020             | 25,020            | 25,020            | 25,020             |
| 531410                            |         | DOWNNS STREET | 12,324                | 12,325             | 12,325            | 12,325            | 12,325             |
| 531415                            |         | LAKE AVENUE   | 40,374                | 40,375             | 40,375            | 40,375            | 40,375             |
| <b>TOTAL CONTRACTUAL SERVICES</b> |         |               | <b>\$79,018</b>       | <b>\$79,020</b>    | <b>\$79,020</b>   | <b>\$79,020</b>   | <b>\$79,020</b>    |
| <b>TOTAL CEMETERY UPKEEP</b>      |         |               | <b>\$79,018</b>       | <b>\$79,020</b>    | <b>\$79,020</b>   | <b>\$79,020</b>   | <b>\$79,020</b>    |

## School Readiness Program

Donna Osuch, Coordinator  
(860) 584-7812 ext. 451248  
donnaosuch@bristolct.gov

### Service Narrative

PA 97-259, an Act concerning School Readiness and Child Day Care, established a grant program to provide the State's contribution for financial support to Priority School Districts in the establishment of school readiness programs for young children (ages 3-4) in the community. This legislation also mandated the requirement for the community to establish a School Readiness Council.

### Fiscal Year 2022 Goals and Accomplishments:

- The main goal was to remain open, provide essential services to families and children and to keep our students and staff safe. This has been our greatest accomplishment.
- The Ready4K Program - a scientific evidence text based program has been well received. Presently 722 families are active in the program and have been sent: 67,685 positive messages focusing on social/emotional health; 39,713 custom messages with resources in the community. In the most current survey, 94% of the families indicated Ready4K messages helped them deal with stress; 93% indicated they do at least one activity with their child weekly and 100% indicated their relationship with their child grew stronger after doing Ready4K activities.

### Fiscal Year 2023 Goals:

- Continue to keep School Readiness Programs fully funded and fully operating through the aftermath of the Pandemic., when it subsides.
- Cultivate a workforce development initiative – to ensure there will be qualified staff to continue this work.
- Encourage and request the Office of Early Childhood to increase the reimbursement rate for State Funded Programs.
- Encourage and request the Office of Early Childhood to consider to support and pay for a Behavioral Specialist at each facility, to tend to the needs of all students.

### Long Term Goals:

- Workforce Development – to ensure a viable plan is in place to encourage more people to choose Early Childhood as a profession.
- Continue pressuring the Office of Early Childhood to look at requiring programs to provide worthy wages for the staff and to include funds from the State/Federal Government to ensure this occurs.
- Continue to increase the community's knowledge of the need to support early care and education. To view this as an investment, not only for the children and families in the community, but for the community as well.
- Fully engage parents to be part of the learning environment, starting at a younger age. If nothing else – this pandemic has shown the importance of all parents to be involved as the “first teacher” of their children. The School Readiness Council, along with collaborative partners, need to give parents the tools and knowledge to do this, by doing more outreach to families not active in our programs.

**Performance Measures**

**Quantitative**

| Activity                                    | 2020-2021     | 2021-2022   | 2022-2023   |
|---|---------------|-------------|-------------|
| School Readiness Award                      | \$2,939,412 * | \$2,939,412 | \$2,939,032 |
| School Readiness Slots – Full Day/Full Year | 241*          | 243         | 243         |
| Part Day/Part Year                          | 152*          | 149         | 149         |
| <b>Total</b>                                | <b>393*</b>   | <b>392</b>  | <b>392</b>  |

\* Since there are new class size regulations in place during COVID-19, some of the learning experience may be distant learning

**Qualitative:**

The School Readiness grant manager works with early care and education providers and the community to ensure quality early care and education is available to Bristol families. Special attention and numerous hours are spent with School Readiness providers to make sure all eleven components of the School Readiness Grant are incorporated into their programs and that they are in compliance with the requirements of the grant.

**Expenditure and Position Summary**

|                     | 2021 Actual | 2022 Estimated | 2023 Budget |
|---------------------|-------------|----------------|-------------|
| Salary Expenditures | \$93,526    | \$95,749       | \$0         |
| Full Time Position  | 1           | 1              | 1           |

**Budget Highlights**

In 2022-2023, the Office of Early Childhood anticipates that the School Readiness Program will be level funded in the new fiscal year, but because of COVID-19 the number of children served at the program facility may be less with some children taking part in distant learning.

0014654 SCHOOL READINESS

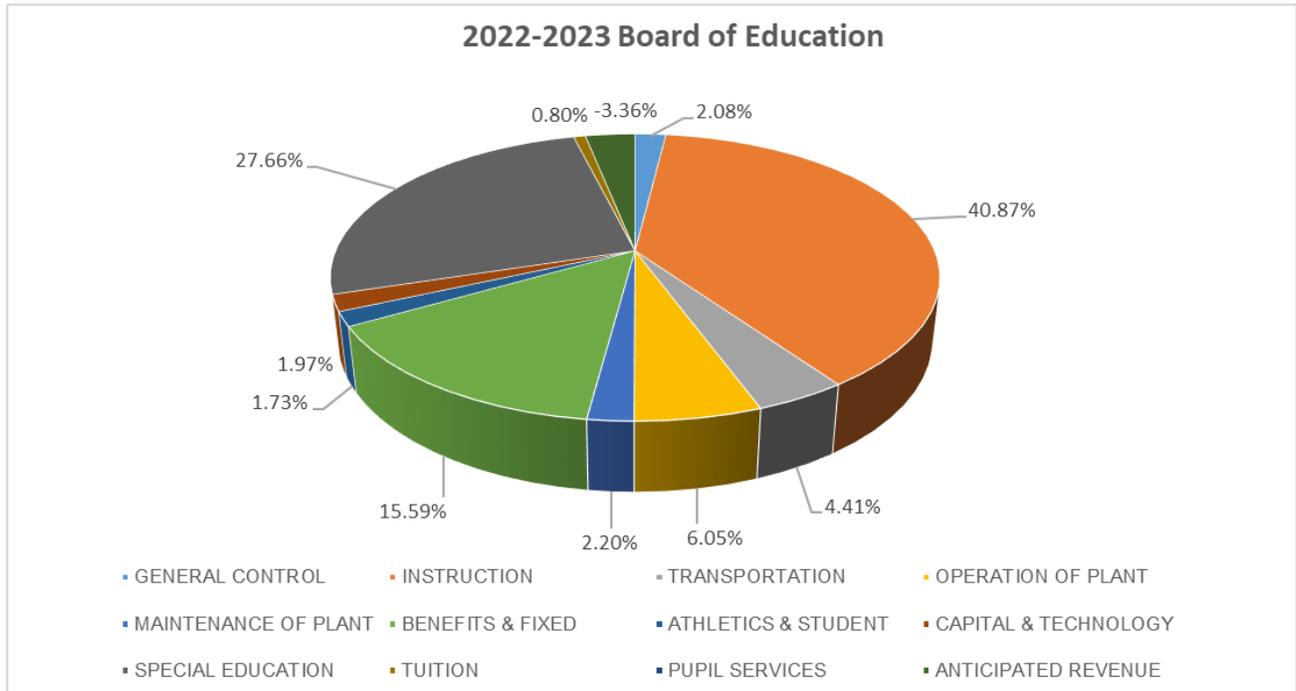
| OBJECT                        | PROJECT | DESCRIPTION                           | 2021 ACTUAL EXPENDITURE | 2022 ORIGINAL BUDGET | 2022 REVISED BUDGET | 2023 BUDGET REQUEST | 2023 APPROVED BUDGET |
|-------------------------------|---------|---------------------------------------|-------------------------|----------------------|---------------------|---------------------|----------------------|
| <b>SALARIES</b>               |         |                                       |                         |                      |                     |                     |                      |
| 514000                        |         | REGULAR WAGES                         | \$93,526                | \$0                  | \$95,749            | \$0                 | \$0                  |
|                               |         | <b>TOTAL SALARIES</b>                 | <b>\$93,526</b>         | <b>\$0</b>           | <b>\$95,749</b>     | <b>\$0</b>          | <b>\$0</b>           |
| <b>CONTRACTUAL SERVICES</b>   |         |                                       |                         |                      |                     |                     |                      |
| 531000                        |         | PROFESSIONAL FEES AND SERVICES        | \$18,370                | \$21,750             | \$26,701            | \$22,450            | \$22,450             |
| 531000                        | 22G08   | PROFESSIONAL FEES AND SERVICES        | \$0                     | \$0                  | \$42,519            | \$0                 | \$0                  |
| 531140                        |         | TRAINING                              | 1,200                   | 1,200                | 1,200               | 1,200               | 1,200                |
| 531160                        |         | PROGRAM CONTRIBUTIONS/GRANT SERVICES  | 2,792,154               | 0                    | 2,809,244           | 0                   | 0                    |
| 531170                        |         | QUALITY ENHANCEMENT PURCHASE SERVICES | 18,756                  | 0                    | 18,756              | 0                   | 0                    |
| 553100                        |         | POSTAGE                               | 236                     | 250                  | 200                 | 200                 | 200                  |
| 554000                        |         | TRAVEL REIMBURSEMENT                  | 447                     | 1,100                | 600                 | 600                 | 600                  |
| 557700                        |         | ADVERTISING                           | 0                       | 400                  | 100                 | 100                 | 100                  |
| 581120                        |         | CONFERENCES AND MEMBERSHIPS           | 0                       | 50                   | 150                 | 150                 | 150                  |
|                               |         | <b>TOTAL CONTRACTUAL SERVICES</b>     | <b>\$2,831,162</b>      | <b>\$24,750</b>      | <b>\$2,899,470</b>  | <b>\$24,700</b>     | <b>\$24,700</b>      |
| <b>SUPPLIES AND MATERIALS</b> |         |                                       |                         |                      |                     |                     |                      |
| 569000                        |         | OFFICE SUPPLIES                       | \$216                   | \$250                | \$300               | \$300               | \$300                |
|                               |         | <b>TOTAL SUPPLIES AND MATERIALS</b>   | <b>\$216</b>            | <b>\$250</b>         | <b>\$300</b>        | <b>\$300</b>        | <b>\$300</b>         |
|                               |         | <b>TOTAL SCHOOL READINESS PROGRAM</b> | <b>\$2,924,903</b>      | <b>\$25,000</b>      | <b>\$2,995,519</b>  | <b>\$25,000</b>     | <b>\$25,000</b>      |



## Board of Education

Dr. Catherine M. Carbone  
 Superintendent of Schools  
 129 Church Street  
 860-584-7000

| EDUCATION EXPENDITURE OBJECTS | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| GENERAL CONTROL               | \$2,470,404                   | \$2,505,724                | \$2,468,069               | \$2,584,161               | \$2,584,161                |
| INSTRUCTION                   | 47,042,598                    | 49,176,125                 | 49,151,929                | 50,813,106                | 50,813,106                 |
| TRANSPORTATION                | 4,042,351                     | 4,842,225                  | \$4,839,225               | 5,479,459                 | 5,479,459                  |
| OPERATION OF PLANT            | 6,591,902                     | 7,124,150                  | 7,124,150                 | 7,519,135                 | 7,519,135                  |
| MAINTENANCE OF PLANT          | 2,975,475                     | 2,663,749                  | 2,663,749                 | 2,739,023                 | 2,739,023                  |
| BENEFITS & FIXED              | 2,502,812                     | 20,531,234                 | 20,531,234                | 19,386,004                | 19,386,004                 |
| ATHLETICS & STUDENT           | 1,850,806                     | 2,151,083                  | 2,152,661                 | 2,148,087                 | \$2,148,087                |
| CAPITAL & TECHNOLOGY          | 1,965,235                     | 2,311,649                  | 2,374,923                 | 2,448,576                 | 2,448,576                  |
| SPECIAL EDUCATION             | 30,252,323                    | 33,245,759                 | 33,245,759                | 34,394,993                | 34,394,993                 |
| TUITION                       | 999,350                       | 990,000                    | 990,000                   | 990,000                   | 990,000                    |
| PUPIL SERVICES                | 5,304                         | 0                          | 0                         | 0                         | 0                          |
| ANTICIPATED REVENUE           | (4,038,630)                   | (3,891,698)                | (3,891,698)               | (4,174,544)               | (4,174,544)                |
| <b>TOTALS</b>                 | <b>\$96,659,930</b>           | <b>\$121,650,000</b>       | <b>\$121,650,000</b>      | <b>\$124,328,000</b>      | <b>\$124,328,000</b>       |



## **District Mission Statement**

*Teach & Learn with Passion & Purpose*

### **Service Narrative**

The Bristol Public School system provides educational services ranging from preschool through adult education programs. Bristol is one of the most effective urban school districts in the State of Connecticut. Bristol educators implement innovative teaching practices through a rigorous course of studies to ensure all Bristol scholars are prepared for college, career and life upon graduation. Acknowledged across Connecticut for its continuous improvement model and instructional framework, *Excellence through Equity*, Bristol educators use multiple data sources to engage in a continuous improvement model focused upon improving students' academic, physical, social and emotional achievement.

Within the school district, there are six elementary schools which accommodate learners in pre-kindergarten through grade five. West Bristol and Greene-Hills Schools, opened in 2012, are state-of-the-art facilities with students in grades preK-8. Two grades 6-8 middle schools, Chippens Hill and Northeast, also provide high quality, rigorous programs. Our two comprehensive high schools provide students in grades nine through twelve with the opportunity to enroll in 21 Advanced Placement (AP) or UCONN courses, the AVID (Advancement Via Individual Determination) Program focused on accelerating the academic skills of students who will be first generation college students, as well as a wide-range of career and technical education options and certification opportunities. Our graduates are accepted at top-tier colleges and universities nationwide. Students also choose to enlist in the military, join the workforce and continue their studies in post-secondary vocational training upon graduation.

In addition to its traditional public school programs, Bristol Preparatory Academy provides an alternative high school education program. Bristol's program for intellectually gifted learners includes programming in grades 4-8, a gifted coach in each school who serves as a teacher resource and who provides after-school enrichment activities such as Invention Convention, Mock Trial and Model U.N. A variety of College Pathways have been articulated with Tunxis Community College, University of Connecticut and Central Connecticut affording students' opportunities to earn up to 12 college credits while still in high school.

Our academic programs are complemented by a wide variety of extracurricular activities, including intramural, interscholastic and Unified Sports, instrumental and vocal music programs, fine arts experiences, clubs and honor societies.

Before and after school childcare programs are available in all of the K-5 and K-8 schools.

**Alliance Grant:** The Bristol Public Schools qualified as one of the Commissioner of Education's Alliance Districts in June of 2012. An appropriation in excess of \$6.4 million is provided to the district to fund initiatives aimed at improving student achievement in the areas of literacy and numeracy, and talent development of our professional staff. These funds were used to implement full day kindergarten and fund a preschool classroom.

Other competitive grants include School Readiness, and grants from the Main Street Community Foundation, Bristol Business Education Foundation, 21<sup>st</sup> Century Afterschool Grant, United Way and other private sources.

### **Fiscal Year 2022 Goals and Accomplishments:**

- Through continuous training and collaborative planning, improving Tier I instruction by the classroom teacher will assist more students in making gains in their academic and social-emotional learning.
- The Special Services Department continues to develop and expand in-district programs for students with significant disabilities instead of out-placement.
- By utilizing additional grant funding sources, bolster support to all students following the Covid-19 pandemic through targeted intervention strategies and additional staff.

**Fiscal Year 2023 Goals:**

- Goal 1 - Positively influence the percent of grade 3 students reaching grade-level proficiency in reading.
- Goal 2 - Positively influence the postsecondary entrance rate by increasing the number of pathways leading to college and career through the opening of BAIMS and increasing programs in both our comprehensive high schools.
- Goal 3 - Positively influence student attendance and connectedness through increased academic and social-emotional supports.
- Goal 4 - Advance the Reimagining BPS 2023 facilities and operational plan.

**Long Term Goals:**

- Ultimately, our goal is to continue on the path of providing equitable learning opportunities and increase student performance outcomes to all students in the City of Bristol, each and every day.

The long-range goals of the Bristol Public Schools include:

- Marketing the high-quality education students receive in our schools;
- Exceeding a 90%, 4-year graduation rate in both high schools and for the district.
- Increasing the district’s Accountability rating on the 12 attributes created by the Connecticut State Department of Education every year.  
(Percentage at proficiency, growth, chronic absenteeism, ready for post-secondary education, career and technical education/arts, physical fitness).

The goals of the Board of Education include:

- Secure necessary funding through public and private partnerships.
- Hire a highly qualified, diverse staff.
- Narrow the achievement gap.
- Provide a safe learning climate.

The Board’s Core Values include:

- Excellence
- Innovation
- Trust
- Inclusiveness
- Accountability

**Expenditure and Position Summary**

|                      | <u>2020-2021</u> | <u>2021-2022</u> | <u>2022-2023</u> |
|----------------------|------------------|------------------|------------------|
| Salary Expenditures* | \$69,927,336     | \$70,013,956     | \$74,441,215     |
| Full time Positions  | 953              | 952              | 972              |

*\*The salary expenditures represent funding from the General Fund only, excluding grant salary expenditures.*

**Board of Education Summary**

| <b>Personnel – General Fund</b>  | <b>Fiscal Year 2019</b> | <b>Fiscal Year 2020</b> | <b>Fiscal Year 2021</b> | <b>Fiscal Year 2022</b> | <b>Fiscal Year 2023</b> |
|--|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Teachers   | 570                     | 568                     | 568                     | 564                     | 578                     |
| Administrative & non-teaching  | 386                     | 389                     | 385                     | 388                     | 394                     |
| <b>Total</b>   | <b>956</b>              | <b>957</b>              | <b>953</b>              | <b>952</b>              | <b>972</b>              |
| Bristol Federation of Teachers - Local 1464  | 570                     | 568                     | 568                     | 564                     | 578                     |
| Bristol Association of Principals & Supervisors  | 31                      | 37                      | 35                      | 35                      | 33                      |
| Bristol Municipal Employees Local 2267<br><i>Custodial, Maintenance, Paraprofessionals, Building Aides &amp; Cafeteria Workers</i> | 260                     | 259                     | 259                     | 259                     | 251                     |
| Council 4 AFSCME 818 Supervisors   | 6                       | 4                       | 4                       | 4                       | 4                       |
| Non-Bargaining Employees   | 19                      | 20                      | 20                      | 21                      | 36                      |
| Secretaries & library clerks – Local 3551  | 70                      | 69                      | 67                      | 69                      | 70                      |
| <b>Total</b>   | <b>956</b>              | <b>957</b>              | <b>953</b>              | <b>952</b>              | <b>972</b>              |

| <b>School</b>               | <b>10-1-15</b> | <b>10-1-16</b> | <b>10-1-17</b> | <b>10-1-18</b> | <b>10-1-19</b> | <b>10-1-20</b> | <b>10-1-21</b> |
|-----------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Edgewood                    | 342            | 326            | 288            | 276            | 286            | 265            | 259            |
| Hubbell                     | 457            | 438            | 423            | 414            | 398            | 393            | 369            |
| Ivy Drive                   | 405            | 396            | 382            | 386            | 376            | 374            | 380            |
| Mt. View                    | 379            | 368            | 359            | 366            | 338            | 319            | 348            |
| South Side                  | 500            | 489            | 479            | 507            | 507            | 478            | 504            |
| Stafford                    | 461            | 457            | 406            | 374            | 375            | 331            | 344            |
| <b>Elementary Total:</b>    | <b>2,544</b>   | <b>2,474</b>   | <b>2,337</b>   | <b>2,323</b>   | <b>2,280</b>   | <b>2,160</b>   | <b>2,200</b>   |
| Chippens Hill               | 713            | 773            | 725            | 782            | 757            | 726            | 724            |
| Northeast                   | 444            | 466            | 463            | 501            | 478            | 436            | 399            |
| <b>Middle School Total:</b> | <b>1,157</b>   | <b>1,239</b>   | <b>1,188</b>   | <b>1,283</b>   | <b>1,235</b>   | <b>1,162</b>   | <b>1,123</b>   |
| Greene-Hills                | 930            | 925            | 909            | 925            | 921            | 916            | 895            |
| West Bristol                | 919            | 893            | 909            | 911            | 920            | 850            | 867            |
| <b>K-8 Total:</b>           | <b>1,849</b>   | <b>1,818</b>   | <b>1,818</b>   | <b>1,836</b>   | <b>1,841</b>   | <b>1,766</b>   | <b>1,762</b>   |
| Bristol Central             | 1,150          | 1,128          | 1125           | 1,176          | 1,187          | 1,224          | 1,236          |
| Bristol Eastern             | 1,199          | 1,136          | 1116           | 1,080          | 1,079          | 1,120          | 1,157          |
| Bristol Prep Academy        | 48             | 46             | 49             | 36             | 40             | 47             | 47             |
| <b>High School Total:</b>   | <b>2,397</b>   | <b>2,310</b>   | <b>2,290</b>   | <b>2,292</b>   | <b>2,306</b>   | <b>2,391</b>   | <b>2,440</b>   |
| <b>Total Enrollment</b>     | <b>7,947</b>   | <b>7,841</b>   | <b>7,633</b>   | <b>7,734</b>   | <b>7,662</b>   | <b>7,724</b>   | <b>7,628</b>   |
| <b>Out-placed Spec. Ed.</b> | <b>79</b>      | <b>92</b>      | <b>107</b>     | <b>114</b>     | <b>111</b>     | <b>108</b>     | <b>99</b>      |

**Historic Elementary, Middle and High School Enrollments (K-12)<sup>1</sup>**

<sup>1</sup>Note: Excludes After School Enrichment Program

**Board of Education Members**

Jennifer Dube, Chairman  
Dante Tagariello, Secretary  
Shelby Pons  
Karen Vibert  
Christopher Wilson

Kristen Giantonio, Vice-Chairman  
Eric Carlson  
Todd Sturgeon

**Central Office Administration**

Dr. Catherine Carbone, Superintendent  
Dr. Michael Dietter, Deputy Superintendent  
Dr. Samuel Galloway, Director of Talent Management  
Ms. Carly Fortin, Director of Teaching & Learning  
Ms. Lynn A. Boisvert, Director of Finance & Operations  
Ms. Kimberly Culkin, Director of Special Services





Budget Highlights

2022-2023 BUDGET  
GENERAL FUND EXPENDITURE SUMMARY FOR EDUCATION

| ORG CODE               | DESCRIPTION                   | 2021 ACTUAL EXPENDITURE | 2022 ORIGINAL BUDGET | 2022 REVISED BUDGET  | 2023 BUDGET REQUEST  | 2023 APPROVED BUDGET |
|------------------------|-------------------------------|-------------------------|----------------------|----------------------|----------------------|----------------------|
| 1100                   | REGULAR INSTRUCTION           | \$11,995,477            | \$12,185,670         | \$12,185,670         | \$11,788,406         | \$11,788,406         |
| 1102                   | ART                           | 1,678,682               | 1,749,812            | 1,749,812            | 1,400,492            | 1,400,492            |
| 1103                   | BUSINESS EDUCATION            | 312,504                 | 330,309              | 329,184              | 438,867              | 438,867              |
| 1105                   | LANGUAGE ARTS                 | 3,576,349               | 3,666,280            | 3,665,262            | 3,912,234            | 3,912,234            |
| 1106                   | WORLD LANGUAGES               | 1,508,335               | 1,547,682            | 1,542,911            | 1,632,375            | 1,632,375            |
| 1108                   | WELLNESS                      | 652,378                 | 674,302              | 672,850              | 1,163,092            | 1,163,092            |
| 1109                   | FAMILY & CONSUMER SCIENCE     | 227,295                 | 250,985              | 250,931              | 263,422              | 263,422              |
| 1110                   | TECHNOLOGY EDUCATION          | 960,336                 | 999,076              | 999,560              | 1,138,122            | 1,138,122            |
| 1111                   | MATH                          | 3,558,073               | 3,860,358            | 3,857,980            | 3,996,151            | 3,996,151            |
| 1112                   | MUSIC                         | 1,554,849               | 1,627,471            | 1,627,471            | 1,712,747            | 1,712,747            |
| 1113                   | SCIENCE                       | 3,505,662               | 3,480,476            | 3,474,194            | 3,874,236            | 3,874,236            |
| 1114                   | READING                       | 31,781                  | 50,094               | 31,933               | 34,781               | 34,781               |
| 1115                   | SOCIAL STUDIES                | 3,281,745               | 3,418,698            | 3,414,810            | 3,637,318            | 3,637,318            |
| 1116                   | PHYSICAL EDUCATION            | 2,011,665               | 2,252,780            | 2,252,780            | 2,227,155            | 2,227,155            |
| 1117                   | VOCATIONAL EDUCATION          | 5,304                   | 0                    | 0                    | 0                    | 0                    |
| 1120                   | ALTERNATIVE EDUCATION         | 471,743                 | 489,246              | 489,246              | 463,336              | 463,336              |
| 1121                   | KINDERGARTEN                  | 944,802                 | 1,115,065            | 1,115,065            | 1,152,623            | 1,152,623            |
| 1122                   | PRESCHOOL PROGRAM             | 3,105                   | 5,500                | 5,500                | 5,500                | 5,500                |
| 1200                   | SPECIAL EDUCATION             | 11,329,761              | 12,102,547           | 13,002,547           | 13,473,888           | 13,473,888           |
| 1201                   | PRESCHOOL - SPED              | 997,997                 | 1,050,077            | 1,050,077            | 945,817              | 945,817              |
| 1260                   | E.S.L                         | 737,232                 | 860,287              | 860,287              | 1,066,587            | 1,066,587            |
| 1270                   | GIFTED/TALENTED               | 111,056                 | 126,673              | 126,673              | 131,212              | 131,212              |
| 1310                   | ADULT BASIC EDUCATION         | 400,603                 | 392,740              | 392,740              | 404,220              | 404,220              |
| 1400                   | SUMMER SCHOOL                 | 58,145                  | 48,639               | 48,639               | 48,639               | 48,639               |
| 1401                   | SUMMER SCHOOL - SPED          | 100,029                 | 199,550              | 199,550              | 199,600              | 199,600              |
| 2120                   | GUIDANCE SERVICES             | 1,830,099               | 1,846,728            | 1,847,062            | 2,179,952            | 2,179,952            |
| 2122                   | IN-HOUSE SUSPENSION           | 104,403                 | 107,383              | 107,383              | 80,175               | 80,175               |
| 2140                   | PSYCHOLOGICAL SERVICES        | 1,457,256               | 1,525,172            | 1,525,172            | 1,615,681            | 1,615,681            |
| 2150                   | SPEECH PATHLOGOY              | 1,232,999               | 1,370,238            | 1,370,238            | 1,596,457            | 1,596,457            |
| 2190                   | TESTING                       | 10,755                  | 37,635               | 37,635               | 39,234               | 39,234               |
| 2195                   | AVID                          | 37,530                  | 69,950               | 69,950               | 69,950               | 69,950               |
| 2210                   | OFFICE TEACHING & LEARNING    | 1,159,781               | 1,367,212            | 1,380,590            | 1,305,767            | 1,305,767            |
| 2221                   | EDUCATIONAL MEDIA SERVICES    | 389,292                 | 425,000              | 425,000              | 435,000              | 435,000              |
| 2222                   | LIBRARY & MEDIA SERVICES      | 896,512                 | 966,036              | 963,516              | 787,678              | 787,678              |
| 2223                   | AUDIO-VISUAL SERVICES         | 6,472                   | 7,285                | 7,285                | 7,977                | 7,977                |
| 2225                   | COMPUTER INSTRUCTION SERVICES | 341                     | 3,820                | 2,500                | 3,500                | 3,500                |
| 2226                   | LIBRARY AND MEDIA SERVICES    | 94,045                  | 105,399              | 94,399               | 104,575              | 104,575              |
| 2227                   | AUDIO-VISUAL DW               | 257,671                 | 277,952              | 277,952              | 231,248              | 231,248              |
| 2228                   | COMPUTER INSTRUCTION          | 1,613,519               | 1,847,531            | 1,863,731            | 1,957,848            | 1,957,848            |
| 2310                   | BOARD OF EDUCATION SERVICES   | 102,837                 | 149,000              | 148,564              | 144,950              | 144,950              |
| 2320                   | SUPERINTENDENT                | 301,167                 | 310,479              | 310,479              | 319,076              | 319,076              |
| 2321                   | DEPUTY SUPERINTENDENT         | 238,400                 | 240,728              | 240,728              | 248,696              | 248,696              |
| 2329                   | HUMAN RESOURCES               | 592,137                 | 621,169              | 621,169              | 687,649              | 687,649              |
| 2400                   | PRINCIPAL SERVICES            | 5,403,825               | 5,650,885            | 5,666,966            | 5,908,550            | 5,908,550            |
| 2510                   | FINANCE                       | 3,347,642               | 21,313,392           | 21,313,392           | 20,180,802           | 20,180,802           |
| 2610                   | MAINTENANCE OF PLANT          | 2,772,332               | 2,444,399            | 2,444,399            | 2,495,013            | 2,495,013            |
| 2620                   | OPERATION OF PLANT            | 6,591,902               | 7,124,150            | 7,124,150            | 7,519,135            | 7,519,135            |
| 2630                   | SECURITY OF PLANT             | 233,597                 | 237,350              | 237,350              | 262,010              | 262,010              |
| 2700                   | TRANSPORTATION                | 7,777,978               | 10,336,551           | 10,336,551           | 11,142,664           | 11,142,664           |
| 3200                   | STUDENT ACTIVITIES            | 488,517                 | 523,785              | 531,694              | 523,262              | 523,262              |
| 3210                   | ATHLETICS                     | 1,365,754               | 1,629,848            | 1,629,848            | 1,626,875            | 1,626,875            |
| 6120                   | MAGNET TUITION                | 827,700                 | 700,000              | 700,000              | 740,000              | 740,000              |
| 6125                   | MAGNET TUITION - SPED         | 397,177                 | 412,750              | 412,750              | 400,000              | 400,000              |
| 6140                   | VO-AG TUITION                 | 163,713                 | 170,000              | 170,000              | 210,000              | 210,000              |
| 6150                   | DETENTION TUITION             | 7,937                   | 60,000               | 60,000               | 20,000               | 20,000               |
| 6160                   | PRIVATE TUITION               | 0                       | 60,000               | 60,000               | 20,000               | 20,000               |
| 6170                   | PUBLIC TUITION - SPED         | 2,248,602               | 2,048,258            | 2,048,258            | 1,953,000            | 1,953,000            |
| 6180                   | PRIVATE TUITION - SPED        | 8,751,761               | 9,067,296            | 8,167,296            | 8,575,000            | 8,575,000            |
| 9000                   | ANTICIPATED REVENUE           | (4,038,631)             | (3,891,698)          | (3,891,698)          | (4,174,544)          | (4,174,544)          |
| <b>TOTAL EDUCATION</b> |                               | <b>\$96,659,930</b>     | <b>\$121,650,000</b> | <b>\$121,650,000</b> | <b>\$124,328,000</b> | <b>\$124,328,000</b> |

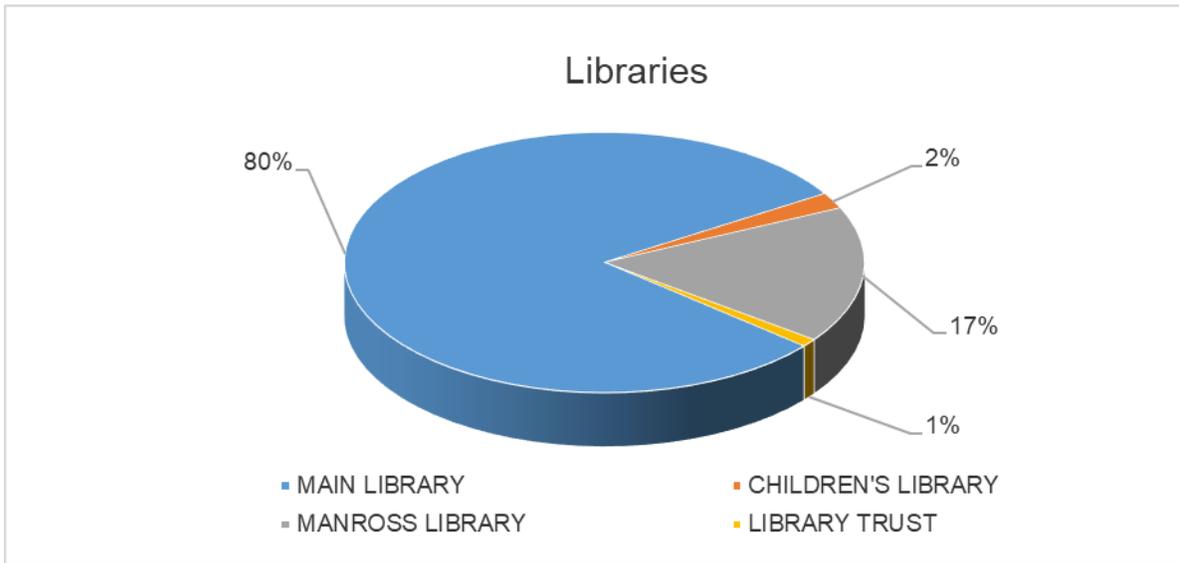


## Libraries

Deborah Prozzo, Library Director  
 Main Library – 5 High Street  
 Manross Library – 260 Central Street  
 860-584-7787  
<http://www.bristollib.com/>

### GENERAL FUND EXPENDITURE SUMMARY FOR LIBRARIES

| ORGCODE                | DESCRIPTION        | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|------------------------|--------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| 0016010                | MAIN LIBRARY       | \$1,856,516                   | \$1,964,555                | \$1,964,555               | \$2,008,070               | \$1,969,060                |
| 0016011                | CHILDREN'S LIBRARY | 60,277                        | 59,000                     | 59,000                    | 59,000                    | 59,000                     |
| 0016012                | MANROSS LIBRARY    | 413,976                       | 412,070                    | 436,526                   | 415,005                   | 415,005                    |
| 0016014                | LIBRARY TRUST      | 24,578                        | 33,670                     | 51,043                    | 35,130                    | 35,130                     |
| <b>TOTAL LIBRARIES</b> |                    | <b>\$2,355,346</b>            | <b>\$2,469,295</b>         | <b>\$2,511,124</b>        | <b>\$2,517,205</b>        | <b>\$2,478,195</b>         |



### Service Narrative

The Bristol Public Library was established by a town meeting in October of 1891. The Library system includes the Main Library and the Manross Library in Forestville. The Bristol Public Library is divided into four activities that include the Main Library, Children’s Library, Manross Library and Library Bequest. The library has a total of 233,075 items in its collection, 215,713 are books, of which 93,682 are for children. There are over 17,362 non-print items including DVDs and audio CDs.

### **Our Mission Statement**

The Bristol Public Library System (Library) is committed to providing the community with a friendly and knowledgeable atmosphere where educational, informational, recreational, cultural, and professional materials and services can be found in a variety of formats. An emphasis is placed on encouraging the use of the library by persons of all ages in order to stimulate lifelong learning and an appreciation for reading, and to provide a resource center for ideas and information for the entire community.

### **Our Vision Statement**

The constant vision of the Library is to provide the community with superior library services, to serve as the cultural and intellectual crossroads of Bristol, and to be a leader among public libraries in a constantly changing world.

The Library links the patrons – individuals, businesses, schools, and local government – to timely and accurate information and knowledge to further promote the educational, social, cultural, and economic advancement of the community.

The Library will function as a community hub serving the diverse needs of Bristol’s community. The Library Staff, Board of Directors, and Friends of the Bristol Public Library System will work together to provide information, programs, and activities of diverse educational and cultural experiences.



#### **Facilities:**

Main Library  
5 High St., Bristol



Manross Memorial Library  
260 Central St., Forestville

The Library will provide and maintain materials for patrons by anticipating and responding to current needs and interests.

The Library will nurture and sustain lifelong learning of all ages by maintaining access and outreach to a broad, rich, and inclusive collection of materials in formats that patrons seek and use.

**Fiscal Year 2022 Goals and Accomplishments:**

- All Library Departments have worked towards restoring library service levels to pre-pandemic numbers.
- Continued to explore “Contactless” options which enable library patrons to utilize self-service options where possible.
- Replaced worn carpet on central staircase and carpet border on lower level and meeting rooms of the Main Library.
- Reconfigured library spaces to feature new technology including 3D printers and a laser printer in both the Computer Lab and the Young Adult/Teen Departments.
- Offered a robust variety of both virtual and in-person programs for all ages to accommodate the needs of patrons throughout the pandemic.
- In cooperation with the Friends of the Bristol Library, the Annual Luncheon featuring NY Times best-selling author Min Jin Lee, was held on October 14, 2021 at the DoubleTree in Bristol after being postponed from 2020 due to the pandemic.
- Conducted outreach services at the Farmer’s Market four times this season resulting in dozens of new library cards for residents.
- Sponsored another virtual author event with best-selling author Marie Benedict as part of the Adult Winter Reading Program.
- Upgraded technology in all three meeting rooms of the Main Library including an 85” Samsung TV monitor, new laser projectors, and sound system.
- Offered both Summer and Winter Reading Programs for adults and Summer Reading Programs for children and teens.
- Partnered with St. Joseph’s School to have all classes visit the Children’s Department, get library cards, and borrow materials. First school to visit since the pandemic began.
- Purchased a hot spot to support community outreach at the Farmer’s Market.
- Held monthly Book Bites book discussion outside during good weather.
- The Children’s Department received a Thomaston Savings Bank Grant allowing them to create an “All Aboard the Reading Train” corner in the preschool area featuring books and other specialty train items.
- Library Director completed a twelve hour Diversity, Equity, and Inclusion (DEI) training module through the Library Connection Inc. (LCI) consortium.

**Fiscal Year 2023 Goals:**

- Expand community outreach services beyond the Farmer’s Market to include the Senior Center, schools, and parks.
- Review and update the Library Strategic Plan for another three years.
- Explore further repurposing of space to better meet changing needs of the community.
- Continue to add new technology to enhance user experience in the Computer Lab and other departments.
- Address space issues with the Adult Collection.
- Look at possibility of expanding Library programs outdoors.
- Replace outdated furniture with smaller, mobile units to allow for future needs.
- Build on current partnerships with other City Departments and community organizations.
- Support staff in furthering their education through webinars, conferences, and workshops to better serve the community.
- Secure additional funding through the application of grants on the local, state, and national level.

**Long Term Goals:**

- To maintain a high quality of resources, services, and programming for the public.
- Be a positive presence in the further development of the downtown area.
- Assess the feasibility of creating a joint, larger parking area to serve the Main Library and other downtown organizations/businesses.
- Expand collaboration efforts with other city departments.
- Continue to search out and apply for grants to improve library facilities and services.
- Explore the possibility of going “fine free” as many libraries within Library Connection Inc. (LCI) have done, following a nationwide trend of eliminating fines.
- Retrieve from storage hundreds of books from the original library collection and display them in secured shelving units.
- Conduct a space study for future needs, look at building up, using rooftop, etc. along with utilizing existing outdoor areas for programming.

**Performance Measures**

*Quantitative:*

|                                      | FY 2019 | FY 2020* | FY2021** | FY2022**  |
|--------------------------------------|---------|----------|----------|-----------|
| Items Circulated                     | 305,263 | 266,112  | 229,842  | 237,413   |
| Downloadable Books                   | 22,185  | 25,611   | 19,962   | 21,560    |
| Reference Questions Answered         | 28,211  | 21,742   | 19,171   | 22,261    |
| Internet Usage                       | 38,657  | 29,961   | 11,189   | 14,418    |
| Interlibrary Loan by Bristol Patrons | 12,556  | 8,436    | 9,837    | 11,267    |
| Interlibrary Loan by Other Libraries | 18,232  | 16,492   | 19,829   | 20,642    |
| Programs                             | 1,264   | 1,151    | 513      | 807       |
| Program Attendance                   | 50,175  | 41,163   | 8,195    | 26,739    |
| Computer Lab Usage                   | 4,306   | 2,420    | 2,504    | 1,141     |
| Items Added to Collection            | 10,843  | 10,360   | 10,395   | 10,914    |
| Bristol Residents with Library cards | 19,074  | 17,647   | 18,580   | 14,278*** |

\*Significant reductions due to State Library limits being imposed on patron-placed holds resulting in fewer checkouts.

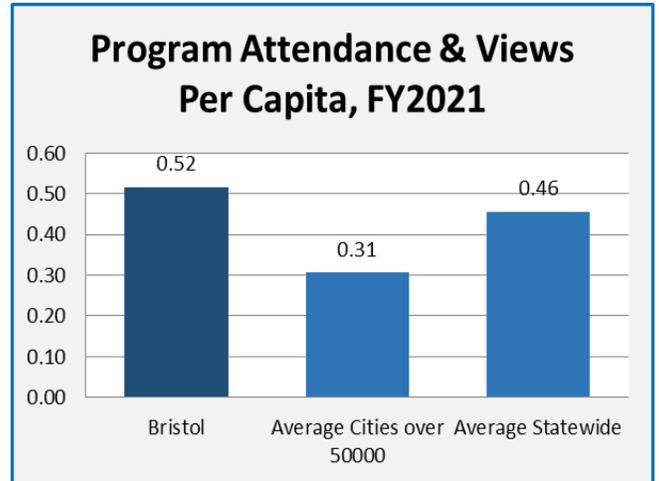
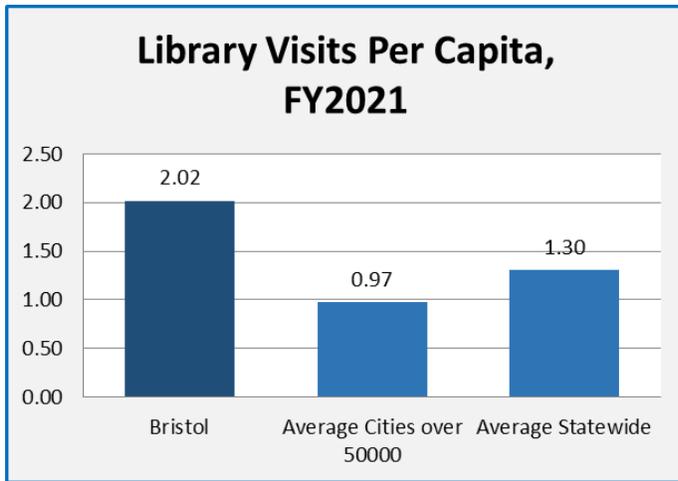
\*\*Statistics impacted by COVID-19, Library closed to public from March 16 – June 16, 2020.

**Board of Library Directors**

Valina Carpenter  
 Council Member Sebastian Panioto  
 Jarre Betts  
 Eric Frenette  
 Nicholas Jakubowski  
 Elizabeth Kanachovski  
 Andrea Kapchensky  
 Barbara O'Neill  
 Pina Salvatore  
 Vacant

**Expiration of Term**

01/23  
 11/23  
 01/24  
 01/24  
 01/23  
 01/25  
 01/23  
 01/25  
 01/25  
 01/25

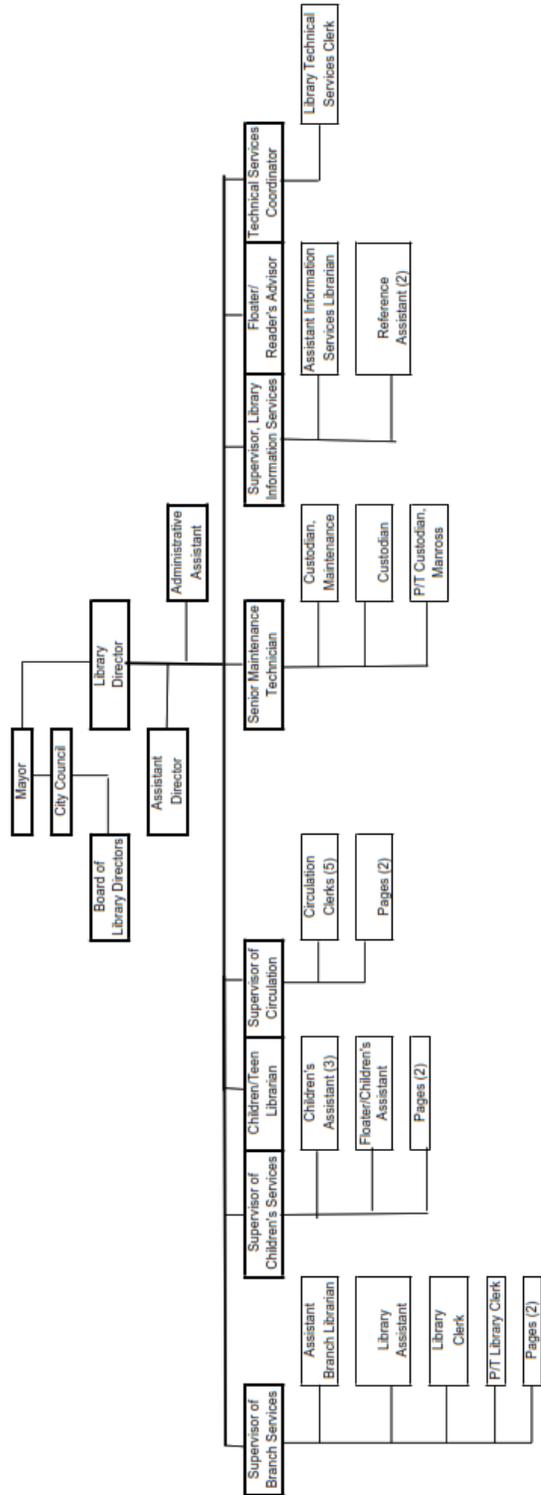


### Expenditure and Position Summary

|                     | 2021<br>Actual | 2022<br>Estimated | 2023<br>Budget |
|---------------------|----------------|-------------------|----------------|
| Salary Expenditures |                |                   |                |
| Main Library        | \$1,462,216    | \$1,545,970       | \$1,549,845    |
| Manross Library     | \$280,940      | \$298,070         | \$300,005      |
| Full time Positions | 30.5           | 29.5              | 29.5           |



# Organizational Chart

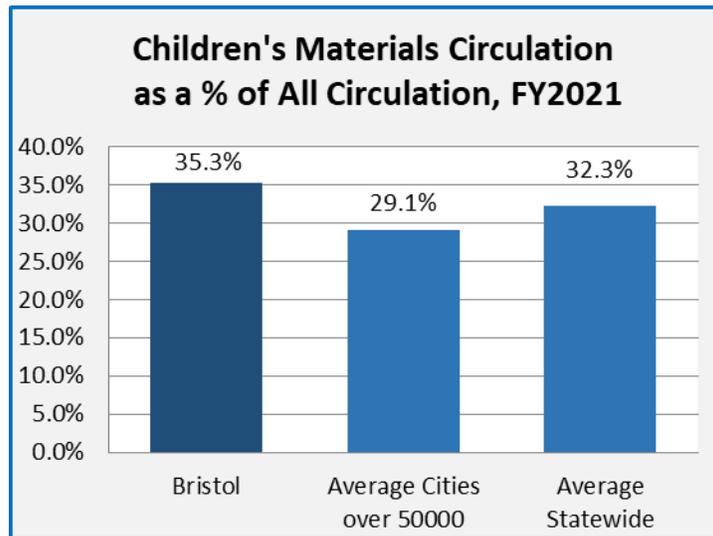


Budget Highlights

Main Library

0016010 MAIN LIBRARY

| OBJECT                              | PROJECT | DESCRIPTION                        | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-------------------------------------|---------|------------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                     |         |                                    |                               |                            |                           |                           |                            |
| 514000                              |         | REGULAR WAGES                      | \$1,374,911                   | \$1,437,775                | \$1,437,775               | \$1,437,775               | \$1,437,775                |
| 515100                              |         | OVERTIME                           | 37,675                        | 54,600                     | 54,600                    | 54,600                    | 54,600                     |
| 515100                              | ISAS    | OVERTIME                           | 3,114                         | 0                          | 0                         | 0                         | 0                          |
| 515200                              |         | PART TIME                          | 39,523                        | 49,040                     | 49,040                    | 52,915                    | 52,915                     |
| 517000                              |         | OTHER WAGES                        | 6,992                         | 4,555                      | 4,555                     | 4,555                     | 4,555                      |
| <b>TOTAL SALARIES</b>               |         |                                    | <b>\$1,462,216</b>            | <b>\$1,545,970</b>         | <b>\$1,545,970</b>        | <b>\$1,549,845</b>        | <b>\$1,549,845</b>         |
| <b>CONTRACTUAL SERVICES</b>         |         |                                    |                               |                            |                           |                           |                            |
| 531000                              |         | PROFESSIONAL FEES AND SERVICES     | \$83,932                      | \$85,000                   | \$85,000                  | \$85,000                  | \$85,000                   |
| 541000                              |         | PUBLIC UTILITIES                   | 94,490                        | 110,000                    | 110,000                   | 110,000                   | 110,000                    |
| 541100                              |         | WATER AND SEWER CHARGES            | 2,866                         | 3,500                      | 3,500                     | 3,500                     | 3,500                      |
| 542140                              |         | REFUSE                             | 174                           | 200                        | 200                       | 200                       | 200                        |
| 543000                              |         | REPAIRS AND MAINTENANCE            | 37,359                        | 38,000                     | 38,000                    | 38,000                    | 38,000                     |
| 543100                              |         | MOTOR VEHICLE SERVICE AND REPAIR   | 37                            | 150                        | 150                       | 150                       | 150                        |
| 544400                              |         | RENTS AND LEASES                   | 360                           | 360                        | 360                       | 390                       | 390                        |
| 553000                              |         | TELEPHONE                          | 6,916                         | 7,200                      | 7,200                     | 7,200                     | 7,200                      |
| 553100                              |         | POSTAGE                            | 3,534                         | 4,000                      | 4,000                     | 4,000                     | 4,000                      |
| 554000                              |         | TRAVEL REIMBURSEMENT               | 0                             | 400                        | 400                       | 400                       | 400                        |
| 555000                              |         | PRINTING AND BINDING               | 4,243                         | 8,000                      | 8,000                     | 8,000                     | 5,000                      |
| 581120                              |         | CONFERENCES AND MEMBERSHIPS        | 170                           | 195                        | 195                       | 195                       | 195                        |
| 581135                              |         | SCHOOLING AND EDUCATION            | 10                            | 280                        | 280                       | 280                       | 280                        |
| <b>TOTAL CONTRACTUAL SERVICES</b>   |         |                                    | <b>\$234,092</b>              | <b>\$257,285</b>           | <b>\$257,285</b>          | <b>\$257,315</b>          | <b>\$254,315</b>           |
| <b>SUPPLIES AND MATERIALS</b>       |         |                                    |                               |                            |                           |                           |                            |
| 561400                              |         | MAINTENANCE SUPPLIES AND MATERIALS | \$6,879                       | \$7,000                    | \$7,000                   | \$7,000                   | \$7,000                    |
| 561800                              |         | PROGRAM SUPPLIES                   | 125,728                       | 130,000                    | 130,000                   | 130,000                   | 130,000                    |
| 562200                              |         | NATURAL GAS                        | 24,957                        | 21,000                     | 21,000                    | 25,000                    | 25,000                     |
| 562600                              |         | MOTOR FUELS                        | 651                           | 900                        | 900                       | 900                       | 900                        |
| 563000                              |         | MOTOR VEHICLE PARTS                | 500                           | 900                        | 900                       | 500                       | 500                        |
| 569000                              |         | OFFICE SUPPLIES                    | 1,493                         | 1,500                      | 1,500                     | 1,500                     | 1,500                      |
| <b>TOTAL SUPPLIES AND MATERIALS</b> |         |                                    | <b>\$160,208</b>              | <b>\$161,300</b>           | <b>\$161,300</b>          | <b>\$164,900</b>          | <b>\$164,900</b>           |
| <b>CAPITAL OUTLAY</b>               |         |                                    |                               |                            |                           |                           |                            |
| 579999                              |         | CAPITAL OUTLAY                     | \$0                           | \$0                        | \$0                       | \$36,010                  | \$0                        |
| <b>TOTAL CAPITAL OUTLAY</b>         |         |                                    | <b>\$0</b>                    | <b>\$0</b>                 | <b>\$0</b>                | <b>\$36,010</b>           | <b>\$0</b>                 |
| <b>TOTAL MAIN LIBRARY</b>           |         |                                    | <b>\$1,856,516</b>            | <b>\$1,964,555</b>         | <b>\$1,964,555</b>        | <b>\$2,008,070</b>        | <b>\$1,969,060</b>         |



### Children's Library

The Children's Library is integrated into the Main Library budget with the exception of the program supplies and professional fees accounts used to purchase books, CDs and DVDs and pay for professional programs.

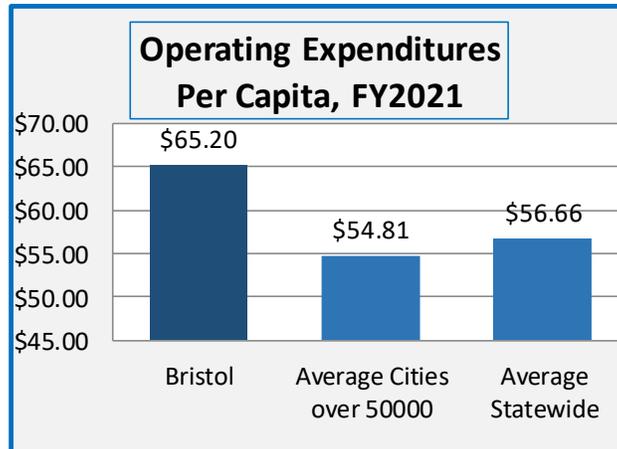
**0016011 CHILDREN'S LIBRARY**

| OBJECT                              | PROJECT | DESCRIPTION                    | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-------------------------------------|---------|--------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>CONTRACTUAL SERVICES</b>         |         |                                |                               |                            |                           |                           |                            |
| 531000                              |         | PROFESSIONAL FEES AND SERVICES | \$6,780                       | \$7,000                    | \$7,000                   | \$7,000                   | \$7,000                    |
| <b>TOTAL CONTRACTUAL SERVICES</b>   |         |                                | <b>\$6,780</b>                | <b>\$7,000</b>             | <b>\$7,000</b>            | <b>\$7,000</b>            | <b>\$7,000</b>             |
| <b>SUPPLIES AND MATERIALS</b>       |         |                                |                               |                            |                           |                           |                            |
| 561800                              |         | PROGRAM SUPPLIES               | \$53,497                      | \$52,000                   | \$52,000                  | \$52,000                  | \$52,000                   |
| <b>TOTAL SUPPLIES AND MATERIALS</b> |         |                                | <b>\$53,497</b>               | <b>\$52,000</b>            | <b>\$52,000</b>           | <b>\$52,000</b>           | <b>\$52,000</b>            |
| <b>TOTAL CHILDREN'S LIBRARY</b>     |         |                                | <b>\$60,277</b>               | <b>\$59,000</b>            | <b>\$59,000</b>           | <b>\$59,000</b>           | <b>\$59,000</b>            |

### Manross Library

**0016012 MANROSS LIBRARY**

| OBJECT                              | PROJECT | DESCRIPTION                        | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-------------------------------------|---------|------------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                     |         |                                    |                               |                            |                           |                           |                            |
| 514000                              |         | REGULAR WAGES                      | \$221,591                     | \$226,910                  | \$226,910                 | \$226,910                 | \$226,910                  |
| 515100                              |         | OVERTIME                           | 3,191                         | 6,930                      | 6,930                     | 6,930                     | 6,930                      |
| 515200                              |         | PART TIME                          | 54,650                        | 61,795                     | 61,795                    | 63,730                    | 63,730                     |
| 517000                              |         | OTHER WAGES                        | 1,509                         | 2,435                      | 2,435                     | 2,435                     | 2,435                      |
| <b>TOTAL SALARIES</b>               |         |                                    | <b>\$280,940</b>              | <b>\$298,070</b>           | <b>\$298,070</b>          | <b>\$300,005</b>          | <b>\$300,005</b>           |
| <b>CONTRACTUAL SERVICES</b>         |         |                                    |                               |                            |                           |                           |                            |
| 531000                              |         | PROFESSIONAL FEES AND SERVICES     | \$20,293                      | \$21,000                   | \$21,000                  | \$21,000                  | \$21,000                   |
| 541000                              |         | PUBLIC UTILITIES                   | 22,094                        | 23,000                     | 23,000                    | 24,000                    | 24,000                     |
| 541100                              |         | WATER AND SEWER CHARGES            | 435                           | 500                        | 500                       | 500                       | 500                        |
| 543000                              |         | REPAIRS AND MAINTENANCE            | 6,944                         | 7,000                      | 7,000                     | 7,000                     | 7,000                      |
| <b>TOTAL CONTRACTUAL SERVICES</b>   |         |                                    | <b>\$49,765</b>               | <b>\$51,500</b>            | <b>\$51,500</b>           | <b>\$52,500</b>           | <b>\$52,500</b>            |
| <b>SUPPLIES AND MATERIALS</b>       |         |                                    |                               |                            |                           |                           |                            |
| 561400                              |         | MAINTENANCE SUPPLIES AND MATERIALS | \$1,232                       | \$1,500                    | \$1,500                   | \$1,500                   | \$1,500                    |
| 561800                              |         | PROGRAM SUPPLIES                   | 48,925                        | 50,000                     | 50,000                    | 50,000                    | 50,000                     |
| 562200                              |         | NATURAL GAS                        | 9,059                         | 11,000                     | 11,000                    | 11,000                    | 11,000                     |
| <b>TOTAL SUPPLIES AND MATERIALS</b> |         |                                    | <b>\$59,215</b>               | <b>\$62,500</b>            | <b>\$62,500</b>           | <b>\$62,500</b>           | <b>\$62,500</b>            |
| <b>CAPITAL OUTLAY</b>               |         |                                    |                               |                            |                           |                           |                            |
| 589100                              | MANRS   | MISCELLANEOUS                      | \$24,055                      | \$0                        | \$24,456                  | \$0                       | \$0                        |
| <b>TOTAL CAPITAL OUTLAY</b>         |         |                                    | <b>\$24,055</b>               | <b>\$0</b>                 | <b>\$24,456</b>           | <b>\$0</b>                | <b>\$0</b>                 |
| <b>TOTAL MANROSS LIBRARY</b>        |         |                                    | <b>\$413,976</b>              | <b>\$412,070</b>           | <b>\$436,526</b>          | <b>\$415,005</b>          | <b>\$415,005</b>           |



## Library Trusts

0016014 LIBRARY TRUSTS

| OBJECT                              | PROJECT | DESCRIPTION      | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-------------------------------------|---------|------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SUPPLIES AND MATERIALS</b>       |         |                  |                               |                            |                           |                           |                            |
| 561800                              |         | PROGRAM SUPPLIES | \$24,578                      | \$29,310                   | \$39,201                  | \$30,580                  | \$30,580                   |
| 589100                              |         | MAIN MISC        | 0                             | 4,360                      | 11,842                    | 4,550                     | 4,550                      |
| <b>TOTAL SUPPLIES AND MATERIALS</b> |         |                  | <b>\$24,578</b>               | <b>\$33,670</b>            | <b>\$51,043</b>           | <b>\$35,130</b>           | <b>\$35,130</b>            |
| <b>TOTAL LIBRARY TRUSTS</b>         |         |                  | <b>\$24,578</b>               | <b>\$33,670</b>            | <b>\$51,043</b>           | <b>\$35,130</b>           | <b>\$35,130</b>            |





# Parks, Recreation, Youth and Community Services

Dr. Joshua Medeiros, Superintendent  
 860-584-6160  
 parksandrecreation@bristolct.gov  
 www.bristolrec.com

## PARKS, RECREATION, YOUTH AND COMMUNITY SERVICES

| ORGCODE  | PROJECT | DESCRIPTION                  | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|--|---------|------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| 0017021  |         | PARKS ADMINISTRATION         | \$453,974                     | \$536,445                  | \$678,923                 | \$580,040                 | \$545,040                  |
| 0017022  |         | PARKS GROUNDS & FACILITIES   | 1,456,391                     | 1,548,490                  | 1,548,490                 | 1,725,240                 | 1,581,240                  |
| 0017023  |         | RECREATION                   | 437,520                       | 615,710                    | 615,710                   | 649,785                   | 632,810                    |
| 0017024  |         | AQUATICS                     | 754,203                       | 780,545                    | 780,545                   | 807,400                   | 786,405                    |
| 0017025  |         | YOUTH AND COMMUNITY SERVICES | 406,786                       | 452,405                    | 452,405                   | 455,410                   | 445,410                    |
| <b>TOTAL PARKS, REC. YOUTH &amp; COMM. SVC</b> |         |                              | <b>\$3,508,874</b>            | <b>\$3,933,595</b>         | <b>\$4,076,073</b>        | <b>\$4,217,875</b>        | <b>\$3,990,905</b>         |

### Mission Statement

It is the mission of the Bristol Parks, Recreation, Youth and Community Services Department to deliver high-quality services and facilities that enhance the community's quality of life, meet the diverse needs of all citizens, and build a sustainable future. The department's vision is to be an essential department impacting the lives of all Bristol residents by shaping positive public perceptions, fostering cultural unity, creating responsible and healthy citizens, and inspiring advocacy.

### Service Narrative

In order to administer the best quality services in the most efficient way, the department is organized into six operational divisions including: Administration; Parks, Grounds, & Facilities Maintenance; Recreation; Aquatics; Youth & Community Services and Arts & Culture. The professional staff consists of 32 full-time employees and more than 300 part-time and seasonal employees. Policy is set by a 8 member Board of Park Commissioners, an 11 member Youth Commission, and 8 member Arts & Culture Commission.



## Park Facilities

|                                    |     |
|------------------------------------|-----|
| Number of parks and public squares | 20  |
| Number of acres                    | 730 |
| Playgrounds                        | 7   |
| Swimming Pools – Outdoors          | 2   |
| Indoor Aquatics Facility           | 1   |
| Lighted Tennis Courts (asphalt)    | 5   |
| Unlighted Tennis Courts (asphalt)  | 9   |
| Ball Diamonds:                     |     |
| Hardball                           | 4   |
| Softball (3 lighted)               | 6   |
| Stadium – Lighted                  | 1   |
| Little League (2 lighted)          | 12  |
| Basketball Courts                  | 6   |
| Sand Volleyball Courts – Lighted   | 6   |
| Fishing Areas                      | 7   |
| Soccer Fields                      | 3   |
| Horseshoe Pits                     | 2   |
| Bocce Courts                       | 2   |
| Ropes Course                       | 1   |
| Splash Park                        | 3   |
| Disc Golf Course                   | 2   |
| Dog Park                           | 2   |
| Skate Park                         | 1   |
| Rain Garden                        | 2   |
| Mountain Bike Trails               | 1   |
| Bike Pump Park                     | 1   |
| Pickle Ball Court                  | 4   |



**Board of Park Commissioners**

**Term Expiration Date**

|                               |         |
|-------------------------------|---------|
| Mayor Jeffrey Caggiano, Chair | 11/2023 |
| Robert Fiorito, Vice Chair    | 12/2023 |
| Andrew Howe, Council Liaison  | 11/2023 |
| Cynthia Donovan               | 12/2022 |
| Sandra Bogdanski              | 12/2022 |
| Robert Lawson                 | 12/2022 |
| Emily Michaud                 | 12/2023 |
| Leonard Lamothe               | 12/2024 |

**Youth Commission**

**Term Expiration Date**

|                               |         |
|-------------------------------|---------|
| Matthew Gotowala, Chair       | 06/2022 |
| Deborah Ahl, Vice Chair       | 06/2024 |
| Jolene Lusitani, City Council | 11/2023 |
| Lance Washington              | 06/2022 |
| Ramon Peters                  | 03/2024 |
| Makayla Cervantes             | 03/2024 |
| Dr. Corey Nagle               | 06/2024 |
| Ryan Broderick                | 06/2024 |
| Karen Hintz                   | 06/2024 |
| Jonathan Lukasiewicz          | 06/2024 |
| Renee Singleton               | 12/2024 |

**Arts & Culture Commission**

**Term Expiration Date**

|  |         |
|--|---------|
| Kim Villanti, Vice Chair               | 04/2025 |
| Cheryl Thibeault, City Council Liaison | 11/2023 |
| Samantha Buonafede                     | 04/2023 |
| Juliet Norton                          | 04/2023 |
| April Dews                             | 04/2024 |
| Vacant                                 | 04/2024 |
| Walter Lewandoski                      | 06/2024 |
| Andrea Adams                           | 05/2025 |



## **Parks and Recreation Locations and Facilities**

The Parks, Recreation, Youth and Community Services Department is responsible for the stewardship of over 730 acres of city parks and open space. Parks and facilities include:

**BRACKETT PARK** – Two acres purchased from Carlyle F. Barnes in 1917 and later named for Dr. A. S. Brackett who was instrumental in securing the purchase. Entrances are located on School Street and North Main Street. **Facilities:** Basketball court, gazebo, enclosed toddler playground, and memorial garden. Goodsell Toddler playground was established in 1974.

**CASEY FIELD** – Nine acres transferred from the Sewer Department in 1950 and later named for former Mayor James P. Casey. The entrance is located on Lake Avenue. **Facilities:** Lighted softball field, parking, and youth football facility.

**DENNIS N. MALONE AQUATIC CENTER** - Built in 1995 and named after Superintendent Dennis Malone, located on Mix Street. **Facilities:** Indoor swimming pool which offers daily and seasonal memberships, as well as, swim lessons, water exercise programs, swim teams, and rentals.

**E.G. STOCKS PLAYGROUND** – One and a half acres transferred from the Sewer Department in 1954 and later named for former Superintendent of Parks, E. Gordon Stocks. The entrance is located on Middle Street. **Facilities:** Basketball court, regular playground, four lighted sand volleyball courts, restrooms, pavilion shelter, and water-spray park. The facility received a major renovation in 2006.

**FEDERAL HILL GREEN** - Two acres, designated park controlled when the Board of Park Commissioners was formed in 1913, located at Maple Street and Queen Street. **Facilities:** Community green area, lighted walkway, regular playground, playfield, gazebo and park benches. Riordin Toddler Playground was established in 1974.

**HOPPERS/BIRGE POND NATURE PRESERVE** – Two hundred and seventy acres acquired in 1973 and located at Beech Street and Ambler Road. **Facilities:** Open space with geological kettles, hiking paths, boardwalk, fishing pond, and kayaking and canoeing.



**KERN PARK** – Twenty-two acres deeded to the City in 1966, Kern Park is a larger parcel which now consists of Ivy Drive School to its north. The park is named after long time Park Commissioner Herbert L. Kern and is currently a passive recreation area with nature trails connecting the school grounds to surrounding neighborhoods, wetlands and upland habitats.

**MIX STREET FIELD** – Ten acres of land provided by the New Britain and Bristol Water Departments in 2014. **Facilities:** Lighted softball field and multi-use youth field.

**MUZZY FIELD** – Eight and a half acres given in 1912 by Park Commissioner Adrian Muzzy in memory of his two sons. The field is located on Muzzy Street. **Facilities:** Lighted baseball, football, and soccer stadium complex with a seating capacity for baseball-4,900 and football/soccer-5,800.



**NELSON FIELD** – Fifty acres acquired in 1988 under the Recreation and National Heritage Trust Program and the State of Connecticut D.E.E.P. The entrance is located on Burlington Avenue. **Facilities:** Parking, passive recreation and sledding hill.

**PAGE PARK** – Eighty-six acres given by DeWitt and May Rockwell Page in 1933. Entrances are located at King Street, Moody Street, Page Avenue and Woodland Street. **Facilities:** Outdoor swimming pool, boundless playground, fishing lagoon, 18 hole disc golf course, rain garden, water spray park, picnic areas, five lighted tennis courts, lighted softball field, hardball diamond, horseshoe pits, basketball court, pavilion and lodge buildings which house arts and camp programs through the year. **Ingraham Field (a section of Page Park):** Eight acres given in 1936 by Edward Ingraham. The entrance is located on Woodland Street. **Facilities:** Playfield located within confines of Page Park.



**PECK PARK** – Eight acres transferred from the Board of Education to the Parks and Recreation Department in 1976. It was developed and constructed through Community Development funding and completed in 1977. A trust fund was established to help maintain the park under the will of



Constant Y. Peck. Entrance is located on Daley Street, additional parking at Greene-Hills School. **Facilities:** Four tennis courts four pickleball courts, regular playground, and youth softball fields.

Street, and Birch Street. **Facilities:** Fishing pond, accessible fishing pier and parking lot, ropes challenge course, and Bristol Soccer Club Facility. The Pine Lake Challenge course became part of the purview of the Parks and Recreation Department in 2019 when the Youth Services Department merged.

**PINE LAKE** – Fifty four acres acquired from the Conservation Commission on May 27, 1968. The entrance is located at Emmett Street, Pine



**QUINLIN VETERANS MEMORIAL PARK** – Located on Broad Street. Acquired by the City in June of 1979.

**ROBERTS PROPERTY** – Seventeen acres of open space was acquired by the City on August 10, 2004. The site was studied for a multi-use sports complex but the project was never completed. The facility is currently an off-leash dog park and walking trail.



**ROCKWELL PARK** – One hundred and five acres given by Albert and Nettie Rockwell in 1911. Entrances are located at Jacob Street, Dutton Avenue, Park Street, and Terryville Road. **Facilities:** Lagoon, fishing pond, regular playground, toddler playground, outdoor swimming pool, water-spray park, 18 hole disc golf course, picnic areas, basketball court, para-fitness course, multi-purpose field, walking/hiking trail, mountain bike trails, pavilions, dog park, concrete skate park plaza, and lighted sand volleyball courts. **Fraser Field (a section of Rockwell Park):**

Given by Albert Rockwell in 1914 and later named for former Park Superintendent, Willis P. Fraser. The entrance is located on Park Hill Road and Terryville Road. **Facilities:** Four little league fields for McCabe-Waters Little League.

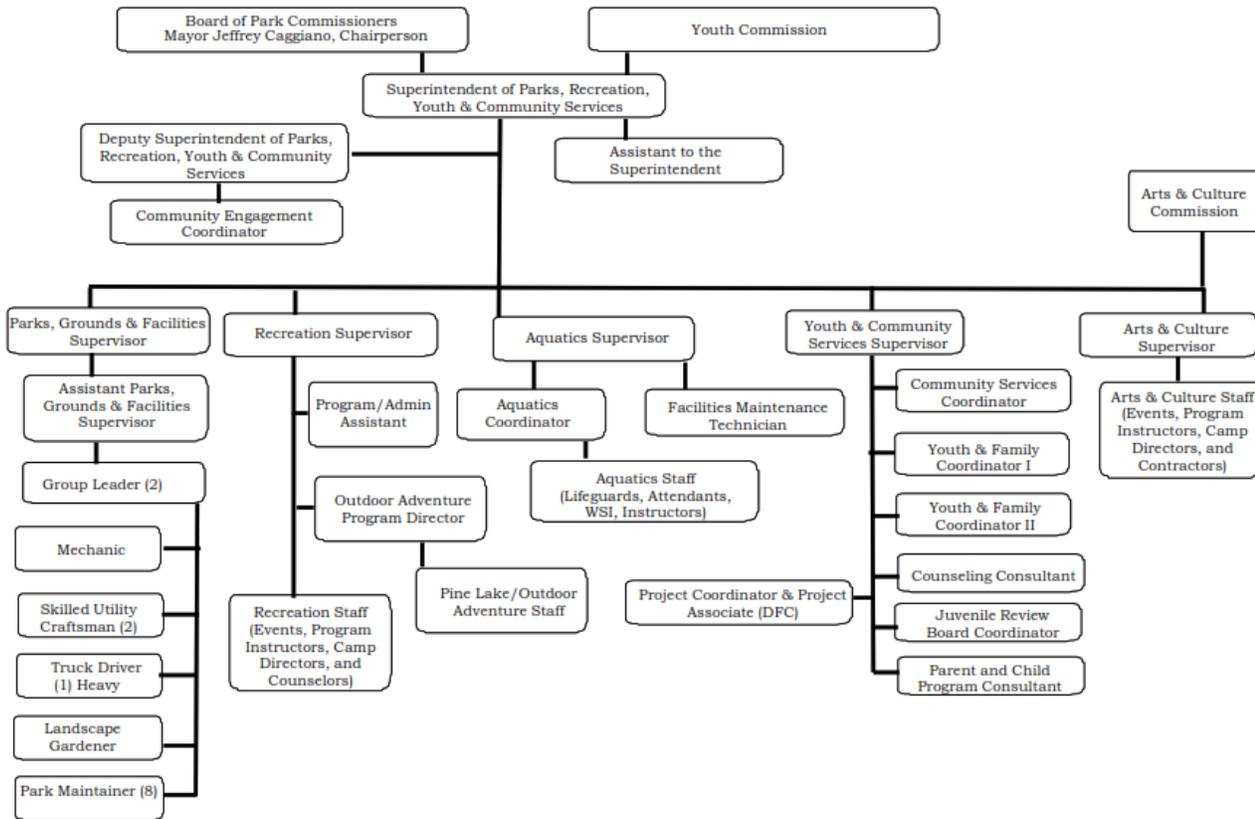
**SEYMOUR PARK** – Five acres acquired through the estate of George Dudley Seymour in 1971. The park is located on Shrub Road next to Barnes Nature Center. **Facilities:** Hardball diamond (Riley Field), basketball court, two tennis courts, picnic area, and regular playground. Riley Field was dedicated to former Superintendent Sarge Riley in 1974.

**VETERAN’S MEMORIAL PARK and BOULEVARD** – Twenty five acres given in 1921 by Albert Rockwell along with the school property. The entrance is located at Main Street, South Street, and Riverside Ave. **Facilities:** Passive recreation parallel to the Pequabuck River with benches, two fishing ponds, memorial monuments, parking, multi-use athletic field and walking path with mile markers. The Parks Department assumed maintenance responsibilities of the Memorial Boulevard fields in June 2013. The tennis courts were closed down in 2016 due to their condition.



**WILSON PLAYGROUND** – Two acres given by Bristol Brass Corporation in memory of Albert Wilson in 1950. The playground is located on King Street. **Facilities:** Regular playground, youth softball field and basketball court.

**Organizational Chart**



## **Administration**

**Administration** is responsible for developing a fiscally responsible department budget that meets the changing and dynamic needs of the community. Administration provides stewardship to the many benefactors of the Parks, Recreation, Youth and Community Services Department which include 8 trust and endowment funds, as well as, the Friends of Bristol Parks and Recreation Fund through the Main Street Community Foundation. The division interfaces and coordinates with dozens of non-profits, sports organizations, and civic groups that utilize park space for events including the Mums Festival, West End Association Summer Festival, and Veterans organizations - drawing thousands of visitors into the city each year. Administration provides support to all department divisions, manages the department master/strategic plans, organizes and creates policy in alignment with the pursuit of CAPRA (Commission for Accreditation of Park and Recreation Agencies) accreditation, establishes fundraising events, supports divisions with marketing strategy, pursues new funding sources and provides direct project management for department projects.

### **Fiscal Year 2022 Goals and Accomplishments:**

- Developed the department's first ever Strategic Action Plan to execute the community's vision that was established in the 2020 Master Plan. The strategic plan was formally adopted by the Board of Park Commissioners in November 2021.
- Continued to coordinate with the Bristol-Burlington Health District, the Mayor's Office and Emergency Management Office on Covid-19 policies and protocols, as well as hosted several vaccine clinics in city parks.
- Empaneled a staff led Job Revision Task Force to review outdated department job descriptions and make recommendations to Human Resources for modification.
- Continued to develop new policies in alignment with Commission for Accreditation of Park and Recreation Agencies (CAPRA) Accreditation including a formal Inclusion Process.
- Launched the Park Ambassador program at Rockwell Park in collaboration with the Bristol Police Department in order to educate park users on city ordinances, deter negative behaviors, and promote department activities and events.
- Coordinated a highly successful 100<sup>th</sup> Anniversary of the Veterans Memorial Boulevard event in conjunction with the Board of Park Commissioners Events Committee. Generated over \$23,000 in community sponsorships to support the event.
- Managed the All Heart Pop-Up Park Series which was delayed from summer 2020. The series featured 13 unique pop-up events across the city with over 1,500 in attendance. The program was fully funded by the Main Street Community Foundation's Broad View Fund which raised \$21,000 through Cocktails @ Eight.
- Developed a Marketing Toolkit to support the work of programmers and allow staff to better market department programs, services and events. Monthly marketing meetings led by the Community Engagement Coordinator allow staff to improve skills and learn new methods.
- Selected as one of four finalist organizations across the country being considered to receive the 2022 National Gold Medal Award for Excellence in Park and Recreation Management.

### **Fiscal Year 2023 Goals:**

- Implement the newly adopted Strategic Action Plan to execute objectives and goals. Use the plan to track progress, measure success and celebrate accomplishments.
- Manage the Page Park Revitalization project to begin the first phase of improvements to the park. Successfully manage additional park improvement projects specified in the 2020 Master Plan.
- Continue to develop policies in alignment with CAPRA accreditation to help improve department operations, best practices, and future accreditation.

**Long Term Goals:**

- Reduce the City’s reliance on the trust funds for the operational budget in order to revitalize the park system and internally support capital improvement projects.
- Secure and maintain CAPRA (Commission for the Accreditation of Parks and Recreation Agencies) national accreditation by engaging in an in depth self-assessment of the department, the respective divisions, and the role of Parks, Recreation, Youth and Community Services in the community.
- Achieve long-term sustainability for annual giving campaigns in order to build up the Friends of Bristol Parks and Recreation Fund.
- Complete the park improvements and ADA transition work outlined in the 2020 Master Plan and 2021 Strategic Plan.
- Identify and develop under-utilized parcels of land throughout the City in order to achieve park spaces within a 10 minute walk of all Bristol residents, in order to meet the standards of the National 10 Minute Walk Campaign.
- Ensure every resident feels welcome and has access to great parks, recreation, youth and community services; inclusive of age, ability, ethnicity, gender, sexual orientation and socio-economic status.

**Expenditure and Position Summary**

| <b>Department Personnel</b> | <b>2021 Actual</b> | <b>2022 Estimated</b> | <b>2023 Budget</b> |
|-----------------------------|--------------------|-----------------------|--------------------|
| Salary Expenditures         | \$310,252          | \$447,095             | \$431,940          |
| Full time Positions         | 4                  | 5                     | 4                  |



## Budget Highlights

| 0017021 PARKS ADMINISTRATION      |         |                             | 2021                  | 2022               | 2022              | 2023              | 2023               |
|-----------------------------------|---------|-----------------------------|-----------------------|--------------------|-------------------|-------------------|--------------------|
| OBJECT                            | PROJECT | DESCRIPTION                 | ACTUAL<br>EXPENDITURE | ORIGINAL<br>BUDGET | REVISED<br>BUDGET | BUDGET<br>REQUEST | APPROVED<br>BUDGET |
| <b>SALARIES</b>                   |         |                             |                       |                    |                   |                   |                    |
| 514000                            |         | REGULAR WAGES               | \$307,906             | \$421,995          | \$421,995         | \$406,940         | \$406,940          |
| 515100                            |         | OVERTIME                    | 2,180                 | 6,100              | 6,100             | 6,000             | 6,000              |
| 515200                            |         | PART TIME                   | 166                   | 19,000             | 19,000            | 19,000            | 19,000             |
| <b>TOTAL SALARIES</b>             |         |                             | <b>\$310,252</b>      | <b>\$447,095</b>   | <b>\$447,095</b>  | <b>\$431,940</b>  | <b>\$431,940</b>   |
| <b>CONTRACTUAL SERVICES</b>       |         |                             |                       |                    |                   |                   |                    |
| 553000                            |         | TELEPHONE                   | \$3,795               | \$4,300            | \$4,300           | \$4,100           | \$4,100            |
| 553100                            |         | POSTAGE                     | 248                   | 750                | 750               | 750               | 750                |
| 554000                            |         | TRAVEL REIMBURSEMENT        | 0                     | 500                | 500               | 250               | 250                |
| 555000                            |         | PRINTING AND BINDING        | 593                   | 0                  | 0                 | 0                 | 0                  |
| 557700                            |         | ADVERTISING                 | 6,162                 | 8,000              | 8,000             | 8,000             | 8,000              |
| 581120                            |         | CONFERENCES AND MEMBERSHIPS | 5,632                 | 7,500              | 7,500             | 7,500             | 7,500              |
| 583120                            |         | ARTS & CULTURE              | 0                     | 0                  | 25,000            | 15,000            | 15,000             |
| <b>TOTAL CONTRACTUAL SERVICES</b> |         |                             | <b>\$16,430</b>       | <b>\$21,050</b>    | <b>\$46,050</b>   | <b>\$35,600</b>   | <b>\$35,600</b>    |
| <b>SUPPLIES</b>                   |         |                             |                       |                    |                   |                   |                    |
| 561800                            |         | PROGRAM SUPPLIES            | \$1,697               | \$2,500            | \$2,500           | \$2,500           | \$2,500            |
| 561800                            | COVID   | PROGRAM SUPPLIES            | 1,764                 | 0                  | 0                 | 0                 | 0                  |
| 569000                            |         | OFFICE SUPPLIES             | 1,548                 | 2,000              | 2,000             | 2,000             | 2,000              |
| <b>TOTAL SUPPLIES</b>             |         |                             | <b>\$5,009</b>        | <b>\$4,500</b>     | <b>\$4,500</b>    | <b>\$4,500</b>    | <b>\$4,500</b>     |
| <b>CAPITAL OUTLAY</b>             |         |                             |                       |                    |                   |                   |                    |
| 589100                            |         | VARIOUS                     | \$0                   | \$0                | \$0               | \$35,000          | \$0                |
| <b>TOTAL CAPITAL OUTLAY</b>       |         |                             | <b>\$0</b>            | <b>\$0</b>         | <b>\$0</b>        | <b>\$35,000</b>   | <b>\$0</b>         |
| <b>OTHER/MISCELLANEOUS</b>        |         |                             |                       |                    |                   |                   |                    |
| 552100                            |         | INSURANCE                   | \$57,978              | \$63,800           | \$63,800          | \$73,000          | \$73,000           |
| 589100                            |         | MISCELLANEOUS               | 64,305                | 0                  | 117,478           | 0                 | 0                  |
| <b>TOTAL OTHER/MISCELLANEOUS</b>  |         |                             | <b>\$122,283</b>      | <b>\$63,800</b>    | <b>\$181,278</b>  | <b>\$73,000</b>   | <b>\$73,000</b>    |
| <b>TOTAL PARKS ADMINISTRATION</b> |         |                             | <b>\$453,974</b>      | <b>\$536,445</b>   | <b>\$678,923</b>  | <b>\$580,040</b>  | <b>\$545,040</b>   |

## Parks, Grounds, and Facilities Maintenance Division

**Parks, Grounds, & Facilities Maintenance** division is responsible for over 730 acres of park land which includes 2 major active parks with over 100 acres each, 8 neighborhood parks, a lighted stadium, a veteran's memorial park, and 4 open space passive parks. The division is responsible for the upkeep of park amenities including 3 water spray parks, 14 tennis courts (5 lighted), 6 lighted sand volleyball courts, 4 modified pickle ball courts, 7 fishing areas, 2 horseshoe pits, 2 bocce courts, 6 basketball courts, 6 pre-school playscapes, an ADA compliant accessible playground, para-fitness course, 4 baseball diamonds, 6 (3 lighted) softball diamonds, jogging path, metered walking path, hiking trails, mountain bike trails, 2 eighteen hole disc golf courses, 2 off-leash dog parks, and a skate park plaza.

### Fiscal Year 2022 Goals and Accomplishments:

- Prepared Muzzy Field for a full season following the completion of field renovations and shut down due to Covid-19. Developed modifications for Thanksgiving Day Game field layout in conjunction with the Athletic Director.
- Collaborated with the Board of Education through shared equipment and staff including rebuilding a ball field at Bristol Central High School.
- Coordinated with Administration and the Veterans Council to establish a new Veterans Banner Program on Memorial Boulevard. The program recognizes community war heroes via banners along the boulevard from Memorial Day through Veterans Day.
- Installed a new General Wozenski Monument on the Veterans Memorial Boulevard in conjunction with the Veterans Council.
- Continued to improve employee skills through certification courses and professional development opportunities.
- Managed several large tropical and winter storms that caused significant damage to trees and park features.

**Parks, Recreation, Youth and Community Services**

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- Continued to work through maintenance on dead and dying trees within the park system. High risk areas were prioritized such as roadways, parking lots, group use/play spaces, and trails in order to reduce liability and exposure.
- Assisted department divisions meet programming goals including partnering with Recreation to address tree and pavilion damage at Pine Lake.

**Fiscal Year 2023 Goals:**

- Continue to establish and strengthen park maintenance policies and procedures in order to comply with industry standards, best practices and CAPRA requirements.
- Continue to provide opportunities for parks staff to improve skills through training, certification and professional development opportunities.
- Implement maintenance standards and recommendations from the Master Plan to refine park maintenance operations.
- Continue to monitor and manage aging and deceased trees using dedicated funds to address high priority trees.

**Long Term Goals:**

- Develop comprehensive park specific operation manuals for each facility and park by season in order to streamline seasonal maintenance and to evaluate the resources needed to successfully maintain each facility.
- Continue to engage in collaborative conversations with the Board of Education and other stakeholders surrounding the maintenance and coordination of athletic fields across the city. Increased demands in all youth sports programming is going to continue to put pressures on all fields. Sustainable methods should be examined, taking into consideration costs and capacity to maintain and upkeep fields.

**Expenditure and Position Summary**

| <b>Department Personnel</b> | <b>2021 Actual</b> | <b>2022 Estimated</b> | <b>2023 Budget</b> |
|-----------------------------|--------------------|-----------------------|--------------------|
| Salary Expenditures         | \$1,059,641        | \$1,186,090           | \$1,191,170        |
| Full time Positions         | 17                 | 17                    | 17                 |



## Budget Highlights

| 0017022 PARKS GROUNDS & FACILITIES          |         |                                  | 2021                  | 2022               | 2022               | 2023               | 2023               |
|---|---------|----------------------------------|-----------------------|--------------------|--------------------|--------------------|--------------------|
| OBJECT                                      | PROJECT | DESCRIPTION                      | ACTUAL<br>EXPENDITURE | ORIGINAL<br>BUDGET | REVISED<br>BUDGET  | BUDGET<br>REQUEST  | APPROVED<br>BUDGET |
| <b>SALARIES</b>                             |         |                                  |                       |                    |                    |                    |                    |
| 514000                                      |         | REGULAR WAGES                    | \$938,037             | \$1,023,590        | \$1,023,590        | \$1,028,670        | \$1,028,670        |
| 515100                                      |         | OVERTIME                         | 86,942                | 112,000            | 112,000            | 112,000            | 112,000            |
| 515100                                      | COVID   | OVERTIME                         | 96                    | 0                  | 0                  | 0                  | 0                  |
| 515100                                      | ISAIS   | OVERTIME                         | 2,700                 | 0                  | 0                  | 0                  | 0                  |
| 515200                                      |         | PART TIME                        | 30,668                | 50,500             | 50,500             | 57,500             | 50,500             |
| 517000                                      |         | OTHER WAGES                      | 1,198                 | 0                  | 0                  | 0                  | 0                  |
| <b>TOTAL SALARIES</b>                       |         |                                  | <b>\$1,059,641</b>    | <b>\$1,186,090</b> | <b>\$1,186,090</b> | <b>\$1,198,170</b> | <b>\$1,191,170</b> |
| <b>CONTRACTUAL SERVICES</b>                 |         |                                  |                       |                    |                    |                    |                    |
| 541000                                      |         | UTILITIES                        | \$74,472              | \$68,200           | \$68,200           | \$73,000           | \$73,000           |
| 541100                                      |         | WATER AND SEWER CHARGES          | 41,454                | 45,000             | 45,000             | 45,000             | 45,000             |
| 542140                                      |         | CITY REFUSE                      | 11,533                | 16,000             | 16,000             | 16,000             | 16,000             |
| 543000                                      |         | REPAIRS AND MAINTENANCE          | 56,246                | 54,000             | 54,000             | 54,000             | 54,000             |
| 543000                                      | ISAIS   | REPAIRS AND MAINTENANCE          | 17,162                | 0                  | 0                  | 0                  | 0                  |
| 543100                                      |         | MOTOR VEHICLE SERVICE AND REPAIR | 14,652                | 15,000             | 15,000             | 15,000             | 15,000             |
| 581120                                      |         | CONFERENCES AND MEMBERSHIPS      | 4,006                 | 4,000              | 4,000              | 4,000              | 4,000              |
| 581200                                      |         | VANDALISM                        | 3,747                 | 4,000              | 4,000              | 4,000              | 4,000              |
| <b>TOTAL CONTRACTUAL SERVICES</b>           |         |                                  | <b>\$223,272</b>      | <b>\$206,200</b>   | <b>\$206,200</b>   | <b>\$211,000</b>   | <b>\$211,000</b>   |
| <b>SUPPLIES</b>                             |         |                                  |                       |                    |                    |                    |                    |
| 561400                                      |         | MAINTENANCE SUPPLIES             | \$85,529              | \$92,000           | \$92,000           | \$92,000           | \$92,000           |
| 562100                                      |         | HEATING OIL                      | 13,045                | 11,000             | 11,000             | 16,400             | 16,400             |
| 562600                                      |         | MOTOR FUELS                      | 24,833                | 20,000             | 20,000             | 36,170             | 36,170             |
| 563000                                      |         | MOTOR VEHICLE PARTS              | 17,773                | 21,000             | 21,000             | 21,000             | 21,000             |
| 563100                                      |         | TIRES                            | 2,803                 | 2,000              | 2,000              | 3,500              | 3,500              |
| <b>TOTAL SUPPLIES</b>                       |         |                                  | <b>\$143,982</b>      | <b>\$146,000</b>   | <b>\$146,000</b>   | <b>\$169,070</b>   | <b>\$169,070</b>   |
| <b>CAPITAL OUTLAY</b>                       |         |                                  |                       |                    |                    |                    |                    |
| 570400                                      |         | PICNIC TABLES & TRASH CANS       | \$19,445              | \$0                | \$0                | \$0                | \$0                |
| 570905                                      |         | PARK EQUIPMENT                   | \$10,050              | \$10,200           | \$10,200           | \$12,000           | \$10,000           |
| 579999                                      |         | EQUIPMENT                        | 0                     | 0                  | 0                  | 135,000            | 0                  |
| <b>TOTAL CAPITAL OUTLAY</b>                 |         |                                  | <b>\$29,495</b>       | <b>\$10,200</b>    | <b>\$10,200</b>    | <b>\$147,000</b>   | <b>\$10,000</b>    |
| <b>TOTAL PARKS GROUNDS &amp; FACILITIES</b> |         |                                  | <b>\$1,456,391</b>    | <b>\$1,548,490</b> | <b>\$1,548,490</b> | <b>\$1,725,240</b> | <b>\$1,581,240</b> |

## Recreation Division

**Recreation** division is responsible for administering hundreds of recreational programs and special events throughout the year. A variety of programs are offered serving the varied interests of Bristol residents from pre-school to senior citizens. This includes popular summer camps, sports clinics, arts instruction, Summer Concerts, Winter Wonderland, and much more. Recreational programs increase physical, social, and emotional wellness and serve to enhance community spirit, as well as, the quality of life for every resident. The former Pine Lake Challenge Course was rebranded as the Pine Lake Adventure Park, re-aligned within the recreation division in order to provide a well-rounded recreational and outdoor adventure-based experiential learning program.

### Fiscal Year 2022 Goals and Accomplishments:

- In conjunction with Parks maintenance, coordinated the return of a Bristol tradition; Pop-Up Ice Skating event at Rockwell Lagoon. The event was well attended and drew significant media attention.
- Delivered over 1,000 All Heart Park Packs to Bristol families across the city throughout the pandemic. Packs included a variety of recreation activities and supplies at no cost to kids. Bags were delivered directly to homes, eliminating transportation barriers.
- Provided before/after care, transportation for youth in need and additional scholarships for campers using a \$75,000 AccelerateCT summer camp enrichment grant.
- Launched new programs including Kitchen Creations, Tiny Chefs, Cookie Decorating, and Chess Lessons to name just a few.

**Fiscal Year 2023 Goals:**

- Improve recreational offerings every season based on program survey data.
- Continue to work towards a benefits based programming model which includes identifying community needs, defining program objectives, measuring outcomes, and then marketing the benefits in alignment with CAPRA.
- Aligned with the Strategic Action Plan; continue to work towards a comprehensive volunteer program in order to engage with the community by providing volunteer opportunities while reducing program operational costs.

**Long Term Goals:**

- Continue to diversify program instructors, programs, and seasonal staff to reflect the diversity of the City of Bristol.
- Expand or modify program offerings for underserved demographics including teens, adults, seniors, and individuals with special needs. Develop a robust therapeutic recreation offering.
- Measure the success of each recreation program through clearly defined goals and outcomes. Qualitative and quantitative data will be collected on each program.

**Performance Measures**

| Program Participants                           | 2019-2020 | 2020-2021 | 2021-2022 |
|--|-----------|-----------|-----------|
| Total Recreation/Aquatics Program Participants | 7,527     | 12,052    | 10,374    |

*\*Due to COVID-19 programs and facilities were shut down in March 2020 resulting in a substantial decrease in annual attendance in both programs and indoor facility use. State imposed mandates continued through 2020-2021 resulting in limitations to programming and facility capacity. However, child care was offered Monday-Friday during the school year to support BOE hybrid school model. This accounts for the increase of program numbers.*

**Expenditure and Position Summary**

| Department Personnel | 2021 Actual | 2022 Estimated | 2023 Budget |
|----------------------|-------------|----------------|-------------|
| Salary Expenditures  | \$329,471   | \$454,260      | \$474,160   |
| Full time Positions  | 3           | 2              | 2           |

**Budget Highlights**

| 0017023 RECREATION                |         |                                | 2021 ACTUAL EXPENDITURE | 2022 ORIGINAL BUDGET | 2022 REVISED BUDGET | 2023 BUDGET REQUEST | 2023 APPROVED BUDGET |
|-----------------------------------|---------|--------------------------------|-------------------------|----------------------|---------------------|---------------------|----------------------|
| OBJECT                            | PROJECT | DESCRIPTION                    |                         |                      |                     |                     |                      |
| <b>SALARIES</b>                   |         |                                |                         |                      |                     |                     |                      |
| 514000                            |         | REGULAR WAGES                  | \$107,762               | \$118,760            | \$118,760           | \$123,660           | \$123,660            |
| 515100                            |         | OVERTIME                       | 685                     | 500                  | 500                 | 500                 | 500                  |
| 515200                            |         | PART TIME                      | 221,024                 | 335,000              | 335,000             | 366,975             | 350,000              |
| <b>TOTAL SALARIES</b>             |         |                                | <b>\$329,471</b>        | <b>\$454,260</b>     | <b>\$454,260</b>    | <b>\$491,135</b>    | <b>\$474,160</b>     |
| <b>CONTRACTUAL SERVICES</b>       |         |                                |                         |                      |                     |                     |                      |
| 531000                            |         | PROFESSIONAL FEES AND SERVICES | \$77,994                | \$125,000            | \$125,000           | \$125,000           | \$125,000            |
| 557700                            |         | ADVERTISING                    | 936                     | 1,200                | 1,200               | 400                 | 400                  |
| 581120                            |         | CONFERENCES AND MEMBERSHIPS    | 945                     | 1,250                | 1,250               | 1,250               | 1,250                |
| <b>TOTAL CONTRACTUAL SERVICES</b> |         |                                | <b>\$79,875</b>         | <b>\$127,450</b>     | <b>\$127,450</b>    | <b>\$126,650</b>    | <b>\$126,650</b>     |
| <b>SUPPLIES</b>                   |         |                                |                         |                      |                     |                     |                      |
| 561800                            |         | PROGRAM SUPPLIES               | \$28,174                | \$34,000             | \$34,000            | \$32,000            | \$32,000             |
| <b>TOTAL SUPPLIES</b>             |         |                                | <b>\$28,174</b>         | <b>\$34,000</b>      | <b>\$34,000</b>     | <b>\$32,000</b>     | <b>\$32,000</b>      |
| <b>TOTAL RECREATION</b>           |         |                                | <b>\$437,520</b>        | <b>\$615,710</b>     | <b>\$615,710</b>    | <b>\$649,785</b>    | <b>\$632,810</b>     |

## **Aquatics Division**

**Aquatics** division is responsible for the oversight of the Dennis Malone Aquatics Center (DMAC) and two outdoor park pools at Page and Rockwell. The division offers seasonal memberships and daily passes for thousands of patrons annually. An extensive award winning American Red Cross Learn to Swim program is offered at all 3 facilities, annually teaching thousands of Bristol youth this critical life skill. In addition, the division offers water fitness programs, training classes, recreational swim teams, special events, and more. The Dennis Malone Aquatics Center is also host to Bristol Central High School/Bristol Eastern High School Swim Teams, St. Paul and Lewis Mills Swim Teams, private rentals and Bristol Health for water therapy.

### **Fiscal Year 2022 Goals and Accomplishments:**

- Successfully re-opened the newly renovated Page Park Pool in summer 2021. Attendance surpassed Rockwell Pool by 1,200 visitors for the first time in years.
- Generated over \$10,000 for the Friends of Bristol Parks and Recreation Fund with the first Page Pool Food and Wine Festival fundraiser
- Collaborated with the Arts & Culture Commission to establish a large 3-D mural at the Page Pool entrance.
- An all-female lifeguard team saved a patron's life who suffered a cardiac emergency at Dennis Malone Aquatic Center. Staff were commended and received All Heart Awards and Life Saving Awards from the American Red Cross.
- Added new enhancements to the pools including shade structures at Rockwell and Page as well as custom pool covers to help preserve the life of the pool shells.
- Achieved cost savings by using the Facilities Maintenance Technician to sand blast and paint Rockwell Pool and building new swim lesson platforms. This work was previously contracted services.

### **Fiscal Year 2023 Goals:**

- Research and develop recommendations to the Board of Park Commissioners for possible fee increases for pool memberships to ensure fees align with market rate.
- Install a high quality facility sign for the Dennis Malone Aquatics Center to increase visibility of the pool and generate more attendance/revenues.
- Continue to work with the Community Engagement Coordinator to enhance marketing efforts in order to increase membership and program enrollment.

### **Long Term Goals:**

- Explore other aquatics amenities within the park system such as City ponds and lakes in order to provide residents with alternative water based recreational opportunities such as kayaking, canoeing and boating.
- Continue to bolster inventory and replacement schedules for facility amenities and equipment.
- Enhance our current energy efficient features at the Dennis Malone Aquatics Center, by partnering with the Energy Commission and developing projects to create a more energy efficient and sustainable facility measured through clearly defined goals and outcomes. Qualitative and quantitative data will be collected on each program.
- Continue to diversify program instructors, programs, and seasonal staff to reflect the diversity of the City of Bristol.
- Continue to maintain and enhance existing aquatics facilities and assets to provide access for future generations of Bristol families.

**Parks, Recreation, Youth and Community Services**

| <b>Aquatics Facility Attendance</b> | <b>2019-2020</b> | <b>2020-2021</b> | <b>2021-2022</b> |
|-------------------------------------|------------------|------------------|------------------|
| Memberships (DMAC, RW, Page)        | 478              | 680              | 499              |
| Daily Visits (DMAC, RW, Page)       | 21,931           | 12,580           | 26,214           |

*\*Due to COVID-19 programs and facilities were shut down in March 2020 resulting in a substantial decrease in annual attendance in both programs and indoor facility use.*

**Expenditure and Position Summary**

| <b>Department Personnel</b> | <b>2021 Actual</b> | <b>2022 Estimated</b> | <b>2023 Budget</b> |
|-----------------------------|--------------------|-----------------------|--------------------|
| Salary Expenditures         | \$580,239          | \$589,545             | \$607,405          |
| Full time Positions         | 3                  | 3                     | 3                  |

**Budget Highlights**

0017024 AQUATICS

| OBJECT                            | PROJECT | DESCRIPTION                    | 2021 ACTUAL EXPENDITURE | 2022 ORIGINAL BUDGET | 2022 REVISED BUDGET | 2023 BUDGET REQUEST | 2023 APPROVED BUDGET |
|-----------------------------------|---------|--------------------------------|-------------------------|----------------------|---------------------|---------------------|----------------------|
| <b>SALARIES</b>                   |         |                                |                         |                      |                     |                     |                      |
| 514000                            |         | REGULAR WAGES                  | \$201,402               | \$209,045            | \$209,045           | \$211,905           | \$211,905            |
| 515100                            |         | OVERTIME                       | 6,637                   | 5,500                | 5,500               | 5,500               | 5,500                |
| 515200                            |         | PART TIME                      | 372,200                 | 375,000              | 375,000             | 404,625             | 390,000              |
| <b>TOTAL SALARIES</b>             |         |                                | <b>\$580,239</b>        | <b>\$589,545</b>     | <b>\$589,545</b>    | <b>\$622,030</b>    | <b>\$607,405</b>     |
| <b>CONTRACTUAL SERVICES</b>       |         |                                |                         |                      |                     |                     |                      |
| 531000                            |         | PROFESSIONAL FEES AND SERVICES | \$9,449                 | \$8,500              | \$8,500             | \$8,500             | \$8,500              |
| 541000                            |         | UTILITIES                      | 41,477                  | 55,000               | 55,000              | 45,000              | 45,000               |
| 541100                            |         | WATER AND SEWER CHARGES        | 6,331                   | 20,500               | 20,500              | 20,500              | 20,500               |
| 543000                            |         | REPAIRS AND MAINTENANCE        | 25,111                  | 35,000               | 35,000              | 35,000              | 30,000               |
| 557700                            |         | ADVERTISING                    | 488                     | 500                  | 500                 | 500                 | 500                  |
| 581120                            |         | CONFERENCES AND MEMBERSHIPS    | 1,434                   | 2,500                | 2,500               | 2,500               | 2,500                |
| <b>TOTAL CONTRACTUAL SERVICES</b> |         |                                | <b>\$84,290</b>         | <b>\$122,000</b>     | <b>\$122,000</b>    | <b>\$112,000</b>    | <b>\$107,000</b>     |
| <b>SUPPLIES</b>                   |         |                                |                         |                      |                     |                     |                      |
| 561400                            |         | MAINTENANCE SUPPLIES           | \$24,216                | \$25,000             | \$25,000            | \$27,500            | \$27,500             |
| 561800                            |         | PROGRAM SUPPLIES               | 13,662                  | 15,000               | 15,000              | 15,000              | 15,000               |
| 562100                            |         | HEATING OIL                    | 2,944                   | 1,700                | 1,700               | 4,870               | 3,500                |
| 562200                            |         | NATURAL GAS                    | 25,264                  | 27,300               | 27,300              | 26,000              | 26,000               |
| <b>TOTAL SUPPLIES</b>             |         |                                | <b>\$66,087</b>         | <b>\$69,000</b>      | <b>\$69,000</b>     | <b>\$73,370</b>     | <b>\$72,000</b>      |
| <b>CAPITAL OUTLAY</b>             |         |                                |                         |                      |                     |                     |                      |
| 570400                            | 21021   | POOLCOVER                      | \$23,588                | \$0                  | \$0                 | \$0                 | \$0                  |
| <b>TOTAL CAPITAL OUTLAY</b>       |         |                                | <b>\$23,588</b>         | <b>\$0</b>           | <b>\$0</b>          | <b>\$0</b>          | <b>\$0</b>           |
| <b>TOTAL AQUATICS</b>             |         |                                | <b>\$754,203</b>        | <b>\$780,545</b>     | <b>\$780,545</b>    | <b>\$807,400</b>    | <b>\$786,405</b>     |



## **Youth and Community Services Division**

**Youth & Community Services** division is responsible for the coordination of a comprehensive community-based youth services bureau and the delivery of essential life services for Bristol residents in need. The Bureau strives to enhance the networking and support between family, school, peer and community environments. Direct services including juvenile diversion programming, individual and family counseling, outreach support, crisis support and case management, youth employment training and positive youth development opportunities.

Community Services provides adults with critical information and referrals to available community and state resources. Advocacy and referrals are made for housing, mental/physical health, medical insurance, state benefits, and utilization of the statewide 211 resource. Short term case management and support is provided to individuals in transition and/or emotional distress. One-time assistance is available to residents descending into a long-term crisis or life altering circumstances.

In 2020, the Parent and Child Center of Bristol Health was realigned within the Youth and Community Services division of the department to create the new Parent and Child Program. The program focuses on supporting new families with programs, resources and services. Staff and program budgets are supported through grant funding, community donations and sponsorships.

### **Fiscal Year 2022 Goals and Accomplishments:**

- Implemented a new case management software to better access clients and improve record keeping and reporting.
- Partnered with Economic and Community Development, and the Mayor's Office to roll out the SNAPs/EBT program. In addition to shepherding the federal process, the Community Services Coordinator ran the program weekly at the Farmer's Market.
- Coordinated the 1<sup>st</sup> annual Pride Night at the Park at Muzzy Field in conjunction with the Bristol Blues and High School's Gay, Straight, Alliance.
- Changed the venue of the annual Youth Recognition Award Night to Muzzy Field creating a more memorable experience for award winners and their families.
- Installed a small community garden and little library at the Youth & Community Services Building.
- Launched a highly successful summer basketball league at Brackett Park in collaboration with the Bristol Police Department where School Resource Officers served as coaches and mentors to the youth.

### **Fiscal Year 2023 Goals:**

- Continue to seek opportunities for efficiencies and reduction of service duplication within Youth and Community Services Division, the overall department and other community providers.
- Pursue additional community support services and partners in order to meet the demand and increased needs in both community services and youth services.
- Continue to pursue sustainable funding for the Parent and Child Program in order to maintain the staff and program offerings at expected levels.
- Further integrate BEST Drug Free Communities Program to increase access to youth leaders in our effort to reduce drug use in the community.

### **Long Term Goals:**

- Develop new community partners, leverage resources and build on existing partnerships to enhance service delivery and the ability to meet the increasing youth and community services needs for Bristol residents.
- Establish and apply assessment tools to gauge community need for services and then tailor available resources to meet those needs.

**Parks, Recreation, Youth and Community Services**

- Evaluate the long term trajectory of community service needs in the City of Bristol and develop plans for aligning resources to meet them.

**Expenditure and Position Summary**

| Department Personnel | 2021 Actual | 2022 Estimated | 2023 Budget |
|----------------------|-------------|----------------|-------------|
| Salary Expenditures  | \$279,198   | \$289,000      | \$290,125   |
| Full time Positions  | 4           | 4              | 4           |

**Performance Measures**

*Quantitative:*

|                                       | FY 2020     | FY 2021    | FY 2022     |
|---------------------------------------|-------------|------------|-------------|
| Transportation Needs                  | 215         | 119        | 17          |
| Medicare, Medicaid, SNAP Applications | 146         | 79         | 48          |
| Urgent Medical Needs                  | 15          | 5          | 10          |
| Case Management                       | 280         | 134        | 261         |
| Relocation Assistance                 | 12 Families | 7 Families | 11 Families |
| Homeless Assistance & Referrals       | 90          | 219        | 130         |
| Housing Assist/Avoiding Eviction      | 63          | 325        | 93          |
| Eviction Storage                      | 27          | 6          | 156         |
| Auctions                              | 9           | 1          | 6           |



## Budget Highlights

0017025 YOUTH AND COMMUNITY SERVICES

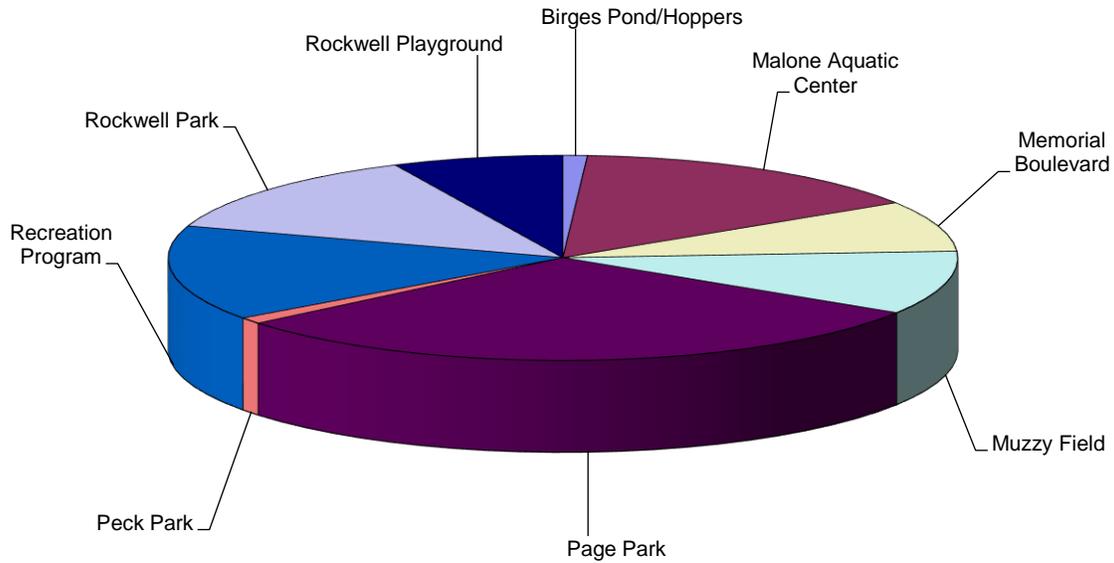
| OBJECT                                      | PROJECT | DESCRIPTION                        | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|---|---------|------------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                             |         |                                    |                               |                            |                           |                           |                            |
| 514000                                      |         | REGULAR WAGES                      | \$262,863                     | \$275,045                  | \$275,045                 | \$278,170                 | \$278,170                  |
| 515100                                      |         | OVERTIME                           | 1,774                         | 5,000                      | 5,000                     | 5,500                     | 5,500                      |
| 515200                                      |         | PART TIME                          | 13,052                        | 6,000                      | 6,000                     | 3,500                     | 3,500                      |
| 517000                                      |         | OTHER WAGES                        | 1,509                         | 2,955                      | 2,955                     | 2,955                     | 2,955                      |
| <b>TOTAL SALARIES</b>                       |         |                                    | <b>\$279,198</b>              | <b>\$289,000</b>           | <b>\$289,000</b>          | <b>\$290,125</b>          | <b>\$290,125</b>           |
| <b>CONTRACTUAL SERVICES</b>                 |         |                                    |                               |                            |                           |                           |                            |
| 531000                                      |         | PROFESSIONAL FEES AND SERVICES     | \$18,474                      | \$40,000                   | \$40,000                  | \$40,000                  | \$35,000                   |
| 531115                                      |         | JRB COORDINATION                   | 7,075                         | 8,225                      | 8,225                     | 8,225                     | 8,225                      |
| 531120                                      |         | PROJECT AWARE                      | 50,401                        | 41,930                     | 41,930                    | 41,930                    | 41,930                     |
| 541000                                      |         | PUBLIC UTILITIES                   | 9,001                         | 8,620                      | 8,620                     | 9,500                     | 9,500                      |
| 541100                                      |         | WATER AND SEWER CHARGES            | 766                           | 650                        | 650                       | 800                       | 800                        |
| 543000                                      |         | REPAIRS AND MAINTENANCE            | 1,522                         | 2,000                      | 2,000                     | 2,000                     | 2,000                      |
| 543100                                      |         | MOTOR VEHICLE SERVICE & REPAIR     | 15                            | 0                          | 0                         | 0                         | 0                          |
| 553000                                      |         | TELEPHONE                          | 780                           | 500                        | 500                       | 680                       | 680                        |
| 581120                                      |         | CONFERENCES AND MEMBERSHIPS        | 934                           | 2,300                      | 2,300                     | 2,300                     | 2,300                      |
| 581240                                      |         | WELFARE EVICTIONS AND AUCTIONS     | 4,080                         | 8,000                      | 8,000                     | 8,000                     | 8,000                      |
| 581745                                      |         | NONREIMBURSEABLE INCIDENTALS       | 1,569                         | 2,300                      | 2,300                     | 2,300                     | 2,300                      |
| 587232                                      |         | RELOCATION                         | 27,573                        | 40,000                     | 40,000                    | 40,000                    | 35,000                     |
| <b>TOTAL CONTRACTUAL SERVICES</b>           |         |                                    | <b>\$122,190</b>              | <b>\$154,525</b>           | <b>\$154,525</b>          | <b>\$155,735</b>          | <b>\$145,735</b>           |
| <b>SUPPLIES AND MATERIALS</b>               |         |                                    |                               |                            |                           |                           |                            |
| 561400                                      |         | MAINTENANCE SUPPLIES AND MATERIALS | \$0                           | \$330                      | \$330                     | \$300                     | \$300                      |
| 561800                                      |         | PROGRAM SUPPLIES                   | 287                           | 750                        | 750                       | 750                       | 750                        |
| 562100                                      |         | HEATING OILS                       | 4,814                         | 6,600                      | 6,600                     | 7,300                     | 7,300                      |
| 562600                                      |         | MOTOR FUELS                        | 297                           | 1,200                      | 1,200                     | 1,200                     | 1,200                      |
| <b>TOTAL SUPPLIES AND MATERIALS</b>         |         |                                    | <b>\$5,398</b>                | <b>\$8,880</b>             | <b>\$8,880</b>            | <b>\$9,550</b>            | <b>\$9,550</b>             |
| <b>TOTAL YOUTH &amp; COMMUNITY SERVICES</b> |         |                                    | <b>\$406,786</b>              | <b>\$452,405</b>           | <b>\$452,405</b>          | <b>\$455,410</b>          | <b>\$445,410</b>           |



**Park Distribution**

Internally, the Parks, Recreation, Youth and Community Services Department keeps an expenditure allocation, as shown in the table and graph below. The allocation distribution is based on the time spent maintaining each park and indicates what percentage of the budget is used. This method is consistent with various Parks Department trust languages. The percentages are based on the entire budget.

**Park Distribution**



|                       |     |                     |     |
|-----------------------|-----|---------------------|-----|
| Birges Pond/Hoppers   | 1%  | Page Park           | 30% |
| Malone Aquatic Center | 15% | Peck Park           | 1%  |
| Memorial Boulevard    | 8%  | Recreation Programs | 15% |
| Muzzy Field           | 10% | Rockwell Park       | 13% |
|                       |     | Rockwell Playground | 7%  |



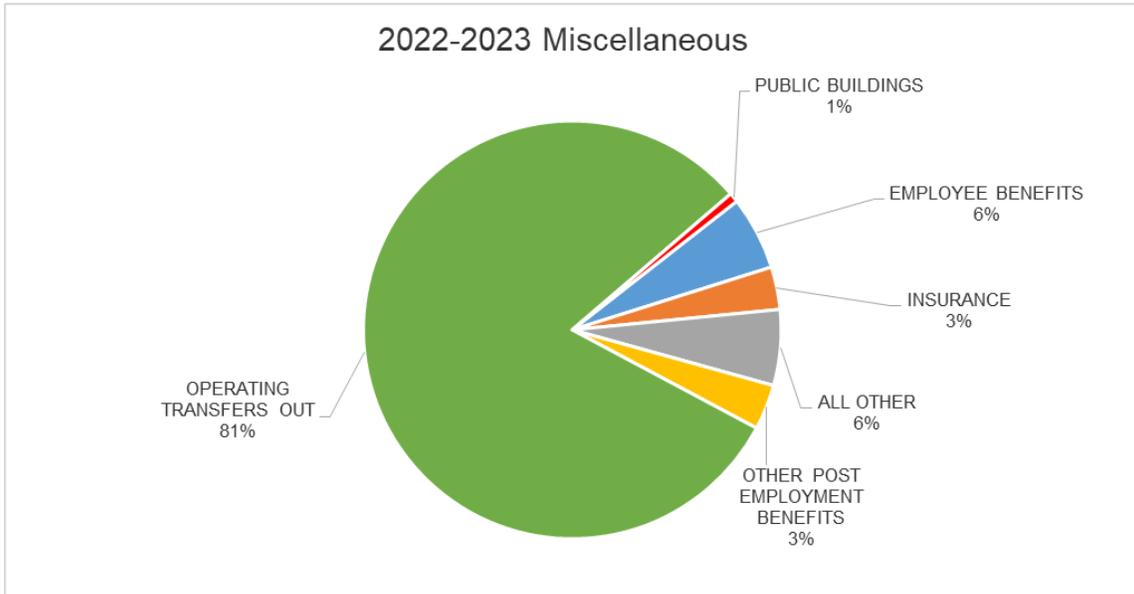
Parks & Recreation Trust Accounts

| Account Name                                | Purpose   | Net Income/<br>P&I | Cycle                   |
|---|---|--------------------|-------------------------|
| Bristol City S<br>Goodsell<br>Pk/Playground | Pay over to the Board of Finance of the City of Bristol for the care, maintenance, improvement acquisition and extension of parks and playgrounds.  | Net Income         | 3/6/9/12<br>on the 31st |
| Page Dewitt<br>Park Endowment               | Pay net income annually to the City of Bristol upon request by said Board of Park Commissioners, at such times and in such amounts as said Board shall request, such sums of money as shall equal the amount of money appropriated and spent by the City in the development and upkeep of said Page Park, or in the erection and upkeep of building therein, in the planting of shrubbery, or in the acquisitions of land which may be acquired connected with or adjacent thereto, and in the care and maintenance of said Park for Park purposes. <b>Said Trustee may also pay to the City of Bristol, upon request by the Board of Park Commissioners from time to time, from the principal of said Trust Fund, an amount, in addition to the income or accruals from said Trust Fund not to exceed \$10,000 per year, PROVIDED, a like amount, dollar for dollar, shall be expended by the City upon said Page Park; but in no instance and under no condition shall there be withdrawn from said Trust Fund yearly more than said sum of \$10,000 from the principal in addition to the total amount of the income and accruals.</b> | P & I              | 3/6/9/12<br>on the 21st |
| Page May Rockwell<br>Tr U/W Tr A            | The Trustee shall annually pay to the City of Bristol an amount of money that will equal one-third of the appropriation for the maintenance of Page Park as disclosed in the annual budget for the City of Bristol as finally approved by the Board of Finance. Should future conditions result in the annual appropriation for maintenance of Page Park by the City of Bristol increasing to the point where income available to the city annually from the Dewitt Page Park Endowment Fund would not be sufficient to provide one-third of the appropriation, then and in that event only, the trustee in its sole discretion may increase the annual payment to the City of Bristol directed herein, by the amount of such deficiency. Recognizing the probability of net income remaining after the payment to the City of Bristol, the trustee in its sole uncontrolled discretion may distribute annually all or part of such remaining income to non-profits.  | P & I              | 3/6/9/12<br>on the 21st |
| Page May Rockwell<br>Tr U/W Tr A            | 1) Add all or part of the income remaining after payment of administration expenses to the principal of this trust; 2) Pay to the City of Bristol, upon the request of its Board of Park Commissioners, such amount as said Board may request for major repairs or replacements to the swimming pool or its related machinery and equipment; provided, however the trustee agrees with the Board of Park Commissioners that such an expenditure would constitute a major repair or replacement. The judgment of the trustee in this matter shall be final and conclusive; 3) Pay such expenditures as are provided in the preceding paragraph from either principal or income in the sole discretion of the trustee.  | Net Income         | 3/6/9/12<br>on the 21st |
| Page, May Rockwell<br>fbo Rockwell Park     | For the maintenance of Rockwell Park in said City of Bristol, and I direct that so much of the net income there from as shall be needed for such maintenance shall be disbursed by the trustee from time to time upon the requisition of the treasurer, comptroller or other proper officer of the City of Bristol, accompanied by a detailed statement of expenditures made for the upkeep, improvement, development, and beautification of said park, with power in my trustee to accumulate and add to principal any unexpended income. <b>I further empower my said trustee, in its sole discretion, to pay to the City of Bristol such part of the principal as may be necessary for the repair or reconstruction of said park in the event of the destruction or serious damage to said park by flood or other major catastrophe.</b>   | P & I              | 3/6/9/12<br>on the 21st |
| Peck, Constant fbo<br>Peck Park             | If more money than is needed for the purchase of the land, then such a remainder may be used for equipment or endowment- at the discretion of the Trustees.   | P & I              | 3/6/9/12<br>on the 21st |
| Rockwell, Nettie<br>fbo Memorial Blvd       | To improve, beautify and care for the Rockwell Memorial Boulevard running from Main Street east to its junction with Riverside Ave and in the care, improvement and betterment of the property of the City of Bristol adjoining said Boulevard on the north and south sides thereof. Said expenditures from this fund shall be made with the approval of the Board of Park Commissioners of the government of the City of Bristol.  | P & I              | 3/6/9/12<br>on the 21st |
| Rockwell, Nettie<br>fbo Playground          | Care, maintenance, equipment, improvement and supervision of that portion of Rockwell Park which has heretofore been designated as "Mrs. Rockwell's Playground", provided that said premises shall be continued as a play and recreation ground for children to the exclusion of work or study by them, in substantial conformity with the use of said premises heretofore under my direction. It is my wish that no bottled beverage be sold or distributed in this playground and that at all times the greatest kindness be shown to the children.   | P & I              | 3/6/9/12<br>on the 21st |
| Rockwell, Nettie<br>fbo Rockwell Park       | Improvement, care and maintenance of Rockwell Park in Bristol in cooperation with the Board of Park Commissioners or other dept of the city gov't having immediate charge of said Park. Said income may be used for such additions, improvements and equipment of said Park as shall be approved by the above mentioned dept of the city gov't. It is my wish that no additional refreshment or other stands for the sale of food, beverages, or other articles be erected or maintained in said Park.  | P & I              | 3/6/9/12<br>on the 21st |



# Miscellaneous

| ORGCODE                    | DESCRIPTION                    | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|----------------------------|--------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| 0018101                    | RETIREMENT BENEFITS            | \$31,000                      | \$0                        | \$0                       | \$0                       | \$0                        |
| 0018102                    | EMPLOYEE BENEFITS              | 2,969,017                     | 1,946,375                  | 1,978,900                 | 1,955,700                 | 1,955,700                  |
| 0018105                    | INSURANCE                      | 983,642                       | 1,042,500                  | 1,042,500                 | 1,129,450                 | 1,129,450                  |
| 0018106                    | ALL OTHER                      | 398,083                       | 1,390,950                  | 1,039,003                 | 1,940,950                 | 2,011,320                  |
| 0018107                    | OTHER POST EMPLOYMENT BENEFITS | 1,300,000                     | 1,200,000                  | 1,200,000                 | 1,200,000                 | 1,200,000                  |
| 0018108                    | OPERATING TRANSFERS OUT        | 52,418,291                    | 27,347,385                 | 45,316,040                | 28,091,300                | 27,766,300                 |
| 0018310                    | PUBLIC BUILDINGS               | 250,000                       | 176,000                    | 176,000                   | 250,000                   | 250,000                    |
| <b>TOTAL MISCELLANEOUS</b> |                                | <b>\$58,350,033</b>           | <b>\$33,103,210</b>        | <b>\$50,752,443</b>       | <b>\$34,567,400</b>       | <b>\$34,312,770</b>        |



## Service Narrative

Miscellaneous expenditures consist of special items not included in any other function. The categories are: Employee Benefits, Heart and Hypertension, Insurance, All Other, Other Post-Employment Benefits, Operating Transfers Out, and Public Buildings. The Parks, Recreation, Youth and Community Services Department budget includes their cost for liability insurance in its budget in order to properly report expenditures for Trust Accounts.

All Other includes the Contingency account and the Contractual Obligations account. It has been the City's practice to set aside an amount in Contingency to be available for emergency appropriations during the year instead of using the City's fund balance reserve for these emergency purposes. The Contractual Obligations account is used to budget estimates for expired unsettled employee bargaining agreements. Once contracts are settled and approved by the City Council, funding for the contract settlements are referred to the Board of Finance for approval.

## Employee Benefits

### Service Narrative

The Employee Benefits section is the City's payment of Life Insurance, HMO-Dental, Health Insurance-City, Disability Insurance, FICA, Medicare, Employee Assistance Program, and Unemployment Insurance.

The "Transfer to Health Benefits" in parenthesis indicates the Health Insurance-City appropriation transferred out to the Health Benefits Internal Service Fund as shown within the Operating Transfers Out activity.

The following is a listing of the Employee Benefits and the vendor provider/payee:

| <u>Category</u>             | <u>Vendor Provider/Payee</u>    |
|-----------------------------|---------------------------------|
| Life Insurance              | Madison National Life Insurance |
| Dental                      | Cigna-HMO; Anthem               |
| Health Insurance            | Cigna                           |
| Disability Insurance        | Madison National Life Insurance |
| FICA (City Share 6.2%)      | Internal Revenue Service        |
| Medicare (City Share 1.45%) | Internal Revenue Service        |
| Employee Assistance Program | Wheeler Clinic                  |
| Unemployment Insurance      | State of CT Department of Labor |

### Budget Highlights

The 2022-2023 General Fund budget for Employee Benefits reflects a 0.48% increase. The City is in its thirteenth year with Cigna for medical and fifth year of pharmacy benefits with Cigna. Anthem provides dental benefits. More information on the City's Health Benefits fund can be found in the Internal Service Fund section of the budget document.

| 0018102 EMPLOYEE BENEFITS      |         |                              | 2021               | 2022               | 2022               | 2023               | 2023               |
|--------------------------------|---------|------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| OBJECT                         | PROJECT | DESCRIPTION                  | ACTUAL             | ORIGINAL           | REVISED            | BUDGET             | APPROVED           |
|                                |         |                              | EXPENDITURE        | BUDGET             | BUDGET             | REQUEST            | BUDGET             |
| <b>EMPLOYEE BENEFITS</b>       |         |                              |                    |                    |                    |                    |                    |
| 520100                         |         | LIFE INSURANCE               | \$55,745           | \$64,000           | \$89,000           | \$64,000           | \$64,000           |
| 520250                         |         | HMO- DENTAL                  | 26,931             | 24,000             | 24,000             | 24,000             | 24,000             |
| 520300                         |         | HEALTH INSURANCE             | 11,857,070         | 11,722,180         | 11,722,180         | 11,722,180         | 11,722,180         |
| 520500                         |         | DISABILITY INSURANCE         | 10,486             | 13,000             | 13,000             | 13,000             | 13,000             |
| 520700                         |         | F.I.C.A.                     | 1,008,009          | 1,150,000          | 1,150,000          | 1,150,000          | 1,150,000          |
| 520700                         | COVID   | F.I.C.A.                     | 180                | 0                  | 0                  | 0                  | 0                  |
| 520750                         |         | MEDICARE INSURANCE           | 582,212            | 625,000            | 625,000            | 625,000            | 625,000            |
| 520750                         | COVID   | MEDICARE INSURANCE           | 2,235              | 0                  | 0                  | 0                  | 0                  |
| 520800                         |         | EMPLOYEE ASSISTANCE PROGRAM  | 7,974              | 8,000              | 8,000              | 10,000             | 10,000             |
| 521050                         |         | COMPENSATED ABSENCE PAYOUT   | 1,195,559          | 0                  | 0                  | 0                  | 0                  |
| 521200                         |         | UNEMPLOYMENT INSURANCE       | 36,285             | 20,000             | 21,290             | 21,000             | 21,000             |
| 522200                         |         | BOOT ALLOWANCE               | 10,278             | 17,375             | 17,375             | 12,000             | 12,000             |
| 522400                         |         | EMPLOYER DC                  | 0                  | 0                  | 6,235              | 10,200             | 10,200             |
| 531000                         |         | DEF COMP                     | 26,500             | 25,000             | 25,000             | 26,500             | 26,500             |
| 531000                         | 19018   | DEF COMP CONSULTANT          | 6,625              | 0                  | 0                  | 0                  | 0                  |
| 591516                         |         | TRANSFER TO HEALTH INSURANCE | (11,857,070)       | (11,722,180)       | (11,722,180)       | (11,722,180)       | (11,722,180)       |
| <b>TOTAL EMPLOYEE BENEFITS</b> |         |                              | <b>\$2,969,017</b> | <b>\$1,946,375</b> | <b>\$1,978,900</b> | <b>\$1,955,700</b> | <b>\$1,955,700</b> |
| <b>TOTAL EMPLOYEE BENEFITS</b> |         |                              | <b>\$2,969,017</b> | <b>\$1,946,375</b> | <b>\$1,978,900</b> | <b>\$1,955,700</b> | <b>\$1,955,700</b> |

## Heart and Hypertension

### Service Narrative

These accounts budget for State of Connecticut mandates that require municipalities to compensate police officers or firefighters who are diagnosed with a heart or hypertension disease. The disease has to be proven to be job related to receive these benefits and only firefighters and police officers who were employed in such capacity on July 1, 1996 are eligible for these benefits. Actual expenditures related to Heart and Hypertension are accounted for in the Workers' Compensation Fund. There is a transfer in the Operating Transfers Out section to reflect this action. There was no increase in this budget for 2022-2023.

### Budget Highlights

| 0018103                             |         | HEART AND HYPERTENSION           |                               |                            |                           |                           |                            |
|-------------------------------------|---------|----------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| OBJECT                              | PROJECT | DESCRIPTION                      | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
| <b>HEART AND HYPERTENSION</b>       |         |                                  |                               |                            |                           |                           |                            |
| 516000                              |         | HEART AND HYPERTENSION WAGES     | \$400,000                     | \$400,000                  | \$400,000                 | \$400,000                 | \$400,000                  |
| 520930                              |         | HEART AND HYPERTENSION BENEFITS  | 229,000                       | 230,000                    | 230,000                   | 230,000                   | 230,000                    |
| 531000                              |         | PROFESSIONAL FEES                | 1,000                         | 0                          | 0                         | 0                         | 0                          |
| 591517                              |         | TRANSFER TO WORKERS COMPENSATION | (630,000)                     | (630,000)                  | (630,000)                 | (630,000)                 | (630,000)                  |
| <b>TOTAL HEART AND HYPERTENSION</b> |         |                                  | <b>\$0</b>                    | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                | <b>\$0</b>                 |
| <b>TOTAL HEART AND HYPERTENSION</b> |         |                                  | <b>\$0</b>                    | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                | <b>\$0</b>                 |

## Insurance

### Service Narrative

This activity includes payment of the various premiums that provide protection for liability, fire losses, and damage claims. This includes workers' compensation insurance, insurance consultant fees, property insurance, auto insurance, liability insurance, claims deductibles, and council settlement claims.

The City uses the following consultants to assist with its insurance programs:

- Insurance Consultant - Tracy Driscoll, an insurance and financial services company located in Bristol. They are paid a consulting fee to serve as a liaison with the City's broker-agents.
- Casualty Insurance (or liability insurances) - H.D. Segur, Inc. acts as the City's broker-agent. They are paid through commissions included in the budgeted policy premiums.
- Property Insurance - Roland Dumont Agency Inc. acts as the City's broker-agent. They are paid through commissions included in the budgeted policy premiums.
- Workers' Compensation – FutureComp is the third party administrator to process claims for the City of Bristol Workers' Compensation self-insurance program.

**Budget Highlights**

The 2022-2023 Insurance budget shows a total increase of \$86,950 or 8.34% due to expected increases in auto and liability insurance. More information can be found on the City's Workers' Compensation self-insurance fund in the "Internal Service" tab. The City's contribution for Workers' Compensation decreased by 19.57%.

Shown below is the City's portion of the insurance allocation within the General Fund. The Board of Education, Sewer Operating and Assessment Fund, Water Department and Parks Department budget proportionately an allocation relative to their respective department budgets.

| 0018105 INSURANCE      |         |                                      | 2021               | 2022               | 2022               | 2023               | 2023               |
|------------------------|---------|--------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| OBJECT                 | PROJECT | DESCRIPTION                          | ACTUAL EXPENDITURE | ORIGINAL BUDGET    | REVISED BUDGET     | BUDGET REQUEST     | APPROVED BUDGET    |
| <b>INSURANCE</b>       |         |                                      |                    |                    |                    |                    |                    |
| 520400                 |         | WORKERS COMPENSATION                 | \$1,675,000        | \$1,889,305        | \$1,889,305        | \$1,519,510        | \$1,519,510        |
| 531130                 |         | INSURANCE CONSULTANT                 | 20,000             | 20,000             | 20,000             | 20,000             | 20,000             |
| 552000                 |         | PROPERTY INSURANCE                   | 59,643             | 66,000             | 66,000             | 66,600             | 66,600             |
| 552010                 |         | AUTO INSURANCE                       | 318,173            | 360,000            | 360,000            | 399,600            | 399,600            |
| 552100                 |         | LIABILITY INSURANCE                  | 444,122            | 495,000            | 495,000            | 541,750            | 541,750            |
| 586110                 |         | CLAIMS- DEDUCTIBLE                   | 141,405            | 100,000            | 100,000            | 100,000            | 100,000            |
| 586120                 |         | CLAIMS- COUNCIL SETTLEMENT           | 300                | 1,500              | 1,500              | 1,500              | 1,500              |
| 591517                 |         | TRANSFER OUT TO WORKERS COMPENSATION | (1,675,000)        | (1,889,305)        | (1,889,305)        | (1,519,510)        | (1,519,510)        |
| <b>TOTAL INSURANCE</b> |         |                                      | <b>\$983,642</b>   | <b>\$1,042,500</b> | <b>\$1,042,500</b> | <b>\$1,129,450</b> | <b>\$1,129,450</b> |
| <b>TOTAL INSURANCE</b> |         |                                      | <b>\$983,642</b>   | <b>\$1,042,500</b> | <b>\$1,042,500</b> | <b>\$1,129,450</b> | <b>\$1,129,450</b> |

| Insurance Coverage           | Broker Agent         | Carrier                          | Policy Limits | Deductible   |
|------------------------------|----------------------|----------------------------------|---------------|--|
| Workers' Compensation        |                      | FutureComp (3rd Party Admin.)    | Self-Insured  | N/A  |
| Excess Workers' Compensation | H.D. Segur           | Safety National                  | Statutory     | \$750,000  |
| Property                     | Roland Dumont Agency | Travelers                        | Various       | \$5,000 EDP & A/R  |
| Auto                         | H.D. Segur           | Argonaut Ins.Co.                 | \$1,000,000   | \$5,000 Bodily Injury/ Physical Damage \$1,000 Comp/Coll |
| Liability                    | H.D. Segur           | Argonaut Ins.Co.                 | \$1,000,000   | Occurrence   |
|                              |                      |                                  | \$3,000,000   | Aggregate  |
| Umbrella                     | H.D. Segur           | PA Manufacturer's Assn. Ins. Co. | \$10,000,000  |  |
| Cyber Liability              | H.D. Segur           | Argonaut Ins Co                  | \$1,000,000   | \$10,000   |
| Pollution Liability          | H.D. Segur           | Navigators Specialty Ins Co      | \$500,000     | \$25,000   |

**Miscellaneous**

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|  |                      |                   |              |          |
|--|----------------------|-------------------|--------------|----------|
| <b>CITY</b>                            |                      |                   |              |          |
| Errors & Omissions                     | H.D. Segur           | Argonaut Ins. Co. | \$1,000,000  | \$25,000 |
| Public Official & Employment Practices | H.D. Segur           | Argonaut Ins. Co. | \$1,000,000  | \$25,000 |
| Law Enforcement                        | H.D. Segur           | Argonaut Ins. Co. | \$1,000,000  | \$25,000 |
| Crime                                  | Roland Dumont Agency | Travelers         | Various      |          |
| <b>EDUCATION</b>                       |                      |                   |              |          |
| Errors & Omissions                     | H.D. Segur           | Argonaut Ins. Co. | \$1,000,000  | \$25,000 |
| Employment Practices Liability         | H.D. Segur           | Argonaut Ins. Co. | \$1,000,000  | \$25,000 |
| <b>RETIREMENT BOARD</b>                |                      |                   |              |          |
| Fiduciary Bond                         | Tracy Driscoll       | Travelers         | \$10,000,000 | \$50,000 |

**Property Insurance**

|                     |  |
|---------------------|--|
| Form                | Travelers Manuscript Form with Endorsements  |
| Conditions          | Risks of Direct Physical Loss including Flood and Earthquake   |
| Term                | July 1, 2022 to July 1, 2023   |
| Limits              | \$644,138,343 Buildings and Structures<br>\$ 50,814,665 Personal Property<br>\$ 2,500,000 Data Processing & Media<br>\$ 2,469,999 Contractor's Equipment |
| Valuation           | Replacement Cost (Except Contractor's Equipment), Agreed Amount,<br>No Coinsurance   |
| Schedule of Insured | On file  |

## Crime

| Coverage  | Description  |
|-----------|--|
|           | Blanket Public Employee and School Employee Dishonesty<br>Coverage Includes: <ul style="list-style-type: none"> <li>▪ Faithful Performance of Duty</li> <li>▪ Pension and Employee Benefits</li> <li>▪ Volunteers, Students, Non-Compensated Officers &amp; Directors and Committee Members</li> </ul> Scheduled Excess Limit of Insurance (Employee Dishonesty): <ul style="list-style-type: none"> <li>▪ \$1,000,000 Treasurer</li> <li>▪ \$1,000,000 Deputy Treasurer</li> <li>▪ \$1,000,000 Purchasing Agent</li> <li>▪ \$1,000,000 Comptroller</li> <li>▪ \$1,000,000 Assistant Comptroller</li> <li>▪ \$1,000,000 Public Works Director</li> </ul> |
| \$100,000 | Forgery and Alteration   |
|           | Money & Securities (In/Out)<br>Coverage includes: <ul style="list-style-type: none"> <li>▪ \$ 100,000 City Hall</li> <li>▪ \$1,575,000 (Peak Season 7/1 – 8/10 &amp; 1/1 – 2/10)</li> <li>▪ \$ 30,000 Water Department</li> <li>▪ \$ 15,000 Board of Education</li> <li>▪ \$ 4,000 Bristol Eastern and Bristol Central High Schools</li> </ul>   |
| \$500,000 | Computer Fraud   |
| \$500,000 | Funds Transfer Fraud   |
| \$25,000  | Counterfeit Currency   |
|           | Other Property <ul style="list-style-type: none"> <li>▪ \$100,000 Premises</li> <li>▪ \$100,000 Messenger</li> </ul>   |
| \$250     | Deductible - All coverages except Employee Dishonesty  |
| \$1,000   | Deductible - Employee Dishonesty   |

## All Other

### Service Narrative

This activity includes items that are extraordinary in nature and difficult to classify. These items include hydrant charges, citywide equipment/maintenance contracts, citywide postage reimbursement, tax foreclosure costs, and unanticipated expenses. The Contractual Obligations account sets aside funds for unsettled union contracts. The contingency account provides for unforeseen expenditures that may occur during the budget year.

### Budget Highlights

The 2022-2023 budget shows an overall increase of \$620,370 due to an increase in Contractual Obligations for unsettled union contracts.

**Miscellaneous**

0018106 ALL OTHER

| OBJECT                 | PROJECT | DESCRIPTION                          | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|------------------------|---------|--------------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>ALL OTHER</b>       |         |                                      |                               |                            |                           |                           |                            |
| 522301                 |         | CONTRACTUAL OBLIGATIONS              | \$0                           | \$0                        | \$43,765                  | \$550,000                 | \$550,000                  |
| 531000                 |         | PROFESSIONAL FEES                    | 11,952                        | 15,950                     | 19,934                    | 15,950                    | 15,950                     |
| 541110                 |         | SEWER USE PAYMENTS HOUSING AUTHORITY | 0                             | 0                          | 0                         | 0                         | 30,000                     |
| 541220                 |         | HYDRANT CHARGES                      | 38,448                        | 40,000                     | 40,000                    | 40,000                    | 40,000                     |
| 543200                 |         | EQUIPMENT MAINTENANCE CONTRACTS      | 76,086                        | 80,000                     | 80,000                    | 80,000                    | 80,000                     |
| 569000                 |         | OFFICE SUPPLIES                      | 7,239                         | 10,000                     | 10,000                    | 10,000                    | 10,000                     |
| 570400                 |         | COMPUTER REPLACEMENT PROGRAM         | 255,264                       | 200,000                    | 200,000                   | 200,000                   | 200,000                    |
| 581250                 |         | TAX FORECLOSURE COSTS                | 3,766                         | 15,000                     | 15,000                    | 15,000                    | 15,000                     |
| 589000                 |         | CONTINGENCY                          | 0                             | 1,000,000                  | 599,660                   | 1,000,000                 | 1,000,000                  |
| 589100                 |         | UNANTICIPATED EXPENSES               | 5,328                         | 30,000                     | 30,644                    | 30,000                    | 30,000                     |
| 591125                 |         | COMMODITIES                          | 0                             | 0                          | 0                         | 0                         | 40,370                     |
| <b>TOTAL ALL OTHER</b> |         |                                      | <b>\$398,083</b>              | <b>\$1,390,950</b>         | <b>\$1,039,003</b>        | <b>\$1,940,950</b>        | <b>\$2,011,320</b>         |
| <b>TOTAL ALL OTHER</b> |         |                                      | <b>\$398,083</b>              | <b>\$1,390,950</b>         | <b>\$1,039,003</b>        | <b>\$1,940,950</b>        | <b>\$2,011,320</b>         |

## Other Post-Employment Benefits (OPEB)

### Service Narrative

The City offers post-retirement health care benefits to City and certain Board of Education employee groups that meet retirement eligibility requirements. As of the July 1, 2020 valuation (completed bi-annually) there were 1,863 members, 344 currently receiving benefits and 1,519 active members (current employees). Government Accounting Standards Board (GASB) Statement #45 requires the City to report post-employment benefits costs on its financial statements as well as the liabilities associated with providing this benefit. The City has been funding the plan since FY2008. Within budgetary constraints the plan is to gradually increase the funding until the full ADC is contributed.

Milliman performs the actuarial valuation for the OPEB plan. Revised methodologies and assumptions were incorporated in the July 1, 2020 valuation with updated amounts for the FY2022-2023 budget estimates. Based on the update the City will contribute approximately 93% of the Actuarially Determined Contribution (ADC). This is comprised of the Expected Benefit Payouts (EBP) paid through the City's Health Insurance Internal Service Fund and the City and Water Department's contribution transferred to the OPEB Trust fund. For FY2023, the City's contribution of \$1,200,000 combined with a \$177,000 contribution from the Water Department Enterprise Fund represents 68% of the total actuarial determined contribution of \$2,019,579 or 93% of the ADC including the expected benefit payouts.

**Miscellaneous**

The components of the ADC is as follows:

**ACTUARIALLY DETERMINED CONTRIBUTION (ADC) FOR 2022-2023**

|                                     | Actuarially<br>Determined<br>Contribution | Expected<br>Benefit<br>Payouts (EBP) | Net<br>Budget<br>Impact |
|-------------------------------------|---|--------------------------------------|-------------------------|
| City                                | \$2,389,289                               | (2,240,385)                          | \$148,900               |
| Water                               | \$490,116                                 | (312,979)                            | \$177,137               |
| Police                              | \$1,871,228                               | (1,378,673)                          | \$492,555               |
| Fire                                | \$1,047,836                               | (663,467)                            | \$384,369               |
| BOE Certified                       | \$1,503,412                               | (874,691)                            | \$628,721               |
| BOE Non-Certified                   | \$1,341,875                               | (1,153,978)                          | \$187,897               |
| <b>Totals</b>                       | <b>\$8,643,752</b>                        | <b>(\$6,624,173)</b>                 | <b>\$2,019,579</b>      |
| City Contribution                   |   |                                      | (\$1,200,000)           |
| Water Contribution                  |   |                                      | (\$177,000)             |
| Unfunded Contribution               |   |                                      | \$642,579               |
| % Contribution Funded               |   |                                      | <b>68%</b>              |
| % Contribution Funded including EBP |   |                                      | <b>93%</b>              |

**Budget Highlights**

0018107 OTHER POST EMPLOYMENT BENEFITS

| OBJECT PROJECT | DESCRIPTION                                 | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|----------------|---|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| 520925         | OTHER POST EMPLOYMENT BENEFITS              | \$1,300,000                   | \$1,200,000                | \$1,200,000               | \$1,200,000               | \$1,200,000                |
|                | <b>TOTAL BENEFITS</b>                       | <b>\$1,300,000</b>            | <b>\$1,200,000</b>         | <b>\$1,200,000</b>        | <b>\$1,200,000</b>        | <b>\$1,200,000</b>         |
|                | <b>TOTAL OTHER POST EMPLOYMENT BENEFITS</b> | <b>\$1,300,000</b>            | <b>\$1,200,000</b>         | <b>\$1,200,000</b>        | <b>\$1,200,000</b>        | <b>\$1,200,000</b>         |

**Operating Transfers Out**

**Service Narrative**

This activity includes transfers to the Special Revenue Funds, Debt Service Funds, Capital Project Funds and Internal Service Funds. The Debt Service transfer detail can be found in the "Debt Management" tab. The Special Revenue transfer out includes funds for the City share of the Bristol Development Authority as seen in the "Special Revenue" tab.

**Budget Highlights**

The 2022-2023 budget shows an increase in operating transfers out in the amount of \$418,915. The charts below indicate the budget in summary and detail.

Debt Service expenditures can be found in detail in the "Debt Management" tab in this document. Capital Projects can be found in detail behind the "Capital Budget Summary" tab.

Miscellaneous

0018108 OPERATING TRANSFERS OUT

| OBJECT                                | PROJECT | DESCRIPTION                   | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|---------------------------------------|---------|-------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>OPERATING TRANSFERS OUT (USES)</b> |         |                               |                               |                            |                           |                           |                            |
| 591100                                |         | TRANSFER TO SPECIAL REVENUE   | \$7,962,095                   | \$2,155,900                | \$2,171,800               | \$2,003,240               | \$2,003,240                |
| 591201                                |         | TRANSFER TO DEBT SERVICE FUND | 10,100,000                    | 10,500,000                 | 10,500,000                | 11,000,000                | 11,000,000                 |
| 591300                                |         | TRANSFER TO CAPITAL PROJECTS  | 2,710,050                     | 450,000                    | 450,000                   | 1,216,370                 | 891,370                    |
| 591500                                |         | TRANSFER TO INTERNAL SERVICE  | 31,646,146                    | 14,241,485                 | 32,194,240                | 13,871,690                | 13,871,690                 |
| <b>TOTAL OPERATING TRANSFERS OUT</b>  |         |                               | <b>\$52,418,291</b>           | <b>\$27,347,385</b>        | <b>\$45,316,040</b>       | <b>\$28,091,300</b>       | <b>\$27,766,300</b>        |
| <b>TOTAL OPERATING TRANSFERS OUT</b>  |         |                               | <b>\$52,418,291</b>           | <b>\$27,347,385</b>        | <b>\$45,316,040</b>       | <b>\$28,091,300</b>       | <b>\$27,766,300</b>        |

|                               | Budget<br>2021-2022  | Request<br>2022-2023 | Approved<br>2022-2023 | Approved<br>Increase/<br>(Decrease) |
|-------------------------------|----------------------|----------------------|-----------------------|-------------------------------------|
| 591100 Special Revenue:       |                      |                      |                       |                                     |
| Fire Truck Reserve            | \$ 100,000           | \$ 100,000           | \$ 100,000            | \$ -                                |
| ECD - City Share              | 451,460              | 444,460              | 444,460               | (7,000)                             |
| Solid Waste Contribution      | 1,140,400            | 999,640              | 999,640               | (140,760)                           |
| Transfer Station Contribution | 464,040              | 459,140              | 459,140               | (4,900)                             |
| <b>Subtotal</b>               | <b>\$ 2,155,900</b>  | <b>\$ 2,003,240</b>  | <b>\$ 2,003,240</b>   | <b>\$ (152,660)</b>                 |
| 591201 Debt Service           |                      |                      |                       |                                     |
| Debt Service                  | \$ 10,500,000        | \$ 11,000,000        | \$ 11,000,000         | \$ 500,000                          |
| <b>Subtotal</b>               | <b>\$ 10,500,000</b> | <b>\$ 11,000,000</b> | <b>\$ 11,000,000</b>  | <b>\$ 500,000</b>                   |
| 591300 Capital Projects       |                      |                      |                       |                                     |
| Capital Projects              | 0                    | 695,000              | 370,000               | 370,000                             |
| Assessor Revaluation          | 150,000              | 50,000               | 50,000                | (100,000)                           |
| Road Improvements Fund        | 300,000              | 300,000              | 300,000               | 0                                   |
| TIF District                  | 0                    | 171,370              | 171,370               | 171,370                             |
| <b>Subtotal</b>               | <b>\$ 450,000</b>    | <b>\$ 1,216,370</b>  | <b>\$ 891,370</b>     | <b>\$ 441,370</b>                   |
| 591500 Internal Service       |                      |                      |                       |                                     |
| Heart & Hypertension          | \$ 630,000           | \$ 630,000           | \$ 630,000            | \$ -                                |
| City Health Benefits          | 11,722,180           | 11,722,180           | 11,722,180            | 0                                   |
| City Workers' Compensation    | 1,889,305            | 1,519,510            | 1,519,510             | (369,795)                           |
| <b>Subtotal</b>               | <b>\$ 14,241,485</b> | <b>\$ 13,871,690</b> | <b>\$ 13,871,690</b>  | <b>\$ (369,795)</b>                 |
| <b>Totals</b>                 | <b>\$ 27,347,385</b> | <b>\$ 28,091,300</b> | <b>\$ 27,766,300</b>  | <b>\$ 418,915</b>                   |

## Public Buildings

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

### Service Narrative

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

### Fiscal Year 2022 Goals and Accomplishments:

Completed the following projects:

- Main Library Plaster Abatement & Repairs/Painting
- Main Library Retaining Wall Top Stone Replacements
- Fire House #5 HVAC Study
- Main Library Sidewalk and Staircase Replacement
- Fire House #2 Rear Ramp & Parking Lot Milling & Paving
- Beals Center Sidewalk Replacements
- City Yard Mechanics Office RTU Replacement
- Beals Senior Center Service Counter Replacement
- 51 High Street Boiler Replacement & Natural Gas Service Installation
- Police Complex Basement Parking LED Lighting Upgrades
- Animal Control Facility Ceiling Painting
- Beals Center Hot Water Heater Replacement

### Fiscal Year 2023 Goals:

- Main Library Carpet Replacement (historic wing stairway and select border in lower level)
- Main Library Boiler Repair (cracked section replacement)
- 51 High Street Window Trim Repairs/Exterior Painting (\$75,000 State Historic Preservation Office funding obtained to match \$75,000 allocated by the City)
- Animal Control Facility HVAC/Feasibility Study (to determine renovation or replacement of existing facility)
- Bristol Police Complex Return Air Fan Replacement
- Bristol Police Complex Flooring & Painting improvements
- Develop an annual rotating schedule to systematically address Police Department Complex Improvements sections in a cyclic future fashion
- City Yard Salt Dome Roof Replacement & LED Lighting Upgrades

### Long Term Goals:

- Bristol Police Complex Parking Garage Structural Study (to address water infiltration and limit concrete deterioration)
- Coordinate with Police, Fire, Library, Beals, Parks & Recreation, Youth & Community Services and all other Departments supported by Facilities and Building Maintenance Staff to develop and understand operational needs and goals for future planning and budgeting purposes

**Budget Highlights**

| <b>Facility</b>                               | <b>Project</b>  | <b>FY2023 Approved</b> |
|---|---|------------------------|
| Fire House #2 AC Installation                 | Installation of mini-split cooling systems  | \$50,000               |
| Fire House #2 Electrical & Generator Upgrades | Upgrade of undersized electrical panels and replacement of emergency stand-by generator | \$75,000               |
| Fire House #5 Electrical & Generator Upgrades | Upgrade of undersized electrical panels and replacement of emergency stand-by generator | \$75,000               |
| Fire House No. 4                              | Bay HVAC Ceiling Fans in apparatus bay  | \$10,000               |
| Main Library Chiller Repair                   | Repairs to leaking section of the Chiller unit  | \$15,000               |
| Police Complex Holding Cells                  | Concrete repair and epoxy painting of holding cells                                     | \$25,000               |

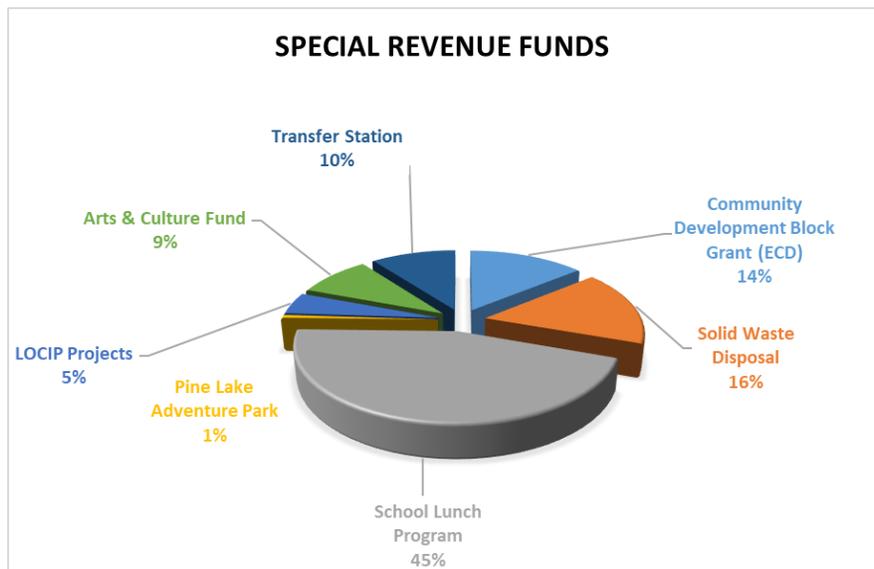
0018310 PUBLIC BUILDINGS

| <b>OBJECT</b>                  | <b>PROJECT</b> | <b>DESCRIPTION</b>                | <b>2021 ACTUAL EXPENDITURE</b> | <b>2022 ORIGINAL BUDGET</b> | <b>2022 REVISED BUDGET</b> | <b>2023 BUDGET REQUEST</b> | <b>2023 APPROVED BUDGET</b> |
|--------------------------------|----------------|-----------------------------------|--------------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|
| <b>CAPITAL OUTLAY PROJECTS</b> |                |                                   |                                |                             |                            |                            |                             |
| 591101                         |                | IMPROVEMENTS                      | \$250,000                      | \$176,000                   | \$176,000                  | \$250,000                  | \$250,000                   |
|                                |                | <b>TOTAL CAPITAL OUTLAY PROJ.</b> | <b>\$250,000</b>               | <b>\$176,000</b>            | <b>\$176,000</b>           | <b>\$250,000</b>           | <b>\$250,000</b>            |
|                                |                | <b>TOTAL PUBLIC BUILDINGS</b>     | <b>\$250,000</b>               | <b>\$176,000</b>            | <b>\$176,000</b>           | <b>\$250,000</b>           | <b>\$250,000</b>            |



## Special Revenue Funds

| <b>Special Revenue Funds Budgets and Expenditures</b> |                    |                    |                    |
|---|--------------------|--------------------|--------------------|
|   | <b>2021</b>        | <b>2022</b>        | <b>2023</b>        |
|   | <u>Actual</u>      | <u>Budget</u>      | <u>Budget</u>      |
| Community Development Block Grant (ECD)               | 2,142,691          | 1,173,146          | 1,166,476          |
| Solid Waste Disposal                                  | 1,557,472          | 1,500,000          | 1,359,240          |
| School Lunch Program                                  | 2,933,046          | 3,669,600          | 3,733,570          |
| Pine Lake Adventure Park                              | (198)              | 115,000            | 53,195             |
| LOCIP Projects  | 370,877            | 465,000            | 390,000            |
| Arts & Culture Fund                                   | 0                  | 0                  | 743,565            |
| Transfer Station                                      | <u>814,586</u>     | <u>839,790</u>     | <u>854,390</u>     |
| <b>Total Special Revenue Funds</b>                    | <b>\$7,818,474</b> | <b>\$7,762,536</b> | <b>\$8,300,436</b> |



### Program Summary

Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. A summary of budgeted special revenue funds is presented in the table above.

Not all special revenue funds are budgeted. There are several funds whose revenue source dictates eligible expenditures. The revenue source for most of these are governmental grants and those include special grants for libraries, firefighters, disasters, community services and police department's share of drug related asset forfeitures. Other revenue sources for these funds are the collection of fees of which a portion must be set aside for specific expenditures and general donations.

The State Local Capital Improvement Program (LOCIP) provides an annual entitlement for municipalities to be used for eligible non-school capital projects and improvements. Although the LOCIP fund does not receive a budget appropriation, it is a specific source of funding in the City's Capital Budget, which is approved as part of the annual budget process. The LOCIP fund is presented here as if it were an appropriated fund.

## Community Development Block Grant Fund Economic and Community Development

Justin Malley, Executive Director  
(860) 584-6185  
justinmalley@bristolct.gov

### Service Narrative

The office of Economic and Community Development (ECD) is responsible for economic and community development in the City of Bristol, and is the successor agency to the Bristol Development Authority (BDA). The department is responsible for coordinating municipally led economic development efforts, for applying for and administering major grant funding, as well as for managing City of Bristol marketing efforts. The department is governed by a nine-member, bipartisan Board of Directors that is chaired by the Mayor. The Board has full responsibility for the Community Development Block Grant (CDBG) programs, reviews applications for the Neighborhood Assistance Act, and oversees redevelopment activities which includes managing incentive programs, including economic development grants, tax abatements, and more.

The ECD office has five full-time staff positions, the majority of whom administer or generate special revenue. The Grants Administrator position is funded half by the City and half by federal funds through the U.S. Department of Housing and Urban Development (HUD). The Housing and Projects Specialist is primarily supported by HUD, and two other positions – the Executive Director and the department's Administrative Assistant – receive partial support from HUD. The Marketing and Public Relations Specialist is fully funded by the City. The federal government requires a specific accounting for each portion of the HUD-supported salaries.

Economic development efforts are concentrated on attracting, retaining, and growing industrial, office, medical, and retail establishments in the City. The ECD also works to encourage the development of new residential projects. This strategy helps to grow the tax base while offering employment opportunities and access to housing for Bristol residents. In addition to increasing the tax base, the ECD is focused on increasing employment opportunities in Bristol and stimulating economic development in other ways. Part of this process includes promoting the many qualities that make Bristol an ideal location to open a business, from its talented workforce, to convenient central Connecticut location, to potential tax abatements and grant funding for businesses in critical industries.

Downtown redevelopment, including supporting the West End neighborhood, is a priority for the ECD. Downtown redevelopment is part of a continuing effort to improve the physical environment, to attract new businesses, and to establish a new sense of purpose for the City center. The ECD has taken the lead on redeveloping approximately 15 acres in the heart of downtown now known as Centre Square, among other initiatives.

### Fiscal Year 2022 Goals and Accomplishments:

#### Notable Economic Grants

From July 1, 2021 to present, the Economic and Community Development (ECD) department has coordinated several economic development grant awards to support new and existing Bristol businesses completing facility improvements or receiving technical assistance. These grants are varied, from supporting minor renovations for the City's smallest businesses, to helping manufacturers add square footage to their facilities, to guiding startup businesses as they help energize the downtown area. A sampling of recent grant awards include:

- CT Ears, a new pediatric audiology office, was assisted with its downtown office opening.
- Established business Cousin's Oil took advantage of a Downtown Grant to repave its newly acquired parking area on Riverside Avenue.

## **Special Revenue Funds**

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- The startup Bakery on Maple is renovating a long-vacant storefront downtown that hosts the company's exciting cakes and treats!
- Several manufacturers received Technical Assistance Grants through an innovative partnership with Connstep. These grants are helping manufacturers attain industry recognized certifications, meet cybersecurity requirements, implement "lean" manufacturing processes, and more.

### **Tax Incentive Highlights**

From July 1, 2021 to present, the ECD has coordinated the approval of several tax abatement packages to assist substantial development projects. The tax incentives take several forms, from State of CT programs including the "Enterprise Zone" and "Urban Jobs" programs, to specially tailored packages made possible through CT General Statute 12-65b.

- KindCare, an innovative assisted living facility designed to be more affordable, received a tax abatement to build a 60,000 square-foot facility downtown.
- Raw Foods Central, a new food processing facility, received a State of CT "Urban Jobs" tax abatement for its production space on Battisto Road.
- AMKO, a manufacturer in the Southeast Bristol Business Park, received an "Urban Jobs" tax abatement for the recent addition to its facility.

### **Economic Development Highlights**

- Several projects are taking shape in the Southeast Bristol Business Park. Specifically, Lot #2 is under construction, Lot #6 is under contract, and Lot #8 is under contract.
- The "Residences on Main," a recently completed 32-unit apartment project on Main Street, is fully leased.
- The By Carrier company is designing an approximately 90-unit mixed use development for Centre Square.
- Developers Wesley Cyr and Oliver Wilson have closed on an 18,000 square-foot mixed-use building on "Parcel 10" of Centre Square, just north of the Bristol Health building. The building will feature 14 apartments and approximately 8,000 square feet of first floor retail space.
- KindCare, a senior living development facility has broken ground on a 60,000 square-foot assisted living project at the corner of North Main Street and Farmington Avenue.
- Construction is underway on a combined 90,000 square-foot hotel and conference center to complement the existing DoubleTree by Hilton hotel.
- ECD is partnering with New Colony Development Corp. on the conversion of the J.H. Sessions building on Riverside Avenue to approximately 90 apartments.

### **Marketing Highlights**

- The City will continue to manage the Farmers Market for 20 weeks with the addition of a new partner, the Bristol Rotary Club, to help grow the market through community sponsorships. Offering SNAP/EBT payments at the market will continue again in 2022.
- As downtown economic development continues videos will be produced to highlight the construction projects, starting with City Hall renovations and the KindCare Assisted Living facility and then adding others as they get underway to keep the community informed of each project's progress.
- ECD along with the Mayor's Office will continue to recognize and celebrate milestone anniversaries of Bristol businesses, (30-plus years in business).

### **Community Development Highlights**

Community Development Block Grant funding was reduced for Program Year 48, FY 2023. The City's total allocation is \$633,730, a reduction of 4.5% from the previous year.

- Awarded Community Development Block Grant (CDBG) public service grants with a value of \$95,059 to ten (10) community agencies providing programs to benefit Bristol residents with low and moderate incomes; utilized \$3,000 of CDBG funding to support Fair Housing activities; provided \$61,023 in CDBG funds to replace deteriorated, unsafe sidewalks in approved areas; and awarded CDBG capital project grants totaling \$11,645 to three (3) non-profit organizations serving low and moderate-income residents.
- For the period July 1, 2021 to June 10, 2022, the ECD utilized \$271,590 in CDBG Housing Rehabilitation funds to provide grants for projects benefiting 31 single-family and 20 multi-family housing units with low to moderate incomes. Typical home improvements include the replacement of a home's roof or heating system, upgrade to energy efficient windows, sewer line replacement and other emergency repairs. The total value of the rehabilitation work performed during the year was \$356,777, strengthening the housing stock in Bristol and enabling residents to maintain the safety and integrity of their homes.
- The second round of \$382,741 in CARES funding was allocated by HUD in September 2020, and the City conducted a competitive request for proposal (RFP) process to provide grants to 10 social service agencies who serve the low and moderate income residents of Bristol while they prepare for, prevent, and respond to the coronavirus pandemic. Those awards were made in December (retroactive to March 2020) and extend through 2023. To date, \$649,014 in CARES funding has been expended in Bristol through the CDBG program (including \$393,989 for the renovation of St. Vincent DePaul homeless shelter), and there is a balance of \$72,059 yet to be expended.

### **Grants Administration Highlights**

- Provided support for an Urban Act grant application with Department of Economic and Community Development (DECD) for the construction of a municipal parking garage behind the Police Station to add additional parking for City Hall and Post Office employees in light of the displacement of public parking on the Centre Square site. The State Bond Commission approved an award of \$4,692,000 in July 2021.
- Worked with the Mayor and various City Departments to secure State and Federal infrastructure grants to improve roadways, bridges, transportation (buses), pedestrian amenities, and other systems in need of upgrade or replacement. These grants include Federal ARPA dollars as primary or matching funds, Infrastructure Initiative Jobs Act, Connecticut Infrastructure Fund, and other "Build Back Better" sources.
- The Grants Administrator continues to work with the Bristol Fire Department to coordinate its Federal Emergency Management Agency (FEMA) training grants; an application for an additional AFG training grant was submitted in 2022; Historic Restoration funds have been awarded by the State Historic Preservation Office for exterior work at the City-owned historic building housing Community & Youth Services at 51 High Street; with the Emergency Operations Manager to maintain FEMA and Emergency Management Performance Grant (EMPG) funding for local programs; and to consult with the Police Department and other City departments interested in applying for grant funding for new or expanding programs.

**Fiscal Year 2022-2023 Goals:**

- **Continued Brownfield Growth**  
The ECD is working with New Colony Development Corp. and Vesta Corp./BHA on the redevelopment of the J.H. Sessions building at 273 Riverside Avenue. This type of project cannot be completed in one year, so it will continue to be a priority of the ECD for several years until the ribbon is cut on a new development for the site. Similarly, 894 Middle Street – a 17-acre property that was once the home of a metal reclamation facility – is actively being marketed to developers. As of January 2022, 894 Middle Street has been remediated, with appropriate reporting submitted to the State of CT and U.S. Environmental Protection Agency. Monitoring wells were placed on site in 2022.
- **Continued Focus on Securing Competitive Grants and Continuing Bristol's Successful CDBG Process**  
The ECD will continue to manage grants administration for City efforts while also coordinating the CDBG program in a responsible manner, adapting to funding changes and shifting priorities for the community. The department's primary effort for 2022-2023 will be balancing the responsibility of administering the unexpected CDBG funding received as a result of the COVID pandemic while continuing to manage the City's annual CDBG allocation.
- **Continued Focus on Promoting Bristol**  
The ECD has made great strides in promoting the many positives of Bristol to a variety of audiences. That effort must continue to ensure residents and local businesses feel good about their community, and to make those outside Bristol aware that the "All Heart City" is a great place to visit, to purchase property, to start a new business, or to relocate or expand an existing business. This effort includes continuing to grow the popular Farmers Market.
- **Sell Remaining City Owned Industrial Property**  
The ECD will continue to promote development opportunities within the Southeast Bristol Business Park, 894 Middle Street, and 229 Technology Park for appropriate end users. Also, as always the ECD will continue to assist in the sale or lease of privately owned buildings to new owners.
- **Downtown Growth**  
The ECD must work hard to ensure the numerous projects planned for downtown proceed successfully through the City's regulatory processes, secure City/State incentives necessary to obtain financing, and navigate other challenges to get "shovels in the ground." At the same time, ECD must work with Public Works and other departments to ensure the City maintains and improves downtown infrastructure to ensure private development success. This includes streetscapes, parking options, and more.

**Long Term Goals:**

The ECD expects the shuttering of "big box" retail stores to accelerate as a result of the COVID-19 pandemic. ECD is investigating methods to address this concern, including revisiting zoning regulations to encourage the repurposing of these spaces for distribution and/or similar uses.

ECD is working with Bristol Adult Education, Tunxis Community College, Bristol Technical Education Center, Capital Workforce Partners, and others to establish and promote career training to place vulnerable retail employees into better careers within the manufacturing and healthcare industries. This assists local residents in search of secure, rewarding careers while also helping local businesses fill vacant positions.

Finally, the responsible development of Centre Square remains a long-term goal to support the overall growth of downtown Bristol.

**Expenditure and Position Summary**

|                     | <b>2021<br/>Actual</b> | <b>2022<br/>Estimated</b> | <b>2023<br/>Budgeted</b> |
|---------------------|------------------------|---------------------------|--------------------------|
| Salary Expenditures | \$434,329              | \$452,235                 | \$455,635                |
| Full time Positions | 5                      | 5                         | 5                        |

**Organizational Chart**



**Economic and Community Development Board**

|  |         |
|--|---------|
| Mayor Jeffrey Caggiano, Chairperson    | 11/2023 |
| Howard T. Schmelder, Vice-Chairperson  | 12/2026 |
| Sebastian Panioto, City Council Member | 11/2023 |
| David Mills                            | 12/2024 |
| Thomas Hick                            | 02/2024 |
| Marvin Goldwasser                      | 12/2026 |
| Andrew Rasmussen-Tuller                | 12/2024 |



**Special Revenue Funds**

**Budget Highlights**

104 REVENUES

| OBJECT                                     | PROJECT | DESCRIPTION                   | 2021<br>ACTUAL<br>REVENUE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|--|---------|-------------------------------|---------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>1044101 BDA- CITYSHARE</b>              |         |                               |                           |                            |                           |                           |                            |
| 432155                                     |         | COVID ACITIVITY REIMBURSEMENT | \$8,730                   | \$0                        | \$0                       | \$0                       | \$0                        |
| 490001                                     |         | TRANSFER IN GENERAL FUND      | 431,010                   | 451,460                    | 451,460                   | 444,460                   | 444,460                    |
| <b>TOTAL BDA- CITYSHARE</b>                |         |                               | <b>\$439,740</b>          | <b>\$451,460</b>           | <b>\$451,460</b>          | <b>\$444,460</b>          | <b>\$444,460</b>           |
| <b>1044103 BDA- CDBG- ADMINISTRATION</b>   |         |                               |                           |                            |                           |                           |                            |
| 431025                                     |         | CDBG ENTITLEMENT              | \$708,151                 | \$663,594                  | \$832,144                 | \$663,594                 | \$663,594                  |
| 431083                                     |         | REPROGRAMMING FUNDS CDBG      | 41,000                    | 23,092                     | 23,092                    | 23,422                    | 23,422                     |
| 431084                                     |         | PROGRAM INCOME                | 17,910                    | 35,000                     | 35,000                    | 35,000                    | 35,000                     |
| <b>TOTAL BDA- CDBG- ADMINISTRATION</b>     |         |                               | <b>\$767,061</b>          | <b>\$721,686</b>           | <b>\$890,236</b>          | <b>\$722,016</b>          | <b>\$722,016</b>           |
| <b>1044105 BDA- CDBG-PROJECTS</b>          |         |                               |                           |                            |                           |                           |                            |
| 431722                                     |         | CARES ACT FUNDING             | \$569,252                 | \$0                        | \$207,478                 | \$0                       | \$0                        |
| <b>TOTAL BDA- CDBG-PROJECTS</b>            |         |                               | <b>\$569,252</b>          | <b>\$0</b>                 | <b>\$207,478</b>          | <b>\$0</b>                | <b>\$0</b>                 |
| <b>TOTAL BRISTOL DEVELOPMENT AUTHORITY</b> |         |                               | <b>\$1,776,053</b>        | <b>\$1,173,146</b>         | <b>\$1,549,173</b>        | <b>\$1,166,476</b>        | <b>\$1,166,476</b>         |

1044101 EXPENDITURES - CITY SHARE

| OBJECT                               | PROJECT | DESCRIPTION                        | 2021<br>ACTUAL<br>EXPENDITURES | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|--------------------------------------|---------|------------------------------------|--------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                      |         |                                    |                                |                            |                           |                           |                            |
| 514000                               |         | REGULAR WAGES                      | \$289,081                      | \$301,270                  | \$301,270                 | \$304,670                 | \$304,670                  |
| 515100                               |         | OVERTIME                           | 637                            | 1,500                      | 1,500                     | 1,500                     | 1,500                      |
| 515200                               |         | PART TIME WAGES                    | 0                              | 0                          | 0                         | 0                         | 0                          |
| 517000                               |         | OTHER WAGES                        | 2,349                          | 2,410                      | 2,410                     | 2,410                     | 2,410                      |
| <b>TOTAL SALARIES</b>                |         |                                    | <b>\$292,067</b>               | <b>\$305,180</b>           | <b>\$305,180</b>          | <b>\$308,580</b>          | <b>\$308,580</b>           |
| <b>CONTRACTUAL SERVICES</b>          |         |                                    |                                |                            |                           |                           |                            |
| 531000                               |         | PROFESSIONAL FEES AND SERVICES     | \$11,120                       | \$9,100                    | \$14,639                  | \$9,100                   | \$9,100                    |
| 553000                               |         | TELEPHONE                          | 0                              | 150                        | 150                       | 0                         | 0                          |
| 553100                               |         | POSTAGE                            | 181                            | 1,000                      | 1,000                     | 1,000                     | 1,000                      |
| 554000                               |         | TRAVEL REIMBURSEMENT               | 16                             | 3,500                      | 1,500                     | 3,500                     | 3,500                      |
| 555000                               |         | PRINTING AND BINDING               | 2,417                          | 1,000                      | 1,000                     | 500                       | 500                        |
| 557700                               |         | ADVERTISING                        | 41,946                         | 36,700                     | 38,120                    | 43,200                    | 43,200                     |
| 581120                               |         | CONFERENCES AND MEMBERSHIPS        | 2,946                          | 7,500                      | 7,500                     | 6,000                     | 6,000                      |
| 581260                               |         | MISCELLANEOUS PROMOTIONS           | 922                            | 1,000                      | 1,000                     | 1,000                     | 1,000                      |
| 581270                               |         | TRADE SHOWS                        | 134                            | 1,000                      | 3,000                     | 2,500                     | 2,500                      |
| 587467                               |         | DOWNTOWN REVITALIZATION ACTIVITIES | 7,561                          | 5,000                      | 5,000                     | 3,500                     | 3,500                      |
| <b>TOTAL CONTRACTUAL SERVICES</b>    |         |                                    | <b>\$67,243</b>                | <b>\$65,950</b>            | <b>\$72,909</b>           | <b>\$70,300</b>           | <b>\$70,300</b>            |
| <b>BENEFITS</b>                      |         |                                    |                                |                            |                           |                           |                            |
| 520100                               |         | LIFE INSURANCE                     | \$399                          | \$430                      | \$430                     | \$430                     | \$430                      |
| 520500                               |         | DISABILITY INSURANCE               | 84                             | 95                         | 95                        | 95                        | 95                         |
| 520700                               |         | F.I.C.A                            | 17,267                         | 18,680                     | 18,680                    | 18,890                    | 18,890                     |
| 520750                               |         | MEDICARE INSURANCE                 | 4,038                          | 4,370                      | 4,370                     | 4,420                     | 4,420                      |
| <b>TOTAL BENEFITS</b>                |         |                                    | <b>\$21,788</b>                | <b>\$23,575</b>            | <b>\$23,575</b>           | <b>\$23,835</b>           | <b>\$23,835</b>            |
| <b>SUPPLIES AND MATERIALS</b>        |         |                                    |                                |                            |                           |                           |                            |
| 561800                               |         | PROGRAM SUPPLIES                   | \$1,708                        | \$1,500                    | \$1,500                   | \$1,000                   | \$1,000                    |
| 569000                               |         | OFFICE SUPPLIES                    | 1,041                          | 1,500                      | 1,500                     | 1,500                     | 1,500                      |
| <b>TOTAL SUPPLIES AND MATERIALS</b>  |         |                                    | <b>\$2,749</b>                 | <b>\$3,000</b>             | <b>\$3,000</b>            | <b>\$2,500</b>            | <b>\$2,500</b>             |
| <b>OPERATING TRANSFERS OUT</b>       |         |                                    |                                |                            |                           |                           |                            |
| 591500                               |         | TRANSFER TO INTERNAL SERVICE       | \$41,268                       | \$53,755                   | \$53,755                  | \$39,245                  | \$39,245                   |
| <b>TOTAL OPERATING TRANSFERS OUT</b> |         |                                    | <b>\$41,268</b>                | <b>\$53,755</b>            | <b>\$53,755</b>           | <b>\$39,245</b>           | <b>\$39,245</b>            |
| <b>TOTAL BDA- CITYSHARE</b>          |         |                                    | <b>\$425,115</b>               | <b>\$451,460</b>           | <b>\$458,419</b>          | <b>\$444,460</b>          | <b>\$444,460</b>           |

**Special Revenue Funds**

**1044102 EXPENDITURES - REHABILITATION**

| OBJECT                               | PROJECT | DESCRIPTION                      | 2021<br>ACTUAL<br>EXPENDITURES | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|--------------------------------------|---------|----------------------------------|--------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                      |         |                                  |                                |                            |                           |                           |                            |
| 514000                               |         | REGULAR WAGES                    | \$75,756                       | \$76,745                   | \$76,745                  | \$76,745                  | \$76,745                   |
| 515100                               |         | OVERTIME- BDA REHAB              | 867                            | 1,500                      | 1,500                     | 1,500                     | 1,500                      |
| <b>TOTAL SALARIES</b>                |         |                                  | <b>\$76,623</b>                | <b>\$78,245</b>            | <b>\$78,245</b>           | <b>\$78,245</b>           | <b>\$78,245</b>            |
| <b>CONTRACTUAL SERVICES</b>          |         |                                  |                                |                            |                           |                           |                            |
| 531000                               |         | PROFESSIONAL FEES                | \$1,539                        | \$2,000                    | \$2,000                   | \$7,800                   | \$7,800                    |
| 554000                               |         | TRAVEL REIMBURSEMENT             | 618                            | 1,500                      | 1,500                     | 600                       | 600                        |
| <b>TOTAL CONTRACTUAL SERVICES</b>    |         |                                  | <b>\$2,157</b>                 | <b>\$3,500</b>             | <b>\$3,500</b>            | <b>\$8,400</b>            | <b>\$8,400</b>             |
| <b>BENEFITS</b>                      |         |                                  |                                |                            |                           |                           |                            |
| 520100                               |         | LIFE INSURANCE                   | \$84                           | \$70                       | \$70                      | \$70                      | \$70                       |
| 520500                               |         | DISABILITY INSURANCE             | 24                             | 30                         | 30                        | 30                        | 30                         |
| 520700                               |         | F.I.C.A.                         | 4,492                          | 4,760                      | 4,760                     | 4,760                     | 4,760                      |
| 520750                               |         | MEDICARE INSURANCE               | 1,050                          | 1,115                      | 1,115                     | 1,115                     | 1,115                      |
| <b>TOTAL BENEFITS</b>                |         |                                  | <b>\$5,650</b>                 | <b>\$5,975</b>             | <b>\$5,975</b>            | <b>\$5,975</b>            | <b>\$5,975</b>             |
| <b>OTHER/MISCELLANEOUS</b>           |         |                                  |                                |                            |                           |                           |                            |
| 587100                               |         | RESIDENTIAL REHABILITATION       | \$299,837                      | \$285,729                  | \$388,601                 | \$288,594                 | \$288,594                  |
| 587105                               |         | RESIDENTIAL REHABILITATION-MULTI | 14,865                         | 25,000                     | 83,275                    | 25,000                    | \$25,000                   |
| <b>TOTAL OTHER/MISCELLANEOUS</b>     |         |                                  | <b>\$314,702</b>               | <b>\$310,729</b>           | <b>\$471,875</b>          | <b>\$313,594</b>          | <b>\$313,594</b>           |
| <b>SUPPLIES AND MATERIALS</b>        |         |                                  |                                |                            |                           |                           |                            |
| 561800                               |         | PROGRAM SUPPLIES                 | \$0                            | \$1,000                    | \$1,000                   | \$500                     | \$500                      |
|                                      |         |                                  | <b>\$0</b>                     | <b>\$1,000</b>             | <b>\$1,000</b>            | <b>\$500</b>              | <b>\$500</b>               |
| <b>OPERATING TRANSFERS OUT</b>       |         |                                  |                                |                            |                           |                           |                            |
| 591500                               |         | TRANSFER TO INTERNAL SERVICE     | \$21,205                       | \$25,835                   | \$25,835                  | \$27,045                  | \$27,045                   |
| <b>TOTAL OPERATING TRANSFERS OUT</b> |         |                                  | <b>\$21,205</b>                | <b>\$25,835</b>            | <b>\$25,835</b>           | <b>\$27,045</b>           | <b>\$27,045</b>            |
| <b>TOTAL REHABILITATION</b>          |         |                                  | <b>\$420,337</b>               | <b>\$425,284</b>           | <b>\$586,430</b>          | <b>\$433,759</b>          | <b>\$433,759</b>           |

**1044103 EXPENDITURES - ADMINISTRATION**

| OBJECT                               | PROJECT | DESCRIPTION                    | 2021<br>ACTUAL<br>EXPENDITURES | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|--------------------------------------|---------|--------------------------------|--------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                      |         |                                |                                |                            |                           |                           |                            |
| 514000                               |         | REGULAR WAGES                  | \$65,312                       | \$68,310                   | \$68,310                  | \$68,310                  | \$68,310                   |
| 515100                               |         | OVERTIME                       | 327                            | 500                        | 500                       | 500                       | 500                        |
| <b>TOTAL SALARIES</b>                |         |                                | <b>\$65,639</b>                | <b>\$68,810</b>            | <b>\$68,810</b>           | <b>\$68,810</b>           | <b>\$68,810</b>            |
| <b>CONTRACTUAL SERVICES</b>          |         |                                |                                |                            |                           |                           |                            |
| 531000                               |         | PROFESSIONAL FEES AND SERVICES | \$3,931                        | \$5,000                    | \$30,139                  | \$5,000                   | \$5,000                    |
| 553100                               |         | POSTAGE                        | 397                            | 400                        | 400                       | 200                       | 200                        |
| 554000                               |         | TRAVEL REIMBURSEMENT           | 0                              | 1,000                      | 1,000                     | 200                       | 200                        |
| 555000                               |         | PRINTING AND BINDING           | 0                              | 500                        | 500                       | 200                       | 200                        |
| 557700                               |         | ADVERTISING                    | 2,141                          | 3,500                      | 3,500                     | 500                       | 500                        |
| 581120                               |         | CONFERENCE AND MEMBERSHIPS     | 493                            | 2,000                      | 2,000                     | 1,000                     | 1,000                      |
| <b>TOTAL CONTRACTUAL SERVICES</b>    |         |                                | <b>\$6,963</b>                 | <b>\$12,400</b>            | <b>\$37,539</b>           | <b>\$7,100</b>            | <b>\$7,100</b>             |
| <b>BENEFITS</b>                      |         |                                |                                |                            |                           |                           |                            |
| 520100                               |         | LIFE INSURANCE                 | \$63                           | \$115                      | \$115                     | \$115                     | \$115                      |
| 520500                               |         | DISABILITY INSURANCE           | 12                             | 25                         | 25                        | 25                        | 25                         |
| 520700                               |         | F.I.C.A.                       | 4,069                          | 4,235                      | 4,235                     | 4,235                     | 4,235                      |
| 520750                               |         | MEDICARE INSURANCE             | 952                            | 990                        | 990                       | 990                       | 990                        |
| <b>TOTAL BENEFITS</b>                |         |                                | <b>\$5,096</b>                 | <b>\$5,365</b>             | <b>\$5,365</b>            | <b>\$5,365</b>            | <b>\$5,365</b>             |
| <b>SUPPLIES AND MATERIALS</b>        |         |                                |                                |                            |                           |                           |                            |
| 561800                               |         | PROGRAM SUPPLIES               | \$37                           | \$1,000                    | \$1,000                   | \$500                     | \$500                      |
| 569000                               |         | OFFICE SUPPLIES                | 272                            | 500                        | 500                       | 500                       | 500                        |
| <b>TOTAL SUPPLIES AND MATERIALS</b>  |         |                                | <b>\$309</b>                   | <b>\$1,500</b>             | <b>\$1,500</b>            | <b>\$1,000</b>            | <b>\$1,000</b>             |
| <b>MISCELLANEOUS</b>                 |         |                                |                                |                            |                           |                           |                            |
| 587902                               |         | FAIR HOUSING                   | \$0                            | \$3,000                    | \$6,000                   | \$3,000                   | \$3,000                    |
| <b>TOTAL MISCELLANEOUS</b>           |         |                                | <b>\$0</b>                     | <b>\$3,000</b>             | <b>\$6,000</b>            | <b>\$3,000</b>            | <b>\$3,000</b>             |
| <b>OPERATING TRANSFERS OUT</b>       |         |                                |                                |                            |                           |                           |                            |
| 591500                               |         | TRANSFER TO INTERNAL SERVICE   | \$4,950                        | \$11,810                   | \$11,810                  | \$8,185                   | \$8,185                    |
| <b>TOTAL OPERATING TRANSFERS OUT</b> |         |                                | <b>\$4,950</b>                 | <b>\$11,810</b>            | <b>\$11,810</b>           | <b>\$8,185</b>            | <b>\$8,185</b>             |
| <b>TOTAL ADMINISTRATION</b>          |         |                                | <b>\$82,956</b>                | <b>\$102,885</b>           | <b>\$131,024</b>          | <b>\$93,460</b>           | <b>\$93,460</b>            |

## Special Revenue Funds

### 1044104 EXPENDITURES - PUBLIC SERVICE GRANTS

| OBJECT                             | PROJECT | DESCRIPTION                               | 2021<br>ACTUAL<br>EXPENDITURES | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|------------------------------------|---------|---|--------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>MISCELLANEOUS</b>               |         |   |                                |                            |                           |                           |                            |
| 585161                             | G2021   | FOR GOODNESS SAKE                         | \$476                          | \$0                        | \$0                       | \$0                       | \$0                        |
| 585164                             | G2021   | AGAPE HOUSE                               | 11,000                         | 0                          | 0                         | 0                         | 0                          |
| 585128                             | G2022   | ADULT ED - INTRO TO MANUF                 | 0                              | 25,000                     | 25,000                    | 0                         | 0                          |
| 585011                             | G2023   | ST. VINCENT DEPAUL                        | 25,000                         | 0                          | 0                         | 22,000                    | \$22,000                   |
| 585013                             | G2023   | PRUDENCE CRANDALL                         | 7,465                          | 10,000                     | 10,000                    | 10,000                    | 10,000                     |
| 585014                             | G2023   | YWCA SEXUAL ASSAULT CRISIS SERVICES       | 0                              | 5,093                      | 5,093                     | 4,593                     | 4,593                      |
| 585024                             | G2023   | SALVATION ARMY BRISTOL CORPS              | 7,000                          | 0                          | 0                         | 6,500                     | 6,500                      |
| 585114                             | G2023   | FAMILY RESOURCE CENTERS                   | 3,000                          | 4,000                      | 4,000                     | 1,000                     | 1,000                      |
| 585116                             | G2023   | BOYS AND GIRLS CLUB- OUTREACH PROGRAM     | 23,000                         | 20,000                     | 20,000                    | 19,000                    | 19,000                     |
| 585131                             | G2023   | VETERANS STRONG COMMUNITY CENTER          | 0                              | 0                          | 0                         | 9,000                     | 9,000                      |
| 585156                             | G2023   | HRA CASE MANAGEMENT                       | 20,000                         | 20,000                     | 20,000                    | 15,000                    | 15,000                     |
| 585163                             | G2023   | UNITED WAY - WALSH SUMMER WORK EXPERIENCE | 4,000                          | 4,000                      | 4,000                     | 2,500                     | 2,500                      |
| 587329                             | G2023   | SHEPARD MEADOWS                           | 0                              | 10,000                     | 10,000                    | 8,500                     | 8,500                      |
| <b>TOTAL MISCELLANEOUS</b>         |         |   | <b>\$100,465</b>               | <b>\$98,093</b>            | <b>\$98,093</b>           | <b>\$98,093</b>           | <b>\$98,093</b>            |
| <b>TOTAL PUBLIC SERVICE GRANTS</b> |         |   | <b>\$100,465</b>               | <b>\$98,093</b>            | <b>\$98,093</b>           | <b>\$98,093</b>           | <b>\$98,093</b>            |

### 1044105 EXPENDITURES - CDBG PROJECTS

| OBJECT                     | PROJECT | DESCRIPTION                                    | 2021<br>ACTUAL<br>EXPENDITURES | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|----------------------------|---------|--|--------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>MISCELLANEOUS</b>       |         |  |                                |                            |                           |                           |                            |
| 531000                     |         | PROFESSIONAL FEES AND SERVICES                 | \$1,881                        | \$0                        | \$34,062                  | \$0                       | \$0                        |
| 585012                     |         | ST. VINCENT DEPAUL COVID                       | 393,971                        | 0                          | 74,623                    | 0                         | 0                          |
| 585016                     |         | BOYS AND GIRLS CLUB OUTREACH PROGRAM           | 0                              | 0                          | 40,000                    | 0                         | 0                          |
| 585084                     |         | UNITED WAY-WEST CENTRAL CT-NEED                | 0                              | 0                          | 10,293                    | 0                         | 0                          |
| 585108                     |         | NEIGHBORHOOD HOS WATER/SEWER                   | 0                              | 10,000                     | 10,000                    | 0                         | 0                          |
| 585122                     |         | BRC KITCHEN                                    | 0                              | 12,500                     | 0                         | 0                         | 0                          |
| 585156                     |         | HRA CASE MANAGER                               | 0                              | 0                          | 30,000                    | 0                         | 0                          |
| 585158                     |         | ZION LUTH FOOD COORDINATOR                     | 3,400                          | 0                          | 0                         | 0                         | 0                          |
| 585161                     |         | FOR GOODNESS SAKE                              | 0                              | 0                          | 10,000                    | 0                         | 0                          |
| 585165                     |         | IMAGINATION                                    | 75,000                         | 0                          | 0                         | 0                         | 0                          |
| 585166                     |         | BRISTOL PRESCHOOL CHILD CARE CENTER            | 75,000                         | 0                          | 0                         | 0                         | 0                          |
| 587011                     |         | OPPORTUNITY ZONE SIDEWALKS                     | 0                              | 0                          | 100,000                   | 0                         | 0                          |
| 587012                     |         | KOMANETSKY CONG HOUSING                        | 15,600                         | 10,000                     | 10,000                    | 0                         | 0                          |
| 587013                     |         | DISABLED AMERICAN VETERANS - ADA ACCESSIBILITY | 24,431                         | 0                          | 0                         | 0                         | 0                          |
| 587014                     |         | IMAGINE NATION LEAK REPAIRS                    | 10,000                         | 0                          | 0                         | 0                         | 0                          |
| 587016                     |         | NEW ENGLAND CAROUSEL MUSEUM - SAFETY LIGHTING  | 15,000                         | 0                          | 0                         | 0                         | 0                          |
| 587244                     |         | NE CAROUSEL MUSEUM                             | 0                              | 0                          | 8,500                     | 0                         | 0                          |
| 587314                     |         | WEST END- SIDEWALK REPLACEMENT                 | 101,440                        | 0                          | 108,468                   | 0                         | 0                          |
| 587327                     |         | BEULAH ZION CHURCH RENOVATIONS                 | 0                              | 0                          | 0                         | 0                         | 0                          |
| 587328                     |         | BRISTOL - ARC LAKE AVE ROOF                    | 0                              | 25,000                     | 110,000                   | 0                         | 0                          |
| 587329                     |         | SHEPARD MEADOWS THERAPEUTIC RIDING CENTER      | 20,000                         | 0                          | 0                         | 0                         | 0                          |
| 587331                     |         | SIDEWALKS                                      | 0                              | 37,924                     | 56,556                    | 0                         | 0                          |
| 585127                     | G2023   | BRISTOL HISTORICAL SOCIETY SECURITY            | 0                              | 0                          | 0                         | 1,200                     | 1,200                      |
| 585126                     | G2023   | PUBLIC WORKS - SIDEWALKS                       | 0                              | 0                          | 0                         | 74,259                    | 74,259                     |
| 585129                     | G2023   | IMAGINE NATION SECURITY                        | 0                              | 0                          | 0                         | 9,245                     | 9,245                      |
| 585130                     | G2023   | NE CAROUSEL MUSEUM                             | 0                              | 0                          | 0                         | 12,000                    | 12,000                     |
| <b>TOTAL MISCELLANEOUS</b> |         |  | <b>\$735,723</b>               | <b>\$95,424</b>            | <b>\$602,501</b>          | <b>\$96,704</b>           | <b>\$96,704</b>            |
| <b>CDBG PROJECTS</b>       |         |  | <b>\$735,723</b>               | <b>\$95,424</b>            | <b>\$602,501</b>          | <b>\$96,704</b>           | <b>\$96,704</b>            |

## Solid Waste Disposal Fund

### Service Narrative

The Solid Waste Disposal fund is used to account for the operations of the City's solid waste disposal program. Solid waste expenditures made from this fund are used to cover municipal solid waste (MSW) tip fees. This includes all costs for the disposal of City refuse collected curbside by the City's Public Works Solid Waste Division. Tip fees are set in a 2012 Municipal Solid Waste and Recycling Services Agreement dated December 21, 2012 with a term extending through June 30, 2034. Tip fee is adjusted annually using a CPI index for the period ending March 31 of the immediately preceding contract year with a minimum 1.75% and maximum 3.25% annual increase. The primary funding source is through a transfer from the General Fund.

### Fiscal Year 2022 Goals and Accomplishments:

- Implemented revised Solid Waste Ordinance updated to reflect current department policies and environmental standards.
- Monitored legislative activity and opposed any proposed legislation associated with a Connecticut Department of Energy and Environmental Protection (DEEP) initiative to implement/mandate a "pay as you throw" rubbish disposal system requiring residents to purchase dedicated/paid for colored bags for rubbish collection and collection of residential organic separation program.
- Developed "Reduce, Reuse, and Recycle" (RR and R) community education program to promote reduction in solid waste disposal. The RR and R education includes the implementation of a "Trash to Treasure" program, recycling app, school garden, and compost seminars.
- Managed impact of fluctuation commodity prices and impact of such on recycling processing cost.

### Fiscal Year 2022-2023 Goals:

- Increase public education associated with updated solid waste ordinance.
- Implement program to promote the reduction of municipal solid waste in order to reduce recycling and refuse disposal cost.
- Educate residents on ways to reduce solid waste and recycling.
- Implement/investigate measures to reduce cost associated with disposal of municipal single stream recycling, including separation of glass from the existing single stream recycling stream.
- City concerns with Covanta's proposed CT DEEP permit to process medical waste. DPW to request additional air monitoring if proposed Covanta permit application is approved by CT DEEP.

### Long Term Goals:

- Develop and implement programs to reduce the quantity of solid waste generated within the City through education and public awareness to reduce disposal cost of refuse and recyclable material and reduce impact on the environment.
- Construct local/regional recycling process facility to reduce/control cost. Utilization of City rail system may serve as an opportunity to decrease transportation cost.

**Special Revenue Funds**

**Budget Highlights**

1211019 REVENUES

| OBJECT                             | PROJECT | DESCRIPTION                            | 2021<br>ACTUAL<br>REVENUE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|------------------------------------|---------|--|---------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>LICENSE, PERMITS, FEES</b>      |         |  |                           |                            |                           |                           |                            |
| 442017                             |         | DISPOSAL PERMIT                        | \$220                     | \$200                      | \$200                     | \$200                     | \$200                      |
|                                    |         | <b>TOTAL LICENSE, PERMITS, FEES</b>    | <b>\$220</b>              | <b>\$200</b>               | <b>\$200</b>              | <b>\$200</b>              | <b>\$200</b>               |
| <b>CHARGES FOR SERVICES</b>        |         |  |                           |                            |                           |                           |                            |
| 450303                             |         | RECYCLING RECEIPTS                     | \$44,413                  | \$58,000                   | \$58,000                  | \$58,000                  | \$58,000                   |
|                                    |         | <b>TOTAL CHARGES FOR SERVICES</b>      | <b>\$44,413</b>           | <b>\$58,000</b>            | <b>\$58,000</b>           | <b>\$58,000</b>           | <b>\$58,000</b>            |
| <b>INVESTMENT EARNINGS</b>         |         |  |                           |                            |                           |                           |                            |
| 460000                             |         | INTEREST INCOME                        | \$502                     | \$1,400                    | \$1,400                   | \$1,400                   | \$1,400                    |
|                                    |         | <b>TOTAL INVESTMENT EARNINGS</b>       | <b>\$502</b>              | <b>\$1,400</b>             | <b>\$1,400</b>            | <b>\$1,400</b>            | <b>\$1,400</b>             |
| <b>OTHER/MISCELLANEOUS REVENUE</b> |         |  |                           |                            |                           |                           |                            |
| 480000                             |         | CITY OF BRISTOL HOST FEE               | \$335,249                 | \$300,000                  | \$300,000                 | \$300,000                 | \$300,000                  |
|                                    |         | <b>TOTAL OTHER/MISCELLANEOUS</b>       | <b>\$335,249</b>          | <b>\$300,000</b>           | <b>\$300,000</b>          | <b>\$300,000</b>          | <b>\$300,000</b>           |
| <b>OPERATING TRANSFERS IN</b>      |         |  |                           |                            |                           |                           |                            |
| 490001                             |         | TRANSFER IN GENERAL FUND               | \$1,144,400               | \$1,140,400                | \$1,140,400               | \$999,640                 | \$999,640                  |
|                                    |         | <b>TOTAL OPERATING TRANSFERS IN</b>    | <b>\$1,144,400</b>        | <b>\$1,140,400</b>         | <b>\$1,140,400</b>        | <b>\$999,640</b>          | <b>\$999,640</b>           |
|                                    |         | <b>TOTAL SOLID WASTE DISPOSAL FUND</b> | <b>\$1,524,784</b>        | <b>\$1,500,000</b>         | <b>\$1,500,000</b>        | <b>\$1,359,240</b>        | <b>\$1,359,240</b>         |

1213016 EXPENDITURES

| OBJECT                      | PROJECT | DESCRIPTION                            | 2021<br>ACTUAL<br>EXPENDITURES | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-----------------------------|---------|--|--------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>CONTRACTUAL SERVICES</b> |         |  |                                |                            |                           |                           |                            |
| 542140                      |         | CITY REFUSE                            | \$1,557,472                    | \$1,500,000                | \$1,500,000               | \$1,359,240               | \$1,359,240                |
|                             |         | <b>TOTAL CONTRACTUAL SERVICES</b>      | <b>\$1,557,472</b>             | <b>\$1,500,000</b>         | <b>\$1,500,000</b>        | <b>\$1,359,240</b>        | <b>\$1,359,240</b>         |
|                             |         | <b>SOLID WASTE DISPOSAL FUND TOTAL</b> | <b>\$1,557,472</b>             | <b>\$1,500,000</b>         | <b>\$1,500,000</b>        | <b>\$1,359,240</b>        | <b>\$1,359,240</b>         |

**School Lunch Program**

David Foulds, Director  
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DavidFoulds@bristol12.org

**Service Narrative**

The Bristol School Food Services Department (Department) operates under the direction of the Bristol Board of Education (District), Child Nutrition Services and USDA Child Nutrition programs. The district annually adopts the National School Breakfast, National School Lunch programs and the CT Healthy Foods Plan. The School Food Service Department complies with all guidelines established by the State of Connecticut Department of Education, Child Nutrition Services.

For the past two years the program has operated under the Seamless Summer Option for the breakfast and lunch programs. This was due to the national waivers that were offered by the USDA. Those waivers expire on June 30, 2022. Unless the waivers are reissued the Bristol Schools will operate under the Community Eligibility Program (CEP) for the 2022-2023 school year.

The Department's mission is to provide students with healthy, nutritious and appealing foods in a timely manner and in a pleasant environment every day. Grants have been awarded to provide fresh fruits and vegetables in all meal choices.

The District enrollment of eligible students for the food service program for fiscal year 2021-2022 in all grades was approximately 7,468 students. The Department served 891,723 reimbursable lunches and 381,017 reimbursable breakfasts in the 2021-2022 school year.

## Special Revenue Funds

The District receives funding through the Department of Education Child Nutrition offices through both federal and state reimbursements and grants, as well as through cash sales revenues. The Department operates 12 food services sites throughout the District. This will increase to 13 sites in the 2022-2023 school year as well as adding a snack program for the PreK students in Bristol.

### Fiscal Year 2022 Goals and Accomplishments:

- The Bristol Public Schools School Cafeteria has successfully navigated the ever-changing and complicated landscape shaped by the Covid-19 pandemic. Foods and Supplies have been a challenge to procure, and staffing has been fluid and challenging as well. This will continue to be an issue for the 2022-23 school year because of the chain issues and the increase in the cost of all of the food and supplies that were purchased throughout the school year.
- Operating under the flexibility of the Seamless Summer Option has boosted our reimbursement rate for the year, allowing us to expand selections when available to purchase, and build a solid positive balance in the fund. With the loss of the waivers on June 30, 2022 and the decrease in the reimbursement rates for the 2022-23 school year this will decrease our reimbursement revenue by an estimated \$1,500,000 compared to the 2021-22 school year

### Fiscal Year 2023 Goals:

- To achieve an average of 72% lunch and 35% breakfast participation in all schools with full daily attendance

### Long Term Goals:

- To develop and maintain a balanced budget for the School Cafeteria Program. Should the program run in the black, will look to expand the selection offering multi-cultural meal choices that are representative of our enrollment; more choices and variety with all meals.
- To look for feedback from our students and families to direct our goals for expanded choice.

| 1275000 REVENUES                  |         |                           | 2021               | 2022               | 2022               | 2023               | 2023               |
|-----------------------------------|---------|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| OBJECT                            | PROJECT | DESCRIPTION               | ACTUAL<br>REVENUE  | ORIGINAL<br>BUDGET | REVISED<br>BUDGET  | BUDGET<br>REQUEST  | APPROVED<br>BUDGET |
| <b>CHARGES FOR SERVICES</b>       |         |                           |                    |                    |                    |                    |                    |
| 450307                            |         | SCHOOL LUNCHES            | \$5,664            | \$120,300          | \$120,300          | \$12,000           | \$12,000           |
| 450308                            |         | OTHER SALES               | 5,078              | 10,000             | 10,000             | 15,000             | 15,000             |
| <b>TOTAL CHARGES FOR SERVICES</b> |         |                           | <b>\$10,742</b>    | <b>\$130,300</b>   | <b>\$130,300</b>   | <b>\$27,000</b>    | <b>\$27,000</b>    |
| <b>FEDERAL GRANTS</b>             |         |                           |                    |                    |                    |                    |                    |
| 431007                            |         | FEDERAL REIMBURSEMENT     | \$2,442,791        | \$3,390,300        | \$3,390,300        | \$3,553,220        | \$3,553,220        |
| <b>TOTAL FEDERAL GRANTS</b>       |         |                           | <b>\$2,442,791</b> | <b>\$3,390,300</b> | <b>\$3,390,300</b> | <b>\$3,553,220</b> | <b>\$3,553,220</b> |
| <b>STATE GRANTS</b>               |         |                           |                    |                    |                    |                    |                    |
| 432038                            |         | MISC. STATE REIMBURSEMENT | \$153,351          | \$149,000          | \$149,000          | \$153,350          | \$153,350          |
| <b>TOTAL STATE GRANTS</b>         |         |                           | <b>\$153,351</b>   | <b>\$149,000</b>   | <b>\$149,000</b>   | <b>\$153,350</b>   | <b>\$153,350</b>   |
| <b>TOTAL SCHOOL LUNCH REVENUE</b> |         |                           | <b>\$2,606,884</b> | <b>\$3,669,600</b> | <b>\$3,669,600</b> | <b>\$3,733,570</b> | <b>\$3,733,570</b> |

## Special Revenue Funds

### C4003100 EXPENDITURES

| OBJECT                         | PROJECT | DESCRIPTION                            | 2021<br>ACTUAL<br>EXPENDITURES | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|--------------------------------|---------|--|--------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                |         |  |                                |                            |                           |                           |                            |
| 512100                         |         | CAFETERIA SUPERVISORS                  | \$128,013                      | \$147,000                  | \$147,000                 | \$151,525                 | \$151,525                  |
| 512110                         |         | CAFETERIA WORKERS                      | 1,187,350                      | 1,219,400                  | 1,219,400                 | 1,364,270                 | 1,364,270                  |
| 512130                         |         | REPLACEMENTS                           | 18,496                         | 30,000                     | 30,000                    | 35,000                    | 35,000                     |
|                                |         | <b>TOTAL SALARIES</b>                  | <b>\$1,333,859</b>             | <b>\$1,396,400</b>         | <b>\$1,396,400</b>        | <b>\$1,550,795</b>        | <b>\$1,550,795</b>         |
| <b>BENEFITS</b>                |         |  |                                |                            |                           |                           |                            |
| 520100                         |         | LIFE INSURANCE                         | \$1,076                        | \$1,200                    | \$1,200                   | \$1,500                   | \$1,500                    |
| 520500                         |         | DISABILITY                             | 4,215                          | 3,300                      | 3,300                     | 3,500                     | 3,500                      |
| 520700                         |         | FICA                                   | 77,508                         | 81,100                     | 81,100                    | 85,000                    | 85,000                     |
| 520750                         |         | MEDICARE                               | 18,127                         | 17,000                     | 17,000                    | 19,000                    | 19,000                     |
|                                |         | <b>TOTAL BENEFITS</b>                  | <b>\$100,927</b>               | <b>\$102,600</b>           | <b>\$102,600</b>          | <b>\$109,000</b>          | <b>\$109,000</b>           |
| <b>CONTRACTUAL SERVICES</b>    |         |  |                                |                            |                           |                           |                            |
| 544400                         |         | RENTS AND LEASES                       | \$19,203                       | \$14,000                   | \$14,000                  | \$20,000                  | \$20,000                   |
|                                |         | <b>TOTAL CONTRACTUAL SERVICES</b>      | <b>\$19,203</b>                | <b>\$14,000</b>            | <b>\$14,000</b>           | <b>\$20,000</b>           | <b>\$20,000</b>            |
| <b>SUPPLIES AND MATERIALS</b>  |         |  |                                |                            |                           |                           |                            |
| 561600                         |         | FOOD SUPPLIES                          | \$1,174,434                    | \$1,708,000                | \$1,708,000               | \$1,566,645               | \$1,566,645                |
| 561700                         |         | SCHOOL LUNCH SUPPLIES                  | 52,161                         | 145,000                    | 145,000                   | 195,000                   | 195,000                    |
|                                |         | <b>TOTAL SUPPLIES AND MATERIALS</b>    | <b>\$1,226,595</b>             | <b>\$1,853,000</b>         | <b>\$1,853,000</b>        | <b>\$1,761,645</b>        | <b>\$1,761,645</b>         |
| <b>OTHER/MISCELLANEOUS</b>     |         |  |                                |                            |                           |                           |                            |
| 581500                         |         | NON-LUNCH EXPENSE                      | \$17,359                       | \$17,000                   | \$17,000                  | \$20,000                  | \$20,000                   |
|                                |         | <b>TOTAL OTHER/MISCELLANEOUS</b>       | <b>\$17,359</b>                | <b>\$17,000</b>            | <b>\$17,000</b>           | <b>\$20,000</b>           | <b>\$20,000</b>            |
| <b>OPERATING TRANSFERS OUT</b> |         |  |                                |                            |                           |                           |                            |
| 591500                         |         | TRANSFER OUT INTERNAL SERVICE          | \$235,104                      | \$286,600                  | \$286,600                 | \$272,130                 | \$272,130                  |
|                                |         | <b>TOTAL OPERATING TRANSFERS OUT</b>   | <b>\$235,104</b>               | <b>\$286,600</b>           | <b>\$286,600</b>          | <b>\$272,130</b>          | <b>\$272,130</b>           |
|                                |         | <b>TOTAL SCHOOL LUNCH EXPENDITURES</b> | <b>\$2,933,046</b>             | <b>\$3,669,600</b>         | <b>\$3,669,600</b>        | <b>\$3,733,570</b>        | <b>\$3,733,570</b>         |

## Pine Lake Adventure Park

Dr. Joshua T. Medeiros, Superintendent  
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 parksandrecreation@bristolct.gov  
 www.bristolrec.com

### Service Narrative

In October 2019, the Pine Lake Challenge Course was rebranded as the Pine Lake Adventure Park (PLAP) and was realigned within the Recreation Division of the Department of Parks, Recreation, Youth and Community Services. PLAP is nestled in a grove of pine trees on public property within the urban community. PLAP consists of more than 40 different elements constructed with a series of ropes, cables, and obstacles in a grove of trees and an abutting playing field, and its facilities spans over seven acres.

PLAP elements are designed to create certain challenges for a group or individuals with the support of a group. The elements and stations can be adapted for comparable adventure-based experiences for individuals with physical disabilities. The elements are designed to test teamwork, communication skills, creativity and the degree of cooperation within the group. Other challenges are intended to test an individual's sense of balance, agility, trust, perseverance, and leadership. In addition, adventure programs which involve games, initiatives, and portable elements may be delivered to a group at community locations. All activities are facilitated by professionally trained staff who utilize special skills and techniques to make the experience safe, meaningful, and exciting.

PLAP was created as a result of community development efforts of the Bristol Community Leadership Team involving schools, youth service bureaus, youth recreational organizations, and public and private non-profit agencies. Construction was made possible through funding received from the Connecticut State Department of Education and donations from businesses and citizens.

**Special Revenue Funds**

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The primary applications of PLAP programs are to enrich educational and youth service programs and to enhance community collaborations and professional growth.

PLAP is self-sustaining through revenues generated by user fees.

**Fiscal Year 2022 Goals and Accomplishments:**

- Developed a formal Business Plan for the operation of Pine Lake Adventure Park (PLAP). The plan was formally adopted by the Board of Park Commissioners in March 2021.
- Completed a new parking lot and bus turnaround lot on Birch Street in partnership with the Public Works Department.
- Performed an extensive clean-up in the aftermath of Tropical Storm ISAIAS which devastated the park. Work included removal of downed trees, brush, and damaged recreational amenities.

**Fiscal Year 2023 Goals:**

- Successfully re-open the park utilizing the Business Plan to cover costs and generate a profit for the program.
- Utilize appropriated funding to further enhance the park including new elements, sign, pavilion, equipment sheds, and more.
- Enhance marketing and re-branding efforts through direct mailers, emails, social media, and attendance at schools and conferences throughout the state, in order to increase revenue.
- Expand program offerings to include day camps and other environmental education programs.

**Long Term Goals:**

- Track the success of the Business Plan and modify as needed in order to sustain the vision for the Pine Lake Adventure Park for the next 5-10 years.
- Execute the Strategic Action Plan to offer quality benefits based programs and events that engage and meet the needs of Bristol residents, while also increasing the number of people who visit Bristol in order to participate in adventure park programs.

**Performance Measures**

**Quantitative:**

| Fiscal Year                                      | Service Days |      |      | Unduplicated Consumer Groups |      |      | Total Number of Participants |      |      |
|--|--------------|------|------|------------------------------|------|------|------------------------------|------|------|
|  | 2020         | 2021 | 2022 | 2020                         | 2021 | 2022 | 2020                         | 2021 | 2022 |
| Pine Lake Challenge Course and Adventure Program | 26           | 0    | 0    | 17                           | 0    | 0    | 685                          | 0    | 0    |

*\*Due to COVID-19 the Pine Lake Adventure Park program was shut down in March 2020 resulting in the cancellation of all spring/summer bookings. Due to safety concerns and business considerations the Board of Park Commissioners accepted the Superintendent's recommendation to keep the program closed through 2020-2022 in order to relaunch in late 2022.*

**Special Revenue Funds**

**Expenditure and Position Summary**

|                     | <b>2021<br/>Actual</b> | <b>2022<br/>Estimated</b> | <b>2023<br/>Budgeted</b> |
|---------------------|------------------------|---------------------------|--------------------------|
| Salary Expenditures | \$0                    | \$91,750                  | \$37,395                 |
| Part-Time Positions | 0                      | 7-40<br>Seasonal          | 0<br>Seasonal            |

**Budget Highlights**

1321032 REVENUES

| OBJECT                                | PROJECT | DESCRIPTION           | 2021<br>ACTUAL<br>REVENUE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|---------------------------------------|---------|-----------------------|---------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>LICENSE, PERMITS, FEES</b>         |         |                       |                           |                            |                           |                           |                            |
| 422004                                |         | CHALLENGE COURSE FEES | \$0                       | \$115,000                  | \$115,000                 | \$53,195                  | \$53,195                   |
| <b>TOTAL LICENSE, PERMITS, FEES</b>   |         |                       | <b>\$0</b>                | <b>\$115,000</b>           | <b>\$115,000</b>          | <b>\$53,195</b>           | <b>\$53,195</b>            |
| <b>INVESTMENT EARNINGS</b>            |         |                       |                           |                            |                           |                           |                            |
| 460000                                |         | INTEREST INCOME       | \$24                      | \$0                        | \$0                       | \$0                       | \$0                        |
| <b>TOTAL INVESTMENT EARNINGS</b>      |         |                       | <b>\$24</b>               | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                | <b>\$0</b>                 |
| <b>TOTAL PINE LAKE ADVENTURE PARK</b> |         |                       | <b>\$24</b>               | <b>\$115,000</b>           | <b>\$115,000</b>          | <b>\$53,195</b>           | <b>\$53,195</b>            |

1321032 EXPENDITURES

| OBJECT                                | PROJECT | DESCRIPTION                        | 2021<br>ACTUAL<br>EXPENDITURES | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|---------------------------------------|---------|------------------------------------|--------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                       |         |                                    |                                |                            |                           |                           |                            |
| 515100                                |         | OVERTIME                           | \$0                            | \$985                      | \$985                     | \$0                       | \$0                        |
| 515300                                |         | SEASONAL WAGES                     | 0                              | 90,765                     | 90,765                    | 37,395                    | 37,395                     |
| <b>TOTAL SALARIES</b>                 |         |                                    | <b>\$0</b>                     | <b>\$91,750</b>            | <b>\$91,750</b>           | <b>\$37,395</b>           | <b>\$37,395</b>            |
| <b>CONTRACTUAL SERVICES</b>           |         |                                    |                                |                            |                           |                           |                            |
| 531000                                |         | PROFESSIONAL FEES AND SERVICES     | \$77                           | \$8,000                    | \$8,000                   | \$8,000                   | \$8,000                    |
| 543200                                |         | EQUIPMENT MAINTENANCE CONTRACTS    | 0                              | 6,750                      | 6,750                     | 0                         | 0                          |
| 553100                                |         | POSTAGE                            | 0                              | 400                        | 400                       | 400                       | 400                        |
| 555000                                |         | PRINTING AND BINDING               | 0                              | 3,000                      | 3,000                     | 3,000                     | 3,000                      |
| 581135                                |         | SCHOOLING AND EDUCATION            | (275)                          | 2,100                      | 2,100                     | 2,100                     | 2,100                      |
| <b>TOTAL CONTRACTUAL SERVICES</b>     |         |                                    | <b>(\$198)</b>                 | <b>\$20,250</b>            | <b>\$20,250</b>           | <b>\$13,500</b>           | <b>\$13,500</b>            |
| <b>SUPPLIES AND MATERIALS</b>         |         |                                    |                                |                            |                           |                           |                            |
| 561400                                |         | MAINTENANCE SUPPLIES AND MATERIALS | \$0                            | \$1,350                    | \$1,350                   | \$1,350                   | \$1,350                    |
| 561800                                |         | PROGRAM SUPPLIES                   | 0                              | 1,550                      | 1,550                     | 950                       | 950                        |
| 569000                                |         | OFFICE SUPPLIES                    | 0                              | 100                        | 100                       | 0                         | 0                          |
| <b>TOTAL SUPPLIES AND MATERIALS</b>   |         |                                    | <b>\$0</b>                     | <b>\$3,000</b>             | <b>\$3,000</b>            | <b>\$2,300</b>            | <b>\$2,300</b>             |
| <b>TOTAL PINE LAKE ADVENTURE PARK</b> |         |                                    | <b>(\$198)</b>                 | <b>\$115,000</b>           | <b>\$115,000</b>          | <b>\$53,195</b>           | <b>\$53,195</b>            |

## LoCIP Projects Fund

### Service Narrative

The Local Capital Improvement Program (LoCIP) accounts for the activities of the eligible projects submitted to and approved by the State of Connecticut's Office of Policy and Management. This revenue source is budgeted when the Capital Budget is approved. The appropriation for 2022-2023 is \$390,000.

### Budget Highlights

**1341018 REVENUES**

| OBJECT              | PROJECT | DESCRIPTION                | 2021<br>ACTUAL<br>REVENUE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|---------------------|---------|----------------------------|---------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>STATE GRANTS</b> |         |                            |                           |                            |                           |                           |                            |
|                     | 432033  | STATE OF CONNECTICUT - OPM | \$341,063                 | \$465,000                  | \$465,000                 | \$390,000                 | \$390,000                  |
| <b>TOTAL LOCIP</b>  |         |                            | <b>\$341,063</b>          | <b>\$465,000</b>           | <b>\$465,000</b>          | <b>\$390,000</b>          | <b>\$390,000</b>           |

**134 EXPENDITURES**

| OBJECT                              | PROJECT | DESCRIPTION        | 2021<br>ACTUAL<br>EXPENDITURES | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-------------------------------------|---------|--------------------|--------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SUPPLIES AND MATERIALS</b>       |         |                    |                                |                            |                           |                           |                            |
|                                     | 570000  | LOCIP EXPENDITURES | \$370,877                      | \$465,000                  | \$465,000                 | \$390,000                 | \$390,000                  |
| <b>TOTAL SUPPLIES AND MATERIALS</b> |         |                    | <b>\$370,877</b>               | <b>\$465,000</b>           | <b>\$465,000</b>          | <b>\$390,000</b>          | <b>\$390,000</b>           |
| <b>TOTAL LOCIP</b>                  |         |                    | <b>\$370,877</b>               | <b>\$465,000</b>           | <b>\$465,000</b>          | <b>\$390,000</b>          | <b>\$390,000</b>           |

## Transfer Station Fund

### Service Narrative

The Transfer Station of the Public Works Department functions for the purpose of depositing solid waste, rubbish and recyclables generated in the City by residential property owners, tenants, and commercial entities not meeting the requirements for disposal at the waste-to-energy facility located in Bristol. Automated curbside collection vehicles deposit collected single-stream recyclables in an enclosed building at the Transfer Station to maximize hauling efficiency and eliminate site litter. The Transfer Station also accepts curbside-collected recyclables from Wolcott's private hauler.

Detail regarding Transfer Station Permits, payments and other information can be found at <http://www.bristolct.gov/237/Transfer-Station>

### Fiscal Year 2022 Goals and Accomplishments:

- Maintained compliance with CT Department of Energy and Environmental Protection (DEEP) environmental permits and regulations.
- Installed security system for the scale, office and Quonset hut.
- Reconstructed existing retaining walls and walkways for all residential drop off areas to reduce tripping hazards.
- Improve staff safety training and procedures in accordance with Conn-OSHA safety inspection.
- Renew CT DEEP Landfill Stewardship permit.
- Replaced faulty power supply board in the outbound scale Fairbanks unit.
- Consumer Protection performed a random calibration of both the inbound and outbound scales.
- Arranged sale of broken (450) barrels for reclaim/reuse by vendor.
- Increased staff training including customer service training.
- Reviewed transfer station permit renewal, permit fee and duration.
- Implemented on-site processing of woody debris and leaf materials at the Transfer Station.
- Generated compost is sold and wood chips are provided to Covanta Energy to reduce disposal cost.
- Installed roof gutters on recycling building to eliminate water saturation of recycling materials to reduce recycling cost.
- Installed new waste oil storage tank.

### Fiscal Year 2023 Goals:

- Expand/establish written policies and standard operating procedures to improve operations and enhance training.
- Maintain compliance with CT DEEP environmental permits and regulations.
- Initiate capital improvement project to repair and eliminate erosion of landfill slopes to maintain compliance with CT DEEP requirements.
- Increase Trash to Treasure program.
- Manage woody debris to eliminate accumulation of wood chips within the facility.
- Expand/establish written policies and standard operating procedures to improve operations and enhance training.
- Continue to investigate installation of solar arrays at landfill to reduce operating cost.
- Continue to investigate installation of solar PV array on landfill to either reduce City electrical cost or provide lease payments to reduce transfer station operating cost. Application pending PURA approval.

## Special Revenue Funds

### Long Term Goals:

- Develop and implement programs to reduce the quantity of solid waste generated within the City through education and public awareness to reduce disposal cost of refuse and recyclable material and reduce impact on the environment.

### Expenditure and Position Summary

|                     | 2020<br>Actual | 2021<br>Estimated | 2022<br>Budgeted |
|---------------------|----------------|-------------------|------------------|
| Salary Expenditures | \$347,428      | \$378,680         | \$380,680        |
| Full time Positions | 5              | 5                 | 5                |

### Budget Highlights

1363016 REVENUES

| OBJECT                                   | PROJECT | DESCRIPTION              | 2021<br>ACTUAL<br>REVENUE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|--|---------|--------------------------|---------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>LICENSE, PERMITS, FEES</b>            |         |                          |                           |                            |                           |                           |                            |
| 422020                                   |         | RESIDENTIAL PERMIT FEES  | \$55,540                  | \$45,000                   | \$45,000                  | \$50,000                  | \$50,000                   |
| 422021                                   |         | COMMERCIAL PERMIT FEES   | 2,310                     | 2,200                      | 2,200                     | 2,200                     | 2,200                      |
| 450350                                   |         | CLOTHING                 | 0                         | 250                        | 250                       | 250                       | 250                        |
| 450351                                   |         | ALUMINUM                 | 1,870                     | 3,000                      | 3,000                     | 3,000                     | 3,000                      |
| 450352                                   |         | IRON METAL               | 74,900                    | 56,000                     | 56,000                    | 60,000                    | 60,000                     |
| 450353                                   |         | BATTERIES                | 3,193                     | 4,000                      | 4,000                     | 3,000                     | 3,000                      |
| 450354                                   |         | COMPOST SALES            | 7,546                     | 2,000                      | 2,000                     | 4,000                     | 4,000                      |
| <b>TOTAL LICENSE, PERMITS, FEES</b>      |         |                          | <b>\$145,359</b>          | <b>\$112,450</b>           | <b>\$112,450</b>          | <b>\$122,450</b>          | <b>\$122,450</b>           |
| <b>CHARGES FOR SERVICES</b>              |         |                          |                           |                            |                           |                           |                            |
| 450303                                   |         | RECYCLING                | \$6,204                   | \$12,000                   | \$12,000                  | \$12,000                  | \$12,000                   |
| 450356                                   |         | PAY AS YOU THROW         | 311,315                   | 250,000                    | 250,000                   | 260,000                   | 260,000                    |
| <b>TOTAL CHARGES FOR SERVICES</b>        |         |                          | <b>\$317,519</b>          | <b>\$262,000</b>           | <b>\$262,000</b>          | <b>\$272,000</b>          | <b>\$272,000</b>           |
| <b>INVESTMENT EARNINGS</b>               |         |                          |                           |                            |                           |                           |                            |
| 460000                                   |         | INTEREST INCOME          | \$425                     | \$1,000                    | \$1,000                   | \$500                     | \$500                      |
| <b>TOTAL INVESTMENT EARNINGS</b>         |         |                          | <b>\$425</b>              | <b>\$1,000</b>             | <b>\$1,000</b>            | <b>\$500</b>              | <b>\$500</b>               |
| <b>MISCELLANEOUS/CONTRIBUTIONS</b>       |         |                          |                           |                            |                           |                           |                            |
| 480023                                   |         | RECYCLING REBATES        | \$131                     | \$300                      | \$300                     | \$300                     | \$300                      |
| <b>TOTAL MISCELLANEOUS/CONTRIBUTIONS</b> |         |                          | <b>\$131</b>              | <b>\$300</b>               | <b>\$300</b>              | <b>\$300</b>              | <b>\$300</b>               |
| <b>OTHER FINANCING SOURCES</b>           |         |                          |                           |                            |                           |                           |                            |
| 490001                                   |         | TRANSFER IN GENERAL FUND | \$388,245                 | \$464,040                  | \$464,040                 | \$459,140                 | \$459,140                  |
| <b>TOTAL OTHER FINANCING SOURCES</b>     |         |                          | <b>\$388,245</b>          | <b>\$464,040</b>           | <b>\$464,040</b>          | <b>\$459,140</b>          | <b>\$459,140</b>           |
| <b>TOTAL TRANSFER STATION FUND</b>       |         |                          | <b>\$851,679</b>          | <b>\$839,790</b>           | <b>\$839,790</b>          | <b>\$854,390</b>          | <b>\$854,390</b>           |

## Special Revenue Funds

1363016

### EXPENDITURES

| OBJECT                               | PROJECT | DESCRIPTION                   | 2021<br>ACTUAL<br>EXPENDITURES | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|--------------------------------------|---------|-------------------------------|--------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                      |         |                               |                                |                            |                           |                           |                            |
| 514000                               |         | REGULAR WAGES                 | \$278,499                      | \$316,180                  | \$316,180                 | \$316,180                 | \$316,180                  |
| 515100                               |         | OVERTIME                      | 68,929                         | 60,000                     | 60,000                    | 62,000                    | 62,000                     |
| 517000                               |         | OTHER WAGES                   | 0                              | 2,500                      | 2,500                     | 2,500                     | 2,500                      |
| <b>TOTAL SALARIES</b>                |         |                               | <b>\$347,428</b>               | <b>\$378,680</b>           | <b>\$378,680</b>          | <b>\$380,680</b>          | <b>\$380,680</b>           |
| <b>CONTRACTURAL SERVICES</b>         |         |                               |                                |                            |                           |                           |                            |
| 531000                               |         | PROFESSIONAL FEES             | \$70,430                       | \$65,000                   | \$65,000                  | \$65,000                  | \$65,000                   |
| 534200                               |         | ENVIRONMENTAL                 | 288                            | 1,400                      | 1,400                     | 1,000                     | 1,000                      |
| 541000                               |         | UTILITIES                     | 5,250                          | 6,300                      | 6,300                     | 5,800                     | 5,800                      |
| 541100                               |         | WATER/SEWER                   | 198                            | 400                        | 400                       | 400                       | 400                        |
| 542101                               |         | DISPOSAL                      | 4,149                          | 3,500                      | 3,500                     | 4,500                     | 4,500                      |
| 542105                               |         | TIRE DISPOSAL                 | 6,700                          | 4,400                      | 4,400                     | 8,500                     | 8,500                      |
| 542110                               |         | FREON                         | 1,680                          | 2,200                      | 2,200                     | 2,200                     | 2,200                      |
| 542115                               |         | BULK WASTE                    | 23,014                         | 23,000                     | 23,000                    | 23,000                    | 23,000                     |
| 542120                               |         | TIP FEES                      | 173,825                        | 145,000                    | 145,000                   | 160,000                   | 160,000                    |
| 543000                               |         | REPAIRS & MAINTENANCE         | 5,708                          | 10,000                     | 10,000                    | 10,000                    | 10,000                     |
| 570400                               | 22018   | GROUND STORAGE TANK           | 0                              | 6,200                      | 6,200                     | 0                         | 0                          |
| <b>TOTAL CONTRACTURAL SERVICES</b>   |         |                               | <b>\$291,242</b>               | <b>\$267,400</b>           | <b>\$267,400</b>          | <b>\$280,400</b>          | <b>\$280,400</b>           |
| <b>BENEFITS</b>                      |         |                               |                                |                            |                           |                           |                            |
| 520100                               |         | LIFE INSURANCE                | \$420                          | \$500                      | \$500                     | \$500                     | \$500                      |
| 520500                               |         | DISABILITY                    | 120                            | 150                        | 150                       | 150                       | 150                        |
| 520700                               |         | F.I.C.A.                      | 19,900                         | 22,030                     | 22,030                    | 22,030                    | 22,030                     |
| 520750                               |         | MEDICARE INSURANCE            | 4,650                          | 5,155                      | 5,155                     | 5,155                     | 5,155                      |
| <b>TOTAL BENEFITS</b>                |         |                               | <b>\$25,090</b>                | <b>\$27,835</b>            | <b>\$27,835</b>           | <b>\$27,835</b>           | <b>\$27,835</b>            |
| <b>SUPPLIES AND MATERIALS</b>        |         |                               |                                |                            |                           |                           |                            |
| 561400                               |         | MAINTENANCE SUPPLIES          | \$112                          | \$400                      | \$400                     | \$0                       | \$0                        |
| 561800                               |         | PROGRAM SUPPLIES              | 25,608                         | 26,000                     | 26,000                    | 26,000                    | 26,000                     |
| <b>TOTAL SUPPLIES AND MATERIALS</b>  |         |                               | <b>\$25,719</b>                | <b>\$26,400</b>            | <b>\$26,400</b>           | <b>\$26,000</b>           | <b>\$26,000</b>            |
| <b>OTHER/MISCELLANEOUS</b>           |         |                               |                                |                            |                           |                           |                            |
| 589000                               |         | CONTINGENCY                   | \$0                            | \$7,000                    | \$7,000                   | \$7,000                   | \$7,000                    |
| <b>TOTAL OTHER/ MISCELLANEOUS</b>    |         |                               | <b>\$0</b>                     | <b>\$7,000</b>             | <b>\$7,000</b>            | <b>\$7,000</b>            | <b>\$7,000</b>             |
| <b>OPERATING TRANSFERS OUT</b>       |         |                               |                                |                            |                           |                           |                            |
| 591500                               |         | TRANSFERS TO INTERNAL SERVICE | \$125,107                      | \$132,475                  | \$132,475                 | \$132,475                 | \$132,475                  |
| <b>TOTAL OPERATING TRANSFERS OUT</b> |         |                               | <b>\$125,107</b>               | <b>\$132,475</b>           | <b>\$132,475</b>          | <b>\$132,475</b>          | <b>\$132,475</b>           |
| <b>TOTAL TRANSFER STATION FUND</b>   |         |                               | <b>\$814,586</b>               | <b>\$839,790</b>           | <b>\$839,790</b>          | <b>\$854,390</b>          | <b>\$854,390</b>           |



## Arts & Culture

Dr. Joshua T. Medeiros, Superintendent  
860-584-6160  
parksandrecreation@bristolct.gov  
www.bristolrec.com

### Service Narrative

Arts & Culture division of the Parks, Recreation, Youth and Community Services Department is responsible for administering comprehensive year-round arts and culture programs and events for the community, including the annual Rockin' Out at Rockwell Summer Concert Series and Winter Wonderland at Mrs. Rockwell's Pavilion. The division serves as the liaison between the Arts & Culture Commission and the Parks, Recreation, Youth & Community Service Department, making commission projects and initiatives a seamless and cohesive process. Division staff work to ensure all voices of the Bristol community are heard and amplified. Examples of this work include the annual Community Conversations event and 2021's inaugural Hispanic Heritage Month Concert. This division collaborates with the City's Diversity Council, Interfaith Coalition, and local business partners to bolster cultural awareness and celebration throughout the community. Not only is arts and culture a means of communication and creative expression, but also a way of preserving our history. In collaboration with the Board of Education, this division will manage the Community Theater Program in the Memorial Boulevard Intradistrict Arts Magnet School (MBIAMS), providing the community with a diverse and dynamic performing arts and visual arts program.

The Arts & Culture program is self-sustaining through revenues generated by user fees, ticket sales and other revenue sources.

### Fiscal Year 2022 Goals and Accomplishments:

- Successfully led the Rockin' Out at Rockwell Summer Concert Series that attracted over 7,000 attendees, Winter Wonderland with 1,000 attendees, Hispanic Heritage Month Festival with 300+ attendees and a variety of arts and culture programs.
- Coordinated a successful Open House event to showcase the new Arts & Culture Center which included live mural demonstration, programs and floral design workshop. Event was sponsored by the Bristol Arts & Culture Fund 501(c)(3).
- Planned the 2<sup>nd</sup> annual Community Conversation on Diversity, Equity and Inclusion in conjunction with the Mayor's Office, Board of Education, and Bristol Police Department. The event was the 2021 Inclusive Program of Merit Award Winner through the Connecticut Recreation and Parks Association.
- Developed a Memorandum of Understanding (MOU) in conjunction with the Board of Education to lay the framework for the community use of the MBIAMS Theater. Anticipated adoption of the MOU by the Board of Education Operations Committee is early 2022.
- Established the FY23 special revenue fund budget which reflects operational expenditures and anticipated revenues to cover associated costs.
- Initiated the Cultural District Designation application process through the State's Economic and Community Development Office. Anticipate receiving the designation in 2022 pending final approvals.
- Coordinated a variety of new public art projects including tree carving on the Veterans Memorial Boulevard, new mural under PanAm railway, historical frames, painted park turtles, and more.

**Special Revenue Funds**

**Fiscal Year 2023 Goals:**

- Successfully orchestrate a grand opening event and robust programming schedule for the MBIAMS Theater in collaboration with the Board of Education.
- Develop a full calendar of arts and culture programs through the Arts & Culture Center and other locations across the city.
- Execute the Arts & Culture Vision for public art including the upcoming Martin Luther King mural, interactive murals and more.
- Complete three-year business plan for Community Theater Programs at MBIAMS to ensure wide access to shows, a variety of programs, and economic growth and sustainability.

**Long Term Goals:**

- Track the success and modify the Community Theater Business Plan and Special Revenue Fund as needed in order to sustain the vision for Arts & Culture Division for the next 5-10 years.
- Execute the Strategic Action Plan developed in order to offer quality benefits based programs and events that engage and meet the needs of Bristol residents.

**Expenditure and Position Summary**

|                     | <b>2021<br/>Actual</b> | <b>2022<br/>Budget</b> | <b>2023<br/>Budgeted</b> |
|---------------------|------------------------|------------------------|--------------------------|
| Salary Expenditures | N/A                    | N/A                    | \$95,205                 |
| Part-Time Positions | N/A                    | N/A                    | 20                       |

**Budget Highlights**

**ARTS & CULTURE FUND**

175 REVENUES

| OBJECT                                    | PROJECT                  | DESCRIPTION | 2021<br>ACTUAL<br>REVENUE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|---|--------------------------|-------------|---------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| 1757033                                   | ARTS & CULTURE           |             |                           |                            |                           |                           |                            |
| 422004                                    | FEES                     |             | \$0                       | \$0                        | \$0                       | \$88,080                  | \$88,080                   |
| 470000                                    | CONTRIBUTIONS            |             | 0                         | 0                          | 0                         | 2,500                     | 2,500                      |
| <b>TOTAL ARTS &amp; CULTURE</b>           |                          |             | <b>\$0</b>                | <b>\$0</b>                 | <b>\$0</b>                | <b>\$90,580</b>           | <b>\$90,580</b>            |
| 1757034                                   | ARTS & CULTURE - THEATER |             |                           |                            |                           |                           |                            |
| 422004                                    | FEES                     |             | \$0                       | \$0                        | \$0                       | \$632,985                 | \$632,985                  |
| 470000                                    | CONTRIBUTIONS            |             | 0                         | 0                          | 0                         | 20,000                    | 20,000                     |
| <b>TOTAL ARTS &amp; CULTURE - THEATER</b> |                          |             | <b>\$0</b>                | <b>\$0</b>                 | <b>\$0</b>                | <b>\$652,985</b>          | <b>\$652,985</b>           |
| <b>TOTAL ARTS &amp; CULTURE FUND</b>      |                          |             | <b>\$0</b>                | <b>\$0</b>                 | <b>\$0</b>                | <b>\$743,565</b>          | <b>\$743,565</b>           |

## Special Revenue Funds

### 1757033 EXPENDITURES

| OBJECT                               | PROJECT | DESCRIPTION                    | 2021<br>ACTUAL<br>EXPENDITURES | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|--------------------------------------|---------|--------------------------------|--------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                      |         |                                |                                |                            |                           |                           |                            |
| 514000                               |         | REGULAR WAGES                  | \$0                            | \$0                        | \$0                       | \$17,750                  | \$17,750                   |
| 515200                               |         | PART TIME WAGES                | 0                              | 0                          | 0                         | 13,000                    | 13,000                     |
| <b>TOTAL SALARIES</b>                |         |                                | <b>\$0</b>                     | <b>\$0</b>                 | <b>\$0</b>                | <b>\$30,750</b>           | <b>\$30,750</b>            |
| <b>CONTRACTUAL SERVICES</b>          |         |                                |                                |                            |                           |                           |                            |
| 531000                               |         | PROFESSIONAL FEES AND SERVICES | \$0                            | \$0                        | \$0                       | \$37,000                  | \$37,000                   |
| 557700                               |         | ADVERTISING                    | 0                              | 0                          | 0                         | 900                       | 900                        |
| 581120                               |         | CONFERENCES AND MEMBERSHIPS    | 0                              | 0                          | 0                         | 100                       | 100                        |
| <b>TOTAL CONTRACTUAL SERVICES</b>    |         |                                | <b>\$0</b>                     | <b>\$0</b>                 | <b>\$0</b>                | <b>\$38,000</b>           | <b>\$38,000</b>            |
| <b>BENEFITS</b>                      |         |                                |                                |                            |                           |                           |                            |
| 520700                               |         | F.I.C.A                        | \$0                            | \$0                        | \$0                       | \$1,100                   | \$1,100                    |
| 520750                               |         | MEDICARE INSURANCE             | 0                              | 0                          | 0                         | 260                       | 260                        |
| <b>TOTAL BENEFITS</b>                |         |                                | <b>\$0</b>                     | <b>\$0</b>                 | <b>\$0</b>                | <b>\$1,360</b>            | <b>\$1,360</b>             |
| <b>SUPPLIES AND MATERIALS</b>        |         |                                |                                |                            |                           |                           |                            |
| 561800                               |         | PROGRAM SUPPLIES               | \$0                            | \$0                        | \$0                       | \$15,000                  | \$15,000                   |
| <b>TOTAL SUPPLIES AND MATERIALS</b>  |         |                                | <b>\$0</b>                     | <b>\$0</b>                 | <b>\$0</b>                | <b>\$15,000</b>           | <b>\$15,000</b>            |
| <b>OPERATING TRANSFERS OUT</b>       |         |                                |                                |                            |                           |                           |                            |
| 591500                               |         | TRANSFER TO INTERNAL SERVICE   | \$0                            | \$0                        | \$0                       | \$5,470                   | \$5,470                    |
| <b>TOTAL OPERATING TRANSFERS OUT</b> |         |                                | <b>\$0</b>                     | <b>\$0</b>                 | <b>\$0</b>                | <b>\$5,470</b>            | <b>\$5,470</b>             |
| <b>TOTAL ARTS &amp; CULTURE FUND</b> |         |                                | <b>\$0</b>                     | <b>\$0</b>                 | <b>\$0</b>                | <b>\$90,580</b>           | <b>\$90,580</b>            |

### ARTS & CULTURE FUND

#### 1757034 EXPENDITURES - THEATER

| OBJECT   | PROJECT | DESCRIPTION                    | 2021<br>ACTUAL<br>EXPENDITURES | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|--|---------|--------------------------------|--------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                                |         |                                |                                |                            |                           |                           |                            |
| 514000   |         | REGULAR WAGES                  | \$0                            | \$0                        | \$0                       | \$17,755                  | \$17,755                   |
| 515200   |         | PART TIME WAGES                | 0                              | 0                          | 0                         | 46,700                    | 46,700                     |
| <b>TOTAL SALARIES</b>                          |         |                                | <b>\$0</b>                     | <b>\$0</b>                 | <b>\$0</b>                | <b>\$64,455</b>           | <b>\$64,455</b>            |
| <b>CONTRACTUAL SERVICES</b>                    |         |                                |                                |                            |                           |                           |                            |
| 531000   |         | PROFESSIONAL FEES AND SERVICES | \$0                            | \$0                        | \$0                       | \$512,100                 | \$512,100                  |
| 557700   |         | ADVERTISING                    | 0                              | 0                          | 0                         | 7,200                     | 7,200                      |
| 581120   |         | CONFERENCES AND MEMBERSHIPS    | 0                              | 0                          | 0                         | 1,500                     | 1,500                      |
| <b>TOTAL CONTRACTUAL SERVICES</b>              |         |                                | <b>\$0</b>                     | <b>\$0</b>                 | <b>\$0</b>                | <b>\$520,800</b>          | <b>\$520,800</b>           |
| <b>BENEFITS</b>                                |         |                                |                                |                            |                           |                           |                            |
| 520700   |         | F.I.C.A                        | 0                              | 0                          | 0                         | 1,100                     | 1,100                      |
| 520750   |         | MEDICARE INSURANCE             | 0                              | 0                          | 0                         | 260                       | 260                        |
| <b>TOTAL BENEFITS</b>                          |         |                                | <b>\$0</b>                     | <b>\$0</b>                 | <b>\$0</b>                | <b>\$1,360</b>            | <b>\$1,360</b>             |
| <b>SUPPLIES AND MATERIALS</b>                  |         |                                |                                |                            |                           |                           |                            |
| 561800   |         | PROGRAM SUPPLIES               | \$0                            | \$0                        | \$0                       | \$60,900                  | \$60,900                   |
| <b>TOTAL SUPPLIES AND MATERIALS</b>            |         |                                | <b>\$0</b>                     | <b>\$0</b>                 | <b>\$0</b>                | <b>\$60,900</b>           | <b>\$60,900</b>            |
| <b>OPERATING TRANSFERS OUT</b>                 |         |                                |                                |                            |                           |                           |                            |
| 591500   |         | TRANSFER TO INTERNAL SERVICE   | \$0                            | \$0                        | \$0                       | \$5,470                   | \$5,470                    |
| <b>TOTAL OPERATING TRANSFERS OUT</b>           |         |                                | <b>\$0</b>                     | <b>\$0</b>                 | <b>\$0</b>                | <b>\$5,470</b>            | <b>\$5,470</b>             |
| <b>TOTAL ARTS &amp; CULTURE FUND - THEATER</b> |         |                                | <b>\$0</b>                     | <b>\$0</b>                 | <b>\$0</b>                | <b>\$652,985</b>          | <b>\$652,985</b>           |



## **Enterprise Funds Bristol Water Department**

Robert Longo, Superintendent  
119 Riverside Avenue  
860-582-7431  
robertlongo@bristolct.gov  
www.bristolwaterdept.org

### **Program Summary**

The Enterprise Fund is used to account for the operations of the Bristol Water Department. These operations are financed and operated in a manner similar to that of a private business enterprise where the intent is that all the costs, including depreciation, related to the provision of goods and services to the general public on a continuing basis, be financed or recovered primarily through user charges.

This fund is operated under the provision of Sections 25 and 48 of the City Charter.

The Bristol Water Department is a municipal department of the City of Bristol and is governed by a Board of Water and Sewer Commissioners appointed by the Mayor and approved by the City Council. Accounting duties, custody of monies received for water consumption or otherwise, the collection of bills, and the payment of bills incurred in the operation of said Water Department, shall be entrusted to the Board of Water Commissioners and shall be executed with the assistance and in accordance with guidelines established by the City Comptroller.

The Board of Water Commissioners shall adopt regulations:

1. For the use and protection of the water system and facilities.
2. To control the use of its land, water plant and facilities.
3. To prevent accidents and promote safety among its employees and for the use of said water plant.
4. For the planting, management, safeguarding and harvesting of trees on Water Department properties.
5. Relating to the operation of said water plant.
6. As to the methods, amounts, prices, quantity and quality of water supply to individual users.
7. To place limitations on water usage in the event of periods of droughts or other emergencies.

The Board of Water Commissioners shall govern the supply of water to all City residents. The Board may prescribe rules for the shut off of water supply in cases of non-payment, until payment arrangements are made, and may include penalties for default in payment of water charges. The Bristol Water Department encourages public participation and input into decisions that may affect the quality of water. Meetings of the Board of Water Commissioners are usually held on the third Tuesday of every month at the Water Treatment Plant located at 1080 Terryville Avenue in Bristol at 6:30 p.m.

The primary sources of supply for the Bristol Water Department are six reservoirs. These reservoirs are located in Bristol, Burlington, Harwinton and Plymouth. The water from these reservoirs is gravity fed to the water treatment plant on Terryville Avenue where it is sampled, tested, treated and filtered prior to entering the water distribution system. These surface water sources are supplemented by groundwater from five wells located on Barlow Street, Mechanic Street, and Mix Street in Bristol. The well water is naturally purified as it is filtered through the soil; however it is still sampled, tested, and treated at each well location. The watershed area surrounding the six reservoirs is protected forestland and comprises over 4,000 acres.

**Fiscal Year 2022 Goals and Accomplishments:**

- The Bristol Water Department applied for a \$12,000,000 State of Connecticut Department of Public Health Drinking Water State Revolving Fund Program Loan (DWSRF) to replace Lead Service Lines throughout the City. Although water samples do not indicate any elevated levels of lead in customer drinking water, the presence of lead goosenecks, which are two foot sections of pipe connecting customers services to the main are sources of failure and replacing these lead goosenecks will reduce water loss and service breaks. Award of this loan request was made in the Fall of 2021 and the design phase began in early 2022.

**Fiscal Year 2023 Goals:**

- The Bristol Water Department will begin design and construction of a Lead Service line removal project utilizing a \$12,000,000 State of Connecticut Department of Public Health Drinking Water State Revolving Fund Program Loan (DWSRF). The first phase of the project will be to complete an inventory of all service lines to determine if they meet the new regulations and if so, the work required to replace these lines. The Bristol Water Department will also be working throughout the year to move all of our existing maps, service ties and hydrant information into a new Data Asset Management system. The department has contracted with a national software firm, Sedaru, to migrate all records into a new GIS platform. Once complete, all field staff will be equipped with tablets to have a real time interface with our GIS data which will allow them to update records from the field, notify customer service representatives of water outages, receive and respond to Call Before You Dig tickets through an electronic notification system and create a repair maintenance log where all staff can access. This new software will help the department work to a digital platform while substantially reducing the use of paper.

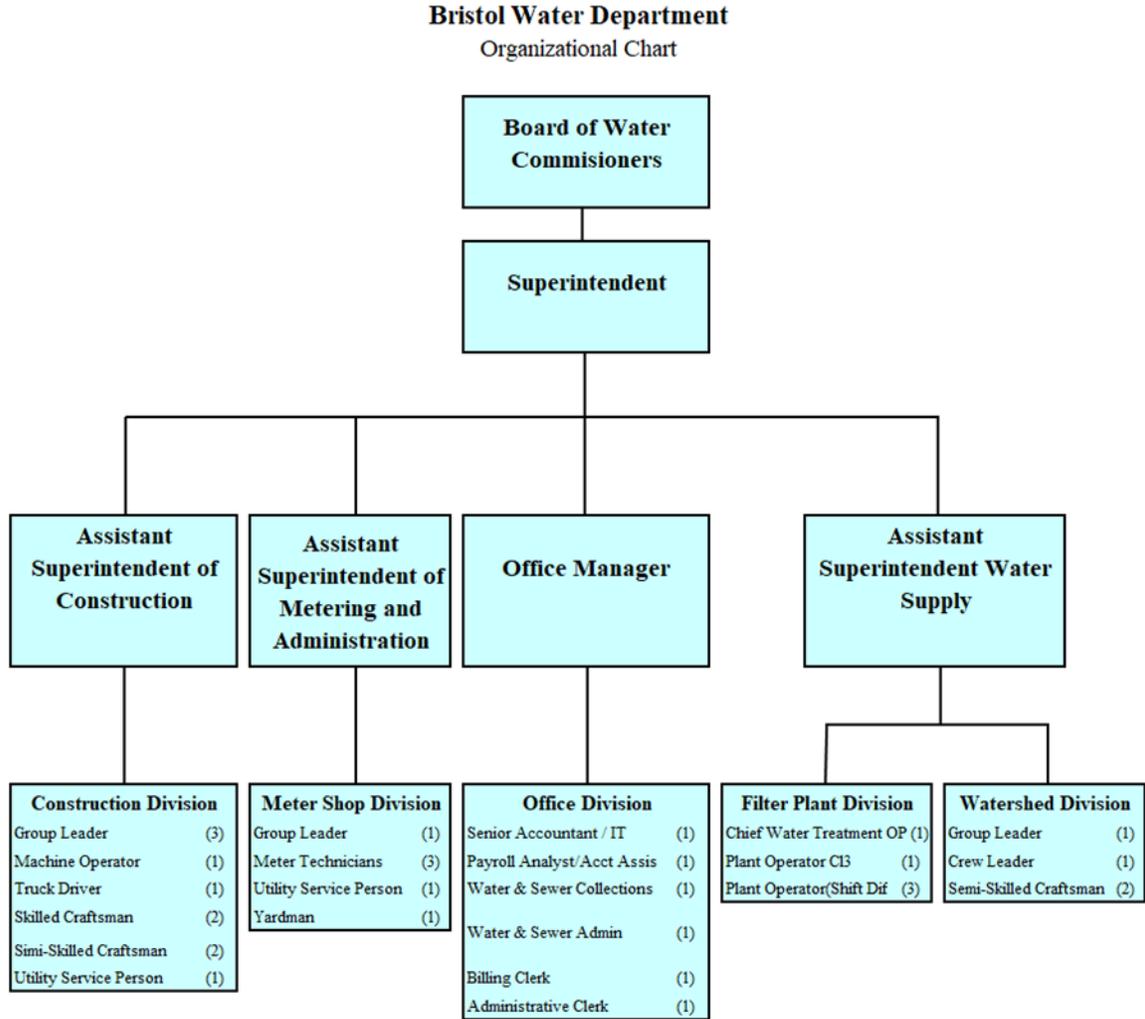
**Long Term Goals:**

- Provide high quality water possible to the customers at a low cost.
- Continue the ongoing effort to reduce expenses. Automation assists the department in meeting some of the cost aspects of this goal.

**Expenditure and Position Summary**

|                     | <b>2021<br/>Actual</b> | <b>2022<br/>Estimated</b> | <b>2023<br/>Budget</b> |
|---------------------|------------------------|---------------------------|------------------------|
| Salary Expenditures | \$2,567,144            | \$2,808,688               | \$2,885,636            |
| Full time Positions | 35                     | 36                        | 36                     |

Organizational Chart



**Board of Water Commissioners**

Elizabeth Phelan  
 Ron Suarez  
 Francis Porrini  
 Kathleen Ferrier  
 Sean Dunn

**Term Expiration**

12/2024  
 12/2024  
 12/2023  
 12/2023  
 12/2022

## Financial Statement

## CITY OF BRISTOL, CONNECTICUT

## BRISTOL WATER DEPARTMENT

## Statement of Revenues, Expenses and Changes in Retained Earnings/Fund Balance

(thousands)

CITY OF BRISTOL, CONNECTICUT

|   | Actual<br>6/30/2021 | Actual<br>6/30/2020 | Actual<br>6/30/2019 | Actual<br>6/30/2018 | Actual<br>6/30/2017 |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Operating revenues:</b>                        |                     |                     |                     |                     |                     |
| Charges for services                              | \$8,891             | \$8,521             | \$7,677             | \$7,078             | \$7,400             |
| Miscellaneous                                     | 447                 | 408                 | 548                 | 422                 | 420                 |
| <b>Total operating revenues</b>                   | <b>\$9,338</b>      | <b>\$8,929</b>      | <b>\$8,225</b>      | <b>\$7,500</b>      | <b>\$7,259</b>      |
| <b>Operating expenses:</b>                        |                     |                     |                     |                     |                     |
| Source of supply                                  | \$301               | \$190               | \$232               | \$241               | \$191               |
| Pumping   | 292                 | 416                 | 314                 | 254                 | 261                 |
| Purification                                      | 1,168               | 1,133               | 990                 | 947                 | 912                 |
| Transmission and distribution                     | 1,151               | 1,860               | 1,789               | 1,144               | 2,138               |
| Customer accounts, administrative and general     | 3,029               | 3,220               | 2,446               | 2,430               | 2,117               |
| Depreciation                                      | 1,162               | 1,135               | 1,136               | 1,062               | 1,116               |
| Taxes other than income taxes                     | 575                 | 581                 | 541                 | 506                 | 467                 |
| Loss on disposal                                  | 0                   | 0                   | 0                   | 0                   | 0                   |
| <b>Total operating expenses</b>                   | <b>\$7,678</b>      | <b>\$8,535</b>      | <b>\$7,448</b>      | <b>\$6,584</b>      | <b>\$7,274</b>      |
| <b>Operating income (Loss)</b>                    | <b>\$1,660</b>      | <b>\$394</b>        | <b>\$777</b>        | <b>\$916</b>        | <b>\$157</b>        |
| <b>Nonoperating revenue (expenses):</b>           |                     |                     |                     |                     |                     |
| Reimbursement from other funds                    |                     |                     |                     |                     |                     |
| Interest income                                   | \$5                 | \$71                | (\$37)              | \$307               | \$527               |
| Interest expense                                  | (63)                | (77)                | (85)                | (87)                | (101)               |
| Loss on disposal                                  |                     |                     |                     |                     |                     |
| Amortization of debt discount and expense         | 18                  | 14                  | 14                  | 16                  | 11                  |
| Bond Issuance Costs                               | 0                   | 0                   | 0                   | (4)                 | 0                   |
| <b>Total nonoperating revenues<br/>(expenses)</b> | <b>(\$40)</b>       | <b>\$8</b>          | <b>(\$108)</b>      | <b>\$232</b>        | <b>(\$311)</b>      |
| Net Income (loss)                                 | \$1,620             | \$403               | \$669               | \$1,148             | \$1,055             |
| Retained earnings/fund balance, July 1            | 34,714              | 34,311              | 33,642              | 32,494              | 31,439              |
| Retained earnings/fund balance, June 30           | <u>\$36,334</u>     | <u>\$34,714</u>     | <u>\$34,311</u>     | <u>\$33,642</u>     | <u>\$27,029</u>     |

## Budget Highlights

| CITY OF BRISTOL, CONNECTICUT<br>BRISTOL WATER DEPARTMENT BUDGET SUMMARY |                                     |                                |   |                      |                       |
|---|-------------------------------------|--------------------------------|---|----------------------|-----------------------|
| <b>REVENUE ESTIMATE SUMMARY 2022-2023</b>                               |                                     |                                |   |                      |                       |
| ACCOUNTS RECEIVABLE:  | ACTUAL<br>RECEIVED<br>2020-2021     | AMENDED<br>BUDGET<br>2021-2022 | CURRENT YR<br>REVISED EST.<br>2021-2022 | REQUEST<br>2022-2023 | APPROVED<br>2022-2023 |
| WATER SALES   | \$8,828,357                         | \$8,600,000                    | \$8,690,000                             | \$8,800,000          | \$8,800,000           |
| WATER LIENS   | 17,750                              | 19,000                         | 17,000                                  | 19,000               | 19,000                |
| SERVICE ACCOUNTS  | 23,891                              | 25,000                         | 55,000                                  | 25,000               | 25,000                |
| SERVICE ACCOUNT LIENS   | 1,530                               | 1,500                          | 1,500                                   | 1,500                | 1,500                 |
| PENALTIES   | 44,504                              | 65,000                         | 65,000                                  | 65,000               | 65,000                |
| ASSESSMENTS   | 18,767                              | 25,000                         | 25,000                                  | 25,000               | 25,000                |
| WPC DEPARTMENT PAYMENTS   | 57,000                              | 58,000                         | 58,000                                  | 58,000               | 58,000                |
| CELL TOWER LEASE  | 177,682                             | 171,495                        | 191,295                                 | 191,295              | 191,295               |
| LAND LEASE  | 28,882                              | 34,000                         | 31,500                                  | 31,500               | 31,500                |
| BULK RAW WATER  | 300                                 | 1,000                          | 2,000                                   | 1,000                | 1,000                 |
| FINES   | 12,000                              | 30,000                         | 10,000                                  | 13,000               | 13,000                |
| SEWER ACCOUNT LIENS   | 1,720                               | 2,500                          | 1,600                                   | 2,500                | 2,500                 |
| SUNDRY ACCOUNTS   | 4,281                               | 1,200                          | 4,200                                   | 4,300                | 4,300                 |
| CLOSING COSTS   | 82,760                              | 70,000                         | 85,000                                  | 85,000               | 85,000                |
| SCRAP METAL SALES   | 0                                   | 500                            | 500                                     | 500                  | 500                   |
| FORESTRY PROGRAM  | 17,125                              | 40,120                         | 125                                     | 7,800                | 7,800                 |
| WATER SERVICE REINSTATEMENT   | 21,625                              | 32,000                         | 22,000                                  | 22,000               | 22,000                |
| REMOVE METER  | 3,600                               | 7,000                          | 6,000                                   | 6,000                | 6,000                 |
| <b>TOTAL REVENUES</b>   | <b>\$9,341,774</b>                  | <b>\$9,183,315</b>             | <b>\$9,265,720</b>                      | <b>\$9,358,395</b>   | <b>\$9,358,395</b>    |
| <b>EXPENSE ESTIMATE SUMMARY 2022-2023</b>                               |                                     |                                |   |                      |                       |
| EXPENSE BY TYPE   | PRIOR YEAR<br>EXPENDED<br>2020-2021 | AMENDED<br>BUDGET<br>2021-2022 | CURRENT YR<br>REVISED EST.<br>2021-2022 | REQUEST<br>2022-2023 | APPROVED<br>2022-2023 |
| SALARY  | \$2,567,144                         | \$2,767,942                    | \$2,808,688                             | \$2,885,636          | \$2,885,636           |
| FRINGE BENEFITS   | 1,328,790                           | 1,487,381                      | 1,439,556                               | 1,652,144            | 1,652,144             |
| OPERATING SERVICES  | 2,522,467                           | 2,714,572                      | 2,747,017                               | 2,744,602            | 2,744,602             |
| SUPPLIES & MATERIALS  | 1,054,581                           | 993,148                        | 974,053                                 | 1,026,585            | 1,026,585             |
| CAPITAL OUTLAY  | 270,265                             | 1,219,378                      | 750,000                                 | 1,466,516            | 1,466,516             |
| <b>TOTAL EXPENSES</b>   | <b>\$7,743,247</b>                  | <b>\$9,182,421</b>             | <b>\$8,719,314</b>                      | <b>\$9,775,483</b>   | <b>\$9,775,483</b>    |
| <b>BUDGET SURPLUS (DEFICIT)</b>   | <b>\$1,598,527</b>                  | <b>\$894</b>                   | <b>\$546,406</b>                        | <b>(\$417,088)</b>   | <b>(\$417,088)</b>    |

**CITY OF BRISTOL, CONNECTICUT  
BRISTOL WATER DEPARTMENT  
OPERATING SERVICES, FRINGE BENEFITS, & SUPPLIES DETAIL  
2022-2023 BUDGET**

**ENTERPRISE FUND**

| OBJECT CLASSIFICATION                 | PRIOR YEAR<br>EXPENDED<br>2020-2021 | AMENDED<br>BUDGET<br>12/31/2021 | CURRENT YEAR<br>ESTIMATE<br>2021-2022 | REQUEST<br>2022-2023 | APPROVED<br>2022-2023 |
|---------------------------------------|-------------------------------------|---------------------------------|---------------------------------------|----------------------|-----------------------|
| <b>FRINGE BENEFITS:</b>               |                                     |                                 |                                       |                      |                       |
| FRINGE BENEFITS                       | \$1,328,790                         | \$1,487,381                     | \$1,439,556                           | \$1,652,144          | \$1,652,144           |
| <b>TOTAL FRINGE BENEFITS</b>          | <b>\$1,328,790</b>                  | <b>\$1,487,381</b>              | <b>\$1,439,556</b>                    | <b>\$1,652,144</b>   | <b>\$1,652,144</b>    |
| <b>OPERATING SERVICES:</b>            |                                     |                                 |                                       |                      |                       |
| LIGHT AND POWER                       | 413,994                             | 406,394                         | 406,394                               | 410,505              | 410,505               |
| TELEPHONE                             | 17,123                              | 16,900                          | 17,380                                | 17,380               | 17,380                |
| POSTAGE                               | 41,684                              | 49,041                          | 48,800                                | 49,000               | 49,000                |
| ADVERTISING                           | 312                                 | 2,000                           | 1,000                                 | 1,000                | 1,000                 |
| MAINTENANCE/SERVICE AGREEMENTS        | 45,718                              | 42,025                          | 47,000                                | 55,015               | 55,015                |
| CLOTHING/UNIFORMS                     |                                     |                                 | 6,680                                 | 6,680                | 6,680                 |
| LEASE                                 | 10,477                              | 16,027                          | 16,027                                | 15,473               | 15,473                |
| CONFERENCES AND MEMBERSHIPS           | 12,450                              | 30,270                          | 27,030                                | 30,550               | 30,550                |
| TAXES                                 | 574,569                             | 606,940                         | 608,972                               | 615,494              | 615,494               |
| PROFESSIONAL SERVICES                 | 336,187                             | 241,575                         | 295,000                               | 290,200              | 290,200               |
| LIENS                                 | 1,140                               | 6,300                           | 935                                   | 6,300                | 6,300                 |
| MISCELLANEOUS                         | 4,092                               | 6,570                           | 6,570                                 | 6,570                | 6,570                 |
| CONTRACTOR SERVICES                   | 706,775                             | 565,160                         | 524,700                               | 559,600              | 559,600               |
| DEBT SERVICE                          | 365,102                             | 389,570                         | 404,729                               | 345,035              | 345,035               |
| SEWER USER FEE                        | 10,800                              | 10,800                          | 10,800                                | 10,800               | 10,800                |
| NEW BRITAIN AGREEMENT                 | 369,310                             | 325,000                         | 325,000                               | 325,000              | 325,000               |
| <b>TOTAL OPERATING SERVICES</b>       | <b>\$2,909,733</b>                  | <b>\$2,714,572</b>              | <b>\$2,747,017</b>                    | <b>\$2,744,602</b>   | <b>\$2,744,602</b>    |
| <b>SUPPLIES AND MATERIALS DETAIL:</b> |                                     |                                 |                                       |                      |                       |
| MOTOR VEHICLE FUELS                   | 46,417                              | 41,065                          | 40,000                                | 58,079               | 58,079                |
| OFFICE SUPPLIES                       | 29,717                              | 27,240                          | 27,240                                | 27,240               | 27,240                |
| MAINTENANCE SUPPLIES & MATERIALS      | 410,851                             | 357,000                         | 357,000                               | 374,000              | 374,000               |
| MV PARTS & SUPPLIES                   | 27,811                              | 15,150                          | 15,150                                | 15,150               | 15,150                |
| MV SERVICE & REPAIR                   | 32,151                              | 44,000                          | 36,500                                | 44,000               | 44,000                |
| HEATING FUELS                         | 24,366                              | 31,607                          | 33,000                                | 41,250               | 41,250                |
| CHEMICAL TREATMENT                    | 184,703                             | 195,163                         | 195,163                               | 195,163              | 195,163               |
| INSURANCE                             | 191,801                             | 281,923                         | 270,000                               | 273,703              | 273,703               |
| <b>TOTAL SUPPLIES</b>                 | <b>\$947,817</b>                    | <b>\$993,148</b>                | <b>\$974,053</b>                      | <b>\$1,028,585</b>   | <b>\$1,028,585</b>    |



**Bald Eagle soaring over Bristol Water Department Reservoir #7. Bald Eagles can be found at most of Bristol Water Department Reservoirs each year in early Spring.**

| <b>CITY OF BRISTOL, CONNECTICUT<br/>BRISTOL WATER DEPARTMENT<br/>CAPITAL OUTLAY/EQUIPMENT REQUEST 2022-2023</b> |   |                         |                       |                      |                       |
|---|---|-------------------------|-----------------------|----------------------|-----------------------|
| QTY   | DESCRIPTION OF EQUIPMENT                                | ESTIMATED<br>GROSS COST | ESTIMATED<br>TRADE-IN | REQUEST<br>2022-2023 | APPROVED<br>2022-2023 |
| <b>I. CAPITAL EQUIPMENT:</b>  |   |                         |                       |                      |                       |
|   | 2023 CHEVY 2500   | \$36,000                |                       | \$36,000             | \$36,000              |
|   | CHEVY 3500 4WD FLATBED W/PLOW AND LIFT GATE             | \$65,000                |                       | \$65,000             | \$65,000              |
|   | NEW SUV   | \$65,000                |                       | \$65,000             | \$65,000              |
|   | <b>TOTAL CAPITAL EQUIPMENT:</b>                         | <b>\$166,000</b>        | <b>\$0</b>            | <b>\$166,000</b>     | <b>\$166,000</b>      |
| <b>II. UTILITY ASSETS:</b>  |   |                         |                       |                      |                       |
|   | 1 CHOP SAW  | \$1,000                 |                       | \$1,000              | \$1,000               |
|   | 1 HONDA GENERATOR                                       | \$1,130                 |                       | \$1,130              | \$1,130               |
|   | SIGNAGE   | \$2,500                 |                       | \$2,500              | \$2,500               |
|   | 1 MUELLER POWER OPERATOR                                | \$4,000                 |                       | \$4,000              | \$4,000               |
|   | 3 PIN LOCATORS  | \$1,900                 |                       | \$1,900              | \$1,900               |
|   | 1 3" WACKER MUD SUCKER PUMP                             | \$1,915                 |                       | \$1,915              | \$1,915               |
|   | 1 JUMPING JACK COMPACTOR                                | \$2,649                 |                       | \$2,649              | \$2,649               |
|   | INSERTION VALVES  | \$28,000                |                       | \$28,000             | \$28,000              |
|   | 2 AUTOMATIC FLUSHING STATION                            | \$7,000                 |                       | \$7,000              | \$7,000               |
|   | REGULATOR REPAIRS                                       | \$15,000                |                       | \$15,000             | \$15,000              |
|   | <b>TOTAL UTILITY ASSETS- DISTRIBUTION SYSTEM SECTIO</b> | <b>\$65,094</b>         | <b>\$0</b>            | <b>\$65,094</b>      | <b>\$65,094</b>       |
| <b>METER SHOP SECTION:</b>  |   |                         |                       |                      |                       |
| 650   | 5/8 METERS @ 132  | \$85,800                |                       | \$85,800             | \$85,800              |
| 200   | TRANSMITTERS @ 107.50                                   | \$21,500                |                       | \$21,500             | \$21,500              |
| 10  | 1" T-10 METER   | \$3,202                 |                       | \$3,202              | \$3,202               |
| 5   | 2" T-10 METER   | \$4,380                 |                       | \$4,380              | \$4,380               |
| 20  | 3/4" T-10 METER   | \$4,560                 |                       | \$4,560              | \$4,560               |
| 5   | 1 1/2" T-10 METER                                       | \$3,442                 |                       | \$3,442              | \$3,442               |
| 1   | R900 BELT CLIP TRANSCIEVER                              | \$13,400                |                       | \$13,400             | \$13,400              |
| 2   | SCHONSTEDT MODEL GA-52CX                                | \$2,109                 |                       | \$2,109              | \$2,109               |
| 2   | 6" DETECTOR CHECK                                       | \$6,418                 |                       | \$6,418              | \$6,418               |
|   | <b>TOTAL UTILITY ASSETS- METER SHOP</b>                 | <b>\$144,811</b>        | <b>\$0</b>            | <b>\$144,811</b>     | <b>\$144,811</b>      |
| <b>WATER TREATMENT PLANT SECTION:</b>   |   |                         |                       |                      |                       |
|   | REBUILD HIGH SERVICE PUMP PUMP                          | \$45,000                |                       | \$45,000             | \$45,000              |
|   | REBUILD HILL ST PUMP                                    | \$45,000                |                       | \$45,000             | \$45,000              |
|   | LMI CHEMICAL FEED PUMPS                                 | \$10,000                |                       | \$10,000             | \$10,000              |
|   | PERISTALTIC CHEMICAL FEED PUMP                          | \$10,000                |                       | \$10,000             | \$10,000              |
|   | <b>TOTAL UTILITY ASSETS-WATER TREATMENT PLANT</b>       | <b>\$110,000</b>        | <b>\$0</b>            | <b>\$110,000</b>     | <b>\$110,000</b>      |
| <b>WATERSHED SECTION:</b>   |   |                         |                       |                      |                       |
|   | ENCLOSED EQUIPMENT TRAILER                              | \$27,000                |                       | \$27,000             | \$27,000              |
|   | <b>TOTAL UTILITY ASSETS- WATERSHED SECTION</b>          | <b>\$27,000</b>         | <b>\$0</b>            | <b>\$27,000</b>      | <b>\$27,000</b>       |
| <b>OFFICE SECTION</b>   |   |                         |                       |                      |                       |
|   | DRIVE-THRU RENOVATIONS                                  | \$60,000                |                       | \$60,000             | \$60,000              |
|   | <b>TOTAL UTILITY ASSETS- OFFICE SECTION</b>             | <b>\$60,000</b>         | <b>\$0</b>            | <b>\$60,000</b>      | <b>\$60,000</b>       |
|   | <b>TOTAL UTILITY ASSETS</b>                             | <b>\$406,905</b>        | <b>\$0</b>            | <b>\$406,905</b>     | <b>\$406,905</b>      |
| <b>III. CAPITAL PROJECTS:</b>   |   |                         |                       |                      |                       |
|   | WATER MAIN REPLACEMENTS                                 | \$250,000               |                       | \$250,000            | \$250,000             |
|   | HYDRANT REPLACEMENTS                                    | \$85,000                |                       | \$85,000             | \$85,000              |
|   | BOILER AT 119 RIVERSIDE                                 | \$38,611                |                       | \$38,611             | \$38,611              |
|   | RESERVOIR IMPROVEMENTS                                  | \$150,000               |                       | \$150,000            | \$150,000             |
|   | ROOF REPLACEMENT-WELL SITES & PUMP STATION              | \$80,000                |                       | \$80,000             | \$80,000              |
|   | UPGRADES TO BARLOW ST PUMP STATION                      | \$75,000                |                       | \$75,000             | \$75,000              |
|   | UPGRADES TO ALARM SYSTEM                                | \$50,000                |                       | \$50,000             | \$50,000              |
|   | WELL REDEVELOPMENT                                      | \$45,000                |                       | \$45,000             | \$45,000              |
|   | FLOCCULATION AND SEDIMENTATION EQUIPMENT                | \$120,000               |                       | \$120,000            | \$120,000             |
|   | <b>TOTAL CAPITAL PROJECTS</b>                           | <b>\$893,611</b>        | <b>\$0</b>            | <b>\$893,611</b>     | <b>\$893,611</b>      |
|   | <b>TOTAL CAPITAL OUTLAY</b>                             | <b>\$1,466,516</b>      | <b>\$0</b>            | <b>\$1,466,516</b>   | <b>\$1,466,516</b>    |

## **Sewer Operating and Assessment Fund Water Pollution Control**

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### **Service Narrative**

The Water Pollution Control (WPC) Division of the Water and Sewer Department is accounted for in the Sewer Operating and Assessment Fund and is charged with the operation and maintenance of the City's wastewater collection and treatment facilities. The Division provides sanitary sewer collection and treatment services to approximately 92% of the City's populated area. The Division operates and maintains an advanced wastewater reclamation plant with 10.75 MGD capacity, 16 pumping stations, 245 miles of sewer lines and 5,660 manholes. The Division also provides administrative services for the operation, oversees sewer usage billing performed by the City's Water and Sewer Department and develops long term planning to assure the operation will meet the future needs of the Community. In accordance with state and federal regulations the Division is required to maintain a Capital Reserve Fund adequately funded to meet the financial demands of all facility upgrades, modifications and capital equipment replacement.

### **Fiscal Year 2022 Goals and Accomplishments:**

- Rehabilitated Thickened Sludge Storage Tank.
- Onboarding of new asset management software.
- Fats, Oils & Grease mitigation program (FOG) re-established, including registration, permitting, inspections, and enforcement for Food Preparation Establishments (FPE's) to reduce fats, oils, and grease from entering the sewer collection system.
- Reduced chemical usage and streamlined phosphorus removal.
- Implemented new comprehensive online safety training for Sewer employees to comply with OSHA requirements.
- Purchased and replaced forklift.
- Replaced media in one of three bio-filters to reduce odors at the Water Pollution Control Facility (WPCF).
- Completed safety deficiencies outlined in Conn-OSHA inspection.
- Re-purposed thickened sludge room into a chemical storage area.

### **Fiscal Year 2023 Goals:**

- Replace original equipment manufacturers Bar Screens installed in 1987 at the WPCF.
- Replace laboratory spectrophotometer.
- Replace Sewer Construction Coordinator's vehicle.
- Purchase spare pumps and motors to have in inventory for immediate replacement upon failure.
- Contract with on-call engineering firm for guidance on Automatic Transfer Switch (ATS) replacement at the Broad Street pumping station.
- Replace Headworks and Pump House roofs.
- Install security cameras at Water Pollution Control Facility (WPCF).
- Replace Minor Street Pumping Station generator.
- Replace media in second of three bio-filters to reduce odors at the Water Pollution Control Facility (WPCF).

**Long Term Goals:**

- The Sewer Division annually prepares a ten year capital improvement project schedule to prepare for large future capital expenditures associated with aging facility equipment and infrastructure. The Sewer Division will emphasize a commitment to complete budgeted capital projects before engaging in new projects. This schedule also provides a means for budgetary considerations such as future rate increases, funding methods, and debt service payments. Challenges include identifying long term capital improvement projects to effectively rehabilitate the City's aging collection system infrastructure as well as maintaining national pollutant discharge elimination compliance at the WPCF. The City maintains 245 miles of sewers, many of which date back to early 1900's and in some instances the late 1890's. The ten year capital improvement project schedule is dynamic and ever-changing due to evaluating the effectiveness of prior capital improvements as well as re-evaluating future project cost benefits as other projects are completed. Improvements to the WPCF include concrete tank rehabilitations of aeration, settling tanks, and odor control upgrades at pumping stations. Infiltration and inflow minimization will be prioritized as the divisions long term goal.



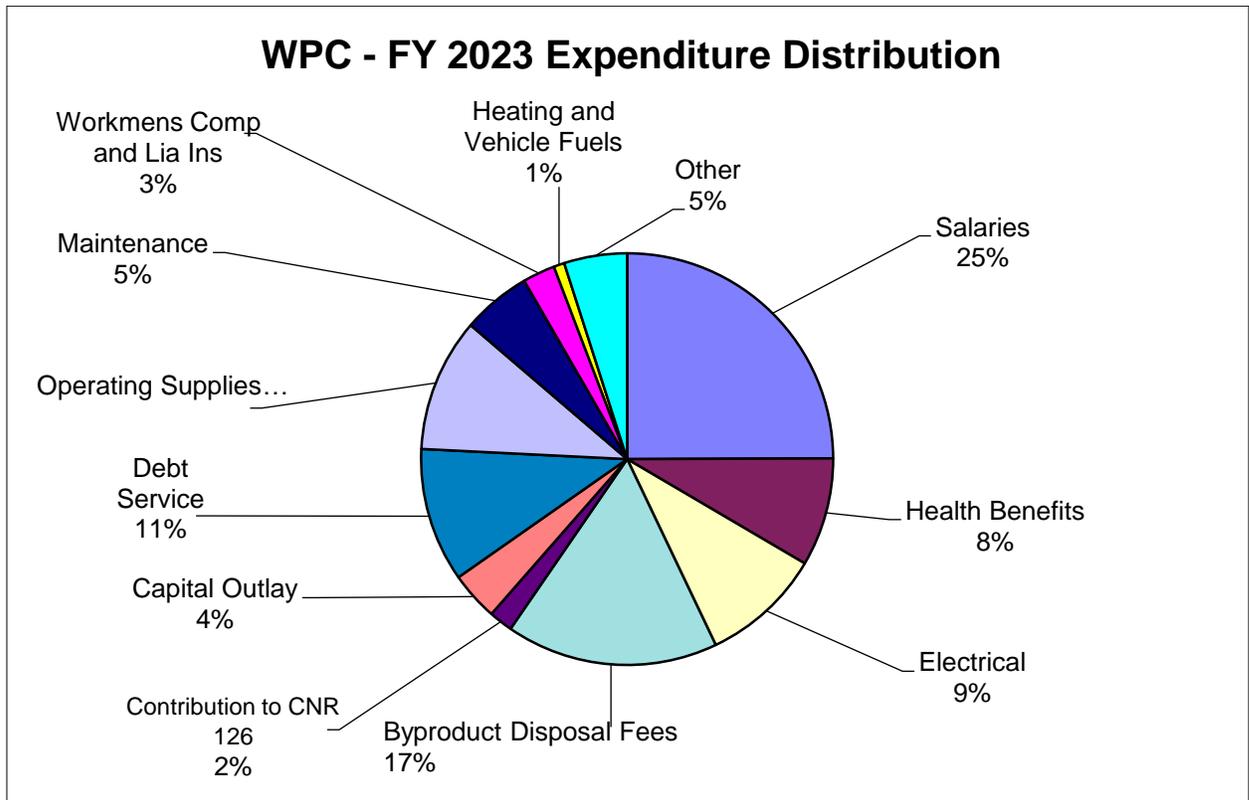
**Performance Measures**

*Quantitative:*

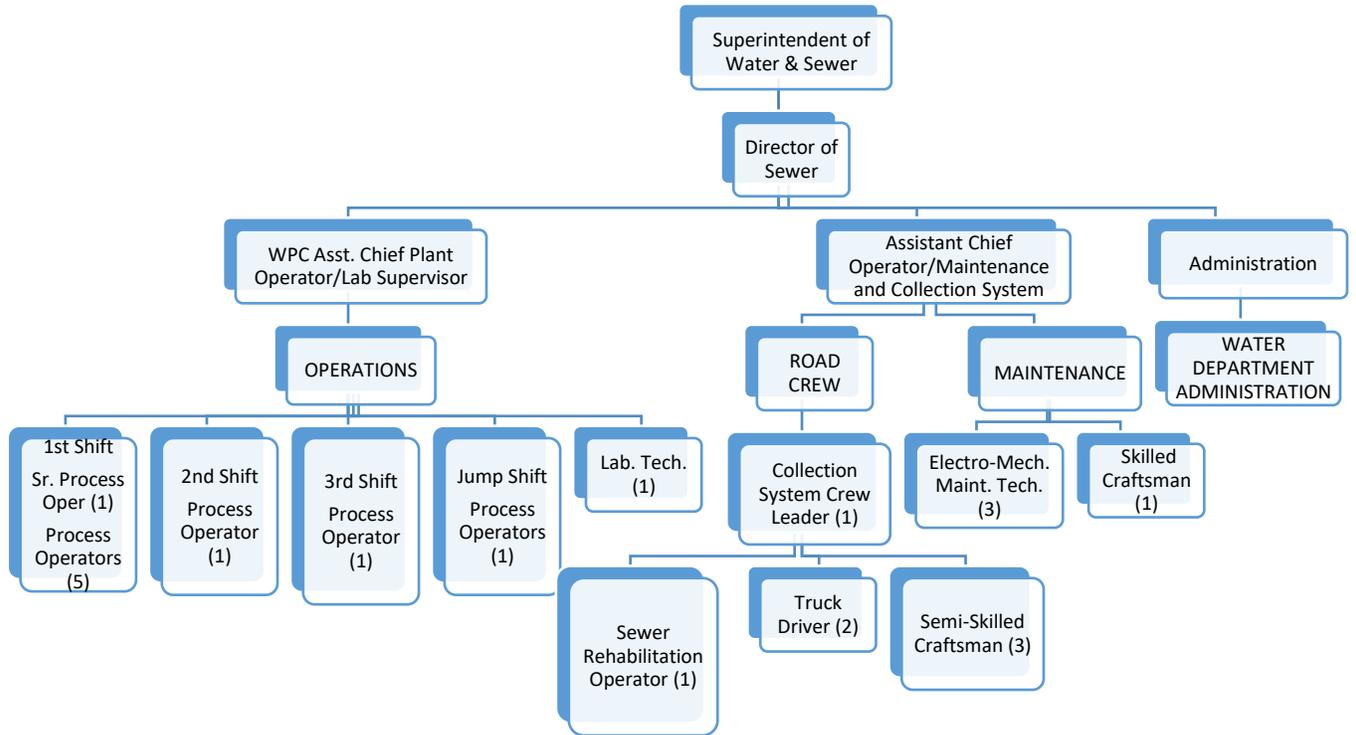
| ACTIVITY                              | 2019-2020<br>Actual | 2020-2021<br>Actual | 2021-2022<br>Actual |
|---------------------------------------|---------------------|---------------------|---------------------|
| <b>Treatment Operations Activity:</b> |                     |                     |                     |
| Wastewater treated                    | 3.4 billion gals.   | 2.7 billion gals.   | 2.7 billion gals.   |
| Solids processed                      | 8,800 wet tons      | 8,600 wet tons      | 8,600 wet tons      |

**Expenditure & Position Summary**

|                     | <b>2021<br/>Actual</b> | <b>2022<br/>Estimated</b> | <b>2023<br/>Budgeted</b> |
|---------------------|------------------------|---------------------------|--------------------------|
| Salary Expenditures | \$1,659,829            | \$1,815,215               | \$1,818,380              |
| Full Time Positions | 24                     | 24                        | 25                       |



## Organizational Chart



### Budget Highlights

Total Operating Budget for fiscal year 2022-2023 is \$7,290,000. Capital Outlay request of \$278,490 includes equipment replacements at the treatment plant and pumping stations.

The budget includes funding to the Division's capital equipment and infrastructure programs to provide adequate financial resources for the Division's commitment to Sanitary Sewer Overflow Prevention, Infiltration and Inflow Reduction and the state and federal mandate for phosphorus treatment.

## Enterprise Funds

1183014 REVENUES

| OBJECT                             | PROJECT | DESCRIPTION                             | 2021<br>ACTUAL<br>REVENUE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|------------------------------------|---------|---|---------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>TAXES &amp; PRIOR LEVIES</b>    |         |   |                           |                            |                           |                           |                            |
| 410003                             |         | ASSESSMENTS-INTEREST, LIENS & PENALTIES | \$603                     | \$2,000                    | \$2,000                   | \$1,000                   | \$1,000                    |
|                                    |         | <b>TOTAL TAXES &amp; PRIOR LEVIES</b>   | <b>\$603</b>              | <b>\$2,000</b>             | <b>\$2,000</b>            | <b>\$1,000</b>            | <b>\$1,000</b>             |
| <b>FINES/FEES</b>                  |         |   |                           |                            |                           |                           |                            |
| 402000                             |         | SEWER ASSESSMENTS & ADJUSTMENTS         | \$80,766                  | \$0                        | \$0                       | \$20,000                  | \$20,000                   |
| 422005                             |         | CUSTOMER DUMPING FEES                   | 99,918                    | 74,000                     | 74,000                    | 85,000                    | 85,000                     |
| 422006                             |         | UNMETERED COMMERCIAL SEWER USER FEES    | 1,751,845                 | 1,734,400                  | 1,734,400                 | 1,752,000                 | 1,752,000                  |
| 422007                             |         | UNMETERED DOMESTIC SEWER USER FEES      | 4,810,354                 | 4,630,970                  | 4,630,970                 | 4,735,000                 | 4,735,000                  |
| 422008                             |         | UNMETERED FACTORY SEWER USER FEES       | 173,549                   | 209,300                    | 209,300                   | 200,000                   | 200,000                    |
| 422009                             |         | UNMETERED PUBLIC SEWER USER FEES        | 279,460                   | 296,150                    | 296,150                   | 292,500                   | 292,500                    |
|                                    |         | <b>TOTAL FINES/FEES</b>                 | <b>\$7,195,892</b>        | <b>\$6,944,820</b>         | <b>\$6,944,820</b>        | <b>\$7,084,500</b>        | <b>\$7,084,500</b>         |
| <b>LICENSE, PERMITS, FEES</b>      |         |   |                           |                            |                           |                           |                            |
| 442015                             |         | SEWER CONNECTION PERMITS                | \$131,452                 | \$93,400                   | \$93,400                  | \$115,000                 | \$115,000                  |
|                                    |         | <b>TOTAL LICENSE, PERMITS, FEES</b>     | <b>\$131,452</b>          | <b>\$93,400</b>            | <b>\$93,400</b>           | <b>\$115,000</b>          | <b>\$115,000</b>           |
| <b>INVESTMENT EARNINGS</b>         |         |   |                           |                            |                           |                           |                            |
| 460000                             |         | INTEREST INCOME                         | \$3,726                   | \$7,500                    | \$7,500                   | \$5,000                   | \$5,000                    |
|                                    |         | <b>TOTAL INVESTMENT EARNINGS</b>        | <b>\$3,726</b>            | <b>\$7,500</b>             | <b>\$7,500</b>            | <b>\$5,000</b>            | <b>\$5,000</b>             |
| <b>OTHER/MISCELLANEOUS REVENUE</b> |         |   |                           |                            |                           |                           |                            |
| 432155                             |         | COVID REIMBURSEMENT                     | \$24,405                  | \$0                        | \$0                       | \$0                       | \$0                        |
| 454001                             |         | MISCELLANEOUS- OTHER                    | 16,114                    | 14,000                     | 14,000                    | 14,500                    | 14,500                     |
| 461002                             |         | BUDGETARY FUND BALANCE UNRESTRICTED     | 0                         | 0                          | 546,931                   | 0                         | 0                          |
| 480013                             |         | MISCELLANEOUS REVENUE LIENS             | 36,432                    | 21,360                     | 21,360                    | 25,000                    | 25,000                     |
| 480014                             |         | MISCELLANEOUS PENALTIES SEWER USER      | 41,086                    | 56,620                     | 56,620                    | 45,000                    | 45,000                     |
|                                    |         | <b>TOTAL OTHER/MISCELLANEOUS</b>        | <b>\$118,037</b>          | <b>\$91,980</b>            | <b>\$638,911</b>          | <b>\$84,500</b>           | <b>\$84,500</b>            |
|                                    |         | <b>TOTAL WATER POLLUTION CONTROL</b>    | <b>\$7,449,710</b>        | <b>\$7,139,700</b>         | <b>\$7,686,631</b>        | <b>\$7,290,000</b>        | <b>\$7,290,000</b>         |



# Enterprise Funds

1183014

## EXPENDITURES

| OBJECT                              | PROJECT | DESCRIPTION                        | 2021<br>ACTUAL<br>EXPENDITURES | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-------------------------------------|---------|------------------------------------|--------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                     |         |                                    |                                |                            |                           |                           |                            |
| 514000                              |         | REGULAR WAGES                      | \$1,529,662                    | \$1,740,340                | \$1,740,340               | \$1,743,505               | \$1,743,505                |
| 515100                              |         | OVERTIME                           | 39,594                         | 53,675                     | 53,675                    | 53,675                    | 53,675                     |
| 515100                              | COVID   | OVERTIME                           | 0                              | 0                          | 0                         | 0                         | 0                          |
| 517000                              |         | OTHER WAGES                        | 90,574                         | 21,200                     | 21,200                    | 21,200                    | 21,200                     |
| <b>TOTAL SALARIES</b>               |         |                                    | <b>\$1,659,830</b>             | <b>\$1,815,215</b>         | <b>\$1,815,215</b>        | <b>\$1,818,380</b>        | <b>\$1,818,380</b>         |
| <b>CONTRACTURAL SERVICES</b>        |         |                                    |                                |                            |                           |                           |                            |
| 531000                              |         | PROFESSIONAL FEES AND SERVICES     | \$188,468                      | \$150,000                  | \$150,000                 | \$150,000                 | \$150,000                  |
| 531150                              |         | ADMINISTRATIVE FEES                | 74,345                         | 65,000                     | 65,000                    | 76,000                    | 76,000                     |
| 541000                              |         | PUBLIC UTILITIES                   | 605,045                        | 690,050                    | 690,050                   | 690,050                   | 690,050                    |
| 541100                              |         | WATER AND SEWER CHARGES            | 14,165                         | 12,250                     | 13,085                    | 12,250                    | 12,250                     |
| 542120                              |         | TIPPING FEES                       | 567,657                        | 587,000                    | 587,000                   | 1,214,115                 | 1,214,115                  |
| 542140                              |         | REFUSE                             | 381                            | 670                        | 670                       | 670                       | 670                        |
| 543000                              |         | REPAIRS AND MAINTENANCE            | 45,070                         | 64,000                     | 64,835                    | 64,000                    | 64,000                     |
| 543011                              |         | COL SYSTEM                         | 98,977                         | 120,000                    | 120,140                   | 120,000                   | 120,000                    |
| 543100                              |         | MOTOR VEHICLE SERVICE AND REPAIR   | 15,860                         | 7,880                      | 7,880                     | 17,000                    | 17,000                     |
| 543110                              |         | MAJOR REPAIRS                      | 157,396                        | 150,000                    | 151,028                   | 150,000                   | 150,000                    |
| 544400                              |         | RENTS AND LEASES                   | 3,433                          | 4,580                      | 4,580                     | 4,580                     | 4,580                      |
| 553000                              |         | TELEPHONE                          | 2,421                          | 2,600                      | 2,600                     | 2,600                     | 2,600                      |
| 553100                              |         | POSTAGE                            | 0                              | 100                        | 100                       | 100                       | 100                        |
| 554000                              |         | TRAVEL REIMBURSEMENT               | 0                              | 100                        | 100                       | 100                       | 100                        |
| 555000                              |         | PRINTING AND BINDING               | 296                            | 250                        | 250                       | 250                       | 250                        |
| 557700                              |         | ADVERTISING                        | 1,436                          | 500                        | 500                       | 500                       | 500                        |
| 581120                              |         | CONFERENCES AND MEMBERSHIPS        | 350                            | 630                        | 630                       | 630                       | 630                        |
| 581135                              |         | SCHOOLING AND EDUCATION            | 1,528                          | 3,800                      | 3,805                     | 3,000                     | 3,000                      |
| 581280                              |         | LIEN FEES                          | 2,925                          | 4,500                      | 4,500                     | 4,500                     | 4,500                      |
| 589100                              |         | MISCELLANEOUS                      | 10,425                         | 9,400                      | 9,435                     | 10,450                    | 10,450                     |
| <b>TOTAL CONTRACTURAL SERVICES</b>  |         |                                    | <b>\$1,790,179</b>             | <b>\$1,873,310</b>         | <b>\$1,876,187</b>        | <b>\$2,520,795</b>        | <b>\$2,520,795</b>         |
| <b>BENEFITS</b>                     |         |                                    |                                |                            |                           |                           |                            |
| 520100                              |         | LIFE INSURANCE                     | \$2,072                        | \$2,715                    | \$2,715                   | \$2,825                   | \$2,825                    |
| 520400                              |         | WORKERS' COMPENSATION              | 90,000                         | 91,935                     | 91,935                    | 97,000                    | 97,000                     |
| 520500                              |         | DISABILITY                         | 556                            | 550                        | 550                       | 550                       | 550                        |
| 520700                              |         | F.I.C.A.                           | 92,697                         | 110,000                    | 110,000                   | 112,740                   | 112,740                    |
| 520700                              | COVID   | F.I.C.A.                           | 0                              | 0                          | 0                         | 0                         | 0                          |
| 520750                              |         | MEDICARE INSURANCE                 | 21,678                         | 25,725                     | 25,725                    | 26,365                    | 26,365                     |
| 520750                              | COVID   | MEDICARE INSURANCE                 | 0                              | 0                          | 0                         | 0                         | 0                          |
| <b>TOTAL BENEFITS</b>               |         |                                    | <b>\$207,003</b>               | <b>\$230,925</b>           | <b>\$230,925</b>          | <b>\$239,480</b>          | <b>\$239,480</b>           |
| <b>SUPPLIES AND MATERIALS</b>       |         |                                    |                                |                            |                           |                           |                            |
| 561150                              |         | LABORATORY SUPPLIES                | \$14,064                       | \$13,250                   | \$13,250                  | \$15,000                  | \$15,000                   |
| 561400                              |         | MAINTENANCE SUPPLIES AND MATERIALS | 550,660                        | 640,500                    | 665,939                   | 675,000                   | 675,000                    |
| 561800                              |         | PROGRAM SUPPLIES                   | 92,020                         | 60,000                     | 61,399                    | 63,000                    | 63,000                     |
| 561800                              | COVID   | PROGRAM SUPPLIES                   | 514                            | 0                          | 0                         | 0                         | 0                          |
| 562200                              |         | NATURAL GAS                        | 24,940                         | 30,000                     | 30,000                    | 33,000                    | 33,000                     |
| 562600                              |         | MOTOR FUELS                        | 19,666                         | 23,000                     | 23,000                    | 28,500                    | 28,500                     |
| 563000                              |         | MOTOR VEHICLE PARTS                | 3,284                          | 5,400                      | 5,400                     | 4,500                     | 4,500                      |
| 563100                              |         | TIRES                              | 1,147                          | 3,500                      | 3,500                     | 6,000                     | 6,000                      |
| 569000                              |         | OFFICE SUPPLIES                    | 2,139                          | 1,700                      | 1,700                     | 2,500                     | 2,500                      |
| <b>TOTAL SUPPLIES AND MATERIALS</b> |         |                                    | <b>\$708,435</b>               | <b>\$777,350</b>           | <b>\$804,188</b>          | <b>\$827,500</b>          | <b>\$827,500</b>           |

# Enterprise Funds

1183014

## EXPENDITURES

| OBJECT                               | PROJECT | DESCRIPTION                        | 2021<br>ACTUAL<br>EXPENDITURES | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|--------------------------------------|---------|------------------------------------|--------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>CAPITAL OUTLAY</b>                |         |                                    |                                |                            |                           |                           |                            |
| 570200                               | 20011   | REPLACE ROOFTOP HEAT & A/C         | \$0                            | \$0                        | \$40,000                  | \$0                       | 0                          |
| 570300                               | 21012   | CHERRY HILL SITE REMEDIATION       | 148,487                        | 0                          | 0                         | 0                         | 0                          |
| 570400                               | 19005   | PUMP STATION CONTROLS              | 1,173                          | 0                          | 13,127                    | 0                         | 0                          |
| 570400                               | 20006   | SANDBLAST CLARIFIERS               | 110,187                        | 0                          | 54,093                    | 0                         | 0                          |
| 570400                               | 20007   | REPLACE PLANT WATER PUMPING SYSTEM | 43,976                         | 0                          | 0                         | 0                         | 0                          |
| 570400                               | 20008   | CHERRY HILL GENERATOR              | 23,500                         | 0                          | 1,490                     | 0                         | 0                          |
| 570400                               | 20010   | REPLACE ATS                        | 0                              | 0                          | 100,000                   | 0                         | 0                          |
| 570400                               | 21006   | MINOR ST PS GENERATOR              | 0                              | 0                          | 50,000                    | 0                         | 0                          |
| 570400                               | 21007   | ATS BROAD ST PUMP STATION          | 0                              | 0                          | 50,000                    | 0                         | 0                          |
| 570400                               | 21009   | UTILITY VEHICLE FOR REM LOC        | 0                              | 0                          | 10,000                    | 0                         | 0                          |
| 570400                               | 21010   | CONTROL UPGRADE 5 PS               | 522                            | 0                          | 99,597                    | 0                         | 0                          |
| 570500                               | 21008   | F550 MASON DUMP W/ PLOW & SAND     | 57,260                         | 0                          | 0                         | 0                         | 0                          |
| 570900                               | 22016   | ASSET MANAGEMENT                   | 0                              | 0                          | 185,500                   | 0                         | 0                          |
| 570200                               | 22011   | HEADWORKS ROOF REPLACEMENT         | 0                              | 66,000                     | 66,000                    | 0                         | 0                          |
| 570200                               | 22012   | PUMP HOUSE ROOF REPLACEMENT        | 0                              | 17,000                     | 17,000                    | 0                         | 0                          |
| 570400                               | 22008   | REPLACE CCTV GROUT TRUCK           | 0                              | 35,000                     | 35,000                    | 0                         | 0                          |
| 570400                               | 22009   | SECURITY CAMERAS                   | 0                              | 75,000                     | 75,000                    | 0                         | 0                          |
| 570400                               | 22010   | ELECTRIC FORKLIFT                  | 0                              | 45,000                     | 45,000                    | 0                         | 0                          |
| 579999                               |         | EQUIPMENT                          | 0                              | 0                          | 0                         | 278,490                   | 278,490                    |
| <b>TOTAL CAPITAL OUTLAY</b>          |         |                                    | <b>\$385,105</b>               | <b>\$238,000</b>           | <b>\$841,807</b>          | <b>\$278,490</b>          | <b>\$278,490</b>           |
| <b>OTHER/MISCELLANEOUS</b>           |         |                                    |                                |                            |                           |                           |                            |
| 552100                               |         | LIABILITY INSURANCE                | \$76,575                       | \$84,235                   | \$84,235                  | \$88,000                  | \$88,000                   |
| 589000                               |         | CONTINGENCY                        | 0                              | 130,000                    | \$128,707                 | 130,000                   | 130,000                    |
| 589120                               |         | REFUNDS OF SEWER USER FEES         | 3,383                          | 2,500                      | \$2,500                   | 2,500                     | 2,500                      |
| <b>TOTAL OTHER/ MISCELLANEOUS</b>    |         |                                    | <b>\$79,958</b>                | <b>\$216,735</b>           | <b>\$215,442</b>          | <b>\$220,500</b>          | <b>\$220,500</b>           |
| <b>OPERATING TRANSFERS OUT</b>       |         |                                    |                                |                            |                           |                           |                            |
| 591001                               |         | TRANSFERS TO GENERAL FUND          | \$0                            | \$3,000                    | \$3,000                   | \$3,000                   | \$3,000                    |
| 591126                               |         | TRANSFER OUT CLEAN WATER FUND      | 828,955                        | 654,970                    | 654,970                   | 610,225                   | 610,225                    |
| 591201                               |         | TRANSFER OUT DEBT                  | 140,500                        | 146,500                    | 146,500                   | 156,500                   | 156,500                    |
| 591300                               |         | TRANSFERS TO CAPITAL PROJECTS      | 448,510                        | 672,635                    | 672,635                   | 136,390                   | 136,390                    |
| 591500                               |         | TRANSFERS TO INTERNAL SERVICE      | 549,609                        | 511,060                    | 602,995                   | 478,740                   | 478,740                    |
| 591517                               |         | TRANSFER TO WORKER'S COMP          | (90,000)                       | 0                          | (91,935)                  | 0                         | 0                          |
| <b>TOTAL OPERATING TRANSFERS OUT</b> |         |                                    | <b>\$1,877,574</b>             | <b>\$1,988,165</b>         | <b>\$1,988,165</b>        | <b>\$1,384,855</b>        | <b>\$1,384,855</b>         |
| <b>TOTAL WATER POLLUTION CONTROL</b> |         |                                    | <b>\$6,708,084</b>             | <b>\$7,139,700</b>         | <b>\$7,771,929</b>        | <b>\$7,290,000</b>        | <b>\$7,290,000</b>         |

## Internal Service Fund

|                           | <b>2020-2021<br/>Actual</b> | <b>2021-2022<br/>Budget</b> | <b>2022-2023<br/>Budget</b> |
|---------------------------|-----------------------------|-----------------------------|-----------------------------|
| <b>Revenues:</b>          |                             |                             |                             |
| Miscellaneous             | \$110,868                   | \$85,000                    | \$82,000                    |
| Contributions             | 8,892,403                   | 9,582,005                   | 9,439,535                   |
| Transfers In              | 34,558,564                  | 35,070,630                  | 34,267,595                  |
| Fund Balance Undesignated | 0                           | 1,000,000                   | 1,160,000                   |
| Interest Income           | 17,226                      | 22,500                      | 12,000                      |
|                           | <b>\$43,579,061</b>         | <b>\$45,760,135</b>         | <b>\$44,961,130</b>         |
| <b>Expenditures:</b>      |                             |                             |                             |
| Miscellaneous             | \$1,421,750                 | \$1,399,750                 | \$1,830,250                 |
| Administrative Fees       | 822,864                     | 1,132,530                   | 1,151,055                   |
| Claims                    | 36,663,330                  | 42,845,505                  | 41,660,245                  |
| Professional Fees         | 189,508                     | 206,000                     | 219,750                     |
| State of CT Fees          | 155,244                     | 176,350                     | 99,830                      |
|                           | <b>\$39,252,696</b>         | <b>\$45,760,135</b>         | <b>\$44,961,130</b>         |

***The totals of the funds are combined to form the Internal Service Fund.***

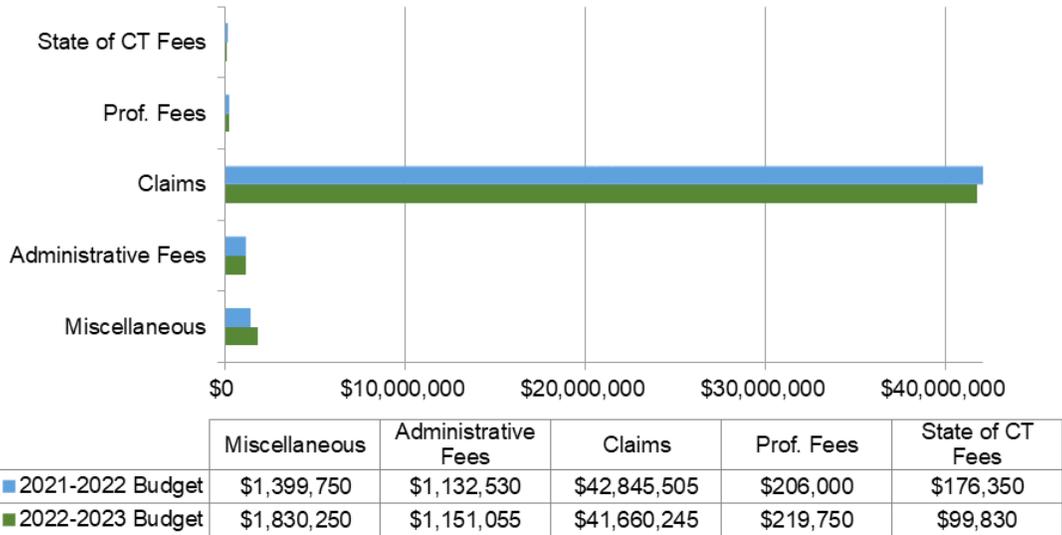
The Internal Service Fund is the combination of the City's Health Benefits Fund and the Workers' Compensation Funds. The Health Benefits Fund is a self-insured fund administered by Cigna Health Care and Anthem. This fund accounts for medical, prescription and dental claims for all City and Board of Education eligible employees and retirees. The Workers' Compensation Fund is also a self-insured fund. In 2019-2020 the City undertook an extensive RFP process for Workers' Compensation third party administrator services and effective July 1, 2020 the City hired FutureComp to administer its program.

A sub-committee, comprised of three members of the Board of Finance, meets on a regular basis with City and Board of Education staff and its hired consultants to manage and oversee the administration of both the Health Benefits and Workers' Compensation Funds. The total budget decreased 1.75% or \$799 thousand.

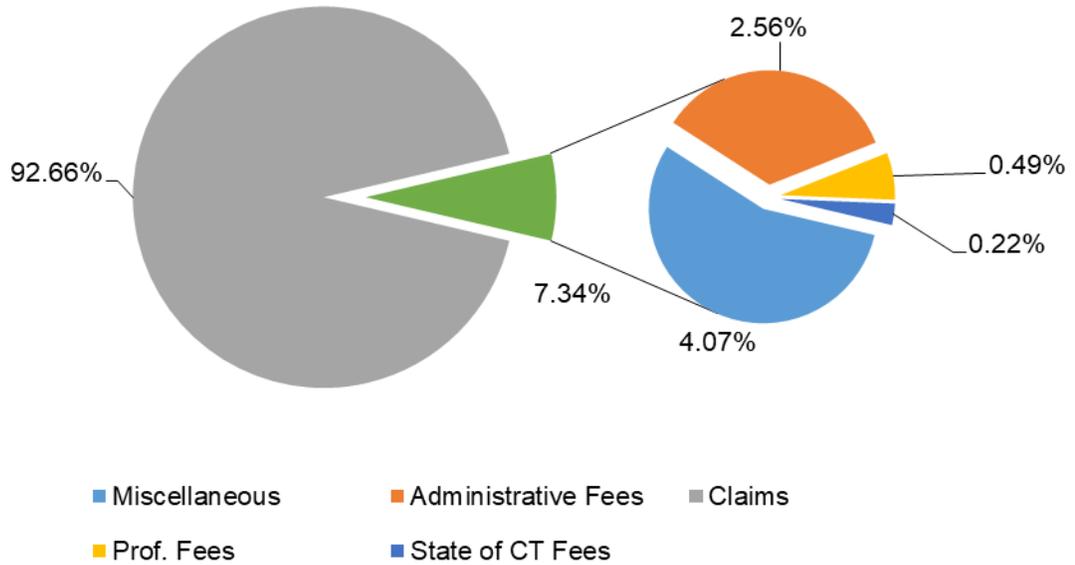
The Health Benefits budget comprises the majority of the increase in the Internal Service Fund which decreased 0.9% or \$35 thousand which is primarily attributable to increases in expected pharmaceutical claims. Lockton Companies is the City's consultant for health benefits and they assist the City in evaluating health benefit design and costs, wellness strategies and development of budget estimates. One of the recommendations was to purchase stop loss insurance which the City previously did not have. Effective with the July 1, 2019 budget, the City implemented stop loss. At that time the cost was offset by anticipated budget savings in the change in the Pharmacy Benefit Manager (PBM) from Express Scripts to CIGNA. The City has continued with the stop loss policy since then and continued the policy for the 2022-2023 fiscal year.

For Workers' Compensation, the Insurance Committee oversees and monitors best practices and policies in an effort to keep department heads and supervisors accountable to what is occurring within their departments. They perform claims reviews, strategize on improving return-to-work programs and training and communicating with employees. This has resulted in fewer work related injuries which reduces indemnity and medical costs. For 2022-2023 Workers' Compensation costs are expected to decrease due to the settlement of outstanding claims and the continued policies put in place by the Insurance Committee.

2021-2022 vs 2022-2023 Internal Service Budget



2022-2023 Internal Service Budget



# Health Benefits Fund

1161018 REVENUES - HEALTH BENEFITS- SELF INSURANCE

| OBJECT                                   | PROJECT | DESCRIPTION                   | 2021<br>ACTUAL<br>REVENUE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|--|---------|-------------------------------|---------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>OTHER/MISCELLANEOUS REVENUE</b>       |         |                               |                           |                            |                           |                           |                            |
| 450210                                   |         | MEDICARE D REIMBURSEMENTS     | \$80,339                  | \$85,000                   | \$85,000                  | \$82,000                  | \$82,000                   |
| 454001                                   |         | MISCELLANEOUS- OTHER          | 30,529                    | 0                          | 0                         | 0                         | 0                          |
| <b>TOTAL OTHER/MISCELLANEOUS REVENUE</b> |         |                               | <b>\$110,868</b>          | <b>\$85,000</b>            | <b>\$85,000</b>           | <b>\$82,000</b>           | <b>\$82,000</b>            |
| <b>CONTRIBUTIONS</b>                     |         |                               |                           |                            |                           |                           |                            |
| 470008                                   |         | WATER CONTRIBUTIONS           | \$1,238,856               | \$1,275,000                | \$1,275,000               | \$1,265,000               | \$1,265,000                |
| 470016                                   |         | BOE EMPLOYEE CONTRIBUTIONS    | 3,354,505                 | 3,528,010                  | 3,528,010                 | 3,570,320                 | 3,570,320                  |
| 470017                                   |         | BOARD OF EDUCATION RETIREES   | 1,070,094                 | 1,205,720                  | 1,205,720                 | 1,276,475                 | 1,276,475                  |
| 470029                                   |         | COBRA CONTRIBUTIONS           | 71,595                    | 10,000                     | 10,000                    | 19,000                    | 19,000                     |
| 470031                                   |         | PENSION CONTRIBUTIONS         | 255,398                   | 266,320                    | 266,320                   | 243,490                   | 243,490                    |
| 470032                                   |         | CITY EMPLOYEE CONTRIBUTIONS   | 1,608,857                 | 1,825,000                  | 1,825,000                 | 1,651,400                 | 1,651,400                  |
| 470035                                   |         | CITY RETIREE CONTRIBUTIONS    | 35,662                    | 0                          | 0                         | 10,000                    | 10,000                     |
| 470043                                   |         | CIGNA WELLNESS                | 76,308                    | 100,000                    | 100,000                   | 100,000                   | 100,000                    |
| 480010                                   |         | BBHD                          | 998,072                   | 1,085,000                  | 1,085,000                 | 1,060,000                 | 1,060,000                  |
| 480011                                   |         | RETIREEES DEPENDENTS          | 138,462                   | 75,000                     | 75,000                    | 75,000                    | 75,000                     |
| <b>TOTAL CONTRIBUTIONS</b>               |         |                               | <b>\$8,847,808</b>        | <b>\$9,370,050</b>         | <b>\$9,370,050</b>        | <b>\$9,270,685</b>        | <b>\$9,270,685</b>         |
| <b>OPERATING TRANSFERS IN</b>            |         |                               |                           |                            |                           |                           |                            |
| 490001                                   |         | GENERAL FUND                  | \$11,857,070              | \$11,722,180               | \$11,722,180              | \$11,722,180              | \$11,722,180               |
| 490104                                   |         | BRISTOL DEVELOPMENT AUTHORITY | 67,422                    | 70,000                     | 70,000                    | 70,545                    | 70,545                     |
| 490106                                   |         | SPECIAL GRANTS                | 126,208                   | 173,445                    | 173,445                   | 187,585                   | 187,585                    |
| 490108                                   |         | SPECIAL EDUCATION GRANT FUNDS | 1,596,054                 | 1,601,470                  | 1,601,470                 | 2,319,895                 | 2,319,895                  |
| 490118                                   |         | SEWER ASSESSMENTS             | 459,042                   | 511,060                    | 511,060                   | 505,400                   | 505,400                    |
| 490127                                   |         | SCHOOL LUNCH                  | 235,104                   | 286,000                    | 286,000                   | 272,125                   | 272,125                    |
| 490136                                   |         | TRANSFER STATION              | 125,107                   | 132,475                    | 132,475                   | 135,000                   | 135,000                    |
| 490160                                   |         | TRANSFER SA                   | 45,466                    | 10,005                     | 10,005                    | 0                         | 0                          |
| 490501                                   |         | BOARD OF EDUCATION            | 16,209,076                | 16,543,395                 | 16,543,395                | 15,751,055                | 15,751,055                 |
| <b>TOTAL OPERATING TRANSFERS IN</b>      |         |                               | <b>\$30,720,549</b>       | <b>\$31,050,030</b>        | <b>\$31,050,030</b>       | <b>\$30,963,785</b>       | <b>\$30,963,785</b>        |
| <b>INVESTMENT EARNINGS</b>               |         |                               |                           |                            |                           |                           |                            |
| 460000                                   |         | INTEREST INCOME               | \$10,259                  | \$15,000                   | \$15,000                  | \$8,000                   | \$8,000                    |
| <b>TOTAL INVESTMENT EARNINGS</b>         |         |                               | <b>\$10,259</b>           | <b>\$15,000</b>            | <b>\$15,000</b>           | <b>\$8,000</b>            | <b>\$8,000</b>             |
| <b>OTHER</b>                             |         |                               |                           |                            |                           |                           |                            |
| 491003                                   |         | BUDGETARY FUND BALANCE        | \$0                       | \$1,000,000                | \$1,000,000               | \$1,160,000               | \$1,160,000                |
| <b>TOTAL FUND BALANCE</b>                |         |                               | <b>\$0</b>                | <b>\$1,000,000</b>         | <b>\$1,000,000</b>        | <b>\$1,160,000</b>        | <b>\$1,160,000</b>         |
| <b>TOTAL HEALTH BENEFITS</b>             |         |                               | <b>\$39,689,484</b>       | <b>\$41,520,080</b>        | <b>\$41,520,080</b>       | <b>\$41,484,470</b>       | <b>\$41,484,470</b>        |

1168102 EXPENDITURES - HEALTH BENEFITS- SELF INSURANCE

| OBJECT                            | PROJECT | DESCRIPTION         | 2021<br>ACTUAL<br>EXPENDITURES | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-----------------------------------|---------|---------------------|--------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>CONTRACTUAL SERVICES</b>       |         |                     |                                |                            |                           |                           |                            |
| 520850                            |         | WELLNESS            | \$76,308                       | \$100,000                  | \$100,000                 | \$100,000                 | \$100,000                  |
| 531000                            |         | PROFESSIONAL FEES   | 113,200                        | 107,500                    | 107,500                   | 119,750                   | 119,750                    |
| 531150                            |         | ADMINISTRATIVE FEES | 7,766                          | 8,500                      | 8,500                     | 8,500                     | 8,500                      |
| 531152                            |         | CIGNA ADMIN         | 640,377                        | 938,335                    | 938,335                   | 957,720                   | 957,720                    |
| 531155                            |         | ACAPCORI            | 10,366                         | 0                          | 0                         | 0                         | 0                          |
| 531156                            |         | ANTHEM ADMIN        | 61,025                         | 59,195                     | 59,195                    | 59,835                    | 59,835                     |
| 589100                            |         | HSA CONTRIBUTION    | 1,421,750                      | 1,399,750                  | 1,399,750                 | 1,830,250                 | 1,830,250                  |
| <b>TOTAL CONTRACTUAL SERVICES</b> |         |                     | <b>\$2,330,791</b>             | <b>\$2,613,280</b>         | <b>\$2,613,280</b>        | <b>\$3,076,055</b>        | <b>\$3,076,055</b>         |
| <b>OTHER/MISCELLANEOUS</b>        |         |                     |                                |                            |                           |                           |                            |
| 552105                            |         | STOP LOSS           | \$288,420                      | \$247,160                  | \$247,160                 | \$282,540                 | \$282,540                  |
| 586302                            |         | CIGNA CLAIMS        | 25,916,985                     | 28,843,610                 | 28,843,610                | 28,980,300                | 28,980,300                 |
| 586304                            |         | ESI CLAIMS          | 0                              | 0                          | 0                         | 0                         | 0                          |
| 586308                            |         | CIGNA RX            | 7,571,981                      | 8,679,130                  | 8,679,130                 | 8,118,650                 | 8,118,650                  |
| 586306                            |         | ANTHEM CLAIMS       | 1,021,566                      | 1,136,900                  | 1,136,900                 | 1,026,925                 | 1,026,925                  |
| <b>TOTAL OTHER/MISCELLANEOUS</b>  |         |                     | <b>\$34,798,951</b>            | <b>\$38,906,800</b>        | <b>\$38,906,800</b>       | <b>\$38,408,415</b>       | <b>\$38,408,415</b>        |
| <b>TOTAL HEALTH BENEFITS</b>      |         |                     | <b>\$37,129,742</b>            | <b>\$41,520,080</b>        | <b>\$41,520,080</b>       | <b>\$41,484,470</b>       | <b>\$41,484,470</b>        |

## Workers' Compensation Fund

### 119 REVENUES - NEW WORKERS' COMPENSATION- SELF INSURANCE

| OBJECT                                   | PROJECT | DESCRIPTION                    | 2021<br>ACTUAL<br>REVENUE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|--|---------|--------------------------------|---------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>OPERATING TRANSFERS IN</b>            |         |                                |                           |                            |                           |                           |                            |
| 490001                                   |         | GENERAL FUND                   | \$2,305,000               | \$2,519,305                | \$2,519,305               | \$2,149,510               | \$2,149,510                |
| 490118                                   |         | SEWER OPERATING & ASSESSMENT   | 90,000                    | 91,935                     | 91,935                    | 97,000                    | 97,000                     |
| 490120                                   |         | OLD WORKERS' COMPENSATION FUND | 168,015                   | 0                          | 0                         | 0                         | 0                          |
| 490501                                   |         | BOARD OF EDUCATION             | 1,275,000                 | 1,409,360                  | 1,409,360                 | 1,057,300                 | 1,057,300                  |
| <b>TOTAL OPERATING TRANSFERS IN</b>      |         |                                | <b>\$3,838,015</b>        | <b>\$4,020,600</b>         | <b>\$4,020,600</b>        | <b>\$3,303,810</b>        | <b>\$3,303,810</b>         |
| <b>MISCELLANEOUS/CONTRIBUTIONS</b>       |         |                                |                           |                            |                           |                           |                            |
| 470008                                   |         | WATER DEPARTMENT CONTRIBUTION  | \$44,595                  | \$211,955                  | \$211,955                 | \$168,850                 | \$168,850                  |
| <b>TOTAL MISCELLANEOUS/CONTRIBUTIONS</b> |         |                                | <b>\$44,595</b>           | <b>\$211,955</b>           | <b>\$211,955</b>          | <b>\$168,850</b>          | <b>\$168,850</b>           |
| <b>INVESTMENT EARNINGS</b>               |         |                                |                           |                            |                           |                           |                            |
| 460000                                   |         | INTEREST INCOME                | \$6,967                   | \$7,500                    | \$7,500                   | \$4,000                   | \$4,000                    |
| <b>TOTAL INVESTMENT EARNINGS</b>         |         |                                | <b>\$6,967</b>            | <b>\$7,500</b>             | <b>\$7,500</b>            | <b>\$4,000</b>            | <b>\$4,000</b>             |
| <b>NEW WORKERS' COMP SELF-TOTAL</b>      |         |                                | <b>\$3,889,577</b>        | <b>\$4,240,055</b>         | <b>\$4,240,055</b>        | <b>\$3,476,660</b>        | <b>\$3,476,660</b>         |

### 119 EXPENDITURES- NEW WORKERS' COMPENSATION- SELF INSURANCE

| OBJECT                            | PROJECT | DESCRIPTION                   | 2021<br>ACTUAL<br>EXPENDITURES | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|-----------------------------------|---------|-------------------------------|--------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>SALARIES</b>                   |         |                               |                                |                            |                           |                           |                            |
| 516000                            |         | HEART & HYPERTENSION SALARIES | \$18,813                       | \$400,000                  | \$400,000                 | \$400,000                 | \$400,000                  |
| <b>TOTAL SALARIES</b>             |         |                               | <b>\$18,813</b>                | <b>\$400,000</b>           | <b>\$400,000</b>          | <b>\$400,000</b>          | <b>\$400,000</b>           |
| <b>CONTRACTUAL SERVICES</b>       |         |                               |                                |                            |                           |                           |                            |
| 520930                            |         | HEART & HYPERTENSION BENEFITS | \$9,076                        | \$230,000                  | \$230,000                 | \$230,000                 | \$230,000                  |
| 531150                            |         | ADMINISTRATIVE FEES           | 103,330                        | 125,000                    | 125,000                   | 125,000                   | 125,000                    |
| <b>TOTAL CONTRACTUAL SERVICES</b> |         |                               | <b>\$112,406</b>               | <b>\$355,000</b>           | <b>\$355,000</b>          | <b>\$355,000</b>          | <b>\$355,000</b>           |
| <b>OTHER/MISCELLANEOUS</b>        |         |                               |                                |                            |                           |                           |                            |
| 586120                            |         | H&H COUNCIL SETTLEMENT        | \$505,642                      | \$0                        | \$0                       | \$0                       | \$0                        |
| 586120                            |         | W/C COUNCIL SETTLEMENT        | 171,500                        | 0                          | 0                         | 0                         | 0                          |
| 586220                            |         | INDEMNITY                     | 421,388                        | 1,175,080                  | 1,175,080                 | 899,130                   | 899,130                    |
| 586210                            |         | MEDICAL                       | 409,415                        | 1,762,625                  | 1,762,625                 | 1,348,700                 | 1,348,700                  |
| 586230                            |         | EXCESS INSURANCE              | 328,544                        | 371,000                    | 371,000                   | 374,000                   | 374,000                    |
| 589155                            |         | STATE OF CONNECTICUT FEES     | 155,244                        | 176,350                    | 176,350                   | 99,830                    | 99,830                     |
| <b>TOTAL OTHER/MISCELLANEOUS</b>  |         |                               | <b>\$1,991,734</b>             | <b>\$3,485,055</b>         | <b>\$3,485,055</b>        | <b>\$2,721,660</b>        | <b>\$2,721,660</b>         |
| <b>NEW WORKERS' COMP- TOTALS</b>  |         |                               | <b>\$2,122,952</b>             | <b>\$4,240,055</b>         | <b>\$4,240,055</b>        | <b>\$3,476,660</b>        | <b>\$3,476,660</b>         |

## Capital Budget Summary 2023 Approved Capital Budget

### Overview

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

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

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

### Characteristics of Capital Expenditures

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

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

### Legal Requirements

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

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

### Capital Budget Process

The City of Bristol's Capital Budget and CIP have a multiple approval process.

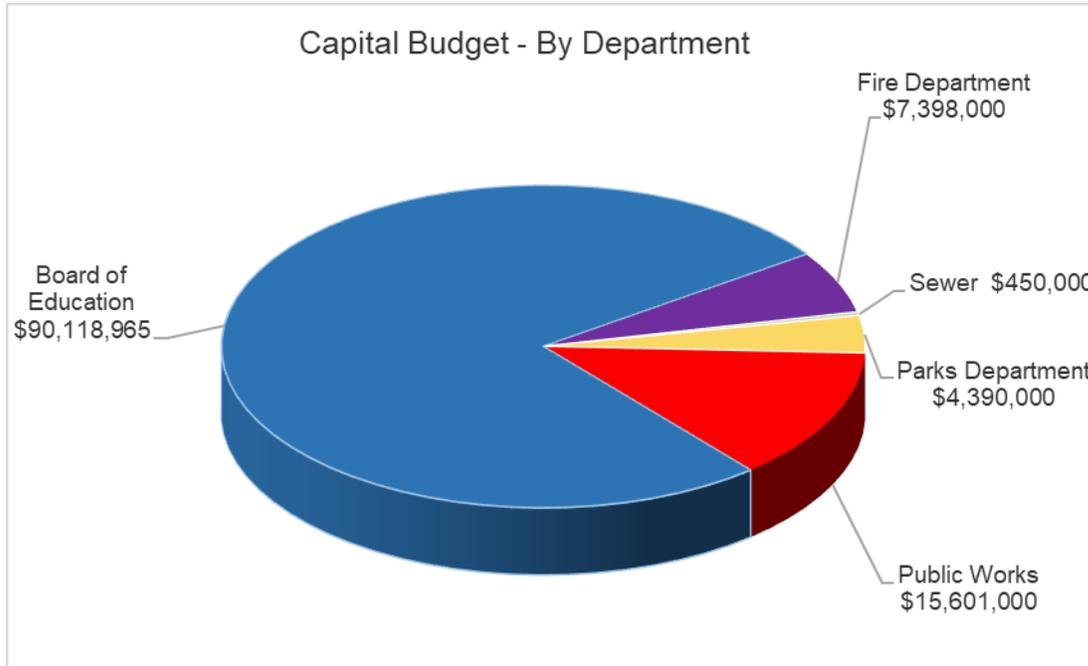
- Departments submit departmental requests, usually approved by their respective oversight Boards and/or Commissions.
- After review by the Comptroller's Office, the Capital Budget and the CIP are compiled and submitted to the 10 Year Capital Improvement and Strategic Planning Committee for discussion and preliminary approval.
- The Board of Finance holds a public hearing, reviews the Capital Budget and appropriates the available funding for the individual projects during the regular budget approval process.
- The Joint Meeting (members of both the Board of Finance and the City Council) adopts the Capital Budget at the annual budget adoption meeting.

## Capital Budget Summary

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- The Capital Budget is then referred to the Planning Commission for approval under Section 8-24 of the Connecticut General Statutes.

### Total Capital Budget for 2022-2023 is \$117,957,965



### Capital Project Funds

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

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

### Traditional Funding Sources

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

Determination of which financing source should be used for which project depends on a number of factors including the characteristics (cost, timing, location) of the capital project, grant and/or other financing opportunities, availability of capital and non-recurring funds (primarily Water

## Capital Budget Summary

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Pollution Control projects) and financial considerations (fiscal capacity, requirements for operating purposes, debt service, and limitations on the revenue system).

The City and its Bond Counsel have specific procedures to assist in the issuance of short and long term debt. These procedures include obtaining all of the necessary approvals by the Board of Finance and the Joint Meeting for both the Capital Budget and any related appropriations and bond resolutions for projects to be funded with debt.

### The American Rescue Plan Act (ARPA)

In March 2021, the City was granted approximately \$17 million in direct entitlement ARPA funds and \$11 million in county funds passed through the State. Funds are eligible to be allocated through December 31, 2024 and spent by December 31, 2026. As of June 30, 2022, \$22 million was received representing all of the direct entitlement and half of the non-entitlement county portion. The City established an American Rescue Plan Task force that is overseeing the allocation of these funds for eligible projects. Through June 30, 2022 the City awarded \$24.7 million, approximately \$11.8 million in City projects, \$3.8 million for businesses and \$7.1 million for not for profit organizations. In addition, \$2 million was allocated to a Building Bristol Grant program that would provide matching funds of up to \$60,000 to businesses and not for profits for eligible capital projects. The City will account for ARPA funds activity in a Coronavirus Recovery Fund. Three projects in the 2023 Capital Budget will be funded with ARPA funds:

- Kern Park Renovations \$ 300,000
- Pine Lake Site Improvements Phase 2 \$ 275,000
- Centre Square Parking Structure \$5,221,000

### Long Range Financial Planning

Capital budgeting is an essential element of City financial management and of the City long range financial plan. The CIP and the Capital Budget provide a forum to discuss what to build or buy, where and when to build or buy it, and how much to spend for it.

The City's long range financial plan requires departments to identify and support the need for future capital projects for the next ten years. Urgency and feasibility will dictate the timing for inclusion of some projects in the Capital Budget. The plan also includes various debt service alternatives, projections and limits to identify how much additional debt the City can reasonably issue for future capital projects. This helps the City determine both the level of bonding as a funding source for CIP projects and the timing of issuance.

### Capital Budget Highlights



The Parks, Recreation, Youth and Community Services Department (PRYCS) continues with implementation of its PRYCS Master Plan that will unify vision, direction, delivery of programs and services and the approach to system enhancements which includes capital projects. PRYCS believes their 2023 projects meet the criteria that will be part of the final plan. These

projects include an appropriation of (\$3,000,000) for year two of the (\$13,600,000) four year revitalization of Page Park, the City's largest park, (\$425,000) for E.G Stocks Playground/Casey Field to upgrade the bleachers, modernize the playground and splash park, install lighting and upgrade fields, (\$275,000) for Phase 2 of Pine Lake Site Improvements, (\$390,000) for Seymour Park Renovations and (\$300,000) for Kern Park Renovations.

## Capital Budget Summary

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Approved Board of Education projects include a new Northeast Middle School (\$88,818,965) and the second phase of all school technology replacement of network equipment and smartboards (\$1,300,000).



Public Works has twelve 2023 projects totaling (\$10,380,000) and a combined project with ECD for a parking garage (\$5,221,000). The Jerome Avenue (\$2,970,000) and Mellen Street Bridge Replacements (\$2,000,000), Broad Street Storm Drainage Improvements (\$1,800,000) and North Main Street Streetscape (\$720,000) are the largest. Additional Streetscape Improvements were approved for Park Street (\$200,000) and Riverside Avenue (\$380,000). Of these, both the Jerome Avenue and Mellen Street Bridge Replacements had engineering appropriations last year and both projects are expected to be fully funded by grants.



The Fire Department has two approved projects totaling (\$7,398,000). These projects, the construction of a new Fire Station (\$6,650,000) and purchase of a replacement Fire Apparatus (\$748,000), are essential to meet the needs of the community.

### **Impact of 2023 Capital Budget on Operating Budget and Future**

The operating budget is directly impacted by the Capital Budget for projects funded with debt and for projects that may decrease energy, maintenance or other operating costs. The 2023 budget has thirteen projects approved for bonding for a total of \$58,819,725. In the following chart, the estimated debt principal payments are shown for those projects assuming a fifteen year amortization schedule.

Departments are asked to assess the impact new projects may have on future operating costs. Not all projects will have quantitative measurements even if the expected result is greater efficiency or effectiveness and some projects may be undertaken because they increase the safety of City employees and/or residents. For the 2023 Capital Budget projects, the respective City departments have determined the savings as presented in the following chart.

## Capital Budget Summary

| FY 2023 Capital Budget                          |                       |                             | Annual Operating Budget Impact |                  |                     |                    |
|---|-----------------------|-----------------------------|--------------------------------|------------------|---------------------|--------------------|
| Project   | Current Appropriation | Total Project Appropriation | Comment                        | Operating Costs  | Debt Service Cost** | Total              |
| <b>Public Works</b>                             |                       |                             |                                |                  |                     |                    |
| Brace Ave Storm Drainage Improvements           | \$750,000             | \$750,000                   | N/A - infrastructure           |                  |                     |                    |
| Broad Street Retaining Wall                     | \$1,800,000           | \$1,800,000                 | N/A - infrastructure           |                  | \$120,000           | \$120,000          |
| Dog Pound Improvements                          | \$140,000             | \$140,000                   | N/A - infrastructure           |                  |                     |                    |
| Landfill Erosion Cap Repairs                    | \$700,000             | \$760,000                   | N/A - infrastructure           |                  | \$46,667            | \$46,667           |
| Landfill Stewardship Permit ECO Study Phase 2   | \$230,000             | \$230,000                   | N/A - infrastructure           |                  |                     |                    |
| Jerome Ave Bridge Replacement                   | \$2,970,000           | \$3,350,000                 | N/A - infrastructure           |                  | \$198,000           | \$198,000          |
| Mellen St Bridge Replacement                    | \$2,000,000           | \$2,380,000                 | N/A - infrastructure           |                  | \$133,333           | \$133,333          |
| Mix St Commuter Parking Lot Reconstruction      | \$140,000             | \$140,000                   | N/A - infrastructure           | \$1,500          |                     |                    |
| North Main Street Streetscape                   | \$720,000             | \$790,000                   | N/A - infrastructure           | \$2,000          | \$48,000            | \$50,000           |
| Park Street Streetscape Improvements            | \$200,000             | \$2,300,000                 | N/A - infrastructure           | \$2,600          | \$13,333            | \$15,933           |
| Riverside Ave Streetscape Improvements          | \$380,000             | \$4,800,000                 | N/A - infrastructure           | \$3,200          | \$25,333            | \$28,533           |
| Railroad Improvements                           | \$350,000             | \$350,000                   | N/A - infrastructure           |                  |                     |                    |
| Centre Square Parking Structure                 | \$5,221,000           | \$5,221,000                 | N/A - infrastructure           |                  | \$348,067           | \$348,067          |
| <b>Subtotal Public Works</b>                    | <b>\$15,601,000</b>   | <b>\$23,091,000</b>         |                                | <b>\$9,300</b>   | <b>\$932,733</b>    | <b>\$940,533</b>   |
| <b>Parks</b>                                    |                       |                             |                                |                  |                     |                    |
| E.G. Stocks Playground/Casey Field Improvements | \$425,000             | \$1,025,000                 | N/A - infrastructure           |                  |                     |                    |
| Kern Park Renovations                           | \$300,000             | \$360,000                   | N/A - infrastructure           |                  |                     |                    |
| Pine Lake Site Improvements - Phase 2           | \$275,000             | \$275,000                   | Increase rental revenue        |                  |                     |                    |
| Page Park Revitalization                        | \$3,000,000           | \$13,600,000                | N/A - infrastructure           |                  | \$200,000           | \$200,000          |
| Seymour Park Repairs/Conversion                 | \$390,000             | \$635,000                   | N/A - infrastructure           | (\$1,000)        |                     |                    |
| <b>Subtotal Parks</b>                           | <b>\$4,390,000</b>    | <b>\$15,895,000</b>         |                                | <b>(\$1,000)</b> | <b>\$200,000</b>    | <b>\$200,000</b>   |
| <b>Board of Education</b>                       |                       |                             |                                |                  |                     |                    |
| Northeast Middle School Renovations*            | \$88,818,965          | \$89,068,965                | N/A - planning                 |                  | \$2,731,448         | \$2,731,448        |
| All Schools Technology Replacement              | \$1,300,000           | \$1,306,350                 | HVAC component                 |                  | \$86,667            | \$86,667           |
| <b>Subtotal Board of Education</b>              | <b>\$90,118,965</b>   | <b>\$90,375,315</b>         |                                | <b>\$0</b>       | <b>\$2,818,115</b>  | <b>\$2,818,115</b> |
| <b>Fire</b>                                     |                       |                             |                                |                  |                     |                    |
| Fire Station 3                                  | \$6,650,000           | \$7,050,000                 | Energy                         |                  | \$443,333           | \$443,333          |
| Apparatus Replacement                           | \$748,000             | \$748,000                   | N/A - equipment                |                  | \$49,867            | \$49,867           |
| <b>Subtotal Fire</b>                            | <b>\$7,398,000</b>    | <b>\$7,798,000</b>          |                                | <b>\$0</b>       | <b>\$493,200</b>    | <b>\$493,200</b>   |
| <b>Water Pollution Control</b>                  |                       |                             |                                |                  |                     |                    |
| Bar Screen Replacement                          | \$450,000             | \$450,000                   | N/A - infrastructure           |                  |                     |                    |
| <b>Subtotal WPC</b>                             | <b>\$450,000</b>      | <b>\$450,000</b>            |                                | <b>\$0</b>       | <b>\$493,200</b>    | <b>\$493,200</b>   |
| <b>Total</b>                                    | <b>\$117,957,965</b>  | <b>\$137,609,315</b>        |                                | <b>\$8,300</b>   | <b>\$4,444,048</b>  | <b>\$4,451,848</b> |

\*Based on Net Cost to City to Finance after State Reimbursement = \$40,971,725

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

## Project Profiles

Individual project profiles which have funds appropriated in fiscal year 2023 are presented below.

|   |   |
|---|---|
| <b>Project Number: 23-1</b>   |   |
| <b>Project Name: Fire Station 3</b>   |   |
| <b>Purpose:</b> To construct a new Fire Station to meet the needs to the community. |   |
| <b>Funding Source:</b>  | Bonding   |
| <b>Project Appropriations:</b>  | \$6,650,000 FY 2023, Prior Appropriation \$400,000,<br>Total Cost \$7,050,000 |

|  |   |
|--|---|
| <b>Project Number: 23-2</b>  |   |
| <b>Project Name: Fire Apparatus Replacement</b>  |   |
| <b>Purpose:</b> To replace the 2011 Ferrara Igniter pumping apparatus with a 2022 Pierce Enforcer pumping apparatus. |   |
| <b>Funding Source:</b>   | Bonding                                 |
| <b>Project Appropriations:</b>   | \$748,000 FY 2023, Total Cost \$748,000 |

|   |   |
|---|---|
| <b>Project Number: 23-3</b>   |   |
| <b>Project Name: E.G. Stocks Playground and Splash Park Upgrade</b>   |   |
| <b>Purpose:</b> To replace and refurbish the existing playground and splash park, address ADA deficiencies, upgrade fields and add basketball court lights. |   |
| <b>Funding Source:</b>  | Bonding   |
| <b>Project Appropriations:</b>  | \$425,000 FY 2023, Prior Appropriation \$600,000,<br>Total Cost \$1,025,000 |

|  |   |
|--|---|
| <b>Project Number: 23-4</b>  |   |
| <b>Project Name: Kern Park Renovations</b>   |   |
| <b>Purpose:</b> To construct a number of site improvements including the removal of the tennis courts, development of a cohesive trail system with educational kiosks, formal entrance areas and signage at Kern Park. |   |
| <b>Funding Source:</b>   | ARPA  |
| <b>Project Appropriations:</b>   | \$300,000 FY 2023, Future Appropriation \$60,000,<br>Total Cost \$360,000 |

|  |   |
|--|---|
| <b>Project Number: 23-5</b>  |   |
| <b>Project Name: Pine Lake Site Improvements - Phase 2</b>   |   |
| <b>Purpose:</b> To improve Pine Lake Adventure Park including the acquisition of a high quality adventure park sign, improvements to the high ropes course elements including a climbing wall. |   |
| <b>Funding Source:</b>   | ARPA                                    |
| <b>Project Appropriations:</b>   | \$275,000 FY 2023, Total Cost \$275,000 |

|   |   |
|---|---|
| <b>Project Number: 23-6</b>   |   |
| <b>Project Name: Page Park Revitalization</b>   |   |
| <b>Purpose:</b> To address long standing issues and revitalize the park for future generations as recommended by the Parks Master Plan. |   |
| <b>Funding Source:</b>  | Bonding   |
| <b>Project Appropriations:</b>  | \$3,000,000 FY 2023, Prior Appropriations \$2,000,000,<br>Future Appropriation \$8,600,000<br>Total Cost \$13,600,000 |

|   |  |
|---|--|
| <b>Project Number: 23-7</b>   |  |
| <b>Project Name: Seymour Park Repairs/Conversion</b>  |  |
| <b>Purpose:</b> To repair and re-surface tennis and basketball courts, address ADA deficiencies, convert one tennis court into two pickle ball courts and install a prefabricated restroom. |  |
| <b>Funding Source:</b> LoCIP  |  |
| <b>Project Appropriations:</b>  | \$390,000 FY 2023, Prior Appropriations \$245, 000<br>Total Cost \$635,000 |

|   |  |
|---|--|
| <b>Project Number: 23-8</b>   |  |
| <b>Project Name: All Schools Technology - Network Replacement/Upgrade</b>               |  |
| <b>Purpose:</b> To replace existing projector/smartboards with interactive smartboards. |  |
| <b>Funding Source:</b> Bonding  |  |
| <b>Project Appropriations:</b>  | \$1,300,000 FY 2023, Prior Appropriations \$1,254,000,<br>Total Cost \$2,554,000 |

|  |  |
|--|--|
| <b>Project Number: 23-9</b>                            |  |
| <b>Project Name: Northeast Middle School</b>           |  |
| <b>Purpose:</b> To build a new Northeast Middle School |  |
| <b>Funding Source:</b> Bonding and Grants              |  |
| <b>Project Appropriations:</b>                         | \$88,818,965 FY 2023, Prior Appropriations \$250,000,<br>Total Cost \$89,068,965 |

|   |   |
|---|---|
| <b>Project Number: 23-10</b>  |   |
| <b>Project Name: Bar Screens Replacement</b>  |   |
| <b>Purpose:</b> To replace bar screens mechanical filters used to remove large objects, such as rags and plastics from incoming wastewater into the treatment facility. |   |
| <b>Funding Source:</b> WPC CNR  |   |
| <b>Project Appropriations:</b>  | \$450,000 FY 2023, Total Cost \$450,000 |

|   |   |
|---|---|
| <b>Project Number: 23-11</b>  |   |
| <b>Project Name: Brace Ave Storm Drainage Improvements</b>  |   |
| <b>Purpose:</b> To install additional storm drainage on Brace Ave (1,900 LF) to prevent flooding including replacement and new catch basin on Brace Avenue. |   |
| <b>Funding Source:</b>  | Road Improvement Fund                   |
| <b>Project Appropriations:</b>  | \$750,000 FY 2023, Total Cost \$750,000 |

|   |  |
|---|--|
| <b>Project Number: 23-12</b>  |  |
| <b>Project Name: Broad Street Retaining Wall</b>  |  |
| <b>Purpose:</b> To replace the existing Broad Street stone retaining wall with a concrete wall after a 50 foot section of the stone wall failed and is being temporarily supported. |  |
| <b>Funding Source:</b>  | Bonding  |
| <b>Project Appropriations:</b>  | \$1,800,000 FY 2023, Prior Appropriations \$80,000<br>Total Cost \$1,880,000 |

|   |   |
|---|---|
| <b>Project Number: 23-13</b>  |   |
| <b>Project Name: Dog Pound Improvements</b>   |   |
| <b>Purpose:</b> To renovate the dog pound to install AC, replace exterior siding, and exhaust fan system. |   |
| <b>Funding Source:</b>  | Cash                                    |
| <b>Project Appropriations:</b>  | \$140,000 FY 2023, Total Cost \$140,000 |

|  |   |
|--|---|
| <b>Project Number: 23-14</b>   |   |
| <b>Project Name: Lanfill Erosion Cap Repairs</b>                                 |   |
| <b>Purpose:</b> To repair landfill erosion in accordance with DEEP requirements. |   |
| <b>Funding Source:</b>   | Bonding   |
| <b>Project Appropriations:</b>   | \$700,000 FY 2023, Prior Appropriations \$60,000,<br>Total Cost \$760,000 |

|  |   |
|--|---|
| <b>Project Number: 23-15</b>   |   |
| <b>Project Name: Landfill Stewardship Permit ECO Study Phase 2</b>   |   |
| <b>Purpose:</b> To complete the Landfill ECO Study Phase II to address EPA expanded plume area including determination of long term testing/monitoring requirements and final determination of stewardship permit. |   |
| <b>Funding Source:</b>   | Cash                                    |
| <b>Project Appropriations:</b>   | \$230,000 FY 2023, Total Cost \$230,000 |

|  |   |
|--|---|
| <b>Project Number: 23-16</b>   |   |
| <b>Project Name: Jerome Avenue Bridge Replacement</b>  |   |
| <b>Purpose:</b> To replace the Jerome Avenue Bridge located between Coolidge and Sturbridge Streets. |   |
| <b>Funding Source:</b>   | Bonding and Grants  |
| <b>Project Appropriations:</b>   | \$2,970,000 FY 2023, Prior Appropriations \$380,000, Total Cost \$3,350,000 |

|   |   |
|---|---|
| <b>Project Number: 23-17</b>  |   |
| <b>Project Name: Mellen Street Bridge Replacement</b>                                   |   |
| <b>Purpose:</b> To rehabilitate Mellen Street Bridge replacing the superstructure deck. |   |
| <b>Funding Source:</b>  | Bonding and Grants  |
| <b>Project Appropriations:</b>  | \$2,000,000 FY 2023, Prior Appropriations \$380,000, Total Cost \$2,380,000 |

|  |   |
|--|---|
| <b>Project Number: 23-18</b>   |   |
| <b>Project Name: Mix Street Commuter Parking Lot Reconstruction</b>  |   |
| <b>Purpose:</b> To reconstruct the Mix Street commuter parking lot 80 spaces (remove existing pavement, install new pavement, curbing, landscaping and pavement markings). |   |
| <b>Funding Source:</b>   | Road Improvement Fund                   |
| <b>Project Appropriations:</b>   | \$140,000 FY 2023, Total Cost \$140,000 |

**Capital Budget Summary**

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|  |   |
|--|---|
| <b>Project Number: 23-19</b><br><b>Project Name: North Main Street Streetscapes</b>  |   |
| <b>Purpose:</b> To construct streetscape improvements including the installation of a brick pole barrier, ornamental lighting, and sidewalk, curbing and drainage improvements along a portion of both the east side and west side of North Main Street. |   |
| <b>Funding Source:</b> Bonding   |   |
| <b>Project Appropriations:</b>   | \$720,000 FY 2023, Prior Appropriations \$70,000,<br>Total Cost \$790,000 |

|  |   |
|--|---|
| <b>Project Number: 23-20</b><br><b>Project Name: Park Street Streetscape Improvements</b>  |   |
| <b>Purpose:</b> To construct streetscape improvements along Park St to improve gateway entering Rockwell Park including new sidewalks, decorative lighting, brick pavers, landscaping and trees. |   |
| <b>Funding Source:</b> Bonding   |   |
| <b>Project Appropriations:</b>   | \$200,000 FY 2023, Future Appropriation \$2,100,000 ,<br>Total Cost \$2,300,000 |

|  |   |
|--|---|
| <b>Project Number: 23-21</b><br><b>Project Name: Riverside Avenue Streetscape Improvements</b>   |   |
| <b>Purpose:</b> To construct streetscape improvements along Riverside Avenue to improve gateway into City including new sidewalks, decorative lighting, brick pavers, landscaping and trees. |   |
| <b>Funding Source:</b> Bonding   |   |
| <b>Project Appropriations:</b>   | \$380,000 FY 2023, Future Appropriation \$4,420,000<br>Total Cost \$4,800,000 |

|  |   |
|--|---|
| <b>Project Number: 23-22</b><br><b>Project Name: Railroad Improvements</b>   |   |
| <b>Purpose:</b> To replace of 2300 LF of rail, 400 ties & 35 timbers including realigning curve along City owned railroad. |   |
| <b>Funding Source:</b> Road Improvement Fund   |   |
| <b>Project Appropriations:</b>   | \$350,000 FY 2023, Total Cost \$350,000 |

|  |   |
|--|---|
| <b>Project Number: 23-23</b><br><b>Project Name: Centre Square Parking Structure</b>   |   |
| <b>Purpose:</b> To build a shared parking structure on Centre Square to maximize development on the site while promoting a pedestrian-friendly downtown environment. |   |
| <b>Funding Source:</b> ARPA  |   |
| <b>Project Appropriations:</b>   | \$5,221,000 FY 2023, Total Cost \$5,221,000 |



**2022-2032 10 YEAR CAPITAL IMPROVEMENT STRATEGIC PLAN**

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

| Dept.  | Amount Requested | Total Prior Appropriations | 2022/2023     | 2023/2024    | 2024/2025    | 2025/2026    |
|--------|------------------|----------------------------|---------------|--------------|--------------|--------------|
| BOE    | 211,117,465      | 1,504,000                  | 90,118,965    | 2,000,000    | 14,326,600   | 49,951,700   |
| FIRE   | 10,670,000       | 400,000                    | 7,398,000     | 0            | 0            | 0            |
| PRYCS  | 24,645,000       | 2,845,000                  | 4,390,000     | 5,545,000    | 3,750,000    | 2,725,000    |
| SEWER  | 59,422,500       | 360,000                    | 450,000       | 762,500      | 300,000      | 750,000      |
| PW     | 50,849,000       | 1,577,000                  | 10,380,000    | 14,510,000   | 8,132,000    | 2,500,000    |
| ECD/PW | 5,221,000        | 0                          | 5,221,000     | 0            | 0            | 0            |
| Totals | \$361,924,965    | \$6,686,000                | \$117,957,965 | \$22,817,500 | \$26,508,600 | \$55,926,700 |

| Dept.  | 2026/2027    | 2027/2028   | 2028/2029   | 2029/2030   | 2030/2031   | 2031/2032 | Future Costs |
|--------|--------------|-------------|-------------|-------------|-------------|-----------|--------------|
| BOE    | 6,800,000    | 3,000,000   | 0           | 0           | 0           | 0         | 43,416,200   |
| FIRE   | 1,850,000    | 0           | 0           | 0           | 0           | 0         | 1,000,000    |
| PRYCS  | 1,450,000    | 425,000     | 1,000,000   | 790,000     | 1,100,000   | 625,000   | 0            |
| SEWER  | 750,000      | 400,000     | 2,000,000   | 0           | 0           | 0         | 53,650,000   |
| PW     | 1,300,000    | 4,700,000   | 1,900,000   | 5,150,000   | 700,000     | 0         | 0            |
| ECD/PW | 0            | 0           | 0           | 0           | 0           | 0         | 0            |
| Totals | \$12,150,000 | \$8,525,000 | \$4,900,000 | \$5,940,000 | \$1,800,000 | \$625,000 | \$98,066,200 |

Projects include:

**Board of Education (BOE)** –Northeast Middle School and Stafford Elementary School Renovations; Roof and Mechanicals at the high schools; and other target renovations at various other schools.

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

**Parks** – Improvements to various City parks through implementation of the Parks Master Plan. The Master Plan was conducted over 2020 and was adopted by the Board of Park Commissioners in February 2021. This city-wide plan establishes recommendations for the Department to achieve the vision of the community without diminishing the quality of the parks and programs available to users across the entire City of Bristol. The plan identifies current and future needs for the City of Bristol to help guide the Department for the next 5 to 10 years. The plan helped staff gain a better understanding of community needs, identify gaps of service, programs and facilities not currently being met, identify future trends and benchmarking through the National Recreation and Parks Association and other standards, creation of potential park renovation/improvement designs with estimated associated costs for such improvements, address plans for deferred maintenance, and define future Capital Improvement Projects. In addition, the plan addressed staffing/equipment needs to meet recreation and park objectives, guidance in the prioritization of projects, development of a phased plan for ADA Compliant Upgrades and a Commission for Accreditation of Park and Recreation Agencies Accreditation Review. The master planning process including a review and research of existing documentation

## Capital Budget Summary

to build upon what has been previously developed, comprehensive, systematic community engagement process, in-depth site analysis for all of the city parks, review of each park for ADA compliance, in-depth comprehensive site plan for Page Park, high level overview of Board of Education facilities, inventory of existing city park assets, review of city open space and properties. The plan also identified and recommended programming and maintenance plans, and sustainability plans and green initiatives, as well as recommendations for aggressive and sustainable funding sources. The master plan guided department leadership with goal setting and project prioritization for the next 5-10 years which has been incorporated in the 10 Year Capital Improvement Plan.

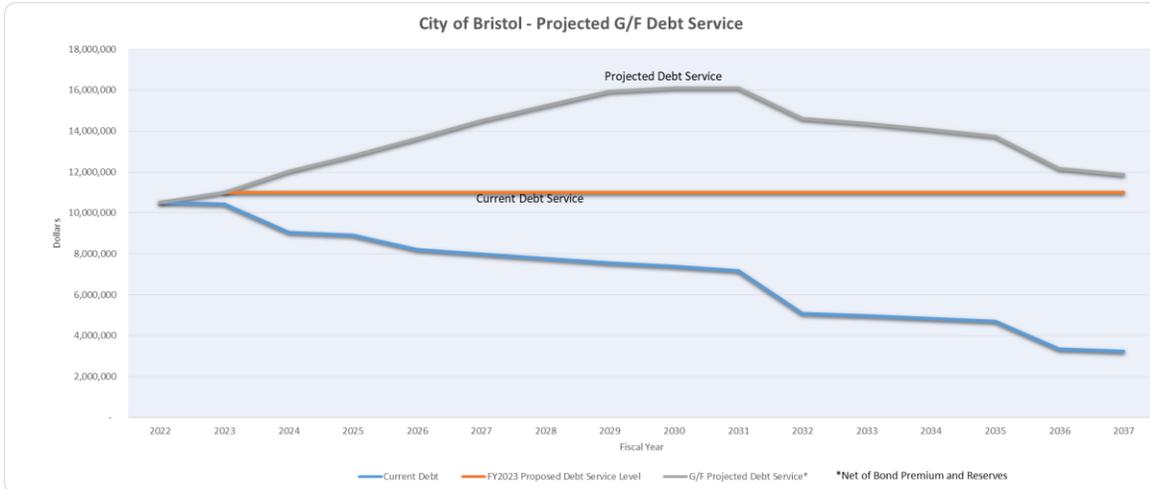
**Water Pollution Control (WPC)** – Various major sewer system upgrades.

**Public Works** –Major road improvements; and sidewalk and drainage improvements.

These proposed projects were considered in developing debt service projections and timeline for planning purposes, illustrated as follows, with a goal of maintaining relative stability in debt service levels.

| CITY OF BRISTOL<br>TEN YEAR CAPITAL IMPROVEMENT AND STRATEGIC PLANNING COMMITTEE<br>DEBT SERVICE PROJECTIONS - FY2023 CIP |                      |  |  |            |  |             |  |   |               |                             |                       |                                     |
|---|----------------------|--|--|------------|--|-------------|--|---|---------------|-----------------------------|-----------------------|-------------------------------------|
| A   | B                    | C  | D  | E          | F  | G           | H  | I   | J             | K                           |                       |                                     |
| FISCAL YEAR   | CURRENT GENERAL FUND | FINANCING #1:<br>\$25.5M BONDS<br>dated 3/15/2022<br>actual - after sale | FINANCING #2:<br>\$35M BONDS dated<br>11/22; \$40M BONDS<br>dated 11/23; \$50M<br>BONDS dated<br>11/24 |            | FINANCING #3:<br>\$25M BONDS dated<br>8/25; \$50M<br>BONDS dated<br>8/26 |             | Anticipated<br>use of Bond<br>Premium or<br>Reserves | Total Projected<br>General Fund<br>Debt Service | Annual Change | Increase<br>in Mill<br>Rate | Mill<br>Increase<br>% | Debt Service<br>as a % of<br>Budget |
|   |                      |  |  |            |  |             |  |   |               |                             |                       |                                     |
| 2021  | 10,924,472           | -  | -  | -          | -  | (824,472)   | 10,100,000   |   | -             | 0.00%                       | 4.92%                 |                                     |
| 2022  | 11,722,176           | -  | -  | -          | -  | (1,222,176) | 10,500,000   | 400,000   | 0.10          | 0.25%                       | 5.01%                 |                                     |
| 2023  | 10,418,188           | 930,137  | -  | -          | -  | (348,325)   | 11,000,000   | 500,000   | 0.12          | 0.31%                       | 5.12%                 |                                     |
| 2024  | 9,032,423            | 2,305,578  | 700,000  | -          | -  | -           | 12,038,001   | 1,038,001                                       | 0.25          | 0.65%                       | 5.47%                 |                                     |
| 2025  | 8,896,605            | 2,243,828  | 1,650,000  | -          | -  | -           | 12,790,433   | 752,433   | 0.18          | 0.47%                       | 5.67%                 |                                     |
| 2026  | 8,190,838            | 2,176,828  | 3,273,000  | -          | -  | -           | 13,640,666   | 850,233   | 0.20          | 0.53%                       | 5.90%                 |                                     |
| 2027  | 7,982,313            | 2,109,828  | 3,219,000  | 1,200,000  | -  | -           | 14,511,141   | 870,475   | 0.21          | 0.54%                       | 6.12%                 |                                     |
| 2028  | 7,771,065            | 2,042,828  | 3,165,000  | 2,250,000  | -  | -           | 15,228,893   | 717,752   | 0.17          | 0.45%                       | 6.27%                 |                                     |
| 2029  | 7,556,050            | 1,975,828  | 3,111,000  | 3,300,000  | -  | -           | 15,942,878   | 713,986   | 0.17          | 0.45%                       | 6.40%                 |                                     |
| 2030  | 7,392,175            | 1,908,828  | 3,057,000  | 3,746,000  | -  | -           | 16,104,003   | 161,125   | 0.04          | 0.10%                       | 6.31%                 |                                     |
| 2031  | 7,179,931            | 1,841,828  | 3,003,000  | 4,077,000  | -  | -           | 16,101,759   | (2,245)   | (0.00)        | 0.00%                       | 6.15%                 |                                     |
| 2032  | 5,086,123            | 1,788,228  | 3,737,000  | 3,996,000  | -  | -           | 14,607,351   | (1,494,408)                                     | (0.36)        | -0.93%                      | 5.44%                 |                                     |
| 2033  | 4,963,640            | 1,734,628  | 3,757,500  | 3,915,000  | -  | -           | 14,370,768   | (236,584)                                       | (0.06)        | -0.15%                      | 5.23%                 |                                     |
| 2034  | 4,838,484            | 1,704,788  | 3,676,500  | 3,834,000  | -  | -           | 14,053,772   | (316,996)                                       | (0.08)        | -0.20%                      | 4.99%                 |                                     |
| 2035  | 4,711,524            | 1,668,472  | 3,595,500  | 3,753,000  | -  | -           | 13,728,496   | (325,276)                                       | (0.08)        | -0.20%                      | 4.75%                 |                                     |
| 2036  | 3,342,886            | 1,630,812  | 3,514,500  | 3,672,000  | -  | -           | 12,160,198   | (1,568,299)                                     | (0.38)        | -0.98%                      | 4.11%                 |                                     |
| 2037  | 3,249,641            | 1,591,808  | 3,433,500  | 3,591,000  | -  | -           | 11,865,949   | (294,249)                                       | (0.07)        | -0.18%                      | 3.91%                 |                                     |
| 2038  | 3,155,432            | 1,552,130  | 3,352,500  | 3,510,000  | -  | -           | 11,570,062   | (295,888)                                       | (0.07)        | -0.18%                      | 3.72%                 |                                     |
| 2039  | 3,058,889            | 1,511,780  | 3,271,500  | 3,429,000  | -  | -           | 11,271,169   | (298,893)                                       | (0.07)        | -0.19%                      | 3.53%                 |                                     |
| 2040  | 1,398,975            | 1,470,758  | 3,190,500  | 3,348,000  | -  | -           | 9,408,233  | (1,862,936)                                     | (0.45)        | -1.16%                      | 2.88%                 |                                     |
| 2041  | -                    | 1,429,062  | 2,912,500  | 3,267,000  | -  | -           | 7,608,562  | (1,799,671)                                     | (0.43)        | -1.12%                      | 2.27%                 |                                     |
| 2042  | -                    | 1,387,368  | 2,837,500  | 3,186,000  | -  | -           | 7,410,868  | (197,694)                                       | (0.05)        | -0.12%                      | 2.16%                 |                                     |
| 2043  | -                    | -  | 2,762,500  | 3,105,000  | -  | -           | 5,867,500  | (1,543,368)                                     | (0.37)        | -0.96%                      | 1.67%                 |                                     |
| 2044  | -                    | -  | 2,687,500  | 3,024,000  | -  | -           | 5,711,500  | (156,000)                                       | (0.04)        | -0.10%                      | 1.58%                 |                                     |
| 2045  | -                    | -  | 2,612,500  | 2,943,000  | -  | -           | 5,555,500  | (156,000)                                       | (0.04)        | -0.10%                      | 1.50%                 |                                     |
| 2046  | -                    | -  | 2,537,500  | 2,862,000  | -  | -           | 5,399,500  | (156,000)                                       | (0.04)        | -0.10%                      | 1.42%                 |                                     |
|   | 130,871,826          | 35,005,345   | 69,057,000   | 66,008,000 | (2,394,973)  |             | 298,547,198  |   |               |                             |                       |                                     |

## Capital Budget Summary



### ASSUMPTIONS:

|                     |  |                  |                   |
|---------------------|--|------------------|-------------------|
| <b>FINANCING #1</b> | <b>DATED</b>                           | <b>3/16/2022</b> | <b>25,500,000</b> |
|                     | TERM                                   | 20 YEARS         |                   |
|                     | FIRST PRINCIPAL                        | 3/15/2024        |                   |
|                     | INTEREST                               | 2.65%            |                   |
|                     | <b>PREMIUM APPLIED TO DEBT SERVICE</b> |                  |                   |
| <b>FINANCING #2</b> | BANS 11/22                             | 2.00%            | 35,000,000        |
|                     | BANS 11/23                             | 2.00%            | 40,000,000        |
|                     | 20 YR BONDS 11/24                      | 3.00%            | 50,000,000        |
|                     | FIRST PRINCIPAL 11/25                  |                  | 1,750,000         |
| <b>FINANCING #3</b> | BANS 8/25                              | 2.25%            | 25,000,000        |
|                     | 20 YR BONDS 8/26                       | 3.00%            | 50,000,000        |
|                     | FIRST PRINCIPAL 8/28                   |                  |                   |

## **Road Improvements Fund**

In 2020-2021 a Road Improvements Fund was established by the Board of Finance to account for various funding sources related to road infrastructure projects and costs. The funding sources include State funding from the Municipal Grant in Aid fund and the Town Aid Road State Grant as well as a budgeted transfer in from the General Fund. For 2022-2023 the City adopted a formal budget for this fund in the amount of \$4,672,845 allocated to the purchase of various construction equipment, reconstruction of various City building parking lots and road reconstruction improvements that includes regular ongoing road reconstruction as well as projects approved through the Capital Improvement Program planning process.

### **Fiscal Year 2022 Goals and Accomplishments:**

- Administered expanded Major Road Improvement programs, funding increased through a State grant and Municipal Town Aid Road Grant.
- Maintained procedures to improve/repair utilities located on City streets prior to performance of major road maintenance.
- Maintained City Roadway Condition Rating of 80.

### **Fiscal Year 2022-2023 Goals:**

- Improve resident public notification procedures to inform the public of planned roadway and drainage projects.
- Expand Street Division program to mill and pave roadway sections (curb to curb, full lane width).
- Investigate alternatives for roadway surface treatments.
- Maintain high level of and ensure compliance with City roadway and infrastructure construction standards.
- Improve coordination with public utility companies to limit disturbance to City roads. Specifically with the Bristol Water Department to minimize disturbance of newly paved roads by the Water Department's proposed lateral replacement program.

### **Long Term Goals:**

- Maintain current roadway condition rating of City roads.
- Investigate alternatives for roadway surface treatments.
- Maintain high level and ensure compliance with City roadway and infrastructure construction standards.
- Continue to improve coordination with public utility companies to limit disturbance to City roads.

## Capital Budget Summary

### Budget Highlights

#### 306 REVENUES

| OBJECT                                  | PROJECT | DESCRIPTION                         | 2021<br>ACTUAL<br>REVENUE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|---|---------|-------------------------------------|---------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>3063015- OTHER FINANCING SOURCES</b> |         |                                     |                           |                            |                           |                           |                            |
| 461002                                  | 22C09   | BUDGETARY FUND BALANCE UNRESTRICTED | \$0                       | \$0                        | \$400,000                 | \$0                       | \$0                        |
| <b>TOTAL OTHER FINANCING SOURCES</b>    |         |                                     | <b>\$0</b>                | <b>\$0</b>                 | <b>\$400,000</b>          | <b>\$0</b>                | <b>\$0</b>                 |
| <b>3063019 - INVESTMENT EARNINGS</b>    |         |                                     |                           |                            |                           |                           |                            |
| 460000                                  |         | INTEREST INCOME                     | \$1,197                   | \$0                        | \$0                       | \$0                       | \$0                        |
| <b>TOTAL INVESTMENT EARNINGS</b>        |         |                                     | <b>\$1,197</b>            | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                | <b>\$0</b>                 |
| <b>3063019- CONTRIBUTIONS</b>           |         |                                     |                           |                            |                           |                           |                            |
| 470000                                  |         | CONTRIBUTIONS                       | \$248,052                 | \$0                        | \$0                       | \$0                       | \$0                        |
| <b>TOTAL CONTRIBUTION</b>               |         |                                     | <b>\$248,052</b>          | <b>\$0</b>                 | <b>\$0</b>                | <b>\$0</b>                | <b>\$0</b>                 |
| <b>3063019- STATE GRANTS</b>            |         |                                     |                           |                            |                           |                           |                            |
| 432020                                  |         | TOWN AID ROAD                       | \$662,854                 | \$662,850                  | \$662,850                 | \$663,205                 | \$663,205                  |
| 432059                                  |         | MUNICIPAL GRANTS IN AID             | 0                         | 3,709,995                  | 3,709,995                 | 3,700,000                 | \$3,700,000                |
| 432059                                  | 21G18   | MUNICIPAL GRANTS IN AID             | 3,709,996                 | 0                          | 0                         | 0                         | \$0                        |
| <b>TOTAL STATE GRANTS</b>               |         |                                     | <b>\$4,372,850</b>        | <b>\$4,372,845</b>         | <b>\$4,372,845</b>        | <b>\$4,363,205</b>        | <b>\$4,363,205</b>         |
| <b>3063019- OPERATING TRANSFERS IN</b>  |         |                                     |                           |                            |                           |                           |                            |
| 490001                                  |         | TRANSFER IN GENERAL FUND            | \$82,000                  | \$300,000                  | \$300,000                 | \$300,000                 | \$300,000                  |
| 490001                                  | 21C08   | TRANSFER IN GENERAL FUND            | 418,000                   | 0                          | 0                         | 0                         | \$0                        |
| <b>TOTAL OPERATING TRANSFERS IN</b>     |         |                                     | <b>\$500,000</b>          | <b>\$300,000</b>           | <b>\$300,000</b>          | <b>\$300,000</b>          | <b>\$300,000</b>           |
| <b>TOTAL ROAD IMPROVEMENTS FUND</b>     |         |                                     | <b>\$5,122,100</b>        | <b>\$4,672,845</b>         | <b>\$5,072,845</b>        | <b>\$4,663,205</b>        | <b>\$4,663,205</b>         |

#### 3063019 EXPENDITURES

| OBJECT                             | PROJECT | DESCRIPTION             | 2021<br>ACTUAL<br>EXPENDITURES | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|------------------------------------|---------|-------------------------|--------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <b>CONTRACTUAL SERVICES</b>        |         |                         |                                |                            |                           |                           |                            |
| 531000                             |         | PROF FEES               | \$0                            | \$25,000                   | \$25,000                  | \$25,000                  | \$25,000                   |
| <b>TOTAL CONTRACTUAL SERVICES</b>  |         |                         | <b>\$0</b>                     | <b>\$25,000</b>            | <b>\$25,000</b>           | <b>\$25,000</b>           | <b>\$25,000</b>            |
| <b>SUPPLIES</b>                    |         |                         |                                |                            |                           |                           |                            |
| 561800                             |         | PROGRAM SUPPLIES        | \$0                            | \$40,000                   | \$40,000                  | \$50,000                  | \$50,000                   |
| <b>TOTAL SUPPLIES</b>              |         |                         | <b>\$0</b>                     | <b>\$40,000</b>            | <b>\$40,000</b>           | <b>\$50,000</b>           | <b>\$50,000</b>            |
| <b>CAPITAL OUTLAY</b>              |         |                         |                                |                            |                           |                           |                            |
| 570300                             | 21C08   | IMPROVEMENTS - OTHER    | \$396,043                      | \$0                        | \$0                       | \$0                       | \$0                        |
| 570300                             | 22C09   | IMPROVEMENTS - OTHER    | 0                              | 0                          | 400,000                   | 0                         | 0                          |
| 570300                             |         | IMPROVEMENTS - OTHER    | 2,584,353                      | 4,570,895                  | 5,681,448                 | 3,768,205                 | \$3,768,205                |
| 570300                             | 23C01   | BRACE AVE               | 0                              | 0                          | 0                         | 0                         | 0                          |
| 570300                             | 23C02   | MIX ST COMMUNITER LOT   | 0                              | 0                          | 0                         | 0                         | 0                          |
| 570300                             | 23C03   | RR IMPROVEMENTS         | 0                              | 0                          | 0                         | 0                         | 0                          |
| 570300                             | 21G18   | MUNICIPAL GRANTS IN AID | 3,709,996                      | 0                          | 0                         | 0                         | 0                          |
| 570300                             | 22C12   | DMAC PARK               | 0                              | 0                          | 90,000                    | 0                         | 0                          |
| 570300                             | IS AIS  | IMPROVEMENTS - OTHER    | 5,798                          | 0                          | 0                         | 0                         | 0                          |
| 570400                             | 22013   | SKID STEER ATTACHMENT   | 0                              | 27,450                     | 27,450                    | 0                         | 0                          |
| 570400                             | 22014   | BROOM COLLECTION SYSTEM | 0                              | 9,500                      | 9,500                     | 0                         | 0                          |
| 579999                             |         | 2023 CAPITAL OUTLAY     | 0                              | 0                          | 0                         | 820,000                   | 820,000                    |
| <b>TOTAL CAPITAL OUTLAY</b>        |         |                         | <b>\$6,696,190</b>             | <b>\$4,607,845</b>         | <b>\$6,208,398</b>        | <b>\$4,588,205</b>        | <b>\$4,588,205</b>         |
| <b>ROAD IMPROVEMENT FUND TOTAL</b> |         |                         | <b>\$6,696,190</b>             | <b>\$4,672,845</b>         | <b>\$6,273,398</b>        | <b>\$4,663,205</b>        | <b>\$4,663,205</b>         |

## Debt Management

### Debt Overview

Debt consists primarily of bonds (long-term debt), capital loan obligations (long-term debt) and bond anticipation notes (short-term debt). Bonds are issued to permanently finance general purpose and school projects; capital loan obligations fund wastewater infrastructure projects and are converted to Clean Water Fund loans at the completion of the project; bond anticipation notes provide temporary financing for general purpose projects. The Debt Service Fund was created to account for expenditures and related payments made by the City for principal and interest payments for short-term and long-term debt. The Debt Service Fund is not a budgetary fund. Deposits to the Debt Service Fund are in the form of operating transfers out from the general fund or other Special Revenue Funds.

Shown below is a chart summarizing the long-term debt obligations of the City of Bristol including the self-supporting water (Enterprise Fund) debt. Displayed on the chart is the original issue amount, the fiscal year maturity and the balance as of July 1, 2022.

| <b>Long-Term Debt</b>     |   |             |                       |                            |                             |
|---------------------------|---|-------------|-----------------------|----------------------------|-----------------------------|
| <b>As of July 1, 2022</b> |   |             |                       |                            |                             |
| <b>Issue</b>              | <b>Purpose</b>                                  | <b>Rate</b> | <b>Original Issue</b> | <b>Balance Outstanding</b> | <b>Fiscal Year Maturity</b> |
| 12/31/2003                | Cleanwater Loan 504 C                           | 2.00        | 1,488,101             | 44,488                     | 2023                        |
| 11/30/2004                | Cleanwater Loan 562 C                           | 2.00        | 693,527               | 58,212                     | 2024                        |
| 5/31/2006                 | Cleanwater 464 C                                | 2.00        | 470,225               | 103,398                    | 2026                        |
| 6/15/2011                 | Water 2014 - Old Wolcott Tank                   | 2.00        | 501,000               | 309,318                    | 2033                        |
| 8/24/2011                 | General Improvement 2011 Refunding Bonds        | 3.00        | 15,589,000            | 597,000                    | 2023                        |
| 8/24/2011                 | School 2011 Refunding Bonds                     | 3.00        | 6,234,000             | 693,000                    | 2023                        |
| 8/24/2011                 | Water 2011 Refunding Bonds                      | 3.00        | 2,112,000             | 205,000                    | 2023                        |
| 9/30/2015                 | Water 2016 Note - Grove Street Tank             | 2.00        | 344,155               | 232,772                    | 2035                        |
| 10/16/2018                | Water 2019 Note - DeWitt Tank                   | 2.00        | 497,096               | 421,651                    | 2039                        |
| 11/17/2015                | Schools 2015 Refunding Bonds                    | 3.06        | 2,991,000             | 75,000                     | 2025                        |
| 11/17/2015                | General Improvement 2015 Refunding Bonds        | 3.06        | 4,126,000             | 1,530,000                  | 2025                        |
| 1/20/2016                 | Cleanwater 2015 - I/O Reduction 622-CSL         | 2.00        | 631,833               | 422,426                    | 2035                        |
| 3/30/2016                 | Cleanwater Loan 640 DC                          | 2.00        | 7,530,046             | 6,309,901                  | 2039                        |
| 5/30/2017                 | General Improvement 2017 Bonds                  | 2.25        | 17,739,000            | 13,555,000                 | 2035                        |
| 5/30/2017                 | Schools 2017 Bonds                              | 2.25        | 3,391,000             | 2,595,000                  | 2035                        |
| 11/9/2017                 | General Improvement 2017 Refunding Bonds        | 3.00v       | 5,437,000             | 4,021,000                  | 2030                        |
| 11/9/2017                 | Schools 2017 Refunding Bonds                    | 3.00v       | 16,094,000            | 11,907,000                 | 2030                        |
| 11/9/2017                 | Sewer 2017 Refunding Bonds                      | 3.00v       | 3,401,000             | 2,519,000                  | 2030                        |
| 11/9/2017                 | Water 2017 Refunding Bonds                      | 3.00v       | 503,000               | 373,000                    | 2030                        |
| 10/25/2018                | General Improvement 2018 Series A Bonds         | 2.5-5.0     | 18,094,096            | 16,039,000                 | 2039                        |
| 10/25/2018                | Schools 2018 Series A Bonds                     | 2.5-5.0     | 4,280,904             | 3,784,000                  | 2039                        |
| 10/25/2018                | Sewer 2018 Series A Bonds                       | 2.5-5.0     | 125,000               | 112,000                    | 2039                        |
| 10/25/2018                | General Improvement 2018 Series B Taxable Bonds | 3.65-4.05   | 7,900,000             | 6,985,000                  | 2039                        |
| 11/12/2019                | Schools 2019 Bonds                              | 2.125-5.0   | 19,625,000            | 18,900,000                 | 2040                        |
| 11/12/2019                | General Improvement 2019 Bonds                  | 2.125-5.0   | 5,375,000             | 5,180,000                  | 2040                        |
| 3/30/2022                 | Schools 2022 Bonds                              | 2.6-5       | 11,205,000            | 11,205,000                 | 2042                        |
| 3/30/2022                 | General Improvement 2022 Bonds                  | 2.6-5       | 14,295,000            | 14,295,000                 | 2042                        |
| <b>Total</b>              |   |             | <b>\$ 173,565,896</b> | <b>\$ 122,472,165</b>      |                             |
| <b>Water Department</b>   |   |             | <b>\$ 3,957,251</b>   | <b>\$ 1,541,740</b>        |                             |
| <b>General City</b>       |   |             | <b>\$ 169,608,645</b> | <b>\$ 120,930,425</b>      |                             |

### Debt Policy

The City adopted a debt policy in 2001 and updated in 2022 that can be found within the Policy Initiatives section of this document.

The City issues debt only for projects included in its Capital Improvement Program, approved in its annual capital budget or presented as a one-time opportunity during the year. Before doing so, the City reviews the status of previously approved projects, develops information for new projects, and examines capital project alternatives. Debt levels are carefully analyzed to assess how much borrowing to allow. Taken into consideration are environmental factors such as community needs and resources, external economic conditions; financial factors, such as expected year-end operating position, financial condition, proposed debt structure, market conditions, and fund balance levels; as well as statistical benchmarks evaluated by rating agencies. Used in combination, these factors help facilitate any debt service decision making process.

Connecticut municipalities are regulated by state laws to keep debt issuances within statute-provided limits. While these authorized versus issued limits are set reasonably high, the City's total debt outstanding is well below these limits. A Schedule of Legal Debt Limitation, presented later in this section, shows the calculation of the debt limitation imposed by the State, the debt authorized and outstanding by the City and the amount of debt limitation in excess of authorized and outstanding debt.

### Long-term Strategy

Capital infrastructure is essential to all municipalities large and small. It is important to prepare a short-term and a long-term plan for the replacement of and/or addition to City infrastructure and fixed assets and to estimate available funding sources. To address both (short-term and long-term), the City prepares a Capital Improvement Program (CIP). The CIP is a multi-year plan that identifies capital projects to be funded during a ten year planning period. The City also approves a Capital Budget, which represents the first year of the CIP which is the City's annual appropriation for capital spending and is legally adopted by the City.

The City uses a combination of cash provided by current revenues, state and federal grants and loans, intergovernmental contributions, and the issuance of bonds to fund capital projects. The amounts that can be budgeted and expended for debt service have a direct relationship to the City's strategies for financing capital improvements. Recognizing that the City's CIP is dependent upon debt service for funding, City officials annually review debt service projections to prudently schedule bond issues financing for capital projects.

### Capital Projects

The approved 2023 Capital Budget of \$117,957,965 may be found in the Capital Budget section of this document. The City will fund \$58,819,725 of these capital projects with future bonding.

In its most recent bond issue, March 2022, the City issued \$25,500,000 in tax-exempt bonds the proceeds of which were used to fund such capital projects as the renovations to the Memorial Boulevard Arts Magnet School (\$9,200,000), renovations at City Hall (\$3,900,000) and Police/Court MEP upgrades (\$1,900,000), and replacement of the Memorial Boulevard Bridge (\$2,100,000).

### Bond Anticipation Notes

Bond Anticipation Notes have been issued in the past to provide temporary financing for general purpose and school projects.

There are currently no Bond Anticipation Notes outstanding.

### Bond Rating

The Government Finance Officers Association (GFOA) [Elected Official's Guide to Rating Agency Presentations](#) describes a bond rating as an independent assessment of the relative credit risk associated with purchasing and holding a particular bond, and the likelihood that the obligation will be repaid. The rating focuses on the City's ability and willingness to make full and timely payments.

In assigning a credit rating, the rating agency will focus on four primary factors: economic base (tax base and demographics), financial performance (financial position and/or changes in financial position), debt management (total debt and ability to pay) and administration (organization and authority).

The City obtains ratings from Moody's Investor Services, Standard & Poor's Rating Service and Fitch, Inc.

Below is a chart showing the City of Bristol's bond ratings for its most recent bond issues. Bond ratings above an A indicate the bonds are rated high and indicate a very strong capacity to pay.

| CITY OF BRISTOL RECENT BOND ISSUES AND RATINGS |             |               |                       |                                     |                       |
|--|-------------|---------------|-----------------------|-------------------------------------|-----------------------|
| <u>Issue Date</u>                              | <u>Type</u> | <u>Amount</u> | <u>Moody's Rating</u> | <u>Standard &amp; Poor's Rating</u> | <u>Fitch's Rating</u> |
| March 16, 2022                                 | Tax Exempt  | \$25,500,000  |                       | AA+                                 | AAA                   |
| November 12, 2019                              | Tax Exempt  | \$25,000,000  |                       | AA+                                 | AAA                   |
| October 25, 2018 A                             | Tax Exempt  | \$22,500,000  |                       | AA+                                 | AAA                   |
| October 25, 2018 B                             | Taxable     | \$7,900,000   |                       | AA+                                 | AAA                   |
| November 9, 2017                               | Refunding   | \$25,435,000  |                       | AA+                                 |                       |
| May 30, 2017                                   | Tax Exempt  | \$21,130,000  | Aa2                   | AA+                                 | AAA                   |

### Current Debt Service Budget

The City's debt service budget for 2022-2023 for bonded debt is \$11,000,000. As shown in the following Debt Service Summary, the required bonded debt principal and interest payments have been reduced by \$195,183, the amount to be paid by Water Pollution Control (WPC), and by \$343,501 which represents the available bond premium from the 2019 Bond Issue.

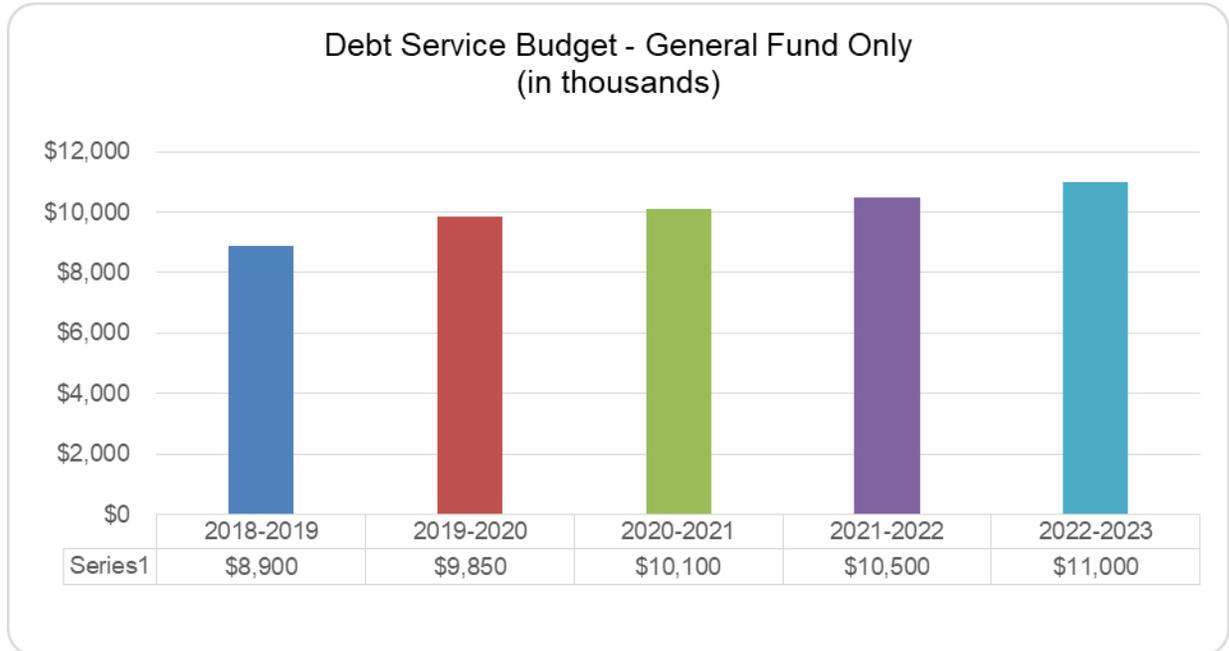
**CITY OF BRISTOL, CONNECTICUT  
2022-2023 BUDGET  
DEBT SERVICE SUMMARY**

| ORGCODE                   | DESCRIPTION                       | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|---------------------------|-----------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| DEBT1019                  | LONG TERM DEBT PRINCIPAL PAYMENT  | 7,357,000                     | \$8,521,000                | \$8,521,000               | \$7,575,000               | \$7,575,000                |
| DEBT1019                  | LONG TERM DEBT INTEREST PAYMENT   | 3,770,261                     | 3,400,236                  | 3,400,236                 | 3,963,684                 | 3,963,684                  |
|                           |                                   | <b>\$11,127,261</b>           | <b>\$11,921,236</b>        | <b>\$11,921,236</b>       | <b>\$11,538,684</b>       | <b>\$11,538,684</b>        |
|                           | WATER POLLUTION CONTROL PAYMENTS  |                               | (199,060)                  | (199,060)                 | (195,183)                 | (\$195,183)                |
|                           | USE OF DEBT RESERVES/BOND PREMIUM |                               | (1,222,176)                | (1,222,176)               | (343,501)                 | (\$343,501)                |
| <b>TOTAL DEBT SERVICE</b> |                                   | <b>\$11,127,261</b>           | <b>\$10,500,000</b>        | <b>\$10,500,000</b>       | <b>\$11,000,000</b>       | <b>\$11,000,000</b>        |

**SUMMARY OF DEBT SERVICES PAYMENTS BY TYPE**

|                                   |                     |                     |                     |                     |                     |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| SCHOOL DEBT                       | 3,912,326           | \$4,564,781         | \$4,564,781         | \$4,970,461         | \$4,970,461         |
| GENERAL IMPROVEMENT DEBT          | 6,817,518           | 6,967,262           | 6,967,262           | 6,187,505           | \$6,187,505         |
| SEWER OPERATING                   | 397,418             | 389,193             | 389,193             | 380,718             | \$380,718           |
| WATER POLLUTION CONTROL PAYMENTS  |                     | (199,060)           | (199,060)           | (195,183)           | (\$195,183)         |
| USE OF DEBT RESERVES/BOND PREMIUM |                     | (1,222,176)         | (1,222,176)         | (343,501)           | (\$343,501)         |
| <b>TOTAL DEBT SERVICE</b>         | <b>\$11,127,261</b> | <b>\$10,500,000</b> | <b>\$10,500,000</b> | <b>\$11,000,000</b> | <b>\$11,000,000</b> |

The graph below shows budgeted debt service for the past five years.



## Debt Management

Shown below are the amortization tables for School, General Improvement and Sewer bonds as of July 1, 2022.

| <b>School Long-term Debt</b> |                          |                     |                     |                      |                       |                          |
|------------------------------|--------------------------|---------------------|---------------------|----------------------|-----------------------|--------------------------|
| <b>As of July 1, 2022</b>    |                          |                     |                     |                      |                       |                          |
| <b>(Pro-Forma)</b>           |                          |                     |                     |                      |                       |                          |
| <b>Fiscal Year Ended</b>     | <b>Principal</b>         | <b>Principal</b>    | <b>Interest</b>     | <b>Total</b>         | <b>Principal</b>      | <b>Cumulative %</b>      |
| <b>June 30</b>               | <b>Beginning Balance</b> | <b>Payments</b>     | <b>Payments</b>     | <b>Payments</b>      | <b>Ending Balance</b> | <b>Principal Retired</b> |
| 2022                         |                          |                     |                     |                      | \$ 49,159,000         | 23.0                     |
| 2023                         | \$ 49,159,000            | \$ 3,228,000        | \$ 1,742,461        | \$ 4,970,461         | \$ 45,931,000         | 28.0                     |
| 2024                         | \$ 45,931,000            | \$ 3,266,000        | \$ 1,617,371        | \$ 4,883,371         | \$ 42,665,000         | 33.1                     |
| 2025                         | \$ 42,665,000            | \$ 3,370,000        | \$ 1,454,046        | \$ 4,824,046         | \$ 39,295,000         | 38.4                     |
| 2026                         | \$ 39,295,000            | \$ 3,382,000        | \$ 1,296,484        | \$ 4,678,484         | \$ 35,913,000         | 43.7                     |
| 2027                         | \$ 35,913,000            | \$ 3,394,000        | \$ 1,144,806        | \$ 4,538,806         | \$ 32,519,000         | 49.0                     |
| 2028                         | \$ 32,519,000            | \$ 3,397,000        | \$ 1,003,866        | \$ 4,400,866         | \$ 29,122,000         | 54.4                     |
| 2029                         | \$ 29,122,000            | \$ 3,392,000        | \$ 867,816          | \$ 4,259,816         | \$ 25,730,000         | 59.7                     |
| 2030                         | \$ 25,730,000            | \$ 3,442,000        | \$ 730,491          | \$ 4,172,491         | \$ 22,288,000         | 65.1                     |
| 2031                         | \$ 22,288,000            | \$ 3,439,000        | \$ 601,373          | \$ 4,040,373         | \$ 18,849,000         | 70.5                     |
| 2032                         | \$ 18,849,000            | \$ 2,098,000        | \$ 514,389          | \$ 2,612,389         | \$ 16,751,000         | 73.8                     |
| 2033                         | \$ 16,751,000            | \$ 2,098,000        | \$ 452,591          | \$ 2,550,591         | \$ 14,653,000         | 77.0                     |
| 2034                         | \$ 14,653,000            | \$ 2,099,000        | \$ 397,540          | \$ 2,496,540         | \$ 12,554,000         | 80.3                     |
| 2035                         | \$ 12,554,000            | \$ 2,099,000        | \$ 341,065          | \$ 2,440,065         | \$ 10,455,000         | 83.6                     |
| 2036                         | \$ 10,455,000            | \$ 1,899,000        | \$ 283,720          | \$ 2,182,720         | \$ 8,556,000          | 86.6                     |
| 2037                         | \$ 8,556,000             | \$ 1,900,000        | \$ 230,949          | \$ 2,130,949         | \$ 6,656,000          | 89.6                     |
| 2038                         | \$ 6,656,000             | \$ 1,900,000        | \$ 177,188          | \$ 2,077,188         | \$ 4,756,000          | 92.5                     |
| 2039                         | \$ 4,756,000             | \$ 1,901,000        | \$ 122,154          | \$ 2,023,154         | \$ 2,855,000          | 95.5                     |
| 2040                         | \$ 2,855,000             | \$ 1,675,000        | \$ 70,084           | \$ 1,745,084         | \$ 1,180,000          | 98.2                     |
| 2041                         | \$ 1,180,000             | \$ 590,000          | \$ 36,875           | \$ 626,875           | \$ 590,000            | 99.1                     |
| 2042                         | \$ 590,000               | \$ 590,000          | \$ 18,585           | \$ 608,585           | \$ -                  | 100.0                    |
| <b>Totals:</b>               |                          | <b>\$49,159,000</b> | <b>\$13,103,855</b> | <b>\$ 62,262,855</b> |                       |                          |

| <b>General Improvement Long-term Debt</b> |                          |                     |                     |                     |                       |                          |
|---|--------------------------|---------------------|---------------------|---------------------|-----------------------|--------------------------|
| <b>As of July 1, 2022</b>                 |                          |                     |                     |                     |                       |                          |
| <b>(Pro-Forma)</b>                        |                          |                     |                     |                     |                       |                          |
| <b>Fiscal Year Ended</b>                  | <b>Principal</b>         | <b>Principal</b>    | <b>Interest</b>     | <b>Total</b>        | <b>Principal</b>      | <b>Cumulative %</b>      |
| <b>June 30</b>                            | <b>Beginning Balance</b> | <b>Payments</b>     | <b>Payments</b>     | <b>Payments</b>     | <b>Ending Balance</b> | <b>Principal Retired</b> |
| 2022                                      |                          |                     |                     |                     | \$ 62,202,000         | 29.8                     |
| 2023                                      | \$ 62,202,000            | \$ 4,075,000        | \$ 2,112,505        | \$ 6,187,505        | \$ 58,127,000         | 34.4                     |
| 2024                                      | \$ 58,127,000            | \$ 4,311,000        | \$ 1,957,145        | \$ 6,268,145        | \$ 53,816,000         | 39.2                     |
| 2025                                      | \$ 53,816,000            | \$ 4,376,000        | \$ 1,758,385        | \$ 6,134,385        | \$ 49,440,000         | 44.2                     |
| 2026                                      | \$ 49,440,000            | \$ 3,899,000        | \$ 1,613,238        | \$ 5,512,238        | \$ 45,541,000         | 48.6                     |
| 2027                                      | \$ 45,541,000            | \$ 3,904,000        | \$ 1,477,325        | \$ 5,381,325        | \$ 41,637,000         | 53.0                     |
| 2028                                      | \$ 41,637,000            | \$ 3,905,000        | \$ 1,341,299        | \$ 5,246,299        | \$ 37,732,000         | 57.4                     |
| 2029                                      | \$ 37,732,000            | \$ 3,905,000        | \$ 1,206,123        | \$ 5,111,123        | \$ 33,827,000         | 61.8                     |
| 2030                                      | \$ 33,827,000            | \$ 3,904,000        | \$ 1,068,871        | \$ 4,972,871        | \$ 29,923,000         | 66.2                     |
| 2031                                      | \$ 29,923,000            | \$ 3,903,000        | \$ 929,038          | \$ 4,832,038        | \$ 26,020,000         | 70.6                     |
| 2032                                      | \$ 26,020,000            | \$ 3,450,000        | \$ 807,565          | \$ 4,257,565        | \$ 22,570,000         | 74.5                     |
| 2033                                      | \$ 22,570,000            | \$ 3,450,000        | \$ 693,388          | \$ 4,143,388        | \$ 19,120,000         | 78.4                     |
| 2034                                      | \$ 19,120,000            | \$ 3,454,000        | \$ 588,558          | \$ 4,042,558        | \$ 15,666,000         | 82.3                     |
| 2035                                      | \$ 15,666,000            | \$ 3,454,000        | \$ 481,873          | \$ 3,935,873        | \$ 12,212,000         | 86.2                     |
| 2036                                      | \$ 12,212,000            | \$ 2,414,000        | \$ 373,040          | \$ 2,787,040        | \$ 9,798,000          | 88.9                     |
| 2037                                      | \$ 9,798,000             | \$ 2,413,000        | \$ 293,684          | \$ 2,706,684        | \$ 7,385,000          | 91.7                     |
| 2038                                      | \$ 7,385,000             | \$ 2,413,000        | \$ 213,681          | \$ 2,626,681        | \$ 4,972,000          | 94.4                     |
| 2039                                      | \$ 4,972,000             | \$ 2,412,000        | \$ 131,949          | \$ 2,543,949        | \$ 2,560,000          | 97.1                     |
| 2040                                      | \$ 2,560,000             | \$ 1,050,000        | \$ 74,649           | \$ 1,124,649        | \$ 1,510,000          | 98.3                     |
| 2041                                      | \$ 1,510,000             | \$ 755,000          | \$ 47,188           | \$ 802,188          | \$ 755,000            | 99.1                     |
| 2042                                      | \$ 755,000               | \$ 755,000          | \$ 23,783           | \$ 778,783          | \$ -                  | 100.0                    |
| <b>Totals:</b>                            |                          | <b>\$62,202,000</b> | <b>\$17,193,284</b> | <b>\$79,395,284</b> |                       |                          |

**Sewer Long-term Debt  
As of July 1, 2022  
(Pro-Forma)**

| Fiscal Year    | Principal         | Principal           | Interest          | Total               | Principal      | Cumulative %      |
|----------------|-------------------|---------------------|-------------------|---------------------|----------------|-------------------|
| June 30        | Beginning Balance | Payments            | Payments          | Payments            | Ending Balance | Principal Retired |
| 2022           |                   |                     |                   |                     | \$ 2,631,000   | 25.4              |
| 2023           | \$ 2,631,000      | \$ 272,000          | \$ 108,717        | \$ 380,717          | \$ 2,359,000   | 33.1              |
| 2024           | \$ 2,359,000      | \$ 278,000          | \$ 94,967         | \$ 372,967          | \$ 2,081,000   | 41.0              |
| 2025           | \$ 2,081,000      | \$ 283,000          | \$ 81,002         | \$ 364,002          | \$ 1,798,000   | 49.0              |
| 2026           | \$ 1,798,000      | \$ 287,000          | \$ 66,888         | \$ 353,888          | \$ 1,511,000   | 57.1              |
| 2027           | \$ 1,511,000      | \$ 290,000          | \$ 54,017         | \$ 344,017          | \$ 1,221,000   | 65.4              |
| 2028           | \$ 1,221,000      | \$ 291,000          | \$ 42,457         | \$ 333,457          | \$ 930,000     | 73.6              |
| 2029           | \$ 930,000        | \$ 291,000          | \$ 30,878         | \$ 321,878          | \$ 639,000     | 81.9              |
| 2030           | \$ 639,000        | \$ 292,000          | \$ 19,282         | \$ 311,282          | \$ 347,000     | 90.2              |
| 2031           | \$ 347,000        | \$ 291,000          | \$ 7,693          | \$ 298,693          | \$ 56,000      | 98.4              |
| 2032           | \$ 56,000         | \$ 7,000            | \$ 1,798          | \$ 8,798            | \$ 49,000      | 98.6              |
| 2033           | \$ 49,000         | \$ 7,000            | \$ 1,575          | \$ 8,575            | \$ 42,000      | 98.8              |
| 2034           | \$ 42,000         | \$ 7,000            | \$ 1,348          | \$ 8,348            | \$ 35,000      | 99.0              |
| 2035           | \$ 35,000         | \$ 7,000            | \$ 1,116          | \$ 8,116            | \$ 28,000      | 99.2              |
| 2036           | \$ 28,000         | \$ 7,000            | \$ 875            | \$ 7,875            | \$ 21,000      | 99.4              |
| 2037           | \$ 21,000         | \$ 7,000            | \$ 630            | \$ 7,630            | \$ 14,000      | 99.6              |
| 2038           | \$ 14,000         | \$ 7,000            | \$ 385            | \$ 7,385            | \$ 7,000       | 99.8              |
| 2039           | \$ 7,000          | \$ 7,000            | \$ 131            | \$ 7,131            | \$ -           | 100.0             |
| <b>Totals:</b> |                   | <b>\$ 2,631,000</b> | <b>\$ 513,759</b> | <b>\$ 3,144,759</b> |                |                   |



**Clean Water Fund Loans**

The State Clean Water Fund provides a combination of grants and loans to municipalities to undertake wastewater infrastructure projects at the direction of the Department of Energy and Environmental Protection (DEEP).

The City has taken advantage of the program and entered into Project Loan and Project Grant Agreements with DEEP from 2002 through 2018. The current loans are payable in monthly installments including interest at 2% per annum through a maturity date of August 2038.



The latest City Clean Water Fund loan (640-DC) was completed in September 2018 and along with a grant of \$7,233,846, financed the \$15 million upgrade of the WPC wastewater treatment plant to be able to reduce phosphorus compounds in its effluent discharge.

Shown below is an amortization table for Clean Water Fund loans as of July 1, 2022.

| Clean Water (SEWER) Loans<br>As of July 1, 2022<br>(Pro-Forma) |                                |                       |                      |                     |                             |                                   |
|--|--------------------------------|-----------------------|----------------------|---------------------|-----------------------------|-----------------------------------|
| Fiscal Year Ended<br>June 30                                   | Principal<br>Beginning Balance | Principal<br>Payments | Interest<br>Payments | Total<br>Payments   | Principal<br>Ending Balance | Cumulative %<br>Principal Retired |
| 2022   |                                |                       |                      |                     | \$ 6,938,492                | 49.4                              |
| 2023   | \$ 6,938,492                   | \$ 475,953            | \$ 134,265           | \$ 610,218          | \$ 6,462,539                | 52.9                              |
| 2024   | \$ 6,462,539                   | \$ 419,232            | \$ 125,384           | \$ 544,616          | \$ 6,043,307                | 55.9                              |
| 2025   | \$ 6,043,307                   | \$ 406,541            | \$ 117,219           | \$ 523,760          | \$ 5,636,766                | 58.9                              |
| 2026   | \$ 5,636,766                   | \$ 404,584            | \$ 109,026           | \$ 513,610          | \$ 5,232,182                | 61.8                              |
| 2027   | \$ 5,232,182                   | \$ 394,068            | \$ 101,050           | \$ 495,118          | \$ 4,838,114                | 64.7                              |
| 2028   | \$ 4,838,114                   | \$ 402,022            | \$ 93,096            | \$ 495,118          | \$ 4,436,092                | 67.6                              |
| 2029   | \$ 4,436,092                   | \$ 410,136            | \$ 84,982            | \$ 495,118          | \$ 4,025,956                | 70.6                              |
| 2030   | \$ 4,025,956                   | \$ 418,415            | \$ 76,703            | \$ 495,118          | \$ 3,607,541                | 73.7                              |
| 2031   | \$ 3,607,541                   | \$ 426,860            | \$ 68,258            | \$ 495,118          | \$ 3,180,681                | 76.8                              |
| 2032   | \$ 3,180,681                   | \$ 435,475            | \$ 59,643            | \$ 495,118          | \$ 2,745,206                | 80.0                              |
| 2033   | \$ 2,745,206                   | \$ 444,265            | \$ 50,852            | \$ 495,117          | \$ 2,300,941                | 83.2                              |
| 2034   | \$ 2,300,941                   | \$ 453,233            | \$ 41,885            | \$ 495,118          | \$ 1,847,708                | 86.5                              |
| 2035   | \$ 1,847,708                   | \$ 446,421            | \$ 32,790            | \$ 479,211          | \$ 1,401,287                | 89.8                              |
| 2036   | \$ 1,401,287                   | \$ 433,044            | \$ 24,075            | \$ 457,119          | \$ 968,243                  | 92.9                              |
| 2037   | \$ 968,243                     | \$ 441,784            | \$ 15,335            | \$ 457,119          | \$ 526,459                  | 96.2                              |
| 2038   | \$ 526,459                     | \$ 450,702            | \$ 6,417             | \$ 457,119          | \$ 75,757                   | 99.4                              |
| 2039   | \$ 75,757                      | \$ 75,757             | \$ 191               | \$ 75,948           | \$ -                        | 100.0                             |
| <b>Totals:</b>   |                                | <b>\$ 6,938,492</b>   | <b>\$ 1,141,171</b>  | <b>\$ 8,079,663</b> |                             |                                   |

## Debt Management

### SCHEDULE OF LEGAL DEBT LIMITATION

State of Connecticut general statutes indicate that *in no case shall total indebtedness exceed seven times annual receipts from taxation.*

The following table shows the City of Bristol Debt Limitation and actual debt authorized in the five major categories: General Purpose, Schools, Sewers, Urban Renewal and Pension Deficit. The table clearly indicates that Bristol is well below the statutory requirements for debt issuance.

#### Schedule of Debt Limitation June 30, 2021

|   |                       |
|---|-----------------------|
| Total Fiscal Year 2020 tax collections (taxes, interest and fees) | \$ 151,619,000        |
| Tax Relief for the Elderly - Freeze                               | -                     |
| <b>Base for establishing debt limit</b>                           | <b>\$ 151,619,000</b> |

|   | General Purpose       | Schools               | Sewers                | Urban Renewal         | Pension Funding       | Total                   |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------|
| Debt Limitation:  |                       |                       |                       |                       |                       |                         |
| 2 1/4 times base  | \$ 341,142,750        | \$ -                  | \$ -                  | \$ -                  | \$ -                  | \$ 341,142,750          |
| 4 1/2 times base  | -                     | 682,285,500           | -                     | -                     | -                     | 682,285,500             |
| 3 3/4 times base  | -                     | -                     | 568,571,250           | -                     | -                     | 568,571,250             |
| 3 1/4 times base  | -                     | -                     | -                     | 492,761,750           | -                     | 492,761,750             |
| 3 times base  | -                     | -                     | -                     | -                     | 454,857,000           | 454,857,000             |
| <b>Total debt limitation</b>  | <b>341,142,750</b>    | <b>682,285,500</b>    | <b>568,571,250</b>    | <b>492,761,750</b>    | <b>454,857,000</b>    | <b>2,539,618,250</b>    |
| Debt, as defined by Statute:  |                       |                       |                       |                       |                       |                         |
| Bonds and notes payable   | 53,079,000            | 41,036,000            | 10,347,072            | -                     | -                     | 104,462,072             |
| Bond anticipation notes payable                                     | -                     | -                     | -                     | -                     | -                     | -                       |
| Bonds authorized and unissued                                       | 19,220,599            | 53,264,261            | 743,167               | -                     | -                     | 73,228,027              |
| State grant commitments   | (5,818,781)           | (39,193,813)          | -                     | -                     | -                     | (45,012,594)            |
| <b>Total indebtedness</b>   | <b>66,480,818</b>     | <b>55,106,448</b>     | <b>11,090,239</b>     | <b>-</b>              | <b>-</b>              | <b>132,677,505</b>      |
| <b>Debt limitation in excess of outstanding and authorized debt</b> | <b>\$ 274,661,932</b> | <b>\$ 627,179,052</b> | <b>\$ 557,481,011</b> | <b>\$ 492,761,750</b> | <b>\$ 454,857,000</b> | <b>\$ 2,406,940,745</b> |

Note: In no event shall total debt exceed seven times annual receipts from taxation. The maximum permitted under this formula would be \$1,061,333,000.

## Debt Management

The following summary shows all the Capital Projects that have been approved by the City of Bristol that have not had long-term obligations issued at this time.

| Bonding Type   | Project Code | Project Description                                  | Authorized<br>Unissued 6/30/22 |
|--|--------------|--|--------------------------------|
| General  | 17G02        | 894 Middle Street                                    | 68,500                         |
| General  | 22C06        | Broad Street Retaining Wall                          | 1,880,000                      |
| General  | 18C07        | Centre Square Infrastructure Project                 | 49,702                         |
| General  | 19C15        | City Hall Office Building Program                    | 29,549,200                     |
| General  | 19C14        | City Hall Unit Heater/AC Perimeter Replacement       | 675,000                        |
| General  | 20C08        | City Wide Fiber Network                              | 100,000                        |
| General  | 16C05        | Down Street Bridge                                   | 45,000                         |
| General  | 18C11        | DPW Vincent P. Kelly Facility Renovations Phase II   | 20,000                         |
| General  | 22C01        | EG Stocks Playground and Splash Park Upgrade         | 1,025,000                      |
| General  | 22C07        | Field Street Culverts                                | 430,000                        |
| General  | 22C24        | Fire Apparatus Replacement                           | 748,000                        |
| General  | 20C07        | Fire State 3 Renovation/Relocation                   | 7,050,000                      |
| General  | 20C14        | Jerome Avenue Bridge Replacement                     | 3,168,000                      |
| General  | 19C12        | Lake Avenue Bridge Replacement                       | 540,000                        |
| General  | 21C07        | Landfill Erosion Repairs                             | 745,000                        |
| General  | 19C08        | Louisiana Bridge                                     | 92,019                         |
| General  | 20C18        | Main Library LED Lighting Conversion                 | 173,970                        |
| General  | 13C16        | Mall Demolition/Abatement                            | 110,000                        |
| General  | 19C09        | Mellen Street Bridge                                 | 2,380,000                      |
| General  | 21C12        | Memorial Boulevard Retaining Wall                    | 1,200,000                      |
| General  | 15C07        | Memorial Bridge                                      | 39,000                         |
| General  | 21C05        | Muzzy Field Restorations                             | 10,000                         |
| General  | 21C10        | North Main Street Streetscape                        | 790,000                        |
| General  | 22C02        | Page Park Pavilion Renovation Phase 2                | 600,000                        |
| General  | 22C03        | Page Park Revitalization                             | 5,000,000                      |
| General  | 23C10        | Park Street Streetscape                              | 200,000                        |
| General  | 23C11        | Riverside Avenue Streetscape                         | 380,000                        |
| General  | 21C11        | Route 72 Corridor Improvements                       | 55,000                         |
| General  | 22C10        | Shrub Road Sidewalks                                 | 80,000                         |
| General  | 10C05        | Stevens Street Bridge- Richard Court Berm            | 52,000                         |
| General  | 19C11        | Wolcott Street Reconstruction                        | 130,000                        |
| General  | 22C08        | Woodland Street Sidewalks                            | 340,000                        |
| <b>TOTAL GENERAL</b>                                   |              |  | <b>57,725,391</b>              |
| School   | 17C21        | Chippens Hill Roof                                   | 499,796                        |
| School   | 22C05        | Edgewood School Roof Replacement                     | 1,306,350                      |
| School   | 21C14        | Greene Hills HVAC Corrective Plan                    | 7,375,000                      |
| School   | 18C16        | Memorial Boulevard Intradistrict Arts Magnet School  | 18,536,697                     |
| School   | 20C21        | NEMS Gym Floor                                       | 4,000                          |
| School   | 20C01        | Northeast Middle School - Ceiling Tile Replacement   | 3,810                          |
| School   | 22C04        | Northeast Middle School Renovations                  | 89,068,965                     |
| School   | 19C02        | Southside School HVAC Upgrade                        | 275,000                        |
| School   | 19C03        | Stafford School Roof                                 | 1,170,700                      |
| School   | 21C03        | Technology Replacements                              | 1,300,000                      |
| School   | 20C02        | Technology/Network replacement upgrade - All Schools | 445,835                        |
| <b>TOTAL SCHOOLS</b>                                   |              |  | <b>119,986,153</b>             |
| Sewer  | 11C08        | Broad Street Pump Force Main                         | 743,167                        |
| <b>TOTAL AUTHORIZED UNISSUED DEBT AT JUNE 30, 2022</b> |              |  | <b>\$ 178,454,711</b>          |



## Appendix

This section of the budget contains the following information:

- General Information About Bristol (Statistics, Population, Services)
- Organizational Chart
- Budgeted Positions
- The Budget Process
- Budgetary Controls
- General Fund Mill Rate Recap
- Grand List Post Board of Assessment Appeals
- Changes In Net Position- Last Five Fiscal Years
- Changes in Fund Balances, Governmental Funds- Last Five Fiscal Years
- Principal Property Taxpayers
- Assessed and Estimated Actual Value of Taxable Property- Last Five Fiscal Years
- Net Assets By Component- Last Five Fiscal Years
- Fund Balances, Governmental Funds- Last Five Fiscal Years
- Property Tax Levies and Collections- Last Five Fiscal Years
- Ratios of Outstanding Debt by Type
- Legal Debt Margin Information
- Demographic and Economic Statistics- Last Five Fiscal Years
- Operating Indicators by Function/Program- Last Five Fiscal Years
- Capital Asset Statistic by Function/Program- Last Five Fiscal Years
- Employment Data
- Position Summaries by Function (City-wide)
- Bristol vs. State of Connecticut Per Capita/Percent of Total Data
- General Fund Revenues and Expenditures
- Glossary of Terms
- Acronym Listing

## General Information About Bristol

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

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

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

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

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

## Location of Bristol in the State of CT

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

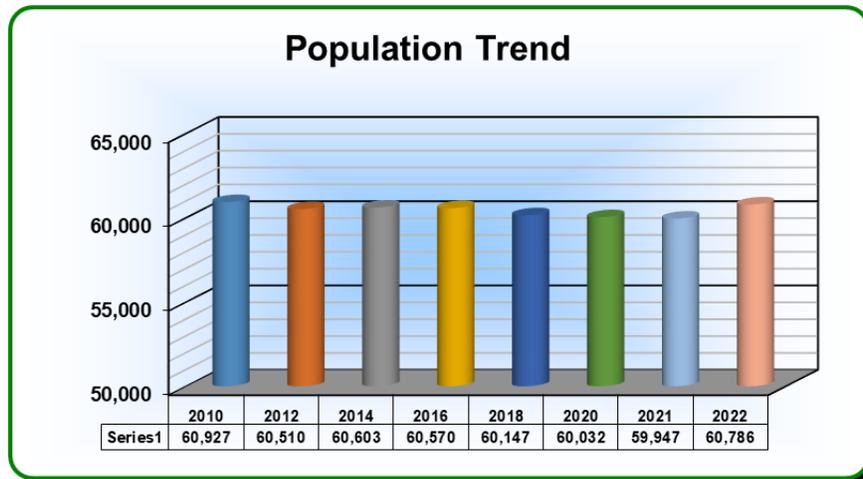


## Population Trends

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

| Economic and Demographic Information Population and Density |            |            |                 |
|---|------------|------------|-----------------|
| Year (1)  | Population | % Increase | City Density(2) |
| 1950  | 35,961     | 19.20      | 1,327           |
| 1960  | 45,499     | 26.52      | 1,679           |
| 1970  | 55,487     | 21.95      | 2,047           |
| 1980  | 57,370     | 3.39       | 2,117           |
| 1990  | 60,640     | 5.70       | 2,238           |
| 2000  | 60,062     | -0.95      | 2,216           |
| 2010  | 60,927     | -0.54      | 2,248           |
| 2012  | 60,510     | -0.68      | 2,233           |
| 2014  | 60,603     | 0.15       | 2,236           |
| 2016  | 60,570     | -0.05      | 2,235           |
| 2018  | 60,147     | -0.70      | 2,219           |
| 2020  | 60,032     | -0.32      | 2,215           |
| 2021  | 59,947     | -0.14      | 2,212           |
| 2022  | 60,786     | 1.40       | 2,243           |

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



## Services Offered in the City of Bristol

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

**Housing Inventory**

| <i>Housing Units</i>        | <i>City of Bristol</i> |                | <i>State of Connecticut</i> |                |
|-----------------------------|------------------------|----------------|-----------------------------|----------------|
|                             | <i>Units</i>           | <i>Percent</i> | <i>Units</i>                | <i>Percent</i> |
| 1-unit, detached.....       | 14,425                 | 54.3%          | 893,531                     | 58.9%          |
| 1-unit, attached.....       | 1,341                  | 5.1            | 81,832                      | 5.4            |
| 2 units.....                | 2,923                  | 11.0           | 124,082                     | 8.2            |
| 3 or 4 units.....           | 2,617                  | 9.9            | 130,863                     | 8.6            |
| 5 to 9 units.....           | 1,691                  | 6.4            | 82,695                      | 5.5            |
| 10 to 19 units.....         | 1,096                  | 4.1            | 57,281                      | 3.8            |
| 20 or more units.....       | 2,290                  | 8.6            | 134,093                     | 8.8            |
| Mobile home.....            | 144                    | 0.5            | 11,826                      | 0.8            |
| Boat, RV, van, etc.....     | 19                     | 0.1            | 426                         | 0.0            |
| <b>Total Inventory.....</b> | <b>26,546</b>          | <b>100.0%</b>  | <b>1,516,629</b>            | <b>100.0%</b>  |

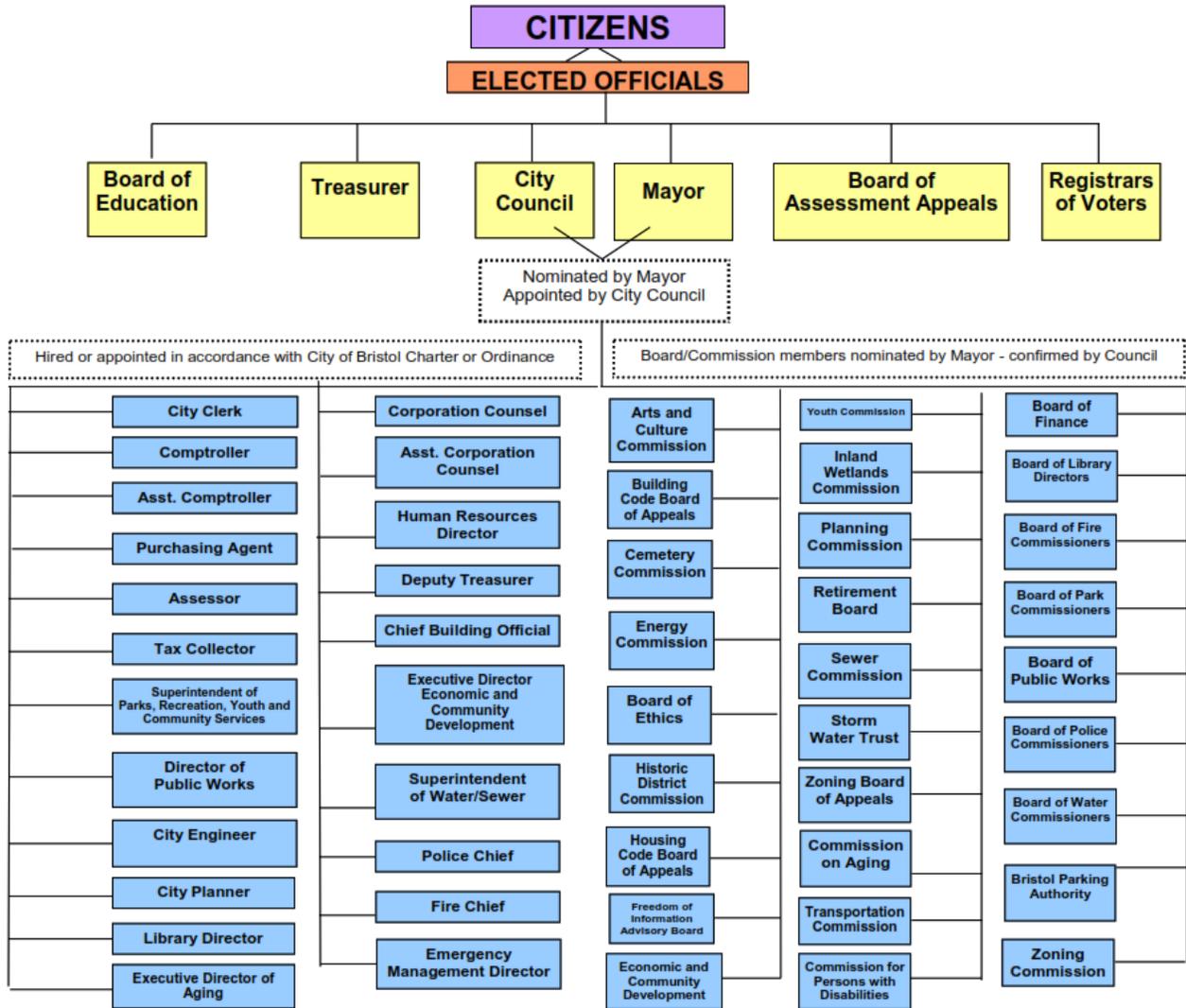
Source: American Community Survey 2015-2019

### Owner-Occupied Housing Values

| <i>Specified Owner-Occupied Units</i> | <i>City of Bristol</i> |                | <i>State of Connecticut</i> |                |
|---------------------------------------|------------------------|----------------|-----------------------------|----------------|
|                                       | <i>Number</i>          | <i>Percent</i> | <i>Number</i>               | <i>Percent</i> |
| Less than \$50,000.....               | 349                    | 2.2%           | 17,522                      | 1.9%           |
| \$50,000 to \$99,999.....             | 792                    | 5.1            | 28,440                      | 3.1            |
| \$100,000 to \$149,999.....           | 2997                   | 19.1           | 78,467                      | 8.7            |
| \$150,000 to \$199,999.....           | 3,857                  | 24.6           | 137,944                     | 15.2           |
| \$200,000 to \$299,999.....           | 5,440                  | 34.7           | 248,431                     | 27.4           |
| \$300,000 to \$499,999.....           | 1,872                  | 11.9           | 244,855                     | 27.0           |
| \$500,000 to \$999,999.....           | 337                    | 2.1            | 107,504                     | 11.9           |
| \$1,000,000 or more.....              | 35                     | 0.2            | 42,518                      | 4.7            |
| <b>Total.....</b>                     | <b>15,679</b>          | <b>100.0%</b>  | <b>905,681</b>              | <b>100.0%</b>  |
| <b>Median Value.....</b>              | <b>\$197,800</b>       |                | <b>\$275,400</b>            |                |

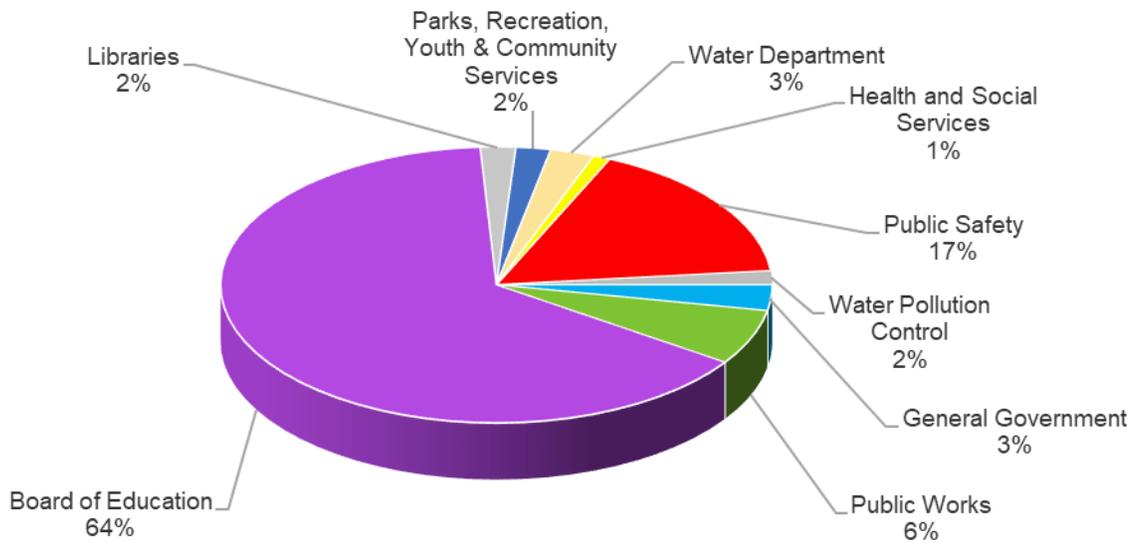
Source: American Community Survey 2015-2019

## City of Bristol Organizational Chart



## Budgeted Positions

Over 90% of the 2022-2023 budgeted positions are funded through the General Fund. Positions are also funded through Special Revenue Funds including the Bristol Development Authority, Water Pollution Control, the Transfer Station, and the School Lunch and Pine Lake programs. In addition, there are positions at the Bristol Water Department that are funded through the Enterprise Fund. Budget summaries will highlight only staffing or position changes. A three year history of staffing levels and changes is provided in the Appendix section of this document.



**City of Bristol  
Position Summary**

| Department                                       | Fiscal Year<br><u>2021</u> | Position<br>Changes<br><u>2022</u> | Fiscal Year<br><u>2022</u> | Position<br>Changes<br><u>2023</u> | Fiscal Year<br><u>2023</u> |
|--|----------------------------|------------------------------------|----------------------------|------------------------------------|----------------------------|
| Mayor  | 2.0                        | 0.0                                | 2.0                        | 0.0                                | 2.0                        |
| Registrars of Voters                             | 3.0                        | 0.0                                | 3.0                        | 0.0                                | 3.0                        |
| Assessor's                                       | 6.0                        | 0.0                                | 6.0                        | 0.0                                | 6.0                        |
| Tax Collector                                    | 5.0                        | 0.0                                | 5.0                        | 0.0                                | 5.0                        |
| Purchasing                                       | 3.0                        | 0.0                                | 3.0                        | 0.0                                | 3.0                        |
| Comptroller's                                    | 11.0                       | -1.0                               | 10.0                       | 0.0                                | 10.0                       |
| Treasurer's                                      | 2.5                        | 0.0                                | 2.5                        | 0.0                                | 2.5                        |
| Information Technology                           | 6.0                        | 3.0                                | 9.0                        | 0.0                                | 9.0                        |
| Human Resources                                  | 4.0                        | 0.0                                | 4.0                        | 0.0                                | 4.0                        |
| Corporation Counsel                              | 3.5                        | 0.0                                | 3.5                        | 0.0                                | 3.5                        |
| City Clerk                                       | 6.0                        | 0.0                                | 6.0                        | 0.0                                | 6.0                        |
| Aging  | 7.0                        | 0.0                                | 7.0                        | 0.0                                | 7.0                        |
| <b>Total General Government</b>                  | <b>59.0</b>                | <b>2.0</b>                         | <b>61.0</b>                | <b>0.0</b>                         | <b>61.0</b>                |
| Police Department                                | 147.0                      | -2.0                               | 145.0                      | 0.0                                | 145.0                      |
| Fire Department                                  | 88.5                       | 0.0                                | 88.5                       | 0.0                                | 88.5                       |
| Animal Control                                   | 2.0                        | 0.0                                | 2.0                        | 0.0                                | 2.0                        |
| Building Department                              | 8.0                        | 0.0                                | 8.0                        | 0.0                                | 8.0                        |
| <b>Total Public Safety</b>                       | <b>245.5</b>               | <b>-2.0</b>                        | <b>243.5</b>               | <b>0.0</b>                         | <b>243.5</b>               |
| Public Works Department                          | 95.5                       | 0.0                                | 95.5                       | 0.0                                | 95.5                       |
| <b>Total Public Works</b>                        | <b>95.5</b>                | <b>0.0</b>                         | <b>95.5</b>                | <b>0.0</b>                         | <b>95.5</b>                |
| Economic and Community Develop.                  | 5.0                        | 0.0                                | 5.0                        | 0.0                                | 5.0                        |
| School Readiness                                 | 1.0                        | 0.0                                | 1.0                        | 0.0                                | 1.0                        |
| <b>Total Health &amp; Social Services</b>        | <b>6.0</b>                 | <b>0.0</b>                         | <b>6.0</b>                 | <b>0.0</b>                         | <b>6.0</b>                 |
| Libraries  | 30.5                       | -1.0                               | 29.5                       | 0.0                                | 29.5                       |
| Parks, Recreation,<br>Youth & Community Services | 30.0                       | 1.0                                | 31.0                       | -1.0                               | 30.0                       |
| Water Pollution Control                          | 24.0                       | 1.0                                | 25.0                       | 0.0                                | 25.0                       |
| Bristol Water Department                         | 38.0                       | 0.0                                | 38.0                       | 0.0                                | 38.0                       |
| Board of Education                               | 953.0                      | -1.0                               | 952.0                      | 20.0                               | 972.0                      |
| <b>Total Full-Time Positions</b>                 | <b><u>1,481.50</u></b>     | <b><u>-</u></b>                    | <b><u>1,481.50</u></b>     | <b><u>19.00</u></b>                | <b><u>1,500.50</u></b>     |

## The Budget Process

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

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

| When                  | Board/Office  | Action   |
|-----------------------|---|--|
| November              | Board of Finance                                    | The Comptroller's office prepares a budget schedule and submits this schedule to the Board of Finance for approval. This calendar is used as a guideline for the new year's budget process.<br><i>The Board of Finance approved the calendar on November 23, 2021.</i>   |
| November-December     | Mayor's Office, Comptroller's Office and Purchasing | The Comptroller's office, working with the Mayor's office, develops budget guidelines for departments to follow for the next budget year.<br><br>The Purchasing Department prepares an economic forecast for the Comptroller's office to include as part of the final guideline package. This economic forecast helps guide departments on various prices on various commodities including fuel and electricity.<br><br>In December, the Mayor reviews these guidelines with Department and other organizations of the City. The budget timeline including budget submission dates, budget forms and instructions are provided at this time. |
| January               | Comptroller's Office                                | During the third and fourth weeks of January, the Comptroller's Office compiles department requests for review. <i>Completed budgets were submitted by January 14, 2022.</i>   |
| January through March | Comptroller's Office                                | A budget hearing schedule is developed by the end of January for departments and organizations to appear before the Board of Finance to explain their budget requests for the upcoming year. By mid-February, all departmental and organizational requests have been received and reviewed by the Comptroller's Office. They are prepared for review by the Board of Finance.<br><br>Board of Finance budget hearings take place between February and March to discuss department requests. <i>These hearings were held between February 22 and March 22, 2022.</i>  |

|                     |   |   |
|---------------------|---|---|
| <p><b>April</b></p> | <p><b>Board of Finance</b></p>              | <p>After the hearings, budget workshops take place where budgets are reviewed and recommendations are made to either increase or decrease the requested budgets. Once the workshops are completed, a final Board of Finance Budget Estimate is compiled. <i>Budget Workshops were held on March 30 and April 20, 2022.</i></p> <p>The Board of Finance will hold a meeting usually by the fourth Tuesday in April, to adopt the Budget Estimate for the next fiscal year beginning on July 1<sup>st</sup>. <i>The budget was adopted by the Board of Finance on April 26, 2022.</i></p>   |
| <p><b>May</b></p>   | <p><b>City Council/Board of Finance</b></p> | <p>The Approved Board of Finance Budget Estimate is submitted for approval and adoption to a Joint Meeting of the Board of Finance and City Council to be held by ordinance either the third Monday of May or by the first Friday of June if the Mayor declares an economic emergency. The Mayor may declare an economic emergency due to an expected delay in receiving the City's anticipated municipal grant funding from the State of Connecticut or for other reasons caused by economic conditions. Upon such declaration, the aforesaid date of the third Monday of May shall be the first Friday of June. <i>The budget was adopted at a Joint Meeting on May 16, 2022.</i></p> <p>Once the budget is formally adopted, the mill rate is established for the budget year that begins on July 1<sup>st</sup> and budget documents are distributed to the departments for implementation. During the fiscal year, the budget staff monitors and reviews revenue and expenditure activity and projections.</p> |

## Budgetary Controls

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

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

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

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

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

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





**October 1, 2021 Grand List Post Board of Assessment Appeals**

|                      | <u>Gross</u>           | <u>Exemptions</u>    | <u>BAA Changes</u> | <u>Post BAA</u>        |
|----------------------|------------------------|----------------------|--------------------|------------------------|
| Real Estate          | \$3,756,472,572        | \$464,037,083        | (\$77,030)         | \$3,292,358,459        |
| Personal<br>Property | 634,239,210            | 217,593,847          | (120,055)          | 416,525,308            |
| Motor Vehicle        | 538,130,409            | 6,385,773            | \$0.00             | 531,744,636            |
| <b>Total</b>         | <b>\$4,928,842,191</b> | <b>\$688,016,703</b> | <b>(\$197,085)</b> | <b>\$4,240,628,403</b> |

|   |  |  |  |              |
|---|--|--|--|--------------|
| Net Assessment Freeze<br>Expired  |  |  |  | Program      |
| Homeowner 100% Disabled and Elderly<br>Benefit (Estimated) assessment                     |  |  |  | \$53,298,072 |
| Homeowner 100% Disabled and Elderly<br>Benefit (Estimated) Revenue Unfunded State mandate |  |  |  | \$355,000    |
| Local veteran assessed value exemptions   |  |  |  | \$3,333,250  |
| Estimated Revenue Enterprise Zone State Reimbursement                                     |  |  |  | \$155,000    |

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

### Principal Property Taxpayers

TOP TEN NET ASSESSMENTS  
GRAND LIST 2021

| TAXPAYER                                   | REAL ESTATE | PERSONAL PROPERTY | TOTAL NET ASSESSMENT   |
|--|-------------|-------------------|------------------------|
| E.S.P.N. *                                 | 135,655,870 | 132,313,290       | 267,969,160            |
| CONNECTICUT LIGHT & POWER-EVERSOURCE       | 1,853,180   | 74,290,600        | 76,143,780             |
| COVANTA                                    | 33,600,490  | 688,660           | 34,289,150             |
| BRISTOL CENTER LLC                         | 33,513,690  | -                 | 33,513,690             |
| DISNEY STEAMING TECH LLC *                 |             | 31,732,330        | 31,732,330             |
| YANKEE GAS SERVICE CO                      | 180,460     | 29,070,010        | 29,250,470             |
| BRISTOL SPORTS CENTER DST                  | 25,297,930  |                   | 25,297,930             |
| D'AMATO CONSTRUCTION/AFFILIATED LLCS       | 22,795,757  | 1,525,380         | 24,321,137             |
| FEDERAL REALTY INVESTMENT TRUST            | 22,658,300  |                   | 22,658,300             |
| CARPENTER REALTY COMPANY                   | 20,609,158  | 216,700           | 20,825,858             |
|  |             |                   | -                      |
| TOTALS                                     | 296,164,835 | 269,836,970       | 566,001,805            |
| OCTOBER 1, 2021 GRAND TOTAL NET ASSESSMENT |             |                   | <b>\$4,240,825,488</b> |

**Changes in Net Position- Last Five Fiscal Years**

|  | <u>2021</u>          | <u>2020</u>           | <u>2019</u>            | <u>2018</u>           | <u>2017</u>          |
|--|----------------------|-----------------------|------------------------|-----------------------|----------------------|
| Net revenue (expense):                                       |                      |                       |                        |                       |                      |
| Governmental activities                                      | \$ (110,802,271)     | \$ (157,443,772)      | \$ (163,664,056)       | \$ (149,501,918)      | \$ (144,437,892)     |
| Business-type activities                                     | <u>1,614,552</u>     | <u>331,576</u>        | <u>705,418</u>         | <u>841,386</u>        | <u>527,527</u>       |
| Total primary government net expense                         | <u>(109,187,719)</u> | <u>(157,112,196)</u>  | <u>(162,958,638)</u>   | <u>(148,660,532)</u>  | <u>(143,910,365)</u> |
| General revenues and other changes in net position:          |                      |                       |                        |                       |                      |
| Governmental activities:                                     |                      |                       |                        |                       |                      |
| Property taxes   | 155,837,150          | 150,235,069           | 146,235,083            | 140,813,458           | 142,203,594          |
| Grants and contributions not restricted to specific purposes | 663,766              | 486,324               | 523,860                | 422,149               | 565,492              |
| Unrestricted investment earnings                             | 610,639              | 1,737,976             | 1,906,770              | 1,125,319             | 583,170              |
| Gain on sale of capital assets                               | 142,416              | 60,401                | 26,772                 |                       |                      |
| Other general revenues                                       | <u>36,137</u>        | <u>125,430</u>        | <u>57,824</u>          | <u>78,465</u>         | <u>1,324,905</u>     |
| Total governmental activities                                | <u>157,290,108</u>   | <u>152,645,200</u>    | <u>148,750,309</u>     | <u>142,439,391</u>    | <u>144,677,161</u>   |
| Business-type activities:                                    |                      |                       |                        |                       |                      |
| Unrestricted investment earnings                             | <u>5,577</u>         | <u>71,271</u>         | <u>(36,629)</u>        | <u>306,518</u>        | <u>583,170</u>       |
| Total primary government                                     | <u>157,295,685</u>   | <u>152,716,471</u>    | <u>148,713,680</u>     | <u>142,745,909</u>    | <u>145,260,331</u>   |
| Changes in net position:                                     |                      |                       |                        |                       |                      |
| Governmental activities                                      | 46,487,837           | (4,798,572)           | (14,913,747)           | (7,062,527)           | 239,269              |
| Business-type activities                                     | <u>1,620,129</u>     | <u>402,847</u>        | <u>668,789</u>         | <u>1,147,904</u>      | <u>1,110,697</u>     |
| Total Primary Government                                     | <u>\$ 48,107,966</u> | <u>\$ (4,395,725)</u> | <u>\$ (14,244,958)</u> | <u>\$ (5,914,623)</u> | <u>\$ 1,349,966</u>  |

Note:  
Schedule prepared on the accrual basis of accounting

Per June 30, 2021 Annual Comprehensive Financial Report

**Changes in Fund Balances, Governmental Funds- Last Five Fiscal Years  
(In Thousands)**

|  | <u>2021</u>            | <u>2020</u>          | <u>2019</u>          | <u>2018</u>           | <u>2017</u>          |
|--|------------------------|----------------------|----------------------|-----------------------|----------------------|
| <b>Revenues:</b>   |                        |                      |                      |                       |                      |
| Taxes and assessments  | \$ 154,517,306         | \$ 150,779,378       | \$ 145,382,091       | \$ 140,126,003        | \$ 140,319,168       |
| Interest and lien fees on<br>delinquent taxes and assessments  | 1,059,144              | 864,583              | 960,640              | 897,504               | 1,138,474            |
| Licenses, permit and fees                                      | 4,113,898              | 3,109,968            | 3,163,035            | 3,200,495             | 3,514,973            |
| Intergovernmental  | 110,504,742            | 91,259,765           | 87,665,806           | 86,369,398            | 90,125,552           |
| Charges for services   | 13,374,612             | 12,362,823           | 13,063,677           | 12,675,555            | 12,150,217           |
| Income on investments  | 593,335                | 1,605,936            | 1,752,824            | 1,064,385             | 1,640,414            |
| Miscellaneous  | 1,700,813              | 1,068,246            | 1,375,277            | 1,557,244             | 1,002,407            |
| Total revenues   | <u>285,863,850</u>     | <u>261,050,699</u>   | <u>253,363,350</u>   | <u>245,890,584</u>    | <u>249,891,205</u>   |
| <b>Expenditures:</b>   |                        |                      |                      |                       |                      |
| General government   | 10,175,177             | 8,141,062            | 8,041,655            | 7,995,194             | 8,439,181            |
| Public safety  | 36,074,271             | 26,968,225           | 27,089,568           | 26,427,386            | 23,840,668           |
| Public works   | 21,099,648             | 21,539,235           | 23,014,041           | 23,123,025            | 20,220,458           |
| Health and welfare   | 8,223,025              | 7,403,947            | 7,559,459            | 7,580,466             | 7,181,226            |
| Libraries  | 3,047,865              | 2,318,442            | 2,239,561            | 2,229,117             | 2,103,567            |
| Parks and recreation   | 4,630,781              | 3,336,658            | 2,876,156            | 2,711,177             | 2,672,162            |
| Education  | 161,965,973            | 134,048,642          | 133,588,657          | 129,346,915           | 128,956,258          |
| Citywide:  |                        |                      |                      |                       |                      |
| Employee benefits and pensions                                 | *                      | 4,406,979            | 3,924,782            | 4,468,966             | 4,283,364            |
| Insurance  | *                      | 30,362,195           | 27,967,916           | 27,489,483            | 30,044,634           |
| Miscellaneous  | *                      | 380,655              | 430,040              | 514,065               | 655,417              |
| Capital outlay   | 43,334,995             | 12,070,648           | 7,752,760            | 15,828,191            | 23,510,905           |
| Debt service:  |                        |                      |                      |                       |                      |
| Principal retirement   | 8,029,660              | 7,535,907            | 6,813,883            | 6,671,856             | 6,488,840            |
| Interest and fiscal charges                                    | 3,926,553              | 3,739,030            | 3,444,798            | 2,823,726             | 2,168,699            |
| Total expenditures   | <u>300,507,948</u>     | <u>262,251,625</u>   | <u>254,743,276</u>   | <u>257,209,567</u>    | <u>260,565,379</u>   |
| Excess (deficiency) of revenue over<br>expenditures            | <u>(14,644,098)</u>    | <u>(1,200,926)</u>   | <u>(1,379,926)</u>   | <u>(11,318,983)</u>   | <u>(10,674,174)</u>  |
| <b>Other financing sources (uses):</b>                         |                        |                      |                      |                       |                      |
| Transfers in   | 21,139,658             | 21,087,854           | 16,336,277           | 14,437,994            | 16,806,271           |
| Transfers out  | (21,139,658)           | (21,087,854)         | (16,336,277)         | (14,437,994)          | (16,806,271)         |
| Issuance of capital leases                                     |                        | 143,226              |                      |                       |                      |
| General obligation bonds issued                                |                        | 25,000,000           | 30,400,000           | 1,284,772             | 25,283,007           |
| Refunding bonds issued   |                        |                      |                      | 24,932,000            |                      |
| Premium on bonds issued  |                        | 1,525,183            | 101,263              | 3,480,639             | 1,031,945            |
| Payment to refunded bond escrow agent                          |                        |                      |                      | (28,213,332)          |                      |
| Total other financing sources (uses)                           | <u>-</u>               | <u>26,668,409</u>    | <u>30,501,263</u>    | <u>1,484,079</u>      | <u>26,314,952</u>    |
| Net Changes in Fund Balances                                   | <u>\$ (14,644,098)</u> | <u>\$ 25,467,483</u> | <u>\$ 29,121,337</u> | <u>\$ (9,834,904)</u> | <u>\$ 15,640,778</u> |
| <b>Debt Service as a Percentage of Noncapital Expenditures</b> |                        |                      |                      |                       |                      |
|  | <u>4.6%</u>            | <u>4.6%</u>          | <u>4.4%</u>          | <u>3.9%</u>           | <u>3.7%</u>          |

Note: Schedule prepared on the modified accrual basis of accounting  
Starting with FY 2021 Citywide and Miscellaneous expenditures are functionalized

Per June 30, 2021 Annual Comprehensive Financial Report

**Assessed and Estimated Actual Value of Taxable Property-  
Last Five Fiscal Years  
(In Thousands)**

| Fiscal<br>Year | Residential      | Commercial     | Industrial     | Personal<br>Property | Motor<br>Vehicle |
|----------------|------------------|----------------|----------------|----------------------|------------------|
| 2021           | \$ 2,570,391,929 | \$ 538,690,905 | \$ 212,599,680 | \$ 613,575,260       | \$ 429,330,393   |
| 2020           | 2,557,076,019    | 528,445,435    | 212,667,650    | 588,718,000          | 401,846,899      |
| 2019           | 2,545,213,929    | 519,456,395    | 212,901,660    | 555,798,710          | 389,033,511      |
| 2018           | 2,512,250,000    | 519,547,000    | 211,320,000    | 552,840,000          | 384,119,000      |
| 2017 (3)       | 2,536,960,000    | 499,284,000    | 217,415,000    | 564,534,000          | 386,173,000      |

Notes:

- (1) Assessed values for all real and personal property located within the City on October 1 are included on the Grand List by the Assessor's Office. A Board of Assessment Appeals determines whether adjustments to the Assessor's list under appeal are warranted. Assessments are computed at 70% of market value. A revaluation of all property within the City is required to be completed no less than every ten years.
- (2) Equalized Net Grand List is compiled by the State of Connecticut, Office of Policy and Management, as a factor in figuring aid to education, and is produced by comparing sample sales of real estate, or market value, to the assessed value of the property on the Town/City's books. The resulting sales assessment ratio is used to equalize grand lists for each Town/City in Connecticut. These computations usually take one year to compile.
- (3) Revaluation year

Per June 30, 2021 Annual Comprehensive Financial Report

**Assessed and Estimated Actual Value of Taxable Property-  
Last Five Fiscal Years  
(In Thousands)  
(continued)**

| Fiscal<br>Year |       | Less<br>Tax-Exempt<br>Property | Total<br>Taxable<br>Assessed<br>Value (1) | Total<br>Direct Tax<br>Rate | Estimated<br>Actual<br>Taxable<br>Value | Taxable Assessed<br>Value as a<br>Percentage of<br>Actual Taxable<br>Value (2) |
|----------------|-------|--------------------------------|---|-----------------------------|---|--|
| 2021           | \$ \$ | 288,223,993                    | \$ 4,076,364,174                          | 38.35%                      | \$ 6,646,874,514                        | 70%  |
| 2020           |       | 287,085,596                    | 4,001,668,407                             | 38.05%                      | 5,716,669,153                           | 70%  |
| 2019           |       | 274,505,156                    | 3,947,899,049                             | 36.88%                      | 5,639,855,784                           | 70%  |
| 2018           |       | 288,658,000                    | 3,891,418,000                             | 36.03%                      | 5,596,597,000                           | 70%  |
| 2017           | (3)   | 292,906,000                    | 3,911,460,000                             | 36.03%                      | 5,587,800,000                           | 70%  |

Per June 30, 2021 Annual Comprehensive Financial Report

**Net Assets By Component- Last Five Fiscal Years  
(In Thousands)**

|   | <u>2021</u>           | <u>2020</u>           | <u>2019</u>           | <u>2018</u>           | <u>2017</u>           |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Governmental activities:                    |                       |                       |                       |                       |                       |
| Net investment in capital assets            | \$ 285,801,914        | \$ 277,709,386        | \$ 271,300,292        | \$ 266,282,611        | \$ 257,933,889        |
| Restricted                                  | 286,841,098           | 148,067,072           | 186,674,687           | 202,388,179           | 198,936,006           |
| Unrestricted                                | <u>(42,084,674)</u>   | <u>57,403,767</u>     | <u>30,003,818</u>     | <u>34,221,754</u>     | <u>73,469,419</u>     |
| Total Governmental Activities Net Position  | <u>\$ 530,558,338</u> | <u>\$ 483,180,225</u> | <u>\$ 487,978,797</u> | <u>\$ 502,892,544</u> | <u>\$ 530,339,314</u> |
| Business-type activities:                   |                       |                       |                       |                       |                       |
| Net investment in capital assets            | \$ 20,241,478         | \$ 20,469,668         | \$ 20,875,002         | \$ 20,577,181         | \$ 20,317,443         |
| Restricted                                  | 12,707,324            | 6,978,453             | 8,807,480             | 9,278,021             |                       |
| Unrestricted                                | <u>3,385,270</u>      | <u>7,265,822</u>      | <u>4,628,614</u>      | <u>3,787,105</u>      | <u>7,766,240</u>      |
| Total Business-type Activities Net Position | <u>\$ 36,334,072</u>  | <u>\$ 34,713,943</u>  | <u>\$ 34,311,096</u>  | <u>\$ 33,642,307</u>  | <u>\$ 28,083,683</u>  |
| Primary government:                         |                       |                       |                       |                       |                       |
| Net investment in capital assets            | \$ 306,043,392        | \$ 298,179,054        | \$ 292,175,294        | \$ 286,859,792        | \$ 278,251,332        |
| Restricted                                  | 299,548,422           | 155,045,525           | 195,482,167           | 211,666,200           | 198,936,006           |
| Unrestricted                                | <u>(38,699,404)</u>   | <u>64,669,589</u>     | <u>34,632,432</u>     | <u>38,008,859</u>     | <u>81,235,659</u>     |
| Total Primary Government Net Position       | <u>\$ 566,892,410</u> | <u>\$ 517,894,168</u> | <u>\$ 522,289,893</u> | <u>\$ 536,534,851</u> | <u>\$ 558,422,997</u> |

Notes:  
Schedule prepared on the accrual basis of accounting

Per June 30, 2021 Annual Comprehensive Financial Report

**Fund Balances, Governmental Funds- Last Five Fiscal Years  
(In Thousands)**

|                                    | <u>2021</u>          | <u>2020</u>          | <u>2019</u>          | <u>2018</u>          | <u>2017</u>          |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| General Fund:                      |                      |                      |                      |                      |                      |
| Nonspendable                       | \$ 2,259             | \$                   | \$ 3,471             | \$ 5,457             | \$                   |
| Restricted                         |                      |                      |                      |                      |                      |
| Committed                          | 3,149,867            | 3,132,163            | 3,107,495            | 3,085,523            | 3,093,837            |
| Assigned                           | 8,431,919            | 7,967,807            | 7,336,712            | 6,367,646            | 7,884,336            |
| Unassigned                         | <u>31,341,962</u>    | <u>30,055,791</u>    | <u>29,562,034</u>    | <u>28,341,862</u>    | <u>27,795,244</u>    |
| Total General Fund                 | <u>\$ 42,926,007</u> | <u>\$ 41,155,761</u> | <u>\$ 40,009,712</u> | <u>\$ 37,800,488</u> | <u>\$ 38,773,417</u> |
| All other governmental funds:      |                      |                      |                      |                      |                      |
| Nonspendable                       | \$ 1,374,752         | \$ 1,153,736         | \$ 1,097,254         | \$ 1,031,409         | \$ 971,523           |
| Restricted                         | 6,093,477            | 6,595,968            | 6,242,426            | 6,606,917            | 6,038,897            |
| Committed                          | 39,416,601           | 54,613,218           | 30,898,483           | 22,305,699           | 17,468,414           |
| Assigned                           | 368,390              | 414,366              | 218,068              | 475,328              | 444,120              |
| Unassigned                         |                      |                      | <u>(377)</u>         | <u>(18,875,612)</u>  | <u>(4,517,238)</u>   |
| Total all Other Governmental Funds | <u>\$ 47,253,220</u> | <u>\$ 62,777,288</u> | <u>\$ 38,455,854</u> | <u>\$ 11,543,741</u> | <u>\$ 20,405,716</u> |

Notes:

1. Schedule prepared on the modified accrual basis of accounting

Per June 30, 2021 Annual Comprehensive Financial Report

**Property Tax Levies and Collections- Last Five Fiscal Years  
(In Thousands)**

| Fiscal<br>Year<br>Ended<br>June 30, | Tax Rate<br>in Mills | Taxes<br>Levied<br>for the<br>Fiscal Year | Collected Within the<br>Fiscal Year of the Levy |                    | Tax<br>Collections in<br>Subsequent<br>Years | Total Collections to Date |                       |
|-------------------------------------|----------------------|---|---|--------------------|--|---------------------------|-----------------------|
|                                     |                      |   | Amount  | Percent of<br>Levy |  | Amount                    | Percentage<br>of Levy |
| 2021                                | 38.35                | \$ 155,091,000                            | \$ 152,538,000                                  | 98.35%             | \$   | \$ 152,538,000            | 98.35%                |
| 2020                                | 38.05                | 152,116,000                               | 149,350,000                                     | 98.18%             | 1,253,000                                    | 150,603,000               | 99.01%                |
| 2019                                | 36.88                | 146,051,000                               | 143,747,000                                     | 98.42%             | 1,362,000                                    | 145,109,000               | 99.36%                |
| 2018                                | 36.03                | 140,596,000                               | 138,673,000                                     | 98.63%             | 1,290,000                                    | 139,963,000               | 99.55%                |
| 2017                                | 36.03                | 140,245,000                               | 138,734,000                                     | 98.92%             | 1,529,000                                    | 140,263,000               | 100.01%               |

Per June 30, 2021 Annual Comprehensive Financial Report

**Ratios of Outstanding Debt By Type  
(In Thousands)**

| Fiscal Year | Governmental Activities  |                | Business-Type Activities | Total Primary Government | Ratio of Debt to Estimated Taxable Assessed Value | Debt Per Capita | Total Debt Outstanding as a Percentage of Personal Income |
|-------------|--------------------------|----------------|--------------------------|--------------------------|---|-----------------|---|
|             | General Obligation Bonds | Capital Leases | Water                    |                          |   |                 |   |
| 2021        | \$ 109,640,627           | \$ 47,725      | \$ 1,961,026             | \$ 111,649,378           | 2.74%   | \$ 1,862        | 0.03%   |
| 2020        | 118,428,461              | 93,787         | 2,338,365                | 120,860,613              | 3.02%   | 2,013           | 0.03%   |
| 2019        | 100,883,430              |                | 2,711,029                | 103,594,459              | 2.62%   | 1,720           | 0.03%   |
| 2018        | 77,879,840               |                | 2,541,439                | 80,421,279               | 2.07%   | 1,337           | 0.04%   |
| 2017        | 82,569,714               |                | 2,868,894                | 85,438,608               | 2.18%   | 1,413           | 0.04%   |

Per June 30, 2021 Annual Comprehensive Financial Report

**Legal Debt Margin Information  
Last Five Fiscal Years**

|  | 2021                  | 2020                  | 2019                  | 2018                  | 2017                  |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Debt Limitation  | \$ 1,061,333,000      | \$ 1,023,953,000      | \$ 986,972,000        | \$ 990,010,000        | \$ 990,017,000        |
| Total net debt applicable to limit                                   | <u>132,677,505</u>    | <u>194,931,128</u>    | <u>189,921,905</u>    | <u>128,642,643</u>    | <u>123,830,051</u>    |
| Legal Debt Margin  | <u>\$ 928,655,495</u> | <u>\$ 829,021,872</u> | <u>\$ 797,050,095</u> | <u>\$ 861,367,357</u> | <u>\$ 866,186,949</u> |
| Total net debt applicable to the limit as a percentage of debt limit | <u>12.50%</u>         | <u>19.04%</u>         | <u>19.24%</u>         | <u>12.99%</u>         | <u>12.51%</u>         |

Source: Annual Financial Report - Schedule of Debt Limitation

Per June 30, 2021 Annual Comprehensive Financial Report

**Demographic and Economic Statistics- Last Five Fiscal Years**

| <u>Calendar Year</u> | <u>Population (1)</u> | <u>Per Capita Income (2)</u> | <u>Median Age (2)</u> | <u>School Enrollment (3)</u> | <u>Unemployment Rate (4)</u> | <u>Personal Income (5)</u> |
|----------------------|-----------------------|------------------------------|-----------------------|------------------------------|------------------------------|----------------------------|
| 2021                 | 59,947                | \$ 36,351                    | 40                    | 8,131                        | 7.8%                         | \$ 35,534                  |
| 2020                 | 60,032                | 30,555                       | 40                    | 8,047                        | 7.9%                         | 35,534                     |
| 2019                 | 60,223                | 30,555                       | 40                    | 8,368                        | 4.2%                         | 35,534                     |
| 2018                 | 60,147                | 30,555                       | 40                    | 8,336                        | 4.6%                         | 35,534                     |
| 2017                 | 60,452                | 30,555                       | 40                    | 8,136                        | 5.2%                         | 35,534                     |

(1) Source: State Health Department

(2) Source: State Department of Economic Development, 2010 Census

(3) Source: Bristol Board of Education

(4) Source: State Department of Labor

(5) Source: U.S. Census Bureau, 2000 Census

Per June 30, 2021 Annual Comprehensive Financial Report

Operating Indicators by Function/Program- Last Five Fiscal Years

| Function/Program   | 2021    | 2020    | 2019    | 2018    | 2017    |
|--|---------|---------|---------|---------|---------|
| <b>General Government</b>                                  |         |         |         |         |         |
| Building permits issued                                    | 1,956   | 1,559   | 1,475   | 1,365   | 1,275   |
| <b>Police</b>  |         |         |         |         |         |
| Physical arrests   | 1,270   | 1,615   | 1,865   | 2,108   | 2,252   |
| Parking violations   | 2,065   | 2,602   | 3,176   | 1,718   | 2,445   |
| Traffic violations   | 2,015   | 2,340   | 5,208   | 5,236   | 5,144   |
| <b>Fire</b>  |         |         |         |         |         |
| Emergency responses  | 1,966   | 1,087   | 2,440   | 2,431   | 2,231   |
| Fires extinguished   | 136     | 101     | 184     | 204     | 210     |
| Inspections  | 1,055   | 473     | 1,315   | 908     | 1,285   |
| <b>Refuse Collection</b>                                   |         |         |         |         |         |
| Refuse collected (tons per day)                            | 99.56   | 76.02   | 71.90   | 64.32   | 67.76   |
| Recyclables collected (tons per day)                       | 16.66   | 16.98   | 16.79   | 15.54   | 18.28   |
| <b>Other Public Works</b>                                  |         |         |         |         |         |
| Street resurfacing (miles)                                 | 13.8    | 8.5     | 8.5     | 12.8    | 5.4     |
| Potholes repaired  | 199     | 256     | 465     | 320     | 775     |
| <b>Parks and Recreation</b>                                |         |         |         |         |         |
| Hours of Athletic field usage                              | 3,301   | 2,215   | 1,795   | 1,798   | 1,457   |
| <b>Library</b>   |         |         |         |         |         |
| Volumes in collection                                      | 227,194 | 224,066 | 226,807 | 233,075 | 230,435 |
| Total volumes borrowed                                     | 229,479 | 266,729 | 305,334 | 252,435 | 258,848 |
| <b>Water</b>   |         |         |         |         |         |
| New connections:   |         |         |         |         |         |
| Water main breaks  | 28      | 20      | 12      | 28      | 26      |
| Average daily production (thousands of gallons)            | 5,680   | 5,615   | 5,060   | 5,200   | 4,873   |
| Peak daily production (thousands of gallons)               | 10,222  | 10,170  | 7,847   | 7,695   | 7,680   |
| <b>Wastewater</b>  |         |         |         |         |         |
| Average daily sewage treatment (millions of gallons daily) | 7.50    | 9.33    | 11.33   | 8.22    | 6.83    |

Per June 30, 2021 Annual Comprehensive Financial Report

**Capital Asset Statistic by Function/Program- Last Five Fiscal Years**

| <b>Function/Program</b>                 | <b>2021</b> | <b>2020</b> | <b>2019</b> | <b>2018</b> | <b>2017</b> |
|---|-------------|-------------|-------------|-------------|-------------|
| Police                                  |             |             |             |             |             |
| Stations                                | 1           | 1           | 1           | 1           | 1           |
| Zone offices                            | 1           | 1           | 1           | 1           | 1           |
| Patrol units                            | 30          | 30          | 30          | 30          | 30          |
| Fire stations                           | 5           | 5           | 5           | 5           | 5           |
| Refuse collection                       |             |             |             |             |             |
| Collection trucks                       | 25          | 25          | 25          | 22          | 22          |
| Other Public Works                      |             |             |             |             |             |
| Streets (miles)                         | 235.0       | 235.0       | 235.0       | 235.0       | 235.0       |
| Highways (miles)                        | 20.8        | 20.8        | 20.8        | 20.8        | 20.8        |
| Streetlights                            | 5,603       | 5,594       | 5,590       | 5,508       | 5,508       |
| Traffic signals                         | 24          | 24          | 24          | 24          | 24          |
| Storm sewers (miles)                    | 197.50      | 197.40      | 197.40      | 197.40      | 197.40      |
| Parks and Recreation                    |             |             |             |             |             |
| Acreage                                 | 730         | 730         | 730         | 730         | 730         |
| Playgrounds                             | 7           | 7           | 7           | 7           | 8           |
| Baseball/softball diamonds              | 23          | 23          | 23          | 23          | 23          |
| Soccer/football fields                  | 6           | 6           | 6           | 6           | 6           |
| Water                                   |             |             |             |             |             |
| Water mains (miles)                     | 314         | 314         | 314         | 314         | 313         |
| Fire hydrants                           | 1,625       | 1,614       | 1,614       | 1,612       | 1,608       |
| Storage capacity (thousands of gallons) | 1,281,105   | 1,281,105   | 1,281,105   | 1,281,105   | 1,281,105   |
| Wastewater                              |             |             |             |             |             |
| Sanitary sewers (miles)                 | 245.10      | 245.10      | 245.10      | 245.10      | 245.10      |
| Treatment capacity (millions per day)   | 10.75       | 10.75       | 10.75       | 10.75       | 10.75       |

Per June 30, 2021 Annual Comprehensive Financial Report

Employment Data

Employment Data

| Period                | City of Bristol |            | Percentage Unemployed |                       |                      |
|-----------------------|-----------------|------------|-----------------------|-----------------------|----------------------|
|                       | Employed        | Unemployed | City of Bristol       | Hartford Labor Market | State of Connecticut |
| December 2021.....    | 30,351          | 1,802      | 5.6                   | 4.5                   | 4.4                  |
| <b>Annual Average</b> |                 |            |                       |                       |                      |
| 2021.....             | 29,053          | 2,353      | 7.5                   | 6.6                   | 6.6                  |
| 2020.....             | 30,716          | 2,610      | 7.9                   | 7.0                   | 7.3                  |
| 2019.....             | 31,984          | 1,416      | 4.2                   | 3.8                   | 3.7                  |
| 2018.....             | 31,702          | 1,519      | 4.6                   | 4.1                   | 4.1                  |
| 2017.....             | 31,467          | 1,771      | 5.3                   | 4.8                   | 4.7                  |
| 2016.....             | 31,038          | 1,958      | 5.9                   | 5.3                   | 5.3                  |
| 2015.....             | 30,772          | 2,127      | 6.5                   | 5.6                   | 5.6                  |
| 2014.....             | 31,282          | 2,406      | 7.2                   | 6.7                   | 6.7                  |
| 2013.....             | 30,635          | 2,742      | 8.2                   | 7.9                   | 7.9                  |
| 2012.....             | 31,220          | 2,947      | 8.6                   | 8.4                   | 8.3                  |

Source: Department of Labor, State of Connecticut

Employment by Industry

| Sector   | City of Bristol |               | State of Connecticut |               |
|--|-----------------|---------------|----------------------|---------------|
|  | Number          | Percent       | Number               | Percent       |
| Agriculture, forestry, fishing and hunting,<br>and mining.....                     | 33              | 0.1%          | 7,057                | 0.4%          |
| Construction.....  | 1,783           | 5.6           | 109,467              | 6.0           |
| Manufacturing.....   | 4,206           | 13.2          | 189,162              | 10.4          |
| Wholesale trade.....   | 830             | 2.6           | 44,344               | 2.4           |
| Retail trade.....  | 3,964           | 12.5          | 191,756              | 10.6          |
| Transportation warehousing, and utilities.....                                     | 1,285           | 4.0           | 76,439               | 4.2           |
| Information.....   | 1,474           | 4.6           | 39,585               | 2.2           |
| Finance, insurance, real estate, and leasing....                                   | 3,512           | 11.0          | 162,153              | 8.9           |
| Professional, scientific, management,<br>administrative, and waste management..... | 2,364           | 7.4           | 208,379              | 11.5          |
| Education, health and social services.....   | 7,761           | 24.4          | 484,166              | 26.7          |
| Arts, entertainment, recreation,<br>accommodation and food services.....           | 2,010           | 6.3           | 152,041              | 8.4           |
| Other services (except public admin.).....   | 1,289           | 4.1           | 84,915               | 4.7           |
| Public Administration.....   | 1,293           | 4.1           | 66,172               | 3.6           |
| <b>Total Labor Force, Employed.....</b>  | <b>31,804</b>   | <b>100.0%</b> | <b>1,815,636</b>     | <b>100.0%</b> |

Source: American Community Survey 2015-2019

Position Summaries by Function (City-wide)

| Department                               | Position                               | Budget Year |            |            |
|--|--|-------------|------------|------------|
|  |  | 2021        | 2022       | 2023       |
| <b>General Government</b>                |  |             |            |            |
| <b>Mayor's Office</b>                    |  |             |            |            |
|  | Mayor                                  | 1           | 1          | 1          |
|  | Executive Assistant to the Mayor       | 1           | 1          | 1          |
|  | <b>Subtotal Mayor's Office</b>         | <b>2</b>    | <b>2</b>   | <b>2</b>   |
| <b>Registrars of Voters</b>              |  |             |            |            |
|  | Registrar of Voters                    | 1           | 1          | 1          |
|  | Registrar of Voters                    | 1           | 1          | 1          |
|  | Registrar Clerk                        | 1           | 1          | 1          |
|  | <b>Subtotal Registrars of Voters</b>   | <b>3</b>    | <b>3</b>   | <b>3</b>   |
| <b>Assessor's</b>                        |  |             |            |            |
|  | Assessor                               | 1           | 1          | 1          |
|  | Deputy Assessor                        | 1           | 1          | 1          |
|  | Senior Administrative Clerk            | 1           | 1          | 1          |
|  | Principal Clerk                        | 1           | 1          | 1          |
|  | Sales and Ratio Clerk                  | 1           | 1          | 1          |
|  | Assessment Technician                  | 1           | 1          | 1          |
|  | <b>Subtotal Assessor's</b>             | <b>6</b>    | <b>6</b>   | <b>6</b>   |
| <b>Tax Collector</b>                     |  |             |            |            |
|  | Tax Collector                          | 1           | 1          | 1          |
|  | Deputy Tax Collector                   | 1           | 1          | 1          |
|  | Administrative Assistant               | 1           | 1          | 1          |
|  | Principal Clerk                        | 2           | 2          | 2          |
|  | Principal Clerk                        | 0           | 0          | 0          |
|  | <b>Subtotal Tax Collector</b>          | <b>5</b>    | <b>5</b>   | <b>5</b>   |
| <b>Purchasing</b>                        |  |             |            |            |
|  | Purchasing Agent                       | 1           | 1          | 1          |
|  | Administrative Assistant               | 1           | 1          | 1          |
|  | Purchasing Assistant                   | 1           | 1          | 1          |
|  | <b>Subtotal Purchasing</b>             | <b>3</b>    | <b>3</b>   | <b>3</b>   |
| <b>Comptroller's Office</b>              |  |             |            |            |
|  | Comptroller                            | 1           | 1          | 1          |
|  | Assistant Comptroller                  | 1           | 1          | 1          |
|  | Assistant to the Comptroller           | 1           | 1          | 1          |
|  | Senior Accountant                      | 1           | 1          | 1          |
|  | Payroll and Pension Supervisor         | 1           | 1          | 1          |
|  | Accounts Payable/Receivable Supervisor | 1           | 0          | 0          |
|  | Budget & Accounting Assistant          | 1           | 1          | 1          |
|  | Accounting Clerk                       | 2           | 2          | 2          |
|  | Payroll Clerk                          | 1           | 1          | 1          |
|  | Benefits Specialist                    | 1           | 1          | 1          |
|  | <b>Subtotal Comptroller's Office</b>   | <b>11</b>   | <b>10</b>  | <b>10</b>  |
| <b>Treasurer's Office</b>                |  |             |            |            |
|  | Deputy Treasurer                       | 1           | 1          | 1          |
|  | Accounting Clerk                       | 1           | 1          | 1          |
|  | Bookkeeping Clerk                      | 0.5         | 0.5        | 0.5        |
|  | <b>Subtotal Treasurer's Office</b>     | <b>2.5</b>  | <b>2.5</b> | <b>2.5</b> |
| <b>Information Technology Department</b> |  |             |            |            |
|  | Chief Information Officer              | 1           | 1          | 1          |
|  | System Applications Specialist         | 1           | 1          | 1          |
|  | Network Manager                        | 1           | 1          | 1          |
|  | Technical Support Specialist           | 2           | 4          | 4          |
|  | Library Technical Services Coordinator | 0           | 1          | 1          |
|  | Information Technology Coordinator     | 1           | 1          | 1          |
|  | <b>Subtotal Information Technology</b> | <b>6</b>    | <b>9</b>   | <b>9</b>   |

Position Summaries by Function (City-wide) (continued)

| Department                                       | Position   | Budget Year |            |            |
|--|--|-------------|------------|------------|
|  |  | 2021        | 2022       | 2023       |
| <b>Human Resources</b>                           |  |             |            |            |
|  | Director of Human Resources                                | 1           | 1          | 1          |
|  | Assistant Human Resources Director                         | 1           | 1          | 1          |
|  | Personnel Analyst  | 1           | 1          | 1          |
|  | Risk Manager   | 0           | 0          | 0          |
|  | Senior Administrative Assistant                            | 1           | 1          | 1          |
|  | <b>Subtotal Human Resources</b>                            | <b>4</b>    | <b>4</b>   | <b>4</b>   |
| <b>Corporation Counsel</b>                       |  |             |            |            |
|  | Legal Secretary  | 1           | 1          | 1          |
|  | P/T Legal Administrative Assistant                         | 0.5         | 0.5        | 0.5        |
|  | Assistant Corporation Counsel                              | 2           | 2          | 2          |
|  | <b>Subtotal Corporation Counsel</b>                        | <b>3.5</b>  | <b>3.5</b> | <b>3.5</b> |
| <b>City Clerk</b>                                |  |             |            |            |
|  | Town & City Clerk  | 1           | 1          | 1          |
|  | Assistant Town & City Clerk                                | 1           | 1          | 1          |
|  | Statute & Legislative Coordinator                          | 2           | 2          | 2          |
|  | Sr. Administrative Assistant                               | 1           | 1          | 1          |
|  | Administrative Assistant                                   | 1           | 1          | 1          |
|  | Principal Clerk  | 0           | 0          | 0          |
|  | <b>Subtotal City Clerk</b>                                 | <b>6</b>    | <b>6</b>   | <b>6</b>   |
| <b>Department of Aging</b>                       |  |             |            |            |
|  | Executive Director of Aging                                | 1           | 1          | 1          |
|  | Assistant Director of Aging                                | 1           | 1          | 1          |
|  | Staff Assistant  | 1           | 0          | 0          |
|  | Administrative Assistant                                   | 0           | 1          | 1          |
|  | Senior Coordinator   | 1           | 1          | 1          |
|  | Supervisor of Senior Center Maintenance                    | 1           | 1          | 1          |
|  | Custodian/Maintenance                                      | 1           | 1          | 1          |
|  | Custodian  | 1           | 1          | 1          |
|  | <b>Subtotal Department of Aging</b>                        | <b>7</b>    | <b>7</b>   | <b>7</b>   |
| <b>Total General Government</b>                  |  | <b>59</b>   | <b>61</b>  | <b>61</b>  |
| <b>Police Department - Administration</b>        |  |             |            |            |
|  | Chief of Police  | 1           | 1          | 1          |
|  | Deputy Chiefs  | 2           | 2          | 2          |
|  | Administrative Secretary                                   | 1           | 1          | 1          |
|  | Police Payroll Supervisor                                  | 1           | 1          | 1          |
|  | Principal Clerk  | 1           | 1          | 1          |
|  | Staff Assistant  | 1           | 1          | 1          |
|  | Evidence Clerk   | 1           | 1          | 1          |
|  | Technical Support Specialist                               | 2           | 0          | 0          |
|  | <b>Subtotal Police Department- Administration</b>          | <b>10</b>   | <b>8</b>   | <b>8</b>   |
| <b>Police Department-Maintenance</b>             |  |             |            |            |
|  | Fleet Traffic Maintenance Technician                       | 1           | 1          | 1          |
|  | <b>Subtotal Police Department- Maintenance</b>             | <b>1</b>    | <b>1</b>   | <b>1</b>   |
| <b>Police Department- Patrol &amp; Traffic</b>   |  |             |            |            |
|  | Patrol Lieutenants   | 9           | 9          | 9          |
|  | Sergeants  | 10          | 10         | 10         |
|  | Police Officers  | 76          | 76         | 76         |
|  | <b>Subtotal Police Department- Patrol &amp; Traffic</b>    | <b>95</b>   | <b>95</b>  | <b>95</b>  |
| <b>Police Department-Criminal Investigations</b> |  |             |            |            |
|  | Detective Lieutenant                                       | 1           | 1          | 1          |
|  | Detective Sergeants  | 3           | 3          | 3          |
|  | Detectives   | 19          | 19         | 19         |
|  | <b>Subtotal Police Department- Criminal Investigations</b> | <b>23</b>   | <b>23</b>  | <b>23</b>  |
| <b>Police Department-Communications</b>          |  |             |            |            |
|  | Lieutenant   | 1           | 1          | 1          |
|  | Lead Dispatchers   | 5           | 5          | 5          |
|  | Public Safety Dispatchers                                  | 12          | 12         | 12         |
|  | <b>Subtotal Police Department- Communications</b>          | <b>18</b>   | <b>18</b>  | <b>18</b>  |
| <b>Subtotal Police Department</b>                |  | <b>147</b>  | <b>145</b> | <b>145</b> |

Position Summaries by Function (City-wide) (continued)

| Department                    | Position   | Budget Year  |              |              |
|-------------------------------|--|--------------|--------------|--------------|
|                               |  | 2021         | 2022         | 2023         |
| <b>Fire Department</b>        |  |              |              |              |
|                               | Fire Chief   | 1            | 1            | 1            |
|                               | Deputy Chief                                       | 4            | 4            | 4            |
|                               | Administrative Assistant                           | 1            | 1            | 1            |
|                               | Principal Clerk                                    | 0.5          | 0.5          | 0.5          |
|                               | Drill Master/Senior Captain                        | 1            | 1            | 1            |
|                               | Fire Prevention Officer                            | 1            | 1            | 1            |
|                               | Fire Prevention Inspectors                         | 3            | 3            | 3            |
|                               | Fire Captains                                      | 6            | 6            | 6            |
|                               | Fire Lieutenants                                   | 18           | 18           | 18           |
|                               | Fire Equipment Technician                          | 1            | 1            | 1            |
|                               | Firefighters                                       | 52           | 52           | 52           |
|                               | <b>Subtotal Fire Department</b>                    | <b>88.5</b>  | <b>88.5</b>  | <b>88.5</b>  |
| <b>Animal Control</b>         |  |              |              |              |
|                               | Animal Control Officer                             | 1            | 1            | 1            |
|                               | Assistant Animal Control Officer                   | 1            | 1            | 1            |
|                               | <b>Subtotal Animal Control</b>                     | <b>2</b>     | <b>2</b>     | <b>2</b>     |
| <b>Building Department</b>    |  |              |              |              |
|                               | Chief Building Official                            | 1            | 1            | 1            |
|                               | Senior Administrative Clerk                        | 2            | 2            | 2            |
|                               | Electrical Inspector                               | 1            | 1            | 1            |
|                               | Code Enforcement Officer/Asst. Building Inspector  | 2            | 2            | 2            |
|                               | Mechanical Inspector                               | 1            | 1            | 1            |
|                               | Zoning/Code Enforcement Officer                    | 1            | 1            | 1            |
|                               | <b>Subtotal Building Department</b>                | <b>8</b>     | <b>8</b>     | <b>8</b>     |
| <b>Subtotal Public Safety</b> |  | <b>245.5</b> | <b>243.5</b> | <b>243.5</b> |
| <b>Public Works</b>           |  |              |              |              |
| <b>Administration</b>         |  |              |              |              |
|                               | Director of Public Works                           | 1            | 1            | 1            |
|                               | Public Works Analyst                               | 1            | 1            | 1            |
|                               | Senior Administrative Assistant                    | 1            | 1            | 1            |
|                               | Accounts Payable Coordinator                       | 1            | 1            | 1            |
|                               | Accounts Receivable Coordinator                    | 1            | 1            | 1            |
|                               | Principal Clerk                                    | 0.5          | 0.5          | 0.5          |
|                               | <b>Subtotal Public Works- Administration</b>       | <b>5.5</b>   | <b>5.5</b>   | <b>5.5</b>   |
| <b>Engineering</b>            |  |              |              |              |
|                               | City Engineer                                      | 1            | 1            | 1            |
|                               | Assistant City Engineer                            | 0            | 0            | 0            |
|                               | Project Manager                                    | 1            | 1            | 1            |
|                               | Environmental Protection Technician                | 1            | 1            | 1            |
|                               | Highway Inspector                                  | 1            | 1            | 1            |
|                               | Construction Inspectors                            | 2            | 2            | 2            |
|                               | Excavation Inspector                               | 1            | 1            | 1            |
|                               | Civil Engineer                                     | 1            | 1            | 1            |
|                               | Chief, Inspection & Survey                         | 0            | 0            | 0            |
|                               | Party Chief  | 1            | 1            | 1            |
|                               | GIS/AutoCAD Technician                             | 1            | 1            | 1            |
|                               | Environmental Engineer                             | 1            | 1            | 1            |
|                               | <b>Subtotal Public Works- Engineering</b>          | <b>11</b>    | <b>11</b>    | <b>11</b>    |
| <b>Land Use</b>               |  |              |              |              |
|                               | City Planner/ Land Use Development Coordinator     | 1            | 1            | 1            |
|                               | Assistant City Planner/ Development Coordinator    | 1            | 1            | 1            |
|                               | Administrative Secretary                           | 1            | 1            | 1            |
|                               | <b>Subtotal Public Works- Land Use</b>             | <b>3</b>     | <b>3</b>     | <b>3</b>     |
| <b>Building Maintenance</b>   |  |              |              |              |
|                               | Public Facilities & Energy Manager                 | 1            | 1            | 1            |
|                               | Facilities Manager                                 | 0            | 0            | 0            |
|                               | Facilities/Maintenance Supervisor                  | 0            | 0            | 0            |
|                               | Senior Maintenance Technician                      | 1            | 1            | 1            |
|                               | Maintenance Technician                             | 1            | 1            | 1            |
|                               | Landscape Grounds Maintainer/Bldg. Technician      | 1            | 1            | 1            |
|                               | Custodians   | 5            | 5            | 5            |
|                               | <b>Subtotal Public Works- Building Maintenance</b> | <b>9</b>     | <b>9</b>     | <b>9</b>     |

Position Summaries by Function (City-wide) (continued)

| Department                                   | Position  | Budget Year |             |             |
|--|---|-------------|-------------|-------------|
|  |   | 2021        | 2022        | 2023        |
| <b>Streets</b>                               |   |             |             |             |
|  | Superintendent of Streets                                 | 1           | 1           | 1           |
|  | Assistant Superintendent of Streets and Maintenance Oper. | 0           | 0           | 0           |
|  | Public Works Coordinator                                  | 1           | 1           | 1           |
|  | Street Maintenance Crew Leader                            | 6           | 6           | 6           |
|  | Tree Maintenance Crew Leader                              | 1           | 1           | 1           |
|  | Street Maintenance Equipment Operator                     | 3           | 3           | 3           |
|  | Light Equipment Operator                                  | 2           | 2           | 2           |
|  | Truck Driver (Heavy)                                      | 5           | 5           | 5           |
|  | Truck Driver- Light (Lantern)                             | 1           | 1           | 1           |
|  | Aerial Tree Bucket Truck Driver                           | 1           | 1           | 1           |
|  | Skilled Laborer   | 4           | 4           | 4           |
|  | Laborers  | 9           | 9           | 9           |
|  | <b>Subtotal Public Works- Streets</b>                     | <b>34</b>   | <b>34</b>   | <b>34</b>   |
| <b>Solid Waste</b>                           |   |             |             |             |
|  | Superintendent of Solid Waste Operations                  | 1           | 1           | 1           |
|  | Solid Waste Laborers                                      | 5           | 5           | 5           |
|  | Solid Waste Driver/Collector-Sanitation                   | 12          | 12          | 12          |
|  | <b>Subtotal Public Works- Solid Waste</b>                 | <b>18</b>   | <b>18</b>   | <b>18</b>   |
| <b>Fleet Maintenance</b>                     |   |             |             |             |
|  | Public Works Fleet Manager                                | 1           | 1           | 1           |
|  | Dispatcher Yardman  | 1           | 1           | 1           |
|  | Mechanics   | 4           | 4           | 4           |
|  | Equipment Maintenance Coordinator                         | 1           | 1           | 1           |
|  | Mechanics' Helper/Small Equipment                         | 3           | 3           | 3           |
|  | <b>Subtotal Public Works- Fleet Maintenance</b>           | <b>10</b>   | <b>10</b>   | <b>10</b>   |
| <b>Transfer Station</b>                      |   |             |             |             |
|  | Heavy Equip/Transfer Station Operator                     | 2           | 2           | 2           |
|  | Transfer Station Attendant                                | 2           | 2           | 2           |
|  | Landfill/Transfer Station Scale Operator                  | 1           | 1           | 1           |
|  | Solid Waste Laborers                                      | 0           | 0           | 0           |
|  | <b>Subtotal Public Works- Transfer Station</b>            | <b>5</b>    | <b>5</b>    | <b>5</b>    |
| <b>Subtotal Public Works</b>                 |   | <b>95.5</b> | <b>95.5</b> | <b>95.5</b> |
| <b>Health &amp; Social Services</b>          |   |             |             |             |
| <b>School Readiness</b>                      |   |             |             |             |
|  | School Readiness Grant Manager                            | 1           | 1           | 1           |
|  | <b>Subtotal School Readiness</b>                          | <b>1</b>    | <b>1</b>    | <b>1</b>    |
| <b>Subtotal Health &amp; Social Services</b> |   | <b>1</b>    | <b>1</b>    | <b>1</b>    |
| <b>Libraries</b>                             |   |             |             |             |
| <b>Main Library</b>                          |   |             |             |             |
|  | Library Director  | 1           | 1           | 1           |
|  | Programming/Public Relations Manager                      | 1           | 1           | 1           |
|  | Circulation Clerk   | 5           | 5           | 5           |
|  | Administrative Assistant                                  | 1           | 1           | 1           |
|  | Supervisor of Library Maintenance                         | 1           | 1           | 1           |
|  | Custodian/Maintenance                                     | 1           | 1           | 1           |
|  | Custodian   | 1           | 1           | 1           |
|  | Technical Services Clerk                                  | 1           | 1           | 1           |
|  | Floater/Reader's Advisor                                  | 1           | 1           | 1           |
|  | Reference Assistant                                       | 1           | 1           | 1           |
|  | Reference Assistant/Historian                             | 1           | 1           | 1           |
|  | Assistant Info Services Librarian                         | 1           | 1           | 1           |
|  | Technical Services Coordinator                            | 1           | 1           | 1           |
|  | Supervisor Library Info Services                          | 1           | 1           | 1           |
|  | Supervisor of Circulation                                 | 1           | 1           | 1           |
|  | Supervisor of Children's Services                         | 1           | 1           | 1           |
|  | Floater/Children's Assistant                              | 1           | 1           | 1           |
|  | Children's Assistant/Young Adult Librarian                | 1           | 1           | 1           |
|  | Children's Assistant                                      | 3           | 3           | 3           |
|  | Computer Lab Supervisor                                   | 1           | 0           | 0           |
|  | <b>Subtotal Main Library</b>                              | <b>26</b>   | <b>25</b>   | <b>25</b>   |
| <b>Manross Library</b>                       |   |             |             |             |
|  | Supervisor of Branch Services                             | 1           | 1           | 1           |
|  | Assistant Branch Librarian                                | 1           | 1           | 1           |
|  | Library Clerk   | 1           | 1           | 1           |
|  | Library Assistant   | 1           | 1           | 1           |
|  | Custodian   | 0.5         | 0.5         | 0.5         |
|  | <b>Subtotal Manross Library</b>                           | <b>4.5</b>  | <b>4.5</b>  | <b>4.5</b>  |
| <b>Subtotal Libraries</b>                    |   | <b>30.5</b> | <b>29.5</b> | <b>29.5</b> |

Position Summaries by Function (City-wide) (continued)

| Department  | Position  | Budget Year |           |           |
|---|---|-------------|-----------|-----------|
|   |   | 2021        | 2022      | 2023      |
| <b>Parks, Recreation, Youth &amp; Community Services</b>        |   |             |           |           |
| <b>Administration</b>   |   |             |           |           |
|   | Superintendent of Parks, Recreation, Youth & Community Services | 1           | 1         | 1         |
|   | Deputy Superintendent   | 1           | 1         | 1         |
|   | Parks Office Coordinator  | 0           | 0         | 0         |
|   | Assistant to the Director                                       | 1           | 1         | 1         |
|   | Community Engagement Coordinator                                | 1           | 1         | 1         |
|   | Arts and Culture Supervisor                                     | 0           | 1         | 0         |
|   | <b>Subtotal Administration</b>                                  | <b>4</b>    | <b>5</b>  | <b>4</b>  |
| <b>Grounds &amp; Facilities</b>                                 |   |             |           |           |
|   | Parks Grounds Facilities Superintendent                         | 1           | 1         | 1         |
|   | Assistant Parks, Grounds & Facilities Superintendent            | 1           | 1         | 1         |
|   | Group Leader  | 2           | 2         | 2         |
|   | Mechanic  | 1           | 1         | 1         |
|   | Skilled Utility Craftsperson                                    | 2           | 2         | 2         |
|   | Heavy Truck Driver  | 1           | 1         | 1         |
|   | Light Truck Driver  | 0           | 0         | 0         |
|   | Landscape Gardener  | 1           | 1         | 1         |
|   | Park Maintainers  | 8           | 8         | 8         |
|   | <b>Subtotal Grounds &amp; Facilities</b>                        | <b>17</b>   | <b>17</b> | <b>17</b> |
| <b>Recreation</b>   |   |             |           |           |
|   | Recreation Supervisor   | 1           | 1         | 1         |
|   | Recreation & Community Outreach Coordinator                     | 0           | 0         | 0         |
|   | Program Administrative Assistant                                | 1           | 1         | 1         |
|   | <b>Subtotal Recreation</b>                                      | <b>2</b>    | <b>2</b>  | <b>2</b>  |
| <b>Aquatics</b>   |   |             |           |           |
|   | Aquatics Supervisor   | 1           | 1         | 1         |
|   | Aquatics Coordinator  | 1           | 1         | 1         |
|   | Facilities Maintenance Technician                               | 1           | 1         | 1         |
|   | <b>Subtotal Aquatics</b>  | <b>3</b>    | <b>3</b>  | <b>3</b>  |
| <b>Youth &amp; Community Services</b>                           |   |             |           |           |
| <b>Youth Services</b>   |   |             |           |           |
|   | Director of Youth & Community Services                          | 0           | 0         | 0         |
|   | Assistant to the Director                                       | 0           | 0         | 0         |
|   | Youth & Community Services Supervisor                           | 1           | 1         | 1         |
|   | Outreach Worker   | 0           | 0         | 0         |
|   | Youth Advocate/Outreach Worker                                  | 0           | 0         | 0         |
|   | Youth and Family Coordinator                                    | 2           | 2         | 2         |
|   | Program Administrative Assistant                                | 0           | 0         | 0         |
| <b>Community Services</b>                                       |   |             |           |           |
|   | Community Services Coordinator                                  | 1           | 1         | 1         |
|   | <b>Subtotal Youth &amp; Community Services</b>                  | <b>4</b>    | <b>4</b>  | <b>4</b>  |
| <b>Subtotal Parks, Recreation, Youth and Community Services</b> |   | <b>30</b>   | <b>31</b> | <b>30</b> |

Position Summaries by Function (City-wide) (continued)

| Department                                    | Position                                | Budget Year    |                |                |
|---|---|----------------|----------------|----------------|
|   |   | 2021           | 2022           | 2023           |
| Board of Education                            | Full-time Positions                     | 953            | 952            | 972            |
| <b>Subtotal Board of Education</b>            |   | <b>953</b>     | <b>952</b>     | <b>972</b>     |
| Bristol Development Authority                 | Executive Director- BDA                 | 1              | 1              | 1              |
|   | Grants Administrator                    | 1              | 1              | 1              |
|   | Housing & Project Specialist            | 1              | 1              | 1              |
|   | Senior Administrative Assistant         | 1              | 1              | 1              |
|   | Marketing & Public Relations Specialist | 1              | 1              | 1              |
| <b>Subtotal Bristol Development Authority</b> |   | <b>5</b>       | <b>5</b>       | <b>5</b>       |
| Water & Sewer Department                      |   |                |                |                |
| Water Department                              | Full-time Positions                     | 38             | 38             | 38             |
| Sewer Department                              | Full-time Positions                     | 24             | 25             | 25             |
| <b>Subtotal Water &amp; Sewer Department</b>  |   | <b>62</b>      | <b>63</b>      | <b>63</b>      |
| <b>Total Budgeted Full-Time Positions</b>     |   | <b>1,481.5</b> | <b>1,481.5</b> | <b>1,500.5</b> |

**BRISTOL vs. STATE OF CONNECTICUT  
PER CAPITA/PERCENT OF TOTAL DATA**

| <u>YEAR</u> | <u>TITLES</u>  | <u>AMOUNT</u>    | <u>STATE<br/>AVERAGE</u> |
|-------------|--|------------------|--------------------------|
| 2010        | Population   | 60,510           | 21,171                   |
| 2010        | Population Density per Sq. Mile                                    | 2,282.50         | 738.50                   |
| 2010        | School Enrollment  | 8,784            | 3,244                    |
| 2010        | Net Current Expenditures per Pupil                                 | \$12,156         | \$13,568                 |
| 2010        | Unemployment   | 9.80%            | 9.10%                    |
| 2010        | Equalized Net Grand List   | \$ 6,111,926,027 | \$ 3,239,012,006         |
| 2010        | Per Capita   | \$101,007        | \$152,995                |
| 2010        | Equilized Mill Rate  | 17.93            | 15.84                    |
| 2010        | Current Year Adjusted Tax Levy Per Capita                          | \$2,004.53       | \$2,424.00               |
| 2010        | Current Year Property Tax Collection %                             | 98.6%            | 98.4%                    |
| 2010        | Total Square Miles   | 26.51            | 28.67                    |
| 2010        | Debt Per Capita  | \$896.00         | \$2,187.00               |
| 2010        | Ratio of Debt to Equalized Net Grand List                          | 9%               | 1.4%                     |
| 2010        | Tax Collection Rates   | 98.5%            | 98.5%                    |
| 2010        | Property Tax Revenues as % of Total Revenues                       | 62.00%           | 71.70%                   |
| 2010        | Equalized Net Grand List per Capital                               | 101,875          | 152,995                  |
| 2010        | Population, percent change, 2000 to 2010                           | 0.7%             | 4.9%                     |
| 2010        | Persons under 5 years  | 5.6%             | 5.7%                     |
| 2010        | Persons under 18 years   | 21.4%            | 22.9%                    |
| 2010        | Persons 65 years and over  | 14.9%            | 14.2%                    |
| 2010        | Female persons   | 51.8%            | 51.3%                    |
| 2010        | Persons per square mile  | 2,289.8          | 738.1                    |
| 2010        | White persons, percent, 2010 (a)                                   | 87.7%            | 77.6%                    |
| 2010        | Black persons, percent, 2010 (a)                                   | 3.8%             | 10.1%                    |
| 2010        | American Indian and Alaska Native persons, percent, 2010 (a)       | 0.2%             | 0.3%                     |
| 2010        | Asian persons, percent, 2010 (a)                                   | 1.9%             | 3.8%                     |
| 2010        | Persons reporting two or more races, percent, 2010                 | 2.5%             | 2.6%                     |
| 2010        | Persons of Hispanic or Latino origin, percent, 2010 (b)            | 9.6%             | 13.4%                    |
| 2010        | White persons not Hispanic, percent, 2010                          | 83.0%            | 71.2%                    |
| 2010        | Housing units, 2010  | 27,011           | 1,487,891                |
| 2010        | Homeownership rate, 2006-2010                                      | 66.4%            | 69.2%                    |
| 2010        | Housing units in multi-unit structures, percent, 2006-2010         | 41.0%            | 34.6%                    |
| 2010        | Median value of owner-occupied housing units, 2006-2010            | \$218,900        | \$296,500                |
| 2010        | Households, 2006-2010  | 24,966           | 1,359,218                |
| 2010        | Persons per household, 2006-2010                                   | 2.39             | 2.52                     |
| 2010        | Per capita money income in past 12 months (2010 dollars) 2006-2010 | \$29,629         | \$36,775                 |
| 2010        | Median household income 2006-2010                                  | \$58,537         | \$67,740                 |
| 2010        | Persons below poverty level, percent, 2006-2010                    | 7.7%             | 9.2%                     |
| 2007        | Manufacturers shipments, 2007 (\$1,000)                            | 719,217          | 58,404,898               |
| 2007        | Merchant wholesaler sales, 2007 (\$1,000)                          | 253,394          | 107,917,037              |
| 2007        | Retail sales, 2007 (\$1000)  | 803,263          | 52,165,480               |
| 2007        | Retail sales per capita, 2007                                      | \$13,218         | \$14,953                 |
| 2007        | Accommodation and food services sales, 2007 (\$1,000)              | 62,106           | 9,138,437                |

## General Fund Revenues

| ORGCODE   | OBJECT | PROJ | REVENUE SOURCE                                      | 2021<br>ACTUAL<br>REVENUE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>REVENUE<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|---|--------|------|---|---------------------------|----------------------------|---------------------------|----------------------------|----------------------------|
| <b>SOURCE</b>   |        |      | <b>TAXES AND PRIOR LEVIES</b>                       |                           |                            |                           |                            |                            |
| 0011016   | 401000 |      | CURRENT PROPERTY TAXES                              | \$150,668,676             | \$153,603,740              | \$153,603,740             | \$162,683,890              | \$156,603,125              |
| 0011016   | 401001 |      | PRIOR LEVIES  | 1,505,997                 | 1,300,000                  | 1,300,000                 | 1,300,000                  | 1,320,000                  |
| 0011016   | 401002 |      | 60 DAY.GAAP   | 280,713                   | 0                          | 0                         | 0                          | 0                          |
| 0011016   | 401005 |      | MV SUPPLEMENT                                       | 1,924,129                 | 1,500,000                  | 1,500,000                 | 1,500,000                  | 1,500,000                  |
| 0011016   | 401006 |      | TIF DISTRICT  | 38,519                    | 0                          | 0                         | 171,370                    | 171,370                    |
| <b>TOTAL TAXES AND PRIOR LEVIES</b>                       |        |      |   | <b>\$154,418,034</b>      | <b>\$156,403,740</b>       | <b>\$156,403,740</b>      | <b>\$165,655,260</b>       | <b>\$159,594,495</b>       |
| <b>SOURCE</b>   |        |      | <b>INTEREST &amp; LIEN FEES ON DELINQUENT TAXES</b> |                           |                            |                           |                            |                            |
| 0011016   | 410000 |      | INTEREST & LIEN FEES                                | \$1,059,144               | \$775,000                  | \$775,000                 | \$775,000                  | \$810,000                  |
| <b>TOTAL INTEREST &amp; LIEN FEES ON DELINQUENT TAXES</b> |        |      |   | <b>\$1,059,144</b>        | <b>\$775,000</b>           | <b>\$775,000</b>          | <b>\$775,000</b>           | <b>\$810,000</b>           |
| <b>SOURCE</b>   |        |      | <b>LICENSES, PERMITS &amp; FEES</b>                 |                           |                            |                           |                            |                            |
| 0011014   | 422003 |      | ASSESSOR LATE FILING FEE                            | \$1,550                   | \$1,100                    | \$1,100                   | \$1,100                    | \$1,100                    |
| 0011016   | 442441 |      | DELINQUENT FEES                                     | 465                       | 1,000                      | 1,000                     | 1,000                      | 1,000                      |
| 0011018   | 421000 |      | CIRCUIT COURT FINES                                 | 294                       | 4,000                      | 4,000                     | 0                          | 0                          |
| 0011023   | 422023 |      | DOG PENALTY   | 280                       | 600                        | 600                       | 600                        | 600                        |
| 0011023   | 441002 |      | DOG LICENSES  | 6,709                     | 7,000                      | 7,000                     | 7,000                      | 7,000                      |
| 0011023   | 441005 |      | MARRIAGE LICENSES                                   | 3,345                     | 3,000                      | 3,000                     | 3,000                      | 3,000                      |
| 0011023   | 442001 |      | CLERK FEES  | 13,482                    | 13,000                     | 13,000                    | 13,000                     | 13,000                     |
| 0011023   | 442002 |      | LIQUOR  | 1,040                     | 1,500                      | 1,500                     | 1,500                      | 1,500                      |
| 0011023   | 442003 |      | NOTARY SER  | 455                       | 1,000                      | 1,000                     | 1,000                      | 1,000                      |
| 0011023   | 442004 |      | NOTARY APP  | 3,100                     | 3,000                      | 3,000                     | 3,000                      | 3,000                      |
| 0011023   | 442005 |      | BURIAL PERMITS                                      | 4,895                     | 4,500                      | 4,500                     | 4,500                      | 4,500                      |
| 0011023   | 442007 |      | TRADE NAME  | 1,320                     | 1,100                      | 1,100                     | 1,100                      | 1,100                      |
| 0011023   | 442011 |      | VITALS  | 130,803                   | 120,000                    | 120,000                   | 120,000                    | 120,000                    |
| 0012110   | 421002 |      | PARKING VIOLATIONS                                  | 61,320                    | 75,000                     | 75,000                    | 75,000                     | 75,000                     |
| 0012110   | 421005 |      | ALARM FINES   | 25,020                    | 17,000                     | 17,000                    | 17,000                     | 17,000                     |
| 0012110   | 441000 |      | POLICE REPORT FEES                                  | 12,746                    | 14,000                     | 14,000                    | 14,000                     | 14,000                     |
| 0012110   | 441008 |      | BINGO/RAFFLES                                       | 4,843                     | 12,000                     | 12,000                    | 12,000                     | 12,000                     |
| 0012615   | 422015 |      | ZONING VIOLATIONS                                   | 0                         | 1,500                      | 1,500                     | 1,500                      | 1,500                      |
| 0012615   | 422031 |      | DROP FEE  | 0                         | 2,400                      | 2,400                     | 2,400                      | 2,400                      |
| 0012615   | 442006 |      | BUILDING PERMITS                                    | 2,081,580                 | 1,225,000                  | 1,225,000                 | 1,225,000                  | 1,300,000                  |
| 0013010   | 442008 |      | PUBLIC WORKS EXCAVATION PERMITS                     | 8,360                     | 10,000                     | 10,000                    | 8,000                      | 8,000                      |
| 0013012   | 422011 |      | SURCHARGE   | 202                       | 0                          | 0                         | 0                          | 0                          |
| 0013012   | 442009 |      | LAND USE FEES & PERMITS                             | 25,793                    | 18,000                     | 18,000                    | 23,000                     | 23,000                     |
| 0016010   | 421001 |      | LIBRARY FINES                                       | 4,311                     | 5,000                      | 5,000                     | 6,000                      | 6,000                      |
| <b>TOTAL LICENSES, PERMITS &amp; FEES</b>                 |        |      |   | <b>\$2,391,911</b>        | <b>\$1,540,700</b>         | <b>\$1,540,700</b>        | <b>\$1,540,700</b>         | <b>\$1,615,700</b>         |
| <b>SOURCE</b>   |        |      | <b>CHARGES FOR SERVICES</b>                         |                           |                            |                           |                            |                            |
| 0011014   | 450102 |      | COPIER CHARGES                                      | \$223                     | \$250                      | \$250                     | \$100                      | \$100                      |
| 0011016   | 450104 |      | TAX COLLECTOR COPIER                                | 387                       | 350                        | 350                       | 350                        | 350                        |
| 0011016   | 450400 |      | C PACE CHARGES FOR SERVICES                         | 500                       | 0                          | 0                         | 0                          | 0                          |
| 0011018   | 450201 |      | WATER DEPT. REIMBURSEMENT                           | 10,212                    | 1,250                      | 1,250                     | 1,250                      | 1,250                      |
| 0011018   | 450205 |      | FORECLOSURE COSTS                                   | 0                         | 5,000                      | 5,000                     | 0                          | 0                          |
| 0011018   | 450321 |      | OTHER RENTALS                                       | 10,500                    | 7,200                      | 7,200                     | 7,200                      | 7,200                      |
| 0011018   | 450330 |      | BELLEVUE  | 17,226                    | 18,000                     | 18,000                    | 18,000                     | 18,000                     |
| 0011018   | 450400 |      | MISCELLANEOUS CHARGES                               | 4,606                     | 4,000                      | 4,000                     | 4,000                      | 4,000                      |
| 0011023   | 422000 |      | RECORDING FEES                                      | 427,643                   | 280,000                    | 280,000                   | 285,000                    | 285,000                    |
| 0011023   | 450102 |      | COPIER CHARGES                                      | 50,361                    | 46,000                     | 46,000                    | 46,000                     | 46,000                     |
| 0011023   | 450115 |      | REAL ESTATE TRANSFER TAX                            | 1,867,921                 | 850,000                    | 850,000                   | 860,000                    | 860,000                    |
| 0011027   | 450004 |      | SENIOR CITIZEN NON-RESIDENT FEE                     | 515                       | 4,000                      | 4,000                     | 4,000                      | 4,000                      |
| 0011027   | 450315 |      | SENIOR CENTER RENTALS                               | 55,279                    | 63,400                     | 63,400                    | 63,000                     | 63,000                     |
| 0012110   | 450101 |      | POLICE ID CHARGES                                   | 80,570                    | 22,000                     | 22,000                    | 22,000                     | 22,000                     |
| 0012114   | 450000 |      | POLICE SPECIAL SERVICES                             | 2,315,546                 | 850,000                    | 850,000                   | 850,000                    | 850,000                    |
| 0012211   | 450001 |      | FIRE ADMIN  | 1,153                     | 0                          | 0                         | 0                          | 0                          |
| 0012211   | 450200 |      | FIRE SERVICES                                       | 800                       | 1,475                      | 1,475                     | 1,475                      | 1,475                      |
| 0012312   | 450116 |      | DOG WARDEN FEES                                     | 1,470                     | 3,000                      | 3,000                     | 3,000                      | 3,000                      |
| 0012615   | 450102 |      | COPIER CHARGES                                      | 0                         | 200                        | 200                       | 200                        | 200                        |
| 0013010   | 450003 |      | PUBLIC WORKS FEES                                   | 403,190                   | 370,000                    | 370,000                   | 370,000                    | 370,000                    |
| 0013010   | 450208 |      | OTHER RECYCLING                                     | 14,712                    | 13,200                     | 13,200                    | 13,200                     | 13,200                     |
| 0013010   | 450300 |      | ENGINEERING MAPS                                    | 725                       | 200                        | 200                       | 500                        | 500                        |
| 0013010   | 450303 |      | RECYCLING RECEIPTS - BULK FEES                      | 14,364                    | 11,000                     | 11,000                    | 12,000                     | 12,000                     |
| 0013010   | 450306 |      | LEAF BAGS   | 1,347                     | 0                          | 0                         | 0                          | 0                          |
| 0013010   | 450400 |      | PUBLIC WORKS MISCELLANEOUS CHARGES                  | 990                       | 1,600                      | 1,600                     | 1,600                      | 1,600                      |
| 0013016   | 450324 |      | BARREL SALE   | 16,648                    | 15,000                     | 15,000                    | 15,000                     | 15,000                     |
| 0013025   | 450113 |      | PERM PATCH  | 28,651                    | 0                          | 0                         | 0                          | 0                          |
| 0016010   | 450102 |      | COPIER CHARGES                                      | 10,697                    | 5,000                      | 5,000                     | 8,000                      | 8,000                      |
| 0016010   | 450313 |      | LIBRARY RENTAL                                      | (60)                      | 480                        | 480                       | 400                        | 400                        |
| 0017022   | 450311 |      | MUZZY RENTALS                                       | 24,374                    | 30,000                     | 30,000                    | 30,000                     | 30,000                     |
| 0017022   | 450321 |      | RENTAL OF PARKS                                     | 7,859                     | 20,500                     | 20,500                    | 20,500                     | 20,500                     |
| 0017022   | 450322 |      | CONCESSION/MISCELLANEOUS                            | 7,620                     | 6,500                      | 6,500                     | 7,000                      | 7,000                      |
| 0017022   | 450400 |      | CHARGES FOR SERVICES                                | 150                       | 400                        | 400                       | 400                        | 400                        |
| 0017023   | 450105 |      | SUMMER RECREATION                                   | 122,521                   | 281,865                    | 281,865                   | 281,865                    | 281,865                    |
| 0017023   | 450107 |      | FALL/WINTER RECREATION PROGRAM                      | 14,532                    | 35,000                     | 35,000                    | 35,000                     | 35,000                     |
| 0017024   | 450103 |      | POOL CHARGES  | 133,185                   | 203,500                    | 203,500                   | 203,500                    | 203,500                    |
| <b>TOTAL CHARGES FOR SERVICES</b>                         |        |      |   | <b>\$5,646,415</b>        | <b>\$3,150,370</b>         | <b>\$3,150,370</b>        | <b>\$3,164,540</b>         | <b>\$3,164,540</b>         |

General Fund Revenues – continued

| ORGCODE  | OBJECT | PROJ  | REVENUE SOURCE                         | 2021<br>ACTUAL<br>REVENUE | 2022<br>ORIGINAL<br>BUDGET | 2022<br>REVISED<br>BUDGET | 2023<br>REVENUE<br>REQUEST | 2023<br>APPROVED<br>BUDGET |
|--|--------|-------|--|---------------------------|----------------------------|---------------------------|----------------------------|----------------------------|
| <b>SOURCE INVESTMENT EARNINGS</b>              |        |       |  |                           |                            |                           |                            |                            |
| 0011019  | 460001 |       | INTEREST GENERAL FUND                  | \$257,622                 | \$400,000                  | \$400,000                 | \$275,000                  | \$275,000                  |
| 0011019  | 460006 |       | INTEREST ACCOUNTS RECEIVABLE           | 5,699                     | 6,000                      | 6,000                     | 1,500                      | 1,500                      |
| <b>TOTAL INVESTMENT EARNINGS</b>               |        |       |  | <b>\$263,322</b>          | <b>\$406,000</b>           | <b>\$406,000</b>          | <b>\$276,500</b>           | <b>\$276,500</b>           |
| <b>SOURCE SALE OF PROPERTY &amp; EQUIPMENT</b> |        |       |  |                           |                            |                           |                            |                            |
| 0011018  | 450309 |       | SALE OF PROPERTY & EQUIPMENT           | \$142,416                 | \$75,000                   | \$75,000                  | \$75,000                   | \$75,000                   |
| <b>TOTAL SALE OF PROPERTY &amp; EQUIPMENT</b>  |        |       |  | <b>\$142,416</b>          | <b>\$75,000</b>            | <b>\$75,000</b>           | <b>\$75,000</b>            | <b>\$75,000</b>            |
| <b>SOURCE OTHER/MISCELLANEOUS REVENUE</b>      |        |       |  |                           |                            |                           |                            |                            |
| 0011018  | 454001 |       | MISCELLANEOUS                          | \$91,551                  | \$5                        | \$5                       | \$0                        | \$0                        |
| 0016012  | 480001 |       | MANROSS LIBRARY TRUST                  | 45,115                    | 0                          | 0                         | 0                          | 0                          |
| 0016014  | 480001 |       | MAIN LIBRARY TRUST                     | 4,335                     | 4,360                      | 4,360                     | 4,550                      | 4,550                      |
| 0016014  | 480002 |       | LIBRARY TRUST- GOODSSELL               | 28,950                    | 29,310                     | 29,310                    | 30,580                     | 30,580                     |
| 0017021  | 480003 |       | PARK TRUST FUNDS                       | 511,268                   | 400,000                    | 400,000                   | 400,000                    | 400,000                    |
| 0017021  | 480004 |       | PARK TRUST- GOODSSELL                  | 18,845                    | 23,330                     | 23,330                    | 23,330                     | 23,330                     |
| 0017025  | 450301 |       | WELFARE OTHER                          | 45,210                    | 7,500                      | 7,500                     | 7,500                      | 7,500                      |
| <b>TOTAL OTHER/MISCELLANEOUS REVENUE</b>       |        |       |  | <b>\$745,274</b>          | <b>\$464,505</b>           | <b>\$464,505</b>          | <b>\$465,960</b>           | <b>\$465,960</b>           |
| <b>SOURCE CONTRIBUTIONS</b>                    |        |       |  |                           |                            |                           |                            |                            |
| 0011012  | 470038 |       | PLYMOUTH                               | \$7,191                   | \$7,025                    | \$7,025                   | \$6,715                    | \$6,715                    |
| 0011018  | 470030 |       | HMO WATER DEPARTMENT CONTRIBUTION      | 5,649                     | 3,000                      | 3,000                     | 3,000                      | 3,000                      |
| 0012211  | 470000 |       | CONTRIBUTIONS                          | 110                       | 0                          | 0                         | 0                          | 0                          |
| 0012615  | 470039 |       | PLAINVILLE                             | 39,558                    | 33,930                     | 33,930                    | 0                          | 0                          |
| <b>TOTAL CONTRIBUTIONS</b>                     |        |       |  | <b>\$52,508</b>           | <b>\$43,955</b>            | <b>\$43,955</b>           | <b>\$9,715</b>             | <b>\$9,715</b>             |
| <b>SOURCE FEDERAL GRANTS</b>                   |        |       |  |                           |                            |                           |                            |                            |
| 0011018  | 431080 |       | HSG-PILOT                              | \$115,450                 | \$110,000                  | \$110,000                 | \$110,000                  | \$110,000                  |
| 0012413  | 431003 |       | CIVIL PREPAREDNESS                     | 0                         | 15,000                     | 15,000                    | 23,755                     | 30,250                     |
| <b>TOTAL FEDERAL GRANTS</b>                    |        |       |  | <b>\$115,450</b>          | <b>\$125,000</b>           | <b>\$125,000</b>          | <b>\$133,755</b>           | <b>\$140,250</b>           |
| <b>SOURCE STATE GRANTS</b>                     |        |       |  |                           |                            |                           |                            |                            |
| 0011013  | 432155 | COVID | COVID REIMBURSEMENT                    | \$47,700                  | \$0                        | \$0                       | \$0                        | \$0                        |
| 0011014  | 432012 |       | STATE PROPERTY                         | 47,877                    | 47,875                     | 47,875                    | 0                          | 0                          |
| 0011014  | 432023 |       | PILOT                                  | 0                         | 0                          | 0                         | 887,370                    | 887,370                    |
| 0011014  | 432025 |       | HOSPITAL PILOT                         | 380,562                   | 380,560                    | 380,560                   | 0                          | 0                          |
| 0011014  | 432027 |       | TOTAL DISABLED PILOT                   | 13,950                    | 15,000                     | 15,000                    | 15,000                     | 15,000                     |
| 0011014  | 432064 |       | VETERANS GRANT                         | 24,652                    | 26,000                     | 26,000                    | 20,000                     | 20,000                     |
| 0011014  | 432077 |       | ENTERPRISE ZONE REIMBURSEMENT          | 244,602                   | 170,000                    | 170,000                   | 155,000                    | 155,000                    |
| 0011016  | 432152 |       | MUNICIPAL TRANSITION GRANT             | 0                         | 0                          | 0                         | 0                          | 2,815,860                  |
| 0011018  | 432022 |       | MASHANTUCKET PEQUOT GRANTS             | 400,282                   | 400,280                    | 400,280                   | 400,280                    | 400,280                    |
| 0011018  | 432076 |       | UTILITIES TAX                          | 110,922                   | 100,000                    | 100,000                   | 100,000                    | 100,000                    |
| 0011018  | 432155 | COVID | COVID REIMBURSEMENT                    | 1,017,852                 | 0                          | 35,000                    | 0                          | 0                          |
| 0011018  | 432169 |       | LIQUOR BOTTLE DEPOSIT NIPS             | 0                         | 0                          | 0                         | 0                          | 100,000                    |
| 0011018  | 432817 |       | MUNICIPAL STABILIZATION GRANT          | 234,651                   | 234,650                    | 234,650                   | 234,650                    | 234,650                    |
| 0011027  | 432146 | 21G01 | DEMAND RESP                            | 57,275                    | 0                          | 0                         | 0                          | 0                          |
| 0011027  | 432146 | 22G01 | DEMAND RESP                            | 0                         | 0                          | 57,275                    | 0                          | 0                          |
| 0017025  | 432147 |       | ENHANCEMENT SERVICES                   | 0                         | 0                          | 0                         | 12,970                     | 12,970                     |
| 0012115  | 432050 |       | E-911 SUBSIDY GRANT                    | 155,172                   | 134,500                    | 134,500                   | 134,500                    | 134,500                    |
| 0012115  | 432400 |       | EMD GRANT                              | 2,198                     | 6,000                      | 6,000                     | 6,000                      | 6,000                      |
| 0014654  | 432079 |       | SCHOOL READINESS                       | 2,892,453                 | 0                          | 2,909,244                 | 0                          | 0                          |
| 0014654  | 432079 | 22G08 | SCHOOL READINESS                       | 0                         | 0                          | 42,519                    | 0                          | 0                          |
| 0014654  | 432080 |       | QUALITY ENHANCEMENT GRANT              | 18,718                    | 0                          | 18,756                    | 0                          | 0                          |
| 0015000  | 432002 |       | EDUCATION COST SHARING GRANT           | 41,538,555                | 41,657,310                 | 41,657,310                | 41,657,310                 | 41,657,310                 |
| 0015000  | 432016 |       | HEALTH PUBLIC ACT 481                  | 231,699                   | 150,000                    | 150,000                   | 150,000                    | 150,000                    |
| 0017025  | 432026 |       | YOUTH BUREAU                           | 41,745                    | 41,745                     | 41,745                    | 41,930                     | 41,930                     |
| <b>TOTAL STATE GRANTS</b>                      |        |       |  | <b>\$47,460,866</b>       | <b>\$43,363,920</b>        | <b>\$46,426,714</b>       | <b>\$43,815,010</b>        | <b>\$46,730,870</b>        |
| <b>SOURCE OTHER FINANCING SOURCES</b>          |        |       |  |                           |                            |                           |                            |                            |
| 0011018  | 461002 |       | BUD. FUND BALANCE UNDES                | \$0                       | \$0                        | \$823,492                 | \$0                        | \$0                        |
| <b>TOTAL OTHER FINANCING SOURCES</b>           |        |       |  | <b>\$0</b>                | <b>\$0</b>                 | <b>\$823,492</b>          | <b>\$0</b>                 | <b>\$0</b>                 |
| <b>SOURCE OPERATING TRANSFERS IN</b>           |        |       |  |                           |                            |                           |                            |                            |
| 0011018  | 490101 |       | TRANSFER IN EQUIP SINKING FUND         | \$0                       | \$1,226,000                | \$1,226,000               | \$1,190,220                | \$1,300,220                |
| 0011018  | 490106 |       | TRANSFER IN SPECIAL GRANTS & DONATIONS | 0                         | 420,000                    | 0                         | 0                          | \$0                        |
| 0011018  | 490108 |       | TRANSFER IN SEGF                       | 0                         | 0                          | 420,000                   | 0                          | 0                          |
| 0011018  | 490180 |       | TRANSFER IN MRSF                       | 600,000                   | 1,600,000                  | 1,600,000                 | 1,000,000                  | 1,000,000                  |
| 0013028  | 490700 |       | TRANSFER TRUST                         | 18,316                    | 0                          | 0                         | 0                          | 0                          |
| <b>TOTAL OTHER FINANCING SOURCES</b>           |        |       |  | <b>\$618,316</b>          | <b>\$3,246,000</b>         | <b>\$3,246,000</b>        | <b>\$2,190,220</b>         | <b>\$2,300,220</b>         |
| <b>TOTAL REVENUES GENERAL FUND</b>             |        |       |  | <b>\$212,913,655</b>      | <b>\$209,594,190</b>       | <b>\$213,480,476</b>      | <b>\$218,101,660</b>       | <b>\$215,183,250</b>       |

## General Fund Expenditures

| ORGCODE                            | DEPARTMENT                       | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET | APPROVED \$<br>INCREASE/<br>(DECREASE) | APPROVED %<br>INCREASE/<br>DECREASE |
|------------------------------------|----------------------------------|-------------------------------|----------------------------|---------------------------|----------------------------|--|-------------------------------------|
| <b>FUNCTION GENERAL GOVERNMENT</b> |                                  |                               |                            |                           |                            |  |                                     |
| 0011010                            | CITY COUNCIL                     | \$61,065                      | \$61,065                   | \$61,065                  | \$61,065                   | \$0                                    | 0.00%                               |
| 0011011                            | MAYOR'S OFFICE                   | 206,610                       | 216,500                    | 208,020                   | 208,020                    | (8,480)                                | (3.92%)                             |
| 0011012                            | PROBATE COURT                    | 39,609                        | 43,405                     | 43,405                    | 43,405                     | 0                                      | 0.00%                               |
| 0011013                            | REGISTRARS OF VOTERS             | 301,418                       | 286,310                    | 307,210                   | 302,210                    | 15,900                                 | 5.55%                               |
| 0011014                            | ASSESSOR'S OFFICE                | 476,880                       | 503,155                    | 493,480                   | 491,730                    | (11,425)                               | (2.27%)                             |
| 0011015                            | BOARD OF ASSESSMENT APPEALS      | 5,706                         | 7,010                      | 17,060                    | 9,710                      | 2,700                                  | 38.52%                              |
| 0011016                            | TAX COLLECTOR                    | 355,119                       | 392,365                    | 407,380                   | 407,380                    | 15,015                                 | 3.83%                               |
| 0011017                            | PURCHASING                       | 218,471                       | 227,275                    | 226,925                   | 226,925                    | (350)                                  | (0.15%)                             |
| 0011018                            | COMPTROLLER'S OFFICE             | 809,958                       | 835,260                    | 836,235                   | 836,235                    | 975                                    | 0.12%                               |
| 0011019                            | TREASURER                        | 136,601                       | 155,970                    | 156,380                   | 156,380                    | 410                                    | 0.26%                               |
| 0011020                            | INFORMATION TECHNOLOGY           | 1,119,017                     | 1,423,295                  | 2,098,780                 | 1,463,780                  | 40,485                                 | 2.84%                               |
| 0011021                            | HUMAN RESOURCES                  | 437,340                       | 440,705                    | 456,100                   | 456,100                    | 15,395                                 | 3.49%                               |
| 0011022                            | CORPORATION COUNSEL              | 570,332                       | 645,785                    | 735,870                   | 645,870                    | 85                                     | 0.01%                               |
| 0011023                            | TOWN AND CITY CLERK              | 450,789                       | 492,670                    | 484,510                   | 484,510                    | (8,160)                                | (1.66%)                             |
| 0011024                            | BOARD OF FINANCE                 | 86,474                        | 87,080                     | 89,200                    | 89,200                     | 2,120                                  | 2.43%                               |
| 0011026                            | HOUSING CODE BOARD OF APPEALS    | 1                             | 460                        | 0                         | 0                          | (460)                                  | (100.00%)                           |
| 0011027                            | DEPARTMENT OF AGING              | 705,495                       | 748,580                    | 746,880                   | 746,880                    | (1,700)                                | (0.23%)                             |
| 0011030                            | CITY MEMBERSHIPS                 | 58,020                        | 77,280                     | 79,375                    | 79,375                     | 2,095                                  | 2.71%                               |
| 0011034                            | COMMUNITY PROMOTIONS             | 23,708                        | 65,000                     | 60,000                    | 60,000                     | (5,000)                                | (7.69%)                             |
| 0011041                            | BOARDS AND COMMISSIONS           | 5,962                         | 6,350                      | 6,550                     | 6,550                      | 200                                    | 3.15%                               |
| <b>TOTAL</b>                       | <b>GENERAL GOVERNMENT</b>        | <b>\$6,068,574</b>            | <b>\$6,715,520</b>         | <b>\$7,514,425</b>        | <b>\$6,775,325</b>         | <b>\$59,805</b>                        | <b>0.89%</b>                        |
| <b>FUNCTION PUBLIC SAFETY</b>      |                                  |                               |                            |                           |                            |  |                                     |
| 0012110                            | POLICE DEPARTMENT ADMINISTRATION | \$1,424,198                   | \$1,644,785                | \$2,370,350               | \$1,713,850                | \$69,065                               | 4.20%                               |
| 0012111                            | POLICE MAINTENANCE               | 249,140                       | 308,995                    | 332,140                   | 332,140                    | 23,145                                 | 7.49%                               |
| 0012112                            | POLICE PATROL & TRAFFIC          | 10,293,101                    | 10,580,880                 | 11,288,330                | 11,092,305                 | 511,425                                | 4.83%                               |
| 0012113                            | POLICE CRIMINAL INVESTIGATIONS   | 2,703,057                     | 2,836,915                  | 2,969,395                 | 2,925,805                  | 88,890                                 | 3.13%                               |
| 0012114                            | POLICE SPECIAL SERVICES          | 1,604,934                     | 450,000                    | 450,000                   | 450,000                    | 0                                      | 0.00%                               |
| 0012115                            | POLICE COMMUNICATIONS            | 1,651,919                     | 1,727,665                  | 1,749,575                 | 1,730,795                  | 3,130                                  | 0.18%                               |
|                                    | <b>SUB-TOTAL POLICE DEPT.</b>    | <b>\$17,926,349</b>           | <b>\$17,549,240</b>        | <b>\$19,159,790</b>       | <b>\$18,244,895</b>        | <b>\$695,655</b>                       | <b>3.96%</b>                        |
| 0012211                            | FIRE DEPARTMENT                  | \$9,440,514                   | \$9,250,635                | \$9,615,785               | \$9,498,795                | \$248,160                              | 2.68%                               |
| 0012312                            | ANIMAL CONTROL                   | 180,552                       | 192,495                    | 197,515                   | 197,515                    | 5,020                                  | 2.61%                               |
| 0012413                            | EMERGENCY MANAGEMENT             | 18,811                        | 30,000                     | 47,515                    | 60,500                     | 30,500                                 | 101.67%                             |
| 0012615                            | BUILDING INSPECTION              | 583,613                       | 652,475                    | 664,955                   | 664,955                    | 12,480                                 | 1.91%                               |
| <b>TOTAL</b>                       | <b>PUBLIC SAFETY</b>             | <b>\$28,149,839</b>           | <b>\$27,674,845</b>        | <b>\$29,685,560</b>       | <b>\$28,666,660</b>        | <b>\$991,815</b>                       | <b>3.58%</b>                        |
| <b>FUNCTION PUBLIC WORKS</b>       |                                  |                               |                            |                           |                            |  |                                     |
| 0013010                            | PW ADMINISTRATION                | \$412,665                     | \$416,355                  | \$426,995                 | \$426,995                  | \$10,640                               | 2.56%                               |
| 0013011                            | PW ENGINEERING                   | 857,327                       | 911,650                    | 930,825                   | 930,825                    | 19,175                                 | 2.10%                               |
| 0013012                            | PW LAND USE                      | 226,580                       | 260,020                    | 269,300                   | 269,300                    | 9,280                                  | 3.57%                               |
| 0013013                            | PW BUILDING MAINTENANCE          | 1,131,005                     | 1,169,125                  | 1,043,160                 | 1,043,160                  | (125,965)                              | (10.77%)                            |
| 0013015                            | PW STREETS                       | 2,020,426                     | 2,204,800                  | 2,273,345                 | 2,220,060                  | 15,260                                 | 0.69%                               |
| 0013016                            | PW SOLID WASTE                   | 1,103,278                     | 1,216,380                  | 1,232,595                 | 1,232,595                  | 16,215                                 | 1.33%                               |
| 0013017                            | PW FLEET MAINTENANCE             | 1,694,369                     | 1,918,820                  | 1,971,970                 | 1,934,190                  | 15,370                                 | 0.80%                               |
| 0013018                            | PW SNOW REMOVAL                  | 1,052,235                     | 1,092,500                  | 1,096,500                 | 1,096,500                  | 4,000                                  | 0.37%                               |
| 0013019                            | PW MAJOR ROAD IMPROVEMENTS       | 32,154                        | 22,000                     | 35,000                    | 35,000                     | 13,000                                 | 59.09%                              |
| 0013020                            | PW RAILROAD MAINTENANCE          | 98,045                        | 64,300                     | 44,300                    | 44,300                     | (20,000)                               | (31.10%)                            |
| 0013021                            | PW OTHER CITY BUILDINGS          | 168,818                       | 106,000                    | 131,000                   | 131,000                    | 25,000                                 | 23.58%                              |
| 0013025                            | PW PERM PATCH UTILITY            | 28,651                        | 0                          | 0                         | 0                          | 0                                      | 0.00%                               |
| 0013026                            | PW FLEET                         | 1,302,957                     | 534,000                    | 1,203,000                 | 850,000                    | 316,000                                | 59.18%                              |
| 0013027                            | PW LINE PAINTING                 | 240,187                       | 102,025                    | 91,525                    | 91,000                     | (11,025)                               | (10.81%)                            |
| 0013028                            | STORM WATER MAINTENANCE          | 18,316                        | 0                          | 0                         | 0                          | 0                                      | 0.00%                               |
| 0013040                            | PW STREET LIGHTING               | 196,857                       | 205,000                    | 235,000                   | 235,000                    | 30,000                                 | 14.63%                              |
| <b>TOTAL</b>                       | <b>PUBLIC WORKS</b>              | <b>\$10,583,869</b>           | <b>\$10,222,975</b>        | <b>\$10,984,515</b>       | <b>\$10,539,925</b>        | <b>\$316,950</b>                       | <b>3.10%</b>                        |

General Fund Expenditures - continued

| ORCODE  | DEPARTMENT   | 2021<br>ACTUAL<br>EXPENDITURE | 2022<br>ORIGINAL<br>BUDGET | 2023<br>BUDGET<br>REQUEST | 2023<br>APPROVED<br>BUDGET | APPROVED \$<br>INCREASE/<br>(DECREASE) | APPROVED %<br>INCREASE/<br>DECREASE |
|---|--|-------------------------------|----------------------------|---------------------------|----------------------------|--|-------------------------------------|
| <b>FUNCTION HEALTH &amp; SOCIAL SERVICES</b>                      |  |                               |                            |                           |                            |  |                                     |
| 0014210   | BRISTOL/BURLINGTON HEALTH                                | \$3,416,455                   | \$3,632,135                | \$4,050,845               | \$3,882,135                | \$250,000                              | 0.00%                               |
| 0014500   | OUTSIDE AGENCIES   | 72,271                        | 88,595                     | 131,815                   | 105,315                    | 16,720                                 | 18.87%                              |
| 0014550   | CEMETERY UPKEEP  | 79,018                        | 79,020                     | 79,020                    | 79,020                     | 0                                      | 0.00%                               |
| 0014654   | SCHOOL READINESS   | 2,924,903                     | 25,000                     | 25,000                    | 25,000                     | 0                                      | 0.00%                               |
| <b>TOTAL</b>  | <b>HEALTH &amp; SOCIAL SERVICES</b>                      | <b>\$6,492,647</b>            | <b>\$3,824,750</b>         | <b>\$4,286,680</b>        | <b>\$4,091,470</b>         | <b>\$266,720</b>                       | <b>6.52%</b>                        |
| <b>FUNCTION LIBRARIES</b>   |  |                               |                            |                           |                            |  |                                     |
| 0016010   | MAIN LIBRARY   | \$1,856,516                   | \$1,964,555                | \$2,008,070               | \$1,969,060                | \$4,505                                | 0.23%                               |
| 0016011   | CHILDREN'S LIBRARY                                       | 60,277                        | 59,000                     | 59,000                    | 59,000                     | 0                                      | 0.00%                               |
| 0016012   | MANROSS LIBRARY  | 413,976                       | 412,070                    | 415,005                   | 415,005                    | 2,935                                  | 0.71%                               |
| 0016014   | LIBRARY TRUSTS   | 24,578                        | 33,670                     | 35,130                    | 35,130                     | 1,460                                  | 4.34%                               |
| <b>TOTAL</b>  | <b>LIBRARIES</b>   | <b>\$2,355,346</b>            | <b>\$2,469,295</b>         | <b>\$2,517,205</b>        | <b>\$2,478,195</b>         | <b>\$8,900</b>                         | <b>0.36%</b>                        |
| <b>FUNCTION PARKS, RECREATION, YOUTH &amp; COMMUNITY SERVICES</b> |  |                               |                            |                           |                            |  |                                     |
| 0017021   | PARKS ADMINISTRATION                                     | \$453,974                     | \$536,445                  | \$580,040                 | \$545,040                  | 8,595                                  | 1.60%                               |
| 0017022   | PARKS GROUNDS AND FACILITIES                             | 1,456,391                     | 1,548,490                  | 1,725,240                 | 1,581,240                  | 32,750                                 | 2.11%                               |
| 0017023   | RECREATION   | 437,520                       | 615,710                    | 649,785                   | 632,810                    | 17,100                                 | 2.78%                               |
| 0017024   | AQUATICS   | 754,203                       | 780,545                    | 807,400                   | 786,405                    | 5,860                                  | 0.75%                               |
| 0017025   | YOUTH AND COMMUNITY SERVICES                             | 406,786                       | 452,405                    | 455,410                   | 445,410                    | (6,995)                                | 0.00%                               |
| <b>TOTAL</b>  | <b>PARKS, RECREATION, YOUTH &amp; COMMUNITY SERVICES</b> | <b>\$3,508,874</b>            | <b>\$3,933,595</b>         | <b>\$4,217,875</b>        | <b>\$3,990,905</b>         | <b>\$57,310</b>                        | <b>1.46%</b>                        |
| <b>FUNCTION MISCELLANEOUS &amp; OTHER USES</b>                    |  |                               |                            |                           |                            |  |                                     |
| 0018101   | RETIREMENT BENEFITS                                      | \$31,000                      | \$0                        | \$0                       | \$0                        | \$0                                    | 0.00%                               |
| 0018102   | EMPLOYEE BENEFITS  | 2,969,017                     | 1,946,375                  | 1,955,700                 | 1,955,700                  | \$9,325                                | 0.48%                               |
| 0018105   | INSURANCE  | 983,642                       | 1,042,500                  | 1,129,450                 | 1,129,450                  | 86,950                                 | 8.34%                               |
| 0018106   | ALL OTHER  | 398,083                       | 1,390,950                  | 1,940,950                 | 2,011,320                  | 620,370                                | 44.60%                              |
| 0018107   | OTHER POST EMPLOYMENT BENEFITS                           | 1,300,000                     | 1,200,000                  | 1,200,000                 | 1,200,000                  | 0                                      | 0.00%                               |
| 0018108   | OPERATING TRANSFERS OUT                                  | 52,418,291                    | 27,347,385                 | 28,091,300                | 27,766,300                 | 418,915                                | 1.53%                               |
| 0018310   | PUBLIC BUILDINGS   | 250,000                       | 176,000                    | 250,000                   | 250,000                    | 74,000                                 | 42.05%                              |
| <b>TOTAL</b>  | <b>MISCELLANEOUS &amp; OTHER USES</b>                    | <b>\$58,350,033</b>           | <b>\$33,103,210</b>        | <b>\$34,567,400</b>       | <b>\$34,312,770</b>        | <b>\$1,209,560</b>                     | <b>3.65%</b>                        |
| <b>TOTAL</b>  | <b>GENERAL CITY</b>                                      | <b>\$115,509,182</b>          | <b>\$87,944,190</b>        | <b>\$93,773,660</b>       | <b>\$90,855,250</b>        | <b>\$2,911,060</b>                     | <b>3.20%</b>                        |
| <b>FUNCTION EDUCATION</b>   |  |                               |                            |                           |                            |  |                                     |
| 0015000   | EDUCATION  | \$96,659,930                  | \$121,650,000              | \$124,328,000             | \$124,328,000              | \$2,678,000                            | 2.20%                               |
| <b>TOTAL</b>  | <b>EDUCATION</b>   | <b>\$96,659,930</b>           | <b>\$121,650,000</b>       | <b>\$124,328,000</b>      | <b>\$124,328,000</b>       | <b>\$2,678,000</b>                     | <b>2.20%</b>                        |
| <b>TOTAL</b>  | <b>GENERAL FUND</b>                                      | <b>\$212,169,112</b>          | <b>\$209,594,190</b>       | <b>\$218,101,660</b>      | <b>\$215,183,250</b>       | <b>\$5,589,060</b>                     | <b>2.67%</b>                        |

## Glossary of Terms

- **ACCRUAL BASIS OF ACCOUNTING** - all flows of resources (and thus all changes in net assets) during the year are recorded regardless of whether they involve cash flowing in or out of the government.
- **ACTIVITY** - a summary level budget organization which has a specific purpose or intention and is comprised of one or more operational units identified in decision packages which have common goals or objectives established to attain the activity's stated purpose. Activities often correspond to formal organizational divisions within an agency or budget unit.
- **AMENDMENT** - a revision of the adopted budget that, when approved by the legislative body, replaces the original budget. Amendments to budgets occur frequently throughout the fiscal year as spending priorities shift.
- **ANNUAL BUDGET** - a budget applicable to a single fiscal year.
- **APPROPRIATION** - a legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and time it may be expended.
- **ARBITRAGE** - the reinvestment of the proceeds of tax-exempt securities in materially higher yielding taxable securities.
- **ASSESSED VALUE** - the valuation set upon the City's real property using 70% value as a base.
- **ASSETS** - resources owned or controlled by a government, as a result of a past transaction or other event, that have a recognizable monetary value.
- **ASSIGNED FUND BALANCE** – the portion of fund balance that reflects the City's intended use for a specific purpose.
- **AUTHORIZED POSITIONS** - employee positions, which are authorized in the adopted budget, to be filled during the year.
- **AUDIT** - a comprehensive review of the manner in which the City's resources were actually utilized. The main purpose of an audit is to issue an opinion on the fair presentation of the financial statements and to test the controls over the safekeeping of assets while making recommendations for improvement where necessary. The City's annual audit is conducted by independent auditors.
- **BALANCED BUDGET** - all of the City's estimated sources of revenues, including uses of fund balances, equal expenditure appropriations for the fiscal year.
- **BALANCE SHEET** - the financial statement disclosing the assets, liabilities and equity of an entity at a specified date in conformity with GAAP.
- **BASIS OF ACCOUNTING** - a term used to refer to when revenues, expenditures, expenses and transfers - and the related assets and liabilities are recognized in the accounts and reported in the financial statements. Specifically, it relates to the timing of the measurements made regardless of the nature of the measurement. Bristol uses the modified accrual basis.

- **BOARD OF EDUCATION** - the Board of Education is the elected body responsible for developing educational policy for the Bristol Public School system. It is a nine-member body whose members are elected every four years.
- **BOARD OF FINANCE** - the Board of Finance is the appointed body (9 members, including the Mayor) responsible for selecting the City's independent auditor, reviewing budgets from the Board of Education and City Departments, soliciting public comments on these budgets, and recommending a combined budget to the joint meeting of the City Council and Board of Finance, as well as reviewing appropriation transfers and additional appropriations.
- **BOND** - a written promise to pay a specified sum of money (called the face value or principal amount), at a specified date or dates in the future, i.e. maturity date(s), together with periodic interest at a specified rate. Sometimes, all or a substantial portion of the interest is included in the face value of the security.
- **BOND ANTICIPATION NOTE** - short-term interest bearing note issued by a government in anticipation of bonds to be issued at a later date. The notes are retired from proceeds of the bond issue to which they are related.
- **BUDGET** - a financial plan for a given fiscal year showing revenues and expenditures for different funds of the City.
- **BUDGET DOCUMENT** - the instrument prepared by the Comptroller's office of the City of Bristol to present a comprehensive financial program to the Board of Finance and City Council for consideration and adoption.
- **BUDGET YEAR** - the fiscal year of the City which begins on July 1 and ends on June 30.
- **CAPITAL ASSET** - land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, infrastructure and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.
- **CAPITAL BUDGET (CB)** - the Capital Budget is the first year of a ten-year Capital Improvement Program. It includes all equipment or facility improvements or modifications for both the City Government and Board of Education costing more than \$100,000 and having a life expectancy of more than five years.
- **CAPITAL EXPENDITURES** - Expenditures that result in the acquisition of or addition to capital assets
- **CAPITAL IMPROVEMENT PROGRAM (CIP)** - a plan for capital outlay to be incurred over ten years to meet capital needs arising from the long-term work program. It sets forth each contemplated project or outlay and specifies the resources or funding estimated to be available to finance them.
- **CAPITAL PROGRAM** - a plan for capital expenditures to be incurred each year over a fiscal period of years to meet capital needs arising from the long-term work program or other capital needs. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the resources estimated to be available to finance the projected expenditures.
- **CAPITAL PROJECT** - a Capital Improvement Program project or equipment costing more than \$100,000 and having a life expectancy of more than five years.

- **CASH ACCOUNTING** - a basis of accounting under which transactions are recognized only when cash is received or disbursed.
- **COMMUNITY DEVELOPMENT BLOCK GRANT** - (CDBG) is an annual Federal grant received from the Department of Housing and Urban Development. It is primarily used for housing rehabilitation and other grant eligible activities.
- **CITY COUNCIL** - the City Council is the elected legislative body of the City of Bristol that is responsible for board and commission vacancies and legislative and contractual duties as outlined in the City Charter and State Law. The City Council is comprised of six members and the Mayor, elected at large on a partisan basis, every two years.
- **COMMITTED FUND BALANCE** - The portion of fund balance that represents resources whose use is constrained by limitations that the City imposes upon itself.
- **COMPTROLLER** - the Comptroller is appointed by the Mayor and confirmed by the City Council and is the Chief Financial Officer of the City. The Comptroller has such powers and duties as the City Charter, State Statutes, and the City Council may prescribe for the Chief Financial Officer of a municipality.
- **CONTINGENCY** - a budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for. When required, funding transfers to departmental function areas are approved by the Board of Finance and City Council.
- **DEBT** - an obligation resulting from the borrowing of money or from the purchase of goods and services.
- **DEBT LIMIT** - the maximum amount of outstanding gross or net debt legally permitted.
- **DEBT SERVICE** - the amount of money the City is required to expend for interest and principal payments on its outstanding bonded debt.
- **DEFERRED REVENUE** - Liabilities representing resources received by a government that do not yet qualify to be recorded as revenue.
- **DEPARTMENT** - an administrative agency of the City having management responsibility for an operation or a group of related services within a functional area.
- **DEPRECIATION** - expiration in the service life of fixed assets, other than wasting assets, attributable to wear and tear, deterioration, action by physical elements, inadequacy and obsolescence.
- **EMPLOYEE BENEFITS** - for the purpose of budgeting, this term refers to the City's cost of health insurance, pension contributions, social security contributions, life insurance premiums, workers' compensation and unemployment costs.
- **ENCUMBRANCES** - commitments related to unperformed contracts for goods or services. Used in budgeting, encumbrances are not GAAP expenditures or liabilities, but represent the estimated amount of expenditures to result when unperformed contracts in process are completed.
- **ENTERPRISE FUND (PROPRIETARY FUND)** - a fund established to account for operations financed and operated in a manner similar to private business enterprises. The City maintains one Enterprise Fund, the Bristol Water Department.

- **ENTITLEMENT** - the amount of payment to which a state or local government is entitled pursuant to an allocation formula contained in applicable statutes.
- **EXPENDITURE** - decreases in net financial resources. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service, capital outlays, intergovernmental grants, entitlements and shared revenues.
- **EXEMPTION** - a person or business that does not have to pay a certain liability due to meeting certain criteria as set forth by an authorized agent.
- **FISCAL YEAR** - a 12-month period to which the Operating Budget applies, at the end of which the City determines its financial position and its results of operations. The City's fiscal year runs from July 1 through June 30.
- **FIXED ASSETS/CAPITAL ASSETS** - long-lived tangible assets obtained or controlled as a result of past transactions, events or circumstances. Fixed Assets include buildings, equipment, and improvements other than buildings and land. In the private sector, these assets are referred to most often as property, plant and equipment.
- **FTE** - full time equivalent. In other words, the number of authorized personnel on a full-time basis working for a particular Department or Division (Activity) within the City.
- **FIDUCIARY FUNDS** - Funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs. This includes pension (and other employee benefits) trust funds, investment trust funds, and agency funds.
- **FUNCTION/DEPARTMENT/DIVISION OR ACTIVITIES** - *the City of Bristol's Operating Budget expenditures are divided into a hierarchy.*
  - A *Function* is a group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible. Expenditure functions relate to the principal purpose/service for which expenditures are made.
  - A *Department* is an organizational or budgetary breakdown within many City funds. Each department serves a specific function or functions within the given fund entity.
  - Departments can be further subdivided into *Divisions or Activities*, which are usually associated with working groups having a more limited set of work responsibilities.
- **FUND** - a fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.
- **FUND ACCOUNTING** - the core of governmental accounting is the fund, which is an accounting entity consisting of a set of self-balancing accounts. Individual funds are typically earmarked for particular purposes or activities.
- **FUND BALANCE** - the portion of fund equity available for appropriation.
- **FUND EQUITY** – the difference between a fund's assets and liabilities. An adequate fund balance is necessary for numerous reasons, such as to have funds available in case of an emergency or unexpected events, to maintain or enhance the City's financial position and related bond rating, to provide cash for operations prior to receipt of property tax revenues, and to maximize investment earnings.

- **FUNDING SOURCE** - identifies the source of revenue to fund both the operating and capital appropriations.
- **GENERAL FUND** - typically serves as the chief operating fund of a government. The general fund is used to account for all financial resources except those required to be accounted for in another fund.
- **GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)** - uniform minimum standards and guidelines for financial accounting and reporting. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).
- **GOALS** - statements of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.
- **GOVERNMENT ACCOUNTING STANDARDS BOARD (GASB)** - the authoritative accounting and financial reporting standard-setting body for governmental entities.
- **GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA)** - an association of public finance professionals founded in 1906 as the Municipal Finance Officers Association. The GFOA has played a major role in the development and promotion of GAAP for state and local government since its inception and has sponsored the Certificate of Achievement for Excellence Programs in budgeting and financial reporting since 1946.
- **GOVERNMENTAL FUNDS** - funds used to account for tax-supported activities. There are five different types of governmental funds; the general fund, special revenue funds, debt service funds, capital projects funds and permanent funds.
- **GRAND LIST** - the total assessed value of residential, industrial, commercial, personal property and motor vehicles. Pursuant to Connecticut statutes, values are assessed at seventy percent (70%) except motor vehicles, which are assessed at average trade-in. The applicable date is October 1 each year for the following fiscal year budget.
- **INFRASTRUCTURE** - assets that are immovable and of value only to the governmental unit such as drainage and sewer systems.
- **INTERGOVERNMENTAL REVENUE** - the funds received from another governmental entity, such as the Federal, State, and City governments.
- **LIABILITIES** - amounts a government owes.
- **LINE ITEM BUDGET** - a budget prepared along departmental lines that focuses on what is to be purchased.
- **LOCIP** - Local Capital Improvement Program. This program is provided by the State of Connecticut as a grant program. This program is used primarily for the Capital Budget and is a Special Revenue Fund of the City.
- **LONG-TERM DEBT** - includes long-term liabilities associated with governmental activities. Includes bonds, notes and capital lease obligations.
- **MINIMUM BUDGET REQUIREMENT (MBR)** - A State of Connecticut requirement that municipalities must allocate funding in a current year no less than what was allocated the previous year.

- **JOINT MEETING** – A Joint Meeting of the City of Bristol is comprised of the members of the Board of Finance, the City Council and the Mayor. Its responsibilities include budget approval, authorization of all additional expenditures to the budget, and approval of any appropriation transfers in excess of \$5,000.
- **MILL RATE** - rate used in calculating taxes based upon the value of property, expressed in mills per one-thousandth of property value.
- **MODIFIED ACCRUAL BASIS** - the accrual basis of accounting adapted to the governmental fund-type measurement focus. Under it, revenues and other financial resource increments (e.g. bond issue proceeds) are recognized when they become susceptible to accrual, which is when they become both “measurable” and “available” to finance expenditures of the current period. “Available” means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the fund liability is incurred except for (1) inventories of materials and supplies that may be considered expenditures either when purchased or when used, and (2) prepaid insurance and similar items that may be considered expenditures either when paid for or when consumed. All governmental funds, expendable trust funds, and agency funds are accounted for using the modified accrual basis of accounting.
- **NONSPENDABLE FUND BALANCE** – amount of Fund Balance that are inherently nonspendable, must be maintained intact (endowment fund principal) or other assets (prepaids or long term receivables).
- **OBJECT OF EXPENDITURE** - an expenditure classification, referring to the lowest and most detailed level of classification such as electricity, office supplies, asphalt, and furniture.
- **OBJECTIVES** - something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.
- **OBLIGATED AMOUNT** - represents the total expenditures plus encumbrances charged to each project in the Capital Program.
- **ORDINANCE** - a law set forth by a governmental entity, usually a municipal government.
- **OUTPUT INDICATOR** - a unit of work accomplished without reference to the resources required to do the work (e.g. number of permits issued, number of refuse collections made, or number of burglary arrests made). Output indicators do not reflect the effectiveness or efficiency of the work.
- **PAY-AS-YOU-GO BASIS** - a term used to describe a financial policy by which capital outlay is financed from current revenues rather than through borrowing.
- **PERFORMANCE MEASURES** - used for service efforts and accomplishments reporting.
- **POLICY** - a document that defines a course or method of action to make future decisions based on goals and acceptable procedures.
- **PROGRAM** - a group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.
- **PROGRAM BUDGET** - a budget which allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments.
- **PROGRAM REVENUE (INCOME)** - program revenues earned including fees for services, license and permit fees and fines.

- **PROJECT** - the basic unit of the Capital Improvement Program. A project is a capital improvement, which generally will span a shorter period of time for completion.
- **RESOLUTION** - a special or temporary order of a legislative body. It is an order of a legislative body requiring less legal formality than an ordinance or statute.
- **REVALUATION** - to establish the present true and actual value of all real property in a town as of a specific assessment date.
- **REVENUE** - this term designates additions to assets, which do not increase any liability, do not represent the recovery of expenditures, and do not represent contributions of fund capital.
- **SCHOOL OPERATING BUDGET** - the budget includes account types that are received and spent by the Board of Education for the City School System. These account types include: Salaries, Contractual Services, Supplies & Materials, Capital Outlay and Miscellaneous/Other. These categories of expenditures are defined by the State of Connecticut Board of Education, and are uniform for all school systems within the State.
- **SPECIAL REVENUE FUNDS** – funds are used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditures for specified purposes other than debt service or capital projects.
- **STATUTE** - a written law enacted by a duly organized and constituted legislative body.
- **TAX BASE** - the value of all taxable real property in the City as of October 1 each year as certified by the Assessor. The tax base represents net value after all abatements and exemptions. Property taxes, assessments, rates and uses are found in the Budgetary Summaries section of the Budget Document.
- **TRANSFERS IN/OUT** - amounts transferred from one fund to another to assist in financing the services for the recipient fund.
- **UNASSIGNED FUND BALANCE** –the portion of Fund Balance which is not assigned for any specific purpose or use.
- **UNCOLLECTIBLES** - these represent uncollectible taxes, which could be collectible in future years (with incumbent penalties assessed in accordance with state law), various tax abatement programs authorized by the state for eligible senior citizen, disabled, and handicapped individuals.

## Acronym Listing

- **AAL** - Actuarially Accrued Liability
- **ADA** - Americans with Disabilities Act
- **ADC** - Actuarially Determined Contribution
- **ARC** - Annual Required Contributions
- **ARRA** - American Recovery and Reinvestment Act
- **BBHD** - Bristol Burlington Health District
- **BDDC** - Bristol Downtown Development Corporation
- **BCO** - Bristol Community Organization
- **BDA** - Bristol Development Authority
- **BOE** - Board of Education
- **BOF** - Board of Finance
- **BPCCC** - Bristol Preschool Child Care Center
- **CB** - Capital Budget
- **CCRPA** - Central Connecticut Regional Planning Agency
- **CDBG** - Community Development Block Grant
- **CIP** - Capital Improvement Program
- **CMHA** - Community Mental Health Affiliates
- **CNR** - Capital and Nonrecurring Fund
- **CEC** - Code Enforcement Committee
- **CYF** - Consumer, Youth and Family
- **DEEP** - Department of Energy and Environmental Protection
- **DMHAS** - Department of Mental Health and Addiction Services
- **DUI** - Driving Under the Influence
- **FT** - Full-time
- **FTE** - Full-time Equivalent
- **GAAP** - Generally Accepted Accounting Principles

## Appendix

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- **GASB** - Governmental Accounting Standards Board
- **GIS** - Geographic Information System
- **GF** - General Fund
- **GFOA** - Government Finance Officers Association
- **GO** - General Obligation Bonds
- **LEPC** - Local Emergency Planning Committee
- **LOCIP** - Local Capital Improvement Program
- **MBR** - Minimum Budget Requirement for Board of Education
- **MIS** - Management Information Systems
- **N/A** - Not Applicable
- **NAEYC** - National Association for the Education of Young Children
- **NCRMHB** - North Central Regional Mental Health Board
- **NTGL** - Net Taxable Grand List
- **OPEB** - Other Post Employment Benefits
- **PLCC** - Pink Lake Challenge Course
- **P&I** - Principal and Interest
- **PSA** - Public Service Announcements
- **PT** - Part-time
- **PVPB** - Present Value of all Projected Benefits
- **RFI** - Request for Information
- **RFP** - Request for Proposal
- **SAAC** - Substance Abuse Action Council
- **SSO** - Sanitary Sewer Overflow
- **VA** - Veterans' Administration
- **WPC** - Water Pollution Control

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