



City of Bristol

2023-2024 City of Bristol Budget



As Adopted by the City Council and Board of Finance Version



TABLE OF CONTENTS

Introduction	5
Introduction	6
GFOA Budget Award	7
About Bristol	8
Demographics	10
Organization Chart	15
Principal Officials	16
Fund Structure	18
Basis of Budgeting	20
Budget Process	21
Budget Overview	24
Mayor's Budget Message	25
Board of Finance Chairman's Budget Message	26
Comptroller's Budget Message	28
Strategic Plan	45
Financial Policies	50
Personnel Changes	63
Fund Summaries	71
All Funds	72
General Fund	82
Special Revenue Funds	92
CDBG Fund	96
Solid Waste Disposal Fund	107
School Lunch Program	112
Pine Lake Adventure Park	118
Transfer Station Fund	124
Road Improvements Fund	130
Arts & Culture Fund	135
Police Private Duty Fund	139
Internal Service Fund	141
General Fund Revenues	147
General Fund Revenues	148
General Fund Department Summaries	153
General Government	154
City Council	157
Mayor's Office	159
Probate Court	163
Registrar of Voters	167
Assessor	173
Board of Assessment Appeals	180
Tax Collector	184
Purchasing	189
Comptroller's Office	195

Treasurer	200
Information Technology	206
Human Resources	211
Corporation Counsel	215
Town and City Clerk	220
Board of Finance	228
Department of Aging	232
City Memberships	239
Community Promotions	240
Committees, Board and Commissions	241
Public Safety	242
Police Department	247
Police - Administration	252
Police - Maintenance	258
Police - Patrol and Traffic	261
Police - Criminal Investigation Division	266
Police - Special Services	268
Police - Communications	270
Animal Control	273
Fire Department	277
Emergency Management	286
Building Inspection	291
Public Works	295
Public Works - Administration	300
Public Works - Engineering	305
Public Works - Land Use	311
Public Works - Building Maintenance	316
Public Works - Streets	321
Public Works - Solid Waste	326
Public Works - Fleet Maintenance	332
Public Works - Snow Removal	337
Public Works - Major Road Improvements	341
Public Works - Railroad Maintenance	344
Public Works - Other City Buildings	347
Public Works - Fleet	350
Public Works - Line Painting	353
Public Works - Street Lighting	356
Libraries	359
Main Library	366
Children's Library	369
Manross Library	372
Library Trusts	375
Parks, Recreation, Youth and Community Services	378
PRYCS - Admin	393
PRYCS - Grounds, and Facilities Maintenance	398
PRYCS - Recreation	402
PRYCS - Aquatics	406
PRYCS - Youth and Community Services	410
Miscellaneous	414

Employee Benefits	416
Heart & Hypertension	419
Insurance	420
All Other	424
OPEB	427
Operating Transfers Out	430
Public Buildings	433
Health & Social Services	436
Bristol Burlington Health District	439
Outside Agencies	442
School Readiness	448
Education	453
Board of Education	454
Enterprise Funds	460
Bristol Water Department	461
Sewer Department	469
Capital Improvements	473
Capital Budget	474
Impact of 2024 Capital Budget on Operating Budget and Future	483
2024-2029 Capital Improvement Strategic Plan	484
Debt	487
Debt Overview	488
Debt Service Budget	491
Government-wide Debt	493
Legal Debt Authorization	495
Appendix	497
Glossary & Acronyms	498

INTRODUCTION

City of Bristol, Connecticut



2023-2024 Annual Adopted Budget

GFOA Budget Award

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, 2022. 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.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**City of Bristol
Connecticut**

For the Fiscal Year Beginning

July 01, 2022

Christopher P. Morill

Executive Director

About Bristol



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.

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.



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



Population Overview



TOTAL POPULATION

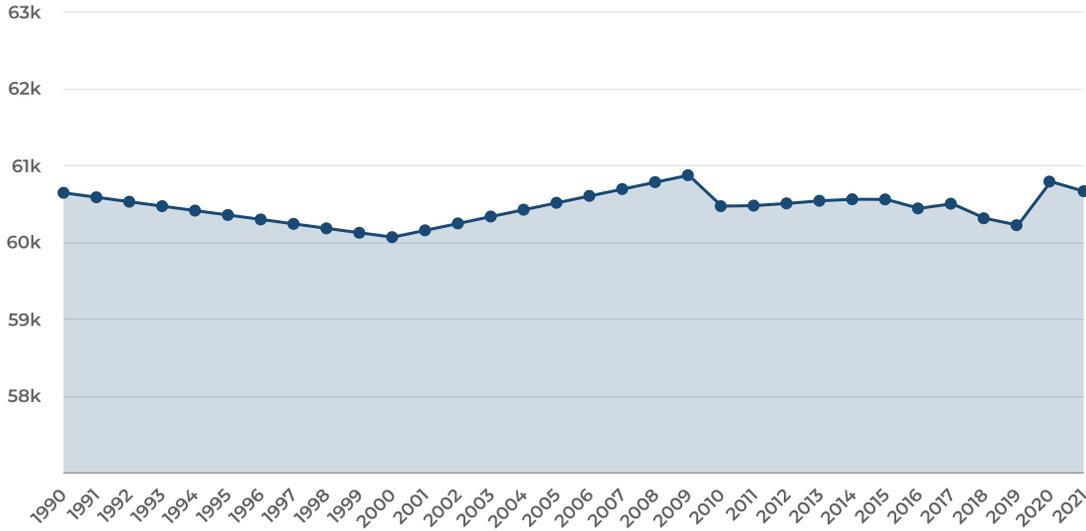
60,661

▼ **.2%**
vs. 2020

GROWTH RANK

118 out of **170**

Municipalities in Connecticut



* Data Source: Client entered data for year 2021



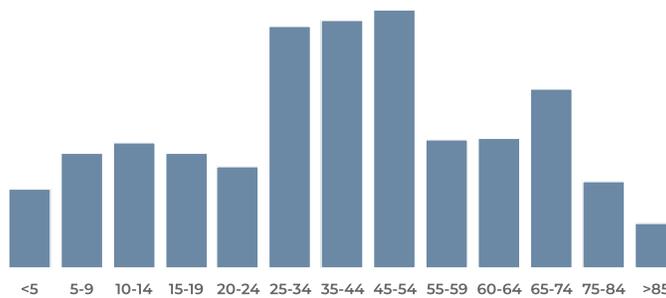
DAYTIME POPULATION

52,822

Daytime population represents the effect of persons coming into or leaving a community for work, entertainment, shopping, etc. during the typical workday. An increased daytime population puts greater demand on host community services which directly impacts operational costs.

* Data Source: American Community Survey 5-year estimates

POPULATION BY AGE GROUP



Aging affects the needs and lifestyle choices of residents. Municipalities must adjust and plan services accordingly.

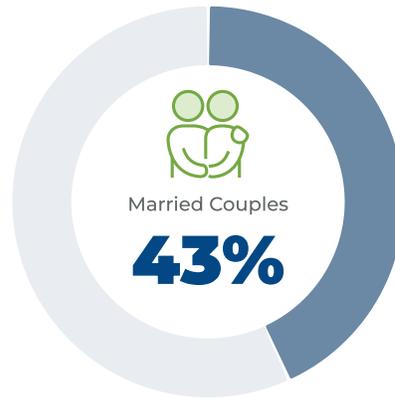
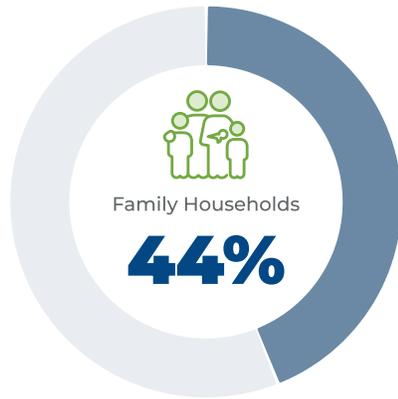
* Data Source: American Community Survey 5-year estimates

Household Analysis

TOTAL HOUSEHOLDS

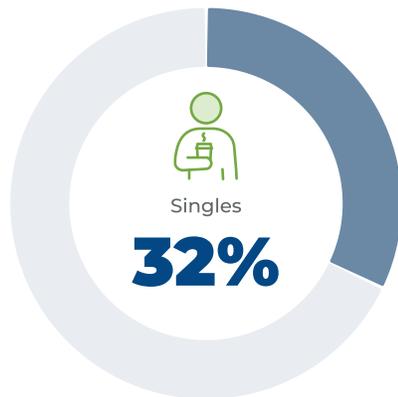
24,566

Municipalities must consider the dynamics of household types to plan for and provide services effectively. Household type also has a general correlation to income levels which affect the municipal tax base.



▼ **11%**

lower than state average



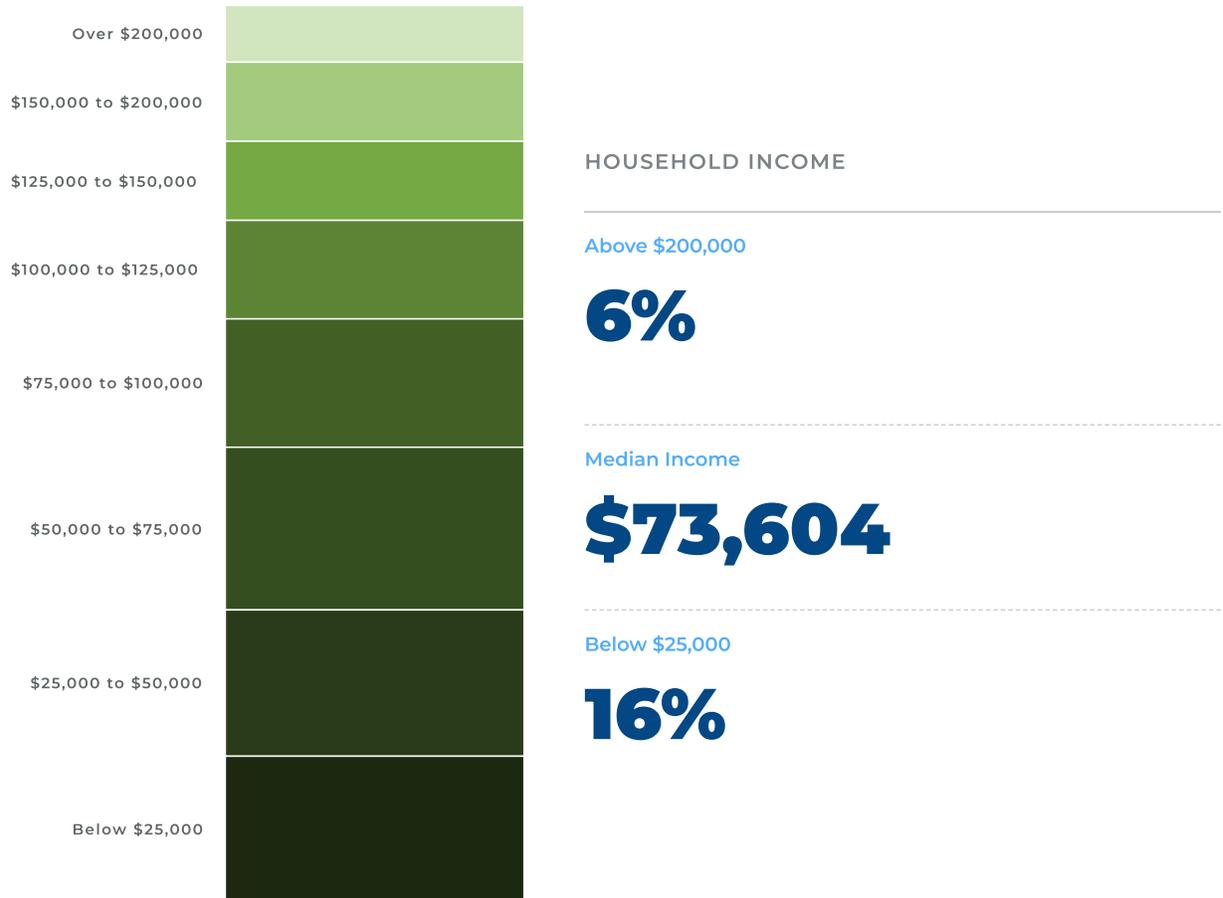
▲ **12%**

higher than state average

** Data Source: American Community Survey 5-year estimates*

Economic Analysis

Household income is a key data point in evaluating a community's wealth and spending power. Pay levels and earnings typically vary by geographic regions and should be looked at in context of the overall cost of living.



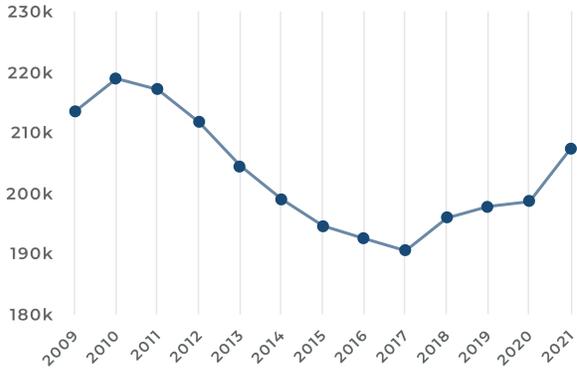
* Data Source: American Community Survey 5-year estimates

Housing Overview



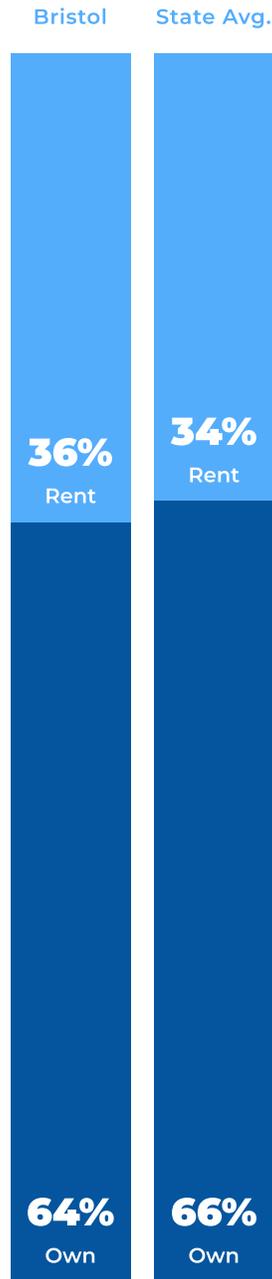
2021 MEDIAN HOME VALUE

\$207,400



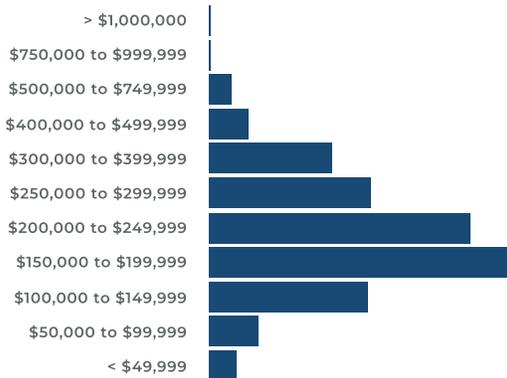
* Data Source: 2021 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

HOME OWNERS VS RENTERS



* Data Source: 2021 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

HOME VALUE DISTRIBUTION



* Data Source: 2021 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

Employment Data

Employment Data

Period	City of Bristol		Percentage Unemployed		
	Employed	Unemployed	City of Bristol	Hartford Labor Market	State of Connecticut
December 2022.....	0	0	0.0	0.0	0.0
Annual Average					
2022.....	0	0	0.0	0.0	0.0
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

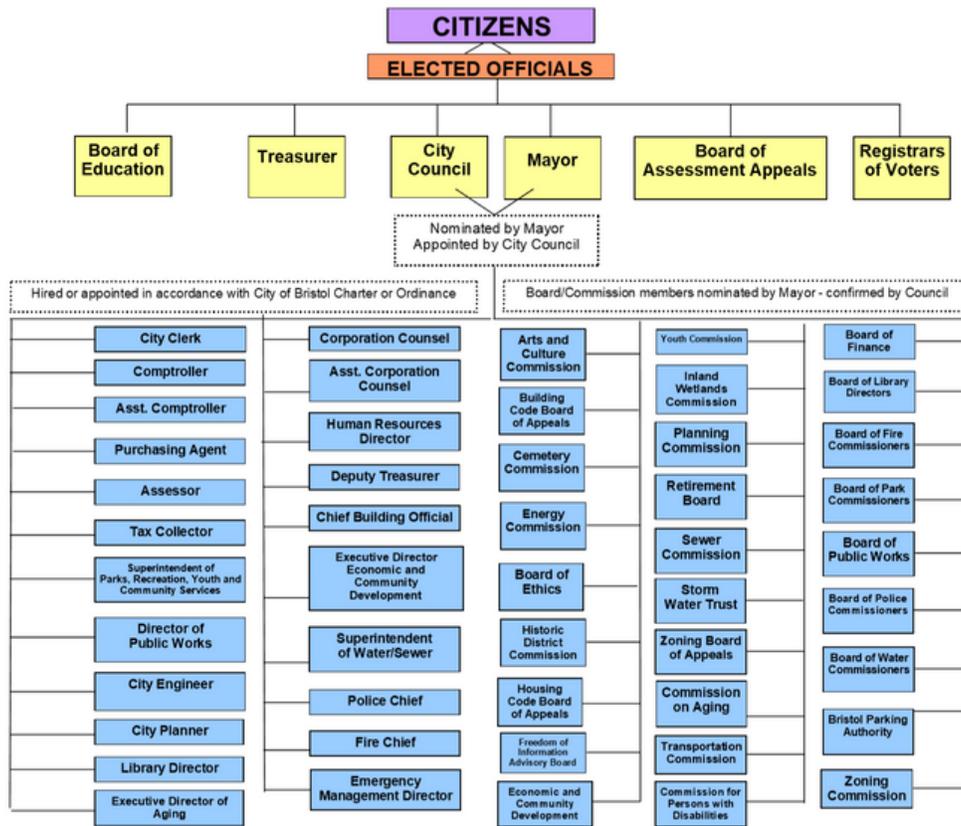
Source: Department of Labor, State of Connecticut

Employment by Industry

Sector	City of Bristol		State of Connecticut	
	Number	Percent	Number	Percent
Agriculture, forestry, fishing and hunting, 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, 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, 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
Total Labor Force, Employed.....	31,804	100.0%	1,815,636	100.0%

Source: American Community Survey 2015-2019

Organization Chart



Elected & Appointed Officials

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
Sebastian Panioto
Erick Rosengren

Council District 2
Jacqueline Olsen
Susan Tyler

Council District 3
Andrew Howe
Cheryl Thibeault

Board of Finance (Appointed)

9 Members

Chairperson John E. Smith
Mayor Jeffrey Caggiano
Commissioners Ron Burns
Glenn Heiser
Craig Kazemekas
Dave Jason Maikowski
Jonathan Mace
Marie O'Brien
Mark Whitford

Board of Education (Elected)

9 Members

Chairperson Jennifer Dube
Vice Chairperson Kristen Giantonio
Secretary Dante Tagariello
Commissioners Chris Wilson
Karen Vibert
Eric Carlson
Shelby Rafaniello Pons
Todd Sturgeon
Russell H. Anderson

General Government (Elected)

Registrar of Voters (D) Kevin McCauley
Registrar of Voters (R) Jolene Lustani
Treasurer David J. Preleski

City of Bristol Component Unit (Entity)

Bristol/Burlington Health District Marco Palmeri

Enterprise Fund

Water Department Superintendent Robert Longo
Water Pollution Control Manager Sean Hennessey

General Government

Assessor	Thomas Denoto
Tax Collector	Ann Bednaz
Purchasing Agent	Roger Rousseau
Comptroller	Diane Waldron
Assistant Comptroller	Robin Manuele
Human Resources Director	Mark Penney
Corporation Counsel	Edward Krawiecki Jr.
Town and City Clerk	Erica Cabiya
Department of Aging Director	Patricia Tomascak
City Planner	Robert Flanagan
City Engineer	Nancy Levesque
Police Chief	Brian Gould
Fire Chief	Richard Hart
Emergency Management Director	Harland Graime
Building and Zoning Official	Richard Brown
Director of Public Works	Raymond Rogozinski
Library Director	Deborah Prozzo
Superintendent of Parks, Recreation, Youth and Community Services	Joshua Medeiros
Superintendent of Schools	Catherine Carbone

Fund Structure

The following is a matrix of Departments and agencies and their fund relationships.

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

Department/Division	Governmental Funds									
	General Fund	Solid Waste	Community Dev. Block Grant Fund	Transfer Station	School Lunch	Pine Lake Adventure Park	Police Private Duty Fund	Arts & Culture Fund	Road Improve. Fund	Enterprise Fund
Function: Health and Social Services										
Bristol/Burlington Health District	X									
Health & Social Service Outside Agencies	X									
Cemetery Upkeep	X									
School Readiness Program	X									
Economic & Community Development	X		X							
Function: Education	X									
School Lunch					X					
Function: Libraries										
Main Library	X									
Manross Library	X									
Library Bequest	X									
Function: Parks, Recreation, Youth and Community Services										
Parks, Recreation, Youth and Community Serv	X					X		X		
Pine Lake Adventure Park						X				
Function: Debt Service	X									X
Function: Miscellaneous										
Retirement Benefits	X		X	X	X					X
Employee Benefits	X		X	X	X	X				X
Heart and Hypertension	X									
Insurance	X		X	X						X
All Other	X									
Other Post Employment Benefits	X									X
Operating Transfer Out	X									X
Public Buildings	X									
Function: Water & Sewer Dept.										X

Basis of Budgeting

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. It is the City's policy to follow sound financial practices and adopt a balanced budget where the estimated sources of revenues, including use of fund balances, equal expenditure appropriations for the fiscal year.

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.

Budget Timeline

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

The Comptroller's Office assists the Mayor, the Board of Finance and the City Council with budget formulation throughout the annual budget process. While the Comptroller's Office has no formal budget approval authority, it provides guidance and staff to those officials. The Comptroller's Office will hold meetings with most departments to review budgets at the request level and offer changes and recommendations 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.



Feb 21, 2023

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.

Board of Finance budget hearings take place between February and March to discuss department requests. These hearings were held between February 28 and March 28, 2023.

Apr 25, 2023

Board of Finance

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. Budget Workshops were held on April 3 and April 19, 2023.

The Board of Finance will hold a meeting usually by the fourth Tuesday in April, to adopt the Budget Estimate for the next fiscal year beginning on July 1st. The budget was adopted by the Board of Finance on April 25, 2023.

May 15, 2023

City Council and Board of Finance

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. The budget was adopted at a Joint Meeting on May 15, 2023.

Once the budget is formally adopted, the mill rate is established for the budget year that begins on July 1st and budget documents are distributed to the departments for implementation. During the fiscal year, the budget staff monitors and reviews revenue and expenditure activity and projections.

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.

BUDGET OVERVIEW

Mayor's Budget Message



Mayor's Office | Phone: 860.584.6250 | Fax: 860-584-3835

July 1, 2023

Dear Bristol Taxpayer,

Thank you for choosing Bristol as your home.

With the 2022 state-mandated revaluation of real estate property, Bristol saw a record growth in home values (35%). This was consistently seen throughout the state, and unfortunately, included a stabilization or decrease in commercial property values. Despite increases in cost-of-living and commodity pricing we were able to pass a budget that is relatively flat. As a result, the Mill Rate has dropped significantly to 30.35 and is the lowest mill rate since 2011. The City has produced a video that explains how this process works and we encourage you to view it.

We continue to build a better Bristol and economic development is ramping up downtown. Several new businesses have been added to the Grand List that will help stabilize the tax base. Providing support to the City's small businesses will be a priority to allow them to grow and thrive in Bristol. Finally, City Hall renovations are expected to be completed later this year so that we can better serve you and match the vibrancy of the surrounding new developments.

You can access the City's budget to see a breakdown of where your tax dollars are being spent in real time through the City's new online budget book, ClearGov, which was created to increase transparency.

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 [📍](#)), and to visit the City's websites [📍](#) often to stay up to date on all the latest happenings in Bristol.

Sincerely,

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

Mayor Jeffrey Caggiano

Board of Finance Chairman's Budget Message

May 15, 2023

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 2023-2024 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.

The Board of Finance recommended budget for 2023-24 is 3.56% above the City's 2022-2023 budget. It represents an estimate of revenues and expenditures for the 2023-24 fiscal year. Comprised of both fixed and non-fixed components, its genesis evolves from information and data presented by City Departments in conjunction with Municipal Boards and Commissions. The interaction among the Board of Finance and City and Board of Education representatives appears to have reached a new dimension as interactions focused on areas that may result in cost savings and/or cost avoidance. The same is true with deliberations of the Mayor's Capital and Strategic Planning Committee resulting in the approval of several projects that will insure the continued operation of the City's infrastructure and capital assets along with the development and expansion of others such as the Pine Lake Recreation area and replacement of a Firehouse in the Forestville section of the City. Additionally, Departmental cooperation and collaboration has expanded resulting in operational economies and expanded programs.

The budget also implements the State mandated five year revaluation for 10/1/22 Grand List which is effective for the 2023-2024 fiscal year. Overall, the Grand List increased 28.1% with residential property values increasing over 34% with the increase in market values experienced over the last couple of years. As a result, there will be a shift in the tax burden to residential property owners for the July 1, 2023 tax bills. While there is a 20.8% decrease in the mill rate (30.35 vs 38.35), the increase in market and assessed property values will result in a tax increase of approximately 9% to the average and median residential homeowner.

Expenditure changes from 2022-2023 are as follows:

- General City increased \$3.15 million or 4.0%.
- Debt Service and Capital Transfers increased \$1.8 million or 15.36%
- Education increased \$2.66 million or 2.14%

Revenue

Revenue estimates remain relatively constant with 2022-2023 with the exception of Investment Income, which is estimated to be increased by \$705,000. In light of current economic conditions resulting from the COVID 19 pandemic, interest rates plummeted in the 2 years since the pandemic began. In the current year rates have been increasing, a result of the recent federal reserve actions. State grants increased approximately \$800 thousand due to an increase in the Motor Vehicle transition grant due to the mill rate cap effective for 2022-2023. In addition, the City's Grand List increased 28.12% from \$4.240 billion to \$5.433 billion due to revaluation.

The November 9, 2022 Joint Meeting set aside \$2 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 \$1,000,000 will be used.

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 2023-2024 but also goals and objectives for the long term.

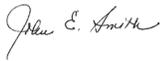
To Diane Waldron, Comptroller, and her staff: Robin Manuele, Assistant Comptroller, Jodi McGrane, Assistant to the Comptroller, Jessica Pilgrim, Senior Accountant and JoAnn Martin, Budget & Accounting Assistant -- Thank you for your leadership, for providing current information, for expressing notes 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

The expectation for 2023-2024 is that the City will continue to be fiscally sound. Its operational and fiscal management is intuitive and proactive. The City and developers are aggressive in rebuilding the downtown area which has laid fallow for years. A renovated City Hall will benefit the governance function as well as all citizens. However, it will continue to be absolutely necessary for City leaders to be extremely vigilant in their governance function. They must be prepared to react to change whenever necessary as well as to initiate change that will enhance that status quo as well as to initiate new policies and programs to benefit those who live and work here. We should be proud of what has been accomplished and we must be committed to continue to work together to make the City thrive.

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 2023-2024 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 both fiscally and philosophically and meets the demands of the citizens of the City. It was important to weigh all current factors, including the uncertainty of the economy, inflation and the best interests of the taxpayers. It is the desire and goal 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 2023-2024 budget. This budget, approved by the City Council and Board of Finance on May 15, 2023, totals \$277,189,060 for all funds. The approved General Fund budget, on which the mill rate is based, is \$222,838,585. Due to the increase in property values with the mandated 10/1/22 Revaluation, the mill rate was reduced from 38.35 to 30.35 for Real Estate and Personal Property and from 32.46 to 30.35 for Motor Vehicles.

Budget – Planning and Challenges

The City's 2023-2024 budget process started in November 2022. The budget process continued to address anticipated long term issues, specifically:

- Incorporating an additional bond issue to the City's Debt Service. Using a phased in approach and using premium to offset the increases the 2023-2024 Debt Service line increased \$500,000.
- Union contract wage increases were in place for non- bargaining, BPSA Supervisors and AFSCME 233 employees. Police, Fire and 1338 public works employees were not settled prior to budget adoption but funds were allocated to provide for negotiated increases. Subsequent to budget adoption wage settlements were finalized at 3.25%, 3.2% and 2.75%, respectively.
- Costs relating to the recently upgraded public safety communications system and related security software had a significant impact on the Police and Information Systems budget.
- Increases in Education spending due to wages and mandated special education costs.
- Continued allocation of American Rescue Plan Act (ARPA) funds in accordance with Treasury guidelines to eligible City projects in accordance with guiding principles set by the City's 15 member ARPA Task Force.

Due to the shift in the grand list from commercial to residential property owners, budget guidelines for departments instructed departments to stay within their 2022-2023 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, revaluation, rising inflation, increased fuel costs, other unanticipated costs and sensitivity to taxpayer needs, City officials were committed to adopting a maintenance budget, and continue to meet contractual obligations without a tax 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.

Annually the City's Purchasing Agent provides guidance on trends in costs for various commodities used by City departments and completes an 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 2023-2024 Budget

Overall department requests totaled \$225,951,165 representing a 5.0% increase. The Chart below highlights the overall requests:

Requested 2023-2024 Budget:

	Adopted 2022-2023	Requested 2023-2024	Increase \$	Increase %
General City	\$78,863,880	\$85,117,165	\$6,253,285	7.93%
Debt Service & Capital Transfers	11,991,370	12,845,000	853,630	7.12%
Education	124,328,000	127,989,000	3,661,000	2.94%
Total General Fund	\$215,183,250	\$225,951,165	\$10,767,915	5.00%

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 \$222,838,585 was approved, representing a \$7,655,335 or 3.56% increase over the 2022-23 budget. The General City budget increased 4.00%, Debt Service and Capital Transfers increased 15.36% and Education increased 2.14%, as noted in the chart below.

Approved Budget:

	Adopted 2022-2023	Adopted 2023-2024	Increase \$	Increase %
General City	\$78,863,880	\$82,016,055	\$3,152,175	4.00%
Debt Service & Capital Transfers	11,991,370	13,833,530	1,842,160	15.36%
Education	124,328,000	126,989,000	2,661,000	2.14%
Total General Fund	\$215,183,250	\$222,838,585	\$7,655,335	3.56%

The adopted general fund budget incorporated adjustments/reductions totaling \$3,112,580. Adjustments were based on recommendations from the Comptroller’s Office identified after budget discussions with Departments, analysis of historical and current trends, and projecting needs and costs for the new fiscal year. Recommendations and priorities of the Mayor, City Council, the Board of Finance and Board of Education (BOE) were also factors in the final budget adoption.

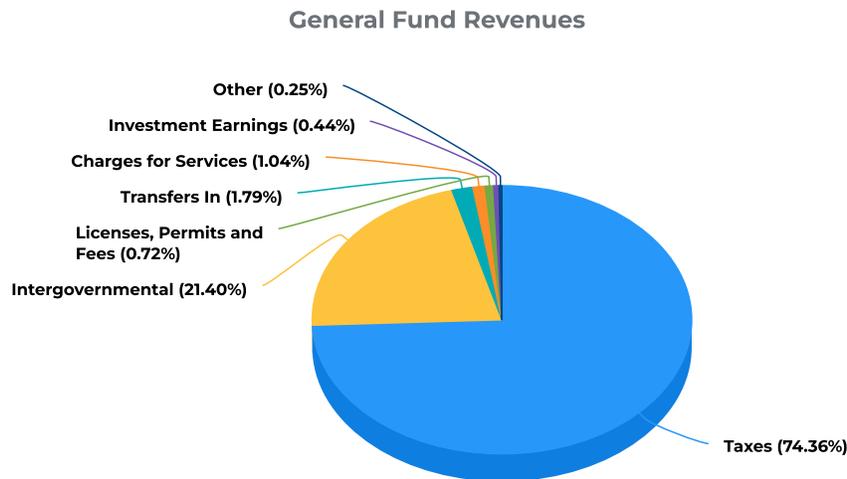
A discussion of the budget follows.

General Fund Revenues

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 revenue estimates to identify any changes in local, regional, or national economic conditions, citizen demands, 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 being considered. The most significant increase in the 2023-2024 revenue estimates is for Investment Income which is warranted based on the increase in interest rates over the last year. The decrease in Charges for Services is a result of the removal of the private duty activity from the general fund to a special revenue fund effective July 1, 2023. The increase in Operating Transfers-In reflects the decision by the City Council to not set aside the increase in tax revenues in the TIF district for the 2023-2024 year. All other revenue estimates remained flat or near prior year levels for fiscal 2023-2024 budget estimates.

Estimated Revenues	Adopted		Increase/(Decrease)	
	2022-2023	2023-2024	\$	%
Taxes and Prior levies	\$159,594,495	\$164,917,900	\$5,323,405	3.3%
Interest/Lien fees - delinquent taxes	810,000	775,000	(35,000)	-4.3%
Licenses, permits and fees	1,615,700	1,609,350	(6,350)	-0.4%
Intergovernmental	46,871,120	47,682,435	811,315	1.7%
Charges for services	3,164,540	2,325,495	(839,045)	-26.5%
Investment earnings	276,500	981,500	705,000	255.0%
Sale of property and equipment	75,000	75,000	-	0.0%
Miscellaneous	475,675	478,675	3,000	0.6%
Operating transfers in	2,300,220	3,993,230	1,693,010	73.6%
Total Estimated Revenues	\$215,183,250	\$222,838,585	\$7,655,335	3.6%

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



Tax Revenues and Mill Rate: Result of Budget Deliberations

Property taxation is the largest source of the City’s revenue. Taxes are levied against real estate, personal property and motor vehicles based on an assessed value which is equivalent to 70% of the market value. The 2022-2023 mill rate was 38.35 for Real Estate and Personal Property and 32.46 for Motor Vehicles. The Motor Vehicle rate was set in accordance with State legislation establishing a cap for this tax. This legislation was passed to provide more equity in the motor vehicle taxes paid by Connecticut residents as mill rates vary substantially throughout the State. Approximately 72 municipalities were affected by this legislation for July 1, 2022. For the 2023-2024 fiscal year the mill rate is 30.35 for all property classes, real estate, personal property and motor vehicles. This is a reduction of approximately 21% and is representative of the increase in the Grand List due to the State mandated 5-year revaluation effective for the October 1, 2022 Grand Lists for the 2023-/2024 budget. The last revaluation was October 1, 2017 for the 2018-2019 fiscal year budget.

The total of all taxable property less exemptions is the “Net Taxable Grand List”. For 2023-2024, the October 1, 2021 Net Taxable Grand List, after Board of Assessment Appeals adjustments, totaled \$5.43 billion representing an increase of \$1.2 billion over the prior year grand list of \$4.24 billion. Growth in the grand list helps offset any growth in budgeted expenditures to minimize mill rate increases.

As noted in the chart below, the grand list growth was 28% for the current year. This is significant and a direct result of revaluation. Real Estate values increased \$1.14 billion or 35.51%, Personal Property increased \$24.7 million or 5.92% and Motor Vehicles increased \$31.4 million or 5.91%.

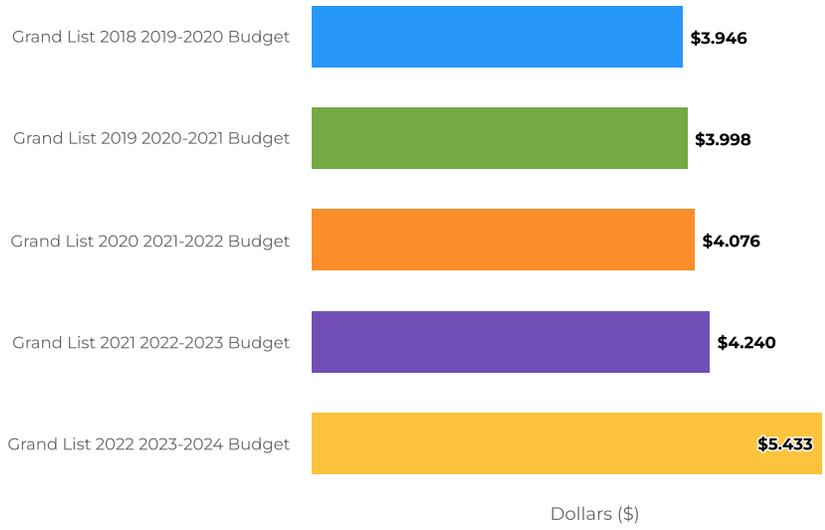
Category	Grand List		Change	
	2021	2022	\$	%
Real Estate	\$3,292,358,459	\$4,428,580,239	\$1,136,221,780	34.51%
Personal Property	416,525,308	441,190,099	24,664,791	5.92%
Motor Vehicle	531,744,636	563,162,116	31,417,480	5.91%
Total	\$4,240,628,403	\$5,432,932,454	\$1,192,304,051	28.12%

Taxes (74% of all revenues)

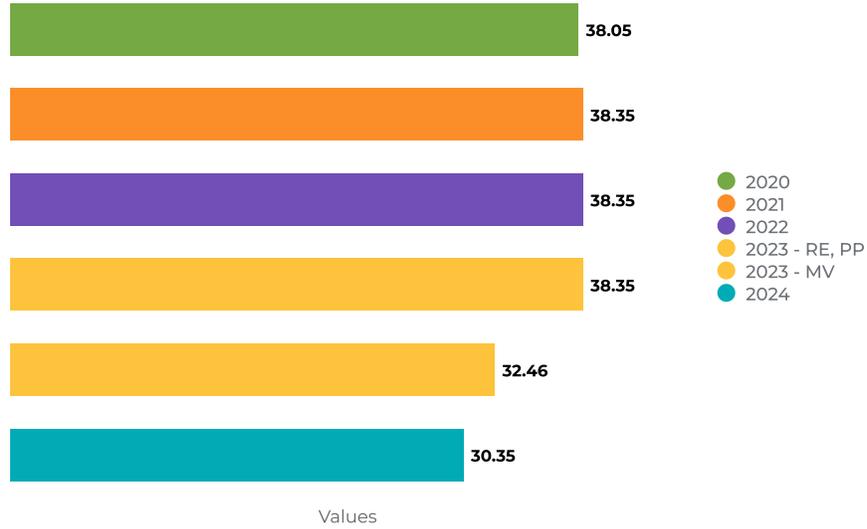
Combined tax revenues increased \$5,232,405 and represents 74% of all revenues. The City uses a collection rate of 98.515% to allow for estimated uncollectible taxes throughout the year. This allowance is approximately \$2.4 million. The actual tax collection rate was 99.5% for the fiscal year ending June 30, 2022 and 99.2% for the fiscal year ending June 30, 2021.

The following charts present the annual net grand list growth and mill rates for a five-year period. In addition, 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.

Net Grand List - Past Five Years (in millions)



Mill Rates by Year



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 2023-2024 the General fund is expected to receive \$47,542,185 in state grants. The Education Cost Sharing grant is the largest with \$41,657,310 anticipated.

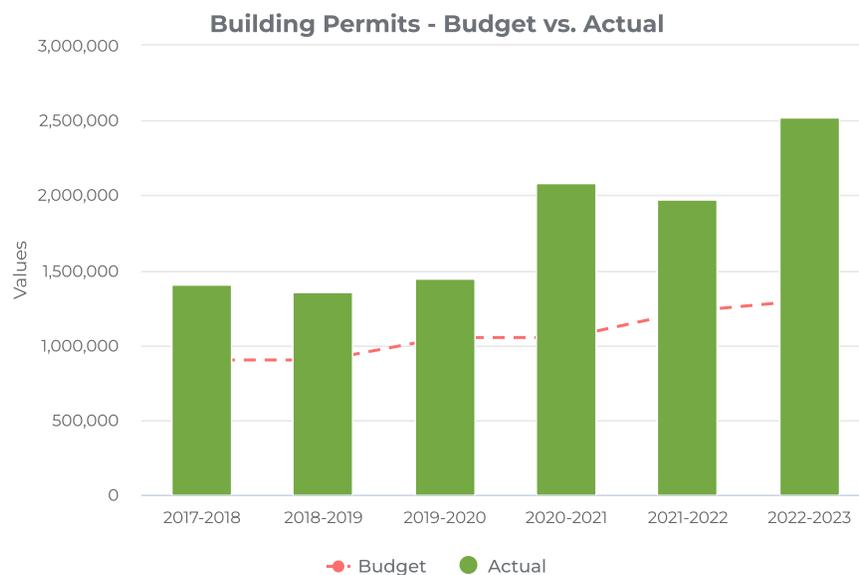
Overall, estimates for State grants increased in total by \$0.8 million due to an increase in the Municipal Transition Grant designed to make up for the revenue loss due to the Motor Vehicle cap in FY2022-2023 from 38.35 to 32.46. This grant does not fully cover the revenue lost, approximately \$500K, which was made up with combined revenue and expenditure budget adjustments.

Estimates for Federal grants remained the same as in the prior year.

Licenses, Permits and Fees

General Fund Licenses, Permits and Fees are estimated at current year levels. While the City has experienced an increase in actual 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, for budget estimate purposes, the City prefers to continue to estimate conservatively in this area.

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

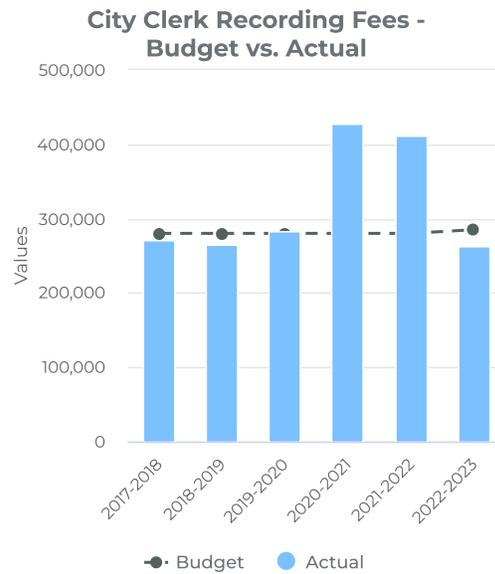
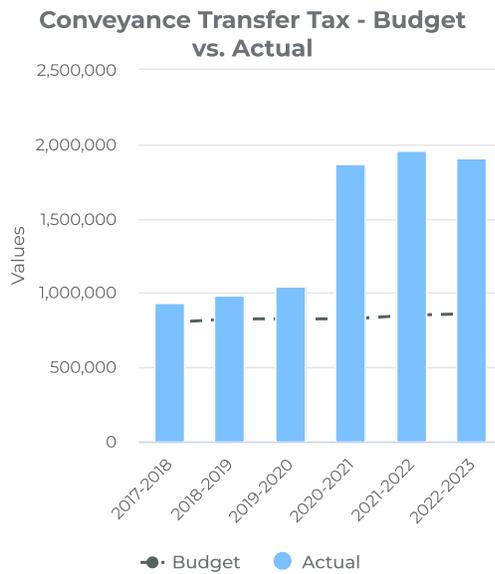


Charges for Services

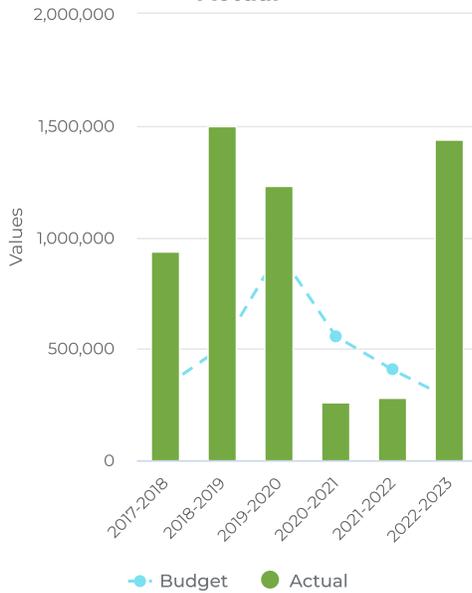
There is a decrease in this revenue category of \$0.84 million primarily due to the re-classification of police private duty activity from the General Fund to a Special Revenue Fund effective July 1, 2023. The two main General Fund sources within this category are City Clerk Recording Fees and Real Estate 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, to remain conservative no adjustments were made to these estimates.

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 revenue chart of Town Clerk recording and Real Estate Transfer (Conveyance) fees.



Investment Income - Budget vs. Actual



Investment Earnings

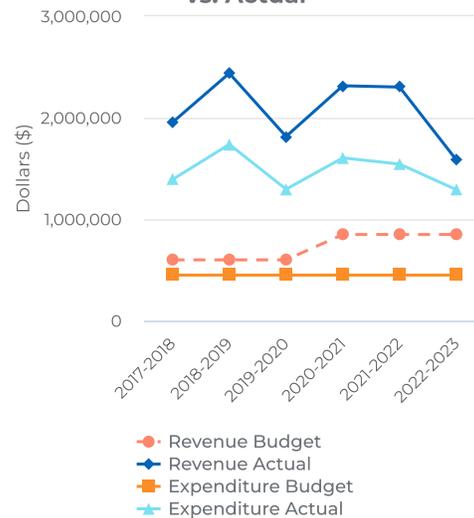
The City experienced a decrease in Investment Earnings over the last few years primarily as a result of the pandemic and the state of the economy up through the spring of 2022. However, over the last year, with the Federal Reserve increasing rates, interest rates dramatically increased. For the 2022-23 fiscal year the City anticipates it will earn approximately \$1 million more than the budget estimate of \$276,5000. In light of this trend, Investment Income was increased to \$981 thousand for FY2023-2024. In anticipation of continued sound cash management practices including the investment of additional idle funds, this is a conservative and achievable goal.

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

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 revenue estimate at current year levels.

In 2023, the Board of Finance created a Special Revenue Fund for Police Private Duty to account for these services and effective July 1, 2023 these funds will not be accounted for in the General Fund, however, a transfer from the Special Revenue Fund for administrative services is estimated.

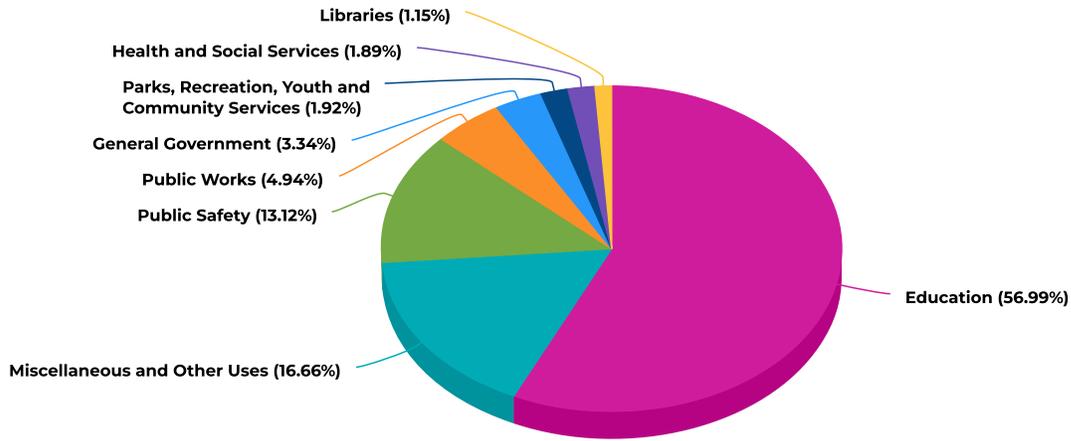
Police Special Services - Budget vs. Actual



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 Department Expenditures



	Adopted		Increase/(Decrease)	
	2022-2023	2023-2024	\$	%
General Government	\$6,775,325	\$7,435,505	\$660,180	9.74%
Public Safety	28,666,660	29,234,150	567,490	1.98%
Public Works	10,539,925	11,003,635	463,710	4.40%
Health and Social Services	4,091,470	4,215,635	124,165	3.03%
Libraries	2,478,195	2,561,325	83,130	3.35%
Parks, Recreation, Youth and Community Services	3,990,905	4,267,360	276,455	6.93%
Miscellaneous and Other Uses	34,312,770	37,131,975	2,819,205	8.22%
Education	124,328,000	126,989,000	2,661,000	2.14%
Total General Fund	\$215,183,250	\$222,838,585	\$7,655,335	3.56%

The most significant changes were in the following departments:

- IT increased due to a new managed detection system of \$250,000 as well as contractual increases in maintenance contracts.
- Public Safety increased 1.98% due to the Communications Upgrade Maintenance of \$605,000.
- Public Works increased overall 4.4% primarily due to an increase in budgeted Fleet expenditures.
- Health and Social Services increased 3.03% primarily due to an increase to the City's share of the Bristol/Burlington Health District budget.
- Libraries increased 3.35% due to contractual wage increases and minimum wage increases for part-time employees.
- Parks, Recreation, Youth and Community Services increased 6.93 % due to a variety of costs, but primarily minimum wage increases for Part Time/Seasonal employees.
- Education increased 2.14% or \$2.66 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 \$750 thousand. The City issued bonds in March 2023 and actual debt service costs on long term borrowing increased approximately \$1.6 million. To smooth out the effect of this increase, approximately \$900 thousand of premium allocated to offset this increase. The City historically maintained very low debt service ratios and will continue to do so. With many new projects planned in the Capital Improvement Program the City anticipates gradually increasing the debt service appropriation to meet the long term debt service needs. Planned use of the 2019 and 2023 premiums helped the City achieve this. Still, as projected, the City's debt service ratios will continue to be below the Rating Agency medians.
- Overall, the Internal Service Fund transfer for employee health benefits and workers' compensation increased approximately \$113K. The City's Health Benefits and Heart & Hypertension estimates remained at FY2022-2023 levels while the City's Workers' Compensation accounted for the increase.
- All other City department controllable appropriations remained at prior levels and incorporates negotiated wage increases for all employees.

Capital outlay requests in the General Fund totaled \$2,597,970 excluding Board of Education. This amount included Public Works-Fleet requests of \$1,362,000, of which \$1,000,000 in funding was approved. Of the remaining \$1,235,970, \$912,985 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, 2023. Items not funded but deemed a priority or essential to the department were funded in 2022-2023 through departmental transfers as funding was available.

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 2023-2024.

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 \$3.1 million or 4.0%, Debt Service increased \$750 thousand or 6.82% and Capital Transfers increased \$1.1 million, which includes the expenditure offset to budget the Tax Increment Financing transfer of approximately \$1.24 million The Board of Education increased \$2,661,000 or 2.14%. This results in a net operating budget increase of \$7,655,335 or, 3.56%, over the 2022-2023 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.

	Adopted		Increase (Decrease)		% of Increase
	2022-2023	2023-2024	\$	%	
Salaries	\$43,729,160	\$44,720,690	\$991,530	2.27%	1.26%
Contractual/Professional Services	5,514,975	5,706,850	191,875	3.48%	0.24%
Supplies/Services/Utilities	6,576,975	7,579,065	1,002,090	15.24%	1.27%
General Insurance	1,202,450	1,317,060	114,610	9.53%	0.15%
Employee Benefits	16,853,500	17,293,820	440,320	2.61%	0.56%
Capital Outlay	1,419,520	1,632,020	212,500	14.97%	0.27%
Other/Miscellaneous	1,664,060	1,686,545	22,485	1.35%	0.03%
Operating Transfers Out	1,903,240	2,080,005	176,765	9.29%	0.22%
Total	\$78,863,880	\$82,016,055	\$3,152,175	4.00%	4.00%

Salaries increased 2.27% over the prior year salary accounts which represents 1.26% 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.

Contractual Services increased 3.48%. 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 \$119,425 increase over the 2022-2023 budget.

Supplies and Services increased due to the implementation of managed detection software and maintenance of the communications radio system and overall represents a 1.27% increase over the 2022-2023 budget.

General Insurance increased 9.53% or \$114,610 due to increases in property and general liability insurances which is not unique to Bristol as it is the trend being experienced throughout the country.

Employee Benefits increased \$440,320 or 2.61%. This account is primarily for payroll related costs, FICA and Medicare as well as the transfer to the Health Benefits Fund which increased approximately \$113 thousand due to increases in workers' compensation costs. Reserves in the Health Benefits funds were used to offset estimated increases in claims. 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, included herein, is budgeted at \$1,200,000. The Water and Sewer Departments will also contribute towards the Actuarial Determined Contribution (ADC) in the amount of approximately \$217 thousand. The total

contribution for 2022-2023 will be \$1.2 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 128.1% at July 1, 2022.

Capital Outlay increased 14.97% or \$212,500. 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 \$2,597,970. Of this amount \$1,000,000 was funded through the General Fund Fleet budget and \$912,895 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 1.35% or \$22,485 due to the increase in relocation costs in the Community Services budget.

Operating Transfers Out increased by \$176,765 or 9.29%. This transfer is for the Transfer Station and Solid Waste operations as well as the City's Share of Economic Development costs which are also funded with CDBG funding.

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.

Board of Education Funding

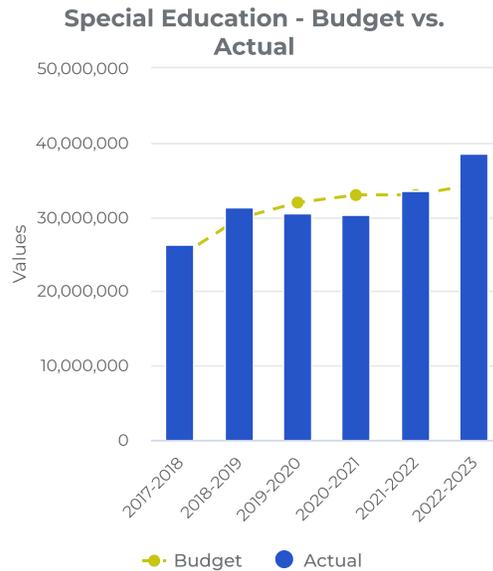
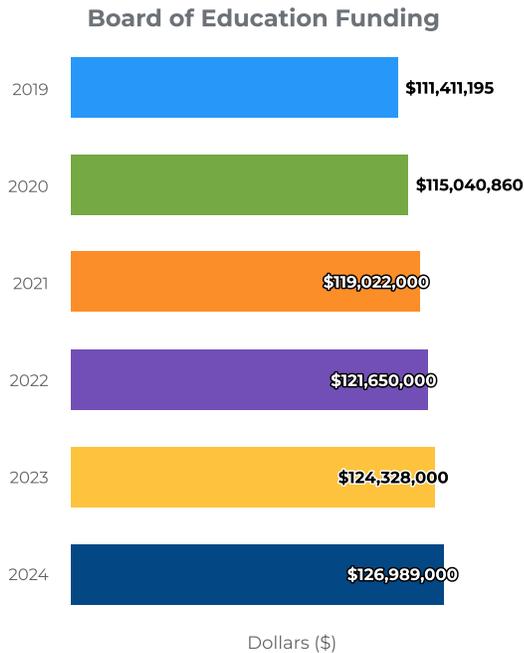
Operating Budget: General Fund – Education

The Board of Education (BOE) adopted budget of \$126,989,000 is an increase of \$2,661,000 or 2.14% 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 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 initiative is to maintain a level of mutual cooperation and understanding of City services and financial accountability.

Other BOE revenue estimates not affecting the Minimum Budget Requirement (MBR) include:

Tuition	\$157,979
School Building Charges	40,000
Medicaid Revenues	450,000
Excess Student Cost	3,801,565
Total Anticipated Revenue	<u><u>\$4,449,544</u></u>

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



Other Funds

The City does not budget for all funds in the audited financial statements but there are a few other funds with approved 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, Transfer Station Fund and the new Police Private Duty Fund), the Internal Service Fund comprised of two individual funds for Health and Workers' Compensation benefits 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) activity. The ECD is responsible for community development including aid to low and 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 2023-2024 City share is \$466,865, which represents an increase of \$22,405 over the 2022-2023 budget. Of the remaining budget, \$588,210 is funded by the Federal CDBG grant, \$20,000 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 2023-2024 budget for this self-balancing fund is \$1,675,200.

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 \$143,240 and federal reimbursement at \$4,436,985. 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 \$4,622,725 or an increase of \$889,155 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 \$60,195.

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 \$493,760.

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 \$899,050 an increase of \$44,660.

Road Improvements Fund - In 2022-2023, 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 primary funding sources include the State Municipal Grant in Aid and the Local Capital Improvement Program (LOCIP) as well as a budgeted transfer in from the General Fund. For 2023-2024, the City adopted a formal budget for this fund in the amount of \$5,796,365 allocated to the purchase of various construction equipment,

reconstruction of various City building parking lots and road reconstruction improvements that includes regular ongoing road reconstruction as well as projects approved through the Capital Improvement Program planning process.

Internal Service Fund – The Health Benefit and Workers' Compensation Funds 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 increased \$231K 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.

Police Private Duty Fund- In 2022-2023 a Police Private Duty Fund was established by the Board of Finance to account for various funding sources related to police private duty and costs. This 2023-2024 budget is \$1,897,440.

Arts and Culture Fund – The Arts and Culture Fund was new last year. However, for 2023-2024 a budget was not adopted for this fund as the plan of operation is still in development stages. The Arts & Culture division of the Parks, Recreation, Youth and Community Services Department is responsible for administering what will be a comprehensive year-round arts and culture program, including 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.

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 and Sewer 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 2023-2024 appropriations for this fund have increased slightly.

Sewer Fund – This fund, which also falls under the supervision of the Board of Water and Sewer 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 has a Water Pollution Capital and Non-Recurring Fund 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 2023-2024 budget is \$7,411,145, or a \$121,145 increase over the approved 2022-2023 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 much of the last three fiscal years had a long-term impact on the economy over that time. City officials continued to be mindful of this as budget discussions ensued as they were determined to adopt a responsible and affordable budget for the citizens for fiscal 2024 and beyond.

American Rescue Plan Act

The City continues to manage the disbursement and allocation of funds awarded with the enactment of the American Rescue Plan Act (ARPA) on March 3, 2021. The city received \$17 million as an entitlement community and an additional \$11 million through the State for the county allocation. The City created an ARPA Task Force comprised of members from the City Council, Board of Finance, 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 provide assistance to the task force.

The Task Force monitors the overall goals, guiding principles and the allocation of 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 2022-2023 fiscal year and 2023-2024 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 5-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.

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

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:

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.

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.

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.
- 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.

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

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

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.

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. Currently, there is a statewide shortage of police officers, and Bristol, like many departments, is not fully staffed. There is a major recruitment effort ongoing and an extended contract was recently negotiated to make Bristol the highest paid city police force in the state.

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.

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

Long Range Operating and Financial Plan

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

EXPENDITURE ASSUMPTIONS:

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.

ASSUMPTIONS	Revaluation				
	10/1/2023	10/1/2024	10/1/2025	10/1/2026	10/1/2027
Real Estate	0.50%	0.75%	0.75%	0.75%	0.75%
Personal Property	4.00%	4.00%	4.00%	4.00%	4.00%
Motor Vehicle	4.00%	4.00%	4.00%	4.00%	4.00%

EXPENDITURE ASSUMPTIONS:

Wages/Salaries	FY2024	3.50%
	FY2025-2028	3.00%
Professional Services	FY2024-FY2028	4.50%
Fuel	FY2024	3.00%
	FY2025-FY2028	3.00%
Other Supplies	FY2024-FY2028	1.50%
General Insurance	FY2024-FY2028	8.00%
Employee Benefits	FY2024-FY2028	5.00%
Miscellaneous	FY2024-FY2028	2.50%
Transfer to Special Revenue Funds	FY2024-FY2028	2.50%
Education	FY2024-FY2028	3.50%
Debt Service	PER CAPITAL PLANNING PROJECTIONS	
Transfer to Capital Projects	Estimated - includes transfer to TIF reserve	
Fire Truck Reserve	No change	

LONG RANGE OPERATING FINANCIAL PLAN

	2024	PROJECTIONS				
	ADOPTED	2025	2026	2027	2028	2029
Salaries	\$44,720,690	\$46,285,914	\$47,674,492	\$49,104,726	\$50,577,868	\$52,095,204
Contractual/Professional Services	5,706,850	5,963,658	6,232,023	6,512,464	6,805,525	7,111,773
Fuels	1,077,070	1,109,382	1,142,664	1,176,943	1,212,252	1,248,619
Services/Supplies	7,579,065	6,599,525	6,698,518	6,798,996	6,900,980	7,004,495
General Insurance	1,317,060	1,422,425	1,536,219	1,659,116	1,791,846	1,935,193
Employee Benefits	17,293,820	18,158,511	19,066,437	20,019,758	21,020,746	22,071,784
Sinking Fund	250,000	250,000	250,000	250,000	250,000	250,000
Capital Outlay	1,382,020	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Miscellaneous	1,686,545	1,728,709	1,771,926	1,816,224	1,861,630	1,908,171
Transfer to Special Revenue	2,080,005	2,132,005	2,185,305	2,239,938	2,295,936	2,353,335
TOTAL GENERAL GOVERNMENT	83,093,125	84,650,129	87,557,583	90,578,166	93,716,783	96,978,575
EDUCATION	126,989,000	130,798,670	134,722,630	138,764,309	142,927,238	147,215,055
CAPITAL AND DEBT SERVICE	13,833,530	14,850,000	15,850,000	17,218,640	18,876,894	19,762,628
TOTAL BUDGET	\$222,838,585	\$230,298,799	\$238,130,213	\$246,561,115	\$255,520,916	\$263,956,258
Increase over Prior Year		7,460,214	7,831,414	8,430,902	8,959,800	8,435,342
% Increase over Prior Year		3.35%	3.40%	3.54%	3.63%	3.30%
Revenues other than Taxes		\$56,999,825	\$56,818,143	\$56,849,767	\$56,995,297	\$57,355,365
Revenues to be raised from Taxes		173,298,974	181,312,070	189,711,349	198,525,618	206,600,893
Motor Vehicle Tax at 32.46 mills		19,011,452	19,771,910	20,562,786	21,385,298	22,240,710
Revenues to be raised - RE/PP		154,287,522	161,540,160	169,148,562	177,140,320	184,360,183
Grand List Projections RE/PP		\$4,910,014,509	\$4,961,751,843	\$5,014,473,697	\$5,068,211,312	\$5,122,997,123
Current/Projected Mill Rate	38.35	31.42	32.56	33.73	34.95	35.99
Mill Rate Change		1.07	1.13	1.17	1.22	1.04
Mill Rate % Increase		3.54%	3.61%	3.61%	3.61%	2.96%

Financial Policies

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

- **Capital Improvement Plan.** The City prepares a 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/registrar, 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 July 25, 2023.

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 Annual Comprehensive 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.

- 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.

Authorization and Compliance Addendum

The transfer of funds in connection with the City's bank and investment accounts is governed by agreements which are certified by the Bristol Town and City Clerk and designate the Treasurer, Deputy Treasurer, Comptroller, Assistant Comptroller, and Senior Accountant as authorized individuals/signers.

The City's primary bank is currently People's United Bank. Controls are managed through the bank's website to establish an individual's level of authority. This includes wire and ACH daily limits currently at \$15.0 million and \$8.0 million, respectively. ACH transactions are entered into the bank's system by a staff person and approved and released by an authorized signer. External wire transfers require dual approval by two authorized signers. All authorized individuals have administrative authority to set individuals up in the online system.

Wire and ACH transactions are documented on a form indicating the amount and date of the transaction and the individual transferring and approving the funds for transfer. Supporting documentation is attached to the form and maintained in the reconciliation files for each account in the Treasurer's Office.

Payroll uploads are processed by the payroll and treasurer's office staff and require approval by an authorized signer.

Reviewed by Board of Finance: January 2023

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

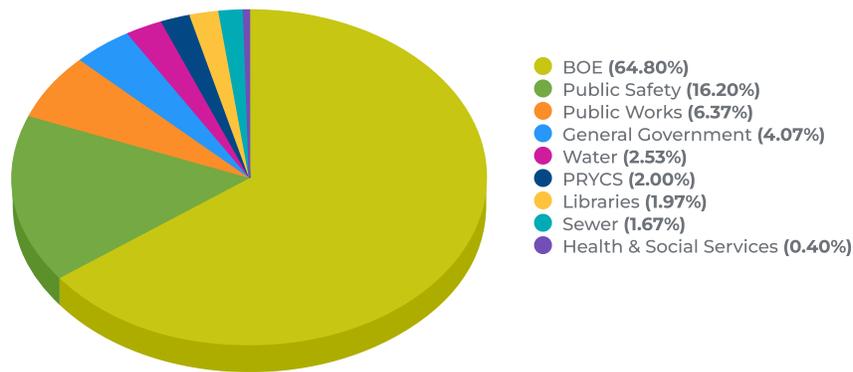
The City's Personnel Policies & Procedures outlines the process and procedures for authorization for business travel. Mileage reimbursement is in accordance with the IRS standard mileage reimbursement rate.

Personnel Changes

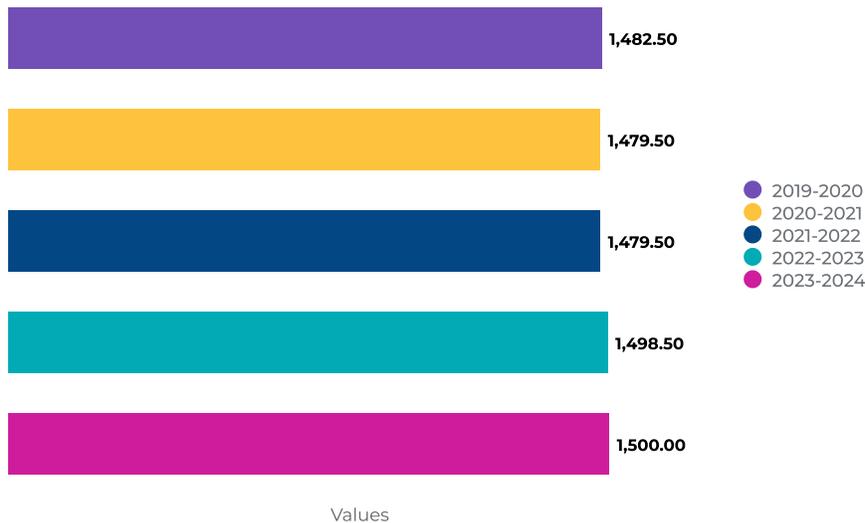
Over 90% of the 2022-2023 budgeted positions are funded through the General Fund. Positions are also funded through Special Revenue Funds including the Bristol Development Authority, the Transfer Station, and the School Lunch and Pine Lake programs. In addition, there are positions at the Bristol Water & Sewer Department that are funded through the Enterprise Fund. Budget summaries will highlight only staffing or position changes.

Full Time Positions

Full Time Position Summary



Full Time Personnel



Position Summary

City of Bristol Position Summary

Department	Position		Position		Fiscal Year
	Fiscal Year	Changes	Fiscal Year	Changes	
	2022	2023	2023	2024	2024
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	10.0	0.0	10.0	0.0	10.0
Treasurer's	2.5	0.0	2.5	0.0	2.5
Information Technology	9.0	0.0	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
Total General Government	61.0	0.0	61.0	0.0	61.0
Police Department	145.0	0.0	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
Total Public Safety	243.5	0.0	243.5	0.0	243.5
Public Works Department	95.5	0.0	95.5	0.0	95.5
Total Public Works	95.5	0.0	95.5	0.0	95.5
Economic and Community Development	5.0	0.0	5.0	0.0	5.0
School Readiness	1.0	0.0	1.0	0.0	1.0
Total Health & Social Services	6.0	0.0	6.0	0.0	6.0
Libraries	29.5	0.0	29.5	0.0	29.5
Parks, Recreation, Youth & Community Services	31.0	-1.0	30.0	1.5	31.5
Water Pollution Control	25.0	0.0	25.0	0.0	25.0
Bristol Water Department	36.0	0.0	36.0	0.0	36.0
Board of Education	952.0	20.0	972.0	0.0	972.0
Total Full-Time Positions	1,479.50	19.00	1,498.50	1.50	1,500.00

The 1.5 full time equivalent increase in Parks, Recreation, Youth and Community Services is for the addition of 1 full-time maintainer and a .5 position for an Arts and Culture coordinator to manage the new Rockwell Theater.

Full Time Position Summary

Department	Position	Budget Year		
		2022	2023	2024
General Government				
Mayor's Office				
	Mayor	1	1	1
	Executive Assistant to the Mayor	1	1	1
	Subtotal Mayor's Office	2	2	2
Registrars of Voters				
	Registrar of Voters - Dem.	1	1	1
	Registrar of Voters - Rep.	1	1	1
	Registrar Coordinator	1	1	1
	Subtotal Registrars of Voters	3	3	3
Assessor's				
	Assessor	1	1	1
	Deputy Assessor	1	1	1
	Senior Administrative Clerk	1	1	1
	Principal Clerk	1	1	1
	Sales and Ratio Clerk	1	1	1
	Assessment Technician	1	1	1
	Subtotal Assessor's	6	6	6
Tax Collector				
	Tax Collector	1	1	1
	Deputy Tax Collector	1	1	1
	Administrative Assistant	1	1	1
	Principal Clerk	2	2	2
	Principal Clerk	0	0	0
	Subtotal Tax Collector	5	5	5
Purchasing				
	Purchasing Agent	1	1	1
	Administrative Assistant	1	1	1
	Purchasing Assistant	1	1	1
	Subtotal Purchasing	3	3	3
Comptroller's Office				
	Comptroller	1	1	1
	Assistant Comptroller	1	1	1
	Assistant to the Comptroller	1	1	1
	Senior Accountant	1	1	1
	Payroll and Pension Supervisor	1	1	1
	Budget & Accounting Assistant	1	1	1
	Accounting Clerk	2	2	2
	Payroll Clerk	1	1	1
	Benefits Specialist	1	1	1
	Subtotal Comptroller's Office	10	10	10
Treasurer's Office				
	Deputy Treasurer	1	1	1
	Accounting Clerk	1	1	1
	Bookkeeping Clerk	0.5	0.5	0.5
	Subtotal Treasurer's Office	2.5	2.5	2.5
Information Technology Department				
	Chief Information Officer	1	1	1
	System Applications Specialist	1	1	1
	Network Manager	1	1	1
	Technical Support Specialist	4	4	4
	Library Technical Services Coordinator	1	1	1
	Information Technology Coordinator	1	1	1
	Subtotal Information Technology	9	9	9

Department	Position	Budget Year		
		2022	2023	2024
Human Resources	Director of Human Resources	1	1	1
	Assistant Human Resources Director	1	1	1
	Personnel Analyst	1	1	1
	Senior Administrative Assistant	1	1	1
Corporation Counsel	Legal Secretary	1	1	1
	P/T Legal Administrative Assistant	0.5	0.5	0.5
	Assistant Corporation Counsel	2	2	2
	Subtotal Corporation Counsel	3.5	3.5	3.5
City Clerk	Town & City Clerk	1	1	1
	Assistant Town & City Clerk	1	1	1
	Statute & Legislative Coordinator	2	2	2
	Sr. Administrative Assistant	1	1	1
	Administrative Assistant	1	1	1
	Subtotal City Clerk	6	6	6
Department of Aging	Executive Director of Aging	1	1	1
	Assistant Director of Aging	1	1	1
	Administrative Assistant	1	1	1
	Senior Coordinator	1	1	1
	Supervisor of Senior Center Maintenance	1	1	1
	Custodian/Maintenance	1	1	1
	Custodian	1	1	1
	Subtotal Department of Aging	7	7	7
Total General Government		61	61	61
Police Department - Administration	Chief of Police	1	1	1
	Deputy Chiefs	2	2	2
	Administrative Secretary	1	1	1
	Police Payroll Supervisor	1	1	1
	Principal Clerk	1	1	1
	Staff Assistant	1	1	1
	Evidence Clerk	1	1	1
	Subtotal Police Department- Administration	8	8	8
	Police Department-Maintenance	Fleet Traffic Maintenance Technician	1	1
Subtotal Police Department- Maintenance		1	1	1
Police Department- Patrol & Traffic	Patrol Lieutenants	9	9	9
	Sergeants	10	10	10
	Police Officers	76	76	76
	Subtotal Police Department- Patrol & Traffic	95	95	95
Police Department-Criminal Investigations	Detective Lieutenant	1	1	1
	Detective Sergeants	3	3	3
	Detectives	19	19	19
	Subtotal Police Department- Criminal Investigations	23	23	23
Police Department-Communications	Lieutenant	1	1	1
	Lead Dispatchers	5	5	5
	Public Safety Dispatchers	12	12	12
	Subtotal Police Department- Communications	18	18	18
Subtotal Police Department		145	145	145

Department	Position	Budget Year		
		2022	2023	2024
Fire Department	Fire Chief	1	1	1
	Deputy Chief	4	4	4
	Administrative Assistant	1	1	1
	Principal Clerk	0.5	0.5	0.5
	Senior Clerk			
	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
	Firefighters (step 3/4)			
	Animal Control	Animal Control Officer	1	1
Assistant Animal Control Officer		1	1	1
Subtotal Animal Control		2	2	2
Building Department	Chief Building Official	1	1	1
	Senior Administrative Clerk	2	2	2
	Electrical Inspector	1	1	1
	Mechanical Inspector	1	1	1
	Zoning/Code Enforcement Officer	1	1	1
	Subtotal Building Department	8	8	8
Subtotal Public Safety		243.5	243.5	243.5
Public Works				
Administration	Director of Public Works	1	1	1
	Public Works Analyst	1	1	1
	Senior Administrative Assistant	1	1	1
	Senior Administrative Coordinator			
	Accounts Receivable Coordinator	1	1	1
	Administrative Clerk			
	Subtotal PW- Administration	5.5	5.5	5.5
Engineering	City Engineer	1	1	1
	Assistant City Engineer	0	0	1
	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
	Party Chief	1	1	1
	GIS/AutoCAD Technician	1	1	1
	Environmental Engineer	1	1	0
	Subtotal PW- Engineering	11	11	11
Land Use	City Planner/ Land Use Development Coordinator	1	1	1
	Assistant City Planner/ Development Coordinator	1	1	1
	Administrative Secretary	1	1	1
	Subtotal PW- Land Use	3	3	3

Department	Position	Budget Year		
		2022	2023	2024
Building Maintenance	Public Facilities & Energy Manager	1	1	1
	Senior Maintenance Technician	1	1	1
	Maintenance Technician	1	1	1
	Landscape Grounds Maint./Bldg. Technician	1	1	1
	Custodians	5	5	5
	Subtotal PW- Building Maintenance	9	9	9
Streets	Superintendant of Streets	1	1	1
	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
	Subtotal Public Works- Streets	34	34	34
Solid Waste	Superintendant of Solid Waste Operations	1	1	1
	Solid Waste Laborers	5	5	5
	Solid Waste Driver/Collector-Sanitation	12	12	12
	Subtotal Public Works- Solid Waste	18	18	18
Fleet Maintenance	Public Works Fleet Manager	1	1	1
	Dispatcher Yardman	1	1	1
	Mechanics	4	4	4
	Equipment Maintenance Coordinator	1	1	1
	Mechanics' Helper/Small Equipment	3	3	3
	Subtotal Public Works- Fleet Maintenance	10	10	10
Transfer Station	Heavy Equip/Transfer Station Operator	2	2	2
	Transfer Station Attendant	2	2	2
	Landfill/Transfer Station Scale Operator	1	1	1
	Subtotal Public Works- Transfer Station	5	5	5
Subtotal Public Works		95.5	95.5	95.5
Health & Social Services				
School Readiness	School Readiness Grant Manager	1	1	1
	Subtotal School Readiness	1	1	1
Subtotal Health & Social Services		1	1	1

Department	Position	Budget Year		
		2022	2023	2024
Libraries				
Main Library				
	Library Director	1	1	1
	Programming/Public Relations Manager	1	1	1
	Circulation Clerk	5	5	5
	Administrative Assistant	1	1	1
	Supervisor of Library Maintenance	1	1	1
	Custodian/Maintenance	1	1	1
	Custodian	1	1	1
	Technical Services Clerk	1	1	1
	Floater/Reader's Advisor	1	1	1
	Reference Assistant	1	1	1
	Reference Assistant/Historian	1	1	1
	Assistant Info Services Librarian	1	1	1
	Technical Services Coordinator	1	1	1
	Supervisor Library Info Services	1	1	1
	Supervisor of 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
	Subtotal Main Library	25	25	25
Manross Library				
	Supervisor of Branch Services	1	1	1
	Assistant Branch Librarian	1	1	1
	Library Clerk	1	1	1
	Library Assistant	1	1	1
	Custodian	0.5	0.5	0.5
	Subtotal Manross Library	4.5	4.5	4.5
Subtotal Libraries		29.5	29.5	29.5

Department	Position	Budget Year		
		2022	2023	2024
Parks, Recreation, Youth & Community Services				
Administration	Superintendent of PRYCS	1	1	1
	Deputy Superintendent	1	1	1
	Community Engagement Coordinator	1	1	1
	Arts and Culture Supervisor	1	0	0.5
	Subtotal Administration	5	4	4.5
Grounds & Facilities	Parks Grounds Facilities Superintendant	1	1	1
	Assistant Parks, Grounds & Facilities Super.	1	1	1
	Group Leader	2	2	2
	Mechanic	1	1	1
	Skilled Utility Craftsperson	2	2	2
	Heavy Truck Driver	1	1	1
	Park Maintainers	8	8	9
Recreation	Recreation Supervisor	1	1	1
	Program Administrative Assistant	1	1	1
	Subtotal Recreation	2	2	2
Aquatics	Aquatics Supervisor	1	1	1
	Aquatics Coordinator	1	1	1
	Facilities Maintenance Technician	1	1	1
	Subtotal Aquatics	3	3	3
Youth & Community Services	Youth & Community Services Supervisor	1	1	1
	Youth & Family Coordinator	2	2	2
	Community Services Coordinator	1	1	1
	Subtotal Youth & Community Services	4	4	4
Subtotal Parks, Recreation, Youth and Community Services		31	30	31.5
Board of Education	Full-time Positions	952	972	972
Subtotal Board of Education		952	972	972
Bristol Development Authority	Executive Director- BDA	1	1	1
	Grants Administrator	1	1	1
	Housing & Project Specialist	1	1	1
	Senior Administrative Assistant	1	1	1
	Marketing & Public Relations Specialist	1	1	1
Subtotal Bristol Development Authority		5	5	5
Water & Sewer Department				
Water Department	Full-time Positions	36	36	36
Sewer Department	Full-time Positions	25	25	25
Subtotal Water & Sewer Department		61	61	61
Total Budgeted Full-Time Positions		1,479.5	1,498.5	1,500.0

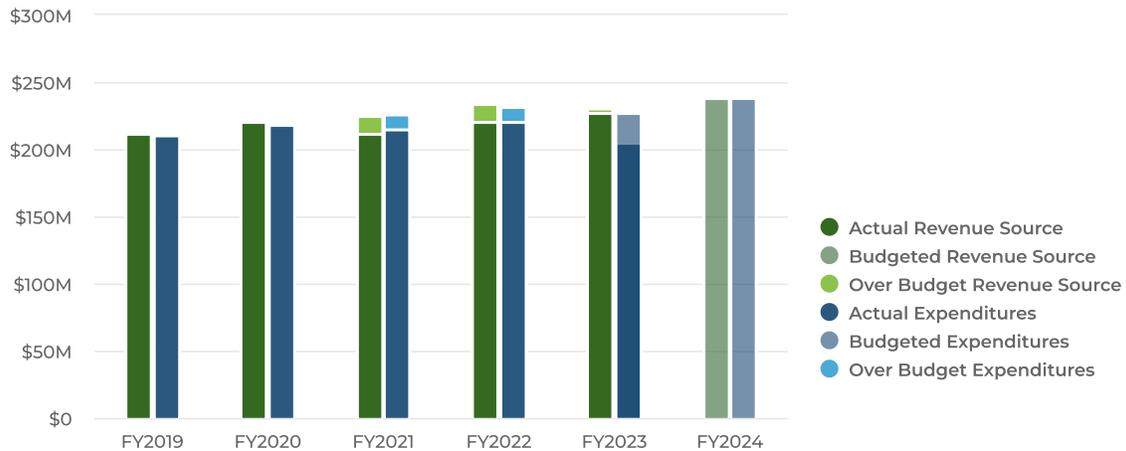
FUND SUMMARIES



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, Solid Waste Disposal Fund, School Lunch Program, Pine Lake Adventure Park, Transfer Station Fund, Arts and Culture Fund and Police Private Duty Fund; the Internal Service Fund; the Capital Projects Fund, Road Improvements Fund and two Enterprise Funds – Bristol Water and Sewer Funds. Of these budgeted funds, one qualifies as a major fund, which is 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 government officials feel a fund is of particular importance to financial statement users.

Summary

The City of Bristol is projecting \$238.9M of revenue in FY2024, which represents a 4.9% increase over the prior year. Budgeted expenditures are projected to increase by 4.9% or \$11.14M to \$238.9M in FY2024.



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. See the Capital Improvements tab for more information.

Nonmajor Governmental Funds

- Community Development Block Grant Fund
- Solid Waste Disposal Fund
- School Lunch Program
- LoCIP Projects Fund
- Pine Lake Adventure Park Fund
- Transfer Station Fund
- Road Improvements Fund
- Arts & Culture Fund
- Police Private Duty Fund

Proprietary Funds - When the City charges customers for the services it provides, whether to outside customers or to other units of the City, these services are generally reported in proprietary funds. Proprietary funds are reported in the same way that all activities are reported in the statement of net position and the statement of activities. The City's enterprise funds include the Bristol Water and the Sewer Operating and Assessment functions. They are reported as business-type activities on government-wide statements, and are budgeted on a 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, oversight and control of the Sewer Operating and Assessment Fund was transferred to the Bristol Water Department as an enterprise fund due to a 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 – There are two separate funds incorporated here. The first is the 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, which participates in the City's health plan. There is also the Self Insured Workers' Compensation Fund funded by transfers from the General Fund, Sewer Operating and Assessment Fund and contributions from the Bristol Water Department.

Fiduciary Funds

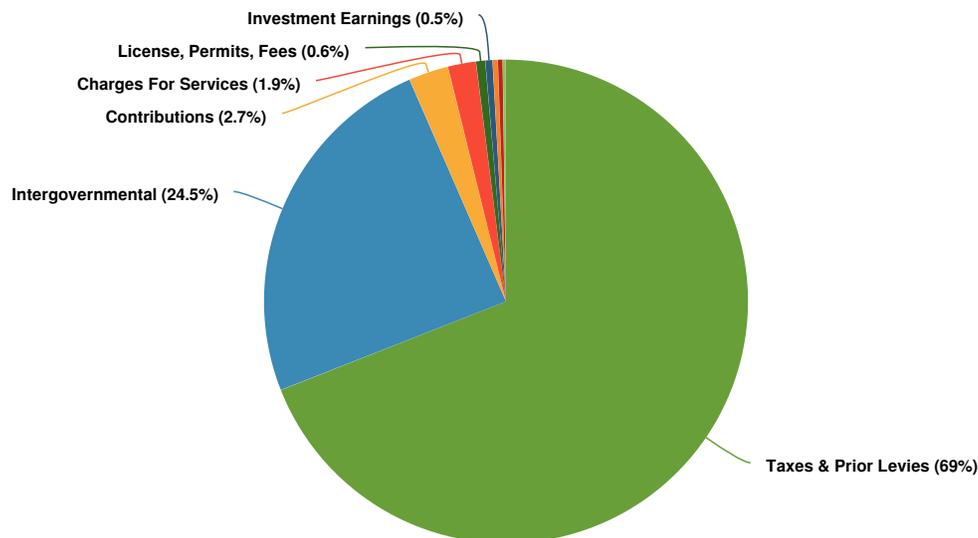
The City is the trustee, or fiduciary, for its employees' pension plans. Because of the trust arrangement, these assets can only be used for the trust beneficiaries. All of the City's fiduciary activities are reported in separate statements of fiduciary net position and changes in fiduciary net position.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

Agency Funds

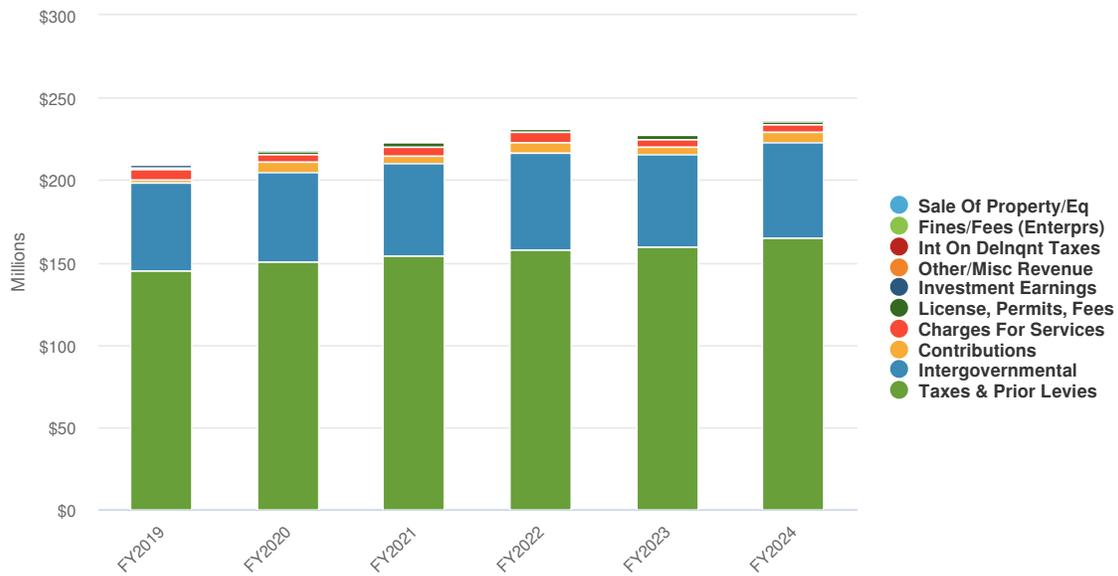
Agency Funds are accounted for using the modified accrual basis of accounting for their position and liabilities.

Governmental Funds - Revenues by Source

Projected 2024 Revenues by Source



Budgeted and Historical 2024 Revenues by Source



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Revenue Source					
Taxes & Prior Levies	\$157,922,017	\$159,594,495	\$159,594,495	\$164,917,900	3.3%
Int On Delnqnt Taxes	\$1,102,284	\$810,000	\$810,000	\$775,000	-4.3%
Fines/Fees (Enterprs)	\$597,034	\$1,215,560	\$1,215,560	\$495,145	-59.3%
Intergovernmental	\$58,909,558	\$55,662,911	\$60,873,484	\$58,427,235	5%
License, Permits, Fees	\$2,224,629	\$1,511,800	\$1,511,800	\$1,511,800	0%
Charges For Services	\$6,072,760	\$3,389,290	\$3,389,290	\$4,463,185	31.7%
Investment Earnings	\$281,685	\$278,400	\$1,506,641	\$1,134,660	307.6%
Sale Of Property/Eq	\$58,834	\$32,215	\$867,369	\$12,155	-62.3%
Other/Misc Revenue	\$1,093,598	\$758,760	\$786,002	\$819,320	8%
Contributions	\$6,373,284	\$4,503,460	\$5,269,955	\$6,343,235	40.9%
Total Revenue Source:	\$234,635,684	\$227,756,891	\$235,824,596	\$238,899,635	4.9%

Use 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 for contingencies (unpredictable events).

Operating Transfers Out

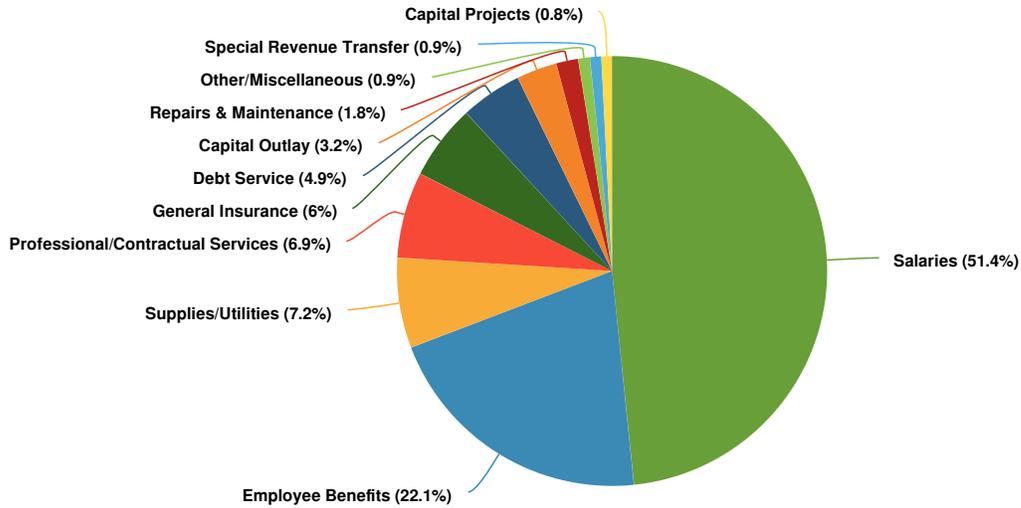
Operating Transfers Out, which can be found in the Miscellaneous section of this budget document, are comprised of transfers to special revenue funds (such as the City share of the Bristol Development Authority), transfers to the Internal Service fund (such as the budgeted amount of expected medical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

Board of Education

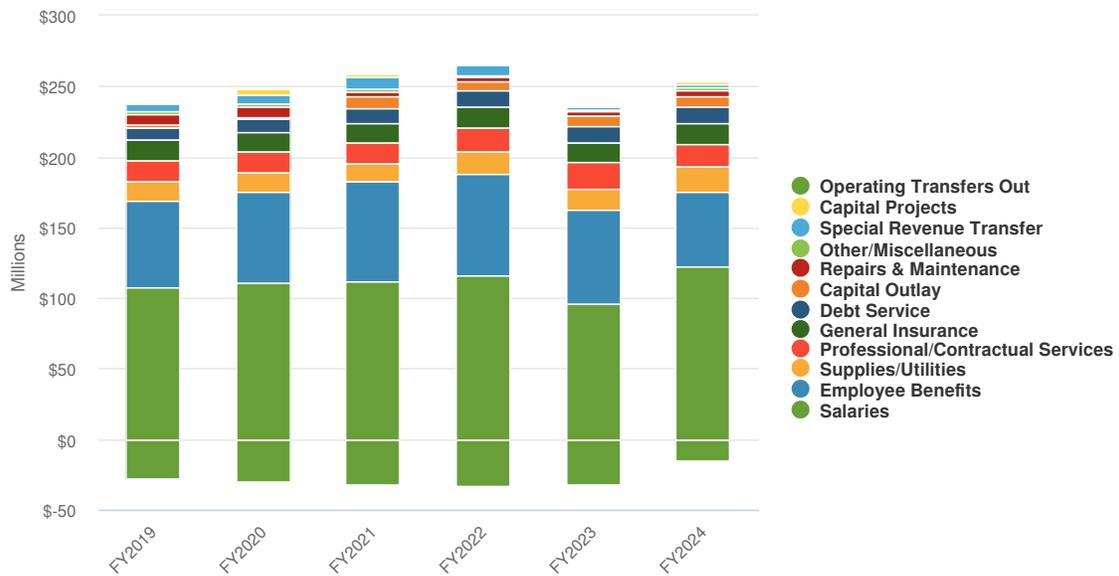
Board of Education is the budget for the City school system. All expenditures for instruction, transportation, operation and maintenance of plant, employee benefits, administration and special education are included. More detail can be found in the Board of Education Summary section of this budget document.

Governmental Funds - Expenditures by Uses

Budgeted Expenditures by Use



Budgeted and Historical Expenditures by Use

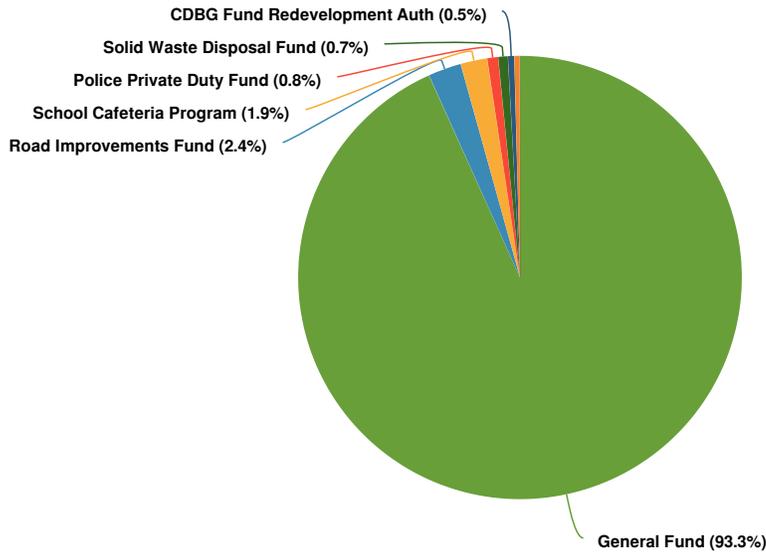


Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Expense Objects					
Salaries	\$115,492,370	\$119,616,085	\$119,973,375	\$122,707,121	2.6%
Other/Miscellaneous	\$1,717,051	\$2,298,025	\$4,361,252	\$2,239,317	-2.6%
General Insurance	\$14,504,404	\$14,042,153	\$14,049,735	\$14,379,950	2.4%
Operating Transfers Out	-\$33,479,030	-\$14,880,960	-\$31,102,915	-\$14,758,830	-0.8%
Special Revenue Transfer	\$6,950,344	\$2,003,240	\$2,066,745	\$2,180,005	8.8%
Debt Service	\$11,000,000	\$11,000,000	\$11,000,000	\$11,750,000	6.8%
Capital Projects	\$568,505	\$891,370	\$891,370	\$1,983,530	122.5%
Employee Benefits	\$72,432,318	\$51,326,644	\$67,768,755	\$52,878,310	3%
Professional/Contractual Services	\$17,901,335	\$16,884,837	\$21,089,124	\$16,453,332	-2.6%
Supplies/Utilities	\$15,328,793	\$15,051,640	\$15,499,406	\$17,191,344	14.2%
Repairs & Maintenance	\$3,243,832	\$3,303,744	\$3,377,373	\$4,187,454	26.7%
Capital Outlay	\$6,300,885	\$6,220,113	\$9,730,696	\$7,708,102	23.9%
Total Expense Objects:	\$231,960,807	\$227,756,891	\$238,704,915	\$238,899,635	4.9%

Governmental Funds - Revenue by Fund

Revenues are estimated based on a number of factors. Intergovernmental Revenues for all funds are based on State budget estimates. Trend analysis for various fees and charges is the primary method for estimating these types of revenues. Property Tax revenues, the primary revenue source of the General Fund based on assessment values, provides the balance of revenues needed to meet appropriations.

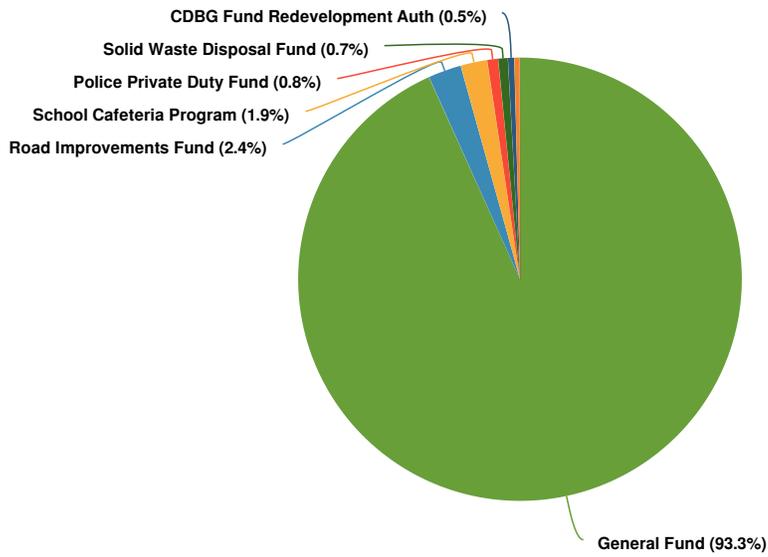
2024 Revenue by Fund



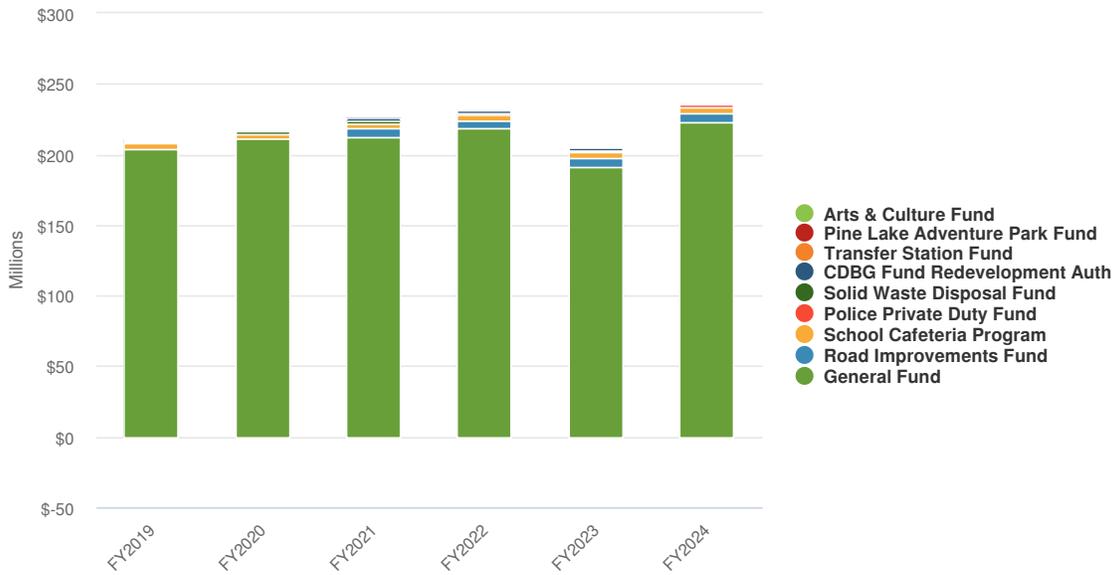
Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget
General Fund	\$218,935,394	\$215,183,250	\$220,449,720	\$222,838,585
CDBG Fund Redevelopment Auth	\$1,970,575	\$1,166,476	\$2,272,882	\$1,110,075
Solid Waste Disposal Fund	\$1,511,902	\$1,359,240	\$1,444,240	\$1,675,200
School Cafeteria Program	\$5,833,174	\$3,733,570	\$3,733,570	\$4,622,725
Pine Lake Adventure Park Fund	\$28	\$53,195	\$53,195	\$60,195
Transfer Station Fund	\$952,069	\$854,390	\$872,440	\$899,050
Arts & Culture Fund	\$0	\$743,565	\$743,565	\$0
Police Private Duty Fund		\$0	\$0	\$1,897,440
Road Improvements Fund	\$5,432,540	\$4,663,205	\$6,254,984	\$5,796,365
Total:	\$234,635,684	\$227,756,891	\$235,824,596	\$238,899,635

Governmental Funds - Expenditures by Fund

2024 Expenditures by Fund



Budgeted and Historical 2024 Expenditures by Fund



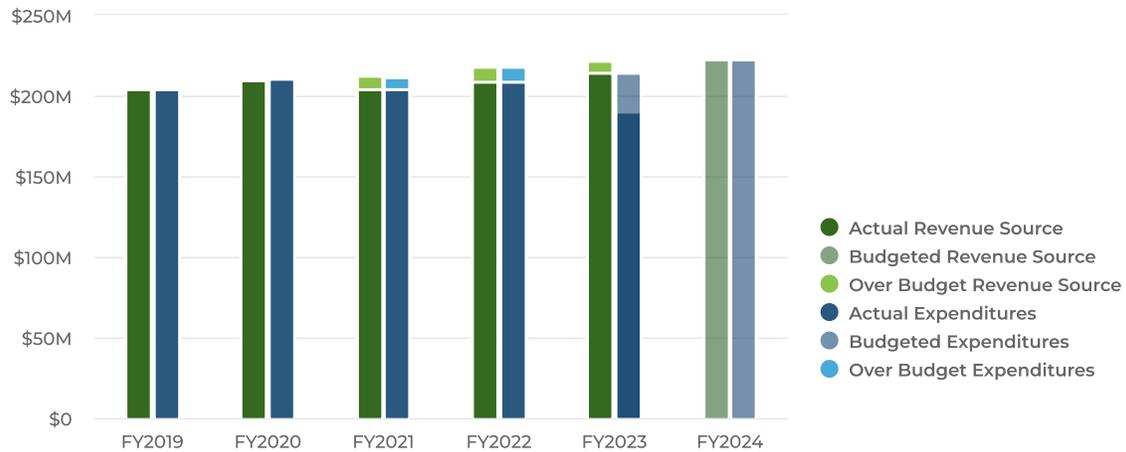
Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
General Fund	\$218,440,061	\$215,183,250	\$221,183,820	\$222,838,585	3.6%
CDBG Fund Redevelopment Auth	\$1,544,336	\$1,166,476	\$3,027,393	\$1,110,075	-4.8%
Solid Waste Disposal Fund	\$1,349,693	\$1,359,240	\$1,444,240	\$1,675,200	23.2%
School Cafeteria Program	\$4,626,286	\$3,733,570	\$3,828,050	\$4,622,725	23.8%
Pine Lake Adventure Park Fund	\$2	\$53,195	\$53,195	\$60,195	13.2%
Transfer Station Fund	\$888,485	\$854,390	\$881,795	\$899,050	5.2%
Arts & Culture Fund	\$0	\$743,565	\$743,565	\$0	-100%
Police Private Duty Fund	\$0	\$0	\$0	\$1,897,440	N/A
Road Improvements Fund	\$5,111,945	\$4,663,205	\$7,542,858	\$5,796,365	24.3%
Total:	\$231,960,807	\$227,756,891	\$238,704,915	\$238,899,635	4.9%

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.

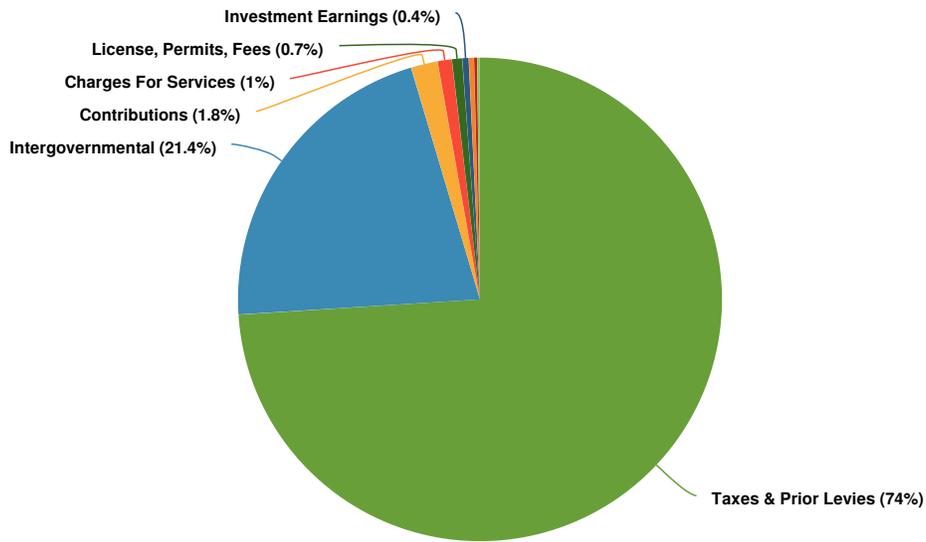
Summary

The City of Bristol is projecting \$222.84M of revenue in FY2024, which represents a 3.6% increase over the prior year. Budgeted expenditures are projected to increase by 3.6% or \$7.66M to \$222.84M in FY2024.

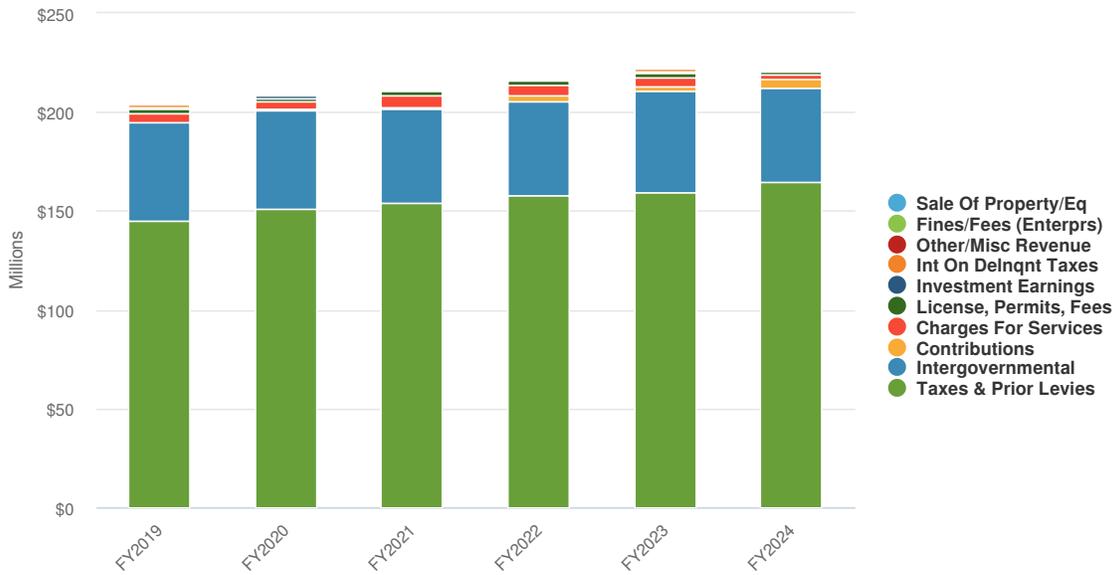


General Fund - Revenues by Source

Projected 2024 Revenues by Source



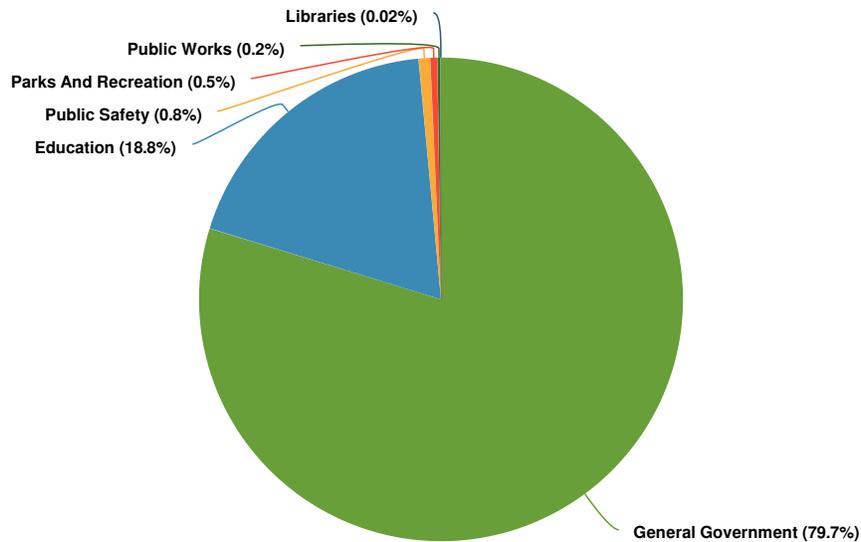
Budgeted and Historical 2024 Revenues by Source



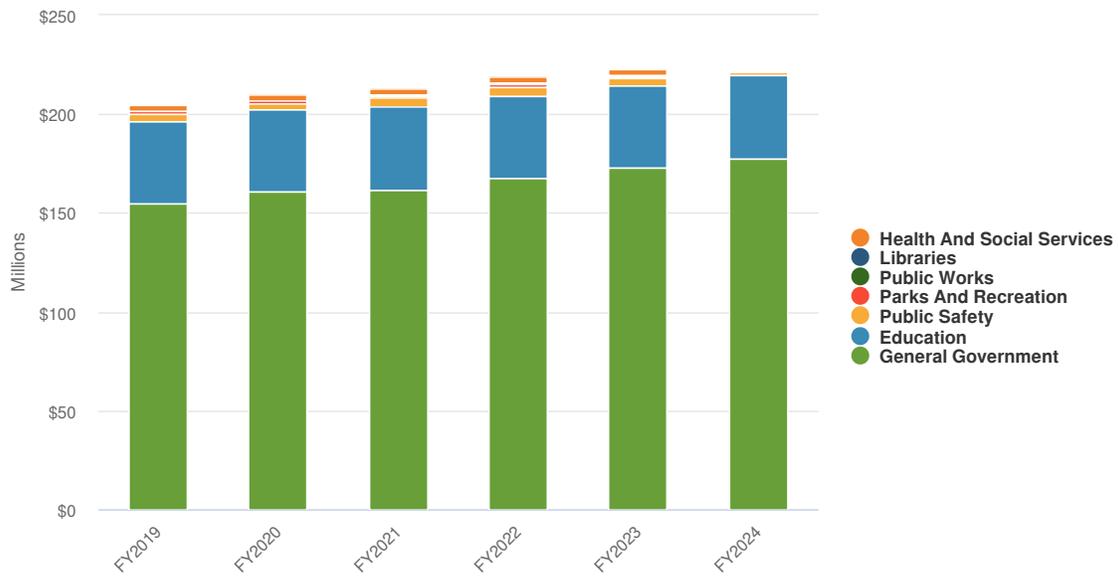
Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Revenue Source					
Taxes & Prior Levies	\$157,922,017	\$159,594,495	\$159,594,495	\$164,917,900	3.3%
Int On Delnqnt Taxes	\$1,102,284	\$810,000	\$810,000	\$775,000	-4.3%
Fines/Fees (Enterprs)	\$489,184	\$389,100	\$389,100	\$382,750	-1.6%
Intergovernmental	\$47,234,736	\$46,871,120	\$50,566,834	\$47,682,435	1.7%
License, Permits, Fees	\$2,224,254	\$1,511,600	\$1,511,600	\$1,511,600	0%
Charges For Services	\$5,641,801	\$2,962,040	\$2,962,040	\$2,122,995	-28.3%
Investment Earnings	\$278,563	\$276,500	\$1,820,014	\$981,500	255%
Sale Of Property/Eq	\$38,834	\$9,715	\$9,715	\$12,155	25.1%
Other/Misc Revenue	\$736,337	\$458,460	\$485,702	\$459,020	0.1%
Contributions	\$3,267,384	\$2,300,220	\$2,300,220	\$3,993,230	73.6%
Total Revenue Source:	\$218,935,394	\$215,183,250	\$220,449,720	\$222,838,585	3.6%

Revenue by Department

Projected 2024 Revenue by Department



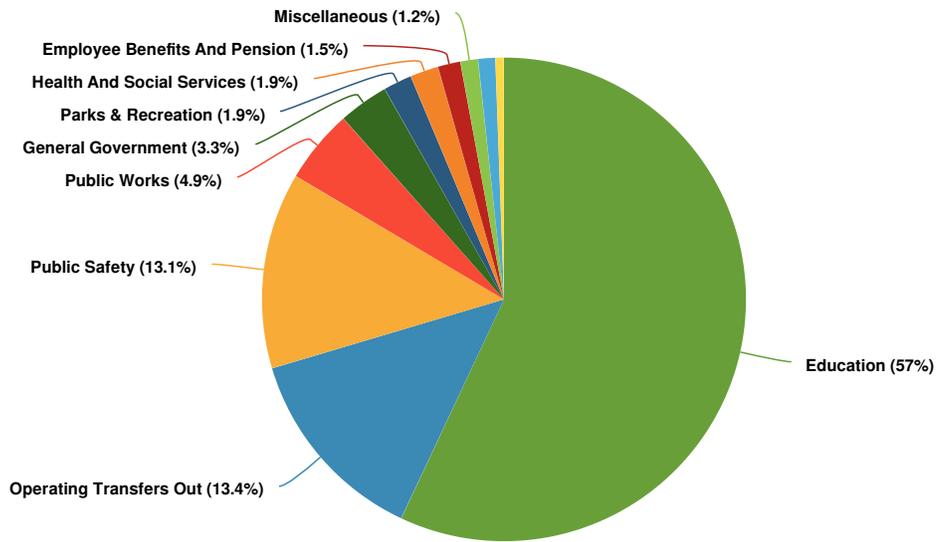
Budgeted and Historical 2024 Revenue by Department



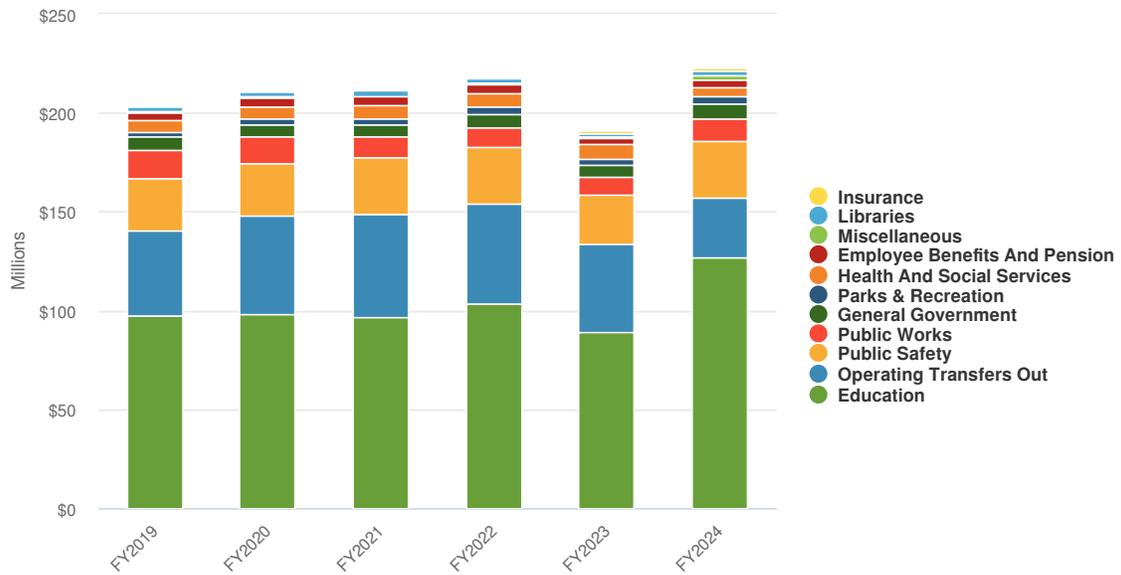
Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Revenue					
General Government	\$167,551,483	\$169,349,790	\$170,950,579	\$177,695,880	4.9%
Public Safety	\$4,615,631	\$2,469,325	\$2,471,880	\$1,714,790	-30.6%
Public Works	\$517,518	\$443,300	\$443,300	\$476,000	7.4%
Health And Social Services	\$3,039,463	\$0	\$3,630,407	\$0	0%
Libraries	\$56,026	\$49,530	\$75,272	\$47,690	-3.7%
Parks And Recreation	\$1,289,542	\$1,063,995	\$1,070,972	\$1,046,915	-1.6%
Education	\$41,865,732	\$41,807,310	\$41,807,310	\$41,857,310	0.1%
Total Revenue:	\$218,935,394	\$215,183,250	\$220,449,720	\$222,838,585	3.6%

General Fund - Expenditures by Function

Budgeted Expenditures by Function



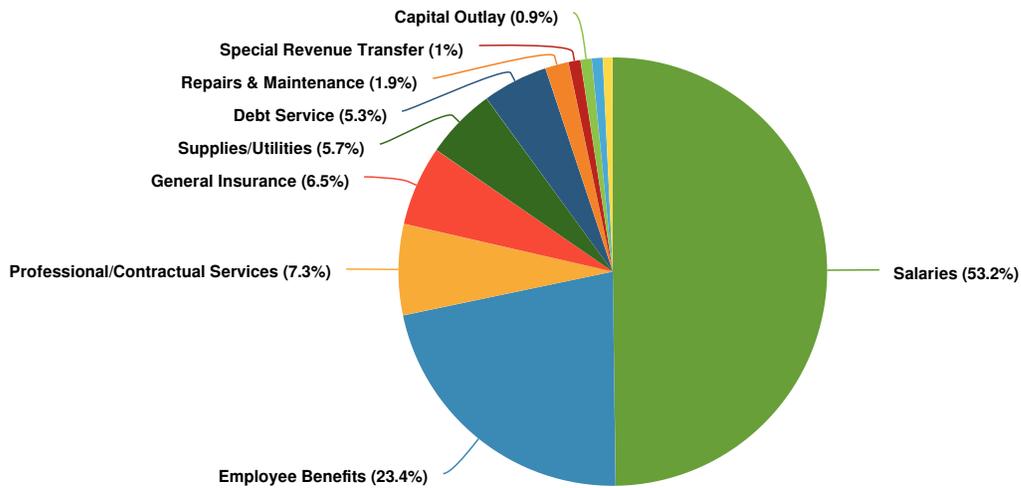
Budgeted and Historical Expenditures by Function



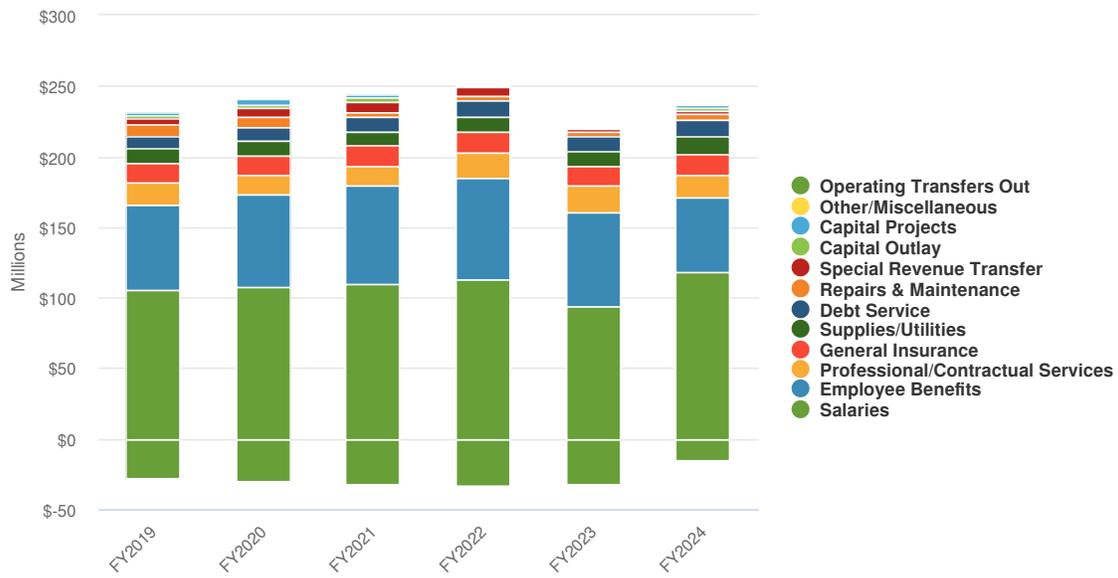
Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Expenditures					
General Government	\$6,588,718	\$6,775,325	\$7,499,841	\$7,435,505	9.7%
Public Safety	\$29,007,125	\$28,666,660	\$29,004,848	\$29,234,150	2%
Public Works	\$9,614,695	\$10,539,925	\$11,283,687	\$11,003,635	4.4%
Health And Social Services	\$6,865,889	\$4,091,470	\$7,724,797	\$4,215,635	3%
Libraries	\$2,340,274	\$2,478,195	\$2,608,343	\$2,561,325	3.4%
Parks & Recreation	\$3,749,842	\$3,990,905	\$4,317,379	\$4,267,360	6.9%
Education	\$103,287,749	\$124,328,000	\$107,519,645	\$126,989,000	2.1%
Insurance	\$1,007,154	\$1,129,450	\$1,159,450	\$1,244,060	10.1%
Employee Benefits And Pension	\$4,708,293	\$3,155,700	\$3,155,700	\$3,368,000	6.7%
Miscellaneous	\$536,844	\$2,261,320	\$2,271,970	\$2,621,550	15.9%
Operating Transfers Out	\$50,733,479	\$27,766,300	\$44,638,160	\$29,898,365	7.7%
Total Expenditures:	\$218,440,061	\$215,183,250	\$221,183,820	\$222,838,585	3.6%

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Expense Objects					
Salaries	\$113,180,893	\$117,096,375	\$117,437,170	\$118,496,561	1.2%
Other/Miscellaneous	\$765,380	\$1,741,934	\$2,012,193	\$1,752,287	0.6%
General Insurance	\$14,504,404	\$14,042,153	\$14,049,735	\$14,379,950	2.4%
Operating Transfers Out	-\$33,479,030	-\$14,880,960	-\$31,102,915	-\$15,158,830	1.9%
Special Revenue Transfer	\$6,950,344	\$2,003,240	\$2,066,745	\$2,180,005	8.8%
Debt Service	\$11,000,000	\$11,000,000	\$11,000,000	\$11,750,000	6.8%
Capital Projects	\$568,505	\$891,370	\$891,370	\$1,983,530	122.5%
Employee Benefits	\$71,768,208	\$50,661,894	\$67,104,005	\$52,216,675	3.1%
Professional/Contractual Services	\$17,814,075	\$16,194,837	\$20,288,200	\$16,311,232	0.7%
Supplies/Utilities	\$11,014,813	\$11,506,755	\$11,922,129	\$12,762,984	10.9%
Repairs & Maintenance	\$3,236,811	\$3,293,744	\$3,364,880	\$4,177,454	26.8%
Capital Outlay	\$1,115,659	\$1,631,908	\$2,150,308	\$1,986,737	21.7%
Total Expense Objects:	\$218,440,061	\$215,183,250	\$221,183,820	\$222,838,585	3.6%

Projected Sources and Uses of Funds - General Fund

	FY 2023	FY 2024
	<u>Estimated</u>	<u>Budget</u>
Net Position at Beginning of Year	<u>\$29,509,312</u>	<u>\$30,589,909</u>
Revenues		
Taxes and Prior Levies	\$160,143,645	\$164,917,900
Interest and Liens on Delinquent Taxes	1,007,271	775,000
Licenses, Permits and Fees	2,834,931	1,511,600
Intergovernmental	51,361,029	47,682,435
Charges for Services	5,166,459	2,122,995
Investment Earnings	1,679,785	981,500
Sale of Property and Equipment	84,505	12,155
Miscellaneous	669,467	841,770
	<u>\$222,947,092</u>	<u>\$218,845,355</u>
Expenses		
Salaries and employee benefits	46,265,402	\$47,818,330
Contractual Services	14,002,606	13,382,650
Supplies and Materials	3,859,625	3,366,740
Capital Outlay	1,356,132	1,382,020
Miscellaneous	1,133,603	1,164,130
Education	109,947,837	107,033,225
	<u>\$176,565,205</u>	<u>\$174,147,095</u>
Excess of Revenues Over (Under) Expenses	<u>\$46,381,887</u>	<u>\$44,698,260</u>
Other Financing Sources		
Operating Transfers in	\$2,300,220	\$3,993,230
Operating Transfers Out	(47,601,510)	(48,691,490)
	<u>(\$45,301,290)</u>	<u>(\$44,698,260)</u>
Excess (Deficiency) of Revenues and Other Sources Over Expenses and Other Uses	<u>\$1,080,597</u>	<u>-</u>
Fund Balance Classification Changes	-	-
Net Position at End of Year	<u><u>\$30,589,909</u></u>	<u><u>\$30,589,909</u></u>

Fund Balance

Fund balance is the accumulation of prior years surpluses, actual revenues exceeding 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, 2022 the City's total General Fund balance was \$43.2 million, of which \$29.5 was unassigned and available for general government purposes and represents 13.2% of the FY2024 budget. The Board of Finance policy is to limit the use of these reserves in order to adhere to the 12%-15% policy. In response to anticipated budget challenges related to COVID-19, inflation, state mandates and projected increases in debt service, the Board has 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 while still maintaining adequate fund balance levels.

Projections

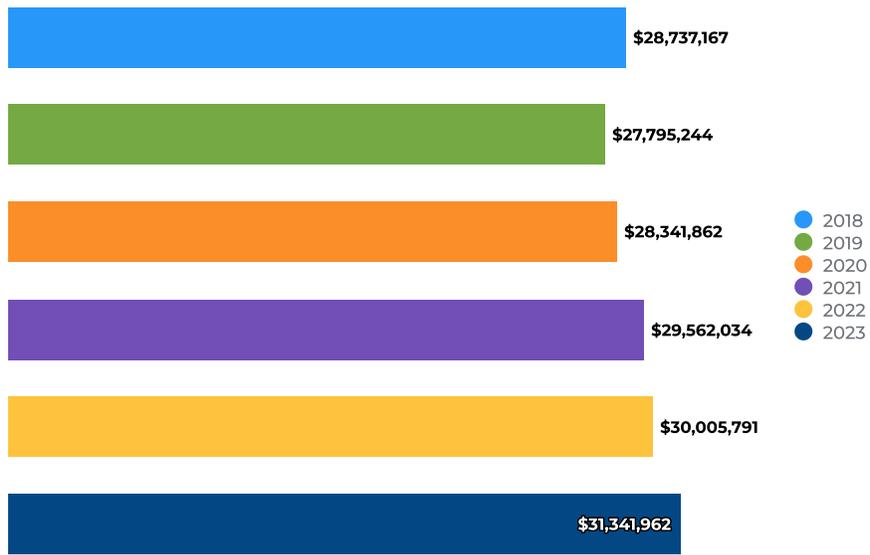


At June 30, the City of Bristol's General Fund had the following fund balance designations and total fund balances:

	FY2019	FY2020	FY2021	FY2022
Fund Balance	—	—	—	—
Unassigned	\$29,562,034	\$30,055,791	\$31,341,962	\$29,509,312
Assigned	\$7,336,712	\$7,967,807	\$8,431,919	\$10,477,908
Committed	\$3,107,495	\$3,132,163	\$3,149,867	\$3,246,047
Restricted	\$0	\$0	\$0	\$0
Nonspendable	\$3,471	\$0	\$2,259	\$14,002
Total Fund Balance:	\$40,009,712	\$41,155,761	\$42,926,007	\$43,247,269

Fund Balance

General Fund Unassigned Fund Balance By Year



Dollars (\$)

**Non-Major
Governmental
Funds -
Special
Revenue
Funds**

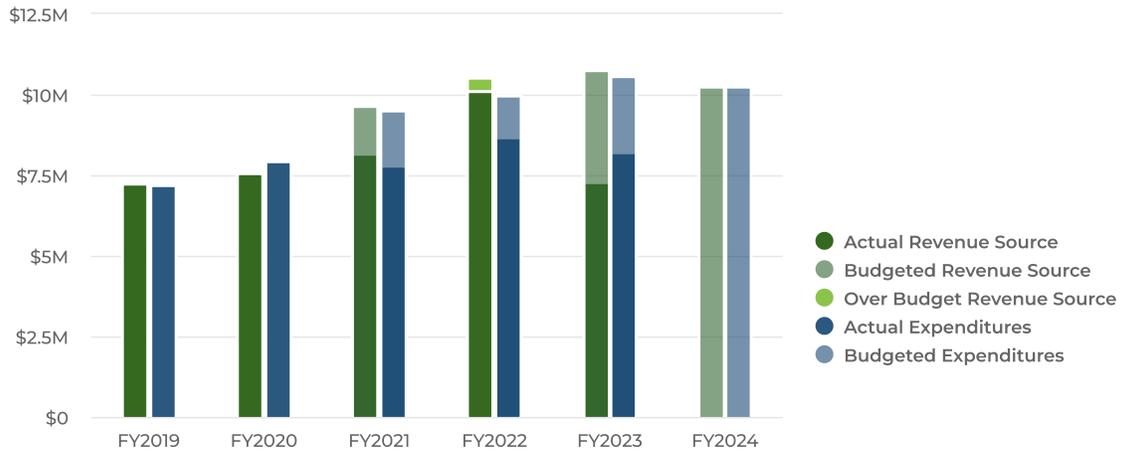
Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. A summary of budgeted special revenue funds is presented in the table above.

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.

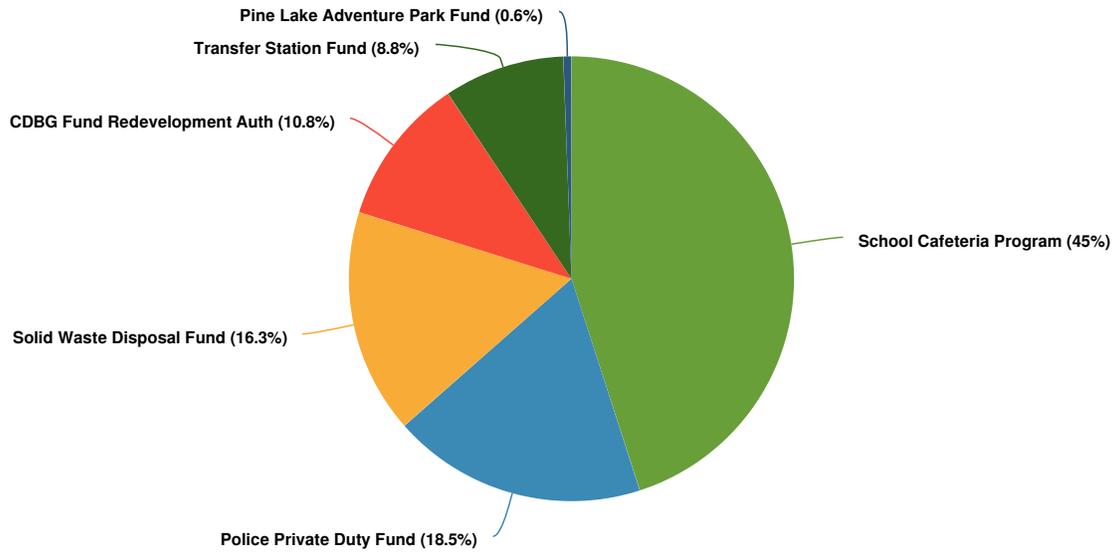
Summary

The City of Bristol is projecting \$10.26M of revenue in FY2024, which represents a 4.8% decrease over the prior year. Budgeted expenditures are projected to decrease by 3.1% or \$327.03K to \$10.26M in FY2024.

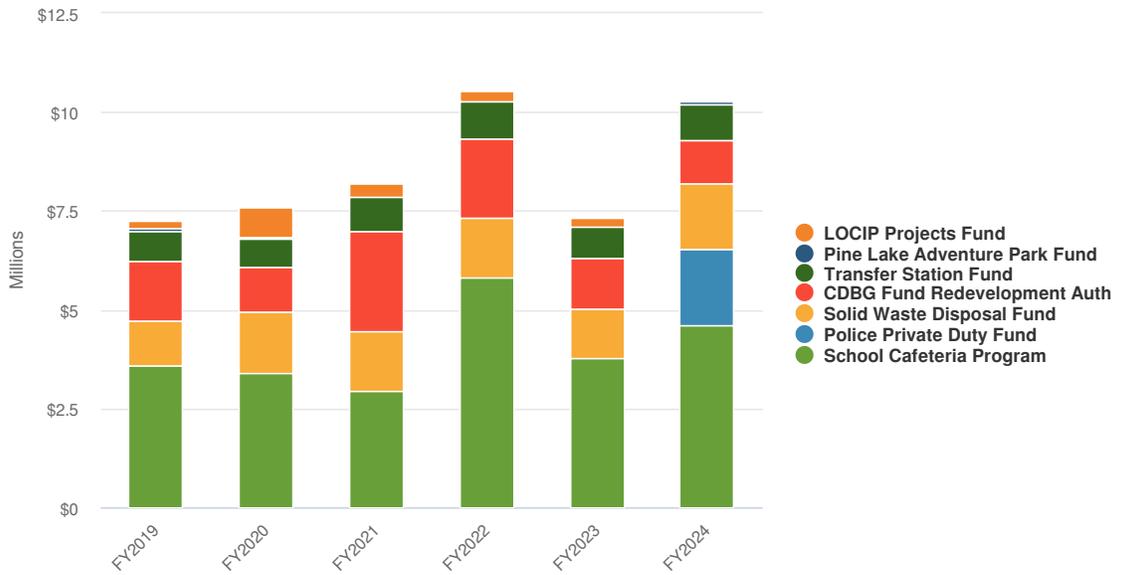


Revenue by Fund

2024 Revenue by Fund

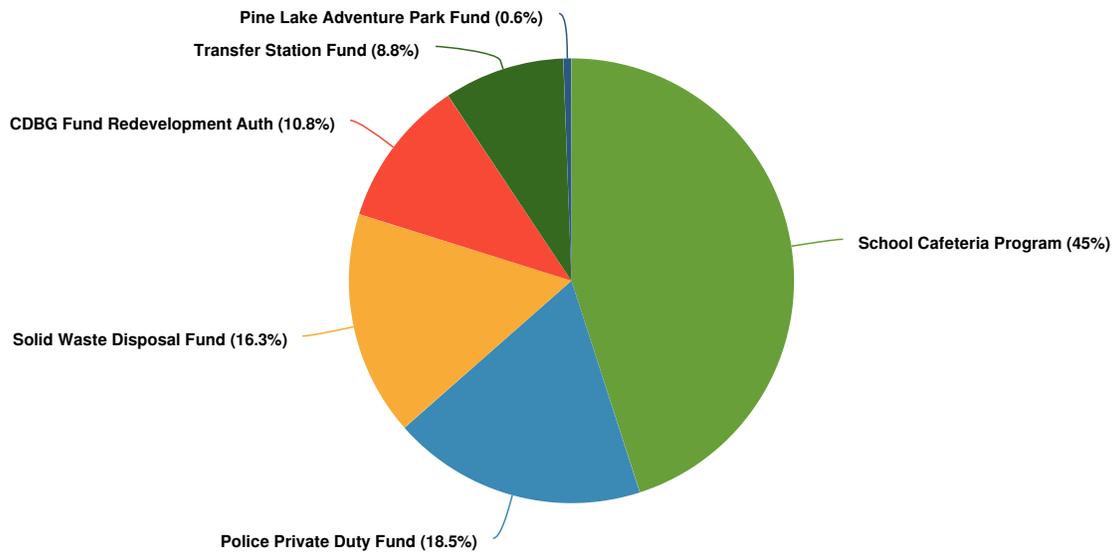


Budgeted and Historical 2024 Revenue by Fund

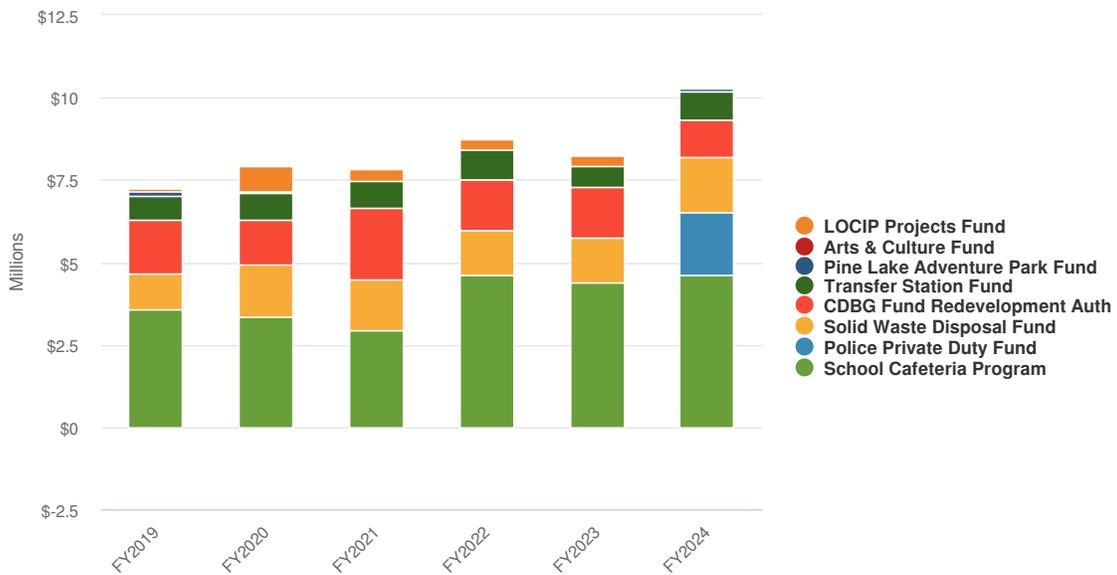


Special Revenue Funds - Expenditures by Fund

2024 Expenditures by Fund



Budgeted FY 2022 and Historical Expenditures by Fund



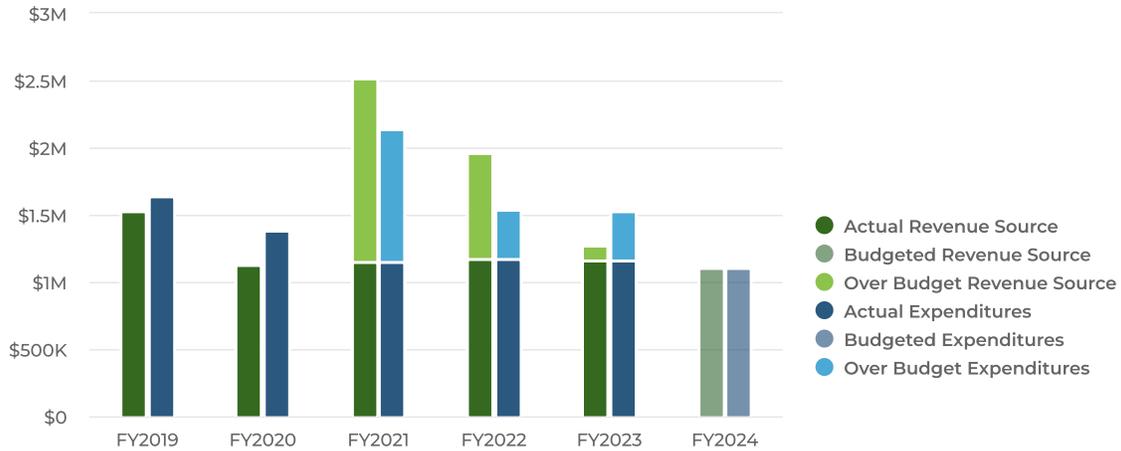
Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
CDBG Fund Redevelopment Auth	\$1,544,336	\$1,166,476	\$3,027,393	\$1,110,075	-4.8%
Solid Waste Disposal Fund	\$1,349,693	\$1,359,240	\$1,444,240	\$1,675,200	23.2%
School Cafeteria Program	\$4,626,286	\$3,733,570	\$3,828,050	\$4,622,725	23.8%
Pine Lake Adventure Park Fund	\$2	\$53,195	\$53,195	\$60,195	13.2%
LOCIP Projects Fund	\$310,852	\$2,681,274	\$3,071,274	\$0	-100%
Transfer Station Fund	\$888,485	\$854,390	\$881,795	\$899,050	5.2%
Arts & Culture Fund	\$0	\$743,565	\$743,565	\$0	-100%
Police Private Duty Fund	\$0	\$0	\$0	\$1,897,440	N/A
Total:	\$8,719,653	\$10,591,710	\$13,049,512	\$10,264,685	-3.1%



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.

Summary

The City of Bristol is projecting \$1.11M of revenue in FY2024, which represents a 4.8% decrease over the prior year. Budgeted expenditures are projected to decrease by 4.8% or \$56.4K to \$1.11M in FY2024.



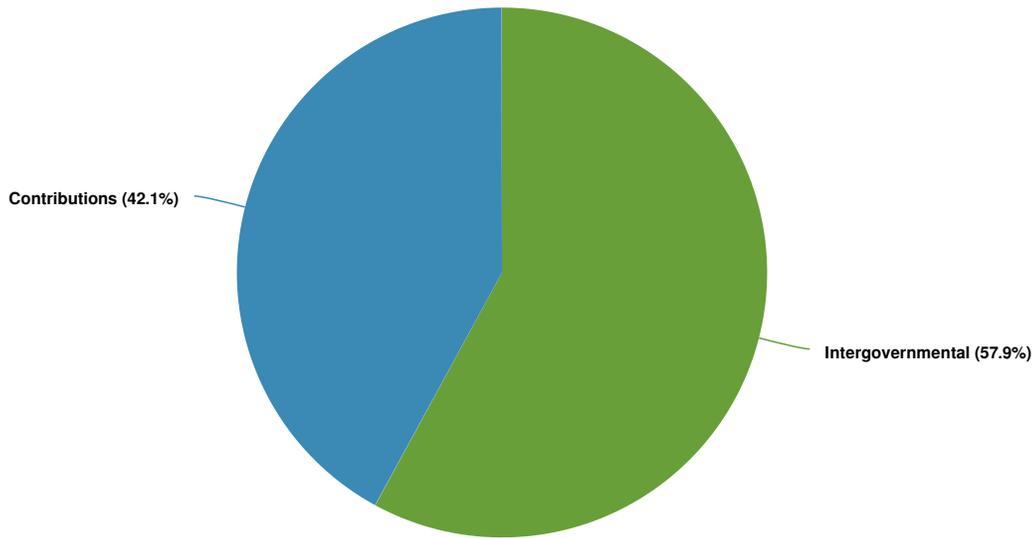
CDBG Fund Comprehensive Summary

Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget
Beginning Fund Balance:	N/A	N/A	N/A	N/A
Revenues				
Intergovernmental	\$767,910	\$722,016	\$1,050,250	\$643,210
Investment Earnings	\$1,205	\$0	\$11,677	\$0
Contributions	\$1,201,460	\$444,460	\$1,210,955	\$466,865
Total Revenues:	\$1,970,575	\$1,166,476	\$2,272,882	\$1,110,075
Expenditures				
Salaries	\$445,255	\$455,635	\$472,130	\$484,145
Other/Miscellaneous	\$924,536	\$525,391	\$2,281,409	\$442,930
Employee Benefits	\$123,359	\$109,650	\$109,650	\$114,000
Professional/Contractual Services	\$10,886	\$21,900	\$107,912	\$16,100
Supplies/Utilities	\$40,300	\$53,900	\$56,292	\$52,900
Total Expenditures:	\$1,544,336	\$1,166,476	\$3,027,393	\$1,110,075
Total Revenues Less Expenditures:	\$426,239	\$0	-\$754,512	\$0
Ending Fund Balance:	N/A	N/A	N/A	N/A

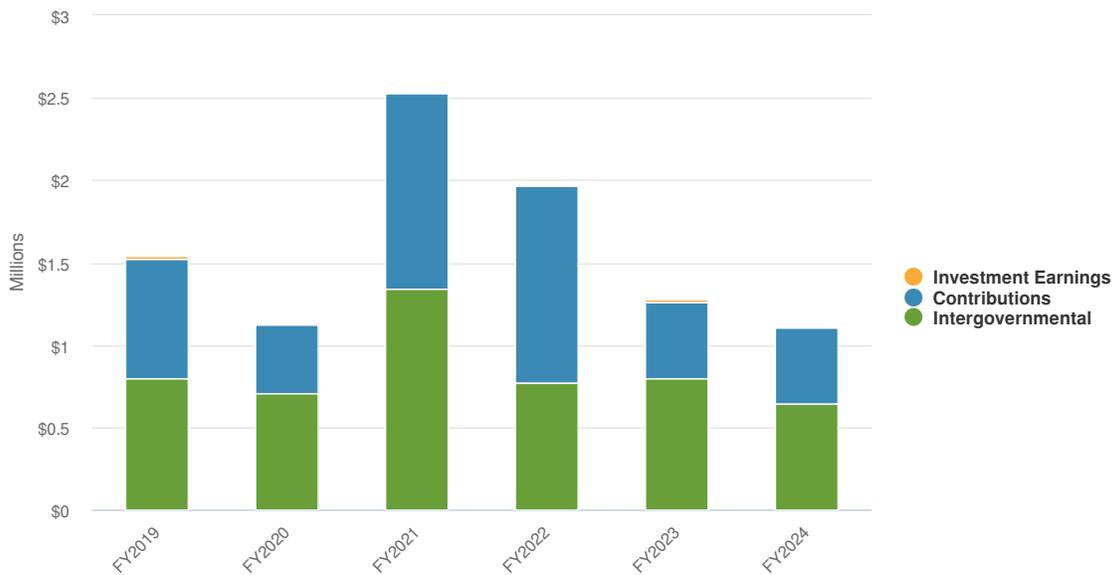
CDBG Fund - Revenues by Source

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 balance of funding is appropriated through a transfer from the General Fund as contributions to this fund.

Projected 2024 Revenues by Source



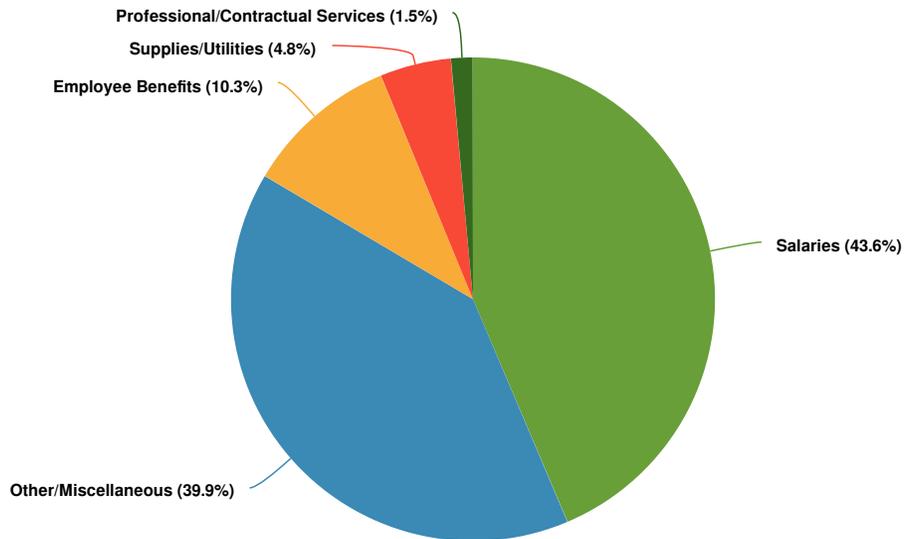
Budgeted and Historical 2024 Revenues by Source



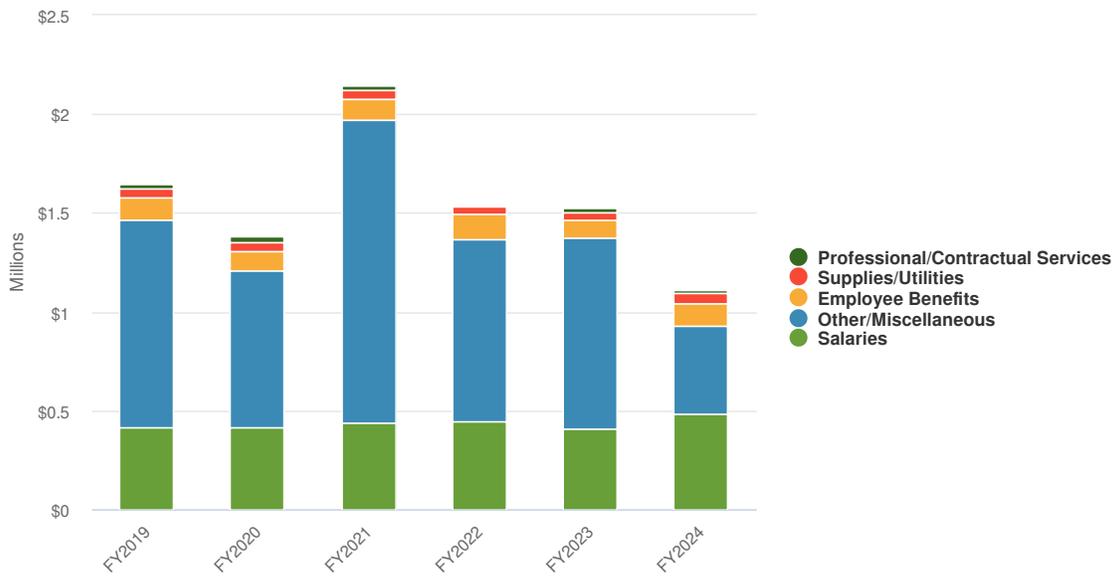
Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Revenue Source					
Intergovernmental	\$767,910	\$722,016	\$1,050,250	\$643,210	-10.9%
Investment Earnings	\$1,205	\$0	\$11,677	\$0	0%
Contributions	\$1,201,460	\$444,460	\$1,210,955	\$466,865	5%
Total Revenue Source:	\$1,970,575	\$1,166,476	\$2,272,882	\$1,110,075	-4.8%

CDBG Fund - Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Expense Objects					
Salaries	\$445,255	\$455,635	\$472,130	\$484,145	6.3%
Other/Miscellaneous	\$924,536	\$525,391	\$2,281,409	\$442,930	-15.7%
Employee Benefits	\$123,359	\$109,650	\$109,650	\$114,000	4%
Professional/Contractual Services	\$10,886	\$21,900	\$107,912	\$16,100	-26.5%
Supplies/Utilities	\$40,300	\$53,900	\$56,292	\$52,900	-1.9%
Total Expense Objects:	\$1,544,336	\$1,166,476	\$3,027,393	\$1,110,075	-4.8%

Service Narrative

Service Narrative

The Economic and Community Development (ECD) Department 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 and community development efforts, for seeking and administering major grant funding, as well as for the management of economic and community development 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 the sale of certain City owned parcels as well as implementing 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 50% by the City and 50% 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. The ECD also works to encourage the development of new residential projects, including single family homes and multifamily apartments. 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 incentives for businesses in critical industries.

Downtown redevelopment is a priority for the ECD. Downtown redevelopment is part of a continuing effort to improve the physical environment, to attract new businesses and housing, 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 2023 Accomplishments:

Grant Awards and Business Assistance

From July 1, 2022 to June 30, 2023, the ECD has coordinated economic development grants and provided additional support to new and existing Bristol businesses completing facility improvements, purchasing equipment, receiving technical assistance, and hiring new staff. These grants are varied, from supporting minor renovations for the City's smallest businesses, to helping manufacturers purchase machinery, to guiding startup businesses. A sampling of recent grant awards include:

- Longtime downtown businesses Melnick Metal Works Inc. and DiGiovanni's Auto received Downtown Grants to assist with major renovations at their facilities.
- New businesses moving to Bristol from other communities include Baumer Ltd., a sensor manufacturer and distributor; Discount Office Solutions; and M&M Pallet Inc.
- High-technology manufacturer Bauer Inc. received assistance with its 20,000 square foot building addition along with the purchase of sophisticated equipment to fill the new production space.
- Startup businesses Tafika Arts, 10 Main Café & Deli, and others launched businesses in the community.
- Several manufacturers received Technical Assistance Grants through an innovative partnership with Connstep. The grants help manufacturers attain ISO certification, meet cybersecurity requirements, implement "lean" manufacturing processes, and more.

Tax Incentives

From July 1, 2022 to June 30, 2023, the ECD coordinated several tax abatement packages to assist substantial projects. The tax incentives take several forms, including State of Connecticut programs including the Enterprise Zone and “Urban Jobs” programs.

- “By Carrier” Development received an Enterprise Zone tax abatement to incentivize the developer’s purchase and future downtown redevelopment of the “Funck” and “Eagle” properties at the corner of Prospect St. and Main St. as well as the construction of Centre Square Village.
- LAB Security received a State of CT “Urban Jobs” tax abatement for its 10,000 square foot addition to its Emmett Street facility.
- Novo Precision received an “Urban Jobs” tax abatement applied to Novo’s purchase of an adjacent building to the company’s two existing buildings on Dolphin Road.
- Precision Express Manufacturing (PEM) received “Urban Jobs” tax abatement for the company’s relocation to Dolphin Road.

Economic Development Highlights

- Several projects are taking shape in the Southeast Bristol Business Park (SEBBP). Specifically, Lot #2 is under construction with a 12,000 square foot warehouse; Lot #8 and Lot #9 were sold to local developer Bob Desmarais, who is working on project development; Baumer Ltd., a sensor manufacturer and distributor, purchased approximately 4 acres adjacent to SEBBP for a future headquarters.
- The ECD is proud to partner with BristolWORKS!, an innovative local workforce development agency that provides career training free of charge to Bristol residents and employees of Bristol businesses.
- ECD – along with the Comptroller’s Office and Purchasing Dept. – is coordinating American Rescue Plan Act (ARPA) funding. This includes coordinating a local grant program for businesses and non-profits as well as completing several infrastructure projects, including a Centre Square parking structure.
- “By Carrier” Development completed design work and initiated Phase #1 construction of *Centre Square Village*, an approximately 104-unit, mixed-use project with 16,000 square feet of ground-floor retail space on Centre Square.
- Wheeler Health began construction of its new 45,000 square foot corporate headquarters and medical facility on Centre Square.
- Senior Living Development completed construction of its 60,000 square-foot assisted living project at the corner of North Main Street and Farmington Avenue.
- Construction has concluded on a combined 90,000 square-foot hotel and conference center to complement the existing DoubleTree by Hilton hotel.
- ECD, New Colony Development (landbank), Vesta/BHA, and the State of Connecticut continue to partner on the environmental cleanup and redevelopment of the J.H. Sessions building at 273 Riverside Ave.

Marketing Highlights

- ECD continued to produce Economic Development videos in partnership with the Mayor’s Office to highlight economic development projects in downtown Bristol and distributed them through social media to keep the community informed.
- Assisted with City Hall renovations in terms of design choices for paint, furniture, etc. to ensure it is a place that is welcoming and easy to navigate for all in the community as well as City employees. Promoted the renovations with a groundbreaking ceremony in July of 2023 and kept the community updated on the progress of the project.
- Worked with a vendor to develop an updated, more responsive Bristol All Heart website (<https://www.bristolallheart.com> (<https://www.bristolallheart.com>)) to promote Bristol to potential businesses and residents, current residents, and visitors to the City. The new website will serve as a resource for local businesses to assist them with economic development assistance, job postings, and resources to help them grow and thrive in Bristol. The improved website is expected to launch in the third quarter of 2023.
- ECD celebrated the opening of 18 new businesses with ribbon cutting ceremonies in partnership with the local Chamber of Commerce.
- ECD recognized 19 Bristol businesses celebrating milestone anniversaries (30-plus years in business).

- Assisted with marketing efforts to promote the opening of the new BristolWORKS! workforce development center and ribbon cutting celebration with City, State, and Federal officials.

Community Development Highlights

- For the period July 1, 2022 to June 30, 2023 (Program Year 48), the ECD utilized \$306,780 in CDBG Residential Rehabilitation funds to provide grants for projects benefiting 43 single-family homeowners, and awarded \$23,025 for rehab of multi-family housing units (total CDBG grants = \$329,805). 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 \$403,351, strengthening the housing stock in Bristol and enabling residents to maintain the safety and integrity of their homes. In the coming year, \$305,000 has been allocated for the Residential Rehabilitation program.
- For 2023-24 (Program Year 49), the City awarded Community Development Block Grant (CDBG) public service grants with a value of \$88,231 to ten (10) community agencies providing programs to benefit Bristol residents with low and moderate incomes; provided \$35,199 in CDBG funds to the Bristol Housing Authority to support the renovation of Komanetsky Estates, a congregate living facility housing frail elderly residents. These funds will be used to improve common areas (dining room, reception area, and hallways). Funding from HUD was reduced significantly in recent years.
- The CDBG Policy Committee and ECD Board voted to reallocate CDBG-Covid funds that were not expended. Based on the uptick in homelessness being experienced in the City, and the fact that addressing homelessness is one of Bristol's Five Year Consolidated Plan Goals, the Policy Committee awarded the bulk of the funds to St. Vincent De Paul Mission to support the staffing of a second overflow homeless shelter in the City, and a smaller grant was awarded to HRA of New Britain to support their Emergency Food and Fuel Bank. Those awards must be expended in 2023. To date, \$735,169 in CARES funding has been expended in Bristol through the CDBG-CV program.
- A group of 12 City staff and non-profit agency personnel participated in the annual training hosted by the Connecticut Coalition to End Homelessness at the CT Convention Center on May 17, 2023. Supported by CDBG funds, participants attended workshops for the all-day training session and networked with other agencies about best practices to address the growing housing crisis in our community.

Grants Administration Highlights

- The City submitted an application to CT Dept. of Economic & Community Development for a Community Investment Fund grant to support the improvement of the Rt. 72 corridor. This grant request from the City included \$6,850,000 for streetscape improvements on Riverside Avenue and Park Street, approved for funding in the second round (Spring 2023). In the third round, applications will again be submitted as part of the Route 72 Corridor Improvement, including Vesta/BHA's request for support of their development of the Sessions Factory housing project; from the American Legion Post #2, to expand its kitchen and make overall improvements to the facility on Riverside Avenue; and to seek funding for structural and access improvements at the Disabled American Veterans Chapter #5. The New England Carousel Museum, which has a comprehensive plan to upgrade their facilities as well as open a working carousel somewhere downtown, plans to reapply in a future round.
- The City has worked closely with NVCOG to develop several grant proposals recently, one of which was recently funded by the CT Dept. of Energy and Environmental Protection (DEEP). Funding for the planning of a multiuse (pedestrian/bicycle) trail was awarded in the amount of \$320,000, with the objective of developing plans for a trail extending from Rockwell Park along the Pequabuck River to Middle Street.
- The City has also submitted materials to the State of CT to participate in the Energy Efficiency and Conservation Block Grant Program, which will support the installation of LED lights on municipal properties and the installation of EV Charging Stations available to the public. This formula grant is for \$119,770.
- Working closely with the Dept. of Public Works (DPW), the Grants Administrator is assisting in the development of a third application for a DOT Community Connectivity Grant, to replace non-compliant sidewalk ramps in accordance with ADA standards. Previous grants provided funding for

sidewalk and crosswalk improvements throughout the West End and Downtown area, totaling \$739,020 to date.

- Also through DPW, the City was one of three communities in Connecticut (and nine in the United States) selected for participation in the Complete Streets Leadership Academy in 2023. With a grant of \$15,000 to support a pilot project, the City chose to focus on ways to improve a crosswalk on West Street at Gaylord Street that will increase safety for youth walking to and from the Bristol Boys and Girls Club, and for elderly and disabled residents in the area crossing the busy Route 69 to access Downtown amenities.
- Smaller grant projects include funding for the Emergency Operations Manager to maintain Emergency Management Performance Grant (EMPG) funding; assisting the Police Department and other City departments interested in applying for grant funding for new or expanding programs, including applications with the Main Street Community Foundation for additional AED and mass casualty kits to equip cruisers, and a larger proposal to purchase PowerEngage Software to improve communications and outreach; ongoing funding from the Thomaston Savings Bank Foundation for summer youth athletic programs sponsored by the Bristol PD at Cambridge Park and to support the Police Cadet program; and a grant to support the Fire Department's Service Dog program.
- For the past five years, the Grants Administrator has worked closely with the Bristol Fire Department to coordinate its Federal Emergency Management Agency (FEMA) training grants. An AFG grant of \$269,458 was awarded in 2022 that will fund training for fire personnel, and a new application for 2023 is under review.

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
Michael Massarelli	06/2027
Carolyn (Care) Cerikas	06/2027

Goals

Fiscal Year 2024 Goals

Continued Brownfield Redevelopment

- The ECD is now working with New Colony Development Corp. on the redevelopment of the J.H. Sessions building at 273 Riverside Avenue. This type of project cannot be completed quickly, so it will continue to be a priority for several years until the ribbon is cut on a new development for the site.
- The cleanup and redevelopment of 894 Middle Street – a 17-acre property that was once the home of a metal reclamation facility – remains a long-term goal of ECD. As of June 2023, 894 Middle Street has been remediated, with four quarters of required groundwater monitoring complete. The ECD will begin promoting the land for development with a Request for Proposals (RFP) that acknowledges the diminishing but ongoing presence of contaminants in a limited number of groundwater wells. Testing will continue until reported levels fall below DEEP limits for four continuous quarters, but this does not preclude the sale/lease of the parcel or its development.
- There are several privately owned properties in which contamination hinders redevelopment. Chief among these properties is the former Chic Miller property on West St. This property and others would benefit from state and local Brownfield assistance programs to address contamination prior to development.

Continued Focus on Securing Competitive Grants and Continuing Bristol's Successful CDBG Programs

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 2023-2024 will be closing out the CDBG-CV funding received as a result of the COVID pandemic while continuing to manage the City's annual CDBG allocation, which has been steadily declining in recent years.

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/expand an existing business. 2023-2024 efforts will include economic development videos in collaboration with the Mayor's Office, continuing to promote all businesses through social media campaigns (#ShopBristolCT and #ShopLocal), site visits with the Mayor to recognize businesses celebrating milestone anniversaries (30+ years), along with site visits to highlight other businesses. In addition, ECD will work with businesses moving to or expanding in Bristol to provide information about Bristol to new potential employees who may be relocating here.

Sell Remaining City Owned Industrial Property

The ECD will continue to promote new construction opportunities within the Southeast Bristol Business Park, 894 Middle Street, Centre Square, and 229 Technology Park for appropriate end users. 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 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 completing several streetscapes, two new parking structures, and more.

Long Term Goals

The ECD expects the shuttering of "big box" retail stores to accelerate – a trend that has only increased following the pandemic as e-commerce grows. ECD is investigating methods to address this concern, including working with Land Use staff to adjust zoning regulations to encourage the repurposing of these spaces for distribution and/or similar uses.

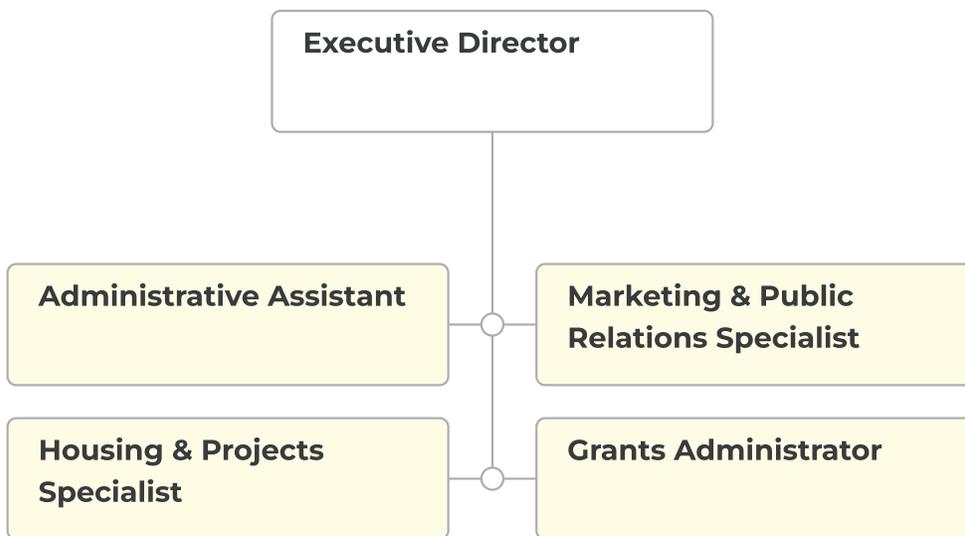
ECD is working with Bristol Adult Education, Tunxis Community College, Bristol Technical Education Center, Capital Workforce Partners, and others to establish and promote career training to place vulnerable retail employees into better careers within the manufacturing and healthcare industries. The objective of BristolWORKS! is to assist local residents in search of secure, rewarding careers while also helping local businesses fill vacant positions.

Finally, the responsible development of Downtown Bristol, including Centre Square, remains a long-term goal to support the overall growth of downtown Bristol. Reimagining Downtown includes many elements – from business recruitment, to real estate development and real estate sales, to infrastructure planning and construction, and more.

Expenditure and Position Summary

	2022 Actual	2023 Estimated	2024 Budgeted
Salary Expenditures	\$445,255	\$472,130	\$484,145
Full time positions	5	5	5

Organization Chart



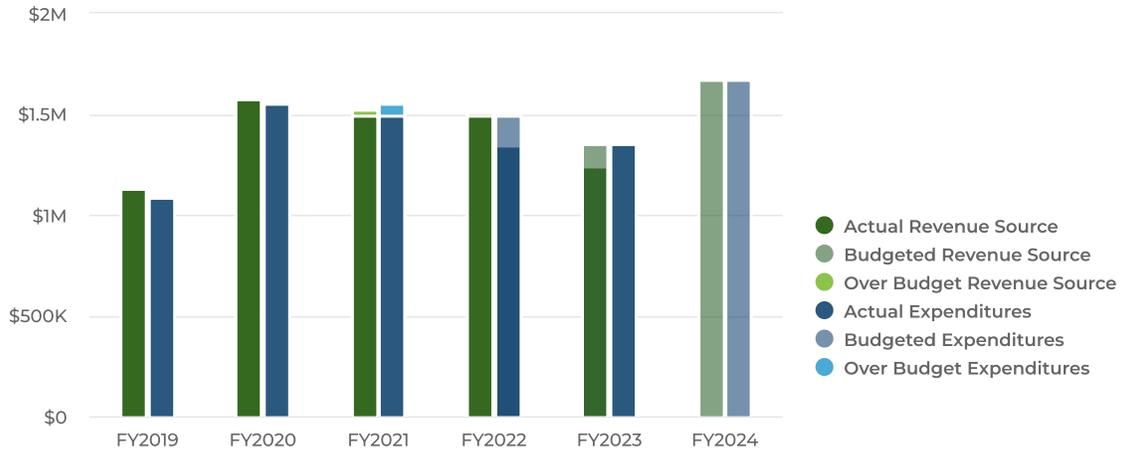




Solid Waste Disposal Fund - This fund accounts for the disposal of the City's solid waste collected by the Solid Waste division in Public Works. It is financed by the General Fund and charges to private haulers that use the City's Solid Waste program. Additionally, the fund uses interest earnings to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

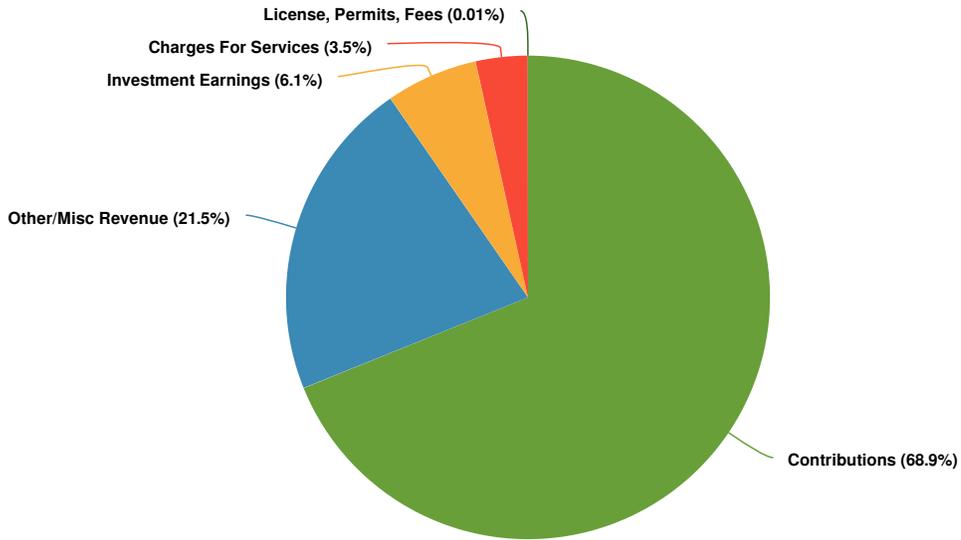
Summary

The City of Bristol is projecting \$1.68M of revenue in FY2024, which represents a 23.2% increase over the prior year. Budgeted expenditures are projected to increase by 23.2% or \$315.96K to \$1.68M in FY2024.

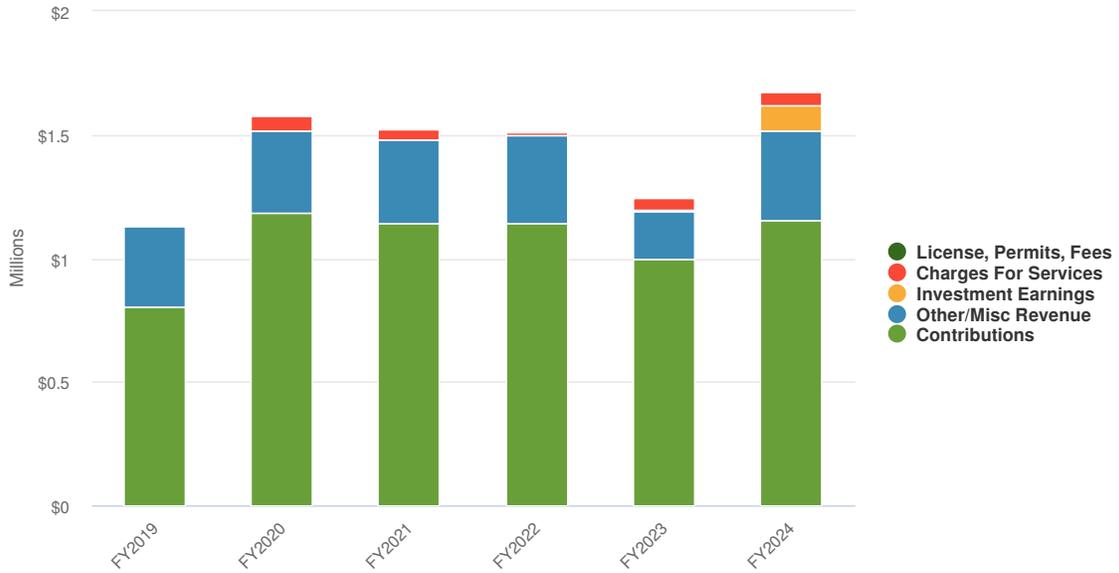


Solid Waste Disposal Fund - Revenues by Source

Projected 2024 Revenues by Source



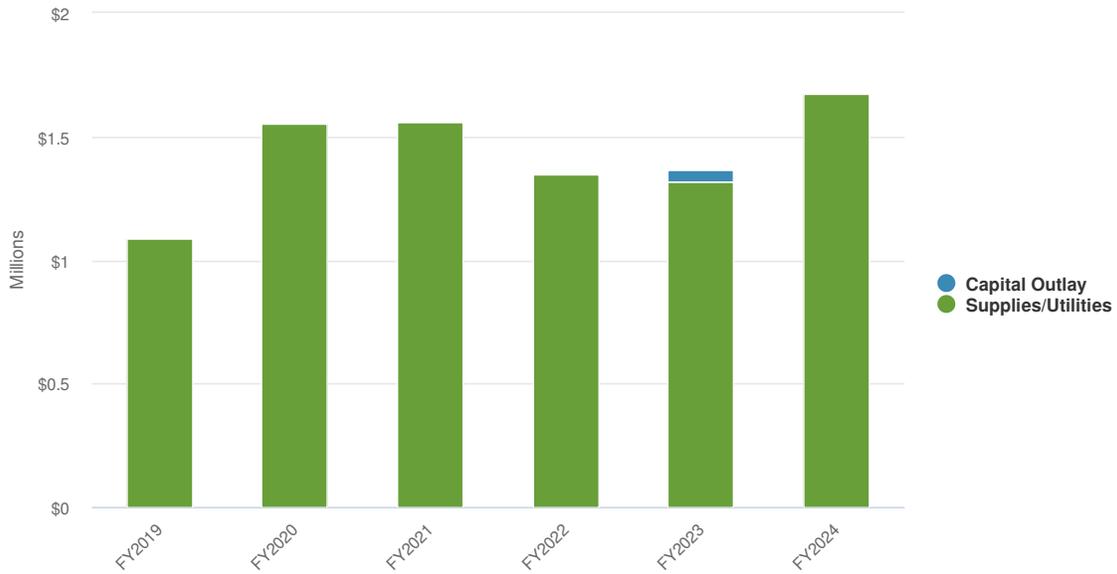
Budgeted and Historical 2024 Revenues by Source



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Revenue Source					
Intergovernmental		\$0	\$30,000	\$0	0%
License, Permits, Fees	\$375	\$200	\$200	\$200	0%
Charges For Services	\$13,377	\$58,000	\$58,000	\$58,000	0%
Investment Earnings	\$488	\$1,400	\$56,400	\$103,000	7,257.1%
Other/Misc Revenue	\$357,262	\$300,000	\$300,000	\$360,000	20%
Contributions	\$1,140,400	\$999,640	\$999,640	\$1,154,000	15.4%
Total Revenue Source:	\$1,511,902	\$1,359,240	\$1,444,240	\$1,675,200	23.2%

Solid Waste Disposal Fund - Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Expense Objects					
Supplies/Utilities	\$1,349,693	\$1,359,240	\$1,389,240	\$1,675,200	23.2%
Capital Outlay	\$0	\$0	\$55,000	\$0	0%
Total Expense Objects:	\$1,349,693	\$1,359,240	\$1,444,240	\$1,675,200	23.2%

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.

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Pursued grant funding to establish a municipal food collection pilot program. The City's current rubbish disposal cost is approximately 35% below current market pricing. This existing contract expires in 2034.
- 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 in commodity prices and the impact of such on recycling processing costs.

Fiscal Year 2024 Goals:

- Investigate measures to reduce recycling processing and rubbish disposal fees. The City's exposure to increase recycling cost is reflected in the FY2023-2024 budget, however exposure to future elevated rubbish cost is high (currently paying substantially below market rate). Measures to reduce solid waste disposal costs are a function of the national/international market and regional/State regulations and State funding.
- Implement program to promote the reduction of municipal solid waste in order to reduce recycling and refuse disposal costs.
- Pursue grants to fund a municipal food waste collection program.
- 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.
- Address City's concern with Covanta's proposed CT DEEP permit to process medical waste by requesting additional air monitoring if the proposed Covanta permit application is approved by CT DEEP.
- Increase public education associated with updated solid waste ordinance.

Long Term Goals:

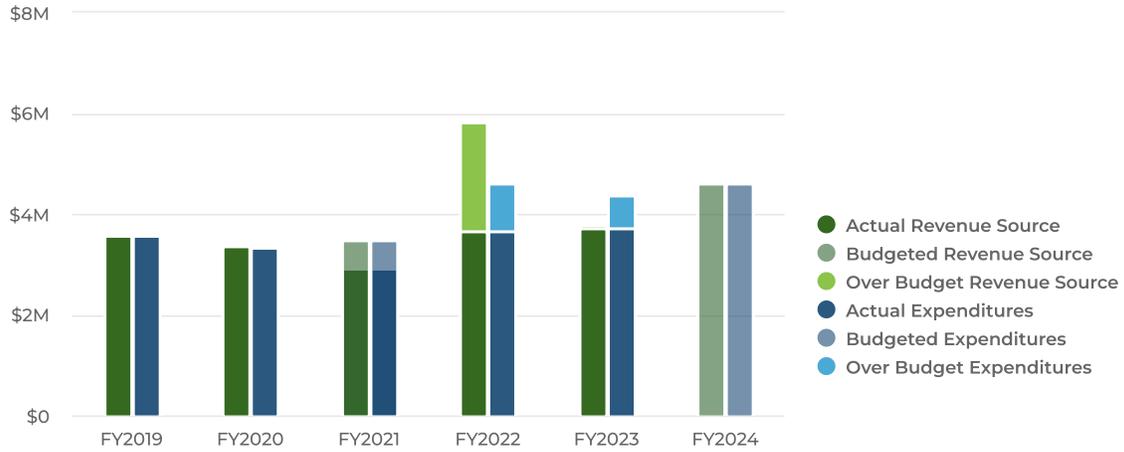
- Develop and implement programs to reduce the quantity of solid waste generated within the City through education and public awareness to reduce disposal cost of refuse and recyclable material, and reduce impact on the environment.
- Construct local/regional recycling process facility to reduce/control cost. Utilization of City rail system may serve as an opportunity to decrease transportation cost.



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.

Summary

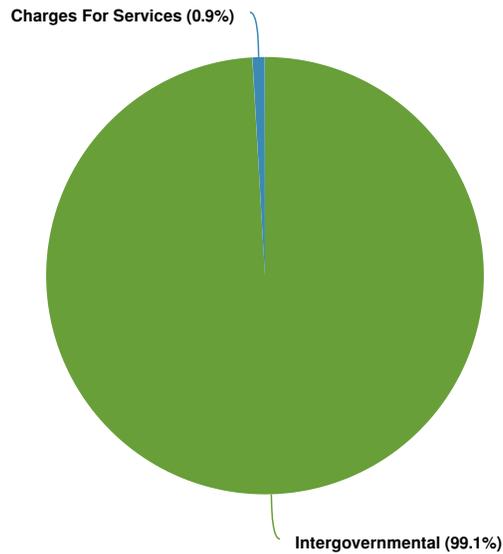
The City of Bristol is projecting \$4.62M of revenue in FY2024, which represents a 23.8% increase over the prior year. Budgeted expenditures are projected to increase by 23.8% or \$889.16K to \$4.62M in FY2024.



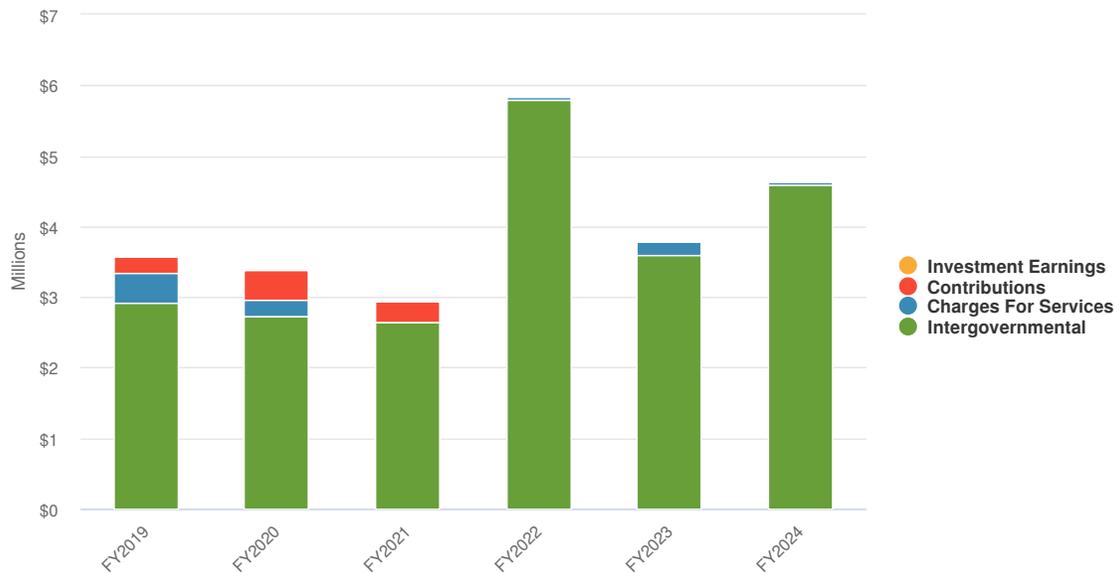
School Lunch Program - Revenues by Source

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.

Projected 2024 Revenues by Source



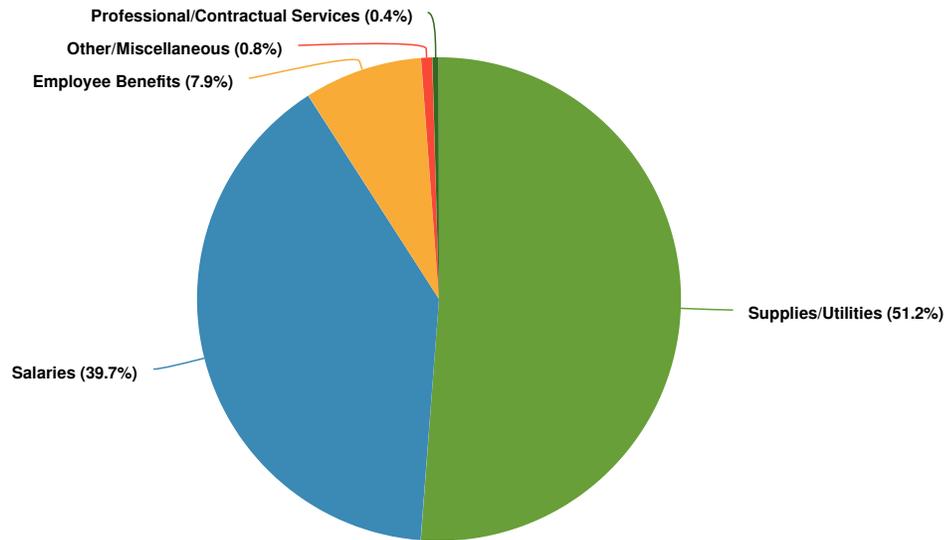
Budgeted and Historical 2024 Revenues by Source



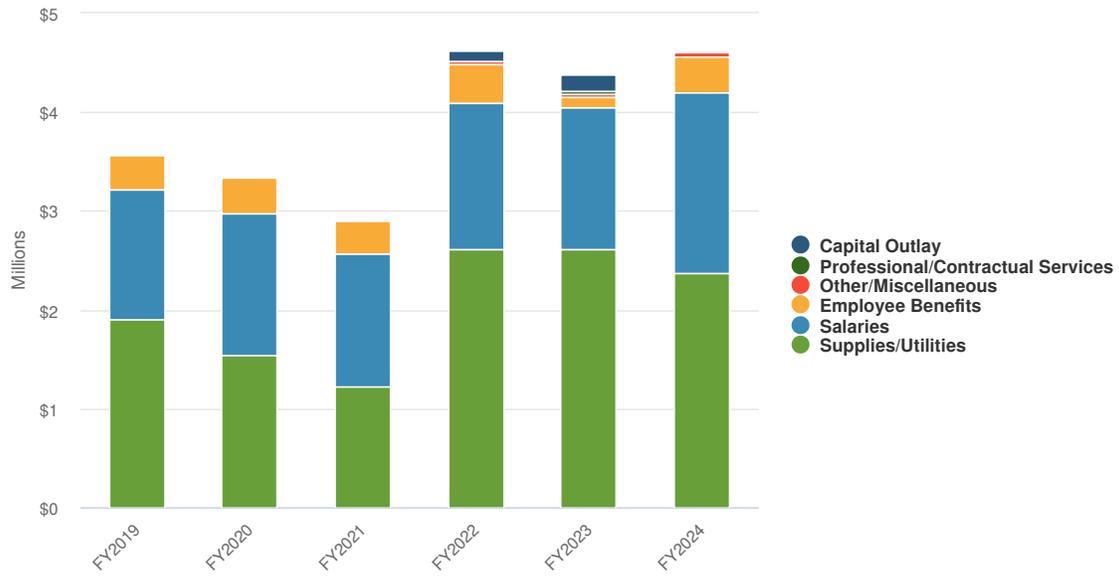
Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Revenue Source					
Intergovernmental	\$5,795,081	\$3,706,570	\$3,706,570	\$4,580,225	23.6%
Charges For Services	\$37,948	\$27,000	\$27,000	\$42,500	57.4%
Investment Earnings	\$145	\$0	\$0	\$0	0%
Total Revenue Source:	\$5,833,174	\$3,733,570	\$3,733,570	\$4,622,725	23.8%

School Lunch Program - Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Expense Objects					
Salaries	\$1,485,127	\$1,550,795	\$1,550,795	\$1,835,800	18.4%
Other/Miscellaneous	\$27,135	\$20,000	\$20,000	\$35,000	75%
Employee Benefits	\$384,801	\$381,130	\$381,130	\$364,425	-4.4%
Professional/Contractual Services	\$12,273	\$20,000	\$20,000	\$20,000	0%
Supplies/Utilities	\$2,613,687	\$1,761,645	\$1,761,645	\$2,367,500	34.4%
Capital Outlay	\$103,262	\$0	\$94,480	\$0	0%
Total Expense Objects:	\$4,626,286	\$3,733,570	\$3,828,050	\$4,622,725	23.8%

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.

The Bristol Public Schools will operate under the Community Eligibility Provision (CEP) program for the 2023-24 school year. This will cover all the public schools in the City of Bristol and every student will have the opportunity to receive a free breakfast and lunch every day that school is in session. There is discussion in the state and federal governments about going back to the universal free lunch for all schools in CT or the US. If this doesn't happen, the program will continue to operate under the current CEP program.

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. Participation in the fresh fruit and vegetable program introduces the students of the six schools that were approved a variety of different fresh fruits and vegetables in the classrooms. So far it has been well received by the students and staff involved at the schools

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 13 food services sites throughout the district.

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- 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 2023-24 school year because of the continuing supply change issues and the increase in the cost of all of the food and supplies needed throughout the school year.
- Operating under the CEP program with the additional reimbursement amount, the program is projected to operate with a profit. The amount will depend on how much the food and operating expenses continue to increase. If these reimbursement rates are not maintained for the 2023-24 school year it will be a significant challenge for us to not lose a significant amount of money for the 2023-24 school year.

Fiscal Year 2024 Goals:

- Achieve an average of 73% lunch and 36% breakfast participation in all schools with full daily attendance.
- Operate the School Food Service Program at a breakeven for the 2023-24 school year.

Long Term Goals:

- Develop and maintain a balanced budget for the School Cafeteria Program. Should the program run in the black, expansion of the selection of multi-cultural meal choices representative of enrollment; more choices and variety with all meals will be evaluated.
- Look for feedback from students and families to direct goals for expanded choice.

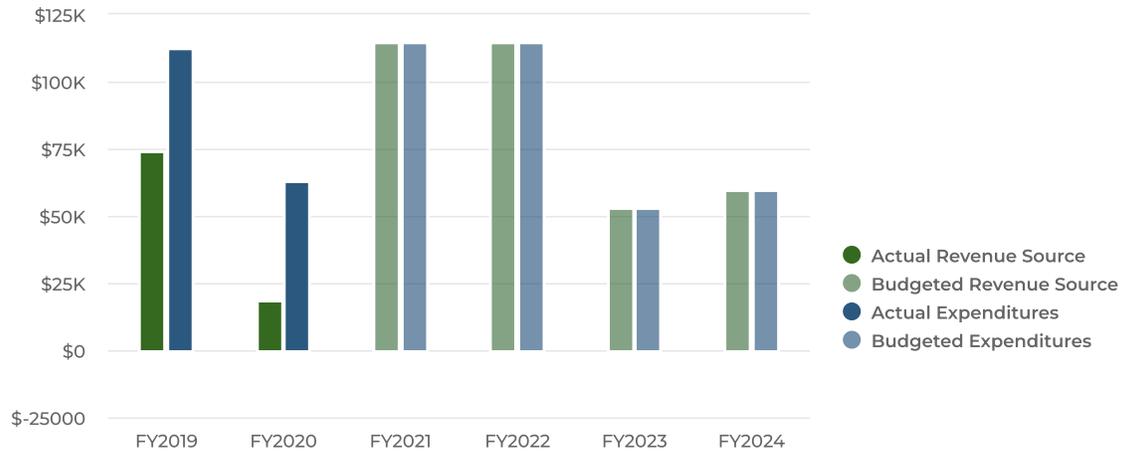
Performance Measures

	2020-2021 School Year	2021-2022 School Year	2022-2023 School Year
Eligible Students	7,724	7,468	7,473
Reimbursable Lunches	440,434	891,723	945,942
Reimbursable Breakfast	271,090	381,017	426,467



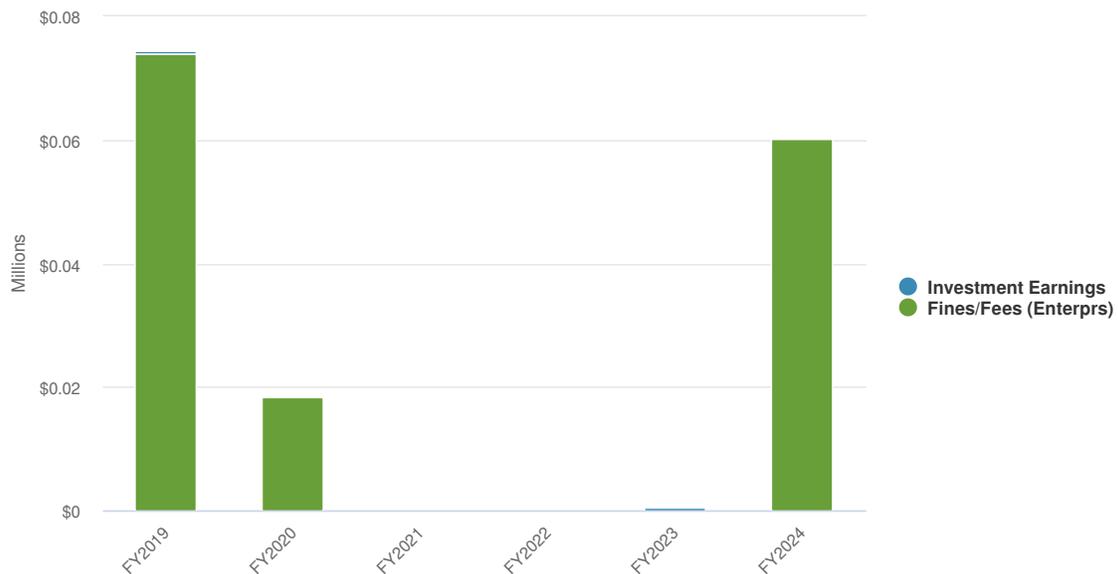
Summary

The City of Bristol is projecting \$60.2K of revenue in FY2024, which represents a 13.2% increase over the prior year. Budgeted expenditures are projected to increase by 13.2% or \$7K to \$60.2K in FY2024.



Pine Lake Adventure Park - Revenues by Source

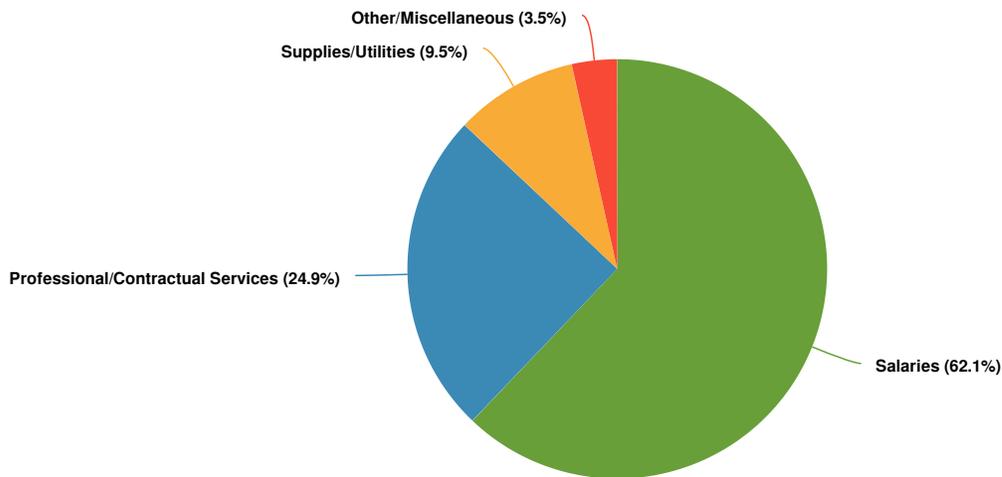
Budgeted and Historical 2024 Revenues by Source



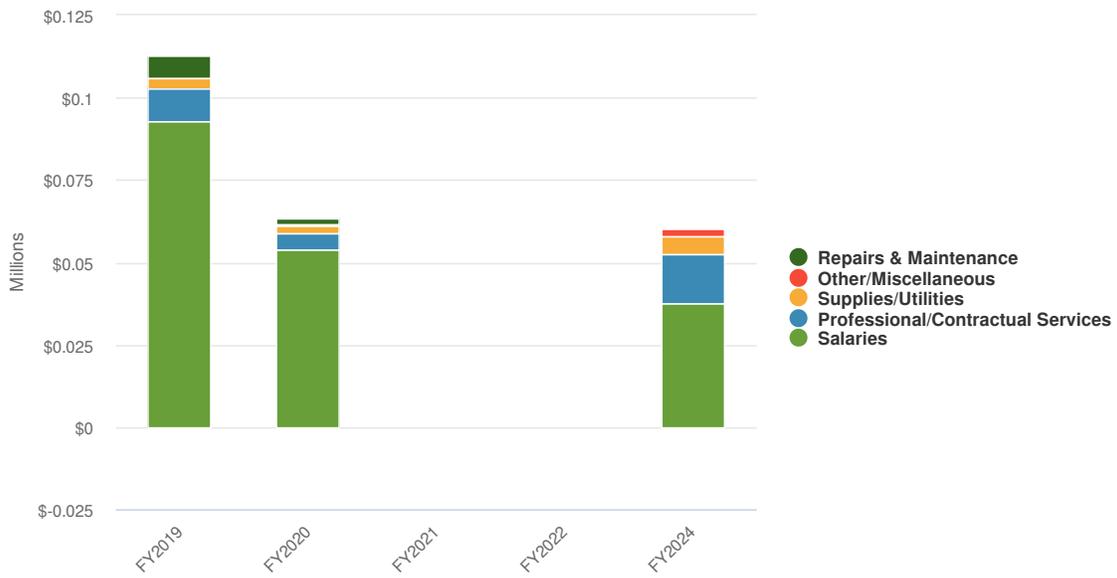
Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Revenue Source					
Fines/Fees (Enterprs)	\$0	\$53,195	\$53,195	\$60,195	13.2%
Investment Earnings	\$28	\$0	\$0	\$0	0%
Total Revenue Source:	\$28	\$53,195	\$53,195	\$60,195	13.2%

Pine Lake Adventure Park - Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Expense Objects					
Salaries	\$0	\$37,395	\$37,395	\$37,395	0%
Other/Miscellaneous	\$0	\$2,100	\$2,100	\$2,100	0%
Professional/Contractual Services	\$0	\$8,000	\$8,000	\$15,000	87.5%
Supplies/Utilities	\$2	\$5,700	\$5,700	\$5,700	0%
Total Expense Objects:	\$2	\$53,195	\$53,195	\$60,195	13.2%

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. The primary applications of PLAP programs are to enrich educational and youth service programs and to enhance community collaborations and professional growth.

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Made substantial progress on renovation to Pine Lake Adventure Park including extensive storm clean-up and tree removal as well as the installation of a new entrance side on Birch Street.
- Modified the Business Plan for the operation of Pine Lake Adventure Park (PLAP) as a result of post-Covid staffing challenges for facilitators and high ropes personnel.
- The Parks Landscape Gardener Steven Schriver developed a landscape plan for the Birch Street Park entrance to beautify the park.
- Installed the new climbing wall funded by the American Rescue Plan.

Fiscal Year 2024 Goals:

- Complete Pine Lake Adventure Park Improvement projects in anticipation of the grand re-opening in late 2023.
- Re-establish staffing and program structure in alignment with the Board of Park Commissioners endorsed Business Plan.
- Install the new prefabricated restroom that will be available for program usage, as well as public usage.
- 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 2022-2024 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

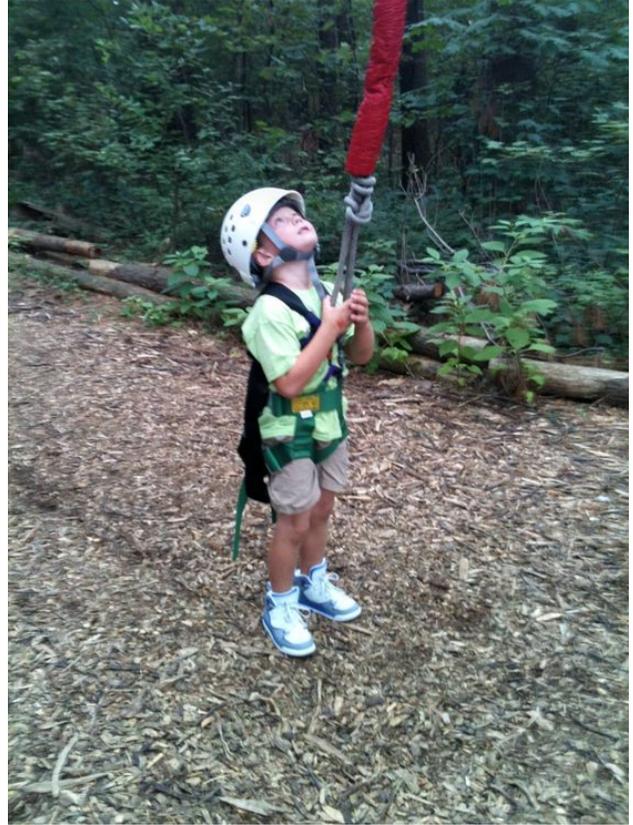
Quantitative:

Fiscal Year	Service Days			Unduplicated Consumer Groups			Total Number of Participants		
	2021	2022	2023	2021	2022	2023	2021	2022	2023
Pine Lake Challenge Course and Adventure Program	0	0	0	0	0	0	0	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 2020-2023 in order to relaunch in late 2023.*

Expenditure and Position Summary

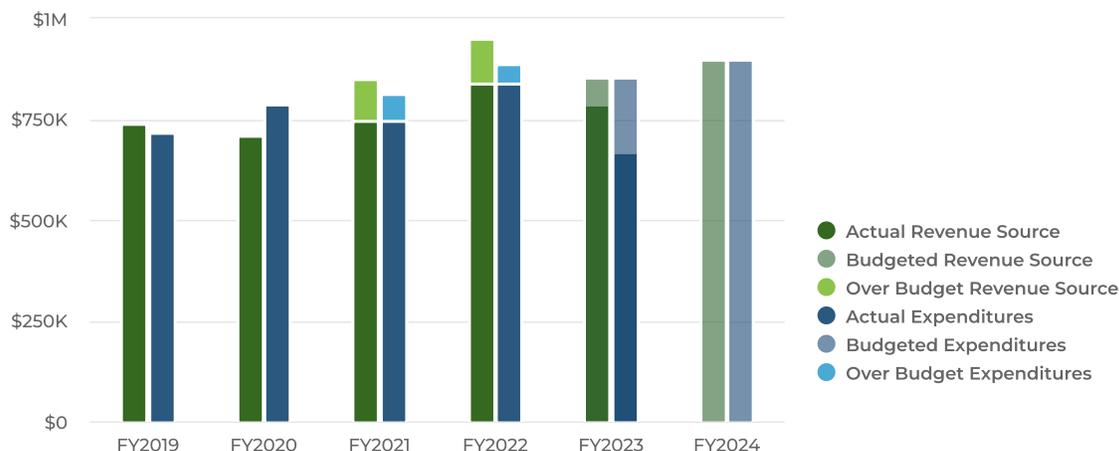
	2022 Actual	2023 Estimated	2024 Budgeted
Salary Expenditures	\$0	0	\$37,395
Part-Time positions	0	0	7-40 Seasonal



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 and an annual contribution from the General Fund.

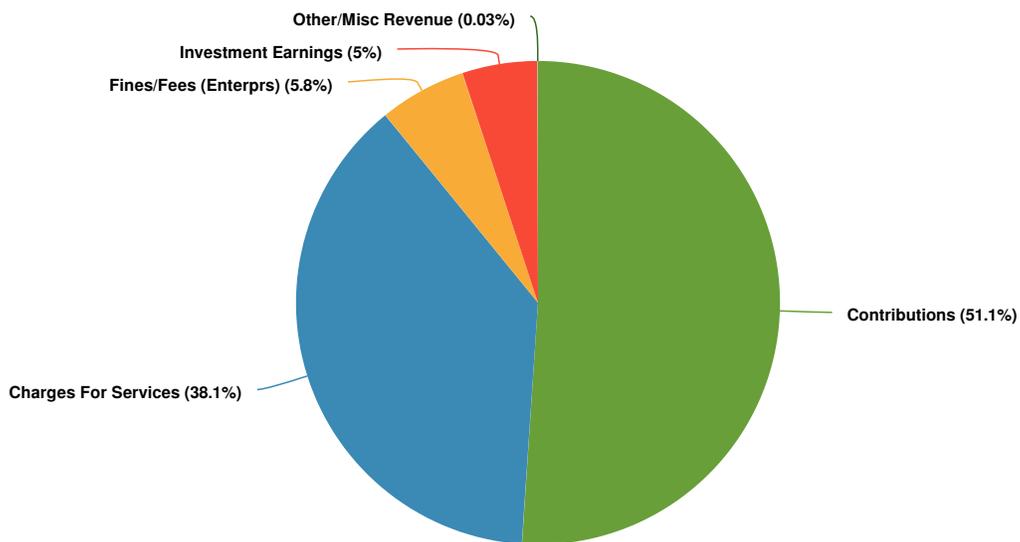
Summary

The City of Bristol is projecting \$899.05K of revenue in FY2024, which represents a 5.2% increase over the prior year. Budgeted expenditures are projected to increase by 5.2% or \$44.66K to \$899.05K in FY2024.

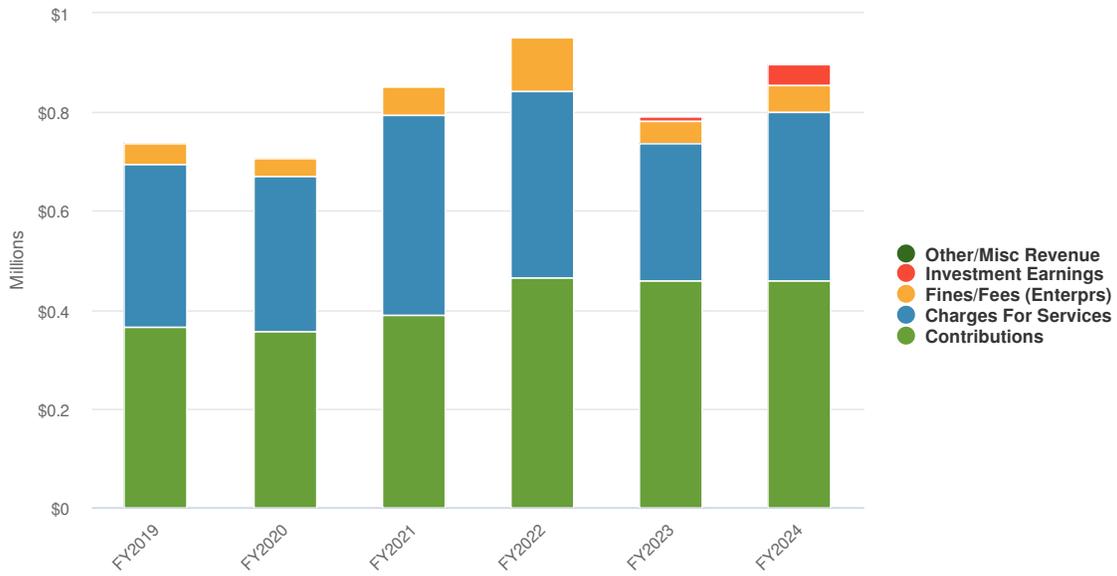


Transfer Station Fund - Revenues by Source

Projected 2024 Revenues by Source



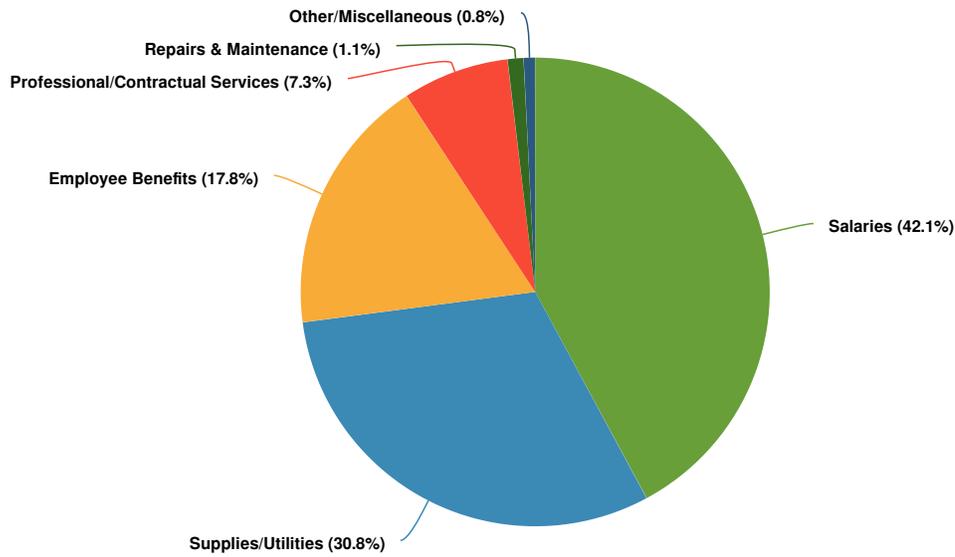
Budgeted and Historical 2024 Revenues by Source



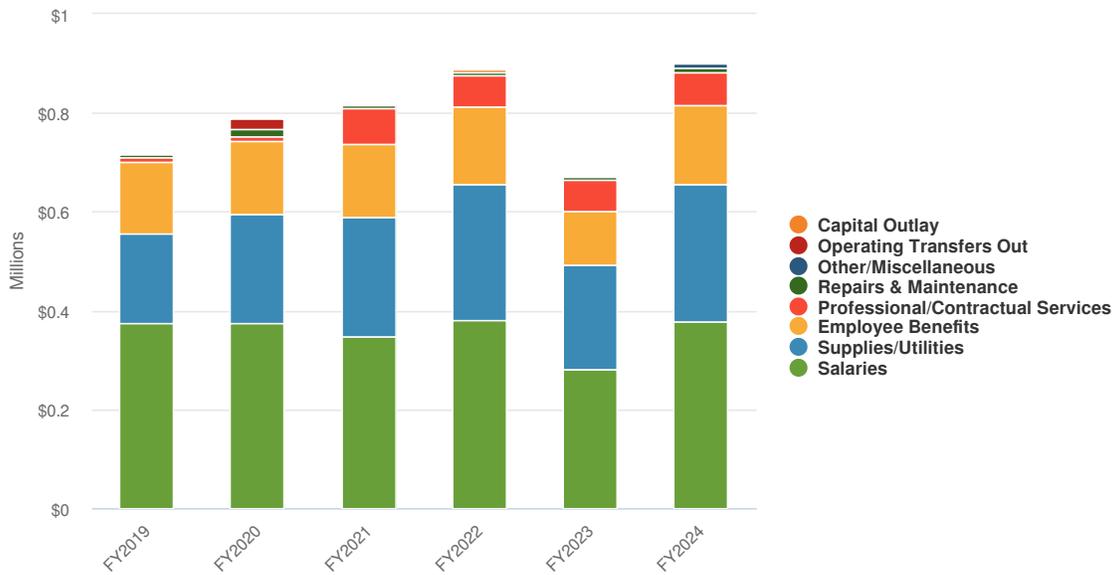
Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Revenue Source					
Fines/Fees (Enterprs)	\$107,850	\$52,200	\$52,200	\$52,200	0%
Charges For Services	\$379,634	\$342,250	\$342,250	\$342,250	0%
Investment Earnings	\$545	\$500	\$18,550	\$45,160	8,932%
Other/Misc Revenue	\$0	\$300	\$300	\$300	0%
Contributions	\$464,040	\$459,140	\$459,140	\$459,140	0%
Total Revenue Source:	\$952,069	\$854,390	\$872,440	\$899,050	5.2%

Transfer Station Fund - Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Expense Objects					
Salaries	\$381,096	\$380,680	\$380,680	\$378,680	-0.5%
Other/Miscellaneous	\$0	\$7,000	\$7,000	\$7,000	0%
Employee Benefits	\$155,950	\$160,310	\$160,310	\$160,310	0%
Professional/Contractual Services	\$64,101	\$66,000	\$90,912	\$66,000	0%
Supplies/Utilities	\$274,138	\$230,400	\$230,400	\$277,060	20.3%
Repairs & Maintenance	\$7,022	\$10,000	\$12,493	\$10,000	0%
Capital Outlay	\$6,179	\$0	\$0	\$0	0%
Total Expense Objects:	\$888,485	\$854,390	\$881,795	\$899,050	5.2%

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>

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Maintained compliance with CT Department of Energy and Environmental Protection (DEEP) environmental permits and regulations.
- Replaced oil tank used to store residential waste oil.
- Reconstructed/repaired existing retaining wall and installed concrete curb along residential drop off areas to reduce tripping hazards.
- Arranged sale of broken barrels for reclaim/reuse by vendor.
- Implemented on-site processing of woody debris and leaf materials at the transfer station.
- Sold generated compost, and wood chips are provided to Covanta Energy to reduce disposal costs.
- Set up new vendor for recyclable e-waste collection and clothing
- Improved staff safety training and procedures in accordance with Conn OSHA safety inspection.
- Renewed CT DEEP Landfill Stewardship permit and Transfer Station registration.
- Replaced faulty power supply board in the outbound scale Fairbanks unit.
- Reviewed transfer station permit renewal permit fee and duration.
- Updated/established a virtual server for the Transfer Station's scale software.
- Obtained a new provider for Transfer Station online payment system. Investigated and pursue revising system to allow residents the ability to provide Saturday online payments.
- Completed engineering design and permitting of capital improvement project to repair and eliminate erosion of landfill slopes to maintain compliance with CT DEEP requirements.

Fiscal Year 2024 Goals:

- Continue to investigate installation of solar PV arrays on landfill to either reduce the City's electrical cost or provide lease payments to reduce transfer station operating costs.
- Expand/establish written policies and standard operating procedures to improve operations and enhance training.
- Maintain compliance with CT DEEP environmental permits and regulations.
- Complete construction of 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.

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.

Performance Measures

	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023
Number of Residential Transfer Station Visitors	55,177	48,113	46,842

Expenditure and Position Summary

	2022 Actual	2023 Estimated	2024 Budgeted
Salary Expenditures	\$381,095	\$380,680	\$378,680
Full time positions	5	5	5

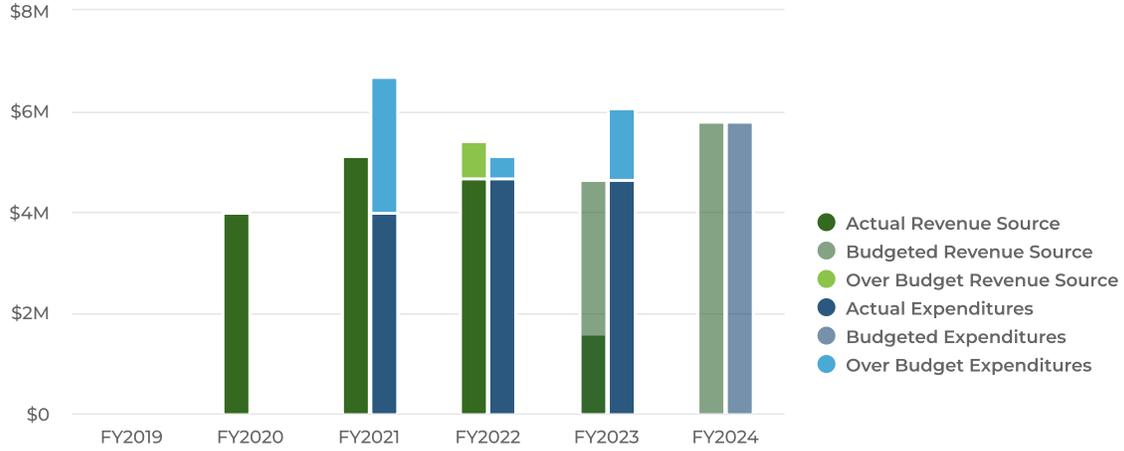




Road Improvements Fund – This fund accounts for the activities of Road Improvements operated by Public Works. It is financed through the Town Aid Road grant, Contributions, Grants and a Transfer from the General Fund.

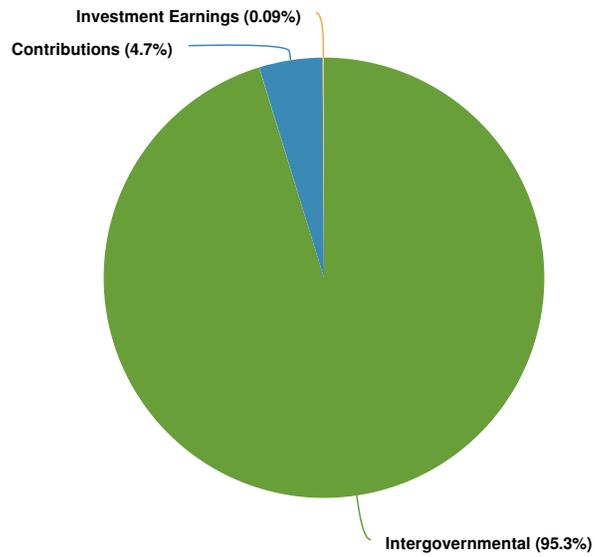
Summary

The City of Bristol is projecting \$5.8M of revenue in FY2024, which represents a 24.3% increase over the prior year. Budgeted expenditures are projected to increase by 24.3% or \$1.13M to \$5.8M in FY2024.

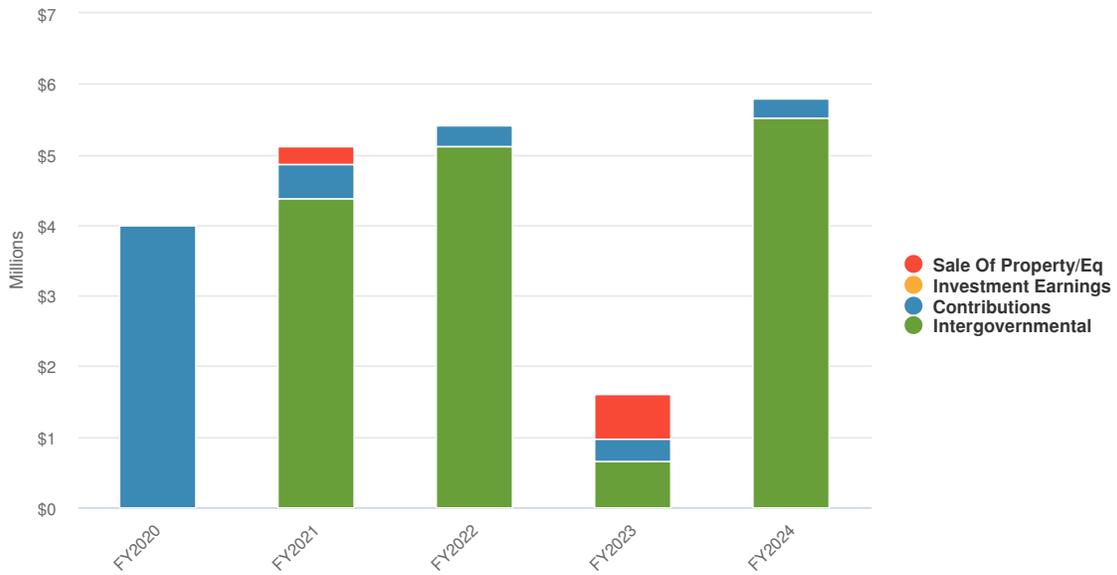


Road Improvements Fund - Revenues by Source

Projected 2024 Revenues by Source



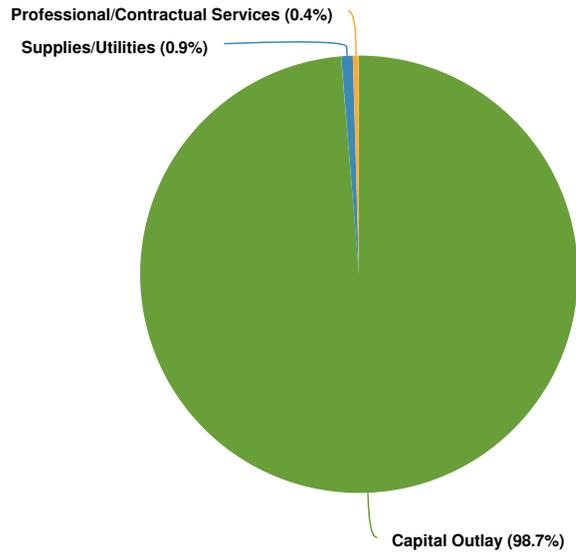
Budgeted and Historical 2024 Revenues by Source



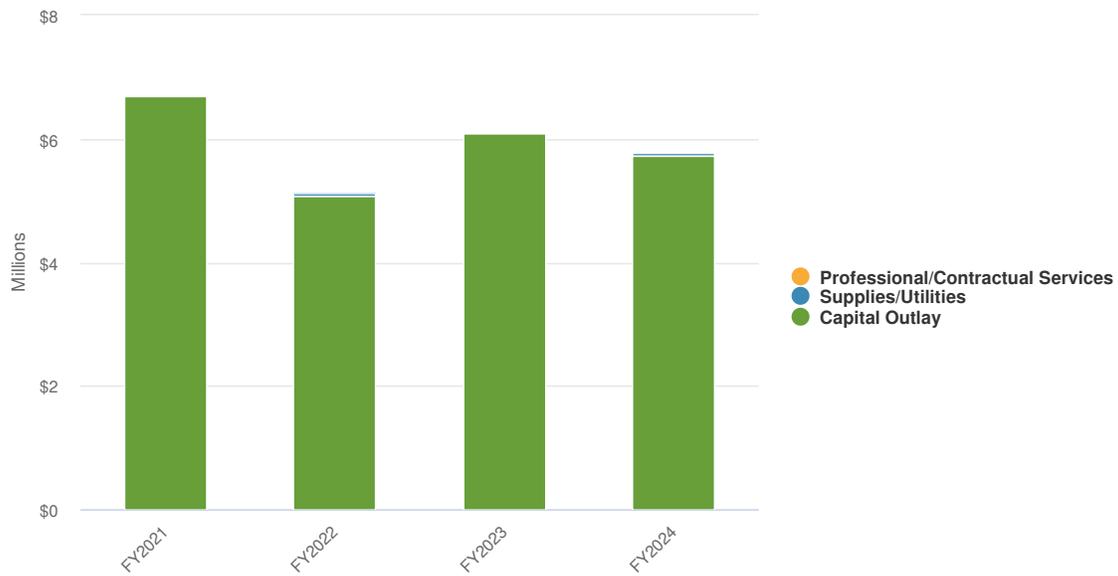
Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Revenue Source					
Intergovernmental	\$5,111,831	\$4,363,205	\$5,519,830	\$5,521,365	26.5%
Investment Earnings	\$710	\$0	-\$400,000	\$5,000	N/A
Sale Of Property/Eq	\$20,000	\$0	\$835,154	\$0	0%
Contributions	\$300,000	\$300,000	\$300,000	\$270,000	-10%
Total Revenue Source:	\$5,432,540	\$4,663,205	\$6,254,984	\$5,796,365	24.3%

Road Improvement Fund - Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Other/Miscellaneous	\$0	\$0	\$36,950	\$0	0%
Professional/Contractual Services	\$0	\$25,000	\$25,000	\$25,000	0%
Supplies/Utilities	\$36,160	\$50,000	\$50,000	\$50,000	0%
Capital Outlay	\$5,075,785	\$4,588,205	\$7,430,908	\$5,721,365	24.7%
Total Expense Objects:	\$5,111,945	\$4,663,205	\$7,542,858	\$5,796,365	24.3%

Service Narrative

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 2023-2024 the City adopted a formal budget for this fund in the amount of \$5,796,365 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.

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Administered Major Road Improvement programs, with increased funding through a State grant and Municipal Town Road Aid.
- Maintained procedures to improve/repair utilities located on City streets prior to performance of major road maintenance.
- Maintained City Roadway Condition Rating of 80.4 (Scale 1-100)
- Obtained Board of Finance approval to utilize State VIP contract to reclaim City roads.
- Implemented program to mill and pave roadway sections (full lane width/100 ft. lengths) to improve roadway ride ability.

Fiscal Year 2024 Goals/challenges:

- Expand program to replace/install curbing as part of Department paving program.
- Improve resident public notification procedures to inform the public of planned roadway and drainage projects.
- 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.
- Improve account tracking/coordination with Comptroller/Purchasing Offices during fiscal year end close out to ensure real-time availability of account information.

Long Term Goals:

- Maintain current Roadway Condition Rating of City roads.
- Investigate alternatives for roadway surface treatments.

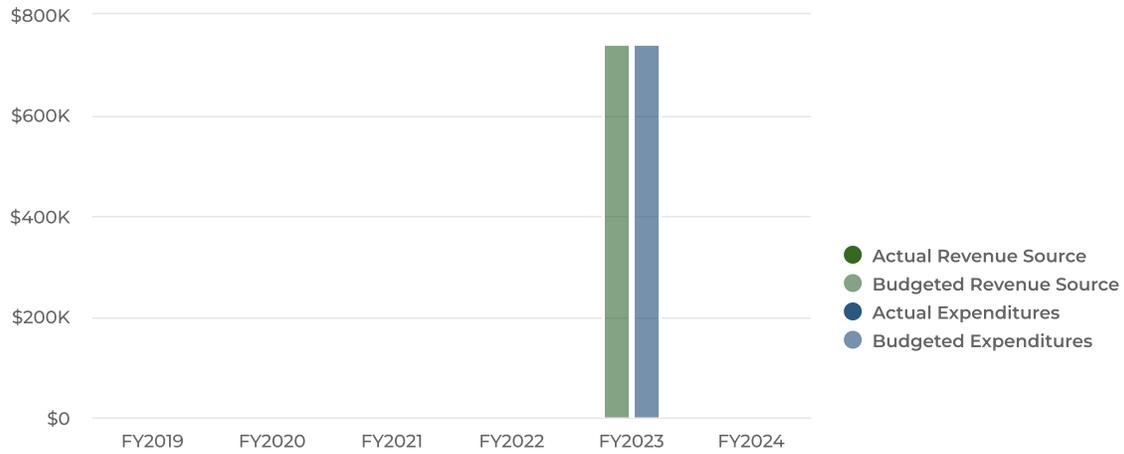




Arts & Culture Fund – This fund accounts for the activities of the Arts & Cultures division of the Parks, Recreation, Youth and Community Services Department and is responsible for administering comprehensive year-round arts and culture programs and events for the community.

Summary

The City of Bristol is projecting N/A of revenue in FY2024, which represents a 100% decrease over the prior year. Budgeted expenditures are projected to decrease by 100% or \$743.57K to N/A in FY2024.

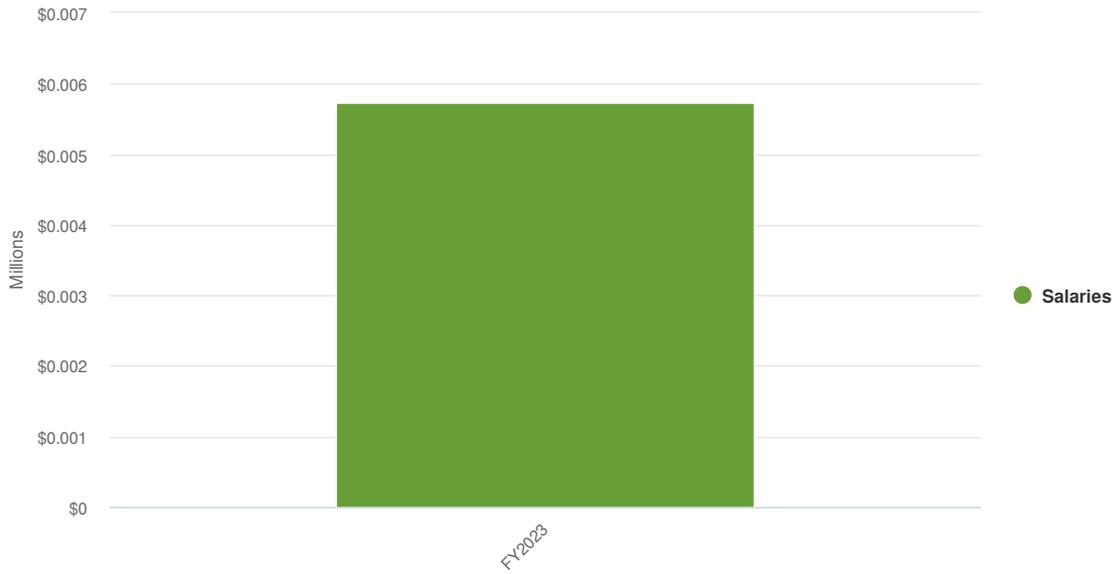


Arts and Culture Fund - Revenues by Source

Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Revenue Source					
Fines/Fees (Enterprs)	\$0	\$721,065	\$721,065	\$0	-100%
Sale Of Property/Eq	\$0	\$22,500	\$22,500	\$0	-100%
Total Revenue Source:	\$0	\$743,565	\$743,565	\$0	-100%

Arts and Culture Fund - Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Expense Objects					
Salaries	\$0	\$95,205	\$95,205	\$0	-100%
Other/Miscellaneous	\$0	\$1,600	\$1,600	\$0	-100%
Employee Benefits	\$0	\$13,660	\$13,660	\$0	-100%
Professional/Contractual Services	\$0	\$549,100	\$549,100	\$0	-100%
Supplies/Utilities	\$0	\$84,000	\$84,000	\$0	-100%
Total Expense Objects:	\$0	\$743,565	\$743,565	\$0	-100%

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.

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Installed the Martin Luther King Jr Mural on Riverside Avenue in partnership with Rise Up. A well-attended unveiling celebration event was held during the summer of 2022.
- The State of Connecticut Department of Economic and Community Development officially designated a portion of downtown Bristol as the 5th official Cultural District in the state. Planning is underway to develop a Cultural District Weekend Celebration in the summer of 2023.
- Coordinated the Pequabuck River Duck Race in conjunction with the City Arts and Culture Commission raising \$5,000 to support the Arts and Culture Fund.
- Working towards completing a formal Memorandum of Understanding in conjunction with the Board of Education to lay the framework for the community use of the BIAMS Theater. MOU will be aligned with the opening of the theater in 2023.

Fiscal Year 2024 Goals:

- Launch a successful grand opening and subsequent series of community shows at the BAIMS Rockwell Theater.
- Host a Cultural District Weekend Celebration to lift up and promote businesses and entertainment throughout the newly approved Cultural District.
- Develop a full calendar of arts and culture programs through the Arts & Culture Center and other locations across the city.
- Complete three-year business plan for Community Theater Programs at BIAMS to ensure wide access to shows, a variety of programs, and economic growth and sustainability.

Long Term Goals:

- Track the success and modify as needed, the Community Theater Business Plan and associated revenues in order to sustain the vision for Arts & Culture Division for the next 5-10 years which includes increasing the part time Arts and Culture Supervisor role to a full time position.



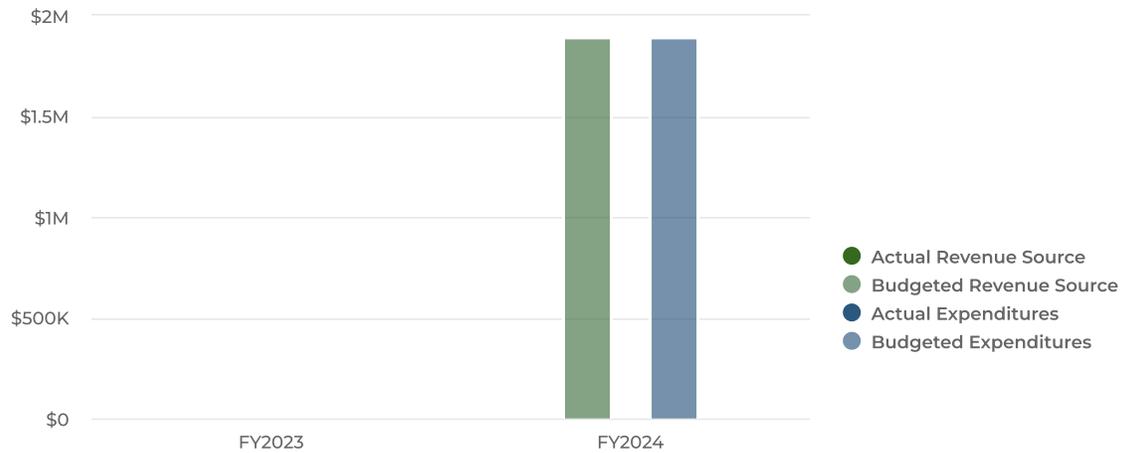
This fund accounts for the activities of Police Special Services.



The Police Department Special Services account facilitates activities outside the normal routine patrol and criminal investigations. This Fund 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.

Summary

The City of Bristol is projecting \$1.9M of revenue in FY2024, which represents a % increase over the prior year. Budgeted expenditures are projected to increase by % or \$1.9M to \$1.9M in FY2024.

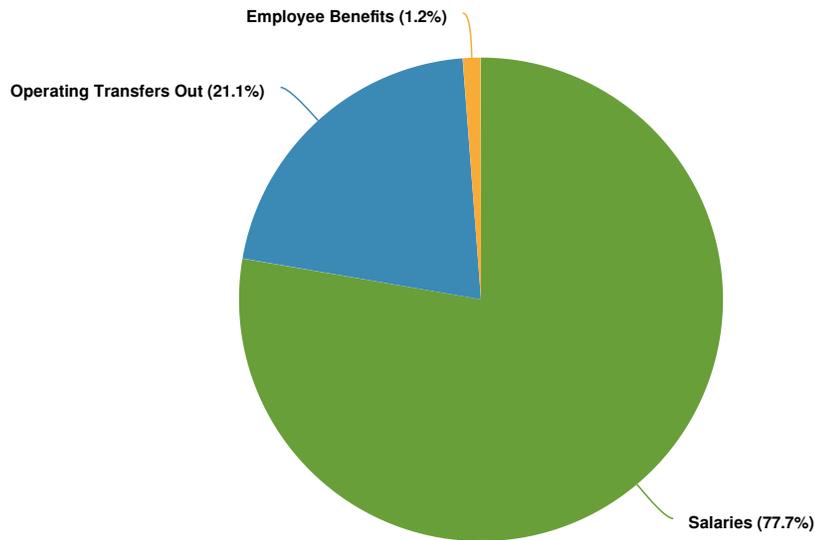


Police Private Duty Fund - Revenue by Fund

Name	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget
Police Private Duty Fund			
POLICE PRIVATE DUTY CHARGES	\$0	\$0	\$1,650,000
ADMIN FEE	\$0	\$0	\$247,440
Total Police Private Duty Fund:	\$0	\$0	\$1,897,440

Police Private Duty - Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Expense Objects				
Salaries	\$0	\$0	\$1,474,540	N/A
Operating Transfers Out	\$0	\$0	\$400,000	N/A
Employee Benefits	\$0	\$0	\$22,900	N/A
Total Expense Objects:	\$0	\$0	\$1,897,440	N/A

Service Narrative

This fund accounts for the activities of Police Special Services. The Police Department Special Services account facilitates activities outside the normal routine patrol and criminal investigations. This Fund 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 are reimbursed to the City along with a 15% surcharge.

The revenues received exceed the costs associated with the services provided.



This rollup of funds contains two 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 which participate in the City's health plan. There is also the Self-Insured Workers' Compensation Fund. This fund is funded by transfers from the General Fund and contributions from the Bristol Water Department and the Sewer Operating and Assessment Fund.

The Internal Service Fund is a combination of the City's Health Benefits Fund and the Workers' Compensation Fund. 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.

An Insurance sub-committee, comprised of three members of the Board of Finance, meets on a regular basis with City and Board of Education staff and its hired consultants to manage and oversee the administration of both the Health Benefits and Workers' Compensation Funds. The total budget increased 2.6% or \$1.2 million.

The Health Benefits budget comprises the majority of the increase in the Internal Service Fund, which increased 2.3% or \$939 thousand, which is primarily attributable to increases in expected medical and 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 recommendation was to purchase stop loss insurance which the City previously did not have. The City added a \$1 million stop loss policy to its medical benefits program effective July 1, 2019. Prior to this, the City did not maintain a stop loss coverage policy. Trends over the last few years, including increases in health care services, have justified this coverage.

For Workers' Compensation, the Insurance Committee oversees and monitors best practices and policies in an effort to keep department heads and supervisors accountable for 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 2023-2024, while there is a slight budget increase, 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.

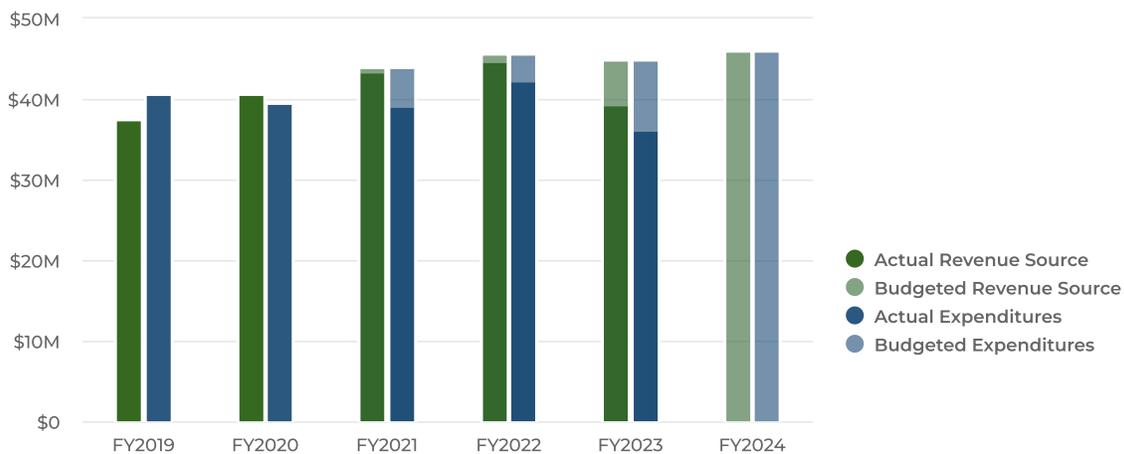
Internal Service Fund Projection

	FY 2022 <u>Actual</u>	FY 2023 <u>Estimated</u>	FY 2024 <u>Budget</u>
Net Position at Beginning of Year	<u>\$17,900,102</u>	<u>\$20,286,186</u>	<u>\$21,703,663</u>
Revenues			
Charges for Services	\$9,281,512	\$8,783,714	\$10,689,600
Miscellaneous	184,991	107,200	88,000
Interest Income	21,177	507,493	120,000
	<u>9,487,680</u>	<u>9,398,407</u>	<u>10,897,600</u>
Expenses			
Insurance Claims Premiums and Fees	42,360,150	41,879,562	46,132,090
Excess of Revenues Over (Under) Expenses	(32,872,470)	(32,481,155)	(35,234,490)
Other Financing Sources			
Fund balance			833,670
Operating Transfers in	35,258,554	33,898,632	34,400,820
	<u>35,258,554</u>	<u>33,898,632</u>	<u>35,234,490</u>
Excess (Deficiency) of Revenues and Other Sources Over Expenses and Other Uses	2,386,084	1,417,477	-
Net Position at End of Year	<u>\$20,286,186</u>	<u>\$21,703,663</u>	<u>\$21,703,663</u>

The Internal Service Fund consists of the Health Benefits Fund and the Workers' Compensation Self-Insurance Funds. The Internal Service Fund provides services to City Departments, the Board Education and other governmental units on a cost reimbursement basis.

Summary

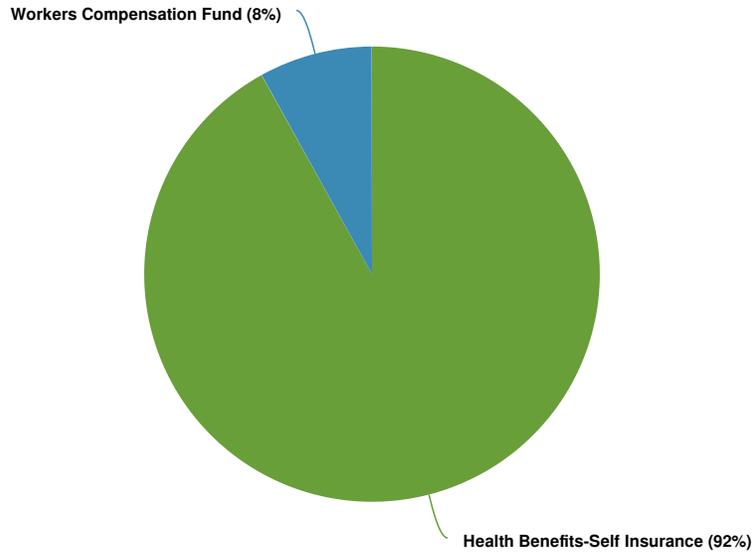
The City of Bristol is projecting \$46.13M of revenue in FY2024, which represents a 2.6% increase over the prior year. Budgeted expenditures are projected to increase by 2.6% or \$1.17M to \$46.13M in FY2024.



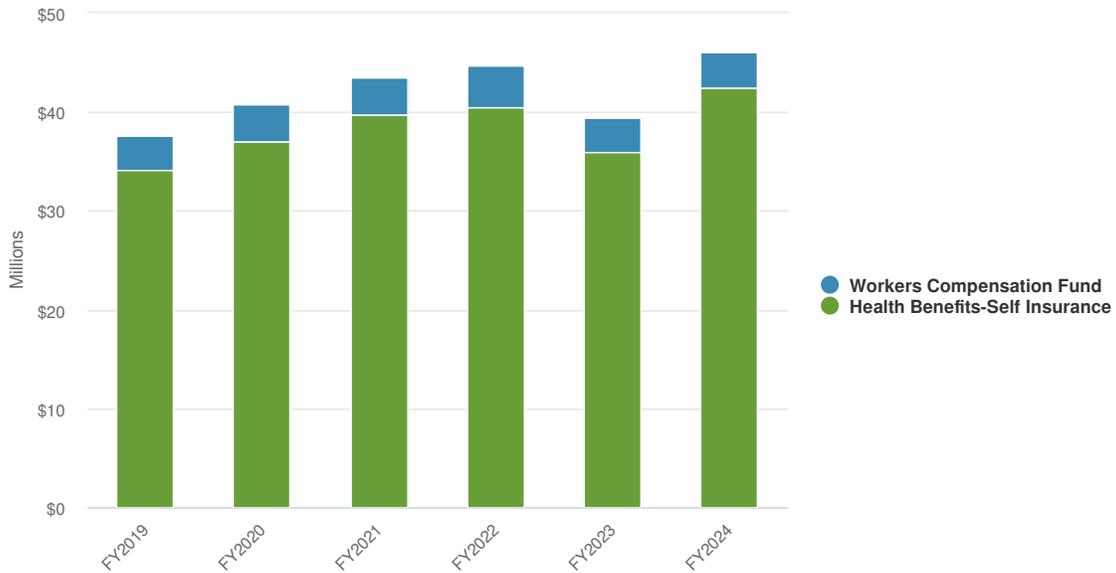
Internal Service Fund - Revenues by Fund

Revenues for the Health Insurance Fund include transfers from the General Fund for both the City and Board of Education budgets, Water and Sewer Funds, School Lunch Fund, employee contributions based on union contracts, retiree contributions and the Bristol Burlington Health District. Revenues from each source total estimated claims and administrative costs for the City's health insurance program. Revenues for the Workers' Compensation Fund are based on estimates for claims and administrative expenses and are budgeted as transfers from the General Fund and Water and Sewer Fund.

2024 Revenue by Fund



Budgeted and Historical 2024 Revenue by Fund



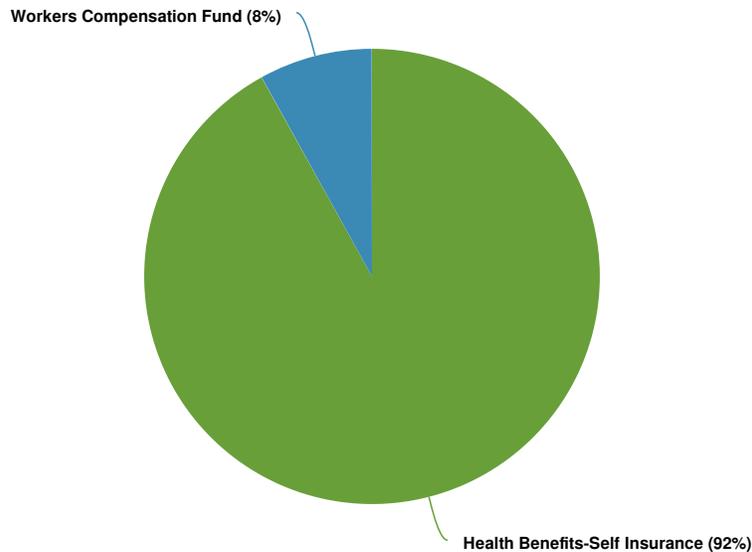
The above chart shows the trends in funding required for the City's health and workers' compensation programs. Funding for FY2023 decreased primarily due to claims experience during the pandemic which was much lower when compared to prior years. The trend during this time indicated participants were postponing routine medical care during that time. The trend for FY2024 indicates an increase not only in number of claims but an increase in medical costs as well. There has also been an increase in the severity and number of high dollar claims.

Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Health Benefits-Self Insurance					
MEDICARE D REIMBURSEMENT	\$82,848	\$82,000	\$82,000	\$88,000	7.3%
MISCELLANEOUS-OTHER	\$12,249	\$0	\$0	\$0	0%
INTEREST INCOME	\$12,309	\$8,000	\$8,000	\$75,000	837.5%
CONTRIBUTIONS WATER DEPT.	\$1,301,782	\$1,265,000	\$1,265,000	\$1,212,000	-4.2%
BOE EMPLOYEE CONTRIBUTIONS	\$3,542,068	\$3,570,320	\$3,570,320	\$4,095,660	14.7%
CONTR BD OF ED RETIREES	\$927,626	\$1,276,475	\$1,276,475	\$1,542,285	20.8%
COBRA CONTRIBUTION	\$100,547	\$19,000	\$19,000	\$124,500	555.3%
TREASURER'S PENSIONERS CONTRIB	\$226,902	\$243,490	\$243,490	\$246,535	1.3%
CITY EMPLOYEE CONTRIBUTIONS	\$1,794,416	\$1,651,400	\$1,651,400	\$1,406,870	-14.8%
CITY RETIREE CONTRIBUTIONS	\$20,680	\$10,000	\$10,000	\$10,000	0%
CIGNA WELLNESS	\$35,197	\$100,000	\$100,000	\$100,000	0%
SEWER CONTRIBUTIONS		\$0	\$0	\$605,500	N/A
BBHD	\$1,056,158	\$1,060,000	\$1,060,000	\$980,000	-7.5%
RETIREEES DEPENDENT COVERAGE	\$134,019	\$75,000	\$75,000	\$75,000	0%
TRANSFER IN GENERAL FUND	\$11,722,180	\$11,722,180	\$11,722,180	\$11,722,180	0%
TRANSFER IN BDA	\$69,293	\$70,545	\$70,545	\$76,800	8.9%
TRANSFER IN SPECIAL FUND	\$133,574	\$187,585	\$187,585	\$125,820	-32.9%
TRANSFER IN SEGF	\$1,861,657	\$2,319,895	\$2,319,895	\$2,493,710	7.5%
TRANSFER IN SEWER ASSESSMENTS	\$487,446	\$505,400	\$505,400	\$0	-100%
TRANSFER IN SCHOOL LUNCH	\$271,636	\$272,125	\$272,125	\$189,005	-30.5%
TRANSFER IN TRANSFER STATION	\$128,383	\$135,000	\$135,000	\$135,000	0%
TRANSFER IN STUDENT ACTIVITY	\$0	\$0	\$0	\$22,570	N/A
TRANSFER IN BOARD OF EDUCATION	\$16,563,785	\$15,751,055	\$15,751,055	\$16,264,285	3.3%
FUND BALANCE - UNDESIGNATED	\$0	\$1,160,000	\$1,160,000	\$833,670	-28.1%
Total Health Benefits-Self Insurance:	\$40,484,754	\$41,484,470	\$41,484,470	\$42,424,390	2.3%
Workers Compensation Fund					
MISCELLANEOUS-OTHER	\$89,894	\$0	\$0	\$0	0%
INTEREST INCOME	\$8,868	\$4,000	\$4,000	\$45,000	1,025%

Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
WATER DEPARTMENT CONTRIBUTIONS	\$142,118	\$168,850	\$168,850	\$177,250	5%
SEWER CONTRIBUTIONS		\$0	\$0	\$114,000	N/A
TRANSFER IN GENERAL FUND	\$2,519,305	\$2,149,510	\$2,149,510	\$2,262,650	5.3%
TRANSFER IN SEWER ASSESSMENTS	\$91,935	\$97,000	\$97,000	\$0	-100%
TRANSFER IN BOARD OF EDUCATION	\$1,409,360	\$1,057,300	\$1,057,300	\$1,108,800	4.9%
Total Workers Compensation Fund:	\$4,261,480	\$3,476,660	\$3,476,660	\$3,707,700	6.6%
Total:	\$44,746,234	\$44,961,130	\$44,961,130	\$46,132,090	2.6%

Internal Service Fund - Expenditures by Fund

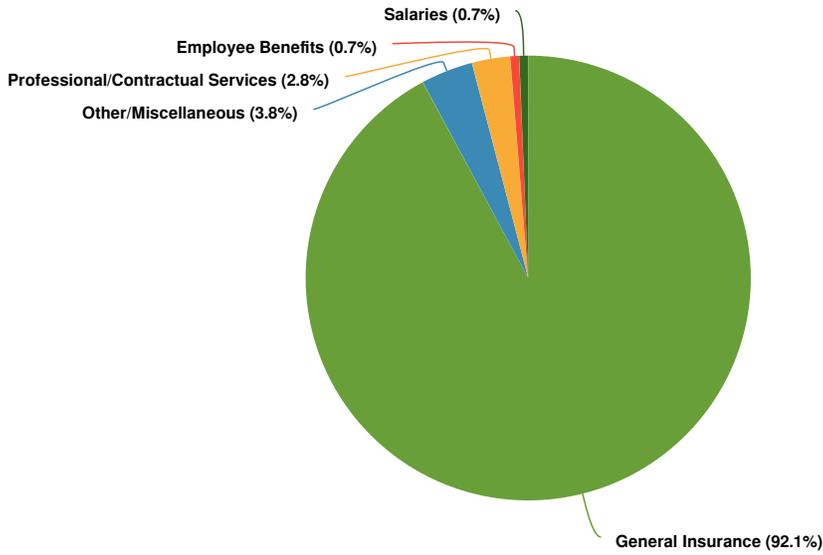
2024 Expenditures by Fund



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Health Benefits-Self Insurance	\$39,138,635	\$41,484,470	\$41,484,470	\$42,424,390	2.3%
Workers Compensation Fund	\$3,221,515	\$3,476,660	\$3,476,660	\$3,707,700	6.6%
Total:	\$42,360,150	\$44,961,130	\$44,961,130	\$46,132,090	2.6%

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Expense Objects					
Salaries	\$409,266	\$400,000	\$400,000	\$300,000	-25%
Other/Miscellaneous	\$1,607,477	\$1,930,080	\$1,930,080	\$1,750,000	-9.3%
General Insurance	\$38,971,377	\$41,030,245	\$41,030,245	\$42,508,710	3.6%
Employee Benefits	\$130,444	\$330,000	\$330,000	\$300,000	-9.1%
Professional/Contractual Services	\$1,241,586	\$1,270,805	\$1,270,805	\$1,273,380	0.2%
Total Expense Objects:	\$42,360,150	\$44,961,130	\$44,961,130	\$46,132,090	2.6%

GENERAL FUND REVENUES

General Fund Revenues Summary

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.

Grand List Year	2018	2019	2020	2021	2022
Budget Year	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Net Grand List	\$3,945,511,672	\$3,998,922,007	\$4,076,364,174	\$4,240,628,403	\$5,432,932,454

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 represent Board of Education grants, primarily the ECS grant, which exceeds \$41 million.

Charges for Services

The primary revenue in charges for services are City Clerk Conveyance Tax and Recording fees. Also, 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 in pooled investment accounts and investment earnings are allocated monthly to the various funds. The allocation is determined by each fund's average cash balance at the 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.

Sale of Bonds and Notes

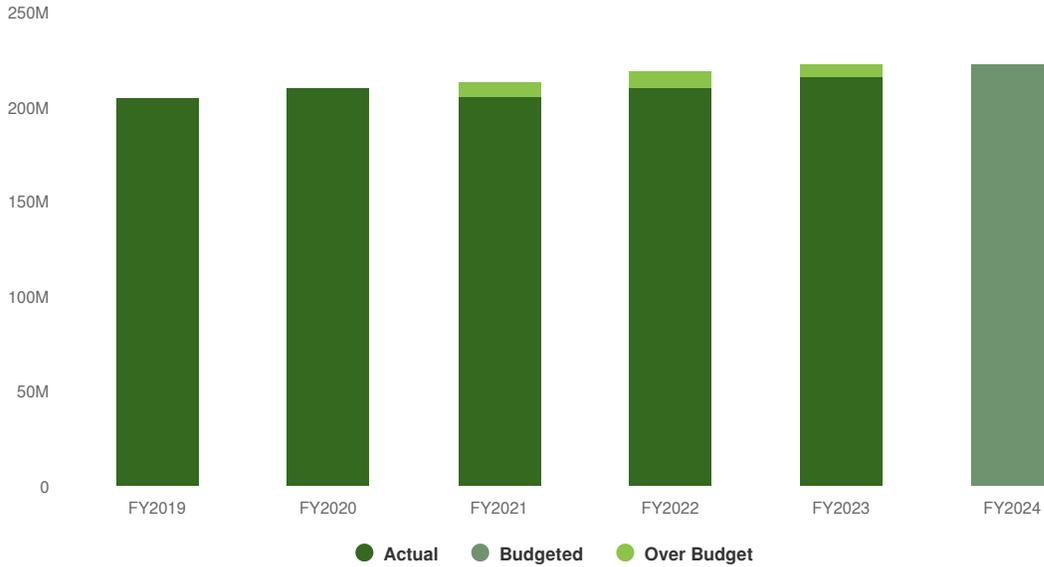
Bonds and notes are often used to finance large capital improvement projects. The City Capital Budget is approved as part of the annual budget adoption process. As such, the amount of debt to finance those approved projects is recognized as a source of funds by the Capital Projects Funds. City debt is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

Operating Transfers In

Operating Transfers In provides a source of funds from certain special revenue or capital project funds.

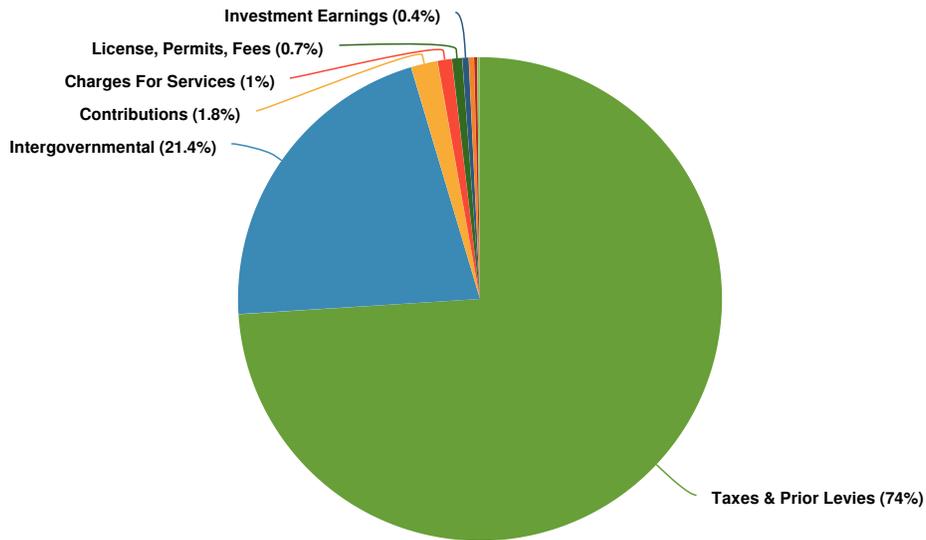
\$222,838,585 **\$7,655,335**
 (3.56% vs. prior year)

General Fund Revenues Proposed and Historical Budget vs. Actual

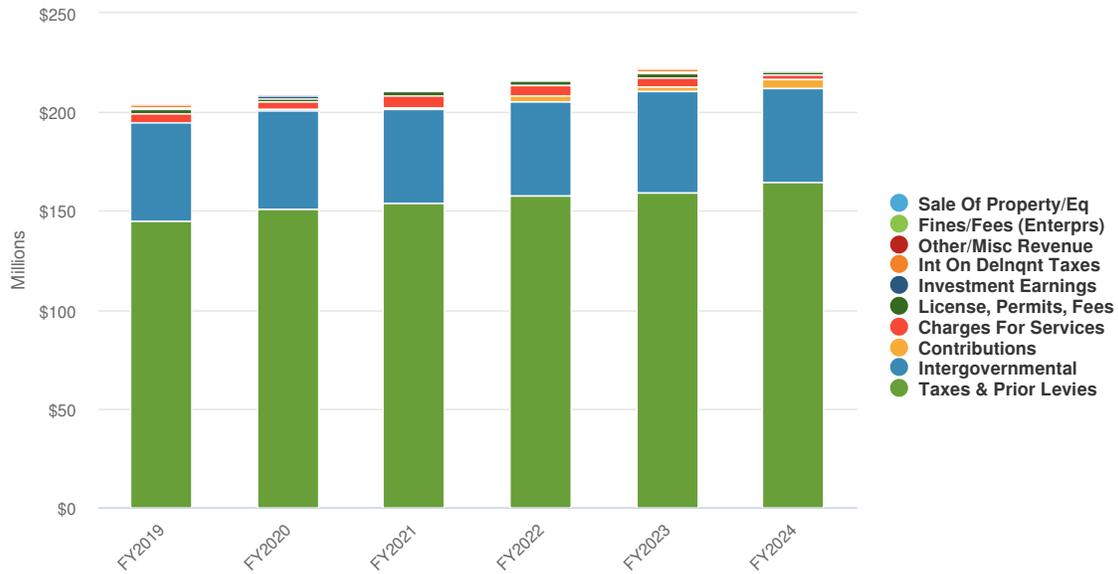


Revenues by Source

Projected 2024 Revenues by Source



Budgeted and Historical 2024 Revenues by Source



The city has experienced excess revenues over the last few years in Conveyance Tax, Building Permits, and Motor Vehicle Supplemental Tax revenues. While the mill rate and tax revenues have experienced a relatively modest increase, these other fees and charges have not been increased to historical levels. These revenues are highly dependent on the economy and development within the City so conservative estimates are used as they could fluctuate significantly year over year.

Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Revenue Source					
Taxes & Prior Levies	\$157,922,017	\$159,594,495	\$159,594,495	\$164,917,900	3.3%
Int On Delnqnt Taxes	\$1,102,284	\$810,000	\$810,000	\$775,000	-4.3%
Fines/Fees (Enterprs)	\$489,184	\$389,100	\$389,100	\$382,750	-1.6%
Intergovernmental	\$47,234,736	\$46,871,120	\$50,566,834	\$47,682,435	1.7%
License, Permits, Fees	\$2,224,254	\$1,511,600	\$1,511,600	\$1,511,600	0%
Charges For Services	\$5,641,801	\$2,962,040	\$2,962,040	\$2,122,995	-28.3%
Investment Earnings	\$278,563	\$276,500	\$1,820,014	\$981,500	255%
Sale Of Property/Eq	\$38,834	\$9,715	\$9,715	\$12,155	25.1%
Other/Misc Revenue	\$736,337	\$458,460	\$485,702	\$459,020	0.1%
Contributions	\$3,267,384	\$2,300,220	\$2,300,220	\$3,993,230	73.6%
Total Revenue Source:	\$218,935,394	\$215,183,250	\$220,449,720	\$222,838,585	3.6%

General Fund Mill Rate

	2022-23 APPROVED BUDGET		2023-24 APPROVED BUDGET	
GROSS BUDGET	\$215,183,250		\$222,838,585	
LESS: ESTIMATED REVENUES	(\$58,580,125)		(\$61,984,215)	
NET REVENUES TO BE FINANCED THROUGH TAXATION	<u>\$156,603,125</u>		<u>\$160,854,370</u>	
	APPROVED 2022-2023 BUDGET		APPROVED 2023-2024 BUDGET	
	10/1/2021	MILL RATE	10/1/2022	MILL RATE
TOTAL NET ASSESSMENT OF NON-ELDERLY EXCLUDING MV	3,655,585,695	38.35	4,797,539,078	30.35
ELDERLY PROGRAM	53,298,072	38.35	72,231,260	30.35
LESS: OWNER ELDERLY BENEFIT				
OWNER ELDERLY BENEFIT				(355,000)
TIF DISTRICT				(171,370)
NET ASSESSMENT OF MOTOR VEHICLES	531,744,636	32.46	563,162,116	30.35
TOTAL				158,969,753
LESS: RESERVE FOR UNCOLLECTIBLES		1.485%		1.485%
				(2,366,629)
NET TAX REVENUES				<u>\$156,603,125</u>
				<u>\$160,854,370</u>

APPROVED - 2022-2023 BUDGET	
NET TAXABLE GRAND LIST RE/PP	\$3,708,883,767
1 MILL	\$3,653,807
MILL RATE	38.35
NET TAXABLE GRAND LIST MV	\$531,744,636
1 MILL	\$523,848
MILL RATE	32.46
DEPT OF HEALTH POPULATION	60,786

BOF APPROVED - 2023-2024 BUDGET	
NET TAXABLE GRAND LIST	\$5,432,932,454
1 MILL	\$5,352,253
MILL RATE	30.35
DEPT OF HEALTH POPULATION	60,661

APPROVED - 2022-2023 BUDGET
GENERAL PROPERTY TAX AT 38.35 MILL RATE FOR REAL ESTATE AND PERSONAL PROPERTY WILL GENERATE \$139,599,012 OF REVENUE OR \$2,296.57 OF TAX DOLLARS PER CAPITA. MOTOR VEHICLE TAX AT 32.46 MILL RATE WILL GENERATE \$17,004,113 OF REVENUE OR \$279.73 OF TAX DOLLARS PER CAPITA.

JOINT MEETING APPROVED - 2023-2024 BUDGET
GENERAL PROPERTY TAX AT A 30.35 MILL RATE WILL GENERATE \$160,854,370 OF REVENUE OR \$2,651.69 OF TAX DOLLARS PER CAPITA.

GENERAL FUND DEPARTMENT SUMMARIES

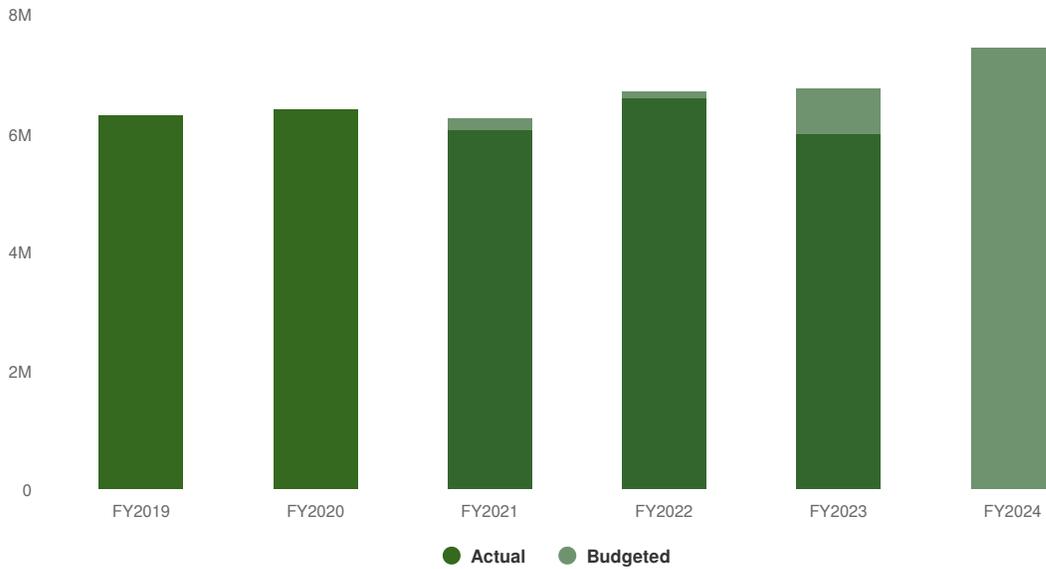
General Government

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.

Expenditures Summary

\$7,435,505 **\$660,180**
(9.74% vs. prior year)

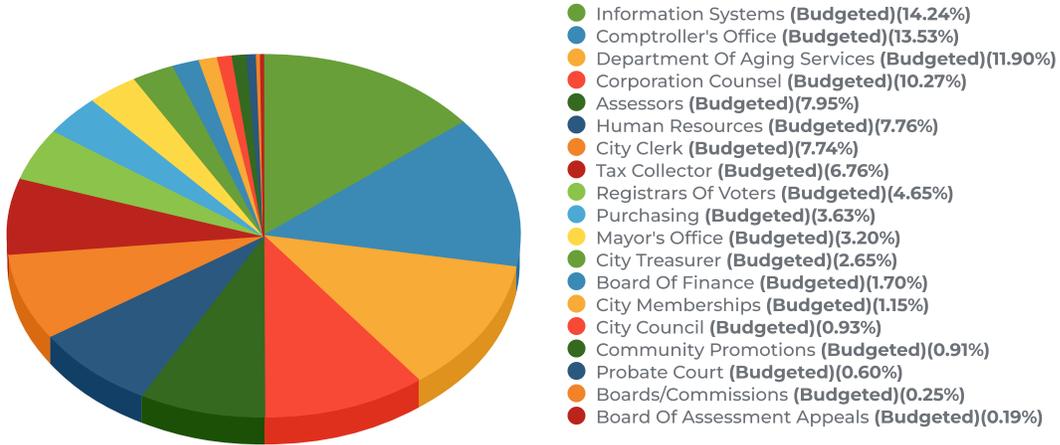
General Government Proposed and Historical Budget vs. Actual



Expenditures by Department

The chart below illustrates the breakdown of the General Government Function. Information Systems and the Comptroller's Office are the two largest budgetary departments of this component of the budget. Further detail of all departments can be found in the Department Summaries section of the budget.

General Government



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expenditures					
General Government					
General Government					
City Council	\$61,065	\$61,065	\$61,065	\$61,070	0%
Mayor's Office	\$205,166	\$208,020	\$210,045	\$210,705	1.3%
Probate Court	\$38,760	\$43,405	\$43,405	\$42,530	-2%
Registrars Of Voters	\$236,416	\$302,210	\$304,565	\$306,875	1.5%
Assessors	\$510,956	\$491,730	\$508,570	\$524,090	6.6%
Board Of Assessment Appeals	\$4,666	\$9,710	\$12,210	\$12,200	25.6%
Tax Collector	\$392,940	\$407,380	\$425,755	\$445,835	9.4%
Purchasing	\$224,118	\$226,925	\$235,480	\$239,200	5.4%
Comptroller's Office	\$819,865	\$836,235	\$885,728	\$892,210	6.7%
City Treasurer	\$148,231	\$156,380	\$169,660	\$174,620	11.7%
Information Systems	\$1,367,056	\$1,463,780	\$1,530,698	\$1,770,695	21%
Human Resources	\$513,129	\$456,100	\$491,055	\$511,595	12.2%
Corporation Counsel	\$605,363	\$645,870	\$1,047,440	\$677,035	4.8%
City Clerk	\$454,212	\$484,510	\$487,260	\$510,890	5.4%
Board Of Finance	\$67,112	\$89,200	\$89,200	\$111,935	25.5%
Department Of Aging Services	\$802,634	\$746,880	\$836,280	\$791,345	6%
City Memberships	\$77,272	\$79,375	\$79,375	\$76,125	-4.1%
Community Promotions	\$52,495	\$60,000	\$73,500	\$60,000	0%
Boards/Commissions	\$7,263	\$6,550	\$8,550	\$16,550	152.7%
Total General Government:	\$6,588,718	\$6,775,325	\$7,499,841	\$7,435,505	9.7%
Total General Government:	\$6,588,718	\$6,775,325	\$7,499,841	\$7,435,505	9.7%
Total Expenditures:	\$6,588,718	\$6,775,325	\$7,499,841	\$7,435,505	9.7%

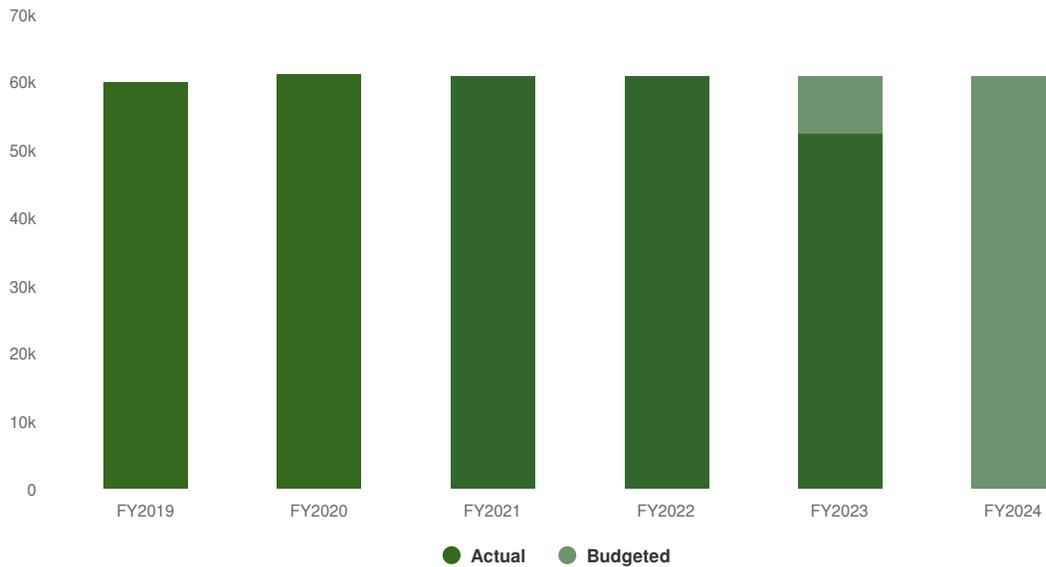
City Council

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.

Expenditures Summary

\$61,070 **\$5**
(0.01% vs. prior year)

City Council Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Expense Objects					
Salaries					
PARTTIME-CITY COUNCIL	\$61,065	\$61,065	\$61,065	\$61,070	0%
Total Salaries:	\$61,065	\$61,065	\$61,065	\$61,070	0%
Total Expense Objects:	\$61,065	\$61,065	\$61,065	\$61,070	0%

City Council Members

 <p>Sebastian Panioto District 1</p>	 <p>Erick Rosengren District 1</p>	 <p>Jacqueline Olsen District 2</p>
 <p>Susan Tyler District 2</p>	 <p>Andrew Howe District 3</p>	 <p>Cheryl Thibeault District 3</p>

Goals and Accomplishments

- Assured fiscal stability by adopting, with the Board of Finance, a balanced budget for the fiscal year 2024 on May 15, 2023.

Mayor's Office



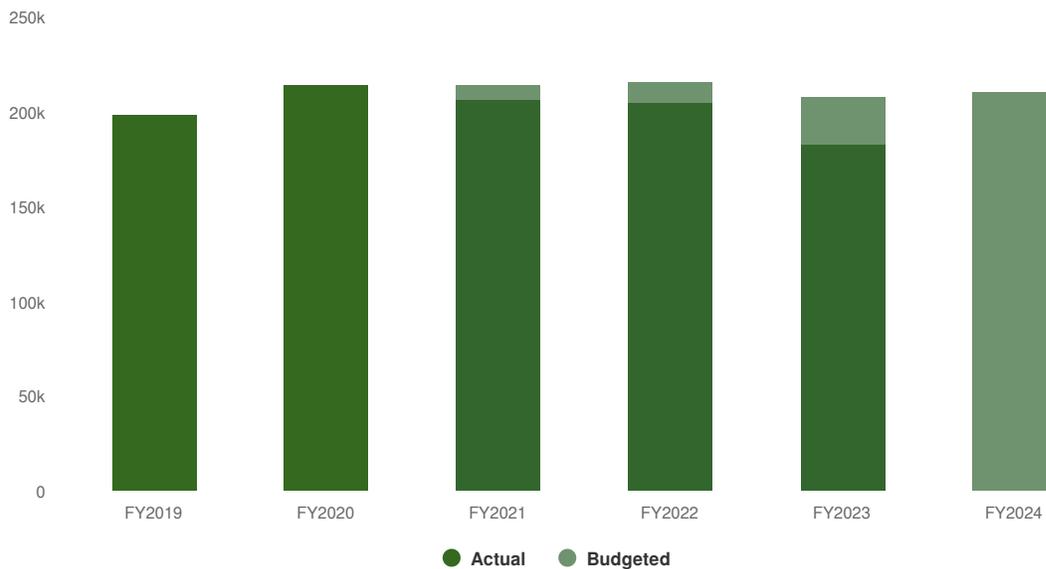
Jeff Caggiano
Mayor

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.

Expenditures Summary

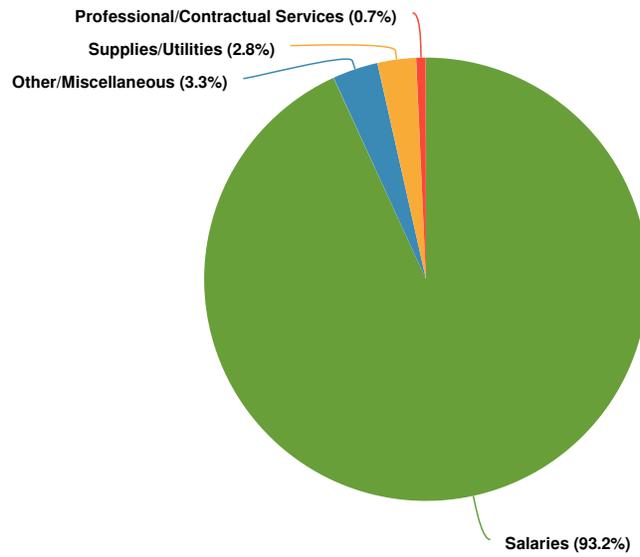
\$210,705 **\$2,685**
(1.29% vs. prior year)

Mayor's Office Proposed and Historical Budget vs. Actual

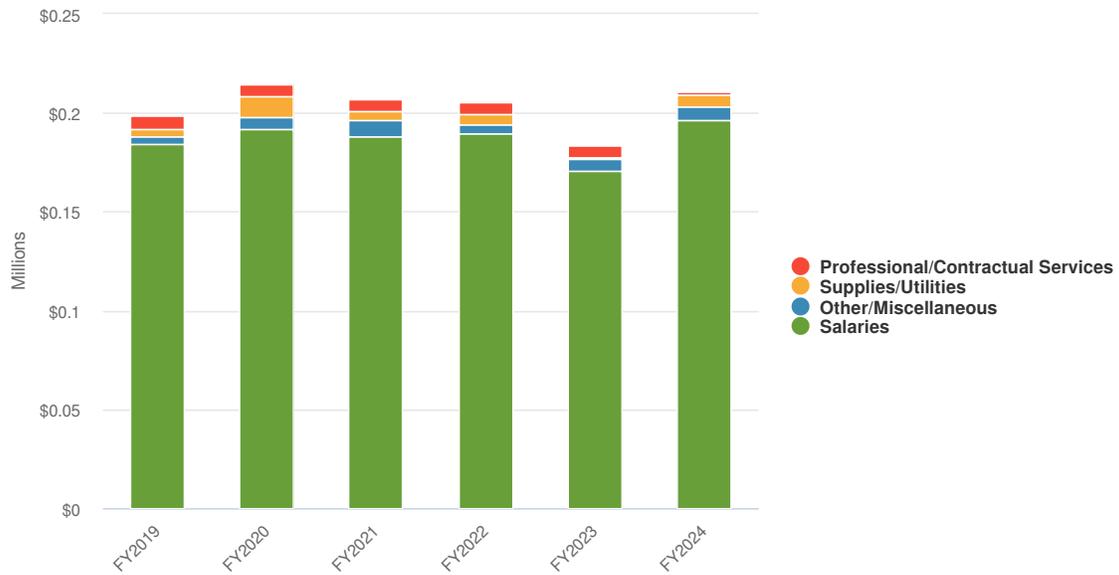


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Expense Objects					
Salaries	\$189,497	\$186,120	\$188,145	\$196,305	5.5%
Other/Miscellaneous	\$4,942	\$10,000	\$10,000	\$7,000	-30%
Professional/Contractual Services	\$6,000	\$6,000	\$6,000	\$1,500	-75%
Supplies/Utilities	\$4,726	\$5,900	\$5,900	\$5,900	0%
Total Expense Objects:	\$205,166	\$208,020	\$210,045	\$210,705	1.3%

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- The Mayor's Office was under budget due to prudent fiscal management of promotional items.

Fiscal Year 2024 Goals:

- This budget is very lean as the Mayor's Office is mainly wages. With a greater workload from the Clerk to the Mayor's Office and increased collaboration, there is potential to improve efficiencies in both departments. With a major upgrade in technology expected at the newly renovated City Hall, funding for Nutmeg TV could be reduced by \$4,500. This will increase the IT budget through an upgrade to the agenda center. In the long term, this will increase transparency especially for the public and will ensure all the agendas are uniform and readily accessible. The hope is it will reduce FOIA requests to City Hall.

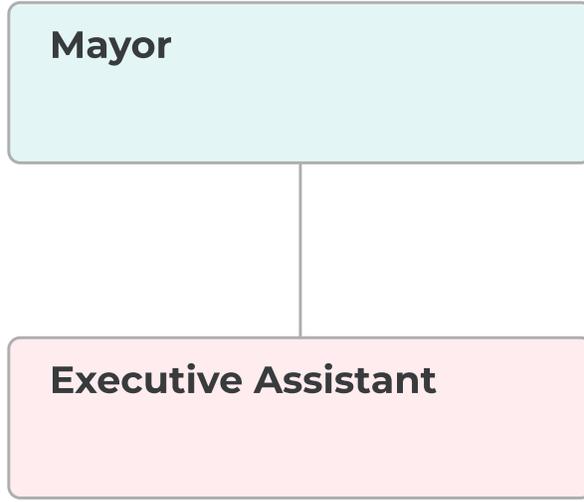
Long Term Goals:

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

Expenditure and Position Summary

	2022 Actual	2024 Estimated	2024 Budget
Salary Expenditures	\$189,120	\$188,145	\$196,305
Full Time Positions	2	2	2

Organizational Chart



Probate Court

William Hamzy

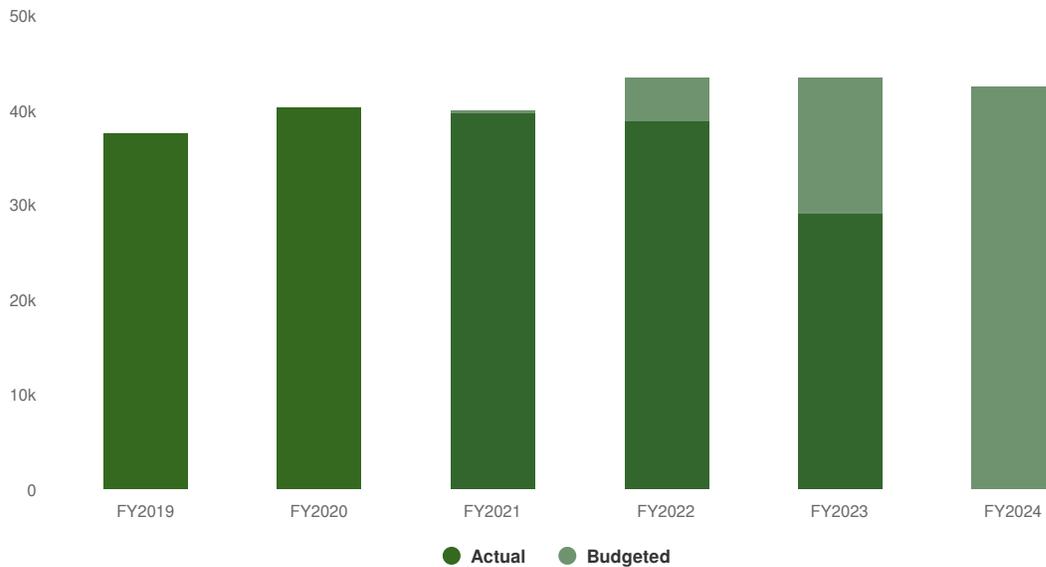
Judge

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.

Expenditures Summary

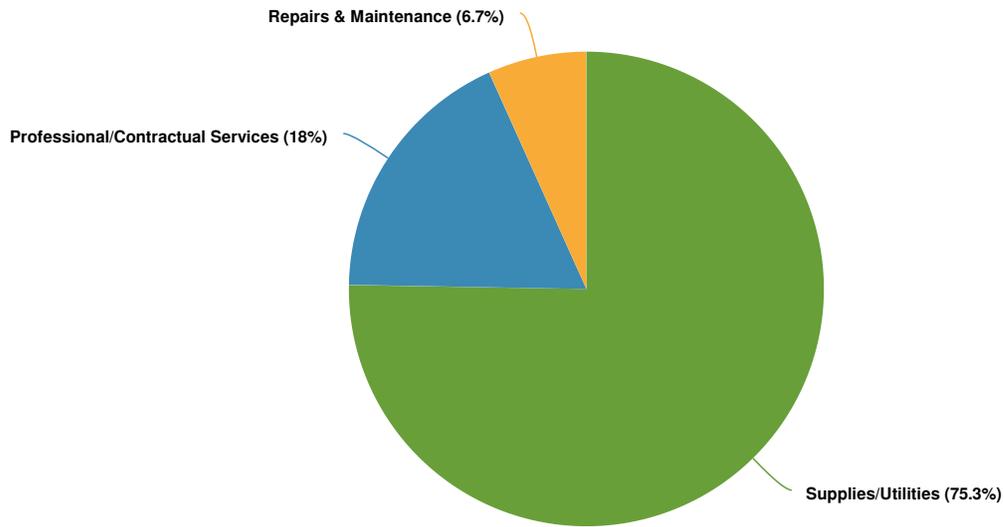
\$42,530 **-\$875**
(-2.02% vs. prior year)

Probate Court Proposed and Historical Budget vs. Actual

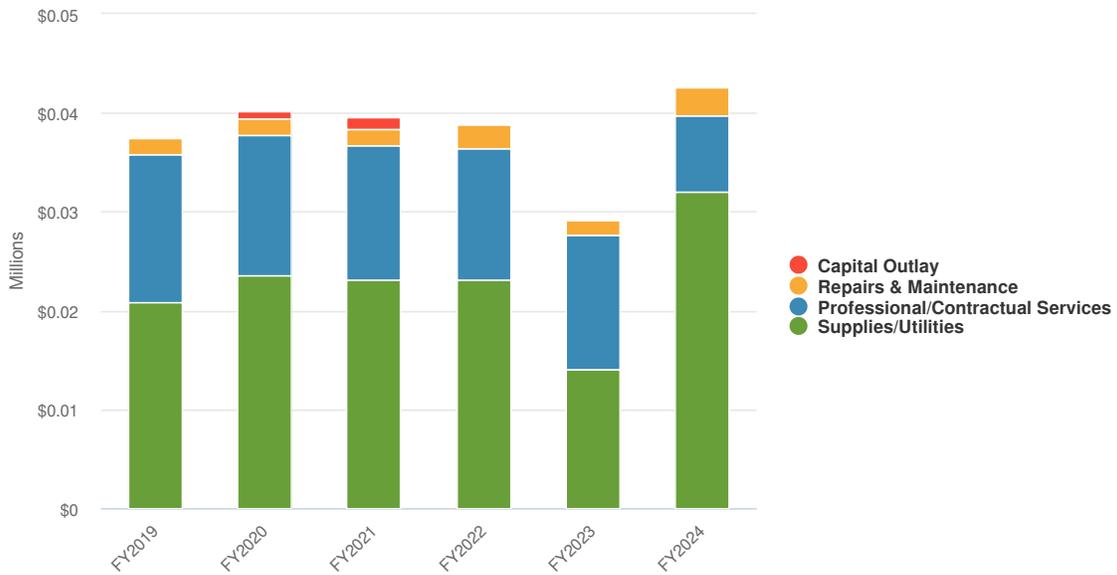


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Expense Objects					
Professional/Contractual Services	\$13,276	\$14,625	\$14,625	\$7,665	-47.6%
Supplies/Utilities	\$23,071	\$26,280	\$26,280	\$32,015	21.8%
Repairs & Maintenance	\$2,413	\$2,500	\$2,500	\$2,850	14%
Total Expense Objects:	\$38,760	\$43,405	\$43,405	\$42,530	-2%

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Initiated plans to increase programs for outreach to the community. Visited the Senior Center and the Early Childhood Center and held our first ever toy drive with the Bristol Police Department.
- Future outreach includes visits to high school and other schools to review common probate procedures regarding children.

Fiscal Year 2024 Goals:

- Research more effective alternatives to Iron Mountain for storage of records. They are no longer on State contract.
- Requested a small stipend from Probate Court Administration to offset the cost of mailing grants processed by our Court for the Probate and Juvenile Court systems.

Long Term Goals:

- To continue to reduce the amount of paper used and the need for storage required by archiving files in a more expeditious manner.
- To become a stronger member of the community through exemplary service and education. The Probate Court strives to be a resource to all residents of Bristol and Plymouth.

Expenditure and Position Summary

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

Performance Measures

Type of Matter	2016	2017	2018	2019	2020	2021	2022
Intestate	72	60	86	73	73	79	88
Testate	174	200	164	165	143	165	150
Small Estate Affidavit Applications	208	210	230	212	195	264	333
Trust Acct. Requiring Hearings	50	78	68	44	76	77	63
Termination of Parental Rights	26	14	38	28	23	20	18
Emancipation of Minors	1	1	0	1	0	0	1
Appointment of Guardian of Estates	16	14	12	13	25	11	15
Change of Names	72	90	78	70	52	76	59
Appointment of Conservators (previously unmeasured)						156	216
Other Children's Matters (previously unmeasured)						129	180

Registrar of Voters

Jolene Lusitani & Kevin McCauley

Republican & Democrat ROV

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 for carrying out the functions of the office in a bipartisan manner, and upholding election integrity. Primary functions include election administration, voter registration, record maintenance and training of poll workers.

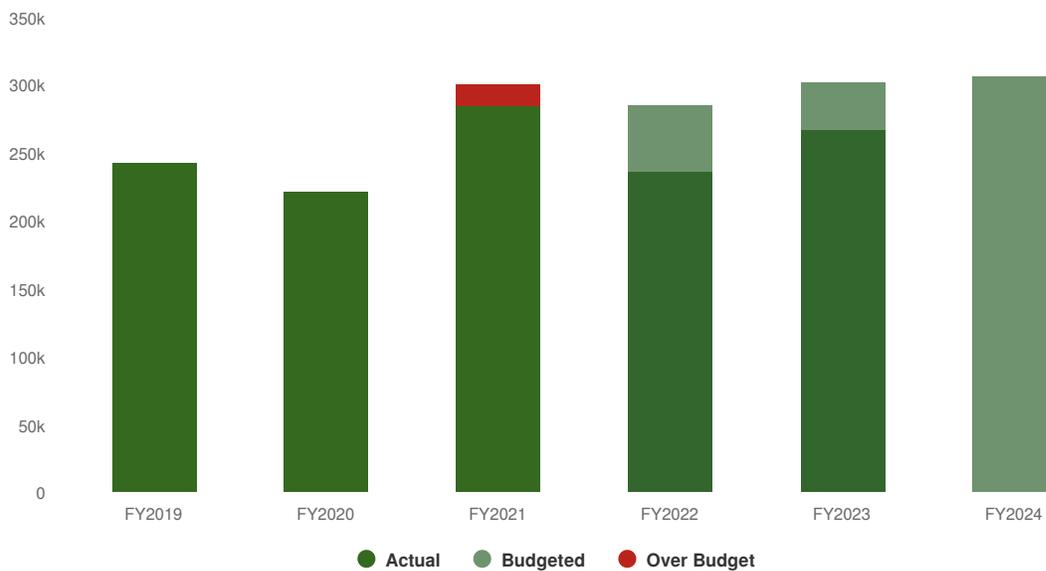
Elements essential to election precision include maintaining an accurate voter registry, assuring voter privacy, employing qualified, well-trained poll workers and providing correct election results. Maintaining an accurate voter registry is vital to provide citizens access to vote and to uphold confidence 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.

Expenditures Summary

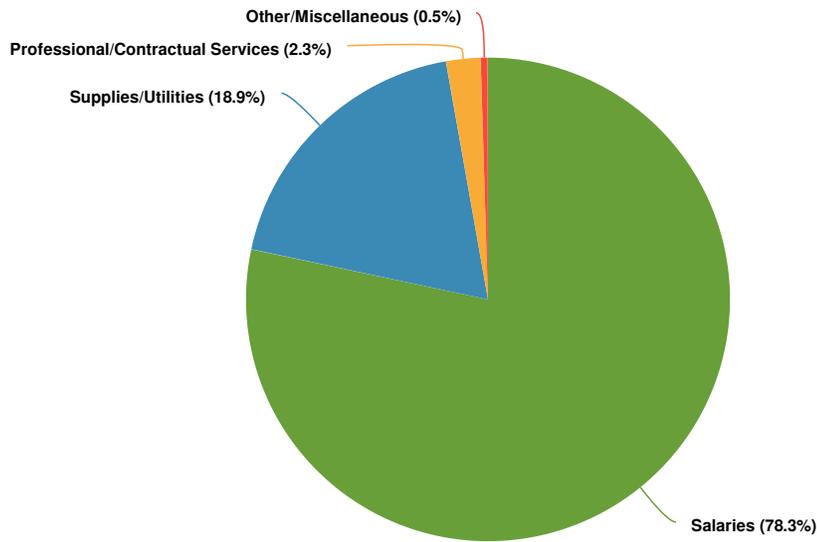
\$306,875 **\$4,665**
(1.54% vs. prior year)

Registrar of Voters Proposed and Historical Budget vs. Actual

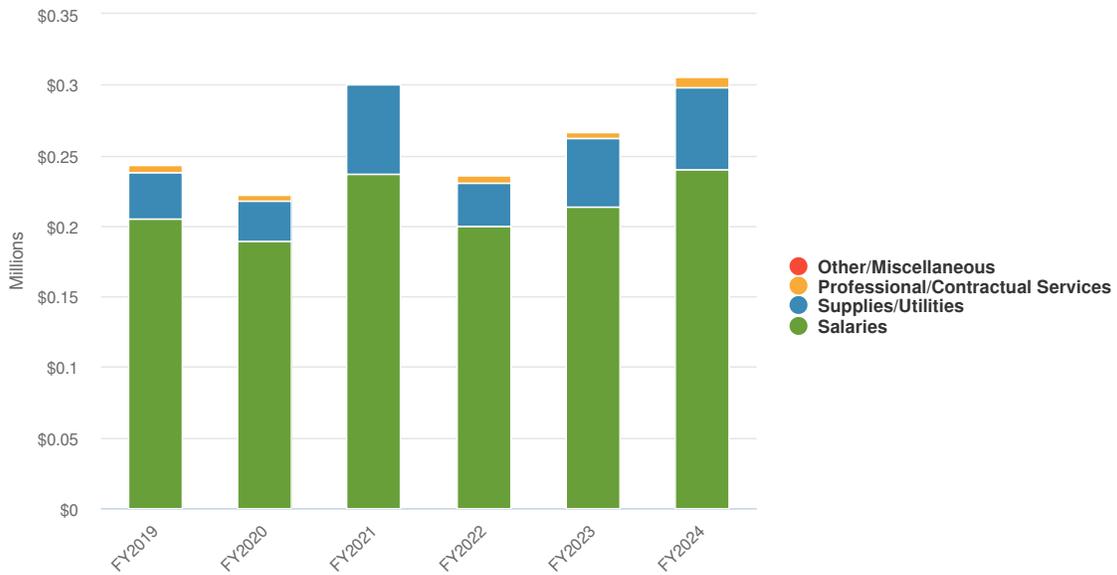


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Expense Objects					
Salaries	\$199,442	\$236,560	\$238,915	\$240,375	1.6%
Other/Miscellaneous	\$550	\$1,500	\$1,500	\$1,500	0%
Professional/Contractual Services	\$5,525	\$6,100	\$6,100	\$7,000	14.8%
Supplies/Utilities	\$30,899	\$58,050	\$58,050	\$58,000	-0.1%
Total Expense Objects:	\$236,416	\$302,210	\$304,565	\$306,875	1.5%

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Completed a canvass of 3,457 voters to determine current voting residence via NCOA (National Change of Address) and ERIC (Electronic Registration Information Center).
- Processed 14,589 voter registration additions, removals, address, name or party affiliation changes through December 31, 2022.
- Operated the satellite Absentee Ballot Office at the Board of Education due to the continued increase of mail-in ballots.
- Operated a satellite Election Day Registration location due to construction at City Hall; 139 new voter registrations were processed during the 2022 Gubernatorial Election.
- Manually entered the 20,399 citizens who voted during the 2022 Gubernatorial Election into CVRS (Connecticut Voter Registration System).
- Two audits were held for the polling locations randomly chosen by SOTS (CT Secretary of the State); one each for the Primary and Election.
- Completed the state mandated redistricting process, which consists of new maps, changes to district/precincts and an update of CVRS (Connecticut Voter Registration System).
- Notified 26,183 households with active voters of the redistrict process and possible change to their polling location via two mass mailings.
- Increased the training and support at the polls to aid voters during the redistricting transition.
- Removed personal identification markers from older versions of voter registration cards.
- Obtained approval for the reassignment of polling location 79-02 from the ELKS Lodge to the new Bristol Arts & Innovation Magnate School.

Fiscal Year 2024 Goals:

- Complete an extensive inventory of the voter registration cards linking the electronic to the hard copies for over 37,000 voters.
- Maintain a sufficient number of Certified Moderators, as required by law, who serve as the chief election official at each polling location.
- Continue to report accurate results via EMS (Election Management System).
- Coordinate with a high school to hold a mock election in the spring and have winners shadow department heads.
- Implement and abide by the Secretary of the State's mandate for early voting.
- Complete a plan for the unfunded mandate of early voting.
- Notify voters in precinct 79-02 of their polling location change via mass mailing and online publications.

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 manner.
- 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.
- Adhere to the continued legislative changes and SOTS directives regarding all Elections and Primaries.
- Continue to work with the Board of Education to ensure safe security protocols while conducting Elections and Primaries on school grounds.

Performance Measures

		State Election 2022	
Polling Location		Eligible Voters	Number Voted
77-01 Edgewood School		4051	1974
77-02 Northeast School		4338	2381
77-03 Mountain View School		5304	2575
77-04 Bristol Eastern High School		2291	1353
78-01 Chippens Hill Middle School		2236	1149
78-02 West Bristol School		5628	2739
79-01 South Side School		4644	2008
79-02 B.P.O. Elks Lodge #1010		4199	1552
79-03 Greene-Hills School		4662	2389
Absentee Voters	2,279		
Election Day Registration – City Hall	139		
Totals	2,418	37,353	18,120

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
2022 Governor	55%	37,353	20,399
*Includes Absentee and EDR Voters			

Monthly Voter Registration Summary

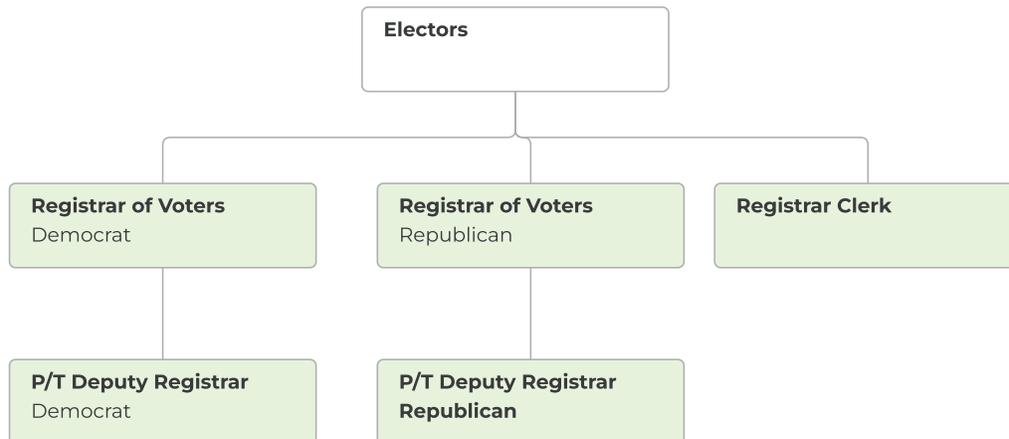
Day to day undertakings in the Registrar's Office include registering new residents, and changing addresses, names or party affiliation. Additionally, the Registrar's Office will remove electors who are deceased or have moved out of town or state and purge electors who have been inactive for four or more years per state statute §9-35. The chart below indicates the number of additions, changes and removals completed from July 1, 2022 to June 30, 2023.

	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Total
Additions	245	323	300	376	388	155	191	158	196	235	210	202	2,979
Changes	180	516	149	233	398	149	1181	123	981	98	128	172	4,308
Removals	1164	369	291	330	1319	178	270	310	1456	242	224	220	6,373
Total	1,589	1,208	740	939	2,105	482	1,642	591	2,633	575	562	594	13,660

Expenditure and Position Summary

	2022 Actual	2023 Estimated	2024 Budget
Salary Expenditures	\$477,441	\$461,370	\$476,240
Full Time Positions	3	3	3

Organizational Chart



Assessor



Thomas DeNoto
Assessor

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 2022 revaluation. Bristol's next revaluation is scheduled for 2027 and mandates full property inspection within ten years of the October 1st 2027 revaluation date. Assessment staff and consultant contractor inspectors will begin inspections from summer 2023 through summer 2026. In addition, the interim years are updated with the addition of new construction. This involves the physical inspection of new construction, i.e., new houses, additions, decks, remodeling, etc. The source data generally comes from the building permit process.

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, fixtures and 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. The assessment staff continue to work with Charles B. Feldman and Associates and Tax Management Associates. Assessment staff have proposed auditing all City personal property accounts within a three-year period beginning the summer of 2023 and ending in the summer of 2026. All audits currently taking place are for the grand list years 2020, 2021 and 2022.

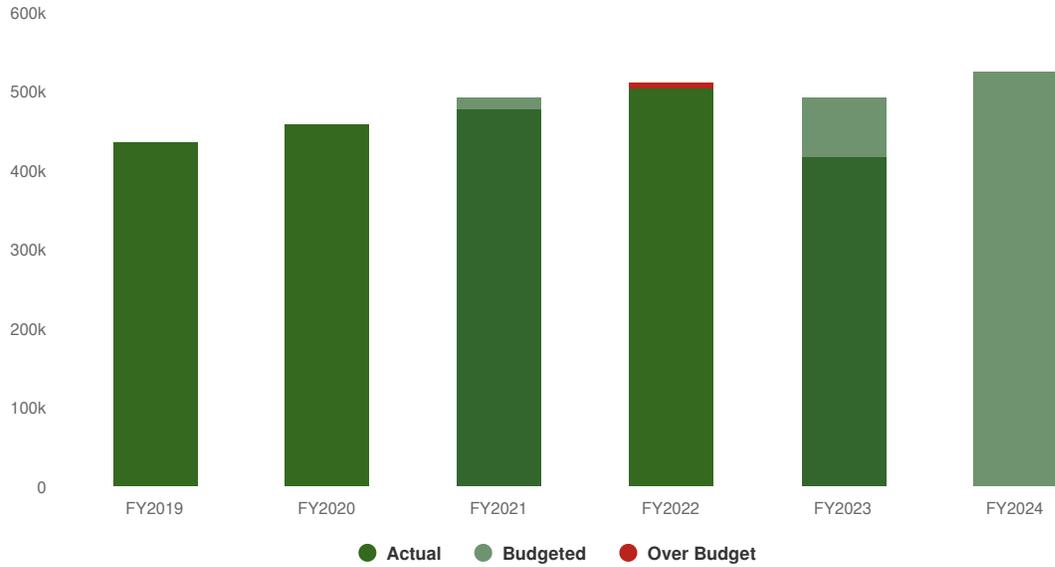
The motor vehicle list was developed with the help of the Department of Motor Vehicles (DMV). Pursuant to Section 14-163 of the Connecticut General Statutes, the Commissioner of Motor Vehicles is required to furnish to the Assessor in each town, a list containing the names and addresses of owners of motor vehicles registered in their respective towns, as they appear on October 1st of each year, based on the registration records of the motor vehicle department. The list is then priced to develop the grand list. The values are based on "clean" retail value from the National Automobile Dealers Association (NADA) price guides, as recommended to the Office of Policy and Management by the Connecticut Association of Assessing Officers (CAAO). Out of state registered vehicles are monitored and assessed through the unregistered vehicle statute category within the personal property annual declaration filing process and direct addition to the motor vehicle grand list on a per case basis. Vehicle values trended higher for the 2022 grand list. This was precipitated by high demand for new and used vehicles which outpaced supply.

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.

Expenditures Summary

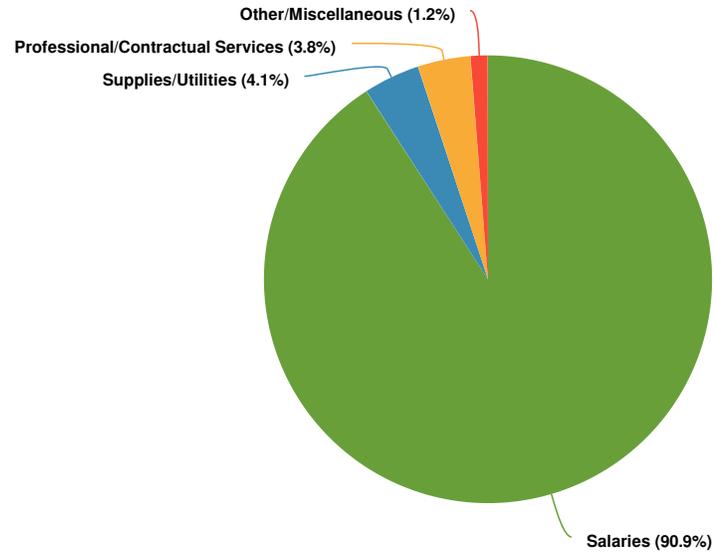
\$524,090 **\$32,360**
(6.58% vs. prior year)

Assessor Proposed and Historical Budget vs. Actual

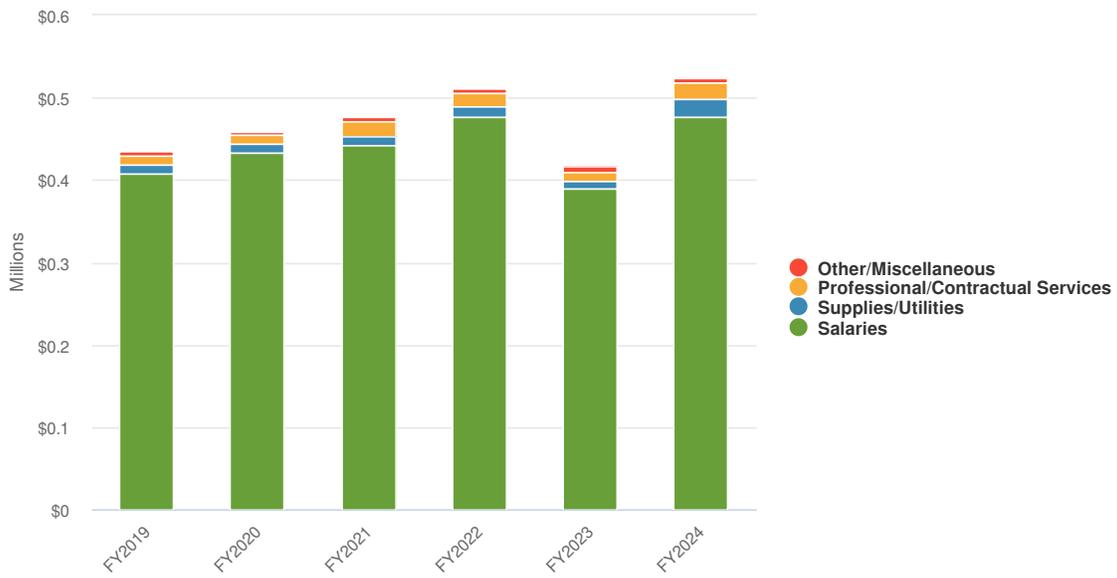


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Expense Objects					
Salaries	\$477,442	\$444,530	\$461,370	\$476,240	7.1%
Other/Miscellaneous	\$4,849	\$8,500	\$8,500	\$6,500	-23.5%
Professional/Contractual Services	\$16,060	\$20,000	\$18,600	\$20,000	0%
Supplies/Utilities	\$12,605	\$18,700	\$20,100	\$21,350	14.2%
Total Expense Objects:	\$510,956	\$491,730	\$508,570	\$524,090	6.6%

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Completed 2022 revaluation database.
- Completed Office of Policy and Management official revaluation certification
- Completed 2022 revaluation hearings and board of assessment appeal processing
- Completed within the 2022 revaluation, 350 property inspections identified by Eagleview PushPin technology as having structural improvements not identified in the V8 CAMA system.
- No revenue projection is provided for the State of Connecticut Elderly Homeowner and Totally Disabled Relief Program. Assessment staff processed 534 accounts in 2022 for an unfunded mandate of \$326,220. Assessment staff will process a similar revenue loss projected to be an unfunded mandate within the 2023 – 2024 fiscal cycle.
- Continue to process \$500 local option, additional senior tax relief applications (2021GL – 486 applicants @\$125 benefit / total fiscal cost \$60,750) and senior volunteer benefit applications (2021GL – 38 applicants / \$300 benefit / total fiscal cost \$11,400).
- Assessment staff attrition and promotions are complete. Replacement staff and promotions have proven successful. “Part time” / over-hire budgetary line item has been eliminated.

Fiscal Year 2024 Goals:

- Encourage staff to attend professional training seminars and educational offerings, furthering their Connecticut assessment statutory and professional knowledge and appraisal technical expertise.

Long Term Goals:

- Complete the Office of Policy and Management required 2027 revaluation full measure and list with up-to-date property inspections prior to the 2027 market data analysis period.
- Continue to develop DataCloud Solutions remote iPad technology data collection software for building permit inspections.
- Process personal property audit measures in compliance with state statute ensuring business owner reporting compliance.
- Work with staff and software vendors to develop and streamline a productive paperless office environment in compliance with the State of Connecticut record retention statute schedule.

Performance Measures

FY Grand List Date	FY2021 10/1/19	FY2022 10/1/20	FY2023 10/1/21	FY2024 10/1/22
Gross Taxable Assessed Value	\$4,288,754,003	\$4,364,588,167	\$4,505,989,866	\$5,699,862,187
Estimated Actual Value	\$6,126,791,432	\$6,235,125,952	\$6,437,128,380	\$8,142,660,267

Grand List Totals - October 1, 2022 - Pre BOAA

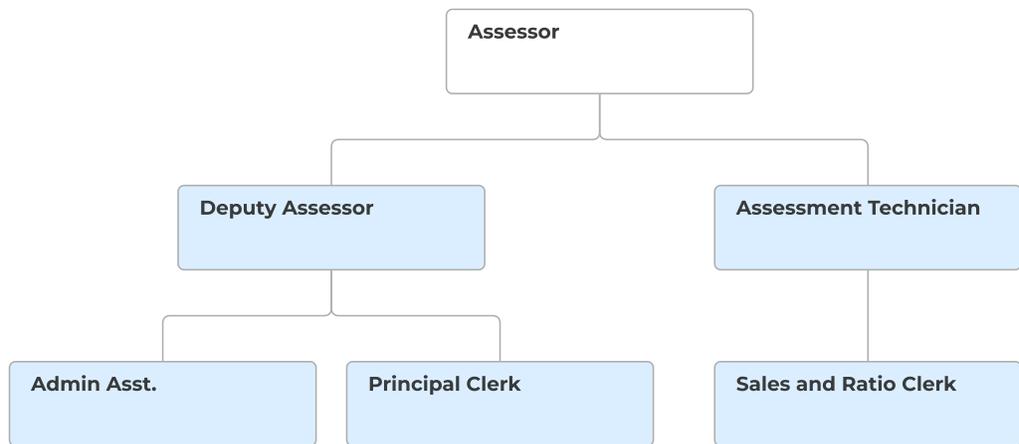
	Gross Assessment	Exemptions	Net Assessment
Real Estate	\$4,476,530,254	\$44,591,280	\$4,431,938,974
Personal Property	\$654,987,470	\$213,587,195	\$568,987,470
Motor Vehicle	\$568,344,463	\$5,182,347	\$563,162,116
Totals	\$5,699,862,187	\$263,360,822	\$5,436,501,365

2022 Grand List Statistical Data	Count
Building Permits and Value Inspection Services - 7/1/22-6/30/23	1,430
Certificates of Occupance Issued (New Construction) - 7/1/22-6/30/23	1,058
Elderly Applications Taken - 2/1/23-5/15/23	366
Renters Applications Taken 4/1/23 - 6/30/23 (Complete 2021 program total = 4/1/22 - 10/1/22 = 958 applications)	238
Real Estate Transfers - 10/1/23-5/25/23	1,048
Veterans, Blind and Disabled Applications	415

Expenditure and Position Summary

	2022 Actual	2023 Estimated	2024 Budget
Salary Expenditures	\$477,441	\$461,370	\$476,240
Full Time Positions	6	6	6

Organizational Chart



2022 Grand List Top Ten Assessments

TOP TEN NET ASSESSMENTS GRAND LIST 2022

	TAXPAYER	REAL ESTATE	PERSONAL PROPERTY	TOTAL NET ASSESSMENT
1	E.S.P.N. *	125,127,100	117,761,880	242,888,980
2	CT LIGHT & POWER-EVERSOURCE	2,027,060	79,823,030	81,850,090
3	DISNEY STEAMING TECH LLC *		57,560,420	57,560,420
4	BRISTOL CENTER LLC	52,585,330	-	52,585,330
5	COVANTA	36,973,230	654,170	37,627,400
6	YANKEE GAS SERVICE CO	203,000	32,060,750	32,263,750
7	D'AMATO CONSTRUCTION/AFFILIATED LLCS *	29,123,708	1,282,350	30,406,058
8	CARPENTER REALTY COMPANY	23,080,996	214,450	23,295,446
9	BRISTOL SPORTS CENTER DST	23,149,560		23,149,560
10	FEDERAL REALTY INVESTMENT TRUST	23,133,790		23,133,790
	TOTALS	\$315,403,774	\$289,357,050	\$604,760,824
	OCTOBER 1, 2022 GRAND TOTAL NET ASSESSMENT			\$5,436,501,365

* AND AFFILIATED ENTITIES

October 1, 2022 Grand List - Post BOAA

	<u>Gross</u>	<u>Exemptions</u>	<u>BAA</u> <u>Changes</u>	<u>Post BAA</u>
Real Estate	\$4,476,530,254	\$44,591,280	(\$2,907,326)	\$4,429,031,648
Personal Property	654,987,470	213,587,195	(210,176)	441,190,099
Motor Vehicle	568,344,463	5,182,347	0	563,162,116
Total	\$5,699,862,187	\$263,360,822	(\$3,117,502)	\$5,433,383,863

Net Assessment Freeze	Program Expired
Homeowner 100% Disabled and Elderly Benefit (Estimated) assessment	\$80,100,000
Homeowner 100% Disabled and Elderly Benefit (Estimated) Revenue Unfunded State mandate	\$340,000
Local veterans assessed value exemptions	\$3,643,798
Estimated Revenue Enterprise Zone State Reimbursement Distressed Municipality Program	\$95,000

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 when State funds are appropriated.

Board of Assessment Appeals

Mary Alford
Chairperson

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

March appeals are heard regarding valuation, governed by Connecticut General Statute 12-111, for Personal Property and Motor Vehicle supplemental assessments and Real Estate as of the October 1st revaluation year.

Elected members are Mary Alford, Chairperson, Shirley Salvatore, Member and Eric Rosengren, Member. The board members were increased for the 2022 grand list (March 2023 hearings) as an outcome of the 2022 real estate revaluation. Ann Marie Heering (D) and Faye Duquette (R) were recommended by their respective town committee members and approved by the City Council.

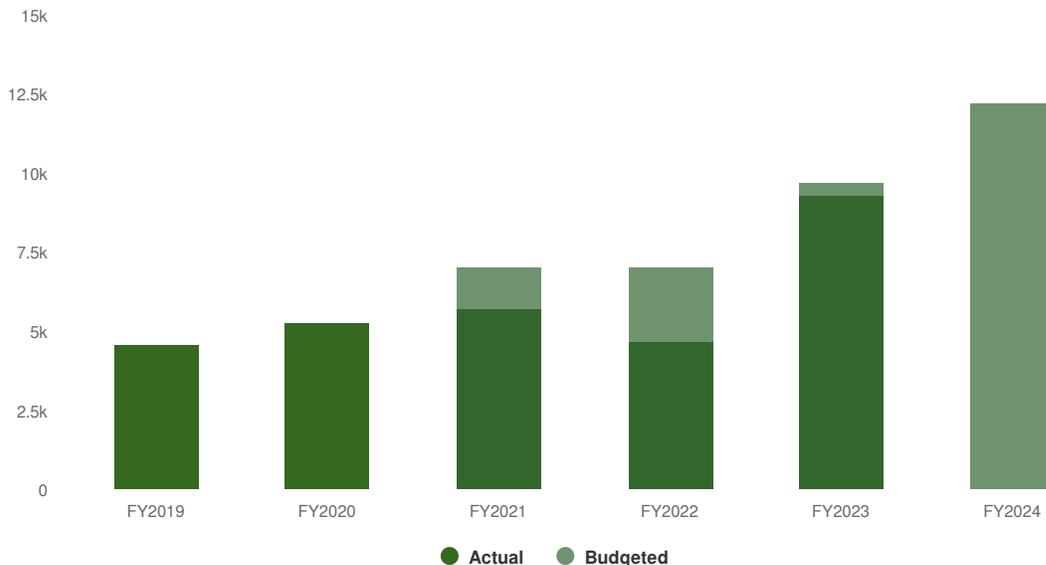
Budget projections are anticipating the need for two additional members coverage for the March 2024 potential hearings.

Expenditures Summary

Additional members appointment stipend increase and supplies needed for USPS appeal notifications and periodical notice publications.

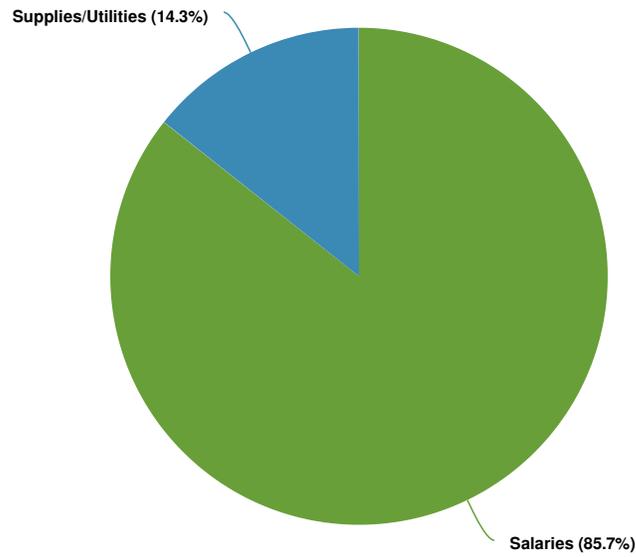
\$12,200 **\$2,490**
(25.64% vs. prior year)

Board of Assessment Appeals Proposed and Historical Budget vs. Actual

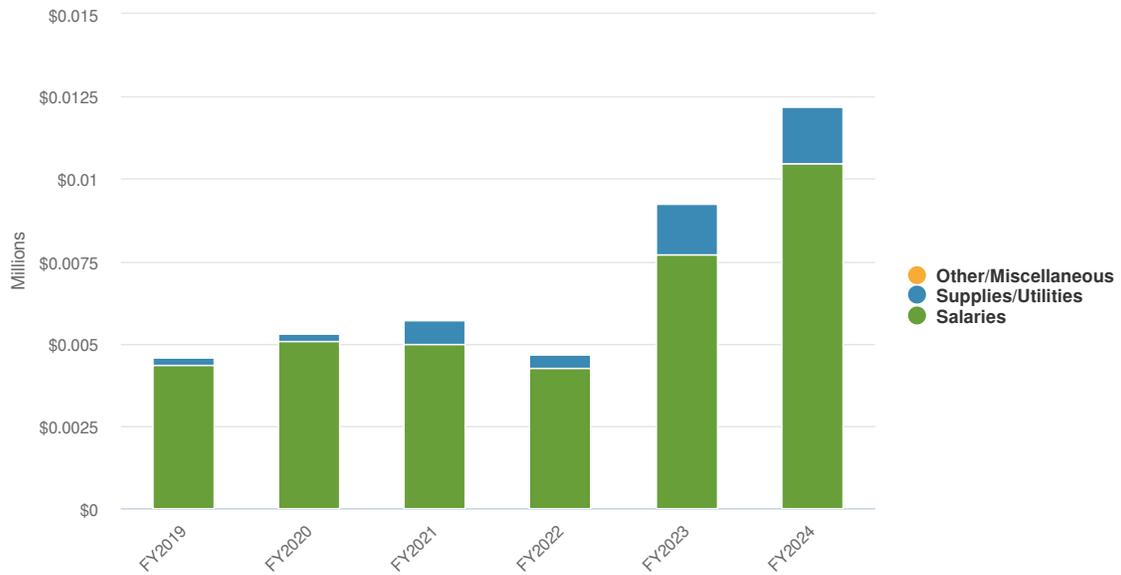


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Expense Objects					
Salaries	\$4,250	\$7,960	\$10,460	\$10,450	31.3%
Other/Miscellaneous	\$0	\$0	\$50	\$0	0%
Supplies/Utilities	\$416	\$1,750	\$1,700	\$1,750	0%
Total Expense Objects:	\$4,666	\$9,710	\$12,210	\$12,200	25.6%

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- The Board met in March 2023 to hear appeals on the October 1, 2022 grand list and will meet in September 2023 to hear Motor Vehicle appeals on the October 1, 2022 Grand List.

Fiscal Year 2023 Goals:

- Increase awareness for commercial property owners to annually file income and expense reports to the Assessor by the statutory deadline of June 1st each year.
- Increase awareness that City businesses are required by state statute to annually file personal property declarations that are connected 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.
- Increased awareness regarding revaluation procedures mandating property inspections through personnel site visit within the next revaluation to be effectuated October 1st 2027.

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
	9	Motor Vehicle	8	1
	6	Personal Property	2	6
2022 revaluation	178	Real Estate	64	114
TBD Sept. 2023	0	Motor Vehicle	0	0
	3	Personal Property	2	1

Board of Assessment Appeals

Board of Assessment Appeals Members Term Expiration

Mary Alford, Chairperson	11/2023
Shirley Salvatore	11/2023
Erick Rosengren	11/2023

Tax Collector



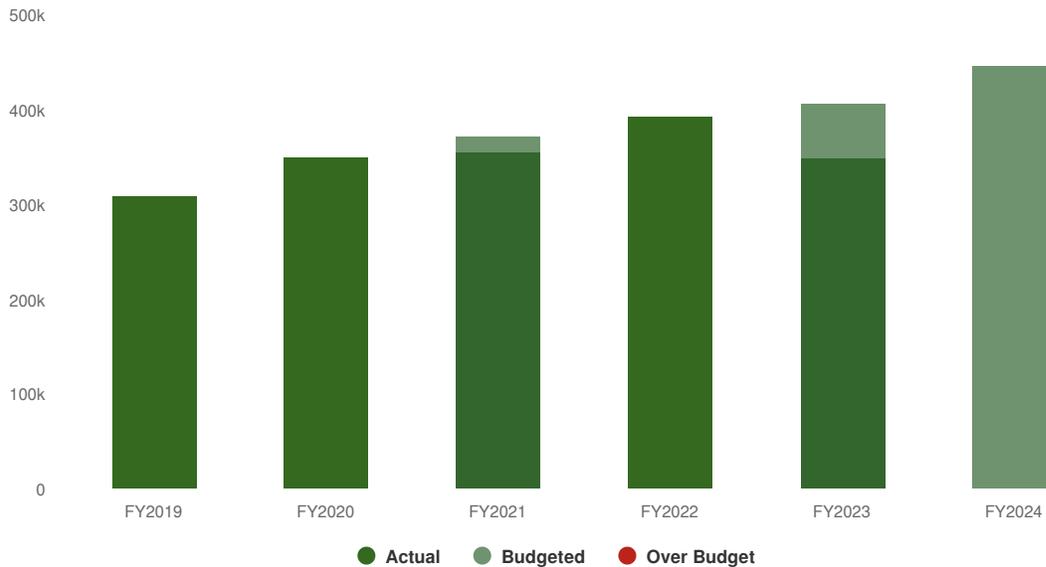
Ann Bednaz
Tax Collector

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.

Expenditures Summary

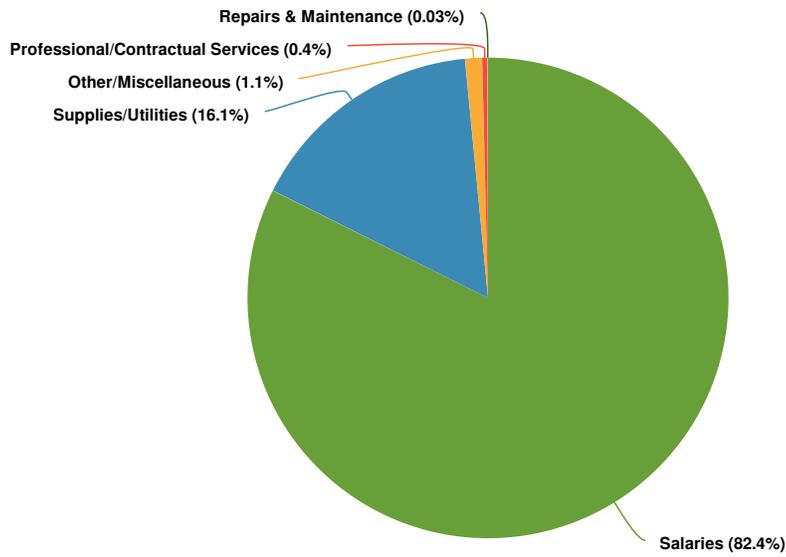
\$445,835 **\$38,455**
(9.44% vs. prior year)

Tax Collector Proposed and Historical Budget vs. Actual

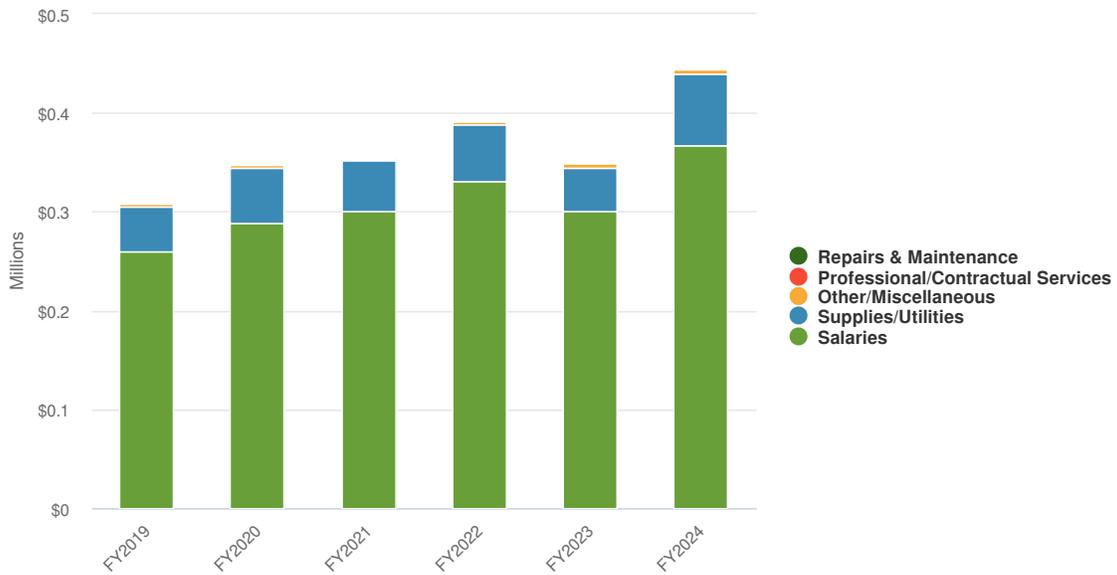


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Salaries	\$330,334	\$331,815	\$350,190	\$367,230	10.7%
Other/Miscellaneous	\$3,187	\$4,420	\$4,420	\$5,020	13.6%
Professional/Contractual Services	\$908	\$1,590	\$1,590	\$1,600	0.6%
Supplies/Utilities	\$58,312	\$69,390	\$69,390	\$71,835	3.5%
Repairs & Maintenance	\$198	\$165	\$165	\$150	-9.1%
Total Expense Objects:	\$392,940	\$407,380	\$425,755	\$445,835	9.4%

Goals and Accomplishments

Fiscal Year 2023 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 under Notify Me and "Tax News", 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.
- Worked with the Treasurer's Office and other City Departments in the implementation of streamlining credit card services for the City and moving online payment services to Invoice Cloud. Invoice Cloud allows taxpayers to register their email and cell phone number to receive reminders of due dates, set up auto payments, and is more user-friendly. Invoice Cloud has the capability of rejecting payments immediately if a bank account number or credit card number has been entered incorrectly. This will reduce the number of bad checks received.
- Successfully modified the Suspense process and turn-over of delinquent taxes to the collection agency, Nationwide Credit Corporation (NCC). This process has contributed to continued high collection rates.
- Overpayments are refunded every month due to the efficiency of our Administrative Assistant.
- Developed a training guide with step by step procedures with screenshots with the concept and timing of the tax cycle along with the working relationships with other internal departments and external agencies for maximum efficiency.
- Successfully trained and continue to coach two new Clerks. One has eight months working in the Tax office while the newest employee has only four months. Both have exceeded expectations.

Fiscal Year 2024 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 with collaboration.

Long Term Goals:

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

Performance Measures

	Grand List 2018 Est (in thousands)	Grand List 2019 Est (in thousands)	Grand List 2020 Est (in thousands)	Grand List 2021 Est (in thousands)
Tax Levy	\$151,567	\$154,662	\$156,700	\$158,960
Amount Collected	\$149,429	\$152,440	\$156,084	\$158,295
Percentage Collected	99%	99%	99%	99%

Online Credit Card Transaction by Month for the 2022 Calendar Year

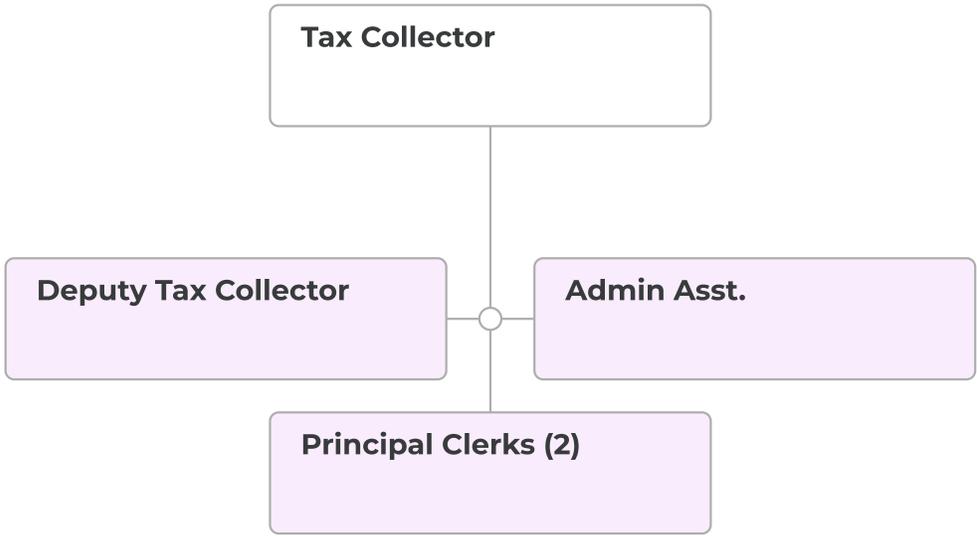
Month	Amount Collected	Month	Amount Collected
January	2,434,374.14	July	5,889,567.80
February	1,140,883.07	August	2,025,689.86
March	416,763.64	September	523,773.66
April	188,385.53	October	269,693.83
May	136,685.67	November	268,017.78
June	155,807.91	December	711,810.29

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

Expenditure and Position Summary

	202 Actual	2023 Estimated	2024 Budget
Salary Expenditures	\$330,334	\$350,190	\$367,230
Full Time Positions	5	5	5

Organizational Chart



Purchasing



Roger Rousseau
Purchasing Agent

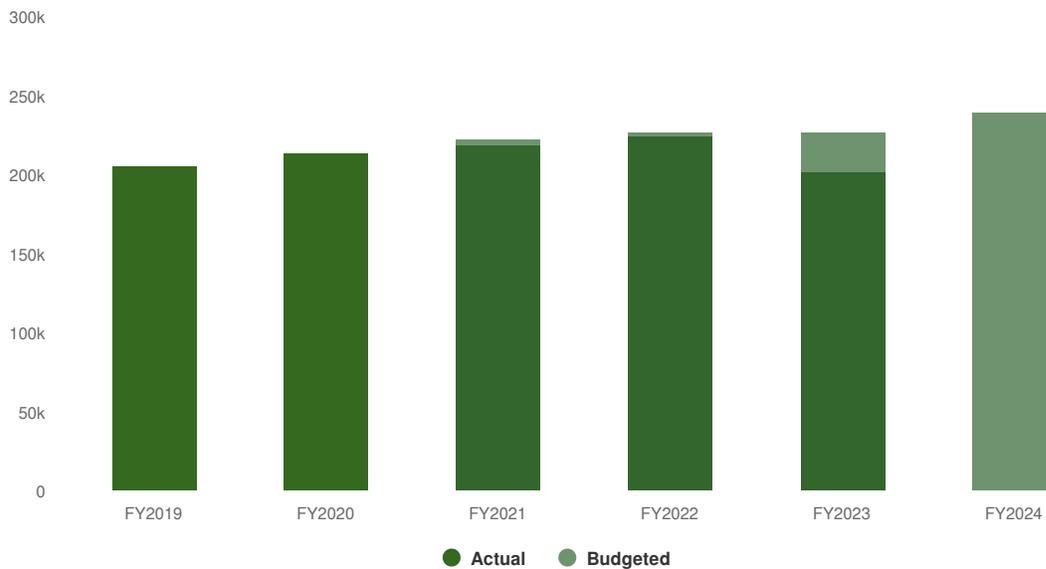
The major function of the Purchasing Department is to obtain equipment, materials and services for the City and Board of Education and maintain the best value for taxpayer dollars. The Purchasing Department also provides:

- 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).

Expenditures Summary

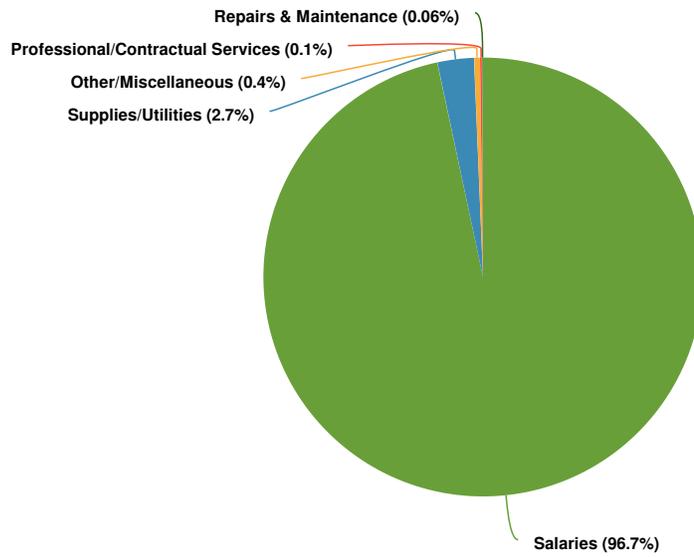
\$239,200 **\$12,275**
(5.41% vs. prior year)

Purchasing Proposed and Historical Budget vs. Actual

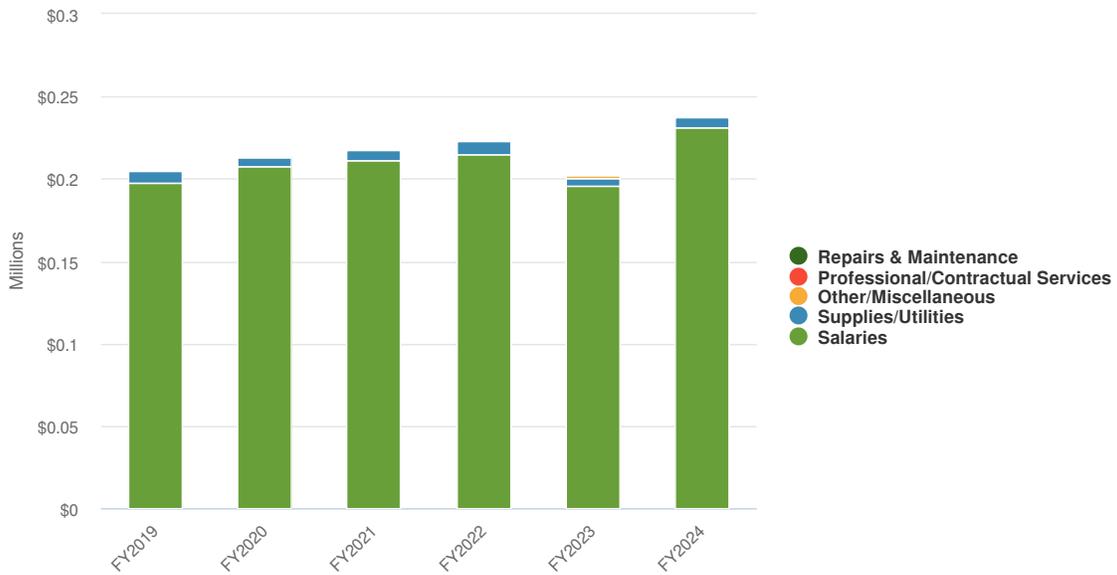


Expenditures by Expense Type

Budgeted Expenditures by Expense Type

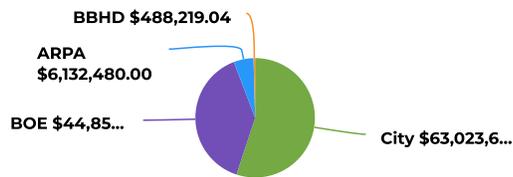


Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Salaries	\$215,168	\$218,470	\$227,025	\$231,220	5.8%
Other/Miscellaneous	\$1,000	\$1,055	\$1,055	\$1,055	0%
Professional/Contractual Services	\$255	\$400	\$400	\$350	-12.5%
Supplies/Utilities	\$7,554	\$6,850	\$6,850	\$6,425	-6.2%
Repairs & Maintenance	\$142	\$150	\$150	\$150	0%
Total Expense Objects:	\$224,118	\$226,925	\$235,480	\$239,200	5.4%

Value of Purchase Orders Issued



Procurement Annual Usage by Activity



Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- The City is planning to replace bridge structures at Jerome Avenue, Mellen Street and East Street. The Purchasing Department is working toward issuance of construction documents for these projects and is working with the appropriate departments to bid for their construction.
- The Board of Education is seeking to construct a new Northeast Middle School. It is expected that upon approval of funding, the Purchasing Department will be developing contracts for professional services and subsequent construction documents for this project.
- Renovations to City Hall are expected to be completed in October 2023; the Purchasing Department continues to finalize contracts for the return of staff operations to the new facility.
- The City has been actively working with the greater community in the use of funding via the American Rescue Plan Act ("ARPA"), and the Purchasing Department has been issuing contracts on behalf of the City's Task Force.
- The City is preparing for construction of a new structured parking facility at the intersection of Meadow and Kelley Streets, and is planning for design of another such structure at Hope Street; the Purchasing Department has been developing contracts toward completion of both projects.
- The City is planning to deploy a new version of its financial systems in February 2023; the Purchasing Department has been making appropriate review and subsequent adjustments to its operations to facilitate smooth deployment.
- The City has sought to make major improvements at its Greene-Hills K8 School. It is expected that a contract will soon be finalized for this 18-month phased project.

Fiscal Year 2024 Goals:

- The Purchasing Department will continue to provide resources toward the renovation of City Hall and the associated return of operations to the newly renovated facility following 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 Purchasing Department anticipates that the City's print management program will be restructured in the coming fiscal year, which will include equipment upgrades at both municipal and school sites; the Purchasing Department will be working with key departments to establish new contracts.
- The Purchasing Department will continue to expand the use of p-cards throughout departments, including introduction of p-cards into the Board of Education operations.
- The infusion of funding via the American Rescue Plan Act (ARPA) will continue to introduce projects and programs that are 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.

Performance Measures

	FY2020	FY2021	FY2022	FY2023
Total sealed bids issued	128	125	128	107
Total Requests for Proposals	16	23	46	12
Total purchase orders issued	6,116	5,167	5,559	4,948
Total Value of Purchased Orders Issued	\$85,924,870	\$89,649,332	\$93,161,098	\$114,225,301

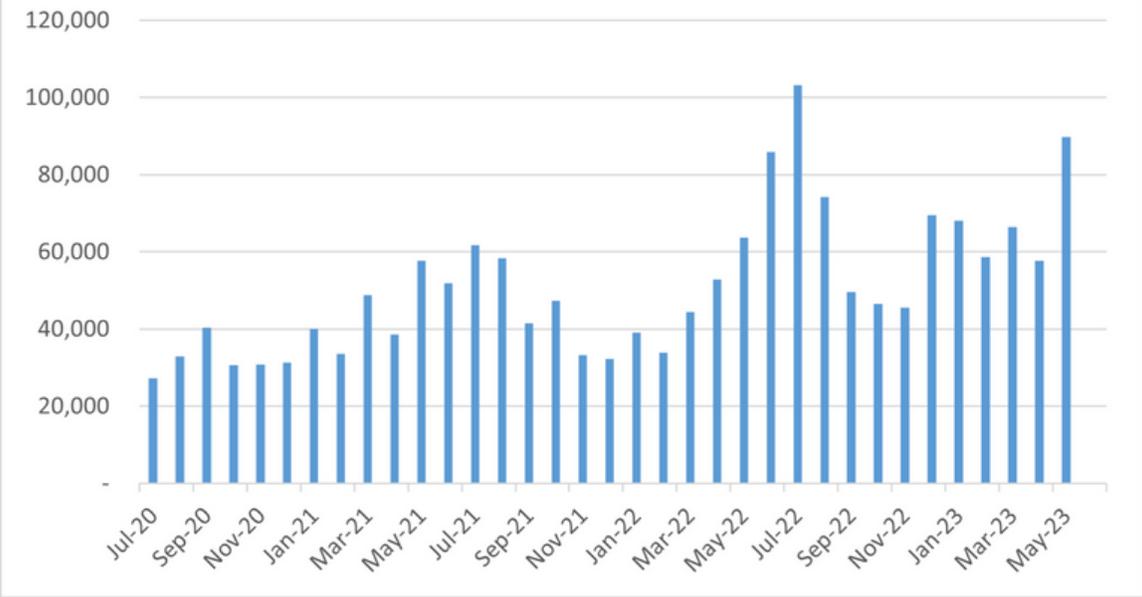
Expenditure and Position Summary

	2022 Actual	2023 Estimated	2024 Budget
Salary Expenditures	\$215,168	\$204,787	\$231,220
Full Time Positions	3	3	3

Organizational Chart



P-Cards Monthly Volume Activity Three Year Trend



Comptroller's Office



Diane Waldron
Comptroller

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.

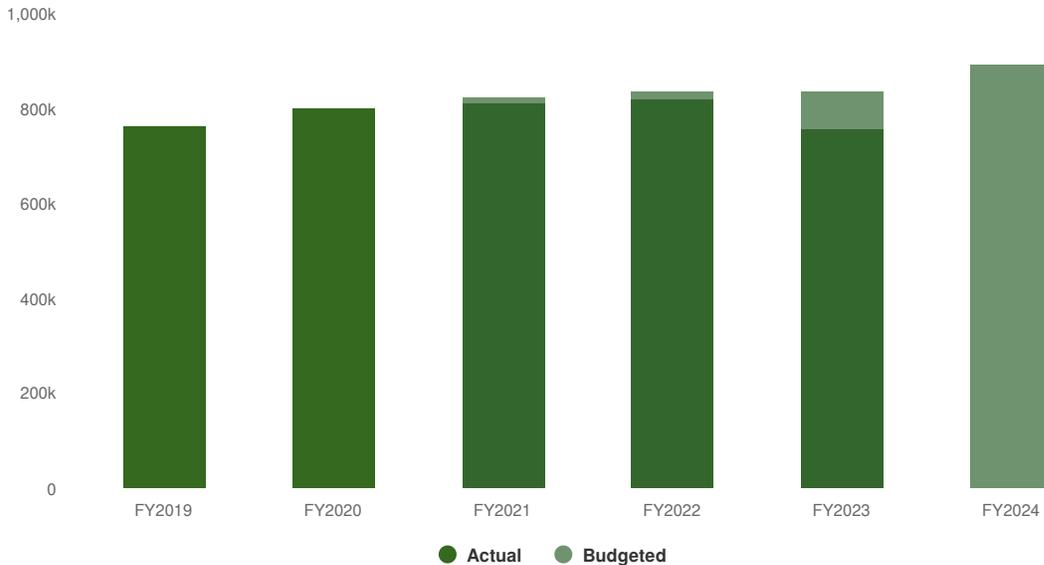
The Comptroller's Office, in conjunction with the Treasurer's Office, is responsible for the investment of available City funds.

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.

Expenditures Summary

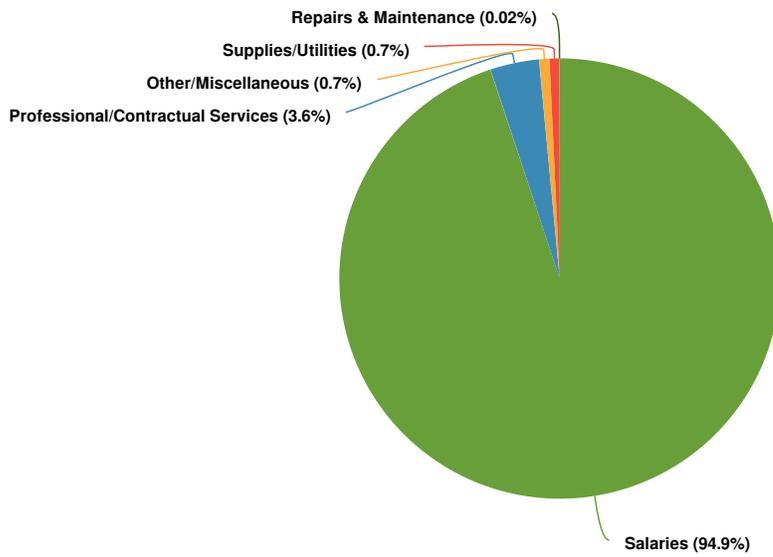
\$892,210 **\$55,975**
(6.69% vs. prior year)

Comptroller's Office Proposed and Historical Budget vs. Actual

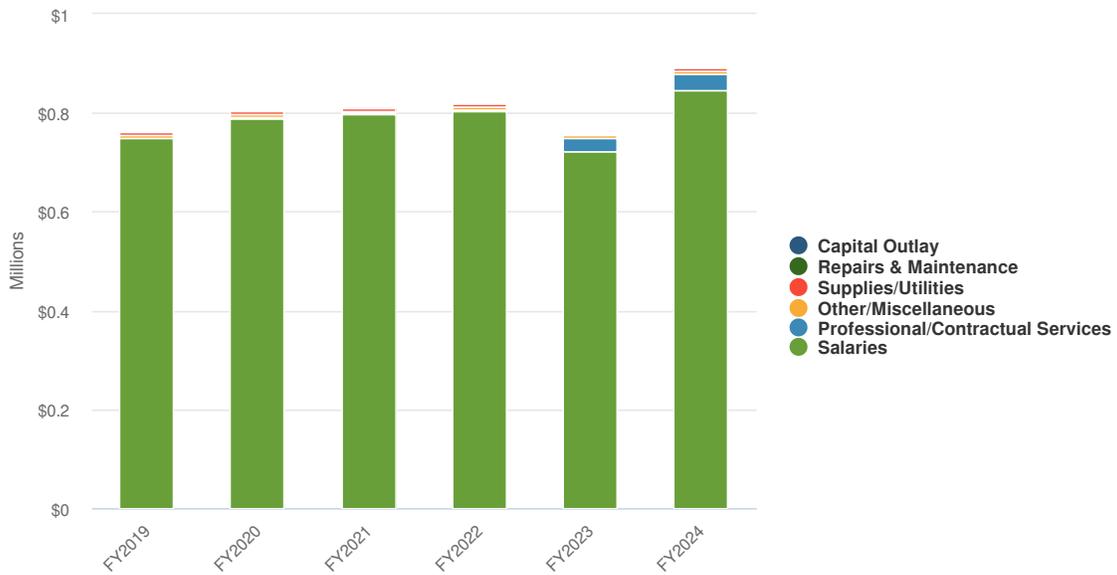


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Salaries	\$804,927	\$799,650	\$843,555	\$846,910	5.9%
Other/Miscellaneous	\$6,678	\$6,650	\$6,650	\$6,650	0%
Professional/Contractual Services	\$1,970	\$22,135	\$27,120	\$32,100	45%
Supplies/Utilities	\$6,149	\$7,600	\$8,203	\$6,350	-16.4%
Repairs & Maintenance	\$142	\$200	\$200	\$200	0%
Total Expense Objects:	\$819,865	\$836,235	\$885,728	\$892,210	6.7%

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Continued working with American Rescue Plan Act Task Force, UHY Consultants and City staff on the management and reporting of the approximate \$28 million in federal funding. Completed Treasury quarterly reporting in accordance with established deadlines.
- Continued implementation of the UKG time clock and scheduling software (formerly Kronos) with Police Department staff and Information Technology.
- Completed upgrade of UKG software for all City departments to new platform which was necessary to accommodate intricacies of managing police hours, accruals and pay codes.
- Received the following Governmental Finance Officers' Association awards:
 - Certificate of Achievement for Excellence in Financial Reporting (ACFR) – 35th year
 - Distinguished Budget Award – 20th year
- Continued review and update of key financial policies during budget process.
- Converted FY2022-2023 budget document to online digital format. Future budget documents will be generated using this software.
- Implemented digital capital budgeting software for FY2023-2024 Capital Improvement Plan.
- Implemented software to assist with new Governmental Accounting Standards Board (GASB) reporting requirements for leases effective for June 30, 2022.
- Issued June 30, 2022 audit dated December 21, 2022.
- Review of ongoing capital projects for potential financing in Spring 2023.
- Streamlined budget preparation process with departmental input to MUNIS eliminating the need for separate reports and schedules.

Fiscal Year 2024 Goals:

- Evaluate and implement more e-payment options with vendors.
- Enhance digital budget format for the 2023-2024 budget document.
- 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.
- Continue evaluation of long-term strategic plan and capital financing.
- Continue work with ARPA task force and submit financial reporting of funds in a timely manner.
- Integrate capital budgeting software with digital budget and transparency software.

Long Term Goals:

- Continue work with the Capital Improvement and Strategic Planning Committee to maintain the strategic and long-term CIP aligned with the City's long-term vision and strategic planning objectives.
- Continue to provide financial analysis and financing projections to determine the feasibility of projects on the City's finances.
- Continue to streamline financial procedures to achieve efficiencies.

Performance Measures

	2019-2020	2020-2021	2021-2022	2022-2023
Number of Invoices Paid	33,494	31,748	33,860	31,377
Number of Payroll Checks and Direct Deposits	64,388	65,656	63,110	51,249

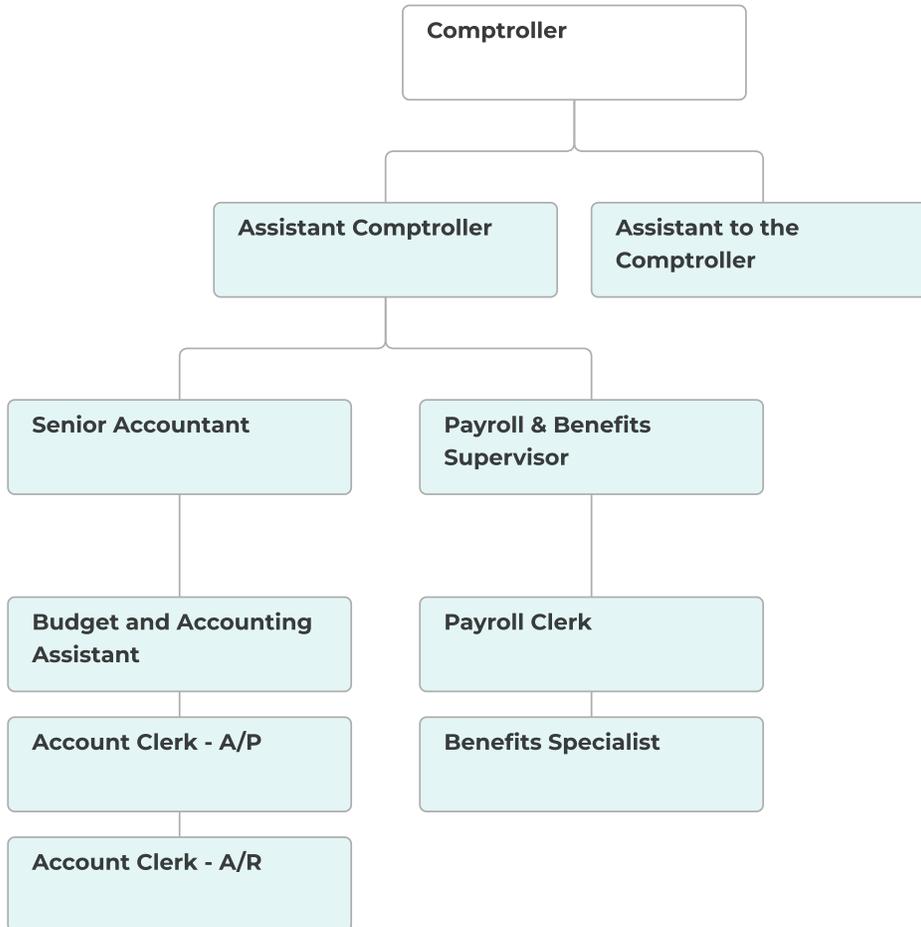
Qualitative:

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

	2022 Actual	2023 Estimated	2024 Budget
Salary Expenditures	\$804,927	\$843,555	\$846,910
Full Time Positions	10	10	10

Organizational Chart



Treasurer



David J. Preleski
Treasurer

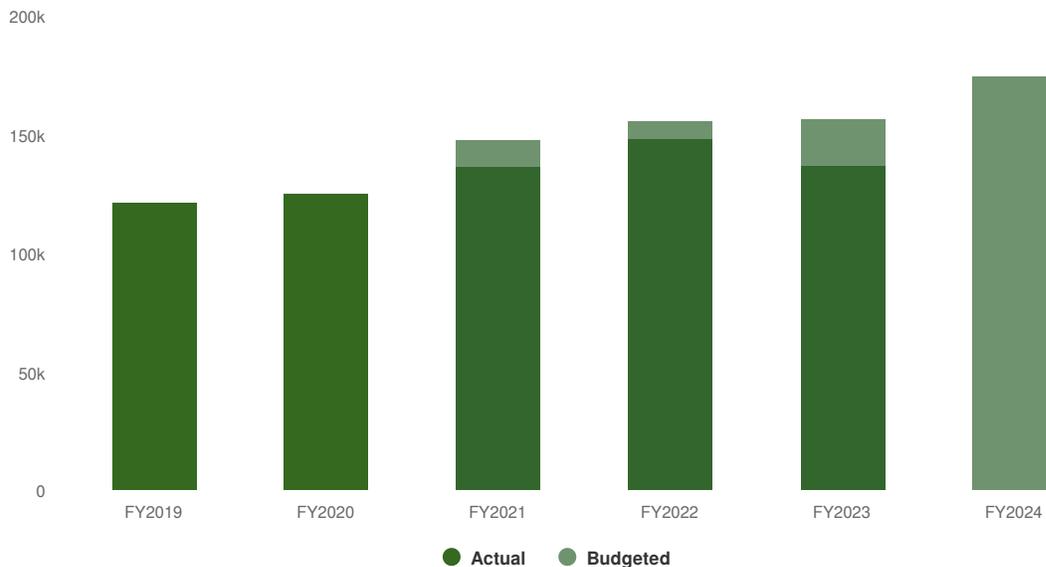
The primary responsibility of the Treasurer's Office is to serve as the custodian of all City monies, and to keep an accurate record of all receipts and disbursements. The objective of the City of Bristol's investment and cash management program is to ensure the safety, liquidity and yield of the funds 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.

Expenditures Summary

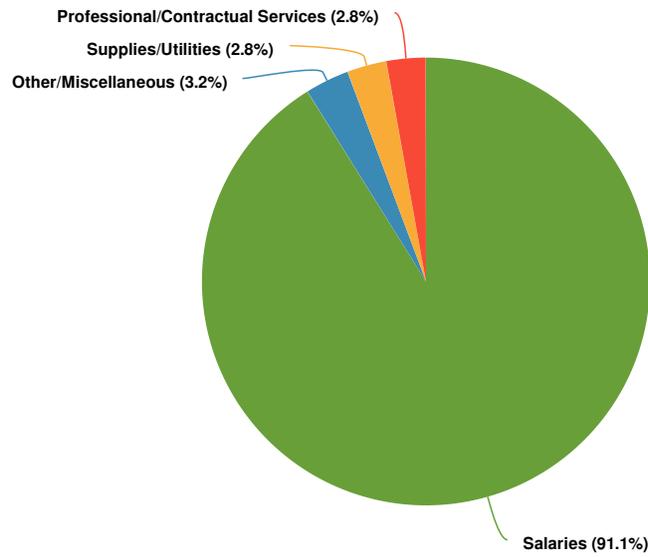
\$174,620 **\$18,240**
(11.66% vs. prior year)

Treasurer Proposed and Historical Budget vs. Actual

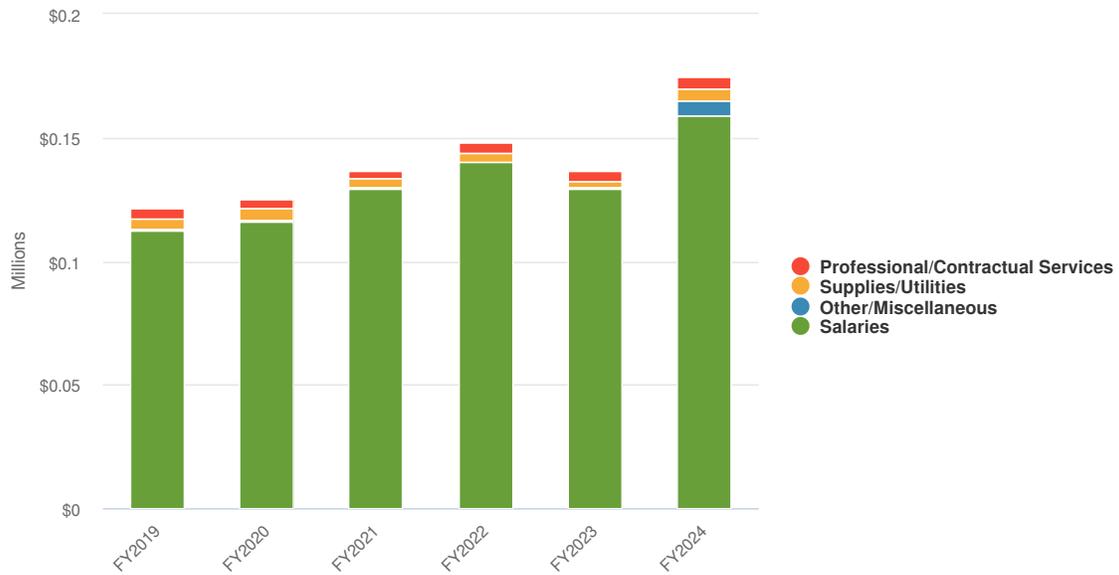


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



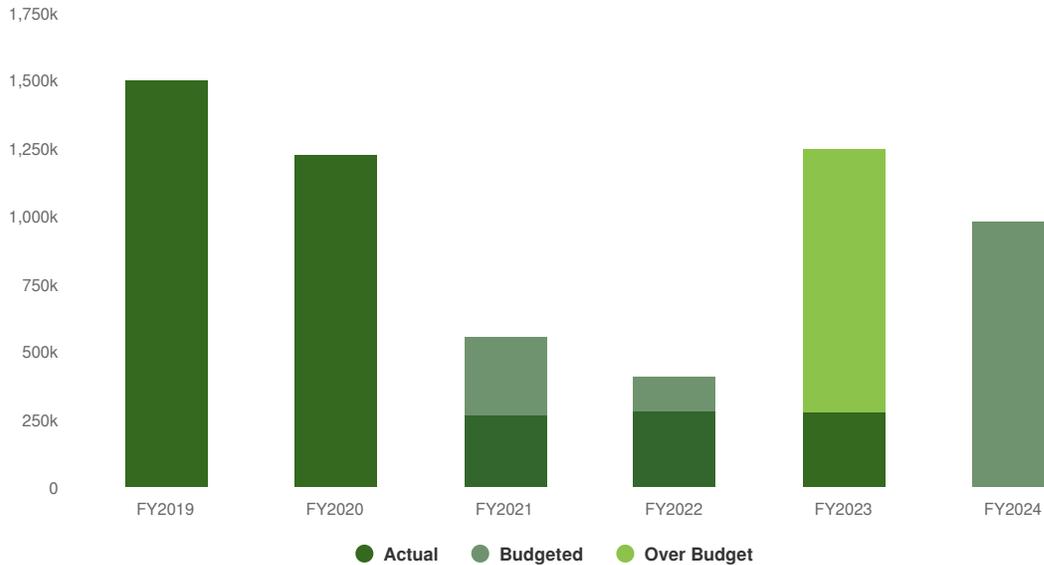
Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Salaries	\$139,981	\$141,255	\$154,535	\$159,125	12.7%
Other/Miscellaneous	\$300	\$5,565	\$4,750	\$5,565	0%
Professional/Contractual Services	\$4,440	\$4,440	\$5,255	\$4,960	11.7%
Supplies/Utilities	\$3,511	\$5,120	\$5,120	\$4,970	-2.9%
Total Expense Objects:	\$148,231	\$156,380	\$169,660	\$174,620	11.7%

Revenues Summary

Below chart illustrates historical investment income budget compared to actual.

\$981,500
\$705,000
(254.97% vs. prior year)

Treasurer Proposed and Historical Budget vs. Actual



Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Secured higher yields on bank accounts, certificates of deposit, and agency securities
- Worked with People's United Bank and M&T Bank to limit disruptions to City operations as a result of the merger of the two banks
- Researched credit card processing options for various departments, and transitioned to Invoice Cloud as a replacement for People's United Bank's FastPay, which was discontinued in August, 2022
- Securely deposited 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
- Limited the City's short-term investment exposure to credit and custodial risk with deposits to secured municipal accounts, AAA rated asset management investment pools and laddering CDs
- Monitored bank fees and services, and ensured that the City is charged the lowest rates possible for bank services
- Salaries are expected to be under budget due to vacancies during the year

Fiscal Year 2024 Goals:

- Conduct an RFP for banking services
- Maintain full staffing to ensure efficient operations
- Meet the City's operational investment policy objectives and continue to limit the City's short term investment exposure to credit and custodial risk through ongoing evaluation and utilization of bank programs, pre-qualifying financial institutions, diversification of the investment portfolio and the use of asset management investment pools and fixed income managers
- Work closely with banks to attain higher interest rates in the current fiscal environment
- 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: Nitro Sign, remote depositing, web-site communication, credit card payments, direct deposit, ACH/wiring of transactions, and Tyler Content Manager to store information in accordance with State statute
- Finalize an Investment Policy Statement for the City's Other Post-Employment Benefits (OPEB) fund

Long Term Goals:

- To continue to maximize the interest income on liquid funds

Performance Measures

	2019 No. of Retirees	Amount Paid	2020 No. of Retirees	Amount Paid	2021 No. of Retirees	Amount Paid	2022 No. of Retirees	Amount Paid
General City Retirement System	640	\$15,351,922	665	\$16,121,162	671	\$16,980,302	690	\$18,135,839
Firefighter's Benefit Fund	94	\$4,056,285	98	\$4,285,477	96	\$4,481,292	105	\$6,015,195
Police Benefit Fund	130	\$6,817,897	137	\$7,357,100	138	\$7,816,680	147	\$8,895,478
Total	864	\$26,408,119	900	\$27,763,739	905	\$29,278,274	942	\$33,046,512

	2019-2020	2020-2021	2021-2022	2022-2023
Number of 1099Rs Issued	887	919	970	1,034
Long Term Debt Schedule				
Principal	\$7,200,000	\$7,635,000	\$8,800,000	\$7,820,000
Interest	\$3,473,338	\$3,812,831	\$3,430,081	\$3,982,993
Total Long-term Outstanding Debt	\$105,505,000	\$97,870,000	\$89,070,000	\$81,250,000

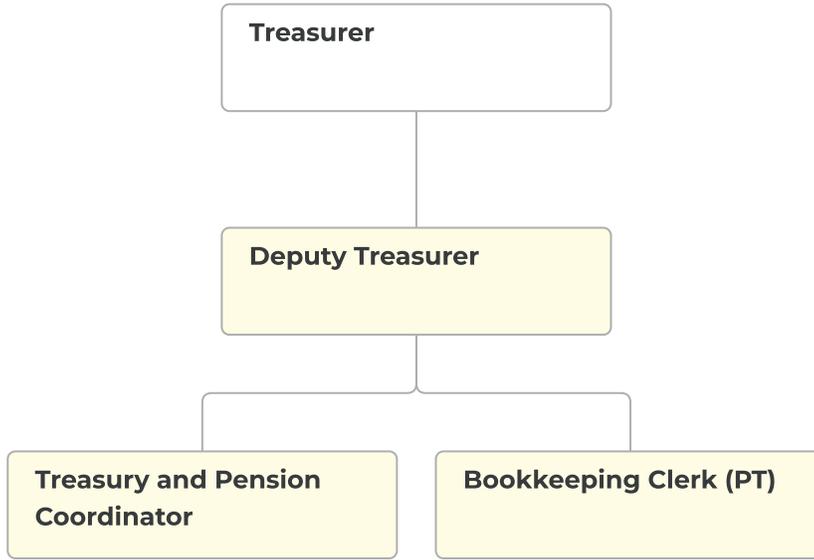
Expenditure and Position Summary

	2022 Actual	2023 Estimated	2024 Budget
Salary Expenditures	\$139,981	\$154,535	\$159,125
Full Time Positions	2	2	2
Part Time Positions	2	2	2

A portion of the Treasurer's office salary expenditures are allocated to the pension fund for direct salary expenses incurred by the Treasurer's office for the benefit of the fund. The pension fund pays a percentage of the treasury and pension coordinator and bookkeeping clerk salaries, which properly aligns expenses with the fund.

The City's portfolio earned an average of 28.8 basis points (BP) on interest-bearing accounts for fiscal year 2022. This compares with the three-month U.S. Treasury Bill which averaged 28.5 BP. The federal funds rate increased ten times from a target range of 25 to 50 BP in March 2022 to 500 to 525 BP at the Federal Reserve Open Market Committee meeting on May 3, 2023. The federal funds rate is the rate at which depository institutions lend reserve balances to other depository institutions overnight, and is considered to be a low risk to near risk-free rate to measure against.

Organizational Chart



Information Technology



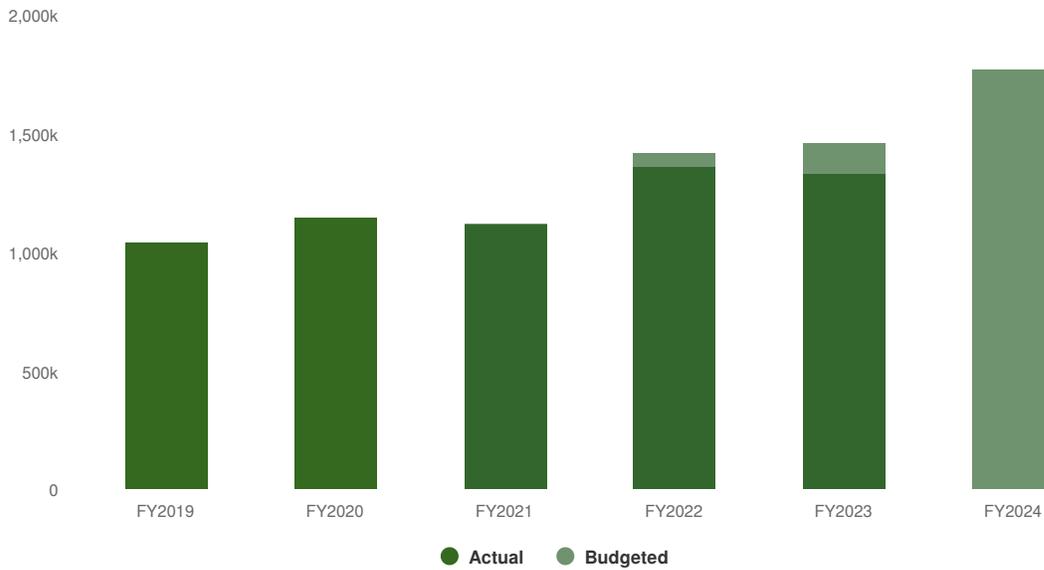
Scott Smith
Chief Information Officer

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

Expenditures Summary

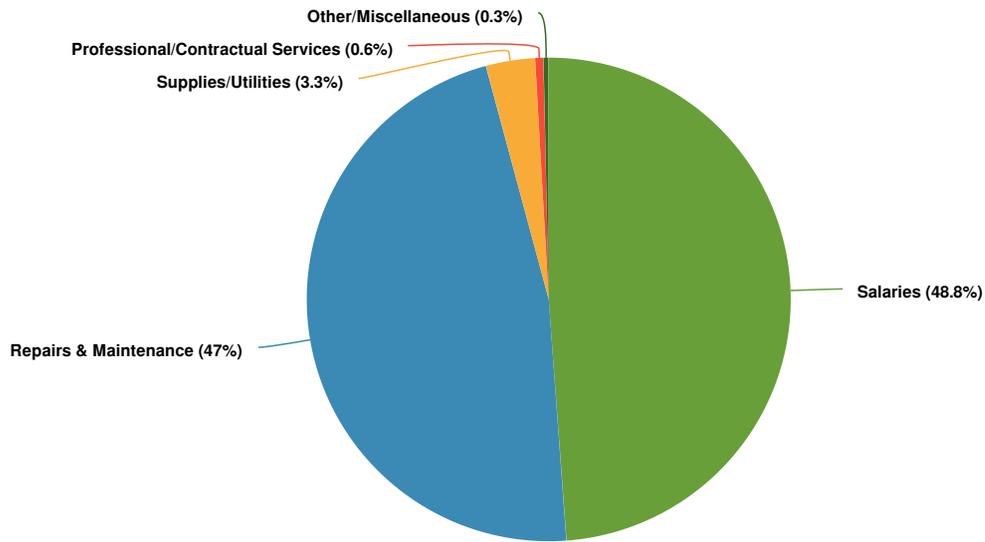
\$1,770,695 **\$306,915**
(20.97% vs. prior year)

Information Technology Proposed and Historical Budget vs. Actual

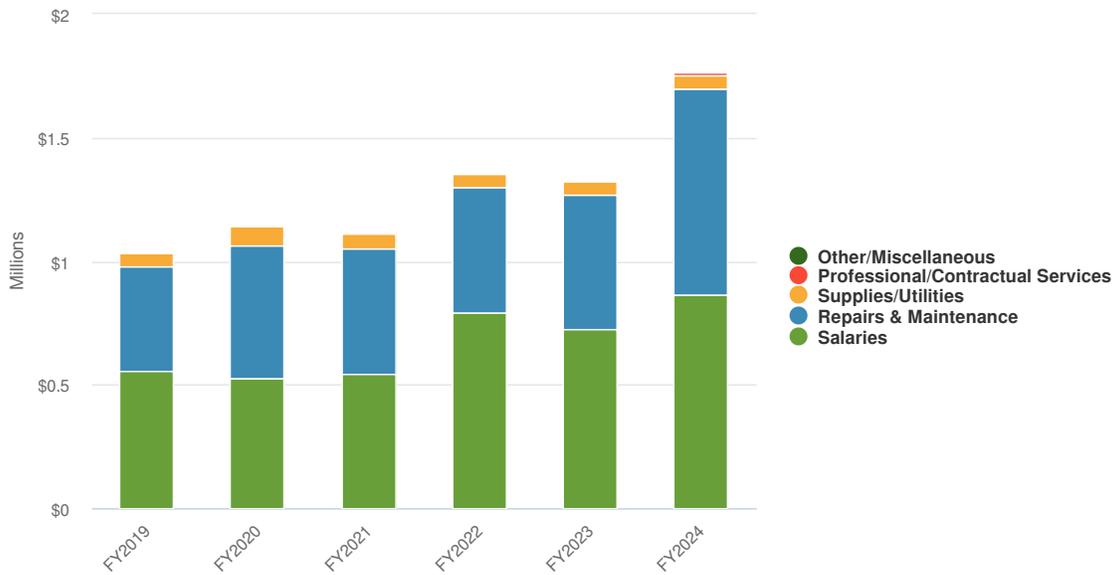


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Salaries	\$790,072	\$802,410	\$832,475	\$864,695	7.8%
Other/Miscellaneous	\$5,577	\$8,000	\$8,000	\$6,000	-25%
Professional/Contractual Services	\$9,018	\$10,000	\$10,000	\$10,000	0%
Supplies/Utilities	\$53,469	\$58,100	\$58,100	\$58,000	-0.2%
Repairs & Maintenance	\$508,921	\$585,270	\$622,123	\$832,000	42.2%
Total Expense Objects:	\$1,367,056	\$1,463,780	\$1,530,698	\$1,770,695	21%

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Upgraded MUNIS
- Implemented Multifactor Authentication
- Upgraded Wireless Infrastructure
- Standardized and Consolidate Camera systems
- Replaced High School Switches
- Replaced UPS systems in all the schools
- Upgraded Network Switches Citywide
- Technology planning and implementation for the City Hall renovation project
- Replaced uninterrupted power supply (UPS) systems in all the schools

Fiscal Year 2024 Goals:

- Further assist with technology planning and implementation for the City Hall renovation project.
- Replace high school switches
- Implement an upgrade to the City website
- Implement a new Service tracking system for our office
- Upgrade the Firewalls at the City and BOE
- Add an additional fiber switch at the headend in the City datacenter
- Add additional Wireless Access Points at City facilities
- Replace the Cisco Phone gateway routers in the City and BOE facilities

Long Term Goals:

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

Performance Measures

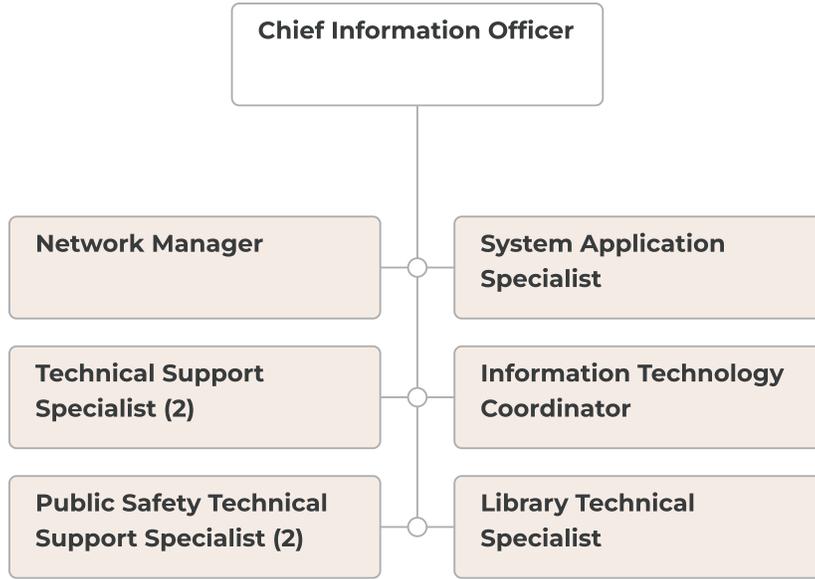
Facility	# of Computers	Board of Education	# of Computers
City Hall	304	BOE Admin	354
Police Dept.	120	BCHS	2,007
Fire Dept.	26	BEHS	2,697
Main Library	98	Middle School/K-8	1,157
Manross Library	19	Elementary School	1,806
Other	185	Other	7,665
Total	752	Total	15,686
Grand Total	16,438		

	2019-2020	2020-2021	2021-2022	2022-2023
Total Computers	11,961	14,924	14,924	16,438

Expenditure and Position Summary

	2022 Actual	2023 Estimated	2024 Budget
Salary Expenditures	\$790,072	\$832,475	\$864,695
Full Time Positions	9	9	9

Organizational Chart



Human Resources



Mark J. Penney
Director

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.

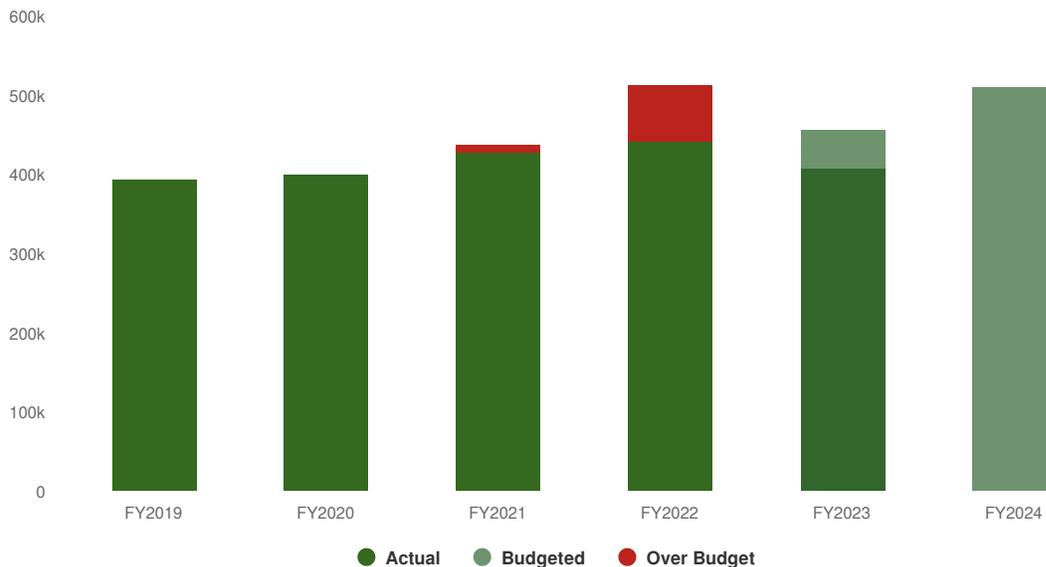
Human Resources administers and coordinates the city's personnel and labor relations activities, which include negotiating and administering labor contracts, grievance issues, and consultation with department heads regarding labor issues. Human Resources represents the city at grievances, mediation sessions, 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.

Expenditures Summary

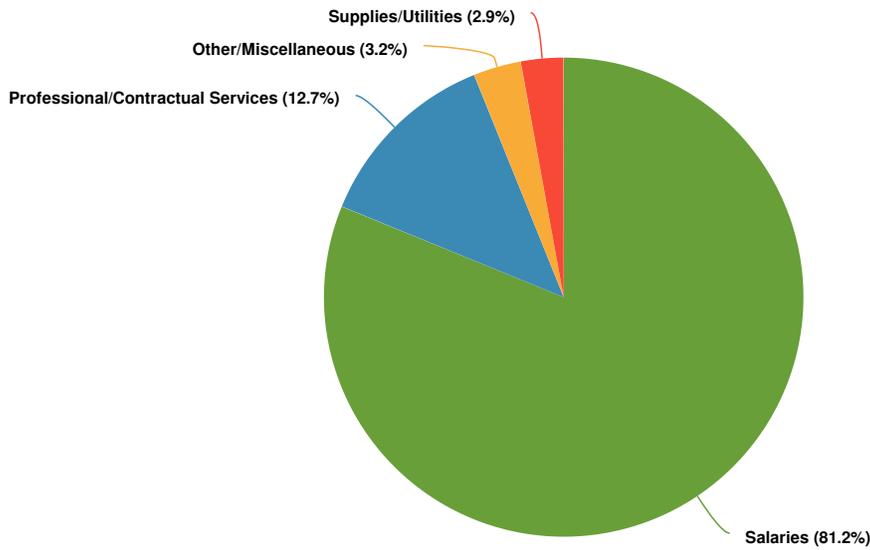
\$511,595 **\$55,495**
(12.17% vs. prior year)

Human Resources Proposed and Historical Budget vs. Actual

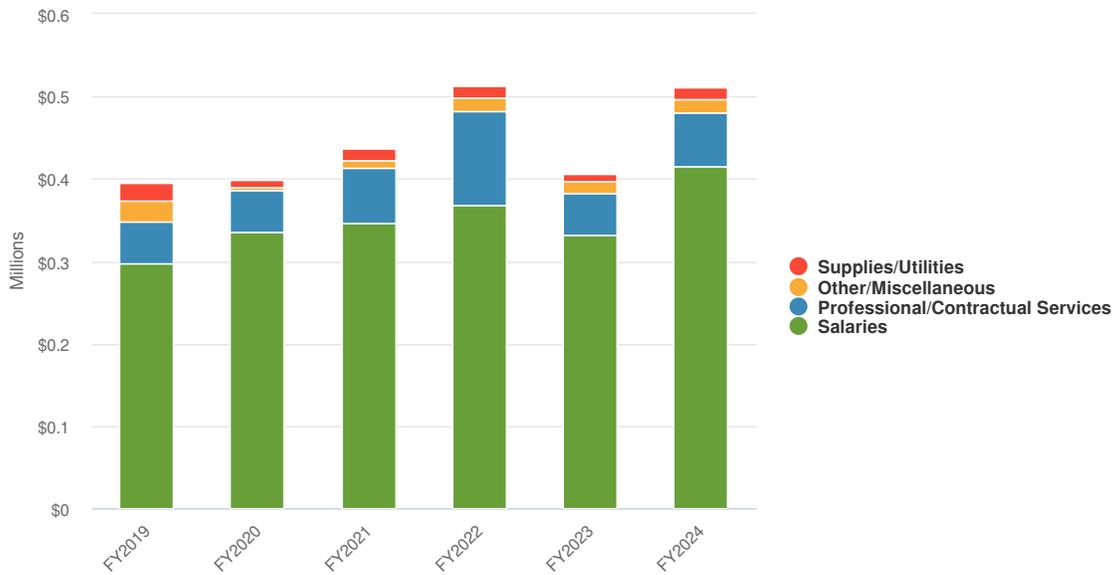


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Salaries	\$368,478	\$367,165	\$396,015	\$415,325	13.1%
Other/Miscellaneous	\$16,367	\$11,000	\$17,000	\$16,500	50%
Professional/Contractual Services	\$113,030	\$64,280	\$64,385	\$65,115	1.3%
Supplies/Utilities	\$15,254	\$13,655	\$13,655	\$14,655	7.3%
Total Expense Objects:	\$513,129	\$456,100	\$491,055	\$511,595	12.2%

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Negotiated successor agreements with BPSA, AFSCME Local #233, NILU #1338, Police, and Fire unions.
- Established the following eligibility lists for Police and Fire:
 - Five entry-level police eligibility lists
 - One Fire promotional list
 - Two Police promotional lists established; two promotional processes in process
- Anticipate 1 additional Police and 1 additional Fire promotional process to be completed
- Established internal pay equity for non-bargaining employees
- Made amendments to Tuition Reimbursement Policy
- Assisted with the roll out by an outside consultant of an employee climate survey

Fiscal Year 2024 Goals:

- Increase recruitment of Certified Police Officers
- Update/Rewrite Personnel Policies and Procedures
- Update Summary Plan Descriptions for Pension & Health Benefits

Long Term Goals:

- Review internal processes for increased efficiencies
- Establish computer-based training platform
- Review and update job descriptions

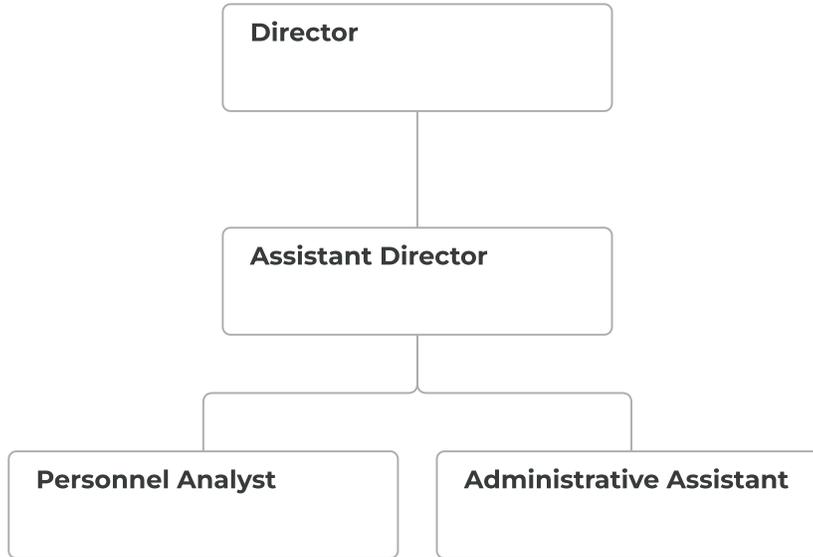
Performance Measures

Activity	2019	2020	2021	2022
Number of OSHA reportable Workers Compensation Claims	94	100	56	34
Lost Time Days	1,383	1,421	940	1059
Grievances Heard	9	21	25	5
Employees Hired (Excluding Seasonal and Temporary)	34	58	40	54

Expenditure and Position Summary

	2022 Actual	2023 Estimated	2024 Budget
Salary Expenditures	\$368,478	\$396,015	\$415,325
Full Time Positions	4	4	4

Organizational Chart



Corporation Counsel



Edward Krawiecki
Corporation Counsel

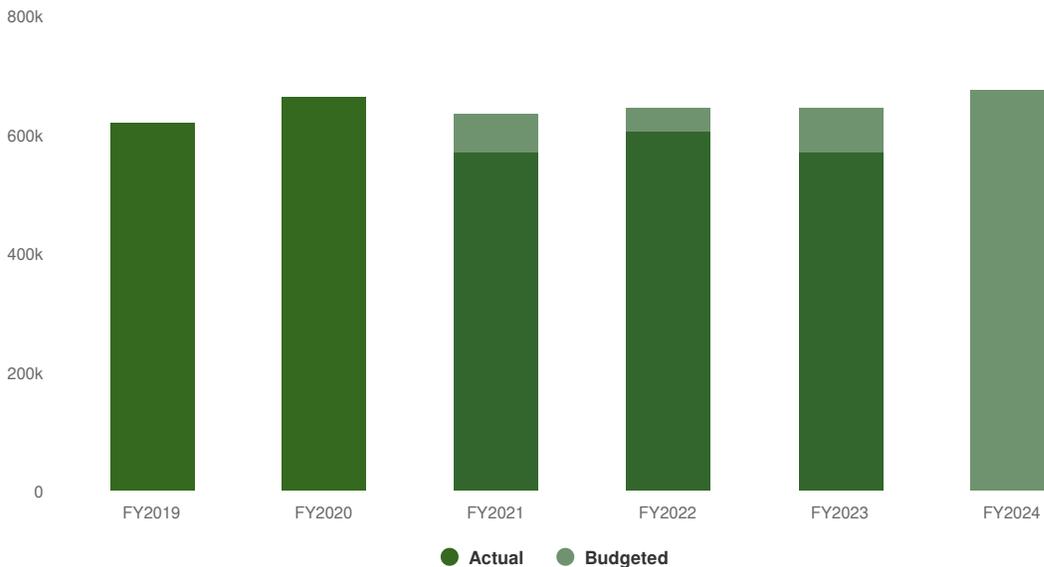
The Corporation Counsel's Office is the legal department for the City of Bristol. The part-time corporation counsel is supported by a staff comprising two full-time assistant corporation counsels, one part-time assistant corporation counsel, one full time legal administrator, and one part time legal 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.

Expenditures Summary

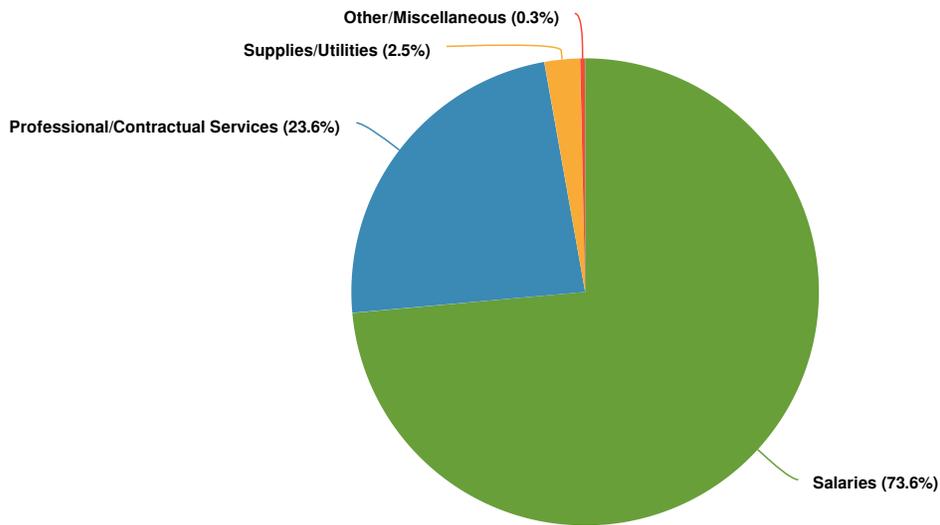
\$677,035 **\$31,165**
(4.83% vs. prior year)

Corporation Counsel Proposed and Historical Budget vs. Actual

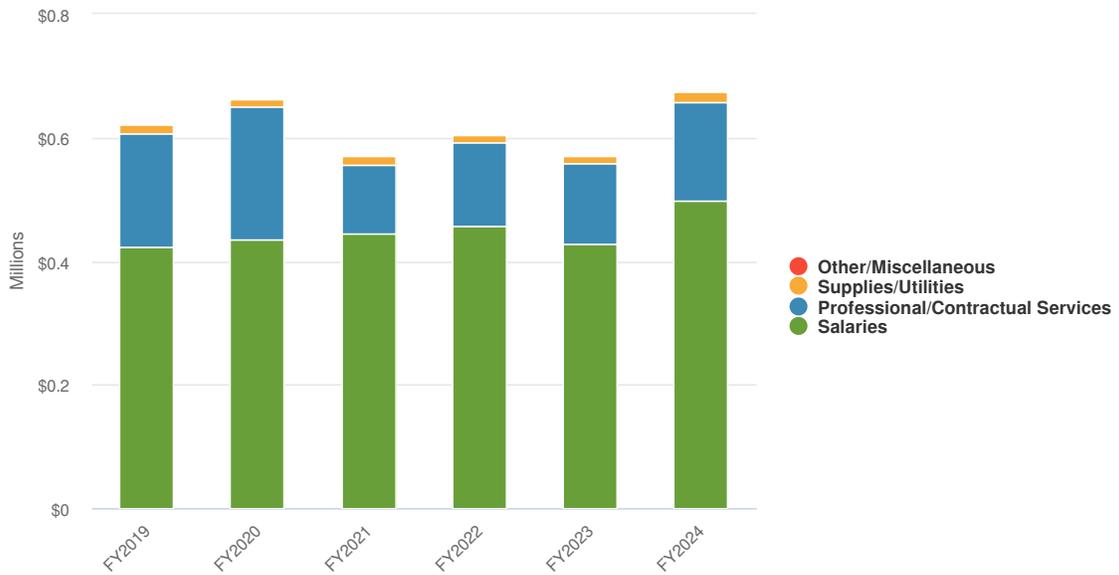


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Salaries	\$457,312	\$464,570	\$482,140	\$498,090	7.2%
Other/Miscellaneous	\$1,289	\$2,400	\$2,400	\$2,325	-3.1%
Professional/Contractual Services	\$134,028	\$160,000	\$544,000	\$160,000	0%
Supplies/Utilities	\$12,735	\$18,800	\$18,800	\$16,620	-11.6%
Repairs & Maintenance	\$0	\$100	\$100	\$0	-100%
Total Expense Objects:	\$605,363	\$645,870	\$1,047,440	\$677,035	4.8%

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- 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).
- Administration 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.
- 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 managers, many of which involved personnel and other attorney-client privileged matters.
- Provided oversight and in-house management of on-going and significant Workers Compensation liabilities, and other claims, and played an integral part in resolving significant heart and hypertension claims with full and final settlements in the best interests of the City.
- Litigated to successful conclusion a significant tax appeal of a commercial property which upheld the City's valuation.
- Continued assistance to ECD for transfer and cleanup of Brownfield properties.
- City closed on Parcels 4, 5, 6, 7 & 8 Centre Square to Wheeler Clinic, Inc. and Centre Square Village LLC.
- Pigeon Hill (Shrub Road) open space acquisition completed.
- Assigned City tax liens to New Colony Development Corporation in order to start brownfields remediation of the Sessions property, Riverside Avenue.

Fiscal Year 2024 Goals:

- Provide the legal support needed for conveyance of additional parcels of the City-owned property in downtown Bristol 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 research and support to the various City departments involved with solar-based electrical generation projects that are being proposed within the City.
- Provide legal support to the various city departments involved with efforts to remediate brownfields properties 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.
- Process heart and hypertension Workers Compensation claims which have been requested for close out.
- Address the PTSD claims for police officers resulting from the October 12, 2022 police tragedy.

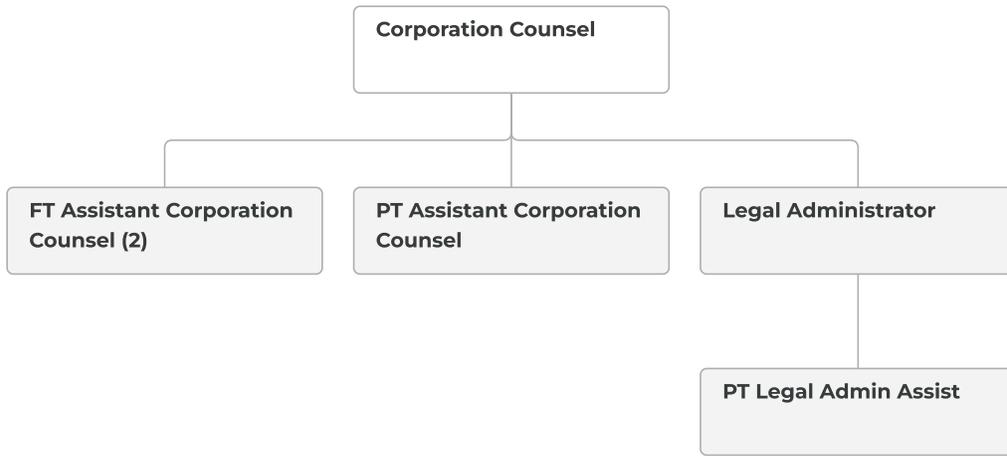
Long Term Goals:

- 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

	2022 Actual	2023 Estimated	2024 Budget
Salary Expenditures	\$457,312	\$482,140	\$498,090
Full Time Positions	3	3	3
Part Time Positions	3	3	3

Organizational Chart



Town and City Clerk



Erica L. N. Cabiya, CTC

Town and City Clerk, Registrar of Vital Statistics

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. As part of land transaction recording, there are other fees collected including capital improvement project funds for the City, affordable housing/open farmland and historic preservation funds for the State.

Bristol has a hospital which generates considerable vital statistic related activity. 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.

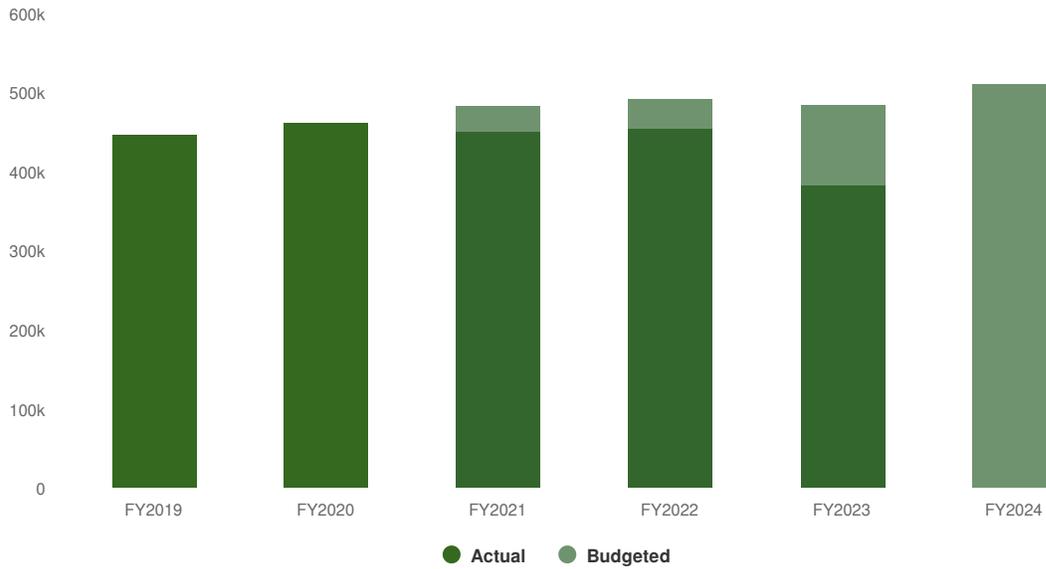
The Town Clerk is the agent for service of the City and processes all lawsuits, claims, notices of intent, ethics complaints, and housing code appeals. In addition, the public frequently utilizes the Office as an information center to answer questions relating to various functions in government and the 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.

Expenditures Summary

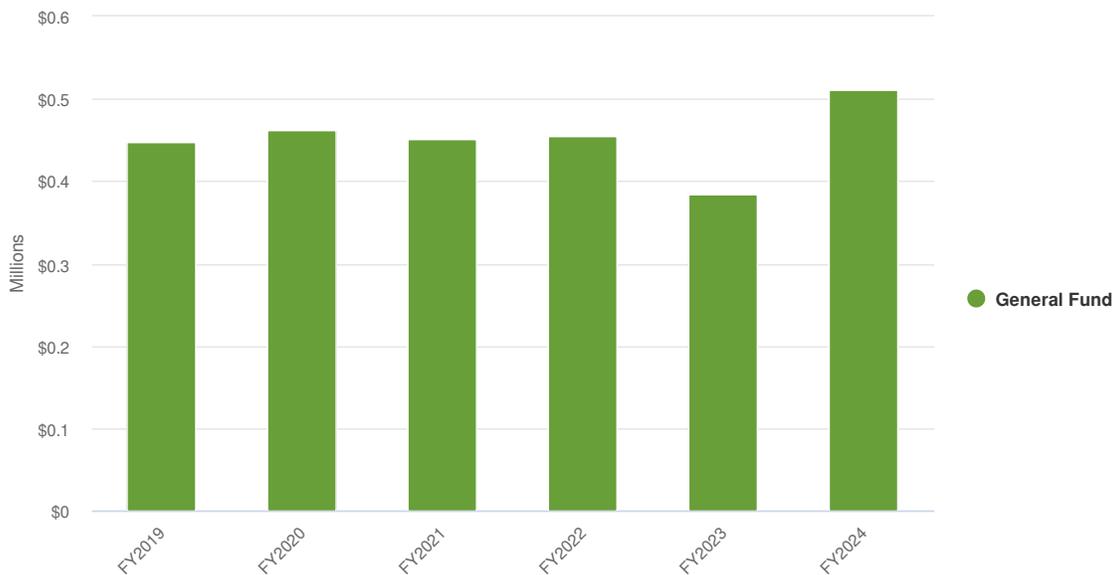
\$510,890
\$26,380
(5.44% vs. prior year)

Town and City Clerk Proposed and Historical Budget vs. Actual



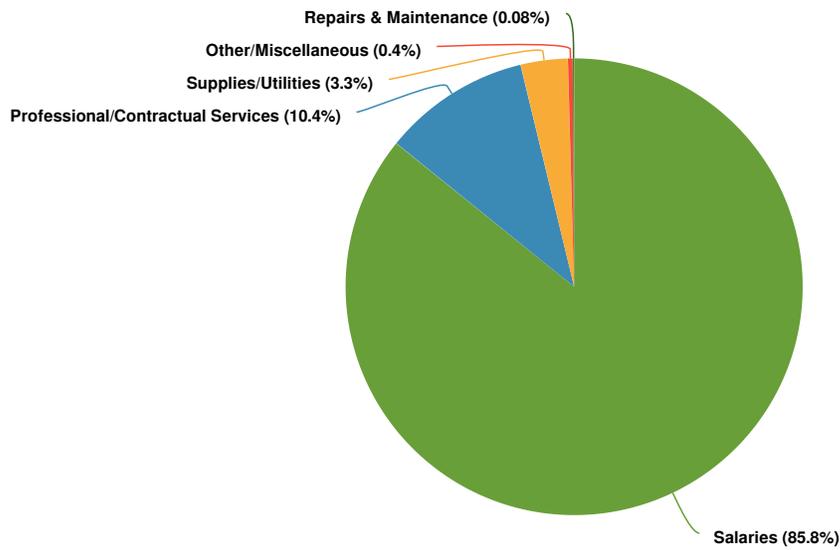
Expenditures by Fund

Budgeted and Historical 2024 Expenditures by Fund

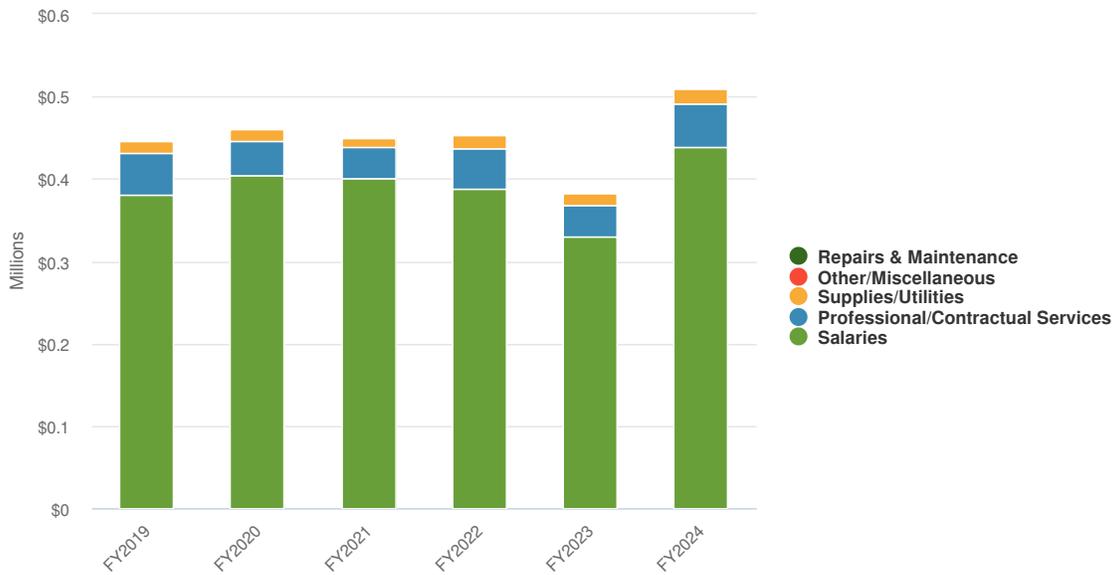


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type

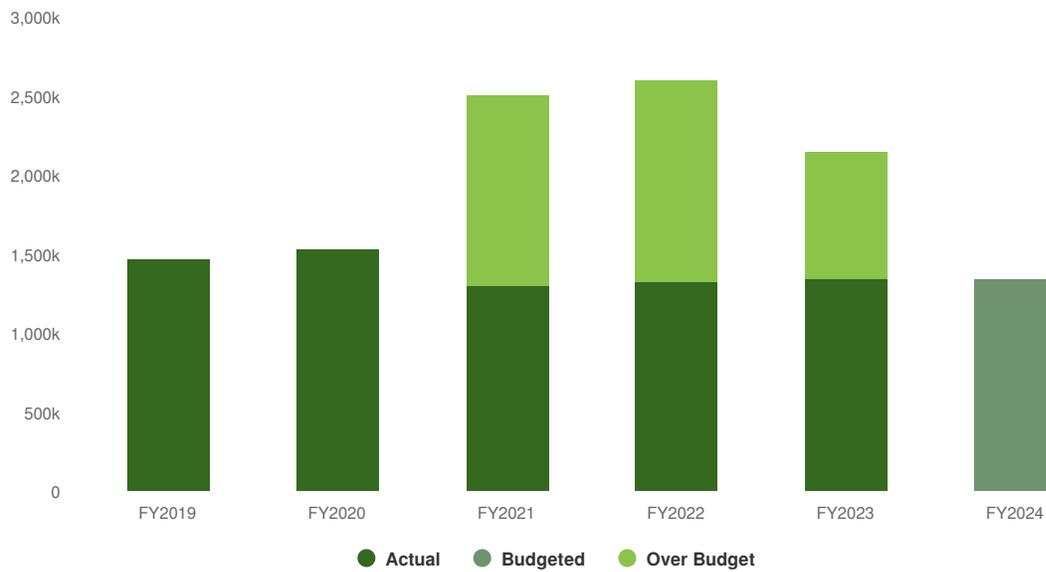


Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Salaries	\$387,839	\$412,005	\$414,755	\$438,385	6.4%
Other/Miscellaneous	\$1,425	\$1,605	\$1,605	\$1,825	13.7%
Professional/Contractual Services	\$49,592	\$53,300	\$53,300	\$53,300	0%
Supplies/Utilities	\$15,356	\$17,200	\$17,200	\$16,980	-1.3%
Repairs & Maintenance	\$0	\$400	\$400	\$400	0%
Total Expense Objects:	\$454,212	\$484,510	\$487,260	\$510,890	5.4%

Revenues Summary

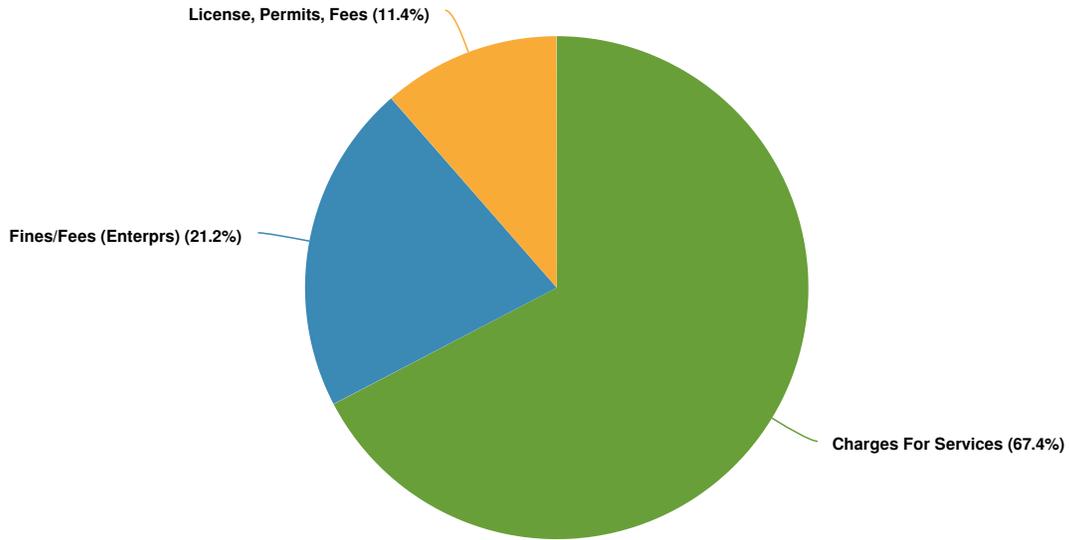
\$1,345,200 **\$0**
 (0.00% vs. prior year)

Town and City Clerk Proposed and Historical Budget vs. Actual

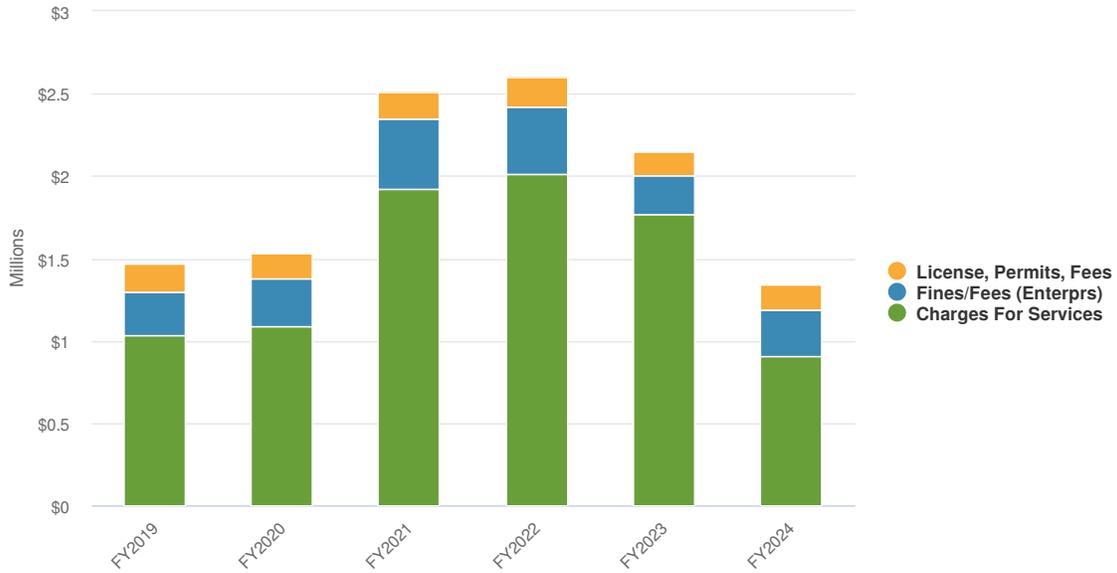


Revenues by Source

Projected 2024 Revenues by Source



Budgeted and Historical 2024 Revenues by Source



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Revenue Source					
Fines/Fees (Enterprs)	\$411,652	\$285,600	\$285,600	\$285,600	0%
License, Permits, Fees	\$179,976	\$153,600	\$153,600	\$153,600	0%
Charges For Services	\$2,009,632	\$906,000	\$906,000	\$906,000	0%
Total Revenue Source:	\$2,601,260	\$1,345,200	\$1,345,200	\$1,345,200	0%

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Office staff E-recorded 3,004 land record documents in the past year.
- This office received a grant to reformat the City Charter and Code of Ordinances from a 6" x 9" format to an 8.5" x 11" format.
- Successfully completed move from City Hall to a temporary location at 150 Main Street, Bristol.
- A temporary part-time employee was hired to assist in uploading map images into land record system for customers to be able to view on their own.
- Office staff implemented and managed the new dog licensing system "Toby Trax" through Cott Systems, Inc. Staff manually entered 308 licenses sold after the system conversion and manually deleted 5,000 duplicate records.
- Staff administered and trained on the new online absentee ballot application system.
- Staff administered, supervised and was responsible for the absentee ballot process for the state election, including the printing of 38,800 poll and absentee ballots and the issuance of approximately 11,856 absentee ballots during the November 2022 election.
- Continued to provide timely and accurate services to the public and assistance to City departments despite staffing shortages.
- Implemented a system for tracking appointments, resignations, and minority representation on boards and commissions.

Fiscal Year 2024 Goals:

- Convert current vital records system to a more up-to-date system as the current system is no longer going to be supported. This will require contacting vendors for pricing and system capabilities. The conversion may require a manual entry of data. Currently, the system contains vitals dating back to 1905.
- Coordinate and manage the relocation of the Town Clerk's office back to the newly renovated City Hall in the fall of 2023. An expanded, user-friendly vault will require new storage solutions for the multitude of permanent records.
- Submit and receive a Historic Preservation Grant to facilitate the microfilming and scanning of the large index books from 1785 through 1847. These will be scanned to CD and filmed for preservation and security. The permanent indexes will be bound in new, user-friendly binders.
- Continue to work with departments to further streamline the boards and commissions appointment and resignation process.

Long Term Goals:

- Link land record indexes from 1785 through 1847 to Cott land record system so images are available to the public.
- Institute, plan, and manage a records management program to handle disaster recovery of all municipal records in the City.

Performance Measures

Performance Measures

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

Number of Transactions

Category	2020	2021	2022	2023
Dog Licenses	2,095	2,321	2,169	3,119
Sporting Licenses handicapped	12	0	0	0
Burial and Cremation Permits	1,027	979	999	844
Vital Statistics Copies (estimated)	7,493	7,698	7,225	6,484
Marriage Licenses	183	223	212	225
Trade Name Certificates	92	131	112	100
Documents Notarized (estimated)	890	705	952	662
Liquor Permits	65	52	54	55
Notary Certificates	113	171	153	157
Land Record Documents	9,590	11,178	11,289	8,319

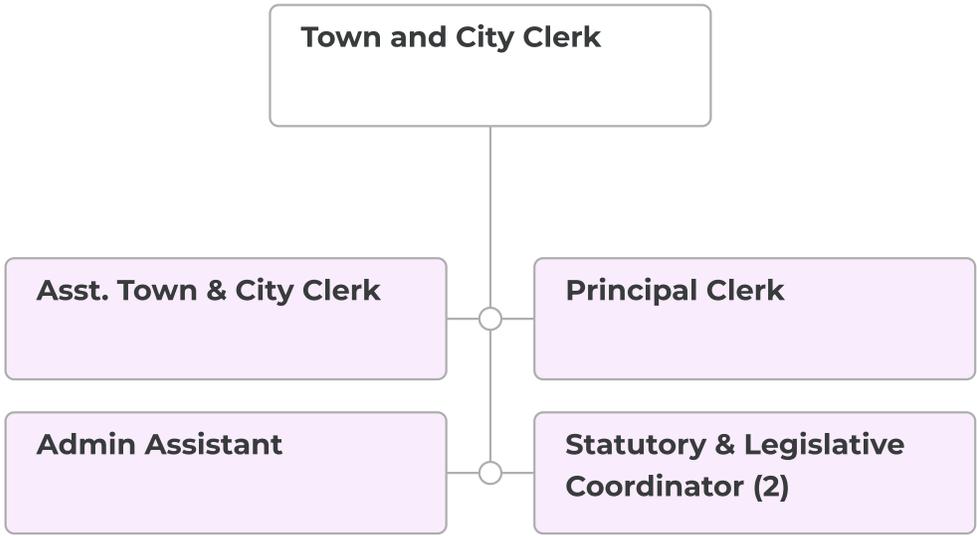
Value of Transactions

Category	2020	2021	2022	2023
Merchandising Licenses	\$500	\$0	\$0	\$0
Burial Permits	5,135	4,895	4,995	4,220
Recording Fees	283,222	427,643	410,894	265,828
Real Estate Conveyance Transfers	1,043,238	1,867,921	1,954,958	1,924,405
Dog Licenses	6,030	5,652	6,350	9,718
Marriage Licenses	2,745	3,345	3,180	3,375
Historic Preservation Copies	12,204	13,948	15,122	13,150
Vital Statistics	47,531	50,362	54,654	37,959
Miscellaneous Fees (Notary, Liquor)	124,772	130,824	137,114	128,410
Miscellaneous Fees (Notary, Liquor)	21,422	19,396	22,496	23,506
Total	\$1,546,811	\$2,523,986	\$2,609,763	\$2,410,571

Expenditure and Position Summary

	2022 Actual	2023 Estimated	2024 Budget
Salary Expenditures	\$387,839	\$414,755	\$438,385
Full Time Positions	4	4	4

Organizational Chart



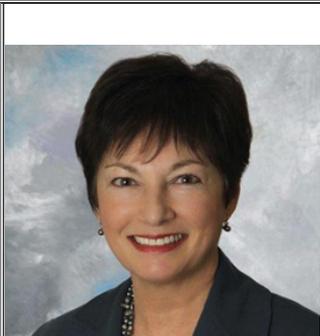
Board of Finance

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.

Board of Finance Members

 <p>Dave Maikowski Chairman</p>	 <p>Marie O'Brien Vice Chairperson</p>	 <p>Jeff Caggiano Mayor</p>
 <p>Ron Burns Commissioner</p>	 <p>Glenn Heiser Commissioner</p>	 <p>Craig Kazemekas Commissioner</p>
 <p>Jon Mace Commissioner</p>	<p>Mark Peterson Commissioner</p>	<p>Mark Whitford Commissioner</p>

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Board of Finance adopted estimated 2023-2024 budget on April 25, 2023.
- Board of Finance and City Council formally adopted 2023-2024 budget in a Joint Board Meeting held May 15, 2023.
- Held each monthly meeting with a quorum.

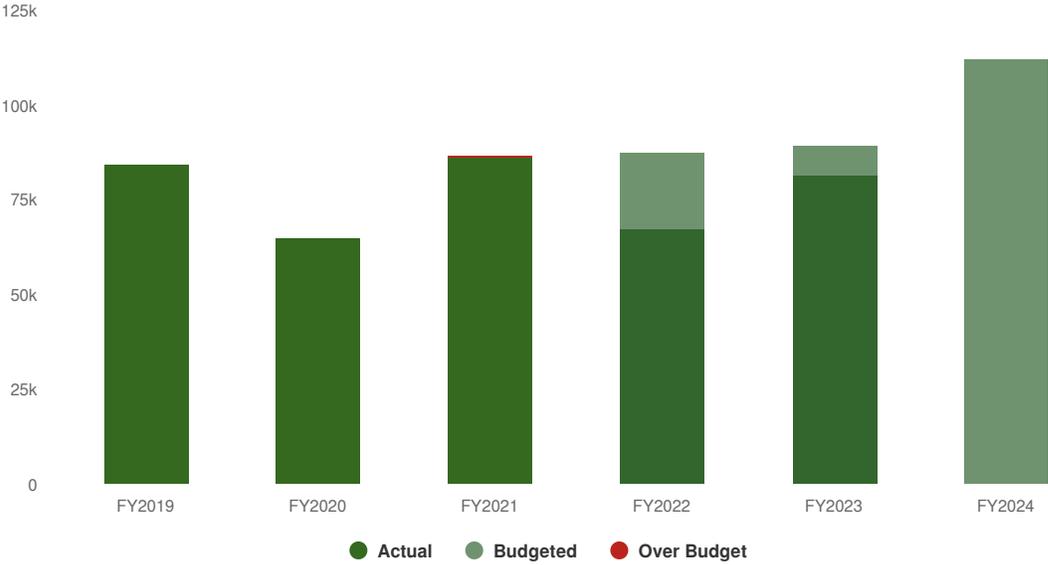
Fiscal Year 2024 Goals:

- Adopt the estimated budget for 2024-2025 by April 23, 2024.
- 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.
- Continue to enhance City's long term financial and strategic plan.

Expenditures Summary

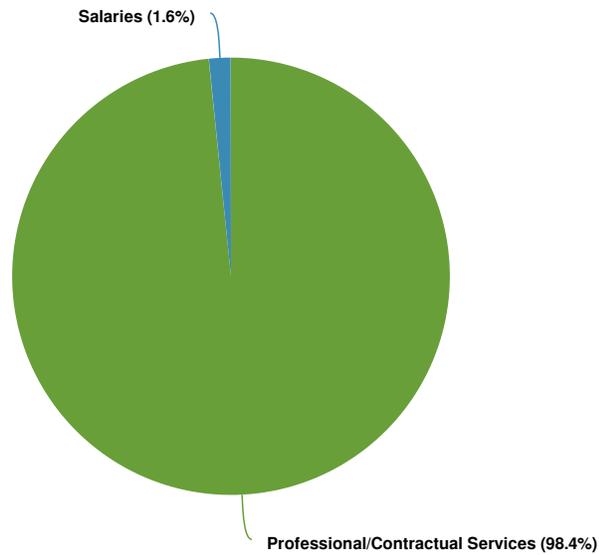
\$111,935 **\$22,735**
(25.49% vs. prior year)

Board of Finance Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Salaries	\$1,732	\$1,700	\$1,700	\$1,800	5.9%
Professional/Contractual Services	\$65,380	\$87,500	\$87,500	\$110,135	25.9%
Total Expense Objects:	\$67,112	\$89,200	\$89,200	\$111,935	25.5%

Department of Aging



Patricia Tomascak
Director

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 includes 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, wood working shop, ceramics, art, fitness classes, weekly dances, and several classes and computer 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 (through June 2023) and the Region 19 Probate Court.

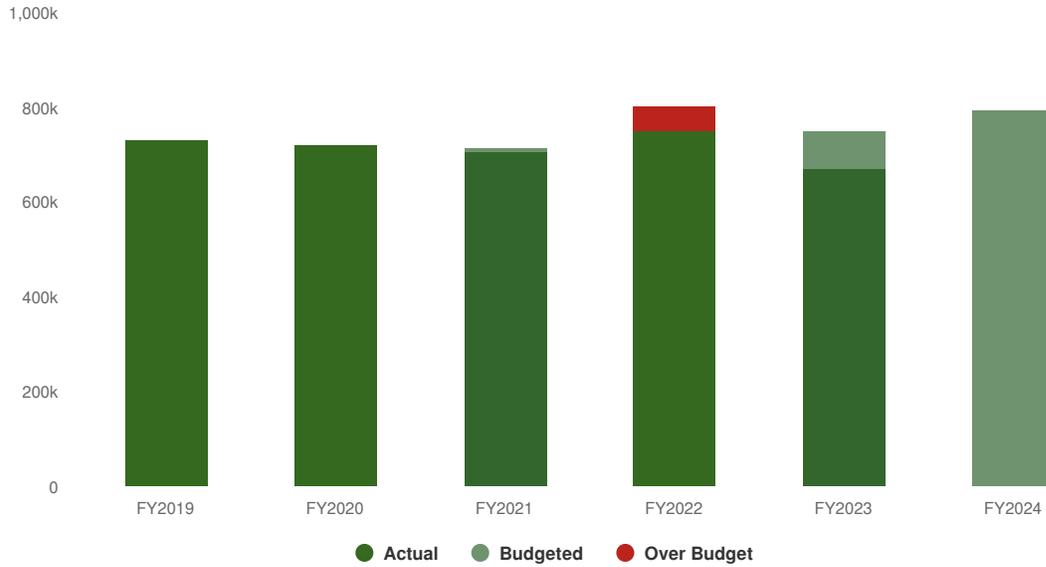
Services and Activities:

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	Computer Use	Line Dance	Tap Dance
Counselling	Cribbage	Lunch Program	Thursday Bingo
Billiards Room	Dental Clinic	Mah-Jongg	Trips and Tours
Blood Pressure Clinic	Exercise Classes	Meals on Wheels	Tuesday Dance
Bocce	Fitness Exercise Room	Painting Classes	Walking Path
Boutique	Foot Care Clinic	Pickle Ball	Wednesday Movies Weekly
Bridge	Gymnasium	Ping Pong	Dance
Brush and Palette Club	Health and Craft Fairs	Photography Club	Wii Bowling
Canasta	Hearing Testing	Quilting	Woodworking Room
Card Room	Hiking and Biking	Rec Room	Zumba

Expenditures Summary

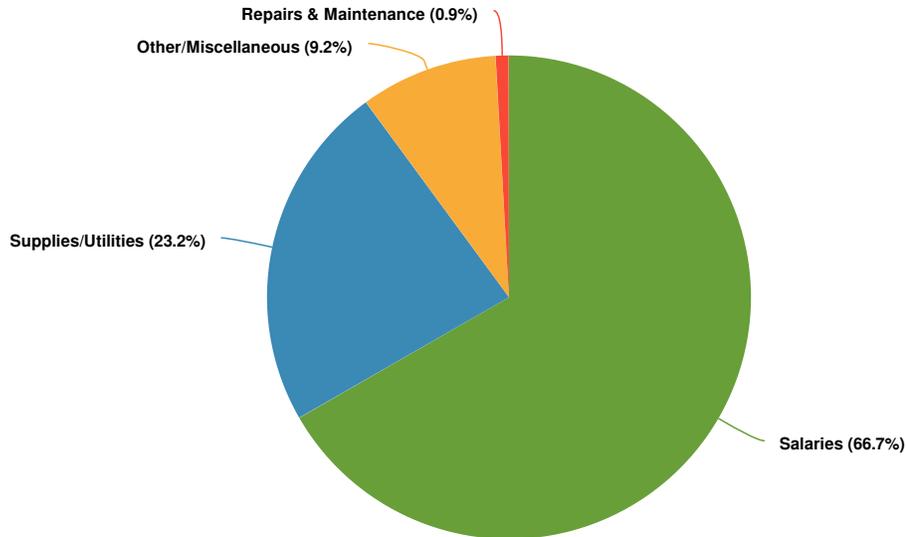
\$791,345 **\$44,465**
(5.95% vs. prior year)

Department of Aging Proposed and Historical Budget vs. Actual

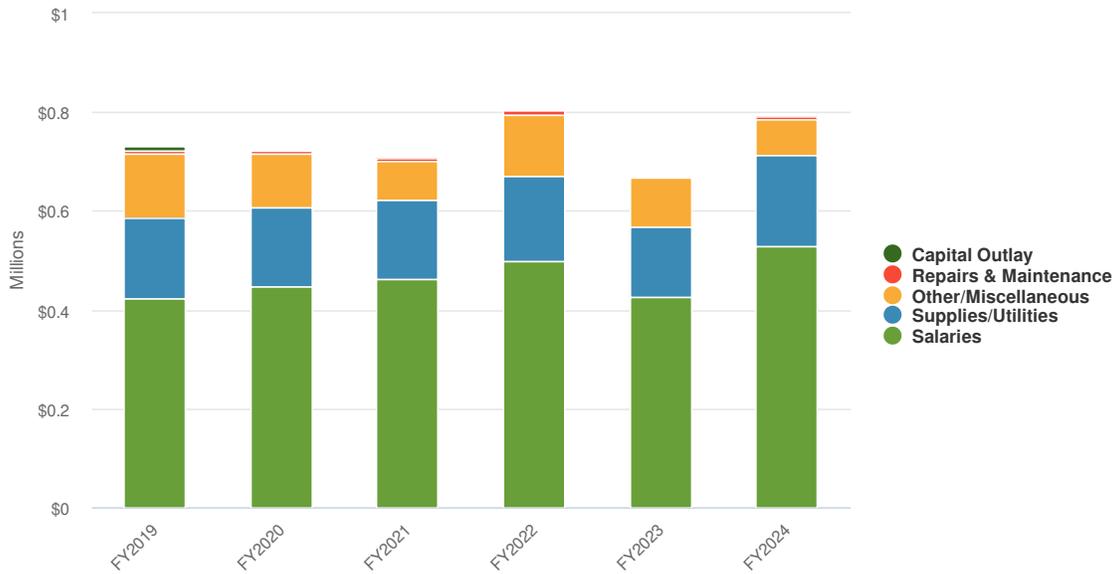


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Salaries	\$498,730	\$501,290	\$519,815	\$527,875	5.3%
Other/Miscellaneous	\$125,050	\$70,660	\$127,935	\$72,660	2.8%
Supplies/Utilities	\$171,910	\$167,930	\$181,530	\$183,810	9.5%
Repairs & Maintenance	\$6,945	\$7,000	\$7,000	\$7,000	0%
Total Expense Objects:	\$802,634	\$746,880	\$836,280	\$791,345	6%

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Painted main office area
- Replace cabinets and counter tops in Coffee Shop
- Repaired and painted flag pole
- Upgraded custodian closet with new sink basin

Fiscal Year 2024 Goals:

- New signage throughout Senior Center with Senior Activity Funds
- Replace breakroom cabinets, counter tops and paint with Senior Activity Funds
- Explore the cost of installation of intercom and camera systems throughout the building

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
- Remove the wall between the coffee shop and card room

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 of Health Services attendees. The 2022 fiscal year reflects our full reopening and our path back to our regular operations. Fiscal year 2023 shows how we continue to grow.

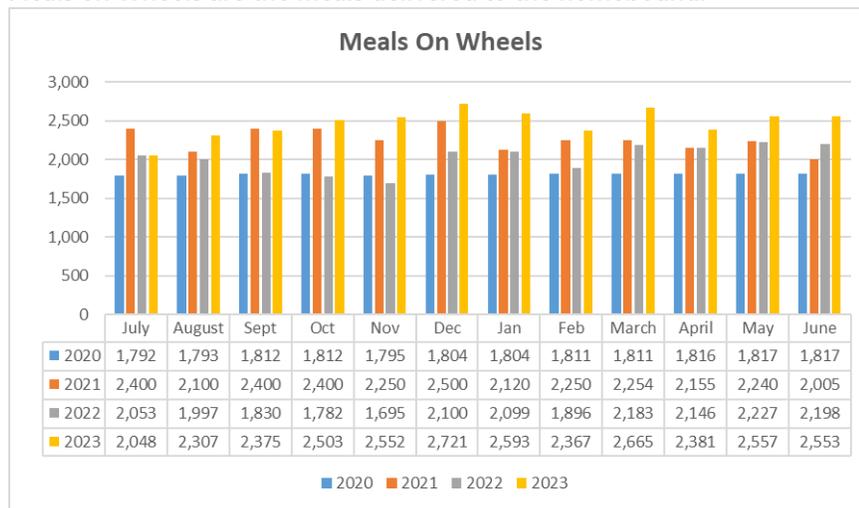
Programs	2020 Attendees	2021 Attendees	2022 Attendees	2023 Attendees
Classes & Lectures	1,292	498	2,025	2,564
Activities	27,768	10,937	33,486	37,085
Health Services	1,548	4,075	3,878	5,250
Social Services	35,145	34,357	40,366	46,213
Special Events & Trips	3,055	1,330	3,994	5,830

	2017	2018	2019	2020	2021	2022	2023
New Members	431	357	359	302	116	463	499

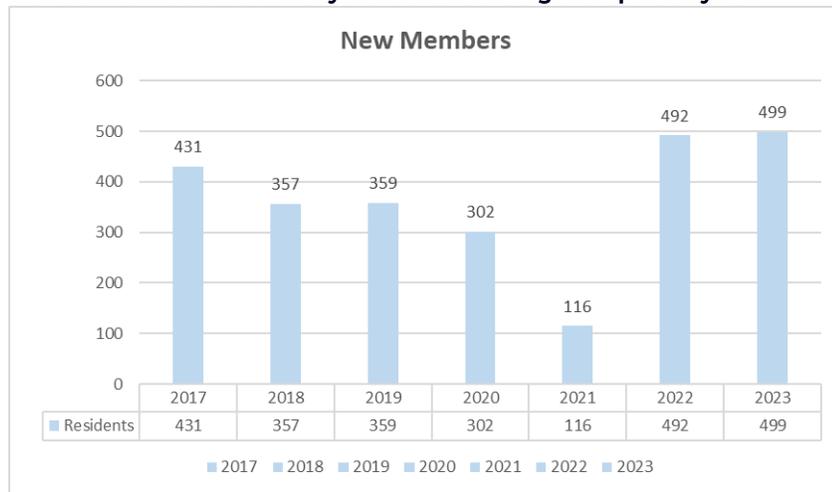
Congregate meals are meals served daily in our dining room.



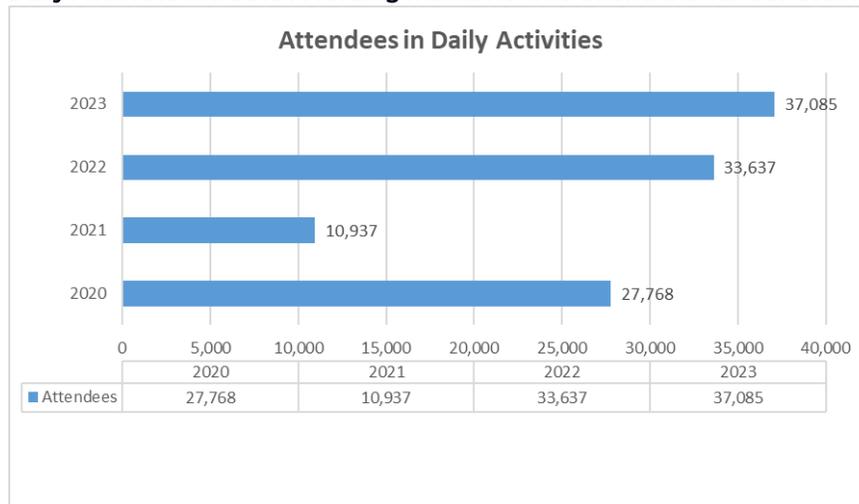
Meals on Wheels are the meals delivered to the homebound.



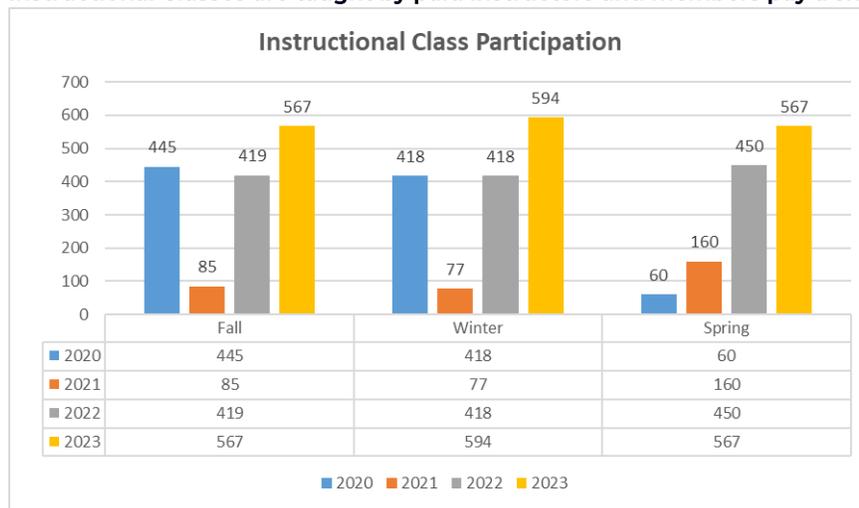
Membership is free for Bristol residents aged 55 and older. Total membership is 5,210. This chart reflects how many new members signed up each year.



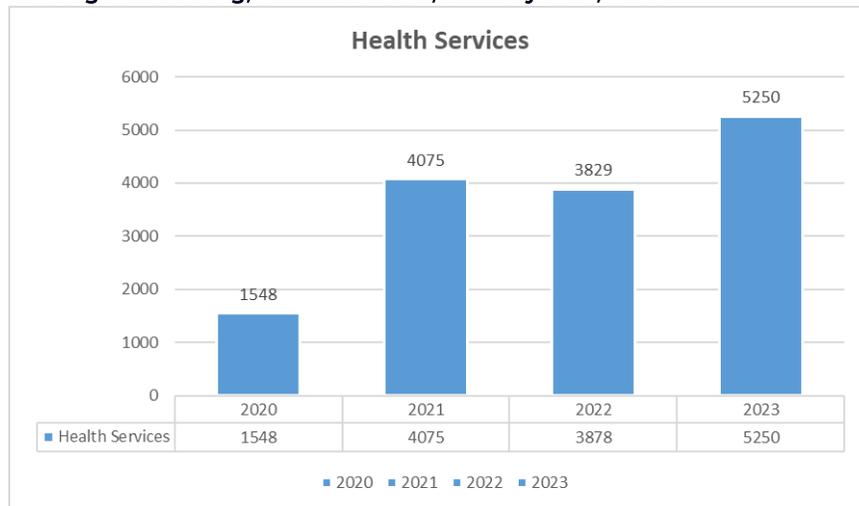
Daily Activities includes recording members who attend the various activities offered each day.



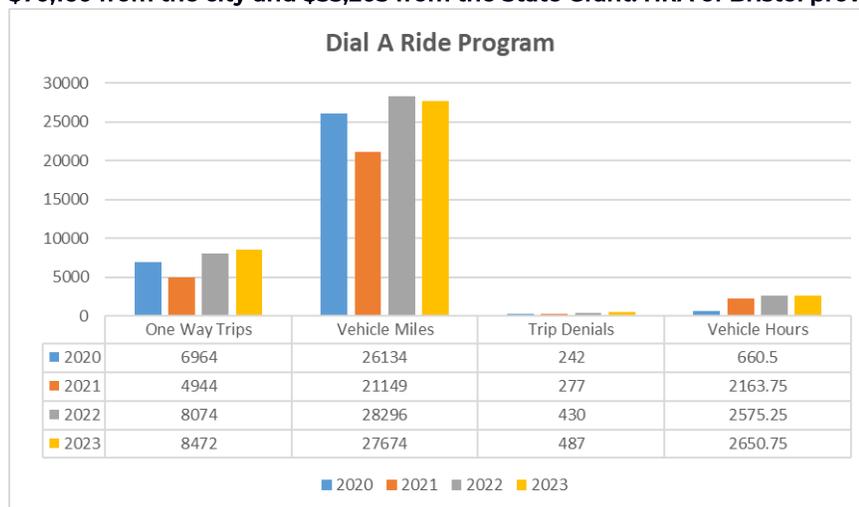
Instructional Classes are taught by paid instructors and members pay a small fee to participate.



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



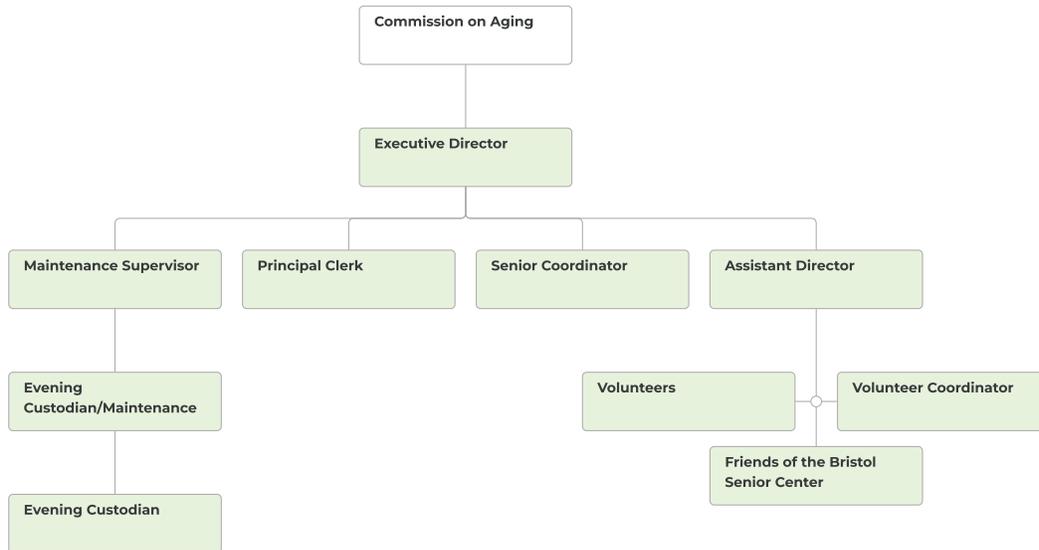
Dial A Ride to include One Way Passenger Trips, Vehicle Miles Traveled, Trip Denials and Vehicle Hours. The Department of Aging manages the Grant for the Dial A Ride Program. The City of Bristol also supports the Dial A Ride Program in the Department of Aging Budget. A total of \$125,363 is budgeted for the Dial A Ride Program, \$70,160 from the city and \$55,203 from the State Grant. HRA of Bristol provides the ride service.



Expenditure and Position Summary

	2023 Actual	2023 Estimated	2024 Budget
Salary Expenditures	\$498,730	\$519,815	\$527,875
Full Time Positions	7	7	7

Organizational Chart



Commission on Aging

Commission Members	Expiration of Term
Larry Zbikowski, Chairperson	03/2026
Cathy Duck, Commissioner	03/2026
Sheila Herens, Vice Chairperson	03/2025
George Irving, Commissioner	03/2024
Christine Leigh, Commissioner	03/2024
Delores Richer, Commissioner	03/2025
Ellen Mccusker, Commissioner	03/2026
Jacqueline Olson, City Council Liaison	11/2023

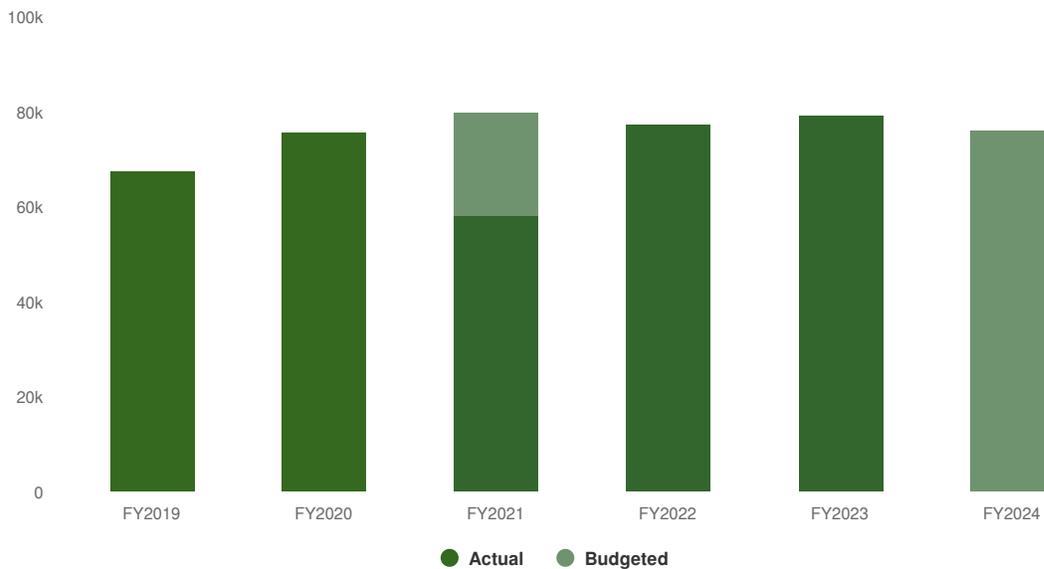
City Memberships

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

Expenditures Summary

\$76,125 **-\$3,250**
 (-4.09% vs. prior year)

City Memberships Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Expense Objects					
Professional/Contractual Services					
CT CONFERENCE OF MUNIC	\$41,894	\$41,895	\$41,895	\$41,895	0%
NAUG VALLEY COG	\$31,056	\$32,610	\$32,610	\$34,230	5%
FARMINGTON RIV WATERSHED	\$4,322	\$4,870	\$4,870	\$0	-100%
Total Professional/Contractual Services:	\$77,272	\$79,375	\$79,375	\$76,125	-4.1%
Total Expense Objects:	\$77,272	\$79,375	\$79,375	\$76,125	-4.1%

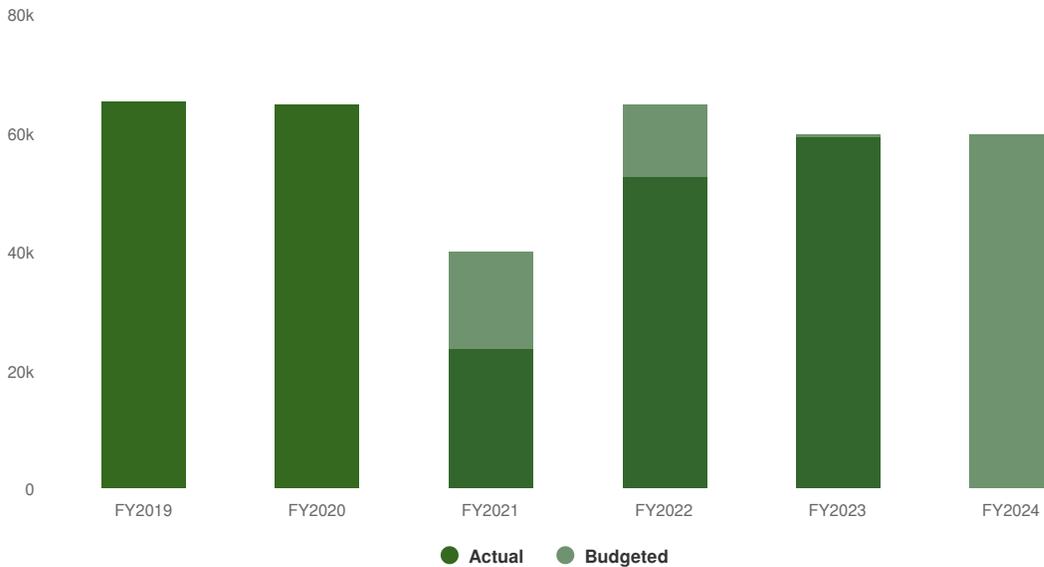
Community Promotions

The Community Promotions funding provides program grants to non-profit organizations within the City. The Mum Festival is supported with Community Promotions funding as well as other promotional events throughout the City of Bristol are sponsored by this budget.

Expenditures Summary

\$60,000
\$0
 (0.00% vs. prior year)

Community Promotions Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Other/Miscellaneous					
CHRYSANTHEMUM FESTIVAL	\$40,000	\$50,000	\$50,000	\$50,000	0%
MAYOR'S COMMUNITY PROMOTIONS	\$12,495	\$10,000	\$23,500	\$10,000	0%
Total Other/Miscellaneous:	\$52,495	\$60,000	\$73,500	\$60,000	0%
Total Expense Objects:	\$52,495	\$60,000	\$73,500	\$60,000	0%

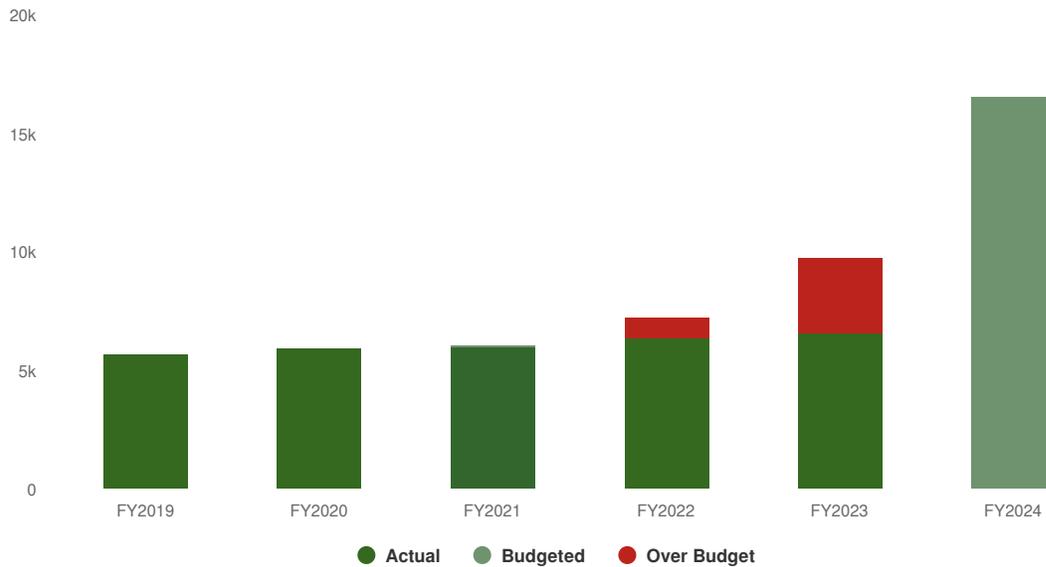
Committees, Board and Commissions

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.

Expenditures Summary

\$16,550 **\$10,000**
 (152.67% vs. prior year)

Committees, Board and Commissions Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Salaries	\$7,263	\$6,500	\$6,500	\$12,500	92.3%
Professional/Contractual Services	\$0	\$0	\$2,000	\$4,000	N/A
Supplies/Utilities	\$0	\$50	\$50	\$50	0%
Total Expense Objects:	\$7,263	\$6,550	\$8,550	\$16,550	152.7%

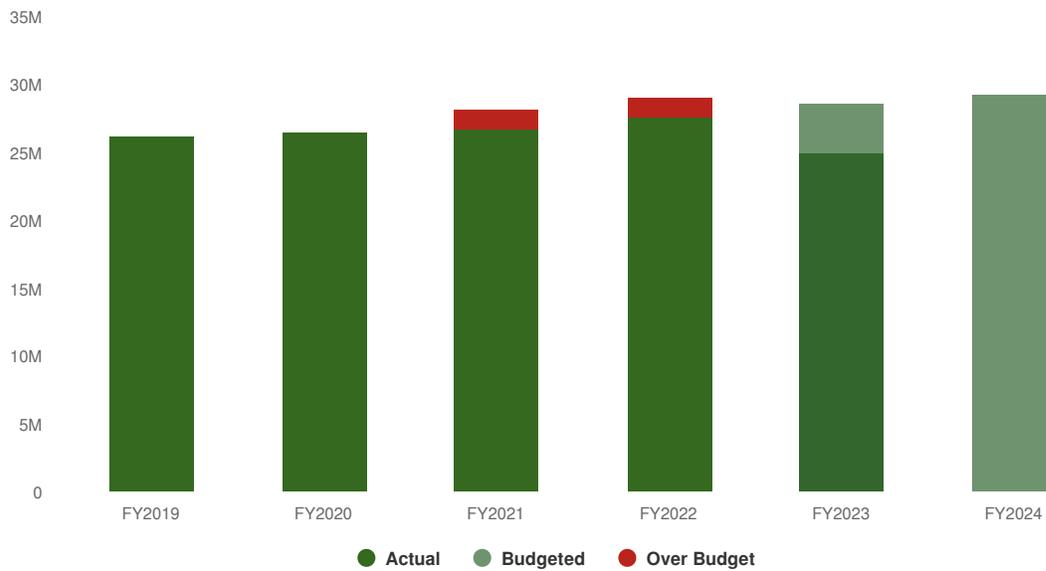
Public Safety

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

Expenditures Summary

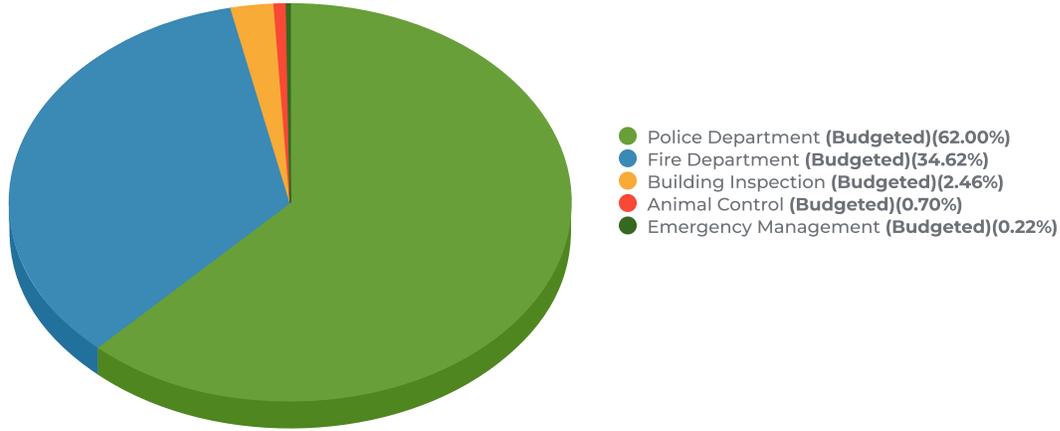
\$29,234,150 **\$567,490**
(1.98% vs. prior year)

Public Safety Proposed and Historical Budget vs. Actual



Expenditures by Department

2023-2024 Public Safety



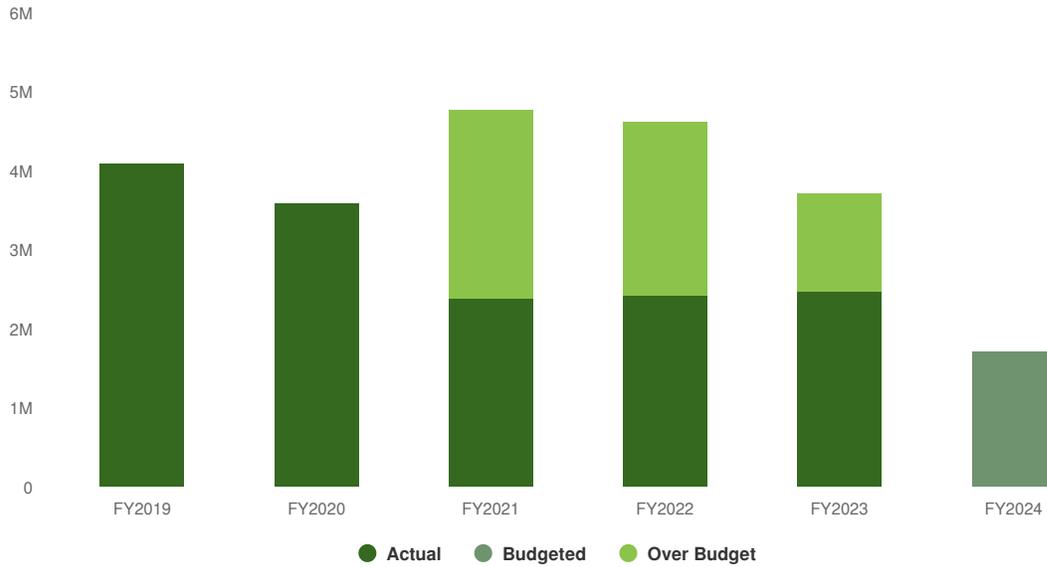
Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2022 Original Budget vs. FY2023 Original Budget (% Change)
Expenditures					
Public Safety					
Police Department	\$18,538,599	\$18,244,895	\$18,454,313	\$18,593,650	4%
Total Police Department:	\$18,538,599	\$18,244,895	\$18,454,313	\$18,593,650	4%
Fire Department	\$9,628,582	\$9,498,795	\$9,588,520	\$9,692,795	2.7%
Total Fire Department:	\$9,628,582	\$9,498,795	\$9,588,520	\$9,692,795	2.7%
Animal Control	\$179,536	\$197,515	\$197,515	\$196,220	2.6%
Total Animal Control:	\$179,536	\$197,515	\$197,515	\$196,220	2.6%
Emergency Management	\$19,498	\$60,500	\$60,500	\$60,500	101.7%
Total Emergency Management:	\$19,498	\$60,500	\$60,500	\$60,500	101.7%
Building Inspection	\$640,911	\$664,955	\$704,000	\$690,985	1.9%

Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2022 Original Budget vs. FY2023 Original Budget (% Change)
Total Building Inspection:	\$640,911	\$664,955	\$704,000	\$690,985	1.9%
Total Public Safety:	\$29,007,125	\$28,666,660	\$29,004,848	\$29,234,150	3.6%
Total Expenditures:	\$29,007,125	\$28,666,660	\$29,004,848	\$29,234,150	3.6%

Revenues Summary

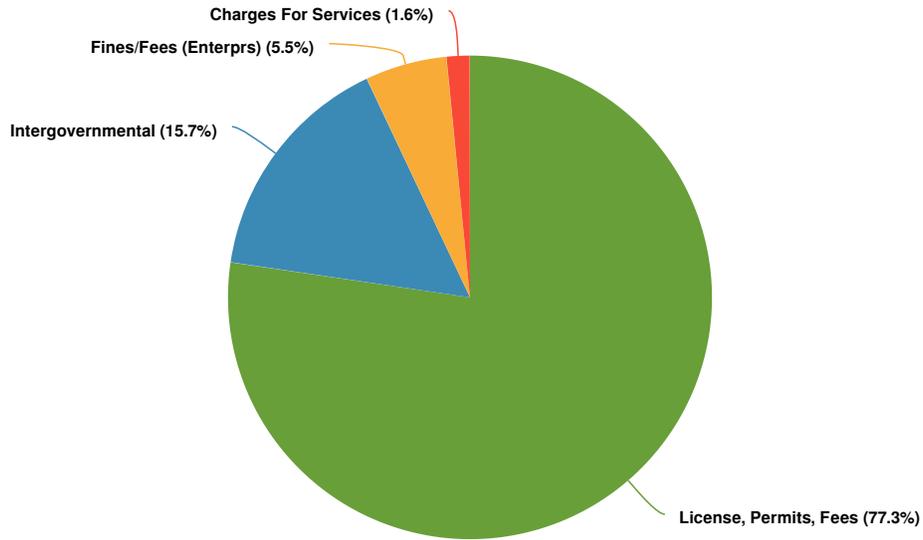
\$1,714,790
-\$754,535
(-30.56% vs. prior year)

Public Safety Proposed and Historical Budget vs. Actual

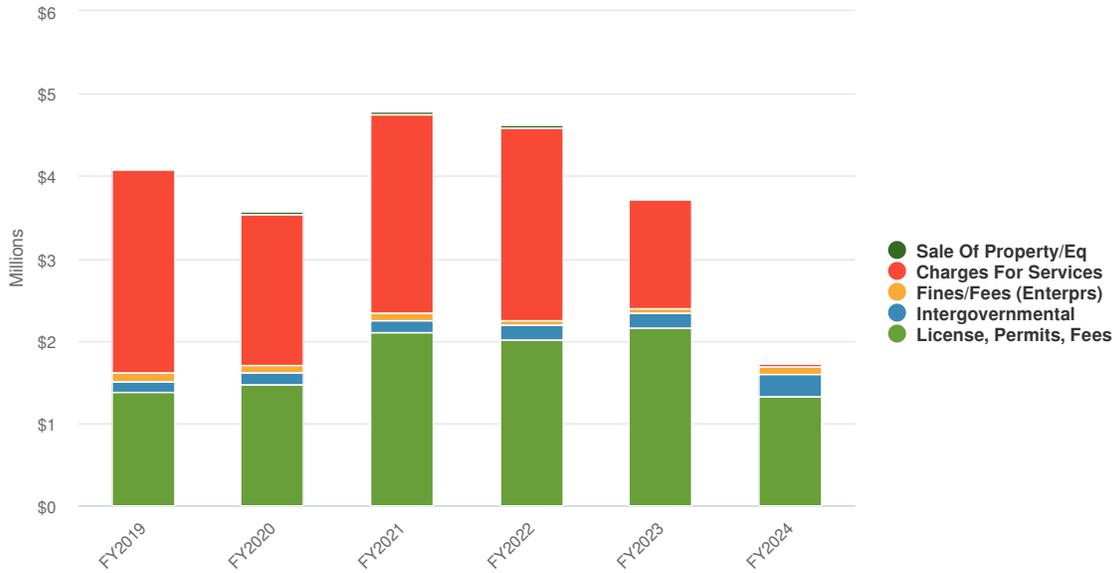


Revenues by Source

Projected 2024 Revenues by Source



Budgeted and Historical 2024 Revenues by Source



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2022 Original Budget vs. FY2023 Original Budget (% Change)
Revenue Source					
Fines/Fees (Enterprs)	\$66,565	\$95,900	\$95,900	\$93,650	0%
Intergovernmental	\$183,542	\$170,750	\$173,305	\$268,465	9.8%
License, Permits, Fees	\$2,003,578	\$1,326,000	\$1,326,000	\$1,326,000	6%
Charges For Services	\$2,334,281	\$876,675	\$876,675	\$26,675	0%
Sale Of Property/Eq	\$27,665	\$0	\$0	\$0	-100%
Total Revenue Source:	\$4,615,631	\$2,469,325	\$2,471,880	\$1,714,790	2.3%

Police Department



Brian Gould
Police Chief

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.

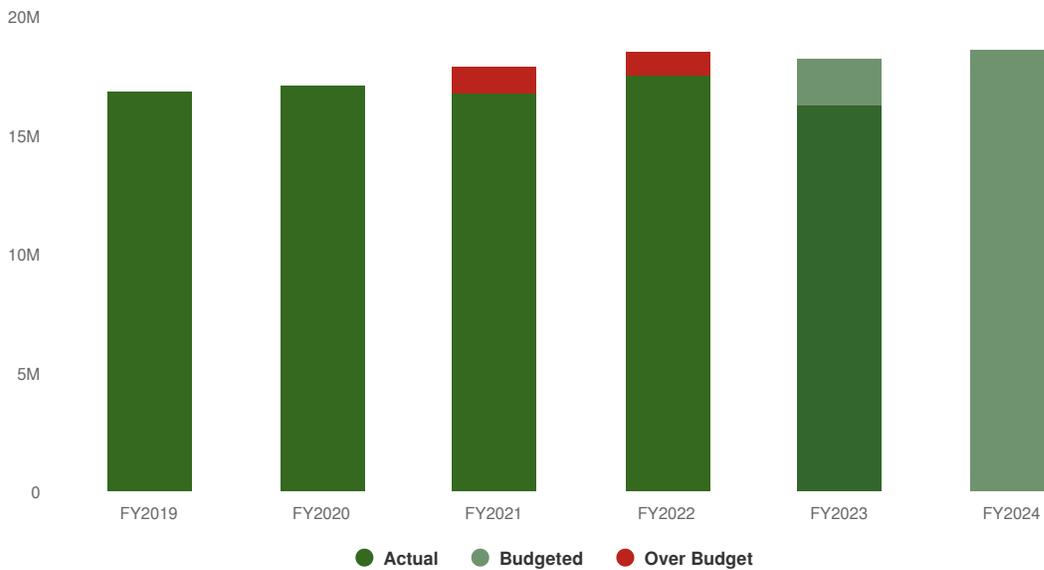
The foundation of our operating philosophy is Community Policing and problem-solving and we do this by creating stronger partnerships within our community; emphasizing on customer service, professionalism and integrity. We are public servants and together we will firmly establish our reputation as being among the very best in law enforcement.

The Bristol Police Department is proud and honored to be on the front lines of protecting and serving the great City of Bristol. I would be totally remiss at this point, if I did not acknowledge all the great people who have served and are serving the Bristol Police Department. I am privileged to stand shoulder to shoulder with each and every one of them.

Expenditures Summary

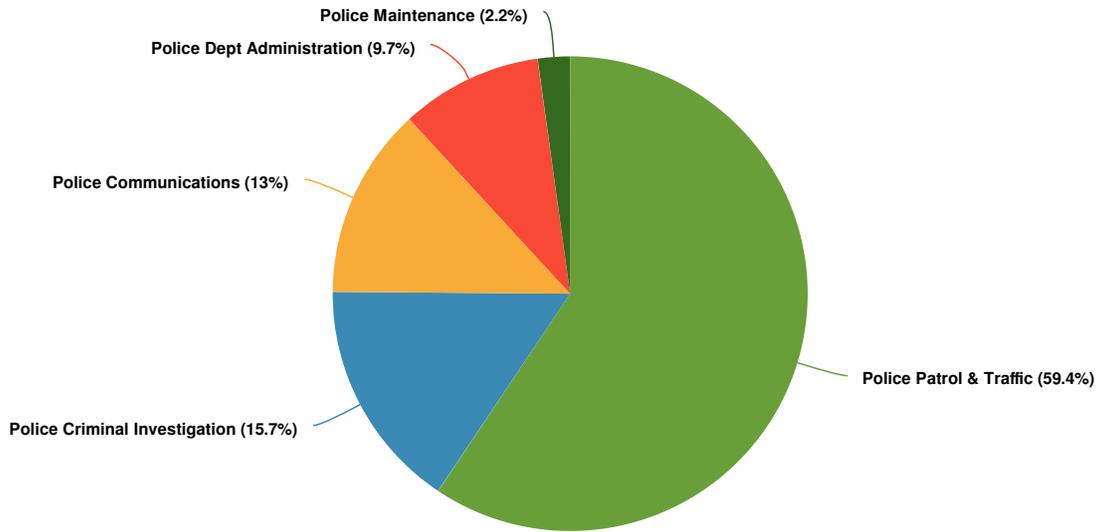
\$18,593,650 **\$348,755**
(1.91% vs. prior year)

Police Department Proposed and Historical Budget vs. Actual

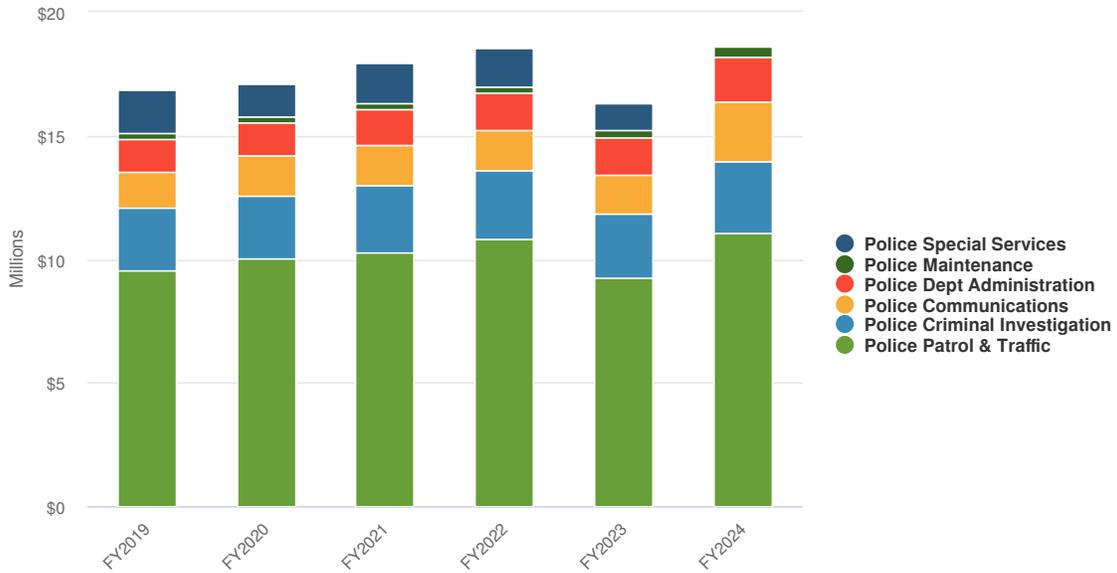


Expenditures by Division

Budgeted Expenditures by Division

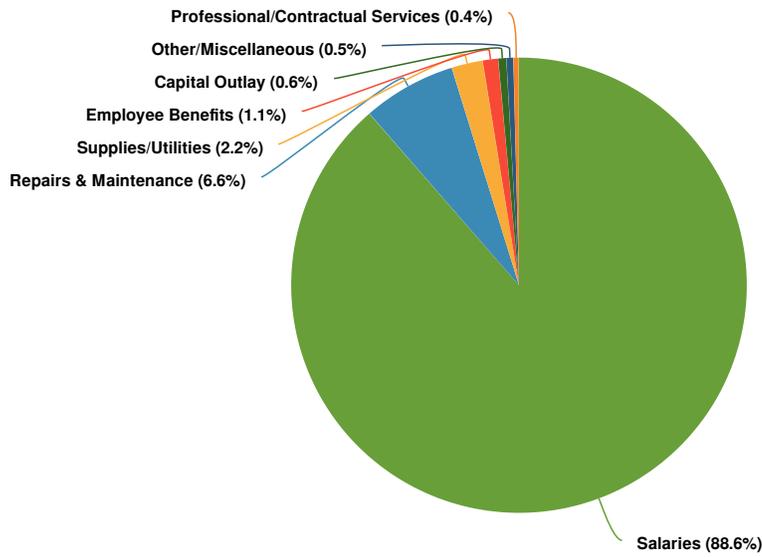


Budgeted and Historical Expenditures by Division

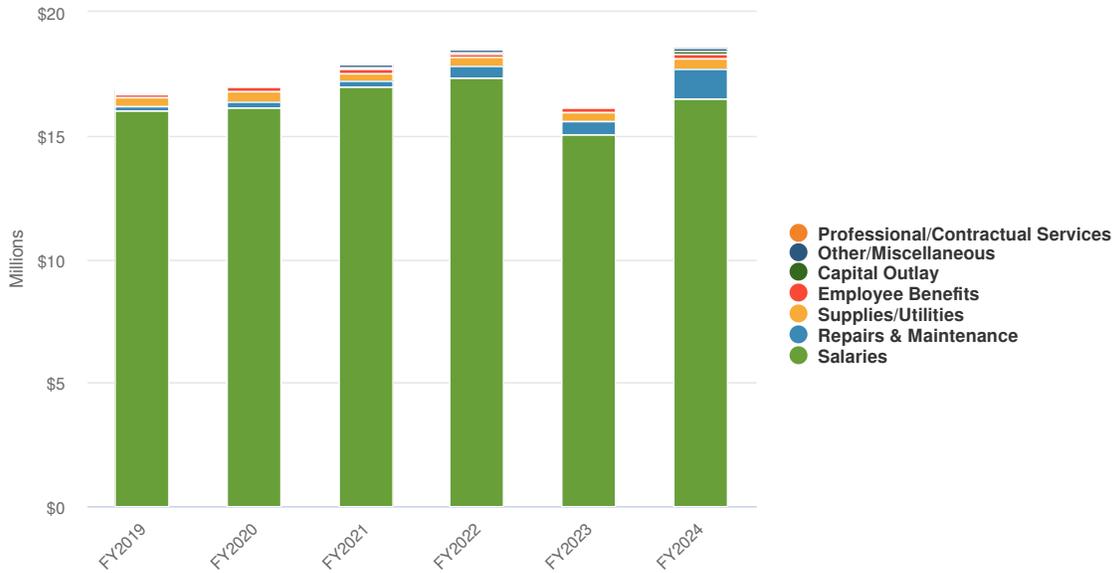


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2022 Original Budget vs. FY2023 Original Budget (% Change)
Expense Objects					
Salaries	\$17,369,137	\$16,847,925	\$16,915,135	\$16,472,770	3.8%
Other/Miscellaneous	\$129,780	\$86,645	\$94,245	\$92,070	-2.2%
Employee Benefits	\$163,936	\$199,465	\$201,680	\$204,225	6.3%
Professional/Contractual Services	\$48,522	\$56,805	\$71,564	\$71,650	-4.2%
Supplies/Utilities	\$348,920	\$403,445	\$448,409	\$410,965	-0.9%
Repairs & Maintenance	\$447,828	\$607,490	\$611,652	\$1,236,350	15.4%
Capital Outlay	\$30,476	\$43,120	\$111,629	\$105,620	0%
Total Expense Objects:	\$18,538,599	\$18,244,895	\$18,454,313	\$18,593,650	4%

Goals and Accomplishments

Summary of Fiscal Year 2024 Request:

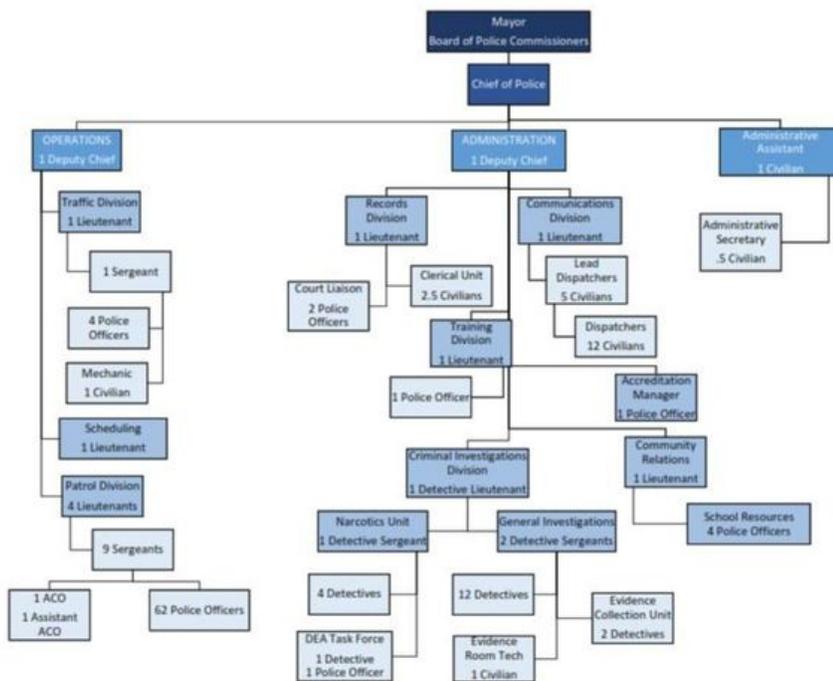
There are numerous on-going challenges both external and internal that impact the desire to reach our goal. External factors include political environment, unfunded mandates that arise from legislation, new laws, crime, technology, community expectations and funding. Internal factors include staffing, equipment, and training. The bottom line is 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
- Building trust and legitimacy
- 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
- Community Policing
- Crime prevention/reduction
- Police accountability law

Board of Police Commissioners

Board of Police Commissioners	Term Expires
Chairman Jeffrey Caggiano, Mayor	11/23
Commissioner Dean Kilbourne	12/25
Commissioner Rory Ghio	12/23
Commissioner Paul Lemieux	12/23
Commissioner Terry Lewis	12/23
Commissioner Gloria Smith	12/23
Councilman Susan Tyler	11/23

Organizational Chart



Police - Administration



Deputy Chief Mark Moreello
Deputy Chief of Administration

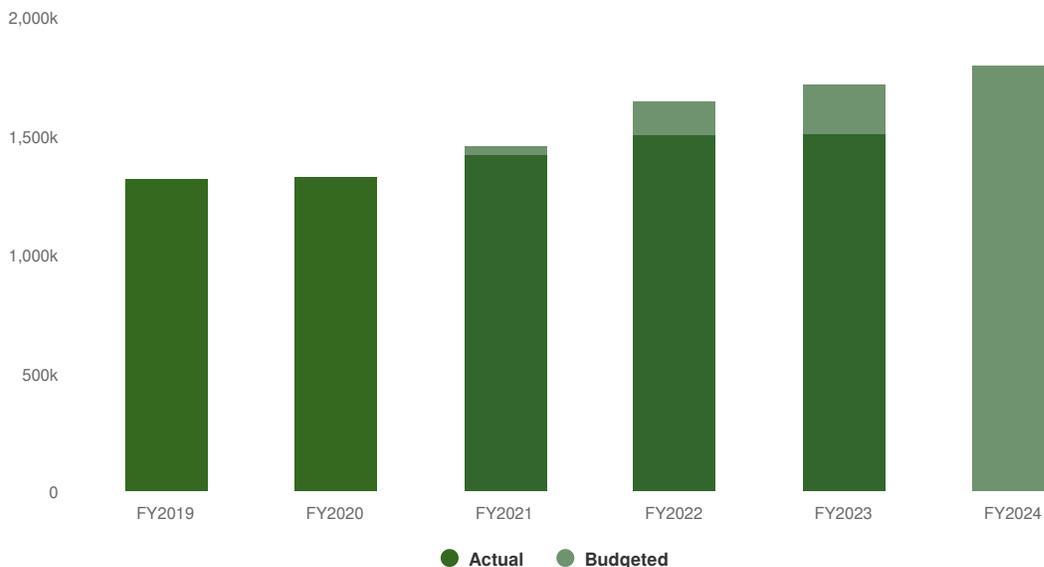
The Deputy Chief of Administration oversees the following:

- 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.
- 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.

Expenditures Summary

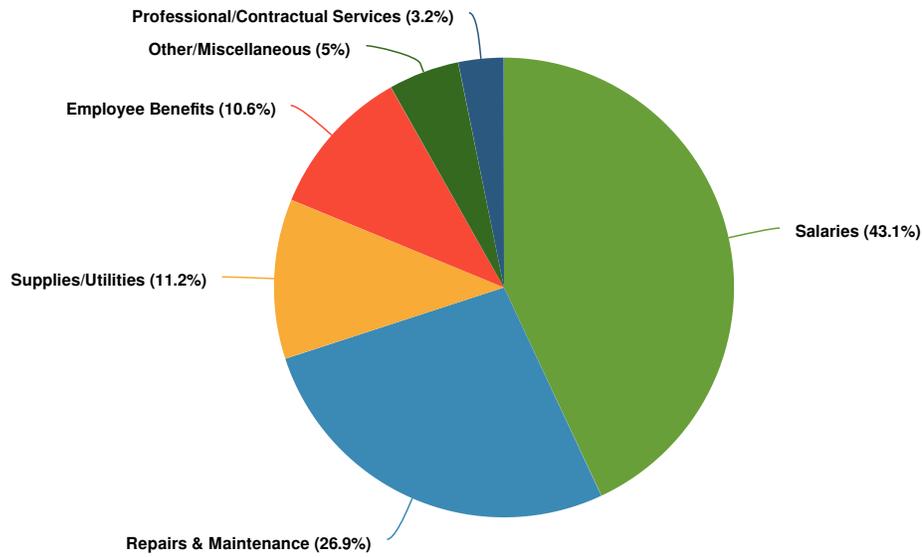
\$1,796,680 **\$82,830**
(4.83% vs. prior year)

Police - Administration Proposed and Historical Budget vs. Actual

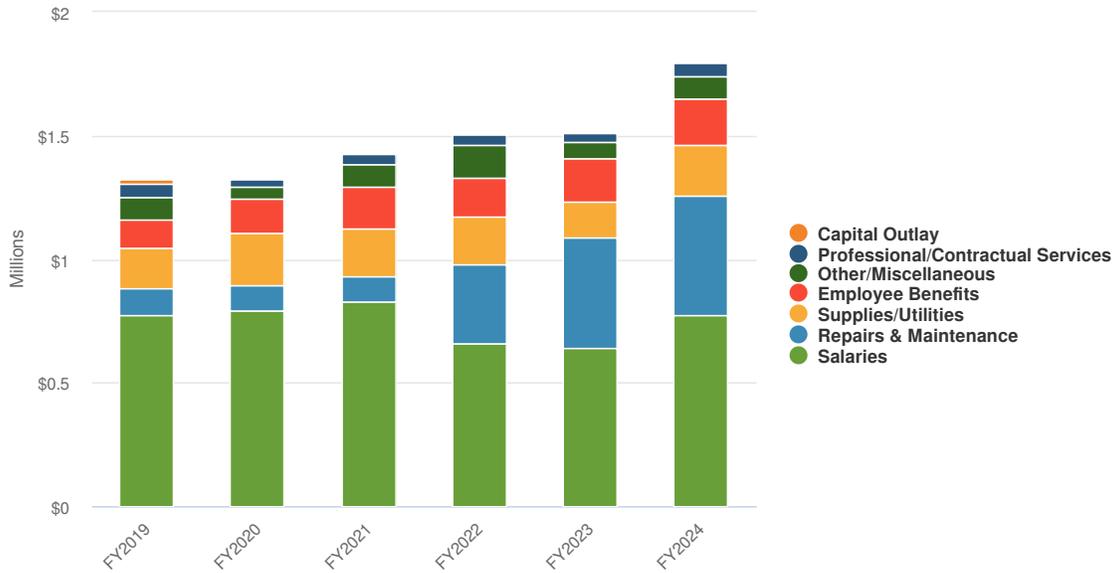


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Salaries	\$661,132	\$718,280	\$737,780	\$773,580	7.7%
Other/Miscellaneous	\$129,684	\$86,645	\$94,245	\$89,570	3.4%
Employee Benefits	\$156,227	\$190,200	\$192,469	\$190,200	0%
Professional/Contractual Services	\$44,048	\$53,910	\$53,910	\$57,350	6.4%
Supplies/Utilities	\$193,693	\$202,975	\$243,485	\$202,000	-0.5%
Repairs & Maintenance	\$320,035	\$461,840	\$461,840	\$483,980	4.8%
Total Expense Objects:	\$1,504,819	\$1,713,850	\$1,783,728	\$1,796,680	4.8%

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Increased community policing philosophy throughout all sectors of the Police Department.
- 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, Read Across America, Channel 3 Kids Camp, Strengthening Teen Engagement 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, Stuff A Cruiser, Shop With A Cop, Food Share programs, Coffee With A Cop, Community Clean Up and Faith & Blue Trunk or Treat.
- Completed 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.
- Continue to achieve full staffing levels through recruiting and hiring certified Police Officers.
- Comply with the new Police accountability law as follows:
 - Added to body worn camera program.
 - Installed dashboard cameras in police vehicles.
 - Drug testing for sworn officers.
 - Mental health screening for sworn officers.
 - AXON recording camera system for interview rooms to comply with State mandate.
- Created an internal Peer Support and Wellness Team.
- Increased social media platform, for example "The 9 p.m. Initiative.
- Samsara GPS 40 units for Officer Safety.

Fiscal Year 2024 Goals:

- Improve staffing levels to better serve the public and to reduce overtime expenditures.
- Maintain the state accreditation process.
- Obtain National Commission on Accreditation for Law Enforcement Agencies (CALEA) Accreditation.
- Maintain the highest level of public service via consistent professional job performance and training of employees.
- Maintain communication and a positive image with community groups and the public.
- Remain up to date with current software and hardware by monitoring emerging trends in the industry.
- Enhance an internal Peer Support and Wellness Team to include a Crisis Intervention K-9.
- 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.
- Attach a civilian Crisis Intervention Technician to the BPD.
- OSHA requirement respirators/gas mask fitting/testing.

Long Term Goals:

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

Expenditure and Position Summary

	2022 Actual	2023 Estimated	2024 Budget
Salary Expenditures	\$640,589	\$737,780	\$773,580
Full time Positions	8	8	8

Records Division and Technology Unit

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.

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- City domain migration- In process with Information Technology.
- Completed additional security cell block cameras.
- Axon Record Management System (RMS) and Computer Aided Dispatch (CAD) system buildup still in process.
- Forms successfully being converted to Seamless Docs.
- Completed new network switches with Information Technology.
- New Idemia Live-Scan fingerprinting device install completed with 2nd machine.
- Completed Axon Dash-board camera fleet rollout.

Fiscal Year 2024 Goals:

- Partnering with Court Support Services Division in pilot program for remote bail commissioner/prisoner interviews.
- Growing partnership with Axon (newer technologies such as Axon Standards for performance, documents, and IA).
- Expand use of Kronos by implementing automated process for vacation request/days off.
- Apply for State DOT grant for 40 new MDTs and e-ticket printers.

Long Term Goals:

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

Performance Measures

Quantitative:

	2017	2018	2019	2020	2021	2022
Murder	1	0	0	0	0	4
Rape	12	7	8	11	8	7
Robbery	25	29	21	33	26	16
Aggravated Assault	22	26	23	23	19	21
Burglary	145	140	113	110	84	118
Larceny	752	705	604	534	568	558
Motor Vehicle Theft	127	124	106	125	101	121
Arson	6	2	1	0	2	0

Parking Tickets

	FY18	FY19	FY20	FY21	FY22	FY23
Tickets Issued	1,728	3,176	2,602	2,065	2,157	1,577
Amount Collected	\$41,685	\$82,910	\$78,145	\$61,020	\$50,454	\$38,335

Arrest Warrant Report

	2017	2018	2019	2020	2021	2022
Misdemeanors	507	418	397	290	373	354
Felonies	401	301	244	196	240	246
Total Warrants Served	908	719	641	486	613	600

Alarm Collections

	FY18	FY19	FY20	FY21	FY22	FY23
Alarm Fines Collected	\$15,555	\$19,995	\$16,200	\$25,020	16,020	\$14,400
Alarms Responded to	1,650	2,139	1,816	1,714	1,611	1,463

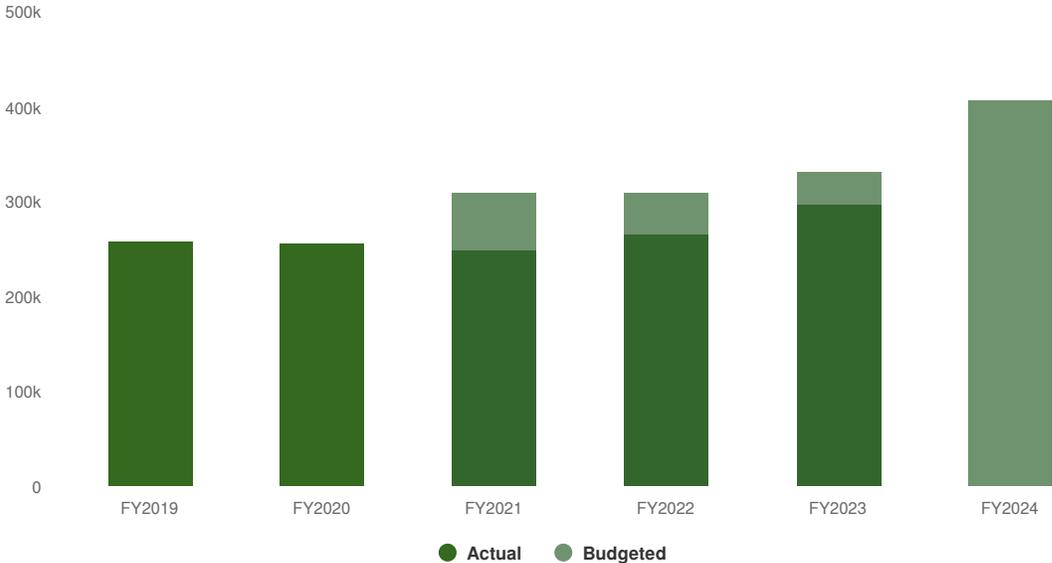
Police - Maintenance

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.

Expenditures Summary

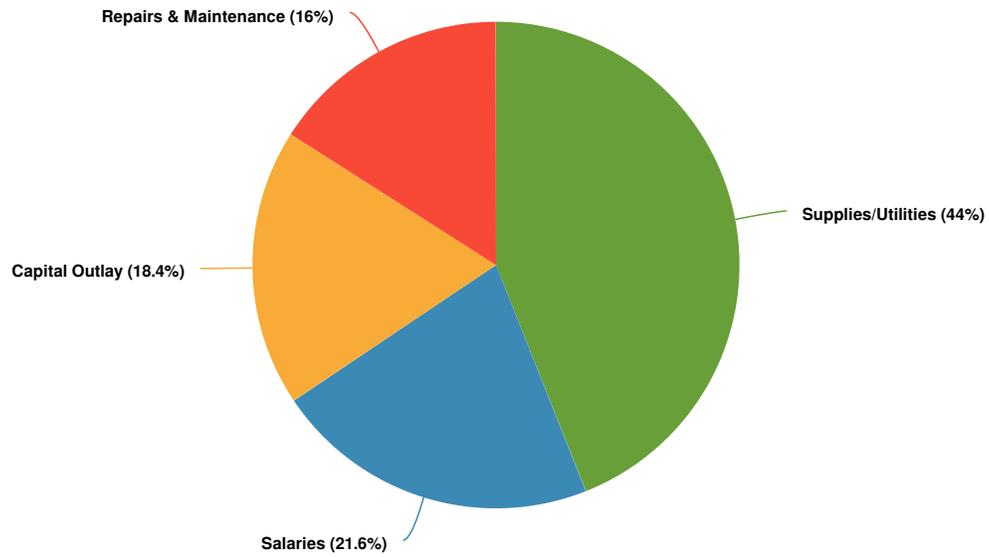
\$406,910 **\$74,770**
(22.51% vs. prior year)

Police - Maintenance Proposed and Historical Budget vs. Actual

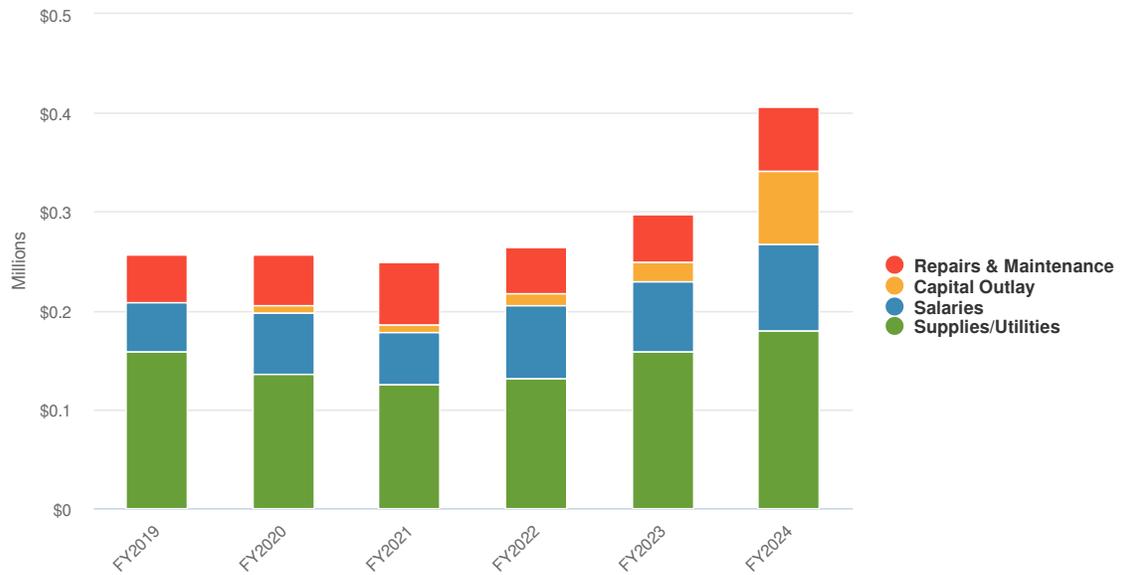


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2022 Original Budget vs. FY2023 Original Budget (% Change)
Expense Objects					
Salaries	\$73,855	\$82,995	\$85,780	\$87,890	5.1%
Supplies/Utilities	\$131,483	\$171,645	\$175,045	\$179,020	9%
Repairs & Maintenance	\$47,576	\$65,000	\$65,800	\$65,000	8.3%
Capital Outlay	\$12,170	\$12,500	\$20,333	\$75,000	0%
Total Expense Objects:	\$265,083	\$332,140	\$346,958	\$406,910	7.5%

Goals and Accomplishments

Fiscal Year 2023 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.
- Purchased and deployed more portable trailer and stand-alone style digital signs.

Fiscal Year 2024 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.
- Continue to maintain and repair the fleet.
- Upgrade Traffic Light/Railroad crossing signals as needed to be federally compliant.
- Eliminate double utility poles and consolidate attached traffic equipment

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

	2022 Actual	2023 Estimated	2024 Budget
Salary Expenditures	\$73,855	\$85,780	\$87,890
Full time Positions	1	1	1

Police - Patrol and Traffic



Deputy Chief Matthew Moskowitz

Deputy Chief of Operations

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.
- Traffic Division.
- K-9 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 help to improve the quality of life in the city.

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

The basic Traffic Division duties and responsibilities include:

- Supervise the motorcycle unit.
- Perform daily traffic law enforcement duties by conducting visible radar enforcement singularly or in conjunction with Patrol Division.
- Identify traffic safety issues in local neighborhoods and serve as the Legal Traffic Authority within the City.
- Recommend traffic improvements that enhance safety for motorists and pedestrians.

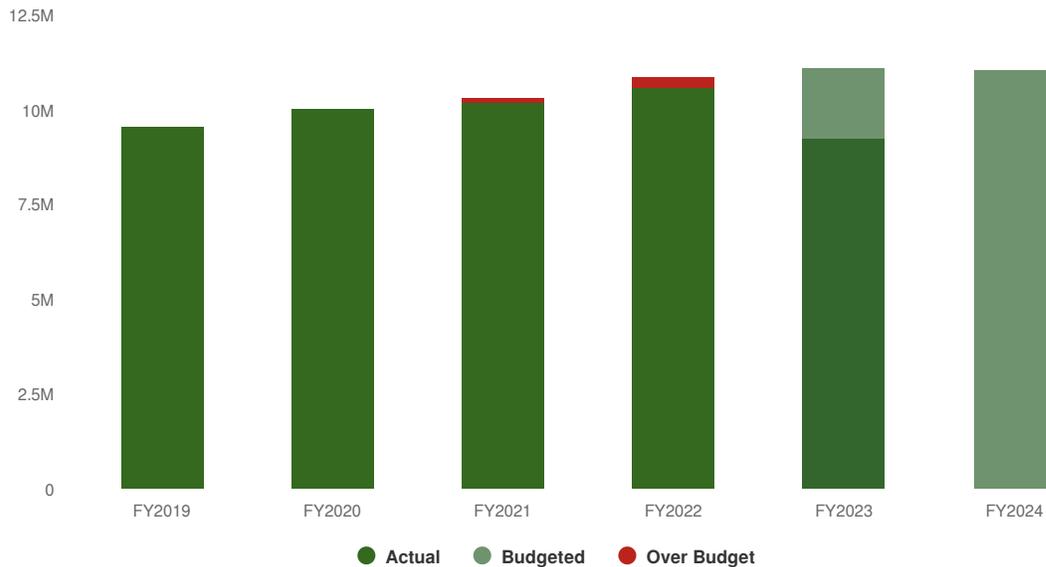
- Coordinate public awareness campaigns and educational programs in conjunction with our state and federal partners.
- Utilize the speed trailer as a traffic-calming device and review the data.
- Develop traffic plans for special events.
- Conduct periodic inspections of roadways which have a high accident frequency to facilitate safety improvements.
- Maintain and replace regulatory signs as needed.
- Maintain and certify certain traffic equipment.
- 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.

Expenditures Summary

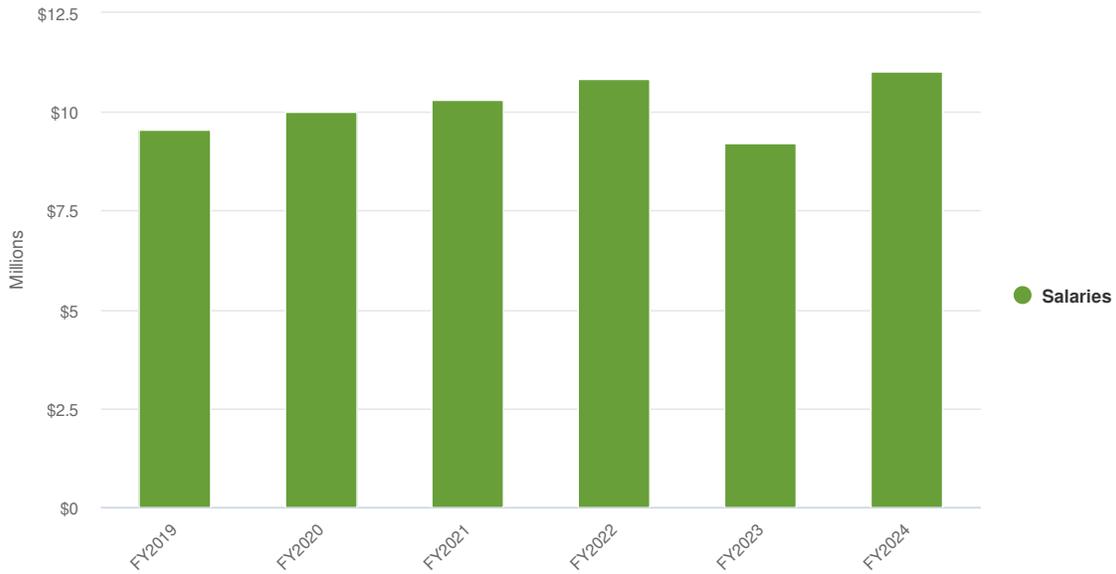
\$11,044,065 **-\$48,240**
 (-0.43% vs. prior year)

Police - Patrol and Traffic Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2022 Original Budget vs. FY2023 Original Budget (% Change)
Expense Objects					
Salaries					
REGULAR WAGES	\$7,715,844	\$8,177,305	\$8,177,305	\$8,129,065	2.1%
OVERTIME WAGES & SALARIES	\$2,241,662	\$2,040,000	\$2,040,000	\$2,040,000	18.3%
OTHER WAGES	\$885,805	\$875,000	\$875,000	\$875,000	2.9%
Total Salaries:	\$10,843,310	\$11,092,305	\$11,092,305	\$11,044,065	4.8%
Total Expense Objects:	\$10,843,310	\$11,092,305	\$11,092,305	\$11,044,065	4.8%

Goals and Accomplishments

Fiscal Year 2023 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.
- Continued to install traffic detection devices at intersections to improve traffic flow.
- Participated in police parades.
- Continue Operation Safe Roads.
- Performed Distracted Driving Campaigns.

Fiscal Year 2024 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.

Expenditure and Position Summary

	2022 Actual	2023 Estimated	2024 Budget
Salary Expenditures	\$10,843,310	\$11,092,305	\$11,044,065
Full time Positions	95	95	95

Performance Measures

	2017	2018	2019	2020	2021	2022
Accident and Motor Vehicle Enforcement						
Accident Reports	1,914	2,163	2,303	1,894	2,000	2,076
Property Damage Accident	1,507	1,894	1,974	1,678	1,725	1,812
Injury Accidents	401	260	255	214	279	258
Fatal Accident	5	2	2	3	4	7
Arrests Motor Vehicle	2,539	1,503	1,101	617	701	535
Written Warnings	2,249	1,284	1,452	754	594	588



Police - Criminal Investigation Division

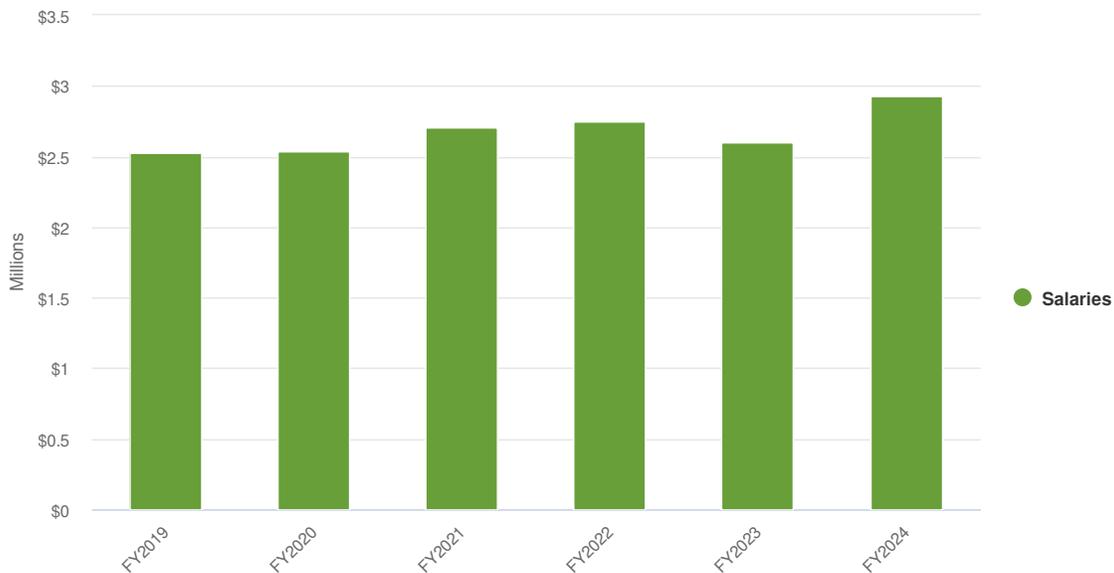


Michael Duval
Detective Lieutenant

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. 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.

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2022 Original Budget vs. FY2023 Original Budget (% Change)
Expense Objects					
Salaries					
REGULAR WAGES	\$2,062,276	\$2,155,805	\$2,155,805	\$2,155,925	2.8%
OVERTIME WAGES & SALARIES	\$453,424	\$520,000	\$520,000	\$520,000	0.2%
OTHER WAGES	\$230,774	\$250,000	\$250,000	\$250,000	13.6%
Total Salaries:	\$2,746,474	\$2,925,805	\$2,925,805	\$2,925,925	3.1%
Total Expense Objects:	\$2,746,474	\$2,925,805	\$2,925,805	\$2,925,925	3.1%

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

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

Fiscal Year 2024 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.
- Move criminal investigation tows to Traffic Division.

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.
- Transfer processing pistol permit, peddlers, solicitors and canvasser's permits to Court Liaison Officer. 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.
- Provide additional training to detectives so that they can become specialists in specific areas of investigation such as Child Sexual Assault, Sexual Assault, Financial Crimes, Identity Theft and Arson.

Expenditure and Position Summary

	2022 Actual	2023 Estimated	2024 Budget
Salary Expenditures	\$2,746,474	\$2,925,805	\$2,925,925
Full time Positions	23	23	23

Police - Special Services

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.

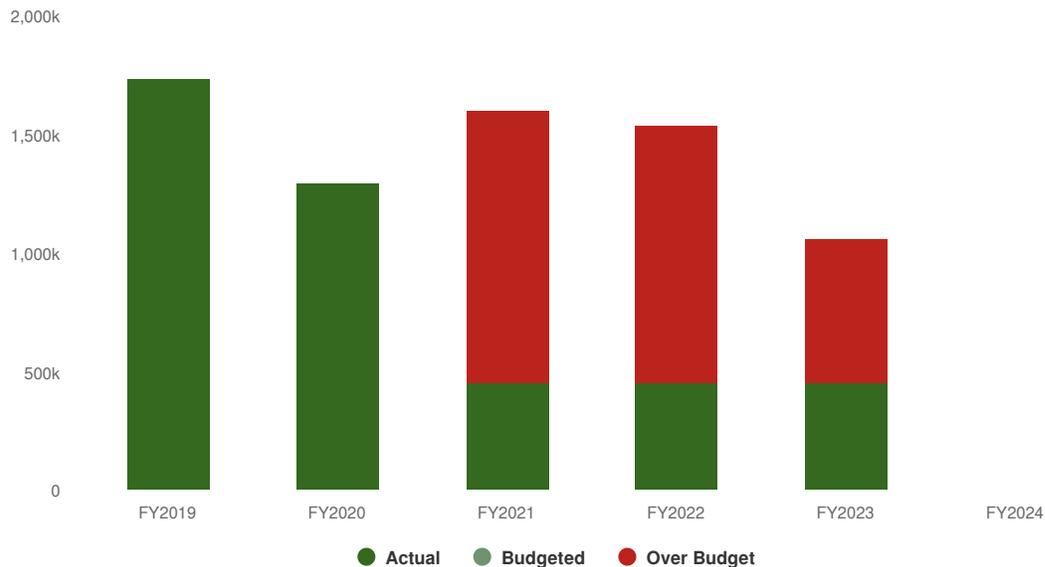
All costs of services performed under the Special Services Account are reimbursed to the City along with a 15% surcharge.

Effective with the July 1, 2023 budget, all Police Special Services will be accounted for in a Special Revenue Fund. Included information is for historical purposes only.

Expenditures Summary

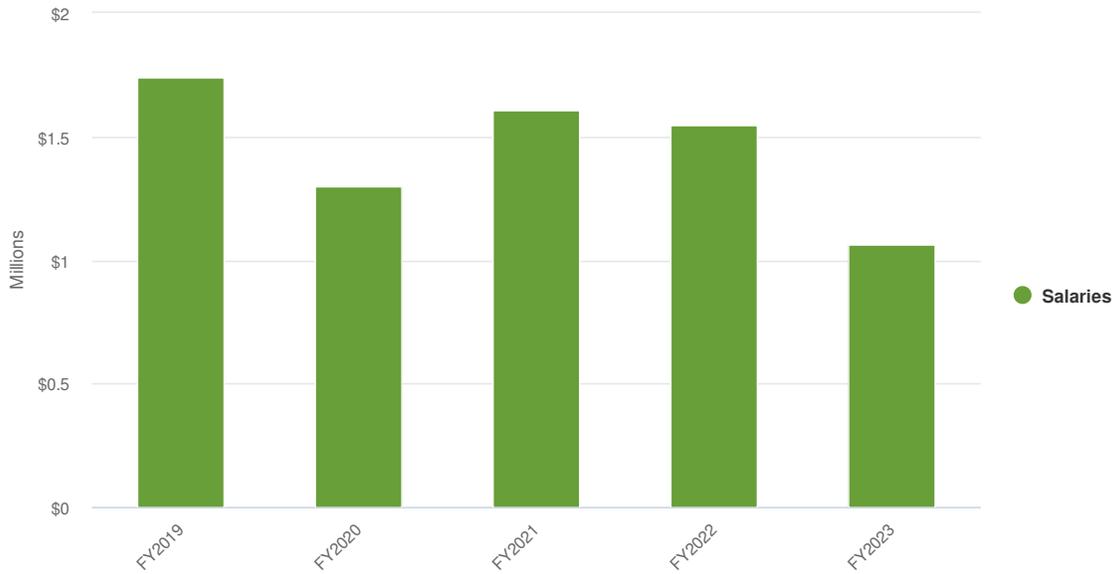
\$0 **-\$450,000**
(-100.00% vs. prior year)

Police - Special Services Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Salaries					
POLICE SPECIAL SERVICES	\$1,543,823	\$450,000	\$450,000	\$0	-100%
Total Salaries:	\$1,543,823	\$450,000	\$450,000	\$0	-100%
Total Expense Objects:	\$1,543,823	\$450,000	\$450,000	\$0	-100%

Police - Communications



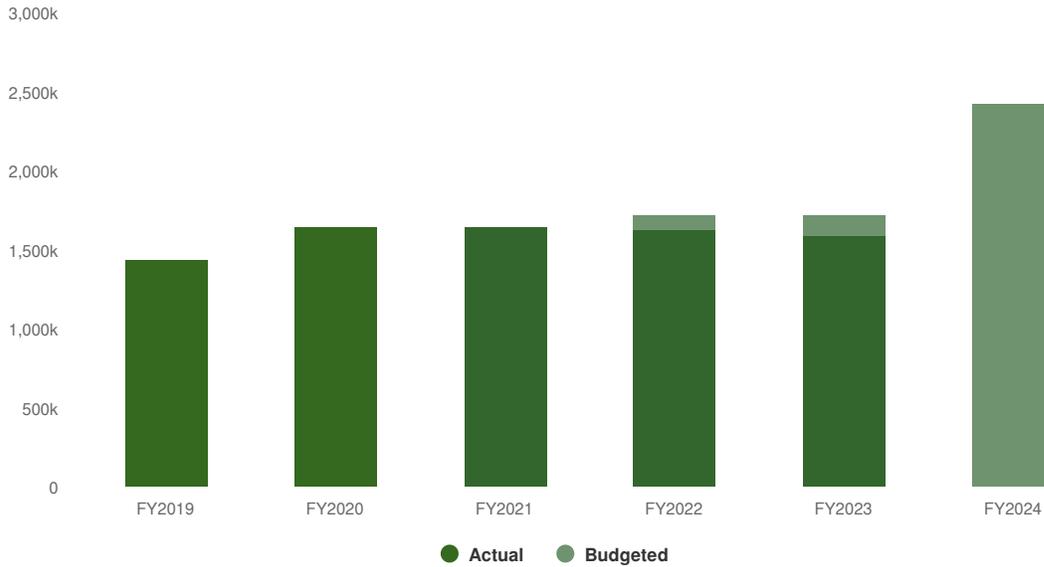
Lang Mussen
Lieutenant

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.

Expenditures Summary

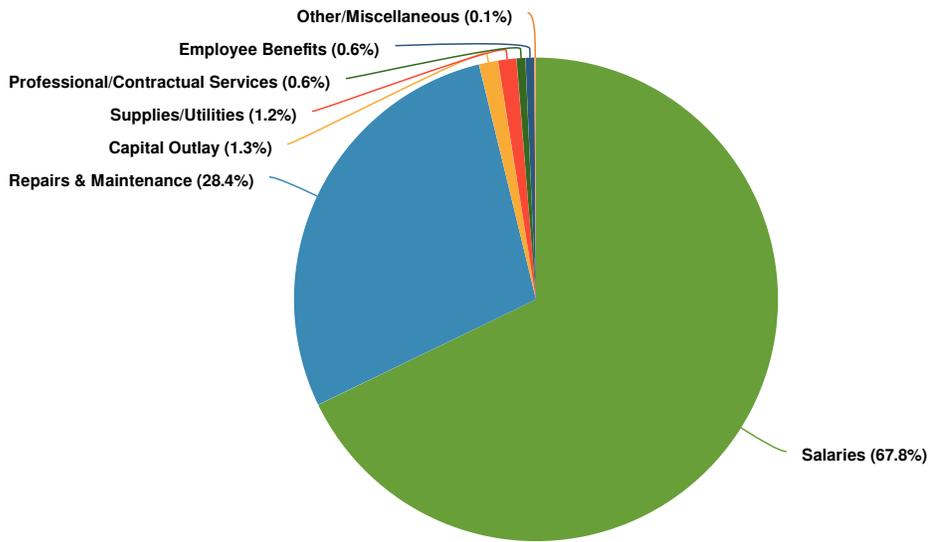
\$2,420,070 **\$689,275**
(39.82% vs. prior year)

Police - Communications Proposed and Historical Budget vs. Actual

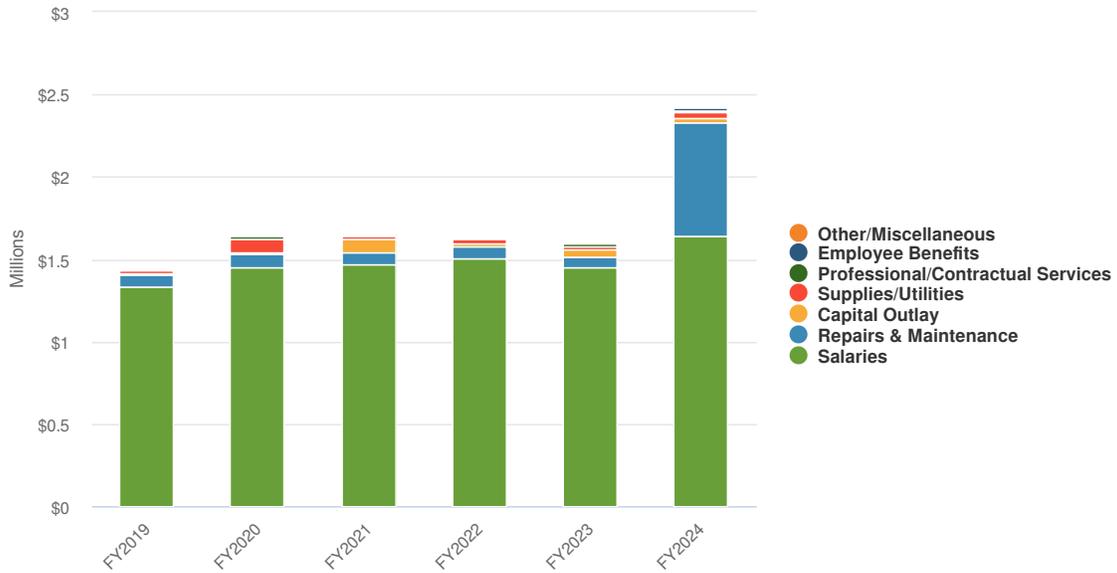


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Salaries	\$1,500,543	\$1,578,540	\$1,623,465	\$1,641,310	4%
Other/Miscellaneous	\$96	\$0	\$0	\$2,500	N/A
Employee Benefits	\$7,709	\$9,265	\$9,211	\$14,025	51.4%
Professional/Contractual Services	\$4,475	\$2,895	\$17,654	\$14,300	394%
Supplies/Utilities	\$23,745	\$28,825	\$29,879	\$29,945	3.9%
Repairs & Maintenance	\$80,216	\$80,650	\$84,012	\$687,370	752.3%
Capital Outlay	\$18,306	\$30,620	\$91,296	\$30,620	0%
Total Expense Objects:	\$1,635,089	\$1,730,795	\$1,855,517	\$2,420,070	39.8%

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Obtained full staffing, through the hiring of new tele-communicators.
- Training in quality assurance.
- Improved/reduced ambient noise in dispatch.

Fiscal Year 2024 Goals:

- Maintain full staffing.
- Install new scheduling software.
- Provide customer service training to staff.
- Increase training.
- Oversee city-wide Radio upgrade project.
- Implement part time staffing initiative.

Long Term Goals:

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

Expenditure and Position Summary

	2022 Actual	2023 Estimated	2024 Budget
Salary Expenditures	\$1,500,543	\$1,623,465	\$1,641,310
Full time Positions	18	18	18

Performance Measures

	2017	2018	2019	2020	2021	2022
Number of 911 Calls	24,962	24,013	22,846	21,635	23,880	24,458
Calls for Service	50,284	50,411	48,776	47,030	45,488	45,134

Animal Control



Ray Zagurski
Animal Control Officer

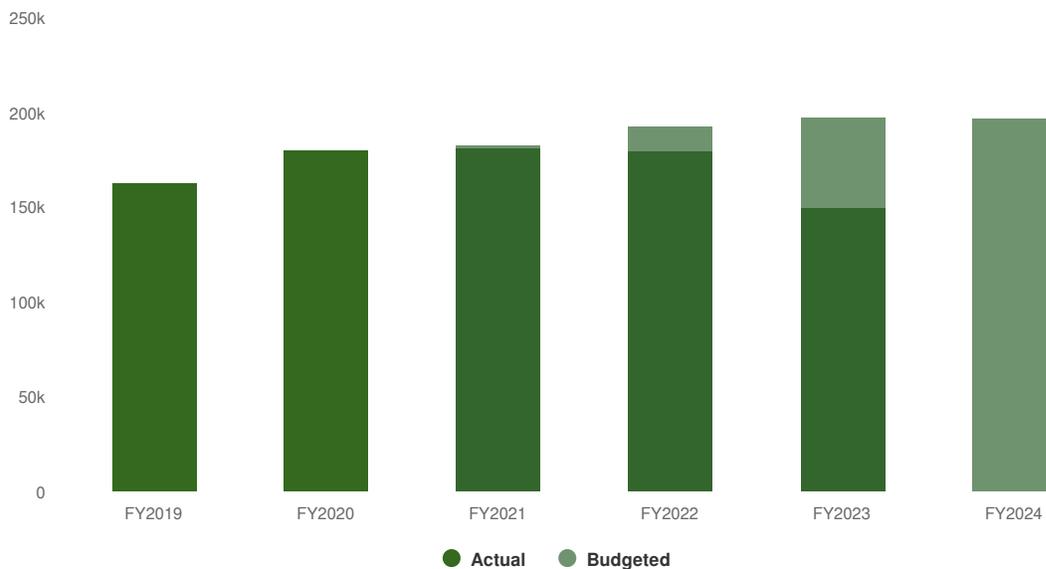
The Animal Control Officer (ACO) and Assistant Animal Control Officer (AACO) operate the City's domestic animal and wild life control and protection program. The purpose is to provide responsive, efficient and high quality animal care and control services that preserves and protects public and animal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

Expenditures Summary

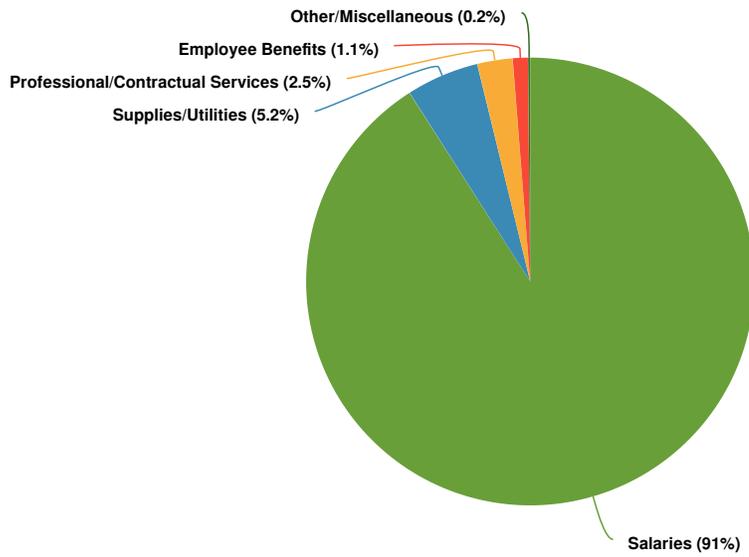
\$196,220 **-\$1,295**
(-0.66% vs. prior year)

Animal Control Proposed and Historical Budget vs. Actual

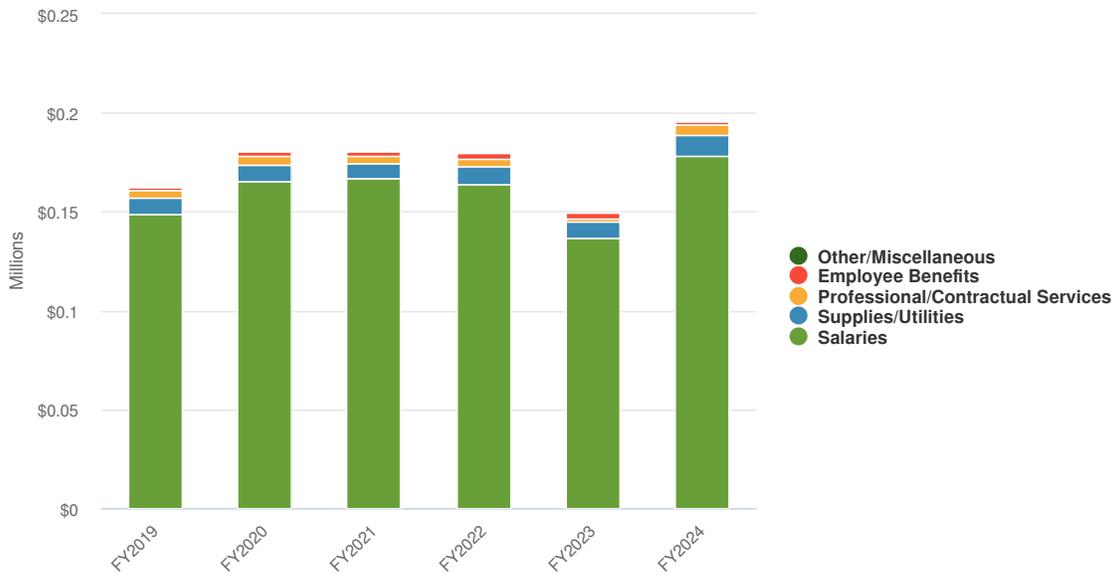


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Salaries	\$163,835	\$180,490	\$180,490	\$178,470	-1.1%
Other/Miscellaneous	\$0	\$300	\$300	\$300	0%
Employee Benefits	\$2,500	\$2,500	\$2,500	\$2,150	-14%
Professional/Contractual Services	\$4,321	\$5,000	\$5,000	\$5,000	0%
Supplies/Utilities	\$8,880	\$9,225	\$9,225	\$10,300	11.7%
Total Expense Objects:	\$179,536	\$197,515	\$197,515	\$196,220	-0.7%

Goals and Accomplishments

Fiscal Year 2023 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
- Maintained a clean and healthy environment at the animal shelter.
- Hired new Assistant Animal Control Officer.

Fiscal Year 2024 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.
- Evaluate options for a new Animal Control Facility

Expenditure and Position Summary

	2022 Actual	2023 Estimated	2024 Budget
Salary Expenditures	\$163,835	\$180,490	\$178,470
Full time Positions	2	2	2

Performance Measures

Activity	FY18	FY19	FY20	FY21	FY22	FY23
Roaming Dog	285	309	205	206	323	366
Barking Dog	67	70	70	100	85	57
Animal Bites	44	33	46	29	35	43
Report of Cruelty	79	80	65	99	104	95
Feral Cats	32	51	57	77	65	N/A
Wildlife/Animal Concern	470	587	456	372	465	127
Lost Animal	273	238	280	234	268	N/A
Rabines	18	28	28	15	30	34
Dead Animals Disposed of	497	555	526	454	321	317
Total # Calls for Service	1,765	1,951	1,733	1,505	1,696	1087
No. of Animals Impounded	136	125	154	151	133	118
No. of Animals Euthanized by Vet	4	2	6	4	5	3



Fire Department



Richard Hart
Chief

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.”

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.

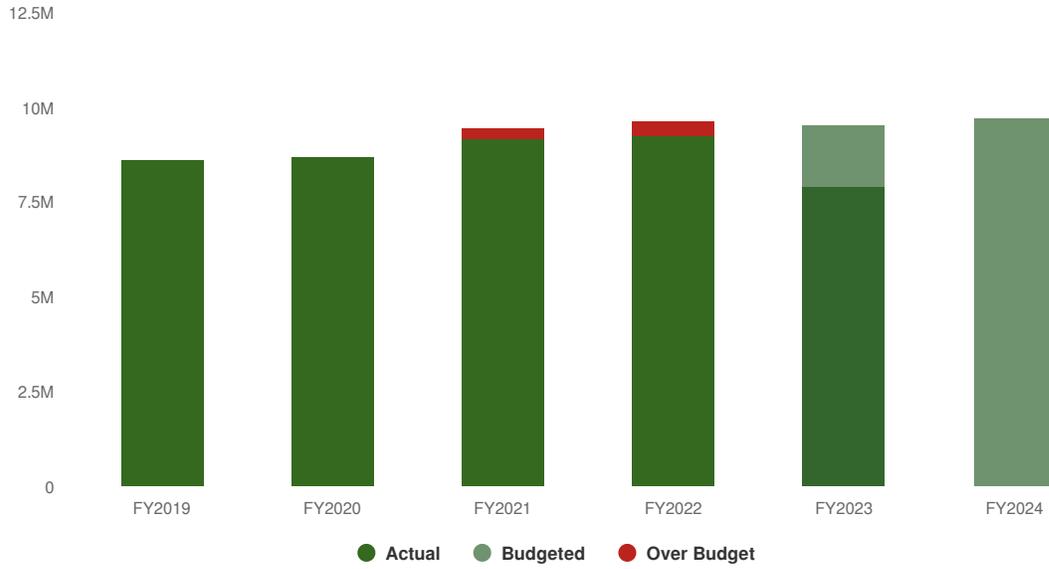
The Fire Department serves the community from five strategically located fire stations, housing five engine companies and one ladder company. Eighty fire suppression personnel are assigned to four platoons to maintain a shift strength of 20 firefighters, including officers and a shift commander. These 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.

Expenditures Summary

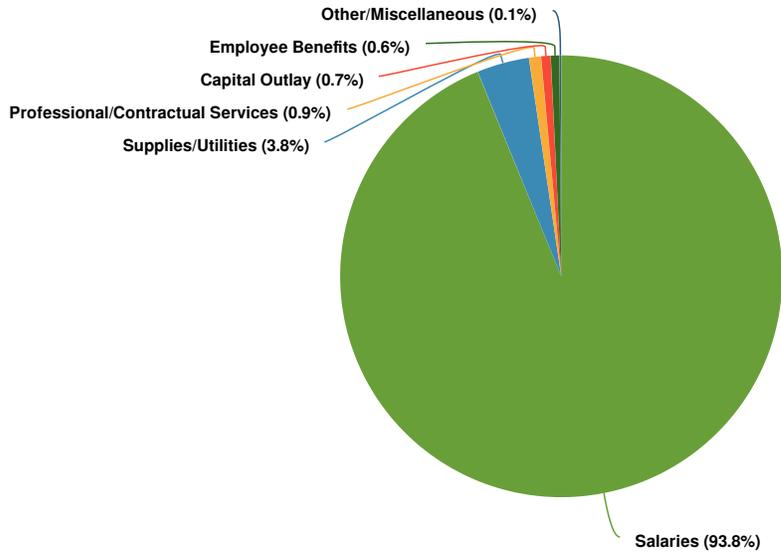
\$9,692,795 **\$194,000**
(2.04% vs. prior year)

Fire Department Proposed and Historical Budget vs. Actual

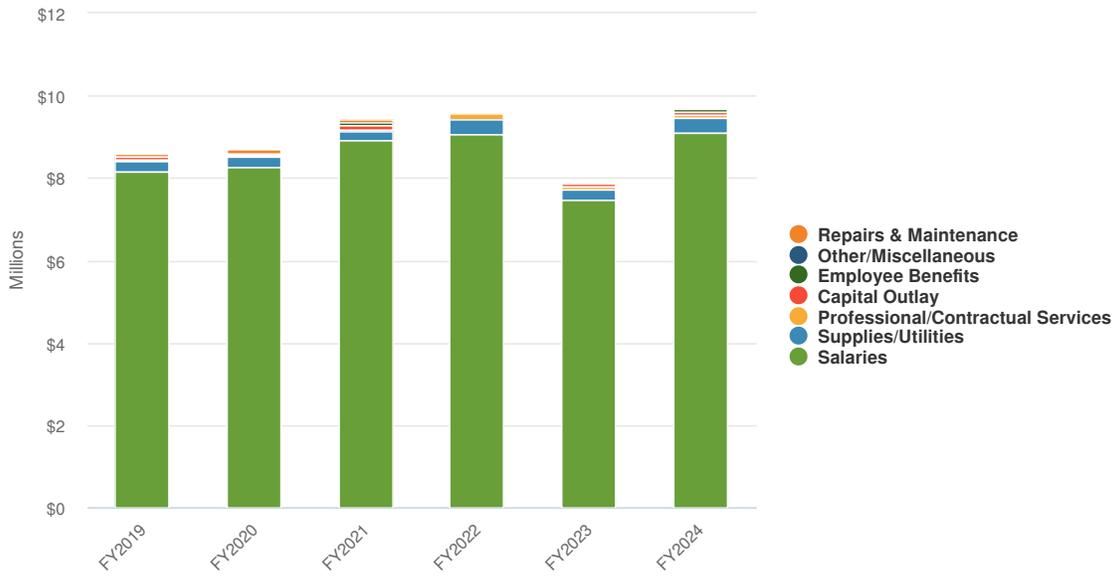


Expenditures by Expense Type

Budgeted Expenditures by Expense Type

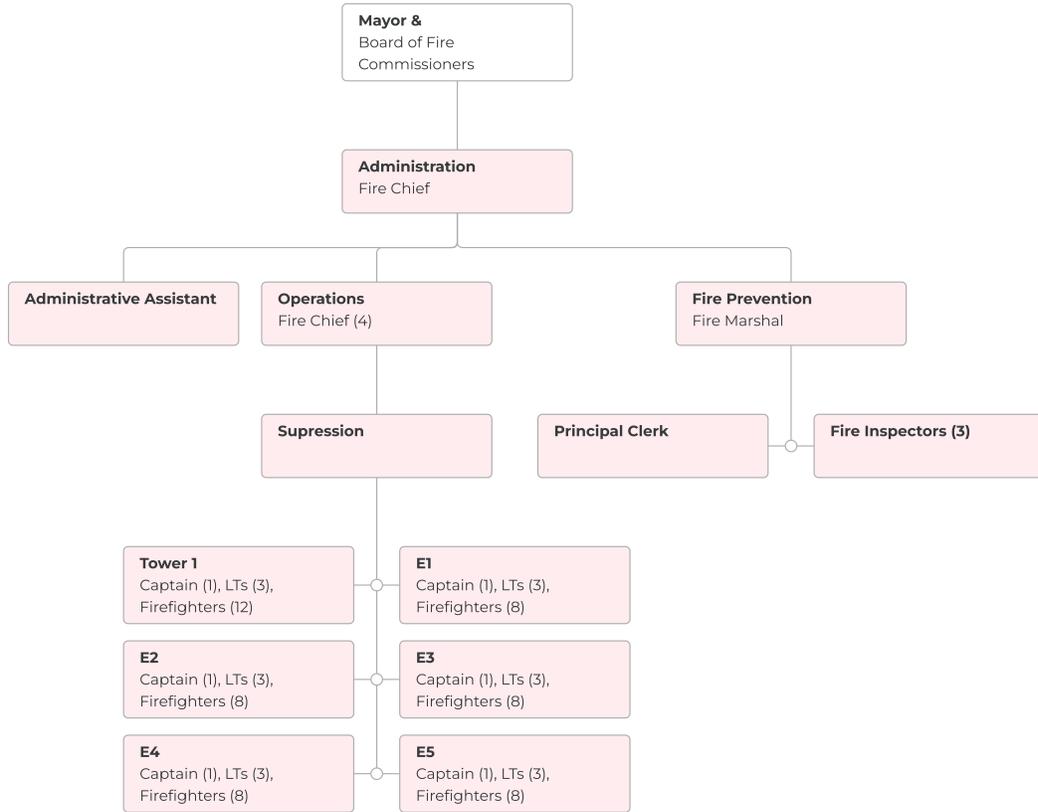


Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Salaries	\$9,074,331	\$8,977,400	\$8,979,575	\$9,094,680	1.3%
Other/Miscellaneous	\$17,608	\$13,000	\$13,000	\$12,000	-7.7%
Employee Benefits	\$34,401	\$51,345	\$64,251	\$61,815	20.4%
Professional/Contractual Services	\$127,479	\$62,700	\$83,801	\$85,000	35.6%
Supplies/Utilities	\$362,874	\$327,950	\$366,015	\$372,900	13.7%
Repairs & Maintenance	\$1,238	\$0	\$0	\$0	0%
Capital Outlay	\$10,651	\$66,400	\$81,878	\$66,400	0%
Total Expense Objects:	\$9,628,582	\$9,498,795	\$9,588,520	\$9,692,795	2%

Organizational Chart



Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Graduated seven recruits from the first Bristol Fire Department Training Academy and added two certified recruits to fill vacancies due to retirement.
- Took delivery of new Pierce Engine 3.
- Increased training through the utilization of on duty members.
- Completed construction of the new roof prop at Station 4 for training.
- Worked with Building Committee for the design of Firehouse 3

Fiscal Year 2024 Goals:

- Continue Assistance to Firefighters Grant (AFG) funding to complete training that was disrupted due to COVID during Fiscal Years 2022-2023.
- Utilize on duty subject matter experts to conduct advanced training courses under the direction of the training captain. This will reduce the cost of training through external agencies and provide greater opportunities and efficiencies for training within the Department.
- Develop a Technical Rescue Team and training schedule to better serve the community and surrounding municipalities as a regional asset.
- Work with the Board of Education to develop a Firefighter I certification program in the High Schools to offer students classes in firefighting and create a career pathway for the students.
- Begin construction of the new Engine 3 firehouse.
- Design and initiate build of new Engine 5 pumping apparatus.
- Design and initiate build of new Engine 1 pumping apparatus
- Design and initiate build of 100' Ladder truck to be stationed at Station 3.
- Increase fire prevention activities to reach the younger population of Bristol to pre Covid levels.
- Reinstigate prevention programs in the schools that were suspended due to Covid.
- Increase the utilization of the "Hap" Barnes Fire Safety Trailer at public events and schools to promote the Department as well as educate the public as to the importance of fire safety.
- The new software platform – First Due has been fully integrated as the Department's record keeping software to provide greater transparency and reporting ability. Continue to expand on the capabilities of the platform for better record keeping.
- Develop a more robust and effective facility maintenance plan in conjunction with the Public Works Department that follows a logical sequence for major repairs and replacement in future years.
- Explore the feasibility of installing solar panels on all firehouses to offset the projected increase in electricity costs after December 2023.

Long Term Goals:

- Secure funding for new ladder truck 2 as recommended in the 2014 Community Risk Assessment for Bristol Fire Operations study and 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

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



Expenditure and Position Summary

	2022 Actual	2023 Estimated	2024 Budget
Salary Expenditures	\$9,074,331	\$8,979,575	\$9,094,680
Full time Positions	88.5	88.5	88.5

Fire Prevention/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

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.
- 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

Activity	2017	2018	2019	2020	2021	2022
Structure Fires	112	91	116	124	96	114
Highway Vehicle Fires	17	27	22	27	15	19
Outside of Structure Fires	4	27	8	23	13	14
Brush/Grass/Wild Land Fires	38	12	29	31	23	24
Rubbish/Dumpster Fires	33	21	28	21	27	25
All Other Fires	0	16	2	13	1	4
Rescue/EMS Response	350	314	357	387	399	421
False Alarms	466	538	472	486	510	524
Mutual Aid	4	10	12	15	4	22
Hazardous Materials Response	128	149	153	238	188	142
Other Hazardous Conditions	452	509	478	407	474	459
All Other Responses	701	790	724	711	750	762
Total	2,305	2,504	2,401	2,483	2,500	2,530

Board of Fire Commissioners: **Expiration of Term:**

Mayor Jeffrey Caggiano, Chairperson	11/2023
Andrew Howe	11/2023
Anthony Benvenuto	01/2024
Joyce Ptak	01/2026
Dana Jandreau	01/2025
Hal Kilby	01/2024
Sean Moore	01/2025



Okee the Fire Dog



Emergency Management



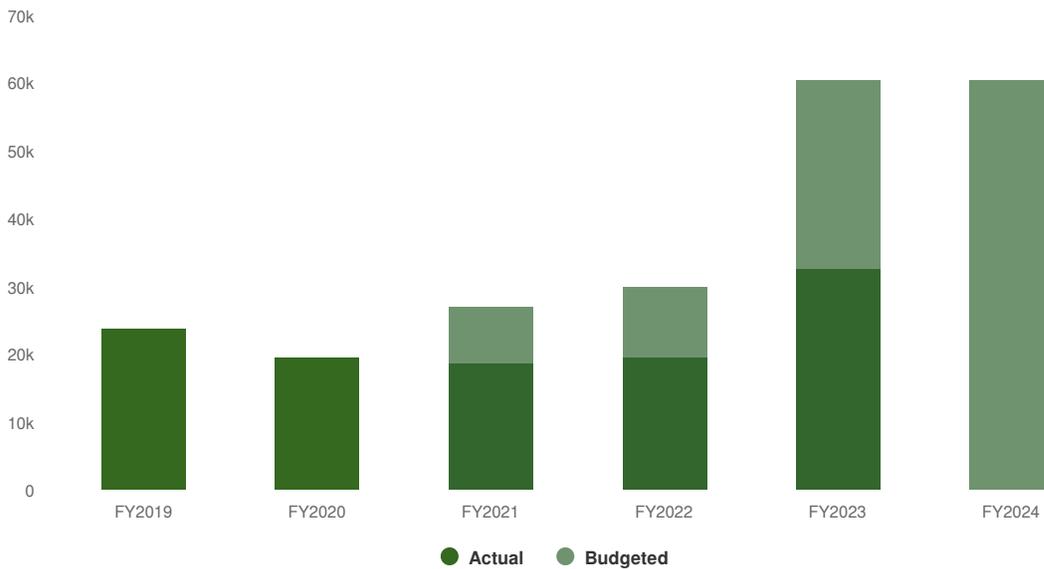
Harley Graime
Director

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.

Expenditures Summary

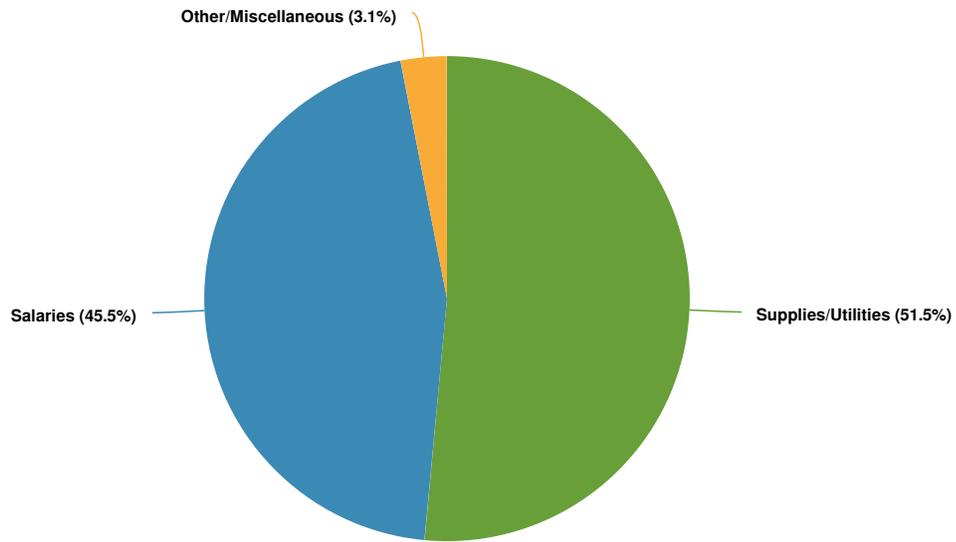
\$60,500 **\$0**
(0.00% vs. prior year)

Emergency Management Proposed and Historical Budget vs. Actual

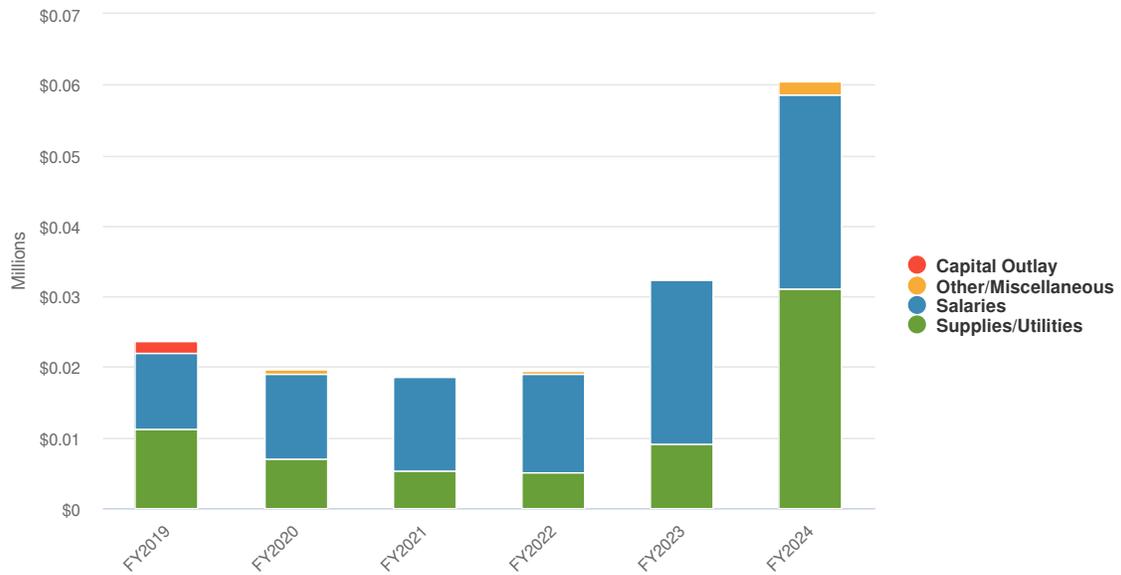


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)	FY2022 Original Budget vs. FY2023 Original Budget (% Change)
Expense Objects						
Salaries	\$13,987	\$27,500	\$27,500	\$27,500	0%	89.5%
Other/Miscellaneous	\$436	\$2,000	\$2,000	\$1,850	-7.5%	150%
Supplies/Utilities	\$5,076	\$31,000	\$31,000	\$31,150	0.5%	111.1%
Total Expense Objects:	\$19,498	\$60,500	\$60,500	\$60,500	0%	101.7%

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Continued to obtain, store and disperse Personal Protective Equipment (PPE) to all city departments and first responders.
- Updated and distributed the Emergency Operations Plan to Department of Emergency Management and Homeland Security (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.
- 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.
- Promoted the establishment of a stand-alone city EOC in the Police Department complex.
- 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.
- 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 (2110 in Calendar Year 2022) in city service than ever before. This may continue into 2023-2024.
- Participated in the Annual Statewide Governor's Emergency Planning and Preparedness Exercise (EPPI) with city department representatives.
- Attended Chamber of Commerce Business Expo to encourage business resilience and sustainability.
- Participated in Bristol CARES and TRIAD meetings to support social services within the city.
- Continued to attend and assist the Disabilities Commission regarding the functional-needs population.
- CERT members
 - Supplied traffic services to community events at the Rockwell Park Festival, the Mum Festival, the Cemetery Committee Lantern Tour and the Fallen Officer's vigils.
 - Collected food and clothing for the homeless and needy population on Valentine's Day.
 - Manned American Red Cross Blood Collection sites for the fourth straight year.
 - Planned an ARC Blood Collection in memory of fallen member Sean September.
 - Gained three new members during the year.
 - Two members attained their ham radio licenses.
 - Volunteered to "ring the bell" for the Salvation Army holiday campaign.
- CERT leadership has taken advantage of all DEMHS/CRCOG available funding.

Fiscal Year 2024 Goals:

- Continue to upgrade and promote the ham radio communications in the city.
- Continue the FEMA STEP program in the Bristol 5th grade classes during the coming year.
- Participate in the Governor's Statewide Emergency Planning and Preparedness Initiative (EPPI) exercise.
- Attend Capital Region Council of Governments (CRCOG), Naugatuck Valley Council of Government, Capital Regional Emergency Planning Council, CT Conference of Municipalities and State Citizen Corps Council 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.
- CERT members will work closely with the Bristol Burlington Health District to provide the necessary assistance in the performance of their duties.
- The CERT team leadership will attend CRCOG meetings, apply for DEMHS grants for training and equipment and the members will attend the annual CERT Field Day and training as scheduled along with providing community response when the need arises.
- Encourage small businesses to be more resilient and support sustainability with the assistance of the Chamber of Commerce and the Bristol Economic and Community Development Department.

- Continue to provide city residents with emergency preparedness information and guidance.
- Provide both CPR and AED training for all community residents.
- Increase CERT membership to strengthen the organization

Long Term Goals:

- Educate City residents and businesses in emergency preparedness by presenting informative talks to any local business, civic, church, service or interested group. This will enhance the City’s sustainability in the future against weather emergencies, pandemics and disasters.
- 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.
- Design and implement a new EOC facility and Emergency Management Office in the Police Complex. This will be accomplished after the City Hall renovations are completed; however, the design phase can commence earlier.

Expenditure and Position Summary

	2021 Actual	2022 Estimated	2023 Budget
Salary Expenditures	\$12,296	\$14,515	\$27,500
Full time Positions	1	1	1



Building Inspection



Richard Brown
Chief Building Official

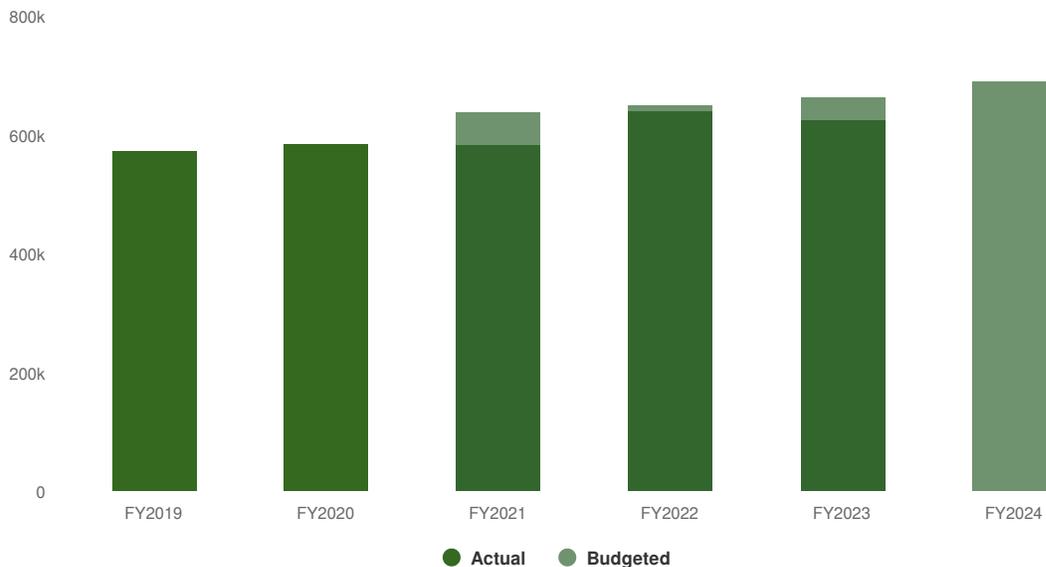
The Building Inspection Department is responsible for the public safety, health and welfare for people who live, work, and play in the City of Bristol. Whether in homes, offices, schools, stores, factories, or places of entertainment, people rely on the safety of the structures that surround them in 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 effects 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 Bristol/Burlington 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.

Expenditures Summary

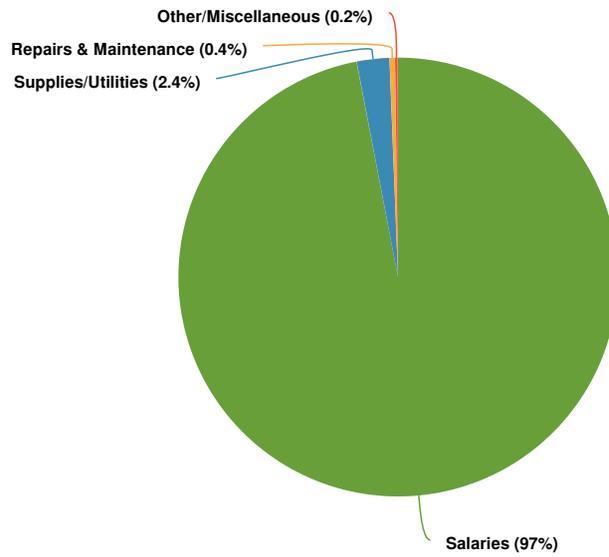
\$690,985 **\$26,030**
(3.91% vs. prior year)

Building Inspection Proposed and Historical Budget vs. Actual

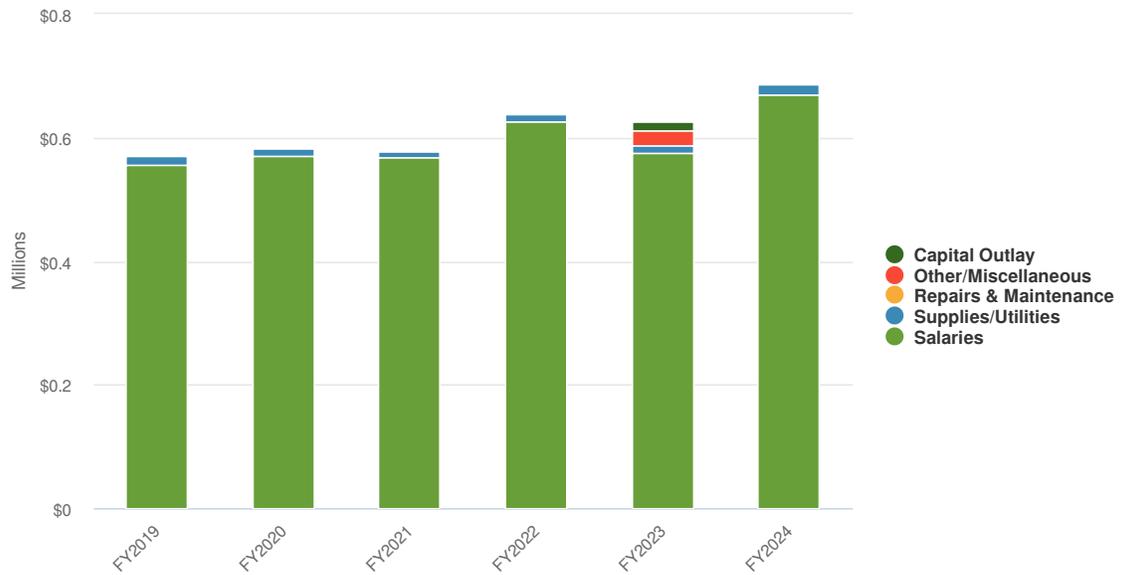


Expenditures by Expense Type

Budgeted Expenditures by Expense Type

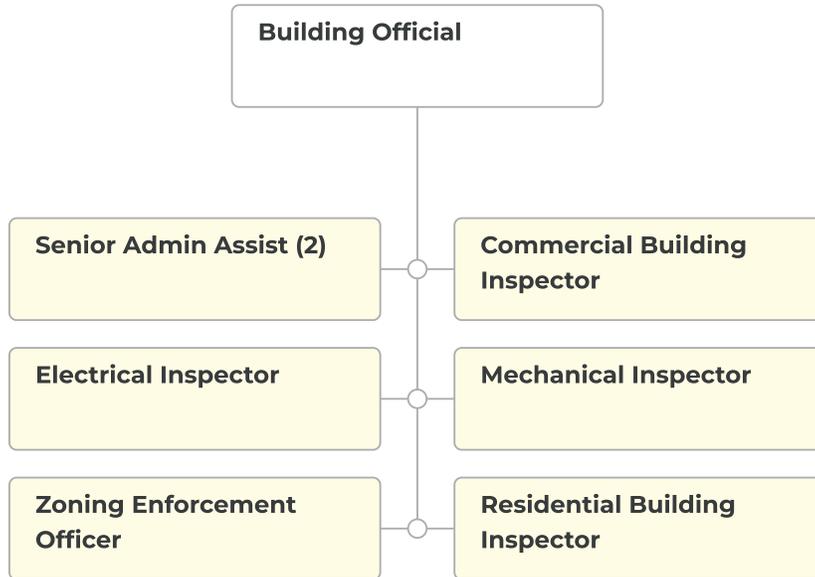


Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Salaries	\$627,040	\$635,405	\$659,650	\$670,185	5.5%
Other/Miscellaneous	\$1,080	\$2,500	\$2,500	\$1,500	-40%
Supplies/Utilities	\$11,714	\$23,400	\$23,400	\$16,550	-29.3%
Repairs & Maintenance	\$1,076	\$3,650	\$3,650	\$2,750	-24.7%
Capital Outlay	\$0	\$0	\$14,800	\$0	0%
Total Expense Objects:	\$640,911	\$664,955	\$704,000	\$690,985	3.9%

Organizational Chart



Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Continue to support staff to provide “people friendly” public assistance. The Department has gained a positive reputation with the residents and the contractors over the two years.
- Increase the collaborative working with other departments to achieve a more seamless permit system, ie; initial review of the permits by all necessary departments, on-going timely inspections and temporary certificates of occupancies to get businesses up and running sooner.
- Add a new full time Code Enforcement position to undertake what is becoming a major issue within the larger cities due to the age of buildings and the new, non-resident or state resident landlords.
- Continue the daunting task of transitioning all of the existing paper documents into electronic files, through scanning.

Fiscal Year 2024 Goals:

- Continue with the friendly charts, hand-outs and postings to help customers with the permitting system.
- Increase the response time and efficiency of the Code Enforcement side of the Building Dept with a new hire.
- Increase the work week hours to 40 for all employees to keep up with the increased demand of permits and inspections.
- Transition to a paperless department.

Long Term Goals:

- Continue to streamline the permitting system for the public and essentially increase the productivity of the employees.
- Increase the efficiency of the “Code Enforcement” side of the Building Department through the added full-time employee.
- Scan all old street files into electronic format.

Expenditure and Position Summary

	2022 Actual	2023 Estimated	2024 Budget
Salary Expenditures	\$627,040	\$659,650	\$670,185
Full time Positions	8	8	8

Performance Measures

Activity	FY 2020	FY 2021	FY2022	FY2023
Building/Mechanical Permits Issued	3,103	3,983	3,757	3,938
Value of Construction	\$70,719,145	\$142,916,513	\$139,289,943	\$123,239,288
Actual Revenue Collected	\$1,472,385	\$2,064,193	\$1,996,177	\$2,518,043

Public Works



Raymond Rogozinski
Public Works Director

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

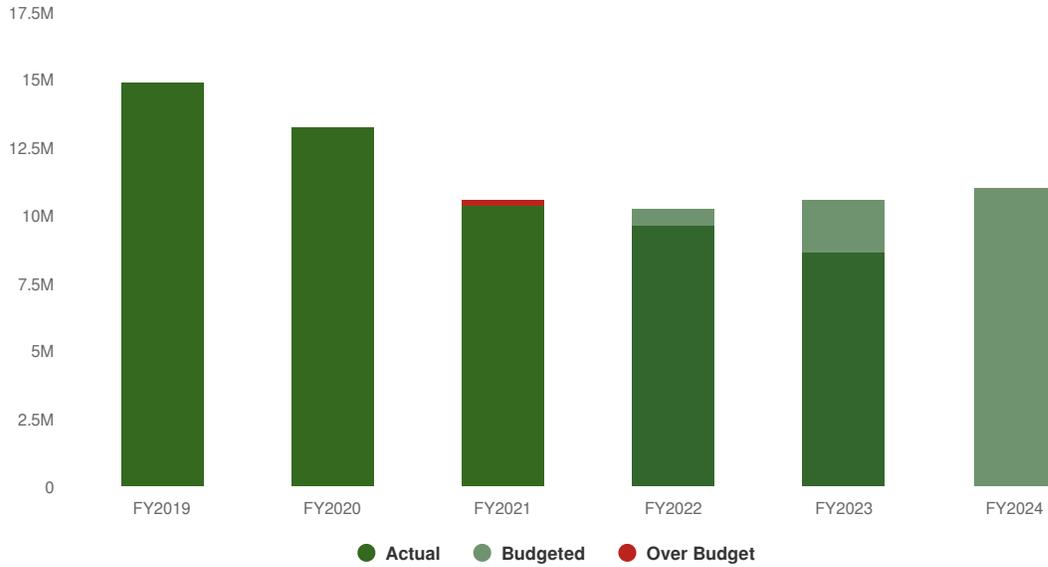
Long Term Goals:

- 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 the availability of grants to reduce City cost to improve public facilities, infrastructure and roadway conditions.
- Investigate the 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 the use of technologies to improve Department efficiency and the level of service.

Expenditures Summary

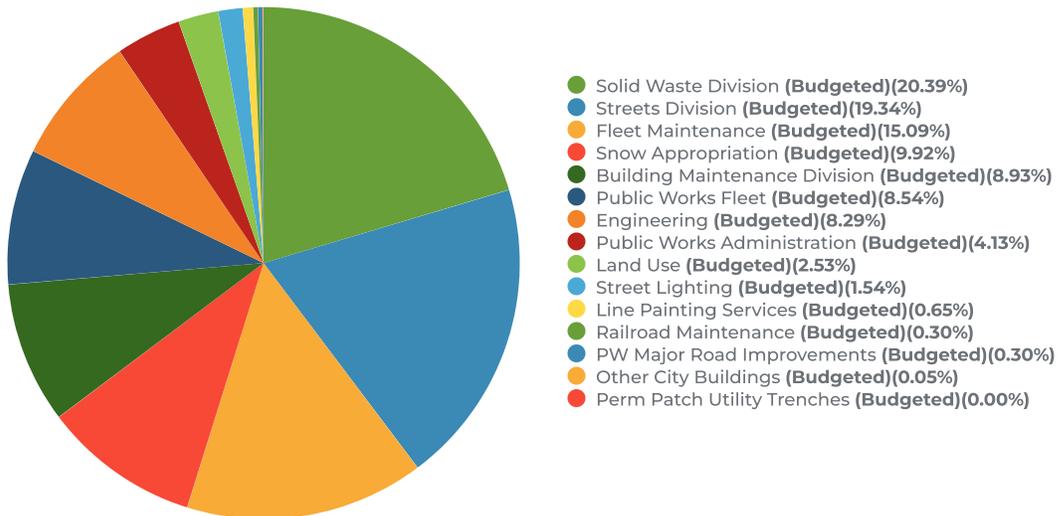
\$11,003,635 **\$463,710**
(4.40% vs. prior year)

Public Works Proposed and Historical Budget vs. Actual



Expenditures by Department

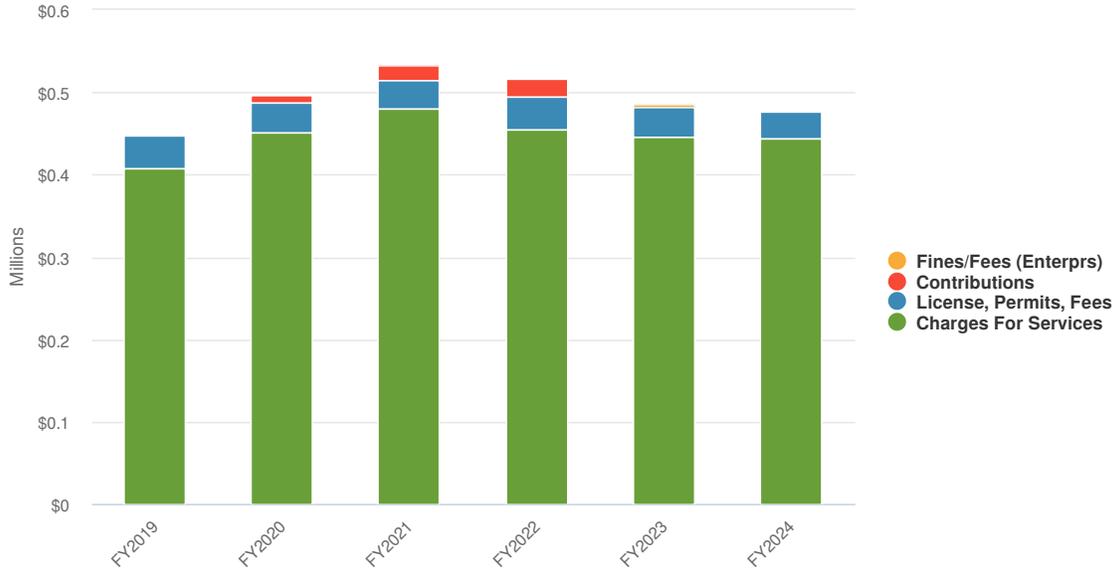
2023-2024 Public Works



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2022 Original Budget vs. FY2023 Original Budget (% Change)
Expenditures					
Public Works					
Public Works					
Public Works Administration	\$410,506	\$426,995	\$469,850	\$483,800	2.6%
Engineering	\$855,126	\$930,825	\$974,743	\$970,885	2.1%
Land Use	\$281,748	\$269,300	\$292,510	\$296,130	3.6%
Building Maintenance Division	\$1,086,309	\$1,043,160	\$1,013,910	\$1,114,960	-10.8%
Streets Division	\$2,219,836	\$2,220,060	\$2,226,340	\$2,283,650	0.7%
Solid Waste Division	\$1,198,786	\$1,232,595	\$1,270,697	\$1,232,620	1.3%
Fleet Maintenance	\$1,729,587	\$1,934,190	\$1,976,900	\$1,951,290	0.8%
Snow Appropriation	\$880,273	\$1,096,500	\$1,251,980	\$1,165,500	0.4%
PW Major Road Improvements	\$18,429	\$35,000	\$35,000	\$35,000	59.1%
Railroad Maintenance	\$47,238	\$44,300	\$93,406	\$43,300	-31.1%
Other City Buildings	\$164,052	\$131,000	\$131,000	\$115,500	23.6%
Perm Patch Utility Trenches	\$1,294	\$0	\$0	\$0	0%
Public Works Fleet	\$450,117	\$850,000	\$1,152,488	\$1,000,000	59.2%
Line Painting Services	\$48,076	\$91,000	\$142,924	\$76,000	-10.8%
Storm Water	\$21,384	\$0	\$0	\$0	0%
Street Lighting	\$201,935	\$235,000	\$251,939	\$235,000	14.6%
Total Public Works:	\$9,614,695	\$10,539,925	\$11,283,687	\$11,003,635	3.1%
Total Public Works:	\$9,614,695	\$10,539,925	\$11,283,687	\$11,003,635	3.1%
Total Expenditures:	\$9,614,695	\$10,539,925	\$11,283,687	\$11,003,635	3.1%

Revenues by Source

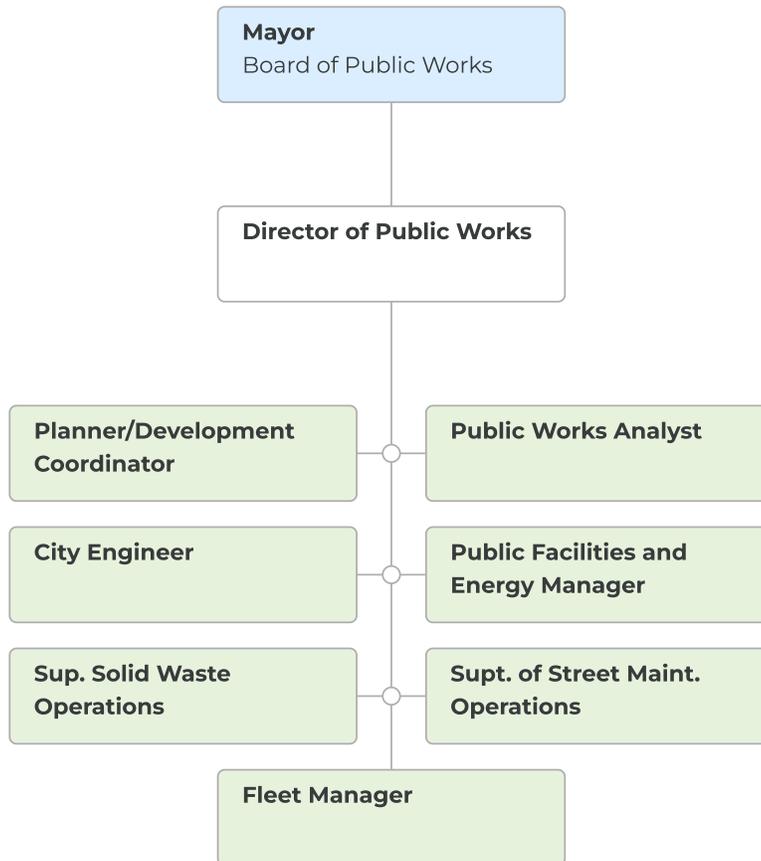
Budgeted and Historical 2024 Revenues by Source



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Revenue Source					
Fines/Fees (Enterprs)	\$845	\$0	\$0	\$0	0%
License, Permits, Fees	\$40,465	\$31,000	\$31,000	\$31,000	0%
Charges For Services	\$454,823	\$412,300	\$412,300	\$445,000	7.9%
Contributions	\$21,384	\$0	\$0	\$0	0%
Total Revenue Source:	\$517,518	\$443,300	\$443,300	\$476,000	7.4%

Board of Public Works

Board of Public Works	Expiration of Term
Mayor Jeffrey J. Caggiano, Chairperson	11/2023
Frank Stawski	02/2026
David Hartley	02/2025
Michael Dumas	02/2024
Cheryl Thibeault	11/2023
Jacqueline Olsen	11/2023
Erick Rosengren	11/2023



Public Works - Administration



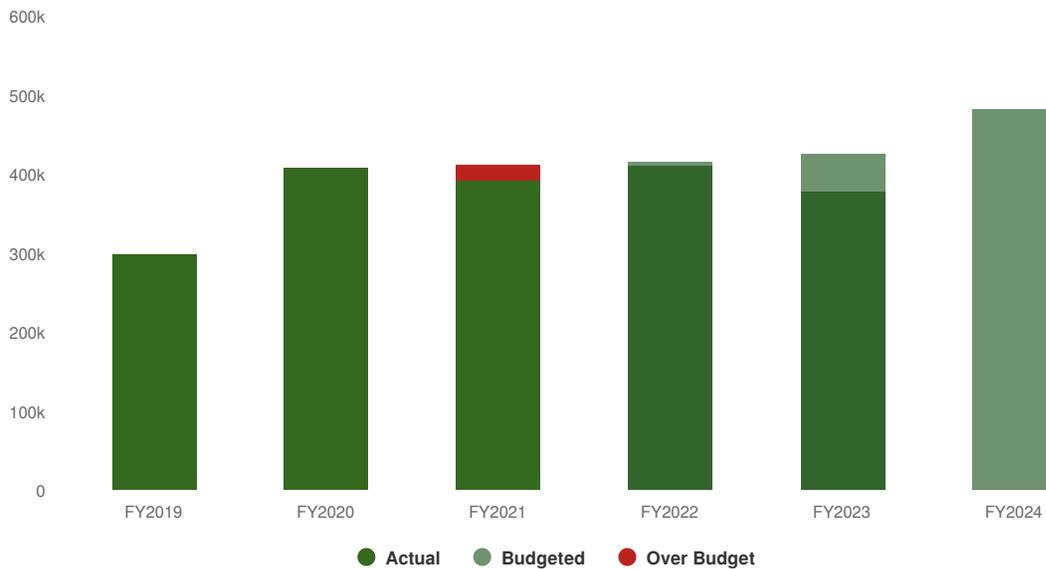
Lindsey Rivers
Public Works Analyst

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.

Expenditures Summary

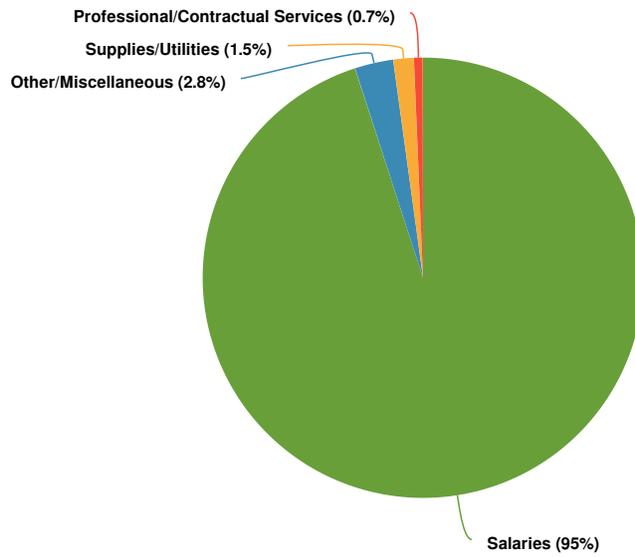
\$483,800 **\$56,805**
(13.30% vs. prior year)

Public Works - Administration Proposed and Historical Budget vs. Actual

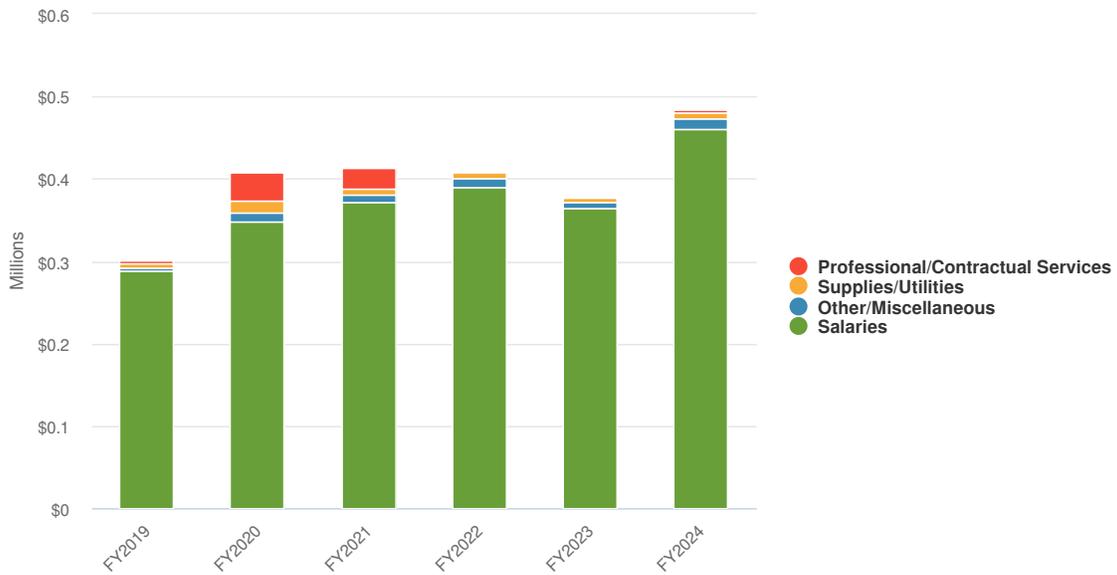


Expenditures by Expense Type

Budgeted Expenditures by Expense Type

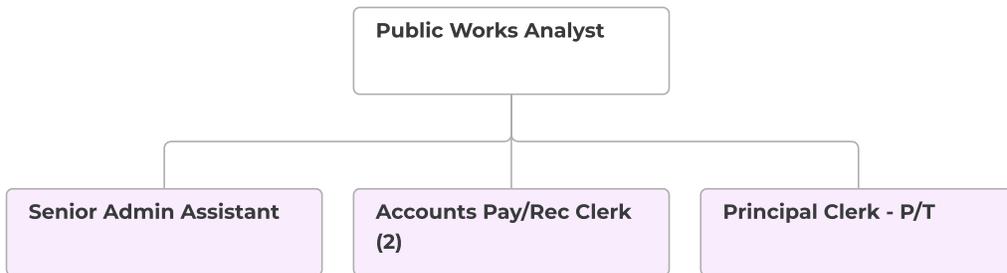


Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Salaries	\$389,215	\$406,095	\$448,950	\$459,700	13.2%
Other/Miscellaneous	\$11,671	\$12,000	\$12,000	\$13,700	14.2%
Professional/Contractual Services	\$2,910	\$3,200	\$3,200	\$3,200	0%
Supplies/Utilities	\$6,710	\$5,700	\$5,700	\$7,200	26.3%
Total Expense Objects:	\$410,506	\$426,995	\$469,850	\$483,800	13.3%

Organizational Chart



Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Expanded support of administrative functions to the Streets, Solid Waste, Building, and Engineering Divisions.
- Updated Department accounts payable procedures to reduce processing time creating Seamless Docs forms. Invoice payments are processed digitally through seamless docs.
- Streamlined the commercial permits, where they now receive notices through email when the permit expires. This eliminates businesses getting turned away at the transfer station for an expired permit.
- Continued to improve Public Works (PW) communication with residents via social media (Facebook page - Facebook.com/BristolPW, Twitter (@BristolPW), and mailing lists created using CivicPlus, the City's web provider.
- Provided revamped "Welcome Packages" to new homeowners in Bristol to promote the services that the City of Bristol has available.
- Provided public outreach and education regarding Pay As You Throw at the Transfer Station, "What's In/What's Out" recycling guidance, and Recycle Coach usage.
- Continued to expand use of online complaint reporting through seamless docs for illegal bulk reporting, barrels on the curb too long, basketball hoops, and improper recycling in barrels.
- Managed shredding events at City Farmer's Market.
- Increased employee training and education for all departments. PW Administrative staff attended the National American Public Works Association conference utilizing a grant obtained from the organization's New England Chapter.
- Continued to implement employee recognition program.
- Implemented the use of digital forms and applications to increase residential access to Department services via the website.
- Continued the outdoor classroom and garden project. There are still two schools to complete.
- Created a landlord database which enables PW to email or call landlords when they have issues with illegal bulk.
- Obtained new online provider for the Department's transfer station online credit card payments. Process included investigating modifying the current system to enable residents to make online credit payments on Saturdays.

Fiscal Year 2024 Goals:

- Identify deficiencies in processes, and enable residents to take advantage of self-service when possible.
- Expand development of Department's Reduce, Re-use, and Recycle (RR and R) program, increase student/BOE outreach and education programs, enlarge targeted collection programs for items such as Electronic Recycling and Plastic Recycling. Increase awareness of composting through partnership programs with City Garden clubs, Parks Department, and work with BOE on the Department's outdoor classroom initiative. RR and R program development includes benchmarking and quantifying savings of solid waste reduction.
- Create a dedicated Reduce Reuse Recycle social media page, branching off the current Department of Public Works social media to focus on recycling and sustainability.
- Work with Sustainable CT to obtain Gold status.

Long Term Goals:

- Identify deficiencies in processes, and enable residents to utilize self-service where possible. Enhance seamless docs to add more online services.
- Find and develop other avenues of communication with the public.
- Remain in the schools and make all programs into videos for the students to use in their curriculum.
- Help BOE implement environmental programs/clubs and continue with the Garden and Outdoor classroom programs.

Expenditure and Position Summary

	2022 Actual	2023 Estimated	2024 Budget
Salary Expenditures	\$389,215	\$448,950	\$459,700
Full time Positions	5.5	5.5	5.5

Performance Measurers

	FY2021	FY2022	FY2023
Residential Transfer Station Permits Sold	9,761	10,426	10,957
Bulk Pickups Schedule	3,567	3,393	2,865
Yard Waste Program Members	4,377	4,376	4,613



Public Works - Engineering



Nancy Levesque
City Engineer

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.

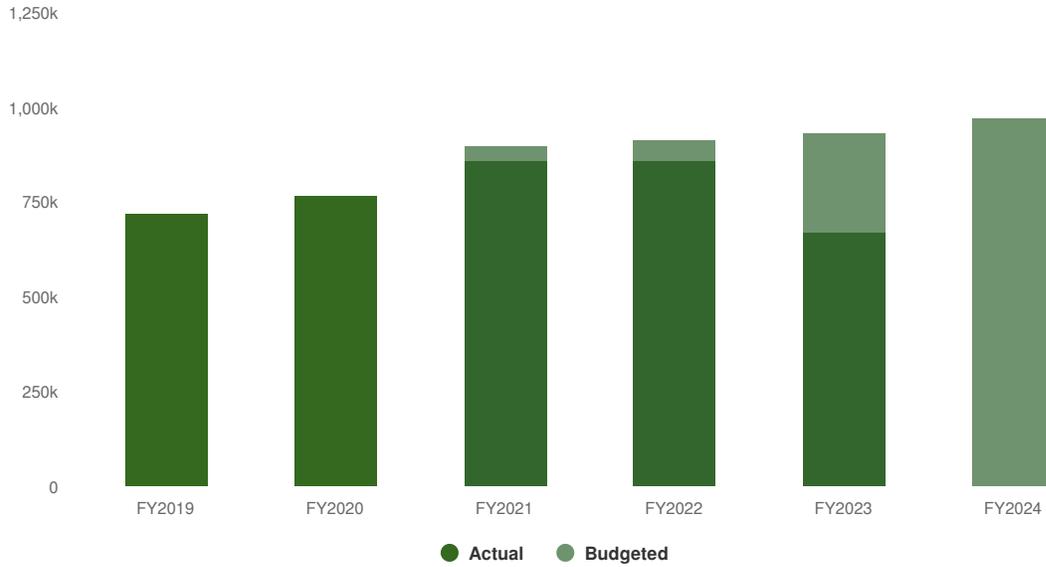
The Division reviews and supervises the construction of infrastructure improvements conducted by contractors and private developers. It uses digital imaging, computer-aided design and drafting equipment to complete designs and update City mapping along with continually updating the City's GIS system.

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.

Expenditures Summary

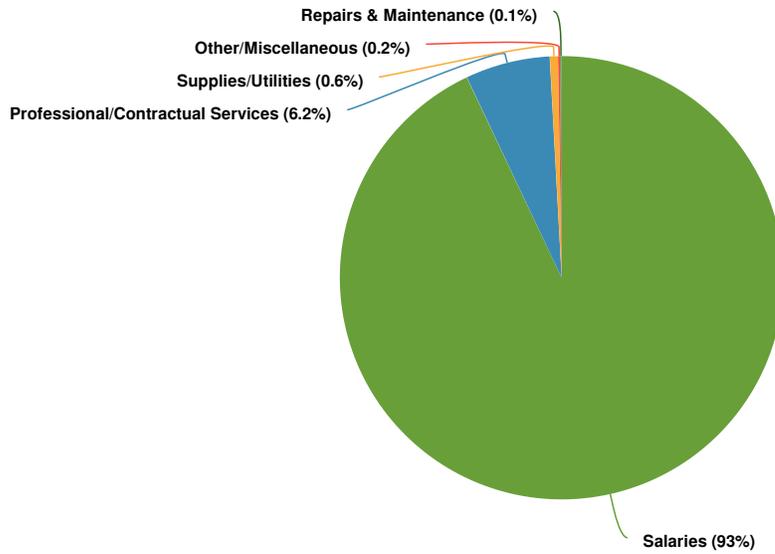
\$970,885 **\$40,060**
(4.30% vs. prior year)

Public Works - Engineering Proposed and Historical Budget vs. Actual

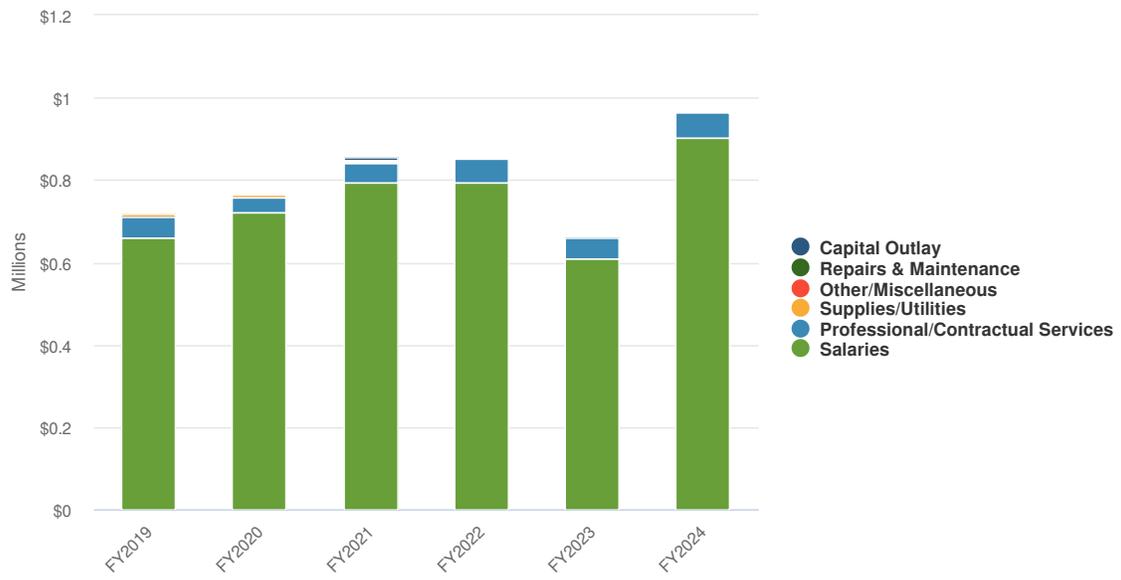


Expenditures by Expense Type

Budgeted Expenditures by Expense Type

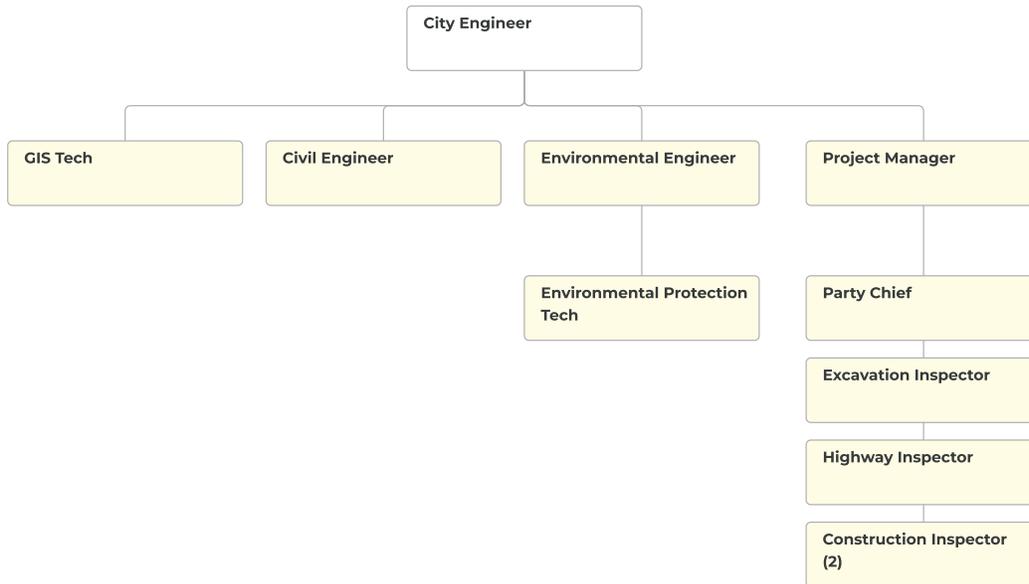


Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Salaries	\$792,912	\$861,345	\$866,845	\$902,605	4.8%
Other/Miscellaneous	\$335	\$1,500	\$1,500	\$1,500	0%
Professional/Contractual Services	\$58,046	\$60,000	\$98,418	\$60,000	0%
Supplies/Utilities	\$3,833	\$6,980	\$6,980	\$5,780	-17.2%
Repairs & Maintenance	\$0	\$1,000	\$1,000	\$1,000	0%
Total Expense Objects:	\$855,126	\$930,825	\$974,743	\$970,885	4.3%

Organizational Chart



Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Managed the Department's annual road improvement program consisting of roadway milling, paving, storm drainage upgrades, and permanent patch program. As part of the Department's asset management system, each roadway section of the City Street network (234 miles) is rated on a scale from 1-100 and is used to prioritize and select the proper treatment implemented as part of DPW's annual major roadway improvement program. The current rating of City roadways is 80.4.
- Upgraded roadway patching program to include milling and paving full lane widths (50-100 ft. length) of roadway sections to address isolated areas of pavement deterioration.
- Participate in the State's "Complete Street" grant program. Fully funded through a grant, the Complete Street Program promotes and supports safe pedestrian and bike use of City streets, through education and the design of streets.
- Leveraged use of grant funds to design and complete CIP projects
 - CMAQ - Traffic signal upgrades \$3,400,000 fully funded
 - CBDG – sidewalks & ADA ramps \$124,000 fully funded
 - State/Local Bridge - Jerome Ave Bridge \$2,970,000 50% grant funded
 - Fed/Local Bridge Program – Mellen St Bridge \$2,200,000 80% funded
 - LotCIP Downs Street Bridge – \$2,300,000 fully funded construction
 - LOCIP – Woodland Street Sidewalks \$340,000 fully funded
- Formalized DPW policies approved by the Board of Public Works associated with roadway permanent patch program, procurement of City easements, and sidewalk repair & installation.
- Implement ADA Sidewalk Transition Plan to comply with current ADA standards to replace deteriorated ADA ramps (10% of City roadway maintenance funds \$50,000 (0.10 X \$500,000)).
- Provided employee training for roadway pavement, storm water regulation, OSHA safety, and soil compaction testing/requirements. In addition, the City engineer attended the National APWA conference.
- Reduced backlog of Capital Improvement Projects (storm drainage, roadway reconstruction, streetscape, and bridges).
- Completed roadway traffic signal (34) and retiming project, including training of DPW staff to assist in Police Department operations.
- Revised City Land Use regulations to comply with the State's Department of Energy and Environmental Protection (DEEP) associated with Municipal Separate Storm Sewer System (MS4) program requirements.
- Oversee project to replace Memorial Blvd 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.
- Provide engineering services to other City Departments, such as Economic and Community Development (ECD), Parks Department, and Board of Education.
- Updated City-wide Inland Wetlands mapping used to determine regulatory limits/permit requirements.
- Submitted resiliency grant to fully fund flood mitigation engineering measures along the Pequabuck River & Coppermine Brook, and provide public education on available City, State, and FEMA resources.
- Reconfigured staffing to eliminate Environmental Engineer and re-establish previously eliminated Assistant City Engineer position to improve efficiency and Division flexibility. In addition, manage impact of staff engineer and survey vacancies.

Fiscal Year 2024 Goals/challenges:

- Fully staff Division positions to meet required level of service. Procure services of engineering employment recruiter to assist City filling currently vacant engineering positions.
- Maintain existing pavement management/resurfacing program to improve surface conditions of City roadways.
- Prepare formal policy and procedures approved by the Board of Public Works associated for roadway construction/surfacing and storm drainage projects/operations.
- Update City roadway and utility standards and details, and rewrite City roadway ordinance to reflect current Department and industrial standards.
- Streamline and improve Division permit process through online permitting.
- Support and assist ECD to implement projects that support economic development

- Expand employee training program (roadway reconstruction/paving, project management (budgets), including OSHA safety).
- Improve and expand public access to the Department of Public Works Graphical Information System (GIS).

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.

Expenditure and Position Summary

	2022 Actual	2023 Estimated	2024 Budget
Salary Expenditures	\$247,988	\$269,810	\$276,430
Full time Positions	11	11	11

Performance Measures

	FY2020	FY2021	FY2022	FY2023
Major Design Projects - Completed	6	6	7	9
Major Survey Projects - Completed	4	1	1	2



Public Works - Land Use

Robert Flanagan

City Planner

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.

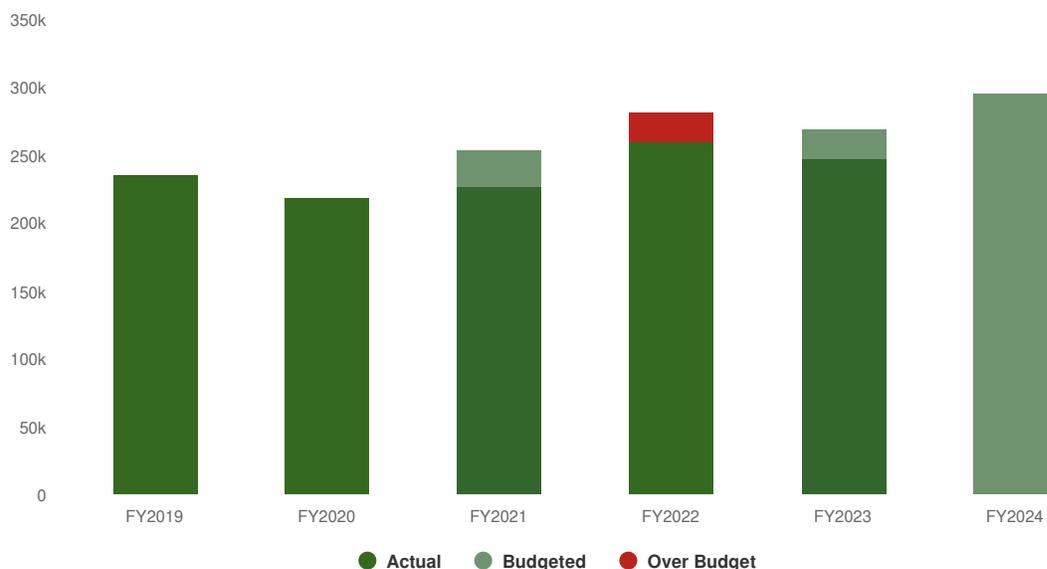
Services provided by the Division include receiving and processing land use applications, preparing legal notices, meeting agendas, correspondence and meeting minutes, keeping the official records of the boards, and providing land use, zoning and development information to the public, attorneys and other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

Expenditures Summary

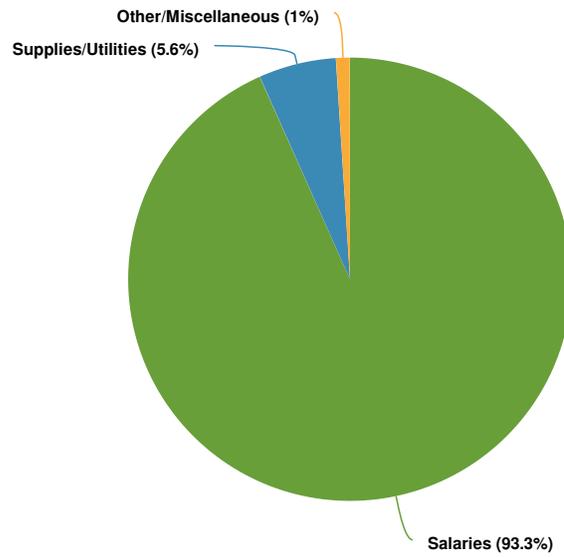
\$296,130 **\$26,830**
(9.96% vs. prior year)

Public Works - Land Use Proposed and Historical Budget vs. Actual

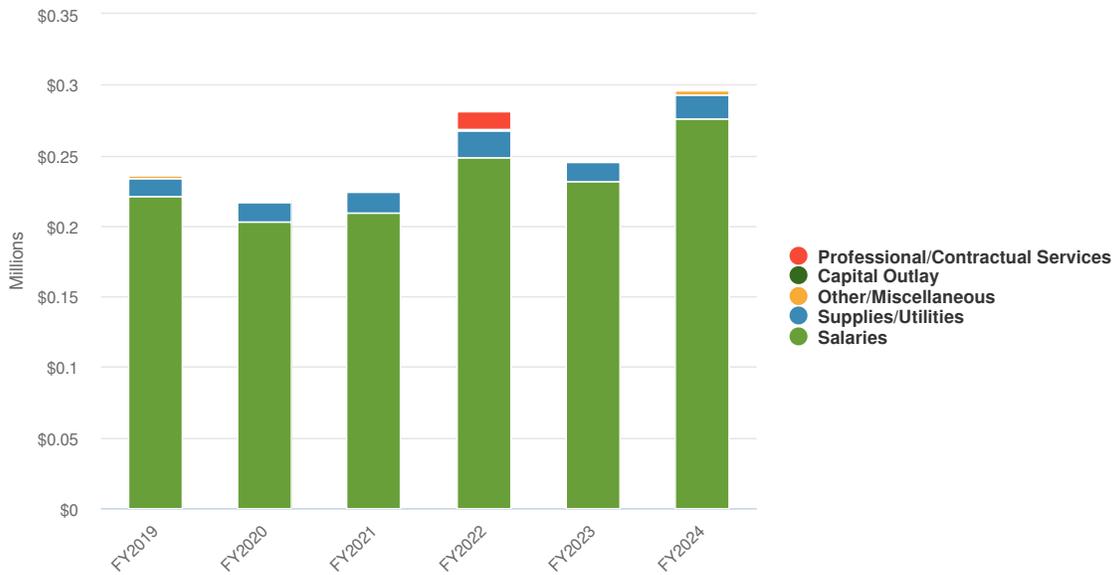


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Salaries	\$247,988	\$249,600	\$269,810	\$276,430	10.7%
Other/Miscellaneous	\$1,467	\$3,000	\$3,000	\$3,000	0%
Professional/Contractual Services	\$13,000	\$0	\$3,000	\$0	0%
Supplies/Utilities	\$19,293	\$16,700	\$16,700	\$16,700	0%
Total Expense Objects:	\$281,748	\$269,300	\$292,510	\$296,130	10%

Organizational Chart



Goals and Accomplishments

Fiscal Year 2023 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 2024 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:

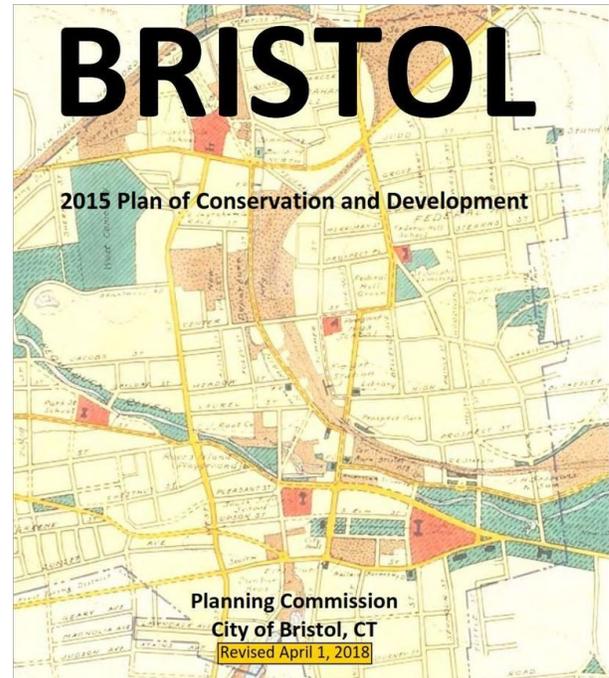
- Identify areas of partnership and teamwork with the Economic and Community Development (ECD) staff.
- Examine additional land use procedures that promote grand list growth.
- Continue to improve the land use process through the use of online conferencing software that makes Land Use Board and Commission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

Expenditure and Position Summary

	2022 Actual	2023 Estimated	2024 Budget
Salary Expenditures	\$247,988	\$269,810	\$276,430
Full time Positions	3	3	3

Performance Measures

	FY2021	FY2022	FY2023
Zone Changes/Zoning Text Amendments	2/1	4	2/2
Special Permits	13	16	13
Site Plans	13	17	12
Subdivisions	1	3	0
Wetland Permits			
Commission Approved	26	33	22
Administrative Approved	104	76	38
Wetlands Boundary Changes	5	10	3
Zoning Appeals	1	1	1
Zoning Variances	42	15	6
Zoning Certificate of Approval (Motor Vehicles Uses)	6	3	3
Certificates of Appropriateness	6	5	2
Aquifer Protection Area Registrations (Renewals)	2	0	4



Public Works - Building Maintenance



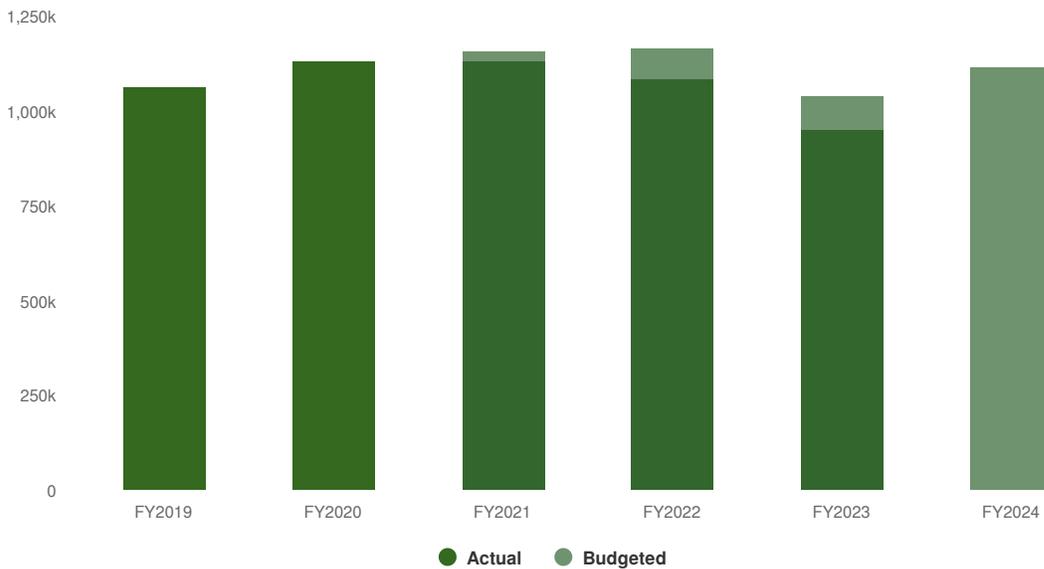
Dave Oakes
Facilities Manager & Energy Manager

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.

Expenditures Summary

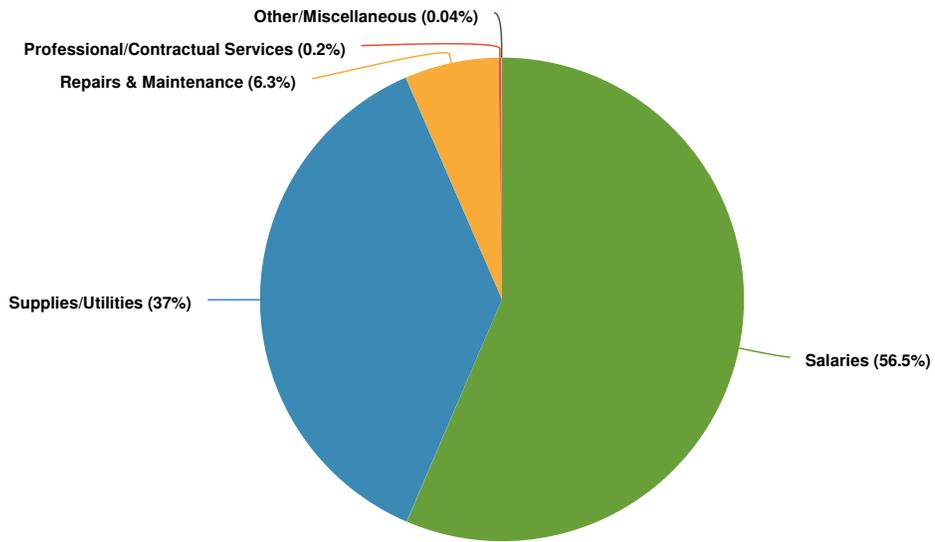
\$1,114,960 **\$71,800**
(6.88% vs. prior year)

Public Works - Building Maintenance Proposed and Historical Budget vs. Actual

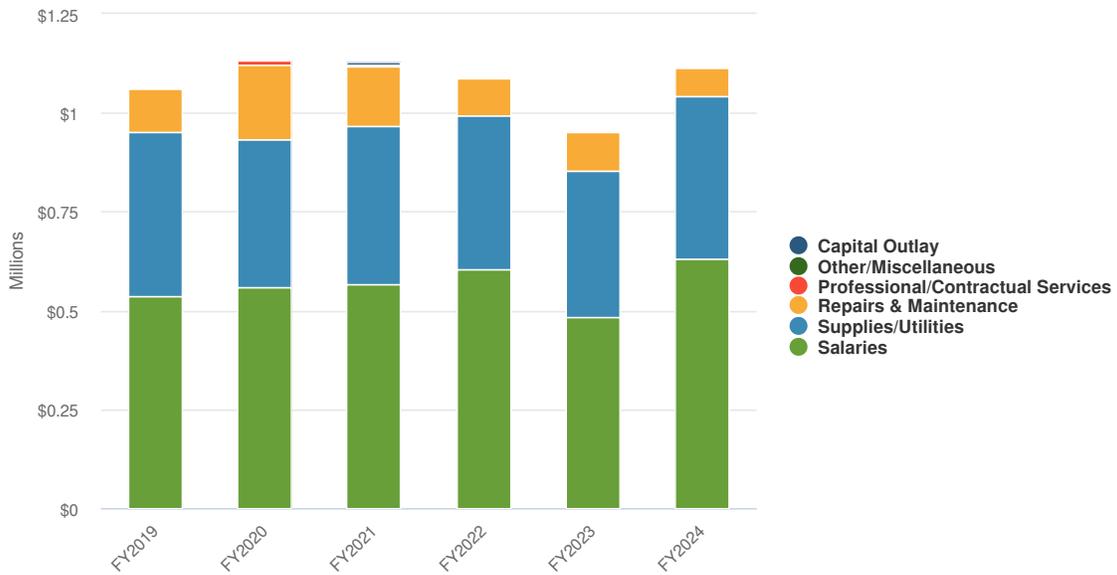


Expenditures by Expense Type

Budgeted Expenditures by Expense Type

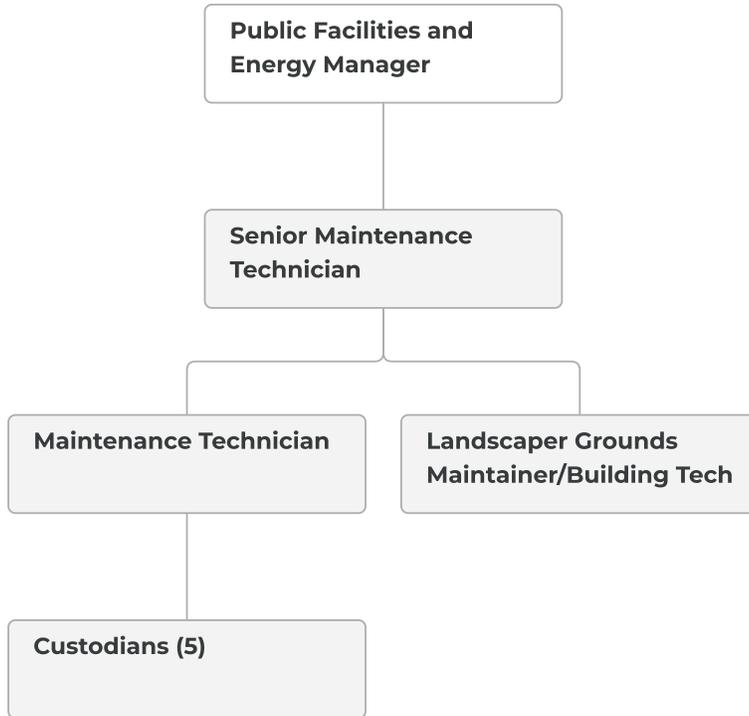


Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Salaries	\$604,439	\$599,660	\$570,410	\$629,460	5%
Other/Miscellaneous	\$75	\$500	\$500	\$500	0%
Professional/Contractual Services	\$345	\$2,000	\$2,000	\$2,000	0%
Supplies/Utilities	\$390,104	\$361,000	\$361,000	\$413,000	14.4%
Repairs & Maintenance	\$91,345	\$80,000	\$80,000	\$70,000	-12.5%
Total Expense Objects:	\$1,086,309	\$1,043,160	\$1,013,910	\$1,114,960	6.9%

Organizational Chart



Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Managed 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’s North Main Street frontage and a complete replacement of HVAC building systems.
- Support and maintain temporary City Hall facilities (City Hall East – Webster & City Hall West – PD Complex). Work consisted of moving assistance to all City Hall Departments, rearranging staffing to maintain and operate dual City Hall facilities.
- Reduced Capital Improvement Project backlog by completing the following projects: Fire House 4 HVAC bay ceiling fan, Main Library chiller repair, 51 High St. painting and exterior improvements, Police Court holding cell upgrades.
- Completed major repairs to the Police Complex MEP/utility systems which includes air handler unit, steam boiler header and condensing tank, asbestos pipe insulation removal, and storm drain pipe cleaning – basement garage.
- Prepared study/evaluation of long term use of the current City Hall West space located in the Police Complex. Study is evaluating Police Dept. expansion, relocation of Probate Court, and upgrades to Emergency Management space.
- Prepared an asbestos survey and management plan for all City Buildings.
- Completed design for Police Complex MEP improvement which includes new hot water boiler and air handlers, electrical switchgear, piping and air supply system upgrades estimated project cost \$2.3 million.
- Completed study recommending replacement to the Animal Control facility
- Completed installation of electrical and emergency generator upgrades at Fire Houses No. 2 & 5 and air conditioning installation at Fire House 2.
- Implemented staff safety training and procedures associated Conn OSHA inspection recommendation/requirements.
- Hired a temporary custodian to fill a vacancy (workers comp) to maintain level of service and reduce overtime needs.
- Managed issues of elevated mold levels at City Hall East – Webster facility.
- Building Committee member to replace/construct a new Fire House No. 3 (Forestville).
- Completed evaluation and prepare improvement plan for the Police Complex parking garage.
- Engaged consultants to design 150 space parking garage located at Meadow St/Kelly St to support City Hall facility (estimated project cost 4.0 million – fully grant funded).
- Design a 180 space parking garage on Hope Street to support downtown development. (Estimated project cost 5.2 million – ARPA funded).
- Formalize DPW policies approved by the Board of Public Works associated with building security, bus shelters installation/maintenance, and building operations.

Fiscal Year 2024 Goals:

- Expand/establish written policies and standard operating procedures to improve operations and enhance training.
- Implement a building asset management system to monitor service requests, schedule required routine maintenance, and track equipment repair cost/service life.
- Provide formal training to building maintenance staff on new MEP/Electrical systems installed at the renovated City Hall.
- Support City Hall Departments move/relocate into the newly renovated City Hall.

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

	2022 Actual	2023 Estimated	2024 Budget
Salary Expenditures	\$604,439	\$570,410	\$629,460
Full time Positions	9	9	9



Public Works - Streets



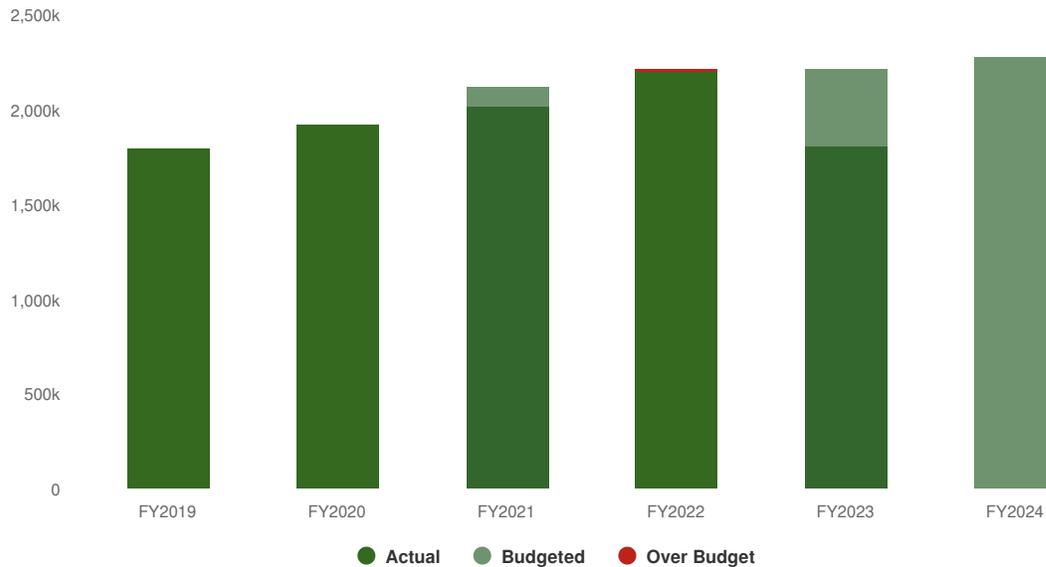
Craig Kasparian
Superintendent of Streets

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.

Expenditures Summary

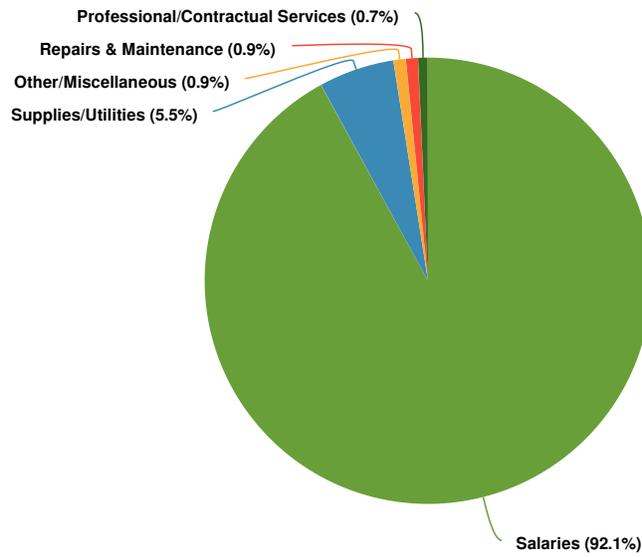
\$2,283,650 **\$63,590**
(2.86% vs. prior year)

Public Works - Streets Proposed and Historical Budget vs. Actual

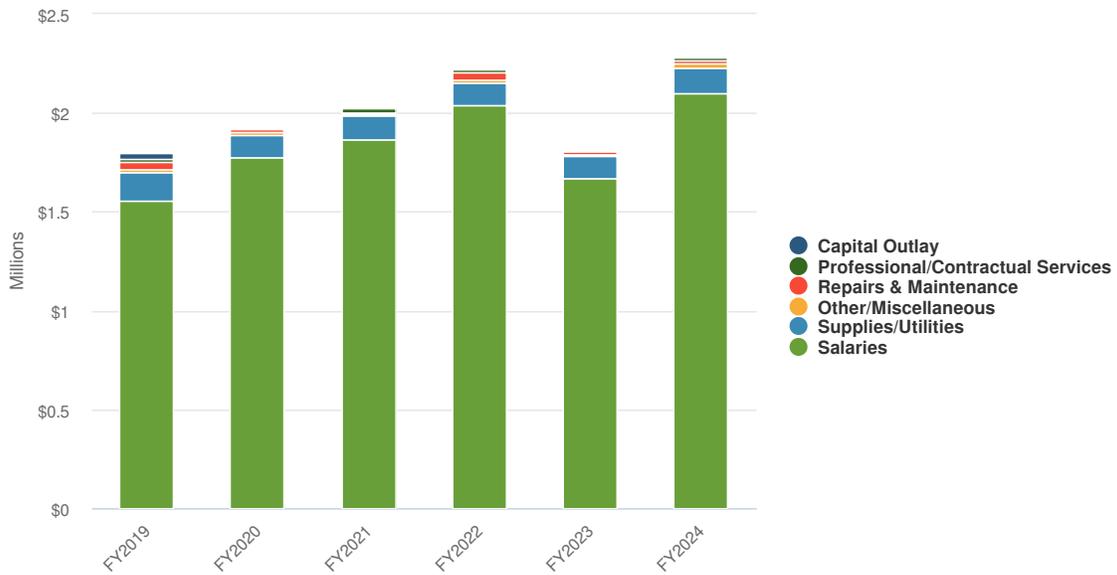


Expenditures by Expense Type

Budgeted Expenditures by Expense Type

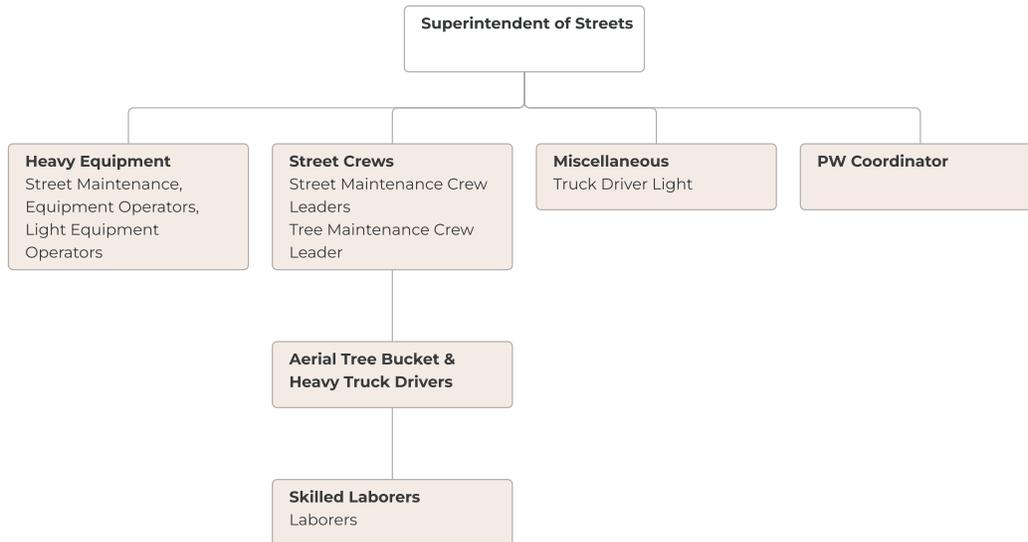


Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Salaries	\$2,040,505	\$2,027,260	\$2,033,540	\$2,102,250	3.7%
Other/Miscellaneous	\$16,903	\$20,400	\$20,400	\$20,400	0%
Professional/Contractual Services	\$14,960	\$16,000	\$16,000	\$16,000	0%
Supplies/Utilities	\$111,079	\$134,400	\$134,400	\$125,000	-7%
Repairs & Maintenance	\$36,388	\$22,000	\$22,000	\$20,000	-9.1%
Total Expense Objects:	\$2,219,836	\$2,220,060	\$2,226,340	\$2,283,650	2.9%

Organizational Chart



Goals and Accomplishments

Fiscal Year 2024 Goals and Accomplishments:

- Improved maintenance response time for addressing pavement patches, bituminous curbing, and driveway aprons, along with storm drainage, retaining wall, storm drainage, concrete sidewalk and roadway mill and asphalt patching projects.
- Utilized FY2021-22 purchased equipment (miller and roller) to mill and pave larger sections (full lane width) of City roadways.
- Increased staff safety training and implement new safety procedures required per Conn OSHA inspection.
- Formalized DPW policies approved by the Board of Public Works associated with roadway maintenance, right of way management, and City tree maintenance.
- Utilized sign shop to assist citywide departments (Parks, Economic and Community Development, Police Department, and Library). Sign fabrication and installation includes Memorial Blvd bike path and required detour signage associated with railroad repairs on CT Route 6.
- 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.
- Repaired concrete and asphalt curbing. Expand repair to concrete slip curbing, work previously performed by outside vendors.
- Performed exterior cleanup and lawn maintenance in response to City blight ordinance violations/orders.
- Reconstructed and resurfaced commuter parking lot on Mix St. Project included excavation of asphalt pavement, regrading, storm drainage, and the installation of new pavement, curbing, and pavement markings.

Fiscal Year 2024 Goals:

- Improve maintenance of City roads to reduce service requests and improve public safety.
- Investigate use of equipment and implement procedures to improve workers' 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.
- Expand storm drainage/catch basin cleaning program.

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).

Expenditure and Position Summary

	2022 Actual	2023 Estimated	2024 Budget
Salary Expenditures	\$2,040,505	\$2,033,540	\$2,102,250
Full time Positions	34	34	34

Performance Measures

	FY2020	FY2021	FY2022	FY2023
Tree Removal	47	38	35	55
Brush Cutting	31	30	33	42
Tree Planting	8	10	7	9
Tall Grass Abatement - Properties	3	9	4	7
Catch Basin Cleaning	690	620	640	430
Catch Basin Repair	72	70	85	65
Drainage Pipe	620	680	420	720
Paving - square yards	5,200	4,800	7,600	12,000
Curbing - miles	5.7	4.5	3.1	3.7
Street Sweeping - miles	234	234	234	234

Miles of Roads	234
Miles of Catch Basins	219.9
Catch Basins	8,500
Bridges	25



Public Works - Solid Waste



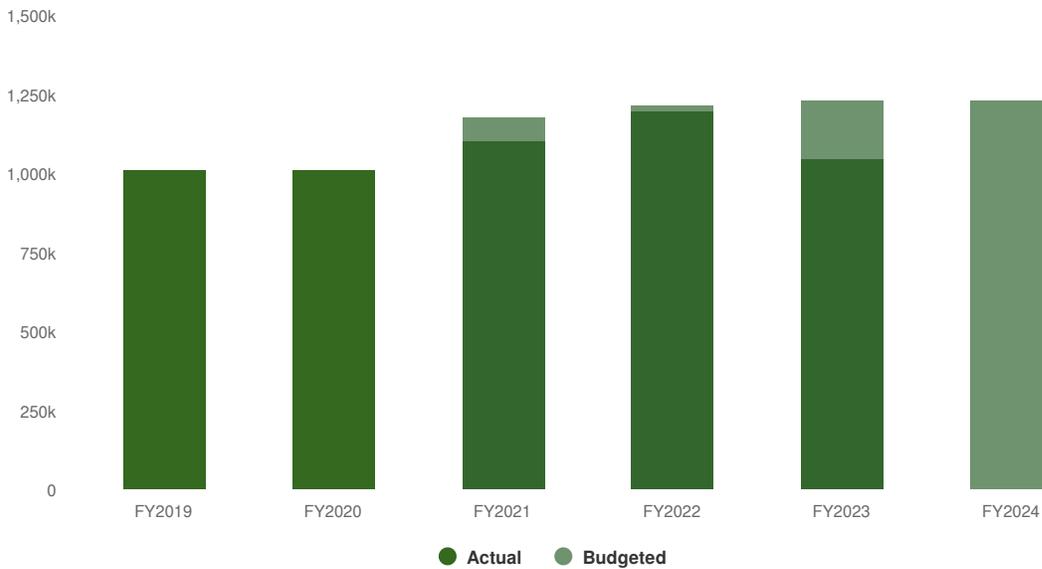
Josh Corey
Superintendent of Solid Waste

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.

Expenditures Summary

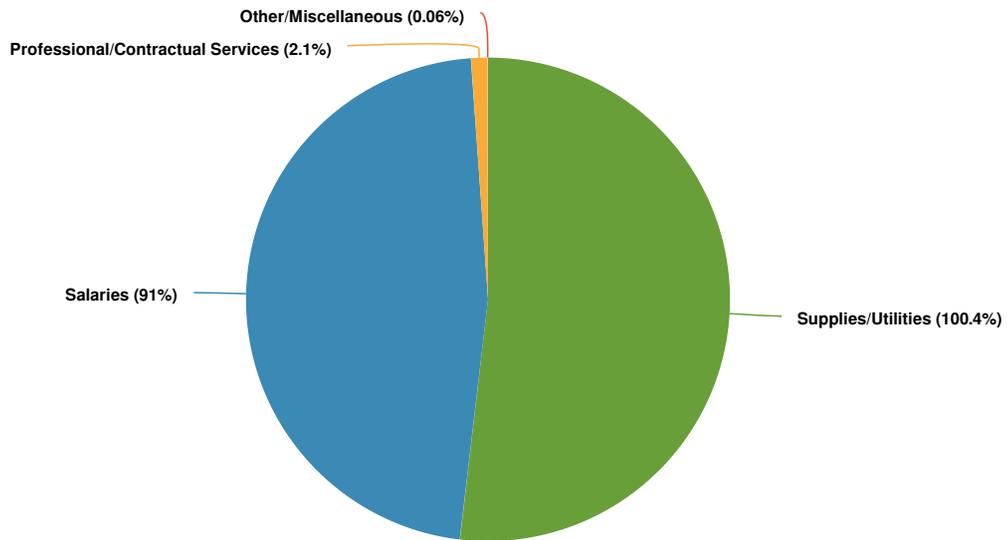
\$1,232,620 **\$25**
(0.00% vs. prior year)

Public Works - Solid Waste Proposed and Historical Budget vs. Actual

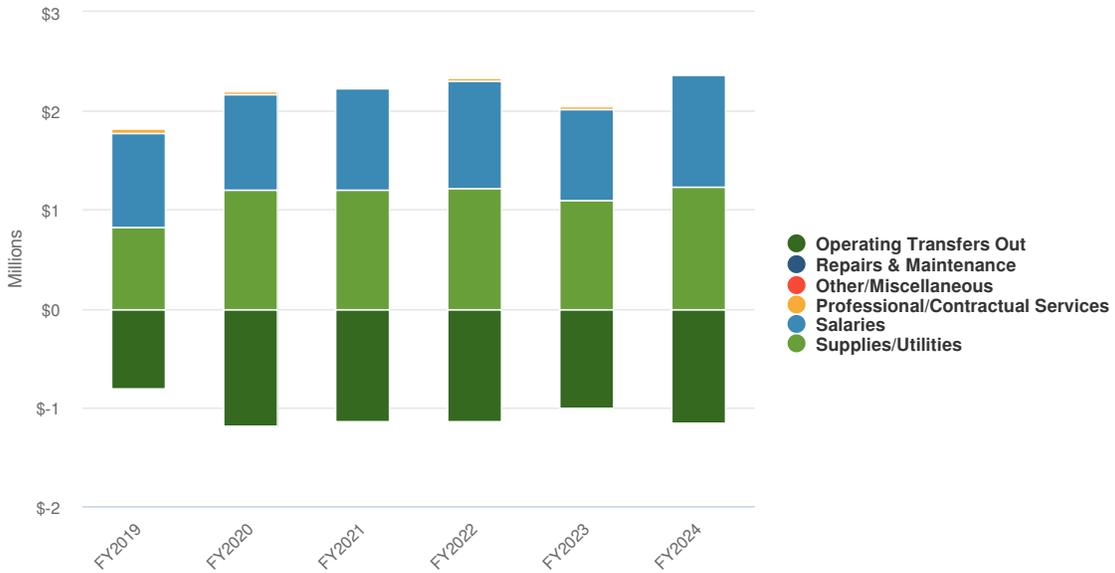


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Salaries	\$1,081,721	\$1,131,795	\$1,135,440	\$1,121,820	-0.9%
Other/Miscellaneous	\$733	\$800	\$800	\$800	0%
Operating Transfers Out	-\$1,140,400	-\$999,640	-\$999,640	-\$1,154,000	15.4%
Professional/Contractual Services	\$35,796	\$21,000	\$21,000	\$26,000	23.8%
Supplies/Utilities	\$1,220,937	\$1,078,640	\$1,113,097	\$1,238,000	14.8%
Total Expense Objects:	\$1,198,786	\$1,232,595	\$1,270,697	\$1,232,620	0%

Goals and Accomplishments

Fiscal Year 2023 Accomplishments:

- Maintained level of service for weekly municipal refuse, recycling, bulk, and yard waste collection.
- Managed annual leaf collection program to eliminate overtime.
- Reduce the amount of illegal bulk within the City by promoting the Division's bulk collection program and increasing the enforcement of illegal bulk activity.
- Managed supply chain shortages/long delivery times of solid waste barrels by pre-ordering (with BOF approval) barrels for FY23-24 use. Administered deployment of new/replacement recycling, refuse, and yard waste barrels. With the delivery of new refuse barrels, we were able to eliminate the list of residents waiting for new/replacement barrels. Expanded barrel repair program to reduce replacement cost.
- Increased staff safety training and implement new safety procedures required per Conn OSHA inspection.
- Improved vehicle safety inspections to ensure rear backup cameras operate correctly.
- Maintained compliance with Connecticut Department of Energy and Environmental Protection (DEEP) environmental permits and regulations.
- Increased inspection and collection of illegal bulk, and audit residential recycling to ensure compliance with ordinance and estimated values in Bristol Resource Recovery Facility Operating Committee (BRRFOC) recycling processing contract.
- Held annual Household Hazardous Waste event, servicing 437 vehicles, with 297 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. Division will maintain the existing bulk truck for Street Division use.
- Increased employee education and training (safety, vehicle preventive maintenance, and customer service for transfer station attendants) and develop training program for new staff.
- Submitted grant application to fund a municipal food waste pilot collection program to reduce Covanta waste disposal cost.
- Established 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.

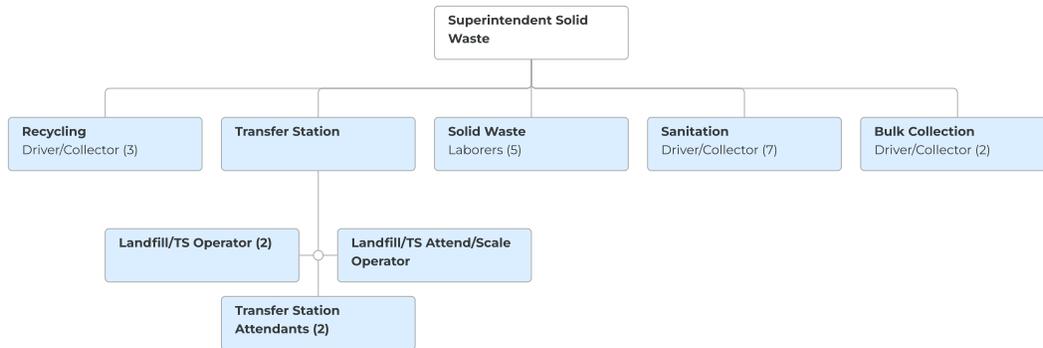
Fiscal Year 2024 Goals:

- Reduce service requests associated with weekly collection of municipal refuse and recyclables.
- Expand/establish written policies and standard operating procedures to improve operations and enhance training.
- Increase enforcement to reduce illegal bulk activity throughout the City.
- Promote reduce, reuse, recycle programs to reduce the amount of municipal solid waste and single stream recycling.
- Continue program to rotate use of Division rear packer refuse truck for bulk pickup to reduce vehicle breakdowns/increase rear packer reliability. Weekly solid waste collections are performed utilizing automated (one arm) solid waste trucks. The Division utilizes older rear packer trucks for collection of bulk pick-ups, leaves, and Christmas trees. Seasonal/limited use of vehicles increase breakdowns.
- Continue to manage annual leaf collection to eliminate overtime.
- Continue to manage barrel inventory in order to provide all residents 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.
- Audit residential recycling barrels to evaluate program/educate residents.
- In accordance with amended ordinance authorization, collect non-renewed yard waste barrels for redeployment.
- 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.
- Pursue grant funding to establish a municipal food collection pilot program. The City's current rubbish disposal cost is approximately 35% below current market pricing, however, the City's existing contract expires in 2034.

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.
- Reevaluate 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 ensure the quality of service to residents.
- Maintain refuse, recycling, and yard waste barrel inventory.

Organizational Chart



Expenditure and Position Summary

	2022 Actual	2023 Estimated	2024 Budget
Salary Expenditures	\$1,081,721	\$1,135,440	\$1,121,820
Full time Positions	18	18	18



Performance Measures

Activity	FY2021	FY2022	FY2023
Transfer Station - MSW, tons/year	2,743	2,022	2,712
Transfer Station - Paint, Recycled, tons/year	19	12.5	13
Transfer Station - No. of Residential Permits	9,761	9,770	10,915
Rubbish Collection - tons/year	18,046	17,833	17,200
Recycling - Bi-Weekly Collections tons/year	4,387	4,206	3,998
Yard Waste Collection - tons/year	2,376	2,606	2,221
Yard Waste Collection - customers	4,377	4,206	4,478
Bulk Collection - tons/year	761	769	620
Leaf Bag Collection - tons/year	1,528	1,040	1,070
Christmas Tree Collections - tons/year	19	17	14

Public Works - Fleet Maintenance



James DiVirgilio
Public Works Fleet Manager

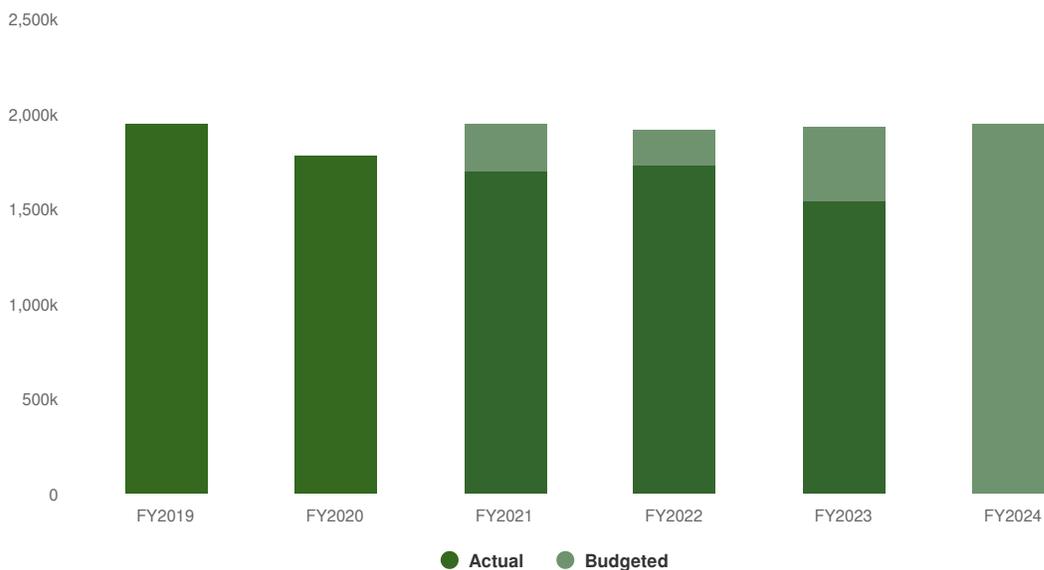
The Public Works Fleet Maintenance Division is dedicated to managing a fleet of mechanically safe and dependable vehicles, utilizing diagnostics programs, welding and fabrication, parts management, and preventative maintenance procedures to maintain effective service delivery of fleet vehicles. Responsibilities include, providing general maintenance and repair to approximately 150 vehicles and large pieces of construction equipment for a number of Divisions. The 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.

Expenditures Summary

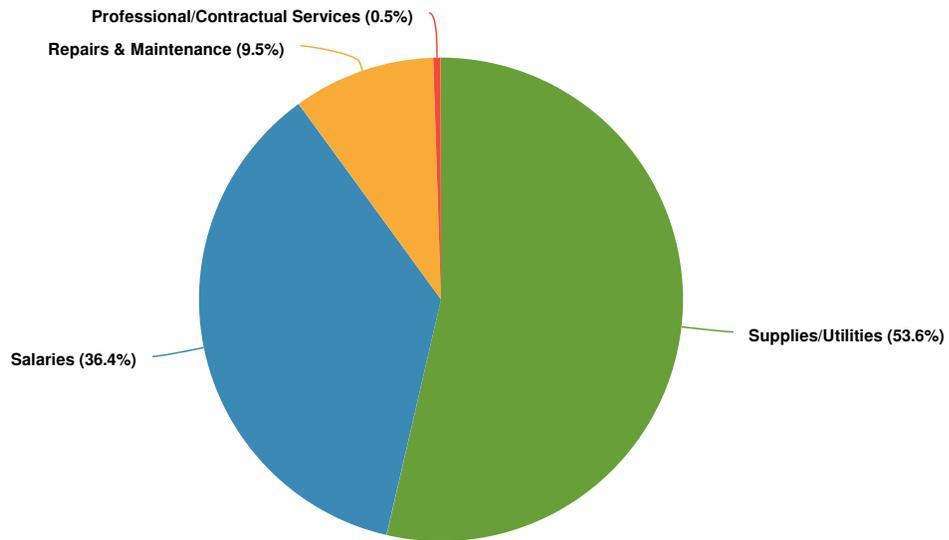
\$1,951,290 **\$17,100**
(0.88% vs. prior year)

Public Works - Fleet Maintenance Proposed and Historical Budget vs. Actual

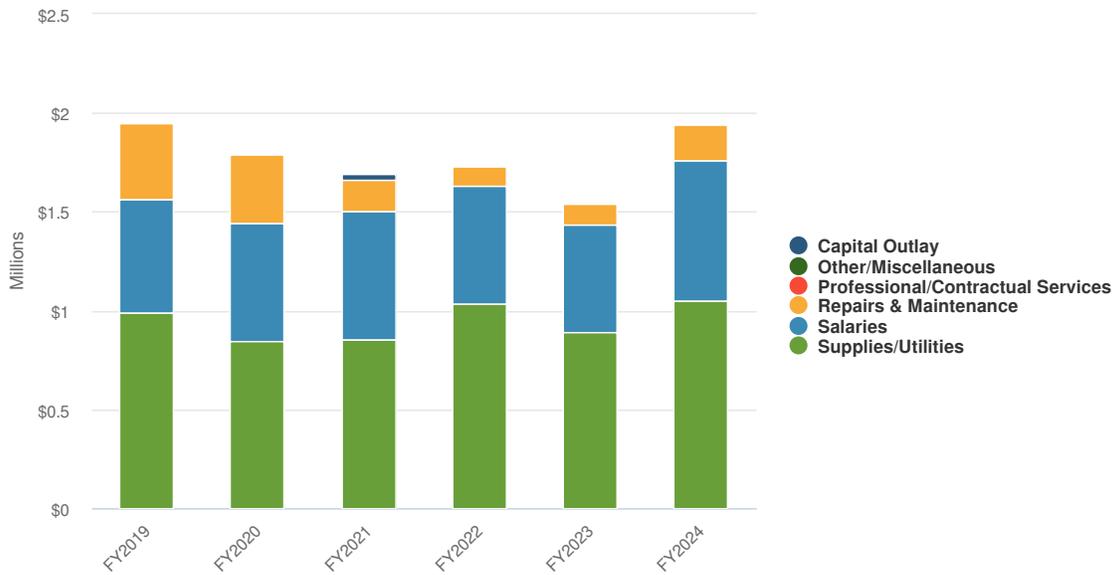


Expenditures by Expense Type

Budgeted Expenditures by Expense Type

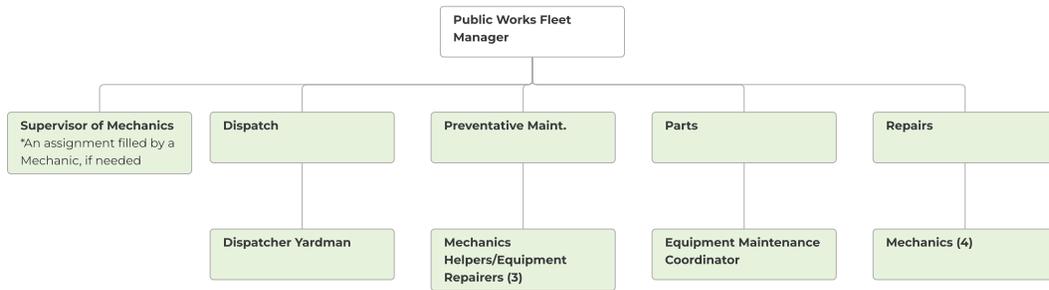


Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Salaries	\$600,512	\$701,970	\$705,135	\$710,090	1.2%
Professional/Contractual Services	\$0	\$10,000	\$11,550	\$10,000	0%
Supplies/Utilities	\$1,031,393	\$987,220	\$1,000,136	\$1,046,200	6%
Repairs & Maintenance	\$97,682	\$235,000	\$260,079	\$185,000	-21.3%
Total Expense Objects:	\$1,729,587	\$1,934,190	\$1,976,900	\$1,951,290	0.9%

Organizational Chart



Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Maintained Fleet vehicles and construction equipment to support service level requirements of the Department’s Streets, Solid Waste, and Snow Operations.
- Reduced use of outside vendor services to repair/maintain DPW equipment.
- Improved service repairs and delivery time, reduced repeat repairs.
- Updated multi-year vehicle and equipment replacement program, analyzing and outlining service needs of the department.
- Provided training to new mechanics and mechanic support staff.
- Increased staff safety training and procedures to comply with Conn OSHA inspection requirements.
- Extended UST certification (required replacement) an additional 10 years, from 20 years to 30 years. Upgrade UST monitoring and control system and provide UST A/B operator training to comply with CT DEEP requirements.
- Procured surplus vehicles from Bristol Police Department and the CT DOT for use by the Department’s Engineering, Streets, and Fleet Divisions.
- Managed supply change shortages in parts/vehicles and equipment.
- Expanded service to Police Department vehicles preventive maintenance.
- Rented specialized equipment to supplement operations

Fiscal Year 2024 Goals:

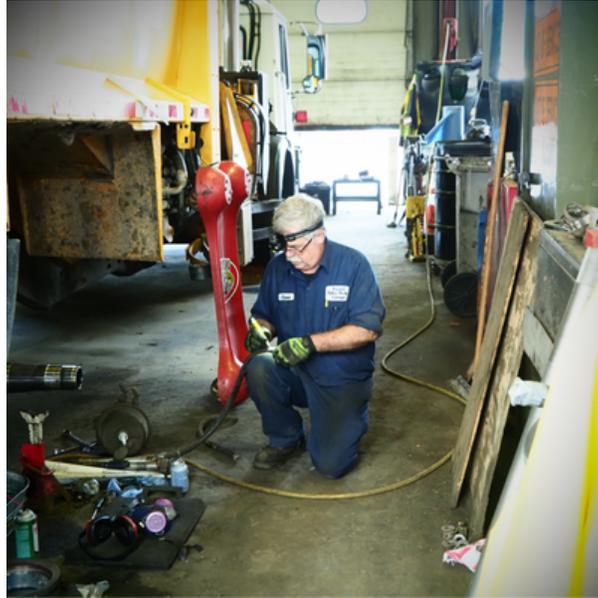
- Maintain inventory, streamline parts and fluids requisition for repairs of City vehicles and equipment maintained by Public Works.
- Implement an asset management system to track equipment downtime, service requests, parts inventory, schedule routine maintenance, and establish service life.
- Review vendor repair procurement procedures/processes for vehicle and equipment.
- Expand/establish written policies and standard operating procedures to improve operations and enhance training.
- Reduce outsourcing of vehicle repairs.
- Improve current services to share Fleet Division services with other City departments to increase efficiencies and reduce cost.
- Construction of multi-use/storage building at garage facility requested as part of the Capital Improvement Program. Proposed metal 200 ft. by 60 ft. building will be used by Police Department to hold impounded and detective vehicles, and will replace DPW Fleet’s existing deteriorated wooded Quonset-hut storage facility, and provide additional mechanic bays.
- Install a dedicated truck/vehicle wash facility. The wash bay would be available to all City Departments (Police, Fire, Water/Sewer, Parks, Building, and DPW) to extend vehicle life/reduce vehicle replacement program 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.

Expenditure and Position Summary

	2022 Actual	2023 Estimated	2024 Budget
Salary Expenditures	\$600,512	\$705,135	\$710,090
Full time Positions	10	10	10



Performance Measures

	FY2021 Actual	FY2022 Actual	FY2023 Actual
Major Vehicle and Equipment Repairs	417	221	376
Miscellaneous Repairs	783	680	776
Vehicle and Equipment Lubrications	1,209	1,532	1541
Tires Changes	227	213	247

Public Works - Snow Removal

Craig Kasparian
Superintendent of Streets

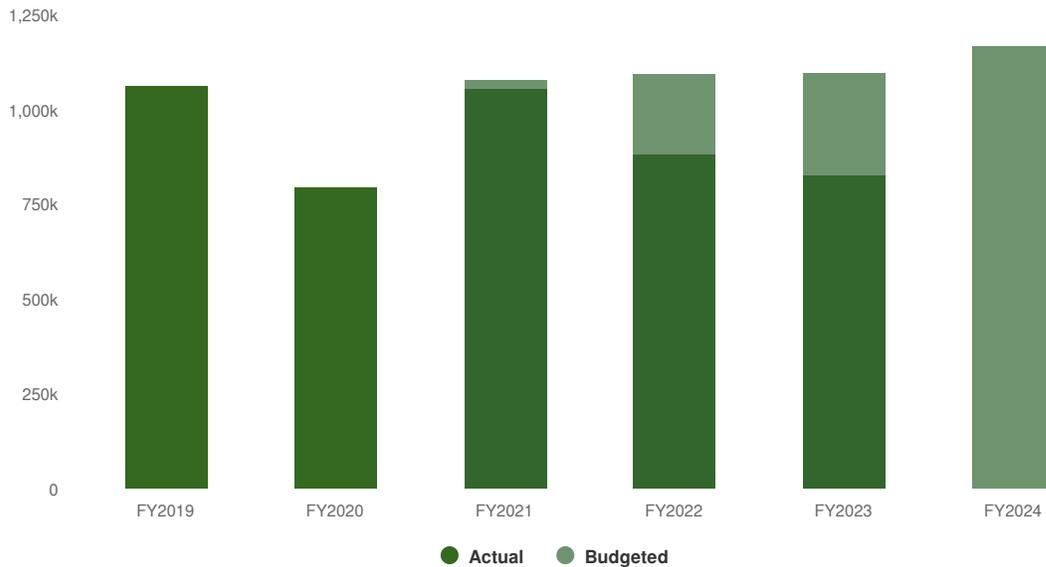
Snow removal is handled by the Streets Division and consists of clearing and road treatment of the 234 miles of accepted City streets including various municipal and Board of Education parking lots.

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.

Expenditures Summary

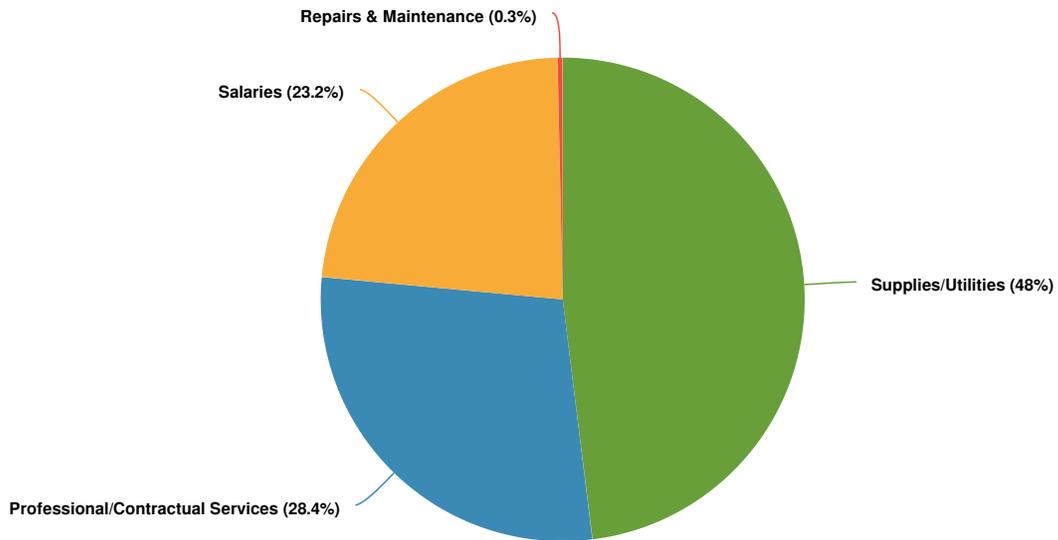
\$1,165,500 **\$69,000**
(6.29% vs. prior year)

Public Works - Snow Removal Proposed and Historical Budget vs. Actual

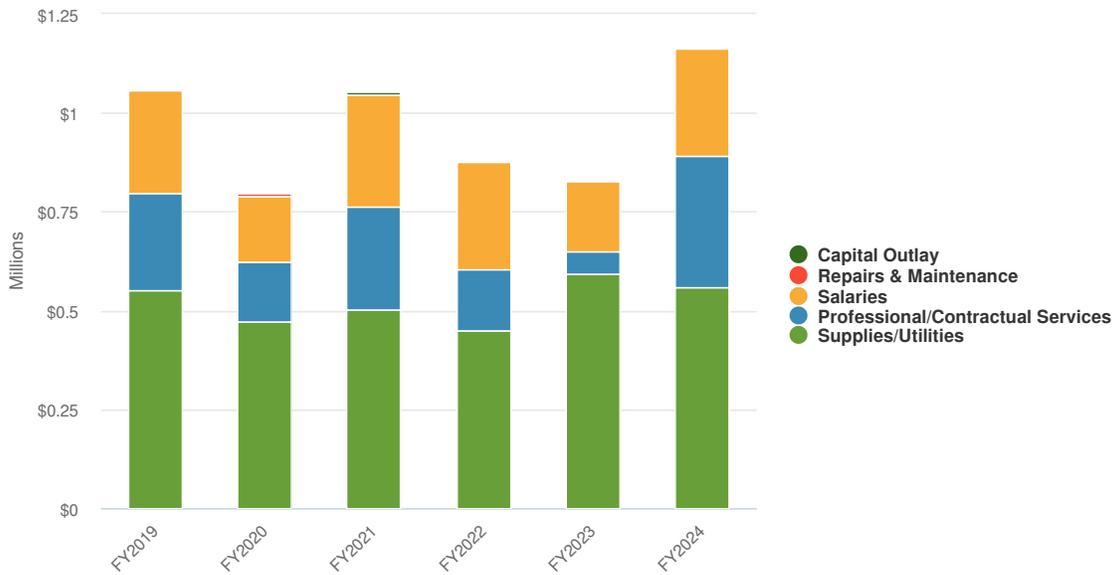


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Salaries	\$271,633	\$270,000	\$270,000	\$270,000	0%
Professional/Contractual Services	\$157,442	\$331,500	\$169,000	\$331,500	0%
Supplies/Utilities	\$448,148	\$491,000	\$693,500	\$560,000	14.1%
Repairs & Maintenance	\$3,051	\$4,000	\$4,000	\$4,000	0%
Capital Outlay	\$0	\$0	\$115,480	\$0	0%
Total Expense Objects:	\$880,273	\$1,096,500	\$1,251,980	\$1,165,500	6.3%

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Maintained the level of service of snow operations to ensure the safety of public travelling within the City.
- Updated snow operation policy approved by the Board of Public Works to improve the level of service, and state the property owners' and DPW sidewalk snow & ice removal requirements/responsibilities
- Improved coordination with BOE parking lot for snow removal/treatment operations.
- Coordinated storm weather forecast reports with employee overtime call-ins to improve response time.
- Completed project to re-roof/upgrade Vincent P Kelly Road salt dome.
- Improved response for emergency road treatments.
- Monitor weather services to coordinate staff scheduling of snow/roadway treatment operations.
- Developed and instituted a plow vendor rate adjustment for fuel and improved advertising for solicitation of plow vendor services.
- Installed a salt brine treatment system to increase roadway treatment options on City roads.
- Procured CT DOT surplus trucks to increase the snow operations fleet to maximize Department staffing and minimize use of outside snow plow vendors.

Fiscal Year 2024 Goals:

- Investigate and implement alternative methods/procedures to remove snow and de-icing processes.
- Monitor plow routes and prioritize road treatment 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 the use of contractors for snow operations.
- Increase the number of plowing contractors, improve solicitation advertisements by including on DPW/Mayor webpage and social media.
- Continue expansion of snow operations fleet to maximize use of staff and minimize use of outside private snow plow vendors.

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 - Major Road Improvements

Nancy Levesque

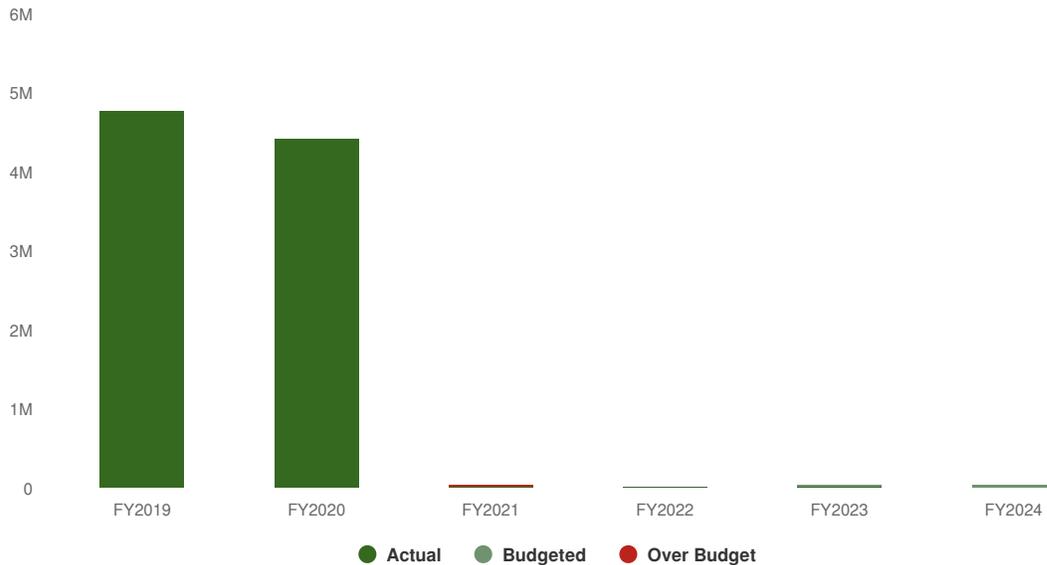
City Engineer

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 in the Special Revenue section. The budget shown below is for overtime costs associated with the major road improvements and the general fund contribution to the RIF.

Expenditures Summary

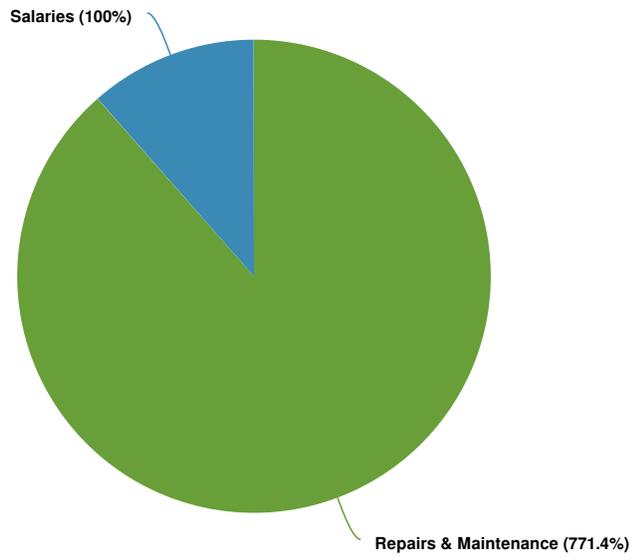
\$35,000 **\$0**
(0.00% vs. prior year)

Public Works - Major Road Improvements Proposed and Historical Budget vs. Actual

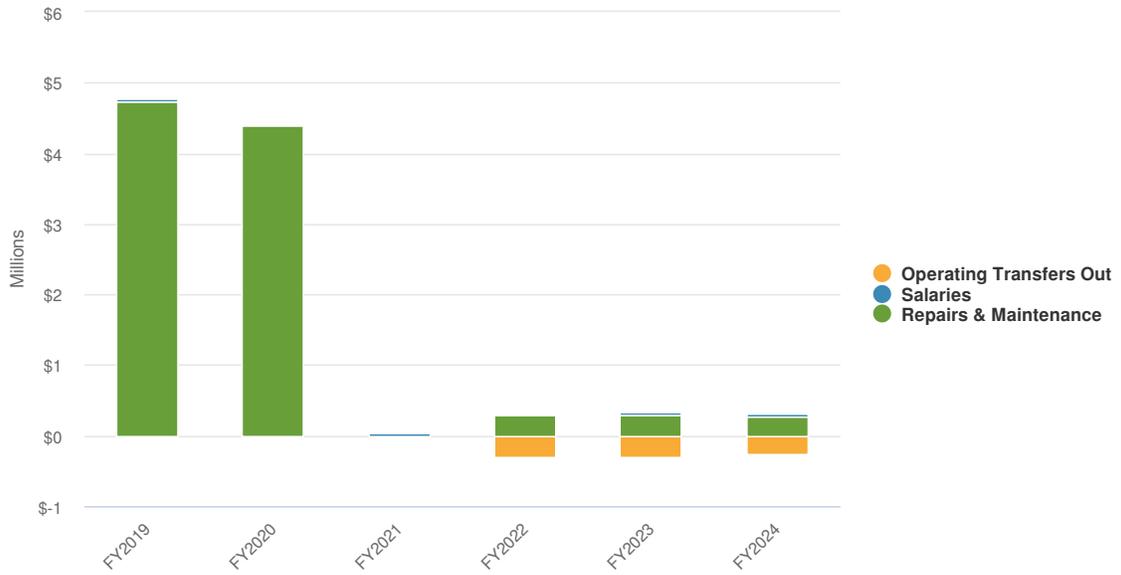


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Salaries	\$18,429	\$35,000	\$35,000	\$35,000	0%
Operating Transfers Out	-\$300,000	-\$300,000	-\$300,000	-\$270,000	-10%
Repairs & Maintenance	\$300,000	\$300,000	\$300,000	\$270,000	-10%
Total Expense Objects:	\$18,429	\$35,000	\$35,000	\$35,000	0%

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Administered Department of Public Works expanded Major Road Improvement programs, funding increased through a State grant and Municipal Town Aid Road.
- Maintained procedures to improve/repair utilities located on City streets prior to performance of major road maintenance.
- Crack seal designated City streets (wide latitudinal cracking) to eliminate water infiltration of base.
- Obtained Board of Finance bid waiver to utilize State DAS contracts to perform roadway reclamation.
- Maintained City Roadway Condition Rating of 80.4 (scale 1-100)

Fiscal Year 2024 Goals:

- Expand major roadway work to include replacement of roadway curbing to maintain curb reveal. Roadway curbing replacement will also include limiting concrete curb to the Federal Hill section of the City.
- Improve roadway repairs impacted by utility patches (expand roadway repair area beyond utility trench to include roadway defects).
- Improve resident public notification procedures to inform the public of planned roadway and drainage projects.
- Expand DPW Streets 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.
- Continue program to improve storm drainage prior to roadway resurfacing and expand utility replacement coordination with the City's Water/Sewer Department.

Long Term Goals:

- Maintain current Roadway Condition Rating of City roads.
- 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.

Public Works - Railroad Maintenance

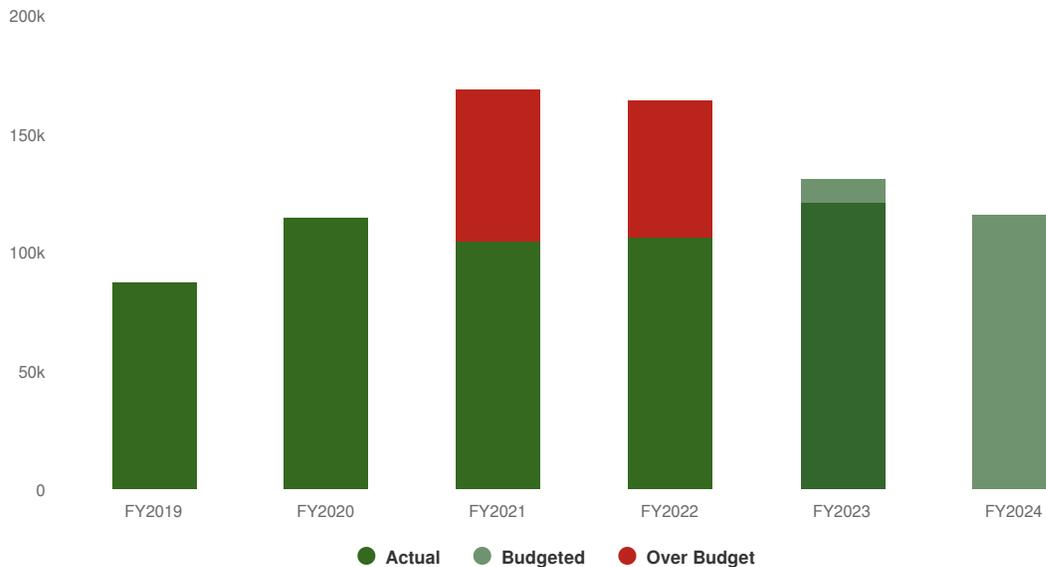
Nancy Levesque
City Engineer

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.

Expenditures Summary

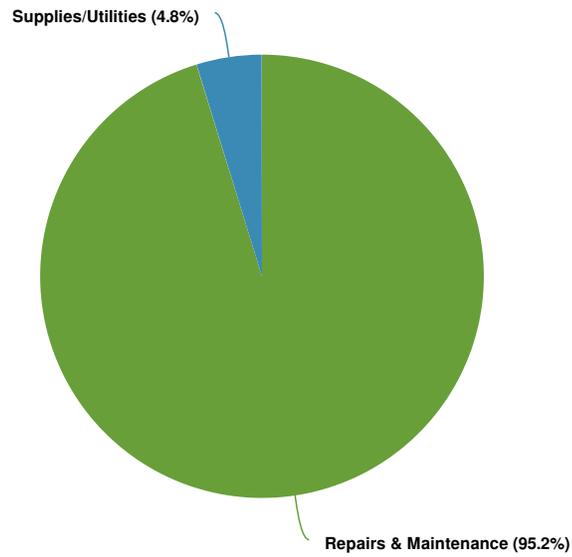
\$115,500 **-\$15,500**
(-11.83% vs. prior year)

Public Works - Railroad Maintenance Proposed and Historical Budget vs. Actual

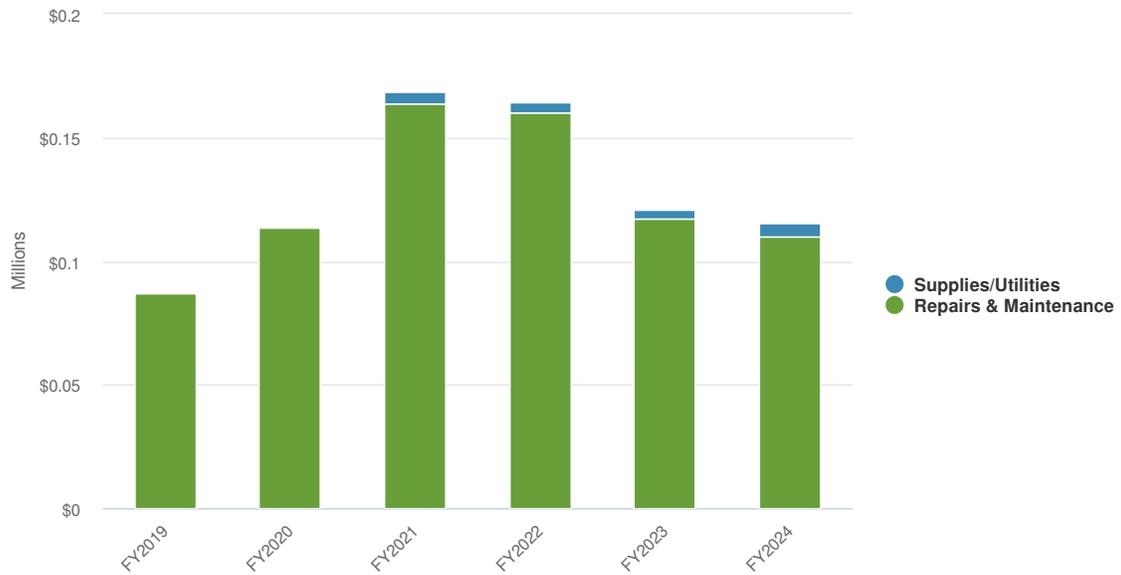


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Supplies/Utilities	\$3,929	\$6,000	\$6,000	\$5,500	-8.3%
Repairs & Maintenance	\$160,123	\$125,000	\$125,000	\$110,000	-12%
Total Expense Objects:	\$164,052	\$131,000	\$131,000	\$115,500	-11.8%

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Completed capital improvement project to reconstruct Route 6 railroad crossing.
- Upgraded rail line (replace rail ties, rails, plates, switch crossing and replace crossing (including drainage) at Pequabuck golf course to address deficiencies identified in monthly inspection to maintain Class I level service.
- 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 2024 Goals/challenges:

- Maintain railroad level of service (Class I) 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.
- Prepare A2 Survey (as-built) conditions of rail line. Mapping of entire rail line currently not available.

Public Works - Other City Buildings

David Oakes

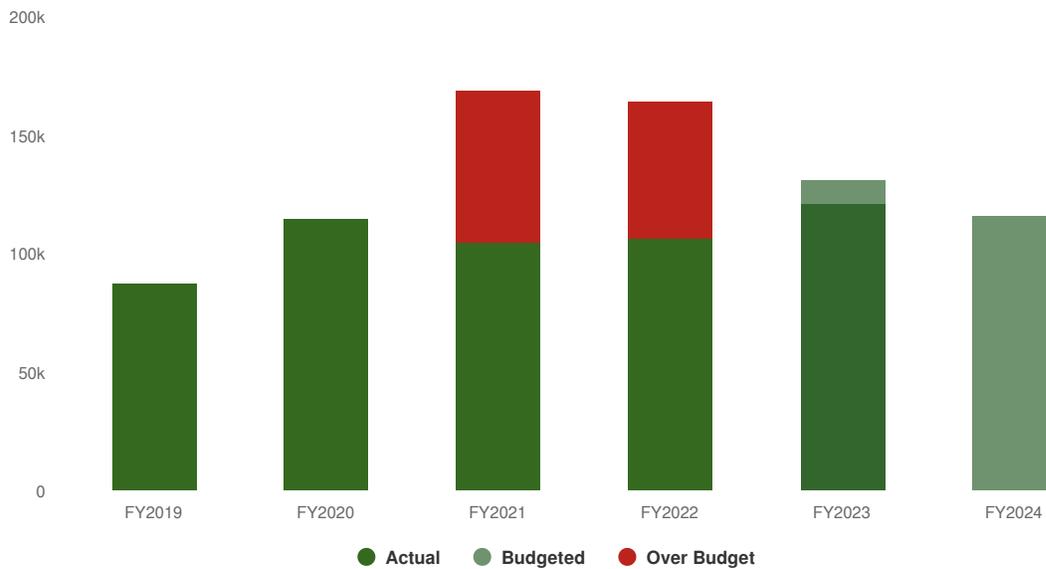
Facilities Manager & Energy Manager

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.

Expenditures Summary

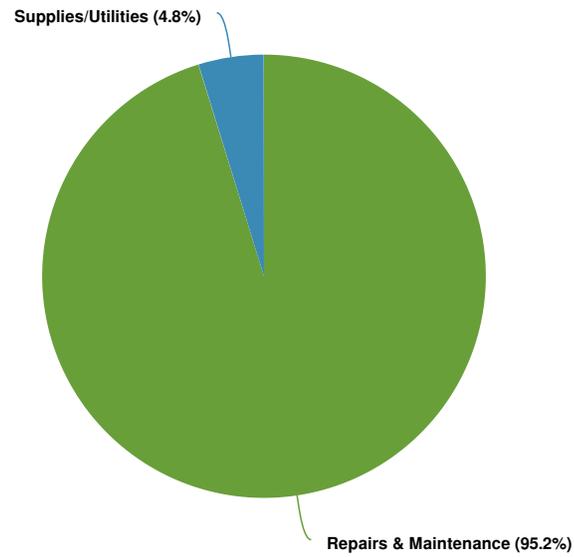
\$115,500 **-\$15,500**
(-11.83% vs. prior year)

Public Works - Other City Buildings Proposed and Historical Budget vs. Actual

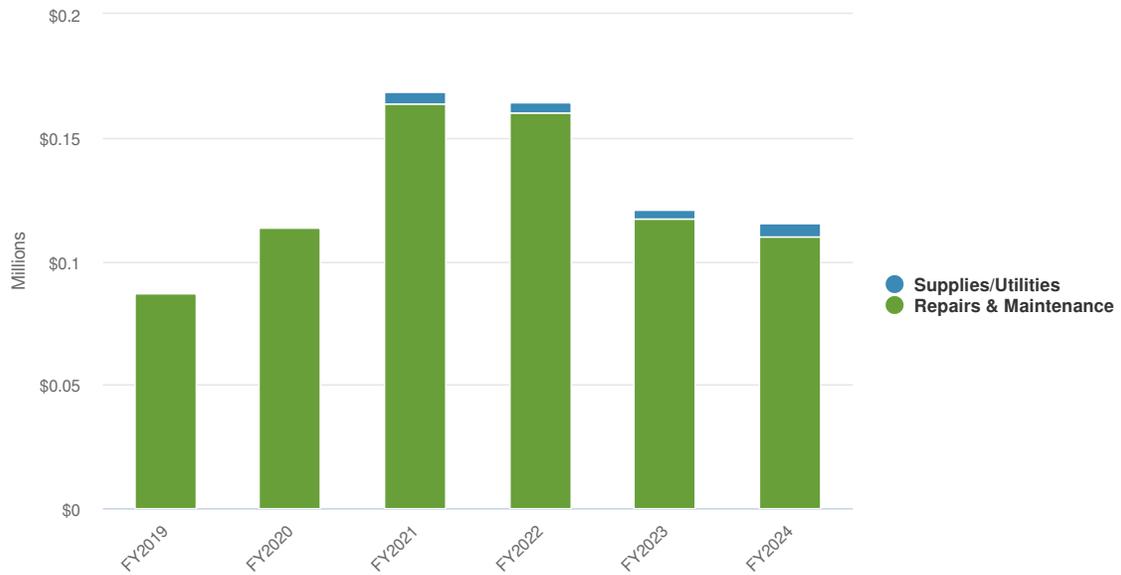


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Supplies/Utilities	\$3,929	\$6,000	\$6,000	\$5,500	-8.3%
Repairs & Maintenance	\$160,123	\$125,000	\$125,000	\$110,000	-12%
Total Expense Objects:	\$164,052	\$131,000	\$131,000	\$115,500	-11.8%

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Managed maintenance operations and repairs to City Firehouses, Beal's Center, Youth Services, Libraries, City Yard, Transfer Station, and Animal Control Facility
- Upgraded electrical systems and installed emergency generators at Fire Houses No. 2 and 5. Install air conditioning at Fire House No. 2.
- Completed semi-annual inspections program and services on all City buildings' roof systems to maintain existing warranties
- Performed the following various major repairs and upgrades to City buildings.
 - Main Library - Boiler section & chiller tank replacement, concrete sidewalk and stair replacement/repairs, and replacement of carpets.
 - Beal's Senior Center – Gutter and gutter guard installation along with replacement of concrete sidewalk sections, replacement of main office service counter.
 - Fire Houses – Fire House 2 (DPW Streets paved driveway and installed storm drainage), Fire House 4 (replaced high bay ceiling fan in apparatus bay), Fire HQ (ceiling mold remediation)
 - Manross Library - Replacement of boiler select sections and piping.
 - Bristol/Burlington Health District – phone system upgrades
 - Bristol/Burlington Probate Court - IT system upgrades
 - Completed space study evaluation of Animal Control Facility which recommended facility. (approved by the City's Police Board and Board of Public Works).
 - Prepared engineering plans and improvements to upgrade Police Complex MEP/HVAC systems. Phase I – boiler replacement (conversion from steam to hot water system including unit heaters), Phase II – Electrical switchgear replacement, Phase III air handlers, ductwork and piping upgrades.
 - Served on Building Committee to replace Fire House No.3 (Forestville)
 - Prepared/conducted a comprehensive asbestos inventory and management plan for all City buildings. Project includes program to train all existing and new staff.

Fiscal Year 2024 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
- Implement Asset Management system to track service requests, manage parts inventory & warranties, schedule preventive maintenance, and calculate equipment service life.
- Establish a program/policy to paint and carpet building areas. Policy shall prioritize request and establish funding.

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

Public Works - Fleet

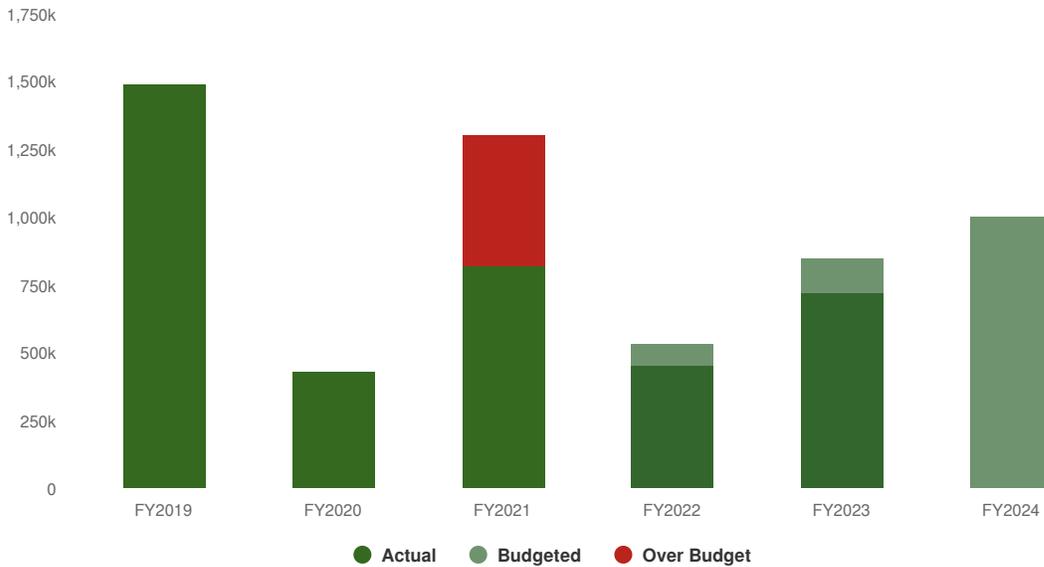
James DiVirgilio
Public Works Fleet Manager

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.

Expenditures Summary

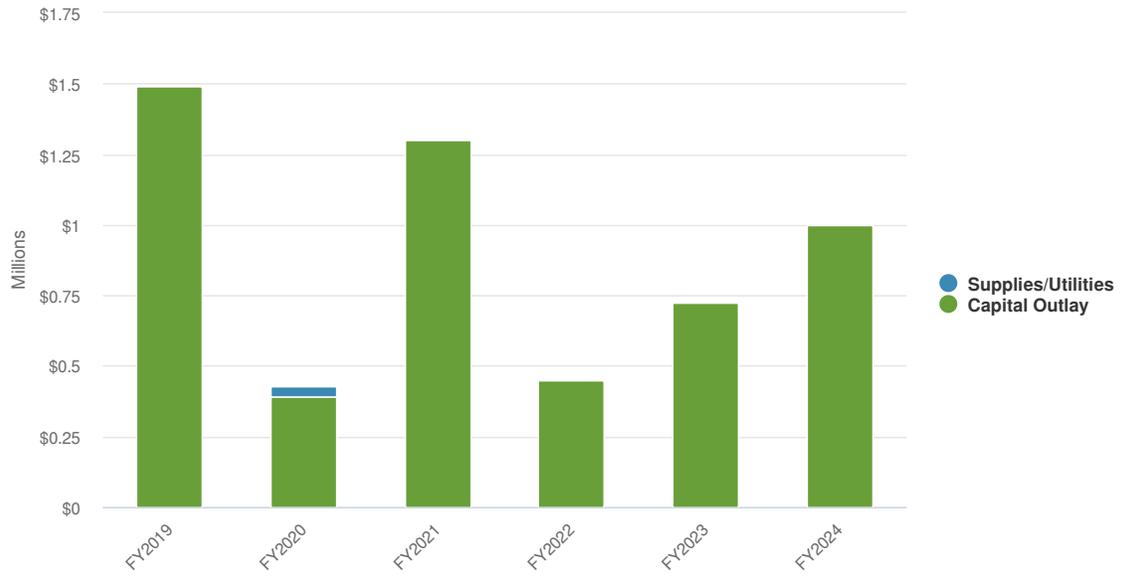
\$1,000,000 **\$150,000**
(17.65% vs. prior year)

Public Works - Fleet Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Capital Outlay					
3 - SALT SPREADERS	\$17,754	\$0	\$0	\$0	0%
DURACLASS SS DUMP BODY	\$0	\$0	\$68,878	\$0	0%
SPREADER WITH DEICING SYSTEM	\$26,890	\$0	\$0	\$0	0%
20' 8 TON TILT TRAILER	\$9,999	\$0	\$0	\$0	0%
MACHINERY & EQUIPMENT	\$0	\$205,000	\$217,000	\$0	-100%
MACHINERY & EQUIPMENT	\$0	\$200,000	\$177,097	\$0	-100%
MACHINERY & EQUIPMENT	\$0	\$15,000	\$15,000	\$0	-100%
JOHN DEERE 410 BACKHOE		\$0	\$0	\$175,000	N/A
WOOD CHIPPER		\$0	\$0	\$90,000	N/A
RE-PURPOSE AUTO RUBB TRUCK	\$104,923	\$0	\$0	\$0	0%
STS MASON DUMP TRUCK	\$56,945	\$0	\$0	\$0	0%
BULK TRUCK CLAM ARM & DUMP	\$0	\$0	\$206,513	\$0	0%
2 - 6 WHEELED DUMP TRUCKS	\$163,080	\$0	\$0	\$0	0%
3500 1 TON SILVERADO PICKUP	\$64,425	\$0	\$0	\$0	0%
4 PICKUP TRUCKS	\$6,100	\$0	\$18,000	\$0	0%
VEHICLES	\$0	\$430,000	\$430,000	\$0	-100%
2 MASON DUMP TRUCKS (DOT)	\$0	\$0	\$20,000	\$0	0%
AUTOMATED RUBBISH TRUCK		\$0	\$0	\$410,000	N/A
3 1- TON MASON DUMPS W/PLOWS		\$0	\$0	\$70,000	N/A
2 - 2500 CREW CAB PICKUPS		\$0	\$0	\$110,000	N/A
1 - 2500 PU W/ PLOW		\$0	\$0	\$7,000	N/A
SMALL FRONT END LOADER		\$0	\$0	\$63,000	N/A
FORD EXPLORER		\$0	\$0	\$5,000	N/A
CHEVY 3500 14' BOX TRUCK		\$0	\$0	\$70,000	N/A
Total Capital Outlay:	\$450,117	\$850,000	\$1,152,488	\$1,000,000	17.6%
Total Expense Objects:	\$450,117	\$850,000	\$1,152,488	\$1,000,000	17.6%

Public Works - Line Painting

Nancy Levesque
City Engineer

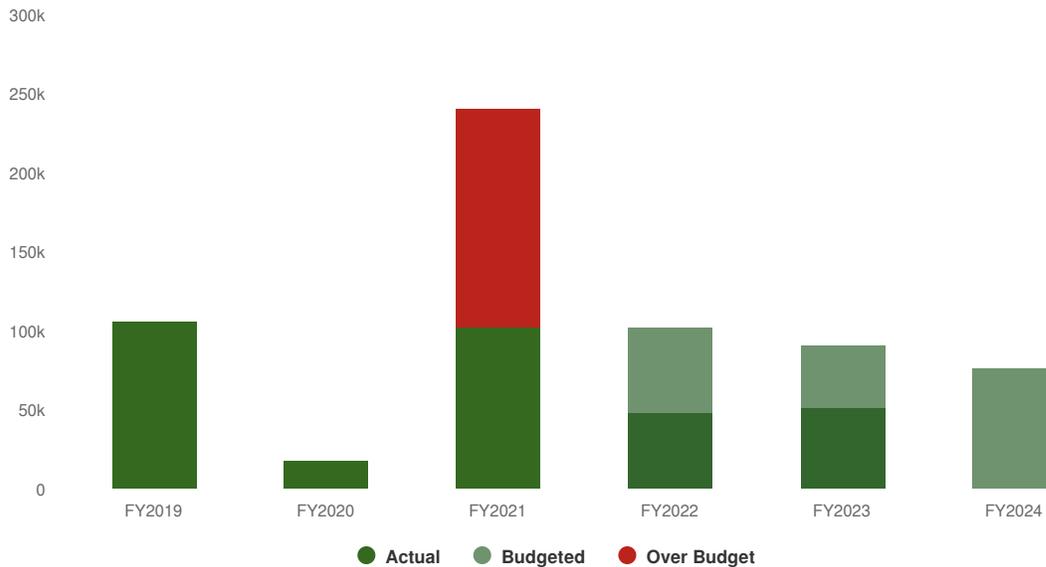
The Public Works Line Painting cost center provides funds for repainting faded pavement markings on approximately 234 linear miles of City streets. The existing roadway painting deteriorates due to age, traffic loads and normal sun damage. The work, which is performed by outside contractors and overseen 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.

Expenditures Summary

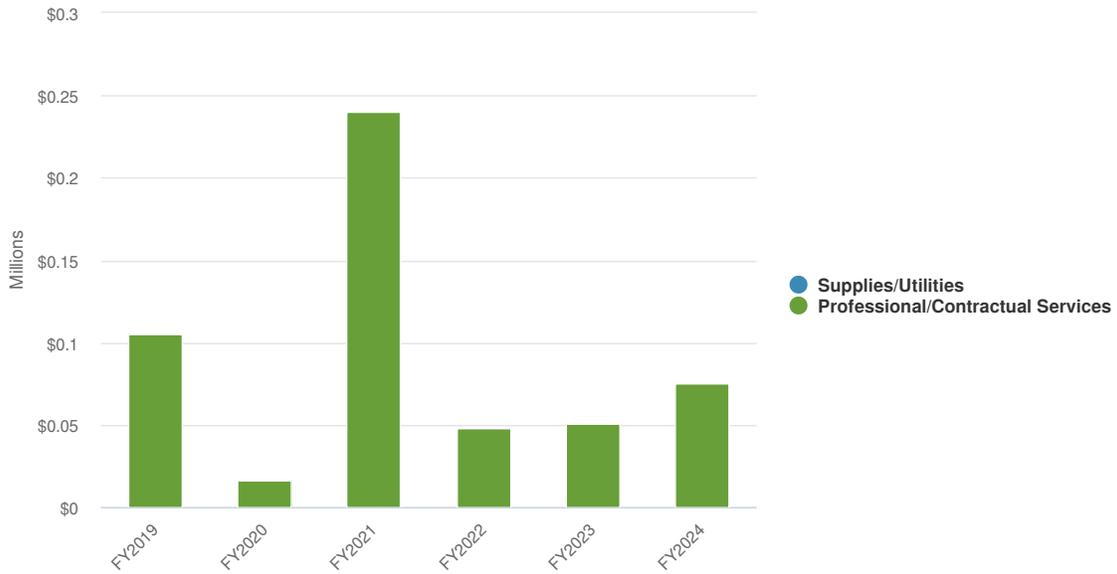
\$76,000 **-\$15,000**
(-16.48% vs. prior year)

Public Works - Line Painting Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Professional/Contractual Services	\$48,076	\$90,000	\$141,924	\$75,000	-16.7%
Supplies/Utilities	\$0	\$1,000	\$1,000	\$1,000	0%
Total Expense Objects:	\$48,076	\$91,000	\$142,924	\$76,000	-16.5%

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Engineering Division oversees 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). Modifications to existing roadway pavement markings require approval from the Legal Traffic Authority (Police Department/Police Board).
- 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 2024 Goals:

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

Long Term Goals:

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

Public Works - Street Lighting

Nancy Levesque

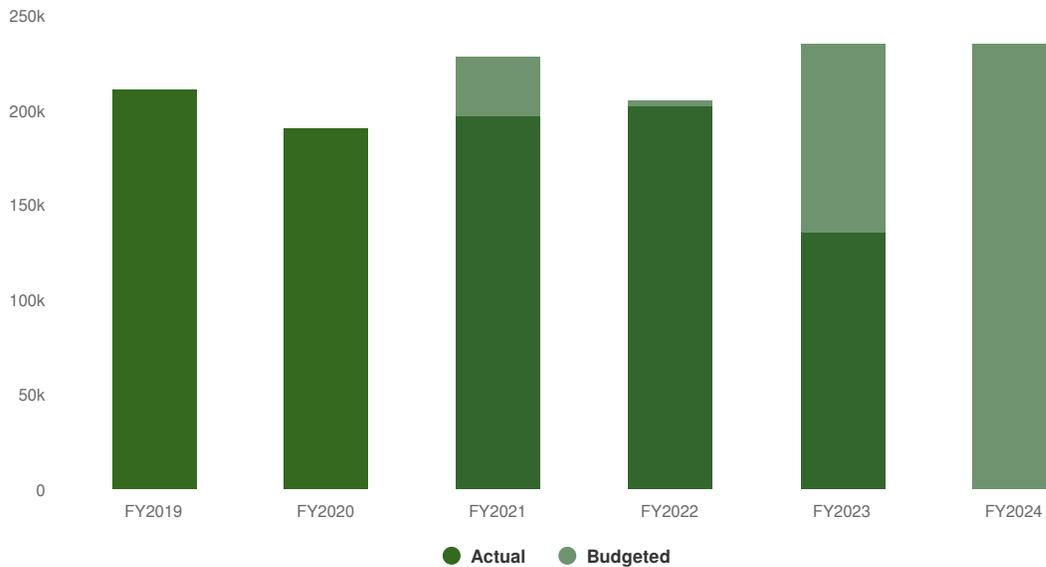
City Engineer

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.

Expenditures Summary

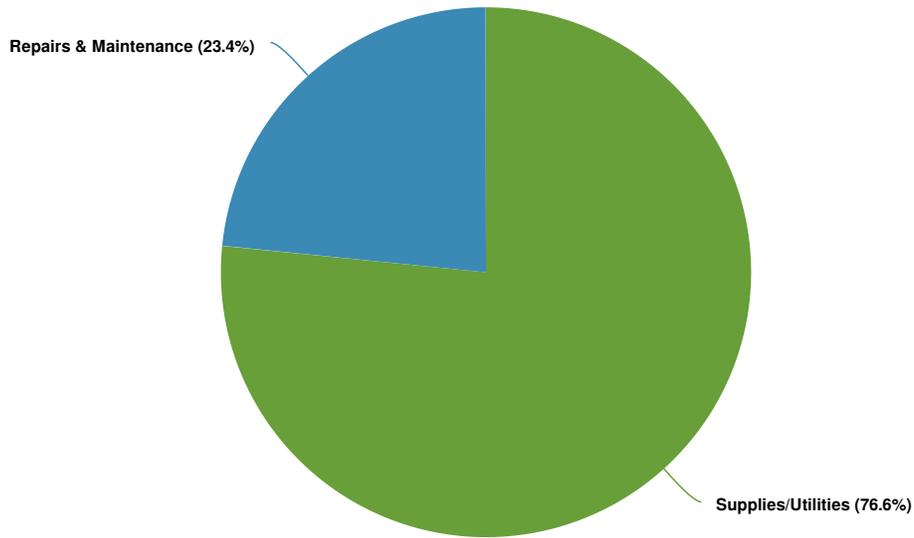
\$235,000 **\$0**
(0.00% vs. prior year)

Public Works - Street Lighting Proposed and Historical Budget vs. Actual

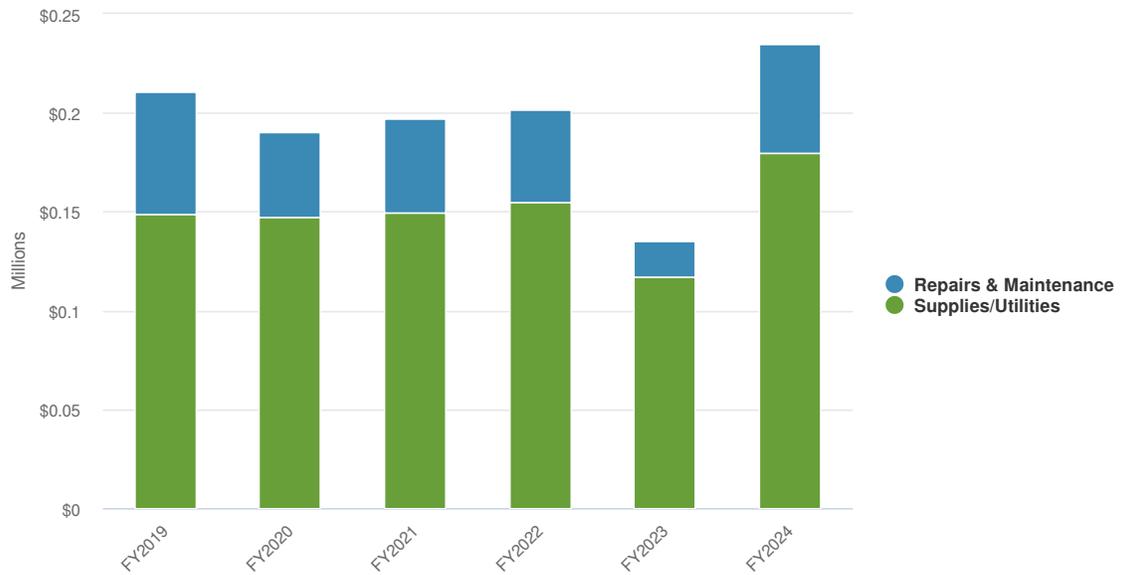


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Supplies/Utilities	\$155,121	\$180,000	\$180,000	\$180,000	0%
Repairs & Maintenance	\$46,814	\$55,000	\$71,939	\$55,000	0%
Total Expense Objects:	\$201,935	\$235,000	\$251,939	\$235,000	0%

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Engineering Division manages 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 measures to standardize street lights on newly-constructed subdivision roads.
- Assigned Engineering inspection staff with day-to-day coordination task of overseeing City Street lights.

Fiscal Year 2024 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 Graphical Information System (GIS).

Long Term Goals:

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

Libraries



Debbie Prozzo
Library Director

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.

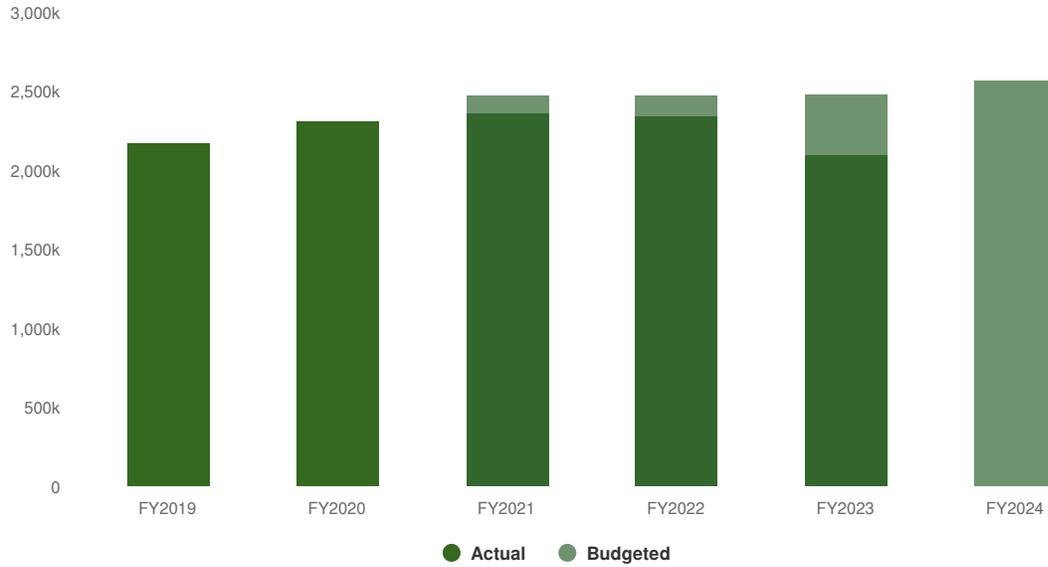
The Library links the patrons – individuals, businesses, schools, and local government – to timely and accurate information and knowledge to further promote the educational, social, cultural, and economic advancement of the community.

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.

Expenditures Summary

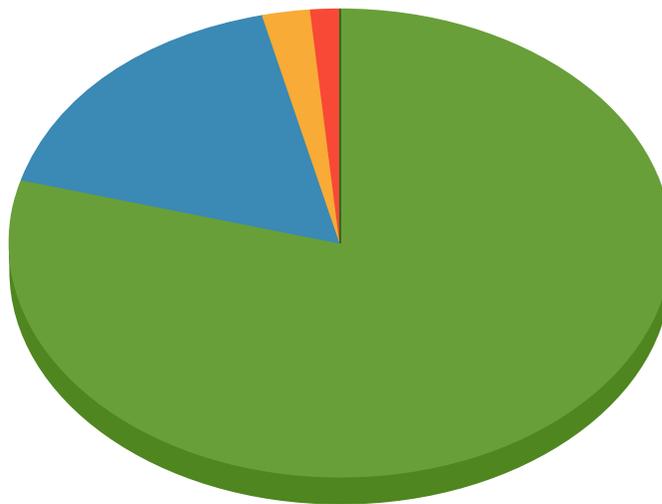
\$2,561,325 **\$83,130**
(3.35% vs. prior year)

Libraries Proposed and Historical Budget vs. Actual



Expenditures by Department

Libraries



- Main Library (Budgeted)(79.37%)
- Manross Library (Budgeted)(16.87%)
- Childrens' Library (Budgeted)(2.34%)
- Library Trusts (Budgeted)(1.42%)
- Library Events Account (Budgeted)(0.00%)

Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expenditures					
Libraries					
Libraries					
Main Library	\$1,861,190	\$1,969,060	\$2,037,445	\$2,035,165	3.4%
Childrens' Library	\$56,139	\$59,000	\$59,000	\$59,000	0%
Manross Library	\$386,784	\$415,005	\$461,887	\$431,470	4%
Library Trusts	\$36,160	\$35,130	\$50,011	\$35,690	1.6%
Total Libraries:	\$2,340,274	\$2,478,195	\$2,608,343	\$2,561,325	3.4%
Total Libraries:	\$2,340,274	\$2,478,195	\$2,608,343	\$2,561,325	3.4%
Total Expenditures:	\$2,340,274	\$2,478,195	\$2,608,343	\$2,561,325	3.4%

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

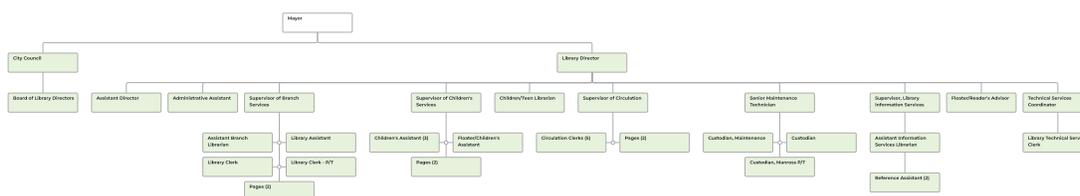
- Became one of over 120 CT libraries that are now Fine Free for all patrons.
- Offered a robust variety of both virtual and in-person programs for all ages to accommodate the needs of patrons throughout the year including both Summer and Winter Reading Programs for Adults, Summer Reading Program for Children, and 1000 Books Before Kindergarten.
- In cooperation with the Friends of the Bristol Library, the Annual Author Luncheon featuring two-time Pulitzer Prize winning author Colson Whitehead, was held on October 20, 2022 at the DoubleTree in Bristol with a capacity crowd.
- The Main Library has been approved as a Hub Library for the CT State Library for the Blind. The Library will be provided with training and materials to promote this service.
- Replaced the sound system in Meeting Room 1 to complete the AV upgrade.
- Replaced and upgraded the AV system in the Manross Auditorium.
- Replaced worn carpet border on the central staircase and the border throughout the lower level of Main Library, including all three Meeting Rooms.
- Expanded community outreach services to include the Farmer's Market, Nationwide Night Out event at Huntington Woods, Mayor's Back-to-School Pencil Hunt, Pre-school visits at six sites in Bristol for the months of October, November, and December.
- Explored further repurposing of space to better meet changing needs of the community with the focus on the Technical Services Department. A complete reorganization of the space with new electrical upgrades and computer drops now allow for more efficient and faster processing of materials for library patrons.
- Added new technology to enhance user experience in the Computer Lab and other departments with the addition of virtual reality headsets allowing for new programming to highlight this technology.
- Addressed space issues with the Adult Collection by conducting collection development and weeding projects.
- Partnered with other City Departments and community organizations to collaborate on projects to benefit the community. One such venture will be the new Seed Library in partnership with the Public Works Department. The Seed Library is a place where community members can get seeds for free to support gardening and respond proactively to climate change.
- Promoted National Library Card Sign up Month in September with a series of advertisements written by Library staff and produced with AMP Radio in English and Spanish, broadcasting at 9 area gas stations for 6 weeks.
- Updated the Library website to be more user-friendly, implementing a new mobile version as well.
- Changed software for the Meeting Room booking system to provide better functionality for both staff and patrons.
- Worked with various City boards and commissions to provide meeting room space during City Hall renovations.
- Repaved the upper parking lot at the Manross Memorial Library.

Fiscal Year 2024 Goals:

- Expand community outreach services on a regular schedule with the new Library Outreach vehicle.
- Review and update the Library Strategic Plan for another three years.
- Increase in-person attendance at Library programs in all departments.
- 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.
- Replace outdated furniture with smaller, mobile units to allow for future needs.
- Replace aging perimeter heating units at Manross Library.
- Upgrade the security system (new cameras both inside and outside) at both Libraries.
- Build on current partnerships with other City Departments and community organizations.
- Increase the number of Bristol Public Library cardholders.
- Encourage Library staff to be actively involved in State-wide organizations, conferences, and educational opportunities and bring back best practices to our community.
- Secure additional funding through the application of grants on the local, state, and national level to enhance services to the community.

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.
- 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.



Board of Library Directors

<u>Board of Library Directors</u>	<u>Expiration of Term</u>
Valina Carpenter	01/26
Council Member Sebastian Panioto	11/23
Eric Frenette	01/24
Nicholas Jakubowski	01/26
Elizabeth Kanachovski	01/25
Andrea Kapchensky	01/26
Barbara O'Neill	01/25
Kimberly Ploszaj	01/24
Pina Salvatore	01/25
Diane Salmoiraghi	01/25

Facilities:

Main Library Manross Memorial Library
5 High St., Bristol 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.



Performance Measures

Quantitative:

	FY 2019	FY 2020*	FY2021**	FY2022**	FY2023
Items Circulated	305,263	266,112	229,842	237,413	266,884
Downloadable Books	22,185	25,611	19,962	21,560	33,860
Reference Questions Answered	28,211	21,742	19,171	22,261	24,663
Internet Usage	38,657	29,961	11,189	14,418	15,871
Interlibrary Loan by Bristol Patrons	12,556	8,436	9,837	11,267	12,445
Interlibrary Loan by Other Libraries	18,232	16,492	19,829	20,642	22,228
Programs	1,264	1,151	513	807	1,069
Program Attendance	50,175	41,163	8,195	26,739	31,020
Computer Lab Usage	4,306	2,420	2,504	1,141	1,409
Items Added to Collection	10,843	10,360	10,395	10,914	8,777
Bristol Residents with Library cards	19,074	17,647	18,580	14,278***	13,801***

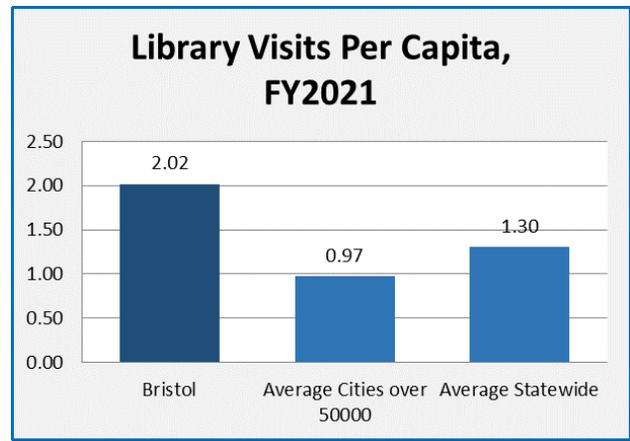
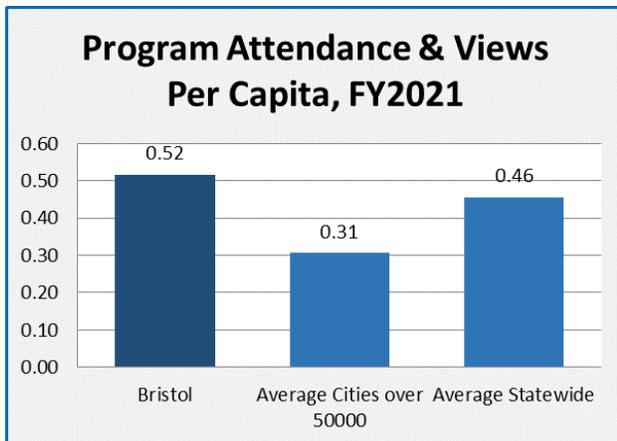
*Significant reductions due to State Library limits being imposed on patron-placed holds resulting in fewer checkouts.

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

***Expired library cards purged from system.

Expenditure and Position Summary

	2022 Actual	2023 Estimated	2024 Budget
Salary Expenditures			
Main Library	\$1,499,489	\$1,611,730	\$1,629,675
Manross Library	\$271,390	\$310,315	\$313,720
Full-time Positions	29.5	29.5	29.5



Main Library

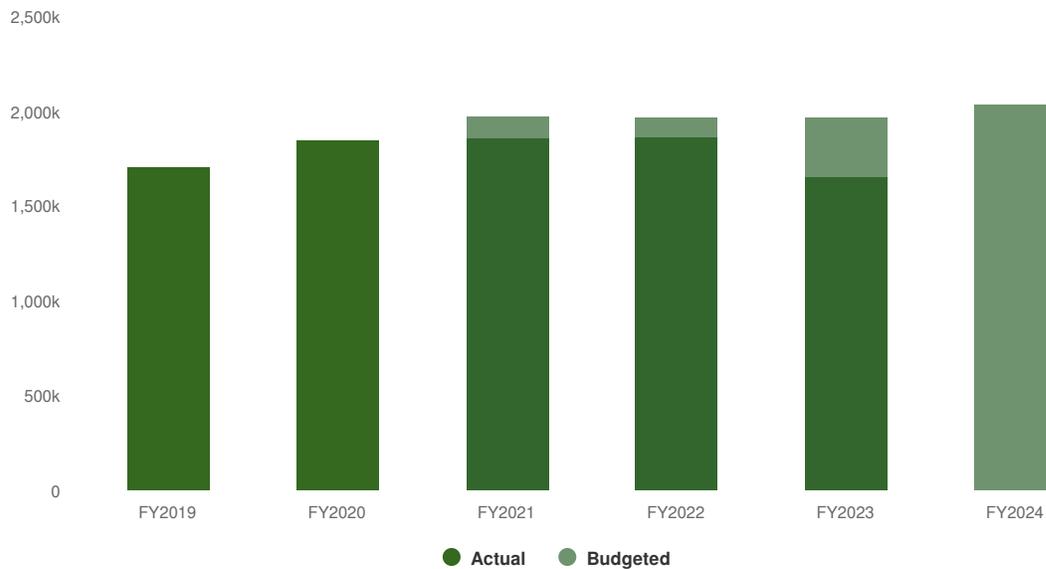
The constant vision of the Bristol Public Library System is to provide the community with superior library services, to serve as the cultural and intellectual crossroads of the community, and to be a leader among public libraries in a constantly changing world. The library links the patrons - individuals,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

In the first year of its existence, the Bristol Public Library owned fewer than 4,000 books. Today, the entire collection includes over 200,000 books, magazines, DVDs, CDs, digital resources, and other materials. Our library has served the public for generations and continues to play an integral role in the cultural life of the city.

Expenditures Summary

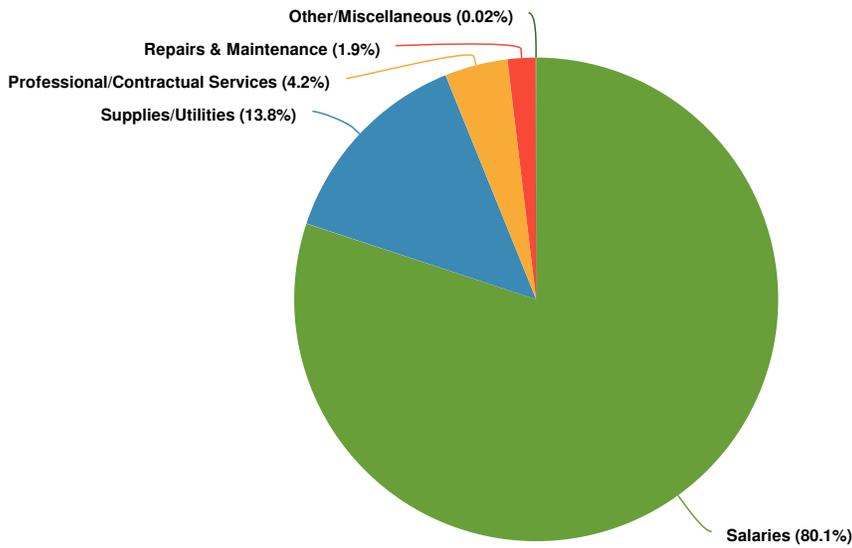
\$2,035,165 **\$66,105**
(3.36% vs. prior year)

Main Library Proposed and Historical Budget vs. Actual

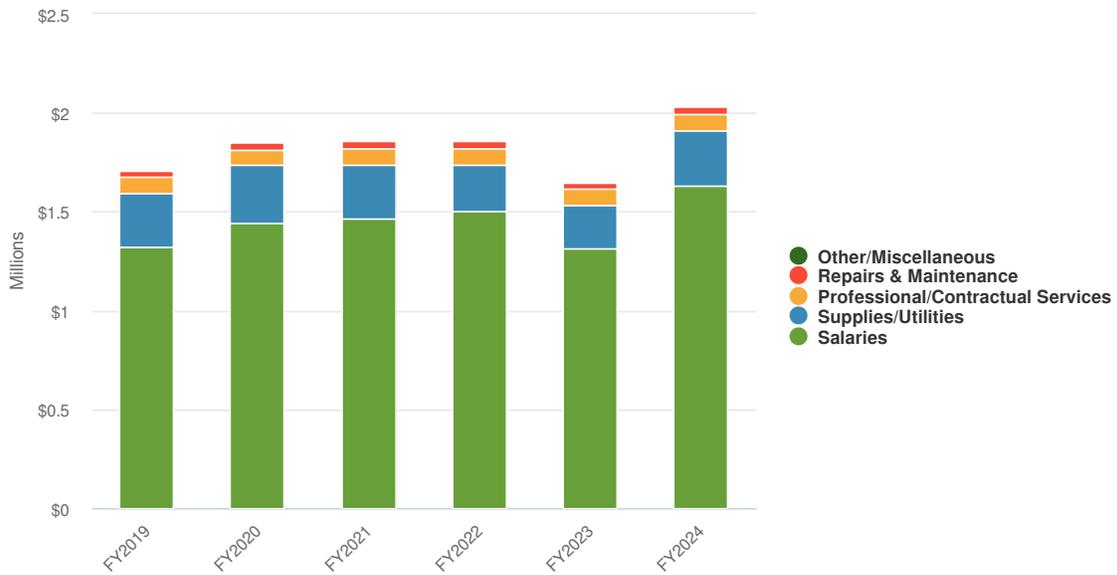


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2022 Original Budget vs. FY2023 Original Budget (% Change)
Expense Objects					
Salaries	\$1,499,489	\$1,549,845	\$1,611,730	\$1,629,675	0.3%
Other/Miscellaneous	\$184	\$475	\$475	\$475	0%
Professional/Contractual Services	\$83,109	\$85,390	\$87,390	\$85,415	0%
Supplies/Utilities	\$240,531	\$295,200	\$299,700	\$281,450	0.2%
Repairs & Maintenance	\$37,878	\$38,150	\$38,150	\$38,150	0%
Total Expense Objects:	\$1,861,190	\$1,969,060	\$2,037,445	\$2,035,165	0.2%



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.

Books, Wonderbooks, DVDs, and video games! Story times, Reading Clubs, special guest readers, magic shows, musical concerts, live animal shows, STEM programs, robotic adventures, Nutmeg titles, Fairy Tale Forest reading corner, a Train Station reading corner, Krayon Kiosk areas, and more!

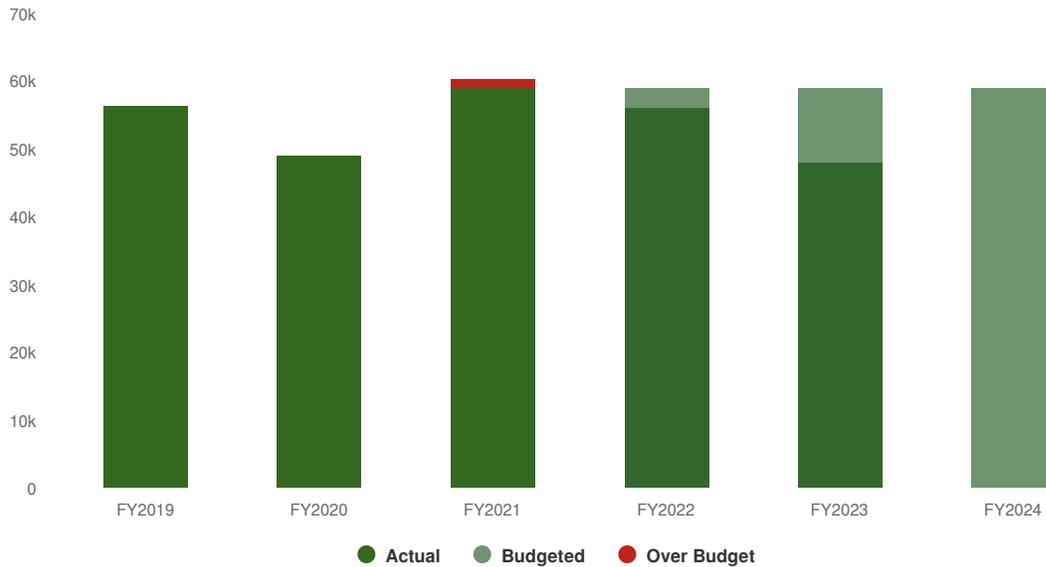
Visit the Children's Department, we love it when you do! You get a SPECIAL GIFT when you sign-up for your FIRST library card!

Please like us on Facebook (<https://www.facebook.com/BristolLibraryChildren/>), and follow us on Instagram (<https://www.instagram.com/bristollibrarychildren/>) and Twitter (<https://twitter.com/bplchildrens/>)!

Expenditures Summary

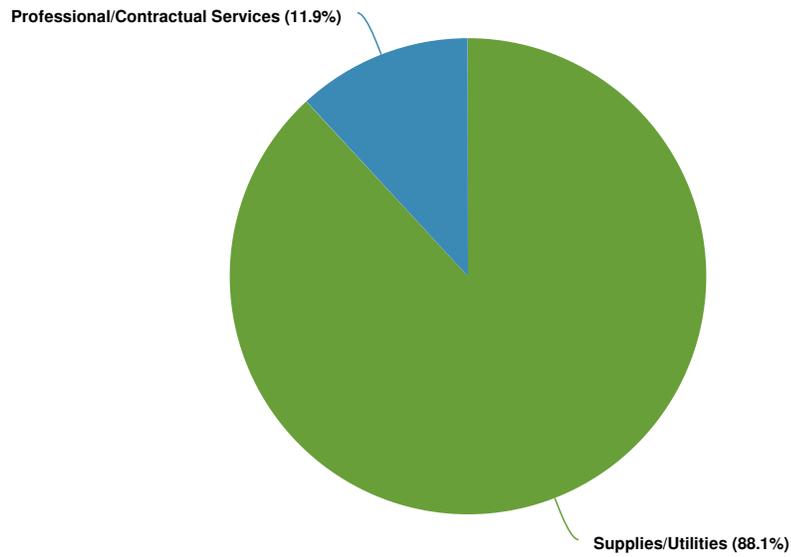
\$59,000 **\$0**
(0.00% vs. prior year)

Children's Library Proposed and Historical Budget vs. Actual

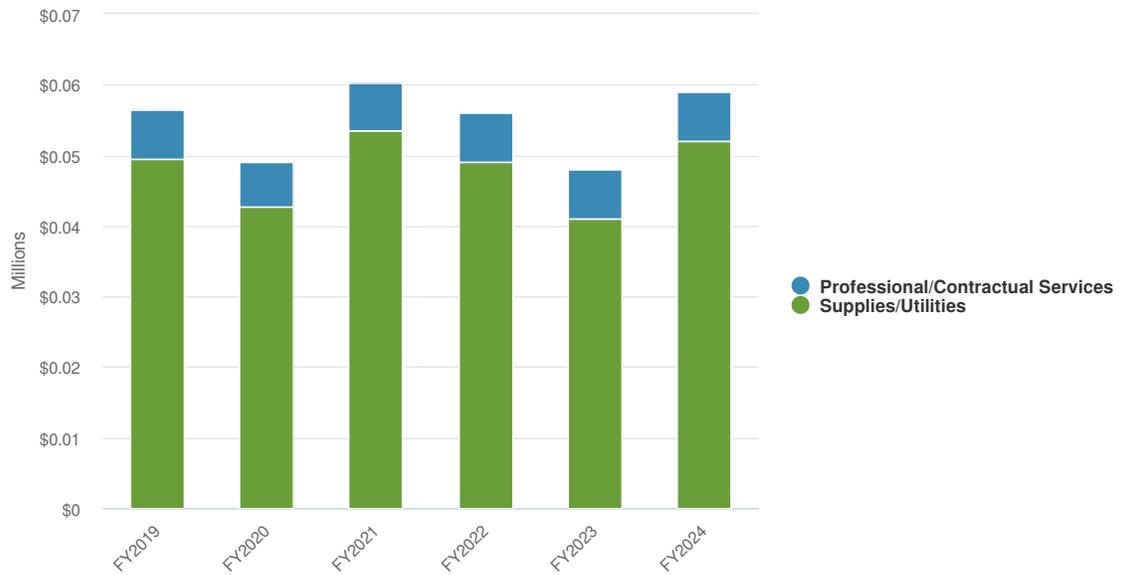


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Expense Objects					
Professional/Contractual Services	\$6,995	\$7,000	\$7,000	\$7,000	0%
Supplies/Utilities	\$49,144	\$52,000	\$52,000	\$52,000	0%
Total Expense Objects:	\$56,139	\$59,000	\$59,000	\$59,000	0%



Manross Library

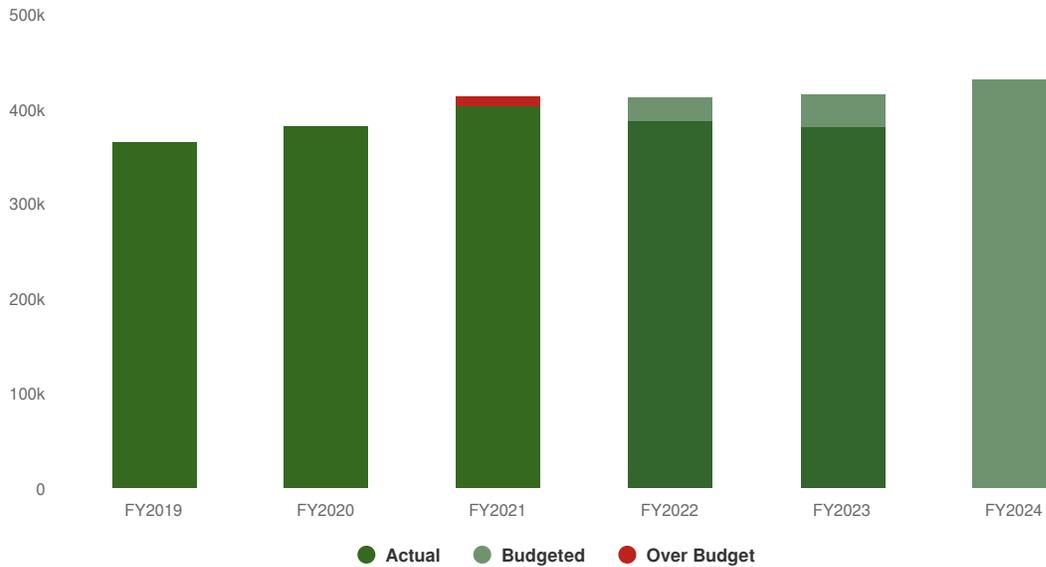
The F. N. Manross Memorial Library is the Forestville branch of the Bristol Public Library.

The Manross Library offers materials, programs, and resources to users in Forestville and the Greater Bristol area. Besides being known as a friendly neighborhood library, Manross Library has also become a hub for the homeschooling community in the region.

Expenditures Summary

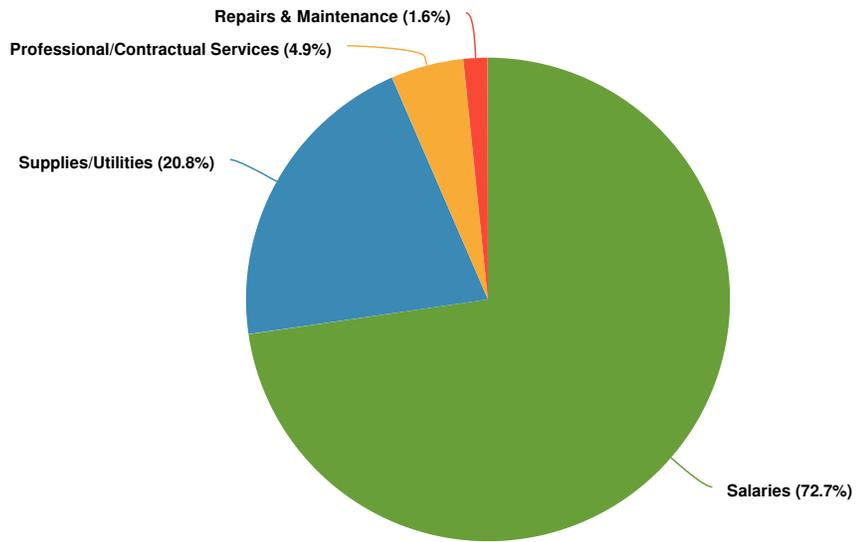
\$431,470 **\$16,465**
(3.97% vs. prior year)

Manross Library Proposed and Historical Budget vs. Actual

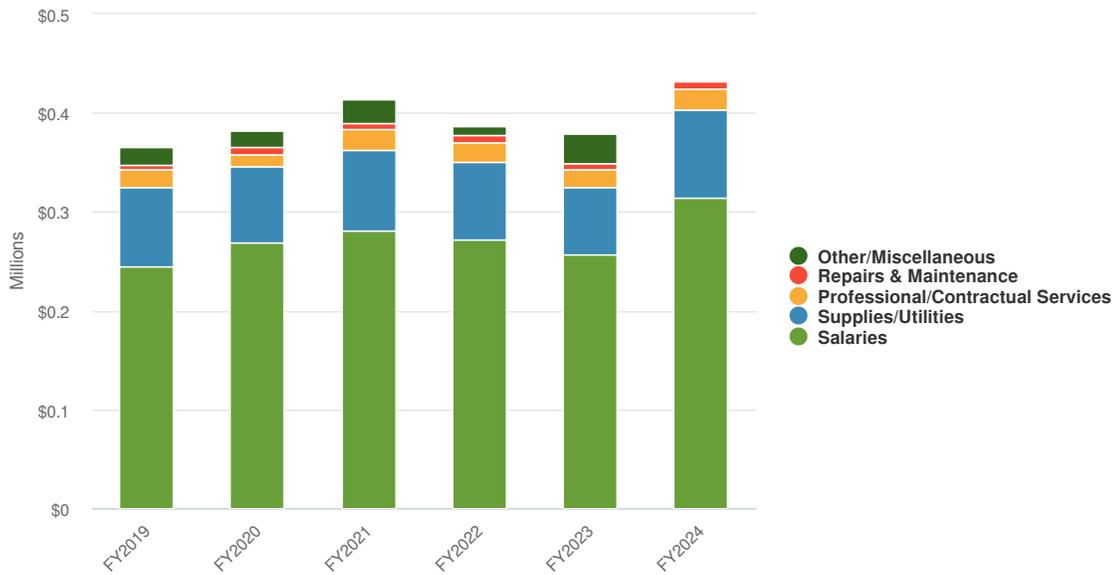


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2022 Original Budget vs. FY2023 Original Budget (% Change)
Expense Objects					
Salaries	\$271,390	\$300,005	\$310,315	\$313,720	0.6%
Other/Miscellaneous	\$9,066	\$0	\$36,572	\$0	0%
Professional/Contractual Services	\$20,515	\$21,000	\$21,000	\$21,000	0%
Supplies/Utilities	\$78,863	\$87,000	\$87,200	\$89,750	1.2%
Repairs & Maintenance	\$6,950	\$7,000	\$6,800	\$7,000	0%
Total Expense Objects:	\$386,784	\$415,005	\$461,887	\$431,470	0.7%



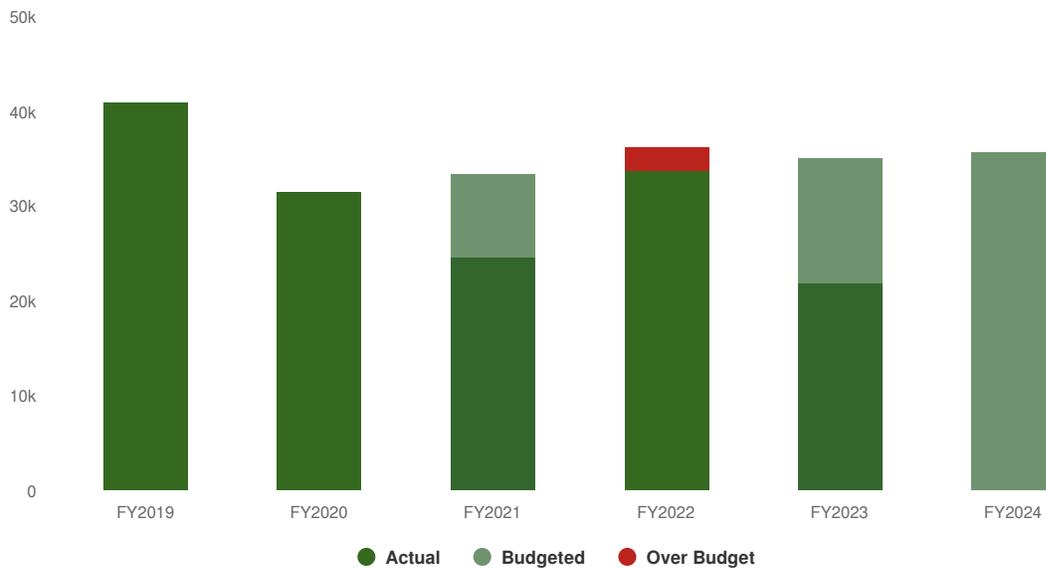
Library Trusts

Library Trust Funds have allowed both the Main Library and the Manross Library to offer services, materials, and programs as a supplement to the appropriations from the City of Bristol. New technology, AV upgrades, the Annual Author Luncheon, and special book collections are just some of the library enhancements made possible through the generosity of these donors.

Expenditures Summary

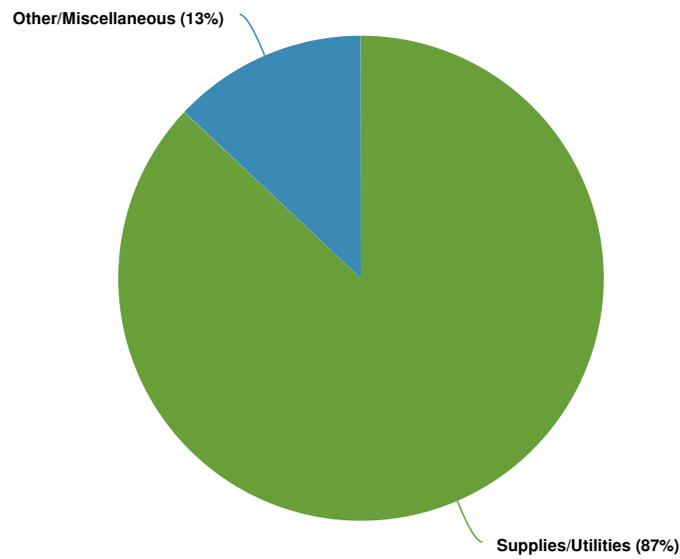
\$35,690 **\$560**
(1.59% vs. prior year)

Library Trusts Proposed and Historical Budget vs. Actual

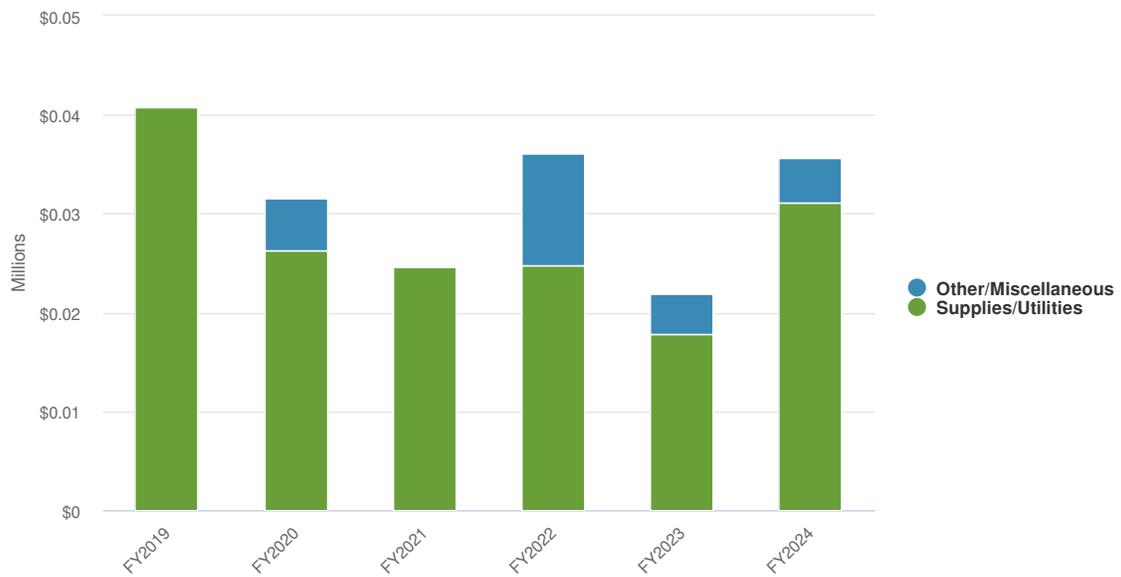


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Expense Objects					
Other/Miscellaneous	\$11,457	\$4,550	\$4,934	\$4,630	1.8%
Supplies/Utilities	\$24,703	\$30,580	\$45,077	\$31,060	1.6%
Total Expense Objects:	\$36,160	\$35,130	\$50,011	\$35,690	1.6%

Author Luncheon



Parks, Recreation, Youth and Community Services



Dr. Joshua Medeiros, Ed.D. CPRE
Superintendent

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.

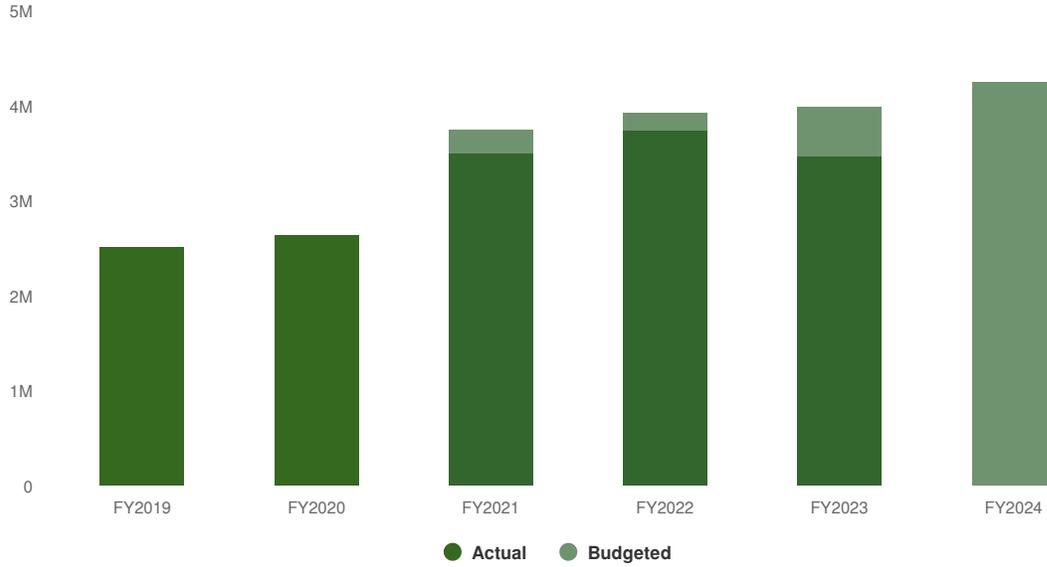
Service Narrative

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.

Expenditures Summary

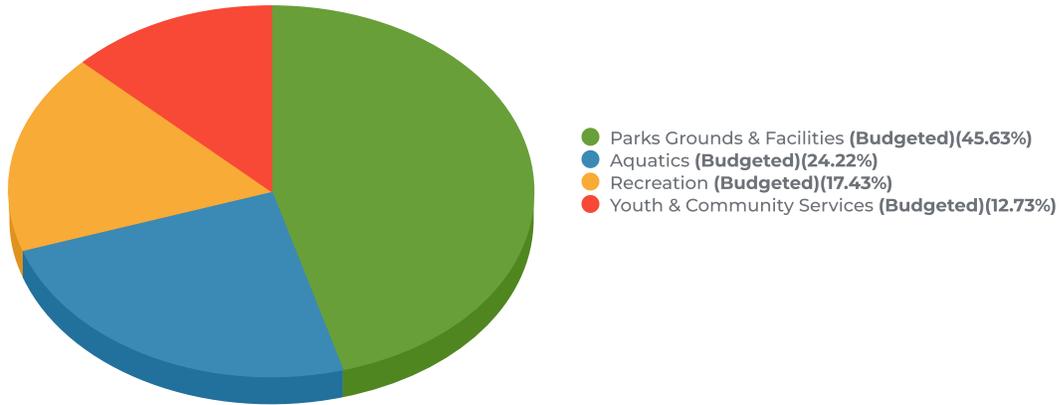
\$4,267,360 **\$276,455**
(6.93% vs. prior year)

Parks, Recreation, Youth and Community Services Proposed and Historical Budget vs. Actual



Expenditures by Department

2023-2024 PRYCS

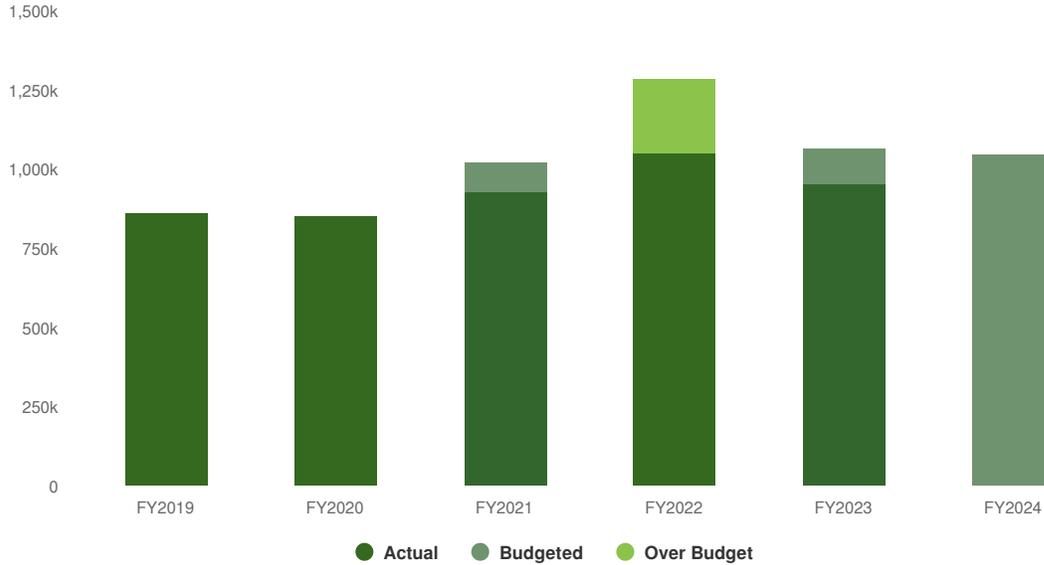


Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expenditures					
Parks & Recreation					
Parks & Recreation					
Administration	\$577,022	\$545,040	\$838,759	\$606,025	11.2%
Parks Grounds & Facilities	\$1,493,005	\$1,581,240	\$1,587,278	\$1,670,545	5.6%
Recreation	\$442,448	\$632,810	\$637,020	\$638,030	0.8%
Aquatics	\$824,620	\$786,405	\$792,590	\$886,655	12.7%
Youth & Community Services	\$412,747	\$445,410	\$461,732	\$466,105	4.6%
Total Parks & Recreation:	\$3,749,842	\$3,990,905	\$4,317,379	\$4,267,360	6.9%
Total Parks & Recreation:	\$3,749,842	\$3,990,905	\$4,317,379	\$4,267,360	6.9%
Total Expenditures:	\$3,749,842	\$3,990,905	\$4,317,379	\$4,267,360	6.9%

Revenues Summary

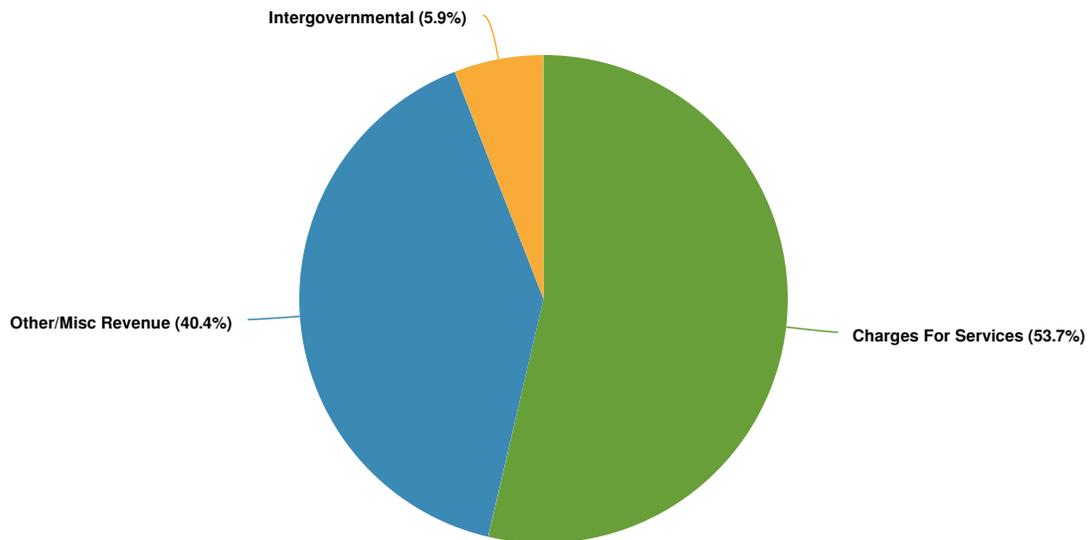
\$1,046,915 **-\$17,080**
 (-1.61% vs. prior year)

Parks, Recreation, Youth and Community Services Proposed and Historical Budget vs. Actual

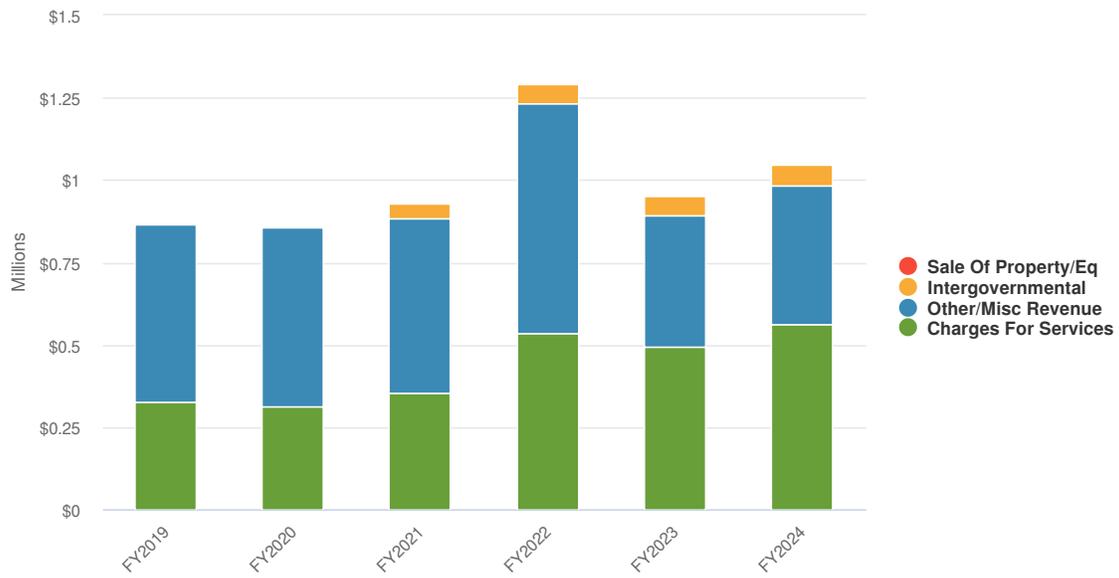


Revenues by Source

Projected 2024 Revenues by Source



Budgeted and Historical 2024 Revenues by Source



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Revenue Source					
Intergovernmental	\$55,053	\$54,900	\$61,877	\$61,885	12.7%
Charges For Services	\$532,732	\$585,765	\$585,765	\$561,700	-4.1%
Other/Misc Revenue	\$701,757	\$423,330	\$423,330	\$423,330	0%
Total Revenue Source:	\$1,289,542	\$1,063,995	\$1,070,972	\$1,046,915	-1.6%



Commissioners

Board of Park Commissioners

	Term Expiration
Mayor Jeffrey Caggiano, Chair	11/2023
Robert Fiorito, Vice Chair	12/2023
Andrew Howe, Council Liaison	11/2023
Cynthia Donovan	12/2025
Sandra Bogdanski	12/2025
Robert Lawson	12/2025
Emily Michaud	12/2023
Leonard Lamothe	12/2024

Youth Commission

	Term Expiration
Matthew Gotowala, Chair	06/2025
Deborah Ahl, Vice Chair	06/2024
Erick Rosengren, Council Liaison	11/2023
Ryan Broderick	06/2024
Dr. Corey Nagle	06/2024
Lance Washington	06/2025
Jonathan Lukasiewicz	06/2024
Richard Kilby	06/2025
Ramon Peters	03/2024
Renee Singleton	12/2024

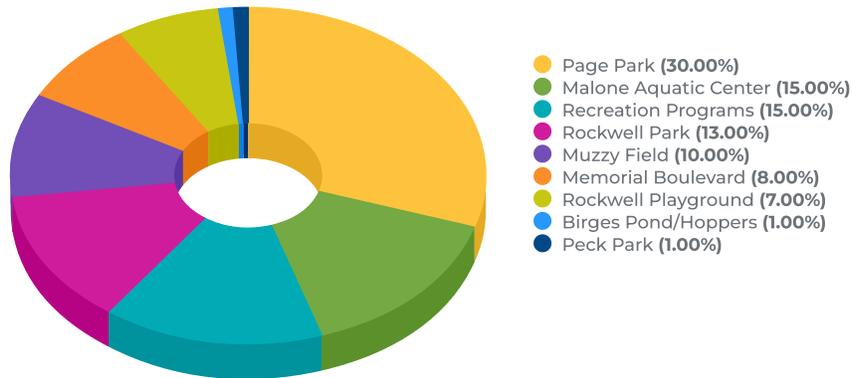
Arts & Culture Commission

	Term Expiration
Walter Lewandoski, Chair	04/2024
April Dews, Vice Chair	04/2024
Cheryl Thibeault, Council Liaison	11/2023
Juliet Norton	04/2026
Tiffany Howe	04/2024
Andrea Adams	05/2025
Nigel Wynter	04/2025

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



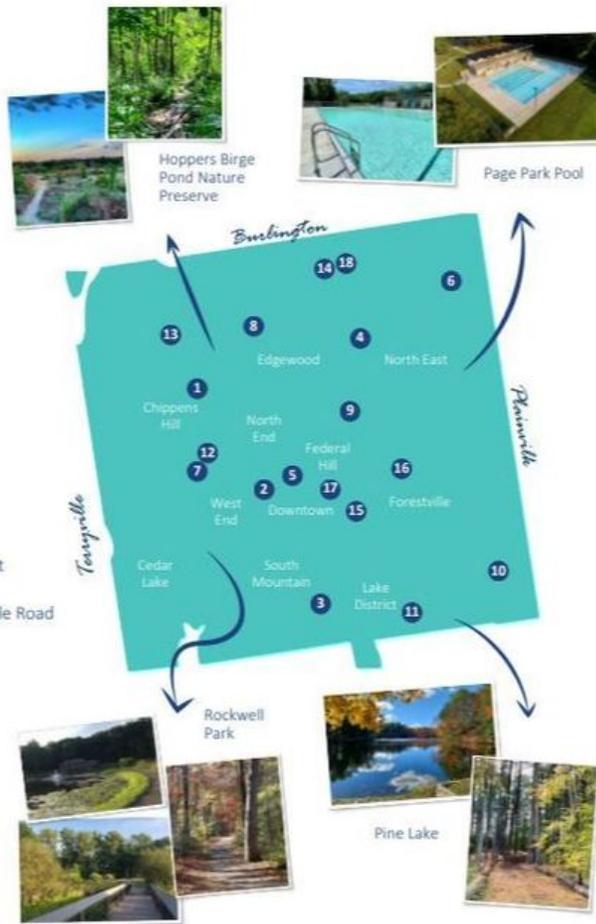
Park Facilities

Number of parks and public squares	21
Number of acres	796
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
Fitness Park	1
Parafitness 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	10

PARK & FACILITY LOCATIONS

VISIT OUR PARKS AND FACILITIES

- 1 Hoppers / Birge Pond Nature Preserve**
Located on Beech Street
- 2 Brackett Park**
Entrances on School and North Main Streets
- 3 Casey Field / E.G. Stocks Playground**
Located on Middle Street
- 4 Dennis Malone Aquatics Center**
325 Mix Street
- 5 Federal Hill Green**
Located on Maple and Queen Street
- 6 Kern Park**
Located off Ivy Drive and Primrose Lane
- 7 Muzzy Field**
Located on Muzzy Street
- 8 Nelson's Field**
Corner of Burlington Avenue & Maple Avenue
- 9 Page Park**
651 King Street
- 10 Peck Park**
Entrance on Daley Street
- 11 Pine Lake**
Located off Pine Street / Birch Street / Emmett Street
- 12 Rockwell Park**
Entrances on Jacob Street / Dutton Avenue / Terryville Road
- 13 Roberts Property Park**
Located at James P. Casey Road and Perkins Street
- 14 Seymour Park**
Entrance on Shrub Road
- 15 Veterans Memorial Boulevard**
Parking off of Wozenski Way and South Street
- 16 Wilson Field**
Located on King Street
- 17 BPRYCS Main Office**
51 High Street
- 18 Pigeon Hill Preserve**
Entrance on Shrub Road



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.



PIGEON HILL PRESERVE- Sixty-six acres of open space acquired through a grant in 2021. This open space park is co-managed in partnership with the Environmental Learning Centers of Connecticut. A habitat management plan ensures the natural environment will remain while still providing access to recreational trails for public enjoyment.

PINE LAKE – Fifty four acres acquired from the Conservation Commission on May 27, 1968. The entrance is located at Emmett Street, Pine Street, and Birch Street. **Facilities:** Fishing pond, accessible fishing pier and parking lot, ropes challenge course, and Bristol Soccer Club Facility. The Pine Lake Challenge course became part of the purview of the Parks and Recreation Department in 2019 when the Youth Services Department merged.

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

ROBERTS PROPERTY – Seventeen acres of open space was acquired by the City 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.

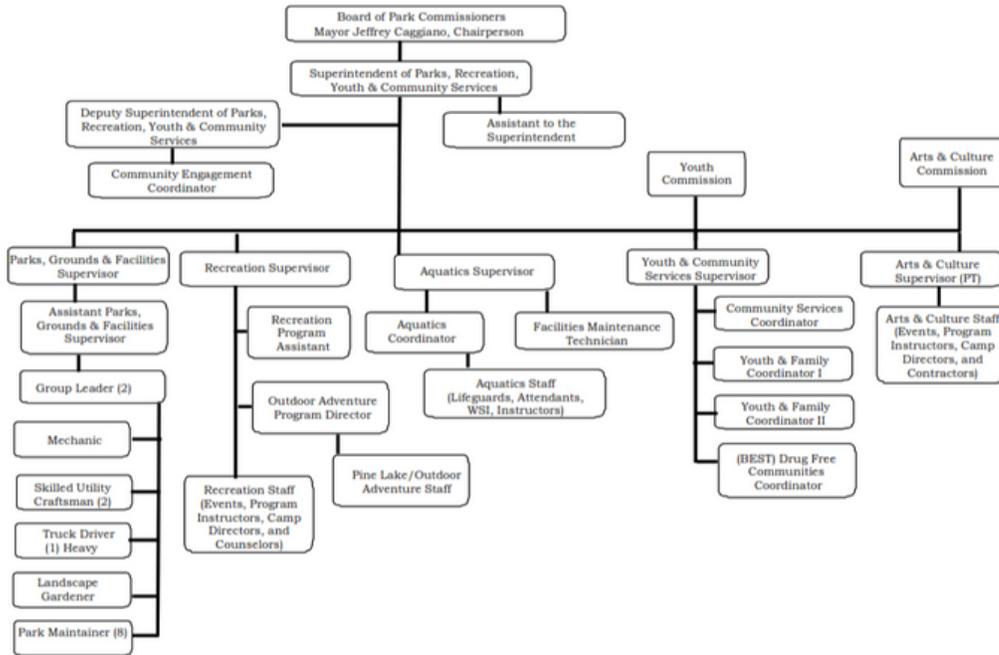
Park Trusts

Account Name	Purpose	Net Income/ P&I	Cycle
Bristol City S Goodsell Pk/Playground	Pay over to the Board of Finance of the City of Bristol for the care, maintenance, improvement acquisition and extension of parks and playgrounds.	Net Income	3/6/9/12 on the 31st
Page Dewitt Park Endowment	Pay net income annually to the City of Bristol upon request by said Board of Park Commissioners, at such times and in such amounts as said Board shall request, such sums of money as shall equal the amount of money appropriated and spent by the City in the development and upkeep of said Page Park, or in the erection and upkeep of building therein, in the planting of shrubbery, or in the acquisitions of land which may be acquired connected with or adjacent thereto, and in the care and maintenance of said Park for Park purposes. Said Trustee may also pay to the City of Bristol, upon request by the Board of Park Commissioners from time to time, from the principal of said Trust Fund, an amount, in addition to the income or accruals from said Trust Fund not to exceed \$10,000 per year, PROVIDED, a like amount, dollar for dollar, shall be expended by the City upon said Page Park; but in no instance and under no condition shall there be withdrawn from said Trust Fund yearly more than said sum of \$10,000 from the principal in addition to the total amount of the income and accruals.	P & I	3/6/9/12 on the 21st
Page May Rockwell Tr U/W Tr A	The Trustee shall annually pay to the City of Bristol an amount of money that will equal one-third of the appropriation for the maintenance of Page Park as disclosed in the annual budget for the City of Bristol as finally approved by the Board of Finance. Should future conditions result in the annual appropriation for maintenance of Page Park by the City of Bristol increasing to the point where income available to the city annually from the Dewitt Page Park Endowment Fund would not be sufficient to provide one-third of the appropriation, then and in that event only, the trustee in its sole discretion may increase the annual payment to the City of Bristol directed herein, by the amount of such deficiency. Recognizing the probability of net income remaining after the payment to the City of Bristol, the trustee in its sole uncontrolled discretion may distribute annually all or part of such remaining income to non-profits.	P & I	3/6/9/12 on the 21st
Page May Rockwell Tr U/W Tr A	1) Add all or part of the income remaining after payment of administration expenses to the principal of this trust; 2) Pay to the City of Bristol, upon the request of its Board of Park Commissioners, such amount as said Board may request for major repairs or replacements to the swimming pool or its related machinery and equipment; provided, however the trustee agrees with the Board of Park Commissioners that such an expenditure would constitute a major repair or replacement. The judgment of the trustee in this matter shall be final and conclusive; 3) Pay such expenditures as are provided in the preceding paragraph from either principal or income in the sole discretion of the trustee.	Net Income	3/6/9/12 on the 21st

Page, May Rockwell fbo Rockwell Park	For the maintenance of Rockwell Park in said City of Bristol, and I direct that so much of the net income there from as shall be needed for such maintenance shall be disbursed by the trustee from time to time upon the requisition of the treasurer, comptroller or other proper officer of the City of Bristol, accompanied by a detailed statement of expenditures made for the upkeep, improvement, development, and beautification of said park, with power in my trustee to accumulate and add to principal any unexpended income. I further empower my said trustee, in its sole discretion, to pay to the City of Bristol such part of the principal as may be necessary for the repair or reconstruction of said park in the event of the destruction or serious damage to said park by flood or other major catastrophe.	P & I	3/6/9/12 on the 21st
Peck, Constant fbo Peck Park	If more money than is needed for the purchase of the land, then such a remainder may be used for equipment or endowment- at the discretion of the Trustees.	P & I	3/6/9/12 on the 21st
Rockwell, Nettie fbo Memorial Blvd	To improve, beautify and care for the Rockwell Memorial Boulevard running from Main Street east to its junction with Riverside Ave and in the care, improvement and betterment of the property of the City of Bristol adjoining said Boulevard on the north and south sides thereof. Said expenditures from this fund shall be made with the approval of the Board of Park Commissioners of the government of the City of Bristol.	P & I	3/6/9/12 on the 21st
Rockwell, Nettie fbo Playground	Care, maintenance, equipment, improvement and supervision of that portion of Rockwell Park which has heretofore been designated as "Mrs. Rockwell's Playground", provided that said premises shall be continued as a play and recreation ground for children to the exclusion of work or study by them, in substantial conformity with the use of said premises heretofore under my direction. It is my wish that no bottled beverage be sold or distributed in this playground and that at all times the greatest kindness be shown to the children.	P & I	3/6/9/12 on the 21st
Rockwell, Nettie fbo Rockwell Park	Improvement, care and maintenance of Rockwell Park in Bristol in cooperation with the Board of Park Commissioners or other dept of the city gov't having immediate charge of said Park. Said income may be used for such additions, improvements and equipment of said Park as shall be approved by the above mentioned dept of the city gov't. It is my wish that no additional refreshment or other stands for the sale of food, beverages, or other articles be erected or maintained in said Park.	P & I	3/6/9/12 on the 21st



Organizational Chart



PRYCS - Admin



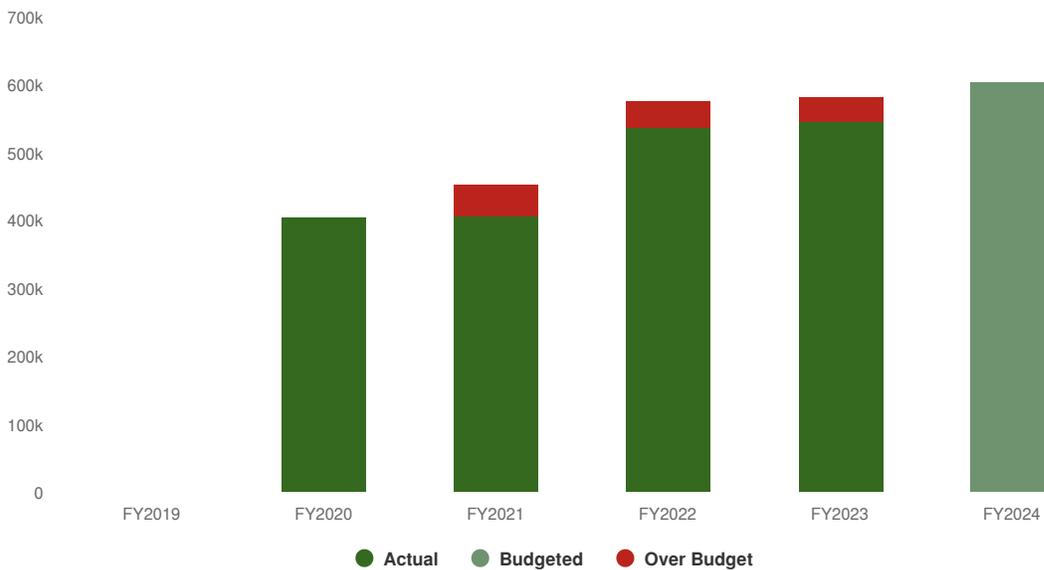
Sarah Larson, MS, CPRP
Deputy Superintendent

Administration is responsible for developing a fiscally responsible department budget that meets the changing and dynamic needs of the community. Administration staff provide 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. Staff 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 staff 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.

Expenditures Summary

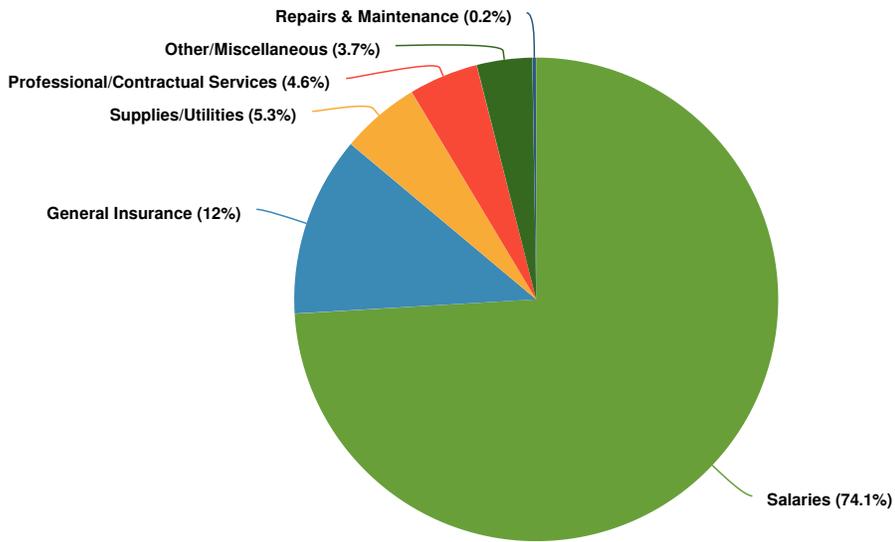
\$606,025 **\$60,985**
(11.19% vs. prior year)

PRYCS - Admin Proposed and Historical Budget vs. Actual

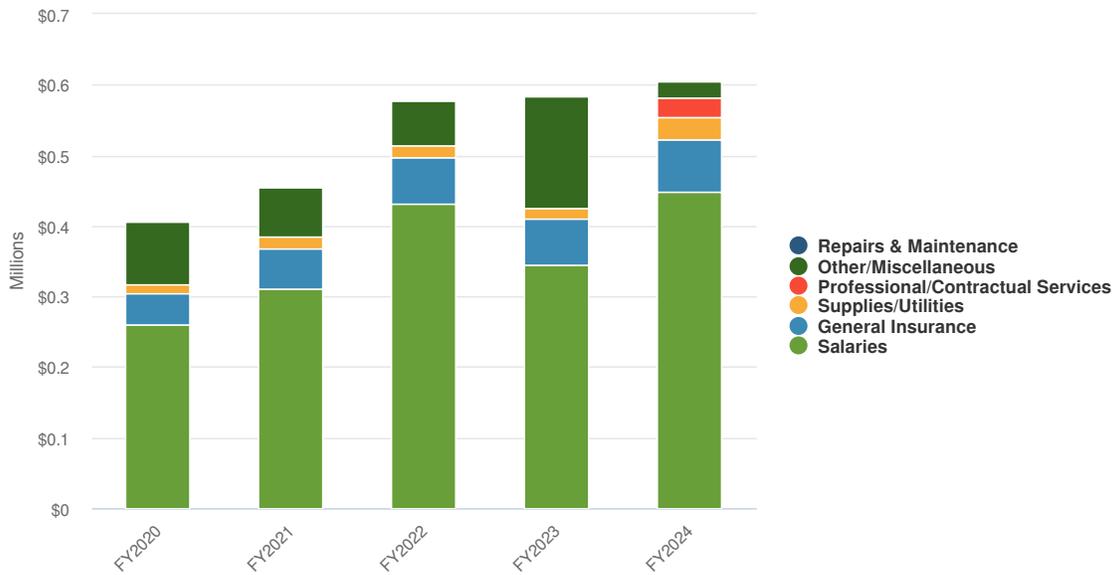


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Salaries	\$432,015	\$431,940	\$434,190	\$448,845	3.9%
Other/Miscellaneous	\$63,327	\$22,500	\$315,469	\$22,500	0%
General Insurance	\$65,549	\$73,000	\$73,000	\$73,000	0%
Professional/Contractual Services		\$0	\$0	\$28,080	N/A
Supplies/Utilities	\$16,131	\$17,600	\$16,100	\$32,100	82.4%
Repairs & Maintenance		\$0	\$0	\$1,500	N/A
Total Expense Objects:	\$577,022	\$545,040	\$838,759	\$606,025	11.2%

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Developed and published the department’s first ever Annual Report which showcases the accomplishments and community impacts over the calendar year.
- Launched an interactive Parks Project Portal which allows residents to view active projects and provide real time feedback to ensure their voices are part of the development process.
- Completed over a dozen park improvement projects including the new pickleball court facility at Seymour Park and the City of Bristol’s first completed American Rescue Plan funded project with the grand opening of the Rockwell Fitness Park and parafitness course.
- Continued to complete goals and objectives as defined by the 2022-2024 Parks, Recreation, Youth and Community Services Strategic Action Plan; advancing the work prioritized in the resident-driven 2020 City Wide Parks Master Plan.
- Significant progress was made in the planning and design phases for several major capital improvement projects including Page Park Revitalization, Perry Spinelli Pavilion phase 2, Pine Lake improvements and more.
- Superintendent Dr. Josh Medeiros was named Outstanding Professional of the Year by the Connecticut Recreation and Parks Association. The award is one of the state association’s top awards honoring professionals that have made outstanding contributions, over a period of 10 years or more, to the recreation and park field.
- Deputy Superintendent Sarah Larson participated in “Inspiring Insights from Leaders in the Field” at the National Recreation and Parks Association Annual Conference.

Fiscal Year 2024 Goals:

- Continue to make progress in completing goals and objectives defined in the 2022-2024 Strategic Action Plan.
- Break ground and complete projects including the Perry J. Spinelli Phase 2 renovations, Kern Park site improvements, and the Page Park Revitalization project to advance the priorities of the 2020 City Wide Parks 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 and eventually transition this to a Friends of the Bristol Parks Non-Profit.
- Complete the park improvements and ADA transition work outlined in the 2020 City Wide Parks Master Plan. Engage in a new master plan in 2030 to establish priorities for the next decade.
- 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

	2022 Actual	2023 Estimated	2024 Budget
Salary Expenditures	\$432,014	\$434,190	\$448,845
Full time Positions	5	4	4.5



PRYCS - Grounds, and Facilities Maintenance Division



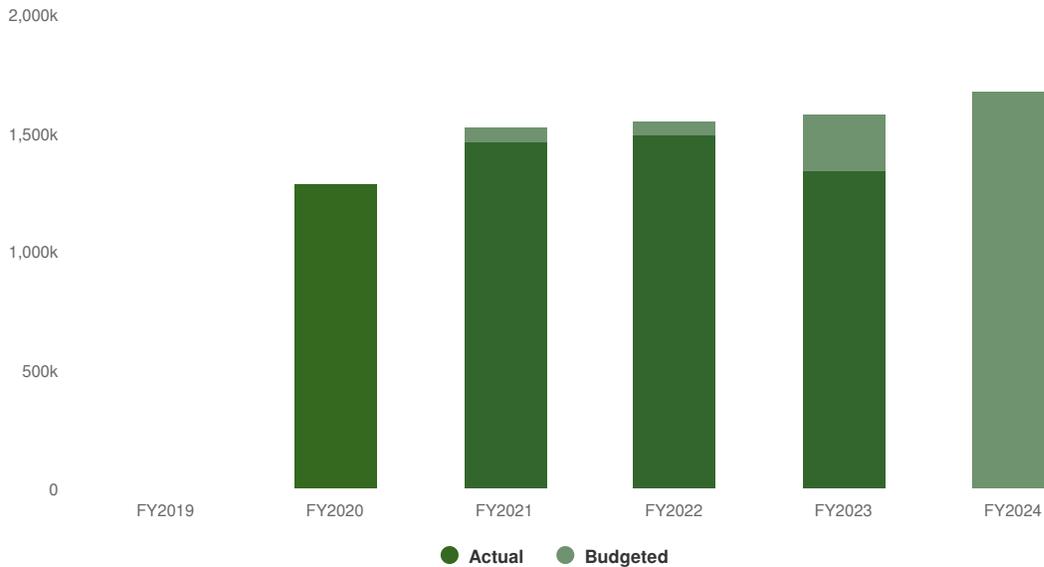
Robert Lincoln
Parks, Grounds, and Facilities Supervisor

Parks, Grounds, & Facilities Maintenance division is responsible for over 796 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.

Expenditures Summary

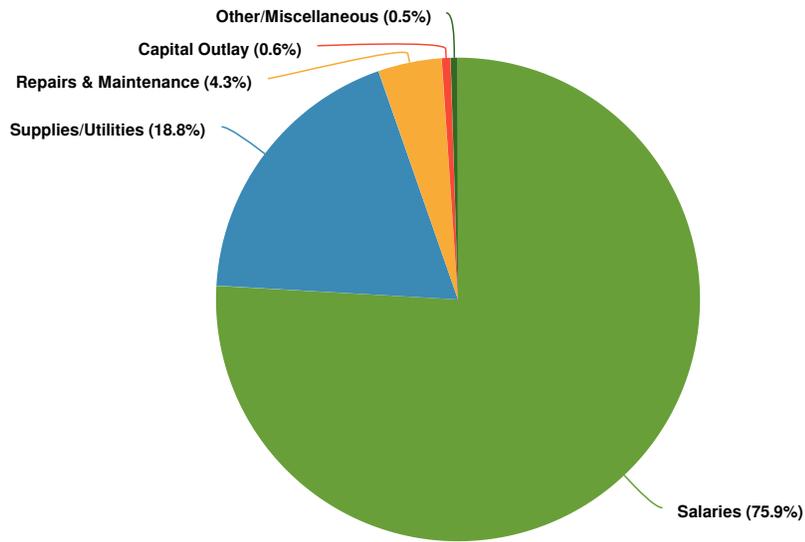
\$1,670,545 **\$89,305**
(5.65% vs. prior year)

PRYCS - Grounds, and Facilities Maintenance Proposed and Historical Budget vs. Actual

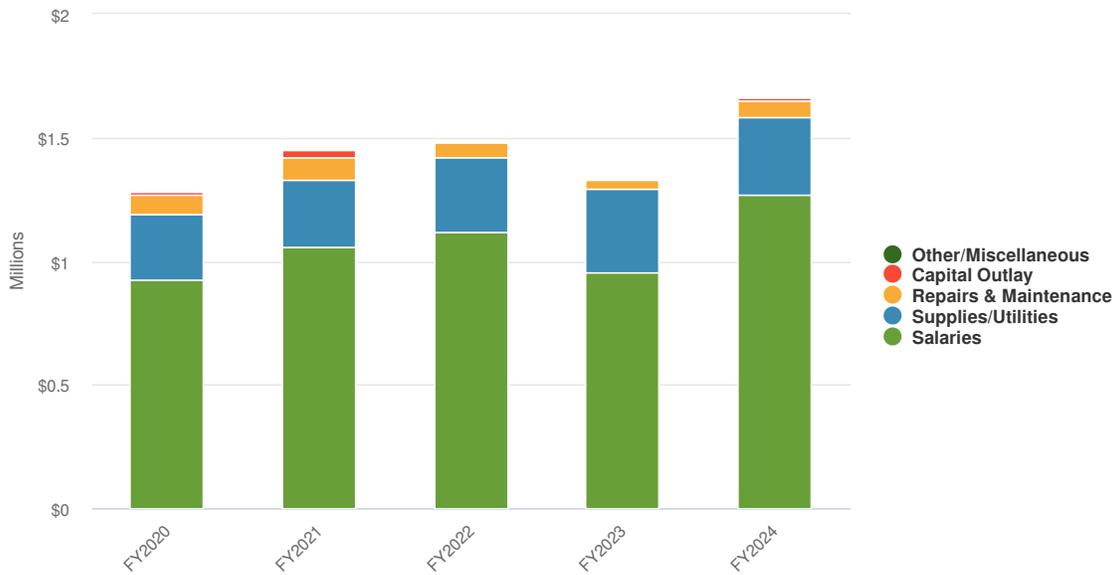


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Salaries	\$1,120,494	\$1,191,170	\$1,197,055	\$1,268,045	6.5%
Other/Miscellaneous	\$5,532	\$8,000	\$8,000	\$8,000	0%
Supplies/Utilities	\$298,261	\$303,070	\$303,070	\$313,500	3.4%
Repairs & Maintenance	\$60,738	\$69,000	\$69,153	\$71,000	2.9%
Capital Outlay	\$7,980	\$10,000	\$10,000	\$10,000	0%
Total Expense Objects:	\$1,493,005	\$1,581,240	\$1,587,278	\$1,670,545	5.6%

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- In conjunction with Administration, established and rolled out a Memorandum of Understanding with the Environmental Learning Centers of CT to maintain and care for the Pigeon Hill Preserve which expands access to 66 acres of passive recreation.
- In conjunction with Administration, established a Memorandum of Understanding with the Board of Education for a phased approach to parks taking over scheduling and maintenance functions of the school fields.
- Assisted with the site preparations for new recreational amenities including the Rockwell Park Fitness Pad and a new playground at Stocks/Casey Field.
- Landscape Gardener, Steven Schriver, designed and installed a new urban garden to replace the long standing blighted tennis courts at the Veterans Memorial Boulevard.
- Renovated ballfields during off season including Page, Mix Street Field and Riley Field.

Fiscal Year 2024 Goals:

- Continue to establish and strengthen park maintenance policies and procedures as established in the 2022-2024 Strategic Action Plan 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.
- Continue to monitor and manage aging and diseased trees using dedicated funds to address high priority trees.
- Implement work order system in alignment with Strategic Action Plan Goals in order to improve efficiencies, increase productivity and schedule preventive maintenance.

Long Term Goals:

- Engage in preventive maintenance plans in order to ensure the longevity of community park assets.
- Develop comprehensive park specific operation manuals for each facility and park by the season in order to streamline seasonal maintenance and to evaluate the resources needed to successfully maintain each facility.
- Continue to evaluate the collaborative with the Board of Education and other stakeholders surrounding the maintenance and coordination of athletic fields across the city. Advance the goals outlined in the BOE field maintenance and management plan.

Expenditure and Position Summary

	2022 Actual	2023 Estimated	2024 Budget
Salary Expenditures	\$1,120,494	\$1,197,055	\$1,268,045
Full time Positions	17	17	18



PRYCS - Recreation



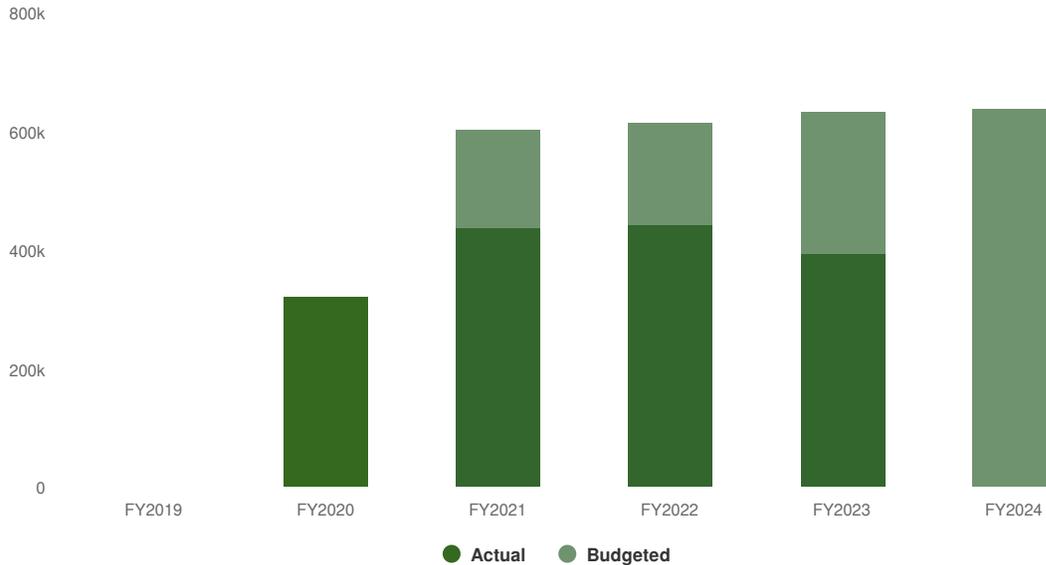
Amry Shelby, MS, CPRP
Recreation Supervisor

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.

Expenditures Summary

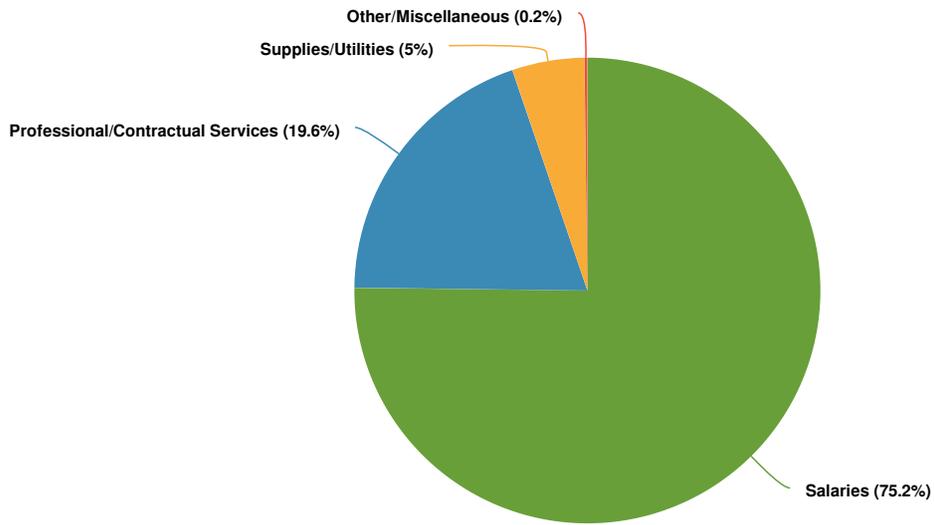
\$638,030 **\$5,220**
(0.82% vs. prior year)

PRYCS - Recreation Proposed and Historical Budget vs. Actual

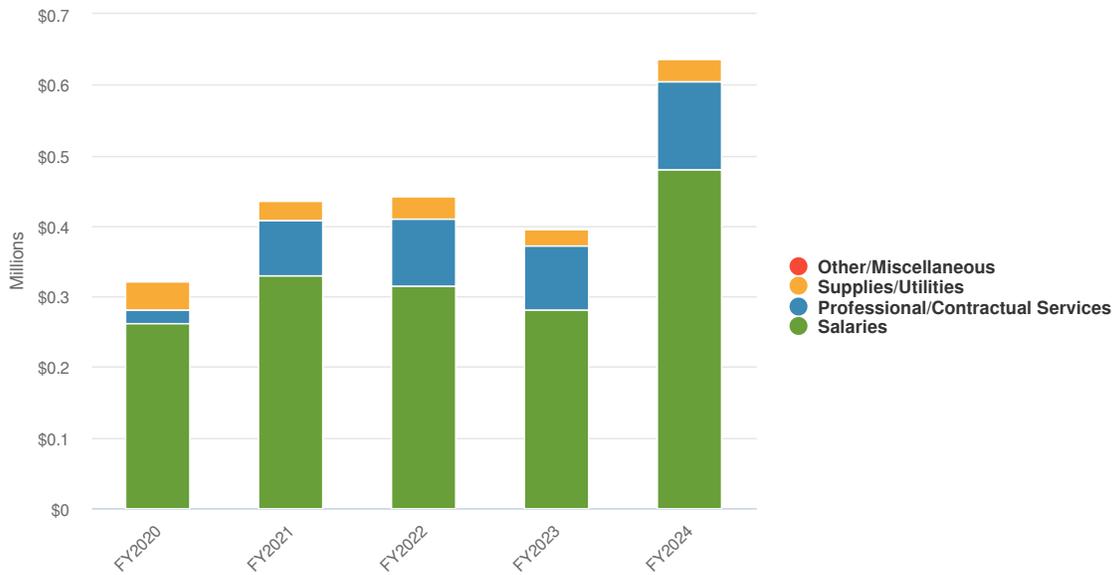


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Salaries	\$314,762	\$474,160	\$478,370	\$479,780	1.2%
Other/Miscellaneous	\$1,240	\$1,250	\$1,250	\$1,250	0%
Professional/Contractual Services	\$95,945	\$125,000	\$125,000	\$125,000	0%
Supplies/Utilities	\$30,501	\$32,400	\$32,400	\$32,000	-1.2%
Total Expense Objects:	\$442,448	\$632,810	\$637,020	\$638,030	0.8%

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Made substantial progress on renovation to Pine Lake Adventure Park including extensive storm clean-up and tree removal as well as the installation of a new entrance side on Birch Street, new storage facilities, and a state of the art climbing tower.
- Recreation program enrollment and division revenues continue to climb closer to pre-Covid numbers.

Fiscal Year 2024 Goals:

- Complete Pine Lake Adventure Park Improvement projects in anticipation of the grand re-opening in late 2023. Re-establish staffing and program structure in alignment with the Board of Park Commissioner endorsed Business Plan.
- Develop and implement non-traditional recreation programs, therapeutic recreation and other program areas identified as service gaps in the 2020 City Wide Parks Master Plan.
- 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.

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. Establish a robust therapeutic recreation offering.
- Pursue a formal indoor programming space including a gymnasium to reduce reliance on Board of Education gyms.
- Measure the success of each recreation program through clearly defined goals and outcomes. Qualitative and quantitative data will be collected on each program.

Expenditure and Position Summary

	2022 Actual	2023 Estimated	2024 Budget
Salary Expenditures	\$314,762	\$478,370	\$479,780
Full time Positions	2	2	2



Performance Measures

Program Participants	2019-2020	2020-2021	2021-2022	2022-2023
Total Recreation/Aquatics Program Participants	7,527	12,052	10,374	10,360



PRYCS - Aquatics



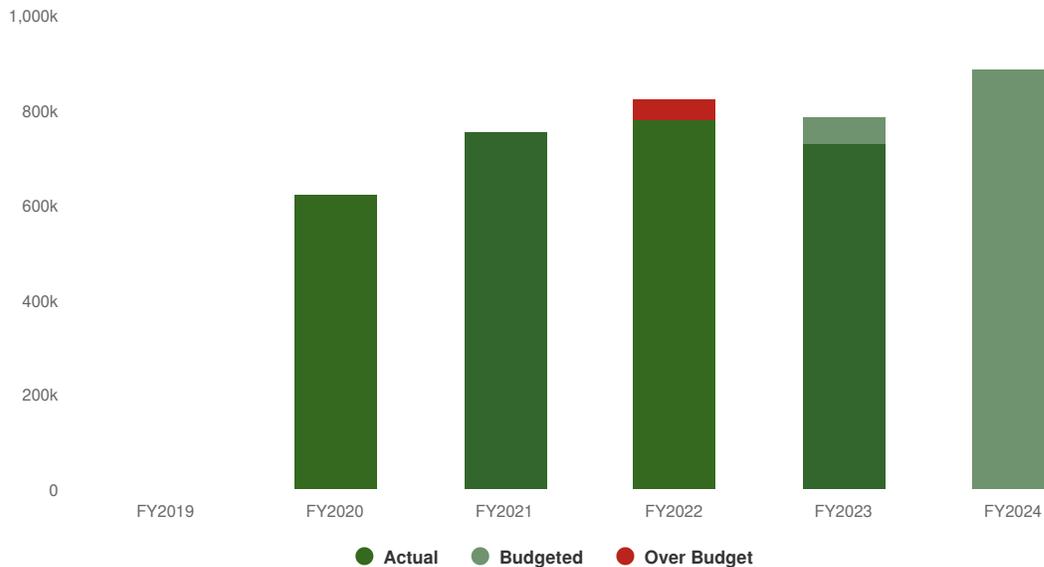
Jaimie Clout, CPRP, CPO, LGIT
Aquatics Supervisor

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.

Expenditures Summary

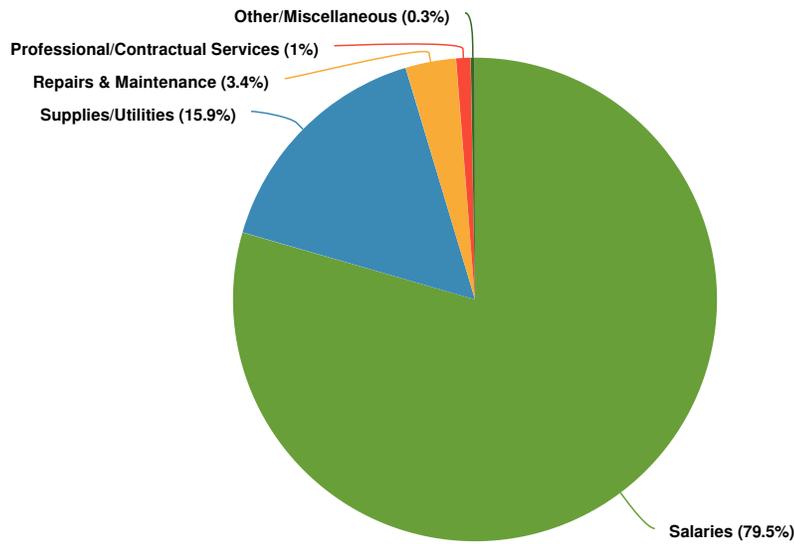
\$886,655 **\$100,250**
(12.75% vs. prior year)

PRYCS - Aquatics Proposed and Historical Budget vs. Actual

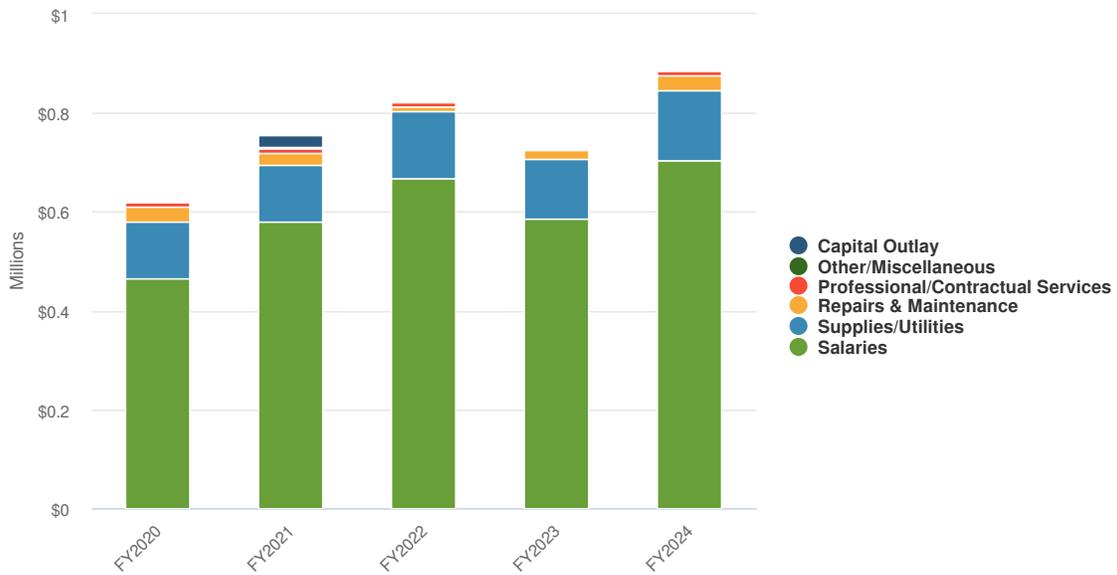


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Salaries	\$668,128	\$607,405	\$613,590	\$704,655	16%
Other/Miscellaneous	\$2,786	\$2,500	\$3,000	\$2,500	0%
Professional/Contractual Services	\$8,701	\$8,500	\$8,500	\$8,500	0%
Supplies/Utilities	\$134,057	\$138,000	\$137,500	\$141,000	2.2%
Repairs & Maintenance	\$10,948	\$30,000	\$30,000	\$30,000	0%
Total Expense Objects:	\$824,620	\$786,405	\$792,590	\$886,655	12.7%

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Aquatics Supervisor Jaimie Clout presented educational sessions at both the Connecticut Recreation and Parks Association and National Recreation and Parks Association Annual Conferences.
- Installed a new Dennis Malone Aquatics Center main entrance sign to increase efforts to raise awareness of the facility.
- Launched a cross training program to include hydro bikes which expanded fitness opportunities at the Dennis Malone Aquatics Center.

Fiscal Year 2024 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.
- Continue to work with the Community Engagement Coordinator to enhance marketing efforts in order to increase membership and program enrollment.
- 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.

Long Term Goals:

- 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.
- 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.

Expenditure and Position Summary

	2022 Actual	2023 Estimated	2024 Budget
Salary Expenditures	\$668,128	\$613,590	\$704,655
Full time Positions	3	3	3

Performance Measures

Aquatics Facility Attendance	2020-2021	2021-2022	2022-2023
Memberships (DMAC, RW, Page)	680	499	542
Daily Visits (DMAC, RW, Page)	12,580	26,214	27,964



PRYCS - Youth and Community Services



Stephen Bynum
Youth & Community Supervisor

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.

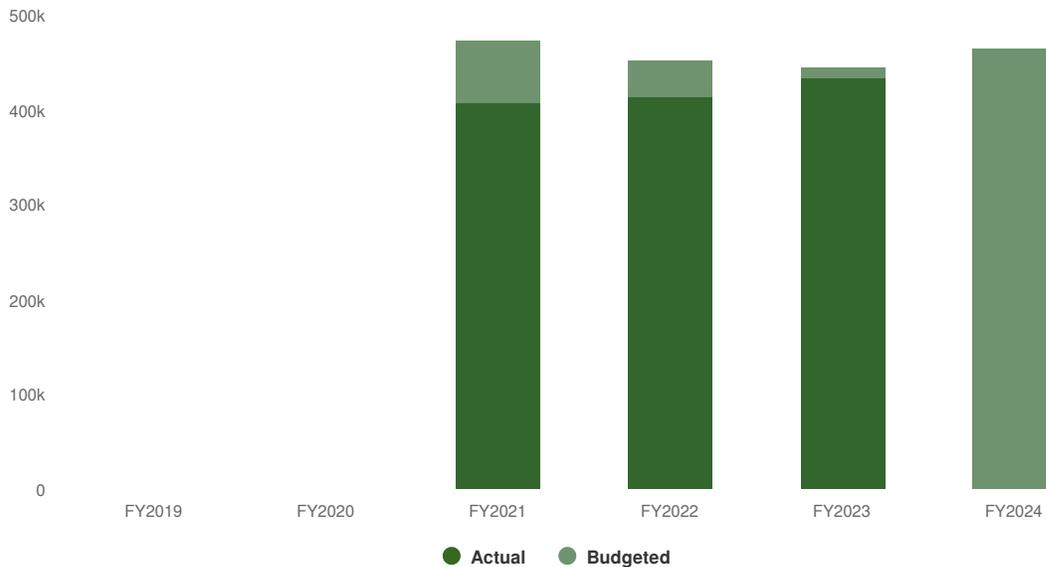
Community Services provides adults with critical information and referrals to available community and state resources. Advocacy and referrals are made for housing, mental/physical health, medical insurance, state benefits, and utilization of the statewide 211 resource. Short term case management and 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.

Expenditures Summary

\$466,105 **\$20,695**
(4.65% vs. prior year)

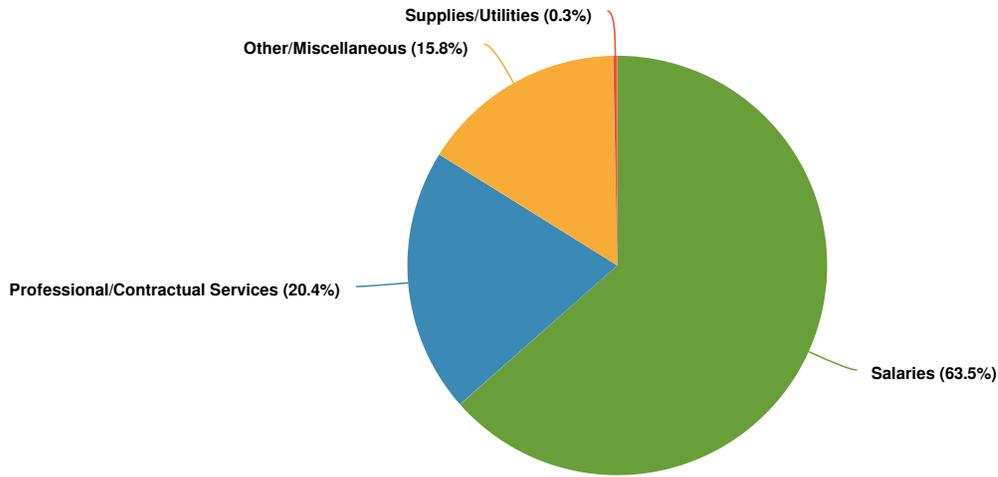
PRYCS - Youth and Community Services Proposed and Historical Budget vs. Actual



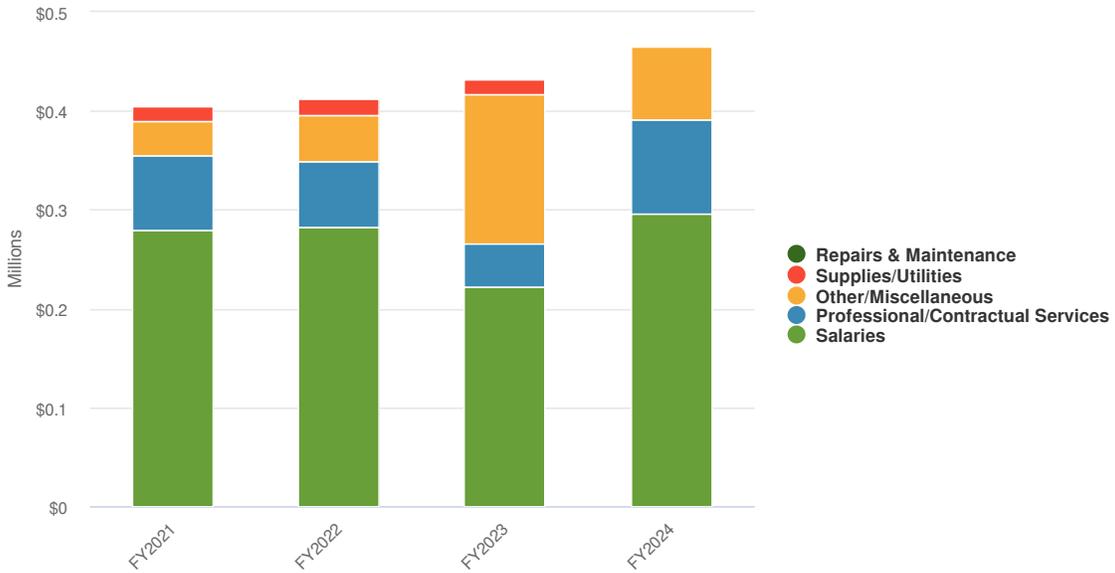
FY2021 represents first year of consolidation of this Department with Parks & Recreation.

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Salaries	\$282,994	\$290,125	\$299,470	\$295,865	2%
Other/Miscellaneous	\$46,482	\$47,600	\$47,600	\$73,700	54.8%
Professional/Contractual Services	\$65,841	\$85,155	\$92,132	\$95,110	11.7%
Supplies/Utilities	\$16,742	\$20,530	\$20,530	\$1,430	-93%
Repairs & Maintenance	\$688	\$2,000	\$2,000	\$0	-100%
Total Expense Objects:	\$412,747	\$445,410	\$461,732	\$466,105	4.6%

Goals and Accomplishments

Fiscal Year 2023 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 1st 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 2024 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.
- Utilize findings from a Strategic Workshop to revamp youth development offerings to ensure we are maximizing resources and meeting community needs.
- 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.

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.
- Develop a sustainability plan for BEST Drug Free Communities program to ensure the program continues into the future beyond the grant.
- Establish and apply assessment tools to gauge community need for services and then tailor available resources to meet those needs.
- Evaluate the long term trajectory of community service needs in the City of Bristol and develop plans for aligning resources to meet them.

Expenditure and Position Summary

	2021 Actual	2022 Estimated	2023 Budget
Salary Expenditures	\$279,198	\$289,000	\$290,125
Full time Positions	4	4	4

Performance Measures

Program Participants	2019- 2020	2020- 2021	2021- 2022	2022- 2023
Transportation Needs	215	119	17	2
Medicare, Medicaid, SNAP Applications	146	79	48	42
Urgent Medical Needs	15	5	10	14
Case Management	280	134	261	363
Relocation Assistance - Families	12	7	11	15
Homeless Assistance & Referrals	90	219	130	205
Housing Assist/Avoiding Eviction	63	325	93	89
Eviction Storage	27	6	156	185
Auctions	9	1	6	11



Miscellaneous

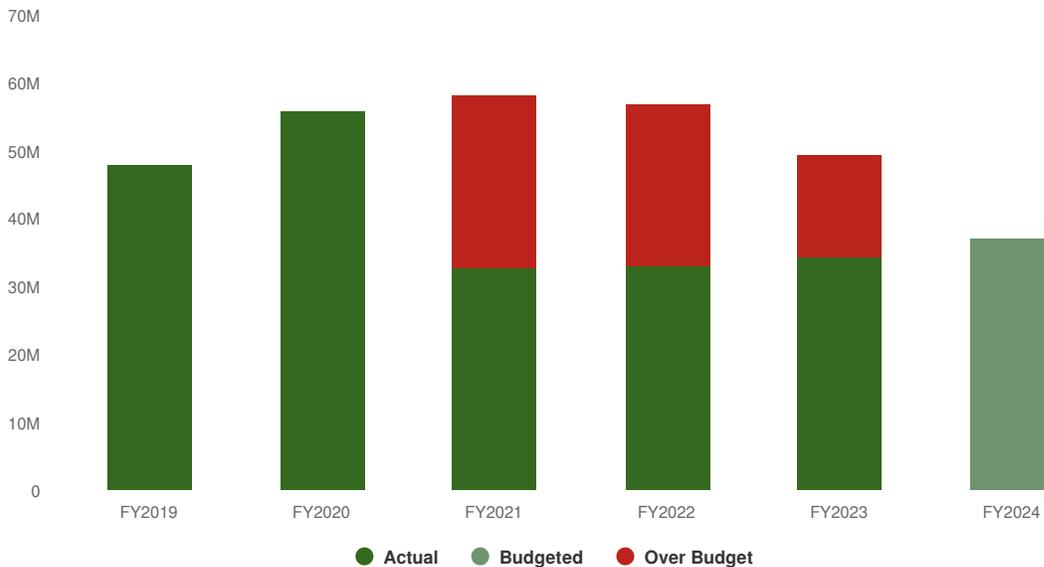
Miscellaneous expenditures consist of special items not included in any other function. The categories are: Employee Benefits, Heart and Hypertension, Insurance, All Other, Other Post-Employment Benefits, Operating Transfers Out, and Public Buildings. The Parks, Recreation, Youth and Community Services 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.

Expenditures Summary

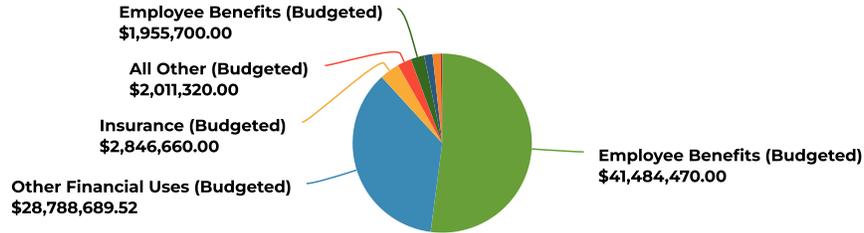
\$37,131,975 **\$2,819,205**
(8.22% vs. prior year)

Miscellaneous Proposed and Historical Budget vs. Actual



Expenditures by Department

Miscellaneous



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2022 Original Budget vs. FY2023 Original Budget (% Change)
Expenditures					
Insurance					
Insurance	\$1,007,154	\$1,129,450	\$1,159,450	\$1,244,060	8.3%
Total Insurance:	\$1,007,154	\$1,129,450	\$1,159,450	\$1,244,060	8.3%
Employee Benefits And Pension					
Employee Benefits	\$3,508,293	\$1,955,700	\$1,955,700	\$2,168,000	0.5%
Other Post Employment Benef	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	0%
Total Employee Benefits And Pension:	\$4,708,293	\$3,155,700	\$3,155,700	\$3,368,000	0.3%
Miscellaneous					
Public Buildings	\$176,000	\$250,000	\$250,000	\$250,000	42%
All Other	\$360,844	\$2,011,320	\$2,021,970	\$2,371,550	44.6%
Total Miscellaneous:	\$536,844	\$2,261,320	\$2,271,970	\$2,621,550	44.3%
Operating Transfers Out					
Other Financial Uses	\$50,733,479	\$27,766,300	\$44,638,160	\$29,898,365	1.5%
Total Operating Transfers Out:	\$50,733,479	\$27,766,300	\$44,638,160	\$29,898,365	1.5%
Total Expenditures:	\$56,985,770	\$34,312,770	\$51,225,280	\$37,131,975	3.7%

Employee Benefits

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:

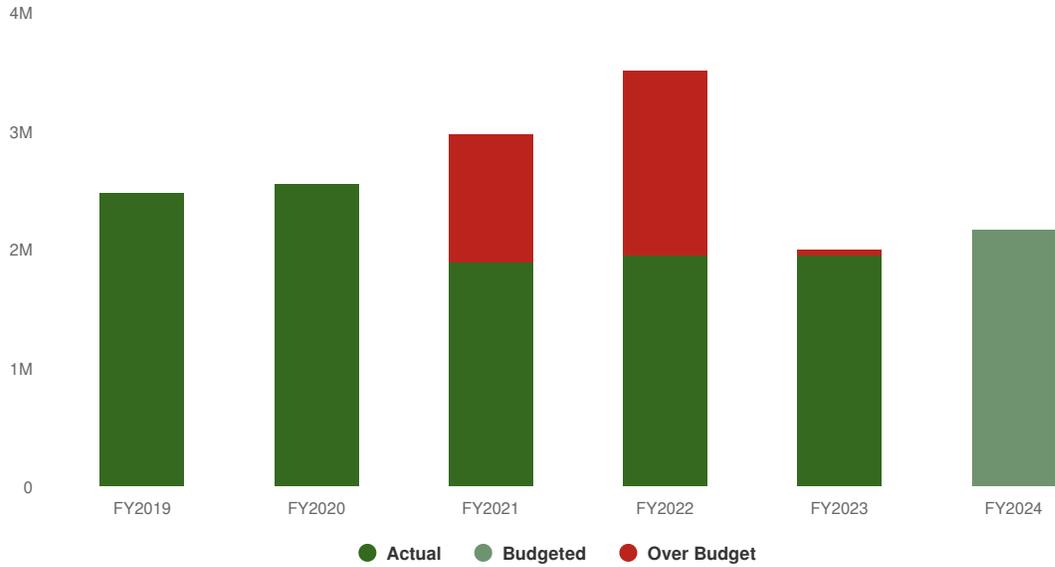
Category	Vendor Provider/Payee
Life Insurance	Madison National Life Insurance
Dental	Cigna-HMO; Anthem
Health Insurance	Cigna
Disability Insurance	Madison National Life Insurance
FICA (City Share 6.2%)	Internal Revenue Service
Medicare (City Share 1.45%)	Internal Revenue Service
Employee Assistance Program	Wheeler Clinic
Unemployment Insurance	State of CT Department of Labor

The 2023-2024 General Fund budget for Employee Benefits reflects a 10.9% increase. The City is in its fourteenth year with Cigna for medical and sixth 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.

Expenditures Summary

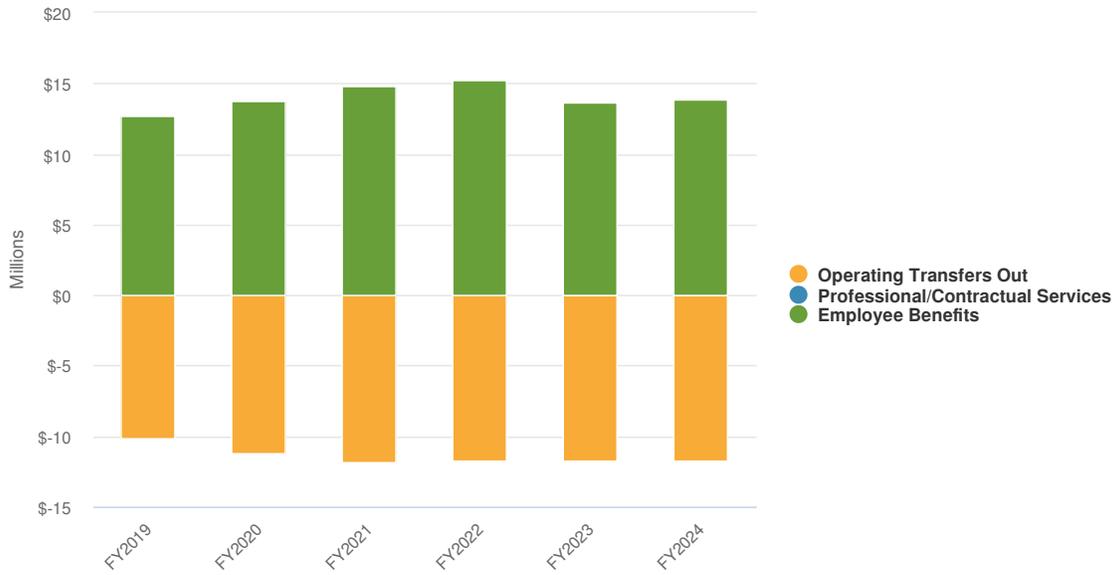
\$2,168,000 **\$212,300**
(10.86% vs. prior year)

Employee Benefits Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



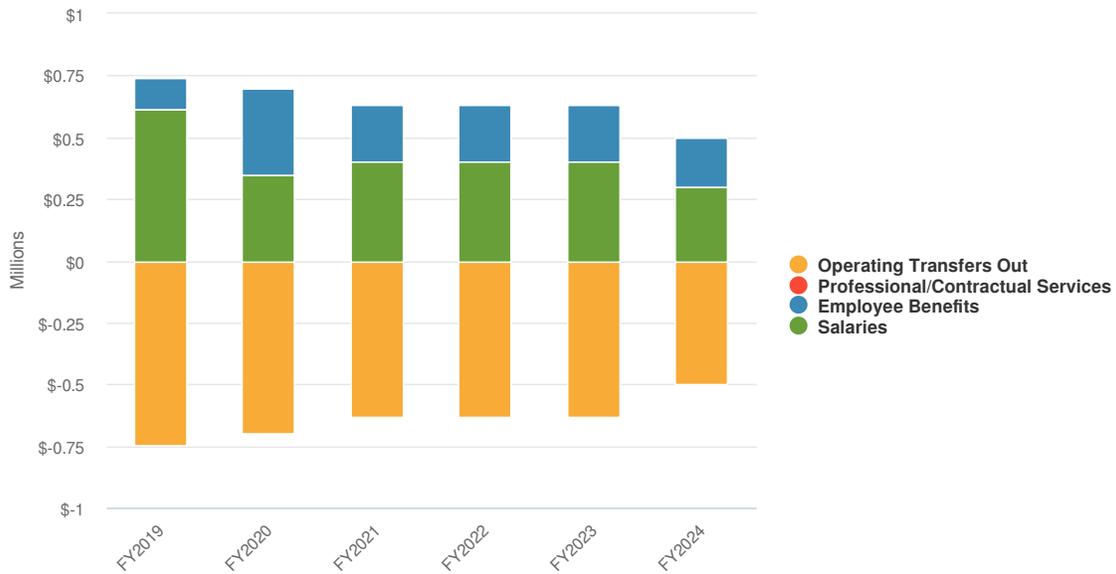
Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Expense Objects					
Operating Transfers Out	-\$11,722,180	-\$11,722,180	-\$11,722,180	-\$11,722,180	0%
Employee Benefits	\$15,203,973	\$13,651,380	\$13,651,380	\$13,863,680	1.6%
Professional/Contractual Services	\$26,500	\$26,500	\$26,500	\$26,500	0%
Total Expense Objects:	\$3,508,293	\$1,955,700	\$1,955,700	\$2,168,000	10.9%

Heart & Hypertension

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 2023-2024.

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Salaries	\$400,000	\$400,000	\$400,000	\$300,000	-25%
Operating Transfers Out	-\$630,000	-\$630,000	-\$630,000	-\$500,000	-20.6%
Employee Benefits	\$230,000	\$230,000	\$230,000	\$200,000	-13%

Insurance

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.

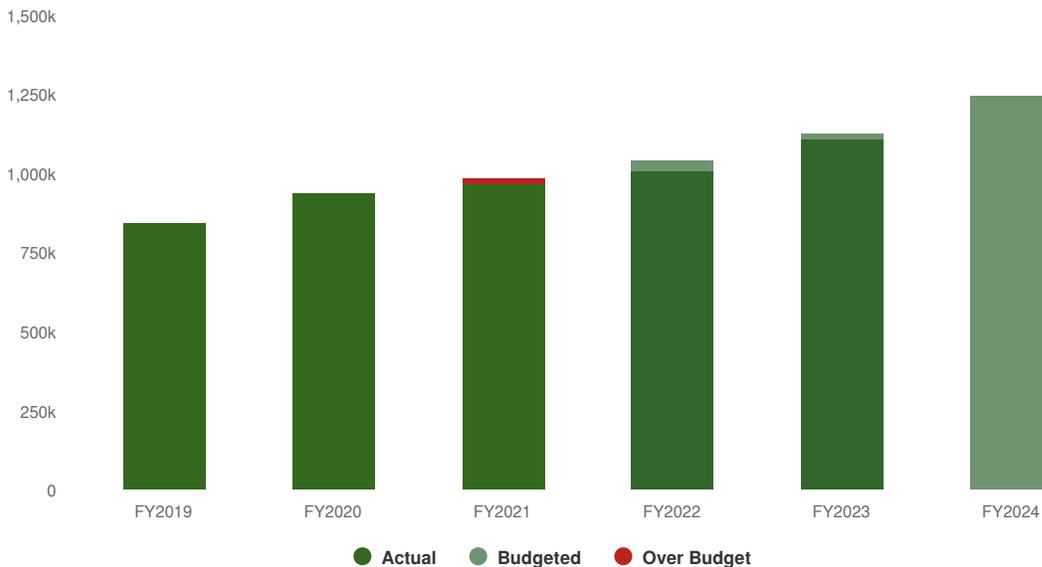
The City uses the following consultants to assist with its insurance programs:

- 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.

Expenditures Summary

\$1,244,060 **\$114,610**
(10.15% vs. prior year)

Insurance Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

The 2023-2024 Insurance budget shows a total increase of \$114,610 or 10.31% due to expected increases in auto and liability insurance. More information can be found on the City's Workers' Compensation self-insurance fund in the "Internal Service" tab. The City's contribution for Workers' Compensation increased by 16% primarily due to the impact of high claims in the police department over the last year.

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.

Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Expense Objects					
General Insurance					
PROPERTY INSURANCE	\$59,788	\$66,600	\$59,080	\$78,800	18.3%
AUTO INSURANCE	\$357,447	\$399,600	\$405,600	\$446,160	11.7%
LIABILITY INSURANCE	\$488,053	\$541,750	\$543,270	\$597,600	10.3%
CLAIMS-DEDUCTIBLE	\$80,699	\$100,000	\$100,000	\$100,000	0%
COUNCIL SETTLEMENT	\$1,166	\$1,500	\$31,500	\$1,500	0%
Total General Insurance:	\$987,154	\$1,109,450	\$1,139,450	\$1,224,060	10.3%
Operating Transfers Out					
TRANSFER OUT SELF INS W/C	-\$1,889,305	-\$1,519,510	-\$1,519,510	-\$1,762,650	16%
Total Operating Transfers Out:	-\$1,889,305	-\$1,519,510	-\$1,519,510	-\$1,762,650	16%
Employee Benefits					
WORKERS COMPENSATION INS	\$1,889,305	\$1,519,510	\$1,519,510	\$1,762,650	16%
Total Employee Benefits:	\$1,889,305	\$1,519,510	\$1,519,510	\$1,762,650	16%
Professional/Contractual Services					
INSURANCE CONSULTANT	\$20,000	\$20,000	\$20,000	\$20,000	0%
Total Professional/Contractual Services:	\$20,000	\$20,000	\$20,000	\$20,000	0%
Total Expense Objects:	\$1,007,154	\$1,129,450	\$1,159,450	\$1,244,060	10.1%

Insurance Policies - Fiscal Year 2023-2024

INSURANCE COVERAGE	BROKER AGENT	CARRIER	POLICY LIMITS	DEDUCTIBLE
Workers' Compensation		FutureComp (3rd Party Administrator)	Self-Insured	N/A
Excess Worker's 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 Insurance	\$1,000,000	\$5,000 Bodily Injury/Physical Damage/\$1,000 Comp/Coll
Liability	H.D. Segur	Argonaut Insurance	\$1,000,000 \$3,000,000	Occurrence Aggregate
Umbrella	H.D. Segur	PA Manufacturer's Association Insurance	\$10,000,000	
Cyber Liability	H.D. Segur	Argonaut Insurance	\$1,000,000	\$10,000
Pollution Liability	H.D. Segur	Navigators Specialty Insurance	\$500,000	\$25,000
CITY ONLY POLICIES				
Errors and Omissions	H.D. Segur	Argonaut Insurance	\$1,000,000	\$25,000
Public Officials and Employment Practices	H.D. Segur	Argonaut Insurance	\$1,000,000	\$25,000
Law Enforcement	H.D. Segur	Argonaut Insurance	\$1,000,000	\$25,000
Crime	Roland Dumont	Travelers	Various	
EDUCATION ONLY POLICIES				
Errors and Omissions	H.D. Segur	Argonaut Insurance	\$1,000,000	\$25,000
Employment Practices Liability	H.D. Segur	Argonaut Insurance	\$1,000,000	\$25,000
RETIREMENT BOARD				
Fiduciary Bond	Tracy Driscoll	Travelers	\$10,000,000	\$50,000

PROPERTY INSURANCE	
Form	Travelers Manuscript Form with Endorsements
Conditions	Risks of Direct Physical Loss including Flood and Earthquake
Term	July 1, 2023 - July 1, 2024
Limits	<ul style="list-style-type: none"> o \$644,138,343 Buildings and Structures o \$50,814,665 Personal Property o \$2,500,000 Data Processing and Media o \$2,469,999 Contractor's Equipment
Valuation	Replacement Cost (Except Contractor's Equipment), Agreed Amount, No Coinsurance
Schedule of Insured	On file

CRIME	
Blanket Public Employee and School Employee Dishonesty	<ul style="list-style-type: none"> o Faithful Performance of Duty o Pension and Employee Benefits o Volunteers, Students, Non-Compensated Officers and Directors and Committee Members
Scheduled Excess Limit of Insurance (Employee Dishonesty)	<ul style="list-style-type: none"> o \$1,000,000 Treasurer o \$1,000,000 Deputy Treasurer o \$1,000,000 Purchasing Agent o \$1,000,000 Comptroller o \$1,000,000 Assistant Comptroller o \$1,000,000 Public Works Director
Forgery and Alteration	<ul style="list-style-type: none"> o \$100,000
Money and Securities (In/Out)	<ul style="list-style-type: none"> o \$100,000 City Hall o \$1,575,000 (Peak Season 7/1-8/10 and 1/1-2/10) o \$30,000 Water Department o \$15,000 Board of Education o \$4,000 Bristol Eastern and Bristol Central High Schools
Computer Fraud	<ul style="list-style-type: none"> o \$500,000
Funds Transfer Fraud	<ul style="list-style-type: none"> o \$500,000
Counterfeit Currency	<ul style="list-style-type: none"> o \$25,000
Other Property	<ul style="list-style-type: none"> o \$100,000 Premises o \$100,000 Messenger
Deductibles	<ul style="list-style-type: none"> o \$1,000 Employee Dishonesty o \$250 All other

All Other

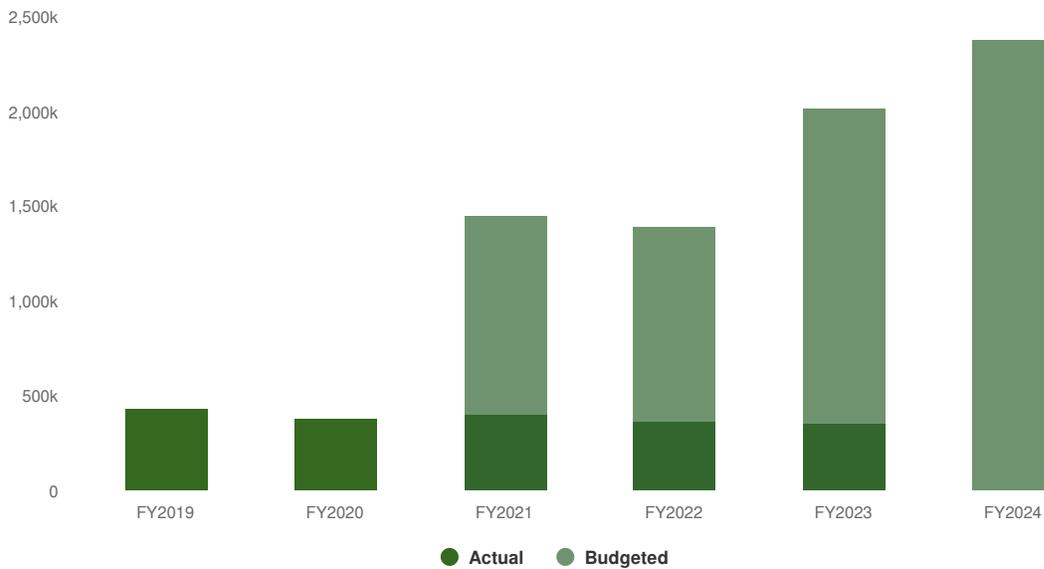
This activity includes items that are extraordinary in nature and difficult to classify. These items include hydrant charges, citywide equipment/maintenance contracts, citywide postage reimbursement, tax foreclosure costs, and unanticipated expenses. Employee benefits account for a set aside for contractual obligations for unsettled union contracts. The contingency account, budgeted at \$1 million, provides for unforeseen expenditures that may occur during the budget year.

The 2023-2024 budget shows an overall increase of \$360,230 due to an increase in Contractual Obligations for unsettled union contracts.

Expenditures Summary

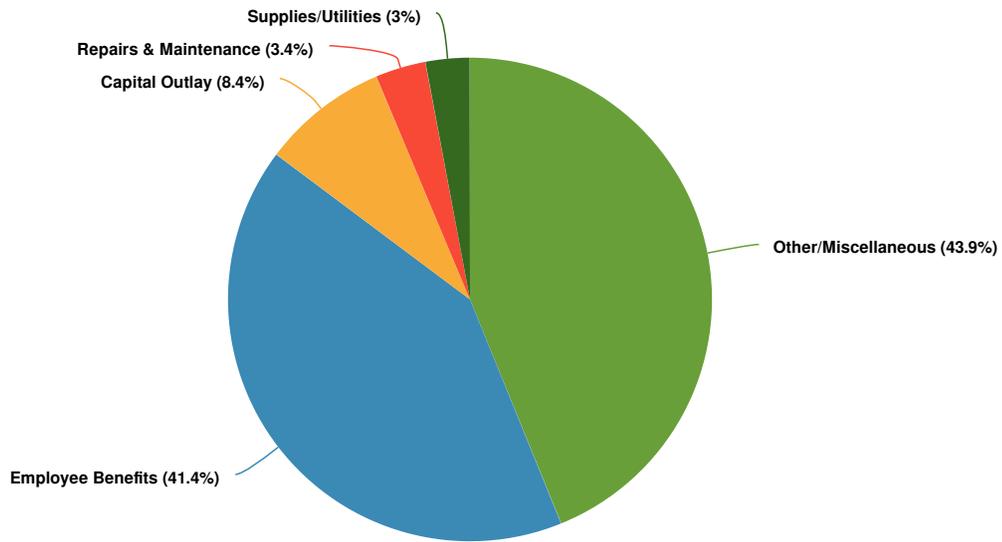
\$2,371,550 **\$360,230**
(17.91% vs. prior year)

All Other Proposed and Historical Budget vs. Actual

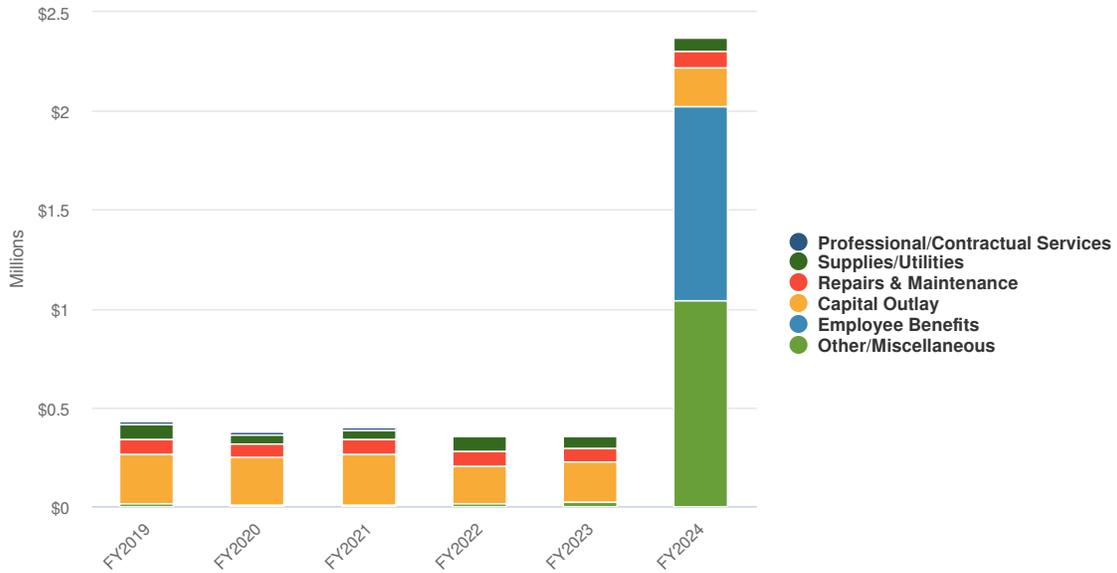


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Expense Objects					
Other/Miscellaneous	\$12,607	\$1,045,000	\$850,615	\$1,040,000	-0.5%
Operating Transfers Out	\$0	\$40,370	\$626,770	\$0	-100%
Employee Benefits	\$0	\$550,000	\$168,635	\$981,550	78.5%
Professional/Contractual Services	\$3,984	\$15,950	\$15,950	\$0	-100%
Supplies/Utilities	\$74,825	\$80,000	\$80,000	\$70,000	-12.5%
Repairs & Maintenance	\$78,726	\$80,000	\$80,000	\$80,000	0%
Capital Outlay	\$190,703	\$200,000	\$200,000	\$200,000	0%
Total Expense Objects:	\$360,844	\$2,011,320	\$2,021,970	\$2,371,550	17.9%

Other Post Employment Benefits (OPEB)

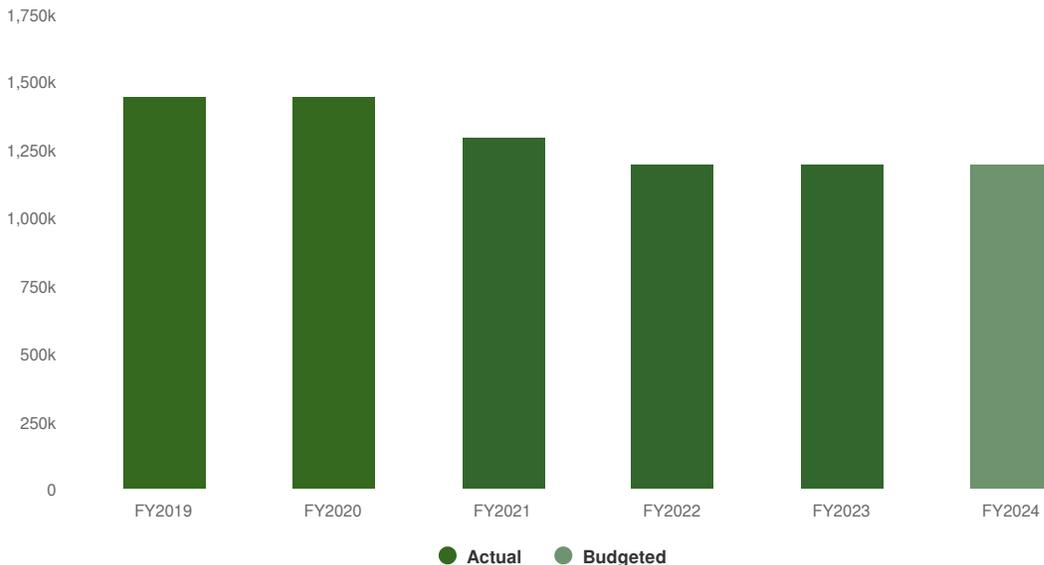
The City offers post-retirement health care benefits to City and certain Board of Education employee groups that meet retirement eligibility requirements. As of the July 1, 2022 valuation (completed bi-annually) there were 1,969 members, 347 currently receiving benefits and 1,622 active members (current 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, 2022 valuation with updated amounts for the FY2023-2024 budget estimates. Based on the update, the City will contribute approximately 86% 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 FY2024, the City's contribution of \$1,200,000 combined with a \$158,450 contribution from the Water Department and \$59,090 from the Sewer Enterprise Funds represents 51% of the total actuarial determined contribution of \$2,802,443 or 86% of the ADC including the expected benefit payouts.

Expenditures Summary

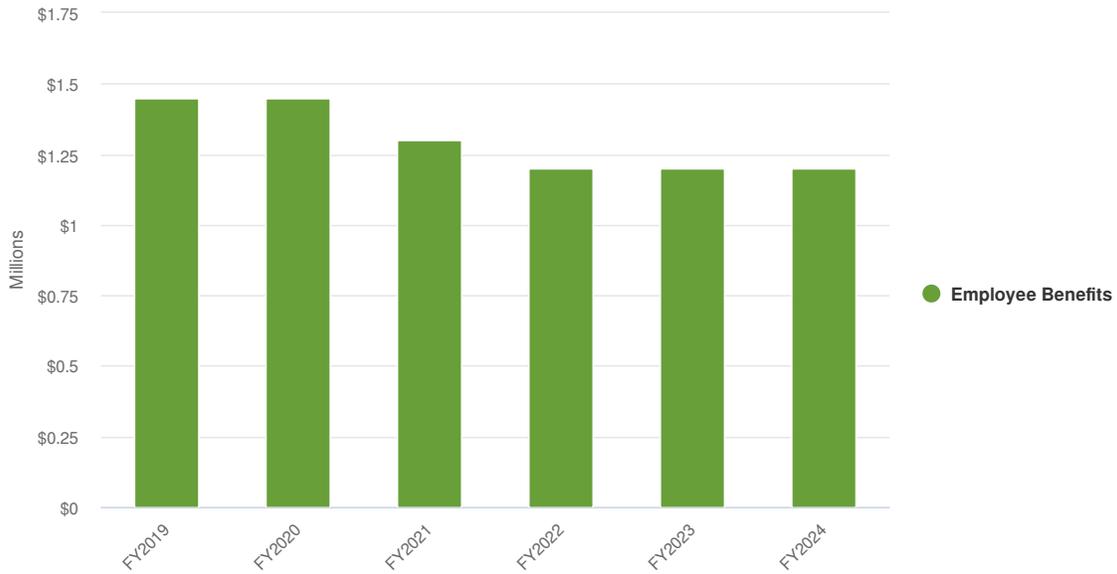
\$1,200,000 **\$0**
 (0.00% vs. prior year)

OPEB Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Expense Objects						
Employee Benefits						
OPEB CONTRIBUTION	0018107-520925-	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	0%
Total Employee Benefits:		\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	0%
Total Expense Objects:		\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	0%

The components of the ADC are as follows:

ACTUARIALLY DETERMINED CONTRIBUTION (ADC) FOR 2022-2023

	Actuarially Determined Contribution	Expected Benefit Payouts (EBP)	Net Budget Impact
City	\$2,767,516	(2,651,933)	\$115,583
Water	\$573,106	(376,526)	\$196,580
Police	\$2,179,547	(1,621,171)	\$558,376
Fire	\$1,328,022	(711,228)	\$616,794
BOE Certified	\$1,755,851	(1,011,331)	\$744,520
BOE Non-Certified	\$1,532,267	(961,677)	\$570,590
Totals	\$10,136,309	(\$7,333,866)	\$2,802,443
City Contribution			(\$1,200,000)
Water Contribution			(158,450)
Sewer Contribution			(\$59,090)
Unfunded Contribution			\$1,384,903
% Contribution Funded			51%
% Contribution Funded including EBP			86%

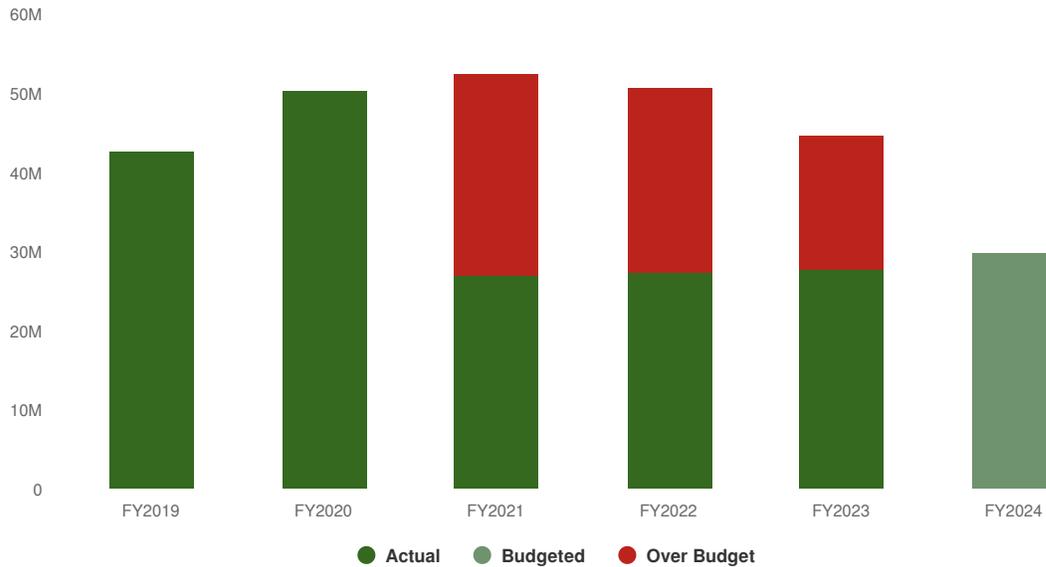
Operating Transfers Out

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 ” section. The Special Revenue transfer out includes funds for the City share of Economic & Community Development as seen in the “Special Revenue” section.

Expenditures Summary

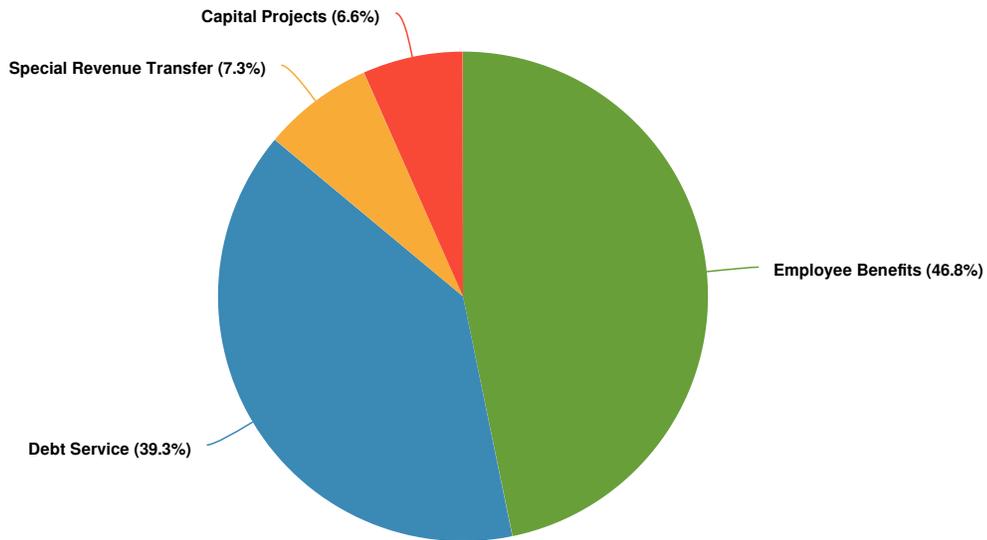
\$29,898,365 **\$2,132,065**
(7.68% vs. prior year)

Operating Transfers Out Proposed and Historical Budget vs. Actual

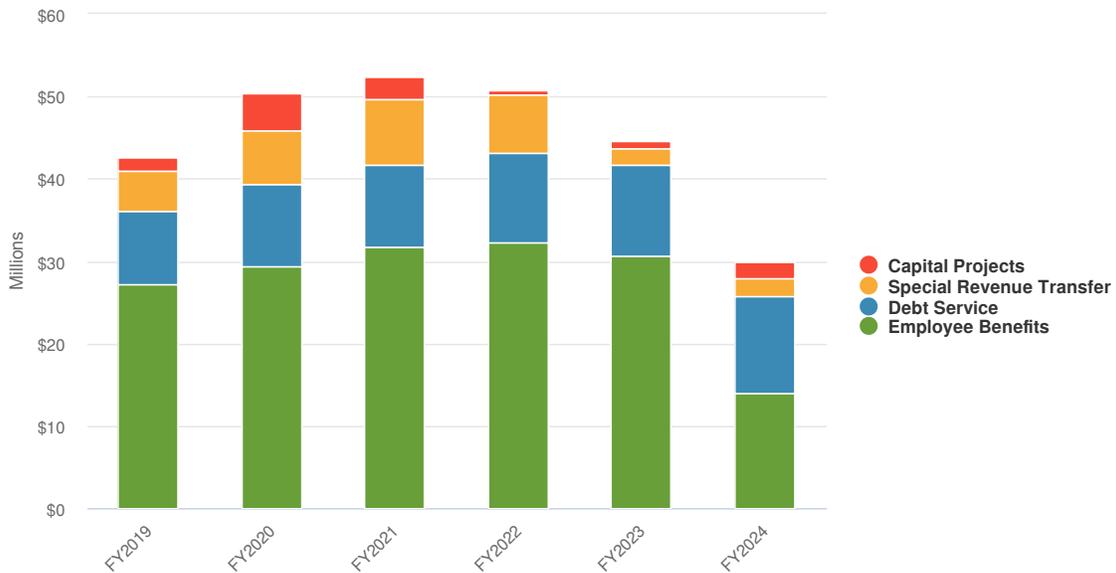


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



The 2023-2024 budget shows an increase in operating transfers out in the amount of \$2,132,065, 51% of which is a result of the increase in the Tax Increment Financing (TIF) District transfer. The significant increase is attributable to the increase in values due to the 5 year State-mandated revaluation.

Debt Service expenditures can be found in more detail in the "Debt". Capital Projects can be found in more detail under "Capital Improvements."

Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Budgeted (% Change)
Expense Objects					
Special Revenue Transfer	\$6,950,344	\$2,003,240	\$2,066,745	\$2,180,005	8.8%
Debt Service	\$11,000,000	\$11,000,000	\$11,000,000	\$11,750,000	6.8%
Capital Projects	\$568,505	\$891,370	\$891,370	\$1,983,530	122.5%
Employee Benefits	\$32,214,630	\$13,871,690	\$30,680,045	\$13,984,830	0.8%
Total Expense Objects:	\$50,733,479	\$27,766,300	\$44,638,160	\$29,898,365	7.7%

	Budget 2022-2023	Request 2023-2024	Approved 2023-2024	Approved Increase/ (Decrease)
Special Revenue:				
Fire Truck Reserve	\$ 100,000	\$ 100,000	\$ 100,000	\$ -
ECD - City Share	444,460	466,865	466,865	22,405
Solid Waste Contribution	999,640	1,254,000	1,154,000	154,360
Transfer Station Contribution	459,140	501,800	459,140	0
Subtotal	\$ 2,003,240	\$ 2,322,665	\$ 2,180,005	\$ 176,765
Debt Service				
Debt Service	\$ 11,000,000	\$ 11,750,000	\$ 11,750,000	\$ 750,000
Subtotal	\$ 11,000,000	\$ 11,750,000	\$ 11,750,000	\$ 750,000
Capital Projects				
Capital Projects	370,000	370,000	370,000	0
Assessor Revaluation	50,000	175,000	100,000	50,000
Road Improvements Fund	300,000	450,000	270,000	(30,000)
TIF District	171,370	0	1,243,530	1,072,160
Subtotal	\$ 891,370	\$ 995,000	\$ 1,983,530	\$ 1,092,160
Internal Service				
Heart & Hypertension	\$ 630,000	\$ 500,000	\$ 500,000	\$ (130,000)
City Health Benefits	11,722,180	11,722,180	11,722,180	0
City Workers' Compensation	1,519,510	1,762,650	1,762,650	243,140
Subtotal	\$ 13,871,690	\$ 13,984,830	\$ 13,984,830	\$ 113,140
Totals	\$ 27,766,300	\$ 29,052,495	\$ 29,898,365	\$ 2,132,065

Public Buildings

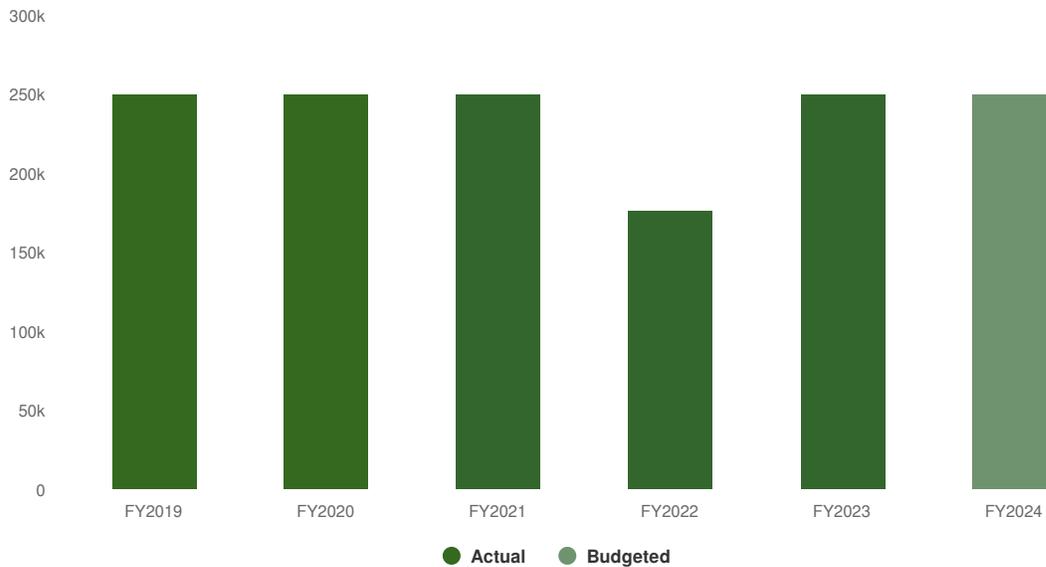
David Oakes
Facilities & Energy Manager

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.

Expenditures Summary

\$250,000 **\$0**
(0.00% vs. prior year)

Public Buildings Proposed and Historical Budget vs. Actual



Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Fire House #2 Air Conditioning System Installation
- Fire House #2 Electrical System & Generator Upgrades
- Fire House #5 Electrical System & Generator Upgrades
- Fire House #4 HVAC Ceiling Destratification Fans Installation
- Main Library Chiller Condensate Tank Repairs
- Police Complex Booking Area & Holding Cells Painting
- City Yard Salt Dome LED Lighting Upgrades
- 51 High Street Exterior Wood Repairs and Painting (with matching CT State Historic Preservation Office grant of \$71,941.39)
- Bristol Police Complex Return Air Fan Replacement

Summary of Fiscal Year 2023-2024 Request:

- City Yard Mechanics Garage Heating Unit Replacements: Replacement of antiquated/failing unit heaters for Mechanics Garage
- City Yard & Transfer Station Waste Oil Heater Replacements: Replacement of antiquated/failing waste oil heating units for which replacement parts are no longer manufactured
- 51 High Street Flooring Replacement: Replacement of deteriorating conference room vinyl tile flooring which poses a safety hazard and carpet tile replacement in select hallway, high-traffic areas
- 51 High Street Security Upgrades: Installation of exterior entrance door cameras to provide a higher level of security for visitor/employee safety and protection of City assets
- Beals Center Window Replacements: Replacement of (3) three-window unit fixtures have deteriorated over time and are rotting on the sills
- Beals Center Café & Card Room Upgrades: Installation of a pass-through doorway connecting the Café and Card Room, flooring upgrades and other minor alterations to provide more beneficial space use by Senior Center members and Staff
- Fire House #2 Exterior Painting: Painting of faded metal trim and other non-masonry finishes on the exterior building façade/envelope
- Main Library Fire Panel Replacement: Replacement of the obsolete fire system control panel which is slowly failing

Fiscal Year 2024 Goals:

- Complete the October 2023 transition of City Hall staff to the newly renovated 111 North Main Street Campus, prepare vacated spaces at 131 North Main for future use by Police Department staff and others
- Coordinate with Fire Department Staff on the future needs for Fire Headquarters, including interior space reconfiguration for individual Staff bunking rooms, shower/locker room enhancements for more discrete co-ed use, exterior parking lot upgrades and ramp asphalt re-surfacing
- Participate in conjunction Fire Department staff on the generation of the new Fire House #3 (Forestville) design with Architects and Engineers

Long Term Goals:

- Implement Asset Management System to establish a recurring preventative maintenance program which can be more accurately tracked and document system failures and issues for more accurate equipment replacement schedule planning in the future
- Continue to actively communicate with Police, Fire, Library, Beals, Parks & Recreation, Youth & Community Services and all other Departments supported by Facilities and Building Maintenance Staff to understand operational needs and goals for future planning and budgeting purposes

Projects

Facility	Project	FY2024 Approved
DPW City Yard - Mechanics Garage	Roof Top Heater Units Replacements	\$55,000
Park/Youth Services - 51 High Street	Flooring Replacement	\$25,000
DPW City Yard & Transfer Station	Waste Oil Heater Replacements	\$42,000
Beal's Senior Center	Window Replacement	\$15,000
Main Library	Fire Panel Replacement	\$30,000
51 High Street	Security Upgrades	\$30,000
Beal's Senior Center	Wall Removal/Café & Card Expansion	\$38,000
Fire Department Station #2	Exterior Painting of Metal Trim	\$15,000

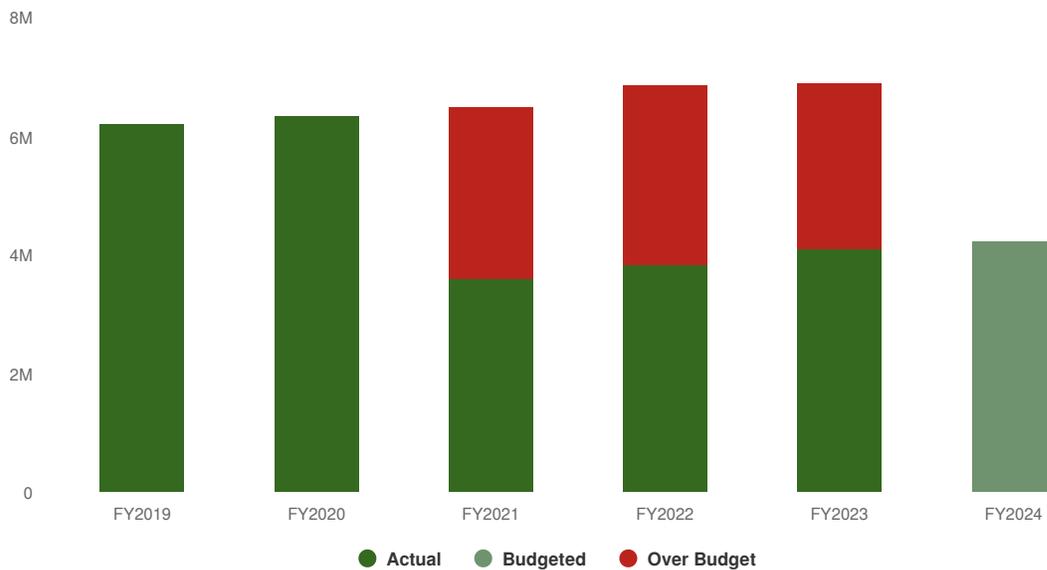
Health & Social Services

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

Expenditures Summary

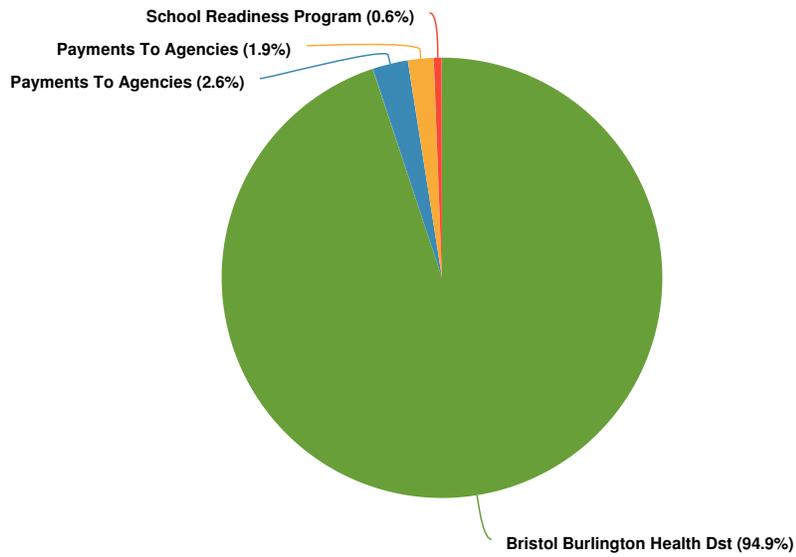
\$4,215,635 **\$124,165**
(3.03% vs. prior year)

Health & Social Services Proposed and Historical Budget vs. Actual

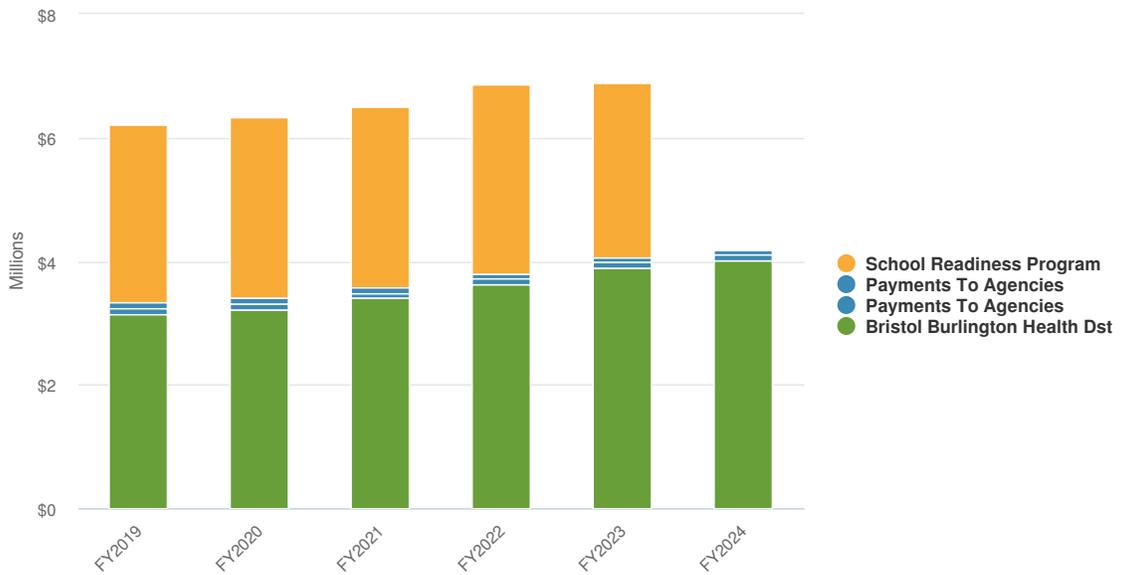


Expenditures by Department

Budgeted Expenditures by Function



Budgeted and Historical Expenditures by Function



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Expenditures					
Health And Social Services					
Health and Social Services					
Payments To Agencies	\$79,018	\$79,020	\$79,020	\$79,020	0%
Total Health and Social Services:	\$79,018	\$79,020	\$79,020	\$79,020	0%
Bristol Burlington Health Dst	\$3,632,135	\$3,882,135	\$3,882,135	\$4,001,560	3.1%
Total Bristol Burlington Health Dst:	\$3,632,135	\$3,882,135	\$3,882,135	\$4,001,560	3.1%
Outside Agencies Payments					
Payments To Agencies	\$88,171	\$105,315	\$106,815	\$110,055	4.5%
Total Outside Agencies Payments:	\$88,171	\$105,315	\$106,815	\$110,055	4.5%
School Readiness Program	\$3,066,564	\$25,000	\$3,656,827	\$25,000	0%
Total School Readiness Program:	\$3,066,564	\$25,000	\$3,656,827	\$25,000	0%
Total Health And Social Services:	\$6,865,889	\$4,091,470	\$7,724,797	\$4,215,635	3%
Total Expenditures:	\$6,865,889	\$4,091,470	\$7,724,797	\$4,215,635	3%

Bristol Burlington Health District

Marco Palmeri

Director

The Bristol-Burlington Health District (BBHD) is a full-service governmental 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 responsible for reducing morbidity, mortality and injuries within our populations, enforcing various public health and environmental health laws and protecting our environment and natural resources to improve the overall quality of life for our residents, businesses and visitors. BBHD is primarily funded by the State of CT Per capita grant and by each of the member municipalities via a Per capita rate set by the BBHD Board of Health. BBHD is governed by a Board of Health that convenes regularly and whose function is to create, approve or amend the budget and 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 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 adopted its annual budget.

Programs and Services

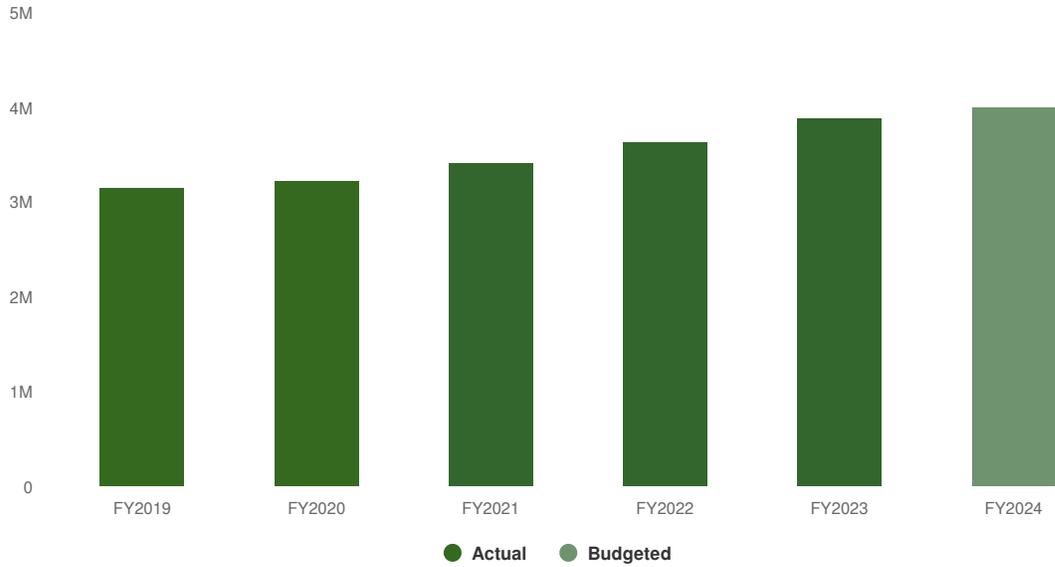
Staff: BBHD has 50 full-time professional employees who provide various types of services and programs, such as:

- **Community Health services**, which includes public health nursing; surveillance and management of communicable and reportable diseases; general immunizations; Maternal, Infant and Family Outreach (MIFO) services; case management and supportive services for vulnerable and at risk populations; and general social services.
- **Dental Health services** for school-age and senior populations.
- **School Health services** (school nurses and health aides).
- **Emergency Preparedness**, which includes planning, responding, conducting exercises and educational services;
- **Housing Code Enforcement services**, which includes investigating complaints and enforcing state and local housing and sanitary laws;
- **Environmental Health services**, which includes Regulatory Oversight of various types of businesses, activities and conditions, such as: food establishments; schools; childcare; hair, nail and beauty salons; body arts; swimming pools; septic systems; private water supply wells; and the investigation, inspection and mitigation of public health and environmental health hazards and nuisances;
- **Medical Advisory** by a CT licensed physician.

Expenditures Summary

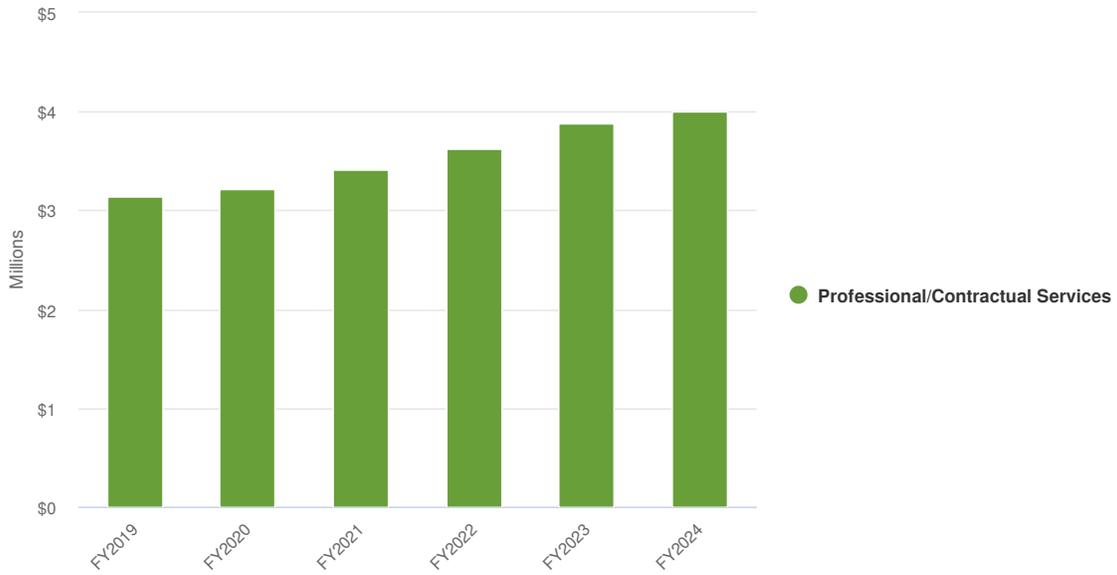
\$4,001,560 **\$119,425**
(3.08% vs. prior year)

Bristol Burlington Health District Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2022 Original Budget vs. FY2023 Original Budget (% Change)
Expense Objects					
Professional/Contractual Services					
PROFESSIONAL FEES & SERVICES	\$3,632,135	\$3,882,135	\$3,882,135	\$4,001,560	6.9%
Total Professional/Contractual Services:	\$3,632,135	\$3,882,135	\$3,882,135	\$4,001,560	6.9%
Total Expense Objects:	\$3,632,135	\$3,882,135	\$3,882,135	\$4,001,560	6.9%

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- Continuing to expand insurance carrier coverage for dental reimbursement
- Created STudent Access to Resources (STAR) program that offers free mental health counseling to high-risk school-age children
- Applying for a FDA CLIA waiver to be able to offer certain clinical services from within the BBHD office
- Continue to direct programs and services to families with asthmatic children to reduce asthma triggers and hospitalizations
- Created Maternal, Infant and Family Outreach (MIFO) program that provides direct, no-cost services to those vulnerable populations
- Continue to assist residents with accessing healthcare and mental health services

Fiscal Year 2024 Goals:

- Relocate the main office to accommodate our expansion of staff and services.
- Assure residents have equitable access to needed healthcare, mental health and general social services
- Continue to expand non-traditional public health services that are not provided by community partners.
- Expand our Maternal, Infant and Family Outreach (MIFO) services and accessibility.
- Establish programs to reduce the number of residents experiencing homelessness
- Establish programs to reduce the number of residents experiencing overdoses and suicide ideations
- Assist our community healthcare partners in reducing health disparities and barriers to accessing needs.
- Establish programs to reduce tick and mosquito exposures
- Improve collaboration with Bristol Health and other healthcare partners

Long Term Goals:

- Reduce gun violence
- Reduce/eliminate homelessness
- Reduce/eliminate overdoses and suicides
- Reduce the number of residents with tick and/or mosquito-borne diseases
- All residents have equitable access to healthcare and mental health services

Board of Health

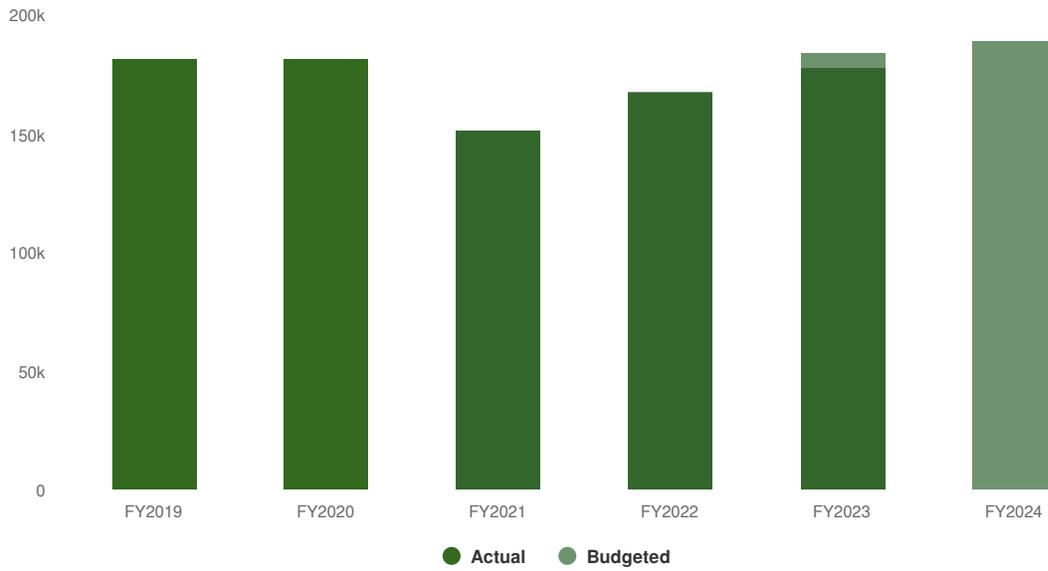
BBHD Board of Health	Expiration of Term
Shannon Mulz - Bristol, Chairperson	7/2023
Jack Lu - Bristol	7/2024
James Moyland - Bristol	7/2024
Vacant - Bristol	7/2024
Vacant - Bristol	7/2024
Mike Boucher - Burlington	7/2024

Outside Agencies

Expenditures Summary

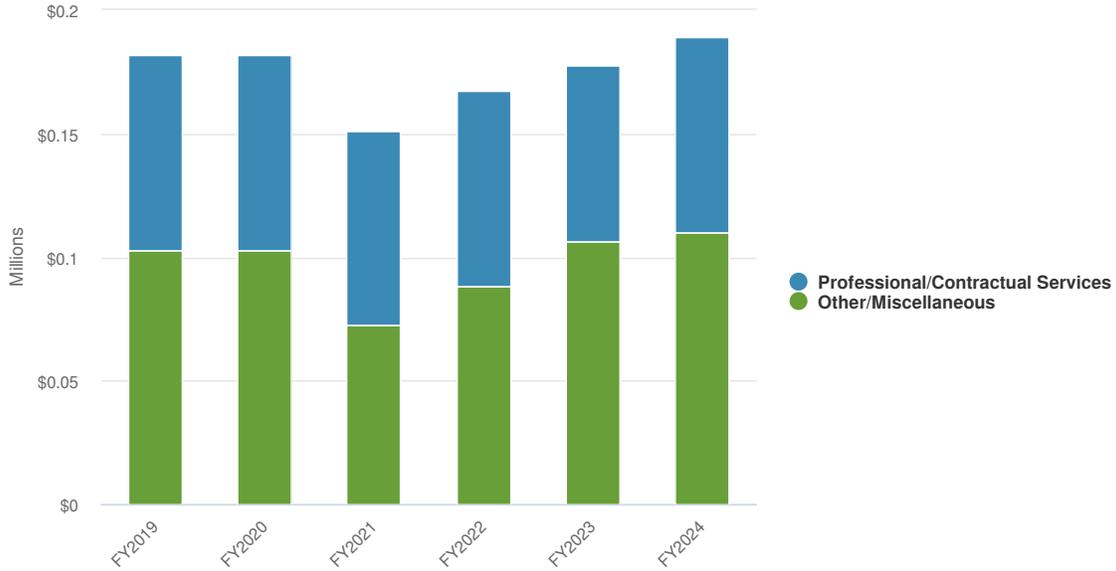
\$189,075 **\$4,740**
(2.57% vs. prior year)

Outside Agencies Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Expense Objects					
Other/Miscellaneous					
AMPLIFY	\$4,233	\$4,260	\$4,260	\$4,260	0%
ST VINCENT DEPAUL	\$15,000	\$30,000	\$30,000	\$30,000	0%
C-MED	\$54,552	\$57,750	\$57,750	\$60,665	5%
MAYOR'S HIV/AIDS TASK FORCE	\$1,081	\$0	\$1,500	\$0	0%
VETERANS STRON	\$13,305	\$13,305	\$13,305	\$15,130	13.7%
Total Other/Miscellaneous:	\$88,171	\$105,315	\$106,815	\$110,055	4.5%
Professional/Contractual Services					
SOLDIER'S GROUND	\$1,300	\$1,300	\$1,300	\$1,300	0%
LEWIS STREET CEMETERY	\$25,020	\$25,020	\$25,020	\$25,020	0%
DOWNS STREET CEMETERY	\$12,324	\$12,325	\$12,325	\$12,325	0%
LAKE AVENUE CEMETERY	\$40,374	\$40,375	\$40,375	\$40,375	0%
Total Professional/Contractual Services:	\$79,018	\$79,020	\$79,020	\$79,020	0%
Total Expense Objects:	\$167,189	\$184,335	\$185,835	\$189,075	2.6%

Cemetery Upkeep

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”.

Amplify

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.

St. Vincent DePaul

Fiscal Year 2023 Goals and Accomplishments:

Goal: The overarching goal for St. Vincent De Paul Mission of Bristol (SVDP) in 2022 was to complete a walk-in center called the SVDP Resource Center, it is a walk in center for those experiencing homelessness or who will be imminently homeless in the vacant lower level space that was the congregate housing shelter before our residents moved to the third and fourth floor.

Accomplishment: In December of 2022, SVDP completed the lower-level renovation using ARPA Funds that allow people to take showers, do laundry, work on housing, identification, use the computer lab as well as having a warm hand off to community providers to minimize redundancy in services offered in the City of Bristol.

Goal: Analyze and right size the organization's staffing pattern as well as skill set to better serve the homeless residents in the emergency shelter, overflow, outreach, the SVDP Resource Center and the unsheltered in our community. The need to pivot staffing to meet the need of the community will vary as the nation begins to repair from the eviction moratorium and housing shortage.

Accomplishment: Marianne Farr, Outreach Specialist has continued to serve this community and the Central Coordinated Access Network (CCAN) by utilizing many resources in the City of Bristol and from neighboring communities. These resources include but are not limited to mental health, detox/recovery, continuing education, housing programs, basic need programs and warming cooling centers. With the end of the eviction moratorium, her caseload of people served has increased from 38 to 115 within the CCAN and is continuing to increase daily. She is also able to work closely with our Day Centers and Emergency Overflow Center to foster continuity of services and mitigate redundancy. The largest benefit is that the people who are unsheltered no longer need to wait to get into the shelter to start working on moving forward to a life free from homelessness.

The addition of the Diversion Specialist, Resource Center Diversion Specialist, and Housing Specialist have been critical to serving the unsheltered homeless within the city in the walk-in center. The goal is not to have this center as a continued program; the goal is to have it exist during the increase of the homeless within our community.

Our focus in the SVDP Resource Center is to partner with organizations that offer services that SVDP does not have as well as adding key staff and volunteers. Many agencies that have secured funding for complimentary program enhancements are currently located outside of the City of Bristol. SVDP offers a location or "home base" to work from thus maximizing the benefit to the City of Bristol and a minimum expense.

Goal: A warm safe place to shelter the most vulnerable unsheltered homeless is a critical need in the community. Implementing this program by securing a location and funding is essential.

Accomplishment: One of these partnerships enhanced the Cold Weather Overflow Shelter. Due to Covid-19, the program was required to relocate to an off-site facility to accommodate the maximum number of unsheltered persons. For the 2022 and 2023 winter season an unused building at First Congregational Church located at 31 Maple Street, Bristol was used. SVDP is able to serve 14 individuals at this location nightly from December to March. The State of Connecticut awarded a special exemption to use this location for the 3 years. SVDP has secured a second Cold Weather Overflow location for January 2023 to serve at a minimum an additional 20 additional people at Bridge Community Church.

Fiscal Year 2024 Goals:

SVDP will try to align our staff with the needs of the drastically increasing number of people experiencing homelessness in the City of Bristol and increasing funding to keep and increase current staffing levels. The SVDP mission is to 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. The goal is to bridge the gaps in the system and walk alongside the 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.

SVDP has a long-term goal of owning and providing Supporting Housing to someday end homelessness.

North Central CT/Emergency Medical Services (C-Med)

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.

Veterans Strong Community Center

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

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

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

Fiscal Year 2023 Goals and Accomplishments:

- Continued participation in numerous city-wide initiatives, including but not limited to Bristol Cares, Homelessness Task Force and Bristol Hunger Action Team, and state-wide initiatives, such as the Veterans CAN (homelessness), Senator Murphy's Veteran Committee, etc.
- Continued partnership with local skilled nursing facilities to conduct various outreach projects throughout the year - Secret Santa, Valentines for Veterans, etc.
- Enhance grocery gift card program to reach more veterans due to move to Senior Center; increase amount provided due to rising food costs
- Hired a grant writer
- Implemented new case management software
- Upgraded QuickBooks online
- Continued partnership with Agape House, Brian's Angels and St. Vincent de Paul to identify and assess homeless Veterans that are not yet receiving services

Fiscal Year 2024 Goals:

- Partner with St. Vincent De Paul Resource Center
- Provide region-wide lunch & learn seminars

Long Term Goals:

- Still looking to hire additional paid staff to assist with veteran inquiries
- Expand the Center to model Veterans Rally Point in Norwich, in an effort to offer more services and programs to the Veterans of the region

School Readiness



Donna Osuch
School Readiness Liaison

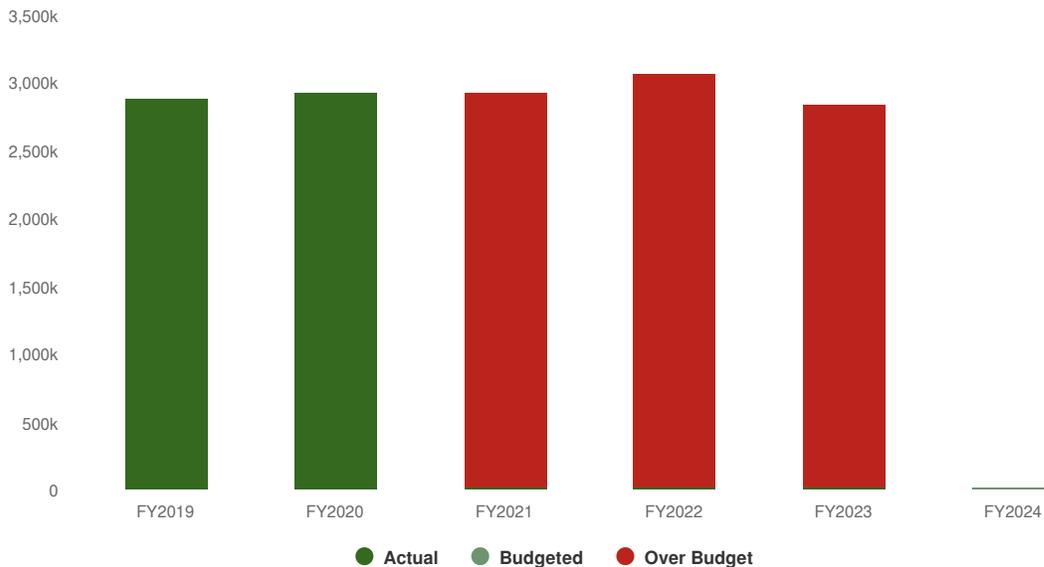
PA 97-259, an Act concerning School Readiness and Child Day Care, established a grant program to provide the State's contribution for financial support to Priority School Districts in the establishment of school readiness programs for young children (ages 3-4) in the community. This legislation also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

In 2022-2023, the Office of Early Childhood provided School Readiness Programs with several additional grants to help them recover from the COVID-19 pandemic; specifically the Enrollment-based and COLA Grants. The grants Bristol receives support 243 full-day/full-year spaces and 149 part-day/part-year spaces in high quality early childhood programs. For the first time ever, the Office of Early Childhood also expanded subsidies for Infant and Toddler care, and Bristol received eight new slots through the School Readiness Council.

Expenditures Summary

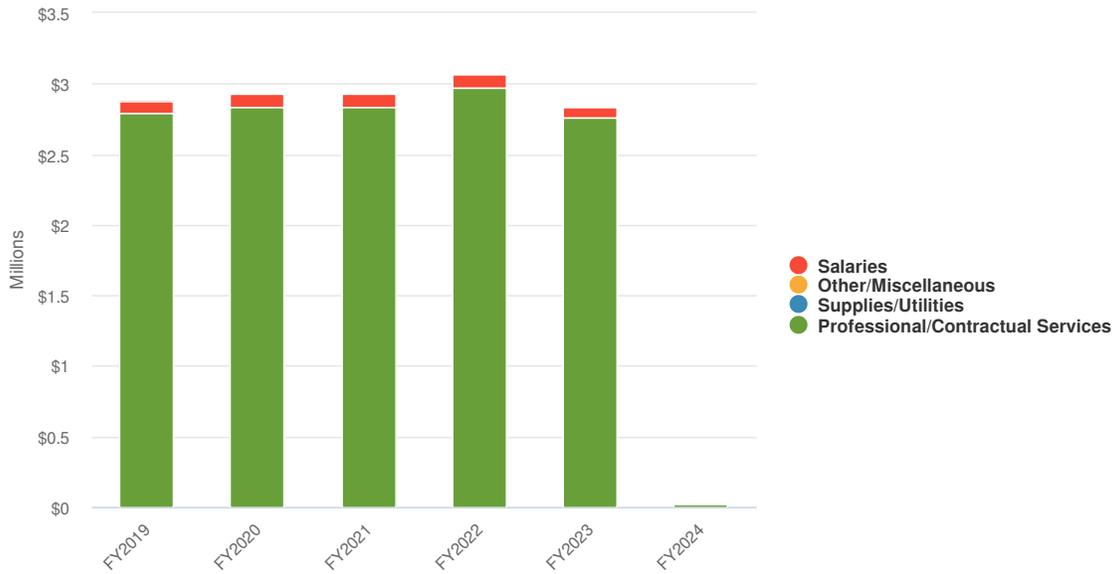
\$25,000 **\$0**
(0.00% vs. prior year)

School Readiness Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2022 Actual	FY2023 Original Budget	FY2023 Revised Budget	FY2024 Original Budget	FY2023 Original Budget vs. FY2024 Original Budget (% Change)
Expense Objects					
Salaries	\$99,577	\$0	\$83,603	\$0	0%
Other/Miscellaneous	\$150	\$250	\$250	\$220	-12%
Professional/Contractual Services	\$2,966,471	\$23,450	\$3,571,674	\$23,530	0.3%
Supplies/Utilities	\$366	\$1,300	\$1,300	\$1,250	-3.8%
Total Expense Objects:	\$3,066,564	\$25,000	\$3,656,827	\$25,000	0%

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- The main goals were related to keeping School Readiness Programs fully funded and operating through the aftermath of the pandemic. While advocates were unsuccessful in getting the CT Office of Early Childhood to increase the reimbursement rate for State Funded Programs, we were successful in receiving additional grants to help cover the cost of care, including a COLA for \$189,378 for FY 2023, an Enrollment Grant for up to \$304,800 per year through FY 2024, and an Administrative Grant for \$42,585 per year through FY 2024.
- The Bristol School Readiness Council applied for funding for eight new subsidized Infant and Toddler spaces, which will result in \$108,000 per year as well as up to \$75,000 one time for renovations and supplies. In addition, as the Child Day Care Contractor, we received 14 new subsidized Infant and Toddler spaces, which will result in \$189,000 per year as well as up to \$150,000 one time for renovations and supplies.
- School Readiness and other early childhood professionals worked with the Greater Bristol Chambers of Commerce and others to bring BristolWORKS, a workforce development initiative, to fruition this year. The first cohort of students began taking the four classes necessary toward their Child Development Associate in spring 2023, and we expect them to complete their coursework by August 2023.

Fiscal Year 2024 Goals:

- Encourage the CT Office of Early Childhood (OEC) to increase the reimbursement rate for State Funded Programs, rather than rely on a patchwork of smaller grants.
- Encourage the OEC to increase the Administrative Funds to 5% of the overall grant.
- Support BristolWORKS to ensure its success and the success of its students, and cultivate early childhood programs to serve as mentors for students entering the field.

Long Term Goals:

- Work with the CT Office of Early Childhood to stabilize State Funded Programs through increased and flexible funding streams.
- Strengthen connections with the business community and legislators as working parents need a strong early childhood system on which they can rely.
- Educate the community about the multi-faceted importance of early childhood education for children, parents, educators, employers and the broader community.
- Better engage parents as their children's first teachers, and provide parents the tools and information they need to support their children's learning and positive development.
- Build internal capacity for the School Readiness Program to conduct classroom monitoring rather than hiring outside consultants.

Performance Measures

Quantitative

Activity	2020-2021	2021-2022	2022-2023	2023-2024
School Readiness Award	\$2,939,412 *	\$2,939,412	\$3,029,032	\$3,629,471
School Readiness Slots – Full Day/Full Year	241*	243	243	243
Part Day/Part Year	152*	149	149	149
School Day/School Year				8
Infant and Toddler			8	8
Total	393*	392	400	

** Since there were new class size regulations in place during COVID-19, some of the learning experiences may have been 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

	2023 Actual	2023 Estimated	2024 Budget
Salary Expenditures	\$99,577	\$83,603	\$0
Full Time Position	1	1	1

Bristol School Readiness Council 2022-2024

School Readiness Council (All terms expire in August 2024)

Maureen Eaton, Co-Chair, Parent and graduate of PLTI
Azra Redzic, Co-Chair, Bristol Public Schools and Superintendent's Designee

Jennifer Bilbraut, Cookie Dough Cookies
Michelle Fangiullo, Imagine Nation- A Museum Early Learning Center
Cecilia Garay, McKinney-Vento Liaison
Tatiana Garcia, Parent
Siri Gilmore, Parent and graduate of PLTI
Sarah Guerette, Bristol WIC
Erin Hamilton, Bristol-Burlington Health District
Sarah Holmes, Bristol Family Resource Centers
Andrew Howe, Mayor's Designee
Donna Koser, Bristol Early Childhood Alliance
Susan Lee MD, Pediatrician
Amber Lipscomb, Bauer Inc.
Alyssa McGhee, ECCP-Wheeler Clinic
Wendy McGrath, Tunxis Community College
Brenda Moore, Bristol Housing Authority
Kristen Peck, Bristol Early Childhood Center
Valerie Pelletier, Head Start
Jennifer St. John, Parent and Parent Ambassador
Valerie Toner, Public Librarian



EDUCATION

Education

Goals and Accomplishments

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 and Accomplishments:

- Through training and collaborative planning, rigorous 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.
- By utilizing additional grant funding sources, bolster support to all students through targeted intervention strategies and additional staff.

Fiscal Year 2024 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.

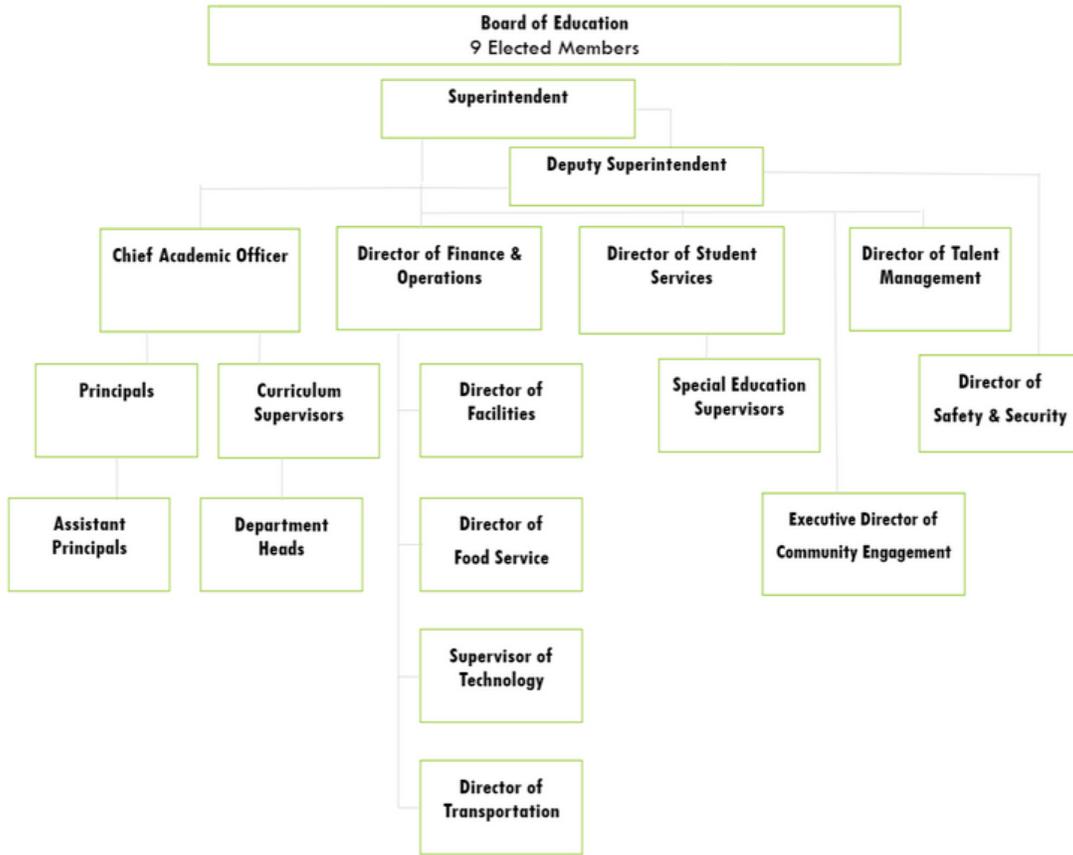
(Percentage at proficiency, growth, chronic absenteeism, ready for post-secondary education, career and technical education/arts, physical fitness).

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



Board of Education Members

Jennifer Dube, Chairman
 Kristen Giantonio, Vice-Chairman
 Dante Tagariello, Secretary
 Eric Carlson
 Shelby Pons
 Todd Sturgeon
 Russell Anderson
 Maria Simmons
 Jill Fitzsimons-Bula

Central Office Administration

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

Position Summary

	2020-2021	2021-2022	2022-2023	2023-2024
Salary Expenditures*	\$69,927,336	\$70,013,956	\$74,441,215	\$74,957,421
Full time Positions	953	952	972	972

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

Personnel – General Fund	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024
Teachers	570	568	568	564	578	577
Administrative & non-teaching	386	389	385	388	394	395
Total	956	957	953	952	972	972
Bristol Federation of Teachers - Local 1464	570	568	568	564	578	577
Bristol Association of Principals & Supervisors	31	37	35	35	33	34
Bristol Municipal Employees Local 2267 <i>Custodial, Maintenance, Paraprofessionals, Building Aides & Cafeteria Workers</i>	260	259	259	259	251	260
Council 4 AFSCME 818 Supervisors	6	4	4	4	4	4
Non-Bargaining Employees	19	20	20	21	36	29
Secretaries & library clerks – Local 3551	70	69	67	69	70	68
Total	956	957	953	952	972	972

School	10-1-15	10-1-16	10-1-17	10-1-18	10-1-19	10-1-20	10-1-21	10-1-22
Edgewood	342	326	288	276	286	265	259	249
Hubbell	457	438	423	414	398	393	369	381
Ivy Drive	405	396	382	386	376	374	380	383
Mt. View	379	368	359	366	338	319	348	342
South Side	500	489	479	507	507	478	504	485
Stafford	461	457	406	374	375	331	344	355
Elementary Total:	2,544	2,474	2,337	2,323	2,280	2,160	2,200	2,195
Chippens Hill	713	773	725	782	757	726	724	609
Northeast	444	466	463	501	478	436	399	339
BAIMS								256
Middle School Total:	1,157	1,239	1,188	1,283	1,235	1,162	1,123	1,204
Greene-Hills	930	925	909	925	921	916	895	854
West Bristol	919	893	909	911	920	850	867	879
K-8 Total:	1,849	1,818	1,818	1,836	1,841	1,766	1,762	1,733
Bristol Central	1,150	1,128	1,125	1,176	1,187	1,224	1,236	1,234
Bristol Eastern	1,199	1,136	1,116	1,080	1,079	1,120	1,157	1,148
Bristol Prep Academy	48	46	49	36	40	47	47	47
High School Total:	2,397	2,310	2,290	2,292	2,306	2,391	2,440	2,429
Total Enrollment	7,947	7,841	7,633	7,734	7,662	7,724	7,628	7,561
Out-placed Spec. Ed.	79	92	107	114	111	108	99	117

BOE Budget

ORG CODE	DESCRIPTION	2022 ACTUAL EXPENDITURE	2023 ORIGINAL BUDGET	2023 REVISED BUDGET	2024 APPROVED BUDGET
1100	REGULAR INSTRUCTION	\$12,073,929	\$11,788,406	\$11,788,406	\$11,909,396
1102	ART	1,712,727	1,400,492	1,400,492	1,878,049
1103	BUSINESS EDUCATION	393,607	438,867	438,867	452,653
1105	LANGUAGE ARTS	3,706,515	3,912,234	3,912,234	3,894,041
1106	WORLD LANGUAGES	1,566,512	1,632,375	1,632,375	1,536,600
1107	HEALTH OCCUPATION	0	0	0	900
1108	WELLNESS	751,434	1,163,092	1,163,092	912,921
1109	FAMILY & CONSUMER SCIENCE	250,951	263,422	263,422	268,129
1110	TECHNOLOGY EDUCATION	987,372	1,138,122	1,138,122	1,002,110
1111	MATH	3,642,556	3,996,151	3,996,151	4,061,263
1112	MUSIC	1,479,234	1,712,747	1,712,747	1,747,673
1113	SCIENCE	3,626,505	3,874,236	3,874,236	3,718,034
1114	READING	20,863	34,781	34,781	48,968
1115	SOCIAL STUDIES	3,410,355	3,637,318	3,637,318	3,643,760
1116	PHYSICAL EDUCATION	2,056,831	2,227,155	2,227,155	2,253,650
1118	THEATER/DRAMA	0	0	0	303,183
1120	ALTERNATIVE EDUCATION	445,799	463,336	463,336	496,934
1121	KINDERGARTEN	1,032,995	1,152,623	1,152,623	1,127,365
1122	PRESCHOOL PROGRAM	2,800	5,500	5,500	5,500
1200	SPECIAL EDUCATION	13,516,875	13,473,888	13,473,888	13,779,428
1201	PRESCHOOL - SPED	953,272	945,817	945,817	1,088,996
1260	E.S.L	773,892	1,066,587	1,066,587	625,778
1270	GIFTED/ TALENTED	117,408	131,212	131,212	134,396
1310	ADULT BASIC EDUCATION	399,633	404,220	404,220	337,785
1400	SUMMER SCHOOL	45,710	48,639	48,639	66,972
1401	SUMMER SCHOOL - SPED	147,630	199,600	199,600	120,599
2120	GUIDANCE SERVICES	1,836,517	2,179,952	2,179,952	2,149,920
2122	IN-HOUSE SUSPENSION	83,474	80,175	80,175	58,104
2140	PSYCHOLOGICAL SERVICES	1,627,708	1,615,681	1,615,681	1,648,060
2150	SPEECH PATHLOGOY	1,153,832	1,596,457	1,596,457	1,551,063
2190	TESTING	19,723	39,234	39,234	53,636
2195	AVID	24,847	69,950	69,950	69,950
2210	OFFICE TEACHING & LEARNING	1,324,206	1,305,767	1,305,767	1,490,080
2221	EDUCATIONAL MEDIA SERVICES	427,445	435,000	435,000	445,000
2222	LIBRARY & MEDIA SERVICES	816,146	787,678	787,678	920,698
2223	AUDIO-VISUAL SERVICES	4,416	7,977	7,977	8,689
2225	COMPUTER INSTRUCTION SERVICES	0	3,500	3,500	3,780
2226	LIBRARY AND MEDIA SERVICES	86,667	104,575	104,575	159,911
2227	AUDIO-VISUAL DW	188,729	231,248	231,248	0
2228	COMPUTER INSTRUCTION	1,706,670	1,957,848	1,957,848	2,026,124
2310	BOARD OF EDUCATION SERVICES	157,297	144,950	144,950	144,950
2320	SUPERINTENDENT	325,288	319,076	319,076	324,736
2321	DEPUTY SUPERINTENDENT	248,056	248,696	248,696	262,593
2329	HUMAN RESOURCES	669,670	687,649	687,649	690,245
2400	PRINCIPAL SERVICES	5,577,039	5,908,550	5,908,550	6,144,313
2510	FINANCE	3,716,200	20,180,802	20,180,802	20,736,944
2610	MAINTENANCE OF PLANT	2,830,540	2,495,013	2,495,013	2,682,274
2620	OPERATION OF PLANT	7,170,148	7,519,135	7,519,135	8,356,597
2630	SECURITY OF PLANT	166,108	262,010	262,010	271,147

ORG CODE	DESCRIPTION	2022 ACTUAL EXPENDITURE	2023 ORIGINAL BUDGET	2023 REVISED BUDGET	2024 APPROVED BUDGET
2700	TRANSPORTATION	9,222,988	11,142,664	11,142,664	11,475,091
3200	STUDENT ACTIVITIES	484,950	523,262	523,262	556,761
3210	ATHLETICS	1,550,109	1,626,875	1,626,875	1,767,019
6120	MAGNET TUITION	788,468	740,000	740,000	790,000
6125	MAGNET TUITION - SPED	312,235	400,000	400,000	475,000
6140	VO-AG TUITION	209,968	210,000	210,000	170,000
6150	DETENTION TUITION	8,795	20,000	20,000	25,000
6160	PRIVATE TUITION	0	20,000	20,000	25,000
6170	PUBLIC TUITION - SPED	2,443,503	1,953,000	1,953,000	1,766,776
6180	PRIVATE TUITION - SPED	8,800,730	8,575,000	8,575,000	8,824,000
9000	ANTICIPATED REVENUE	(3,810,128)	(4,174,544)	(4,174,544)	(4,499,544)
TOTAL EDUCATION		\$103,287,749	\$124,328,000	\$124,328,000	\$126,989,000

ENTERPRISE FUNDS

Bristol Water and Sewer Department

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.

The Bristol Water and Sewer Department consists of two separate operations, the Bristol Water Department and the Sewer Department which are combined for this fund and is operated under the provision of Sections 25 and 48 of the City Charter.

The Bristol Water and Sewer 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 and Sewer 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 and Sewer 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.

Goals and Accomplishments

Fiscal Year 2023 Goals and Accomplishments:

- The Bristol Water Department has begun 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 has also begun 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 to 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.

Fiscal Year 2024 Goals:

- The Bristol Water Department will begin transferring our Water Treatment Plant to a single shift per day operation. The plant was being operated on a 3 shift per day schedule. Upon completion of a new computerized SCADA system, we will have the ability to monitor and operate the plant remotely and will no longer need staffing on off shifts. This change will provide a safer workplace for our staff and reduce expenditures. The change will require State approval and it is anticipated the new schedule to be in place by 2025.

Long Term Goals:

- Provide high quality water 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.

Comparative Enterprise Fund

	FY 2022 <u>Actual</u>	FY 2023 <u>Estimated</u>	FY 2024 <u>Budget</u>
Net Position at Beginning of Year	<u>\$10,627,012</u>	<u>\$11,188,953</u>	<u>\$11,454,647</u>
Revenues			
Charges for Services	\$16,005,670	\$16,209,500	\$16,301,840
Miscellaneous	442,827	458,971	464,776
Interest Income	9,699	86,421	95,000
	<u>\$16,458,196</u>	<u>\$16,754,892</u>	<u>\$16,861,616</u>
Expenses			
General Government	\$14,708,975	\$15,588,198	\$15,930,308
Debt Service	1,187,280	901,000	841,940
	<u>\$15,896,255</u>	<u>\$16,489,198</u>	<u>\$16,772,248</u>
Excess (Deficiency) of Revenues Over Expenses	561,941	265,694	89,368
Net Position at End of Year	<u><u>\$11,188,953</u></u>	<u><u>\$11,454,647</u></u>	<u><u>\$11,544,015</u></u>

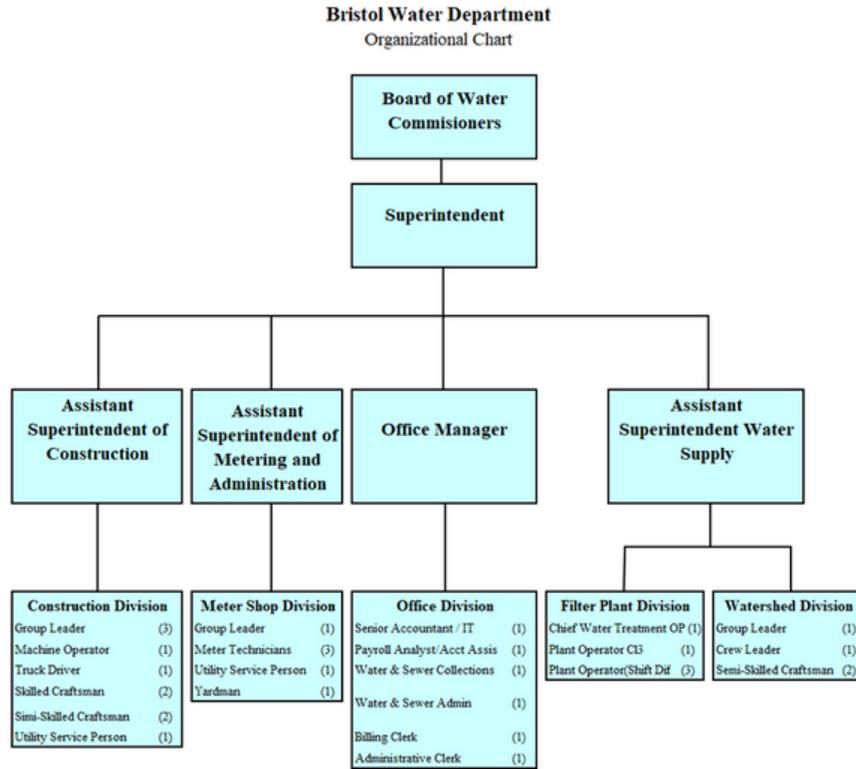
As of 7/1/22, the Enterprise Fund is comprised of the Bristol Water and Sewer Departments

Note: Adopted budget does not balance with a built in surplus from interest income.

Expenditure and Position Summary

	2022 Actual	2023 Estimated	2024 Budget
Salary Expenditures	\$2,841,243	\$2,825,000	\$2,910,770
Full time Positions	36	36	36

Organizational Chart



Financial Statement

CITY OF BRISTOL, CONNECTICUT BRISTOL WATER DEPARTMENT

Statement of Revenues, Expenses and Changes in Retained Earnings/Fund Balance (thousands)

	Actual <u>6/30/2022</u>	Actual <u>6/30/2021</u>	Actual <u>6/30/2020</u>	Actual <u>6/30/2019</u>	Actual <u>6/30/2018</u>
Operating revenues:					
Charges for services	\$8,560	\$8,891	\$8,521	\$7,677	\$7,078
Miscellaneous	<u>427</u>	<u>447</u>	<u>408</u>	<u>548</u>	<u>422</u>
Total operating revenues	<u>\$8,987</u>	<u>\$9,338</u>	<u>\$8,929</u>	<u>\$8,225</u>	<u>\$7,500</u>
Operating expenses:					
Source of supply	\$211	\$301	\$190	\$232	\$241
Pumping	257	292	416	314	254
Purification	1,512	1,168	1,133	990	947
Transmission and distribution	2,483	1,151	1,860	1,789	1,144
Customer accounts, administrative and general	3,145	3,029	3,220	2,446	2,430
Depreciation	1,158	1,162	1,135	1,136	1,062
Taxes other than income taxes	617	575	581	541	506
Loss on disposal	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total operating expenses	<u>\$9,383</u>	<u>\$7,678</u>	<u>\$8,535</u>	<u>\$7,448</u>	<u>\$6,584</u>
Operating income (Loss)	<u>(\$396)</u>	<u>\$1,660</u>	<u>\$394</u>	<u>\$777</u>	<u>\$916</u>
Nonoperating revenue (expenses):					
Reimbursement from other funds					
Interest income	\$5	\$5	\$71	(\$37)	\$307
Interest expense	(50)	(63)	(77)	(85)	(87)
Loss on disposal					
Amortization of debt discount and expense	21	18	14	14	16
Bond Issuance Costs	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>(4)</u>
Total nonoperating revenues (expenses)	<u>(\$24)</u>	<u>(\$40)</u>	<u>\$8</u>	<u>(\$108)</u>	<u>\$232</u>
Net Income (loss)	(\$420)	\$1,620	\$403	\$669	\$1,148
Retained earnings/fund balance, July 1	<u>36,334</u>	<u>34,714</u>	<u>34,311</u>	<u>33,642</u>	<u>32,494</u>
Retained earnings/fund balance, June 30	<u>\$35,914</u>	<u>\$36,334</u>	<u>\$34,714</u>	<u>\$34,311</u>	<u>\$33,642</u>

CITY OF BRISTOL, CONNECTICUT
BRISTOL WATER DEPARTMENT BUDGET SUMMARY

REVENUE ESTIMATE SUMMARY 2023-2024

	ACTUAL RECEIVED 2021-2022	AMENDED BUDGET 2022-2023	CURRENT YR REVISED EST. 2022-2023	APPROVED 2023-2024
ACCOUNTS RECEIVABLE:				
WATER SALES	\$8,482,690	\$8,800,000	\$8,690,000	\$8,800,000
WATER LIENS	14,300	19,000	17,000	19,000
SERVICE ACCOUNTS	7,384	25,000	55,000	25,000
SERVICE ACCOUNT LIENS	920	1,500	1,500	1,500
PENALTIES	58,994	65,000	65,000	65,000
ASSESSMENTS	16,282	25,000	25,000	25,000
WPC DEPARTMENT PAYMENTS	59,800	58,000	58,000	58,000
CELL TOWER LEASE	179,871	191,295	191,295	195,994
LAND LEASE	29,148	31,500	31,500	32,077
BULK RAW WATER	150	1,000	300	300
FINES	17,000	13,000	13,000	13,000
SEWER ACCOUNT LIENS	1,551	2,500	1,600	2,500
SUNDRY ACCOUNTS	4,084	4,300	4,300	4,300
CLOSING COSTS	80,625	85,000	85,000	85,000
SCRAP METAL SALES	1,147	500	5,000	1,000
FORESTRY PROGRAM	0	7,800	7,800	7,800
WATER SERVICE REINSTATEMENT	29,225	22,000	30,000	29,000
REMOVE METER	3,750	6,000	6,000	6,000
TOTAL REVENUES	\$8,986,921	\$9,358,395	\$9,287,295	\$9,370,471

EXPENSE ESTIMATE SUMMARY 2023-2024

	PRIOR YEAR EXPENDED 2021-2022	AMENDED BUDGET 2022-2023	CURRENT YR REVISED EST. 2022-2023	APPROVED 2023-2024
EXPENSE BY TYPE				
SALARY	\$2,841,243	\$2,885,636	\$2,825,000	\$2,910,770
FRINGE BENEFITS	1,401,250	1,652,144	1,536,517	1,626,455
OPERATING SERVICES	2,627,570	2,744,602	2,744,602	2,515,492
SUPPLIES & MATERIALS	1,073,316	1,026,585	1,026,585	1,127,245
CAPITAL OUTLAY	483,314	1,466,516	1,466,516	1,181,141
TOTAL EXPENSES	\$8,426,693	\$9,775,483	\$9,599,220	\$9,361,103
BUDGET SURPLUS (DEFICIT)	\$560,228	(\$417,088)	(\$311,925)	\$9,368

**OPERATING SERVICES, FRINGE BENEFITS, & SUPPLIES DETAIL
2023-2024 BUDGET**

OBJECT CLASSIFICATION	PRIOR YEAR EXPENDED 2021-2022	AMENDED BUDGET 12/31/2022	CURRENT YEAR ESTIMATE 2022-2023	APPROVED 2023-2024
FRINGE BENEFITS:				
FRINGE BENEFITS	\$1,401,250	\$1,652,144	\$1,536,517	\$1,626,455
TOTAL FRINGE BENEFITS	\$1,401,250	\$1,652,144	\$1,536,517	\$1,626,455
OPERATING SERVICES:				
LIGHT AND POWER	365,555	410,505	370,000	410,505
TELEPHONE	20,389	17,380	17,380	24,240
POSTAGE	43,368	49,000	49,000	29,900
ADVERTISING	312	1,000	1,000	1,000
MAINTENANCE/SERVICE AGREEMENTS	55,857	55,015	47,000	75,720
CLOTHING/UNIFORMS	0	6,680	6,680	6,680
LEASE	9,173	15,473	16,027	12,349
CONFERENCES AND MEMBERSHIPS	39,108	30,550	27,030	30,550
TAXES	586,580	615,494	615,494	605,783
PROFESSIONAL SERVICES	285,344	290,200	290,200	264,220
LIENS	0	6,300	6,300	6,300
MISCELLANEOUS	4,989	6,570	6,570	6,570
CONTRACTOR SERVICES	571,369	559,600	600,000	616,600
DEBT SERVICE	385,810	345,035	345,035	134,275
SEWER USER FEE	10,800	10,800	10,800	10,800
NEW BRITAIN AGREEMENT	270,515	325,000	280,000	280,000
TOTAL OPERATING SERVICES	\$2,649,169	\$2,744,602	\$2,688,516	\$2,515,492
SUPPLIES AND MATERIALS DETAIL:				
MOTOR VEHICLE FUELS	35,375	56,079	56,079	62,857
OFFICE SUPPLIES	30,856	27,640	32,000	33,285
MAINTENANCE SUPPLIES & MATERIALS	396,227	374,000	350,000	387,000
MV PARTS & SUPPLIES	13,175	15,150	15,150	15,150
MV SERVICE & REPAIR	62,033	44,000	36,500	44,000
HEATING FUELS	28,425	41,250	33,000	41,250
CHEMICAL TREATMENT	232,797	195,163	195,163	270,000
INSURANCE	274,428	273,703	270,000	273,703
TOTAL SUPPLIES	\$1,073,316	\$1,026,985	\$987,892	\$1,127,245

CAPITAL OUTLAY/EQUIPMENT REQUEST 2023-2024			
QTYDESCRIPTION OF EQUIPMENT	ESTIMATED GROSS COST	ESTIMATED TRADE-IN	APPROVED 2023-2024
I. CAPITAL EQUIPMENT:			
FORD F550 4WD W/UTILITY BODY(REPLACE TRUCK 6)	\$110,000		\$110,000
REPLACE WATERSHED VEHICLE	\$90,000		\$90,000
TOTAL CAPITAL EQUIPMENT:	\$200,000	\$0	\$200,000
II. UTILITY ASSETS:			
2 DEMO SAWS	\$1,200		\$1,200
2 PIPE LOCATORS	\$5,000		\$5,000
SIGNAGE	\$3,000		\$3,000
1 MUELLER POWER OPERATOR	\$5,000		\$5,000
3 PIN LOCATORS	\$6,000		\$6,000
1 JUNPING JACK COMPRESSOR	\$4,500		\$4,500
INSERTION VALVES	\$40,000		\$40,000
2 AUTOMATIC FLUSHERS	\$20,000		\$20,000
REGULATOR REPAIRS	\$20,000		\$20,000
TOTAL UTILITY ASSETS- DISTRIBUTION SYSTEM SECTION	\$104,700	\$0	\$104,700
METER SHOP SECTION:			
650 5/8 METERS @ 149	\$96,850		\$96,850
500 TRANSMITTERS @ 135	\$67,500		\$67,500
10 1" T-10 METER	\$3,427		\$3,427
10 2" T-10 METER	\$9,405		\$9,405
20 3/4" T-10 METER	\$4,935		\$4,935
10 1 1/2" T-10 METER	\$7,335		\$7,335
1 3" NEPTUNE TR/FLO COMPOUND UME	\$2,564		\$2,564
1 3" NEPTUNE HP TURBINE UME	\$1,283		\$1,283
1 R900 BELT CLIP TRANSCEIVER	\$13,333		\$13,333
2 SCHONSTEDT MODEL GA-52CX	\$2,109		\$2,109
TOTAL UTILITY ASSETS- METER SHOP	\$208,741	\$0	\$208,741
WATER TREATMENT PLANT SECTION:			
LMI CHEMICAL FEED PUMP	\$10,000		\$10,000
PLC AND ANALYZER EQUIPMENT	\$15,000		\$15,000
CHEMICAL FEED MAINTENANCE PARTS	\$10,000		\$10,000
PERISTALTIC CHEMICAL FEED PUMP	\$10,000		\$10,000
TURBIDITY METER	\$10,000		\$10,000
FLOW METER	\$12,000		\$12,000
CHLORINE ANALYZER	\$8,000		\$8,000
TOTAL UTILITY ASSETS-WATER TREATMENT PLANT	\$75,000	\$0	\$75,000
WATERSHED SECTION:			
GAME CAMERAS	\$1,500		\$1,500
CHAINSAW CHAIN BREAKER AND SPINNER	\$1,200		\$1,200
TOTAL UTILITY ASSETS- WATERSHED SECTION	\$2,700	\$0	\$2,700
OFFICE SECTION			
CONFERENCE TABLE AND CHAIRS FOR FP	\$5,000		\$5,000
TOTAL UTILITY ASSETS- OFFICE SECTION	\$5,000	\$0	\$5,000
TOTAL UTILITY ASSETS	\$396,141	\$0	\$396,141
III. CAPITAL PROJECTS:			
WATER MAIN REPLACEMENTS	\$350,000		\$350,000
HYDRANT REPLACEMENTS	\$100,000		\$100,000
REPLACE STEEL DOORS IN WATERSHED GARAGE	\$60,000		\$60,000
UPGRADES TO FIRE ALARM SYSTEM	\$75,000		\$75,000
TOTAL CAPITAL PROJECTS	\$585,000	\$0	\$585,000
TOTAL CAPITAL OUTLAY	\$1,181,141	\$0	\$1,181,141

Sewer Department

The Sewer Department 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 2023 Goals and Accomplishments:

- 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).
- Completed Sludge Storage tank upgrade.

Fiscal Year 2024 Goals:

- The Waste Water Treatment plant is currently operated on a 3 shift per day schedule. In 2024, the Department plans to initiate removing the off shifts to increase efficiency, reduce costs and provide a safer workplace. The change in the schedule will require modifications to the plants computerized SCADA system, approval from the State and changes in job descriptions. The Department anticipates having the plant scheduled changed by 2025.
- Upgrade aeration system. Concrete deterioration, air distribution, controls.

Long Term Goals:

- The Sewer Department 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	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual
Treatment Operations Activity: Wastewater treated	2.7 billion gals.	2.7 billion gals.	2.8 billion gals.
Solids processed	8,600 wet tons	8,600 wet tons	8,200 wet tons



Expenditure & Position Summary

Expenditure & Position Summary

	2022 Actual	2023 Estimated	2024 Budgeted
Salary Expenditures	\$1,749,663	\$1,818,380	\$1,919,360
Full Time Positions	24	25	25

Budget Highlights

Sewer Revenues

SEWER BUDGET - REVENUE DETAIL

	2022 ACTUAL	2023 ORIG BUD	2023 REVISED BUD	2024 APPROVED
INTEREST INCOME	4,663	5,000	5,000	15,000
SEWER ASSESSMENTS & ADJUSTMENT	93,706	20,000	20,000	55,000
ASSESS-INT, LIENS & PENALTIES	470	1,000	1,000	1,000
CUSTOMER DUMPING FEES	104,787	85,000	85,000	98,150
COMMERCIAL SEWER USER FEE	1,765,754	1,752,000	1,752,000	1,766,450
DOMESTIC SEWER USER FEE	4,721,352	4,735,000	4,735,000	4,775,160
FACTORY SEWER USER FEE	196,093	200,000	200,000	192,975
PUBLIC SEWER USER FEE	290,467	292,500	292,500	287,105
SEWER CONNECTION PERMITS	191,120	115,000	115,000	130,000
MISCELLANEOUS-OTHER	17,988	14,500	14,500	16,025
BUDGETARY FUND BALANCE UNRESTR	-	-	-	-
MISC REVENUE LIENS	25,080	25,000	25,000	26,885
SEWER PENALTY FEE	54,759	45,000	45,000	47,395
TOTAL	\$ 7,466,239	\$ 7,290,000	\$ 7,290,000	\$ 7,411,145

Sewer Expenditures

	2022 ACTUAL	2023 ORIG BUD	2023 REVISED BUD	2024 APPROVED
REGULAR WAGES-WPC	1,661,306	1,739,958	1,739,958	1,840,180
OVERTIME WAGES & SALARIES	62,690	53,675	53,675	56,762
OTHER WAGES	25,669	21,200	21,200	22,420
WORKERS' COMP SALARY	-	-	-	-
LIFE INSURANCE	2,072	2,715	2,715	2,825
WORKERS COMPENSATION INS	90,000	91,935	91,935	114,000
DISABILITY INSURANCE	556	550	550	550
F.I.C.A.	92,697	110,000	110,000	119,000
MEDICARE INSURANCE	21,678	25,725	25,725	27,829
(OPEB) RETIREMENT EXPENSE	-	-	-	59,090
CLOTHING ALLOWANCE	-	-	-	3,780
PROFESSIONAL FEES & SERVICES	188,468	150,000	150,000	146,935
ADMINISTRATIVE FEES	58,885	76,000	65,000	80,000
PUBLIC UTILITIES	734,026	690,050	690,050	740,000
WATER & SEWER CHARGES	13,390	12,250	12,250	14,000
TIPPING FEES	832,853	1,214,115	1,214,115	1,197,580
REFUSE	328	670	670	500
REPAIRS & MAINTENANCE	71,185	64,000	64,000	75,000
COLLECT SYSTEM MAIN & REHAB	65,191	120,000	120,000	115,000
MOTOR VEHICLE SERVICE & REPAIR	65,191	17,000	7,880	15,000
MAJOR REPAIRS	114,896	150,000	150,000	150,000
RENTS & LEASES	3,505	4,580	4,580	4,000
LIABILITY INSURANCE	76,576	84,235	84,235	89,310
TELEPHONE	2,242	2,600	2,600	2,600
POSTAGE	93	100	100	24,500
TRAVEL REIMBURSEMENT	-	100	100	100
PRINTING & BINDING	293	250	250	300
ADVERTISING	-	500	500	500
LABORATORY SUPPLIES	15,356	15,000	15,000	16,000
MAINT SUPPLIES & MATERIALS	702,570	675,000	675,000	750,000
PROGRAM SUPPLIES	67,454	63,000	60,000	66,220
NATURAL GAS	30,176	33,000	30,000	33,000
MOTOR FUELS	25,984	28,500	23,000	32,220
MOTOR VEHICLE PARTS	2,974	4,500	5,400	3,800
TIRES	5,733	60,000	3,500	6,500
OFFICE SUPPLIES	2,997	2,500	1,700	3,000
CAPITAL OUTLAY				230,000
CONFERENCES & MEMBERSHIPS	350	630	630	1,000
SCHOOLING & EDUCATION	1,471	3,000	3,800	3,000
LIEN FEES	7,740	4,500	4,500	4,500
CONTINGENCY	-	130,000	130,000	130,000
MISCELLANEOUS	10,765	10,450	9,400	11,000
REFUNDS OF SEWER USE FEES	3,383	2,500	2,500	2,500
SUBTOTAL	\$ 5,445,848	\$ 5,902,788	\$ 6,418,325	\$ 6,194,501

	2022	2023	2023	2024
	ACTUAL	ORIG BUD	REVISED BUD	APPROVED
TRANSFER TO GENERAL FUND	-	3,000	3,000	-
TRANS OUT CWF	654,970	610,225	610,225	541,165
TRANSFER OUT DEBT SERVICE	146,500	146,500	146,500	166,500
TRANSFER OUT CAPITAL PROJCTS	672,635	136,390	136,390	-
TRANSFER OUT INTERNAL SERVICE	549,609	511,060	511,060	508,979
TRANSFER OUT SELF INS W/C	-	-	-	-
SUBTOTAL	\$ 2,023,714	\$ 1,407,175	\$ 1,407,175	\$ 1,216,644
TOTAL	\$ 7,469,562	\$ 7,309,963	\$ 7,825,500	\$ 7,411,145

CAPITAL IMPROVEMENTS

2024 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 expenditures have special characteristics including:

- An 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 taken 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 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.
- The Capital Budget is then referred to the Planning Commission for approval under Section 8-24 of the Connecticut General Statutes.

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 replacement.

- **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 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, 2023, \$28 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, 2023, the City has essentially awarded or obligated the full \$28 million, approximately \$15.96 million in City projects, \$3.8 million for businesses and \$7.1 million for not-for-profit organizations. In addition, approximately \$700 thousand was allocated to a Building Bristol Grant program that provides matching funds of up to \$60,000 to businesses and not for profits for eligible capital projects. The City accounts for ARPA fund activity in a Coronavirus Recovery Fund. There is one capital project for the replacement of Cisco Phone Gateways in the 2024 Capital Budget to be funded with ARPA funds.

Long Range Financial Planning

Capital budgeting is an essential element of City financial management and of the City's 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.

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.

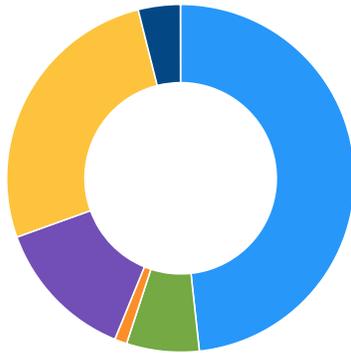
Capital Improvements: One-year Plan

Total Capital Requested

\$38,224,800

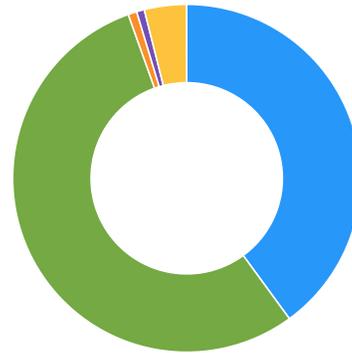
21 Capital Improvement Projects

Total Funding Requested by Department



● Education (48%)	\$18,458,800.00
● Fire Department (7%)	\$2,580,000.00
● Information Systems (1%)	\$436,000.00
● Parks & Recreation (13%)	\$5,095,000.00
● Public Works (27%)	\$10,155,000.00
● Water Pollution Control (4%)	\$1,500,000.00
TOTAL	\$38,224,800.00

Total Funding Requested by Source



● Bonding (40%)	\$15,275,000.00
● Grants (55%)	\$20,868,800.00
● LOCIP (1%)	\$311,000.00
● RIF (1%)	\$270,000.00
● WPC CNR (4%)	\$1,500,000.00
TOTAL	\$38,224,800.00

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 2024 projects meet the criteria that will be part of the final plan. These projects include an appropriation of \$5,050,000 for year three of the (\$13,600,000) four year revitalization of Page Park, the City's largest park, and \$45,000 for various Park Safety Improvements.

Approved Board of Education projects include renovations to Edgewood School, security upgrades district wide, and culinary arts program renovations at both high schools.

Public Works has ten 2024 projects totaling \$10,155,000. Projects include various culvert and bridge replacement projects, including Lake Ave Culvert, Mellen Street Culvert, Andrew Street Culvert, and East Street Bridge Replacement. Funding was provided for architectural design of the future of the space known as City Hall West and replacement of the MEP in the Police Court Complex - Phase II and III. A new Animal Control facility was also approved in the capital budget in the amount of \$2.85 million.

The Fire Department was approved for two apparatus replacements vehicles including a pumping apparatus and aerial apparatus. As well as repairs to opti-com traffic equipment throughout the City.



Public Works Requests

Itemized Requests for 2024

Andrew Street Culvert

\$150,000

Replace the existing 6 ft. wide stone walled culvert with a concrete precast structure. The existing headwall has failed. Culvert is rated by DOT as deficient (headwall). ADT 3100, Culvert replacement, eligible for State/ Local bridge funds...

Animal Control Facility Replacement

\$2,850,000

Construct a new / expanded animal control facility, replacing the existing 2,355 SF building with a 4,015 SF building. The proposed animal control facility will be equipped with a quarantine area, wash room, decontamination room, shower, office...

Bike Path (Rockwell Park/ West End/ Bracket Park/ Mem Blvd/ Middle Street)

\$320,000

A bike path along the Pequabuck River interconnecting Rockwell Park, West End, Bracket Park, Mem Blvd and Middle Street. NVCOG is currently performing a planning study of the project. It is anticipated that the project will...

City Hall West - Swing Space Reuse

\$450,000

Renovate the Police Court Complex to support Probate Court, Emergency Management and a portion of the Police Department on the 2nd floor of the Police Complex (space currently being used as City Hall East Temporary Space). The majority of the 2nd...

DPW Fleet Vehicle Lift - Public Works Garage

\$140,000

Replace the Department of Public Works (DPW) Fleet division's existing new high capacity truck lift (air actuated). Equipment will replace the 66 ton (32 ft. long) existing lift that is 30 years old. Replacement parts are difficult to obtain...

East St Bridge Replacement

\$4,800,000

The project scope involves the superstructure and substructure replacement of the bridge carrying East Street over the Pequabuck River (Bridge No. 04487) in the City of Bristol, Connecticut. The existing bridge was originally constructed in 1900...

Lake Ave Culvert at Mix Brook

\$125,000

Replace the existing 7 ft. wide stone culvert with a new precast concrete structure. The existing structure has a deficiency rating of 57% due to the poor condition of the substructure, superstructure, deck and culvert geometry. Construction...

Mellen Street Culvert (South St & Mem Blvd)

\$120,000

Replace the existing 8 foot wide stone culvert with a new precast concrete culvert. The existing culvert rating is 67% due to poor substructure and superstructure conditions. ADT 2800. Culvert replacement is eligible for funding under the...

Police Court Complex MEP - Phase II, III

\$1,200,000

This project is to upgrade the Police Court Complex heating and electrical systems. Phase 1 improvements consist of replacing the 2 existing steam boilers with 2 hot water boilers. The existing steam boilers feed 2 heat exchanges that converts...

Total: \$10,155,000

Parks & Recreation Requests

Itemized Requests for 2024

Page Park Revitalization

\$5,050,000

Page Park is a large 80+ acre Community Park with a number of recreational amenities, including an award-winning 18-hole disc golf course, a newly renovated community pool, an accessible playground, the Perry J. Spinelli Pavilion indoor rental...

Park Safety Improvements

\$45,000

Funds to address park safety issues including emergency removal of dead or dying trees, replacing playground safety surfacing materials for compliance, failing playground equipment and other emergency/high priority park safety issues that arise.

Total: \$5,095,000

Fire Department Requests

Itemized Requests for 2024

Aerial Apparatus (For Station 3, Designated Truck 2)

\$1,700,000

10' straight stick aerial ladder on a single axle to augment the present compliment of apparatus. The 2014 Community Risk Assessment authored by Manitou Inc. recommended a second ladder truck for the City, "suggests that two ladder trucks...

Opti-Com Traffic Pre-Emption Repairs

\$30,000

The Opti-Com system is a traffic pre-emption system that enables fire apparatus to enter intersections and proceed safely, by electronically changing traffic signals on the opposing roadways to red and the roadway the apparatus is traveling on,...

Pumping Apparatus

\$850,000

Replacement of pumping apparatus for Engine 8, a 2004 pumper. Due to massive cost increases and delivery dates from 44-48 months, securing funding now would ensure cost savings in the future.

Total: \$2,580,000

Education Requests

Itemized Requests for 2024

Culinary Arts Program Renovation at Bristol Central High School **\$956,955**

This request is to create a state of the art culinary arts program for the scholars at Bristol Central High School. This program includes several teaching/learning stations consisting of all the equipment that would be found in an industrial...

Culinary Arts Program Renovation at Bristol Eastern High School **\$948,285**

This request is to create a state of the art culinary arts program for the scholars at Bristol Eastern High School. This program includes several teaching/learning stations consisting of all the equipment that would be found in an industrial...

Edgewood School **\$15,503,560**

This request is to perform targeted alterations at Edgewood School to accommodate a k-5 closure and opening of a new preschool. The alterations will include program renovations required by OSCGR and NAEYC to update Edgewood as a preschool. This...

Security Upgrades District Wide **\$1,050,000**

Install completely new cameras and access controls in all schools to include interconnectivity in the district

Total: \$18,458,800

Information Systems Requests

Itemized Requests for 2024

IT Capital Outlay **\$96,000**

New Service Work Order System Our current system is not really user-friendly and was bought alongside the BOE as part of an energy savings program. New Fiber switch for the City Data center We are almost at capacity with our headend...

Replacement of Cisco Phone Gateways **\$340,000**

This request is to replace all the Cisco Phone Gateways for all City and BOE facilities. The current gateways will reach their end of life by 12/31/2022 which means support and maintenance will be problematic. In total, there are 24 gateways...

Total: \$436,000

Water Pollution Control Requests

Itemized Requests for 2024

Aeration Tanks Rehab **\$1,500,000**

Aeration Tanks were installed in 1984. A Condition and Evaluation Report was conducted in 2018 by an outside engineering firm. Repairs are to be conducted based on the condition and evaluation report. Dissolved oxygen automation control needs to...

Total: \$1,500,000

Capital Budget

CITY OF BRISTOL 2023-2024
 CAPITAL IMPROVEMENT AND STRATEGIC PLANNING COMMITTEE - APPROVED MARCH 20, 2023
 BOARD OF FINANCE - APPROVED APRIL 25, 2023
 JOINT MEETING APPROVED MAY 15, 2023

2024											Future Costs
Dept.	Request	Project Total	Total To Date	Cash	Bonding	LOICIP	Grants	RIF	WPC CNR	Total	Total
BOE	Security Upgrades District Wide	\$2,000,000			\$1,050,000					\$1,050,000	\$950,000
	Culinary Arts Program Renovation at Bristol Eastern High School	\$1,448,285	\$500,000				\$948,285			\$948,285	
	Culinary Arts Program Renovation at Bristol Central High School	\$1,426,955	\$470,000				\$956,955			\$956,955	
	Edgewood School	\$16,803,560	\$1,300,000		\$2,000,000		\$13,503,560			\$15,503,560	
Fire	Opti-Com Traffic Pre-Emption Repairs	\$30,000	\$0			\$30,000				\$30,000	
	Pumping Apparatus	\$850,000			\$850,000					\$850,000	
	Aerial Apparatus	\$1,700,000			\$1,700,000					\$1,700,000	
IT	IT Capital Outlay	\$96,000				\$96,000				\$96,000	
	Replacement of Cisco Phone Gateways	\$340,000					\$340,000*			\$340,000	
PRYCS	Park Safety Improvements	\$45,000				\$45,000				\$45,000	
	Hoppers-Birge & Robert Property Park Trail Improvements	\$2,325,000									\$2,325,000
	Page Park Revitalization	\$13,600,000	\$5,000,000		\$5,050,000					\$5,050,000	\$3,550,000
Public Works	Bike Path (Rockwell Park/ West End/ Bracket Park/ Mem Blvd/ Middle Street)	\$4,000,000	\$80,000				\$320,000			\$320,000	\$3,600,000
	City Hall West - Swing Space Reuse	\$11,950,000			\$450,000					\$450,000	\$11,500,000

	Lake Ave Culvert at Mix Brook	\$1,900,000			\$125,000					\$125,000	\$1,775,000
	Animal Control Facility Replacement	\$2,990,000	\$140,000		\$2,850,000					\$2,850,000	
	Truck Wash - Public Works Garage	\$1,300,000									\$1,300,000
	Public Works Garage Storage Building	\$4,800,000									\$4,800,000
	Clark Ave & James P Casey Rd Reconstruction	\$980,000									\$980,000
	Mellen Street Culvert (South St & Mem Blvd)	\$1,800,000						\$120,000		\$120,000	\$1,680,000
	Andrew Street Culvert	\$1,100,000						\$150,000		\$150,000	\$950,000
	East St Bridge Replacement	\$5,317,084	\$517,084				\$4,800,000			\$4,800,000	
	Police Court Complex MEP - Phase II, III	\$3,100,000	\$1,900,000		\$1,200,000					\$1,200,000	
	DPW Fleet Vehicle Lift - Public Works Garage	\$140,000				\$140,000				\$140,000	
WPC	Aeration Tanks Rehab	\$1,500,000							\$1,500,000	\$1,500,000	
Total Funding Sources		\$81,541,884	\$9,907,084	\$0	\$15,275,000	\$311,000	\$20,868,800	\$270,000	\$1,500,000	\$38,224,800	\$33,410,000

Impact of 2024 Capital Budget on Operating Budget

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 2024 budget has nine projects approved for bonding for a total of \$15,275,000. 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 2024 Capital Budget projects, the respective City departments have determined the savings as presented in the following chart.

FY 2024 Capital Budget			Annual Operating Budget Impact			
Project	Current Appropriation	Total Project Appropriation	Comment	Operating Costs	Debt Service Cost**	Total
Public Works						
Bike Path	320,000	4,000,000	N/A - infrastructure	-	-	-
City Hall West-Swing Space Reuse	450,000	11,950,000	N/A - infrastructure	70,000	30,000	100,000
Lake Ave Culvert @Mix Brook	125,000	1,900,000	N/A - infrastructure	-	8,333	8,333
Animal Control Facility Replacement	2,850,000	2,990,000	N/A - infrastructure	114,000	90,000	304,000
Truck Wash- Public Works Garage		1,300,000	N/A - infrastructure	-	-	-
Public Works Garage Storage Building		4,800,000	N/A - infrastructure	-	-	-
Clark Ave & James P Casey Rd. Reconstruction		980,000	N/A - infrastructure	-	-	-
Mellen St Culvert	120,000	1,800,000	N/A - infrastructure	-	-	-
Andrew St Culvert	150,000	1,100,000	N/A - infrastructure	-	-	-
East St Bridge Replacement	4,800,000	5,317,084	N/A - infrastructure	-	-	-
Police Court Complex MEP- Phase II, III	1,200,000	3,100,000	N/A - infrastructure	186,000	80,000	266,000
DPW Fler Vehicle Lift-Public Works Garage	140,000	140,000	N/A - infrastructure	-	-	-
Subtotal Public Works	\$10,155,000	\$39,377,084		\$370,000	\$308,333	\$678,333
Parks						
Parks Safety Improvements	45,000	45,000	N/A - safety	-	-	-
Hoppers & Roberts property Trail improvements		2,325,000	N/A - safety	-	-	-
Page Park Revitalization	5,050,000	13,600,000	N/A - infrastructure	-	336,667	336,667
Subtotal Parks	\$5,095,000	\$15,970,000		\$0	\$336,667	\$336,667
Board of Education						
Security Upgrades District Wide	1,050,000	2,000,000	N/A - infrastructure	-	70,000	70,000
Culinary Arts Program BEHS	948,285	1,448,285	N/A - infrastructure	365,000	-	-
Culinary Arts Program BCHS	956,955	1,426,955	N/A - infrastructure	383,408	-	383,408
Edgewood School	15,503,560	16,803,560	N/A - infrastructure	70,000	133,333	203,333
Subtotal Board of Education	\$18,458,800	\$21,678,800		\$818,408	\$203,333	\$656,741
Fire						
Opti-Com Traffic Pre-emption Repairs	30,000	30,000	N/A - infrastructure	-	-	-
Pumping Apparatus	850,000	850,000	N/A - equipment	-	56,667	56,667
Aerial Apparatus (Station 3)	1,700,000	1,700,000	N/A - equipment	-	113,333	113,333
Subtotal Fire	\$2,580,000	\$2,580,000		\$0	\$170,000	\$170,000
IT						
IT Capital Outlay	96,000	96,000	N/A - infrastructure	-	-	-
Replacement of Cisco Phone Gateway	340,000	340,000	N/A - equipment	-	-	-
Subtotal IT	\$436,000	\$436,000		\$0	\$0	\$0
Water Pollution Control						
Aeration Tanks Rehab	1,500,000	1,500,000	N/A - equipment	-	-	-
Subtotal WPC	\$1,500,000	\$1,500,000		\$0	\$0	\$0
Total	\$38,224,800	\$81,541,884		\$1,188,408	\$1,018,333	\$1,841,741

2024-2029 Capital Improvement Strategic Plan

The 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 five-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. The Committee's focus is to prioritize projects that address public safety, education, enhancement of parks and the community environment, and maintain City roads and infrastructure. The Mayor and the Comptroller's Office implemented a new capital planning tool that provided valuable information to the committee that was valuable to them to effectively evaluate the merits of each project. All projects were given a rating based on six factors: health and safety impact; environmental impact; operational impact; legal impact, result of mandates, or timing of project; availability of other funding sources; and economic vitality. Each member completed a scorecard and all were compiled to rate and prioritize projects overall. This process assisted in eliminating projects from the CIP plan, postponing projects based on realistic timing to complete the project or further information was needed for a project. This methodology was used for current year and future year recommendations. Projects recommended in the CIP plan include:

Board of Education (BOE) – Renovations to Bristol Central and Bristol Eastern High School cafeterias to support a culinary arts program, renovation to Edgewood School, and security upgrades

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

Parks – Improvements to various City parks through implementation of the Parks Master Plan.

The Master Plan was conducted in 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 includes a review and research of existing documentation to build upon what has been previously developed, comprehensive, systematic community engagement process, in-depth site analysis for all of the city parks, review of each park for ADA compliance, in-depth comprehensive site plan for Page Park, high level overview of Board of Education facilities, inventory of existing city park assets, review of city open space and properties. The plan also identified and recommended programming and maintenance plans, and sustainability plans and green initiatives, as well as recommendations for aggressive and sustainable funding sources. The master plan 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) – Rehabilitation of the Aeration Tanks.

Public Works –Major road improvements; and sidewalk and drainage improvements. Construction of a bike path through the center of the City and a new Animal Control facility.

Multi-Year Capital Improvement Projects

CURRENT YEAR & FIVE YEAR CAPITAL PROJECTS - BY DEPARTMENT

Department	Project Total	To Date	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	Total
BOE	\$186,846,700	\$2,270,000	\$18,458,800	\$62,950,000	\$49,951,700	\$6,800,000	\$3,000,000	\$43,416,200	\$186,846,700
IT	\$436,000	\$0	\$436,000	\$0	\$0	\$0	\$0	\$0	\$436,000
PRYCS	\$19,435,000	\$5,700,000	\$5,095,000	\$3,850,000	\$2,725,000	\$1,150,000	\$400,000	\$515,000	\$19,435,000
Public Safety	\$13,580,000	\$0	\$2,580,000	\$1,000,000	\$0	\$0	\$0	\$10,000,000	\$14,230,000
Public Works	\$68,547,084	\$3,097,084	\$10,015,000	\$26,360,000	\$8,995,000	\$11,380,000	\$8,700,000	\$0	\$68,547,084
Water Pollution Control	\$1,500,000	\$0	\$1,500,000	\$0	\$0	\$0	\$0	\$0	\$1,500,000
Total									
Departments	\$290,344,784	\$11,067,084	\$38,084,800	\$94,160,000	\$61,671,700	\$19,330,000	\$12,100,000	\$53,931,200	\$290,994,784

These proposed projects were considered in developing debt service projections and a timeline for planning purposes, illustrated as follows, with a goal of maintaining relative stability in debt service levels. The Debt Projections Total for the Strategic Plan are based on the following assumptions:

- **Current Debt Service** – incorporated herein is the most recent \$30 million bond issue dated March 22, 2023. This issue financed the purchase of land for a new firehouse in the amount of \$550,000, a public safety communications upgrade in the amount of \$1.45 million and renovations to the City Hall complex in the amount of \$28 million.
- **Bond Issue dated November 2025** – this projection will permanently finance anticipated short term borrowing over a two-year period. Based on projected cash flow, these borrowings will finance the new firehouse, technology upgrades at the schools, park improvements, corrective plan for the Greene Hills School HVAC system and a new Northeast Middle School complex.
- **Bond Issue dated November 2028** – subsequent to the November 2025 bond issue this projection will permanently finance anticipated short term borrowing during FY2026 and FY2027. Borrowing will be based on projected cash flow to finance remaining projects approved in the multi-year capital plan.

These projections are based on the following assumptions:

BANS

- up to 1 year maturity based on cash flow
- 3% interest rate

Bonds

- 20 year bonds
- 3.5% - 3.75% True Interest Cost

Note that these projections are incorporated into the Operational Strategic Plan in the Budget Overview section of this budget document.

Debt Projections - Capital Improvement and Strategic Plan

FY	Current Debt Service	BANS \$20M		Anticipated use of Bond Premium or Reserves	Total Projected General Fund Debt Service	Annual Change	Debt		
		3/1/24; BANS \$35M 3/1/25; Bonds \$45M 11/1/25	BANS \$15M 11/1/26; BANS \$20M 11/1/27 \$35M 11/1/28				Increase in Mill Rate	Increase %	Service as a % of Budget
2022	11,722,176	-	-	(1,222,176)	10,500,000	10,500,000	-	0.00%	5.01%
2023	11,348,325	-	-	(348,325)	11,000,000	500,000	0.09	0.25%	5.11%
2024	12,656,208	-	-	(906,209)	11,749,999	750,000	0.14	0.47%	5.27%
2025	13,546,932	600,000	-	(1,396,932)	12,750,000	1,000,001	0.19	0.63%	5.58%
2026	13,109,166	805,479	-	(164,645)	13,750,000	1,000,000	0.19	0.63%	5.87%
2027	12,758,640	3,175,000	450,000	(1,265,000)	15,118,640	1,368,639	0.26	0.86%	6.29%
2028	12,401,644	3,119,000	1,256,250	-	16,776,894	1,658,254	0.31	1.04%	6.81%
2029	12,037,128	3,063,000	2,562,500	-	17,662,628	885,735	0.17	0.56%	6.99%
2030	11,825,003	3,207,000	3,140,625	-	18,172,628	510,000	0.10	0.32%	7.02%
2031	11,465,758	3,744,000	3,070,313	-	18,280,070	107,442	0.02	0.07%	6.89%
2032	9,238,353	3,660,000	3,000,000	-	15,898,353	(2,381,717)	(0.44)	-1.50%	5.84%
2033	8,990,267	3,576,000	2,929,688	-	15,495,954	(402,399)	(0.08)	-0.25%	5.56%
2034	8,820,272	3,492,000	2,859,375	-	15,171,647	(324,307)	(0.06)	-0.20%	5.31%
2035	8,590,996	3,408,000	2,789,063	-	14,788,059	(383,589)	(0.07)	-0.24%	5.05%
2036	7,118,698	3,324,000	2,718,750	-	13,161,448	(1,626,611)	(0.30)	-1.02%	4.38%
2037	6,920,448	3,240,000	2,648,438	-	12,808,886	(352,562)	(0.07)	-0.22%	4.16%
2038	6,720,562	3,156,000	2,578,125	-	12,454,687	(354,199)	(0.07)	-0.22%	3.95%
2039	6,517,669	3,072,000	2,507,813	-	12,097,481	(357,206)	(0.07)	-0.22%	3.74%
2040	4,750,732	2,988,000	2,437,500	-	10,176,232	(1,921,249)	(0.36)	-1.21%	3.07%
2041	3,244,063	2,904,000	2,367,188	-	8,515,251	(1,660,982)	(0.31)	-1.04%	2.51%
2042	3,136,368	2,820,000	2,296,875	-	8,253,243	(262,008)	(0.05)	-0.16%	2.37%
2043	1,683,000	2,736,000	2,226,563	-	6,645,563	(1,607,681)	(0.30)	-1.01%	1.86%
2044	-	2,652,000	2,156,250	-	4,808,250	(1,837,313)	(0.34)	-1.16%	1.31%
2045	-	2,568,000	2,085,938	-	4,653,938	(154,313)	(0.03)	-0.10%	1.24%
2046	-	2,484,000	2,015,625	-	4,499,625	(154,313)	(0.03)	-0.10%	1.17%
	198,602,404	63,793,479	48,096,875	(5,303,287)	305,189,472				

DEBT

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, 2023.

Long Term Debt

Long-Term Debt As of July 1, 2023

Issue	Purpose	Rate	Original Issue	Balance	Fiscal Year
				Outstanding	Maturity
12/31/2003	Cleanwater Loan 504 C	2.00	1,488,101	-	2023
11/30/2004	Cleanwater Loan 562 C	2.00	693,527	17,293	2024
5/31/2006	Cleanwater 464 C	2.00	470,225	76,578	2026
6/15/2011	Water 2014 - Old Wolcott Tank	2.00	501,000	285,153	2033
8/24/2011	General Improvement 2011 Refunding Bonds	3.00	15,589,000	-	2023
8/24/2011	School 2011 Refunding Bonds	3.00	6,234,000	-	2023
8/24/2011	Water 2011 Refunding Bonds	3.00	2,112,000	-	2023
9/30/2015	Water 2016 Note - Grove Street Tank	2.00	344,155	216,579	2035
10/16/2018	Water 2019 Note - DeWitt Tank	2.00	497,096	399,987	2039
11/17/2015	Schools 2015 Refunding Bonds	3.06	2,991,000	50,000	2025
11/17/2015	General Improvement 2015 Refunding Bonds	3.06	4,126,000	1,020,000	2025
1/20/2016	Cleanwater 2015 - I/O Reduction 622-CSL	2.00	631,833	392,603	2035
3/30/2016	Cleanwater Loan 640 DC	2.00	7,530,046	5,975,930	2039
5/30/2017	General Improvement 2017 Bonds	2.25	17,739,000	12,510,000	2035
5/30/2017	Schools 2017 Bonds	2.25	3,391,000	2,395,000	2035
11/9/2017	General Improvement 2017 Refunding Bonds	3.00v	5,437,000	3,593,000	2030
11/9/2017	Schools 2017 Refunding Bonds	3.00v	16,094,000	10,641,000	2030
11/9/2017	Sewer 2017 Refunding Bonds	3.00v	3,401,000	2,253,000	2030
11/9/2017	Water 2017 Refunding Bonds	3.00v	503,000	333,000	2030
10/25/2018	General Improvement 2018 Series A Bonds	2.5-5.0	18,094,096	15,134,000	2039
10/25/2018	Schools 2018 Series A Bonds	2.5-5.0	4,280,904	3,570,000	2039
10/25/2018	Sewer 2018 Series A Bonds	2.5-5.0	125,000	106,000	2039
10/25/2018	General Improvement 2018 Series B Taxable Bonds	3.65-4.05	7,900,000	6,625,000	2039
11/12/2019	Schools 2019 Bonds	2.125-5.0	19,625,000	18,070,000	2040
11/12/2019	General Improvement 2019 Bonds	2.125-5.0	5,375,000	4,950,000	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
3/22/2023	General Improvement 2023 Bonds	4.0-5.0	30,000,000	30,000,000	2043
Total			\$ 203,565,896	\$ 144,114,122	
Water Department			\$ 21,189,896	\$ 10,056,122	
General City			\$ 182,376,000	\$ 134,058,000	

Debt Policy

Debt Policy

The City adopted a debt policy in 2001 and updated in 2023 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 2024 Capital Budget of \$38,224,800 may be found in the Capital Budget section of this document. The City will fund \$15,275,000 of these capital projects with future bonding.

In its most recent bond issue, March 2023, the City issued \$30,000,000 in tax-exempt bonds, the proceeds of which were used to fund such capital projects as the renovations to the Fire Station 3 Renovation/Relocation (\$1,450,000), renovations at City Hall (\$28,000,000) and Communication upgrades (\$1,900,000).

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.

Recent Bond Issues

CITY OF BRISTOL RECENT BOND ISSUES AND RATINGS					
<u>Issue Date</u>	<u>Type</u>	<u>Amount</u>	<u>Moody's Rating</u>	<u>Standard & Poor's Rating</u>	<u>Fitch's Rating</u>
April 4, 2023	Tax Exempt	\$30,000,000		AA+	AAA
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

Debt Service Budget

The City's debt service budget for 2023-2024 for bonded debt is \$11,750,000. As shown in the following Debt Service Summary, the required bonded debt principal and interest payments have been reduced by \$191,158, the amount to be paid by Water Pollution Control (WPC), and by \$906,211 which represents the available bond premium from the 2019 Bond Issue.

Debt Service Summary

CITY OF BRISTOL, CONNECTICUT 2023-2024 BUDGET DEBT SERVICE SUMMARY

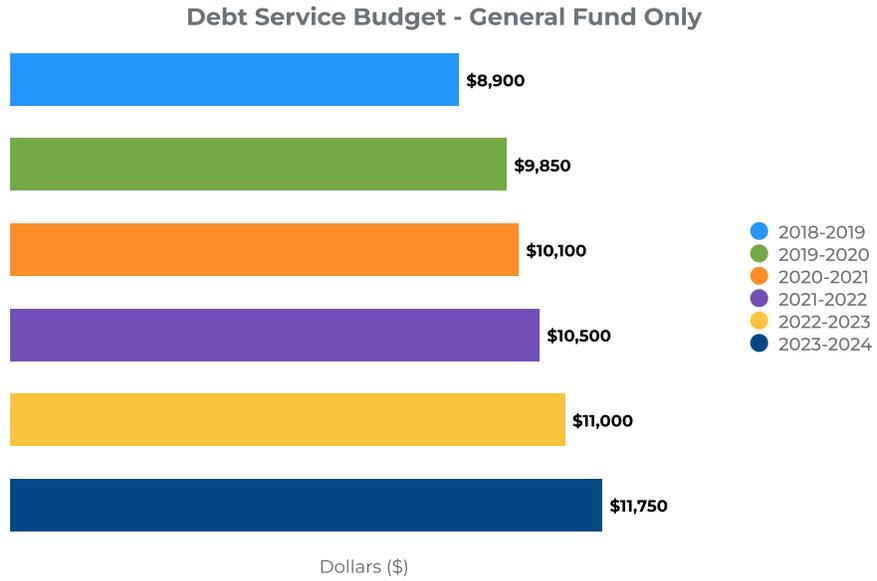
ORCODE	DESCRIPTION	2022 ACTUAL EXPENDITURE	2023 ORIGINAL BUDGET	2023 REVISED BUDGET	2024 BUDGET REQUEST	2024 APPROVED BUDGET
DEBT1019	LONG TERM DEBT PRINCIPAL PAYMENT	8,521,000	\$7,575,000	\$7,575,000	\$7,855,000	\$7,855,000
DEBT1019	LONG TERM DEBT INTEREST PAYMENT	3,400,236	3,963,684	3,963,684	4,992,369	4,992,369
		\$11,921,236	\$11,538,684	\$11,538,684	\$12,847,369	\$12,847,369
	WATER POLLUTION CONTROL PAYMENTS		(195,183)	(195,183)	(191,158)	(191,158)
	USE OF DEBT RESERVES/BOND PREMIUM		(343,501)	(343,501)	(906,211)	(906,211)
TOTAL DEBT SERVICE		\$11,921,236	\$11,000,000	\$11,000,000	\$11,750,000	\$11,750,000

SUMMARY OF DEBT SERVICES PAYMENTS BY TYPE

SCHOOL DEBT	4,564,781	\$4,970,461	\$4,970,461	\$4,883,371	\$4,883,371
GENERAL IMPROVEMENT DEBT	6,967,263	6,187,505	6,187,505	7,591,030	\$7,591,030
SEWER OPERATING	389,193	380,718	380,718	372,968	\$372,968
WATER POLLUTION CONTROL PAYMENTS		(195,183)	(195,183)	(191,158)	(\$191,158)
USE OF DEBT RESERVES/BOND PREMIUM		(343,501)	(343,501)	(906,211)	(\$906,211)
TOTAL DEBT SERVICE	\$11,921,236	\$11,000,000	\$11,000,000	\$11,750,000	\$11,750,000

General Fund Debt Service Budget

The graph below shows budgeted debt service for the past five years (in thousands).



Government Wide Debt

Shown below are the amortization tables for General Improvement, School and Sewer bonds as of July 1, 2023.

General Improvement Long-term Debt						
As of July 1, 2023						
(Pro-Forma)						
Fiscal Year	Principal	Principal	Interest	Total	Principal	Cumulative %
Ended	Beginning Balance	Payments	Payments	Payments	Ending Balance	Principal Retired
June 30						
2023	-	-	-	-	\$ 88,127,000	25.7
2024	\$ 88,127,000	\$ 4,311,000	\$ 3,280,028	\$ 7,591,028	83,816,000	29.3
2025	83,816,000	5,476,000	3,064,885	8,540,885	78,340,000	33.9
2026	78,340,000	5,399,000	2,854,738	8,253,738	72,941,000	38.5
2027	72,941,000	5,404,000	2,643,825	8,047,825	67,537,000	43.0
2028	67,537,000	5,405,000	2,429,049	7,834,049	62,132,000	47.6
2029	62,132,000	5,405,000	2,211,373	7,616,373	56,727,000	52.2
2030	56,727,000	5,504,000	1,992,871	7,496,871	51,223,000	56.8
2031	51,223,000	5,503,000	1,773,038	7,276,038	45,720,000	61.4
2032	45,720,000	5,050,000	1,571,565	6,621,565	40,670,000	65.7
2033	40,670,000	5,050,000	1,385,388	6,435,388	35,620,000	70.0
2034	35,620,000	5,104,000	1,215,558	6,319,558	30,516,000	74.3
2035	30,516,000	5,104,000	1,042,873	6,146,873	25,412,000	78.6
2036	25,412,000	4,064,000	868,040	4,932,040	21,348,000	82.0
2037	21,348,000	4,063,000	722,684	4,785,684	17,285,000	85.4
2038	17,285,000	4,063,000	576,681	4,639,681	13,222,000	88.8
2039	13,222,000	4,062,000	428,949	4,490,949	9,160,000	92.3
2040	9,160,000	2,700,000	305,649	3,005,649	6,460,000	94.6
2041	6,460,000	2,405,000	212,188	2,617,188	4,055,000	96.6
2042	4,055,000	2,405,000	122,783	2,527,783	1,650,000	98.6
2043	1,650,000	1,650,000	33,000	1,683,000	-	100.0
Totals:		\$ 88,127,000	\$ 28,735,163	\$ 116,862,163		

Sewer Long-term Debt						
As of July 1, 2023						
(Pro-Forma)						
Fiscal Year Ended	Principal	Principal	Interest	Total	Principal	Cumulative %
June 30	Beginning Balance	Payments	Payments	Payments	Ending Balance	Principal Retired
2023					\$ 2,359,000	33.1
2024	\$ 2,359,000	\$ 278,000	\$ 94,967	\$ 372,967	\$ 2,081,000	41.0
2025	2,081,000	283,000	81,002	364,002	1,798,000	49.0
2026	1,798,000	287,000	66,888	353,888	1,511,000	57.1
2027	1,511,000	290,000	54,017	344,017	1,221,000	65.4
2028	1,221,000	291,000	42,457	333,457	930,000	73.6
2029	930,000	291,000	30,878	321,878	639,000	81.9
2030	639,000	292,000	19,282	311,282	347,000	90.2
2031	347,000	291,000	7,693	298,693	56,000	98.4
2032	56,000	7,000	1,798	8,798	49,000	98.6
2033	49,000	7,000	1,575	8,575	42,000	98.8
2034	42,000	7,000	1,348	8,348	35,000	99.0
2035	35,000	7,000	1,116	8,116	28,000	99.2
2036	28,000	7,000	875	7,875	21,000	99.4
2037	21,000	7,000	630	7,630	14,000	99.6
2038	14,000	7,000	385	7,385	7,000	99.8
2039	7,000	7,000	131	7,131	-	100.0
Totals:		\$ 2,359,000	\$ 405,042	\$ 2,764,042		

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, 2023.

Clean Water (SEWER) Loans						
As of July 1, 2023						
(Pro-Forma)						
Fiscal Year Ended	Principal	Principal	Interest	Total	Principal	Cumulative %
June 30	Beginning Balance	Payments	Payments	Payments	Ending Balance	Principal Retired
2023					\$ 6,462,539	52.9
2024	\$ 6,462,539	\$ 419,232	\$ 125,384	\$ 544,616	\$ 6,043,307	55.9
2025	6,043,307	406,541	117,219	523,760	5,636,766	58.9
2026	5,636,766	404,584	109,026	513,610	5,232,182	61.8
2027	5,232,182	394,068	101,050	495,118	4,838,114	64.7
2028	4,838,114	402,022	93,096	495,118	4,436,092	67.6
2029	4,436,092	410,136	84,982	495,118	4,025,956	70.6
2030	4,025,956	418,415	76,703	495,118	3,607,541	73.7
2031	3,607,541	426,860	68,258	495,118	3,180,681	76.8
2032	3,180,681	435,475	59,643	495,118	2,745,206	80.0
2033	2,745,206	444,265	50,852	495,117	2,300,941	83.2
2034	2,300,941	453,233	41,885	495,118	1,847,708	86.5
2035	1,847,708	446,421	32,790	479,211	1,401,287	89.8
2036	1,401,287	433,044	24,075	457,119	968,243	92.9
2037	968,243	441,784	15,335	457,119	526,459	96.2
2038	526,459	450,702	6,417	457,119	75,757	99.4
2039	75,757	75,757	191	75,948	-	100.0
Totals:		\$ 6,462,539	\$ 1,006,906	\$ 7,469,445		

Legal Debt Authorization

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 - Unaudited
June 30, 2022

Total Fiscal Year 2021 Tax Collections (Taxes, Interest, and Fees):	\$ 155,478,000
Tax Relief for the Elderly - Freeze	-
Base for Establishing Debt Limit	\$ 155,478,000

	General Purpose	Schools	Sewers	Urban Renewal	Pension Funding	Total
Debt Limitation:						
2 1/4 Times Base	\$ 349,825,500	\$ -	\$ -	\$ -	\$ -	\$ 349,825,500
4 1/2 Times Base	-	699,651,000	-	-	-	
3 3/4 Times Base	-	-	583,042,500	-	-	
3 1/4 Times Base	-	-	-	505,303,500	-	505,303,500
3 Times Base	-	-	-	-	466,434,000	466,434,000
Total Debt Limitation	349,825,500	699,651,000	583,042,500	505,303,500	466,434,000	2,604,256,500
Debt, as Defined by Statute:						
Bonds and Notes Payable	62,202,000	49,159,000	9,569,425	-	-	120,930,425
Bond Anticipation Notes Payable	-	-	-	-	-	-
Bonds Authorized and Unissued	57,725,391	119,986,153	743,167	-	-	178,454,711
State Grant Commitments	(4,625,000)	(68,887,676)	-	-	-	(73,512,676)
Total Indebtedness	115,302,391	100,257,477	10,312,592	-	-	225,872,460
Debt Limitation in Excess of Outstanding and Authorized Debt	\$ 234,523,109	\$ 599,393,523	\$ 572,729,908	\$ 505,303,500	\$ 466,434,000	\$ 2,378,384,040

Notes:

1. In no event shall total debt exceed seven times annual receipts from taxation. The maximum permitted under this formula would be \$1,088,346,000
2. Water related debt of \$1,541,739 has been excluded from the calculation.

Authorized but Unissued

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 Appropriations Outstanding (Excluding Water)

Bonding Type	Project	Project Code	Authorized Unissued June 30, 2023
GENERAL	894 Middle Street	17C02	68,500
GENERAL	Apparatus Replacements	22C24	748,000
GENERAL	Broad Street Retaining Wall	22C06	1,880,000
GENERAL	Centre Square Infrastructure Project	18C07	49,702
GENERAL	City Hall Office Building Program	19C15	1,549,200
GENERAL	City Hall Unit Heater/AC Perimeter Replacement	19C14	675,000
GENERAL	City Wide Fiber Network	20C08	100,000
GENERAL	Down Street Bridge	16C05	45,000
GENERAL	DPW Vincent P. Kelly Facility Renovations Phase II	18C11	20,000
GENERAL	EG Stocks Playground and Splash Park Upgrade	22C01	1,025,000
GENERAL	Field Street Culverts	22C07	430,000
GENERAL	Fire State 3 Renovation/Relocation	20C07	6,500,000
GENERAL	Jerome Avenue Bridge Replacement	20C14	3,350,000
GENERAL	Lake Avenue Bridge Replacement	19C12	540,000
GENERAL	Landfill Erosion Repairs	21C07	745,000
GENERAL	Louisiana Bridge	19C08	147,201
GENERAL	Main Library LED Lighting Conversion	20C18	173,970
GENERAL	Memorial Boulevard Retaining Wall	21C12	1,200,000
GENERAL	Memorial Bridge	15C07	39,000
GENERAL	Muzzy Field Restorations	21C05	10,000
GENERAL	North Main Street Streetscape	21C10	790,000
GENERAL	Page Park Pavilion Renovation Phase 2	22C02	600,000
GENERAL	Page Park Revitalization	22C03	5,000,000
GENERAL	Park Street Streetscape Improvements	23C10	200,000
GENERAL	Riverside Avenue Streetscape Improvements	23C11	380,000
GENERAL	Route 72 Corridor Improvements	21C11	55,000
GENERAL	Shrub Road Sidewalks	22C10	80,000
GENERAL	Stevens Street Bridge- Richard Court Berm	10C05	52,000
GENERAL	Wolcott Street Reconstruction	19C11	130,000
GENERAL	Woodland Street Sidewalks	22C08	340,000
TOTAL GENERAL			\$26,922,573
SCHOOL	Chippens Hill Roof	17C21	499,796
SCHOOL	Edgewood School Roof Replacement	22C05	1,306,350
SCHOOL	Greene Hills HVAC Corrective Plan	21C14	7,375,000
SCHOOL	Memorial Boulevard Intradistrict Arts Magnet School	18C16	10,810,354
SCHOOL	NEMS Gym Floor	20C21	4,000
SCHOOL	Northeast Middle School - Ceiling Tile Replacement	20C01	3,810
SCHOOL	Northeast Middle School Renovations	22C04	89,068,965
SCHOOL	Southside School HVAC Upgrade	19C02	320,000
SCHOOL	Stafford School Roof	19C03	540,700
SCHOOL	Technology Replacements	21C03	1,300,000
TOTAL SCHOOLS			\$111,228,975
SEWER	Broad Street Pump Force Main	11C08	\$743,167
TOTAL AUTHORIZED UNISSUED DEBT AS OF JUNE 30 2023			\$138,894,715

APPENDIX

Glossary

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.

Amortization- The gradual repayment of an obligation over time and in accordance with a predetermined payment schedule.

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.

Bond Premium- the amount at which a bond or note is bought or sold above its par value or face value without including accrued interest.

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.

Major Fund - The total assets, liabilities, revenues or expenditures of the individual governmental or enterprise fund is at least 10% of the corresponding total for all funds in that category (governmental or enterprise).

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.

Non Major Fund - funds not meeting the criteria to be reported as a major governmental or enterprise fund.

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.

Sinking Fund - a fund formed to strategically set aside funds for the gradual repayment of a debt or replacement of a depreciable asset.

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.

Acronyms

- **AAL** - Actuarially Accrued Liability
- **ADA** - Americans with Disabilities Act
- **ADC** - Actuarially Determined Contribution
- **ARC** - Annual Required Contributions
- **ARPA** - American Rescue Plan Act
- **ARRA** - American Recovery and Reinvestment Act
- **BBHD** - Bristol Burlington Health District
- **BCO** - Bristol Community Organization
- **BOE** - Board of Education
- **BOF** - Board of Finance
- **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
- **ECD** - Economic and Community Development
- **FT** - Full-time
- **FTE** - Full-time Equivalent
- **GAAP** - Generally Accepted Accounting Principles
- **GASB** - Governmental Accounting Standards Board
- **GIS** - Geographic Information System
- **GF** - General Fund
- **GFOA** - Government Finance Officers Association
- **GO** - General Obligation Bonds
- **IT** - Information Technology
- **LOCIP** - Local Capital Improvement Program
- **MBR** - Minimum Budget Requirement for Board of Education
- **MRSF** - Municipal Revenue Stabilization Fund
- **MRSRF** - Mill Rate Stabilization Reserve Fund
- **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
- **PLAP** - Pine Lake Adventure Park
- **P&I** - Principal and Interest
- **PRYCS** - Parks, Recreation, Youth and Community Services
- **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
- **TIF** - Tax Increment Financing
- **VA** - Veterans' Administration
- **WPC** - Water Pollution Control