



# City of Bristol

## 2024-2025 City of Bristol Budget



**As Adopted by the City Council and Board of Finance Version**



# TABLE OF CONTENTS

---

<b>Introduction</b> .....	<b>5</b>
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
<b>Budget Overview</b> .....	<b>24</b>
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
<b>Fund Summaries</b> .....	<b>71</b>
All Funds .....	72
General Fund .....	82
Special Revenue Funds .....	93
CDBG Fund .....	97
Solid Waste Disposal Fund .....	108
School Lunch Program .....	114
Transfer Station Fund .....	121
Road Improvements Fund .....	128
Arts & Culture Fund .....	133
Police Private Duty Fund .....	137
Internal Service Fund .....	139
<b>General Fund Revenues</b> .....	<b>146</b>
General Fund Revenues .....	147
<b>General Fund Department Summaries</b> .....	<b>152</b>
General Government .....	153
City Council .....	156
Mayor's Office .....	158
Probate Court .....	162
Registrar of Voters .....	166
Assessor .....	173
Board of Assessment Appeals .....	180
Tax Collector .....	184
Purchasing .....	189
Comptroller's Office .....	194
Treasurer .....	199

Information Technology .....	204
Human Resources .....	209
Corporation Counsel .....	213
Town and City Clerk .....	217
Board of Finance .....	227
Department of Aging .....	231
City Memberships .....	243
Community Promotions .....	245
Committees, Board and Commissions .....	247
Public Safety .....	249
Police Department .....	254
Police - Administration .....	261
Police - Maintenance .....	270
Police - Patrol and Traffic .....	273
Police - Criminal Investigation Division .....	278
Police - Special Services .....	280
Police - Communications .....	282
Animal Control .....	285
Fire Department .....	289
Emergency Management .....	297
Building Inspection .....	302
Public Works .....	306
Public Works - Administration .....	312
Public Works - Engineering .....	317
Public Works - Land Use .....	322
Public Works - Building Maintenance .....	327
Public Works - Streets .....	332
Public Works - Solid Waste .....	337
Public Works - Fleet Maintenance .....	343
Public Works - Snow Removal .....	349
Public Works - Major Road Improvements .....	353
Public Works - Railroad Maintenance .....	356
Public Works - Other City Buildings .....	359
Public Works - Fleet .....	362
Public Works - Line Painting .....	366
Public Works - Street Lighting .....	369
Libraries .....	372
Main Library .....	380
Children's Library .....	383
Manross Library .....	386
Library Trusts .....	389
Parks, Recreation, Youth and Community Services .....	392
PRYCS - Admin .....	408
PRYCS - Grounds, and Facilities Maintenance .....	413
PRYCS - Recreation .....	417
PRYCS - Aquatics .....	421
PRYCS - Youth and Community Services .....	425
Miscellaneous .....	430
Employee Benefits .....	433

Heart & Hypertension .....	437
Insurance .....	438
All Other .....	442
OPEB .....	445
Operating Transfers Out .....	448
Public Buildings .....	451
Health & Social Services .....	453
Bristol Burlington Health District .....	456
Outside Agencies .....	461
School Readiness .....	467
<b>Education .....</b>	<b>472</b>
Board of Education .....	473
<b>Enterprise Funds .....</b>	<b>481</b>
Bristol Water Department .....	482
Sewer Department .....	490
<b>Capital Improvements .....</b>	<b>495</b>
Capital Budget .....	496
Impact of 2025 Capital Budget on Operating Budget and Future .....	502
2025-2030 Capital Improvement Strategic Plan .....	503
<b>Debt .....</b>	<b>506</b>
Debt Overview .....	507
Debt Service Budget .....	510
Government-wide Debt .....	512
Legal Debt Authorization .....	514
<b>Appendix .....</b>	<b>516</b>
Glossary & Acronyms .....	517

---

# INTRODUCTION

---

# City of Bristol, Connecticut



## 2024-2025 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, 2023. 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, 2023**

*Christopher P. Morrill*

**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

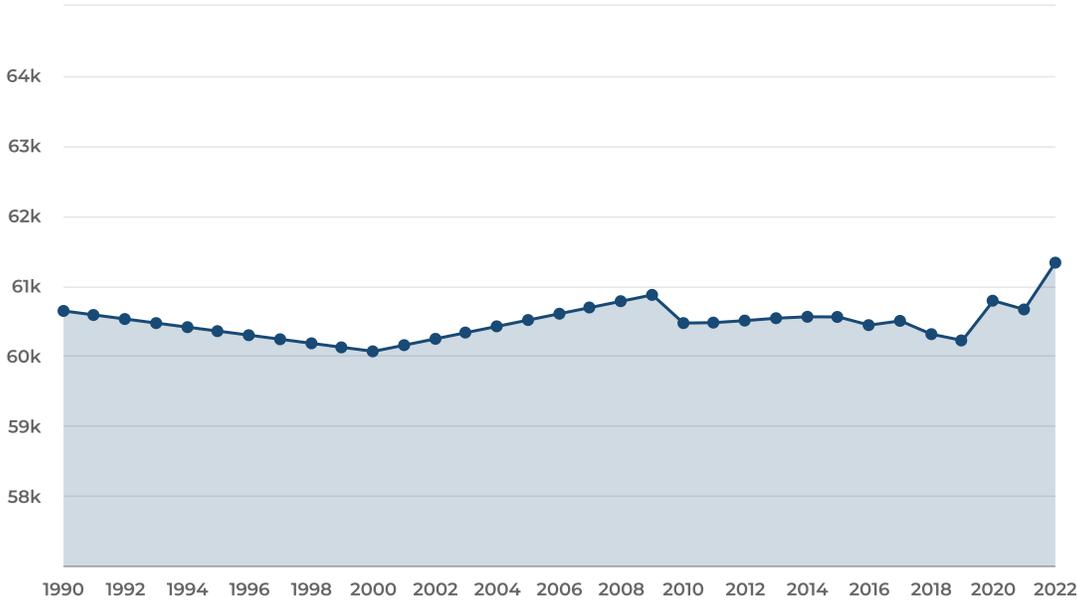
**61,330**

▲ 1.1%  
vs. 2021

GROWTH RANK

**4** out of **170**

Municipalities in Connecticut



\* Data Source: Client entered data for year 2022



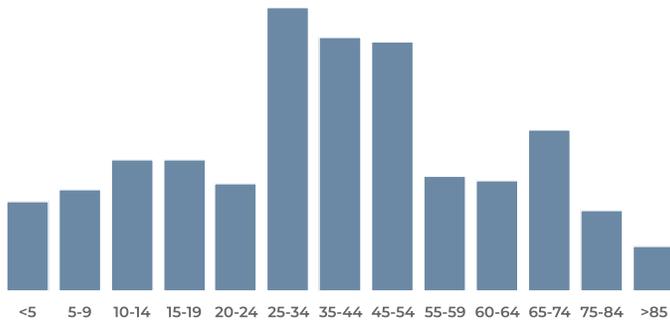
DAYTIME POPULATION

**53,057**

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.

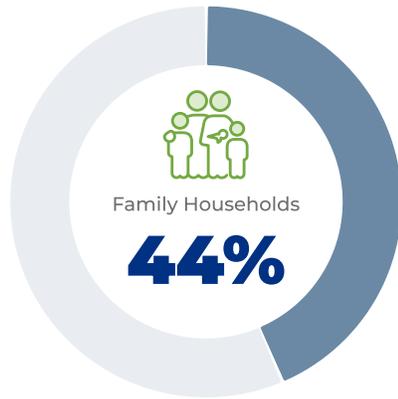
\* Data Source: American Community Survey 5-year estimates

## Household Analysis

TOTAL HOUSEHOLDS

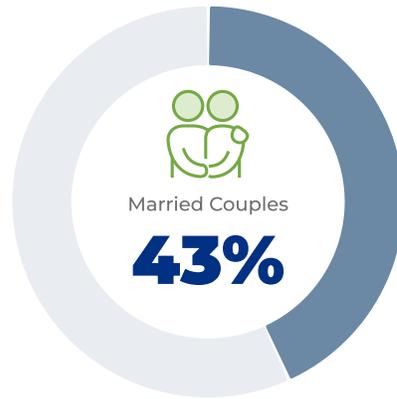
# 24,076

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.



▼ 8%

lower than state average



▼ 11%

lower than state average



▲ 12%

higher than state average



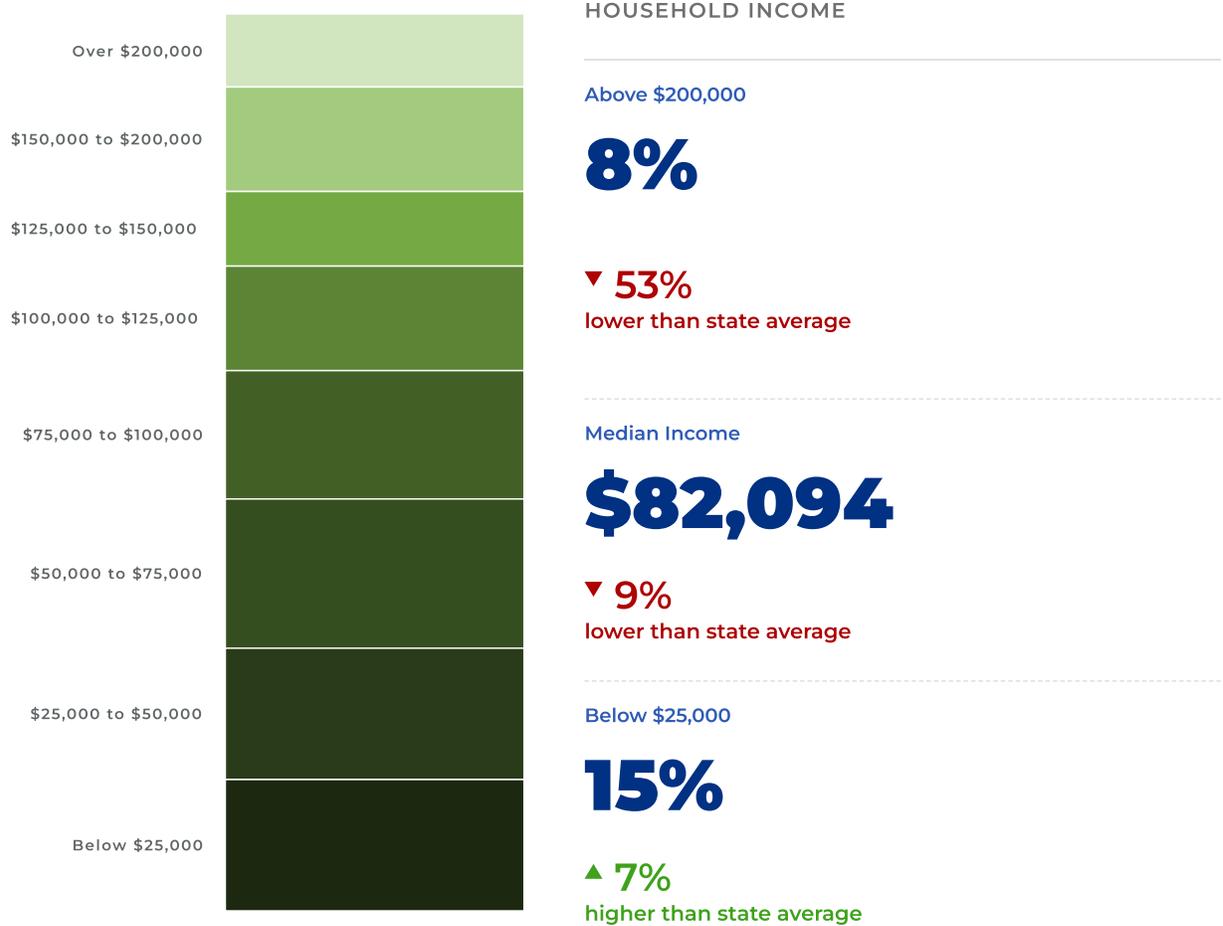
▼ 9%

lower 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.



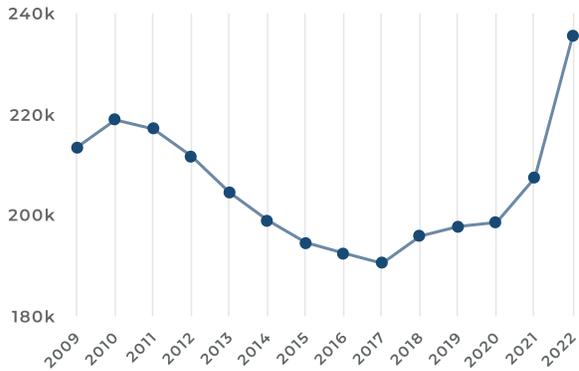
\* Data Source: American Community Survey 5-year estimates

# Housing Overview



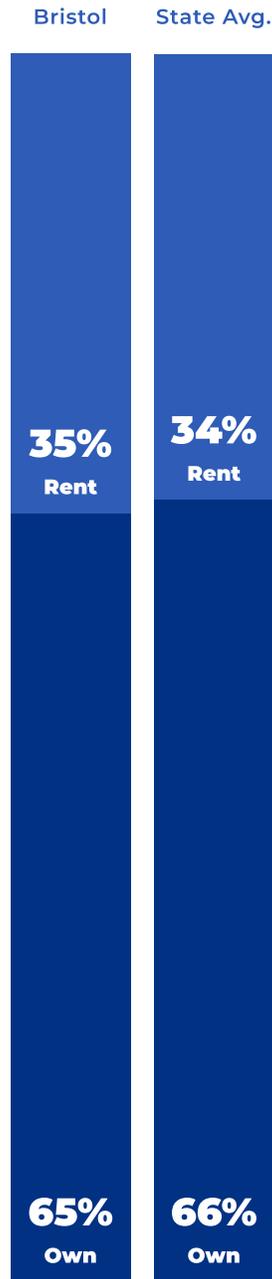
2022 MEDIAN HOME VALUE

**\$235,700**

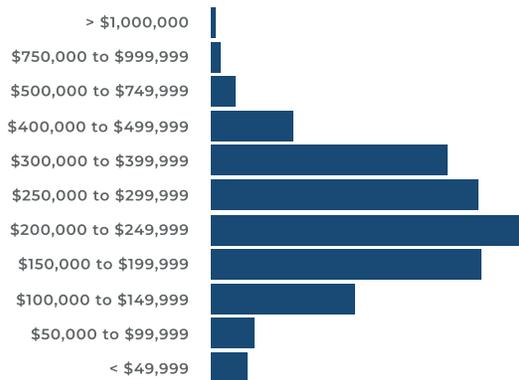


\* Data Source: 2022 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

## HOME OWNERS VS RENTERS



## HOME VALUE DISTRIBUTION



\* Data Source: 2022 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.

\* Data Source: 2022 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

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

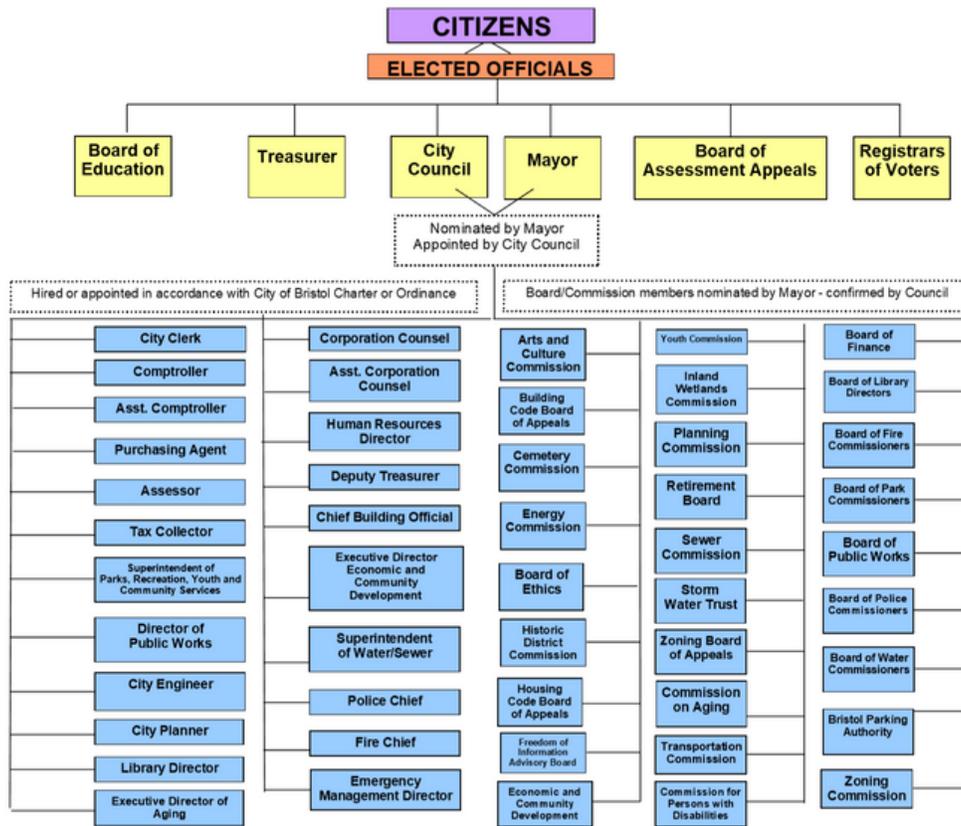
Source: Department of Labor, State of Connecticut

### Employment by Industry

<b>Sector</b>	<b>City of Bristol</b>		<b>State of Connecticut</b>	
	<b>Number</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>
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
<b>Total Labor Force, Employed.....</b>	<b>31,804</b>	<b>100.0%</b>	<b>1,815,636</b>	<b>100.0%</b>

Source: American Community Survey 2015-2019

# 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  
Mark Dickau  
Cheryl Thibeault

## Board of Finance (Appointed)

### 9 Members

Chairperson Dave Maikowski  
Vice Chairperson Marie O'Brien  
Mayor Jeffrey Caggiano  
Commissioners  
Bill Campion  
Nicolle Duquette  
Glenn Heiser  
Jonathan Mace  
Mike Massarelli  
Mark Peterson

## Board of Education (Elected)

### 9 Members

### Board of Education Members

Shelby Pons, Chairman  
Maria Simmons, Vice-Chairman  
Jill Fitzsimons-Bula, Secretary  
Russell Anderson  
Eric Carlson  
Kristen Giantonio  
Lorianne Osenkowski  
Dante Tagariello  
Jennifer VanGorder

## General Government (Elected)

Registrar of Voters (D) Kevin McCauley  
Registrar of Voters (R) Jolene Lustani  
Treasurer Robert Parenti

## 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	Jason Krueger
City Planner	Robert Flanagan
City Engineer	
Police Chief	Mark Morello
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	Iris White, Interim

## 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
<b>Function: General Government</b>										
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									
<b>Function: Public Safety</b>										
Police Department	X						X			
Fire Department	X									
Animal Control	X									
Emergency Management	X									
Building Inspection	X									
<b>Function: Public Works</b>										
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
<b>Function: Health and Social Services</b>										
Bristol/Burlington Health District	X									
Health & Social Service Outside Agencies	X									
Cemetery Upkeep	X									
School Readiness Program	X									
Economic & Community Development	X		X							
<b>Function: Education</b>	X									
School Lunch					X					
<b>Function: Libraries</b>										
Main Library	X									
Manross Library	X									
Library Bequest	X									
<b>Function: Parks, Recreation, Youth and Community Services</b>										
Parks, Recreation, Youth and Community Serv	X					X		X		
Pine Lake Adventure Park						X				
<b>Function: Debt Service</b>	X									X
<b>Function: Miscellaneous</b>										
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									
<b>Function: Water &amp; Sewer Dept.</b>										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.

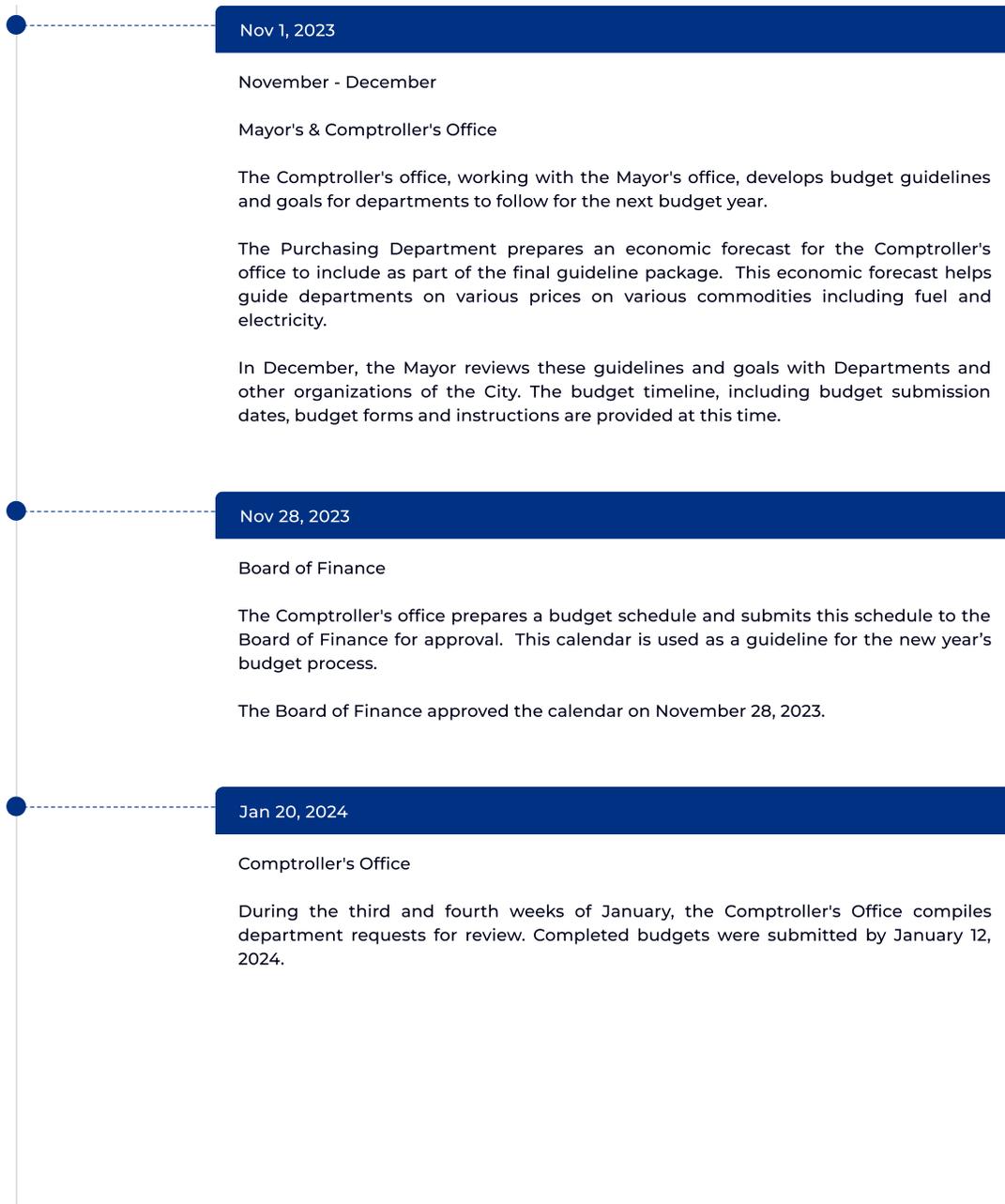
The annual operating budget for the General Fund is adopted on a modified accrual basis consistent with GAAP, except for encumbrances. It is prepared by function, activity and object. Expenditures may not legally exceed appropriations at the object level within a department. It is the City's policy to 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 in early December for the following fiscal year (July 1). Final adoption of the budget occurs either on the third Monday of May, or by the first Friday of June if the Mayor declares an economic emergency, primarily determined by the status of the state budget process to finalize state funding to the City. The budget becomes operational on July 1<sup>st</sup> following the special Joint Meeting.

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



Jan 29, 2024

January - March 2024

The Capital Improvement & Strategic Planning Committee begins their review of the Capital Budget requests with Department Heads. This includes review of the status of projects approved in prior years, Debt Projections for all authorized unissued debt as well as the impact of new projects on the City's debt service and long-term operating budget.

The Capital Budget was approved by the Committee on March 13, 2024, and forwarded to the Board of Finance for review.

Feb 21, 2024

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 21 and March 26, 2024.

Apr 23, 2024

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 17, 2024.

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 23, 2024.

May 20, 2024

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 20, 2024.

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, 2024

Dear Bristol Taxpayer,  
Thank you for choosing Bristol as your home. It is my honor as Mayor to provide updates on the City's budget and other projects as we begin a new fiscal year.

### **THE BUDGET**

The approved City budget has gone through dozens of department head reviews, and multiple public budget hearings. The Board of Finance (BOF) and Comptroller's Office, in collaboration with the Mayor's Office, have reduced initial budget figures by \$8 million (\$4.9M for the City and \$3.1M for the BOE). Just like your budget, the City's expenses have increased. The 2.82% increase is in line or less than other area cities and towns.

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 was created to increase transparency and to display the budget in graphs and charts as well as lists (see reverse side – the 24/25 budget book will be published in late July/early August).

### **ECONOMIC DEVELOPMENT UPDATES**

The newly-renovated City Hall was completed in the fall to better serve the community to match the vibrancy of the surrounding new developments, while allowing City departments and employees to work more collaboratively in a single space.

Economic development continues in downtown. The new Wheeler Health building at One Hope Street is scheduled to open this summer and will host 150+ employees.

Construction on Centre Square Village apartments with first floor retail space continues and is slated to open in December 2024. We will have many new businesses added to the Grand List to help stabilize the tax base. These projects and our small businesses will continue be a priority to continue growth in Bristol.

### **OTHER CITY HIGHLIGHTS**

As we head into summer there are many reasons to enjoy all that Bristol has to offer! From our beautiful parks, to hiking trails, to summer concerts at Page Park and at Lake Compounce, along with a new brewery, the seasonal farmers market, and live shows at the Rockwell Theater at BAIMS. I hope you get out to experience these great venues and events.

Our future is bright in Bristol and new construction downtown and elsewhere along with fiscal restraint will set us up for future success.

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 black 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 2024-2025 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 2024-2025 is \$229,115,085 and represents a 2.82% increase from the City's 2023-2024 budget. Comprised of both fixed and non-fixed components, it is the result of information and data presented by City Departments, working with their respective Boards and Commissions. In addition, there was a comprehensive and deliberative process for the City's Capital Improvement Program. The Mayor's Capital and Strategic Planning Committee approved 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 storm drainage replacement on O'Sullivan Drive, air quality commissioning and security upgrades at the schools, renovations to the Senior Center facility and park improvements. Additionally, Departmental cooperation and collaboration has expanded resulting in operational economies.

Overall, the Grand List increased 0.35%. While real estate property values and personal property increased 0.7% and 5.2% respectively, there was a 6.3% decrease in motor vehicles which offsets the majority of real estate and personal property growth. Overall, the increase in the grand list generates an estimated \$563,500 in additional revenue at the 2023-2024 30.35 mill rate. This is the lowest revenue generated from growth in the grand list the City has realized in the last six years. Most recently this compares to \$6.2 million and \$2.5 million in revenue growth from the grand list in 2023 and 2024, respectively.

Expenditure changes from 2024-2025 are as follows:

- General City increased \$3.08 million or 3.75%.
- Debt Service and Capital Transfers increased \$1.09 million or 7.94%
- Education increased \$2.10 million or 1.65%

### **Revenue**

Revenue estimates have been adjusted slightly in the areas of Investment Income, Building Permits and Conveyance fees but otherwise remain relatively constant with 2023-2024 with one major exception relative to State grants which is estimated to decrease \$3,769,835 or -7.91%. As the City's mill rate decreased to 30.35 for 2023-2024 as a result of revaluation, the City will not receive the Motor Vehicle Transition Grant in 2024-2025 as the mill rate fell below the 32.46 mill rate cap for Motor Vehicles. This grant was to help mitigate the transition to the lower motor vehicle cap. As mentioned, the City's Grand List increase will generate only approximately \$563,500 in tax revenue. To balance the budget the mill rate for July 1, 2024 will increase 1.5 mills to 31.85 or 4.94%. The Board of Finance is recommending that Motor Vehicles be taxed at the state mandated 32.46 mill rate.

Mill Rate Stabilization reserve funds in the amount of \$2,000,000 is recommended to be used to offset the 2024-2025 budget.

### **Chairman's Notes**

The expectation for 2024- 2025 is that the City will continue to be fiscally sound. Its operational and fiscal management is both intuitive and proactive. Our downtown that has laid fallow for years, is now seeing signs of life. The Wheeler Clinic's new 40,000 square foot headquarters is close to completion. The first phase of the Carrier's downtown development, Center Square Village, is well underway and will not only bring housing to downtown, but also new restaurants and retail space. By utilizing the city's ARPA funds wisely, we have seen BristolWorks and the Bristol Bazaar open, and shortly we will also see the expansion of BARC downtown. These new developments will create a buzz of activity and life that the city has not seen in years. Development has not been limited to just downtown. Again, utilizing ARPA funds, we were able to aid the development of the former Mohanna Family farm on Route 6 that will be home to a 26,000 square foot ProHealth facility along with two other businesses. These are just a couple of examples of economic growth in the city that will generate

additional tax revenue in future years. The 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, initiate change to enhance the status quo and implement 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.

### **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 2024-2025 but also long term goals and objectives.

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.

Respectfully submitted,  
David Maikowski  
Board of Finance Chairperson

# Comptroller's Budget Message

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

It is my pleasure to present this 2024-2025 budget message and budget document. It is the culmination of many months of effort on the part of elected officials, citizens appointed to City Boards and Commissions, management and staff who worked diligently on the development of their respective budget requests and review as well as providing information in the preparation of this document in its completed format.

A significant effort was devoted to adopt a 2025 budget that is balanced fiscally, philosophically and meets the demands of the citizens of the City. This year in particular it was important to weigh many current factors, including the uncertainty of the economy, inflation, loss of state revenues, minimal grand list growth and the best interests of the taxpayers. It is the desire and goal of this administration, through the budget process, to advance the quality of life for residents of the City of Bristol.

This budget message provides an overview of the City's approved 2024-2025 budget. This budget, approved by the City Council and Board of Finance on May 20, 2024, totals \$253,795,985 for all funds. The approved General Fund budget, on which the mill rate is based, is \$229,115,085. To balance this budget the mill rate was increased from 30.35 to 31.85 for Real Estate and Personal Property and from 30.35 to 32.46 for Motor Vehicles. Factors that influenced the development of this budget are further explained in this budget message.

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

The City's 2024-2025 budget process started in November 2023 when guidelines and instructions to departments are distributed. While the focus of the budget process is the ensuing fiscal year, the process itself continues to address and incorporate anticipated long term issues as well as ongoing factors, specifically:

- Increased debt service costs as a result of prior bond issues to fund various capital projects. To address the increase in debt service a phased in approach and the use of premiums were planned to offset increases over a number of years. As in the past 2 fiscal years, the 2024-2025 Debt Service line increased \$1,000,000.
- Union contract wage increases. Contracts were in place for non- bargaining, BPSA Supervisors, Police, AFSCME 233 and 1338 employees. The Fire employees contract was not settled prior to budget adoption but estimated funds are included to provide for negotiated increases.
- Increases in health and property and liability insurances. Renewals for insurances saw a significant increase for FY2024-2025, much of which was driven by the market but also additional coverage (renovated City Hall) and higher than anticipated medical claims.
- Increases in Education spending. Primary drivers in education spending are wages and mandated special education costs as well as insurances.

It was anticipated that the 2024-2025 budget development was going to be challenging, primarily due to a projected reduction in revenues which made balancing the budget with a stable tax rate difficult. Specifically, affected revenues included, State grant of approximately \$3.6 million for the Motor Vehicle Transition grant that the City was no longer eligible to receive; loss of surplus funds reserved in prior years that was used for the 2023-2024 budget and not replicated; and minimal grand list growth to generate new tax revenues which was the lowest in recent history. In addition, the anticipated increase in debt service as well as the insurances and wages were also factors.

The process itself is very comprehensive. 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 has encouraged to promote a deliberative and meaningful discussion on the level of funding needed by each department to accomplish their goals, objectives and longer term initiatives. It also assists the Board to evaluate and prioritize requests along with staff. Faced with these issues as well as just coming off a revaluation year, rising inflation, 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 City was completing its allocation of \$28 million in American Rescue Plan Act (ARPA) funds which 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 prepares 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 2024-2025 Budget

Overall department requests totaled \$237,116,100 representing a 6.41% increase. The Chart below highlights the overall requests:

#### Requested 2024-2025 Budget:

	<b>Adopted 2023-2024</b>	<b>Requested 2024-2025</b>	<b>Increase \$</b>	<b>Increase %</b>
<b>General City</b>	\$82,016,055	89,471,105	7,455,050	9.09%
<b>Debt Service &amp; Capital Transfers</b>	13,833,530	15,412,395	1,578,865	11.41%
<b>Education</b>	126,989,000	132,232,600	5,243,600	4.12%
<b>Total General Fund</b>	<b>\$222,838,585</b>	<b>\$237,116,100</b>	<b>14,277,515</b>	<b>6.41%</b>

In addition to an in-depth review of budget requests by the Comptroller's Office, budget hearings were held with the Board of Finance during February and March. In late April the Board of Finance adopted a budget recommendation with final adoption at a Joint Meeting of the Board of Finance and City Council on May 20, 2024. A General Fund budget of \$229,115,085 was approved, representing a \$6,276,500 or 2.82% increase over the 2023-2024 budget. The General City budget increased 3.75%, Debt Service and Capital Transfers increased 7.94% and Education increased 1.65%, as noted in the chart below.

#### Approved Budget:

	<b>Adopted 2023-2024</b>	<b>Adopted 2024-2025</b>	<b>Increase \$</b>	<b>Increase %</b>
<b>General City</b>	\$82,016,055	\$85,093,690	\$3,077,635	3.75%
<b>Debt Service &amp; Capital Transfers</b>	13,833,530	14,932,395	1,098,865	7.94%
<b>Education</b>	126,989,000	129,089,000	2,100,000	1.65%
<b>Total General Fund</b>	<b>\$222,838,585</b>	<b>\$229,115,085</b>	<b>\$6,276,500</b>	<b>2.82%</b>

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, costs and priorities 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.

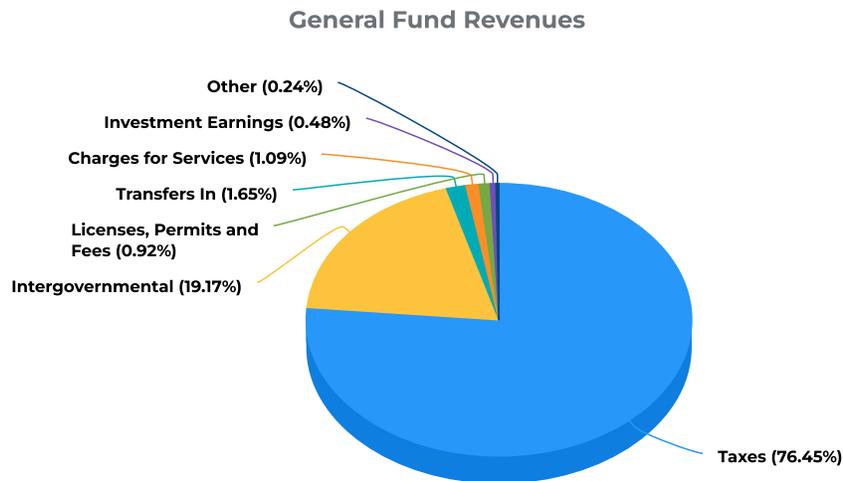
A discussion of the budget follows.

## 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 considered. The most significant increase in the 2024-2025 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)	
	2023-2024	2024-2025	\$	%
Taxes and Prior levies	\$164,917,900	\$174,355,790	\$9,437,890	5.72%
Interest/Lien fees - delinquent taxes	775,000	800,000	25,000	3.23%
Licenses, permits and fees	1,609,350	2,113,100	503,750	31.30%
Intergovernmental	47,682,435	43,912,600	(3,769,835)	(7.91%)
Charges for services	2,325,495	2,501,695	176,200	7.58%
Investment earnings	981,500	1,104,000	122,500	12.48%
Sale of property and equipment	75,000	75,000	-	0.0%
Miscellaneous	478,675	475,505	(3,170)	(0.66%)
Operating transfers in	3,993,230	3,777,395	(215,835)	(5.41%)
<b>Total Estimated Revenues</b>	<b>\$222,838,585</b>	<b>\$229,115,085</b>	<b>\$6,276,500</b>	<b>2.82%</b>

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 2023-2024 mill rate was 30.35 for Real Estate and Personal Property and Motor Vehicles. The fiscal year 2024-2025 mill rate was set at 31.85 for Real Estate and Personal Property and 32.46 for motor vehicles. This is an increase of reduction of 4.94% and 6.95% respectively. In accordance with State legislation establishing a cap on the Motor Vehicle Tax at 32.46 the City set this mill rate at that cap so in future years there would be no fluctuations in the motor vehicle tax rate. 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.

The total of all taxable property less exemptions is the “Net Taxable Grand List”. For 2024-2025, the October 1, 2023 Net Taxable Grand List, after Board of Assessment Appeals adjustments, totaled \$5.45 billion representing an increase of \$18.8 million over the prior year grand list. 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 0.35% for the current year. This is significant and a direct result of revaluation. Real Estate values increased \$31.5 million or 0.71%, Personal Property increased \$23.2 million or 5.26% and Motor Vehicles decreased \$35.9 million or 6.37%.

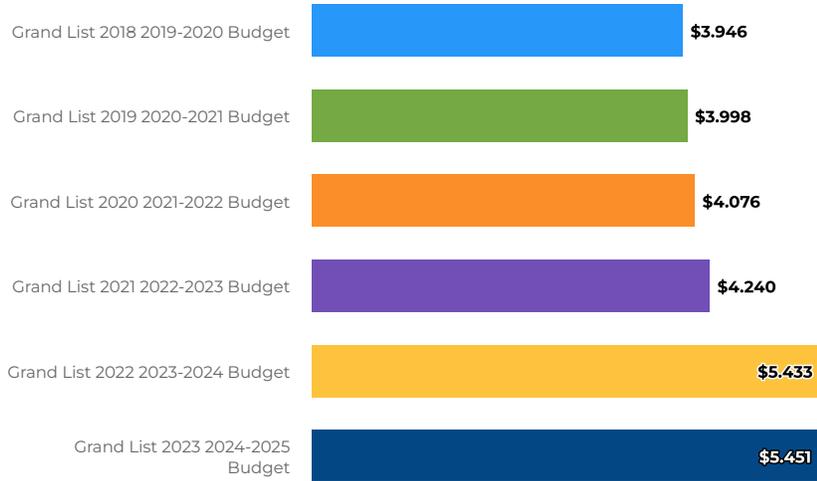
Category	Grand List		Change	
	2022	2023	\$	%
<b>Real Estate</b>	\$4,428,580,329	\$4,460,101,573	\$31,521,244	0.71%
<b>Personal Property</b>	441,190,099	464,394,892	23,204,793	5.26%
<b>Motor Vehicle</b>	563,162,116	527,282,820	(35,879,296)	(6.37%)
<b>Total</b>	<u>\$5,432,932,454</u>	<u>\$5,451,779,285</u>	<u>18,846,741</u>	<u>0.35%</u>

**Taxes (76% of all Revenues)**

Combined tax revenues increased \$9,437,890 and represents 76% 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 \$2.5 million. The actual tax collection rate was 99.5% for the fiscal year ending June 30, 2023 and 99.5% for the fiscal year ending June 30, 2022.

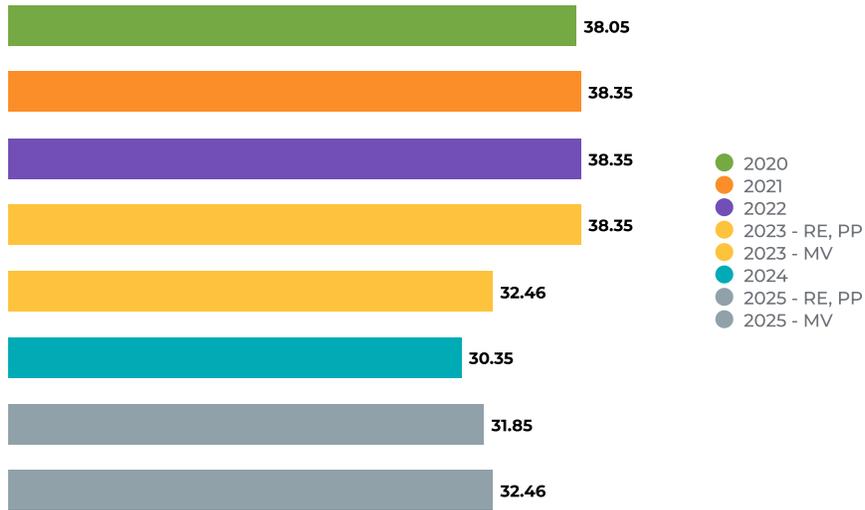
The following charts present the annual net grand list growth and mill rates for a five-year period. In addition, several statistical tables are available throughout this document relative to tax levies and collections as well as comparative assessed valuation of taxable property which can be found in the respective department's summary sections.

### Net Grand List - Past Five Years (in millions)



(\$)

### Mill Rates by Year



**Intergovernmental Revenue (19% of all revenues)**

Local governments in Connecticut 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 2024-2025 the General fund is expected to receive \$43,912,600 in state and federal grants. The Education Cost Sharing grant is the largest with \$41,657,310 anticipated.

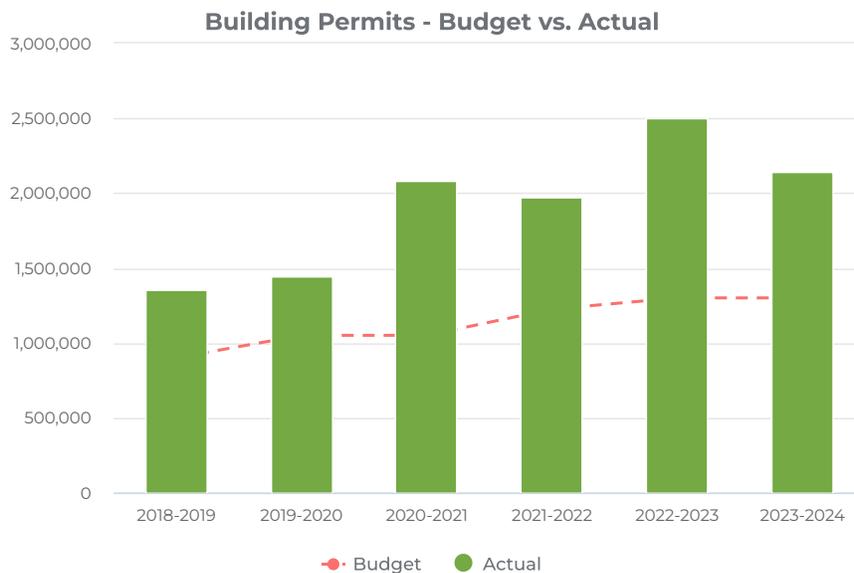
Overall, estimates for State grants decreased in total by \$3.7 million due to the loss of the Municipal Transition Grant that received in prior years. Legislation for this grant was enacted to assist cities and towns with revenue loss due to the Motor Vehicle mill rate cap of 32.46. Prior to FY2023-2024 (revaluation year) the city’s mill rate exceeded the 32.46 forcing the cap on motor vehicle taxes. The estimated revenue loss was approximately \$3.6 million. As a result of revaluation for FY2023-2024 the mill rate declined below the 32.46 cap so the city was no longer eligible for this grant.

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

**Licenses, Permits and Fees (0.92% of all revenues)**

General Fund Licenses, Permits and Fees are estimated at a 31% increase over current year levels. The City has experienced an increase in Building Permit revenue over the last few years, specifically with the increase in building and economic development incentives coming to fruition in the downtown area as well as along the Routes 229 and 6 corridors. Building permits were increased \$500,000 or 38%, which is still a conservative estimate for budget estimate purposes. All other fees remained at current year levels.

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

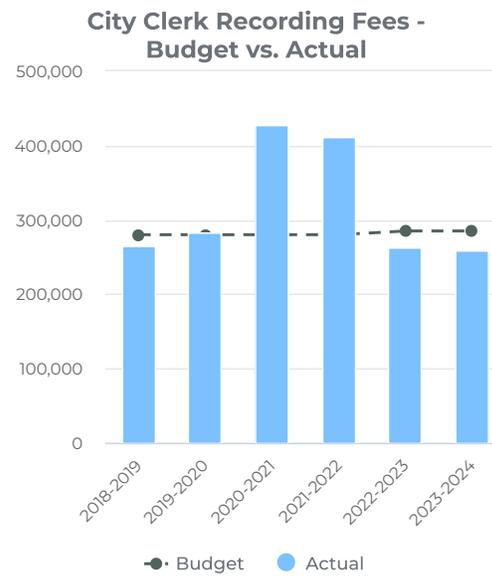
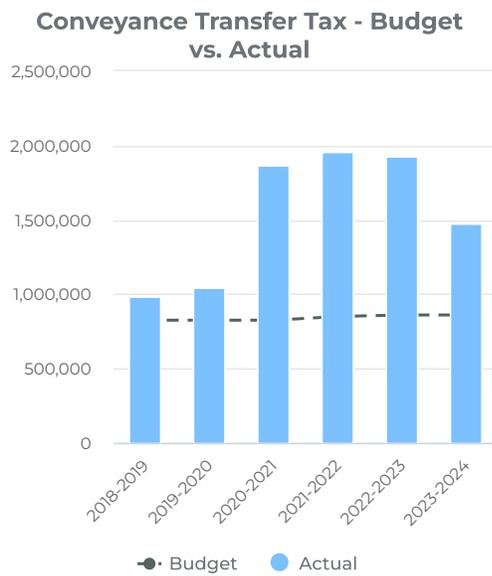


## **Charges for Services**

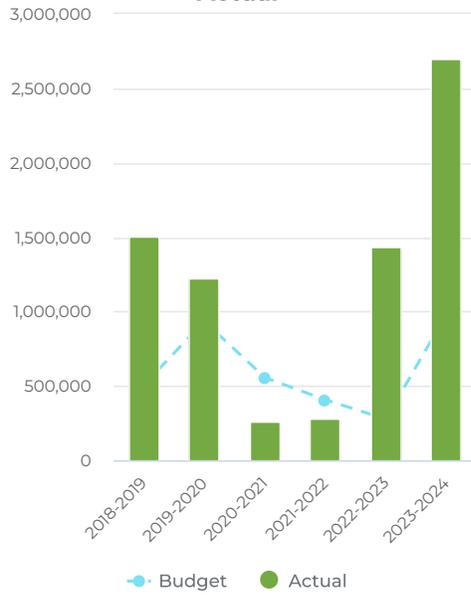
There is an increase in this revenue category of \$176 thousand primarily due to an estimated increase in Conveyance Fees. The two main General Fund sources within this category are City Clerk Recording Fees and Real Estate Transfer (Conveyance) Fees. While both of these fees have a correlation with Building Permit revenue and have experienced increasing levels of activity over the past few years, to remain conservative Conveyance Fees are estimated at a slight increase of \$120,000. The City Clerk's Office collects fees for the recording of documents. The fees are charged as set by the State of Connecticut.

Minor increases in other areas, based on trends, make up the balance of the increase in this revenue category.

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

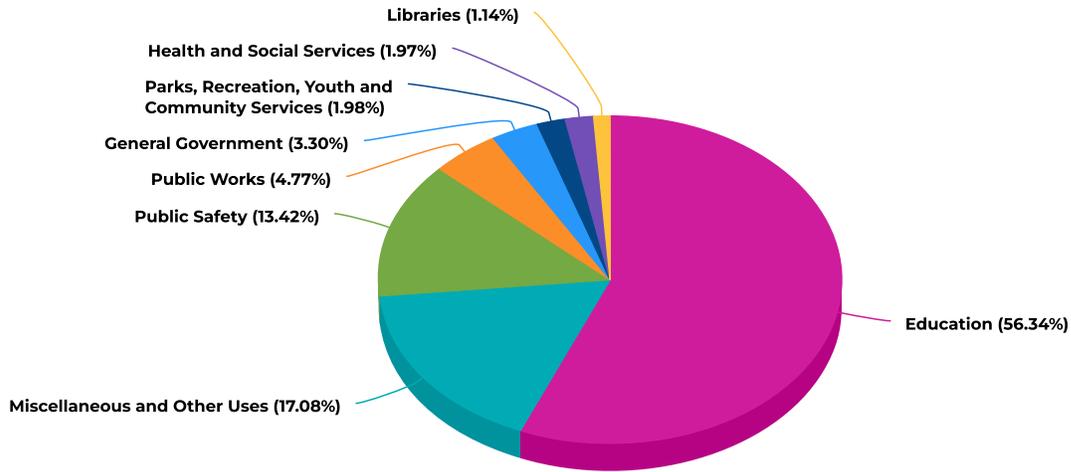
The City experienced a significant increase in Investment Earnings over the last few years primarily as a result of the Federal Reserve increasing rates effectively increasing the rates the City was able to get on Certificates of Deposits, money market and pooled investments. For the 2023-24 fiscal year the City anticipates it will earn approximately \$1.7 million more than the budget estimate of \$0.98 million. In light of this trend, Investment Income was increased, very conservatively, to \$1.1 million for FY2024-2025. In anticipation of continued sound cash management practices including the investment of additional idle funds, this is an 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.

## 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)	
	2023-2024	2024-2025	\$	%
General Government	\$7,435,505	\$7,564,720	\$129,215	1.74%
Public Safety	29,234,150	30,748,260	1,514,110	5.18%
Public Works	11,003,635	10,930,200	(73,435)	(0.67%)
Health and Social Services	4,215,635	4,513,515	297,880	7.07%
Libraries	2,561,325	2,615,730	54,405	2.12%
Parks, Recreation, Youth and Community Services	4,267,360	4,530,735	263,375	6.17%
Miscellaneous and Other Uses	37,131,975	\$39,122,925	1,990,950	5.36%
Education	126,989,000	129,089,000	2,100,000	1.65%
<b>Total General Fund</b>	<b>\$222,838,585</b>	<b>\$229,115,085</b>	<b>\$6,276,500</b>	<b>2.82%</b>

The most significant changes were in the following departments:

- Public Safety increased 5.18% primarily due to union contract wage increases for police employees.
- Public Works decreased overall due to a transition of capital fleet equipment from the annual operating budget to the Equipment Building Sinking Fund reserve. This was a \$500,000 decrease to the Fleet Capital Outlay.
- Health and Social Services increased 7.07% due to an increase to the City's share of the Bristol/Burlington Health District budget. The District is working with the City to establish a policy to mitigate these increases in future years by establishing reserves to set aside excess city contributions over actual expenditures.
- Libraries increased 2.12% due to contractual wage increases and minimum wage increases for part-time employees.
- Parks, Recreation, Youth and Community Services increased 6.17 % due to a variety of costs, but primarily minimum wage increases for Part Time/Seasonal employees.
- Education increased 1.65% or \$2.1 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.
- Miscellaneous and Other Uses includes Debt Service, Employee Benefits, Transfer to Other Funds, including the Health Insurance Fund, and OPEB. Overall this increased \$1.99 million or 5.36%.
  - In March 2023 the City issued \$30 million in debt. To smooth out the increases in annual debt service payments over the last few years, the City has been allocating premium to offset the interest costs and budgeting a \$1 million increase for debt service. For FY2024-2025 approximately \$800 thousand of premium was allocated. The City traditionally maintains 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, 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 \$1.2 million. The City anticipated, on average, for a 9% increase in health insurance.
- 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 \$2,735,655 excluding Board of Education. This amount included Public Works-Fleet requests of \$1,378,000, of which \$500,000 in funding was approved. The remaining \$1,208,765 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, 2024. Items not funded but deemed a priority or essential to the department were funded in 2023-2024 through departmental transfers as funding was available.

The 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 2024-2025

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 3.75%, and Debt Service increased \$1 million or 8.5%. The Board of Education increased \$2.1 million or 1.65%. This results in a net operating budget increase of \$6,276,500, or 2.82% over the 2023-2024 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
	2023-2024	2024-2025	\$	%	
Salaries	\$44,720,690	\$46,114,930	\$1,394,240	3.12%	1.70%
Contractual/Professional Services	5,706,850	5,969,630	262,780	4.60%	0.32%
Supplies/Services/Utilities	7,579,065	7,914,335	335,270	4.42%	0.41%
General Insurance	1,317,060	1,488,200	171,140	12.99%	0.21%
Employee Benefits	17,293,820	18,581,015	1,287,195	7.44%	1.57%
Capital Outlay	1,632,020	988,665	(643,355)	-39.42%	-0.78%
Other/Miscellaneous	1,686,545	1,707,095	20,550	1.22%	0.02%
Operating Transfers Out	2,080,005	2,329,820	249,815	12.01%	0.30%
<b>Total</b>	<b>\$82,016,055</b>	<b>\$85,093,690</b>	<b>3,077,630</b>	<b>3.75%</b>	<b>3.75%</b>

Salaries increased 3.12% over the prior year salary accounts which represents 1.70% 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 Personnel Changes section of the budget document.

Contractual Services increased 4.60%. 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 \$284,300 increase over the 2023-2024 budget.

Supplies and Services increased due to increases in tipping fees and utility costs and overall represents a 4.42% increase over the 2023-2024 budget.

General Insurance increased 12.99% or \$171,140 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 \$1,287,195 or 7.44%. This account is primarily for payroll related costs, FICA and Medicare as well as the transfer to the Health Benefits Fund which increased approximately \$1.2 million and due to increase in health insurance and workers' compensation costs. Reserves in the Health Benefits funds were used to offset estimated increases in claims. Funds budgeted 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 also contribute towards the Actuarial Determined Contribution (ADC) in the amount of approximately \$209 thousand. The total cash contribution for 2024-2025 will be \$1.4 million and combined with the expected benefit payouts represents 86% of the actuarial determined contribution. 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 123.8% at July 1, 2023.

Capital Outlay decreased 39.42% or \$643,355. This accounts for recurring capital expenditures expected to last more than one year and that cost more than \$1,000 and generally includes vehicles, maintenance equipment, computers, office furniture, and replacements or enhancements to City buildings and facilities. The reduction is due to a transition of approximately \$500K in Fleet to the Equipment Building Sinking Fund transfer at year end. All department requests totaled \$2,736,655. Of this amount \$500,000 was funded through the General Fund Fleet budget and \$1,208,765 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 1.22% or \$20,550 due to the increase in relocation costs in the Community Services budget.

Operating Transfers Out increased by \$249,815 or 12.0%. 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

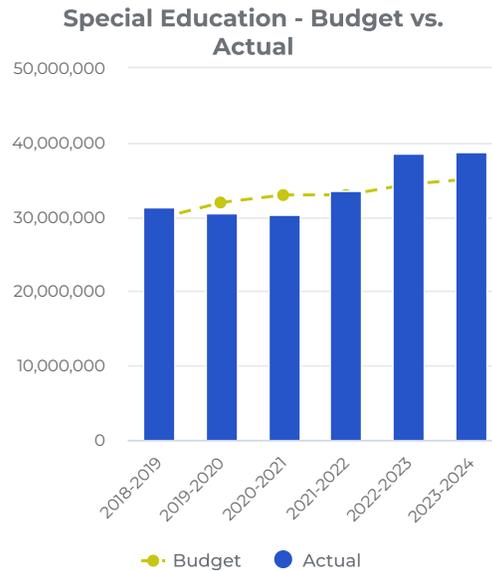
## Operating Budget: General Fund – Education

The Board of Education (BOE) adopted budget of \$129,089,000 is an increase of \$2,100,000 or 1.65% 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	50,000
Medicaid Revenues	451,352
Excess Student Cost	4,983,747
<b>Total Anticipated Revenue</b>	<b><u>\$5,643,078</u></b>

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, eight Special Revenue Funds (Community Development Block Grant (CDBG), Solid Waste Disposal Fund, School Lunch Program, Pine Lake Challenge Course, LoCIP Projects, Transfer Station Fund, Police Private Duty Fund and the Arts and Culture 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 2024-2025 City share is \$485,880, which represents an increase of \$19,000 over the 2023-2024 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 2024-2025 budget for this self-balancing fund is \$1,777,280.

**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 \$386,150 and federal reimbursement at \$4,921,530. 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 \$5,732,630.

**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 \$51,750.

**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 \$921,110.

**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 2024-2025, the City adopted a formal budget for this fund in the amount of \$5,800,090 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 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 2024-2025 budget is \$1,897,500.

**Arts and Culture Fund** -The Arts and Culture Fund was established in 2022-2023. 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. The 2024-2025 adopted budget is \$299,630.

## **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 2024-2025 appropriations for this fund have increased to \$11,238,899.

**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 2024-2025 budget is \$7,471,340, or a \$60,195 increase over the approved 2023-2024 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 four fiscal years has 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 representatives 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, and Purchasing 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 subgroups: City Use, Non-Profit and Business Recovery. In addition, an outside consultant was hired to assist with the overall management of these funds. Through FY2023-2024 almost 100% of these funds have been allocated to various City projects; to economic recovery for City businesses, including incentives to increasing the work force and/or capital improvements to structures to meet new pandemic guidelines; and, to public assistance and 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, the budget document is always evolving and incorporates modifications to keep pace with any changes in financial statement requirements, the Government Finance Officers Association (GFOA) Budget Awards Program criteria and management goals, priorities and initiatives. It is meant to be a communication

tool for residents and external stakeholders. This is a GFOA Award winning document with regard to the GFOA's criteria and the City incorporates any comments or suggestions from GFOA reviewers to match current award standards so it can be received in future years.

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.

### **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. In addition, the Comptroller's staff appreciate the support of Mayor Caggiano, Board of Finance Chair David Maikowski, Board of Finance and City Council.

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 in the short-term, and in the West End and Forestville Center longer term. Overall the City will 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 five year financial forecasting for projects
- Long-range operating financial planning
- Integration of various department goals and strategic plans with the annual budget process and review by the Capital Improvement and Strategic Planning Committee
- Continued work with ARPA Task Force to align approved projects with the City's 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 the Capital Improvement Program. The City approved a number of streetscape improvements in prior years which are currently in various stages of design or construction.
- Established a Road Improvements Fund (RIF) to supplement bonding for road improvements utilizing State and Federal grants as well as General Fund appropriations. While the RIF is funded primarily with state and Federal grants, the City does incorporate funds in the General Fund budget to supplement this funding to meet planned infrastructure improvements.
- Using a pavement management rating system to annually evaluate city roads and infrastructure.

### 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 in alignment with citizen priorities. Reviewed as part of the Capital Improvement and Strategic Planning process, projects have also been prioritized to align with budgetary constraints using a phase in approach.
- Develop a Plan to fund new projects on a timely and organized schedule for planning purposes.

More detail on the Parks Strategic Planning initiatives is available in the Parks department summary section as well as the Capital Budget section of this document.

### ECONOMIC DEVELOPMENT

Downtown Development:

- Planning over the last 4 years has resulted in the State of CT Department of Economic & Community Development Urban Act granting the City \$4.6 million to be used for infrastructure for the final stage of its downtown revitalization. (City Hall Garage/Public Town Green).
- Performed a Route 72 corridor study for Riverside Avenue improvements that melds with the plans for the Memorial Boulevard Magnet School (Bristol Arts and Innovations Magnet School) and the Rockwell Theater.
- Approved plans and sold property for Centre Square development and an ARPA funded parking structure (\$5.2M).
- Approved plans for streetscape improvements with state grant funding totaling over \$12 million along Riverside Avenue, Park and North Main Street.
- Completed major improvements and renovation 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
- Put out to bid remediated brownfield property at 894 Middle Street to a 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. Department 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. This project is in the design phase and has been incorporated in long term planning for city debt projections.
- Planned Redistricting to create parity in class size and demographics
- Adopting consistent grade configurations/instructional models across all schools aligned to the developmental plan 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
- Reviewed process and procedures of City's pension fund including comprehensive review of manager fees and contract
- Water and Sewer Department accounts payable and receivable function and processes

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.

#### FIRE

- Planning and design of a new Firehouse with construction anticipated to begin in fiscal year 2025.

#### 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 primarily relates to the effect on the General Fund but does incorporate the impact of decisions made that affect the Capital, Debt Service and Internal Service funds (employee benefits and workers' compensation):

## EXPENDITURE ASSUMPTIONS:

The above assumptions are based on historical trends, 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 details of debt service projections are provided in the Capital Budget section of this document.

## REVENUE ASSUMPTIONS:

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

<b>ASSUMPTIONS</b>	<b>10/1/2024</b>	<b>10/1/2025</b>	<b>10/1/2026</b>	<b>10/1/2027</b>	<b>10/1/2028</b>
Real Estate	0.75%	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	FY2026	
	Police	4.20%
	All other	3.00%
	FY2027-2030	3.00%
Professional Services	FY2026-FY2030	4.50%
Fuel	FY2026-FY2030	2.00%
Other Supplies	FY2026-FY2030	1.50%
General Insurance	FY2026-FY2030	8.00%
Employee Benefits	FY2026-FY2030	7.00%
Miscellaneous	FY2026-FY2030	2.00%
Transfer to Special Revenue Funds	FY2026-FY2030	2.00%
Education	FY2026-FY2030	3.00%
Debt Service	PER CAPITAL PLANNING PROJECTIONS	
Transfer to Capital Projects	Estimated - includes transfer to TIF reserve	

## LONG RANGE OPERATING FINANCIAL PLAN

	<b>2025</b>	<b>PROJECTIONS</b>				
	<b>ADOPTED</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
Salaries	46,114,930	47,767,556	49,200,583	50,676,600	52,196,898	53,762,805
Contractual/Professional Services	5,969,630	6,238,263	6,518,985	6,812,340	7,118,895	7,439,245
Fuels	1,096,225	1,118,150	1,140,512	1,163,323	1,186,589	1,210,321
Services/Supplies	7,914,335	6,920,382	7,024,187	7,129,550	7,236,493	7,345,041
General Insurance	1,488,200	1,607,256	1,735,836	1,874,703	2,024,680	2,186,654
Employee Benefits	18,581,015	20,067,496	21,672,896	23,406,728	25,279,266	27,301,607
Sinking Fund	110,000	250,000	250,000	250,000	250,000	250,000
Capital Outlay	878,665	900,000	900,000	900,000	900,000	900,000
Miscellaneous	1,707,095	1,741,237	1,776,062	1,811,583	1,847,815	1,884,771
Transfer to Special Revenue	2,329,820	2,399,715	2,471,706	2,545,857	2,622,233	2,700,900
<b>TOTAL GENERAL GOVERNMENT</b>	<b>86,189,915</b>	<b>89,010,054</b>	<b>92,690,768</b>	<b>96,570,684</b>	<b>100,662,869</b>	<b>104,981,344</b>
<b>EDUCATION</b>	<b>129,089,000</b>	<b>132,961,670</b>	<b>136,950,520</b>	<b>141,059,036</b>	<b>145,290,807</b>	<b>149,649,531</b>
<b>CAPITAL AND DEBT SERVICE</b>	<b>14,932,395</b>	<b>15,750,000</b>	<b>16,750,000</b>	<b>18,380,000</b>	<b>20,172,000</b>	<b>21,100,000</b>
<b>TOTAL BUDGET</b>	<b>229,115,085</b>	<b>237,721,724</b>	<b>246,391,288</b>	<b>256,009,720</b>	<b>266,125,676</b>	<b>275,730,875</b>
Increase over Prior Year		8,606,639	8,669,564	9,618,431	10,115,956	9,605,200
% Increase over Prior Year		3.76%	3.65%	3.90%	3.95%	3.61%
<b>Revenues other than Taxes</b>		59,715,425	59,521,053	59,537,061	59,663,852	60,001,847
<b>Revenues to be raised from Taxes</b>		178,006,299	186,870,235	196,472,659	206,461,823	215,729,028
<b>Motor Vehicle Tax at 32.46 mills</b>		17,115,600	17,800,224	18,512,233	19,252,723	20,022,832
<b>Revenues to be raised - RE/PP</b>		160,890,699	169,070,011	177,960,425	187,209,101	195,706,196
<b>Grand List Projections RE/PP</b>		4,976,523,022	5,029,543,492	5,083,589,478	5,138,693,785	5,194,890,469
<b>Current/Projected Mill Rate</b>	31.85	32.33	33.62	35.01	36.43	37.67
<b>Mill Rate Change</b>		0.48	1.29	1.39	1.42	1.24
<b>Mill Rate % Increase</b>		1.51%	3.98%	4.14%	4.07%	3.41%

## 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 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 Receptions
  - 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 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
- Investments in securities that are not readily marketable, other than securities or deposits that mature within one year, may not exceed twenty percent (20%) of the portfolio's net assets at the time of purchase, and
- Investing in securities with varying maturities.

This section 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 by 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 M&T 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: April 2024

## **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.
- Annual contribution for the assessor revaluation that is 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**

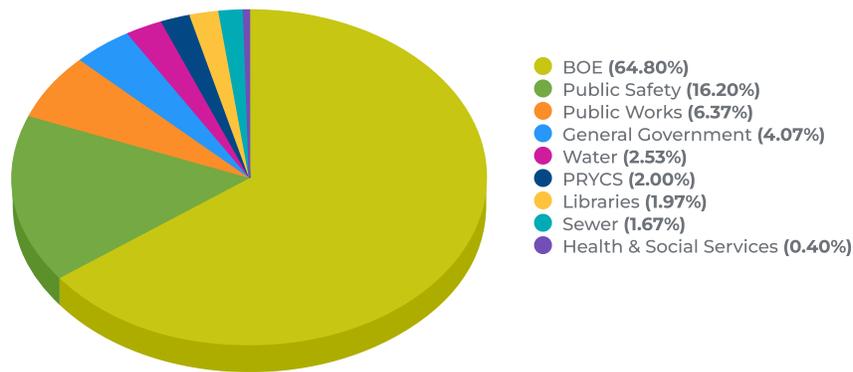
The City's Personnel Policies & Procedures outlines the process and procedures for authorization for business travel. Mileage reimbursement is in accordance with the IRS standard mileage reimbursement rate.

## Personnel Changes

Over 90% of the 2024-2025 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

Department	Fiscal	Position	Fiscal	Position	Fiscal
	Year	Changes	Year	Changes	Year
	<u>2023</u>	<u>2024</u>	<u>2024</u>	<u>2025</u>	<u>2025</u>
Mayor	2.0	0.0	2.0	0.5	2.5
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
<b>Total General Government</b>	<b>61.0</b>	<b>0.0</b>	<b>61.0</b>	<b>0.5</b>	<b>61.5</b>
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
<b>Total Public Safety</b>	<b>243.5</b>	<b>0.0</b>	<b>243.5</b>	<b>0.0</b>	<b>243.5</b>
Public Works Department	95.5	0.0	95.5	0.0	95.5
<b>Total Public Works</b>	<b>95.5</b>	<b>0.0</b>	<b>95.5</b>	<b>0.0</b>	<b>95.5</b>
Economic and Community Development	5.0	0.0	5.0	0.0	5.0
School Readiness	1.0	0.0	1.0	0.0	1.0
<b>Total Health &amp; Social Services</b>	<b>6.0</b>	<b>0.0</b>	<b>6.0</b>	<b>0.0</b>	<b>6.0</b>
Libraries	29.5	0.0	29.5	0.0	29.5
Parks, Recreation, Youth & Community Services	30.0	1.5	31.5	0.5	32.0
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	972.0	0.0	972.0	-7.0	965.0
<b>Total Full-Time Positions</b>	<b>1,498.50</b>	<b>1.50</b>	<b>1,500.00</b>	<b>(6.00)</b>	<b>1,494.00</b>

The 0.5 full time equivalent increase in the Mayor's Office is for the addition of a permanent part time Administrative Aide. The 0.5 full time equivalent increase in Parks, Recreation, Youth and Community Services is the 0.5 position for the Arts and Culture coordinator moved to the Arts & Culture Fund as a full time position to manage the new Rockwell Theater. Also, the BOE decreased seven positions in the General Fund.

## Full Time Position Summary

Department	Position	Budget Year		
		2023	2024	2025
<b>General Government</b>				
<b>Mayor's Office</b>	Mayor	1	1	1
	Executive Assistant to the Mayor	1	1	1
	Administrative Aide	0	0	0.5
	<b>Subtotal Mayor's Office</b>	<b>2</b>	<b>2</b>	<b>2.5</b>
<b>Registrars of Voters</b>	Registrar of Voters	1	1	1
	Registrar of Voters	1	1	1
	Registrar Coordinator	1	1	1
	<b>Subtotal Registrars of Voters</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Assessor's</b>	Assessor	1	1	1
	Deputy Assessor	1	1	1
	Assessment Technician	1	1	1
	Principal Clerk	1	1	1
	Sales and Ratio Clerk	1	1	1
	Senior Administrative Assistant	1	1	1
	<b>Subtotal Assessor's</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>Tax Collector</b>	Tax Collector	1	1	1
	Deputy Tax Collector	1	1	1
	Administrative Assistant	1	1	1
	Principal Clerk	2	2	2
	Principal Clerk	0	0	0
	<b>Subtotal Tax Collector</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>Purchasing</b>	Purchasing Agent	1	1	1
	Administrative Assistant	1	1	1
	Purchasing Assistant	1	1	1
	<b>Subtotal Purchasing</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Comptroller's Office</b>	Comptroller	1	1	1
	Assistant Comptroller	1	1	1
	Assistant to the Comptroller	1	1	1
	Senior Accountant	1	1	1
	Payroll and Pension Supervisor	1	1	1
	Budget & Accounting Assistant	1	1	1
	Accounting Clerk	2	2	2
	Payroll Clerk	1	1	1
	Benefits Specialist	1	1	1
	<b>Subtotal Comptroller's Office</b>	<b>10</b>	<b>10</b>	<b>10</b>
<b>Treasurer's Office</b>	Deputy Treasurer	1	1	1
	Accounting Clerk	1	1	1
	Bookkeeping Clerk	0.5	0.5	0.5
	<b>Subtotal Treasurer's Office</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>
<b>IT Dept.</b>	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
	<b>Subtotal Information Technology</b>	<b>9</b>	<b>9</b>	<b>9</b>

Department	Position	Budget Year			
		2023	2024	2025	
<b>Human Resources</b>	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	
	<b>Subtotal Human Resources</b>	<b>4</b>	<b>4</b>	<b>4</b>	
<b>Corporation Counsel</b>	Legal Secretary	1	1	1	
	P/T Legal Administrative Assistant	0.5	0.5	0.5	
	Assistant Corporation Counsel	2	2	2	
	<b>Subtotal Corporation Counsel</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>	
<b>City Clerk</b>	Town & City Clerk	1	1	1	
	Assistant Town & City Clerk	1	1	1	
	Statute & Legislative Coordinator	2	2	2	
	Sr. Administrative Assistant	1	1	1	
	Administrative Assistant	1	1	1	
	<b>Subtotal City Clerk</b>	<b>6</b>	<b>6</b>	<b>6</b>	
<b>Department of Aging</b>	Executive Director of Aging	1	1	1	
	Assistant Director of Aging	1	1	1	
	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	
	<b>Subtotal Department of Aging</b>	<b>7</b>	<b>7</b>	<b>7</b>	
<b>Total General Government</b>		<b>61</b>	<b>61</b>	<b>61.5</b>	
<b>Police Department Administration</b>	Chief of Police	1	1	1	
	Deputy Chiefs	2	2	2	
	Administrative Secretary	1	1	1	
	Police Payroll Supervisor	1	1	1	
	Principal Clerk	1	1	1	
	Staff Assistant	1	1	1	
	Evidence Clerk	1	1	1	
	<b>Subtotal Police Department- Administration</b>	<b>8</b>	<b>8</b>	<b>8</b>	
	<b>Maintenance</b>	Fleet Traffic Maintenance Technician	1	1	1
		<b>Subtotal Police Department- Maintenance</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Patrol &amp; Traffic</b>	Patrol Lieutenants	9	9	9	
	Sergeants	10	10	10	
	Police Officers	76	76	76	
	<b>Subtotal Police Department- Patrol &amp; Traffic</b>	<b>95</b>	<b>95</b>	<b>95</b>	
<b>Criminal Investigations</b>	Detective Lieutenant	1	1	1	
	Detective Sergeants	3	3	3	
	Detectives	19	19	19	
	<b>Subtotal Police Department- Criminal Investigations</b>	<b>23</b>	<b>23</b>	<b>23</b>	
<b>Communications</b>	Lieutenant	1	1	1	
	Lead Dispatchers	5	5	5	
	Public Safety Dispatchers	12	12	12	
	<b>Subtotal Police Department- Communications</b>	<b>18</b>	<b>18</b>	<b>18</b>	
<b>Subtotal Police Department</b>		<b>145</b>	<b>145</b>	<b>145</b>	

Department	Position	Budget Year		
		2023	2024	2025
<b>Fire Department</b>	Fire Chief	1	1	1
	Deputy Chief	4	4	4
	Administrative Assistant	1	1	1
	Principal Clerk	0.5	0.5	0.5
	Fire Prevention Officer	1	1	1
	Fire Prevention Inspectors	3	3	3
	Fire Captains	6	6	6
	Fire Lieutenants	18	18	18
	Fire Equipment Technician	1	1	1
	Firefighters	52	52	52
	<b>Subtotal Fire Department</b>	<b>88.5</b>	<b>88.5</b>	<b>88.5</b>
<b>Animal Control</b>	Animal Control Officer	1	1	1
	Assistant Animal Control Officer	1	1	1
	<b>Subtotal Animal Control</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Building Department</b>	Chief Building Official	1	1	1
	Senior Administrative Clerk	2	2	2
	Electrical Inspector	1	1	1
	Code Enforcement Officer/Asst. Building Inspector	2	2	2
	Mechanical Inspector	1	1	1
	Zoning/Code Enforcement Officer	1	1	1
	<b>Subtotal Building Department</b>	<b>8</b>	<b>8</b>	<b>8</b>
<b>Subtotal Public Safety</b>		<b>243.5</b>	<b>243.5</b>	<b>243.5</b>
<b>Public Works</b>				
<b>Administration</b>	Director of Public Works	1	1	1
	Public Works Analyst	1	1	1
	Senior Administrative Assistant	1	1	1
	Accounts Payable Coordinator	1	1	1
	Accounts Receivable Coordinator	1	1	1
	Principal Clerk	0.5	0.5	0.5
	<b>Subtotal PW- Administration</b>	<b>5.5</b>	<b>5.5</b>	<b>5.5</b>
<b>Engineering</b>	City Engineer	1	1	1
	Assistant City Engineer	0	1	0
	Project Manager	1	1	1
	Environmental Protection Technician	1	1	1
	Highway Inspector	1	1	1
	Construction Inspectors	2	2	2
	Excavation Inspector	1	1	1
	Civil Engineer	1	1	2
	Party Chief	1	1	1
	GIS/AutoCAD Technician	1	1	1
	Environmental Engineer	1	0	0
	<b>Subtotal PW- Engineering</b>	<b>11</b>	<b>11</b>	<b>11</b>
<b>Land Use</b>	City Planner/ Land Use Development Coordinator	1	1	1
	Assistant City Planner/ Development Coordinator	1	1	1
	Administrative Secretary	1	1	1
	<b>Subtotal PW- Land Use</b>	<b>3</b>	<b>3</b>	<b>3</b>

Department	Position	Budget Year		
		2023	2024	2025
<b>Building Maintenance</b>	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
	<b>Subtotal PW- Building Maintenance</b>	<b>9</b>	<b>9</b>	<b>9</b>
<b>Streets</b>				
	Superintendent 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
	<b>Subtotal Public Works- Streets</b>	<b>34</b>	<b>34</b>	<b>34</b>
<b>Solid Waste</b>				
	Superintendent of Solid Waste Operations	1	1	1
	Solid Waste Laborers	5	5	5
	Solid Waste Driver/Collector-Sanitation	12	12	12
	<b>Subtotal Public Works- Solid Waste</b>	<b>18</b>	<b>18</b>	<b>18</b>
<b>Fleet Maintenance</b>				
	Public Works Fleet Manager	1	1	1
	Dispatcher Yardman	1	1	1
	Mechanics	4	4	4
	Equipment Maintenance Coordinator	1	1	1
	Mechanics' Helper/Small Equipment	3	3	3
	<b>Subtotal Public Works- Fleet Maintenance</b>	<b>10</b>	<b>10</b>	<b>10</b>
<b>Transfer Station</b>				
	Heavy Equip/Transfer Station Operator	2	2	2
	Transfer Station Attendant	2	2	2
	Landfill/Transfer Station Scale Operator	1	1	1
	<b>Subtotal Public Works- Transfer Station</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>Subtotal Public Works</b>		<b>95.5</b>	<b>95.5</b>	<b>95.5</b>
<b>Health &amp; Social Services</b>				
<b>School Readiness</b>	School Readiness Grant Manager	1	1	1
	<b>Subtotal School Readiness</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Subtotal Health &amp; Social Services</b>		<b>1</b>	<b>1</b>	<b>1</b>

Department	Position	Budget Year		
		2023	2024	2025
<b>Libraries</b>				
<b>Main Library</b>	Library Director	1	1	1
	Programming/Public Relations Manager	1	1	1
	Circulation Clerk	5	5	5
	Administrative Assistant	1	1	1
	Supervisor of Library Maintenance	1	1	1
	Custodian/Maintenance	1	1	1
	Custodian	1	1	1
	Technical Services Clerk	1	1	1
	Floater/Reader's Advisor	1	1	1
	Reference Assistant	1	1	1
	Reference Assistant/Historian	1	1	1
	Assistant Info Services Librarian	1	1	1
	Technical Services Coordinator	1	1	1
	Supervisor Library Info Services	1	1	1
	Supervisor of Circulation	1	1	1
	Supervisor of Children's Services	1	1	1
	Floater/Children's Assistant	1	1	1
	Children's Assistant/Young Adult Librarian	1	1	1
	Children's Assistant	3	3	3
	<b>Subtotal Main Library</b>	<b>25</b>	<b>25</b>	<b>25</b>
<b>Manross Library</b>	Supervisor of Branch Services	1	1	1
	Assistant Branch Librarian	1	1	1
	Library Clerk	1	1	1
	Library Assistant	1	1	1
	Custodian	0.5	0.5	0.5
	<b>Subtotal Manross Library</b>	<b>4.5</b>	<b>4.5</b>	<b>4.5</b>
<b>Subtotal Libraries</b>		<b>29.5</b>	<b>29.5</b>	<b>29.5</b>

Department	Position	Budget Year		
		2023	2024	2025
<b>Parks, Recreation, Youth &amp; Community Services</b>				
<b>Administration</b>	Superintendant of PRYCS	1	1	1
	Deputy Superintendent	1	1	1
	Community Engagement Coordinator	1	1	1
	Arts and Culture Supervisor	0	0.5	0
	<b>Subtotal Administration</b>	<b>4</b>	<b>4.5</b>	<b>4</b>
<b>Grounds &amp; Facilities</b>	Parks Grounds Facilities Super..	1	1	1
	Asst. 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	9	10
	<b>Subtotal Grounds &amp; Facilities</b>	<b>17</b>	<b>18</b>	<b>19</b>
<b>Recreation</b>	Recreation Supervisor	1	1	1
	Rec. & Com. Outreach Coordinator	0	0	0
	Program Administrative Assistant	1	1	1
	<b>Subtotal Recreation</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Aquatics</b>	Aquatics Supervisor	1	1	1
	Aquatics Coordinator	1	1	1
	Facilities Maintenance Technician	1	1	1
	<b>Subtotal Aquatics</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Youth &amp; Community Services</b>	Youth & Community Services Super.	1	1	1
	Youth & Family Coordinator	2	2	2
	Community Services Coordinator	1	1	1
	<b>Subtotal Youth &amp; Community Services</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Subtotal Parks, Recreation, Youth and Community Services</b>		<b>30</b>	<b>31.5</b>	<b>32</b>
<b>Board of Education</b>	Full-time Positions	972	972	965
<b>Subtotal Board of Education</b>		<b>972</b>	<b>972</b>	<b>965</b>
<b>Economic &amp; Community Development</b>	Executive Director- BDA	1	1	1
	Grants Administrator	1	1	1
	Housing & Project Specialist	1	1	1
	Senior Administrative Assistant	1	1	1
	Marketing & Public Relations Specialist	1	1	1
<b>Subtotal Economic &amp; Community Development</b>		<b>5</b>	<b>5</b>	<b>5</b>
<b>Water &amp; Sewer Department</b>				
<b>Water Department</b>	Full-time Positions	36	36	36
<b>Sewer Department</b>	Full-time Positions	25	25	25
<b>Subtotal Water &amp; Sewer Department</b>		<b>61</b>	<b>61</b>	<b>61</b>
<b>Total Budgeted Full-Time Positions</b>		<b>1,498.5</b>	<b>1,500.0</b>	<b>1,494.0</b>

---

# FUND SUMMARIES

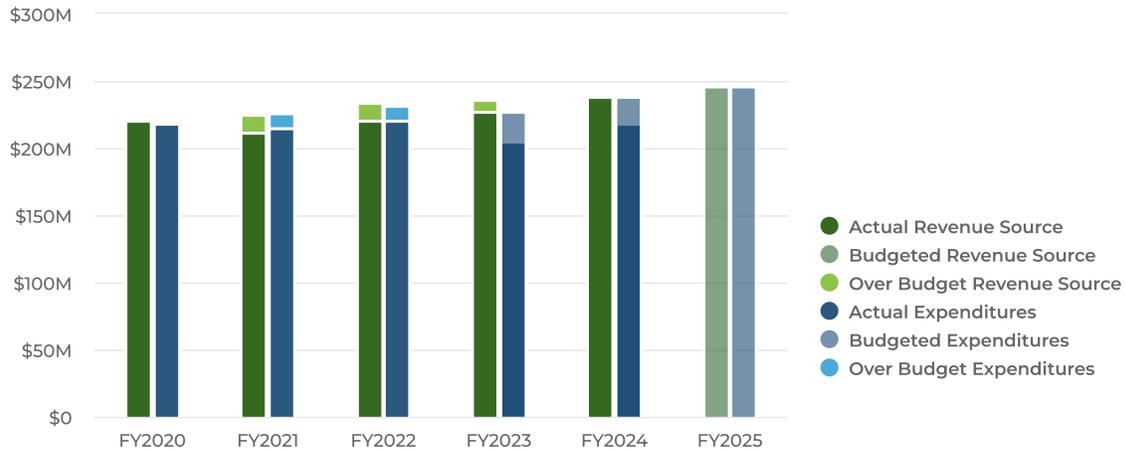
---



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, LoCIP, 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 \$246.36M of revenue in FY2025, which represents a 3.1% increase over the prior year. Budgeted expenditures are projected to increase by 3.1% or \$7.46M to \$246.36M in FY2025.



## 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

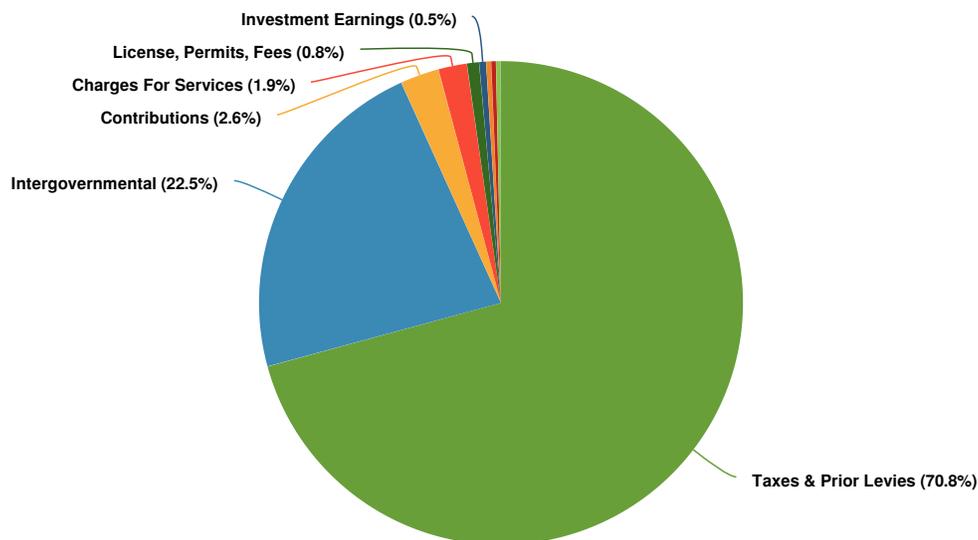
The City is the trustee, or fiduciary, for its employees’ pension plans. Because of the trust arrangement, these assets can only be used for the trust beneficiaries. All of the City’s fiduciary activities are reported in separate statements of fiduciary net position and changes in fiduciary net position. 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

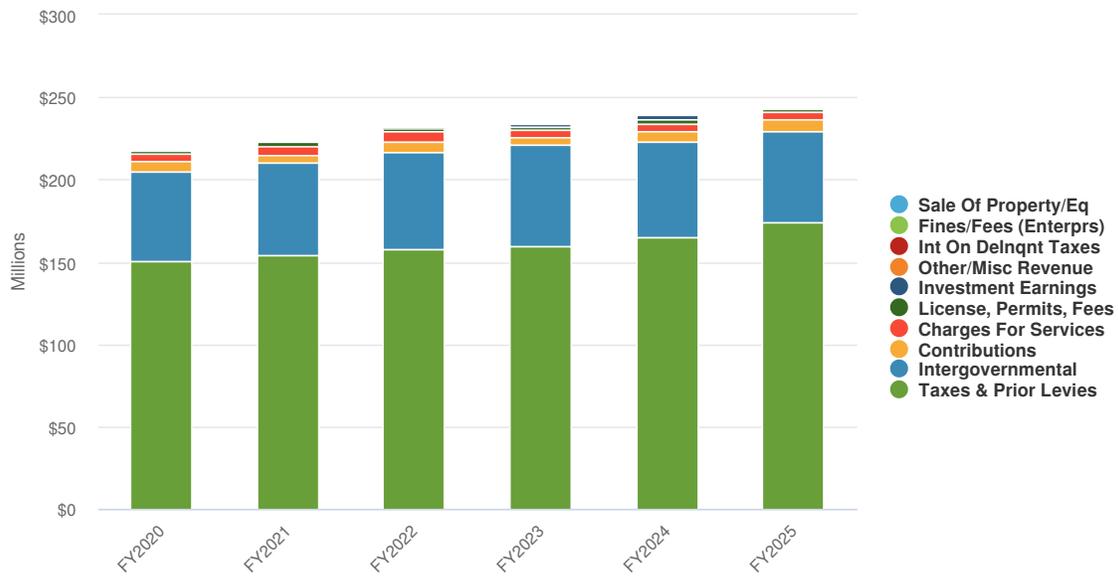
Agency Funds are accounted for using the modified accrual basis of accounting for their position and liabilities.

## Governmental Funds - Revenues by Source

### Projected 2025 Revenues by Source



## Budgeted and Historical 2025 Revenues by Source



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Revenue Source					
Taxes & Prior Levies	\$159,577,484	\$164,917,900	\$164,917,900	\$174,355,790	5.7%
Int On Delinqnt Taxes	\$879,700	\$775,000	\$775,000	\$800,000	3.2%
Fines/Fees (Enterprs)	\$338,891	\$495,145	\$495,145	\$778,680	57.3%
Intergovernmental	\$61,132,878	\$58,427,235	\$62,227,509	\$55,383,580	-5.2%
License, Permits, Fees	\$2,331,487	\$1,511,800	\$1,511,800	\$2,013,000	33.2%
Charges For Services	\$4,757,982	\$4,463,185	\$4,491,723	\$4,695,895	5.2%
Investment Earnings	\$1,305,758	\$1,134,660	\$2,398,543	\$1,132,000	-0.2%
Sale Of Property/Eq	\$642,628	\$12,155	\$12,155	\$8,985	-26.1%
Other/Misc Revenue	\$690,717	\$819,320	\$873,007	\$819,020	0%
Contributions	\$4,519,955	\$6,343,235	\$6,354,585	\$6,377,215	0.5%
<b>Total Revenue Source:</b>	<b>\$236,177,481</b>	<b>\$238,899,635</b>	<b>\$244,057,367</b>	<b>\$246,364,165</b>	<b>3.1%</b>

## Use of Funds

### Salaries and Wages

Salaries include all employees except Board of Education. The total number of employees is 1,494. Of this total, 965 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

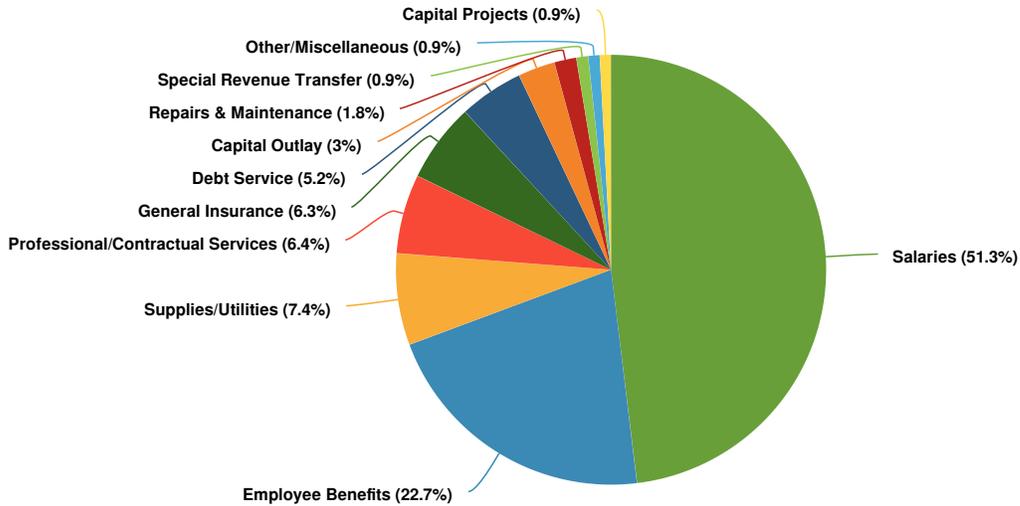
Operating Transfers Out, which can be found in the Miscellaneous section of this budget document, are comprised of transfers to special revenue funds (such as the City share of the Bristol Development Authority), transfers to the Internal Service fund (such as the budgeted amount of expected medical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

**Board of Education**

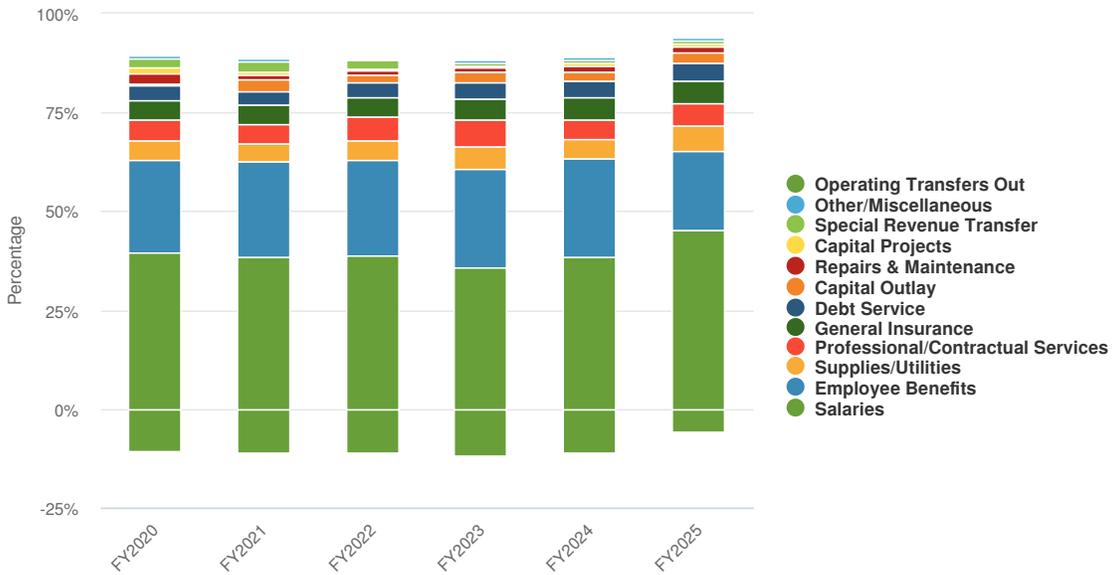
Board of Education is the budget for the City school system. All expenditures for instruction, transportation, operation and maintenance of plant, employee benefits, administration and special education are included. More detail can be found in the Board of Education Summary section of this budget document.

**Governmental Funds - Expenditures by Uses**

**Budgeted Expenditures by Use**



**Budgeted and Historical Expenditures by Use**

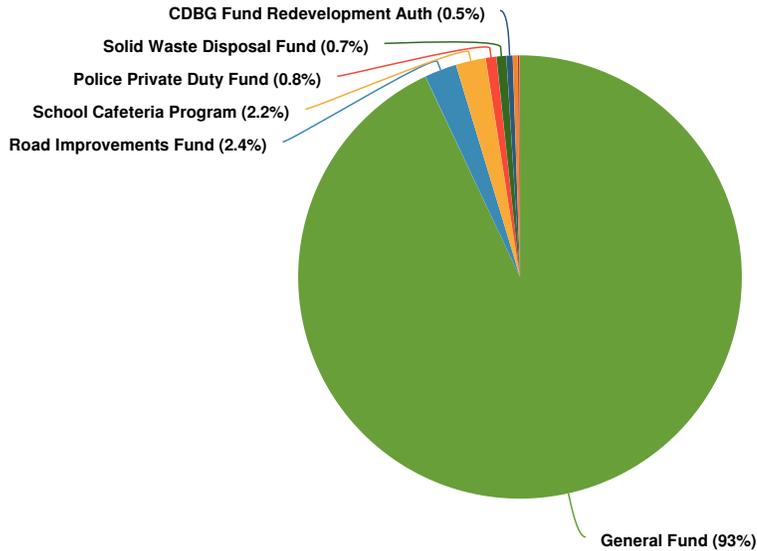


Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects					
Salaries	\$95,816,054	\$122,707,121	\$123,647,677	\$126,401,856	3%
Other/Miscellaneous	\$1,927,291	\$2,239,317	\$3,234,682	\$2,287,806	2.2%
General Insurance	\$13,594,721	\$14,379,950	\$14,346,675	\$15,616,158	8.6%
Operating Transfers Out	-\$31,729,685	-\$14,758,830	-\$32,131,915	-\$16,570,660	12.3%
Special Revenue Transfer	\$2,066,745	\$2,180,005	\$2,269,344	\$2,329,820	6.9%
Debt Service	\$11,000,000	\$11,750,000	\$11,750,000	\$12,750,000	8.5%
Capital Projects	\$891,370	\$1,983,530	\$1,983,530	\$2,182,395	10%
Employee Benefits	\$66,988,824	\$52,878,310	\$69,356,986	\$55,910,062	5.7%
Professional/Contractual Services	\$18,886,243	\$16,453,332	\$20,818,282	\$15,665,230	-4.8%
Supplies/Utilities	\$15,060,311	\$17,191,344	\$17,632,366	\$18,136,072	5.5%
Repairs & Maintenance	\$2,944,785	\$4,187,454	\$4,209,701	\$4,340,319	3.7%
Capital Outlay	\$7,556,413	\$7,708,102	\$9,679,917	\$7,315,107	-5.1%
<b>Total Expense Objects:</b>	<b>\$205,003,071</b>	<b>\$238,899,635</b>	<b>\$246,797,246</b>	<b>\$246,364,165</b>	<b>3.1%</b>

## 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 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.

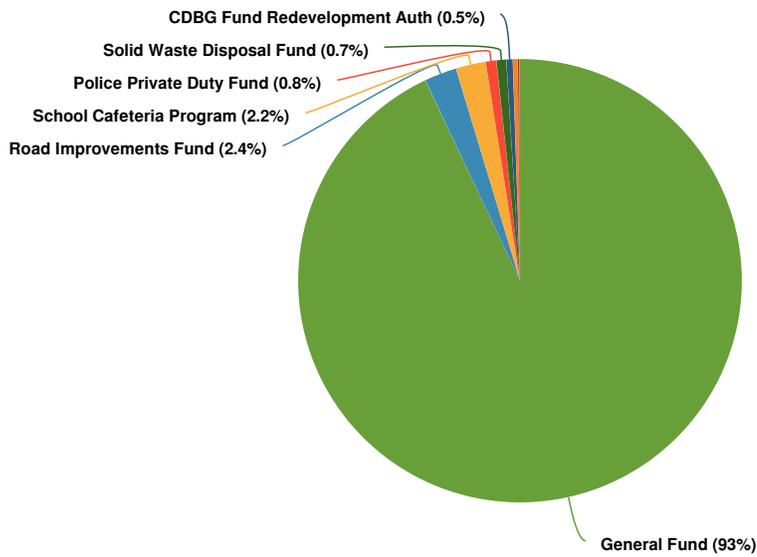
**Revenue by Fund**



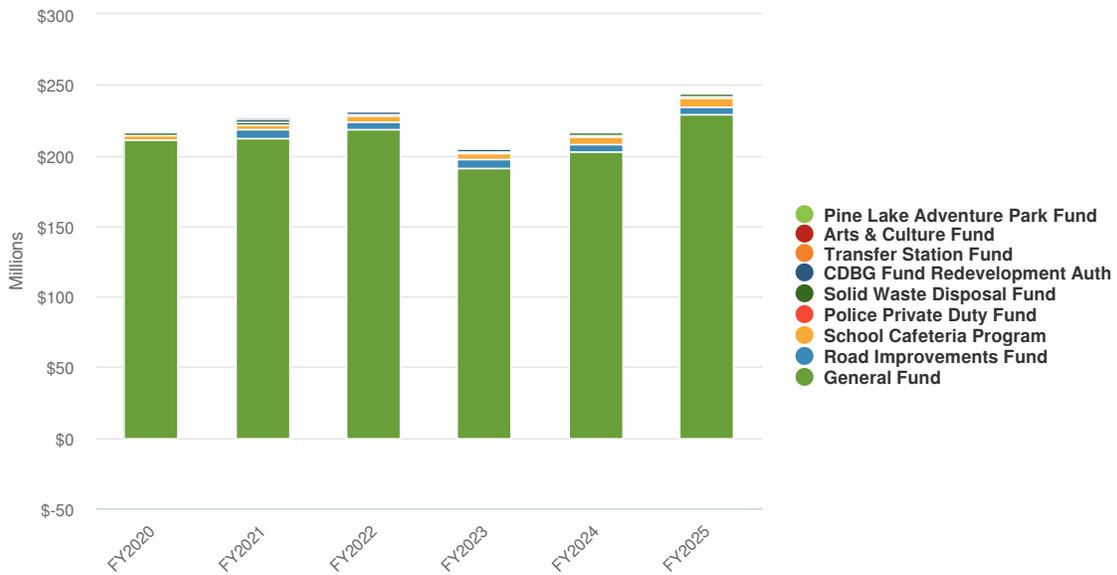
Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
General Fund	\$222,606,972	\$222,838,585	\$227,575,967	\$229,115,085	2.8%
CDBG Fund Redevelopment Auth	\$1,281,461	\$1,110,075	\$1,110,075	\$1,129,090	1.7%
Solid Waste Disposal Fund	\$1,245,413	\$1,675,200	\$1,760,200	\$1,777,280	6.1%
School Cafeteria Program	\$3,787,987	\$4,622,725	\$4,622,725	\$5,372,630	16.2%
Pine Lake Adventure Park Fund	\$425	\$60,195	\$60,195	\$51,750	-14%
Transfer Station Fund	\$790,706	\$899,050	\$964,400	\$921,110	2.5%
Arts & Culture Fund	\$0	\$0	\$0	\$299,630	N/A
Police Private Duty Fund	\$0	\$1,897,440	\$1,897,440	\$1,897,500	0%
Road Improvements Fund	\$6,464,516	\$5,796,365	\$6,066,365	\$5,800,090	0.1%
<b>Total:</b>	<b>\$236,177,481</b>	<b>\$238,899,635</b>	<b>\$244,057,367</b>	<b>\$246,364,165</b>	<b>3.1%</b>

# Governmental Funds - Expenditures by Fund

## Expenditures by Fund



## Budgeted and Historical 2024 Expenditures by Fund



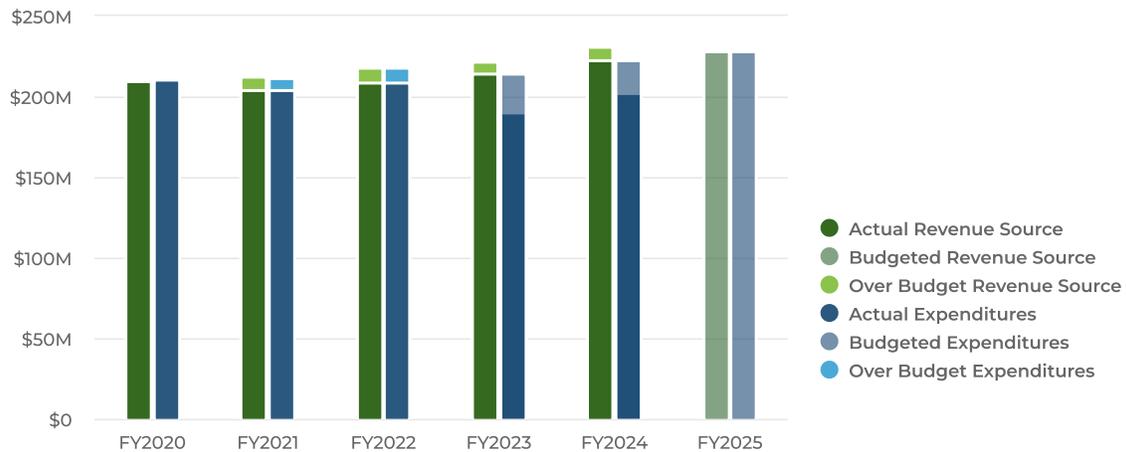
<b>Name</b>	<b>FY2023 Actual</b>	<b>FY2024 Original Budget</b>	<b>FY2024 Revised Budget</b>	<b>FY2025 Original Budget</b>	<b>FY2024 Original Budget vs. FY2025 Original Budget (% Change)</b>
General Fund	\$190,976,207	\$222,838,585	\$227,980,515	\$229,115,085	2.8%
CDBG Fund Redevelopment Auth	\$1,527,806	\$1,110,075	\$1,890,856	\$1,129,090	1.7%
Solid Waste Disposal Fund	\$1,365,656	\$1,675,200	\$1,760,200	\$1,777,280	6.1%
School Cafeteria Program	\$4,375,521	\$4,622,725	\$4,622,725	\$5,372,630	16.2%
Pine Lake Adventure Park Fund	\$0	\$60,195	\$60,195	\$51,750	-14%
Transfer Station Fund	\$670,802	\$899,050	\$964,400	\$921,110	2.5%
Arts & Culture Fund	\$5,728	\$0	\$0	\$299,630	N/A
Police Private Duty Fund	\$0	\$1,897,440	\$1,897,440	\$1,897,500	0%
Road Improvements Fund	\$6,081,352	\$5,796,365	\$7,620,914	\$5,800,090	0.1%
<b>Total:</b>	<b>\$205,003,071</b>	<b>\$238,899,635</b>	<b>\$246,797,246</b>	<b>\$246,364,165</b>	<b>3.1%</b>

## 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

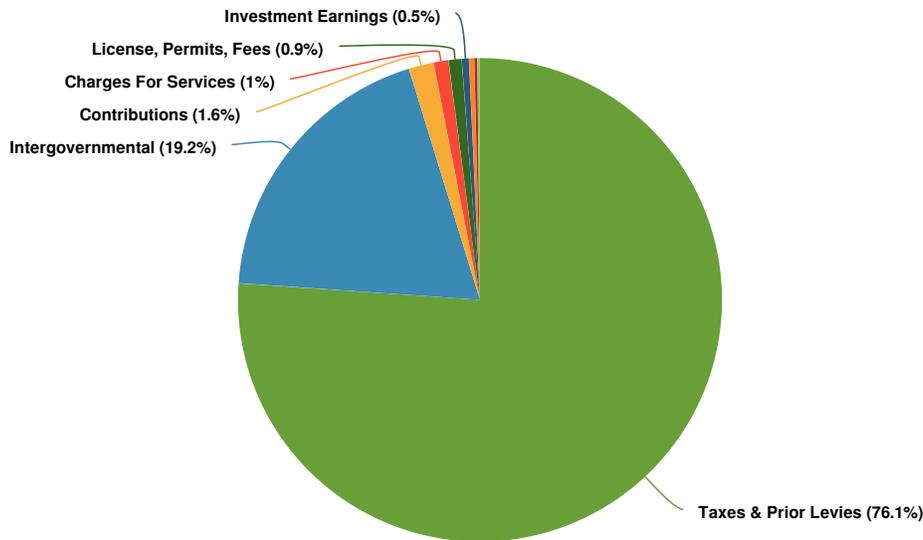
The City of Bristol is projecting \$229.12M of revenue in FY2025, which represents a 2.8% increase over the prior year. Budgeted expenditures are projected to increase by 2.8% or \$6.28M to \$229.12M in FY2025.



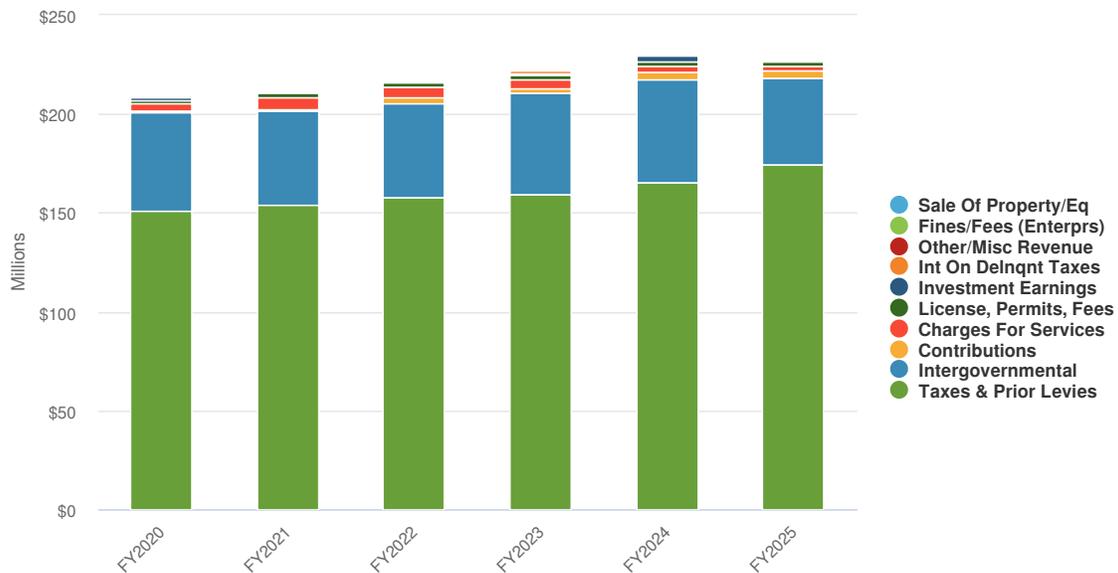
## General Fund - Revenues by Source

Revenues are estimated based on a number of factors. Taxes, the primary source of revenue, are based on the mill rate assessed on all property values within the City, including Real Estate, Personal Property and Motor Vehicles. Building permits and conveyance fees are driven by the local economy, primarily building within the City, real estate transactions, as well as ongoing economic development. Investment income, also affected by the economy, is estimated based on the current interest rate environment and can fluctuate year over year. State grants are based on the Governor's proposed budget unless final amounts are known.

### Projected Revenues by Source



### Budgeted and Historical Revenues by Source



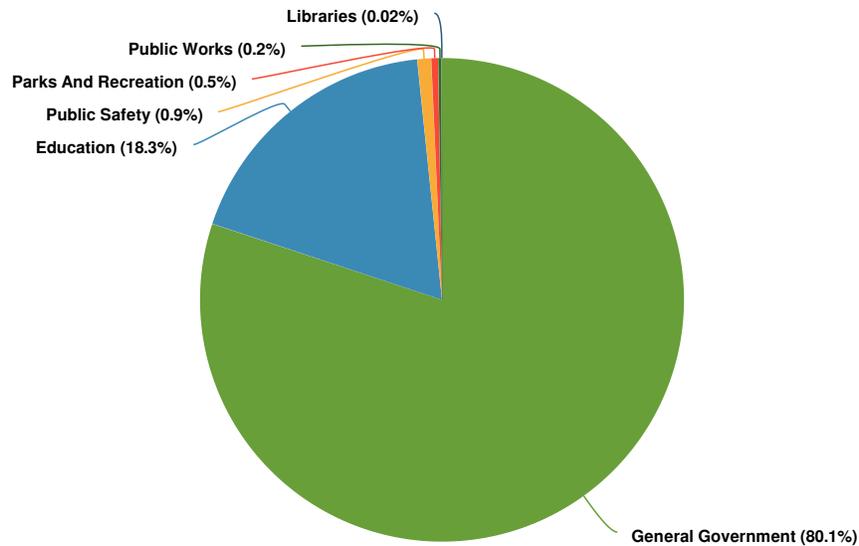
Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Revenue Source					
Taxes & Prior Levies	\$159,577,484	\$164,917,900	\$164,917,900	\$174,355,790	5.7%
Int On Delnqnt Taxes	\$879,700	\$775,000	\$775,000	\$800,000	3.2%
Fines/Fees (Enterprs)	\$296,236	\$382,750	\$382,750	\$380,300	-0.6%
Intergovernmental	\$51,210,276	\$47,682,435	\$51,437,709	\$43,912,600	-7.9%
License, Permits, Fees	\$2,331,287	\$1,511,600	\$1,511,600	\$2,012,800	33.2%
Charges For Services	\$4,253,609	\$2,122,995	\$2,151,533	\$2,304,195	8.5%
Investment Earnings	\$1,247,019	\$981,500	\$1,881,383	\$1,104,000	12.5%
Sale Of Property/Eq	\$10,875	\$12,155	\$12,155	\$8,985	-26.1%
Other/Misc Revenue	\$500,267	\$459,020	\$512,707	\$459,020	0%
Contributions	\$2,300,220	\$3,993,230	\$3,993,230	\$3,777,395	-5.4%
<b>Total Revenue Source:</b>	<b>\$222,606,972</b>	<b>\$222,838,585</b>	<b>\$227,575,967</b>	<b>\$229,115,085</b>	<b>2.8%</b>

## Revenue by Department

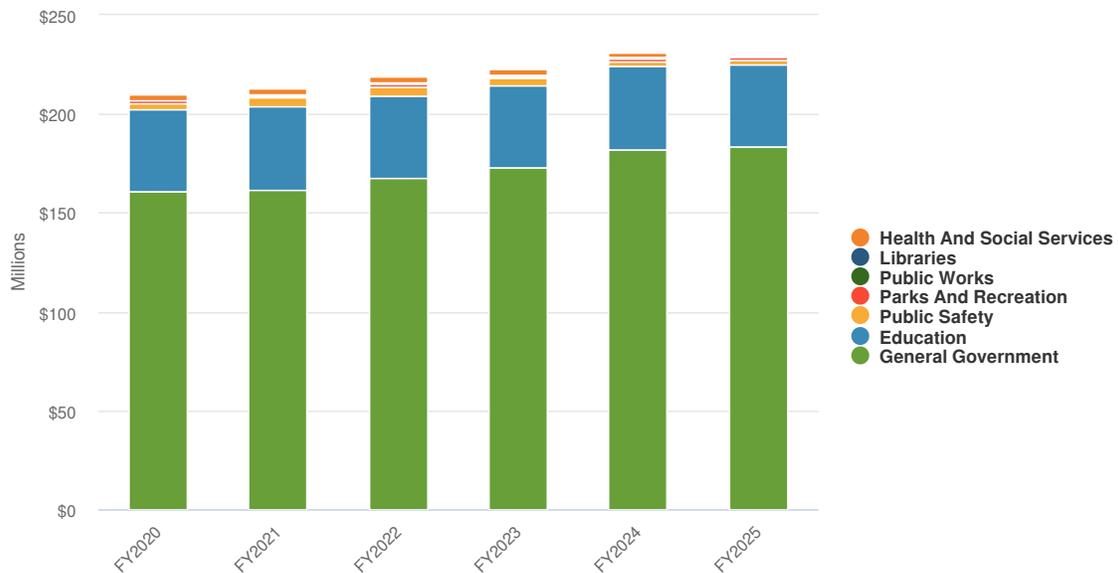
The revenues significantly impacted in the FY2024-2025 budget include:

- State Grant revenues - decrease of approximately \$3.6 million in the Municipal Transition Grant
- Investment Income - increase to be more inline with the current interest rate environment
- Building Permit Fees - increase to reflect the current economy and the increase in building and renovations that the City is experiencing
- Taxes - increase of approximately 4.9% required to balance revenues to meet expenditures needs for FY2025

### Projected Revenue by Department



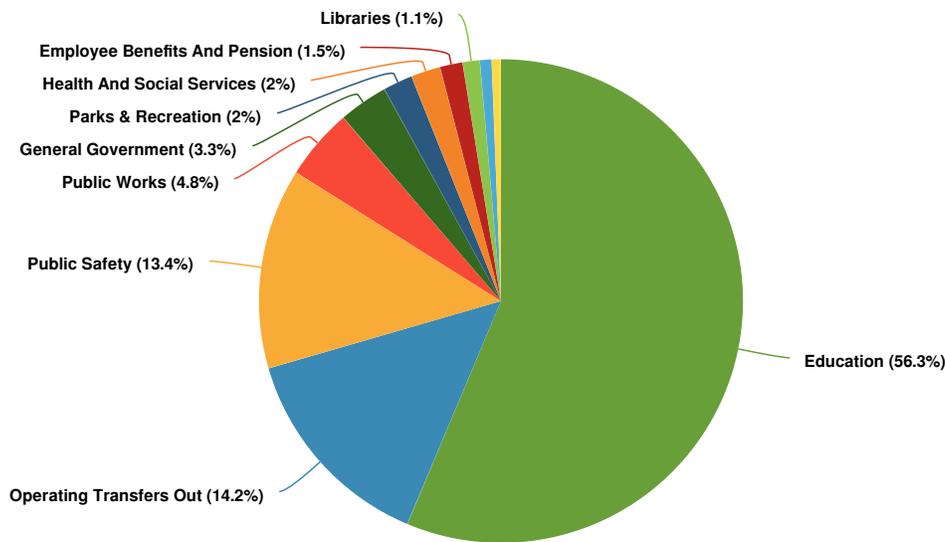
### Budgeted and Historical Revenue by Department



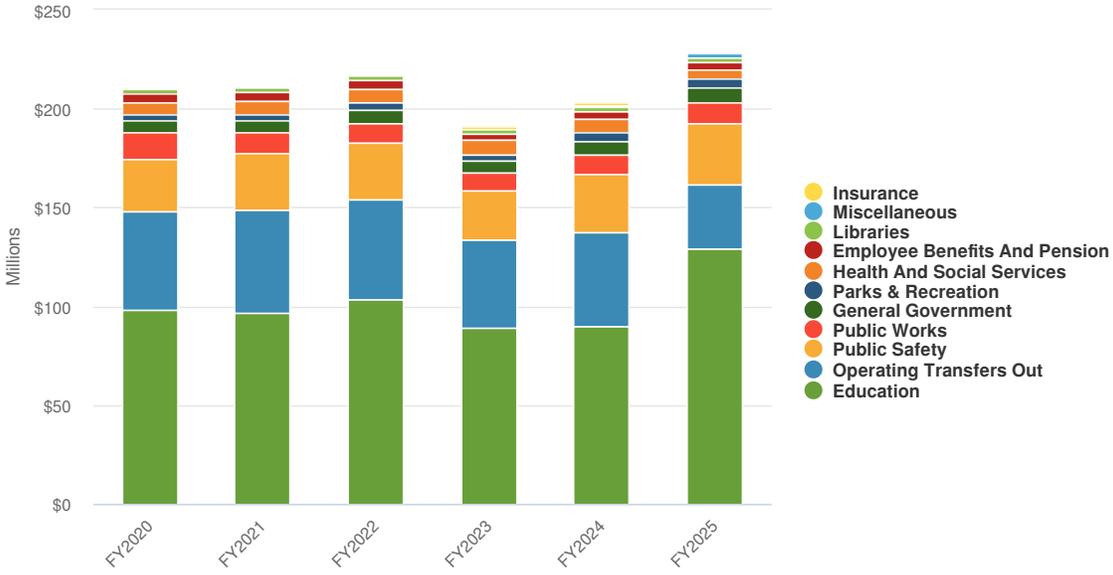
Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Revenue					
General Government	\$172,622,626	\$177,695,880	\$178,650,966	\$183,505,275	3.3%
Public Safety	\$3,720,509	\$1,714,790	\$1,714,790	\$2,120,840	23.7%
Public Works	\$485,940	\$476,000	\$504,538	\$493,800	3.7%
Health And Social Services	\$2,809,194	\$0	\$3,687,295	\$0	0%
Libraries	\$80,546	\$47,690	\$102,819	\$53,390	12%
Parks And Recreation	\$953,814	\$1,046,915	\$1,058,249	\$1,080,055	3.2%
Education	\$41,934,343	\$41,857,310	\$41,857,310	\$41,861,725	0%
<b>Total Revenue:</b>	<b>\$222,606,972</b>	<b>\$222,838,585</b>	<b>\$227,575,967</b>	<b>\$229,115,085</b>	<b>2.8%</b>

## General Fund - Expenditures by Function

### Budgeted Expenditures by Function



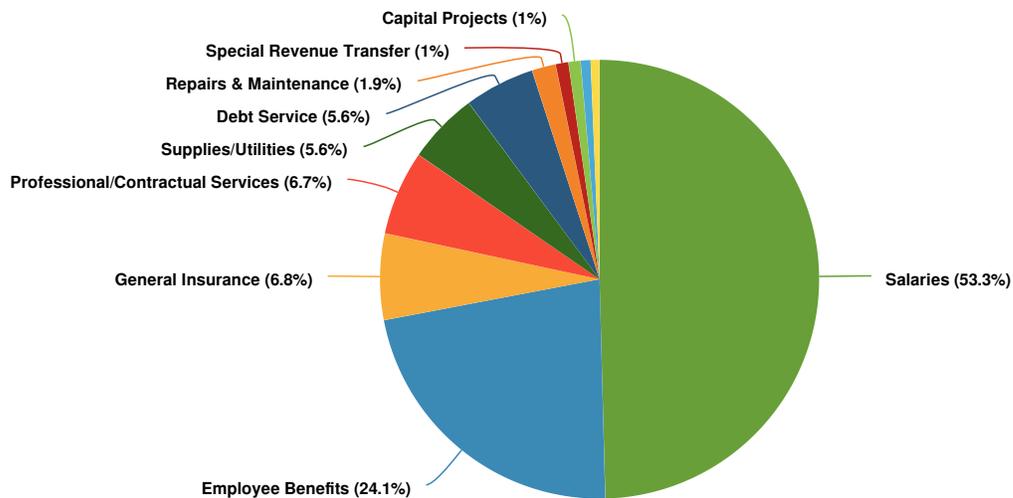
### Budgeted and Historical Expenditures by Function



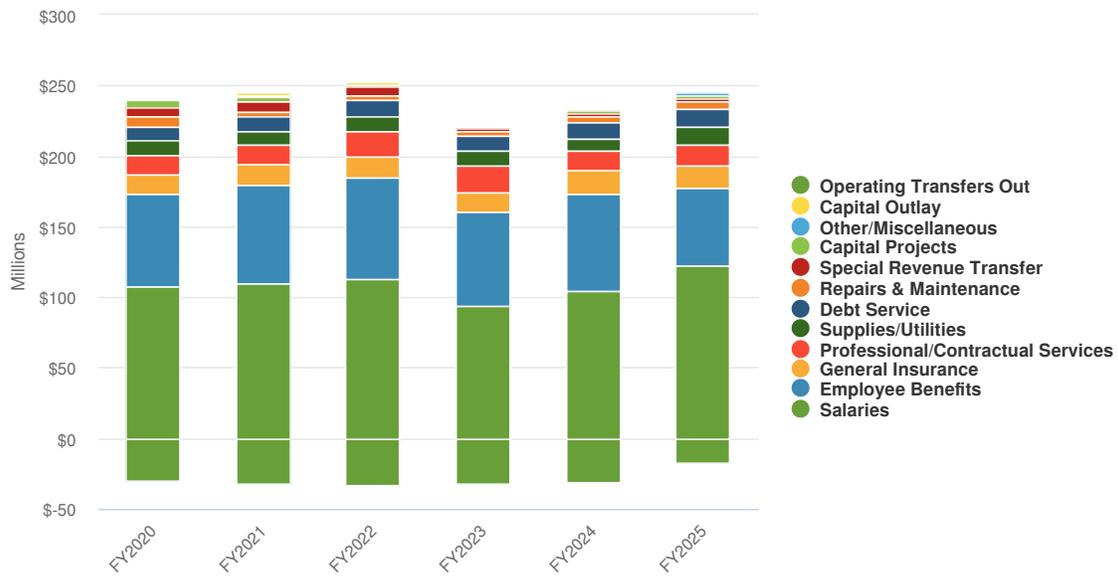
Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expenditures					
General Government	\$5,996,460	\$7,435,505	\$8,011,080	\$7,564,720	1.7%
Public Safety	\$25,025,816	\$29,234,150	\$30,129,542	\$30,748,260	5.2%
Public Works	\$8,615,397	\$11,003,635	\$11,644,013	\$10,930,200	-0.7%
Health And Social Services	\$6,895,732	\$4,215,635	\$7,926,721	\$4,513,515	7.1%
Libraries	\$2,098,811	\$2,561,325	\$2,699,277	\$2,615,730	2.1%
Parks & Recreation	\$3,481,492	\$4,267,360	\$4,529,642	\$4,530,735	6.2%
Education	\$89,311,037	\$126,989,000	\$109,615,915	\$129,089,000	1.7%
Insurance	\$1,106,622	\$1,244,060	\$1,244,060	\$1,394,200	12.1%
Employee Benefits And Pension	\$3,200,930	\$3,368,000	\$3,398,000	\$3,447,000	2.3%
Miscellaneous	\$605,750	\$2,621,550	\$1,421,475	\$1,809,930	-31%
Operating Transfers Out	\$44,638,160	\$29,898,365	\$47,360,789	\$32,471,795	8.6%
<b>Total Expenditures:</b>	<b>\$190,976,207</b>	<b>\$222,838,585</b>	<b>\$227,980,515</b>	<b>\$229,115,085</b>	<b>2.8%</b>

## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects					
Salaries	\$93,689,858	\$118,496,561	\$119,415,267	\$122,047,946	3%
Other/Miscellaneous	\$922,981	\$1,752,287	\$1,994,054	\$1,814,016	3.5%
General Insurance	\$13,594,721	\$14,379,950	\$14,346,675	\$15,616,158	8.6%
Operating Transfers Out	-\$31,729,685	-\$15,158,830	-\$32,531,915	-\$16,970,660	12%
Special Revenue Transfer	\$2,066,745	\$2,180,005	\$2,269,344	\$2,329,820	6.9%
Debt Service	\$11,000,000	\$11,750,000	\$11,750,000	\$12,750,000	8.5%
Capital Projects	\$891,370	\$1,983,530	\$1,983,530	\$2,182,395	10%
Employee Benefits	\$66,685,785	\$52,216,675	\$68,695,351	\$55,175,937	5.7%
Professional/Contractual Services	\$18,779,003	\$16,311,232	\$20,395,680	\$15,343,280	-5.9%
Supplies/Utilities	\$10,873,460	\$12,762,984	\$13,058,825	\$12,925,857	1.3%
Repairs & Maintenance	\$2,938,965	\$4,177,454	\$4,199,701	\$4,330,319	3.7%
Capital Outlay	\$1,263,003	\$1,986,737	\$2,404,003	\$1,570,017	-21%
<b>Total Expense Objects:</b>	<b>\$190,976,207</b>	<b>\$222,838,585</b>	<b>\$227,980,515</b>	<b>\$229,115,085</b>	<b>2.8%</b>

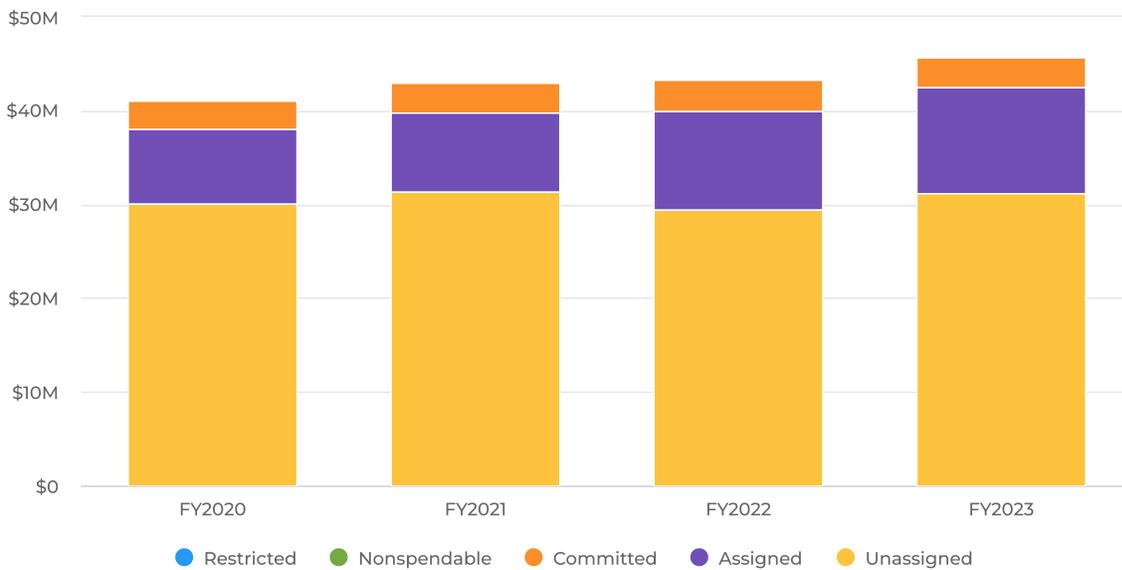
## Projected Sources and Uses of Funds - General Fund

	<b>FY 2024 Estimated</b>	<b>FY 2025 Budget</b>
<b>Net Position at Beginning of Year</b>	<b><u>\$31,146,385</u></b>	<b><u>\$32,161,672</u></b>
<b>Revenues</b>		
Taxes and Prior Levies	\$165,340,805	\$174,355,790
Interest and Liens on Delinquent Taxes	1,114,110	800,000
Licenses, Permits and Fees	2,470,260	2,113,100
Intergovernmental	53,170,912	43,912,600
Charges for Services	2,981,146	2,501,695
Investment Earnings	2,853,102	1,104,000
Sale of Property and Equipment	139,254	75,000
Miscellaneous	593,830	475,505
	<u>\$228,663,419</u>	<u>\$225,337,690</u>
<b>Expenses</b>		
Salaries and employee benefits	47,880,826	\$49,286,365
Contractual Services	13,728,281	14,290,555
Supplies and Materials	3,249,468	3,450,740
Capital Outlay	829,750	878,665
Miscellaneous	1,458,240	1,159,045
Education	113,155,108	129,089,000
	<u>\$180,301,673</u>	<u>\$198,154,370</u>
<b>Excess of Revenues Over (Under) Expenses</b>	<b><u>\$48,361,746</u></b>	<b><u>\$27,183,320</u></b>
<b>Other Financing Sources</b>		
Operating Transfers in	\$3,993,230	\$3,777,395
Operating Transfers Out	(51,339,689)	(30,960,715)
	<u>(\$47,346,459)</u>	<u>(\$27,183,320)</u>
<b>Excess (Deficiency) of Revenues and Other Sources Over Expenses and Other Uses</b>	<b><u>\$1,015,287</u></b>	<b><u>-</u></b>
<b>Net Position at End of Year</b>	<b><u><u>\$32,161,672</u></u></b>	<b><u><u>\$32,161,672</u></u></b>

## 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, 2023 the City’s total General Fund balance was \$45.7 million, of which \$31.1 was unassigned and available for general government purposes and represents 13.5% of the FY2025 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

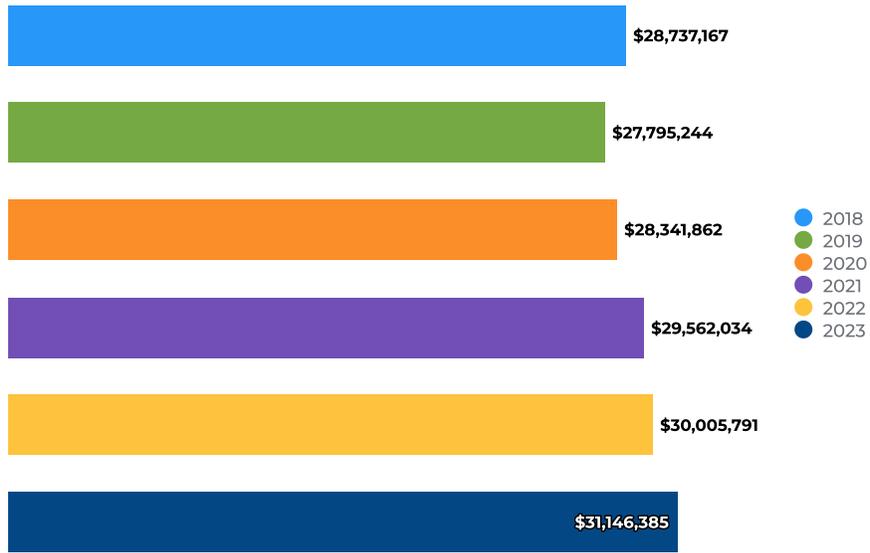


At June 30, the City of Bristol’s General Fund had the following fund balance designations and total fund balances:

Financial Summary	FY2020	FY2021	FY2022	FY2023
<b>Fund Balance</b>	—	—	—	—
Unassigned	\$30,055,791	\$31,341,962	\$29,509,312	\$31,146,385
Assigned	\$7,967,807	\$8,431,919	\$10,477,908	\$11,374,384
Committed	\$3,132,163	\$3,149,867	\$3,246,047	\$3,199,792
Restricted	\$0	\$0	\$0	\$0
Nonspendable	\$0	\$2,259	\$14,002	\$19,781
<b>Total Fund Balance:</b>	<b>\$41,155,761</b>	<b>\$42,926,007</b>	<b>\$43,247,269</b>	<b>\$45,740,342</b>

# Fund Balance

## General Fund Unassigned Fund Balance By Year



(\$)

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

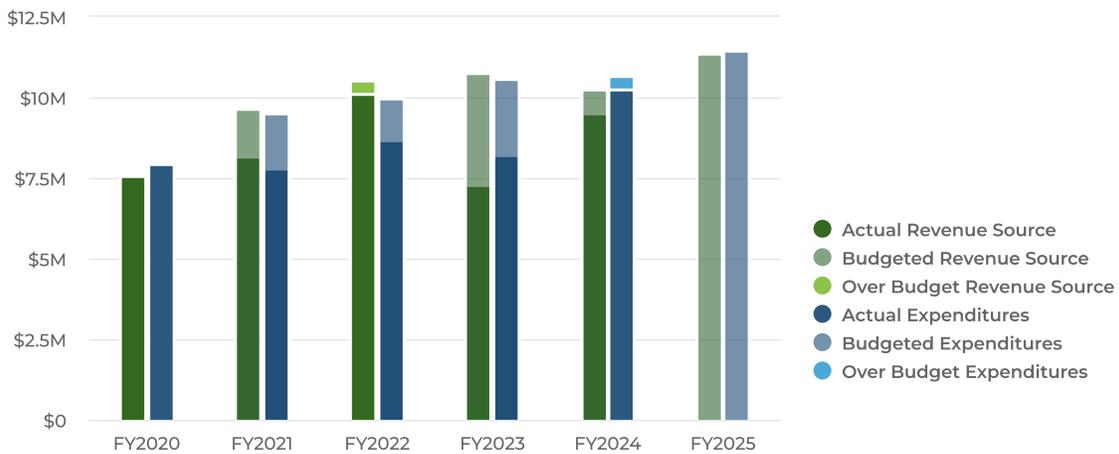
Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. A summary of budgeted special revenue funds is presented in the table below.

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 the 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.

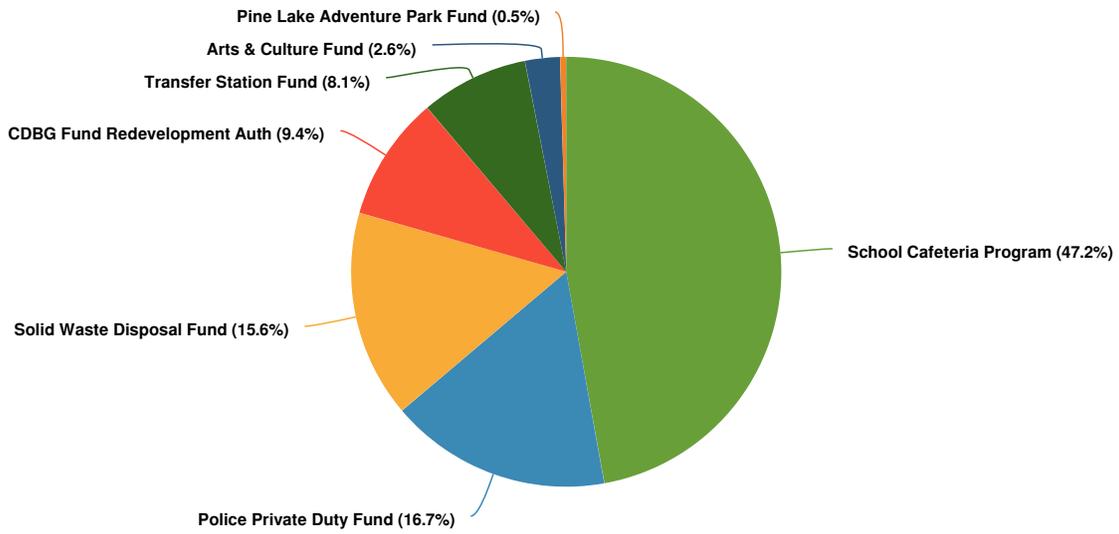
**Summary**

The City of Bristol is projecting \$11.39M of revenue in FY2025, which represents a 11.0% increase over the prior year. Budgeted expenditures are projected to increase by 11.7% or \$1.2M to \$11.47M in FY2025.

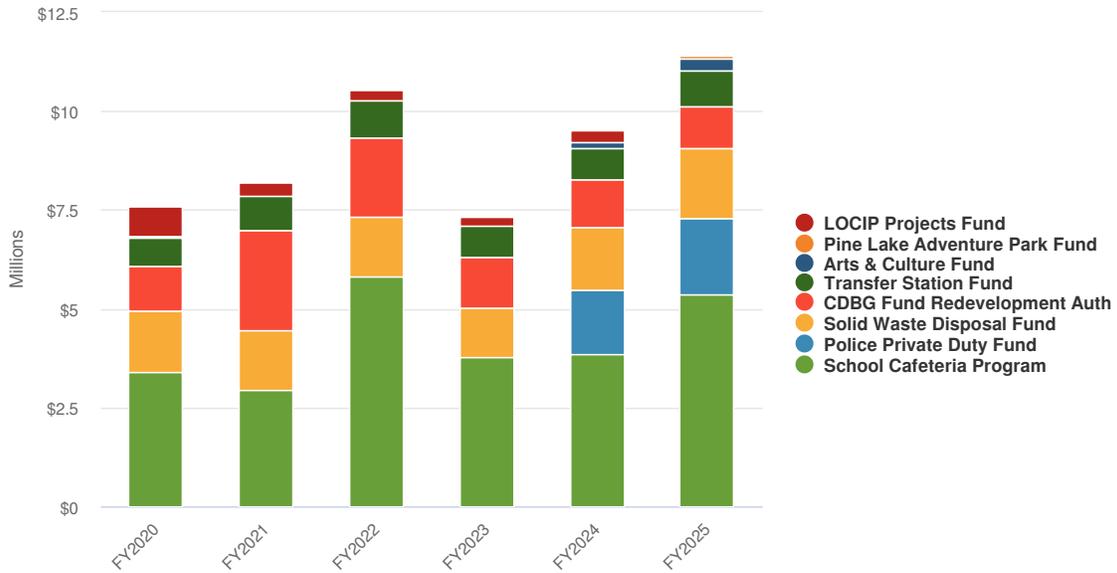


# Revenue by Fund

## 2025 Revenue by Fund

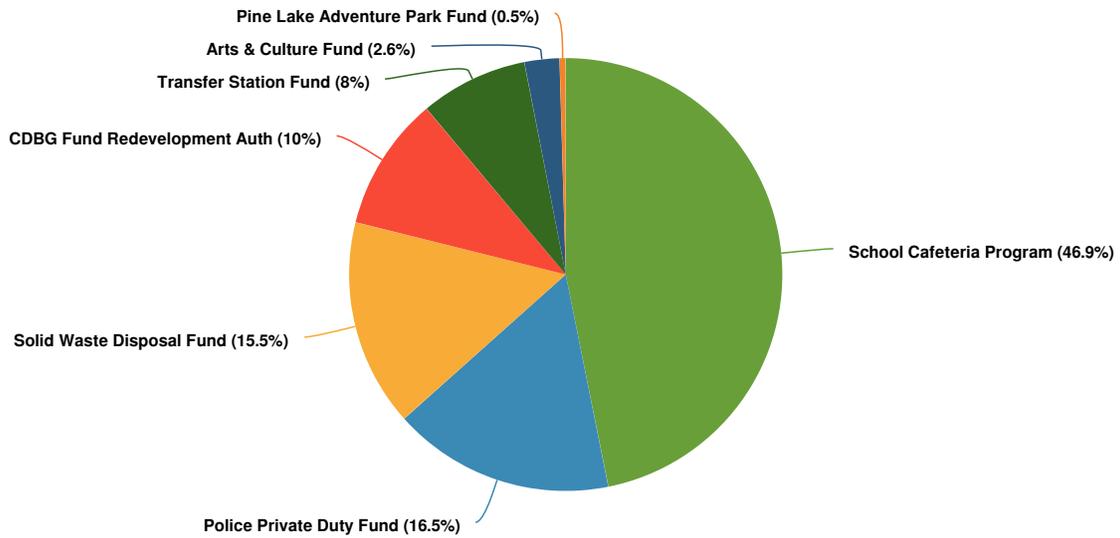


## Budgeted and Historical 2025 Revenue by Fund

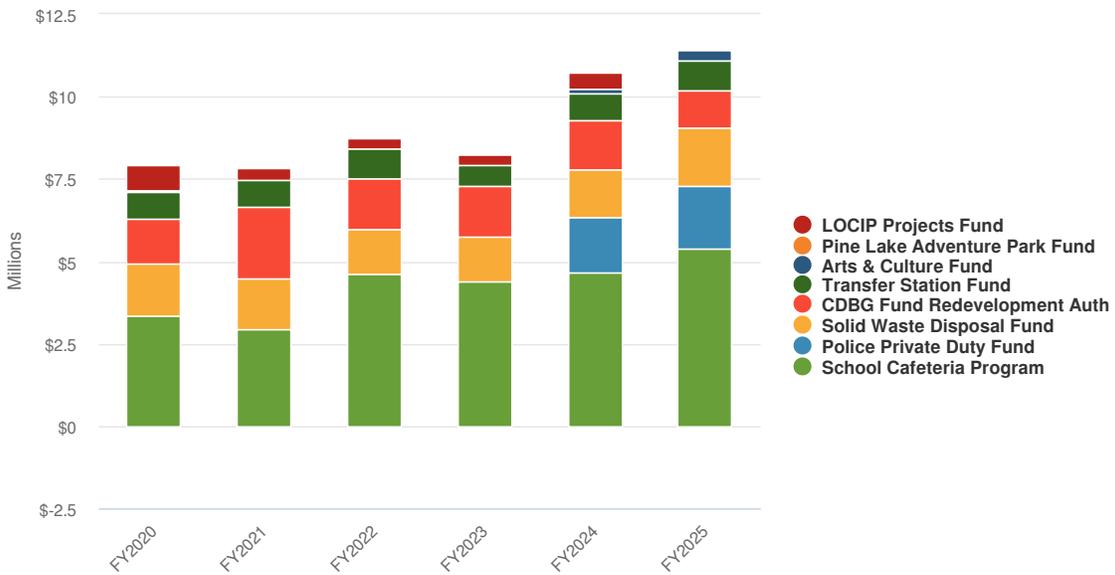


# Special Revenue Funds - Expenditures by Fund

## Expenditures by Fund



## Budgeted FY 2025 and Historical Expenditures by Fund



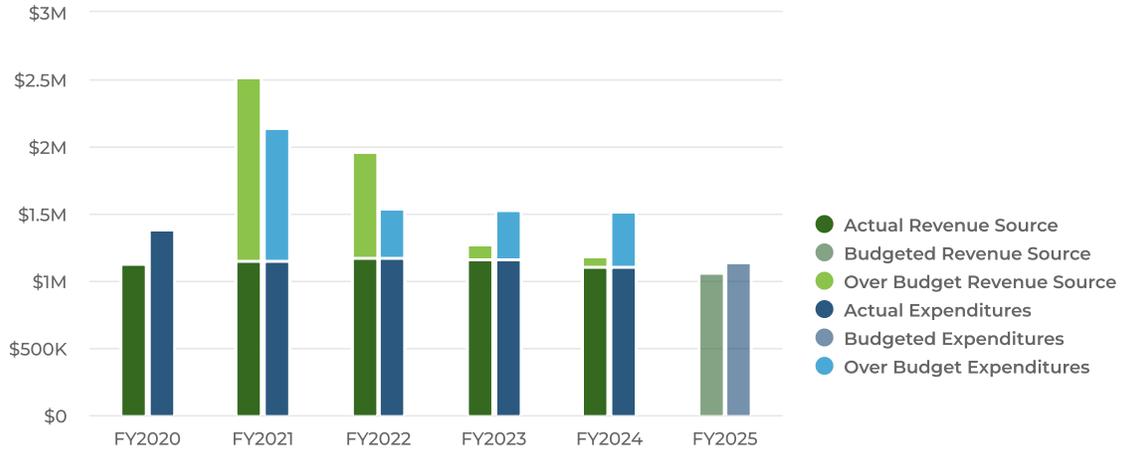
<b>Name</b>	<b>FY2023 Actual</b>	<b>FY2024 Original Budget</b>	<b>FY2024 Revised Budget</b>	<b>FY2025 Original Budget</b>	<b>FY2024 Original Budget vs. FY2025 Original Budget (% Change)</b>
CDBG Fund Redevelopment Auth	\$1,527,806	\$1,110,075	\$1,890,856	\$1,129,090	1.7%
Solid Waste Disposal Fund	\$1,365,656	\$1,675,200	\$1,760,200	\$1,777,280	6.1%
School Cafeteria Program	\$4,375,521	\$4,622,725	\$4,622,725	\$5,372,630	16.2%
Pine Lake Adventure Park Fund	\$0	\$60,195	\$60,195	\$51,750	-14%
LOCIP Projects Fund	\$282,097	\$0	\$1,191,211	\$0	0%
Transfer Station Fund	\$670,802	\$899,050	\$964,400	\$921,110	2.5%
Arts & Culture Fund	\$5,728	\$0	\$0	\$299,630	N/A
Police Private Duty Fund	\$0	\$1,897,440	\$1,897,440	\$1,897,500	0%
<b>Total:</b>	<b>\$8,227,610</b>	<b>\$10,264,685</b>	<b>\$12,387,028</b>	<b>\$11,448,990</b>	<b>11.5%</b>



**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 \$1.07M of revenue in FY2025, which represents a 3.6% decrease over the prior year. Budgeted expenditures are projected to increase by 3.4% or \$37.37K to \$1.15M in FY2025.



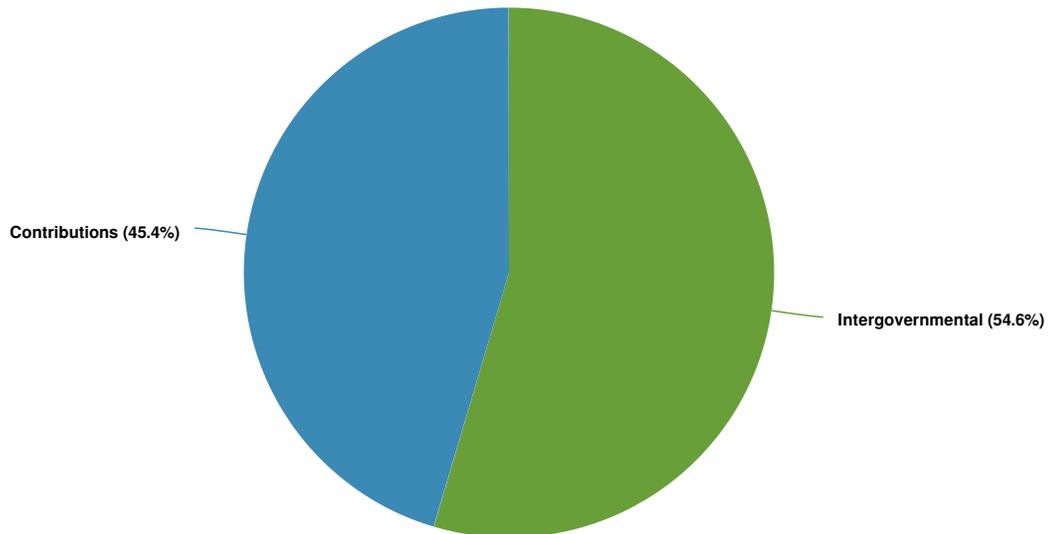
## CDBG Fund Comprehensive Summary

Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget
<b>Beginning Fund Balance:</b>	N/A	N/A	N/A	N/A	N/A
<b>Revenues</b>					
Intergovernmental	\$796,921	\$643,210	\$643,210	\$681,094	\$643,210
Investment Earnings	\$23,585	\$0	\$0	\$42,039	\$0
Contributions	\$460,955	\$466,865	\$466,865	\$466,865	\$485,880
<b>Total Revenues:</b>	<b>\$1,281,461</b>	<b>\$1,110,075</b>	<b>\$1,110,075</b>	<b>\$1,189,997</b>	<b>\$1,129,090</b>
<b>Expenditures</b>					
Salaries	\$404,980	\$484,145	\$484,145	\$429,138	\$496,665
Other/Miscellaneous	\$972,943	\$442,930	\$1,196,529	\$948,468	\$426,090
Employee Benefits	\$85,888	\$114,000	\$114,000	\$91,625	\$137,435
Professional/Contractual Services	\$22,658	\$16,100	\$37,102	\$15,457	\$16,100
Supplies/Utilities	\$41,337	\$52,900	\$59,081	\$37,236	\$52,800
<b>Total Expenditures:</b>	<b>\$1,527,806</b>	<b>\$1,110,075</b>	<b>\$1,890,856</b>	<b>\$1,521,923</b>	<b>\$1,129,090</b>
<b>Total Revenues Less Expenditures:</b>	<b>-\$246,345</b>	<b>\$0</b>	<b>-\$780,781</b>	<b>-\$331,926</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	N/A	N/A	N/A	N/A	N/A

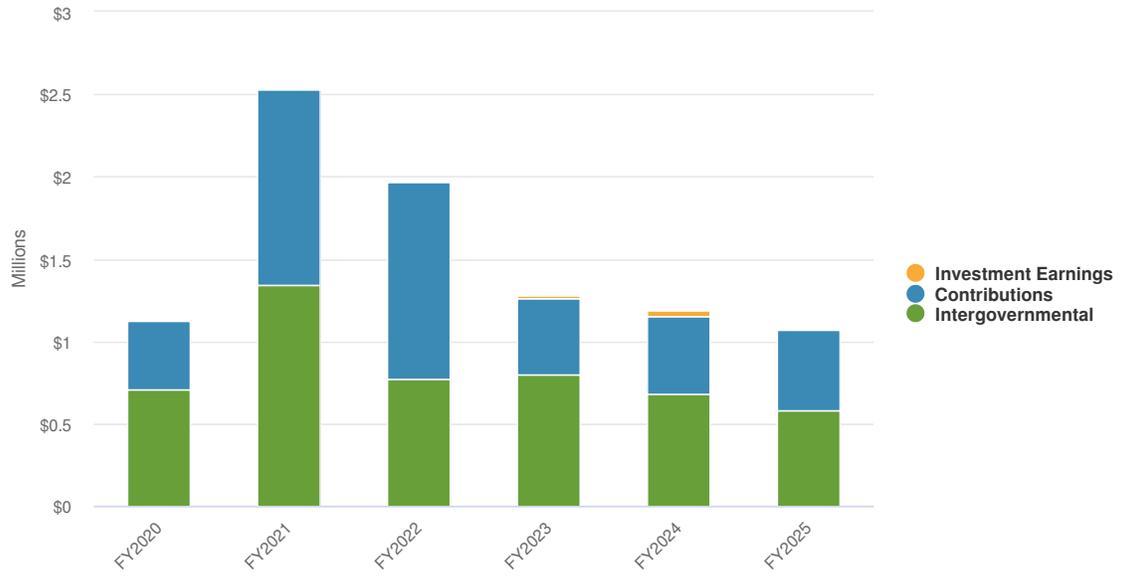
## CDBG Fund -Revenues by Source

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



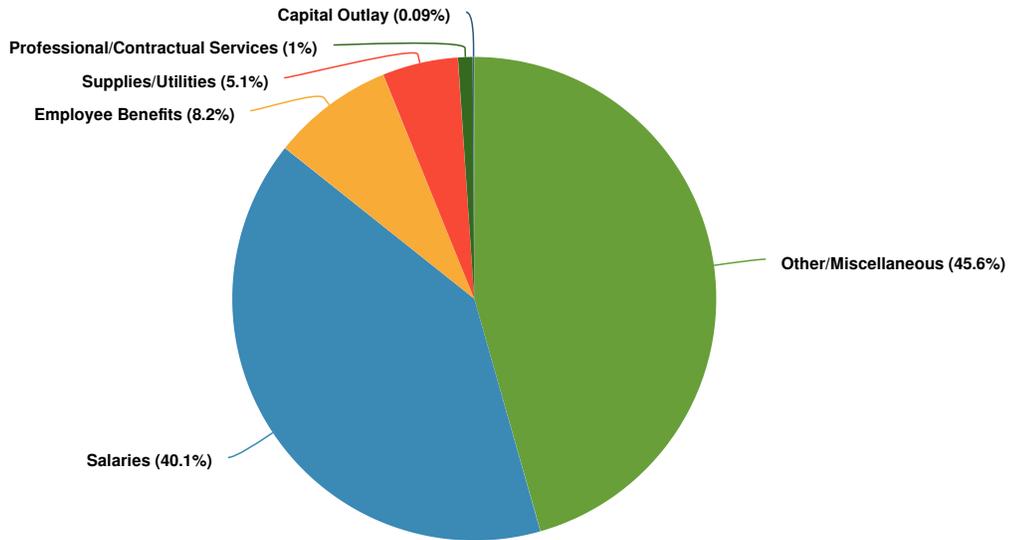
### Budgeted and Historical Revenues by Source



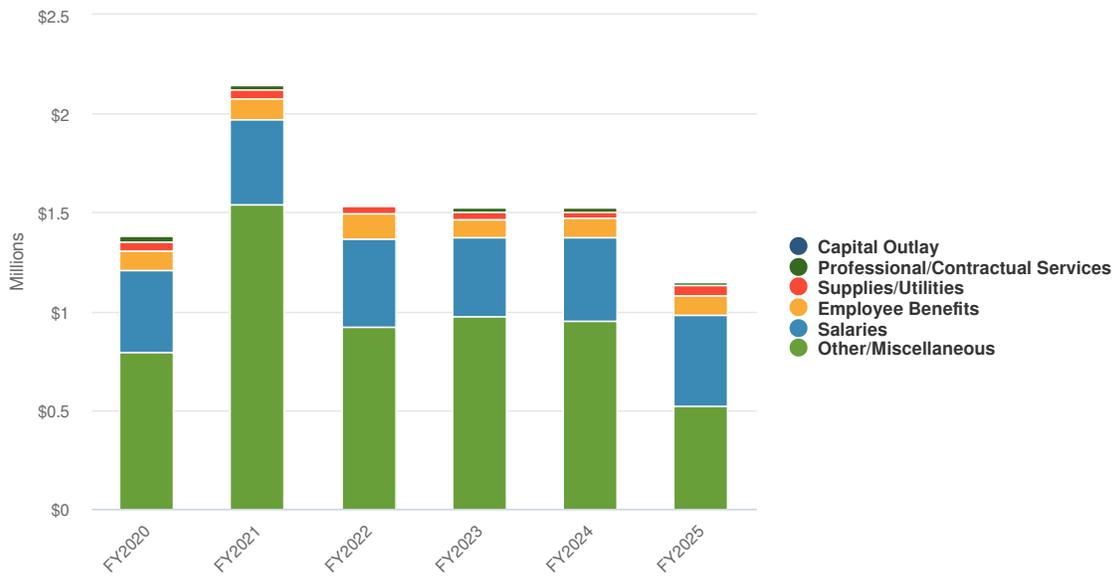
Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Revenue Source					
Intergovernmental	\$796,921	\$643,210	\$643,210	\$643,210	0%
Investment Earnings	\$23,585	\$0	\$0	\$0	0%
Contributions	\$460,955	\$466,865	\$466,865	\$485,880	4.1%
<b>Total Revenue Source:</b>	<b>\$1,281,461</b>	<b>\$1,110,075</b>	<b>\$1,110,075</b>	<b>\$1,129,090</b>	<b>1.7%</b>

## CDBG Fund - Expenditures by Expense Type

Budgeted Expenditures by Expense Type



### Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects					
Salaries	\$404,980	\$484,145	\$484,145	\$496,665	2.6%
Other/Miscellaneous	\$972,943	\$442,930	\$1,196,529	\$426,090	-3.8%
Employee Benefits	\$85,888	\$114,000	\$114,000	\$137,435	20.6%
Professional/Contractual Services	\$22,658	\$16,100	\$37,102	\$16,100	0%
Supplies/Utilities	\$41,337	\$52,900	\$59,081	\$52,800	-0.2%
<b>Total Expense Objects:</b>	<b>\$1,527,806</b>	<b>\$1,110,075</b>	<b>\$1,890,856</b>	<b>\$1,129,090</b>	<b>1.7%</b>

## Service Narrative

### Service Narrative

The Economic and Community Development (ECD) Department is responsible for assisting in economic and community development in the City of Bristol. 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/loans, 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 funded by HUD, and two other positions – the Executive Director and the Sr. 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 an emphasis on new 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 remains a priority for the ECD, and 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.

### **Economic and Community Development Board**

Mayor Jeffrey Caggiano, Chairperson	11/2025
Howard T. Schmelder, Vice- Chairperson	12/2026
Sebastian Panioto, City Council Member	11/2025
David Mills	12/2024
Thomas Hick	02/2029
Marvin Goldwasser	12/2026
Andrew Rasmussen-Tuller	12/2024
Louise Provenzano	12/2025

# Goals and Accomplishments

## Fiscal Year 2024 Accomplishments:

### **Economic Development Incentives**

From July 1, 2023 to present, Economic and Community Development (ECD) coordinated economic development incentives for new and existing Bristol businesses and developers completing significant projects. A sampling of recent incentives include:

- Longtime Bristol businesses Jimmy's on the River, First Impression Salon, Palma's Diner and others received grants to assist with renovations.
- Established businesses moving to Bristol or opening new locations in Bristol include Yellow King Brews, Golden Years Homemakers and Companions, Platinum Car Wash, and more.
- High-technology manufacturers Sherwood Manufacturing, New England Spring, SSI Manufacturing, and Four Slide Spring and Stamping received assistance to upgrade their facilities and/or to purchase equipment.
- Startup businesses assisted include Precision HVAC Home Services, Creative Jam Art Studio, the Bristol Bazaar, and more.
- Several businesses and non-profits received grants through the American Rescue Plan Act (ARPA) process. These businesses and non-profits include Emily's Catering, Rowley Spring and Stamping, Bristol Boys and Girls Club, BristolWORKS!, and many others.
- Carrier Development and Golden Years Homemakers and Companions received Enterprise Zone tax abatements to incentivize the purchase and redevelopment of key downtown properties.
- Established manufacturer Bauer, Inc. received State of Connecticut "Urban Jobs" tax abatement applied to the expansion of its existing building on Century Drive.

### **Economic Development Highlights**

- The ECD partners with BristolWORKS!, an innovative workforce development agency that provides career training free of charge to local residents.
- Carrier Development is under construction on Phase #1 of a sprawling mixed-use development on Centre Square that will include more than 50 apartments and 8,000 square feet of ground floor commercial space.
- Wheeler Health recently completed construction of its new 45,000 square-foot corporate headquarters and medical facility on Centre Square.
- Senior Living Development completed construction of a 60,000 square-foot assisted living project at the corner of North Main Street and Route 6.
- Construction has concluded on a 45,000 square-foot conference center to complement the existing DoubleTree by Hilton Hotel. A second hotel – HOME2 – for the large campus was completed in Spring 2024.
- ECD, New Colony Development (land bank), 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**

- The ECD continued to produce economic development videos in partnership with the Mayor's Office, distributing them via social media to keep the community informed of new and ongoing economic development projects.
- The ECD worked with a vendor to develop an updated, more responsive Bristol All Heart website (<https://www.bristolallheart.com>) to promote Bristol to potential businesses and residents, current businesses and residents, and City visitors. The new website serves as a resource for local businesses seeking economic development assistance, job postings, and resources to help them grow and thrive.
- The City celebrated the opening of 32 new businesses with ribbon cutting ceremonies in 2023-2024.
- ECD recognized 18 Bristol businesses celebrating milestone anniversaries (30-plus years in business) in 2023-2024.
- The City took part in two groundbreaking ceremonies: Centre Square Village (a By Carrier Development) and Prohealth Physicians' new medical building on Farmington Avenue.

- The ECD continues to promote the great local assets Bristol has to offer for residents, visitors, and businesses through partnerships with the Arts & Culture Commission, other City departments, Bristol businesses, and nonprofit organizations utilizing several marketing channels including social media to drive traffic to the newly-updated Bristol All Heart website.

### **Community Development Highlights**

- The ECD awarded Community Development Block Grant (CDBG) public service grants with a value of \$84,781 to ten (10) community agencies providing programs to benefit Bristol residents with low and moderate incomes. Due to a reduction in funds for Program Year 50, no public facility projects were awarded funding for 2024-25.
- For the period July 1, 2023 to June 30, 2024, the ECD utilized \$261,219 in CDBG Housing Rehabilitation funds to provide grants for projects benefitting 32 single-family homeowners, and awarded \$41,762 for rehab of 13 multi-family housing units (total CDBG grants = \$302,981). 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 rehabilitation work performed through this program improves the housing stock in Bristol and enables residents to maintain the safety and integrity of their homes.

### **Grants Administration Highlights**

- The Grants Administrator worked with Bristol Parks, Recreation, Youth & Community Services to submit an application for a Dept. of Energy & Environmental Protection (DEEP) grant to revitalize Rockwell Park. This program, the Outdoor Recreation & Legacy Partnership, targets improvements in urban park areas located in distressed neighborhoods.
- Working with our partners at the Naugatuck Valley Council of Governments, (NVCOG), the City obtained a planning grant in the amount of \$320,000 to design and engineer a pedestrian pathway along the Pequabuck River from Rockwell Park to Middle Street.
- The City submitted an application for funding to outfit the Emergency Operations Center (EOC), which is located in the Bristol Police Complex. The former EOC was displaced during the renovation of City Hall, and Dept. of Emergency Management & Homeland Security (DEMHS) funds recently became available to assist with its re-establishment and outfitting.
- Continuing the effort to bring training funds to the Bristol Fire Department, the Grants Administrator coordinated the submission of another Federal Emergency Management Agency (FEMA) training grant. This application for an AFG grant in the amount of \$344,494 will fund training in the areas of Fire Officer I, Fire Instructor I, Tech Rescue – Operations, and Vehicle Rescue.
- The City participated in a voucher program from the U.S. Dept. of Energy to support the installation of LED lights at several park locations and the City Yard.

### **Fiscal Year 2025 Goals**

#### **Incentivize Private Development**

- The ECD launched a “forgivable” revolving loan fund in January 2024 to stimulate economic development. The program will serve for-profit businesses to encourage small business growth, to help create and retain jobs, to incentivize commercial property improvements/investment, to encourage businesses located outside Bristol to open locations in the City, and to assist home-based businesses graduating to commercial locations.

#### **Continued Brownfield Redevelopment**

- The ECD is working with New Colony Development Corp. on redevelopment of the J.H. Sessions building at 273 Riverside Avenue. This type of project cannot be completed quickly, so it will remain a priority of the ECD for several years until the ribbon is cut on a new development for the site.
- The redevelopment of 894 Middle Street, a 17-acre property that was once the home of a metal reclamation facility, remains a long-term goal. As of June 2024, 894 Middle Street has been remediated, with four quarters of required groundwater monitoring complete. The ECD will begin promoting the land for development through an RFP process in late 2024.
- 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 to address contamination prior to development.

**Secure Competitive Grants and Continue Bristol's Successful CDBG Process**

- Continue to manage grants administration for City efforts while also coordinating the CDBG program responsibly by adapting to funding changes and shifting priorities for the community. The department's primary effort for 2025 will be to meet the growing needs of local non-profits while also meeting the need for the City's popular housing rehabilitation program.
- Development of a CDBG 5-Year Consolidated Plan for 2025-2029 will commence in the Fall of 2024.

**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 expand an existing business. FY 2025 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 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 City-Owned Property for Private Development**

- Continue to promote new construction opportunities within the Southeast Bristol Business Park, 894 Middle Street, and Centre Square for appropriate end users.

**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.

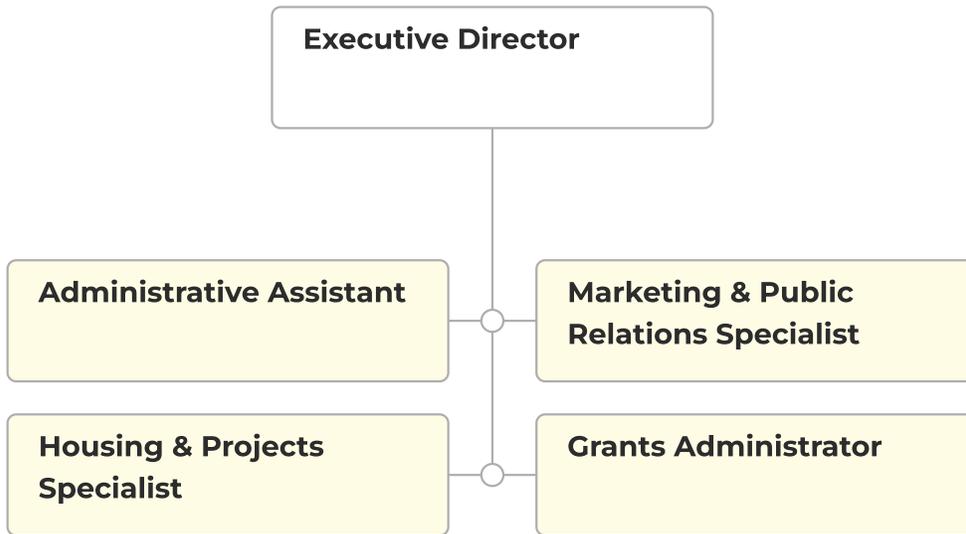
**Long Term Policy Goals**

- Coordinate development of a strategic plan based on short-term, near-term, and long-term City goals for the City to use as a framework to help evaluate and prioritize City-funded capital improvement projects.
- Support policy decisions and regulatory processes that help to create an environment in Bristol that is conducive to economic growth.

**Expenditure and Position Summary**

	2022 Actual	2023 Estimated	2024 Budgeted
Salary Expenditures	\$445,255	\$472,130	\$496,665
Full time positions	5	5	5

## Organization Chart



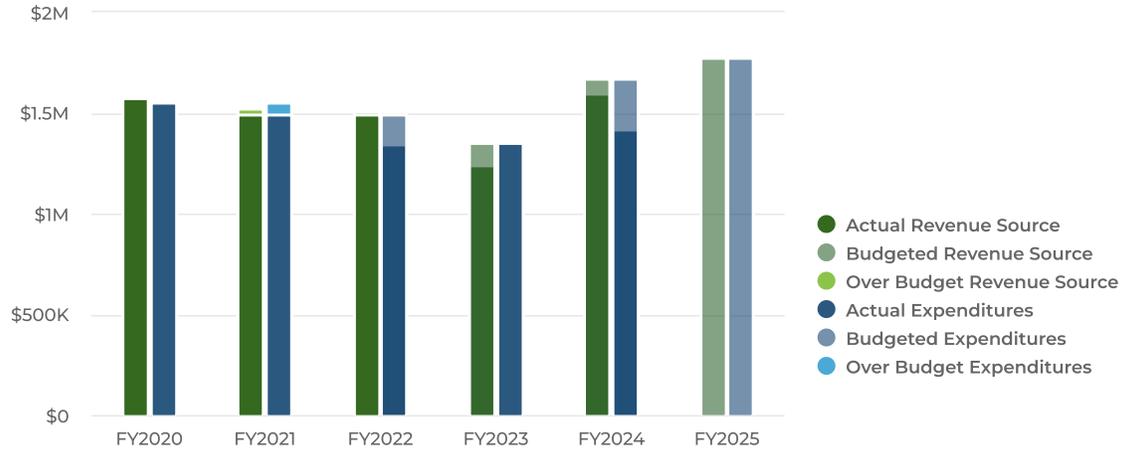




**Solid Waste Disposal Fund** - This fund accounts for the disposal of the City's solid waste collected by the Solid Waste division in Public Works. It is financed by the General Fund and charges private haulers that use the City's Solid Waste program. Additionally, the fund uses interest earnings to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

## Summary

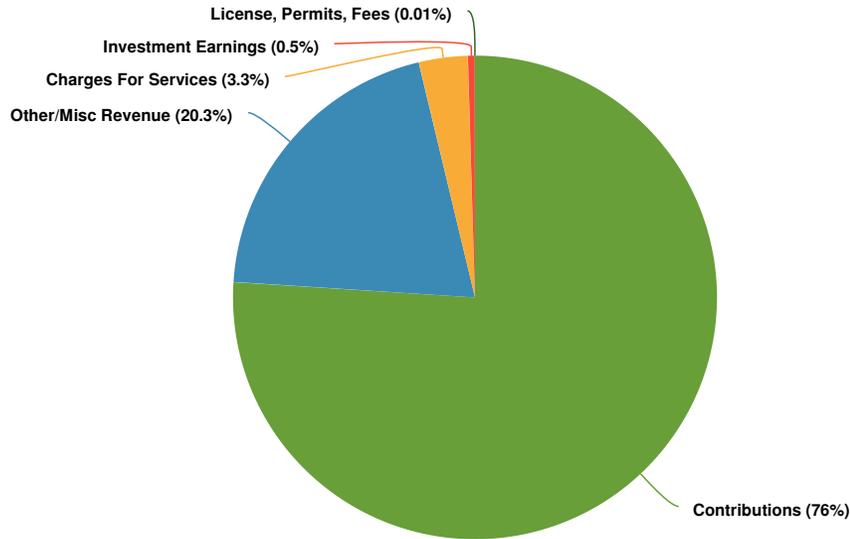
The City of Bristol is projecting \$1.78M of revenue in FY2025, which represents a 6.1% increase over the prior year. Budgeted expenditures are projected to increase by 6.1% or \$102.08K to \$1.78M in FY2025.



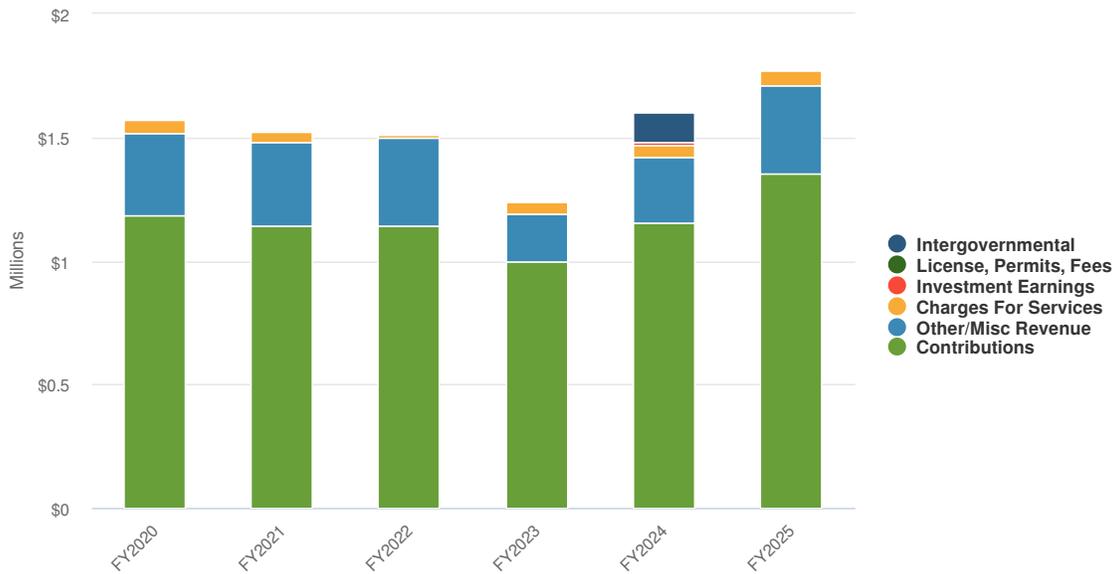
# Solid Waste Disposal Fund - Revenues by Source

The primary revenue source of this fund is Contributions from the General Fund, 76% and Other/Miscellaneous Revenue, 20%, which represents the host fee for the facility.

## Projected Revenues by Source



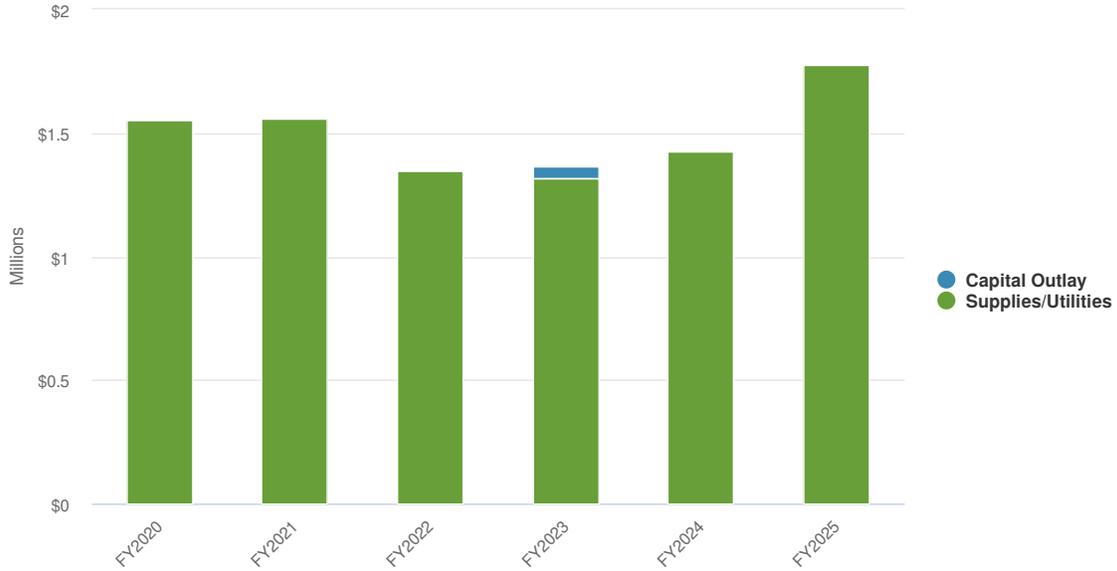
## Budgeted and Historical Revenues by Source



<b>Name</b>	<b>FY2023 Actual</b>	<b>FY2024 Original Budget</b>	<b>FY2024 Revised Budget</b>	<b>FY2025 Original Budget</b>	<b>FY2024 Original Budget vs. FY2025 Original Budget (% Change)</b>
Revenue Source					
Intergovernmental	\$0	\$0	\$45,000	\$0	0%
License, Permits, Fees	\$200	\$200	\$200	\$200	0%
Charges For Services	\$46,841	\$58,000	\$58,000	\$58,000	0%
Investment Earnings	\$8,281	\$103,000	\$143,000	\$8,000	-92.2%
Other/Misc Revenue	\$190,450	\$360,000	\$360,000	\$360,000	0%
Contributions	\$999,640	\$1,154,000	\$1,154,000	\$1,351,080	17.1%
<b>Total Revenue Source:</b>	<b>\$1,245,413</b>	<b>\$1,675,200</b>	<b>\$1,760,200</b>	<b>\$1,777,280</b>	<b>6.1%</b>

# Solid Waste Disposal Fund - Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects					
Supplies/Utilities	\$1,317,679	\$1,675,200	\$1,760,200	\$1,777,280	6.1%
Capital Outlay	\$47,977	\$0	\$0	\$0	0%
<b>Total Expense Objects:</b>	<b>\$1,365,656</b>	<b>\$1,675,200</b>	<b>\$1,760,200</b>	<b>\$1,777,280</b>	<b>6.1%</b>

## 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 2024 Accomplishments:

- Submitted grant application to fund a Municipal Food Waste pilot collection program to reduce Covanta waste disposal cost. The City was NOT awarded a grant for food waste collection. Implementing food/organic waste collection appears to be a major priority of the Connecticut Department of Energy and Environmental Protection (DEEP). However, the Department of Public Works (DPW) and the Board of Public Works (BPW) remain concerned with the increased costs of potential CT DEEP required organic collection programs. DPW continues to assess the viability, effectiveness and impact of a City organic waste collection program.
- Monitored legislative activity and opposed any proposed legislation associated with a Connecticut 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 a 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 fluctuations in commodity prices and the impact of such on recycling processing costs.

### Fiscal Year 2025 Goals:

- Investigate measures to reduce recycling processing and rubbish disposal fees. The City's exposure to increased recycling costs stabilized in the FY2024-25 budget, however exposure to future elevated rubbish costs 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 a 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 costs associated with disposal of municipal single stream recycling.
- Address the 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 an 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 the disposal cost of refuse and recyclable material, and reduce its impact on the environment.
- Construct local/regional recycling process facility to reduce/control costs. Utilization of City rail system may serve as an opportunity to decrease transportation cost.

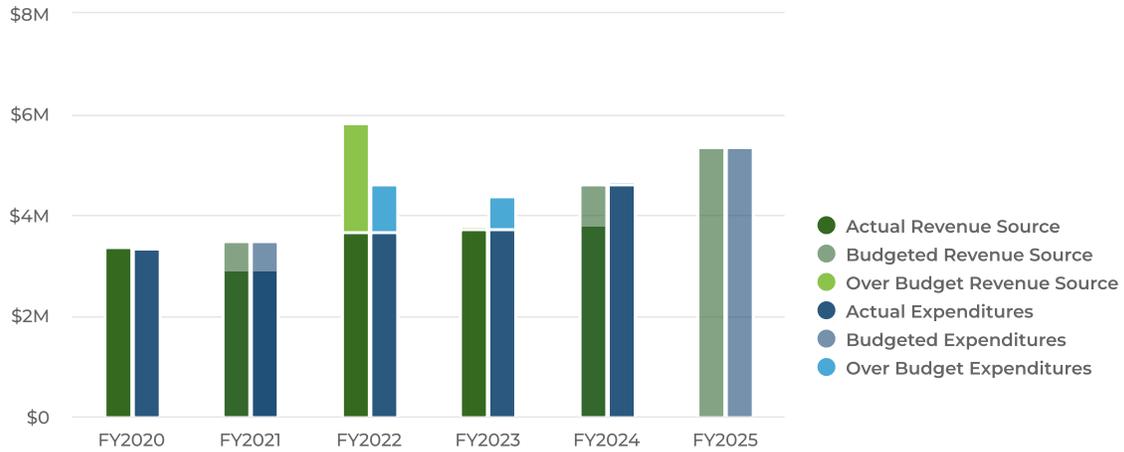




**School Lunch Program** - This fund accounts for the activities of the Bristol School Lunch program. It is financed through the sale of school lunches and grants from the State of Connecticut and Federal government.

## Summary

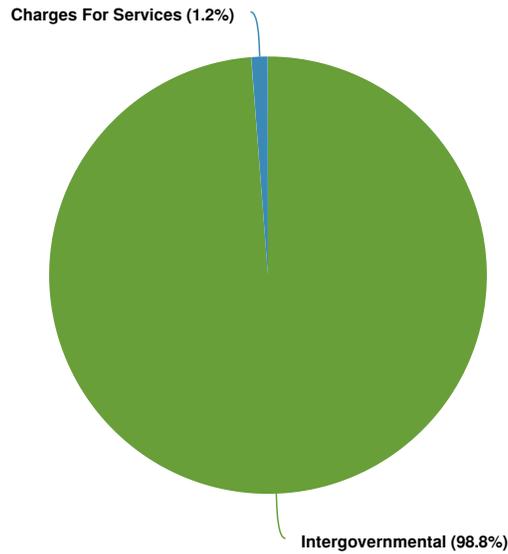
The City of Bristol is projecting \$5.37M of revenue in FY2025, which represents a 16.2% increase over the prior year. Budgeted expenditures are projected to increase by 16.2% or \$749.91K to \$5.37M in FY2025.



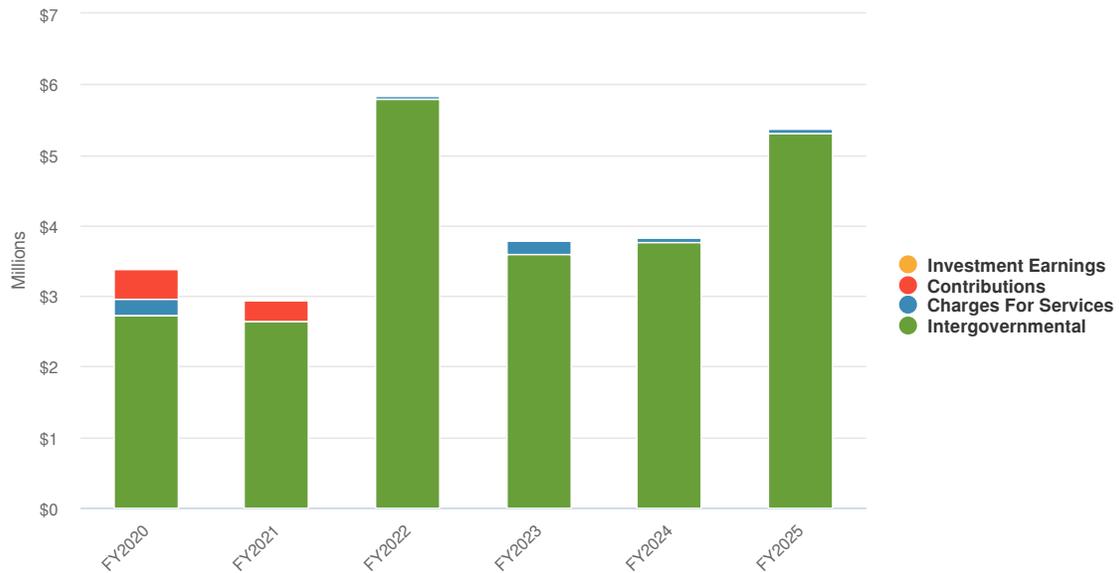
## School Lunch Program - Revenues by Source

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

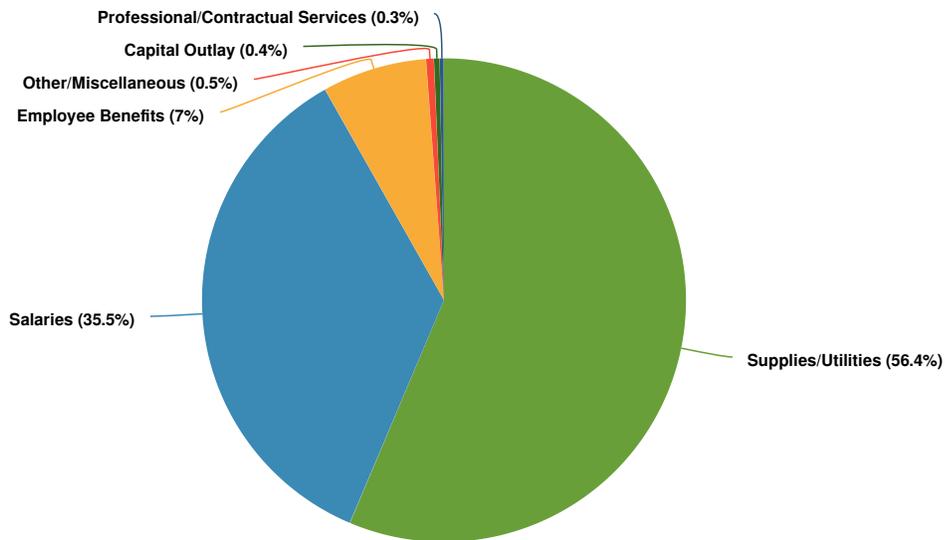


Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Revenue Source					
Intergovernmental	\$3,604,315	\$4,580,225	\$4,580,225	\$5,307,680	15.9%
Charges For Services	\$178,213	\$42,500	\$42,500	\$64,950	52.8%
Investment Earnings	\$5,459	\$0	\$0	\$0	0%
<b>Total Revenue Source:</b>	<b>\$3,787,987</b>	<b>\$4,622,725</b>	<b>\$4,622,725</b>	<b>\$5,372,630</b>	<b>16.2%</b>

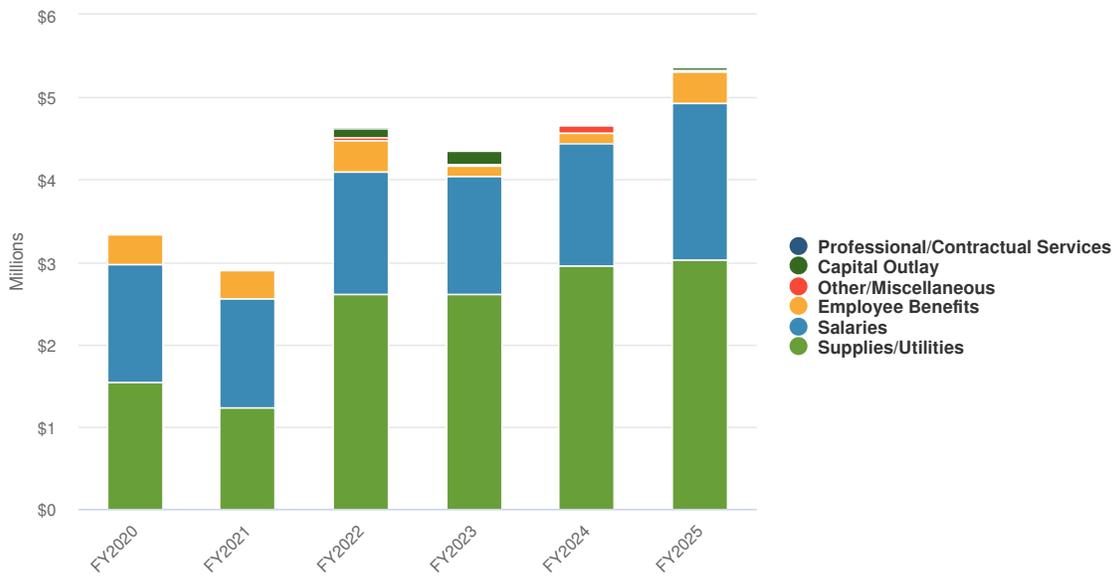
## School Lunch Program - Expenditures by Expense Type

The major change in this budget is an increase in Wages, due to contract negotiations and Supplies and Utilities which experienced an overall increase for FY2025. All other costs are consistent with prior years.

### Budgeted Expenditures by Expense Type



### Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects					
Salaries	\$1,434,816	\$1,835,800	\$1,835,800	\$1,905,570	3.8%
Other/Miscellaneous	\$31,367	\$35,000	\$35,000	\$29,000	-17.1%
Employee Benefits	\$110,093	\$364,425	\$364,425	\$374,850	2.9%
Professional/Contractual Services	\$19,762	\$20,000	\$20,000	\$15,000	-25%
Supplies/Utilities	\$2,615,401	\$2,367,500	\$2,367,500	\$3,028,210	27.9%
Capital Outlay	\$164,082	\$0	\$0	\$20,000	N/A
<b>Total Expense Objects:</b>	<b>\$4,375,521</b>	<b>\$4,622,725</b>	<b>\$4,622,725</b>	<b>\$5,372,630</b>	<b>16.2%</b>

## 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 2024 Goals and Accomplishments:

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, FFVP, Afterschool Snack 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 CEP program for the 2024-2025 school year. This encompasses 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 returning to the universal free lunch for all schools in CT or the US. If this doesn't happen, Bristol Public Schools will continue to operate under the current CEP program.

The Department's mission is to promptly provide students with healthy, nutritious, appealing foods and a pleasant daily environment. Grants have been awarded to offer fresh fruits and vegetables in all meal choices. The District also participates in the FFVP program, which introduces the students of the seven schools approved to various 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 enrollment of eligible students for the food service program in all grades for fiscal year 2023-2024 was approximately 7,439. The Department served 979,097 reimbursable lunches and 463,705 reimbursable breakfasts for the 2023-24 school year.

The district receives funding through the Department of Education's Child Nutrition offices through federal and state reimbursements and grants and cash sales revenues. The Department operates 13 food service sites throughout the District.

- The Bristol Public Schools School Cafeteria has successfully navigated the ever-changing and complicated landscape shaped by the COVID-19 pandemic. Foods and Supplies have been challenging to procure, and staffing has been fluid and complex. 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 the food and supplies we purchase throughout the school year.
- Operating under the CEP program with the current reimbursement rate for the 2023-24 school year will be challenging, and it is anticipated to end the school year in a deficit. The amount will depend on how much the food and operating expenses continue to increase. The hope is that the universal free lunch program will make traction and be available for the 2024-25 school year. This will cause a significant increase in the sales figure for the year. If this doesn't happen, hopefully the USDA will increase the reimbursement rate enough to help cover costs and operate at a breakeven for the 2024-25 school year.
- Updated Kitchen, Serving Line, & Storeroom at Stafford School
- Installed a New Walk-in refrigerator at BCHS
- Purchased New Food Truck for the School Lunch Program
- Opened a new Pre-K Meal program at Edgewood School
- Updated the menus program to Nutrislice to incorporate the needs of the district regarding the menu for the Bristol community

## Fiscal Year 2025 Goals:

- Continue to look at equipment and kitchen upgrades in the district to help serve the students in the best way possible
- Operate the 2024-25 School Lunch Program at breakeven for the school year

## Long Term Goals:

- To develop and maintain a balanced budget for the School Cafeteria Program. Should the program run in the black, options to expand selection, offering multi-cultural meal choices that are representative of enrollment as well as provide more options and variety with all meals.
- To look for feedback from students and families to direct the District's goals for expanded choice.

## Performance Measures

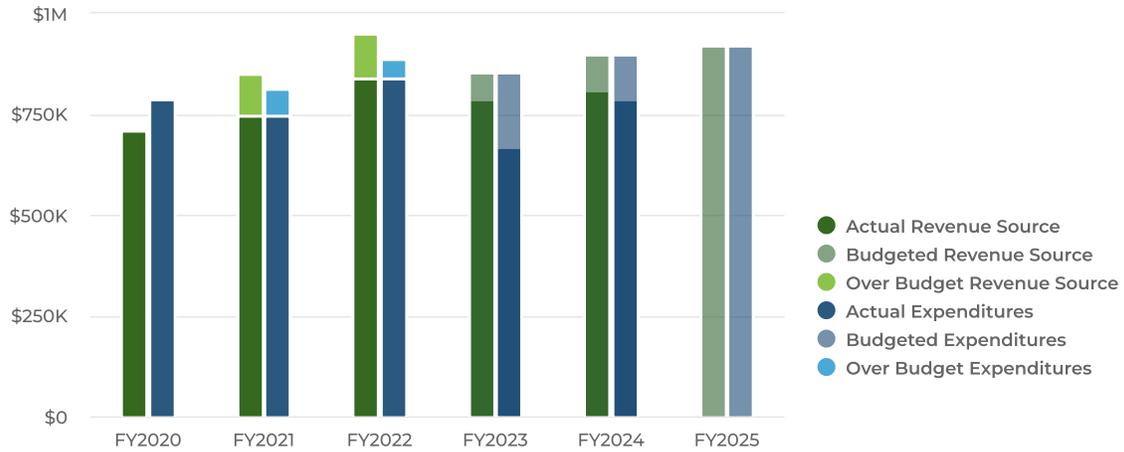
	<b>2020-2021 School Year</b>	<b>2021-2022 School Year</b>	<b>2022-2023 School Year</b>	<b>2023-2024 School Year</b>
Eligible Students	7,724	7,468	7,473	7,439
Reimbursable Lunches	440,434	891,723	945,942	979,097
Reimbursable Breakfast	271,090	381,017	426,467	463,705



**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.

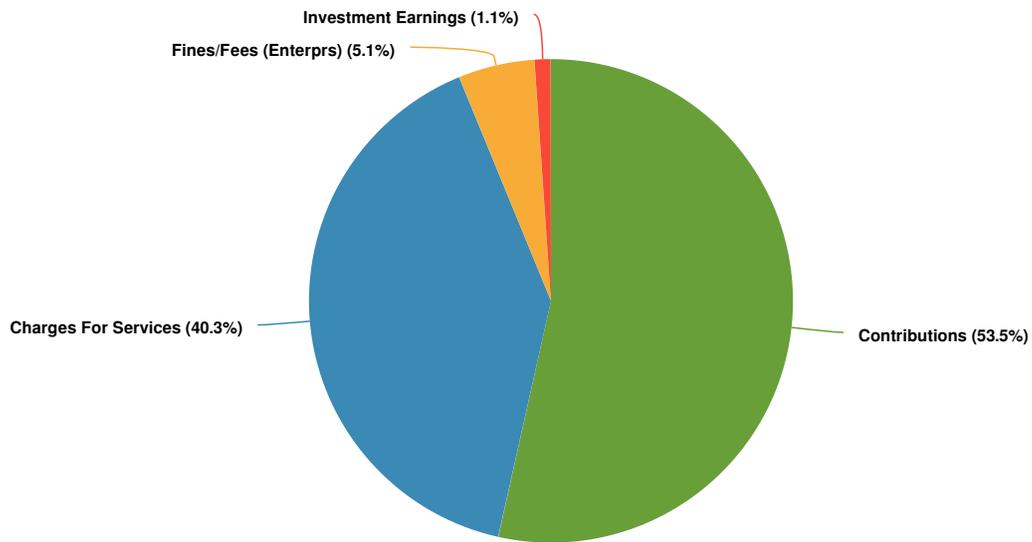
## Summary

The City of Bristol is projecting \$921.11K of revenue in FY2025, which represents a 2.5% increase over the prior year. Budgeted expenditures are projected to increase by 2.5% or \$22.06K to \$921.11K in FY2025.

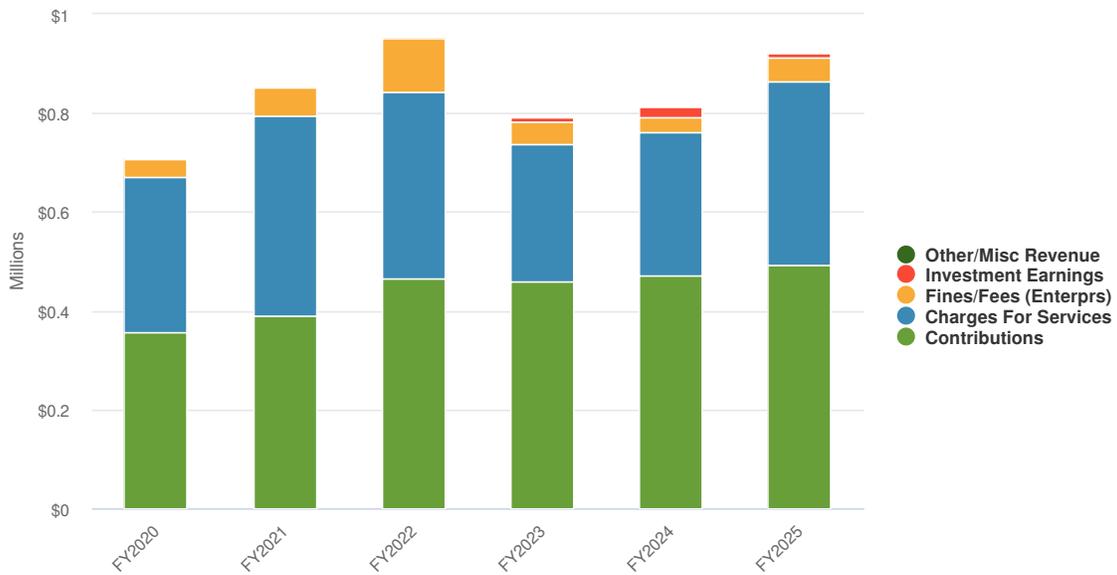


# Transfer Station Fund - Revenues by Source

## Projected Revenues by Source



## Budgeted and Historical Revenues by Source

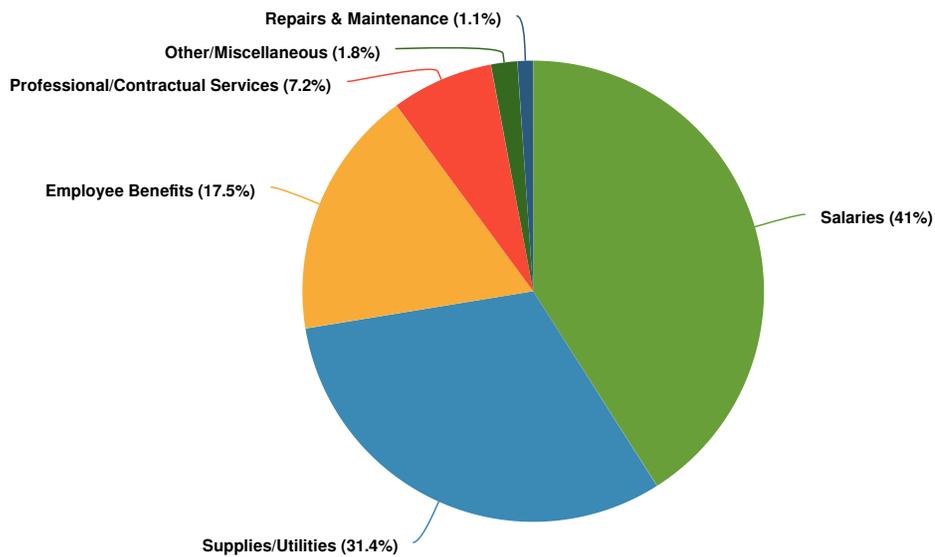


Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Revenue Source					
Fines/Fees (Enterprs)	\$42,655	\$52,200	\$52,200	\$47,000	-10%

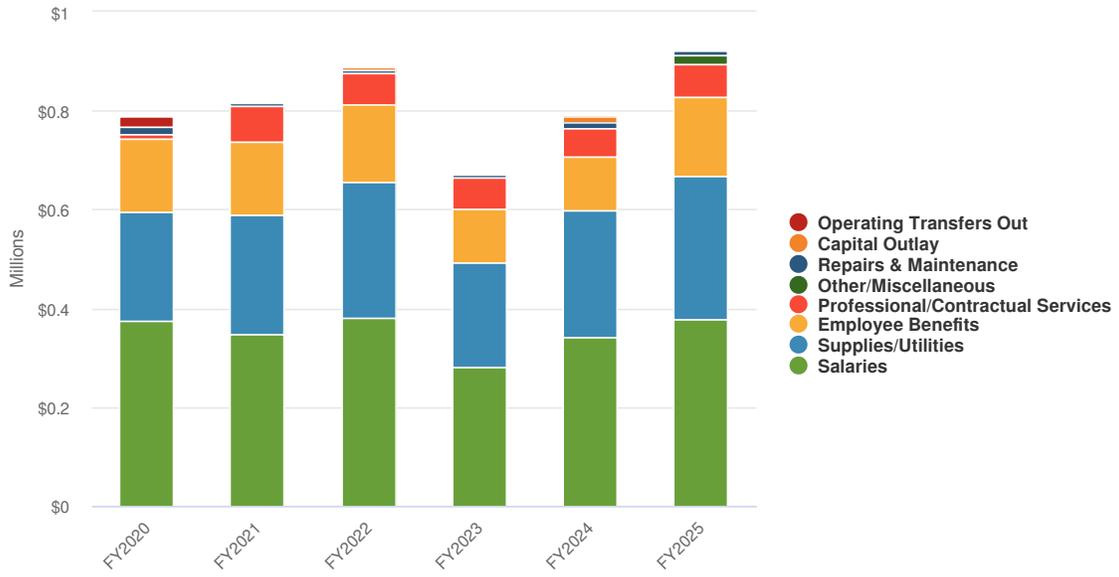
Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Charges For Services	\$279,320	\$342,250	\$342,250	\$371,250	8.5%
Investment Earnings	\$9,591	\$45,160	\$99,160	\$10,000	-77.9%
Other/Misc Revenue	\$0	\$300	\$300	\$0	-100%
Contributions	\$459,140	\$459,140	\$470,490	\$492,860	7.3%
<b>Total Revenue Source:</b>	<b>\$790,706</b>	<b>\$899,050</b>	<b>\$964,400</b>	<b>\$921,110</b>	<b>2.5%</b>

## Transfer Station Fund - Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



### Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects					
Salaries	\$280,671	\$378,680	\$390,030	\$377,590	-0.3%
Other/Miscellaneous	\$0	\$7,000	\$7,000	\$17,000	142.9%
Employee Benefits	\$107,058	\$160,310	\$160,310	\$160,895	0.4%
Professional/Contractual Services	\$64,820	\$66,000	\$66,000	\$66,000	0%
Supplies/Utilities	\$212,433	\$277,060	\$331,060	\$289,625	4.5%
Repairs & Maintenance	\$5,820	\$10,000	\$10,000	\$10,000	0%
<b>Total Expense Objects:</b>	<b>\$670,802</b>	<b>\$899,050</b>	<b>\$964,400</b>	<b>\$921,110</b>	<b>2.5%</b>

## 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 2024 Accomplishments:

- Maintained compliance with CT Department of Energy and Environmental Protection (DEEP) environmental permits and regulations.
- Reconstructed/repaired concrete curb along residential drop off areas to reduce tripping hazards.
- Implemented on-site processing of woody debris and leaf materials at the transfer station.
- Sold generated compost, and wood chips that are provided to Covanta Energy to reduce disposal cost.
- Obtained a 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 scale load cell in the outbound scale Fairbanks unit.
- Modified transfer station permits, reclassifying high residential transfer station users as commercial, classifying non-Bristol residents (property owners) as commercial and adjusting fees.
- Updated/established a virtual server for the Transfer Station's scale software.
- Obtained new provider for Transfer Station online payment system. Investigated and pursued revising system to allow residents the ability to provide Saturday online payments.
- Monitored construction of capital improvement project to repair and eliminate erosion of landfill slopes to maintain compliance with CT DEEP requirements.
- Investigated installation of solar array/panels on DPW landfill.

### Fiscal Year 2025 Goals:

- Continue to investigate installation of solar PV array on landfill to either reduce City electrical cost or provide lease payments to reduce transfer station operating cost.
- 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	Fiscal Year 2023-2024
Number of Residential Transfer Station Visitors	55,177	48,113	46,842	44,975

## Expenditure and Position Summary

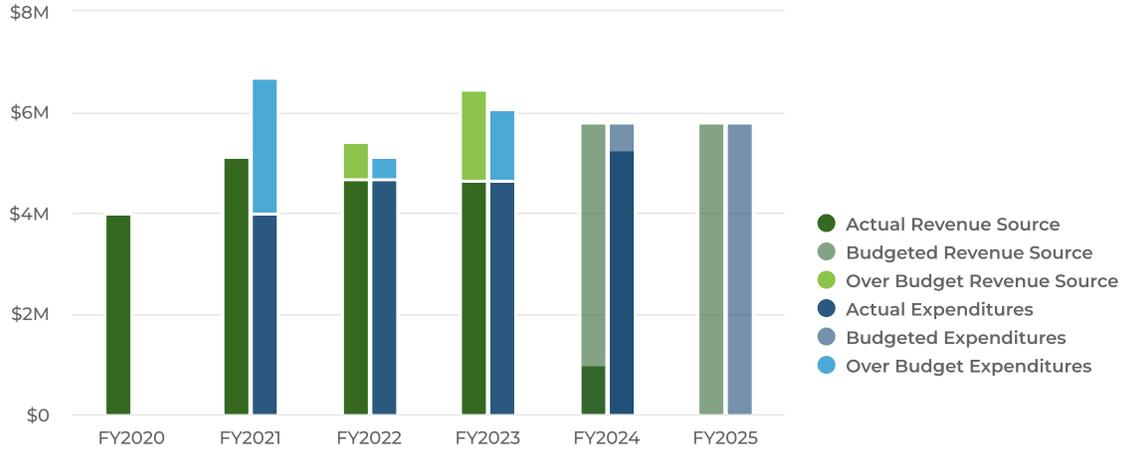
	2023 Actual	2024 Estimated	2025 Budgeted
Salary Expenditures	\$280,671	\$390,030	\$377,590
Full time positions	5	5	5



**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.

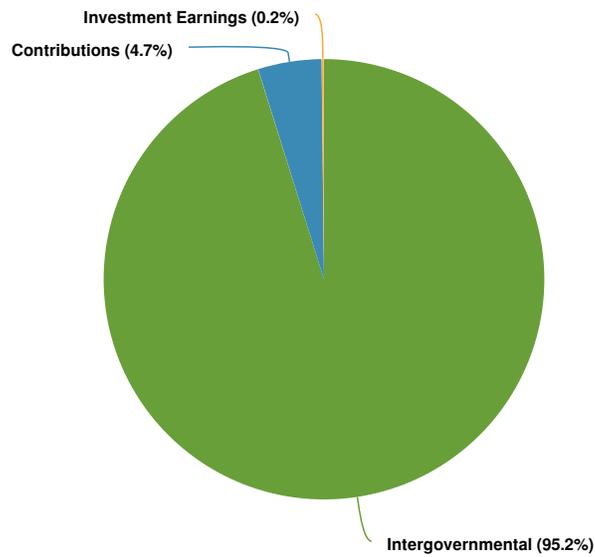
## Summary

The City of Bristol is projecting \$5.8M of revenue in FY2025, which represents a 0.1% increase over the prior year. Budgeted expenditures are projected to increase by 0.1% or \$3.73K to \$5.8M in FY2025.

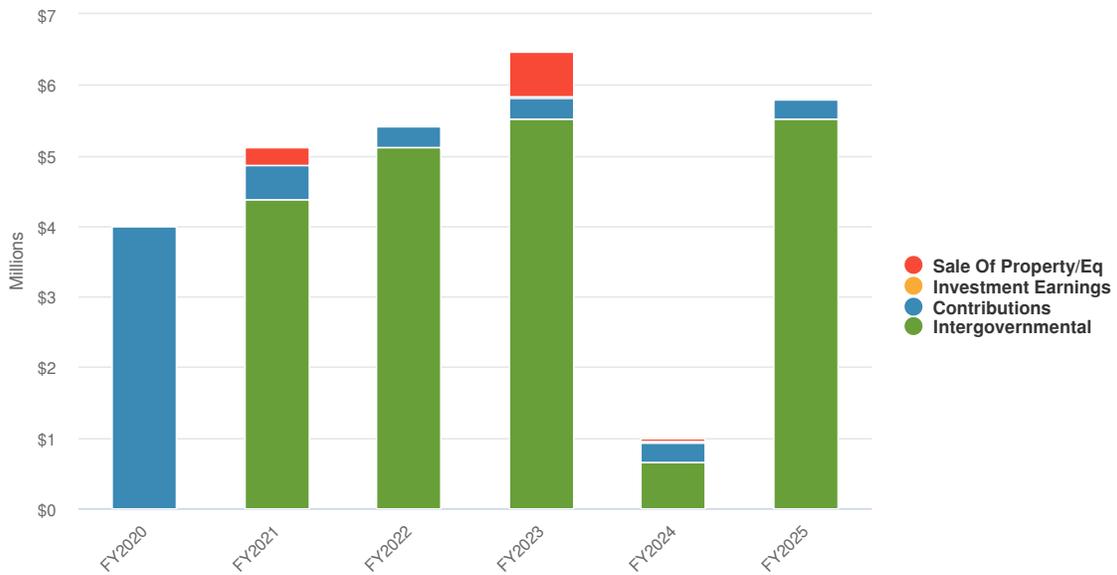


# Road Improvements Fund - Revenues by Source

## Projected 2024 Revenues by Source



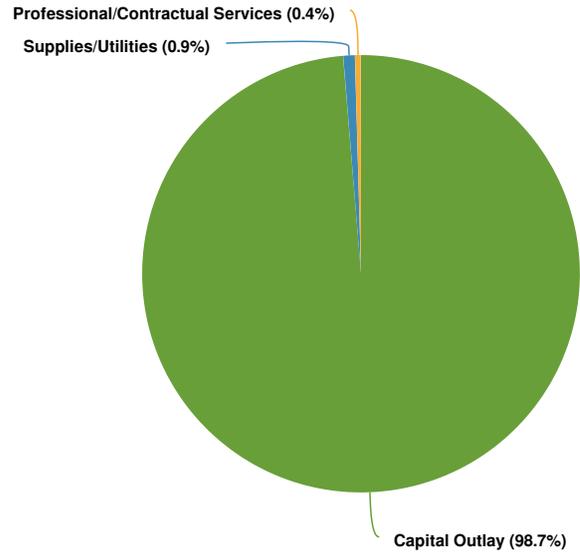
## Budgeted and Historical 2024 Revenues by Source



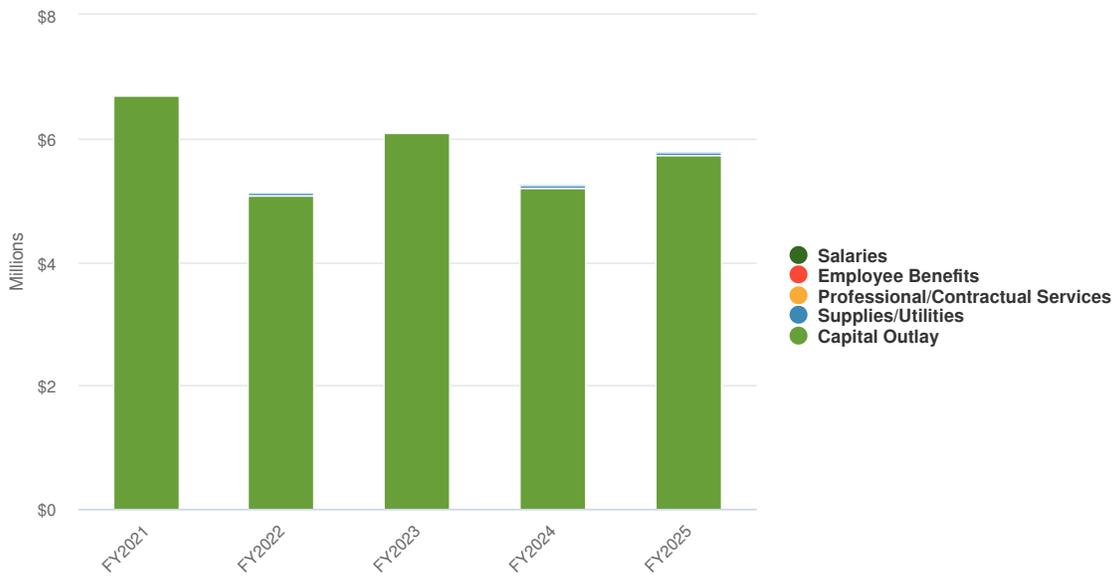
Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Revenue Source					
Intergovernmental	\$5,521,366	\$5,521,365	\$5,521,365	\$5,520,090	0%
Investment Earnings	\$11,396	\$5,000	\$275,000	\$10,000	100%
Sale Of Property/Eq	\$631,753	\$0	\$0	\$0	0%
Contributions	\$300,000	\$270,000	\$270,000	\$270,000	0%
<b>Total Revenue Source:</b>	<b>\$6,464,516</b>	<b>\$5,796,365</b>	<b>\$6,066,365</b>	<b>\$5,800,090</b>	<b>0.1%</b>

## Road Improvement Fund - Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects						
Salaries			\$10,500	\$1,015	\$0	N/A
Employee Benefits			\$0	\$15	\$0	N/A
Professional/Contractual Services	\$0	\$25,000	\$284,500	\$14,000	\$25,000	0%
Supplies/Utilities	\$0	\$50,000	\$50,000	\$50,775	\$50,000	0%
Capital Outlay	\$6,081,352	\$5,721,365	\$7,275,914	\$5,201,143	\$5,725,090	0.1%
<b>Total Expense Objects:</b>	<b>\$6,081,352</b>	<b>\$5,796,365</b>	<b>\$7,620,914</b>	<b>\$5,266,947</b>	<b>\$5,800,090</b>	<b>0.1%</b>

## 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 2024-2025 the City adopted a formal budget for this fund in the amount of \$5,800,090 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 2024 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)
- Expanded program to mill and pave roadway sections (full lane width/100 ft. lengths) to improve roadway ride ability.

### Fiscal Year 2025 Goals:

- 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.

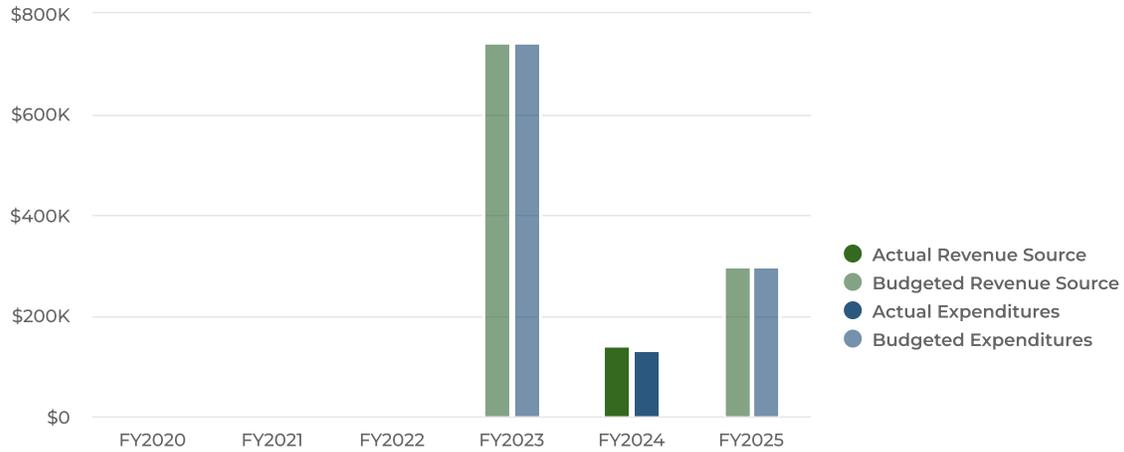




**Arts & Culture Fund** – This fund accounts for the activities of the Arts & Cultures division of the Parks, Recreation, Youth and Community Services Department and is responsible for administering comprehensive year-round arts and culture programs and events for the community.

## Summary

The City of Bristol is projecting \$299.63K of revenue in FY2025, which represents a 100% increase over the prior year. Budgeted expenditures are projected to increase by 100% or \$299.63K to \$299.63K in FY2025.

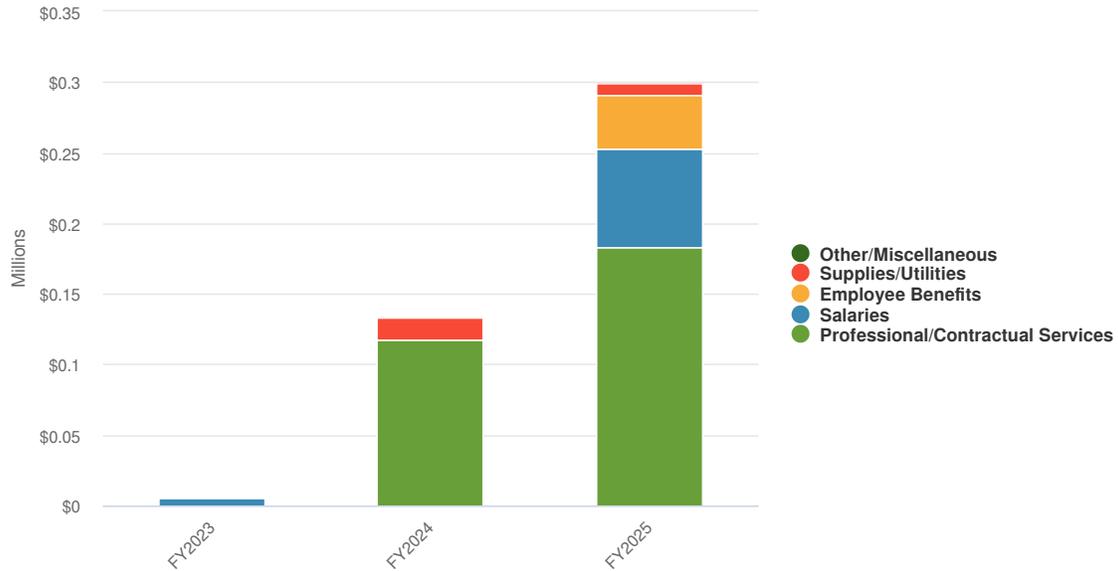


## Arts and Culture Fund - Revenues by Source

Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Revenue Source					
Fines/Fees (Enterprs)	\$0	\$0	\$0	\$299,630	N/A
<b>Total Revenue Source:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$299,630</b>	<b>N/A</b>

# Arts and Culture Fund - Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects					
Salaries	\$5,728	\$0	\$0	\$69,480	N/A
Other/Miscellaneous	\$0	\$0	\$0	\$200	N/A
Employee Benefits	\$0	\$0	\$0	\$38,600	N/A
Professional/Contractual Services	\$0	\$0	\$0	\$182,850	N/A
Supplies/Utilities	\$0	\$0	\$0	\$8,500	N/A
<b>Total Expense Objects:</b>	<b>\$5,728</b>	<b>\$0</b>	<b>\$0</b>	<b>\$299,630</b>	<b>N/A</b>

## Service Narrative

The 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. 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. Launched in the fall of 2023, the division develops high caliber shows through Downtown Live at the Rockwell Theater which features comedy, music, and culture. Division staff work with the City Arts & Culture Commission to implement an annual Cultural District Celebration event, public art projects and initiatives. 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. The Arts & Culture Fund is self-sustaining through revenues generated by user fees, ticket sales, sponsorships, and other revenue sources.

## Goals and Accomplishments

### Fiscal Year 2024 Goals and Accomplishments:

- Launched Downtown Live at the Rockwell Theater to patrons for the first time on Saturday, September 7, 2023.
- Secured \$20,000 in sponsorships to support Downtown Live at the Rockwell Theater.
- Partnered with the Ordinance Commission and the Board of Education to modify City of Bristol liquor ordinances to allow for the sale of alcoholic beverages at Downtown Live shows in alignment with industry best practices.
- Advocated for the reinstatement of the Arts and Culture Supervisor position to full-time, effective July 1, 2024.
- Celebrated the 2<sup>nd</sup> Annual Cultural District Festival on Saturday June 8, 2024 to commemorate the appointment of Bristol's Cultural District and bring awareness to business and organizations within the cultural district.

### Fiscal Year 2025 Goals:

- Develop a formalized volunteer program and hire part-time staff to assist at Downtown Live shows in order to increase engagement and ensure quality customer service for patrons.
- Contract with a food and beverage concessionaire to provide alcoholic beverages at Downtown Live performances in order to increase patronage and show revenue.
- Develop and engage in a dynamic marketing program to expand knowledge of Downtown Live at the Rockwell Theater throughout the State of Connecticut and increase ticket sales.
- Expand the number and type of performance offerings at Downtown Live, in order to ensure sustainability and expand patronage demographics.
- Enhance partnerships with local businesses to promote Downtown Live as a means of driving economic development in Downtown Bristol.

### Long Term Goals:

- Track the success and modify as needed, the Downtown Live at the Rockwell Theater Business Plan and associated revenues in order to sustain the vision for Arts & Culture Division for the next 5-10 years.
- Develop Downtown Live at the Rockwell Theater as a premier entertainment location in the State of Connecticut and a catalyst of Bristol economic development.

### Expenditure and Position Summary

	<b>2023 Actual</b>	<b>2024 Estimated</b>	<b>2025 Budgeted</b>
Salary Expenditures	\$0	\$0	\$66,175
Full Time Positions	0	0	1

## Performance Measures

<i>Downtown Live at the Rockwell Theater</i>	2022	2023	2024
Number of tickets sold	-	-	3,910
Number of shows	-	-	12



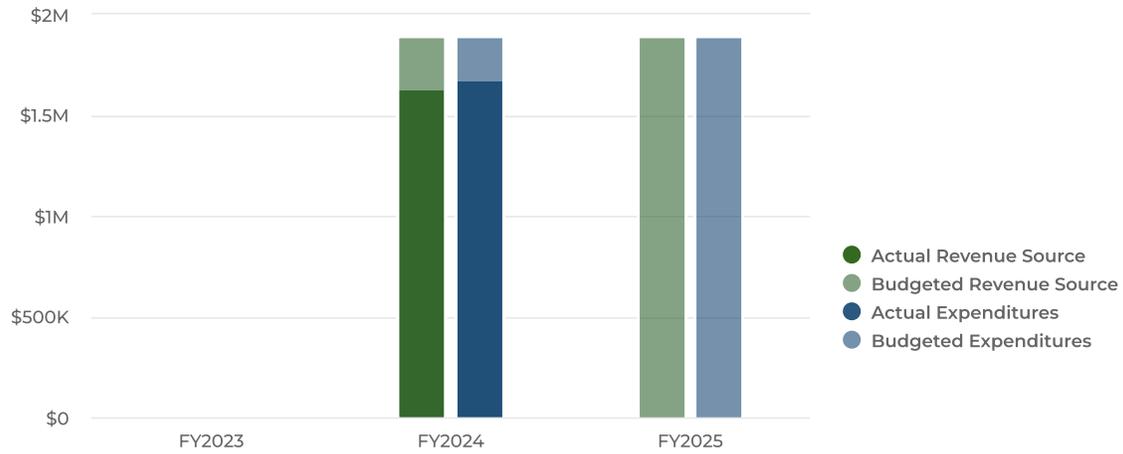


This fund accounts for the activities of Police Special Services.

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 FY2025, which represents a 0.0% increase over the prior year. Budgeted expenditures are projected to increase by 0.0% or \$60 to \$1.9M in FY2025.

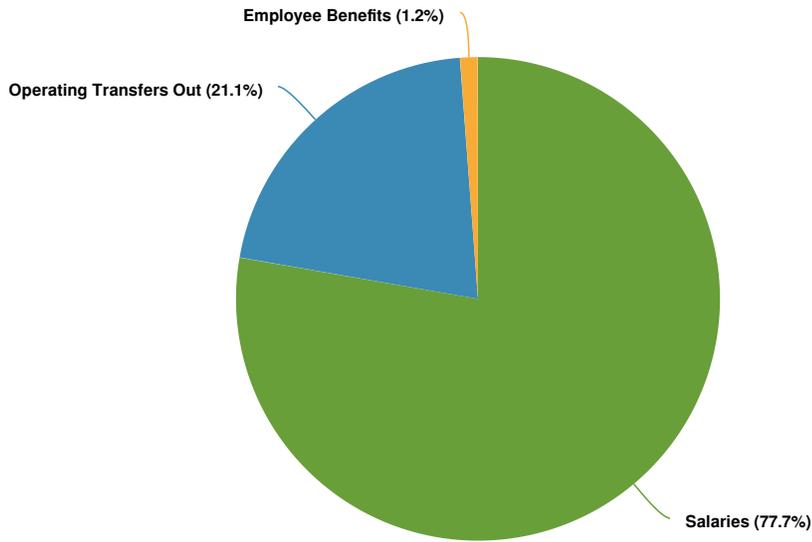


## Police Private Duty Fund - Revenue by Fund

Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
<b>Police Private Duty Fund</b>					
POLICE PRIVATE DUTY CHARGES	\$0	\$1,650,000	\$1,650,000	\$1,650,000	0%
ADMIN FEE	\$0	\$247,440	\$247,440	\$247,500	0%
<b>Total Police Private Duty Fund:</b>	<b>\$0</b>	<b>\$1,897,440</b>	<b>\$1,897,440</b>	<b>\$1,897,500</b>	<b>0%</b>

# Police Private Duty - Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects					
Salaries	\$0	\$1,474,540	\$1,474,540	\$1,475,155	0%
Operating Transfers Out	\$0	\$400,000	\$400,000	\$400,000	0%
Employee Benefits	\$0	\$22,900	\$22,900	\$22,345	-2.4%
<b>Total Expense Objects:</b>	<b>\$0</b>	<b>\$1,897,440</b>	<b>\$1,897,440</b>	<b>\$1,897,500</b>	<b>0%</b>

## 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 8.5% or \$3.9 million.

The Health Benefits budget comprises the majority of the increase in the Internal Service Fund, which increased 9.1% or \$3.9 million, 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. 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 2024-2025, 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.

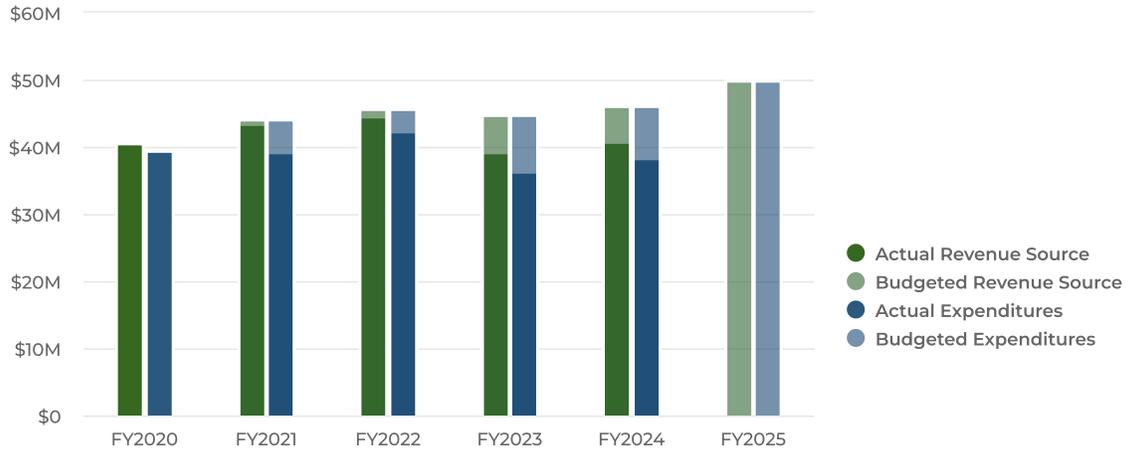
## Internal Service Fund Projection

	FY 2023 <u>Actual</u>	FY 2024 <u>Estimated</u>	FY 2025 <u>Budget</u>
<b>Net Position at Beginning of Year</b>	<u>\$20,286,187</u>	<u>\$19,353,291</u>	<u>\$19,687,132</u>
<b>Revenues</b>			
Charges for Services	\$9,222,251	\$9,856,225	\$10,974,000
Miscellaneous	107,200	133,581	100,000
Interest Income	507,493	659,635	300,000
	<u>9,836,944</u>	<u>10,649,441</u>	<u>11,374,000</u>
<b>Expenses</b>			
Insurance Claims Premiums and Fees	44,193,962	44,325,087	50,045,520
<b>Excess of Revenues Over (Under) Expenses</b>	<b>(34,357,018)</b>	<b>(33,675,646)</b>	<b>(38,671,520)</b>
<b>Other Financing Sources</b>			
Fund balance			1,500,000
Operating Transfers in	33,424,122	34,009,487	37,171,520
	<u>33,424,122</u>	<u>34,009,487</u>	<u>38,671,520</u>
<b>Excess (Deficiency) of Revenues and Other Sources Over Expenses and Other Uses</b>	<b>(932,896)</b>	<b>333,841</b>	<b>-</b>
<b>Net Position at End of Year</b>	<u><u>\$19,353,291</u></u>	<u><u>\$19,687,132</u></u>	<u><u>\$19,687,132</u></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

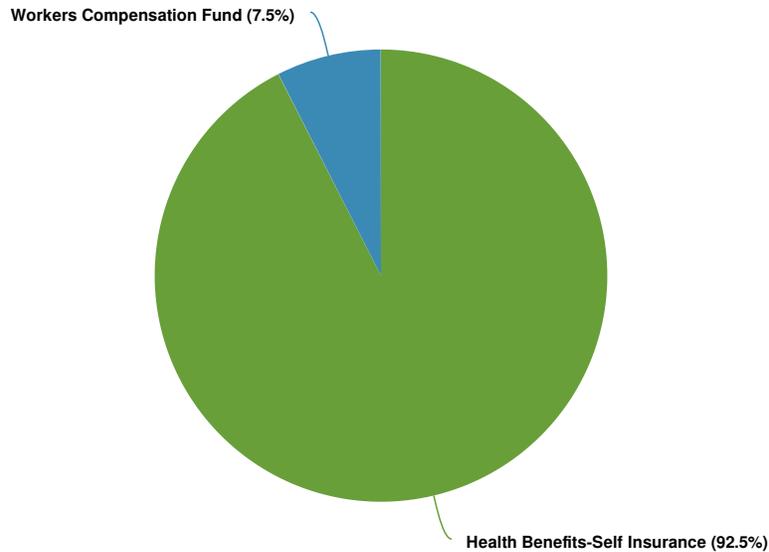
The City of Bristol is projecting \$50.05M of revenue in FY2025, which represents a 8.5% increase over the prior year. Budgeted expenditures are projected to increase by 8.5% or \$3.91M to \$50.05M in FY2025.



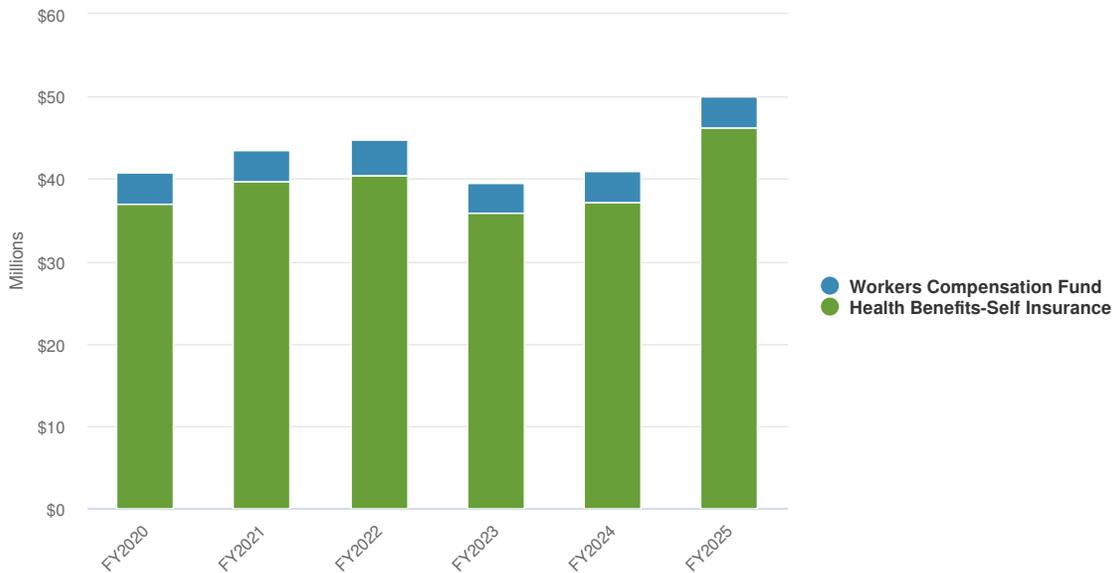
## Internal Service Fund - Revenues by Fund

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.

### Revenue by Fund



### Budgeted and Historical Revenue by Fund



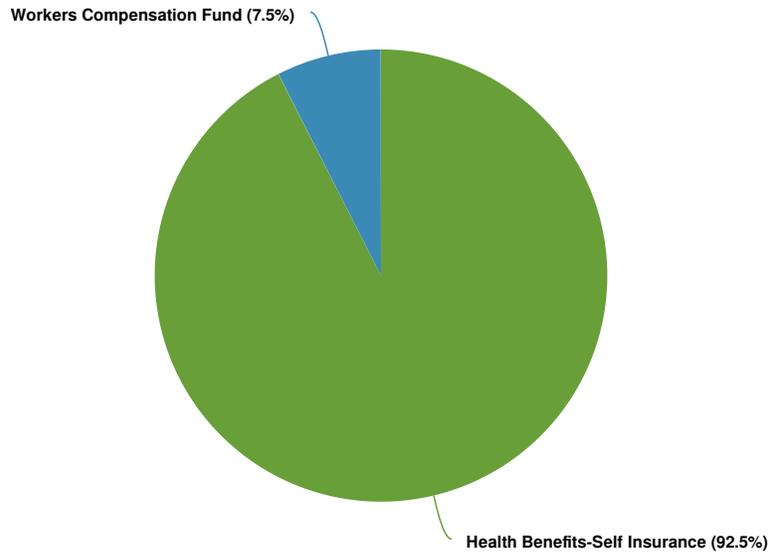
The above chart shows the trends in funding required for the City's health and workers' compensation programs. Funding for FY2023 decreased primarily due to claims experience during the pandemic, which was much lower when compared to prior years. The trend during this time indicated participants were postponing routine medical care during that time. The trend for FY2024 and FY2-25 indicates an increase not only in the 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	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
<b>Health Benefits-Self Insurance</b>					
MEDICARE D REIMBURSEMENT	\$94,982	\$88,000	\$88,000	\$100,000	13.6%
MISCELLANEOUS-OTHER	\$10,245	\$0	\$0	\$0	0%
CONTRIB WATER SEWER	\$942,184	\$1,212,000	\$1,212,000	\$1,297,000	7%
BOE EMPLOYEE CONTRIBUTIONS	\$3,293,411	\$4,095,660	\$4,095,660	\$4,545,780	11%
CONTR BD OF ED RETIREES	\$848,643	\$1,542,285	\$1,542,285	\$1,237,005	-19.8%
COBRA CONTRIBUTION	\$54,886	\$124,500	\$124,500	\$95,710	-23.1%
TREASURER'S PENSIONERS CONTRIB	\$187,060	\$246,535	\$246,535	\$305,000	23.7%
CITY EMPLOYEE CONTRIBUTIONS	\$1,269,855	\$1,406,870	\$1,406,870	\$1,327,800	-5.6%
CITY RETIREE CONTRIBUTIONS	\$17,698	\$10,000	\$10,000	\$10,000	0%
CIGNA WELLNESS	\$14,258	\$100,000	\$100,000	\$100,000	0%
SEWER CONTRIBUTIONS	\$0	\$605,500	\$605,500	\$620,000	2.4%
BBHD	\$775,109	\$980,000	\$980,000	\$1,140,000	16.3%
RETIREE'S DEPENDENT COVERAGE	\$147,562	\$75,000	\$75,000	\$100,000	33.3%
TRANSFER IN GENERAL FUND	\$11,722,180	\$11,722,180	\$11,722,180	\$12,762,810	8.9%
TRANSFER IN BDA	\$55,142	\$76,800	\$76,800	\$87,575	14%
TRANSFER IN SPECIAL FUND	\$2,146	\$125,820	\$125,820	\$197,940	57.3%
TRANSFER IN SEGF	\$0	\$2,493,710	\$2,493,710	\$3,030,530	21.5%
TRANSFER IN SEWER ASSESSMENTS	\$410,321	\$0	\$0	\$0	0%
TRANSFER IN SCHOOL LUNCH	\$0	\$189,005	\$189,005	\$222,045	17.5%
TRANSFER IN TRANSFER STATION	\$86,849	\$135,000	\$135,000	\$127,000	-5.9%
TRANSFER IN STUDENT ACTIVITY	\$0	\$22,570	\$22,570	\$12,390	-45.1%
TRANSFER IN BOARD OF EDUCATION	\$15,751,055	\$16,264,285	\$16,264,285	\$17,330,810	6.6%
FUND BALANCE - UNDESIGNATED	\$0	\$833,670	\$833,670	\$1,500,000	79.9%
INTEREST INCOME	\$257,066	\$75,000	\$75,000	\$150,000	100%
<b>Total Health Benefits-Self Insurance:</b>	<b>\$35,940,650</b>	<b>\$42,424,390</b>	<b>\$42,424,390</b>	<b>\$46,299,395</b>	<b>9.1%</b>
<b>Workers Compensation Fund</b>					
WATER DEPARTMENT CONTRIBUTIONS	\$154,262	\$177,250	\$177,250	\$132,505	-25.2%
SEWER CONTRIBUTIONS	\$0	\$114,000	\$114,000	\$63,200	-44.6%

Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
TRANSFER IN GENERAL FUND	\$2,149,510	\$2,262,650	\$2,262,650	\$2,446,770	8.1%
TRANSFER IN BOARD OF EDUCATION	\$1,057,300	\$1,108,800	\$1,108,800	\$953,650	-14%
INTEREST INCOME	\$141,235	\$45,000	\$45,000	\$150,000	233.3%
<b>Total Workers Compensation Fund:</b>	<b>\$3,502,307</b>	<b>\$3,707,700</b>	<b>\$3,707,700</b>	<b>\$3,746,125</b>	<b>1%</b>
<b>Total:</b>	<b>\$39,442,957</b>	<b>\$46,132,090</b>	<b>\$46,132,090</b>	<b>\$50,045,520</b>	<b>8.5%</b>

## Internal Service Fund - Expenditures by Fund

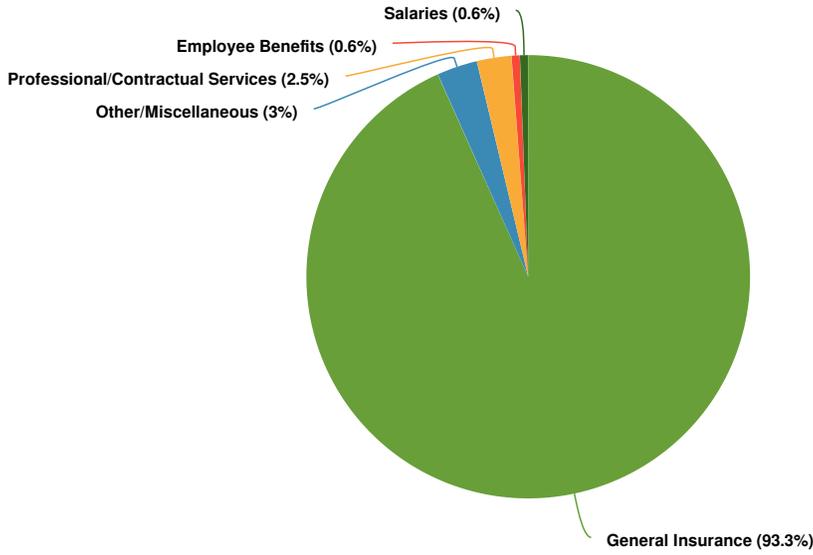
### Expenditures by Fund



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Health Benefits-Self Insurance	\$33,581,142	\$42,424,390	\$42,424,390	\$46,299,395	9.1%
Workers Compensation Fund	\$2,797,757	\$3,707,700	\$3,707,700	\$3,746,125	1%
<b>Total:</b>	<b>\$36,378,899</b>	<b>\$46,132,090</b>	<b>\$46,132,090</b>	<b>\$50,045,520</b>	<b>8.5%</b>

# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects					
Salaries	\$136,938	\$300,000	\$300,000	\$300,000	0%
Other/Miscellaneous	\$1,813,213	\$1,750,000	\$1,750,000	\$1,477,600	-15.6%
General Insurance	\$33,195,215	\$42,508,710	\$42,508,710	\$46,706,535	9.9%
Employee Benefits	\$106,031	\$300,000	\$300,000	\$300,000	0%
Professional/Contractual Services	\$1,127,502	\$1,273,380	\$1,273,380	\$1,261,385	-0.9%
<b>Total Expense Objects:</b>	<b>\$36,378,899</b>	<b>\$46,132,090</b>	<b>\$46,132,090</b>	<b>\$50,045,520</b>	<b>8.5%</b>

---

# 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	2019	2020	2021	2022	2023
Budget Year	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Net Grand List	\$3,998,922,007	\$4,076,364,174	\$4,240,628,403	\$5,432,932,454	\$5,451,779,285

## 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**

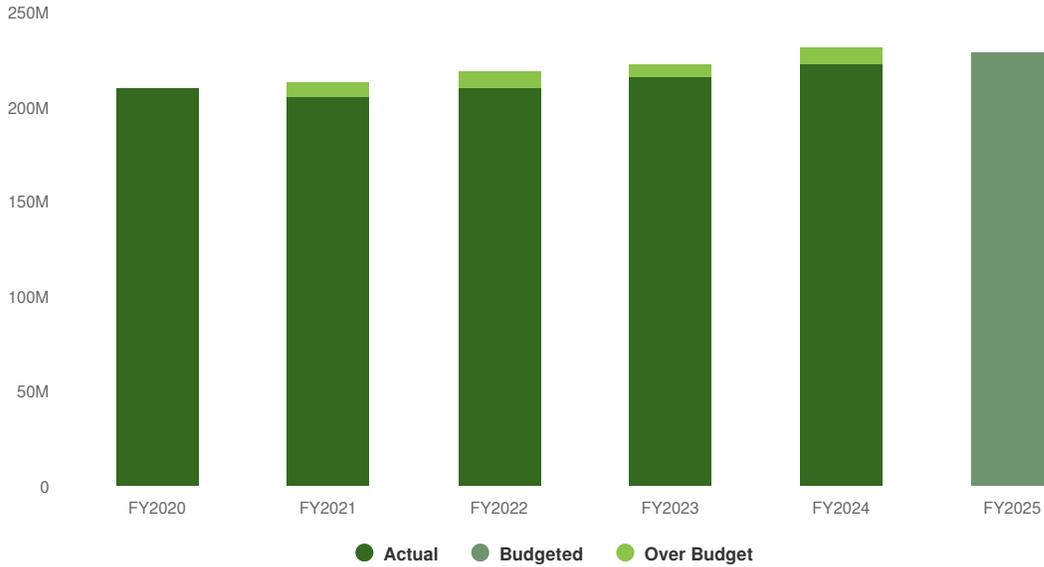
Bonds and notes are often used to finance large capital improvement projects. The City Capital Budget is approved as part of the annual budget adoption process. As such, the amount of debt to finance those approved projects is recognized as a source of funds by the Capital Projects Funds. City debt is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

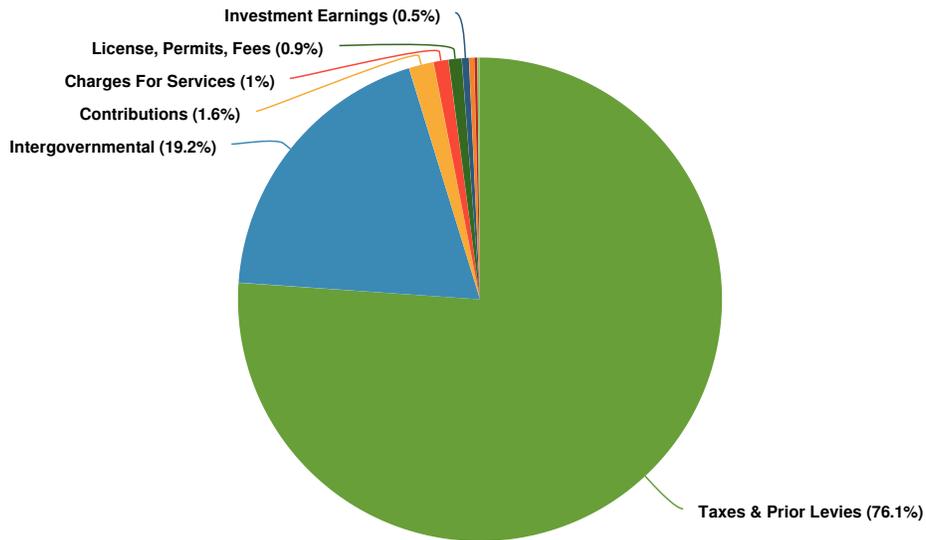
**\$229,115,085** **\$6,276,500**  
 (2.82% vs. prior year)

**General Fund Revenues Proposed and Historical Budget vs. Actual**

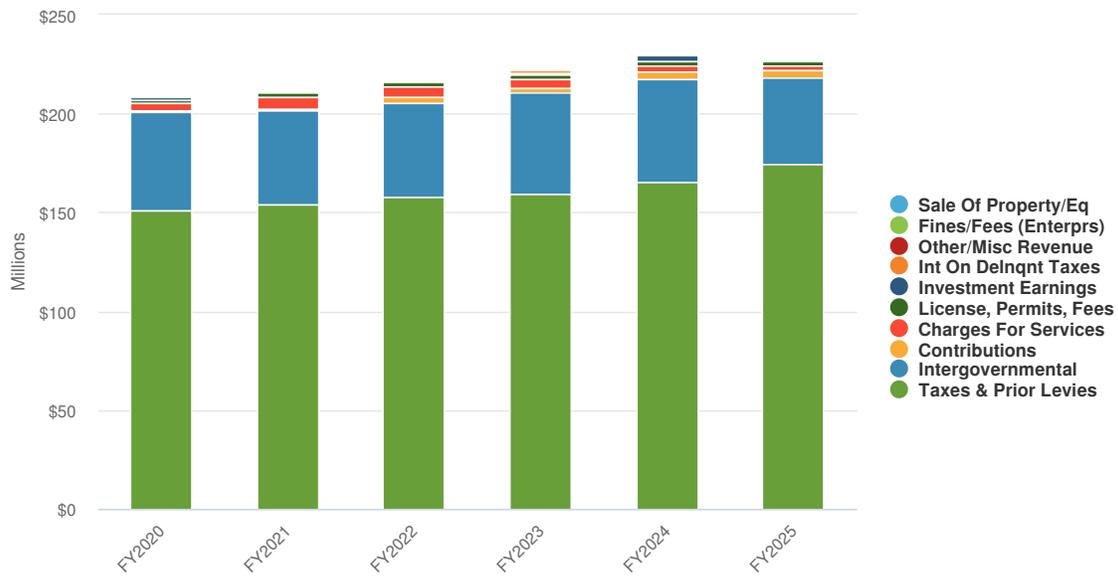


**Revenues by Source**

**Projected Revenues by Source**



## Budgeted and Historical 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	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Revenue Source					
Taxes & Prior Levies	\$159,577,484	\$164,917,900	\$164,917,900	\$174,355,790	5.7%
Int On Delnqnt Taxes	\$879,700	\$775,000	\$775,000	\$800,000	3.2%
Fines/Fees (Enterprs)	\$296,236	\$382,750	\$382,750	\$380,300	-0.6%
Intergovernmental	\$51,210,276	\$47,682,435	\$51,437,709	\$43,912,600	-7.9%
License, Permits, Fees	\$2,331,287	\$1,511,600	\$1,511,600	\$2,012,800	33.2%
Charges For Services	\$4,253,609	\$2,122,995	\$2,151,533	\$2,304,195	8.5%
Investment Earnings	\$1,247,019	\$981,500	\$1,881,383	\$1,104,000	12.5%
Sale Of Property/Eq	\$10,875	\$12,155	\$12,155	\$8,985	-26.1%
Other/Misc Revenue	\$500,267	\$459,020	\$512,707	\$459,020	0%
Contributions	\$2,300,220	\$3,993,230	\$3,993,230	\$3,777,395	-5.4%
<b>Total Revenue Source:</b>	<b>\$222,606,972</b>	<b>\$222,838,585</b>	<b>\$227,575,967</b>	<b>\$229,115,085</b>	<b>2.8%</b>



---

# **GENERAL FUND DEPARTMENT SUMMARIES**

---

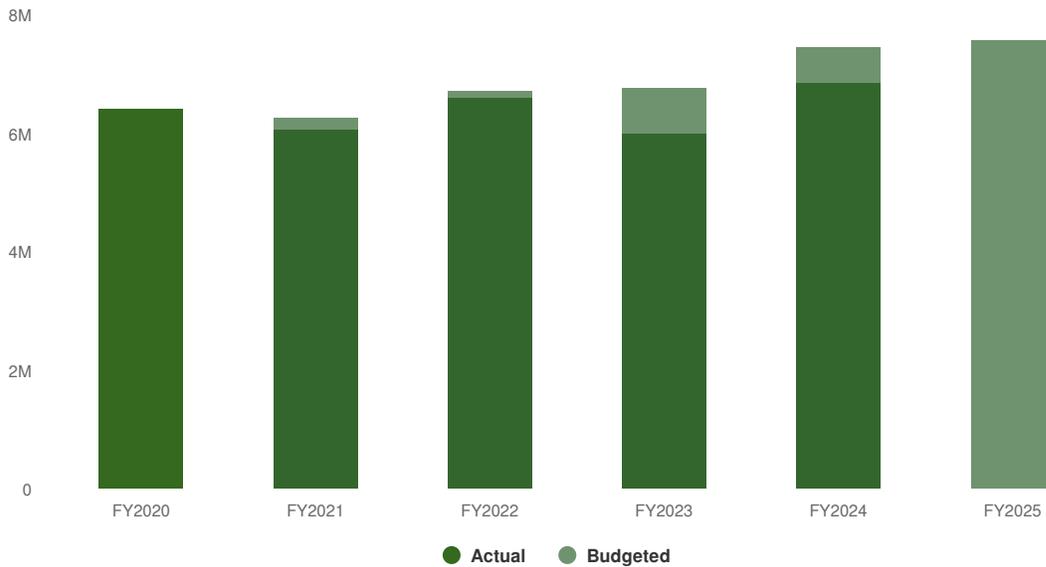
## General Government

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

**\$7,564,720** **\$129,215**  
(1.74% vs. prior year)

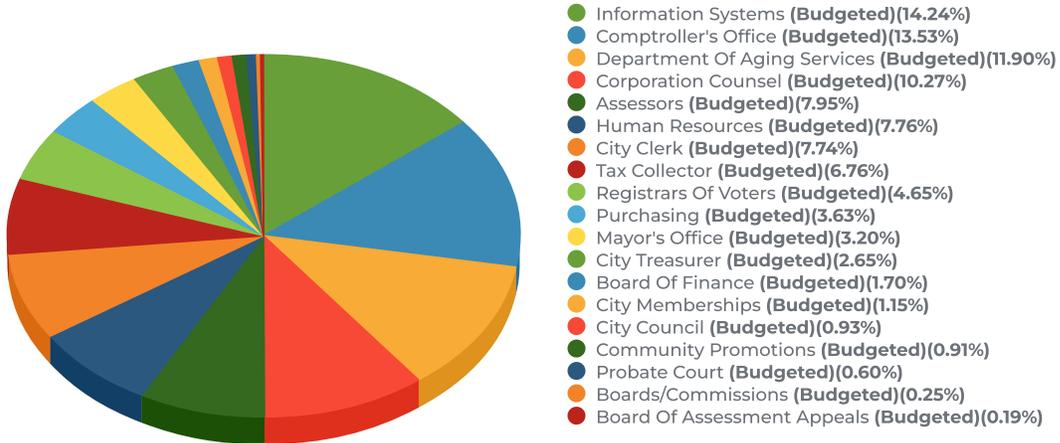
General Government Proposed and Historical Budget vs. Actual



## 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	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expenditures					
General Government					
General Government					
City Council	\$52,486	\$61,070	\$61,070	\$61,070	0%
Mayor's Office	\$183,267	\$210,705	\$210,705	\$228,600	8.5%
Probate Court	\$29,137	\$42,530	\$43,192	\$42,350	-0.4%
Registrars Of Voters	\$266,986	\$306,875	\$316,875	\$321,285	4.7%
Assessors	\$416,069	\$524,090	\$524,090	\$532,960	1.7%
Board Of Assessment Appeals	\$9,310	\$12,200	\$12,200	\$7,360	-39.7%
Tax Collector	\$348,771	\$445,835	\$461,895	\$464,355	4.2%
Purchasing	\$202,144	\$239,200	\$239,200	\$245,090	2.5%
Comptroller's Office	\$758,479	\$892,210	\$892,318	\$908,205	1.8%
City Treasurer	\$136,802	\$174,620	\$174,771	\$152,400	-12.7%
Information Systems	\$1,330,937	\$1,770,695	\$1,777,320	\$1,768,430	-0.1%
Human Resources	\$406,724	\$511,595	\$545,592	\$548,120	7.1%
Corporation Counsel	\$571,307	\$677,035	\$1,028,465	\$652,200	-3.7%
City Clerk	\$383,579	\$510,890	\$510,890	\$534,950	4.7%
Board Of Finance	\$81,238	\$111,935	\$162,920	\$117,200	4.7%
Department Of Aging Services	\$670,657	\$791,345	\$877,548	\$823,700	4.1%
City Memberships	\$79,359	\$76,125	\$80,995	\$81,895	7.6%
Community Promotions	\$59,479	\$60,000	\$74,485	\$60,000	0%
Boards/Commissions	\$9,730	\$16,550	\$16,550	\$14,550	-12.1%
<b>Total General Government:</b>	<b>\$5,996,460</b>	<b>\$7,435,505</b>	<b>\$8,011,080</b>	<b>\$7,564,720</b>	<b>1.7%</b>
<b>Total General Government:</b>	<b>\$5,996,460</b>	<b>\$7,435,505</b>	<b>\$8,011,080</b>	<b>\$7,564,720</b>	<b>1.7%</b>
<b>Total Expenditures:</b>	<b>\$5,996,460</b>	<b>\$7,435,505</b>	<b>\$8,011,080</b>	<b>\$7,564,720</b>	<b>1.7%</b>

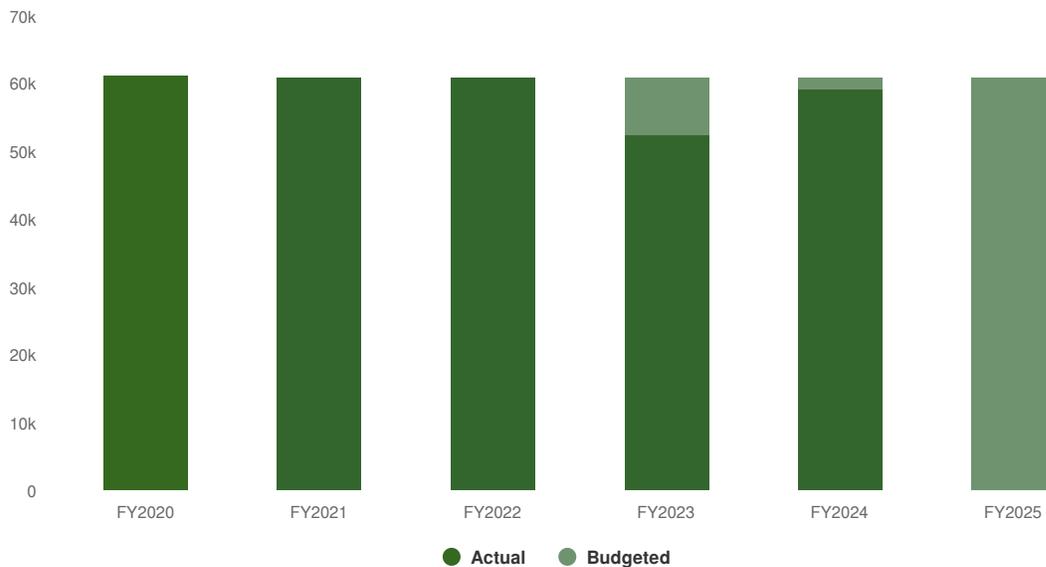
## City Council

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

#### City Council Proposed and Historical Budget vs. Actual



## Expenditures by Expense Type

Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
<b>Expense Objects</b>					
<b>Salaries</b>					
PARTTIME-CITY COUNCIL	\$52,486	\$61,070	\$61,070	\$61,070	0%
<b>Total Salaries:</b>	<b>\$52,486</b>	<b>\$61,070</b>	<b>\$61,070</b>	<b>\$61,070</b>	<b>0%</b>
<b>Total Expense Objects:</b>	<b>\$52,486</b>	<b>\$61,070</b>	<b>\$61,070</b>	<b>\$61,070</b>	<b>0%</b>

## City Council Members

 <p>Sebastian Panoto District 1</p>	 <p>Erick Rosengren District 1</p>	 <p>Jacqueline Olsen District 2</p>
 <p>Susan Tyler District 2</p>	<p>Mark Dickau 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 2025 on May 20, 2024.

## Mayor's Office



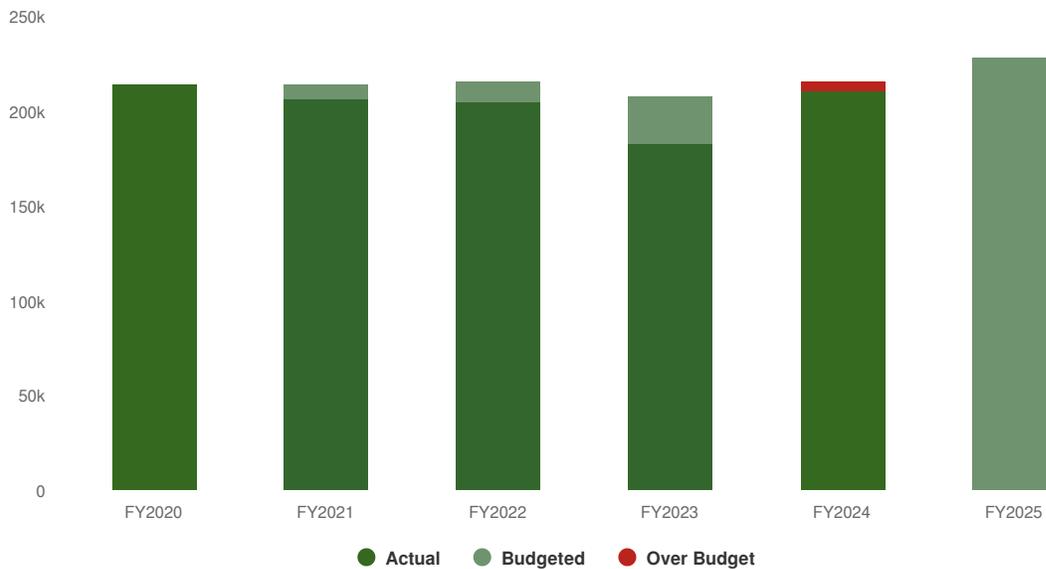
**Jeff Caggiano**  
Mayor

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

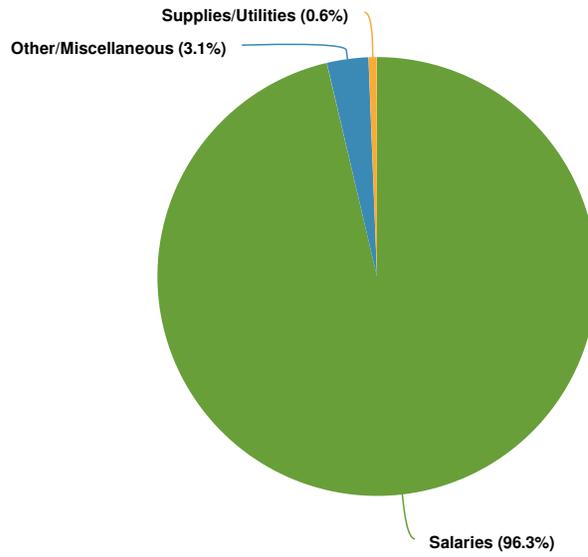
**\$228,600** **\$17,895**  
(8.49% vs. prior year)

Mayor's Office Proposed and Historical Budget vs. Actual

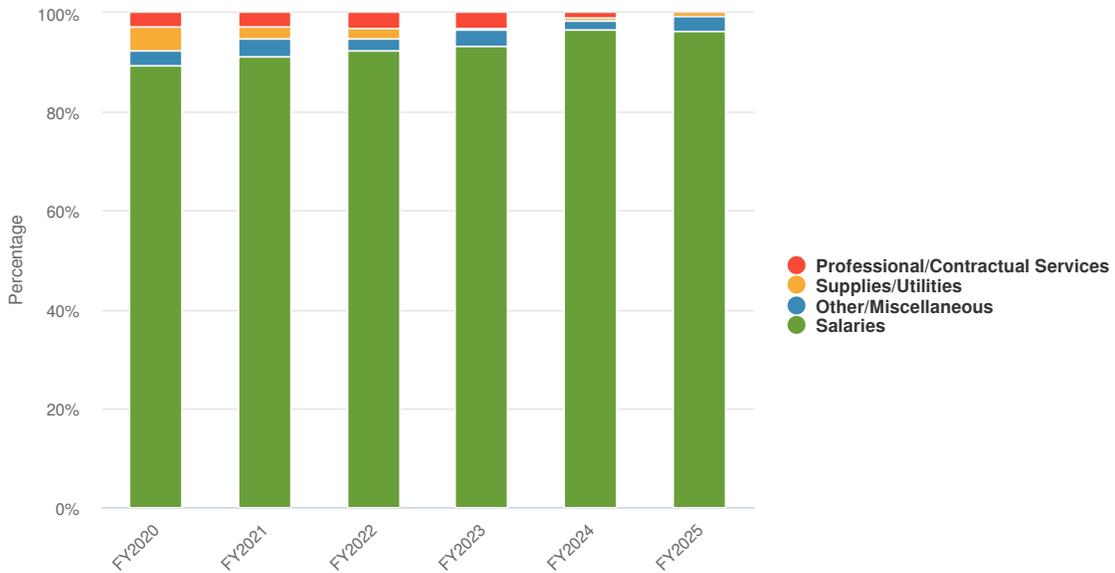


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects					
Salaries	\$170,988	\$196,305	\$196,305	\$220,200	12.2%
Other/Miscellaneous	\$5,976	\$7,000	\$7,000	\$7,000	0%
Professional/Contractual Services	\$5,500	\$1,500	\$1,500	\$0	-100%
Supplies/Utilities	\$803	\$5,900	\$5,900	\$1,400	-76.3%
<b>Total Expense Objects:</b>	<b>\$183,267</b>	<b>\$210,705</b>	<b>\$210,705</b>	<b>\$228,600</b>	<b>8.5%</b>

## Goals and Accomplishments

### Fiscal Year 2024 Goals and Accomplishments:

- Hired a part-time staff to manage City Meeting obligations, including Board and Commission appointments, and maintain social media.
- Continued work with ARPA Task Force monitoring ongoing projects and formally closing out several completed projects.

### Fiscal Year 2025 Goals:

- Continue growth driven by Economic and Community Development within the City to increase the future tax base and grow the grand list.
- Develop a City wide strategic plan with the assistance of professional consultants.
- Increase the use of social media outreach to promote public hearings and community events which will increase community involvement.

### Long Term Goals:

- Implement long-term strategic plan and integrate with the City's long-term financial plan.
- Continue to expand tax base and maintain modest budget growth to minimize and/or stabilize mill rate increases.

## Expenditure and Position Summary

	2023 Actual	2024 Estimated	2025 Budget
Salary Expenditures	\$184,566.49	\$196,305	\$220,200
Full Time Positions	2	2	2.5

## Mayor's Office Organizational Chart

The temporary part-time assistant spot was made permanent.



# Probate Court

**William Hamzy**  
Judge

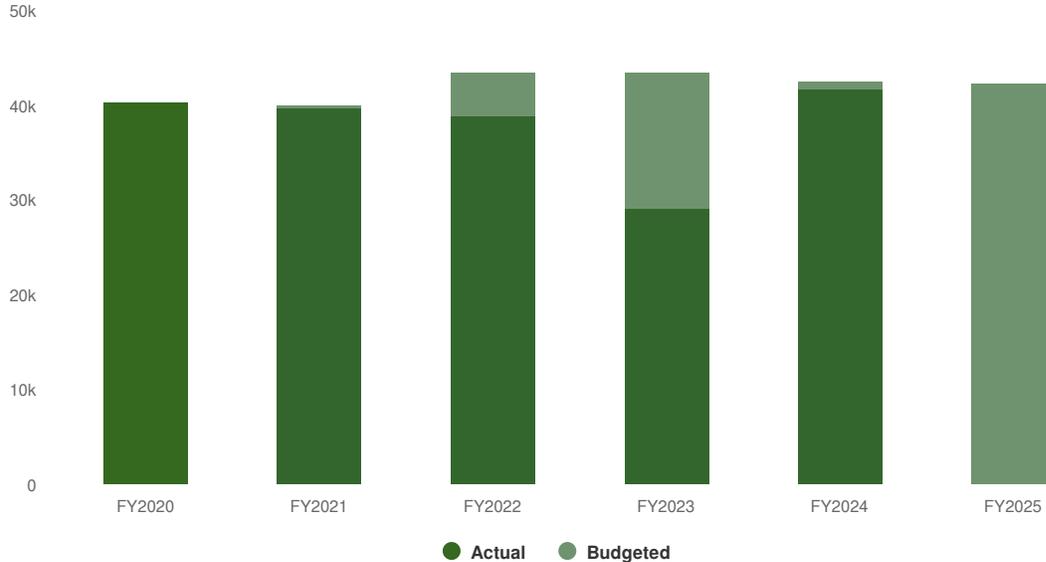
The Region 19 Probate District was established in January of 2011 and provides the residents of Bristol and Plymouth with a variety of services. Connecticut General Statute §45a-8 governs the requirements of each town that comprises a probate district. The Probate Court has jurisdiction over many matters 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

This year, postage went up, and there was an increase in cases involving minor children with parents and families outside the United States which has greatly increased the amount of money spent on postage. The purchase of two shredders completely eliminated the need for the monthly expense of a shredding company.

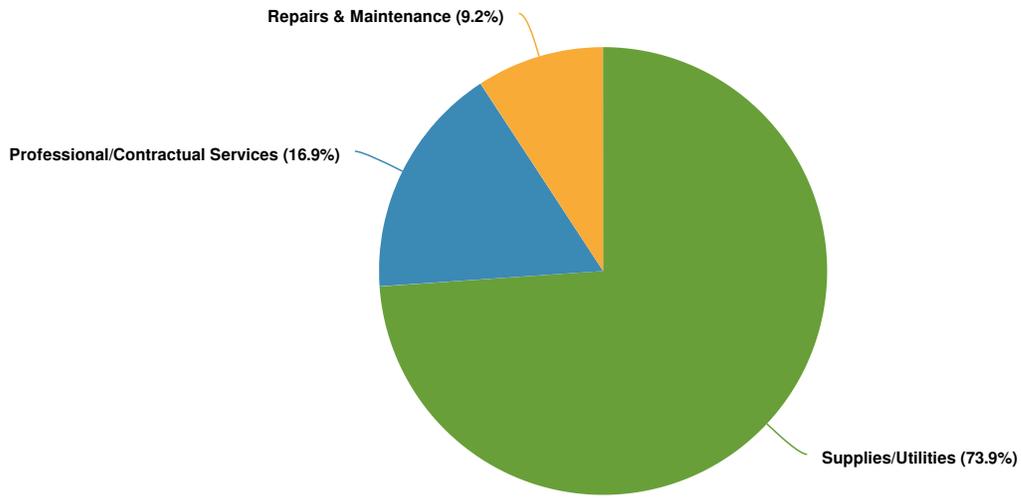
**\$42,350** **-\$180**  
(-0.42% vs. prior year)

**Probate Court Proposed and Historical Budget vs. Actual**

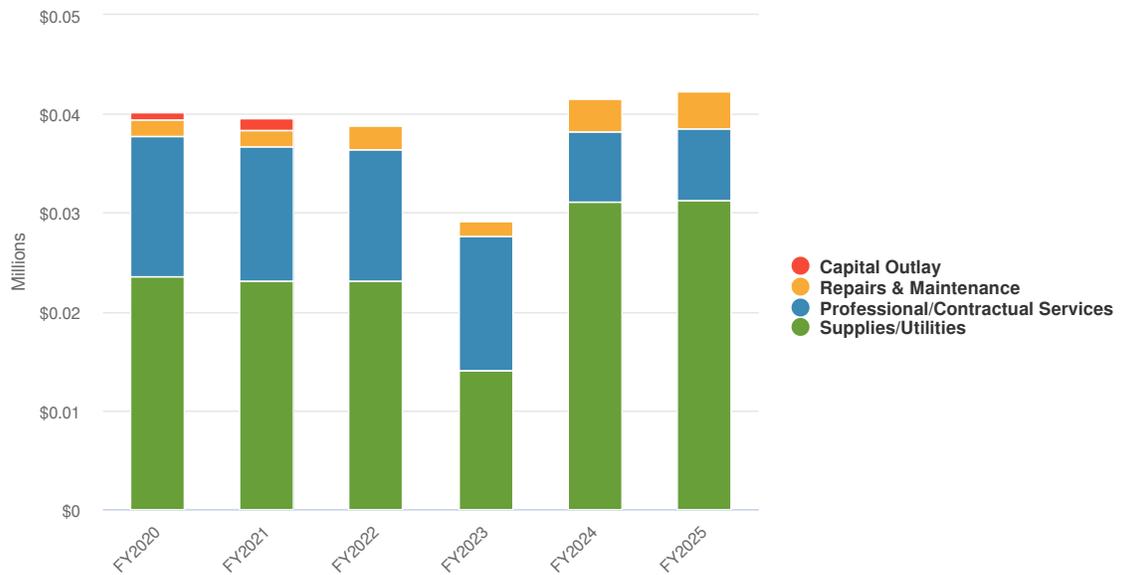


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects					
Professional/Contractual Services	\$13,673	\$7,665	\$7,844	\$7,150	-6.7%
Supplies/Utilities	\$13,989	\$32,015	\$32,015	\$31,300	-2.2%
Repairs & Maintenance	\$1,476	\$2,850	\$3,333	\$3,900	36.8%
<b>Total Expense Objects:</b>	<b>\$29,137</b>	<b>\$42,530</b>	<b>\$43,192</b>	<b>\$42,350</b>	<b>-0.4%</b>

## Goals and Accomplishments

### Fiscal Year 2024 Goals and Accomplishments:

- Used Iron Mountain to store older files, but they no longer have the state contract, and it has therefore become fairly expensive. An onsite trip is planned to Iron Mountain this spring to see what can be done to reduce the amount of storage currently used.
- Requested a small stipend from Probate Court Administration to offset the cost of mailing grants processed by the Probate Court and Juvenile Court systems.
- Reduce the amount of paper used and reduce the need for storage required by archiving files in a more cost-effective manner. Staff have reduced the amount of paper used onsite and mitigated the need for additional fireproof filing cabinets. The Court has also made additional efforts to reuse old files, started to print documents double-sided and shred documents onsite with the shredders purchased last year.
- The Probate Court strives to be a resource to all residents of Bristol and Plymouth. The Court participated in the Police Department Toy Drive for the second year in a row. The Court has also become an active participant in facility meetings with the town and other departments in the building.
- The Judge and Chief Clerk, with input from the rest of our staff, continue to meet with Bristol Hospital, a major user of the Court, to increase the efficiency with which they file their petitions and improve payments of their invoices. In 2024 a significant number of invoices were paid by the hospital.
- Petitions for a Change of Name are now free, so the number of hearings and filings has increased significantly. To assist the users of the Court, the hearing process for these petitions has changed, making them faster and more user friendly.

### Fiscal Year 2025 Goals:

- Find alternate offsite storage solutions.
- Increase community involvement.

### Long Term Goals:

- Continue to color code all files for ease of use.
- Remove all documents from Iron Mountain that can be scanned and destroyed.

### 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	2023
Intestate	72	60	86	73	73	79	82	94
Testate	174	200	164	165	143	165	150	152
Small Estate Affidavit Applications	208	210	230	212	195	264	333	266
Trust Acct. Requiring Hearings	50	78	68	44	76	77	63	59
Termination of Parental Rights	26	14	38	28	23	20	18	26
Emancipation of Minors	1	1	0	1	0	0	1	0
Appointment of Guardian of Estates	16	14	12	13	25	11	15	21
Change of Names	72	90	78	70	52	76	59	83
Appointment of Conservators (previously unmeasured)						156	216	146
Other Children's Matters (previously unmeasured)						129	180	126

## 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.

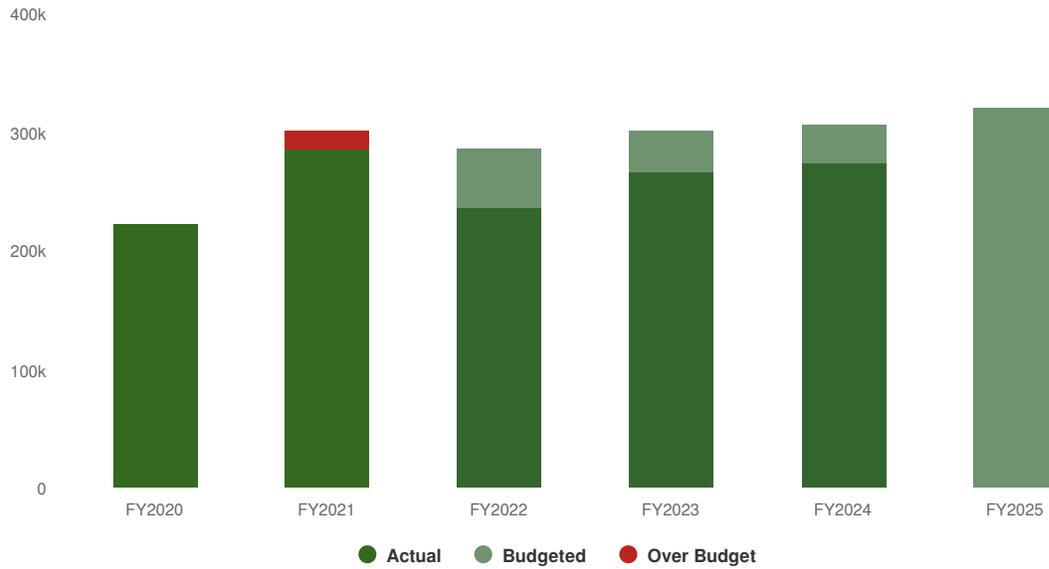
Elements essential to election precision include maintaining an accurate voter registry, assuring voter privacy, employing qualified, well-trained poll workers and providing correct election results. Maintaining an accurate voter registry is vital to provide citizens access to vote and to uphold confidence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

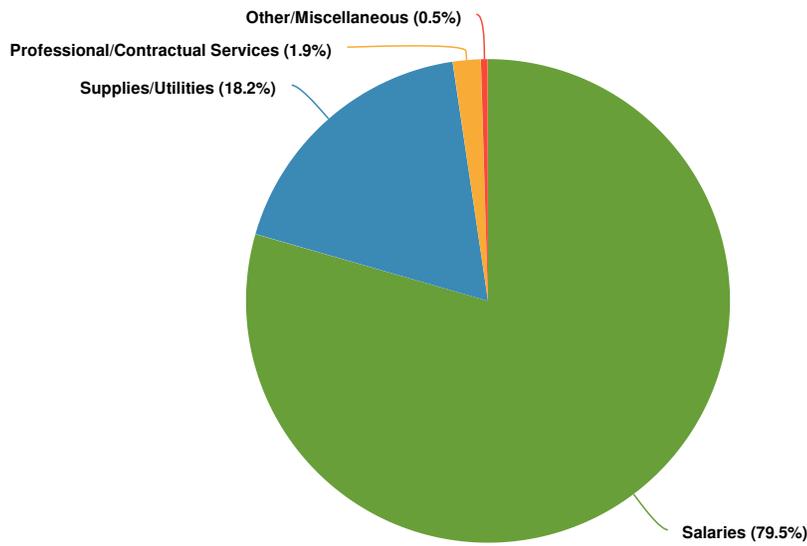
**\$321,285** **\$14,410**  
(4.70% vs. prior year)

### Registrar of Voters Proposed and Historical Budget vs. Actual

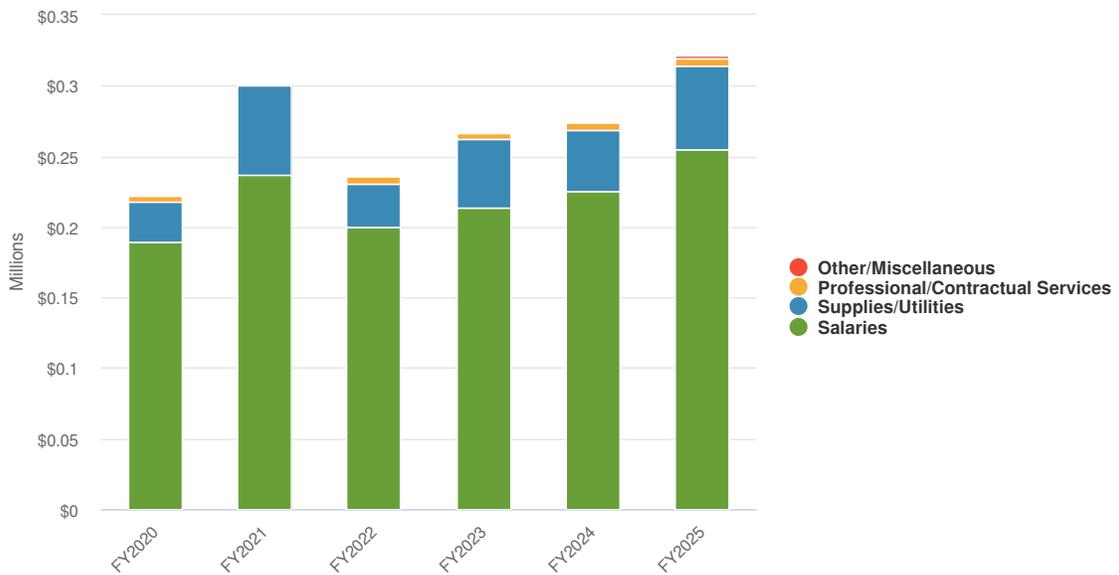


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects					
Salaries	\$213,570	\$240,375	\$243,375	\$255,285	6.2%
Other/Miscellaneous	\$600	\$1,500	\$1,500	\$1,500	0%
Professional/Contractual Services	\$4,670	\$7,000	\$8,000	\$6,000	-14.3%
Supplies/Utilities	\$48,147	\$58,000	\$64,000	\$58,500	0.9%
<b>Total Expense Objects:</b>	<b>\$266,986</b>	<b>\$306,875</b>	<b>\$316,875</b>	<b>\$321,285</b>	<b>4.7%</b>

# Goals and Accomplishments

## Fiscal Year 2024 Goals and Accomplishments:

- Presidential Preference Primary on April 2, 2024.
- Implemented early voting during Presidential Preference which includes additional poll worker training and extended office hours.
- Voter canvass, which includes permanent absentee voters, conducted annually each January.
- Conduct High School Registration drives annually each May and September.
- Notified voters in precinct 79-02 of their polling location change via mass mailing and online publications, approximately 4,000 voters.
- Registered 80 new voters during Election Day Registration during the Municipal Election on November 7, 2023.
- Completed a canvass of 3,164 voters to determine current voting residence via NCOA (National Change of Address) and ERIC (Electronic Registration Information Center).
- Processed 10,835 voter registration additions, removals, address, name or party affiliation changes through December 31, 2023.
- Provided election results and yearly comparison spreadsheets to the town committees.
- Manually entered the 12,704 citizens who voted during the 2023 Municipal Election into CVRS (Connecticut Voter Registration System).
- Held a close vote recanvass for the Board of Education 4-Year Term position.

## Fiscal Year 2025 Goals:

- Implement and abide by Connecticut's new Public Act for early voting.
- Complete an emergency plan for the unfunded mandate of early voting, as required by statute.
- Provide additional poll worker training to cover the early voting procedures.
- Attend training for:
  - New ballot tabulation equipment.
  - The updated Connecticut Voter Registration System (CVRS).
  - New Election Management System (EMS)
- Extend office hours to allow for early voting, up to 14 days, including weekends.
- Apply for The Secretary of the State (SOTS) grant to alleviate some of the labor cost burden, max \$10,500.
- Lobby for SOTS and Legislators to certify a qualified vendor and approve the use of poll books during all elections.
- Conduct an "I Voted" sticker contest with Bristol's K-8 students. The winning sticker will be distributed during the 24-25 Elections.
- Hold a Special Municipal Election (7/30/2024), US Senate Primary (8/13/2024) and Presidential Election (11/5/2024) all with early voting hours.
- Notified over 10,000 voters in the 3rd District about the consolidation of polls via mass mailing regarding the Special Election.

## Long Term Goals:

- 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).
- 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

		Municipal Election 2023	
Polling Location		Eligible Voters	Number Voted
77-01 (1-1) Edgewood Pre-K		3991	1320
77-02 (1-2) Northeast School		4226	1519
77-03 (1-3) Mountain View School		5127	1573
77-04 (2-1) Chippens Hill MS		2144	702
78-01 (3-1) Bristol Eastern HS		2259	976
78-02 (2-2) West Bristol School		5495	1723
79-01 (2-3) South Side School		4528	1273
79-02 (3-2) Arts & Innovation MS		3992	926
79-03 (3-3) Greene-Hills School		4521	1390
Absentee Voters	592		
Election Day Registration – City Hall	80		
<b>Totals</b>	<b>672</b>	<b>36,213</b>	<b>11,402</b>

Historical Voter Turnout			
Election	%	Registered	Voted*
2000 Presidential	74%	31,274	23,035
2001 Municipal	36%	29,899	10,824
2002 Governor	54%	29,611	16,002
2003 Municipal	40%	29,453	11,858
2004 Presidential	77%	32,880	25,349
2005 Municipal	38%	32,014	12,305
2006 Governor	58%	31,926	18,598
2007 Municipal	36%	31,774	11,558
2008 Presidential	77%	34,720	26,900
2009 Municipal	26%	34,132	8,767
2010 Governor	54%	33,658	18,057
2011 Municipal	28%	33,249	9,347
2012 Presidential	70%	35,113	24,558
2013 Municipal	35%	31,869	11,085
2014 Governor	56%	31,718	17,835
2015 Municipal	39%	31,241	12,106
2016 Presidential	78%	34,464	26,790
2017 Municipal	39%	34,247	13,270
2018 Governor	62%	34,987	21,786
2019 Municipal	33%	35,676	11,951
2020 Presidential	81%	37,247	30,017
2021 Municipal	35%	37,699	13,309
2022 Governor	55%	37,353	20,399
2023 Municipal	33%	36,255	12,704
*Includes Absentee and EDR Voters			

### Monthly Voter Registration Summary

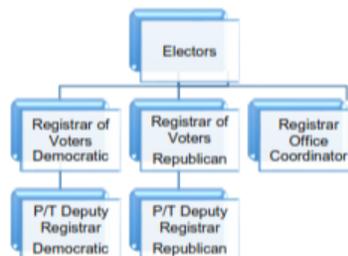
Day to day undertakings in the Registrar’s Office include registering new residents, and changing addresses, names or party affiliation. Additionally, the Registrar’s Office will remove electors who are deceased or have moved out of town or state and purge electors who have been inactive for four or more years per state statute §9-35. The chart below indicates the number of additions, changes and removals completed from July 1, 2023 to June 30, 2024.

	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Total
<b>Additions</b>	202	262	213	280	269	160	250	179	141	297	245	205	2703
<b>Changes</b>	273	122	205	149	237	89	432	212	76	189	651	878	2722
<b>Removals</b>	1222	275	264	1509	234	580	248	233	481	317	278	1597	7238
<b>Total</b>	1697	659	682	1938	740	829	930	624	698	803	1174	1889	12663

### Expenditure and Position Summary

	2023 Actual	2024 Estimated	2025 Budget
Salary Expenditures	\$164,625	\$165,375	\$169,785
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 Tyler Technologies Inc. (the City consultant) inspectors began inspecting properties this past November 2023. These inspections will continue through the end of 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 is 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. Tax Management Associates are contracted to audit 597 personal property accounts throughout the City by 2027. All audits currently taking place are for the grand list years 2021, 2022 and 2023.

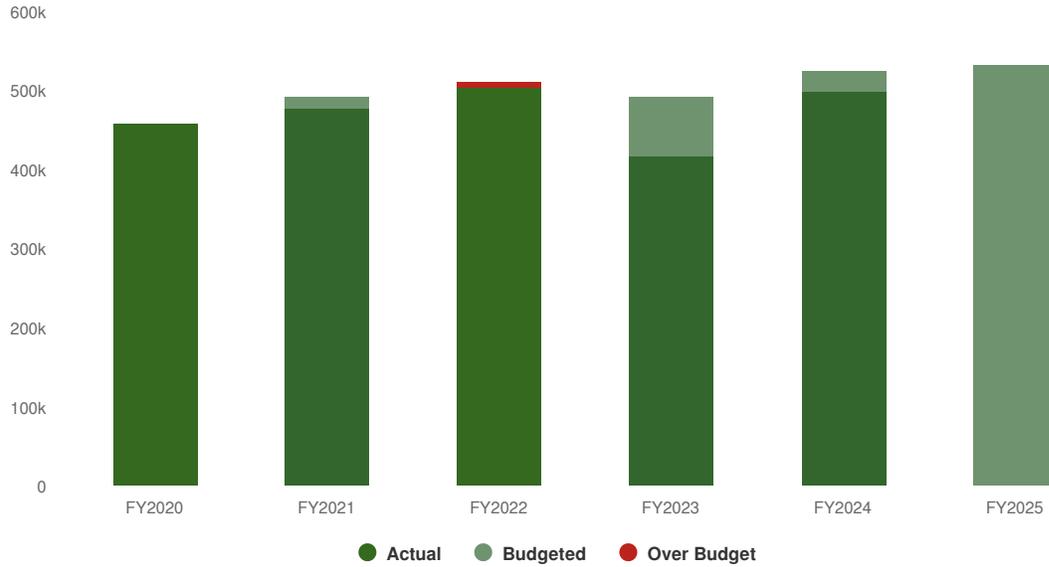
The 2023 motor vehicle grand list was developed with the help of the Department of Motor Vehicles (DMV). Pursuant to Section 14-163 of the Connecticut General Statutes, the Commissioner of Motor Vehicles is required to furnish to the Assessor in each town, a list containing the names and addresses of owners of motor vehicles registered in their respective towns, as they appear on October 1<sup>st</sup> of each year. 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 or personal property grand list on a per-case basis. Vehicle values declined significantly year over year 2022 through 2023 as supply chains were brought back to capacity and financing rates increased. New motor vehicle legislation will be implemented on October 1st 2024 grand list. Click this link (AN ACT CONCERNING THE ASSESSMENT OF MOTOR VEHICLES FOR PROPERTY TAXATION. (<https://www.cga.ct.gov/2024/FC/PDF/2024HB-05172-R000648-FC.PDF>)) to access the new legislation which will impact the July 2025 bills.

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

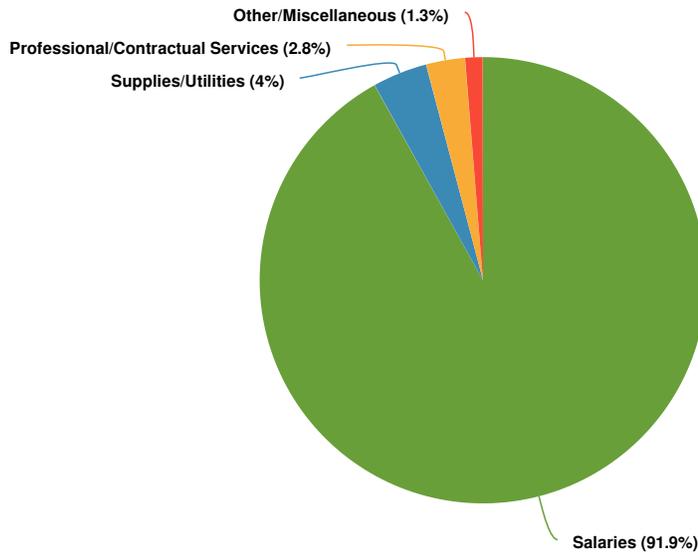
**\$532,960** **\$8,870**  
(1.69% vs. prior year)

### Assessor Proposed and Historical Budget vs. Actual

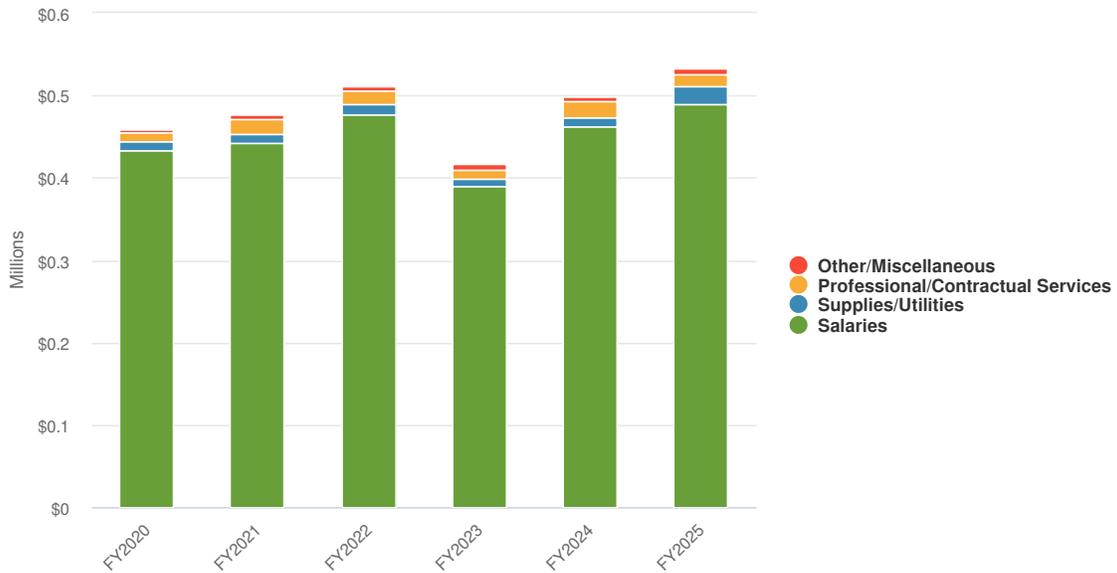


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects					
Salaries	\$389,325	\$476,240	\$474,240	\$490,010	2.9%

Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Other/Miscellaneous	\$6,286	\$6,500	\$7,500	\$6,850	5.4%
Professional/Contractual Services	\$11,263	\$20,000	\$20,000	\$15,000	-25%
Supplies/Utilities	\$9,195	\$21,350	\$22,350	\$21,100	-1.2%
<b>Total Expense Objects:</b>	<b>\$416,069</b>	<b>\$524,090</b>	<b>\$524,090</b>	<b>\$532,960</b>	<b>1.7%</b>

## Goals and Accomplishments

### Fiscal Year 2024 Goals and Accomplishments:

- Completed and Certified 2022 revaluation database.
- Defended 22 court appeals.
- Engaged Tax Management Associates personal property audit consultant.
- Engaged Tyler Technologies property inspection services for the 2027 revaluation to comply with state statutes.
- No revenue projection is provided for the State of Connecticut Elderly Homeowner and Totally Disabled Relief Program. Assessment staff processed 553 accounts in 2023 for an unfunded mandate of \$334,387. Assessment staff will process a similar revenue loss projected to be an unfunded mandate within the 2024 – 2025 fiscal cycle.
- Continued to process the \$500 local option, additional senior tax relief applications (2022GL – 615 applicants, \$607,500) and senior volunteer benefit applications (2022GL – 55 applicants, \$16,500).

### Fiscal Year 2025 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:

- Completing the Office of Policy and Management required 2027 revaluation full measure 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.
- Continue to monitor Senate Bill 1208 from the 2023 legislative session which delayed the implementation of (PA 22-118, §§ 497-509) legislation modifying the motor vehicle grand list valuation methods. This legislation also eliminates all future January supplemental grand lists. There could be an overall grand list valuation loss of approximately 5 percent based on these new methods.

## Performance Measures

FY Grand List Date	FY2021 10/1/19	FY2022 10/1/20	FY2023 10/1/21	FY2024 10/1/22	FY2025 10/1/2023
Gross Taxable Assessed Value	\$4,288,754,003	\$4,364,588,167	\$4,505,989,866	\$5,699,862,187	\$5,709,044,832
Estimated Actual Value	\$6,126,791,432	\$6,235,125,952	\$6,437,128,380	\$8,142,660,267	\$8,155,778,331

## Grand List Totals - October 1, 2023 - Pre BOAA

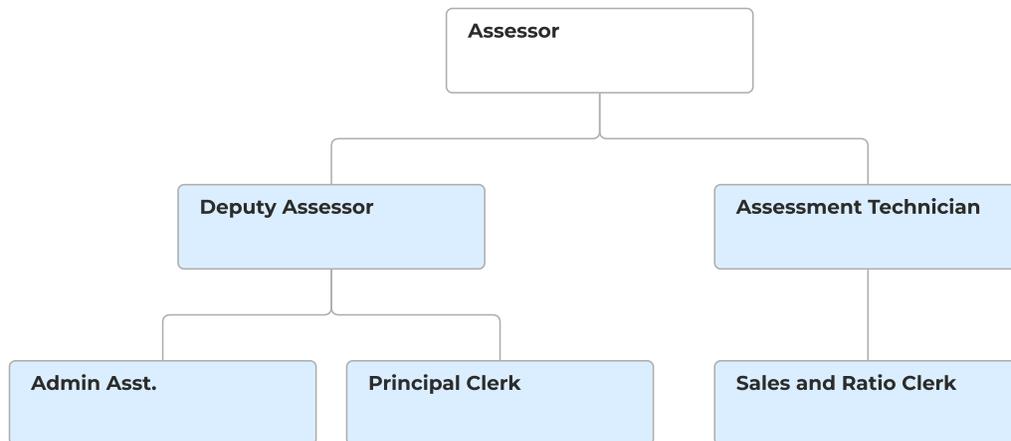
	Gross Assessment	Exemptions	Net Assessment
Real Estate	\$4,507,041,674	\$46,892,431	\$4,460,149,243
Personal Property	\$670,945,300	\$207,811,734	\$463,133,566
Motor Vehicle	\$531,057,858	\$3,775,038	\$527,282,820
Totals	\$5,709,044,832	\$258,479,203	\$5,450,565,6

2023 Grand List Statistical Data	Count
Building Permits and Value Inspection Services - 7/1/23-6/30/24	1,219
Certificates of Occupancy Issued (New Construction) - 7/1/23-6/30/24	763
Elderly Applications Taken - 2/1/24-5/15/24	291
Renters Applications Taken 4/1/24 - 6/6/24 (Complete 2022 program total = 4/1/23 - 10/1/23 = 961 applications)	365
Real Estate Transfers - 10/1/23-5/25/23	1,402
Veterans, Blind and Disabled Applications	836

## Expenditure and Position Summary

	2023 Actual	2024 Estimated	2025 Budget
Salary Expenditures	\$455,437	\$476,240	\$490,1010
Full Time Positions	6	6	6

## Organizational Chart



## 2023 Grand List Top Ten Assessments

### TOP TEN NET ASSESSMENTS GRAND LIST 2023

	TAXPAYER	REAL ESTATE	PERSONAL PROPERTY	TOTAL NET ASSESSMENT
1	E.S.P.N. *	125,127,100	107,139,880	<b>232,266,980</b>
2	CT LIGHT & POWER-EVERSOURCE	2,049,670	86,509,110	<b>88,558,780</b>
3	DISNEY STEAMING TECH LLC *		71,933,940	<b>71,933,940</b>
4	780 JPC ROAD HOLDINGS LLC ET AL	52,585,330	-	<b>52,585,330</b>
5	COVANTA	36,973,230	5,302,780	<b>42,276,010</b>
6	YANKEE GAS SERVICE CO	203,000	37,747,110	<b>37,950,110</b>
7	D'AMATO CONSTRUCTION/AFFILIATED LLCS *	31,997,268	1,280,090	<b>33,277,358</b>
8	CARPENTER REALTY COMPANY	23,093,484	211,610	<b>23,305,094</b>
9	BRISTOL SPORTS CENTER DST	23,149,560		<b>23,149,560</b>
10	FEDERAL REALTY INVESTMENT TRUST	22,711,500		<b>22,711,500</b>
	TOTALS	\$317,890,142	\$310,124,520	\$628,014,662
	OCTOBER 1, 2023 GRAND TOTAL NET ASSESSMENT			<b>\$5,450,565,629</b>

\* AND AFFILIATED ENTITIES

## October 1, 2023 Grand List - Post BOAA

	<u>Gross</u>	<u>Exemptions</u>	<u>BAA</u> <u>Changes</u>	<u>Post BAA</u>
Real Estate	\$4,427,509,294	\$46,042,931	(\$47,670)	\$4,460,101,573
Personal Property	672,217,526	207,822,634	1,261,326	464,394,892
Motor Vehicle	531,057,858	3,775,038	0	527,282,820
Total	\$5,709,419,888	\$257,640,603	\$1,213,656	\$5,451,779,285

Net Assessment Freeze	Program Expired
Homeowner 100% Disabled and Elderly Benefit (Estimated) assessment	\$79,484,710
Homeowner 100% Disabled and Elderly Benefit (Estimated) Revenue Unfunded State mandate	\$329,410
Local veterans assessed value exemptions	\$3,348,130
Estimated Revenue Enterprise Zone State Reimbursement Distressed Municipality Program	\$55,000

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 1<sup>st</sup> Grand List. The September hearing is solely for motor vehicle appeals.

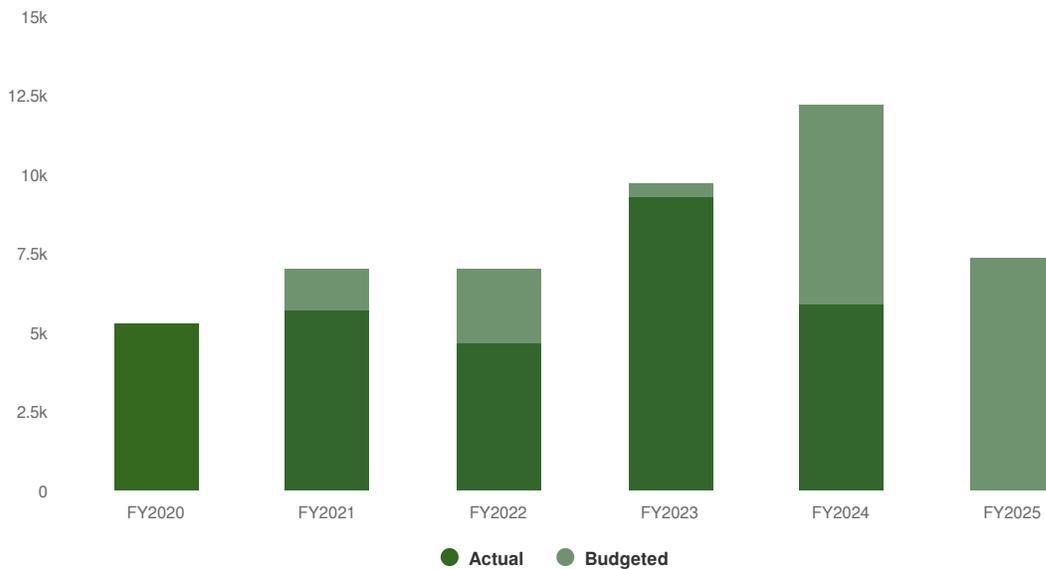
March appeals are heard regarding valuation, governed by Connecticut General Statute 12-111, for Personal Property and Motor Vehicle supplemental assessments and Real Estate as of the October 1<sup>st</sup> revaluation year.

## Expenditures Summary

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

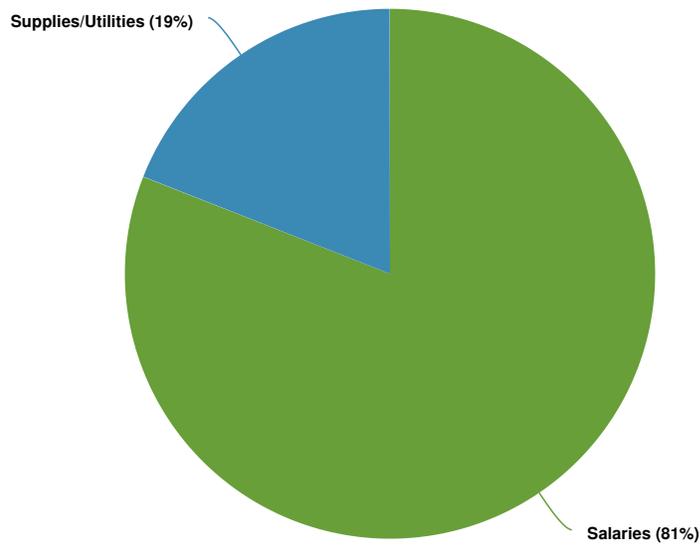
**\$7,360**    **-\$4,840**  
(-39.67% vs. prior year)

**Board of Assessment Appeals Proposed and Historical Budget vs. Actual**

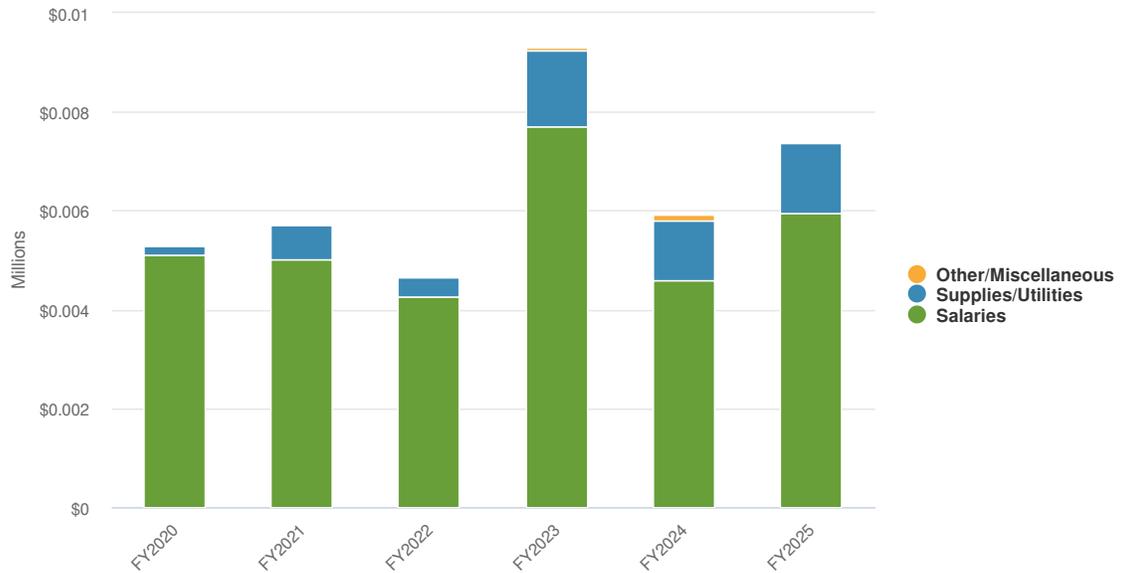


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects					
Salaries	\$7,708	\$10,450	\$10,350	\$5,960	-43%
Other/Miscellaneous	\$50	\$0	\$100	\$0	0%
Supplies/Utilities	\$1,552	\$1,750	\$1,750	\$1,400	-20%
<b>Total Expense Objects:</b>	<b>\$9,310</b>	<b>\$12,200</b>	<b>\$12,200</b>	<b>\$7,360</b>	<b>-39.7%</b>

## Goals and Accomplishments

### Fiscal Year 2024 Goals and Accomplishments:

- The Board met in March 2024 to hear appeals on the October 1, 2023 grand list and will meet in September 2024 to hear Motor Vehicle appeals on the October 1, 2023 Grand List.

### Fiscal Year 2025 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 City businesses awareness that they 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.
- Increase 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
Sept. 2023	13	Motor Vehicle	10	3
	3	Personal Property	2	1
2023	11	Real Estate	9	2
T.B.D. Sept 2024	0	Motor Vehicle	0	0
	3	Personal Property	1	2

# Board of Assessment Appeals

<u>Board of Assessment Appeals Members</u>	<u>Term Expiration</u>
Mary Alford, Chairperson	11/2025
Cynthia Chesky	11/2025
Greg Klimek	11/2025

## Tax Collector



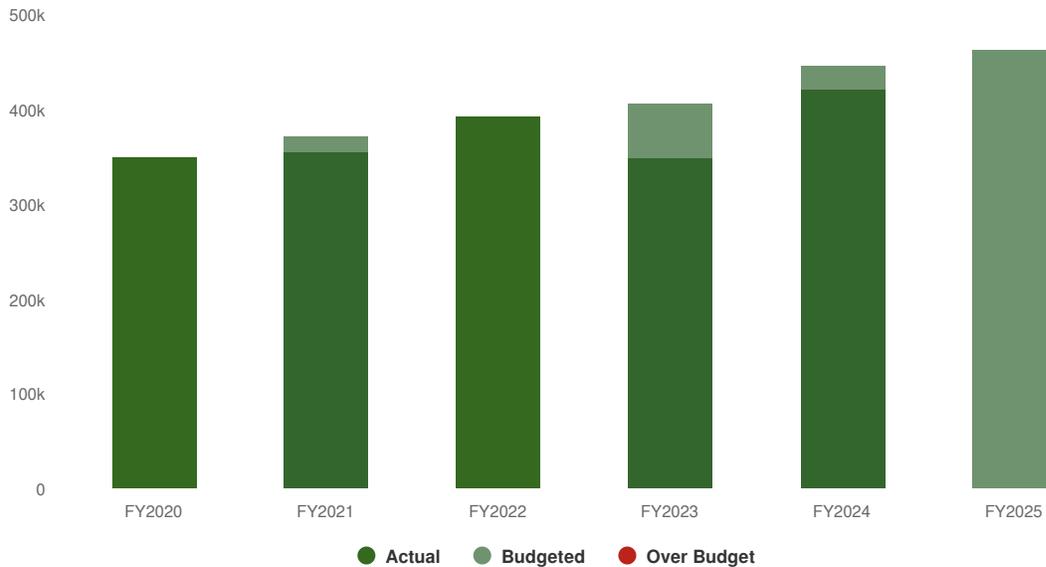
**Ann Bednaz**  
Tax Collector

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

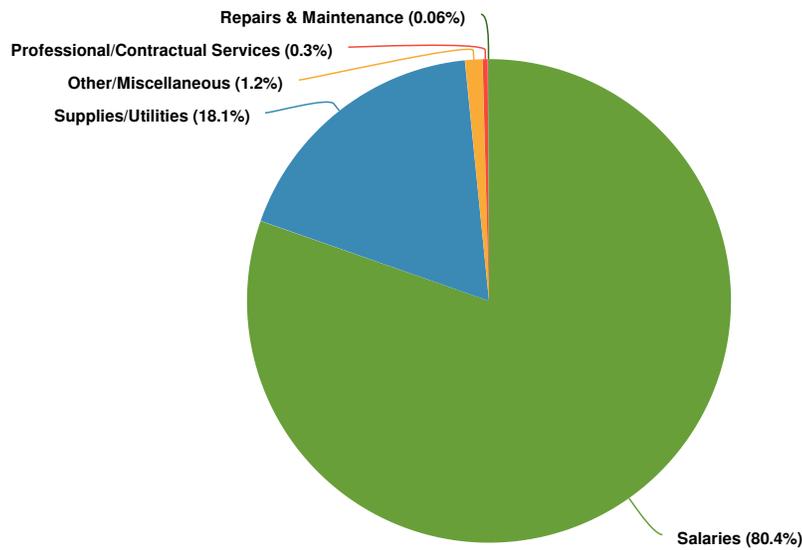
**\$464,355** **\$18,520**  
(4.15% vs. prior year)

Tax Collector Proposed and Historical Budget vs. Actual

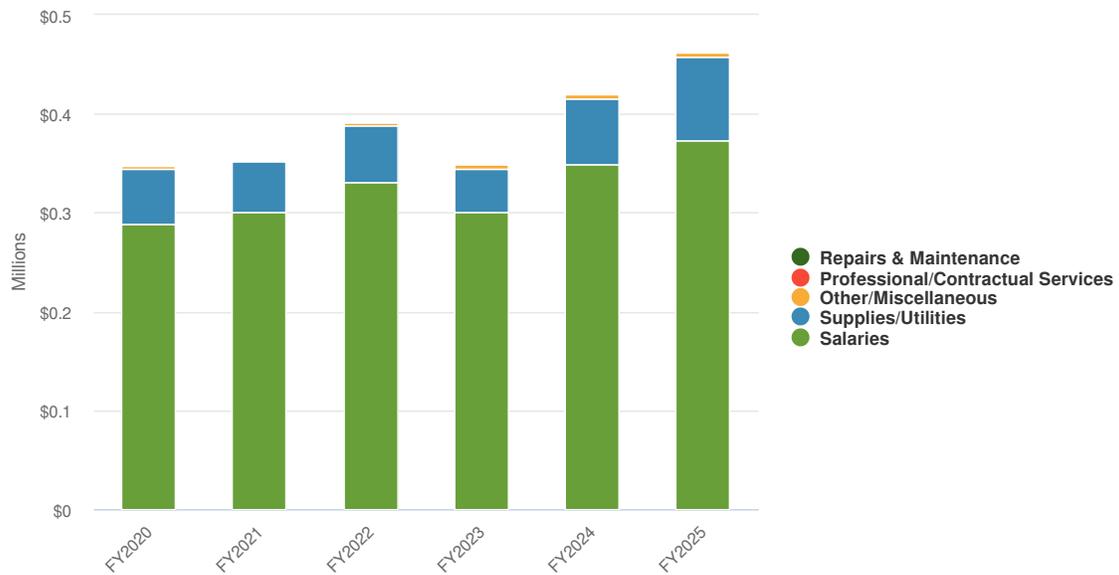


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects						
Salaries	\$300,193	\$367,230	\$367,230	\$348,270	\$373,170	1.6%
Other/Miscellaneous	\$3,402	\$5,020	\$5,020	\$4,542	\$5,410	7.8%
Professional/Contractual Services	\$515	\$1,600	\$1,600	\$956	\$1,620	1.3%
Supplies/Utilities	\$44,660	\$71,835	\$87,895	\$67,054	\$83,855	16.7%
Repairs & Maintenance	\$0	\$150	\$150	\$0	\$300	100%
<b>Total Expense Objects:</b>	<b>\$348,771</b>	<b>\$445,835</b>	<b>\$461,895</b>	<b>\$420,821</b>	<b>\$464,355</b>	<b>4.2%</b>

## Goals and Accomplishments

### Fiscal Year 2024 Goals and Accomplishments:

- Continued to notify the public regarding due dates and important tax information with up-to-date information available on the Tax Collector's 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 on 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 has reduced the number of bad checks received.
- Successfully modified the Suspense List process and earlier turn-over of delinquent taxes to the Collection Agency, Nationwide Credit Corporation (NCC). This process contributes to the continued high collection rate.
- Refunded overpayments monthly.
- Developed a training guide with step-by-step procedures with screenshots on the concept and timing of the tax cycle along with the working relationships with other internal departments and external agencies for maximum efficiency.
- Continued to train new employees and offer schooling opportunities.
- Filed liens on all delinquent real estate in March instead of June. This has secured payment of real estate taxes before a sale and has increased collections before June 30<sup>th</sup>.
- Moved legal notices to Hartford Courant for the January collection period generating savings.

### Fiscal Year 2025 Goals:

- Continuously improve departmental processes and procedures in accordance with State Statutes and City Ordinances.
- Maximize efficiency in the office.
- Exceed budgeted tax collections.
- Continue working closely with other Departments regarding collecting delinquent taxes and the withholding of building permits, hiring/invoicing vendors, abatements, grants etc. Working closely with the Bristol-Burlington Health District to enforce collections of delinquent business personal property taxes to withhold or revoke municipal or district health department licenses or permits for failure to pay taxes per Section 12-146a will continue the Tax Collector's office high collection rate. We will continue to enforce these Statutes and Ordinances to assist with this process.

### Long Term Goals:

- Coordinate with billing software vendor, credit card vendor and MIS to allow for paperless tax billing and notifications.
- Continue to work with DMV on taxpayer issues regarding clearances and registrations in real time.

## Performance Measures

(in thousands)	Grand List 2018	Grand List 2019	Grand List 2020	Grand List 2021	Grand List 2022 Est
Tax Levy	\$151,567	\$154,662	\$156,700	\$158,960	\$163,549
Amount Collected	\$149,429	\$152,440	\$156,084	\$158,295	\$162,939
Percentage Collected	99%	99%	99%	99%	99.6%

### Online Credit Card Transaction by Month for the 2023 Calendar Year

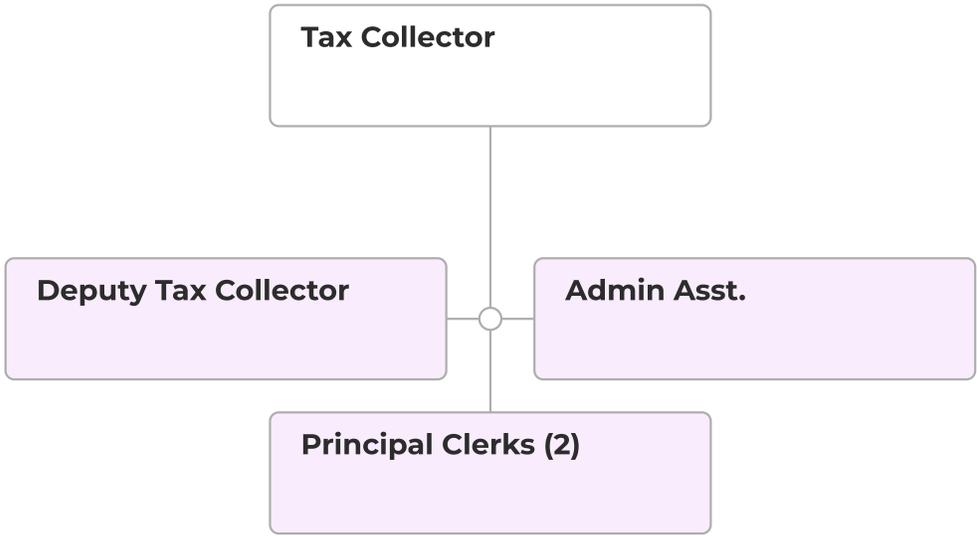
Month	Amount Collected	Month	Amount Collected
January	3,172,157.44	July	7,104,853.16
February	1,132,596.10	August	1,856,818.71
March	392,534.36	September	579,496.19
April	235,908.03	October	395,341.45
May	177,279.68	November	364,389.37
June	245,060.97	December	880,826.55

Type of Tax Bill	Number of Accounts
Real Estate	21,994
Personal Property	1,932
Motor Vehicle	46,417
Motor Vehicle Supplement	6,726
Total Bills	77,069

## Expenditure and Position Summary

	2023 Actual	2024 Estimated	2025 Budget
Salary Expenditures	\$333,641	\$359,730	\$373,170
Full Time Positions	5	5	5

# Organizational Chart



## Purchasing



**Roger Rousseau**  
Purchasing Agent

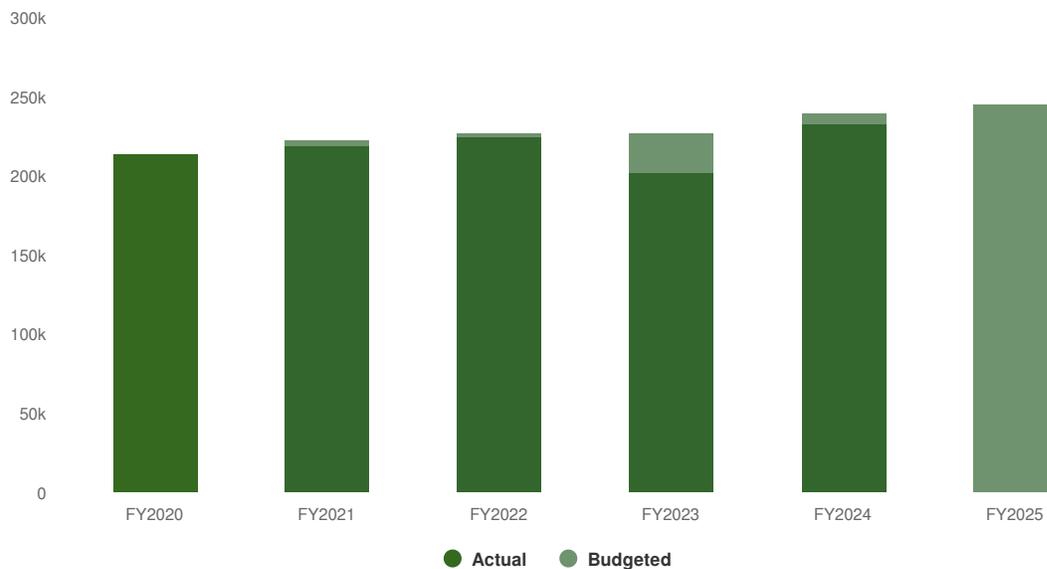
The major function of the Purchasing Department is to obtain equipment, materials and services for the City and Board of Education and maintain the best value for taxpayer dollars. The Purchasing Department also provides:

- 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

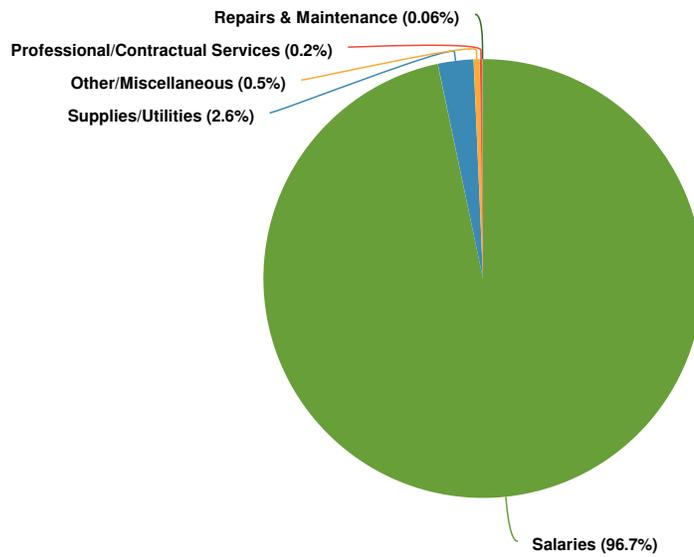
**\$245,090** **\$5,890**  
(2.46% vs. prior year)

### Purchasing Proposed and Historical Budget vs. Actual

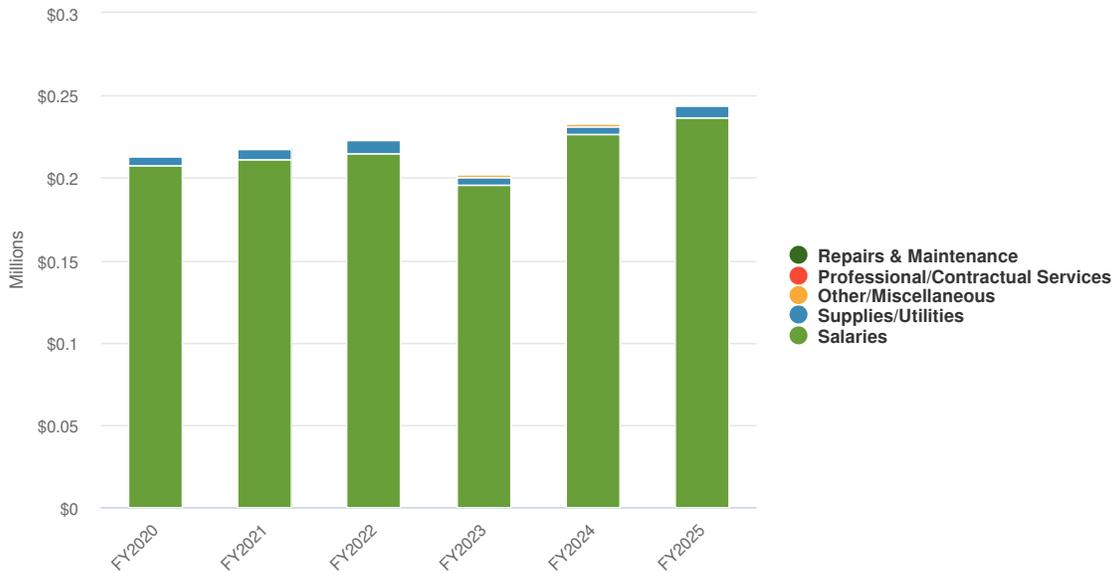


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type

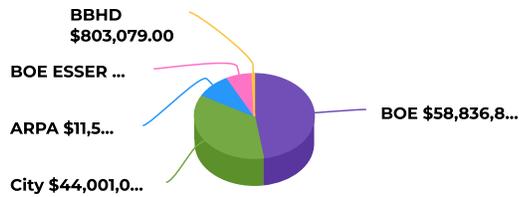


## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects						
Salaries	\$196,194	\$231,220	\$231,220	\$226,393	\$236,995	2.5%
Other/Miscellaneous	\$1,025	\$1,055	\$1,055	\$980	\$1,120	6.2%
Professional/Contractual Services	\$342	\$350	\$350	\$199	\$400	14.3%
Supplies/Utilities	\$4,443	\$6,425	\$6,275	\$5,124	\$6,425	0%
Repairs & Maintenance	\$140	\$150	\$300	\$297	\$150	0%
<b>Total Expense Objects:</b>	<b>\$202,144</b>	<b>\$239,200</b>	<b>\$239,200</b>	<b>\$232,994</b>	<b>\$245,090</b>	<b>2.5%</b>

**Value of Purchase Orders Issued  
FY2024**



**Procurement Card Annual Usage  
by Activity FY2024**



## Goals and Accomplishments

### Fiscal Year 2024 Goals and Accomplishments:

- Assist the Water and Sewer Department in the transfer of capital assets reporting for the Water Pollution Control operations from the City’s system to theirs and retiring those same assets from the City’s accounting system.
- Completed deployment of procurement cards (“p-cards”) for use by the Board of Education. For purposes of proper handling, established a separate set of accounts and a separate workflow approval protocol. The new program replaced the use of a single card which was held by the Superintendent for all credit card purchases by all staff. The new process has been well received by the Board of Education.
- Facilitated the selection of a construction manager and development of a contract for the Northeast Middle School project.
- Worked with the IT Department toward replacement of the existing copy/print fleet for the City, Water/Sewer Department, and the Board of Education, via a new four-year agreement.
- Pursued a new long-term contract for provision of transportation for special education students as well as students impacted by homelessness with the Board of Education.

### Fiscal Year 2025 Goals:

- Develop plans with the Public Works Department for bike paths that will connect the West End district with the Middle Street area and provide assistance to engage design consultants and subsequent contractors for construction.
- Provide assistance with anticipated renovation or replacement of the existing Police Department. Provide assistance to the Board of Education with plans to perform renovations to its Edgewood School as it continues its transition to a Pre-K academy.
- Coordinate the bidding for trade contracts relative to the Northeast Middle School project.
- Establish a new multi-year leasing contract for computer equipment used by both the City and the Board of Education.

### Long Term Goals:

- Tyler Content Manager, the City’s digital document storage system, is primarily used within the Munis environment. The Purchasing Department expects it to be a key part in extension of its use of multidisciplinary documents such as certificates of insurance and contracts.

## Performance Measures

	FY2020	FY2021	FY2022	FY2023	FY2024
Total sealed bids issued	128	125	128	107	134
Total Requests for Proposals	16	23	46	12	26
Total purchase orders issued	6,116	5,167	5,559	4,948	5,035
Total Value of Purchased Orders Issued	\$85,924,870	\$89,649,332	\$93,161,098	\$114,225,301	\$123,591,999.31

## Expenditure and Position Summary

	2023 Actual	2024 Estimated	2025 Budget
Salary Expenditures	\$226,329	\$231,220	\$236,995
Full Time Positions	3	3	3

# Organizational Chart



## 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 City funds, debt service or payment of interest and principal on City borrowing, property and liability insurance coverage, administration of employee health benefits and general accounting for all City funds excluding the Water and Sewer Department.

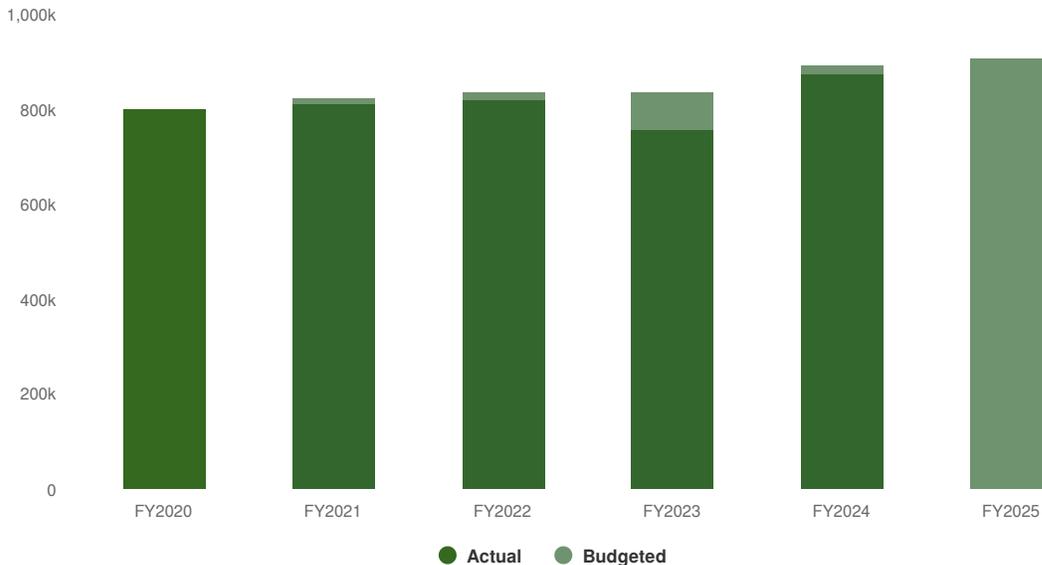
The Comptroller's Office, in conjunction with the Treasurer's Office, is responsible for the investment of available City funds.

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

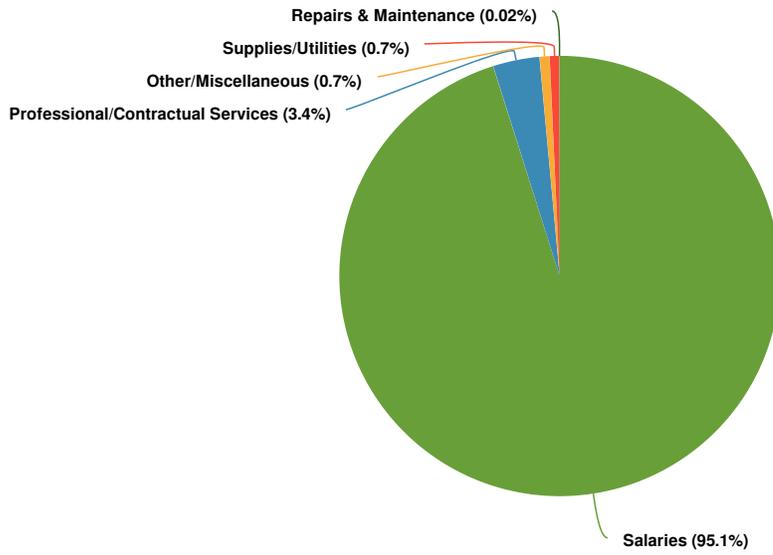
**\$908,205** **\$15,995**  
(1.79% vs. prior year)

Comptroller's Office Proposed and Historical Budget vs. Actual

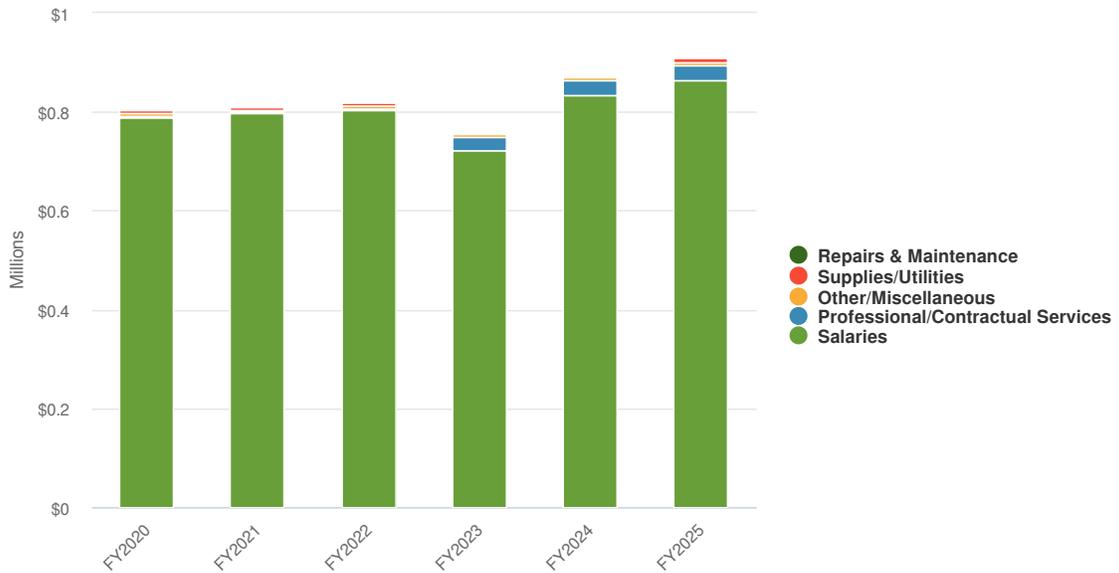


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects					
Salaries	\$722,571	\$846,910	\$846,110	\$863,880	2%
Other/Miscellaneous	\$6,125	\$6,650	\$7,450	\$6,650	0%
Professional/Contractual Services	\$27,112	\$32,100	\$32,100	\$31,125	-3%
Supplies/Utilities	\$2,509	\$6,350	\$6,458	\$6,350	0%
Repairs & Maintenance	\$162	\$200	\$200	\$200	0%
<b>Total Expense Objects:</b>	<b>\$758,479</b>	<b>\$892,210</b>	<b>\$892,318</b>	<b>\$908,205</b>	<b>1.8%</b>

# Goals and Accomplishments

## Fiscal Year 2024 Goals and Accomplishments:

- Continued working with American Rescue Plan Act Task Force, UHY Consultants and City staff on the management and reporting of the \$28 million of federal funding. Completed Treasury quarterly reporting in accordance with established deadlines.
- Completed implementation of the UKG time clock software (formerly Kronos) for Police Department employees with full integration into the MUNIS payroll system.
- Received the following Governmental Finance Officers' Association awards:
  - Certificate of Achievement for Excellence in Financial Reporting for the Annual Comprehensive Finance Report (ACFR) – 36<sup>th</sup> year
  - Distinguished Budget Award – 21<sup>st</sup> year
- Continued review and update of key financial policies during the budget process.
- Fully integrated and completed the FY2023-2024 budget using the online digital budget platform which eliminated printing of the 300-page document. The digital document met all GFOA criteria and received the Distinguished Budget Award.
- Enhanced use of the digital capital budgeting software for FY2024-2025 Capital Improvement Plan.
- Implemented software to assist with new Governmental Accounting Standards Board (GASB) reporting requirements for software-based subscription services leases effective with the June 30, 2023 ACFR.
- Issued June 30, 2023 audit dated December 29, 2023.
- Reviewed ongoing capital projects for potential short term financing in the fall of 2024.
- Continued to streamline the budget preparation process with departmental input to MUNIS eliminating the need for separate reports and schedules.
- Streamlined the Accounts Payable process with implementation of electronic approval of invoices and attaching invoices to MUNIS records.
- Implemented policies and procedures to facilitate 1099 processing at the year end.
- Automated journal entry approval process.

## Fiscal Year 2025 Goals:

- Evaluate and implement more e-payment options with vendors. Collaborate with the Treasurer's Office for the requirements necessary to accomplish this.
- Continue to enhance the digital budget format for the 2024-2025 budget document.
- Maintain GFOA awards for excellence in financial reporting and budgeting.
- Continue to identify efficiency improvements throughout the department and other City departments as it relates to processing financial information and reporting.
- Continue evaluation of long-term strategic plan and capital financing.
- Continue work with ARPA task force and submit financial reporting 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	2023-2024
Number of Invoices Paid	34,766	32,699	34,403	32,886	32,160
Number of Payroll Checks and Direct Deposits	64,388	65,656	63,110	51,249	52,415

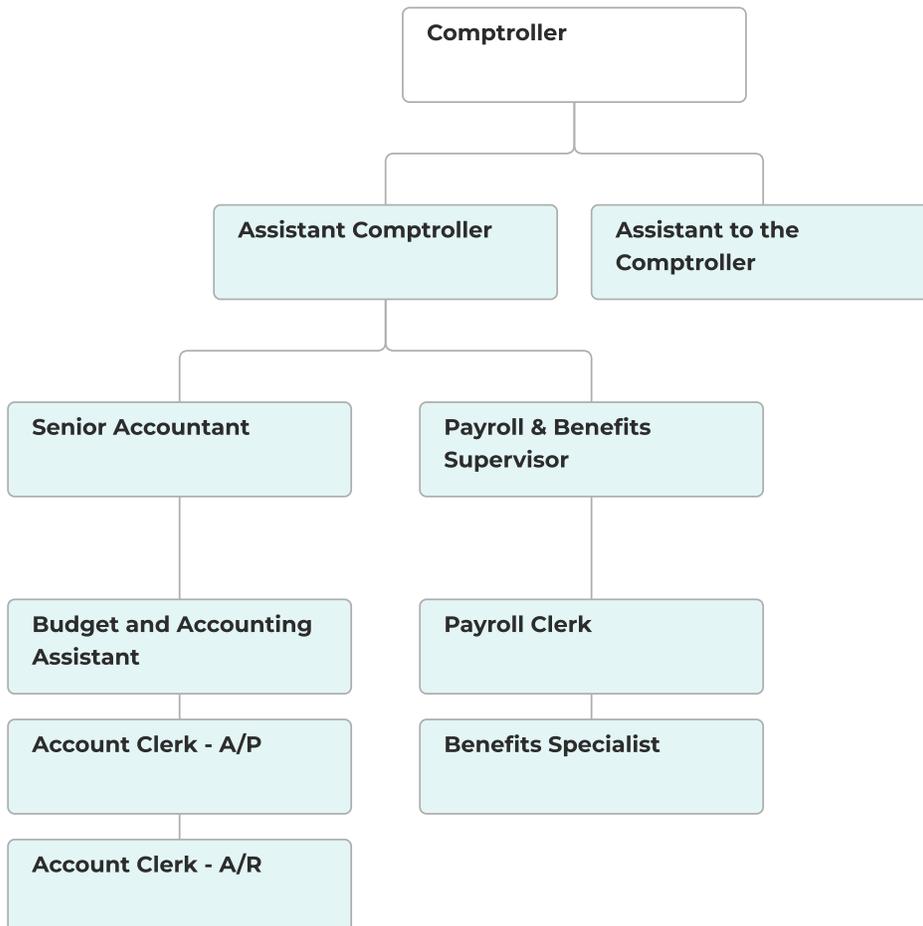
**Qualitative:**

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

	2023 Actual	2024 Estimated	2025 Budget
Salary Expenditures	\$815,097	\$846,910	\$863,880
Full Time Positions	10	10	10

## Organizational Chart



## Treasurer



**Robert Parenti**  
Treasurer

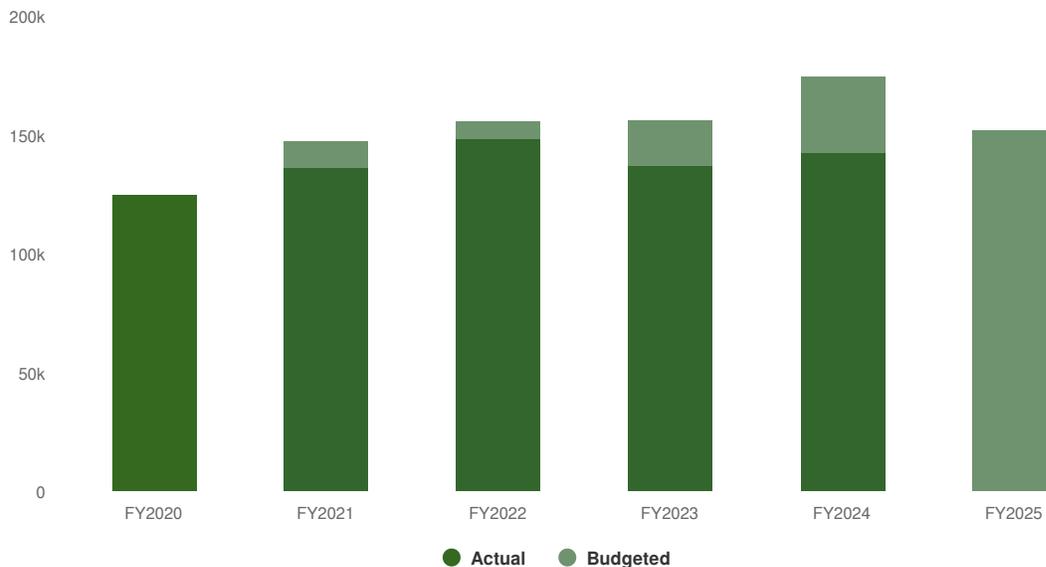
The primary responsibility of the Treasurer's Office is to serve as the custodian of all City monies, and to keep an accurate record of all receipts and disbursements. The objective of the City of Bristol's investment and cash management program is to ensure the safety, liquidity and yield of the funds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

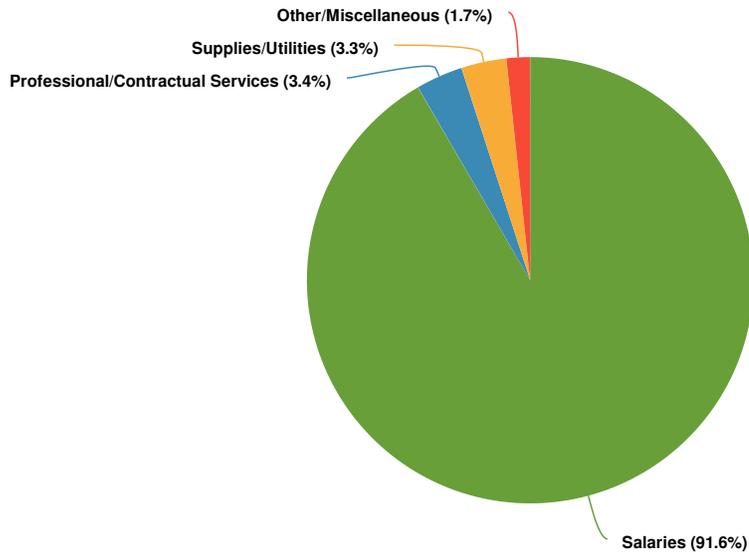
**\$152,400** **-\$22,220**  
(-12.72% vs. prior year)

### Treasurer Proposed and Historical Budget vs. Actual

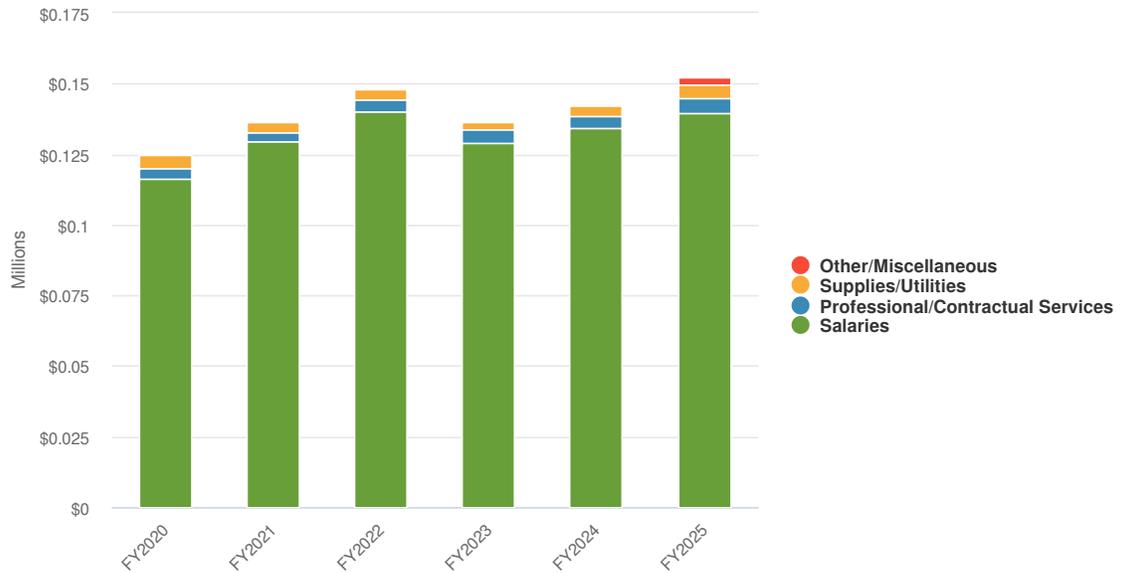


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



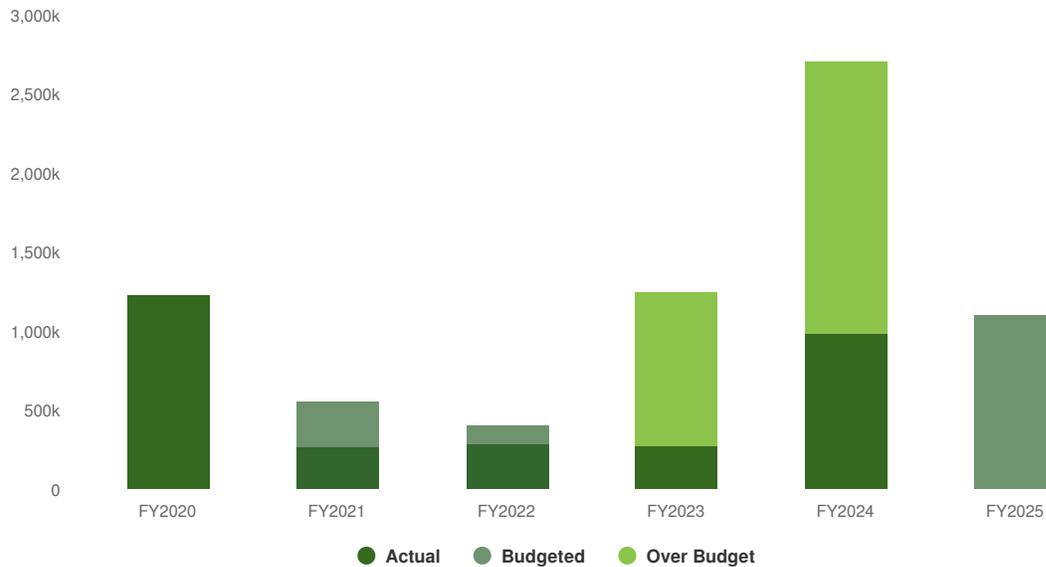
Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects					
Salaries	\$129,201	\$159,125	\$159,125	\$139,630	-12.3%
Other/Miscellaneous	\$415	\$5,565	\$5,565	\$2,600	-53.3%
Professional/Contractual Services	\$4,514	\$4,960	\$4,960	\$5,200	4.8%
Supplies/Utilities	\$2,671	\$4,970	\$5,121	\$4,970	0%
<b>Total Expense Objects:</b>	<b>\$136,802</b>	<b>\$174,620</b>	<b>\$174,771</b>	<b>\$152,400</b>	<b>-12.7%</b>

## Revenues Summary

Below chart illustrates historical investment income budget compared to actual.

\$1,104,000
\$122,500  
(12.48% vs. prior year)

### Treasurer Proposed and Historical Budget vs. Actual



## Goals and Accomplishments

### Fiscal Year 2024 Goals and Accomplishments:

- Secured higher yields on bank accounts, certificates of deposit, and agency securities. Anticipate exceeding budget estimates for investment income.
- Continued to limit the City's short-term investment exposure to credit and custodial risk by utilizing secured municipal accounts, AAA rated asset management investment pools and laddering CDs.
- Continued to monitor bank fees and services, and ensure that the City is charged the lowest rates possible for bank services.

### Fiscal Year 2025 Goals:

- Review an RFP for banking services.
- 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 diversification of the investment portfolio and the use of asset management investment pools and fixed income managers.
- Evaluate the use of CD's as an alternative to money market funds to maximize investment income.
- Continuously improve departmental processes and procedures to achieve an efficient flow of documents and work towards a paperless environment.

### Long Term Goals:

- Continue to maximize the interest income on liquid funds.

## Performance Measures

	2020 Retirees	Amount Paid	2021 Retirees	Amount Paid	2022 Retirees	Amount Paid	2023 Retirees	Amount Paid
General City Retirement System	665	\$16,121,162	671	\$16,980,302	690	\$18,135,839	724	\$19,222,674
Firefighter's Benefit Fund	98	\$4,285,477	96	\$4,481,292	105	\$6,015,195	110	\$5,611,839
Police Benefit Fund	137	\$7,357,100	138	\$7,816,680	147	\$8,895,478	149	\$9,177,176
<b>Total</b>	<b>900</b>	<b>\$27,763,739</b>	<b>905</b>	<b>\$29,278,274</b>	<b>942</b>	<b>\$33,046,512</b>	<b>983</b>	<b>\$34,011,689</b>

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Number of 1099Rs Issued	887	919	970	1,034	1,034
Long Term Debt Schedule					
Principal	\$7,200,000	\$7,635,000	\$8,800,000	\$7,820,000	\$7,895,000
Interest	\$3,473,338	\$3,812,831	\$3,430,081	\$3,982,993	\$5,005,917
Total Long-term Outstanding Debt	\$105,505,000	\$97,870,000	\$89,070,000	\$81,250,000	\$120,960,000

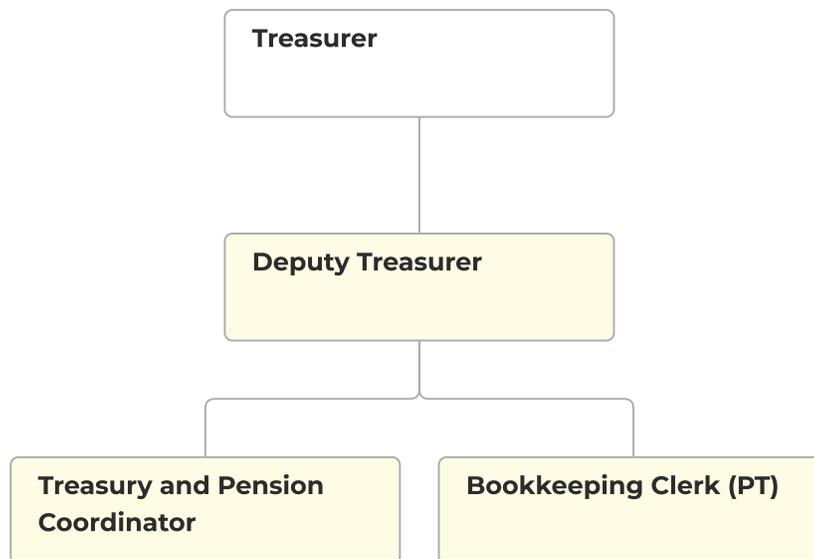
## Expenditure and Position Summary

	2023 Actual	2024 Estimated	2025 Budget
Salary Expenditures	\$145,382	\$159,125	\$139,630
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 207.9 basis points (BP) on interest-bearing accounts for fiscal year 2023. This compares with the increase in the three-month U.S. Treasury Bill which averaged 410 BP. The federal funds rate increased ten times from a target range of 37.1 BP in FY22 to 410 BP in FY23. 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



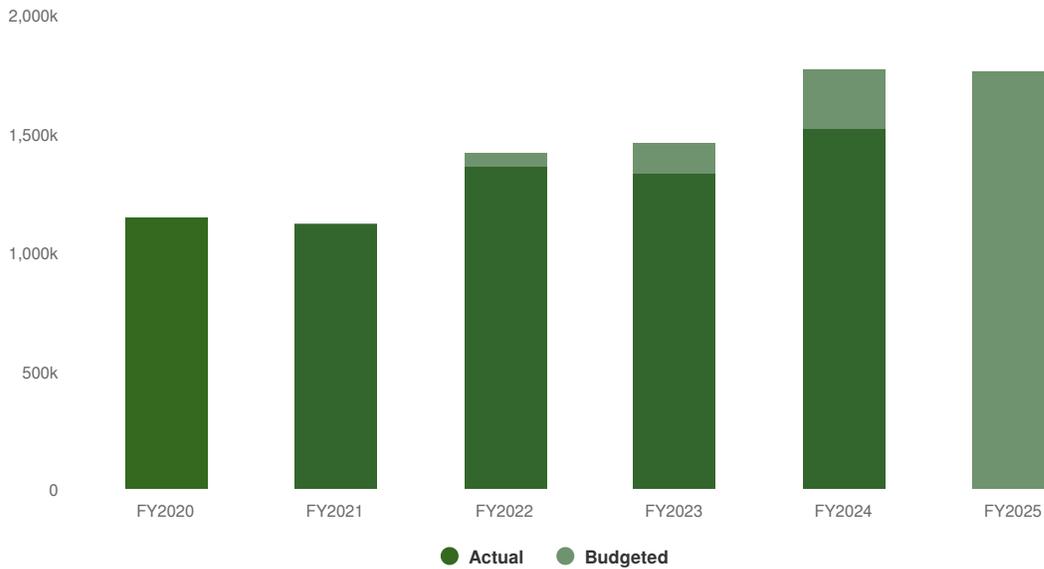
**Eric Evans**  
Chief Information Officer

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 website that is available 24 hours a day, seven days a week. The site may be viewed at [www.bristolct.gov](http://www.bristolct.gov)

## Expenditures Summary

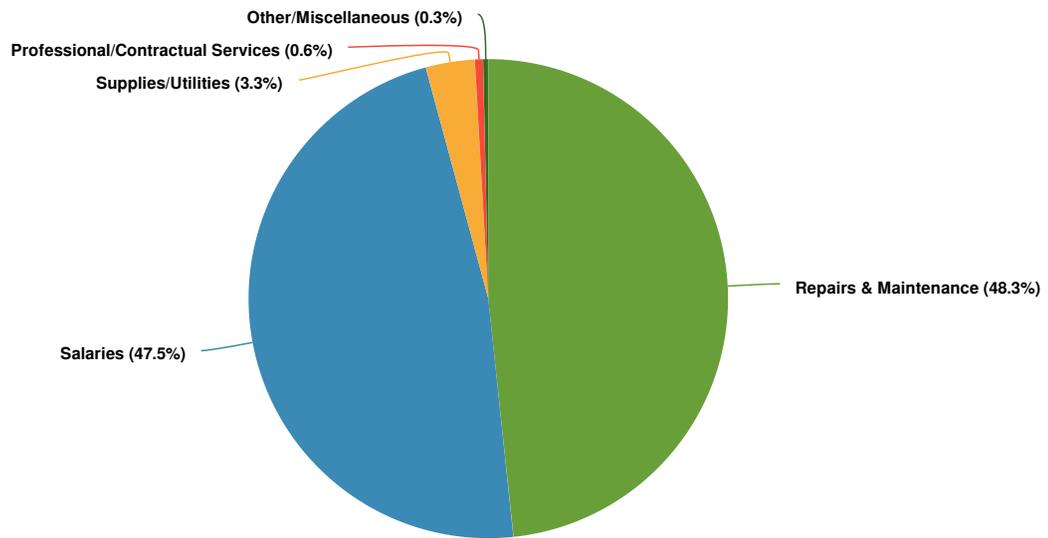
**\$1,768,430** **-\$2,265**  
(-0.13% vs. prior year)

### Information Technology Proposed and Historical Budget vs. Actual

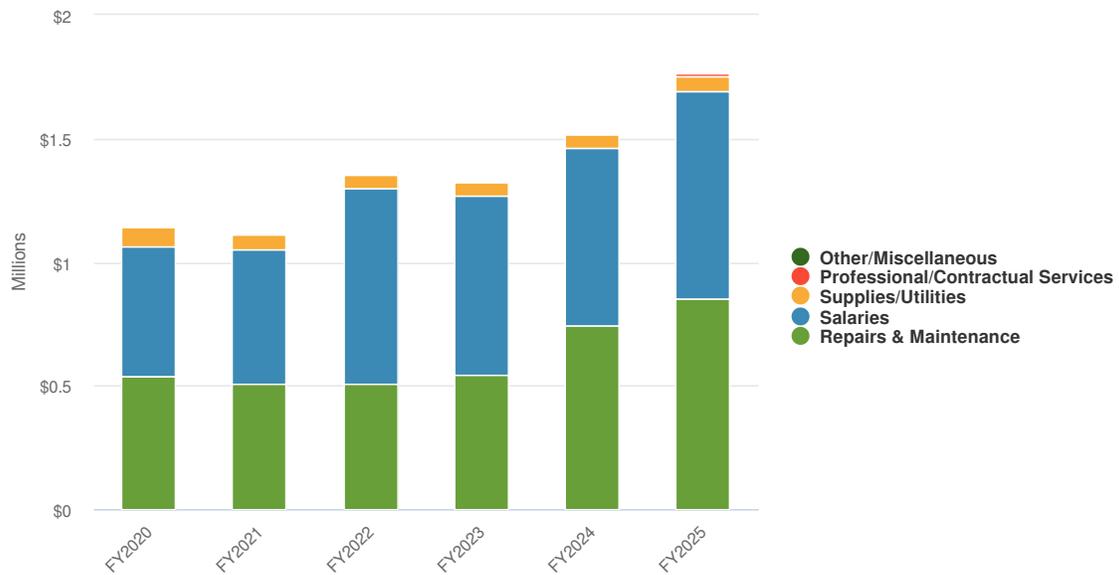


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects						
Salaries	\$724,339	\$864,695	\$864,695	\$722,964	\$839,770	-2.9%
Other/Miscellaneous	\$4,716	\$6,000	\$6,000	\$1,098	\$6,000	0%
Professional/Contractual Services	\$4,053	\$10,000	\$10,000	\$3,363	\$10,000	0%
Supplies/Utilities	\$53,914	\$58,000	\$63,500	\$51,691	\$58,000	0%
Repairs & Maintenance	\$543,916	\$832,000	\$833,125	\$740,308	\$854,660	2.7%
<b>Total Expense Objects:</b>	<b>\$1,330,937</b>	<b>\$1,770,695</b>	<b>\$1,777,320</b>	<b>\$1,519,423</b>	<b>\$1,768,430</b>	<b>-0.1%</b>

## Goals and Accomplishments

### Fiscal Year 2024 Accomplishments:

- Upgraded the Wireless Infrastructure.
- Upgraded production version of Microsoft Office.
- Implemented a cost-effective Managed Detection and Response system to aid with Cyber Security posture and augment staff's ability to address security concerns.
- Replaced uninterrupted power supply (UPS) systems in all the schools.
- Upgraded Network Switches Citywide, including the Board of Education network.
- Replaced EOS/EOL Phone System equipment Citywide.
- Implemented technology as required for the City Hall renovation project.

### Fiscal Year 2025 Goals:

- Replace the City's fleet of desktop and laptop computers, via leasing.
  - The phase-in plan was interrupted by the pandemic.
  - Microsoft will end support of Windows 10 by October 2025
    - Most of the City's computers do not meet Windows 11 Security requirements.
- Replace and modernize backup infrastructure.
- Buy out existing server lease, these should be operationally sound for an additional two years.
- Add additional Security and System Management Software.
- Replace Battery Backups as necessary.
- Transition City to Session Initiation Protocol (SIP) trunks and remove reliance on failing PRI/Copper line infrastructure with added benefit of saving on Phone Service operational expenses. This will also add redundancy to phone services where currently none can exist.

### Long Term Goals:

- Continue to provide a high level of customer service to City Departments by implementing technologies to increase efficiency, resiliency, and productivity.
- Facilitate the City's technology pursuits.
- Make the City and BOE more efficient by looking for ways to share resources and standardize systems.

## Performance Measures

Facility	# of Computers	Board of Education	# of Computers
City Hall	227	BOE Admin	263
Police Dept.	193	BCHS	762
Fire Dept.	25	BEHS	624
Main Library	76	Middle School/K-8	565
Manross Library	17	Elementary School	248
Other	156	Other	9,925
Total	694		
<b>Grand Total</b>	<b>13,081</b>	<b>Total</b>	<b>12,387</b>

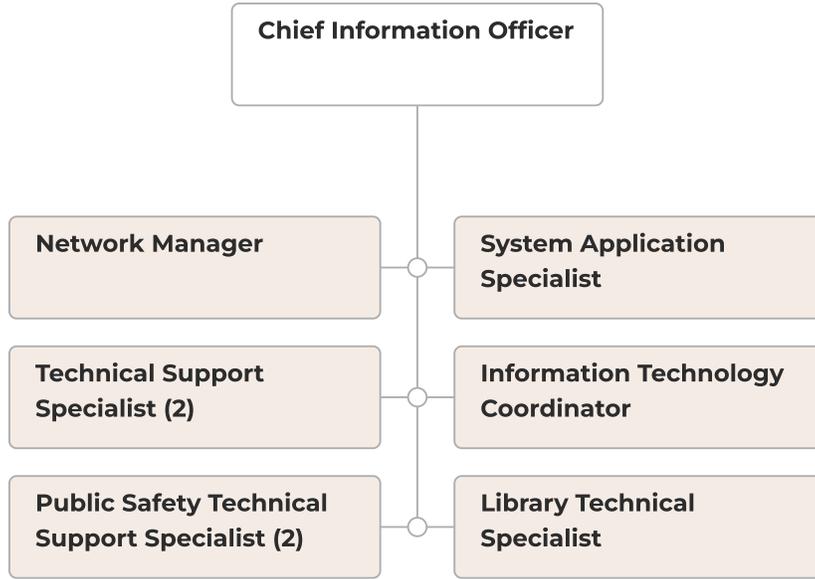
	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Total Computers	11,961	14,924	14,924	16,438	13,081

	FY24	Open	Closed
Number of Tickets Entered	694	29	665

## Expenditure and Position Summary

	2023 Actual	2024 Estimated	2025 Budget
Salary Expenditures	\$836,085	\$864,695	\$839,770
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.

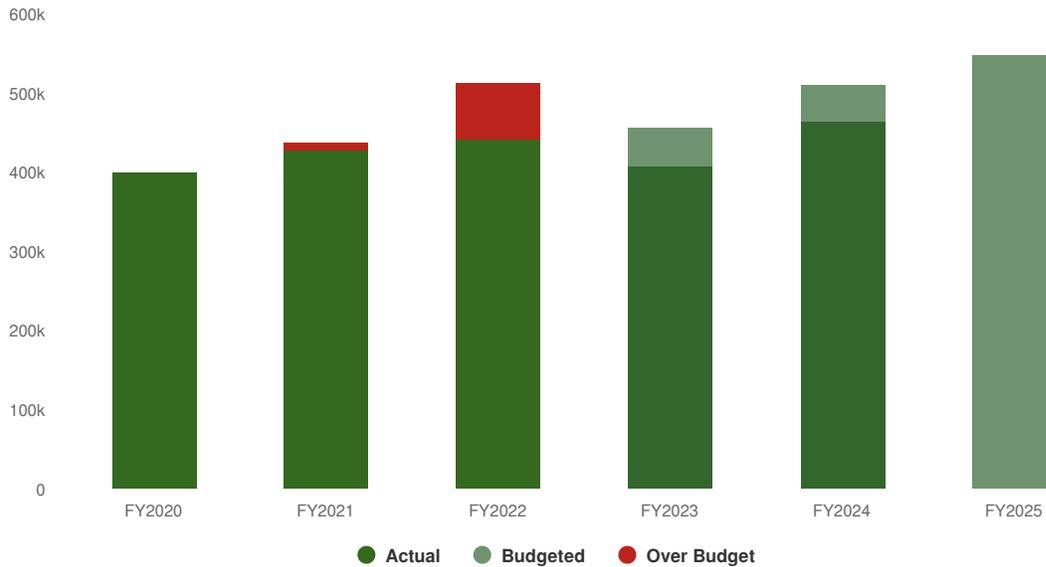
Human Resources administers and coordinates the city's personnel and labor relations activities, which include negotiating and administering labor contracts, grievance issues, and consultation with department heads regarding labor issues. Human Resources represents the city at grievances, mediation sessions,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

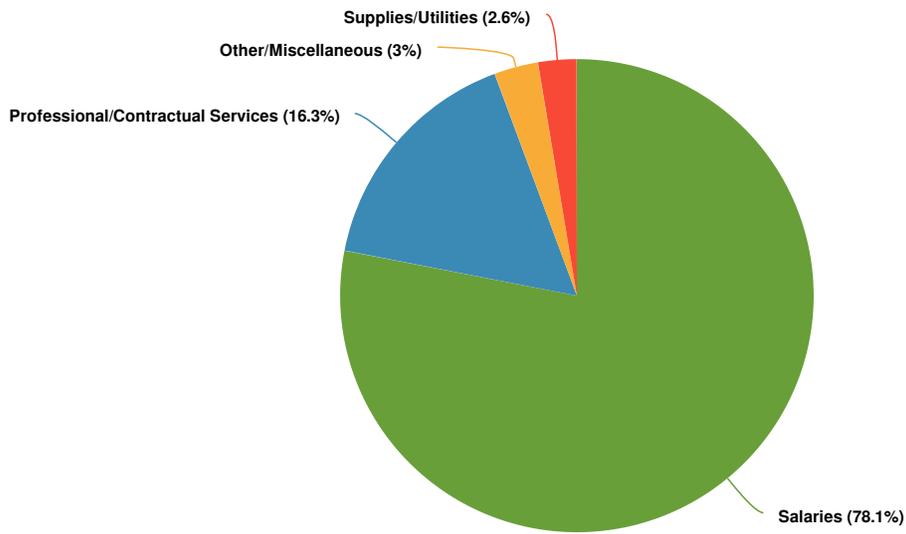
**\$548,120** **\$36,525**  
(7.14% vs. prior year)

#### Human Resources Proposed and Historical Budget vs. Actual

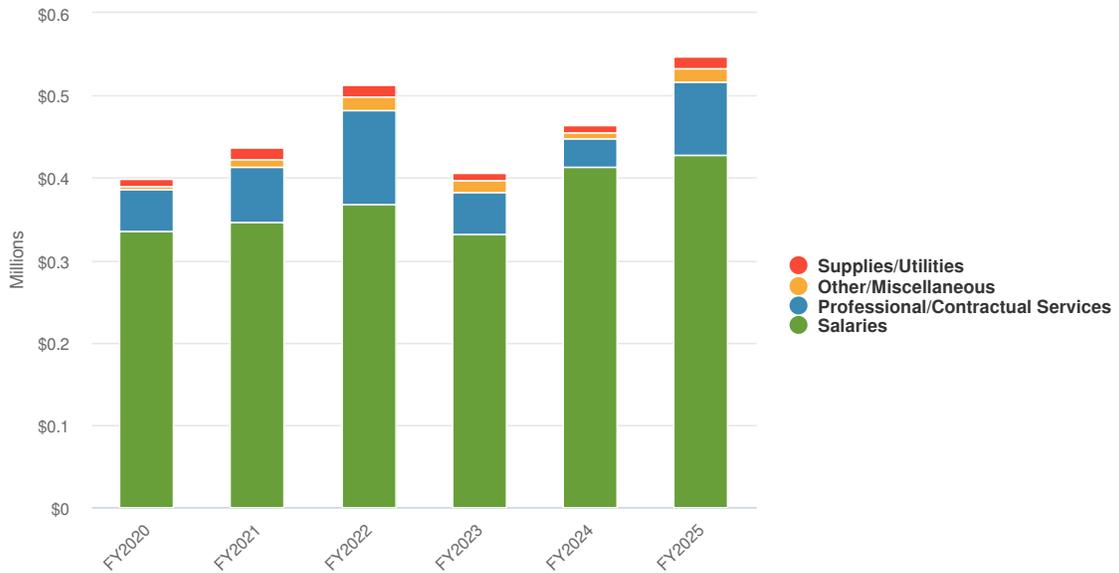


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects						
Salaries	\$332,298	\$415,325	\$418,825	\$413,069	\$427,865	3%
Other/Miscellaneous	\$13,259	\$16,500	\$16,500	\$6,973	\$16,500	0%
Professional/Contractual Services	\$50,527	\$65,115	\$94,762	\$34,530	\$89,300	37.1%
Supplies/Utilities	\$10,640	\$14,655	\$15,505	\$9,277	\$14,455	-1.4%
<b>Total Expense Objects:</b>	<b>\$406,724</b>	<b>\$511,595</b>	<b>\$545,592</b>	<b>\$463,849</b>	<b>\$548,120</b>	<b>7.1%</b>

## Goals and Accomplishments

### Fiscal Year 2024 Goals and Accomplishments:

- Hiring of certified police officers is ongoing.
- Instituted on-line testing for certified police officers resulted in cost savings and efficiencies.
- Contract with a risk management company for regulatory compliance and risk mitigation

### Fiscal Year 2025 Goals:

- Review, update and expand the Human Resources manual for operating procedures.
- Collaborate with Fire department administration and Local #773 to re-imagine and redesign fire department promotional testing processes.

### Long Term Goals:

- A long term goal is a continuous review of internal processes for increased efficiencies. Among these are audits of personnel files for content and development of standards for content in compliance with CGS 31-128a.

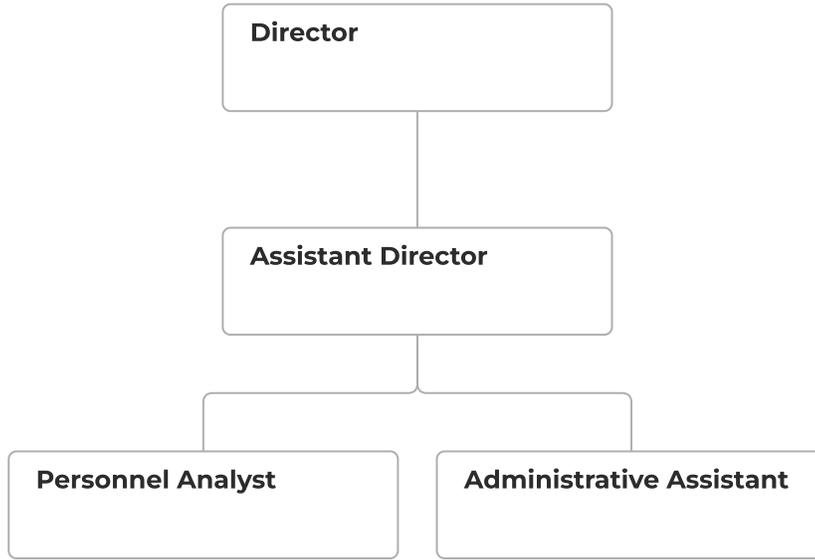
## Performance Measures

Activity	2019	2020	2021	2022	2023
Number of OSHA reportable Workers Compensation Claims	94	100	56	34	80
Lost Time Days	1,383	1,421	940	1059	1055
Grievances Heard	9	21	25	5	2
Employees Hired (Excluding Seasonal and Temporary)	34	58	40	54	44

## Expenditure and Position Summary

	2023 Actual	2024 Estimated	2025 Budget
Salary Expenditures	\$386,217	\$418,825	\$427,865
Full Time Positions	4	4	4

# Organizational Chart



## Corporation Counsel



**Edward Krawiecki**  
Corporation Counsel

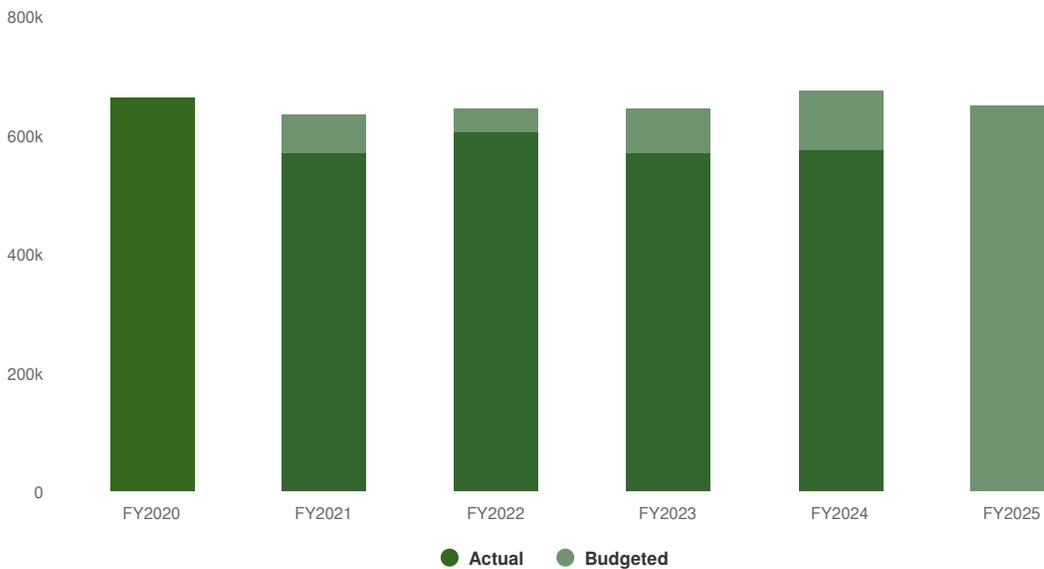
The Corporation Counsel's Office is the legal department for the City of Bristol. The part-time corporation counsel is supported by a staff comprising two full-time assistant corporation counsels, one part-time assistant corporation counsel, one full time legal administrator, and one full time legal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

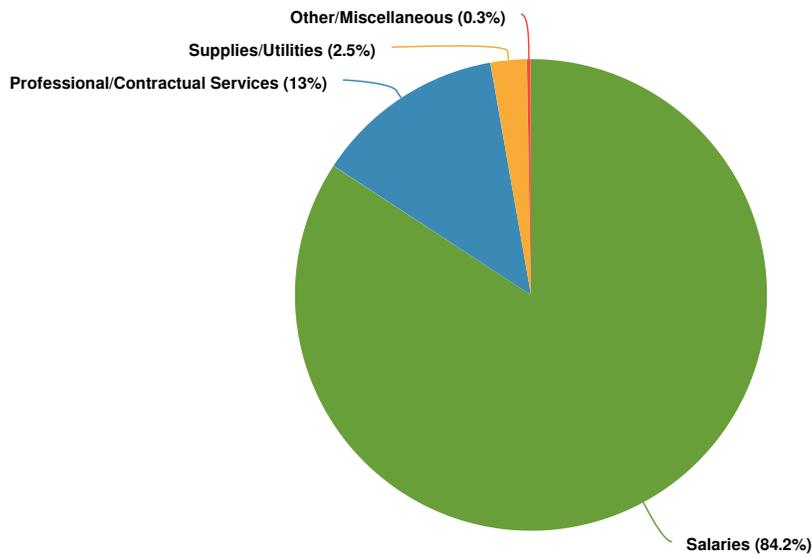
**\$652,200** **-\$24,835**  
(-3.67% vs. prior year)

Corporation Counsel Proposed and Historical Budget vs. Actual

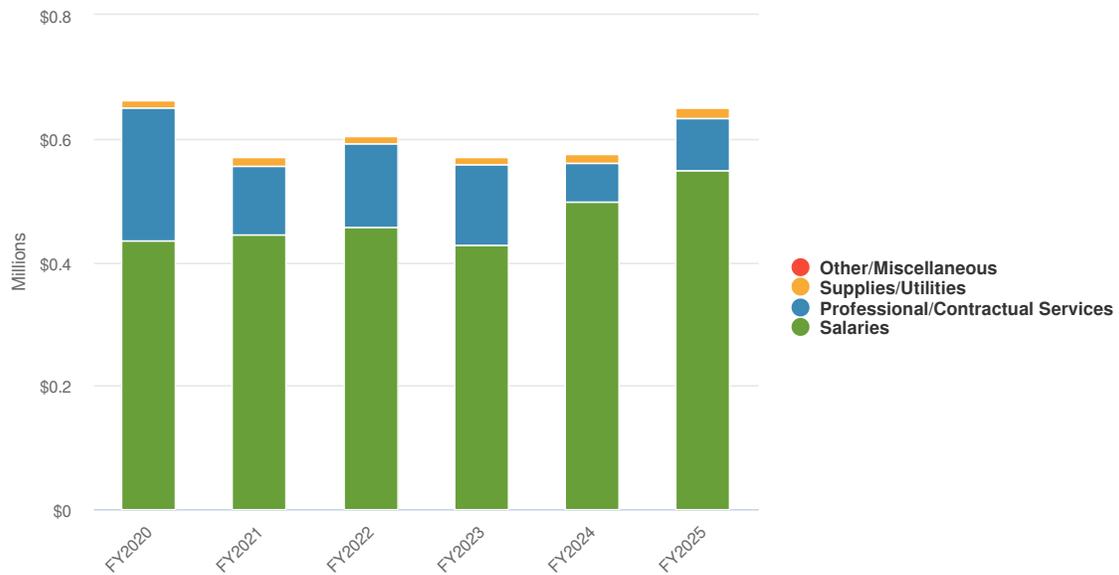


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects						
Salaries	\$427,328	\$498,090	\$519,520	\$498,115	\$549,255	10.3%
Other/Miscellaneous	\$1,403	\$2,325	\$2,325	\$685	\$1,825	-21.5%
Professional/Contractual Services	\$132,022	\$160,000	\$490,000	\$63,222	\$85,000	-46.9%
Supplies/Utilities	\$10,554	\$16,620	\$16,620	\$12,924	\$16,120	-3%
<b>Total Expense Objects:</b>	<b>\$571,307</b>	<b>\$677,035</b>	<b>\$1,028,465</b>	<b>\$574,946</b>	<b>\$652,200</b>	<b>-3.7%</b>

## Goals and Accomplishments

### Fiscal Year 2024 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).
- Administered the Municipal Citation Program including tracking citations issued, coordinating citation hearings, reducing unpaid citations to judgment in the Superior Court, placing judgment liens on available properties and enforcement of judgments and priorities.
- 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 ongoing and significant Workers Compensation liabilities, and other claims, and played an integral part in resolving significant claims with full and final settlements in the best interests of the City.
- Continued assistance to ECD for transfer and cleanup of Brownfield properties.
- Completed sale of Parcels 5, 6, 7, and 8 of Centre Square.

### Fiscal Year 2025 Goals:

- Successfully resist additional tax appeals involving commercial properties, ensuring that they will be processed and set for litigation, if necessary.
- Provide legal research and support to the various City departments involved with solar-based electrical generation projects that are being proposed within the City.
- Provide legal support to the various city departments involved with efforts to remediate the former Sessions Factory on Riverside Avenue, a long-standing brownfields property, back to productive use.
- Process heart and hypertension Workers Compensation claims which have been requested for close out.
- Provide legal support to assist in the cleanup and re-use of the former Chic Miller property at 40 West Street.
- Guide discussions and provide assistance to various departments involved in the operations of the Rockwell Theater at BAIMS.
- Assist in the implementation of the Fair Rent Commission.
- Continuation the monitoring and settlement of significant Workers' Compensation claims.

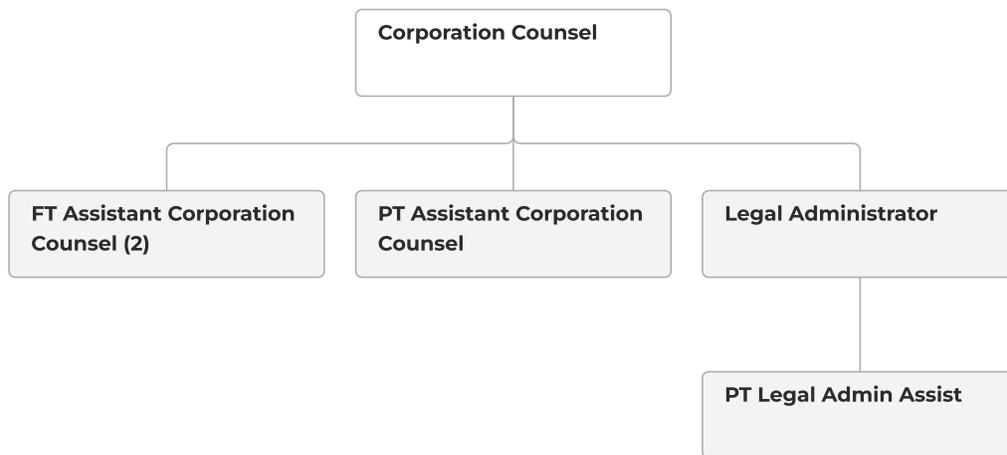
### Long Term Goals:

- 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

	2023 Actual	2024 Estimated	2025 Budget
Salary Expenditures	\$494,051	\$519,520	\$549,255
Full Time Positions	3	3	3
Part Time Positions	3	3	3

## Organizational Chart



## Town and City Clerk



**Erica L. N. Cabiya, CCTC**

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.

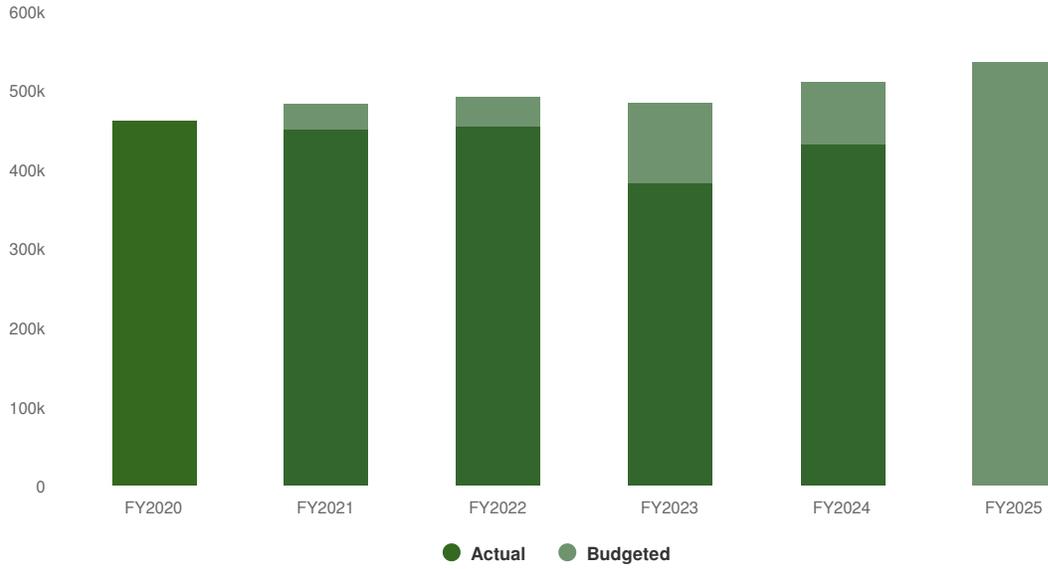
The Town Clerk is the agent for service of the City and processes all lawsuits, claims, notices of intent, ethics complaints, and housing code appeals. In addition, the public frequently utilizes the Office as an information center to answer questions relating to various functions in government and the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

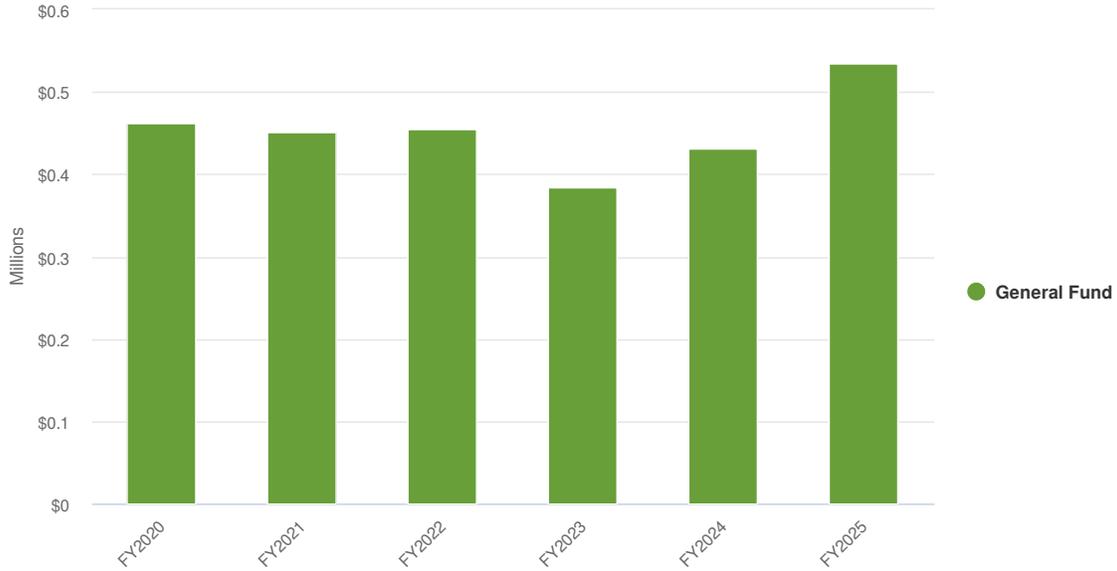
**\$534,950** **\$24,060**  
(4.71% vs. prior year)

Town and City Clerk Proposed and Historical Budget vs. Actual



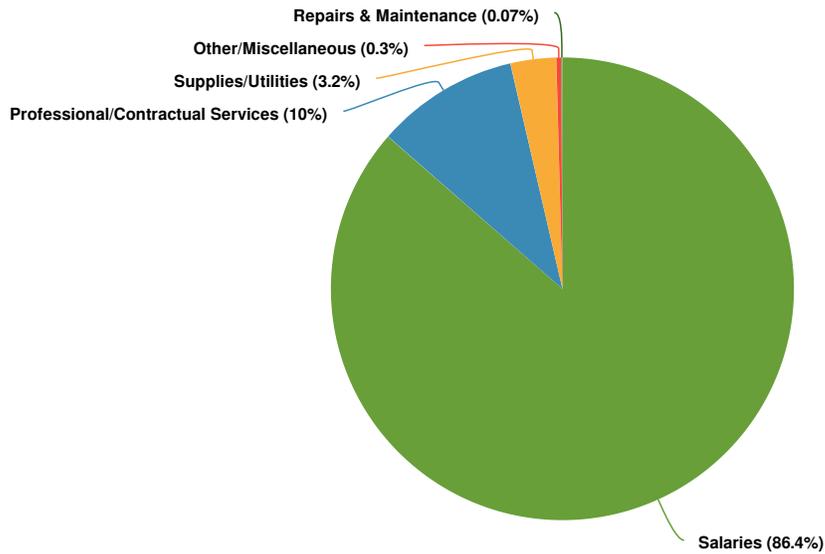
## Expenditures by Fund

### Budgeted and Historical 2025 Expenditures by Fund

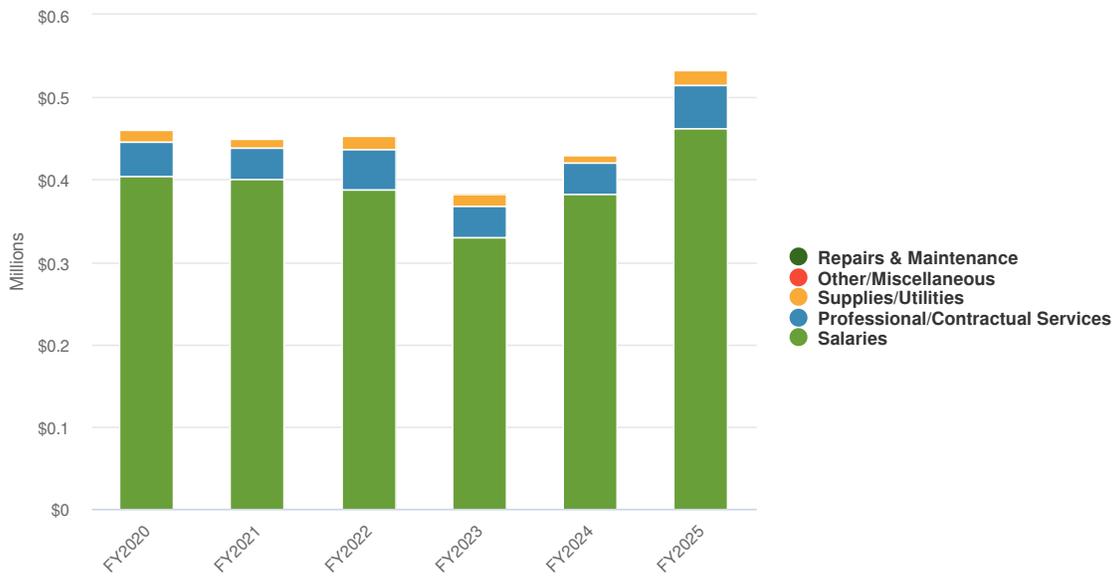


## Expenditures by Expense Type

### Budgeted Expenditures by Expense Type



### Budgeted and Historical Expenditures by Expense Type

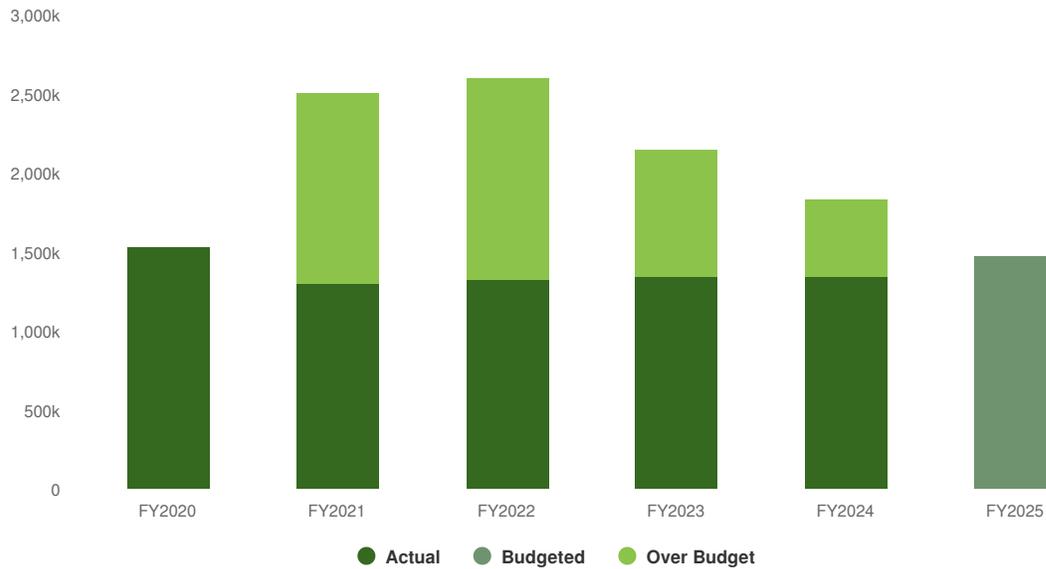


Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects						
Salaries	\$330,239	\$438,385	\$438,385	\$382,412	\$462,375	5.5%
Other/Miscellaneous	\$1,590	\$1,825	\$1,825	\$1,825	\$1,825	0%
Professional/Contractual Services	\$37,695	\$53,300	\$53,300	\$38,118	\$53,300	0%
Supplies/Utilities	\$13,701	\$16,980	\$16,980	\$9,507	\$17,050	0.4%
Repairs & Maintenance	\$355	\$400	\$400	\$398	\$400	0%
<b>Total Expense Objects:</b>	<b>\$383,579</b>	<b>\$510,890</b>	<b>\$510,890</b>	<b>\$432,260</b>	<b>\$534,950</b>	<b>4.7%</b>

## Revenues Summary

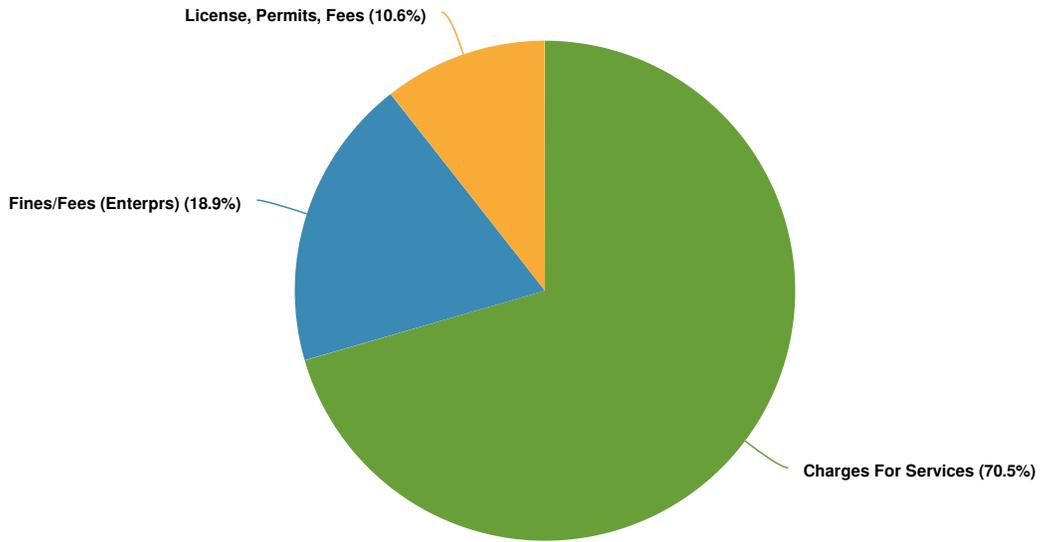
\$1,483,400
\$138,200  
(10.27% vs. prior year)

### Town and City Clerk Proposed and Historical Budget vs. Actual

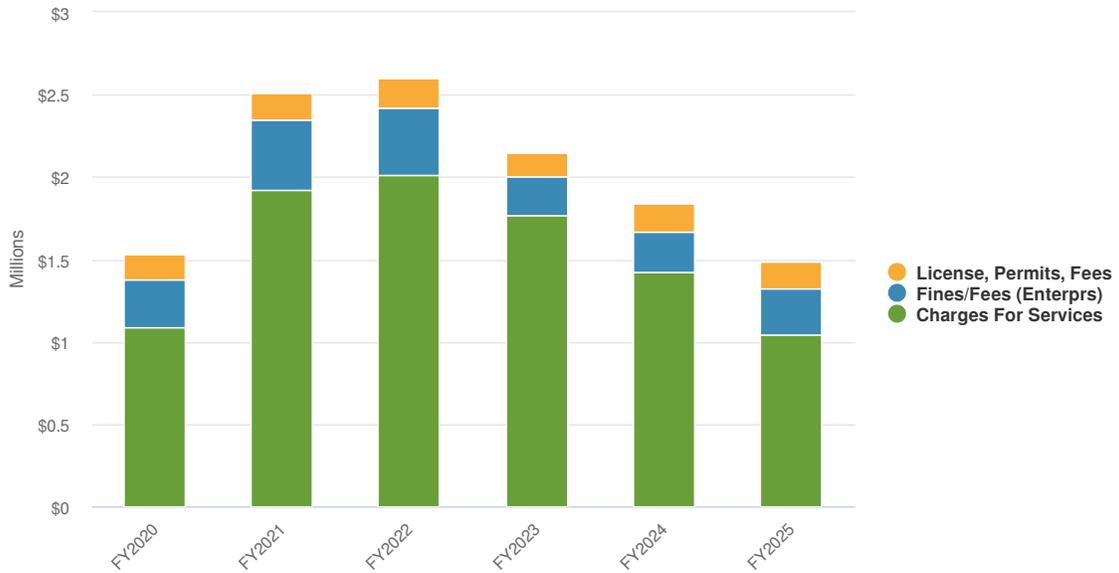


# Revenues by Source

## Projected 2025 Revenues by Source



## Budgeted and Historical 2025 Revenues by Source



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Revenue Source						
Fines/Fees (Enterprs)	\$237,448	\$285,600	\$285,600	\$247,854	\$280,600	-1.8%
License, Permits, Fees	\$142,050	\$153,600	\$153,600	\$168,363	\$156,800	2.1%
Charges For Services	\$1,766,954	\$906,000	\$906,000	\$1,420,159	\$1,046,000	15.5%
<b>Total Revenue Source:</b>	<b>\$2,146,452</b>	<b>\$1,345,200</b>	<b>\$1,345,200</b>	<b>\$1,836,376</b>	<b>\$1,483,400</b>	<b>10.3%</b>

# Goals and Accomplishments

## Fiscal Year 2024 Goals and Accomplishments:

- Successfully completed the department's move from the temporary location at 150 Main Street to City Hall.
- Coordinated the installation of shelving and space-saving storage in the vault for land record volumes and large map volumes; coordinated the return from storage of land record volumes, map volumes, and furniture; and arranged those items in the vault and office space to create user-friendly areas.
- Researched various methods and vendors for transferring vital records data dating back to 1905 from our outdated Microsoft Access program to a new program; and to upload marriage license images from 2006 forward, which will help expedite response time to customer requests for certified copies of licenses. Awarded the project to Cott Systems.
- Licensed 2763 dogs for the licensing season.
- Administered and supervised the absentee ballot process for the November 2023 Municipal Election. This office was responsible for the printing of 19,600 poll and absentee ballots and the issuance of approximately 700 absentee ballots. Hired one temporary, part-time employee to assist the office in issuing absentee ballots for the election as there was a vacant position at the time.
- Administered and managed the absentee ballot process for the April 2024 Presidential Preference Primary which included the first-ever, state-mandated Early Voting process for the State of Connecticut. The office was responsible for the printing of 17,600 poll, absentee, and Early Voting ballots and the issuance of approximately 200 absentee ballots.
- Continued to provide timely and accurate Town Clerk services to the public and assistance to City departments during staffing shortages.
- Aided in hiring two full-time employees to alleviate the staffing shortage.
- Prepared for the upcoming Special Municipal Election.
- Submitted a state grant to expand land record shelving and space-saving storage in the vault.

## Fiscal Year 2025 Goals:

- Manage the completion of vital record data transference from Microsoft Access to Cott Systems and the uploading of marriage license images dating back to 2006.
- Administer and manage the ballot process for the Special Municipal Election, August Primary, and the November 2024 Presidential Election.
- Justices of the Peace will begin new terms in January 2025. This will require mail notification and administering of oaths to approximately 200 Justices of the Peace.
- Administer a Historic Preservation grant to expand shelving and space-saving storage in the vault.

## 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, and current and future needs for the storage, retention, and management 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	2024
Dog Licenses	2,095	2,321	2,169	3,119	2217
Burial and Cremation Permits	1,027	979	999	844	896
Vital Statistics Copies (estimated)	7,493	7,698	7,225	6,484	6,421
Marriage Licenses	183	223	212	225	219
Trade Name Certificates	92	131	112	100	94
Documents Notarized (estimated)	890	705	952	662	643
Liquor Permits	65	52	54	55	66
Notary Certificates	113	171	153	157	130
Land Record Documents	9,590	11,178	11,289	8,319	7,932

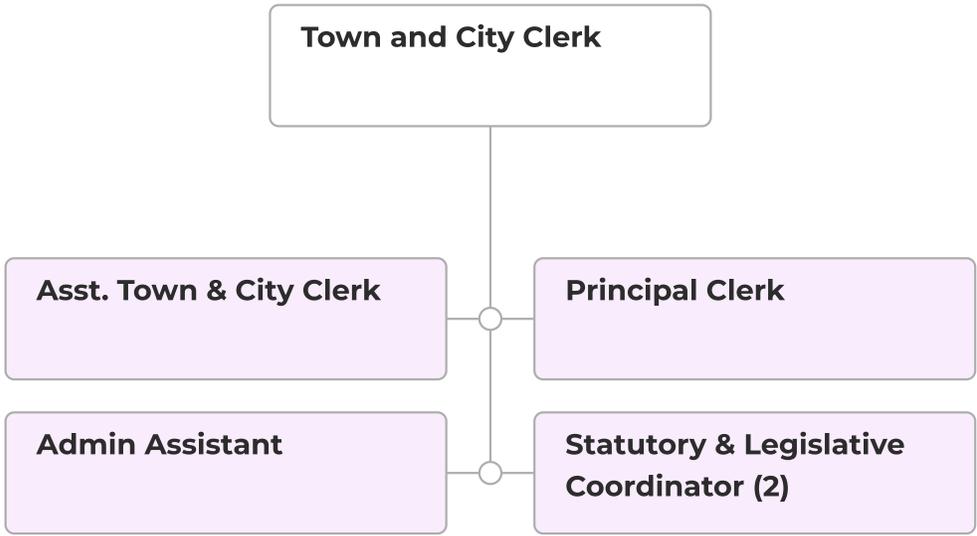
#### Value of Transactions

Category	2020	2021	2022	2023	2024
Merchandising Licenses	\$500	\$0	\$0	\$0	\$0
Burial Permits	5,135	4,895	4,995	4,220	4,480
Recording Fees	283,222	427,643	410,894	265,828	258,429
Real Estate Conveyance Transfers	1,043,238	1,867,921	1,954,958	1,924,405	1,463,436
Dog Licenses	6,030	5,652	6,350	9,718	6,592
Marriage Licenses	2,745	3,345	3,180	3,375	3,285
Historic Preservation Copies	12,204	13,948	15,122	13,150	12,312
Vital Statistics	47,531	50,362	54,654	37,959	35,713
Miscellaneous Fees (Notary, Liquor)	124,772	130,824	137,114	128,410	127,245
	21,422	19,396	22,496	23,506	23,361
<b>Total</b>	<b>\$1,546,811</b>	<b>\$2,523,986</b>	<b>\$2,609,763</b>	<b>\$2,410,571</b>	<b>\$1,934,853</b>

## Expenditure and Position Summary

	2023 Actual	2024 Estimated	2025 Budget
Salary Expenditures	\$384,717	\$438,385	\$462,375
Full Time Positions	6	6	6

# Organizational Chart



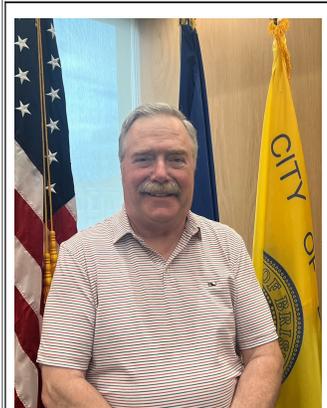
## Board of Finance

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 throughout the fiscal year.

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>Bill Campion Commissioner</p>	 <p>Nicolle Duquette Commissioner</p>	 <p>Glenn Heiser Commissioner</p>
 <p>Jon Mace Commissioner</p>	 <p>Mike Massarelli Commissioner</p>	 <p>Mark Peterson Commissioner</p>

# Goals and Accomplishments

**Fiscal Year 2024 Goals and Accomplishments:**

- Board of Finance adopted estimated 2024-2025 budget on April 23, 2024.
- Board of Finance and City Council formally adopted 2024-2025 budget at a Joint Board Meeting held May 20, 2024.
- Held each monthly meeting with a quorum.
- Completed Pension Fund Operational Assessment.
- Completed Water & Sewer Accounts Receivable Process Assessment.

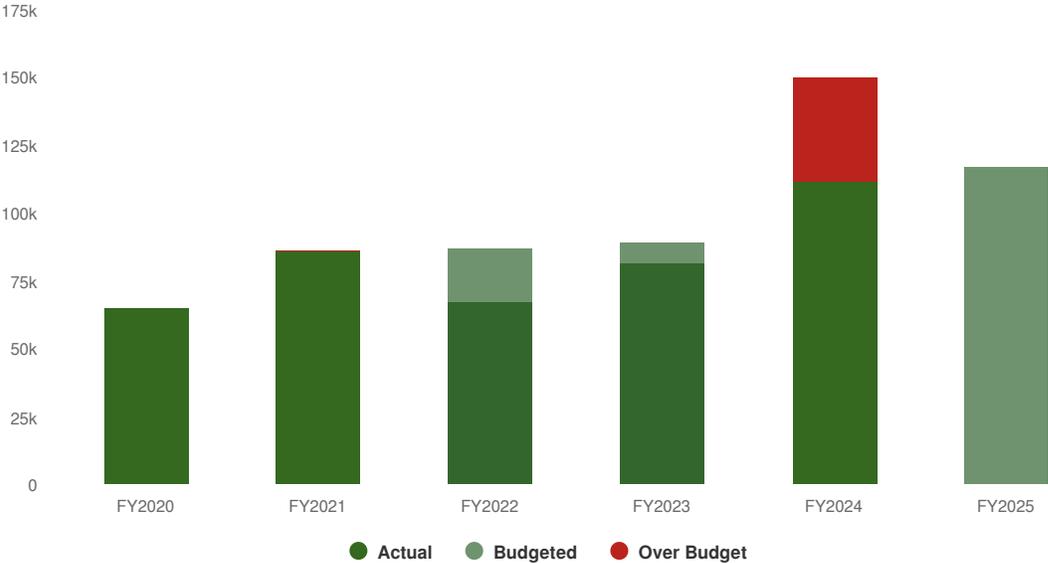
**Fiscal Year 2024 Goals:**

- Adopt the estimated budget for 2025-2026 by April 22, 2025.
- Hold all monthly meetings with a quorum.
- Review all budgetary requests for the most favorable results for the taxpayers of Bristol.
- Maintain a strong financial framework and strong ratings identified by rating agencies.
- Continue to enhance City's long term financial and strategic plan.
- Hire consultants to conduct procedural and operational review of the Board of Education.

## Expenditures Summary

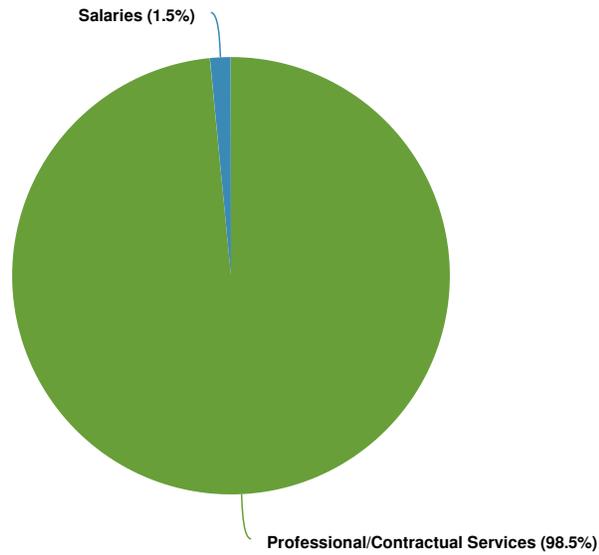
**\$117,200**    **\$5,265**  
 (4.70% vs. prior year)

**Board of Finance Proposed and Historical Budget vs. Actual**



# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects						
Salaries	\$1,588	\$1,800	\$1,800	\$2,050	\$1,800	0%
Professional/Contractual Services	\$79,650	\$110,135	\$161,120	\$148,264	\$115,400	4.8%
<b>Total Expense Objects:</b>	<b>\$81,238</b>	<b>\$111,935</b>	<b>\$162,920</b>	<b>\$150,313</b>	<b>\$117,200</b>	<b>4.7%</b>

## Department of Aging



**Jason Krueger**  
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, woodworking shop, ceramics, art, fitness classes, weekly dances, and several classes. Other activities available at the Senior Center include: a coffee shop, a library, a boutique, a recreation room, 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 and the Region 19 Probate Court.



### Services and Activities:

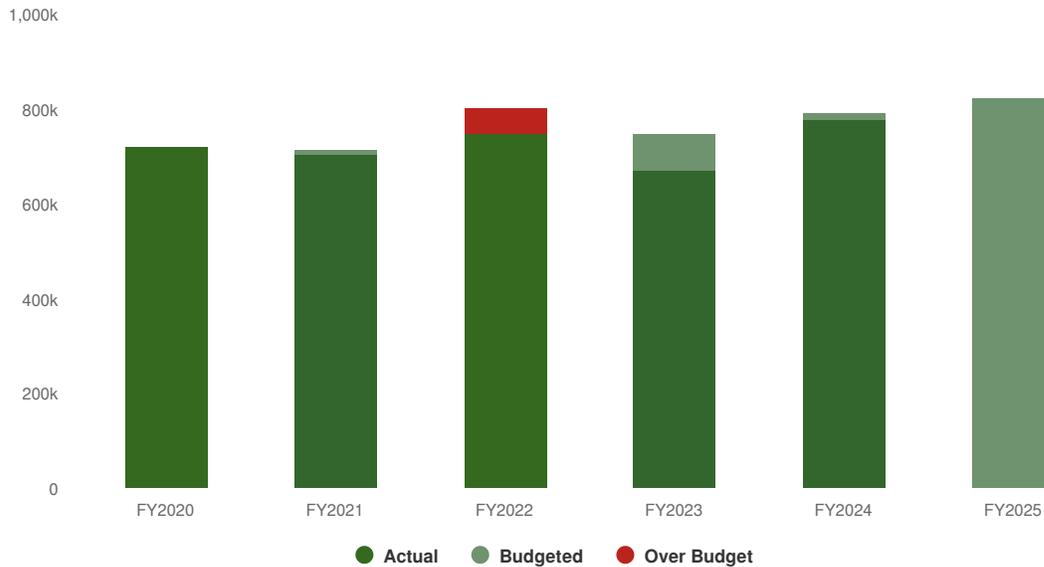
AAA Drivers Course	Coffee Shop	Horseshoes	Recreation Room
Adult cooking	Community Gardens	Income Tax Assistance	Reflexology
Art Room	Computer Use	Lectures	Setback
Balance Testing	Cornhole	Library	Tai Chi
Benefits Counseling	Cribbage	Line Dance	Tap Dance
Billiards Room	Dental Clinic	Lunch Program	Thursday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

## Expenditures Summary

The Department of Aging saw a 4.09% increase this fiscal year in large part due to the increase in city funding to support the dial-a-ride service. As more seniors give up their licenses, there is an increased need for rides to doctor's appointments, grocery stores, and to the Senior Center for lunch. The other increases were in line with the rising inflation.

**\$823,700**    **\$32,355**  
(4.09% vs. prior year)

### Department of Aging Proposed and Historical Budget vs. Actual

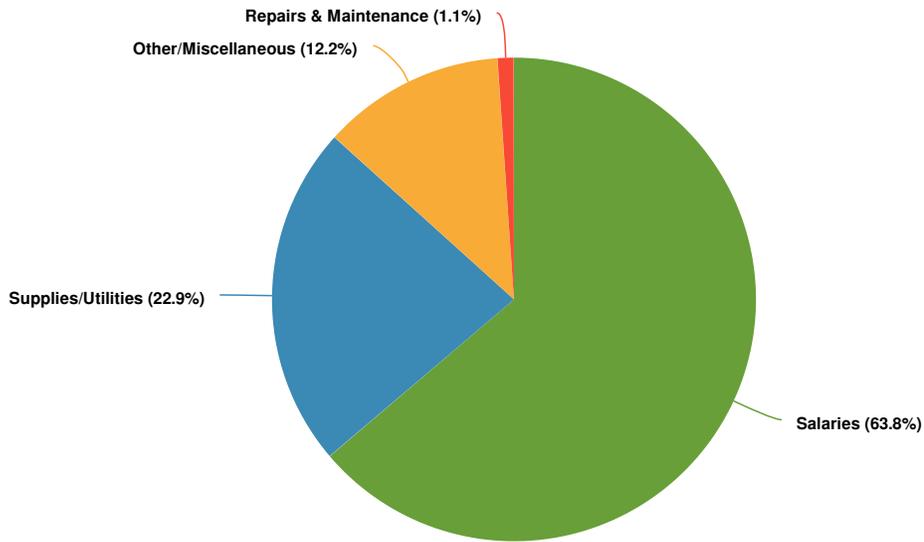


There was an increase in repairs and maintenance, maintenance supplies and program supply accounts due to the rising costs of materials and the increased participation at the center, which means more supplies and equipment are needed. For 2025 a kitchen inspection is anticipated that is costly and happens every 10 years.

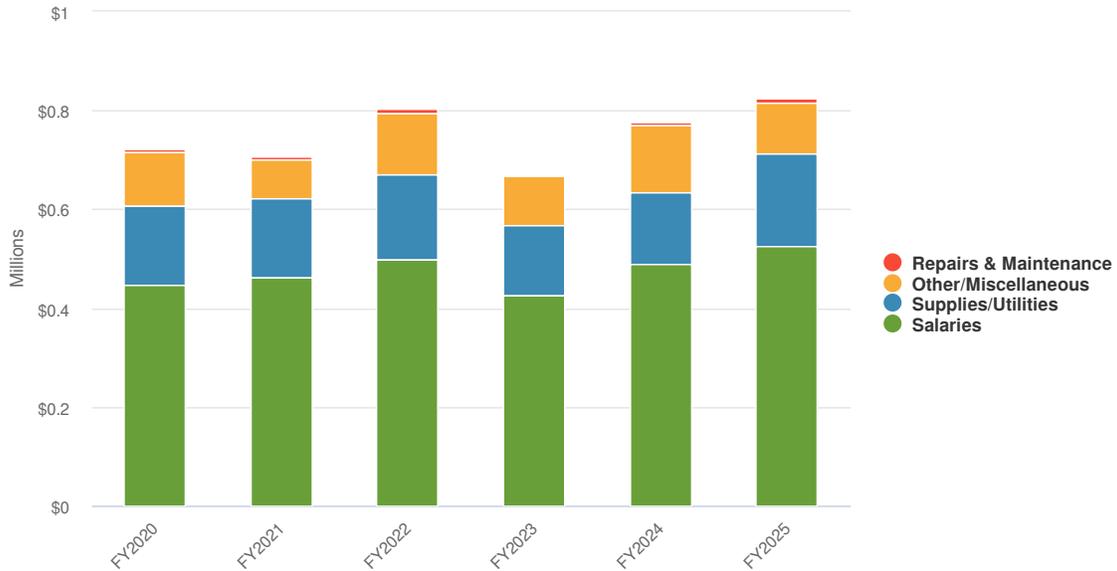
## Expenditures by Expense Type

As the Bristol Senior Center continues to grow and attract new members, the need for increased programming will continue to be a factor for increases in the budget.

### Budgeted Expenditures by Expense Type



### Budgeted and Historical Expenditures by Expense Type



While salaries are a large part of our budget, we are a relatively small staff compared to the programs and services that we offer.

Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects						
Salaries	\$426,311	\$527,875	\$526,875	\$489,891	\$525,450	-0.5%
Other/Miscellaneous	\$99,289	\$72,660	\$158,863	\$136,183	\$100,500	38.3%
Supplies/Utilities	\$140,663	\$183,810	\$184,810	\$144,837	\$188,750	2.7%
Repairs & Maintenance	\$4,393	\$7,000	\$7,000	\$5,606	\$9,000	28.6%
<b>Total Expense Objects:</b>	<b>\$670,657</b>	<b>\$791,345</b>	<b>\$877,548</b>	<b>\$776,517</b>	<b>\$823,700</b>	<b>4.1%</b>

## Goals and Accomplishments

### Fiscal Year 2024 Goals and Accomplishments:

- Upgraded custodial closet with new sink basin – complete
- Leveled courtyard, planted grass, and brush removed - complete

### Fiscal Year 2025 Goals:

- Build two new bocce courts using City ARPA matching funds and Senior Activity Funds.
- Install intercom and camera systems throughout the Senior Center with State ARPA funds.
- Install new signage throughout the Senior Center using senior activity funds.

### 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.
- Renovate the Bristol Burlington Health District space once they relocate to another area to provide space for more senior activities.
- Explore additional staff positions to support additional programs.

## 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.

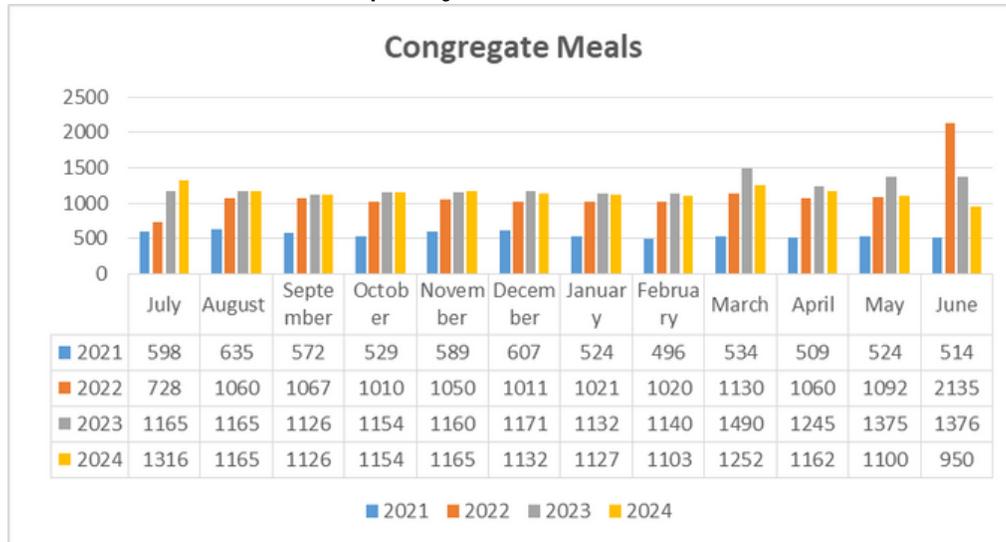
The Senior Center continues to grow and change to meet the needs of its membership, which has grown continually since the pandemic. While activity numbers were much lower in 2021, creative programming and attention to the needs of membership continue to bring new people to the Senior Center.

**# of Attendees**

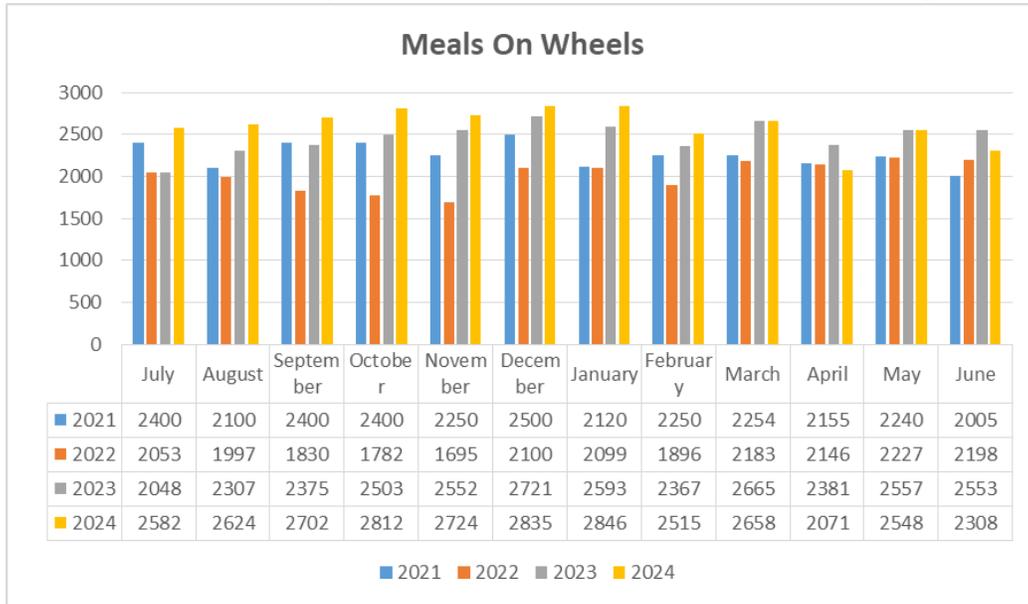
Programs	2020	2021	2022	2023	2024
Classes & Lectures	1,292	498	2,025	2,564	2,570
Activities	27,768	10,937	33,486	37,085	48,847
Health Services	1,548	4,075	3,878	5,250	6,304
Social Services	35,145	34,357	40,366	46,213	46,643
Special Events & Trips	3,055	1,330	3,994	5,830	5,999

	2017	2018	2019	2020	2021	2022	2023	2024
New Members	431	357	359	302	116	463	499	577

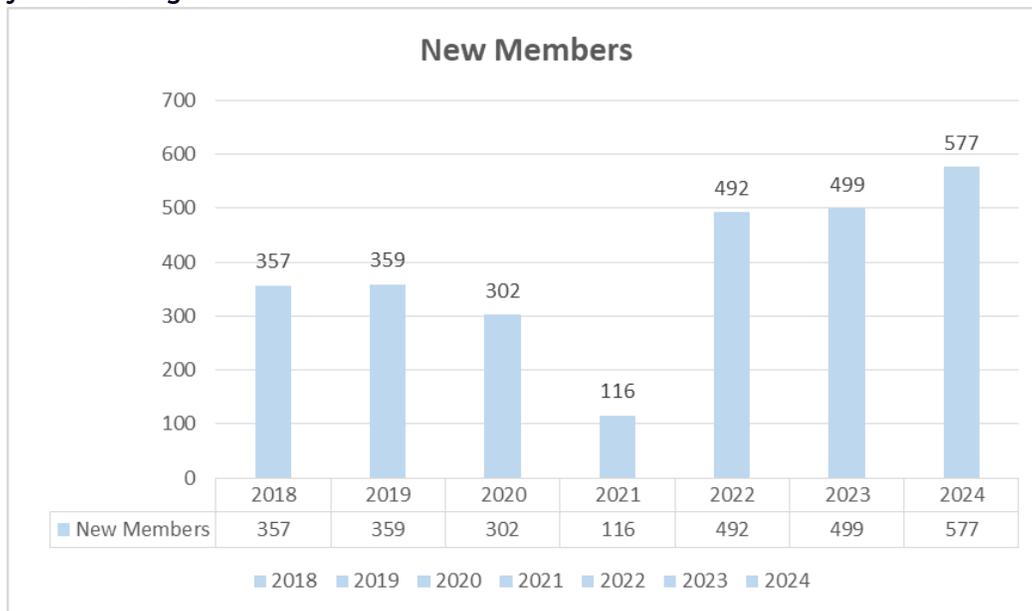
**Congregate meals are meals served daily in the dining room. RW Resources out of New Britain is the Distributor, and they cut the maximum number of meals per day down to 50 as of 5/1/24 due to a lack of State funding.**



Meals on Wheels are the meals delivered to the homebound. RW Resources out of New Britain is our distributor and they have cut back on the meals they deliver to as of 4/1/24 due to a lack of State funding.

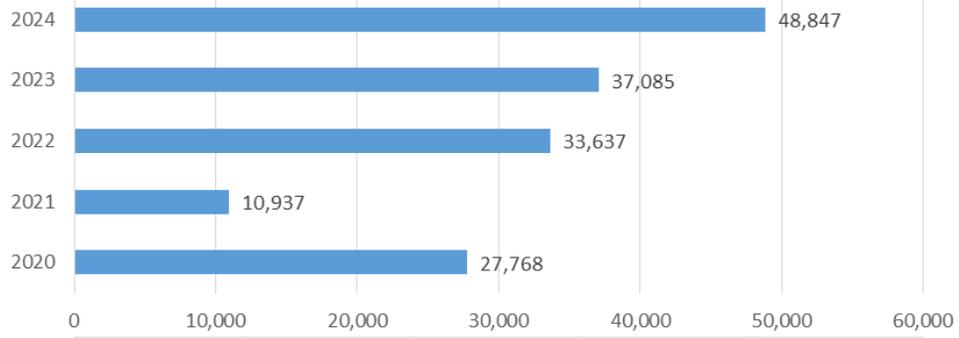


Membership is free for Bristol residents aged 55 and older. Total membership is 5,578. This chart reflects how many new members both residents and non-residents signed up each year. Non resident members pay a fee for usage.



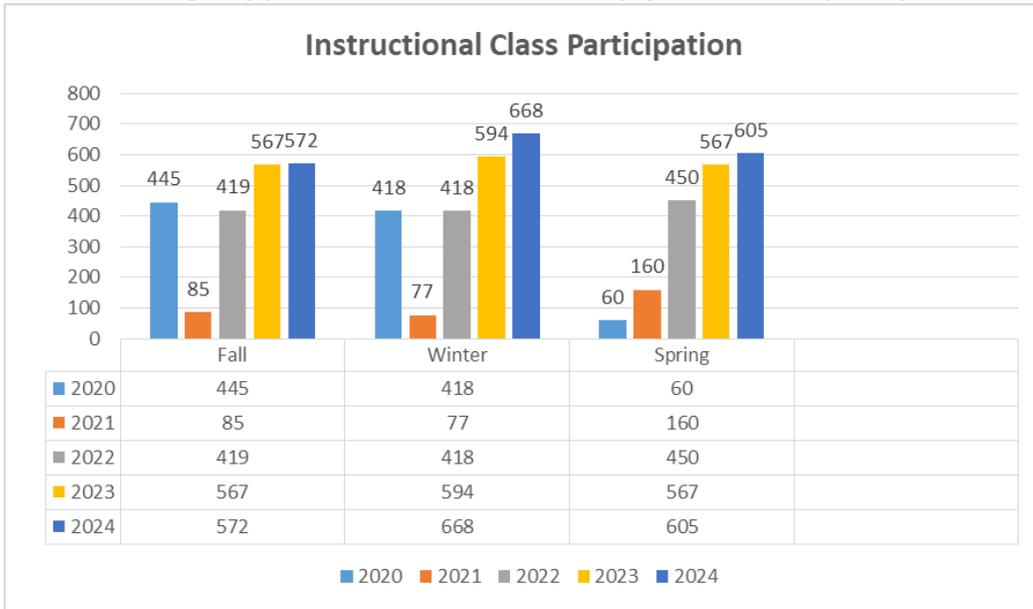
Daily Activities includes recording members who attend the various activities offered each day.

### Attendees in Daily Activities

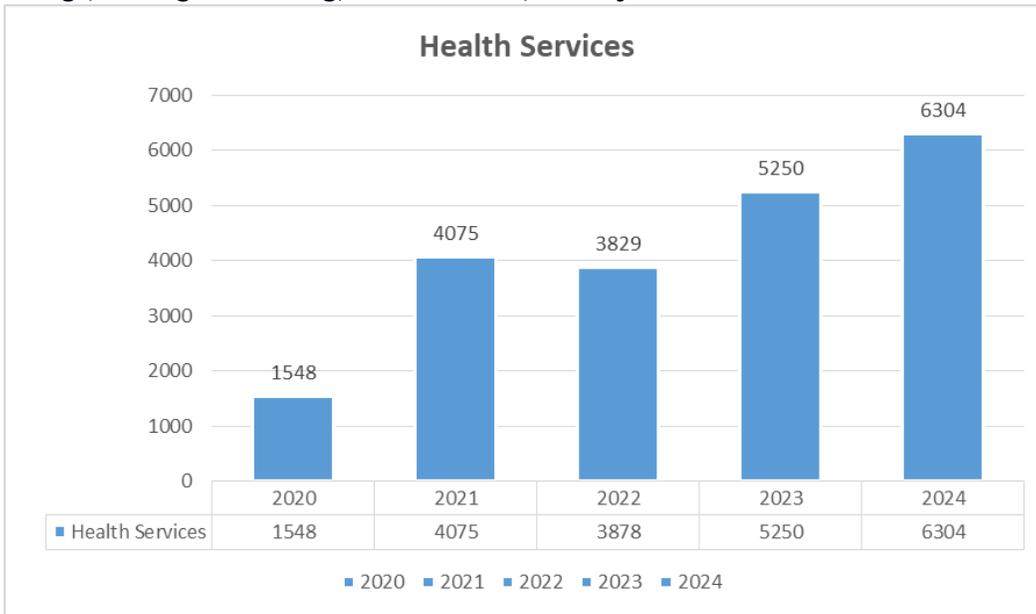


	2020	2021	2022	2023	2024
Attendees	27,768	10,937	33,637	37,085	48,847

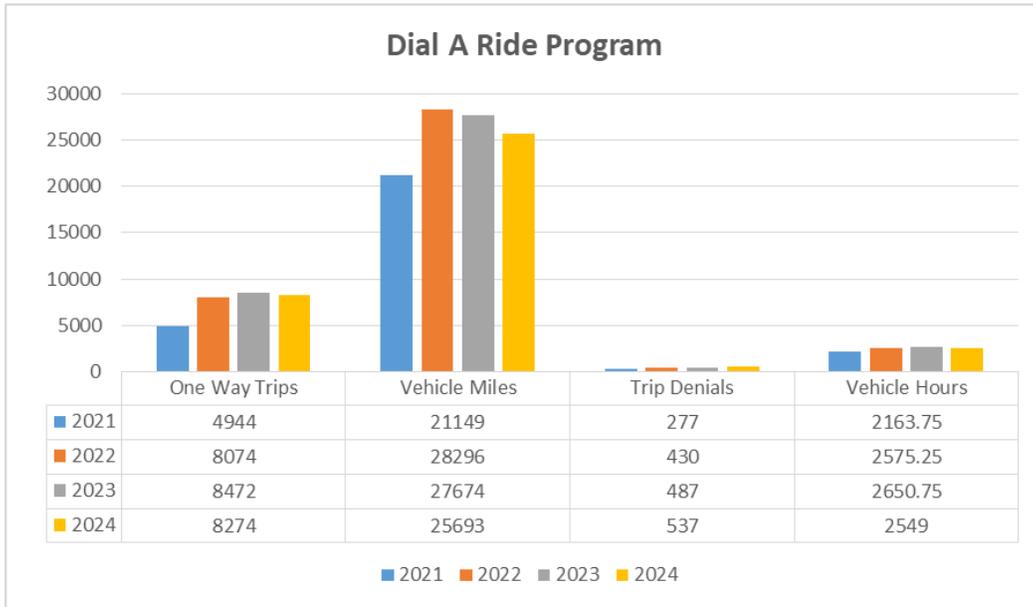
**Instructional Classes are taught by paid instructors and members pay a small fee to participate.**



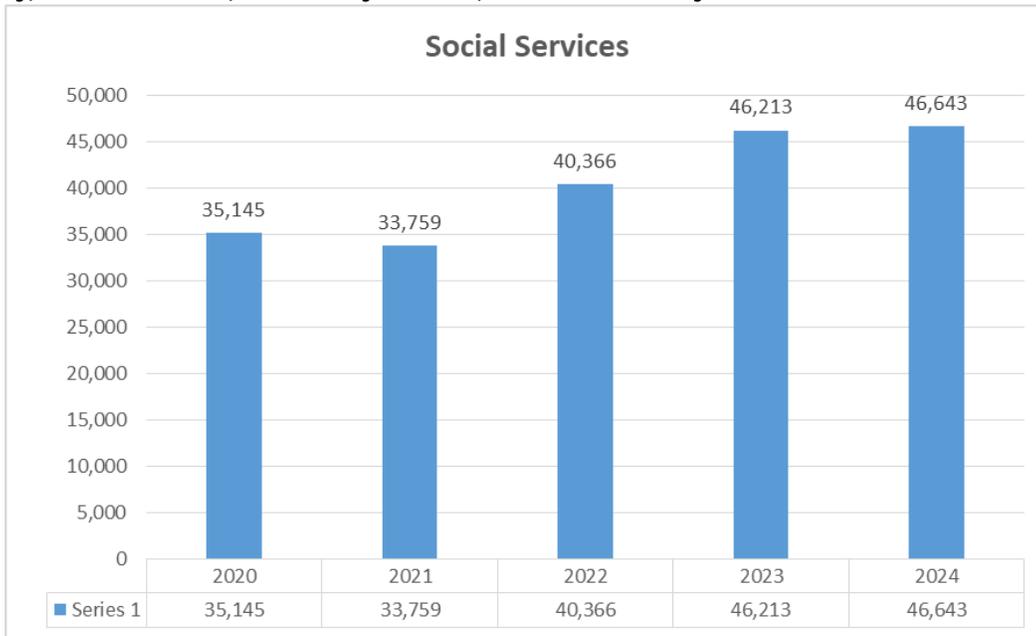
**Health Services are comprised of: Fitness room use, Balance Screenings, Foot Clinic, Dental Clinic, Reflexology, Hearing Screenings, Hearing aid cleaning, Blood Pressure, Memory Café.**



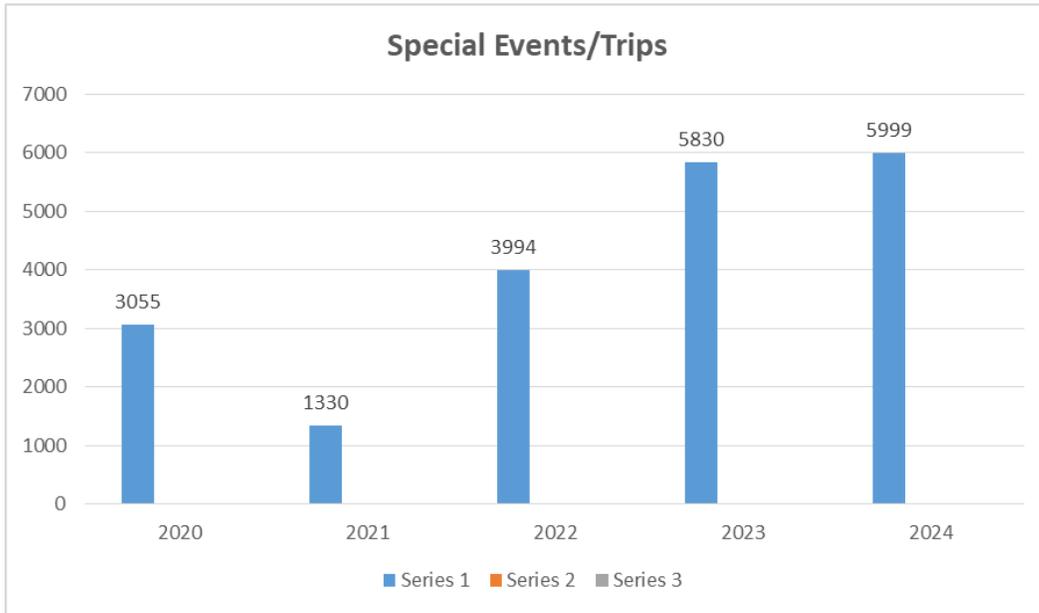
**Dial A Ride to include One Way Passenger Trips, Vehicle Miles Traveled, Trip Denials and Vehicle Hours. The Department of Aging manages the Grant for the Dial A Ride Program. The City of Bristol also supports the Dial A Ride Program in the Department of Aging Budget. A total of \$125,363 is budgeted 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.**



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



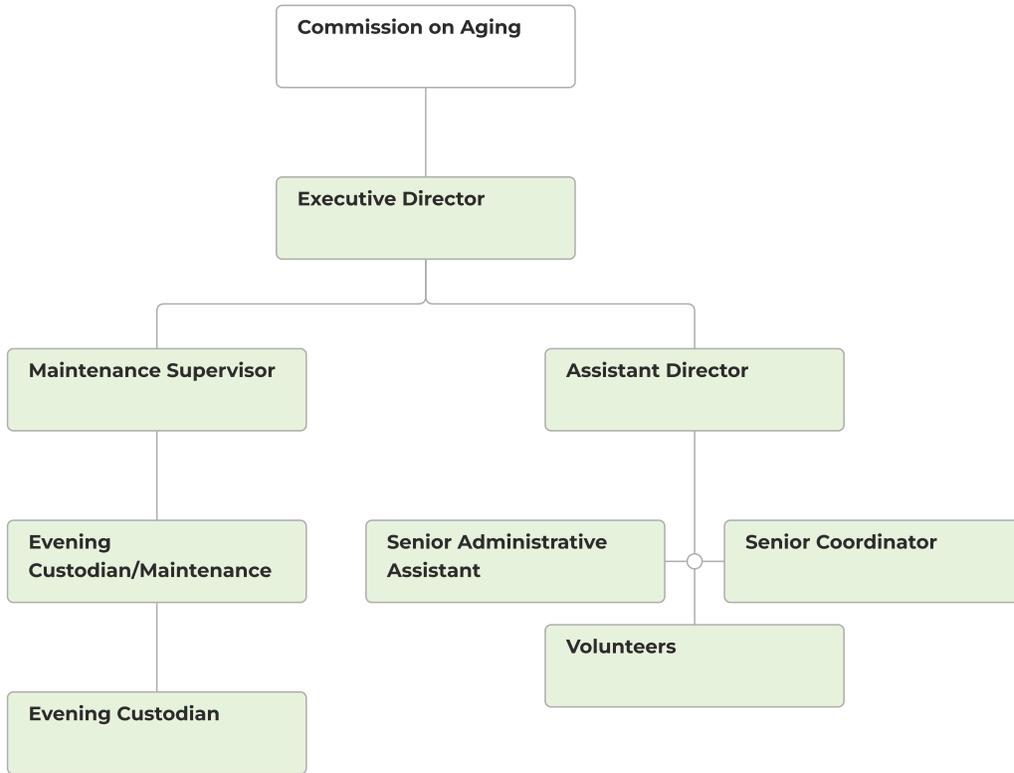
**Special Events, Trips and Seminars are activities offered one or two times during the year.**



### Expenditure and Position Summary

	2024 Actual	2024 Estimated	2025 Budget
Salary Expenditures	\$499,505	\$526,875	\$525,450
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	03/2027
Christine Leigh, Commissioner	03/2027
Delores Richer, Commissioner	03/2025
Ellen Mccusker, Commissioner	03/2026
Susan Tyler, City Council Liaison	11/2025



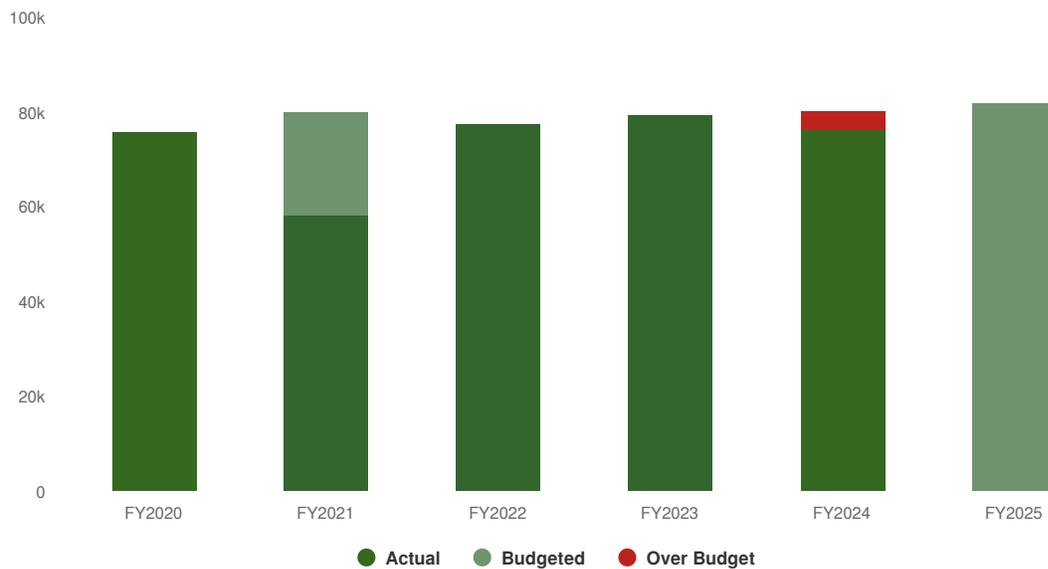
# City Memberships

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

## Expenditures Summary

**\$81,895** **\$5,770**  
(7.58% vs. prior year)

### City Memberships Proposed and Historical Budget vs. Actual



## Expenditures by Expense Type

Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
<b>Expense Objects</b>					
<b>Professional/Contractual Services</b>					
CT CONFERENCE OF MUNIC	\$41,894	\$41,895	\$41,895	\$41,895	0%
NAUG VALLEY COG	\$32,598	\$34,230	\$34,230	\$34,600	1.1%
FARMINGTON RIV WATERSHED	\$4,867	\$0	\$4,870	\$5,400	N/A
<b>Total Professional/Contractual Services:</b>	<b>\$79,359</b>	<b>\$76,125</b>	<b>\$80,995</b>	<b>\$81,895</b>	<b>7.6%</b>
<b>Total Expense Objects:</b>	<b>\$79,359</b>	<b>\$76,125</b>	<b>\$80,995</b>	<b>\$81,895</b>	<b>7.6%</b>

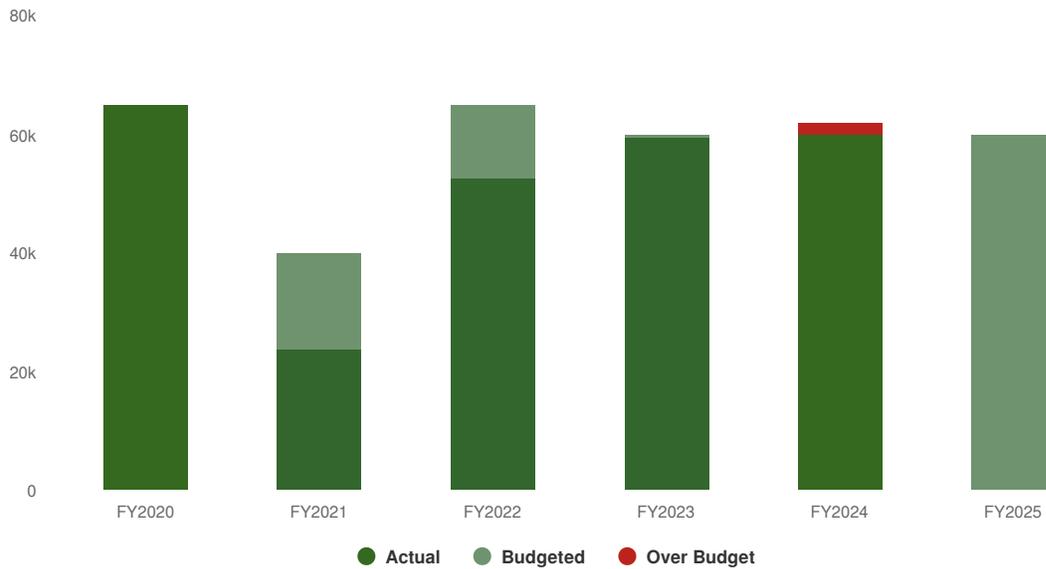
## Community Promotions

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	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
<b>Expense Objects</b>						
<b>Other/Miscellaneous</b>						
CHRYSANTHEMUM FESTIVAL	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	0%
MAYOR'S COMMUNITY PROMOTIONS	\$9,479	\$10,000	\$24,485	\$11,949	\$10,000	0%
<b>Total Other/Miscellaneous:</b>	<b>\$59,479</b>	<b>\$60,000</b>	<b>\$74,485</b>	<b>\$61,949</b>	<b>\$60,000</b>	<b>0%</b>
<b>Total Expense Objects:</b>	<b>\$59,479</b>	<b>\$60,000</b>	<b>\$74,485</b>	<b>\$61,949</b>	<b>\$60,000</b>	<b>0%</b>

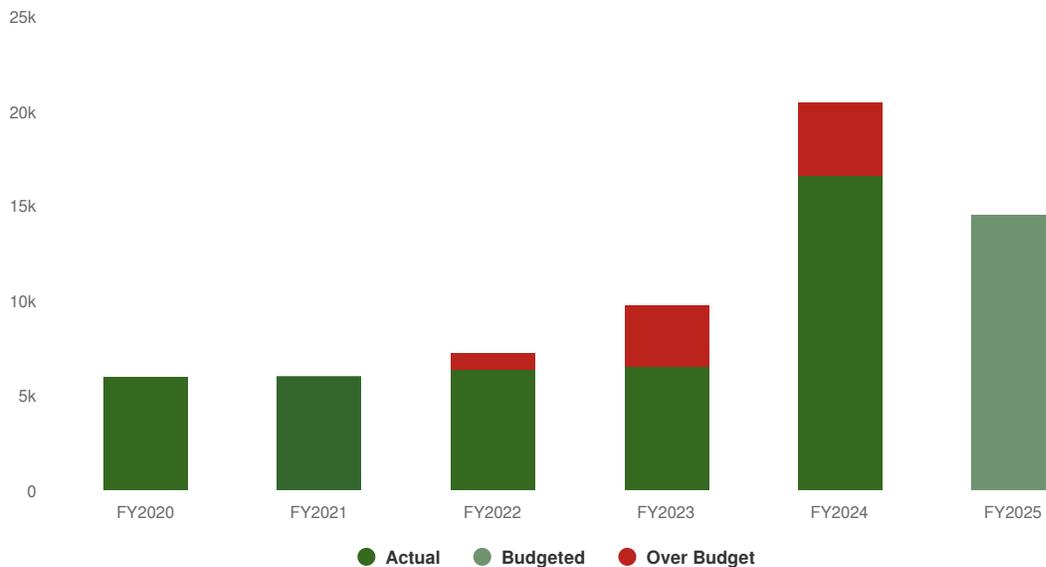
## Committees, Board and Commissions

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

**\$14,550** **-\$2,000**  
(-12.08% vs. prior year)

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



## Expenditures by Expense Type

Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects						
Salaries	\$8,181	\$12,500	\$12,500	\$18,460	\$12,500	0%
Professional/Contractual Services	\$1,548	\$4,000	\$4,000	\$1,916	\$2,000	-50%
Supplies/Utilities	\$2	\$50	\$50	\$37	\$50	0%
<b>Total Expense Objects:</b>	<b>\$9,730</b>	<b>\$16,550</b>	<b>\$16,550</b>	<b>\$20,414</b>	<b>\$14,550</b>	<b>-12.1%</b>

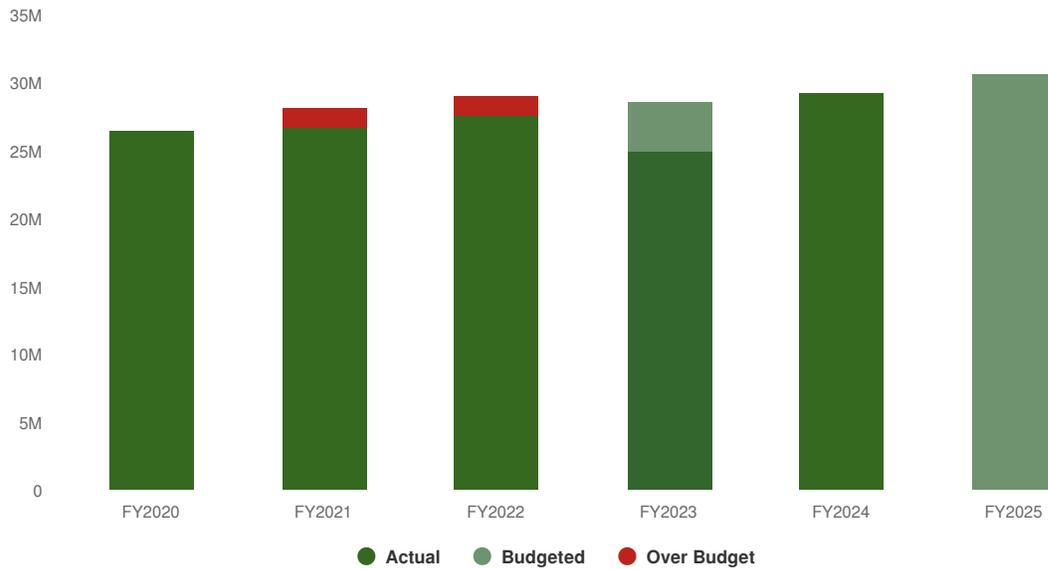
# Public Safety

This summary represents consolidation of all expenditures for the protection of persons and property within the City limits and includes the Police, Fire, Animal Control, Emergency Management and Building Inspection departments.

## Expenditures Summary

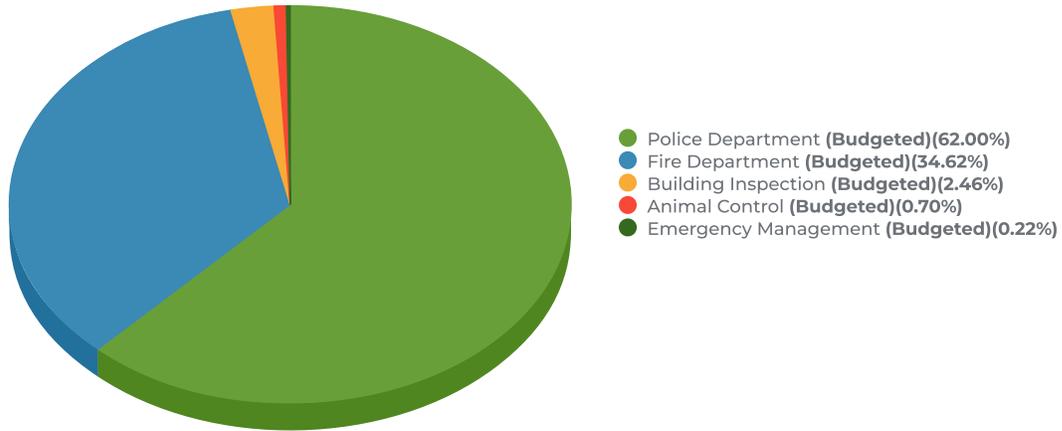
**\$30,748,260** **\$1,514,110**  
(5.18% vs. prior year)

Public Safety Proposed and Historical Budget vs. Actual



# Expenditures by Department

## 2023-2024 Public Safety

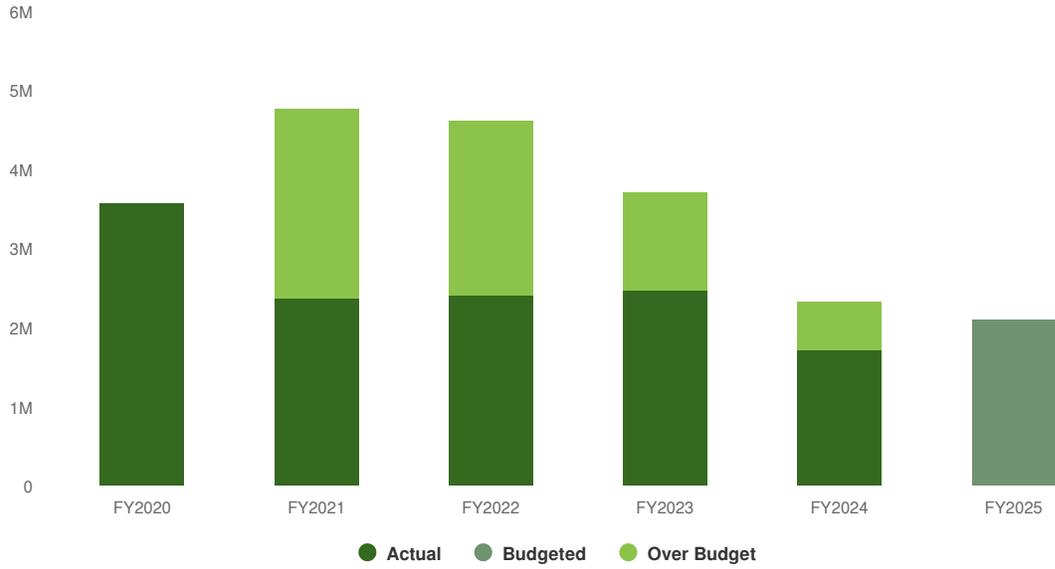


Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expenditures					
Public Safety					
Police Department	\$16,300,515	\$18,593,650	\$19,117,528	\$19,679,865	5.8%
Fire Department	\$7,918,336	\$9,692,795	\$10,058,509	\$10,097,415	4.2%
Animal Control	\$149,215	\$196,220	\$202,020	\$207,215	5.6%
Emergency Management	\$32,586	\$60,500	\$60,500	\$66,730	10.3%
Building Inspection	\$625,164	\$690,985	\$690,985	\$697,035	0.9%
<b>Total Public Safety:</b>	<b>\$25,025,816</b>	<b>\$29,234,150</b>	<b>\$30,129,542</b>	<b>\$30,748,260</b>	<b>5.2%</b>
<b>Total Expenditures:</b>	<b>\$25,025,816</b>	<b>\$29,234,150</b>	<b>\$30,129,542</b>	<b>\$30,748,260</b>	<b>5.2%</b>

## Revenues Summary

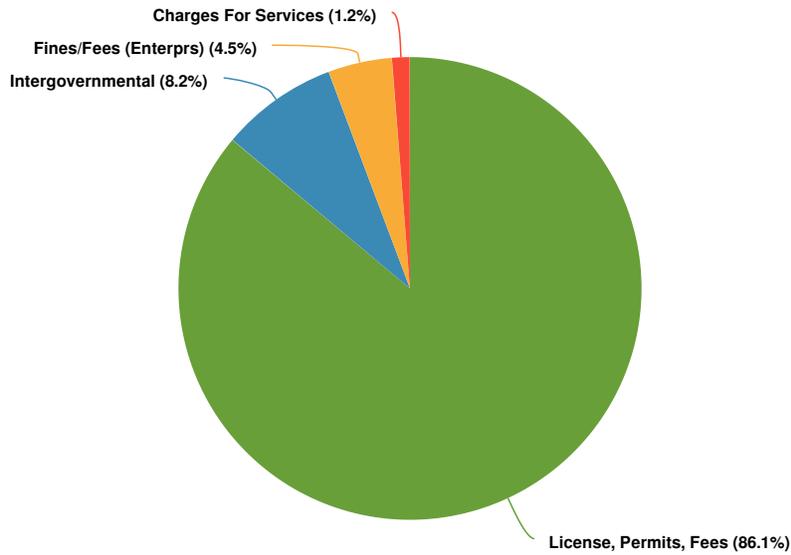
**\$2,120,840** **\$406,050**  
(23.68% vs. prior year)

### Public Safety Proposed and Historical Budget vs. Actual



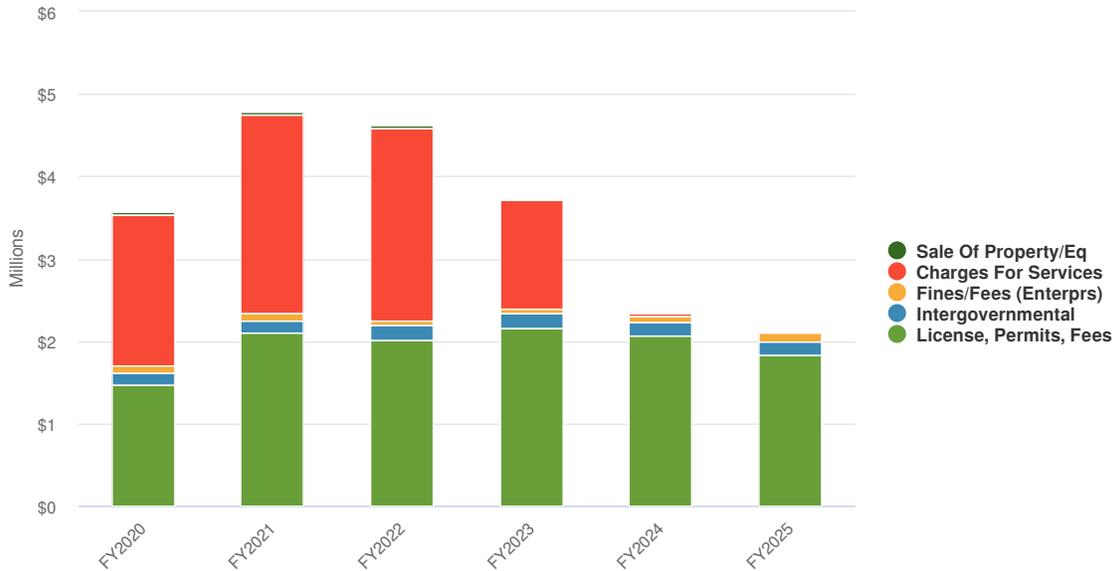
# Revenues by Source

## Projected 2025 Revenues by Source



Effective July 1, 2023, the City established a Special Revenue fund to account for the activity associated with Private Duty contracted services of police personnel. Charges for these services have ranged from \$1.3 million to \$2.4 over the last few years. More details on the Private Duty Fund can be found in the Special Revenue section of this budget document.

## Budgeted and Historical 2025 Revenues by Source



<b>Name</b>	<b>FY2023 Actual</b>	<b>FY2024 Original Budget</b>	<b>FY2024 Revised Budget</b>	<b>FY2025 Original Budget</b>	<b>FY2024 Original Budget vs. FY2025 Original Budget (% Change)</b>
Revenue Source					
Fines/Fees (Enterprs)	\$50,590	\$93,650	\$93,650	\$94,500	0.9%
Intergovernmental	\$183,642	\$268,465	\$268,465	\$173,865	-35.2%
License, Permits, Fees	\$2,153,136	\$1,326,000	\$1,326,000	\$1,826,000	37.7%
Charges For Services	\$1,333,041	\$26,675	\$26,675	\$26,475	-0.7%
Sale Of Property/Eq	\$101	\$0	\$0	\$0	0%
<b>Total Revenue Source:</b>	<b>\$3,720,509</b>	<b>\$1,714,790</b>	<b>\$1,714,790</b>	<b>\$2,120,840</b>	<b>23.7%</b>

# Police Department



**Mark R. Morello**  
Chief of Police

## Bristol Police Department [Mission Statement](#):

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

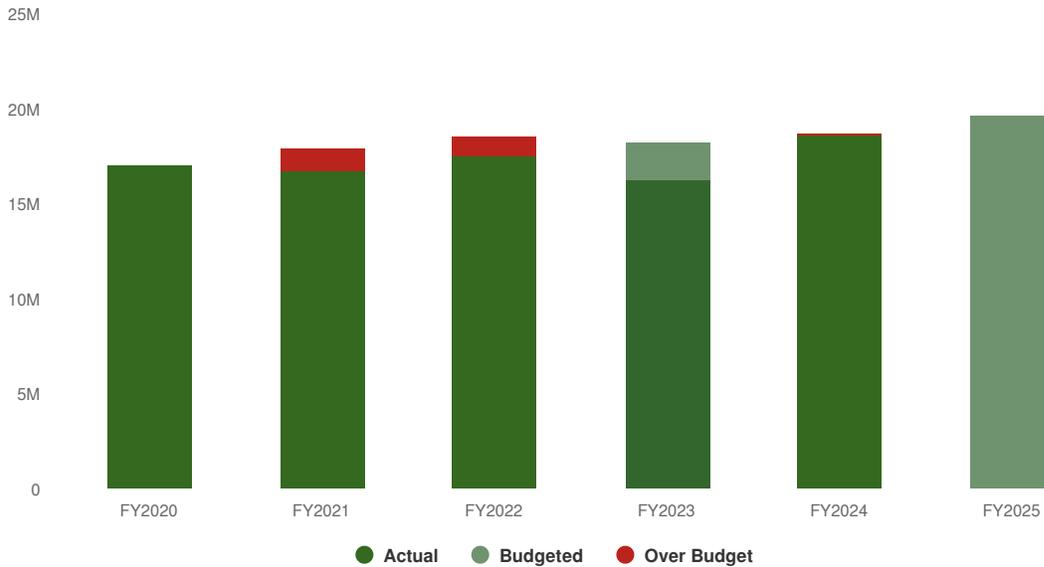
Our goal is to deliver the very best police services and improve the quality of life for residents, business owners, and visitors to the City of Bristol.

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

## Expenditures Summary

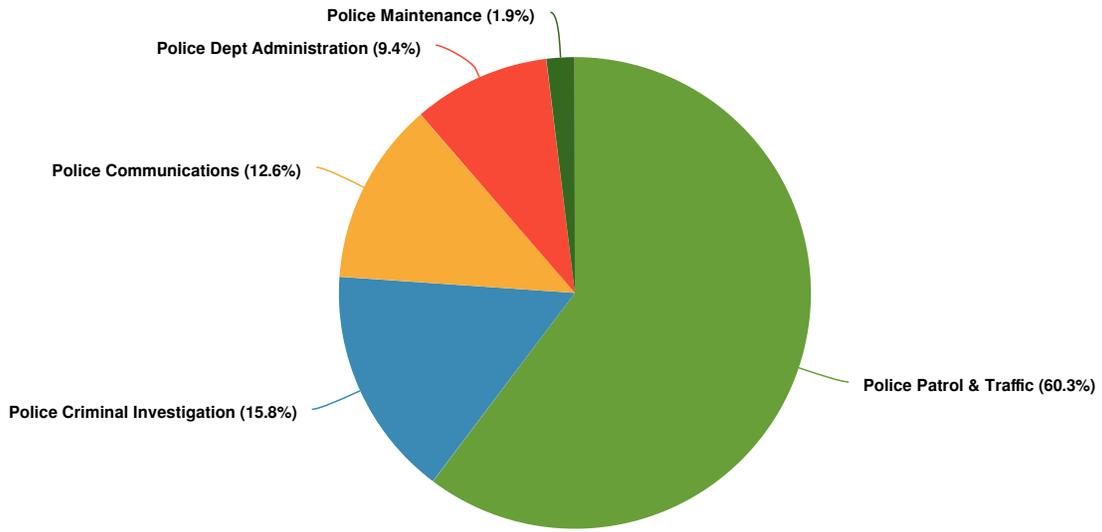
**\$19,679,865** **\$1,086,215**  
(5.84% vs. prior year)

### Police Department Proposed and Historical Budget vs. Actual

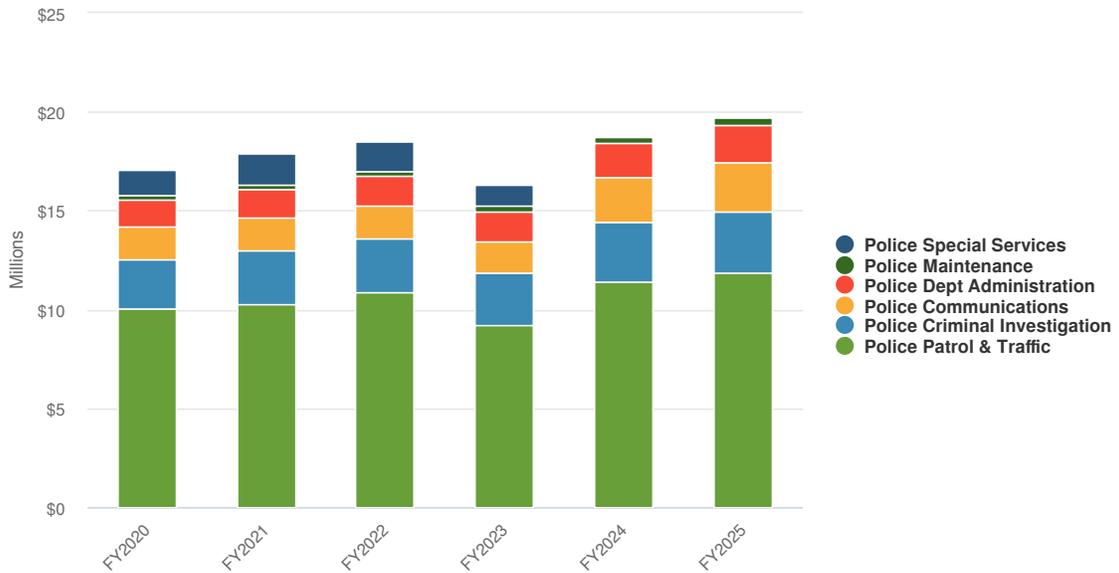


# Expenditures by Division

## Budgeted Expenditures by Division

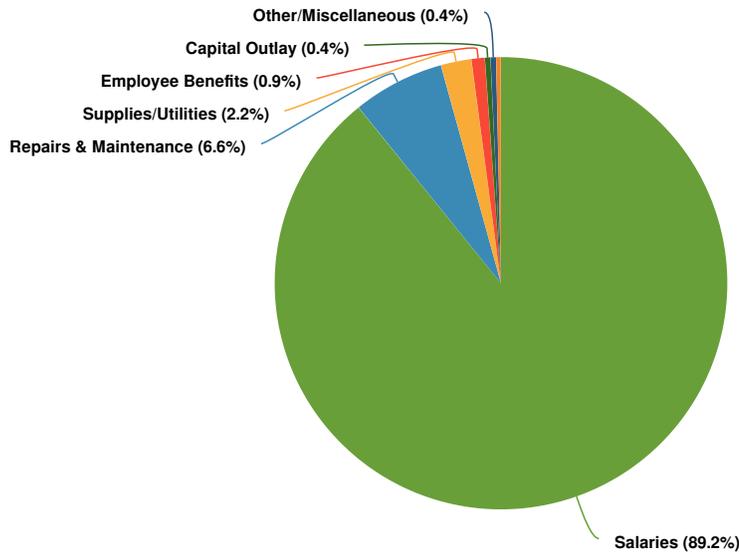


## Budgeted and Historical Expenditures by Division

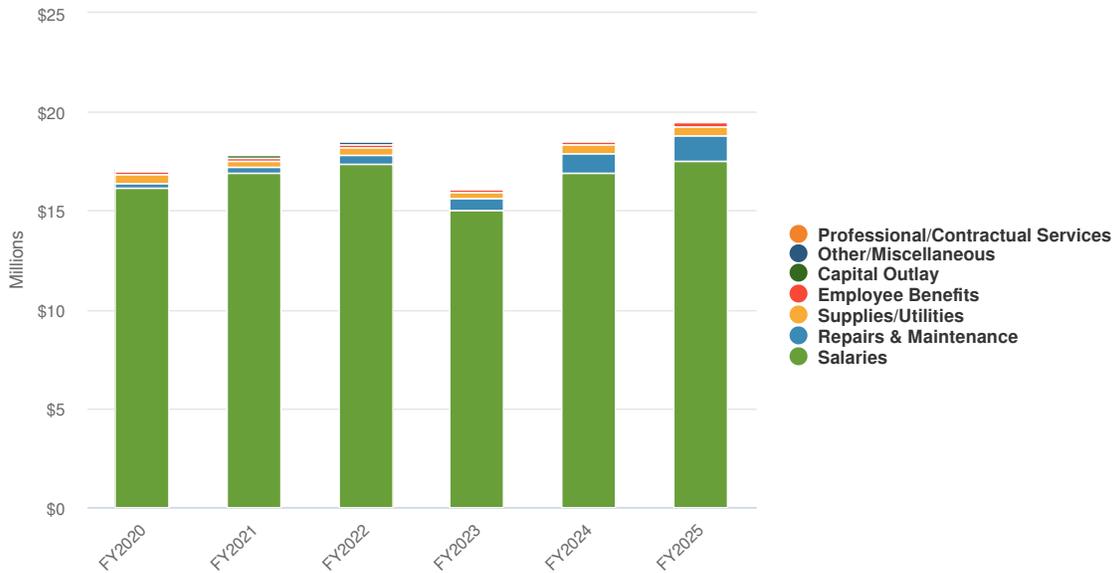


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects					
Salaries	\$15,049,051	\$16,472,770	\$16,930,535	\$17,549,335	6.5%
Other/Miscellaneous	\$65,892	\$92,070	\$97,825	\$78,030	-15.2%
Employee Benefits	\$175,470	\$204,225	\$210,890	\$185,485	-9.2%
Professional/Contractual Services	\$53,042	\$71,650	\$80,185	\$68,060	-5%
Supplies/Utilities	\$326,603	\$410,965	\$413,000	\$430,970	4.9%
Repairs & Maintenance	\$562,254	\$1,236,350	\$1,236,350	\$1,289,365	4.3%
Capital Outlay	\$68,203	\$105,620	\$148,743	\$78,620	-25.6%
<b>Total Expense Objects:</b>	<b>\$16,300,515</b>	<b>\$18,593,650</b>	<b>\$19,117,528</b>	<b>\$19,679,865</b>	<b>5.8%</b>

## Goals and Accomplishments

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

- Police and community relationships/partnerships.
- 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.

### **Fiscal Year 2024 Goals and Accomplishments:**

Our department's goals and accomplishments for 2024 are identified under each division.

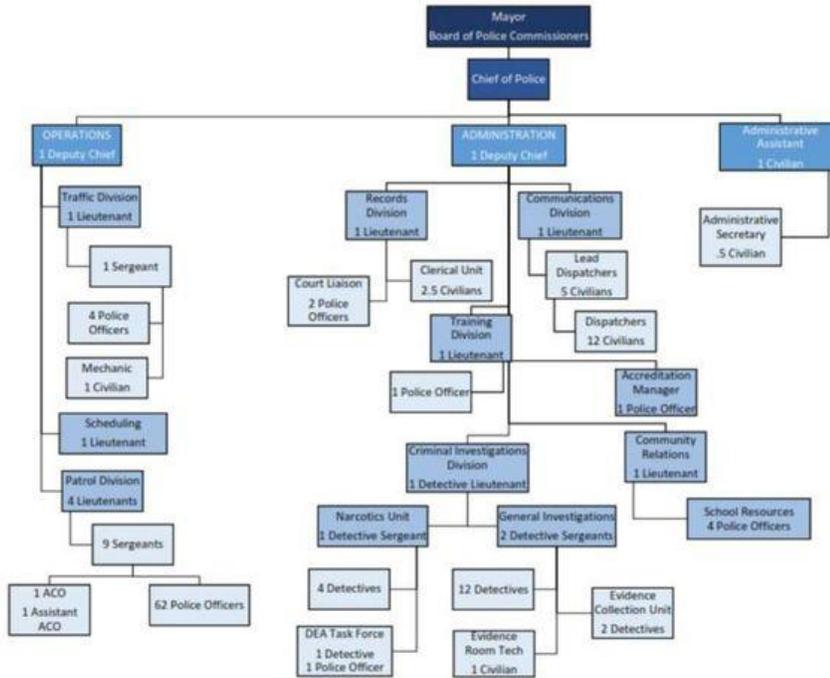
### **Fiscal Year 2025 Goals:**

Our department's goals for 2025 are identified under each division.

### **Long Term Goals:**

The long term goals of the Bristol Police Department are to ensure that the highest level of police services are provided to the community by maintaining high standards, providing relevant training and superior equipment to our personnel, implementing new technologies, and working closely with our community partners to build relationships and solve issues in a progressive environment.

# Organizational Chart



## Board of Police Commissioners

<b>Board of Police Commissioners</b>	<b>Term Expires</b>
Chairman Jeffrey Caggiano, Mayor	11/25
Commissioner Dean Kilbourne	12/25
Commissioner Rory Ghio	12/24
Commissioner Paul Lemieux	12/24
Commissioner Terry Lewis	12/26
Commissioner Gloria Smith	12/24
Councilman Susan Tyler	11/25



# Police - Administration

## Deputy Chief of Administration

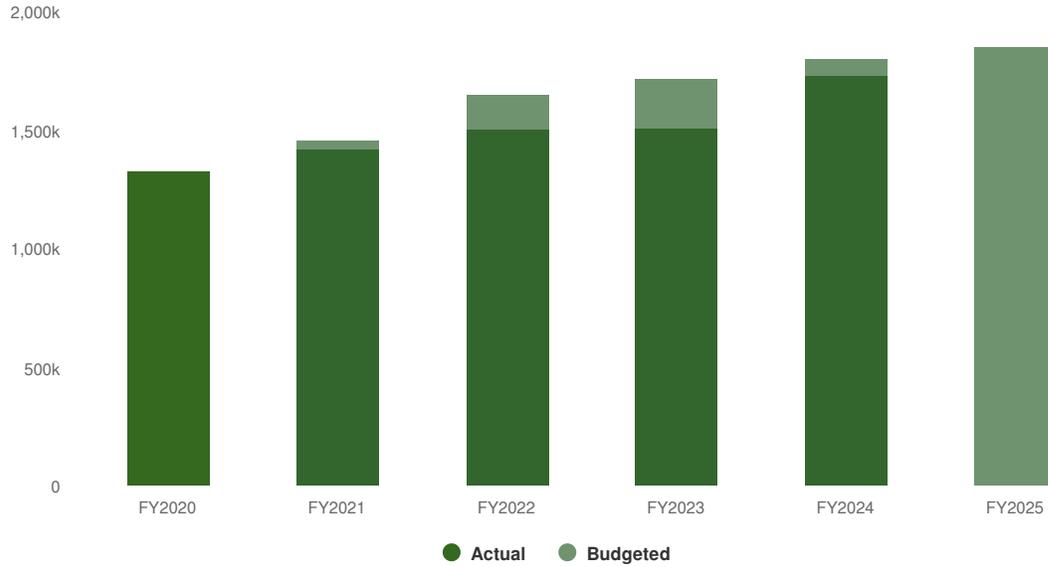
The Deputy Chief of Administration oversees the following:

- Professional Standards/Training Division - This division is involved in the entry-level police officer recruiting and hiring process, from the testing process to the academy's basic training program. The division manages the field training program that all academy graduates must complete successfully, which officers receive and are coordinated through this division, as well as all ongoing certification training for all officers within our agency.
- 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. We are currently pursuing advanced national law enforcement accreditation through CALEA.
- Records Division - The three-person records staff manages payroll, police reports, parking tickets, and freedom of information requests.
- Communications Division - Consists of 17 Public Safety Dispatchers. The division is responsible for answering all 911 and non-emergency calls for police, fire, and EMS and dispatching the appropriate resources as needed.
- Community Relations and Internal Investigations - This includes administrative oversight of the police canine program, Youth Division and school resource officers. This office also attends many community meetings to maintain relationships with the citizens we serve, facilitates our social media presence through Facebook and X. All internal investigations are done within this office also.

## Expenditures Summary

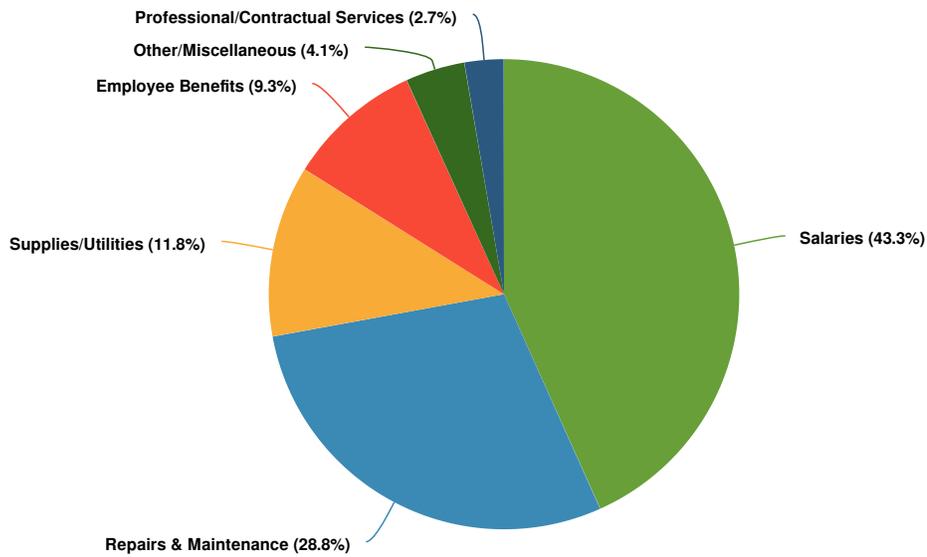
**\$1,848,665** **\$51,985**  
(2.89% vs. prior year)

### Police - Administration Proposed and Historical Budget vs. Actual

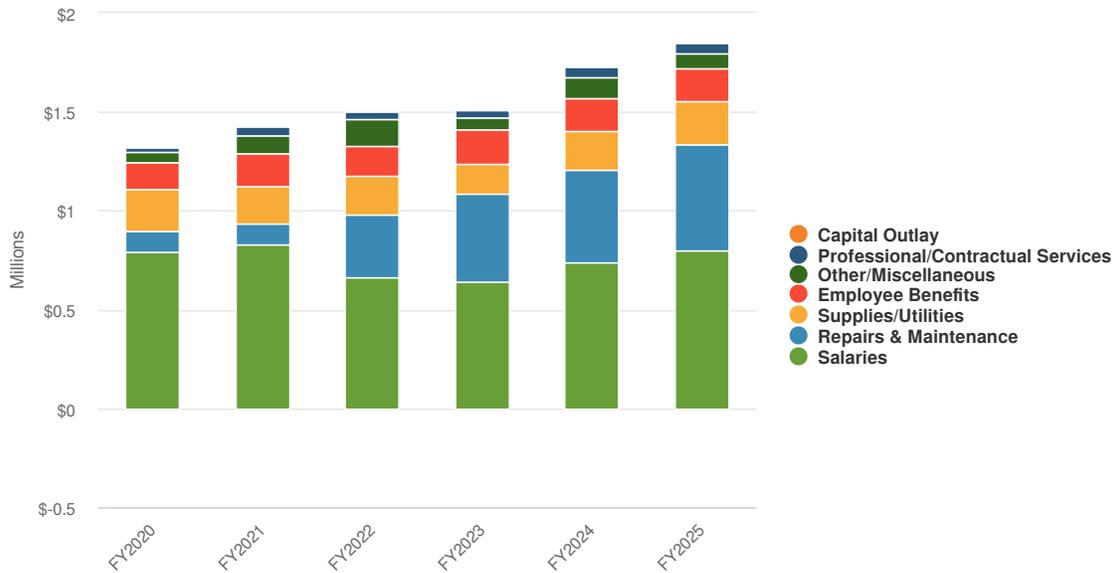


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects						
Salaries	\$637,740	\$773,580	\$773,580	\$740,003	\$800,660	3.5%
Other/Miscellaneous	\$65,892	\$89,570	\$95,210	\$108,244	\$75,415	-15.8%
Employee Benefits	\$174,019	\$190,200	\$196,865	\$168,323	\$171,860	-9.6%
Professional/Contractual Services	\$36,848	\$57,350	\$64,520	\$52,431	\$49,960	-12.9%
Supplies/Utilities	\$148,420	\$202,000	\$204,035	\$190,436	\$218,000	7.9%
Repairs & Maintenance	\$448,852	\$483,980	\$483,980	\$469,124	\$532,770	10.1%
Capital Outlay	\$0	\$0	\$0	-\$903	\$0	0%
<b>Total Expense Objects:</b>	<b>\$1,511,772</b>	<b>\$1,796,680</b>	<b>\$1,818,190</b>	<b>\$1,727,658</b>	<b>\$1,848,665</b>	<b>2.9%</b>

# Goals and Accomplishments

## Fiscal Year 2024 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, Faith & Blue Trunk or Treat.
- Obtained grant funding to assist in furthering the Police Department's mission.
- Conducted Drug Take Back events.
- Continued to achieve full staffing levels through recruiting and hiring certified Police Officers.
- Complied with the new Police accountability law as follows:
  - Installed dashboard cameras in police vehicles.
  - Conducted drug testing for sworn officers.
  - Provided Mental health screening for sworn officers.
  - Installed AXON recording camera system for interview rooms to comply with State mandate.
- Created an internal Peer Support and Wellness Team.
- Increased social media presence.
- Added a Crisis Intervention K-9.
- Added new Police K-9.
- Fulfilled OSHA requirement for respirators/gas mask fitting/testing.
- Completed additional security cell block cameras.
- Commenced Axon Record Management System (RMS) and Computer Aided Dispatch (CAD) system buildup.
- Converted forms successfully to Seamless Docs.
- Completed new network switches with MIS.
- Installed 2<sup>nd</sup> New Idemia Live-Scan fingerprinting device.
- Conducted Court Support Services Division remote bail commissioner/prisoner interviews.
- Received State DOT grant for new MDTs and e-ticket printers.
- Continued to assist with fleet maintenance and repair.
- Maintained signage, signal lights and cross walks throughout the city.
- Received and utilized more portable trailers and stand-alone style digital signs.
- Completed double utility pole project.
- Conducted 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.
- Continued Operation Safe Roads.
- Conducted Distracted Driving Campaigns.
- Increased staffing towards full authorized level.
- Provided additional training and technology to assist in the solving of crimes and assist in information-based policing.
- Transferred processing pistol permit, peddlers, solicitors and canvasser's permits to Court Liaison Officer.
- Supported Executive Leadership Development:
  - Chief Morello attended the FBI National Academy in January 2023
  - Deputy Chief Moskowitz attending the FBI National Academy in July 2023
  - Lieutenant O'Connor attended the FBI LEEDA Trilogy
  - Lieutenant Hanson attended the FBI LEEDA Trilogy
  - Lieutenant Osborne attended a course at the Northwestern University Center for Public Safety School of Police Staff and Command.

- Lieutenant Mussen attended the Southern Police Institute Command Officer Development Course Summer 2023.
- Lieutenant Warner attended the Southern Police Institute Command Officer Development Course Summer 2023.
- Lieutenant Berube is scheduled to attend the Southern Police Institute Command Officer Development Course in 2024.
- Ensured the health and welfare of the community as it relates to animals both domestic and wild, enforced Connecticut animal control laws, promoted responsible pet ownership, reunited lost dogs with their owners, continued partnership with non-profit animal groups, and maintained a clean and healthy environment at the animal shelter.
- Obtained full staffing in the Communications Division, through the hiring of new tele-communicators and per diem tele-communicators.
- Provided training in quality assurance for the Communications Division.
- Implement Flock project – License plate readers throughout the City.
- Replaced/enhanced Active Shooter equipment.
- Attached a civilian Crisis Intervention Technician to the BPD.
- Created a Community Wellness Officer Assignment to respond and focus on mental health and homeless issues.
- Continued to grow partnership with Axon (newer technologies such as Axon Standards for performance, documents, and Internal Affairs).
- Created 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.
- Achieved National CALEA Accreditation  
 “The purpose of CALEA® | The Commission on Accreditation for Law Enforcement Agencies, Inc. is to improve the delivery of public safety services by maintaining a body of professional standards that support the administration of accreditation programs. CALEA Accreditation succeeds through:

Agency Leadership:

- Serves as a resource management tool
- Establishes trusted processes and best practices
- Provides a planning framework
- Encourages organizational growth and improvement

Agency Personnel:

- Ensures contemporary equipment and training
- Promotes sound operational decisions
- Establishes supportive personnel practices

The Community:

- Fosters community awareness
- Creates organizational transparency
- Promotes open dialogue and information-sharing”
- The Bristol Police Department has been accepted and we are in the assessment phase.

**Fiscal Year 2025 Goals:**

- Increase staffing levels to better serve the public and to reduce overtime expenditures.
- Incorporate new technologies to enhance police services, including speed camera enforced citations.
- 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.
- Continue to enhance an internal Peer Support and Wellness Team.
- Continue internal Crisis Intervention Team training to properly respond to mental health crises.
- 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.
- Continue to maintain traffic control signals and signs throughout the city to ensure public safety.

- Complete recommended repairs to the city traffic signals utilizing city personnel in order to reduce cost.
- Cross train personnel at Public Works with traffic signal repair.
- Continue to maintain traffic/pedestrian safety at community events such as festivals and food shares.
- Maintain and repair the fleet.
- Upgrade needed Traffic Light/Railroad crossing signals to be federally compliant.
- Continue to enhance the safety of our community.
- 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.
- 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.
- 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.
- Increase agencies Social Media presence.
- Promote a new Deputy Chief to fill the vacancy created by the promotion of Chief Morello.

**Long Term Goals:**

- Expand staffing levels to better serve the public and to reduce overtime expenditures.
- Maintain the highest level of public confidence in the department via consistent professional job performance by employees.
- Explore options for a new Police Facility.
- Continue to replace aging equipment in traffic control boxes.
- Continue to replace and repair signage throughout the city.
- 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.
- Maintain an Emergency Medical Dispatch quality assurance compliance rating of 90% or better for each tele-communicator.
- Re-evaluate and continue to improve upon long term goals and accomplishments.

### **Expenditure and Position Summary**

	2023 Actual	2024 Estimated	2025 Budget
Salary Expenditures	\$640,589	\$773,580	\$800,660
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 2024 Goals and Accomplishments:

- Partnered with Court Support Services Division in a pilot program for remote bail commissioner/prisoner interviews.
- Expanded use of Kronos by implementing an automated process for vacation request/days off.
- Received State DOT grant for 40 new MDTs and e-ticket printers.
- Installed new Idemia Live-Scan fingerprinting device with 2<sup>nd</sup> machine.
- Completed Axon Dash-board camera fleet rollout.
- Completed implementation of Axon Standards and Axon My 90
- Maintained Police Department Webpage.
- Oversee Pistol Permit Process by Court Liason Officers.

### Fiscal Year 2025 Goals:

- Expand technology and training available to officers.

### 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	2023
Murder	1	0	0	0	0	4	1
Rape	12	7	8	11	8	7	5
Robbery	25	29	21	33	26	16	12
Aggravated Assault	22	26	23	23	19	21	14
Burglary	145	140	113	110	84	118	69
Larceny	752	705	604	534	568	558	486
Motor Vehicle Theft	127	124	106	125	101	121	263
Arson	6	2	1	0	2	0	0

### Parking Tickets

	FY18	FY19	FY20	FY21	FY22	FY23	FY24
Tickets Issued	1,728	3,176	2,602	2,065	2,157	1,577	2,108
Amount Collected	\$41,685	\$82,910	\$78,145	\$61,020	\$50,454	\$38,335	\$54,460

### Arrest Warrant Report

	2017	2018	2019	2020	2021	2022	2023
Misdemeanors	507	418	397	290	373	354	346
Felonies	401	301	244	196	240	246	240
Total Warrants Served	908	719	641	486	613	600	586

### Alarm Collections

	FY18	FY19	FY20	FY21	FY22	FY23	FY24
Alarm Fines Collected	\$15,555	\$19,995	\$16,200	\$25,020	16,020	\$14,400	\$27,630
Alarms Responses	1,650	2,139	1,816	1,714	1,611	1,463	1,469

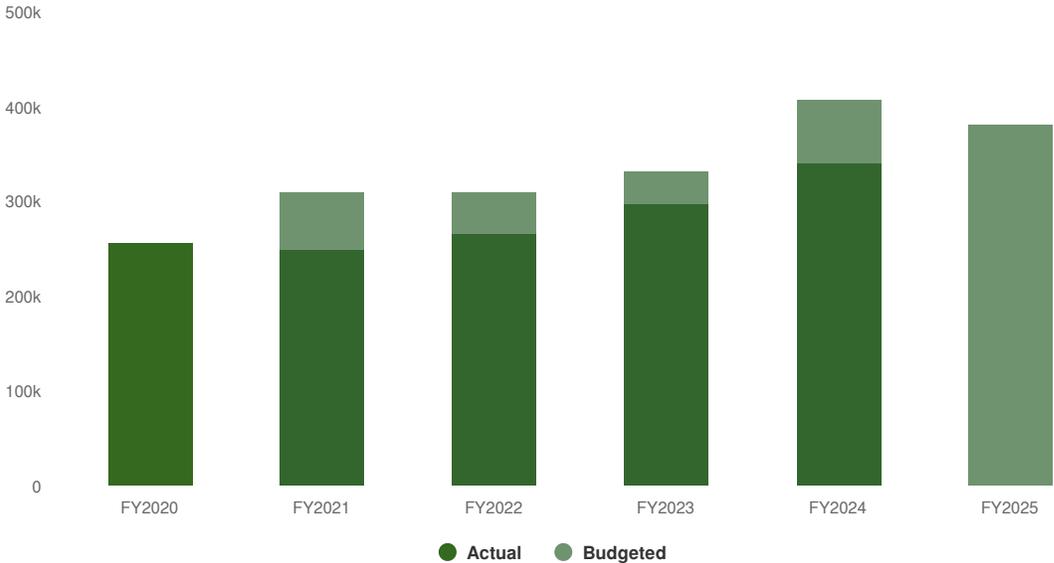
# Police - Maintenance

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

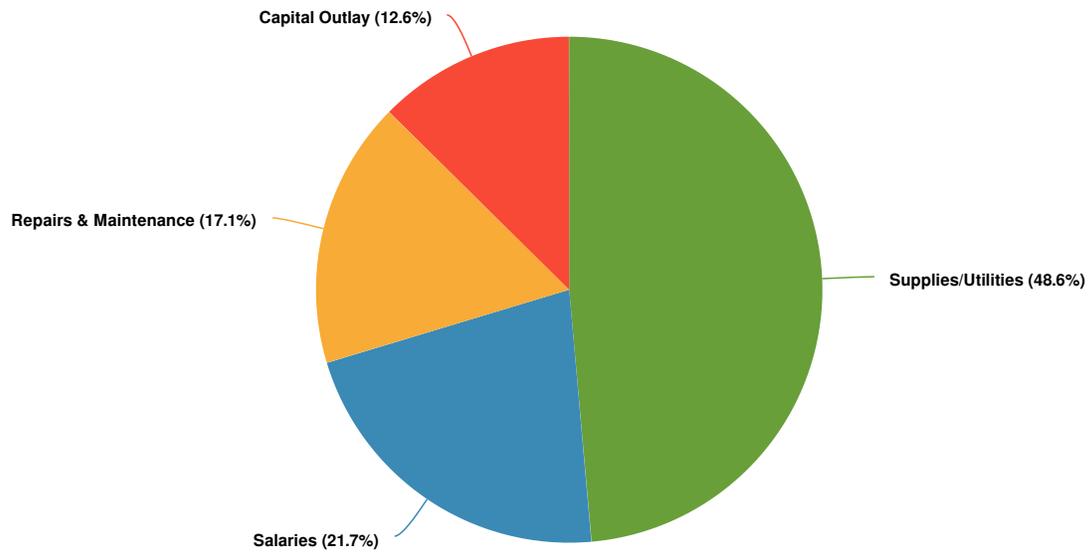
**\$381,110** **-\$25,800**  
(-6.34% vs. prior year)

Police - Maintenance Proposed and Historical Budget vs. Actual

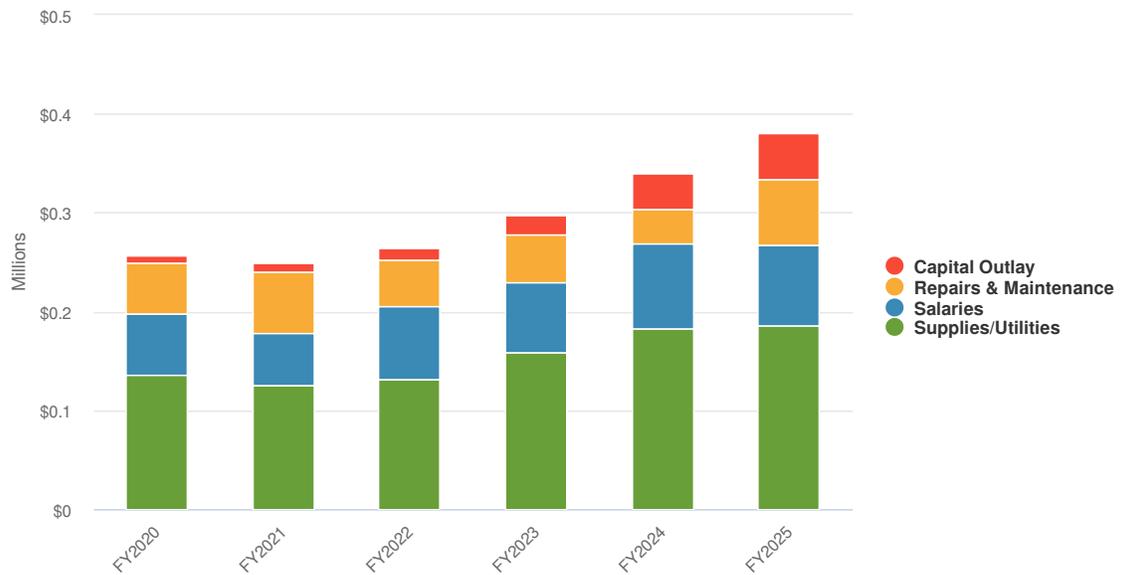


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects					
Salaries	\$70,766	\$87,890	\$87,890	\$82,860	-5.7%
Supplies/Utilities	\$158,691	\$179,020	\$179,020	\$185,250	3.5%
Repairs & Maintenance	\$48,058	\$65,000	\$65,000	\$65,000	0%
Capital Outlay	\$20,222	\$75,000	\$75,000	\$48,000	-36%
<b>Total Expense Objects:</b>	<b>\$297,737</b>	<b>\$406,910</b>	<b>\$406,910</b>	<b>\$381,110</b>	<b>-6.3%</b>

## Goals and Accomplishments

### Fiscal Year 2024 Goals and Accomplishments:

- Continued to assist with fleet acquisition, maintenance and repair.
- Maintained signage, signal lights and cross walks throughout the city.
- Purchased and deployed more portable trailers and stand-alone style digital signs.
- Completed backlog of double utility poles and consolidated attached traffic equipment

### Fiscal Year 2025 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.
- Conduct a viability study on the use of cameras enforced speed and traffic light violations program.

### Long Term Goals:

- Continue to replace aging equipment in traffic control boxes.
- Continue to replace and repair signage throughout the city.
- Add a camera enforced speed and traffic light violations program.

## Expenditure and Position Summary

	2023 Actual	2024 Estimated	2025 Budget
Salary Expenditures	\$83,637	\$87,890	\$82,860
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.

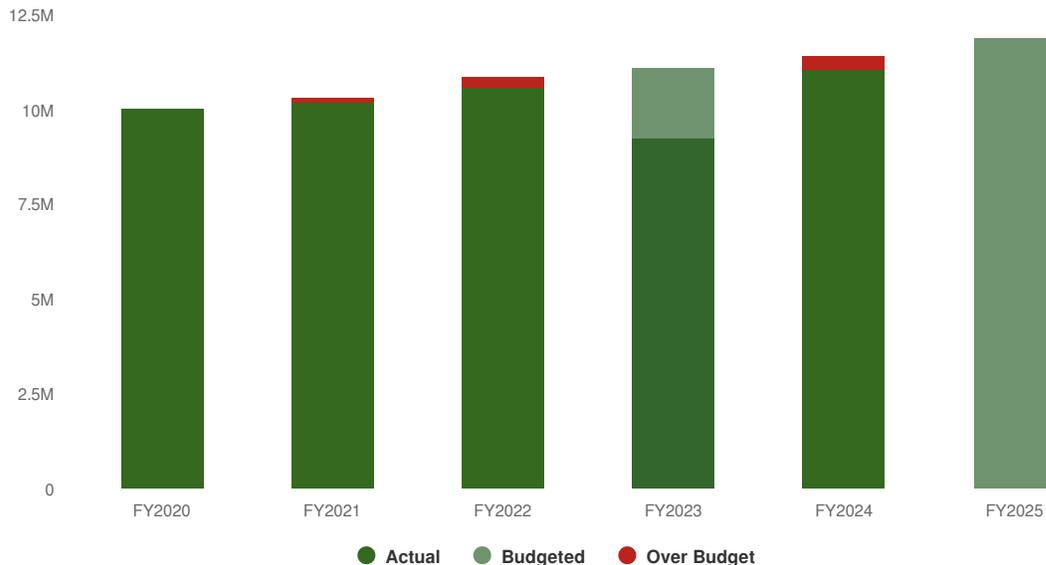
- Identify traffic safety issues in local neighborhoods and serve as the Legal Traffic Authority within the City.
- Recommend traffic improvements that enhance safety for motorists and pedestrians.
- Coordinate public awareness campaigns and educational programs in conjunction with our state and federal 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

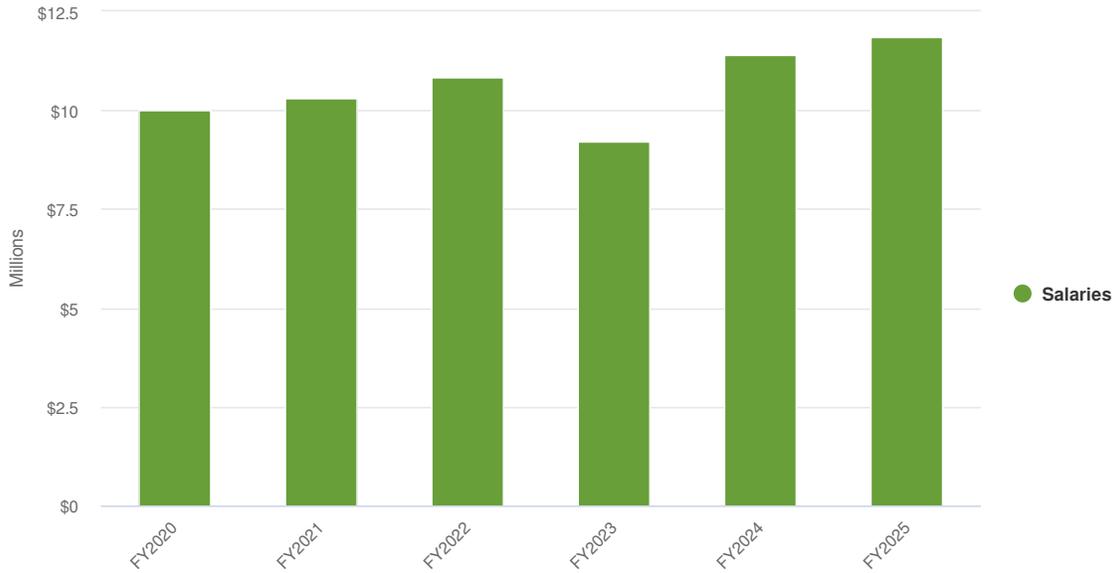
**\$11,863,190**     **\$819,125**  
(7.42% vs. prior year)

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



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
<b>Expense Objects</b>					
<b>Salaries</b>					
REGULAR WAGES	\$6,481,792	\$8,129,065	\$8,393,260	\$8,830,870	8.6%
OVERTIME WAGES & SALARIES	\$2,055,960	\$2,040,000	\$2,106,300	\$2,107,320	3.3%
OTHER WAGES	\$678,707	\$875,000	\$903,435	\$925,000	5.7%
WORKERS' COMP SALARY	\$11,263	\$0	\$0	\$0	0%
<b>Total Salaries:</b>	<b>\$9,227,721</b>	<b>\$11,044,065</b>	<b>\$11,402,995</b>	<b>\$11,863,190</b>	<b>7.4%</b>
<b>Total Expense Objects:</b>	<b>\$9,227,721</b>	<b>\$11,044,065</b>	<b>\$11,402,995</b>	<b>\$11,863,190</b>	<b>7.4%</b>

## Goals and Accomplishments

### Fiscal Year 2024 Goals and Accomplishments:

- Continued mountain bike patrols/walking beats in downtown and City parks.
- 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 2025 Goals:

- Continue to enhance the safety of our community.
- Increase and maintain staffing to the 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

	2023 Actual	2024 Estimated	2025 Budget
Salary Expenditures	\$10,693,663	\$11,402,995	\$11,863,190
Full time Positions	95	95	95

## Performance Measures

<b>Accident/Motor Vehicle Enforcement</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Accident Reports	1,914	2,163	2,303	1,894	2,000	2,076	2,055
Property Damage Accident	1,507	1,894	1,974	1,678	1,725	1,812	1796
Injury Accidents	401	260	255	214	279	258	255
Fatal Accident	5	2	2	3	4	7	4
Arrests Motor Vehicle	2,539	1,503	1,101	617	701	535	365
Written Warnings	2,249	1,284	1,452	754	594	588	969



# Police - Criminal Investigation Division

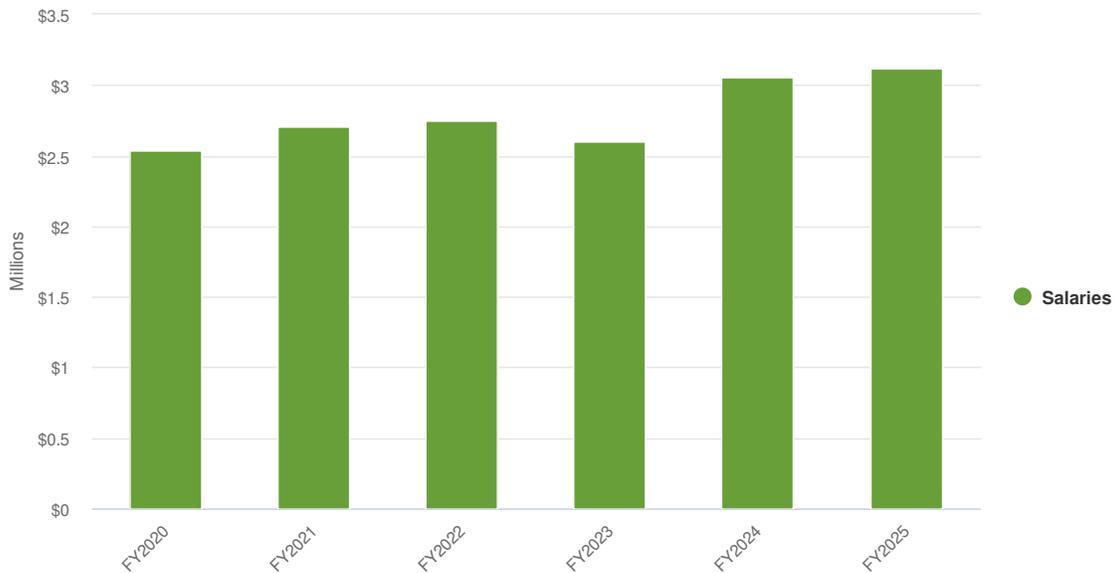


**Michael Duval**  
Detective Lieutenant

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, arson, 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	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
<b>Expense Objects</b>					
<b>Salaries</b>					
REGULAR WAGES	\$1,847,030	\$2,155,925	\$2,225,995	\$2,299,440	6.7%
OVERTIME WAGES & SALARIES	\$564,993	\$520,000	\$536,900	\$550,000	5.8%
OTHER WAGES	\$191,949	\$250,000	\$258,125	\$265,000	6%
<b>Total Salaries:</b>	<b>\$2,603,973</b>	<b>\$2,925,925</b>	<b>\$3,021,020</b>	<b>\$3,114,440</b>	<b>6.4%</b>
<b>Total Expense Objects:</b>	<b>\$2,603,973</b>	<b>\$2,925,925</b>	<b>\$3,021,020</b>	<b>\$3,114,440</b>	<b>6.4%</b>

## Goals and Accomplishments

### Fiscal Year 2024 Goals and Accomplishments:

- Provided additional training and technology to assist in the solving of crimes and assist in informational based policing.
- Transferred processing pistol permit, peddlers, solicitors and canvasser's permits to Court Liaison Officer.
- Expanded cell phone evidence extraction capabilities.

### Fiscal Year 2025 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.
- 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

	2023 Actual	2024 Estimated	2025 Budget
Salary Expenditures	\$3,018,957	\$3,021,020	\$3,114,440
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.

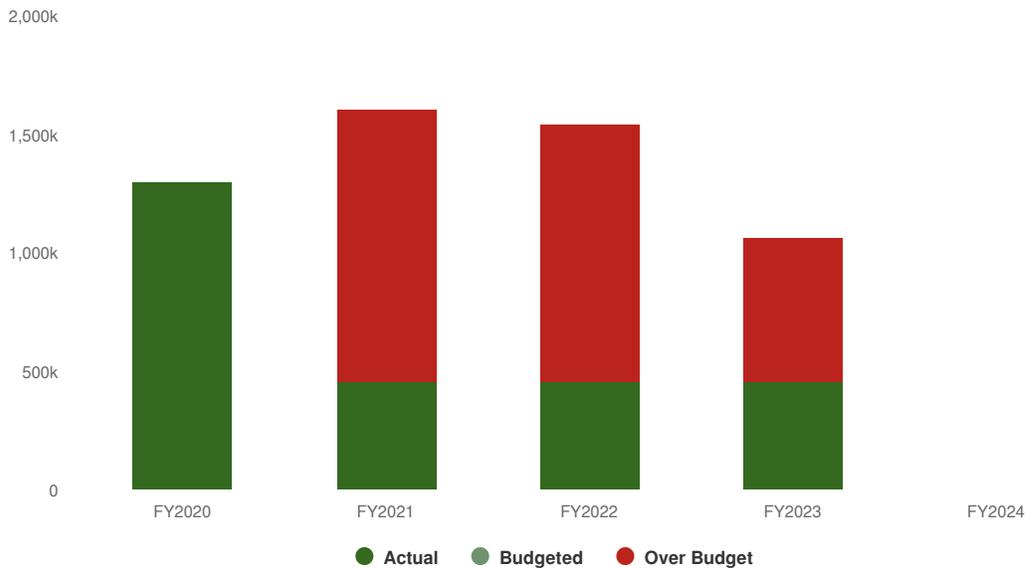
All costs of services performed under the Special Services Account are reimbursed to the City along with a 15% surcharge.

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

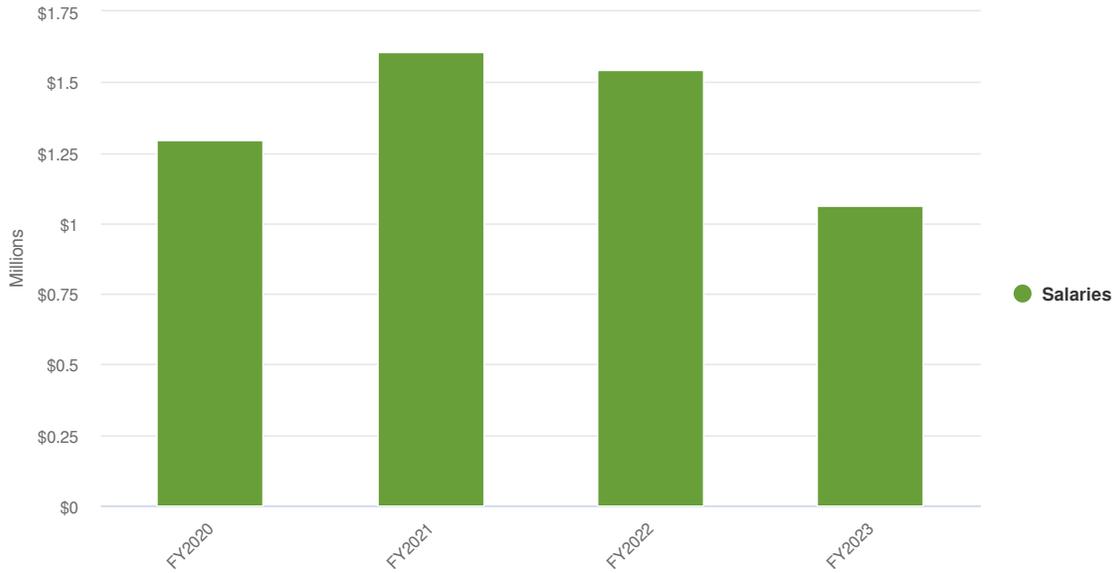
**\$0** **\$0**  
(0.00% vs. prior year)

#### Police - Special Services Proposed and Historical Budget vs. Actual



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
<b>Expense Objects</b>				
<b>Salaries</b>				
POLICE SPECIAL SERVICES	\$1,062,551	\$0	\$0	N/A
<b>Total Salaries:</b>	<b>\$1,062,551</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Total Expense Objects:</b>	<b>\$1,062,551</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>

# Police - Communications



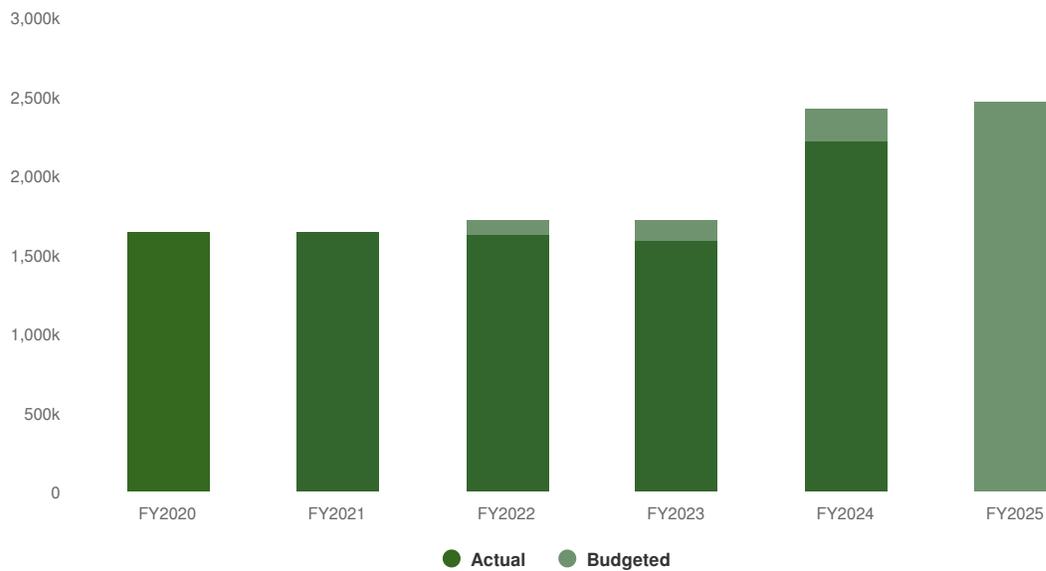
**Lang Mussen**  
Lieutenant

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

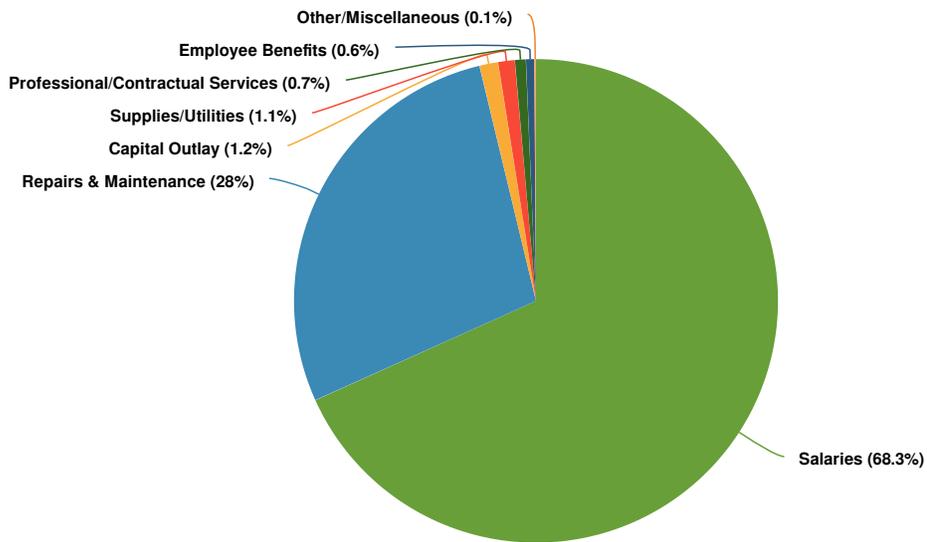
**\$2,472,460**    **\$52,390**  
(2.16% vs. prior year)

Police - Communications Proposed and Historical Budget vs. Actual

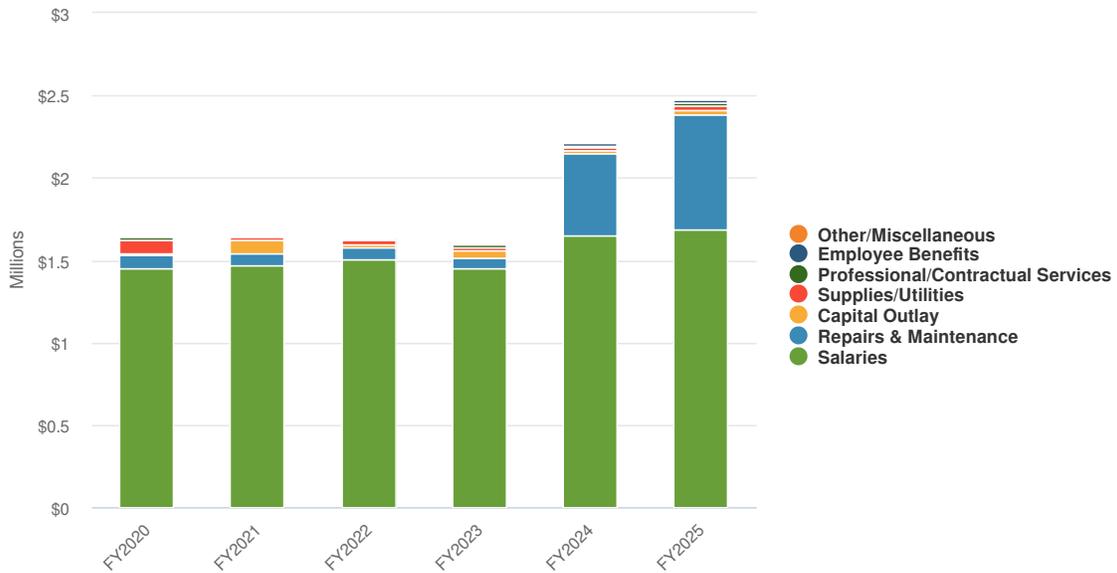


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects						
Salaries	\$1,446,300	\$1,641,310	\$1,645,050	\$1,651,922	\$1,688,185	2.9%
Other/Miscellaneous	\$0	\$2,500	\$2,615	\$2,615	\$2,615	4.6%
Employee Benefits	\$1,451	\$14,025	\$14,025	\$15,799	\$13,625	-2.9%
Professional/Contractual Services	\$16,193	\$14,300	\$15,665	\$7,027	\$18,100	26.6%
Supplies/Utilities	\$19,491	\$29,945	\$29,945	\$18,598	\$27,720	-7.4%
Repairs & Maintenance	\$65,345	\$687,370	\$687,370	\$495,853	\$691,595	0.6%
Capital Outlay	\$47,981	\$30,620	\$73,743	\$21,567	\$30,620	0%
<b>Total Expense Objects:</b>	<b>\$1,596,761</b>	<b>\$2,420,070</b>	<b>\$2,468,413</b>	<b>\$2,213,380</b>	<b>\$2,472,460</b>	<b>2.2%</b>

## Goals and Accomplishments

### Fiscal Year 2024 Goals and Accomplishments:

- Obtained full staffing, through the hiring of new tele-communicators.
- Completed training in quality assurance.
- Improved/reduced ambient noise in dispatch.
- Added per-diem positions.
- Monitored and report on FLOCK camera activations.
- Trained staff in Geo-coding and updating mapping software.

### Fiscal Year 2025 Goals:

- Maintain full staffing.
- Install new scheduling software.
- Provide customer service training for staff.
- Increase telecommunications related training.
- Oversee the city-wide radio upgrade project.

### Long Term Goals:

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

## Expenditure and Position Summary

	2023 Actual	2024 Estimated	2025 Budget
Salary Expenditures	\$1,666,907	\$1,645,050	\$1,688,185
Full time Positions	18	18	18

## Performance Measures

	2018	2019	2020	2021	2022	2023
Number of 911 Calls	24,013	22,846	21,635	23,880	24,458	28,465
Calls for Service	50,411	48,776	47,030	45,488	45,134	42,927

## Animal Control



**Ray Zagurski**  
Animal Control Officer

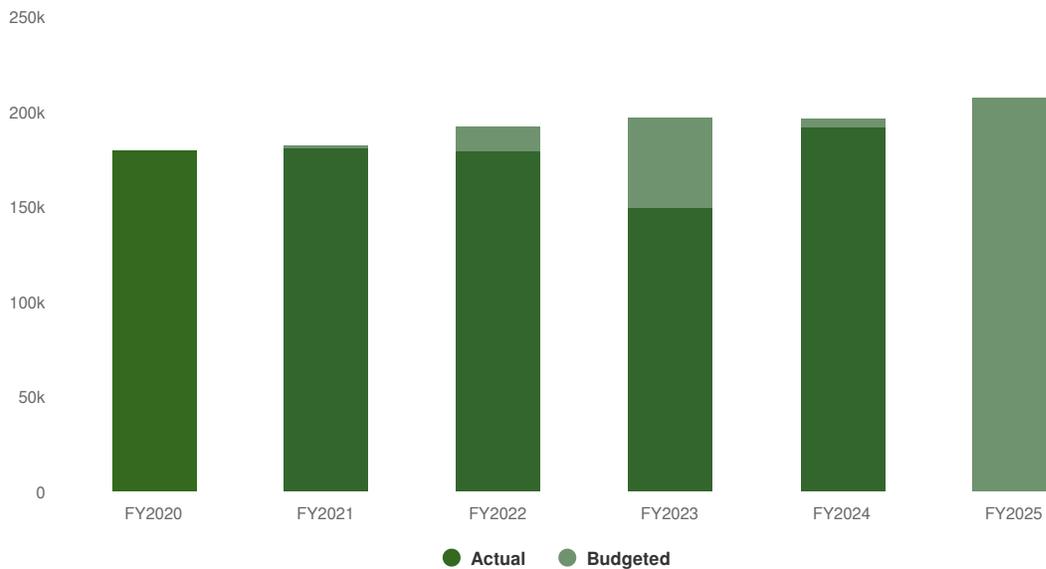
The Animal Control Officer (ACO) and Assistant Animal Control Officer (AACO) operate the City's domestic animal and wild life control and protection program. The purpose is to provide responsive, efficient and high quality animal care and control services that preserves and protects public and animal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

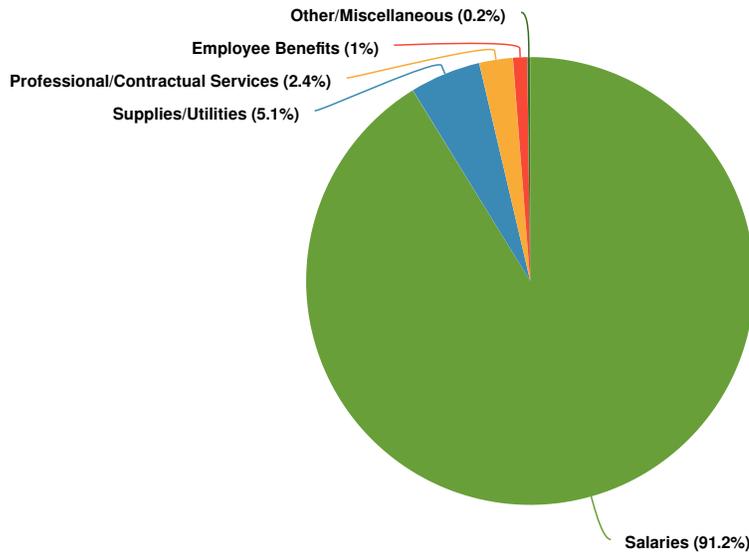
**\$207,215** **\$10,995**  
(5.60% vs. prior year)

#### Animal Control Proposed and Historical Budget vs. Actual

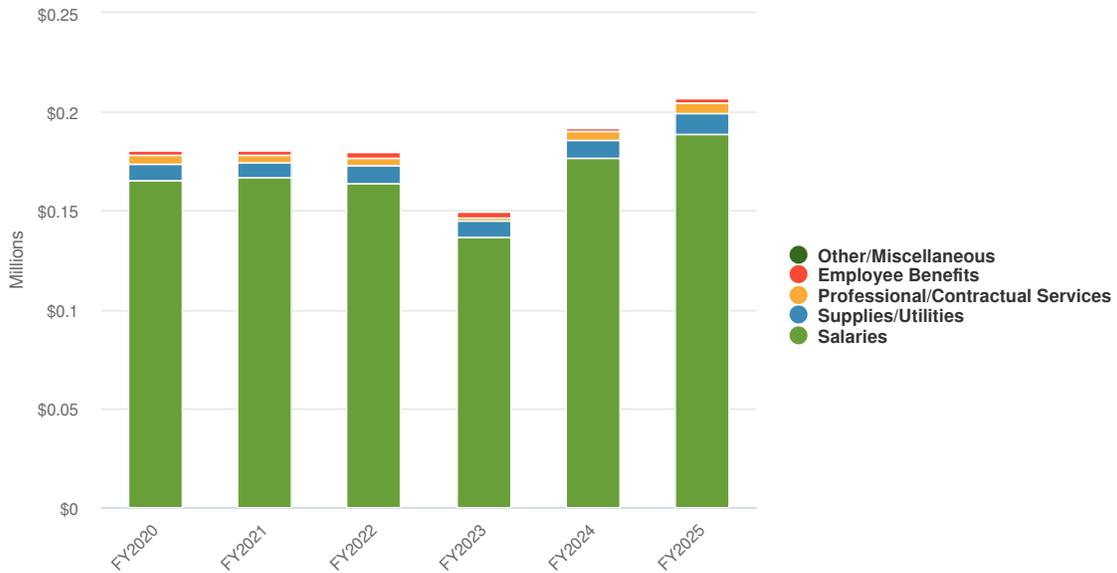


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects						
Salaries	\$136,450	\$178,470	\$184,270	\$177,107	\$189,040	5.9%
Other/Miscellaneous	\$0	\$300	\$300	\$270	\$400	33.3%
Employee Benefits	\$2,462	\$2,150	\$2,150	\$1,250	\$2,150	0%
Professional/Contractual Services	\$2,015	\$5,000	\$5,000	\$4,401	\$5,000	0%
Supplies/Utilities	\$8,287	\$10,300	\$10,300	\$9,041	\$10,625	3.2%
<b>Total Expense Objects:</b>	<b>\$149,215</b>	<b>\$196,220</b>	<b>\$202,020</b>	<b>\$192,069</b>	<b>\$207,215</b>	<b>5.6%</b>

## Goals and Accomplishments

### Fiscal Year 2024 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.

### Fiscal Year 2025 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.
- Plan groundbreaking of a new Animal Control Facility.

## Expenditure and Position Summary

	2023 Actual	2024 Estimated	2025 Budget
Salary Expenditures	\$160,713	\$184,270	\$189,040
Full time Positions	2	2	2

## Performance Measures

Activity	FY18	FY19	FY20	FY21	FY22	FY23	FY24
Roaming Dog	285	309	205	206	323	366	343
Barking Dog	67	70	70	100	85	57	50
Animal Bites	44	33	46	29	35	43	61
Report of Cruelty	79	80	65	99	104	95	96
Feral Cats	32	51	57	77	65	N/A	N/A
Wildlife/Animal Concern	470	587	456	372	465	127	135
Lost Animal	273	238	280	234	268	N/A	N/A
Rabies	18	28	28	15	30	34	41
Dead Animals Disposed of	497	555	526	454	321	317	330
Total Calls for Service	1,765	1,951	1,733	1,505	1,696	1,087	1,113
Animals Impounded	136	125	154	151	133	118	150
Animals Euthanized by Vet	4	2	6	4	5	3	2



## 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.

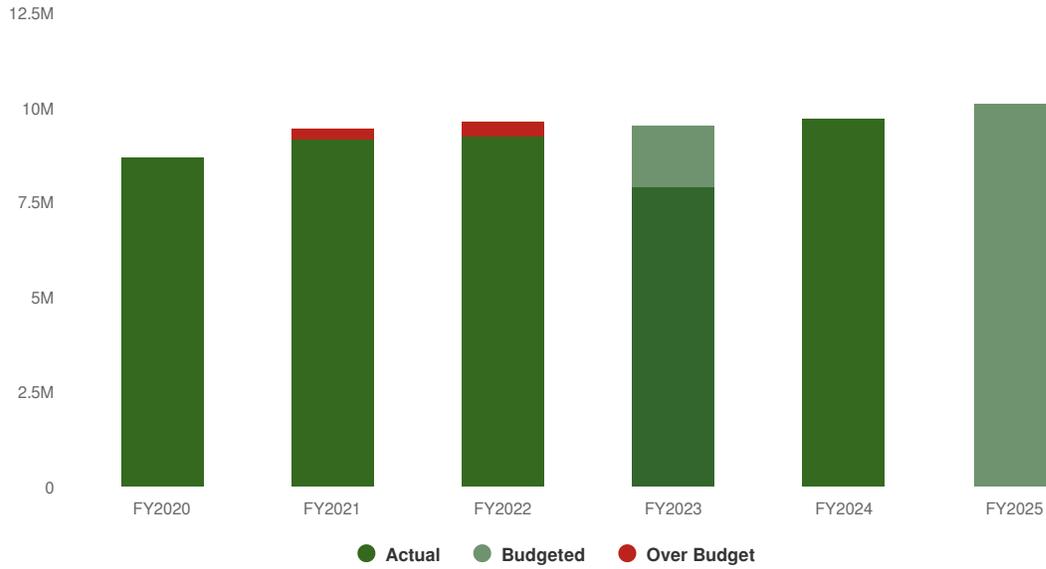
Staff personnel are assigned to the Fire Prevention, Training, and Mechanical Divisions as well as to Administration. The overall operation of the Department is administered by the Fire Chief with the aid of an Administrative Assistant. Responsibilities include budget preparation, program development, 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

Due to contractual raises, the

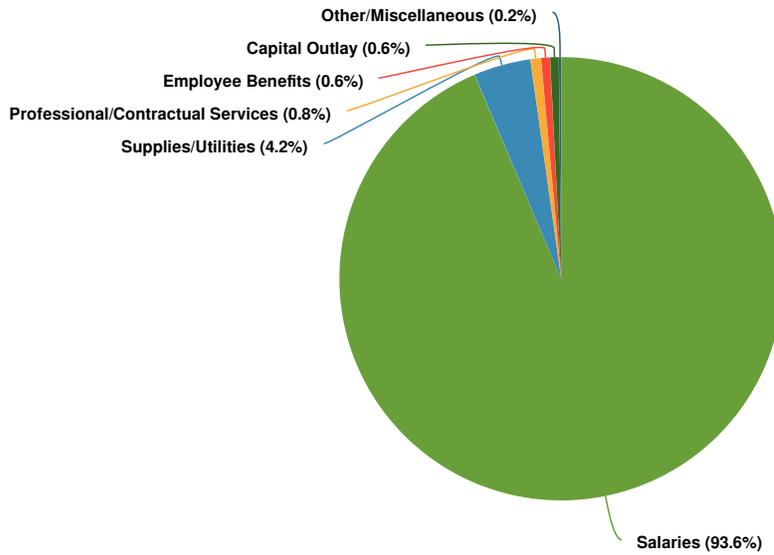
**\$10,097,415** **\$404,620**  
(4.17% vs. prior year)

### Fire Department Proposed and Historical Budget vs. Actual

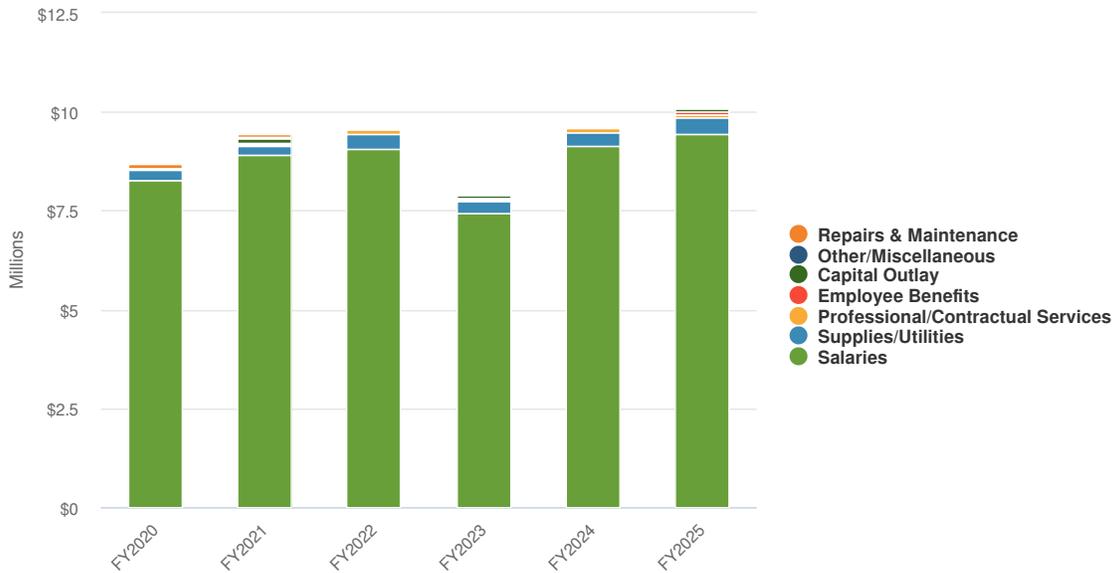


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



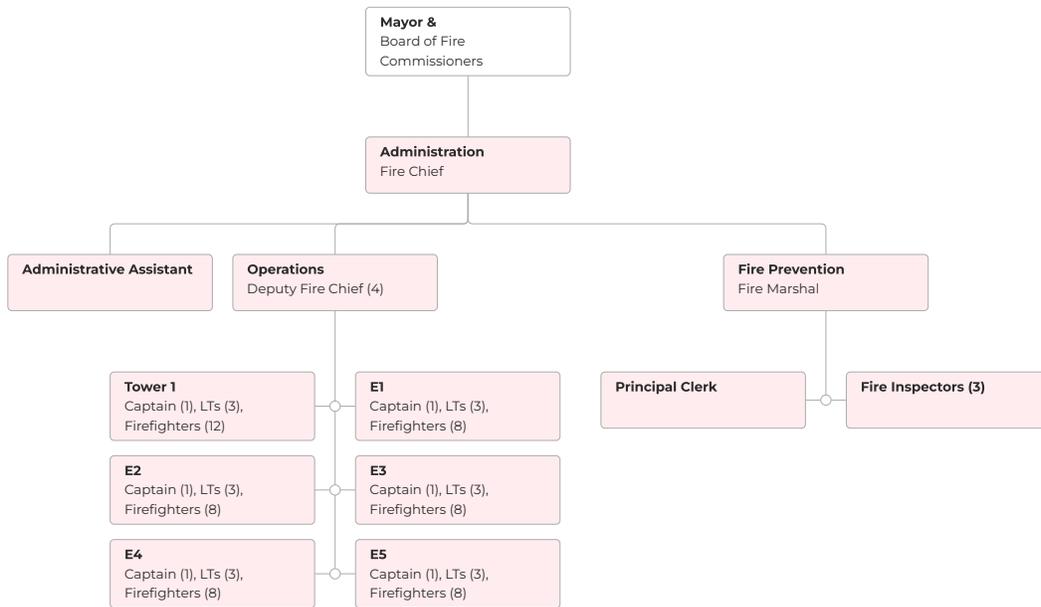
## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects						
Salaries	\$7,452,760	\$9,094,680	\$9,358,910	\$9,155,993	\$9,452,465	3.9%

Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Other/Miscellaneous	\$14,321	\$12,000	\$12,000	\$20,762	\$17,000	41.7%
Employee Benefits	\$34,289	\$61,815	\$67,596	\$60,342	\$65,500	6%
Professional/Contractual Services	\$60,212	\$85,000	\$145,353	\$96,898	\$78,000	-8.2%
Supplies/Utilities	\$282,003	\$372,900	\$404,202	\$328,318	\$420,345	12.7%
Capital Outlay	\$74,750	\$66,400	\$70,447	\$39,565	\$64,105	-3.5%
<b>Total Expense Objects:</b>	<b>\$7,918,336</b>	<b>\$9,692,795</b>	<b>\$10,058,509</b>	<b>\$9,701,877</b>	<b>\$10,097,415</b>	<b>4.2%</b>

## Organizational Chart



# Goals and Accomplishments

## Fiscal Year 2024 Goals and Accomplishments:

- Completed training and certification of 35 firefighters to Pump Operator and 48 firefighters to Aerial Operator received through an Assistance to Firefighters Grant (AFG).
- Completed training and certification of 19 personnel to Fire Officer III
- Completed training and certification of 40 personnel to Health and Safety Officer
- Returned public education activities to pre-Pandemic levels by serving 3,500 students in the Bristol School system. New activities linking education on fire prevention and readiness were initiated with prizes awarded to the best performing students in Grades 1-3.
- Conducted 712 Public Education/Training events in 2023, with more to be scheduled in 2024.
- Utilized on duty subject-matter experts to conduct advanced training courses under the direction of the training captain. This has reduced the cost of training through external agencies and provided greater opportunities and efficiencies for training within the Department.
- Experienced increased call volume of 33.26%; structure fires increased by 45.31%.
- Replaced expired Gemtor harnesses and rope rescue equipment
- Acquired "Typhoon" fan to ventilate large occupancies of smoke and odors (e.g. Firestone Building)
- Acquired an additional set of EDraulic rescue tools
- Replaced fire hoses on two engines, with two more replacements anticipated in the following year.
- Acquired 6 Rapid Attack Monitors for rapid deployment of fire suppression equipment
- Design and initiate build of new Engine 5 pumping apparatus, due September 2024.
- Design and initiate build of new Engine 1, due December 2024, and Ladder 2, due August/September 2025.

## Fiscal Year 2025 Goals:

- Secure delivery of the 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.
- Partner with the Bristol Police Department and the State of Connecticut to construct a CPAT facility and an Active Shooter Training facility and secure funding through the Federal government and the Department of Emergency Services and Public Protection to accomplish this goal.
- Continue equipment upgrading, including the continued transition to battery operated power tools.
- Utilize online training platform to expand to provide EMR recertification, EMT recertification, and EMR/EMT training to members.
- Complete planning and design, aspects of the new Fire House Station 3, complete the bid process, and begin construction.

## Long Term Goals:

- Expand the role of the Bristol Fire Department as a leader in the Connecticut Fire Service on a regional basis.
- Increase training, and with our mutual aid partners, expand our role within Task Force 55.
- Initiate planning, design, and remodel of Station 2 to include individual bunkrooms, modernized bathrooms, and an updated kitchen.
- Secure design funding to remodel Headquarters to include individual bunkrooms, remodeled/modernized bathroom, and fitness center.
- Increase training within the Department by utilizing computer-based software.

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

	2023 Actual	2024 Estimated	2025 Budget
Salary Expenditures	\$8,693,715	\$9,358,910	\$9,452,465
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 maintaining 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 (41) consists of lawn mowers, string trimmers, leaf blowers, snow blowers, etc.
- Gas detection meters (22) include 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 backpack 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 for 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	2023
Structure Fires	112	91	116	124	96	114	106
Highway Vehicle Fires	17	27	22	27	15	19	20
Outside of Structure Fires	4	27	8	23	13	14	6
Brush/Grass/Wild Land Fires	38	12	29	31	23	24	34
Rubbish/Dumpster Fires	33	21	28	21	27	25	27
All Other Fires	0	16	2	13	1	4	13
Rescue/EMS Response	350	314	357	387	399	421	1,013
False Alarms	466	538	472	486	510	524	569
Mutual Aid	4	10	12	15	4	22	25
Hazardous Materials Response	128	149	153	238	188	142	165
Other Hazardous Conditions	452	509	478	407	474	459	418
All Other Responses	701	790	724	711	750	762	773
<b>Total</b>	<b>2,305</b>	<b>2,504</b>	<b>2,401</b>	<b>2,483</b>	<b>2,500</b>	<b>2,530</b>	<b>3,169</b>

### Board of Fire Commissioners: Term Expiration

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



## Molly the Fire Dog



Molly is the Bristol Fire Department's Station Dog and a member of the Peer Support Team. Molly visits schools, extended care facilities, and other public events to provide support and comfort to those in need.

# Emergency Management



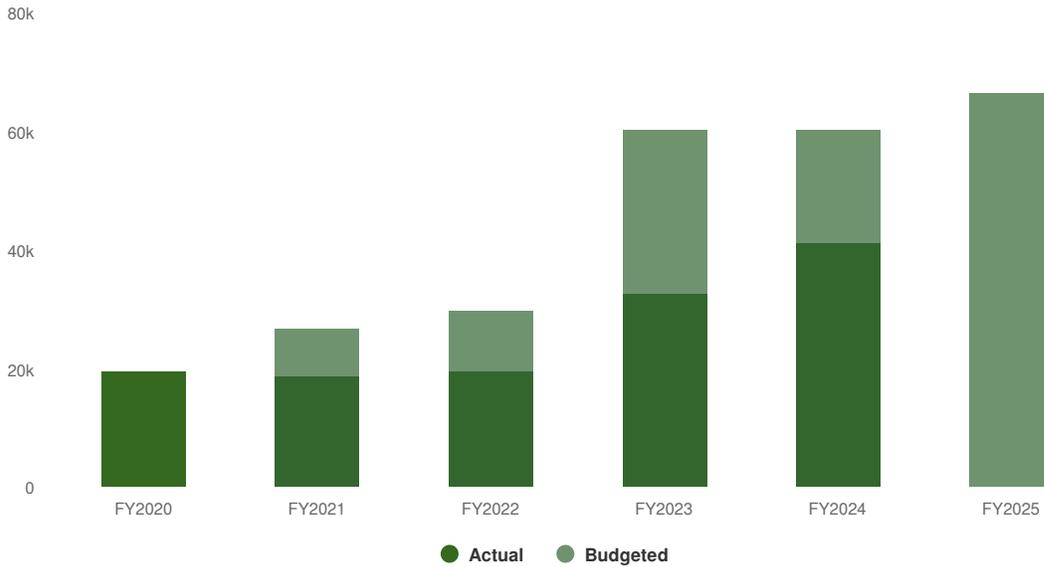
**Harley Graime**  
Director

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

**\$66,730**    **\$6,230**  
(10.30% vs. prior year)

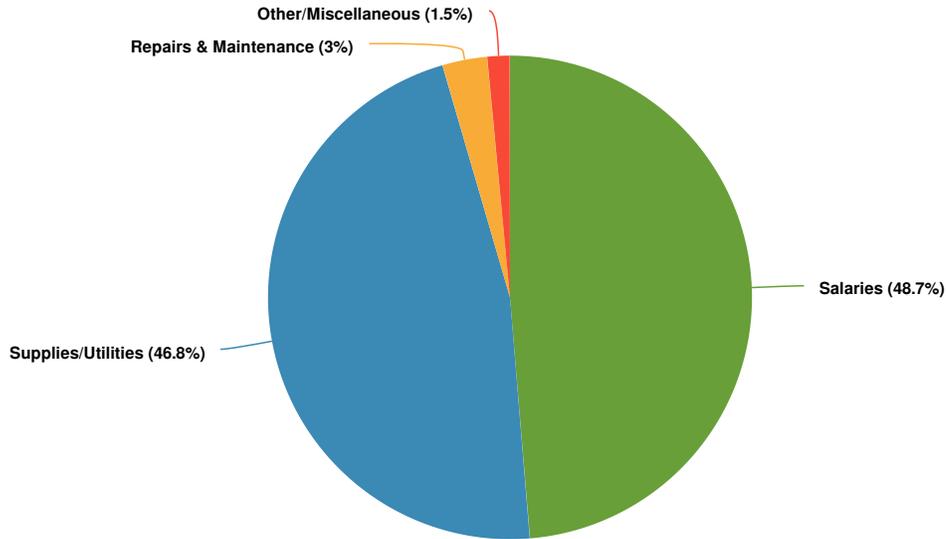
Emergency Management Proposed and Historical Budget vs. Actual



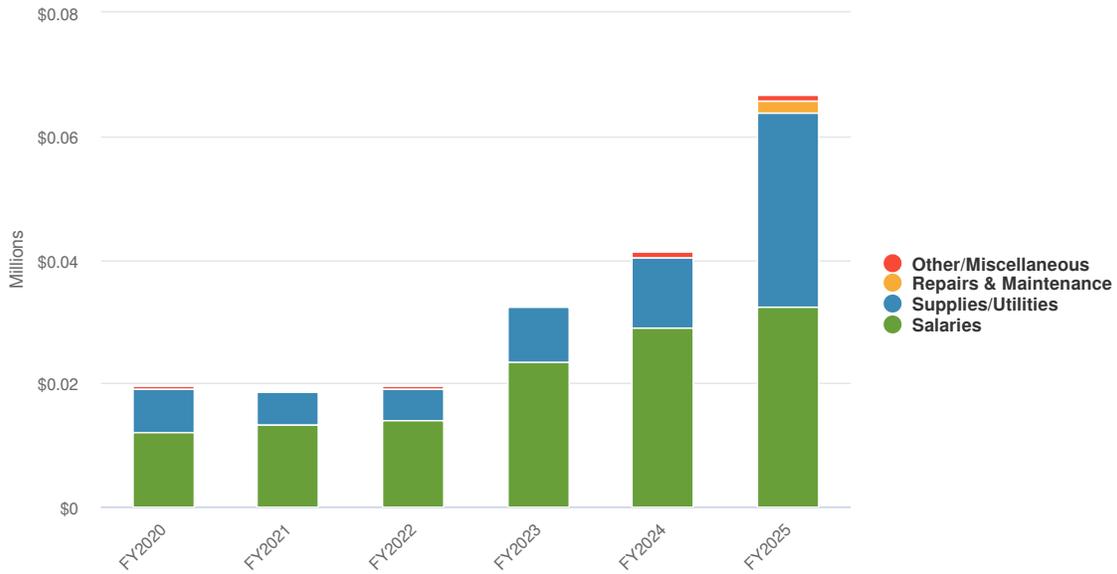
# Expenditures by Expense Type

This budget is funded 50% by a State grant through the Department of Emergency Management and Homeland Security Services.

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects					
Salaries	\$23,378	\$27,500	\$27,500	\$32,500	18.2%
Other/Miscellaneous	\$195	\$1,850	\$1,850	\$1,000	-45.9%
Supplies/Utilities	\$9,013	\$31,150	\$30,650	\$31,230	0.3%
Repairs & Maintenance	\$0	\$0	\$500	\$2,000	N/A
<b>Total Expense Objects:</b>	<b>\$32,586</b>	<b>\$60,500</b>	<b>\$60,500</b>	<b>\$66,730</b>	<b>10.3%</b>

# Goals and Accomplishments

## Fiscal Year 2024 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 for all new members and updated training for all active members.
- Due to the criticality of emergency communications in times of emergency or disaster, DEMHS has allowed ham radio communications to be funded by EMPG Grant funds. Some ham radio equipment may be relocated to avail the city of better emergency communications.
- Continued to upgrade the training room at Fire House 4 to be used as an auxiliary Emergency Operations Center (EOC). The room will be used if the main EOC is compromised. This room has also been used by CERT trainers for the training of new CERT members.
- 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.
- Participated in Bristol CARES and TRIAD meetings to support social services within the city
- Worked with parochial schools to participate in ALICE security training with the Police Dept.
- Continued to attend and assist the Disabilities Commission regarding the functional-needs population. Participated in a panel discussion on emergency preparedness.
- Received an emergency management vehicle with the assistance of the Fire Department.
- Provided ZOOM remote CERT training to increase membership.
- Activated CERT for more hours (2500 in CY 2023) in city service and training than ever before. This may continue into calendar year 2024.
- Participated in the Annual Statewide Governor's Emergency Planning and Preparedness Exercise (EPPI) with city department representatives.
- Attended Chamber of Commerce Business Expo, Bristol Home Show and Farmer's Market events to encourage business resilience, emergency preparedness and sustainability.
- CERT members
  - Supplied traffic services to community events at the Shamrock Run, the Rockwell Park Festival, the Mum Festival and Mum Parade, the Bristol Boys & Girls Club Color Dash, the Cemetery Committee Lantern Tour and the Fallen Officer's vigils among others.
  - 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 Art Ward.
  - Gained three new members during the year.
  - Two members obtained their ham radio licenses.
  - Volunteered to "ring the bell" for the Salvation Army holiday campaign.
- Optimized all DEMHS/CRCOG available funding.

## Fiscal Year 2025 Goals:

- Continue to upgrade and promote ham radio communications in the city.
- Continue the FEMA STEP program in the Bristol 5<sup>th</sup> grade classes during the coming year.
- Participate in the Governor's Statewide Emergency Planning and Preparedness Initiative (EPPI) exercise.
- Represent the City at Capital Region Council of Governments (CROG), Capital Regional Emergency Planning Council (CREPC), CT Conference of Municipalities (CCM) 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.
- Work closely with the Bristol Burlington Health District to provide the necessary assistance in the performance of their duties.
- Attend CROG meetings, apply for DEMHS grants for training and equipment and attend the annual CERT Field Day and training as scheduled, along with providing community response when the need arises.
- Encourage small businesses to be more resilient and support sustainability with the assistance of the Chamber of Commerce and the Bristol Economic and Community Development Department.
- Continue to provide 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 or elsewhere as space is provided.

### Expenditure and Position Summary

	2023 Actual	2024 Estimated	2025 Budget
Salary Expenditures	\$26,942	\$27,500	\$32,500
Full time Positions	1	1	1



# Building Inspection



**Richard Brown**  
Chief Building Official

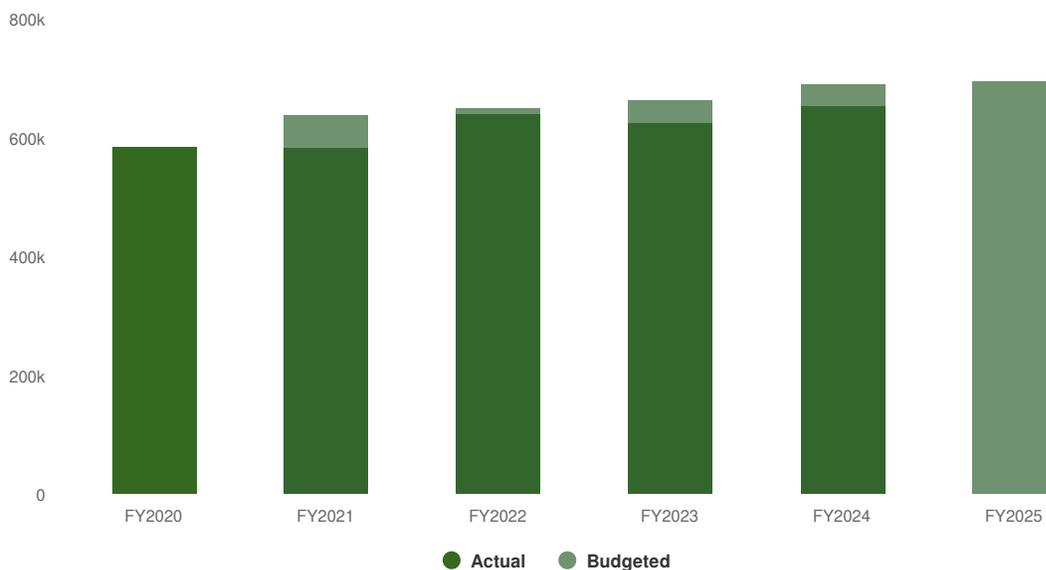
The Building Inspection Department is responsible for the public safety, health and welfare for people who live, work, and play in the City of Bristol. Whether in homes, offices, schools, stores, factories, or places of entertainment, people rely on the safety of the structures that surround them in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

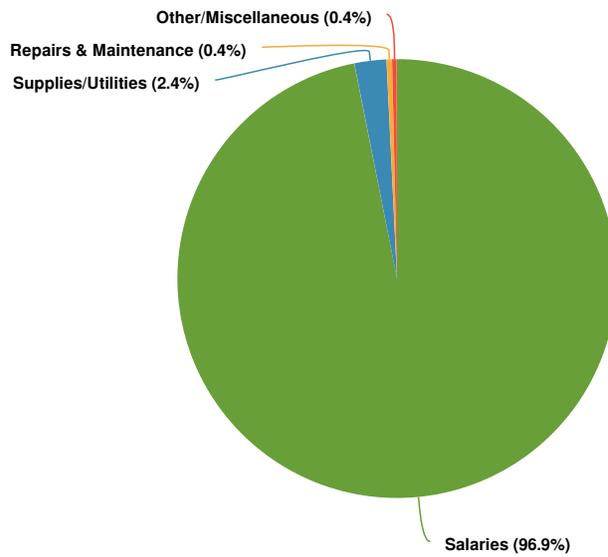
**\$697,035** **\$6,050**  
(0.88% vs. prior year)

**Building Inspection Proposed and Historical Budget vs. Actual**

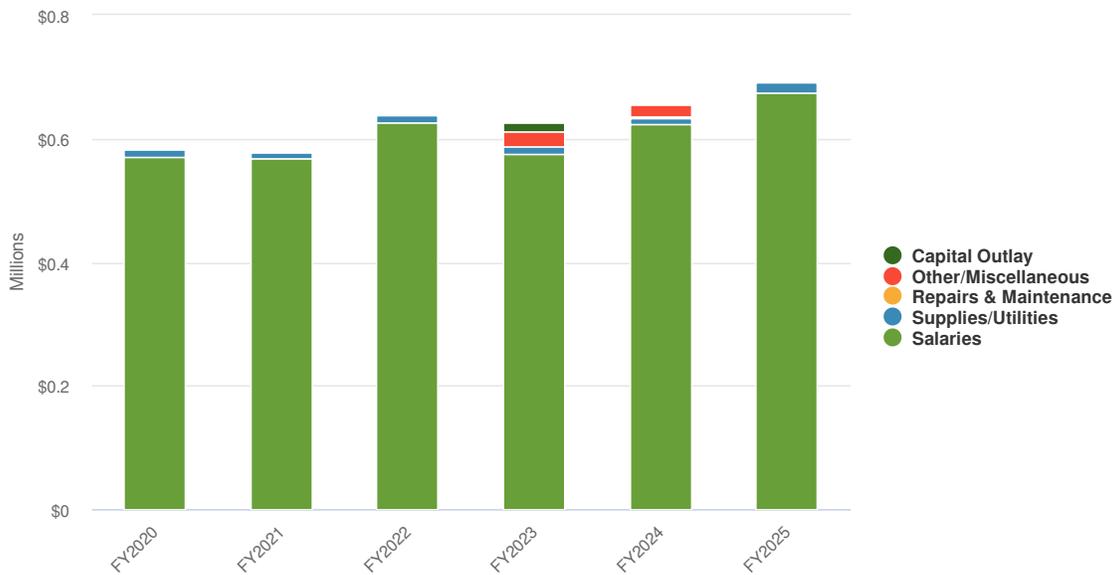


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type

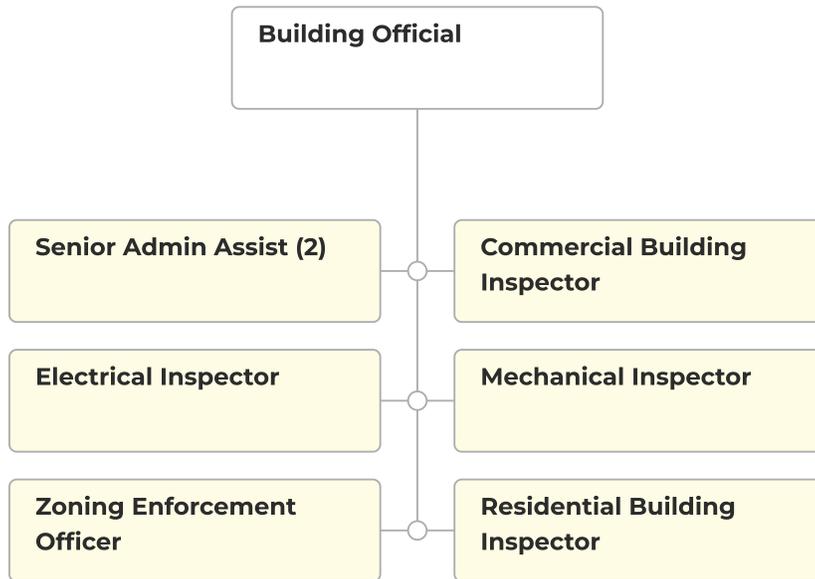


## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects						
Salaries	\$574,164	\$670,185	\$669,738	\$622,703	\$675,335	0.8%
Other/Miscellaneous	\$22,417	\$1,500	\$2,500	\$19,143	\$2,500	66.7%
Supplies/Utilities	\$12,442	\$16,550	\$16,497	\$11,634	\$16,450	-0.6%
Repairs & Maintenance	\$1,341	\$2,750	\$2,250	\$766	\$2,750	0%
Capital Outlay	\$14,800	\$0	\$0	\$0	\$0	0%
<b>Total Expense Objects:</b>	<b>\$625,164</b>	<b>\$690,985</b>	<b>\$690,985</b>	<b>\$654,246</b>	<b>\$697,035</b>	<b>0.9%</b>

## Organizational Chart



## Goals and Accomplishments

### Fiscal Year 2024 Goals and Accomplishments:

- Maintain the current time frames for permit releases and constraints caused by the increased volume of construction permits within the City of Bristol.
- The goals for this year have been a struggle to achieve due to budget constraints and staffing, except for the hiring of a full-time employee to oversee the Code Enforcement side of the department.
- The turn-over of employees that the City has endured in the past 3 years is stabilizing and a cohesive work-force is being established, and the collaborative efforts are being rewarded. The department, through continued work efforts, is learning its roles with all other associated departments.
- The need for advancing into the electronic era and the requirements require equipment upgrades, such as a scanner for blueprints and a touch-screen monitor to do plan reviews on.

### Fiscal Year 2025 Goals:

- Create a more efficient permitting system; design new permits to incorporate features to automatically assign required information; and more efficiently utilize the application's automated features to cut down on human interaction.
- Address Code Enforcement increased activity. This will be achieved through the hiring of another inspector for code enforcement.
- Initiate a five-year plan to transition to a paper-less department.

### Long Term Goals:

- Eliminate the need for paper storage – 5-year plan to eliminate paper storage
- Initiate a five-year plan to eliminate paper storage by increasing the amount of electronic filings, staying up on all current applications and paperwork and reducing the amount of “archived” documents
- Increase the electronic side of the permit system and the Code Enforcement/Zoning Violation complaints and stream-line the process requiring critical/required information needed before proceeding with the application.
- Increase the number of fines due to Code Enforcement Violations. The full-time position will increase this initiative by 200%.
- Continue to go after delinquent contractors to pay for “unpaid” permits. Currently, the department conducts routine lists of unpaid delinquent permits.
- Increase/maintain the current hours for the inspectors to effectively maintain the status of a 30-day time frame to release new permits.

## Expenditure and Position Summary

	2023 Actual	2024 Estimated	2025 Budget
Salary Expenditures	\$661,507	\$669,738	\$675,335
Full time Positions	8	8	8

## Performance Measures

Activity	FY 2020	FY 2021	FY2022	FY2023	FY2024
Building/Mechanical Permits Issued	3,103	3,983	3,757	3,938	3,895
Value of Construction	\$70,719,145	\$142,916,513	\$139,289,943	\$123,239,288	\$107,130,518
Actual Revenue Collected	\$1,472,385	\$2,064,193	\$1,996,177	\$2,518,043	\$2,109,402

## 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

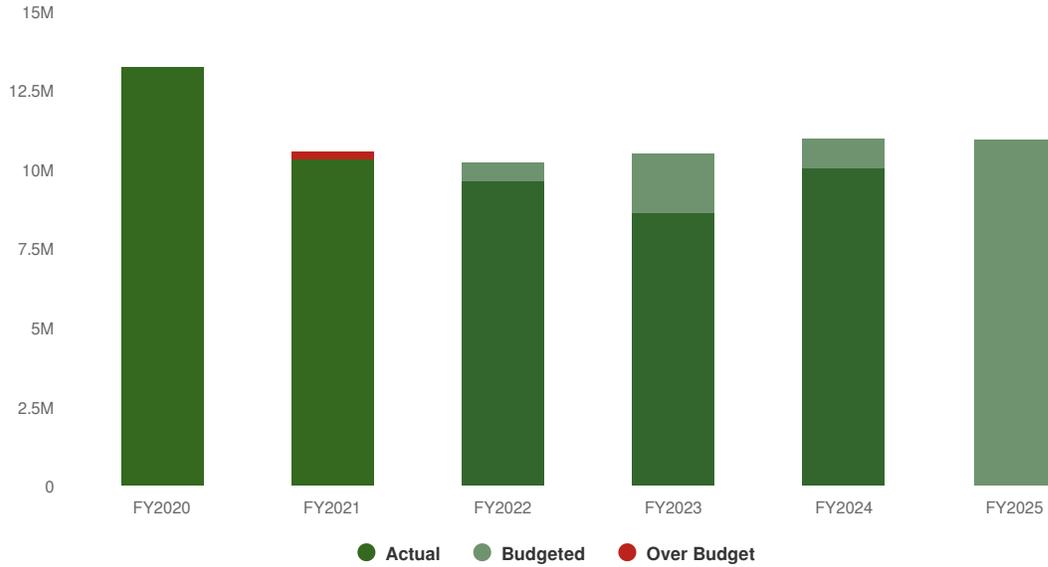
### Long Term Goals:

- Update Department policies and procedures
- Continue a 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 costs 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

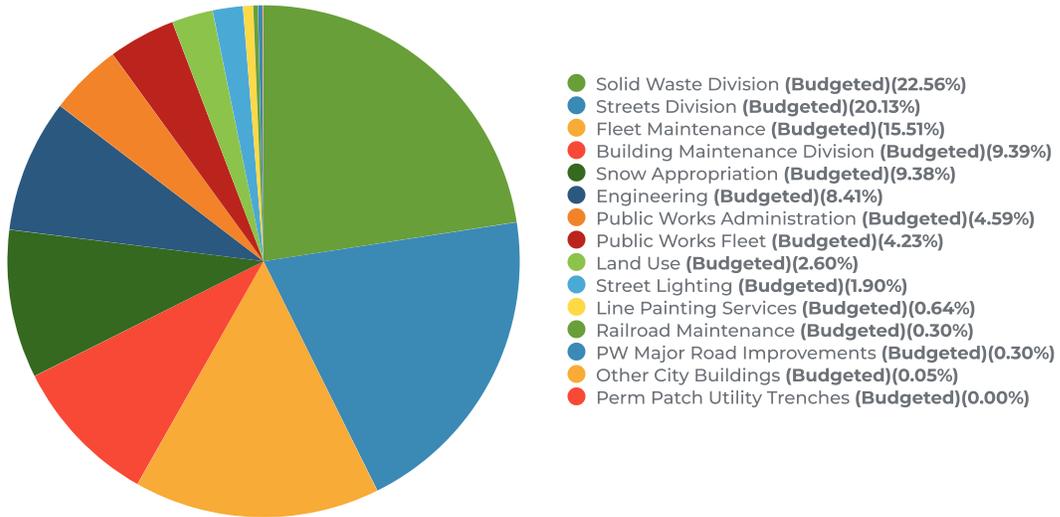
**\$10,930,200** **-\$73,435**  
(-0.67% vs. prior year)

### Public Works Proposed and Historical Budget vs. Actual



# Expenditures by Department

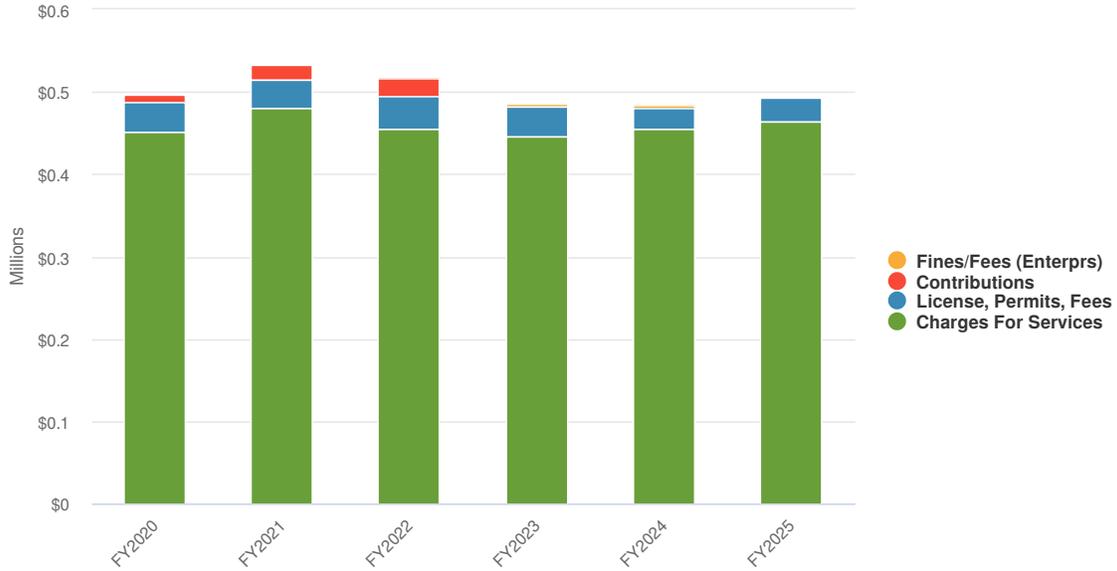
## 2024-2025 Public Works



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expenditures					
Public Works					
Public Works					
Public Works Administration	\$379,698	\$483,800	\$481,928	\$543,215	12.3%
Engineering	\$666,553	\$970,885	\$1,016,757	\$995,585	2.5%
Land Use	\$247,376	\$296,130	\$298,690	\$306,915	3.6%
Building Maintenance Division	\$951,838	\$1,114,960	\$1,125,960	\$1,180,885	5.9%
Streets Division	\$1,809,254	\$2,283,650	\$2,356,800	\$2,400,070	5.1%
Solid Waste Division	\$1,046,886	\$1,232,620	\$1,268,484	\$1,316,455	6.8%
Fleet Maintenance	\$1,544,637	\$1,951,290	\$1,972,565	\$2,019,525	3.5%
Snow Appropriation	\$826,273	\$1,165,500	\$1,168,720	\$1,113,500	-4.5%
PW Major Road Improvements	\$24,761	\$35,000	\$35,000	\$35,000	0%
Railroad Maintenance	\$46,951	\$43,300	\$156,945	\$43,300	0%
Other City Buildings	\$120,785	\$115,500	\$116,000	\$119,750	3.7%
Perm Patch Utility Trenches	\$25,102	\$0	\$28,538	\$0	0%
Public Works Fleet	\$723,090	\$1,000,000	\$1,190,064	\$500,000	-50%
Line Painting Services	\$51,018	\$76,000	\$154,316	\$76,000	0%
Storm Water	\$16,015	\$0	\$0	\$0	0%
Street Lighting	\$135,161	\$235,000	\$273,247	\$280,000	19.1%
<b>Total Public Works:</b>	<b>\$8,615,397</b>	<b>\$11,003,635</b>	<b>\$11,644,013</b>	<b>\$10,930,200</b>	<b>-0.7%</b>
<b>Total Public Works:</b>	<b>\$8,615,397</b>	<b>\$11,003,635</b>	<b>\$11,644,013</b>	<b>\$10,930,200</b>	<b>-0.7%</b>
<b>Total Expenditures:</b>	<b>\$8,615,397</b>	<b>\$11,003,635</b>	<b>\$11,644,013</b>	<b>\$10,930,200</b>	<b>-0.7%</b>

# Revenues by Source

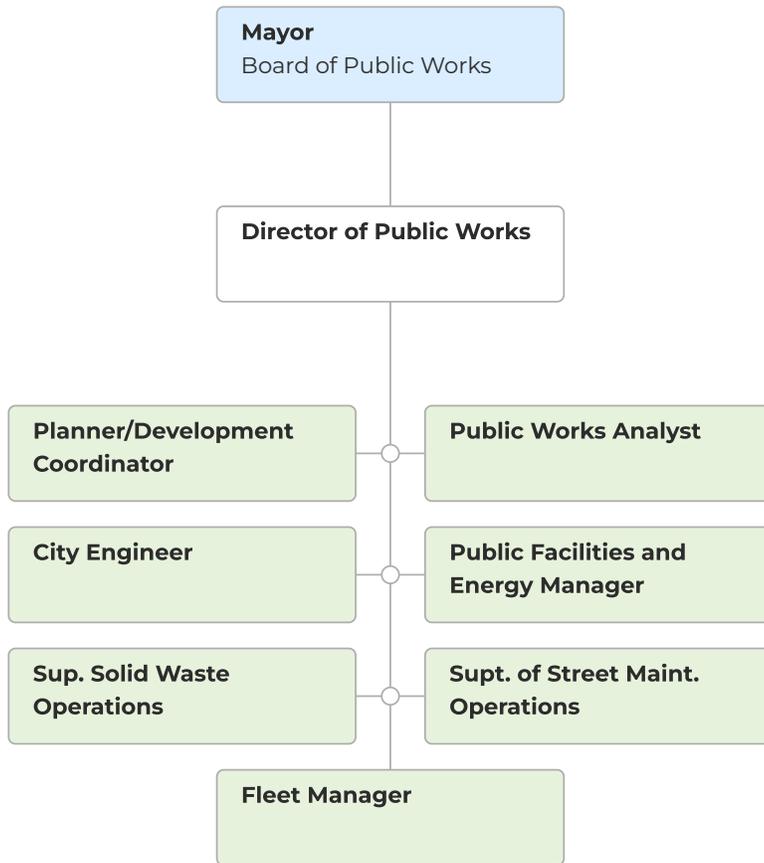
## Budgeted and Historical 2025 Revenues by Source



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Revenue Source					
Fines/Fees (Enterprs)	\$3,480	\$0	\$0	\$0	0%
License, Permits, Fees	\$35,881	\$31,000	\$31,000	\$29,000	-6.5%
Charges For Services	\$446,579	\$445,000	\$473,538	\$464,800	4.4%
<b>Total Revenue Source:</b>	<b>\$485,940</b>	<b>\$476,000</b>	<b>\$504,538</b>	<b>\$493,800</b>	<b>3.7%</b>

# Board of Public Works

Board of Public Works	Expiration of Term
Mayor Jeffrey J. Caggiano, Chairperson	11/2025
Frank Stawski	02/2026
David Hartley	02/2025
Michael Dumas	02/2027
Cheryl Thibeault	11/2025
Jacqueline Olsen	11/2025
Erick Rosengren	11/2025



# Public Works - Administration



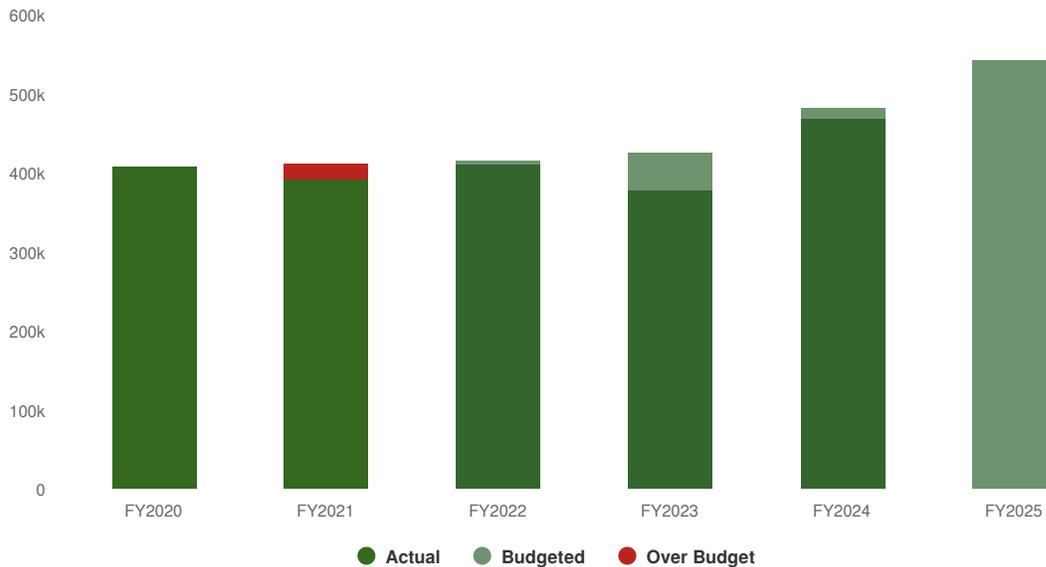
**Lindsey Rivers**  
Public Works Analyst

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 strive 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

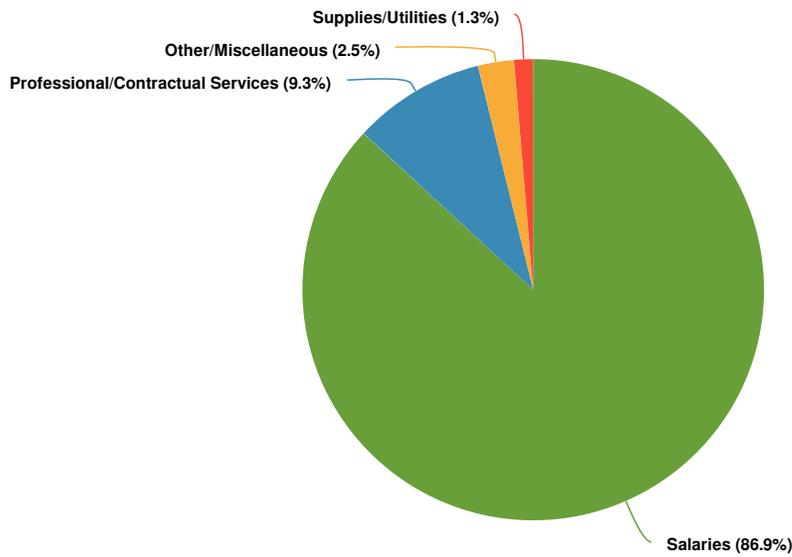
**\$543,215** **\$59,415**  
(12.28% vs. prior year)

Public Works - Administration Proposed and Historical Budget vs. Actual

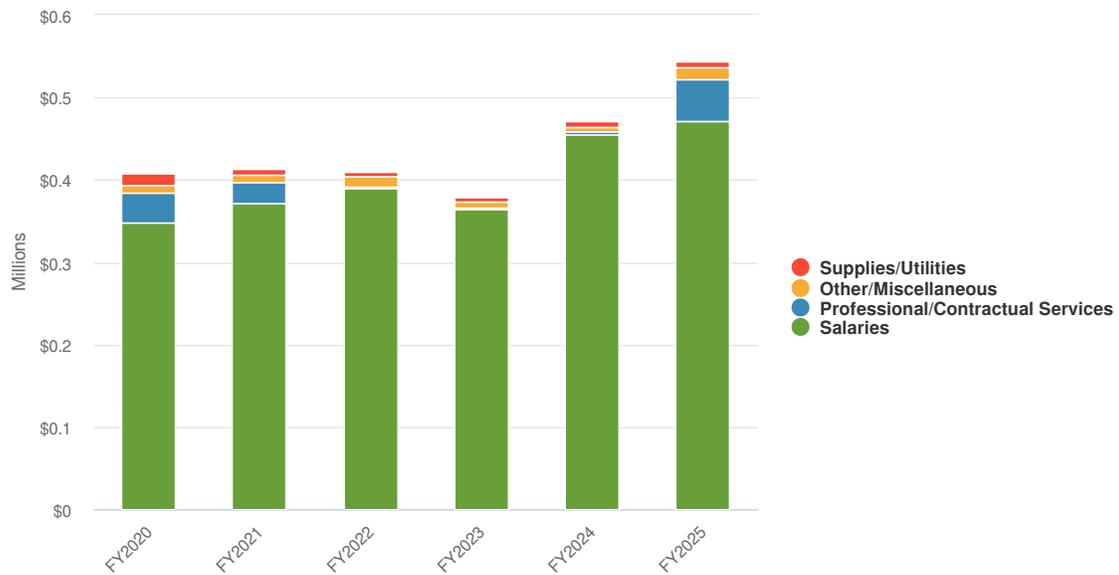


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type

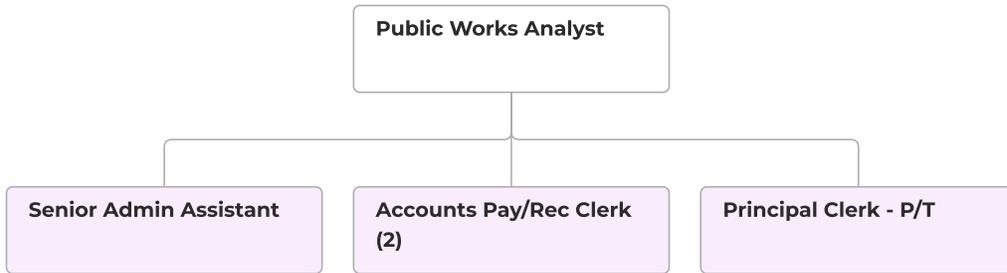


## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects						
Salaries	\$363,797	\$459,700	\$459,700	\$454,910	\$471,815	2.6%
Other/Miscellaneous	\$7,132	\$13,700	\$11,828	\$6,309	\$13,700	0%
Professional/Contractual Services	\$2,830	\$3,200	\$3,200	\$2,870	\$50,500	1,478.1%
Supplies/Utilities	\$5,939	\$7,200	\$7,200	\$6,433	\$7,200	0%
<b>Total Expense Objects:</b>	<b>\$379,698</b>	<b>\$483,800</b>	<b>\$481,928</b>	<b>\$470,523</b>	<b>\$543,215</b>	<b>12.3%</b>

## Organizational Chart



# Goals and Accomplishments

## Fiscal Year 2024 Accomplishments:

- Expanded support of administrative functions to the Streets, Solid Waste, Building, and Engineering Divisions.
- Implemented an Asset Management software (resident service request system) for DPW's Administrative Division and provided administrative support to the Department's Engineering, Fleet, and Building Maintenance Divisions.
- Facilitated the move back to City Hall after the renovation.
- Obtained new online provider for the Department's online & in-office credit card payments, including re-establishing an online payments transfer station.
- Managed the Department's Community Litter Reduction Program through organizing community groups to clean up along City streets. Used COVANTA grant funds to procure litter collection and safety equipment.
- Supported the Board of Public Works' modifications to the Department's Transfer Station permit fees and residential/commercial permit classification. Streamlined the Commercial & Residential permits notices are sent via email when the permit expires, eliminating 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, including off-hours (emergency) communication with residents during extreme weather events.
- Revised "Welcome Packages" that are provided for new homeowners in Bristol to promote available City services.
- 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 the 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 & electronic events at City Farmer's Market.
- Increased employee training and education for all departments. PW Administrative staff attended the National American Public Works Association (APWA) conference.
- Continued the employee recognition program.
- Implemented the use of digital forms and applications to increase residential access to Department services via the website. Converting Landuse and Engineering applications to digital format.
- Continued the outdoor classroom and garden project.
- Continued Community Litter Cleanup program.

## Fiscal Year 2025 Goals:

- Continue the process of establishing formal written policy and procedures for department operations.
- Continue Code Enforcement duties, collection of fees/fines for violations of solid waste & grocery cart Ordinance violations.
- Identify deficiencies in processes, and enable residents to take advantage of self-service when possible.
- Expand development of the department's Reduce, Re-use, and Recycle (RR and R) program by increasing student/BOE outreach and education programs, increasing targeted collection programs for items such as Electronic Recycling and Plastic Recycling and increasing awareness of composting, through partnership programs with City Garden clubs, Parks Department, and the BOE outdoor classroom initiative.
- Develop Benchmarking to quantify savings of solid waste reduction with RR and R program development.
- Enhance processing of account payables/cross-training staff.
- Continue initiative to create a paperless office which includes scanning and file management of existing documents.
- Create a dedicated Reduce Reuse Recycle social media page, branching off from the current Department of Public Works social media to focus on recycling and sustainability.

## Long Term Goals:

- Prepare policies and procedures to obtain APWA Public Works Certification.

- Expand programs to encourage residents to utilize self-service and enhance seamless docs to add more online services.
- Increase communication and information provided to City residents associated with Public Works services.
- Enhance the Department’s Reduce, Re-use and Recycle Programs to include videos that can be utilized in schools for student’s curriculum.

## Expenditure and Position Summary

	2023 Actual	2024 Estimated	2025 Budget
Salary Expenditures	\$363,797	\$459,700	\$471,815
Full time Positions	5.5	5.5	5.5

## Performance Measurers

	FY2021	FY2022	FY2023	FY2024
# of Residential Transfer Station Permits	9,761	10,426	10,957	14,831
Bulk Pickups Schedule	3,567	3,393	2,865	2,820
Yard Waste Program Members	4,377	4,376	4,613	4,710

 Bristol Digital Budget Book Image



# Public Works - Engineering

**Vacant**  
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.

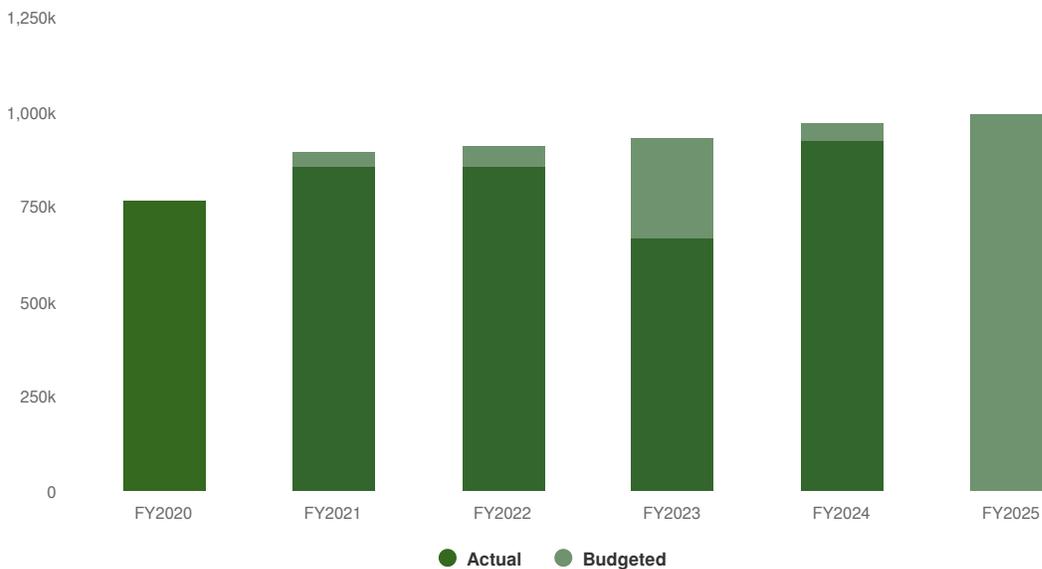
The Division reviews and supervises the construction of infrastructure improvements conducted by contractors and private developers. It uses digital imaging, computer-aided design and drafting equipment to complete designs and update City mapping, along with continually updating the City's GIS system.

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

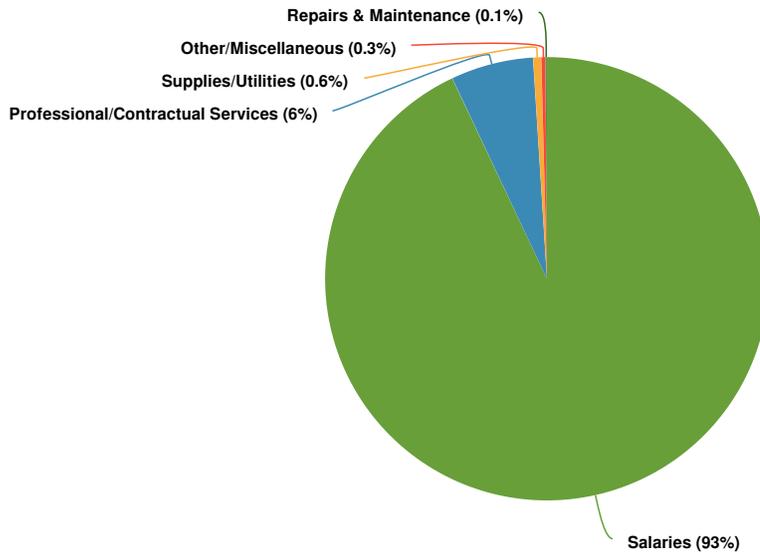
**\$995,585**    **\$24,700**  
(2.54% vs. prior year)

**Public Works - Engineering Proposed and Historical Budget vs. Actual**

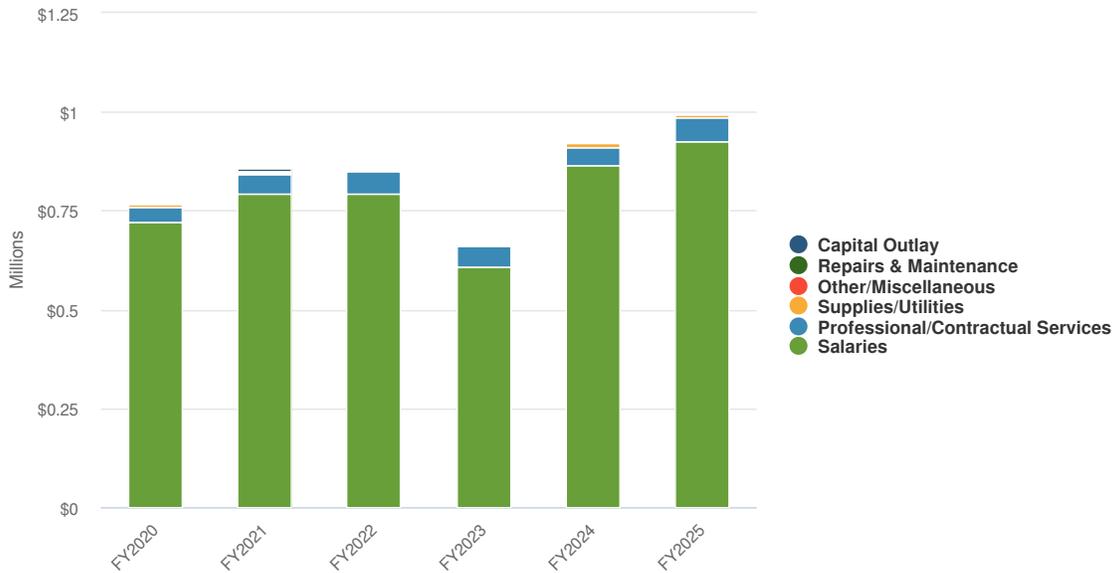


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type

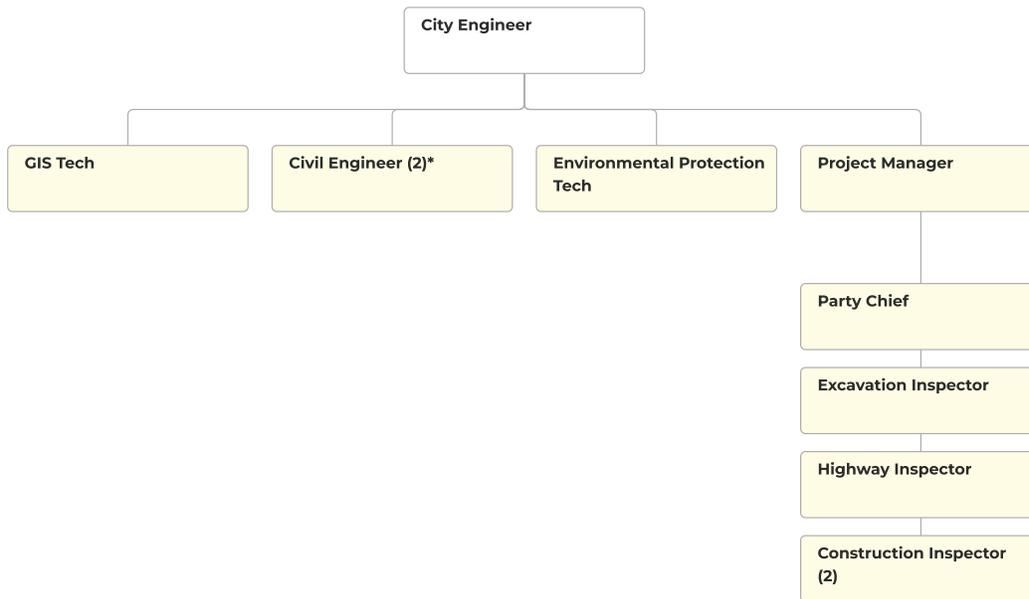


## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects						
Salaries	\$608,320	\$902,605	\$902,605	\$865,821	\$925,775	2.6%
Other/Miscellaneous	\$1,638	\$1,500	\$3,372	\$3,371	\$3,030	102%
Professional/Contractual Services	\$50,891	\$60,000	\$79,100	\$44,015	\$60,000	0%
Supplies/Utilities	\$5,704	\$5,780	\$30,680	\$10,921	\$5,780	0%
Repairs & Maintenance	\$0	\$1,000	\$1,000	\$0	\$1,000	0%
<b>Total Expense Objects:</b>	<b>\$666,553</b>	<b>\$970,885</b>	<b>\$1,016,757</b>	<b>\$924,128</b>	<b>\$995,585</b>	<b>2.5%</b>

## Organizational Chart



## Goals and Accomplishments

### Fiscal Year 2024 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 81.20.
- Completed the Memorial Blvd Bridge, a signature bridge serving as a gateway into the City's downtown Memorial Blvd Park area.
- Implemented a new Asset Management software for DPW Engineering Division's Assets (roadway pavement, storm drainage, street lights, and bridges/culverts).
- 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.
- Participated 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
  - State Community Conductivity Grant – Sidewalk and ADA ramp improvements \$439,000 & \$794,000 awarded, fully funded.
  - State/Local Bridge - Jerome Ave Bridge \$2,970,000, 50% grant funded
  - Fed/Local Bridge Program – Mellen St Bridge \$2,200,000, 100% funded
  - Federal/Local Bridge – East Rd Bridge \$4,600,000, fully funded.
  - LOTCIP Downs Street Bridge – \$2,300,000, fully funded construction.
  - LOTCIP – Woodland Street Sidewalks \$340,000, fully funded
  - LOTCIP – Wolcott St Reconstruction \$3,200,000, fully funded.
  - State/Local Bridge – Lake Ave \$1,400,000, 50% funded.
  - LOTCIP Divinity Street Culvert \$950,000, fully funded.
- Formalized DPW policies approved by the Board of Public Works associated with roadway, drainage, retaining wall, and sidewalks, as well as updating the City Street Ordinance.
- Implemented ADA Sidewalk Transition Plan, to comply with State requirements and current ADA standards, to replace deteriorated ADA ramps.
- Provided employee training for roadway pavement, storm water regulation, OSHA safety, and soil compaction testing/requirements. In addition, the City Engineer attended the National American Public Works Association (APWA) conference.
- Reduced backlog of Capital Improvement Projects (storm drainage, roadway reconstruction, streetscape, and bridges).
- 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.
- Administered Department of Public Works Major Road Improvement, Railroad Maintenance, Line Painting, and Street Lighting programs.
- Provided engineering services to other City Departments, such as Economic and Community Development (ECD), Parks Department, and Board of Education.
- Updated the City's Street Ordinance to confirm with current standards, support downtown development and storm water requirements.
- Updated City-wide Inland Wetlands mapping used to determine regulatory limits/permit requirements.
- Administered resiliency grant (\$250,000) to evaluate engineering measures along the Pequabuck River & Coppermine Brook, and provide public education on available City, State, and FEMA resources.
- Oversaw proposed FEMA updated citywide flood plan maps.
- Reconfigured staffing to create a second Civil Engineer, eliminating the Assistant City Engineer position in FY2024-25. Once DPW Engineering Division has two Civil Engineers obtain engineering licenses, and are fully qualified as Assistant City Engineers, it is DPW's intent to have no Civil Engineer, and instead have two Assistant City Engineers.
- Administered Recreational Bike grant (\$360,000) to design a bike/pedestrian path interconnecting Rockwell Park, West End, Brackett Park, Mem Blvd, and Middle St.

**Fiscal Year 2025 Goals:**

- 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.
- Continue implementation/startup of Asset Management for DPW Engineering Division’s Assets (roadway pavement, storm drainage, street lights and bridges/culverts).
- 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).
- Obtain grants to fund/support DPW CIP projects. In particular, construction of a downtown bike/pedestrian path interconnecting Rockwell Park, West End, Brackett Park, Mem Blvd, and Middle St.

**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**

	2023 Actual	2024 Estimated	2025 Budget
Salary Expenditures	\$608,320	\$902,605	\$925,775
Full time Positions	11	11	11

**Performance Measures**

	FY2021	FY2022	FY2023	FY2024
Major Design Projects - Completed	6	7	9	7
Major Survey Projects - Completed	1	1	2	3



## Public Works - Land Use

**Robert Flanagan**

City Planner

The Land Use Division works with public officials and agencies, the private sector and the 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.

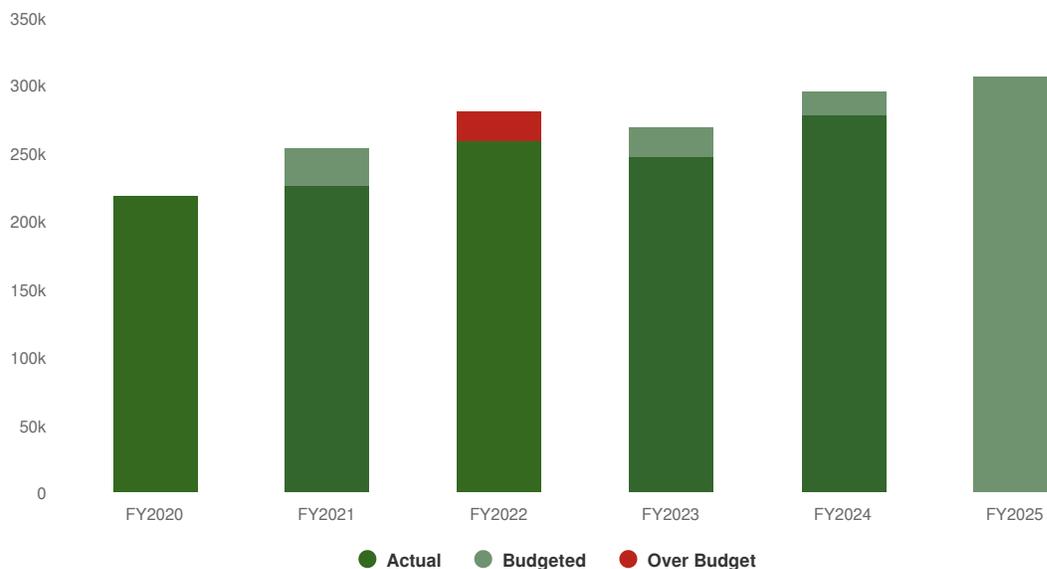
Services provided by the Division include receiving and processing land use applications, preparing legal notices, meeting agendas, correspondence and meeting minutes, keeping the official records of the boards, and providing land use, zoning and development information to the public, attorneys and other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

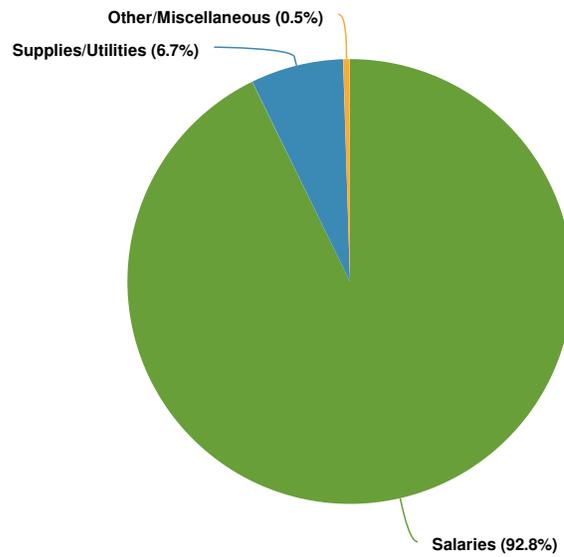
**\$306,915** **\$10,785**  
(3.64% vs. prior year)

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

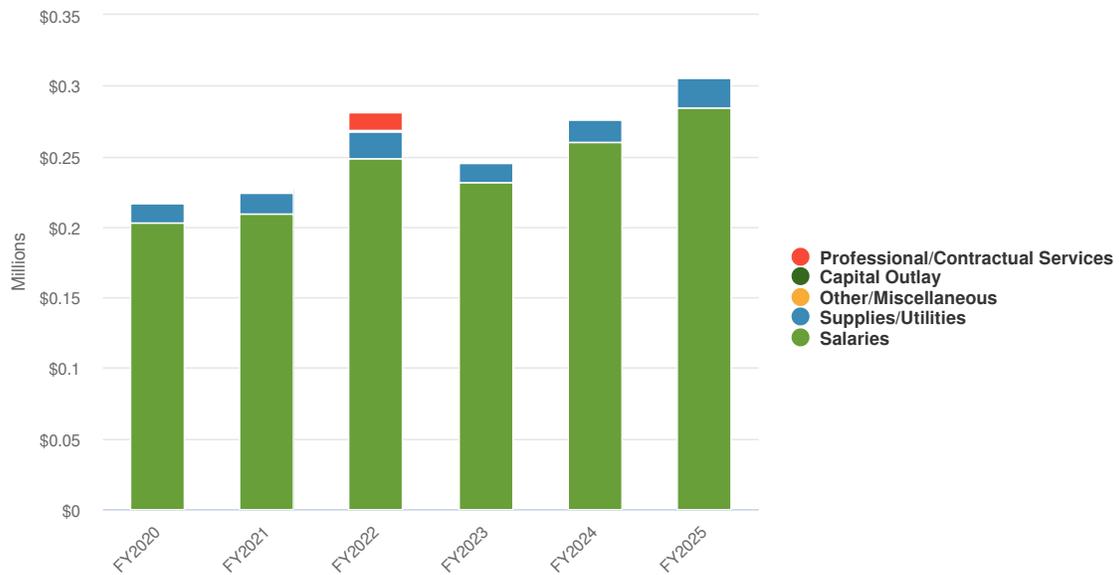


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects						
Salaries	\$231,854	\$276,430	\$276,430	\$259,997	\$284,715	3%
Other/Miscellaneous	\$1,074	\$3,000	\$2,200	\$1,499	\$1,500	-50%
Professional/Contractual Services	\$1,250	\$0	\$800	\$575	\$0	0%
Supplies/Utilities	\$13,199	\$16,700	\$19,260	\$15,971	\$20,700	24%
<b>Total Expense Objects:</b>	<b>\$247,376</b>	<b>\$296,130</b>	<b>\$298,690</b>	<b>\$278,043</b>	<b>\$306,915</b>	<b>3.6%</b>

## Organizational Chart



# Goals and Accomplishments

## Fiscal Year 2024 Accomplishments:

- 534,000 s.f. of new development projects guided through the Land Use process:
  - 152,000 s.f. – Mixed use development at North Main Street/Hope Street.
  - 108,350 s.f. – 77 senior dwelling units with underground parking at Jennings Road.
  - 101,000 s.f. – 74 senior dwelling units on Camp Street.
  - 71,900 s.f. – Municipal parking structure at 30 Hope Street.
  - 26,000 s.f. – Medical office 5,500 s.f., restaurant and 3,500 s.f. car wash at 1265 Farmington Avenue.
  - 25,000 s.f. – Trucking and courier services facility at 347 Lake Avenue.
  - 16,870 s.f. – Building addition for existing adult day care center at 390 Lake Avenue.
  - 9,600 s.f. – Motor vehicle repair and service facility at 375 Lake Avenue.
  - 8,500 s.f. – 11 - two-bedroom dwelling units at 15 Haviland Street.
  - 5,460 s.f. – Mixed use development at Clark/Terryville Avenues
  - 20 lot – Subdivision (Cold Spring Farm/Phase 4) west of Village St. and Silo Rd.
- Facilitated an update of the Bristol Zoning Regulations:
  - The update focused on the re-formatting of the document, correcting errors and omissions, ensuring compliance with statutory changes, and providing more visual guidance.
  - The existing regulations were cumbersome to use, lacked clarity in many areas, were not compliant with statutes, and lacked specific regulations for some uses.
  - The update of the Zoning Regulations was recommended by the Planning Commission in the 2018 Plan of Conservation and Development.
  - The update will make it easier for applicants, the Commission, and staff to use.
- As mandated by P.A. 21-29, staff delivered 4-hours of training to the various Land Use Boards and Commissions. Among the topics explored were:
  - Overview of the powers, duties and functions of Boards and Commissions.
  - Public Hearing procedures and protocols
  - Fair Housing
  - Affordable Housing

## Fiscal Year 2025 Goals:

- Begin Phase 3 of the update of the Zoning Regulations.
- Continue to live stream Land Use meetings via Zoom in order to increase meeting accessibility for the public, applicants and Board and Commission members.
- Continue to promote transparency in the land use process by utilizing the existing Land Use Board and Commission websites to disseminate timely application information and updates.
- Continue to offer applicants pre-application meetings and site walks with staff prior to the formal application submission; this process will facilitate and increase the applicant’s knowledge of the various regulatory requirements.

## Long Term Goals:

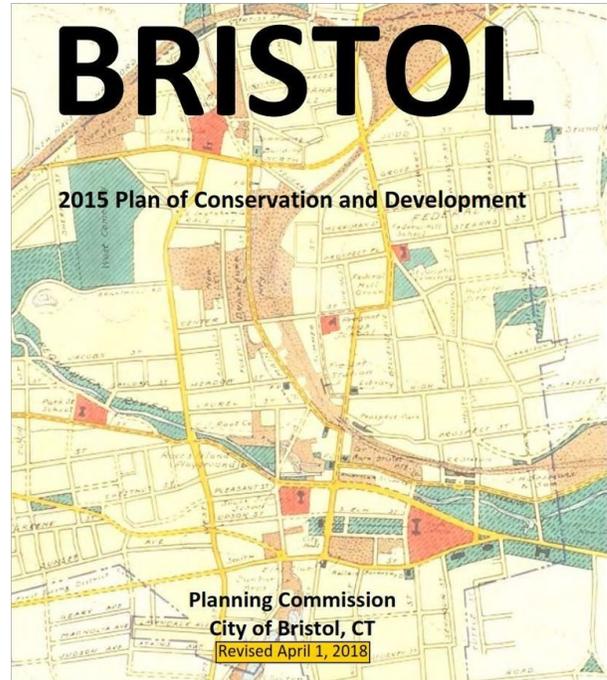
- Seek ongoing training and educational opportunities for all Board and Commission members.
- Examine additional opportunities to update and improve procedures that make the land use process more efficient and responsive to constituent needs.
- Continue to preserve open space with the use of zone changes utilizing the Open Space Development (OSD) Overlay Zone regulations.

## Expenditure and Position Summary

	2023 Actual	2024 Estimated	2025 Budget
Salary Expenditures	\$231,854	\$276,430	\$284,715
Full time Positions	3	3	3

## Performance Measures

	FY2021	FY2022	FY2023	FY2024
Zone Changes/Zoning Text Amendments	2/1	4	2/2	1/1
Special Permits	13	16	13	15
Site Plans	13	17	12	13
Subdivisions	1	3	0	0
Wetland Permits				
Commission Approved	26	33	22	19
Administrative Approved	104	76	38	60
Wetlands Boundary Changes	5	10	3	1
Zoning Appeals	1	1	1	1
Zoning Variances	42	15	6	1
Zoning Certificate of Approval (Motor Vehicles Uses)	6	3	3	5
Certificates of Appropriateness	6	5	2	5
Aquifer Protection Area Registrations (Renewals)	2	0	4	3



# Public Works - Building Maintenance



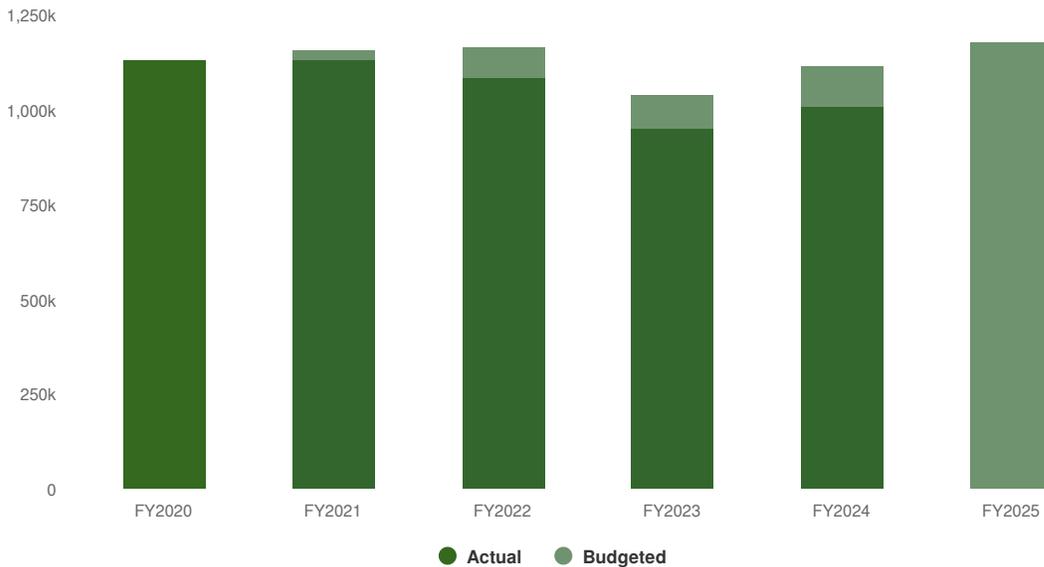
**Dave Oakes**  
Facilities Manager & Energy Manager

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

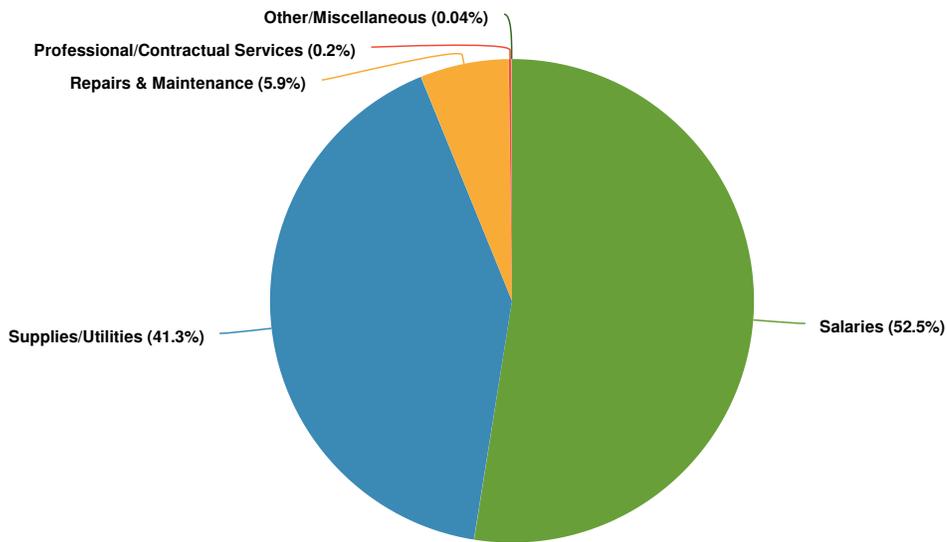
**\$1,180,885** **\$65,925**  
(5.91% vs. prior year)

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

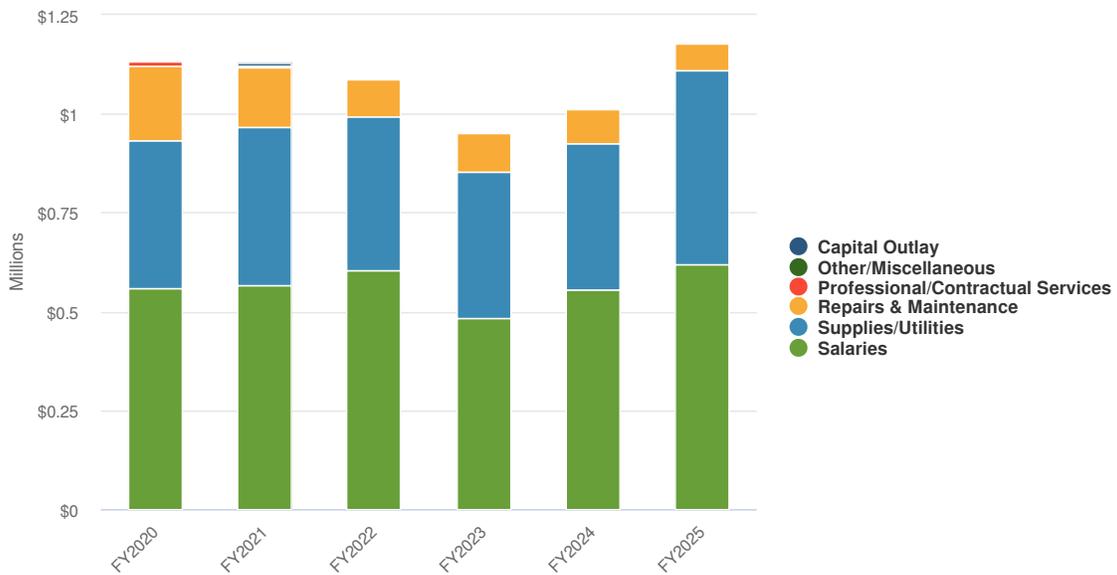


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type

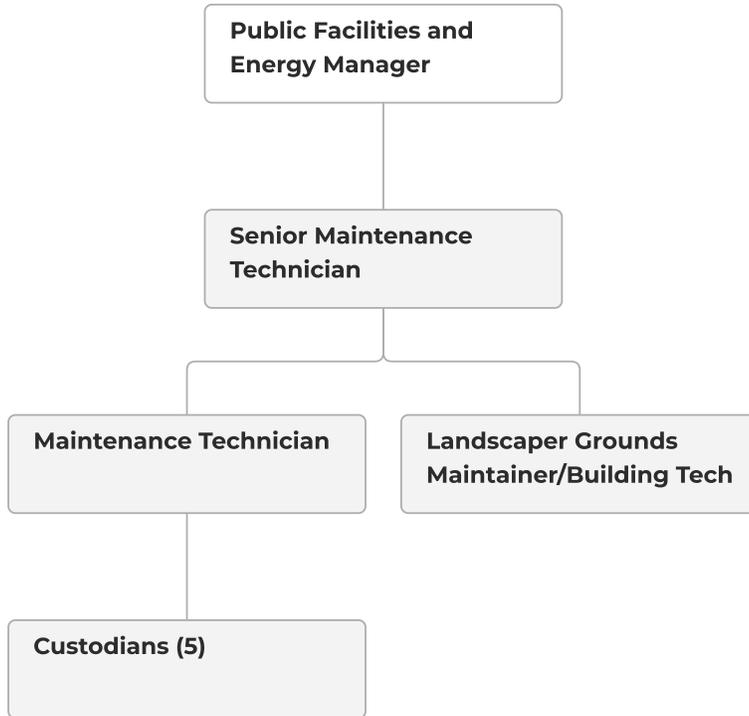


## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects						
Salaries	\$485,148	\$629,460	\$629,460	\$555,780	\$620,135	-1.5%
Other/Miscellaneous	\$200	\$500	\$500	\$265	\$500	0%
Professional/Contractual Services	\$147	\$2,000	\$2,000	\$322	\$2,000	0%
Supplies/Utilities	\$366,743	\$413,000	\$424,000	\$369,086	\$488,250	18.2%
Repairs & Maintenance	\$99,600	\$70,000	\$70,000	\$85,471	\$70,000	0%
<b>Total Expense Objects:</b>	<b>\$951,838</b>	<b>\$1,114,960</b>	<b>\$1,125,960</b>	<b>\$1,010,924</b>	<b>\$1,180,885</b>	<b>5.9%</b>

## Organizational Chart



# Goals and Accomplishments

## Fiscal Year 2024 Accomplishments:

- Managed construction of and relocation back to City Hall. The project consisted of the construction of an entryway building addition facing North Main Street, and “renovate as new” the existing City Hall facility. The project includes streetscape improvements along City Hall’s North Main Street frontage, and a complete replacement of the HVAC building system. The project was completed on schedule and under budget by approximately \$1,400,000.
- Obtained training on New City Hall MEP/HVAC equipment including “as built” drawings, owner manuals, and preventive maintenance requirements.
- Oversaw the completion of the 154-space Municipal Parking Garage located at the corner of Meadow St and Kelley Street. The project was completed on schedule and approximately \$300,000 under budget.
- Implemented Asset Management software for DPW Building Maintenance Building Assets.
- Supported and maintained temporary City Hall facilities (City Hall East – Webster, and 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: DPW Garage heating system upgrades, exterior painting of Park Department’s High Street facility, and Fire House 2 AC.
- Completed major repairs to the Police Complex MEP/utility systems, Police Complex water main break, and storm water ground parking garage pump.
- Prepared study/evaluation of long term use of the current City Hall West space located in the Police Complex. The study evaluated the 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 Mechanical, Electrical and Plumbing (MEP) improvement, which includes new hot water boiler and air handlers, electrical switchgear, piping, and air supply system upgrades.
- Initiated project to design/construct an 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.
- Assisted the Building Committee with overseeing the design and construction of a new Fire House No. 3 (Forestville).
- Completed evaluation and prepared an improvement plan for the Police Complex parking garage.
- Formalized DPW policies approved by the Board of Public Works, associated with building security, bus shelter installation/maintenance, and building operations.
- Evaluated and accessed the Police Complex Building, including MEP upgrades, office renovation to a portion of the building’s office space, and parking garage repairs. The evaluation/assessment included potential building replacement and demolition of existing facilities.
- Administered EECEBG Energy Grant and updated to City Energy Plan.
- Renewed Sustainable CT silver certification.

## Fiscal Year 2025 Goals:

- Expand/establish written policies and standard operating procedures to improve operations and enhance training.
- Continue implementation of a building asset management system to monitor service requests, schedule required routine maintenance, and track equipment repair cost/service life.
- Manage the design and construction of the 194-space Centre Square Parking Garage located on Hope St.
- Incorporate a preventive maintenance program into the City’s Asset Management System.
- Evaluate/assess DPW Building Maintenance staffing and funding levels to ensure compliance with level of service.
- Maintain Police Complex level of service, pending Capital Project to replace building. FY2024-25 project work includes MEP (condensate tank) replacement and replacement of the lower parking garage and garage doors.

- Capital project to upgrade/renovate the Police Complex Building (MEP, portion of office space and parking garage).
- Capital project to renovate the BOE classrooms at Senior Center for Bristol Burlington Health Department office space. The proposed project consists of renovating 10,500 SF of office space, and includes bathroom upgrades, emergency power, flooring, ceiling, private offices, entrance, and air conditioning.

**Long Term Goals:**

- Integrate City departments further into the participation of the Sustainable CT program and actions, thereby leveraging city-wide 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

	2023 Actual	2024 Estimated	2025 Budget
Salary Expenditures	\$485,148	\$629,460	\$620,135
Full time Positions	9	9	9

## Public Works - Streets



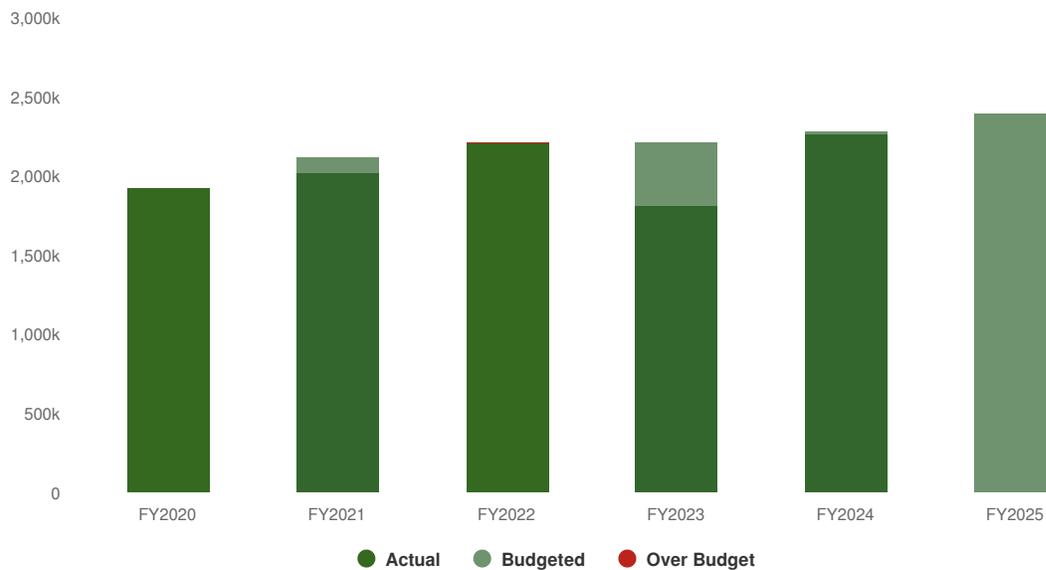
**Craig Kasparian**  
Superintendent of Streets

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), potholes, driveway aprons, and trench repair. Masonry work performed includes repair of bridges, repair and construction of sidewalks, retention walls, basins and floors. Roadside maintenance is associated with tree maintenance (removal, trimming, brush cutting, stumping and planting). Snow and ice controls during the winter 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

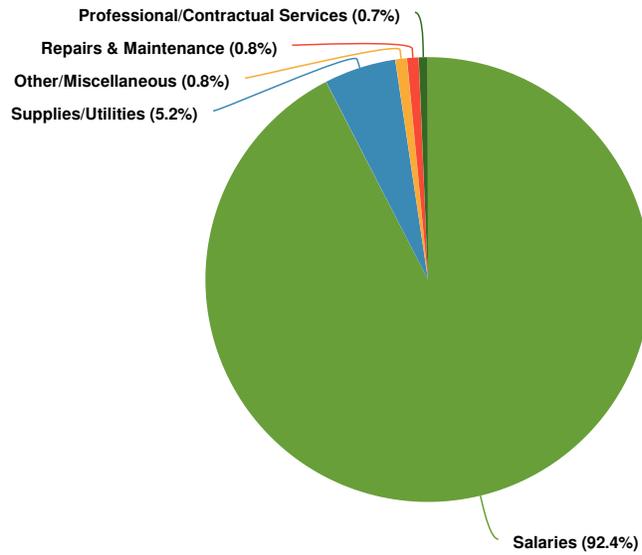
**\$2,400,070** **\$116,420**  
(5.10% vs. prior year)

Public Works - Streets Proposed and Historical Budget vs. Actual

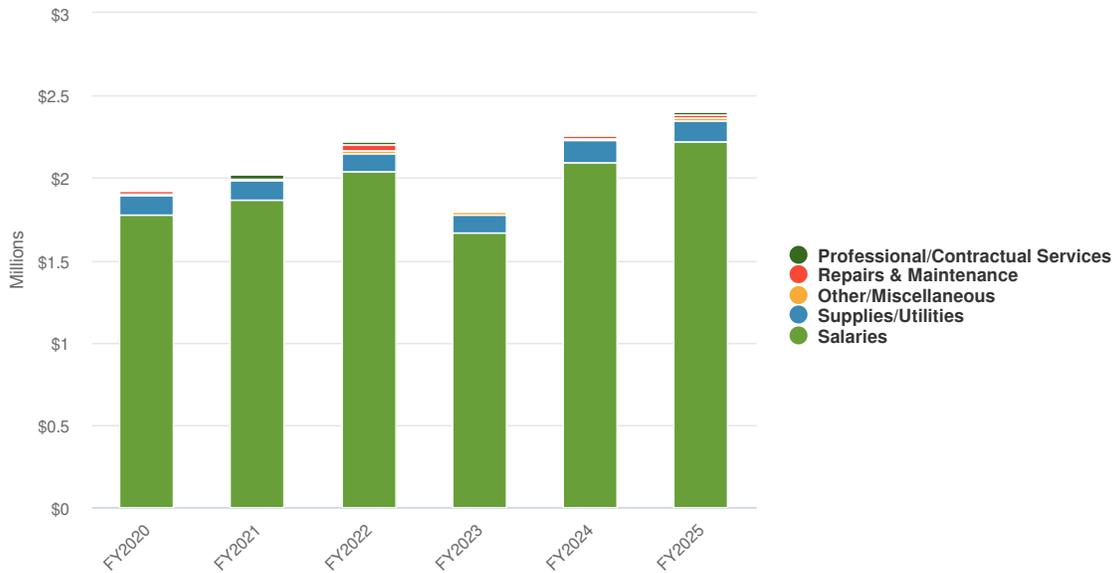


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type

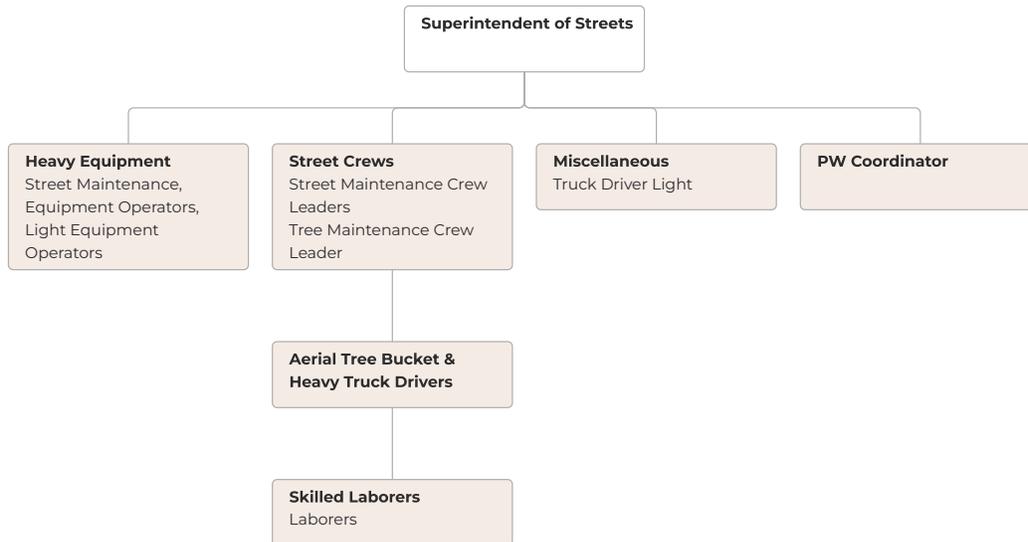


## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects						
Salaries	\$1,669,687	\$2,102,250	\$2,165,200	\$2,093,010	\$2,218,670	5.5%
Other/Miscellaneous	\$12,967	\$20,400	\$20,400	\$11,855	\$20,400	0%
Professional/Contractual Services	\$3,434	\$16,000	\$16,000	\$5,880	\$16,000	0%
Supplies/Utilities	\$110,462	\$125,000	\$131,000	\$136,434	\$125,000	0%
Repairs & Maintenance	\$12,705	\$20,000	\$24,200	\$12,550	\$20,000	0%
<b>Total Expense Objects:</b>	<b>\$1,809,254</b>	<b>\$2,283,650</b>	<b>\$2,356,800</b>	<b>\$2,259,729</b>	<b>\$2,400,070</b>	<b>5.1%</b>

## Organizational Chart



## Goals and Accomplishments

### Fiscal Year 2024 Accomplishments:

- Improved maintenance response time for addressing pavement patches, bituminous curbing, and driveway aprons, along with storm drainage, retaining walls, concrete sidewalks, roadway milling, and asphalt patching projects.
- Expanded program to mill and pave large roadway sections (full lane width) to improve pavement conditions.
- Increased storm drainage replacement in preparation for DPW's Major Roadway Maintenance (paving) Program.
- Implemented Asset Management for DPW Street Division's Assets (roadway pavement, storm drainage, and trees).
- Increased staff safety training, and implemented new safety procedures required per Conn OSHA inspection. In particular, tree crew operations in areas of overhead power.
- Formalized DPW policies approved by the Board of Public Works that are associated with roadway maintenance, right-of-way management, and City tree maintenance.
- Assisted on preparation/updating City Street Ordinance.
- Utilized sign shop to assist city-wide departments (Parks, Economic and Community Development, Police Department, and Library).
- 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. Increased maintenance to three times a year.
- Repaired concrete and asphalt curbing. Expanded 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 transfer station parking, access drive, and curbed drop-off area.
- Constructed bio-swale and retaining wall stabilization project in Rockwell Park and bio-pond (grant funded) at Edgewood School.

### Fiscal Year 2025 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 the best management practices to improve levels of service and increase efficiencies.
- Expand storm drainage/catch basin cleaning program.
- Improve roadway curbing repair/replacement 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

	2023 Actual	2024 Estimated	2025 Budget
Salary Expenditures	\$1,669,687	\$2,165,200	\$2,218,670
Full time Positions	34	34	34

## Performance Measures

	FY2020	FY2021	FY2022	FY2023	FY2024
Tree Removal	47	38	35	55	75
Brush Cutting	31	30	33	42	40
Tree Planting	8	10	7	9	0
Tall Grass Abatement - Properties	3	9	4	7	7
Catch Basin Cleaning	690	620	640	430	500
Catch Basin Repair	72	70	85	65	85
Drainage Pipe	620	680	420	720	520
Paving - square yards	5,200	4,800	7,600	12,000	14,000
Curbing - miles	5.7	4.5	3.1	3.7	3.2
Street Sweeping - miles	234	234	234	234	250

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



## Public Works - Solid Waste



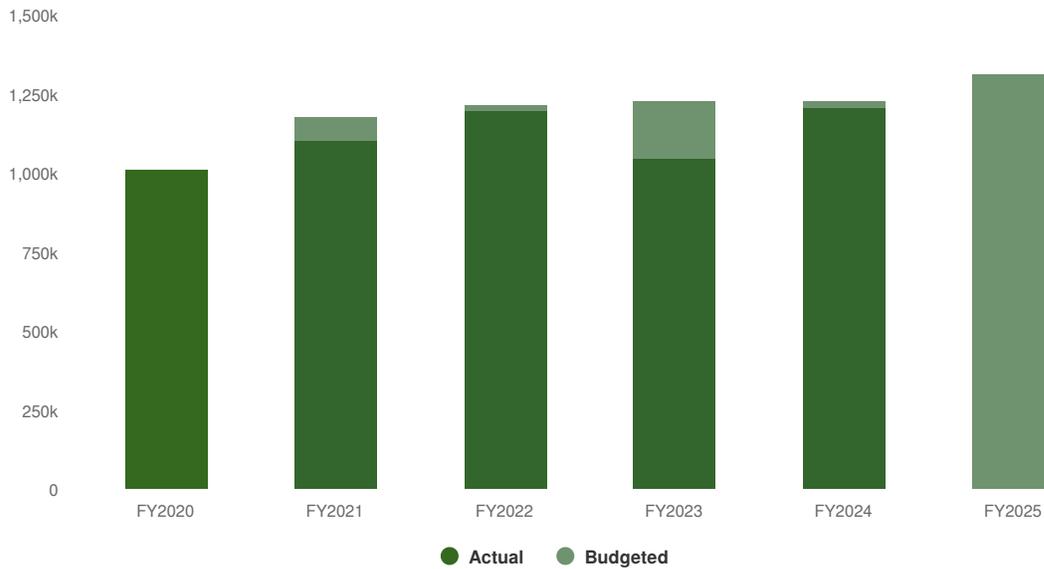
**Josh Corey**  
Superintendent of Solid Waste

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

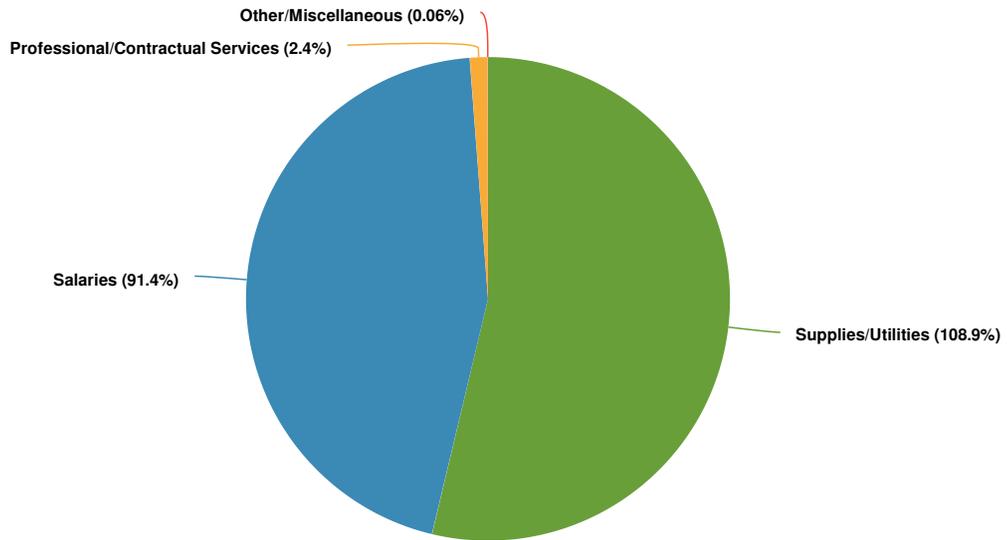
**\$1,316,455** **\$83,835**  
(6.80% vs. prior year)

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

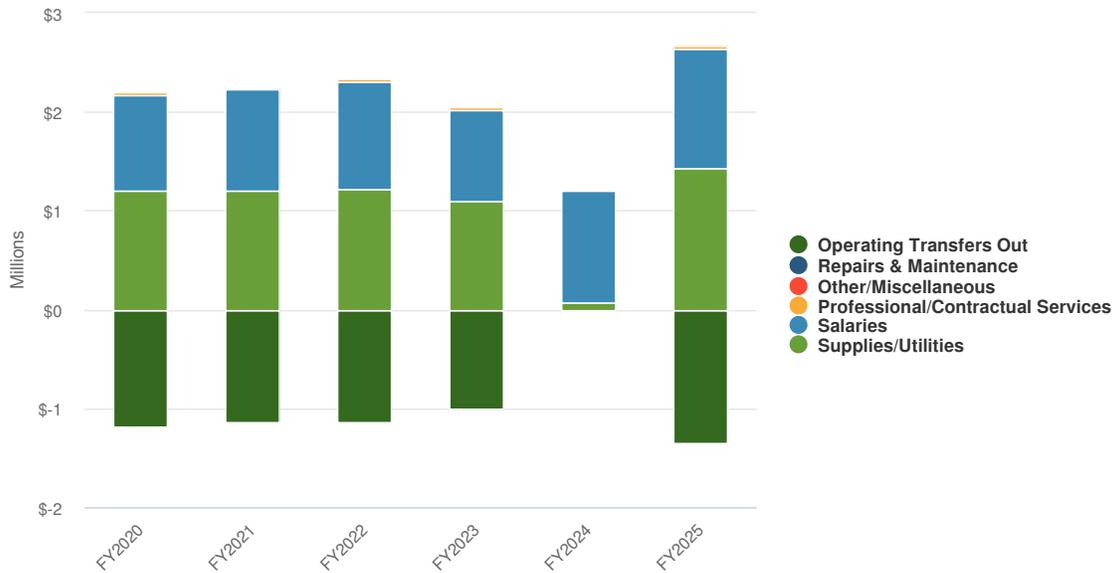


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



<b>Name</b>	<b>FY2023 Actual</b>	<b>FY2024 Original Budget</b>	<b>FY2024 Revised Budget</b>	<b>FY2024 Actual</b>	<b>FY2025 Original Budget</b>	<b>FY2024 Original Budget vs. FY2025 Original Budget (% Change)</b>
Expense Objects						
Salaries	\$930,151	\$1,121,820	\$1,155,415	\$1,133,231	\$1,202,655	7.2%
Other/Miscellaneous	\$715	\$800	\$800	\$465	\$800	0%
Operating Transfers Out	-\$999,640	-\$1,154,000	-\$1,154,000	\$0	-\$1,351,080	17.1%
Professional/Contractual Services	\$20,995	\$26,000	\$30,000	\$1,845	\$31,000	19.2%
Supplies/Utilities	\$1,094,664	\$1,238,000	\$1,236,269	\$70,008	\$1,433,080	15.8%
Repairs & Maintenance	\$0	\$0	\$0	\$25	\$0	0%
<b>Total Expense Objects:</b>	<b>\$1,046,886</b>	<b>\$1,232,620</b>	<b>\$1,268,484</b>	<b>\$1,205,575</b>	<b>\$1,316,455</b>	<b>6.8%</b>

## Goals and Accomplishments

### Fiscal Year 2024 Accomplishments:

- Maintained level of service for weekly municipal refuse, recycling, bulk, and yard waste collection.
- Managed annual leaf collection program to eliminate overtime.
- Reduced the amount of illegal bulk within the City by promoting the Division's bulk collection program and increasing the enforcement of illegal bulk activity.
- Oversaw construction of landfill erosion repairs (\$930,000).
- 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. Audited residential recycling to ensure compliance with ordinance, and estimated values in Bristol Resource Recovery Facility Operating Committee (BRRFOC) recycling processing contract.
- Coordinated annual Household Hazardous Waste event, servicing 603 vehicles (largest HHW collection to date), with 262 of them being Bristol residents.
- Replaced Solid Waste bulk truck to ensure reliability of illegal bulk 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 developed a training program for new staff.
- Submitted grant application to fund a Municipal Food Waste Pilot Collection program to reduce Covanta waste disposal cost. The City was NOT awarded a grant for food waste collection. Implementing food/organic waste collection appears to be a major priority of CT DEEP. However, DPW and the BPW remain concerned with increased costs of potential CT DEEP required organic collection programs. DPW continues to assess the viability, effectiveness, and impact of the City's organic waste collection program.
- Established preventative vehicle maintenance procedures to ensure greasing on vehicle equipment.
- Coordinated with Covanta to limit the impact of rubbish disposal lines in order to reduce overtime.

### Fiscal Year 2025 Goals:

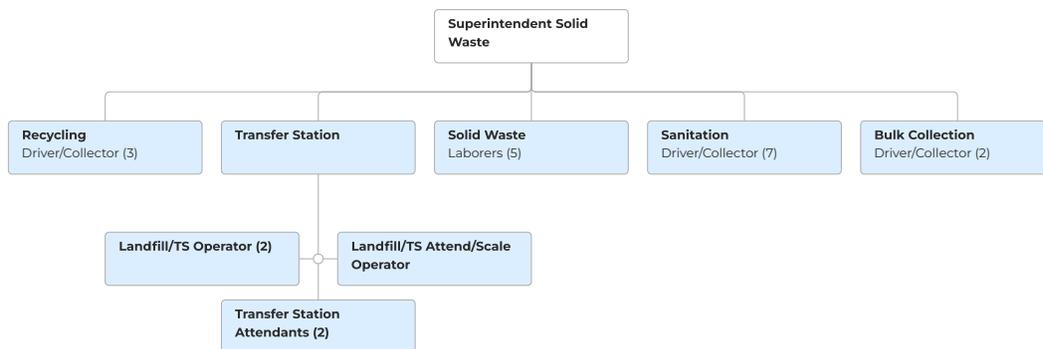
- Reduce service requests associated with weekly collection of municipal refuse and recyclables.
- Expand/establish written policies and standard operating procedures to improve operations and enhance training.
- Increase enforcement to reduce illegal bulk activity throughout the City.
- Continue program to rotate use of Division rear packer refuse truck for bulk pickup to reduce vehicle breakdowns and 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 increases breakdowns.
- Increase roadside litter collection efforts and support the Department's Community Litter Reduction Program.
- 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, continue collection of 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. Implementing food/organic waste collection appears to be a major priority of CT DEEP. However, DPW and the BPW remain concerned with increased costs of potential CT DEEP required

organic collection programs. DPW continues to assess the viability, effectiveness, and impact of City organic waste collection program.

**Long Term Goals:**

- Develop and implement programs to reduce the quantity of solid waste generated within the City through education and public awareness to reduce disposal cost of refuse and recyclable material.
- Investigate equipment to replace use of rear packer refuse trucks for special (bulk pick-up, leaf, and Christmas tree) collections.
- 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.
- Monitor and assess CT DEEP’s solid waste initiatives to implement organic collection programs and “pay as you throw” residential programs.

## 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	FY2024
Transfer Station - MSW, tons/year	2,743	2,099	2,712	2,524
Transfer Station - Paint, Recycled, tons/year	19	12.5	13	13
Transfer Station - No. of Residential Permits	9,761	9,770	10,915	14,831
Rubbish Collection - tons/year	18,046	17,833	17,200	17,446
Recycling - Bi-Weekly Collections tons/year	4,387	4,206	3,998	3,909
Yard Waste Collection - tons/year	2,376	2,606	2,221	2,631
Yard Waste Collection - customers	4,377	4,206	4,478	4,678
Bulk Collection - tons/year	761	769	620	645
Leaf Bag Collection - tons/year	1,528	1,040	1,070	863
Christmas Tree Collections - tons/year	19	17	14	12

## Public Works - Fleet Maintenance



**James DiVirgilio**  
Public Works Fleet Manager

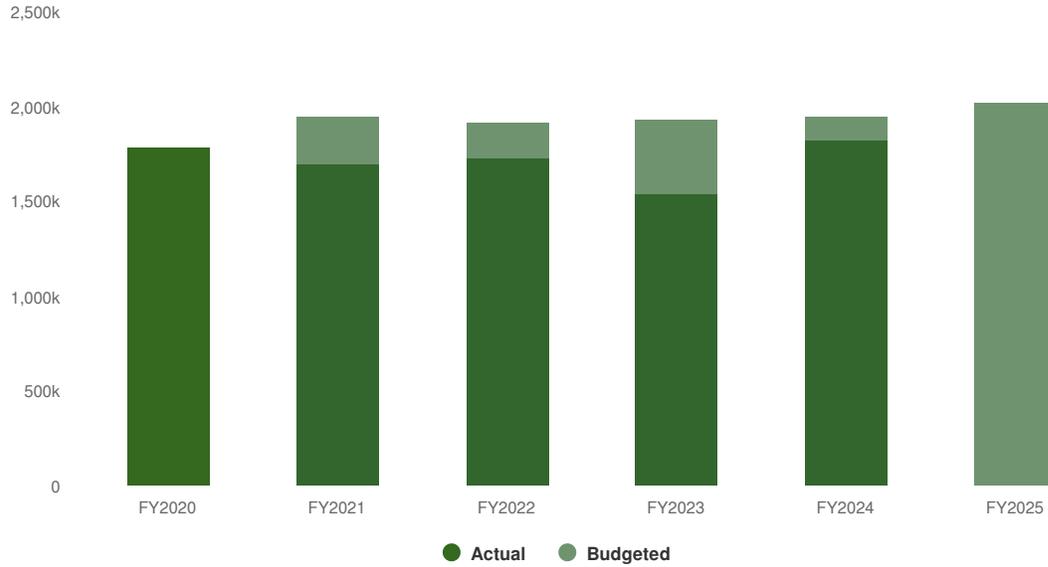
The Public Works Fleet Maintenance Division is dedicated to managing a fleet of mechanically safe and dependable vehicles, utilizing diagnostics programs, welding and fabrication, parts management, and preventative maintenance procedures to maintain effective service delivery of fleet vehicles. Responsibilities 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 loaders 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

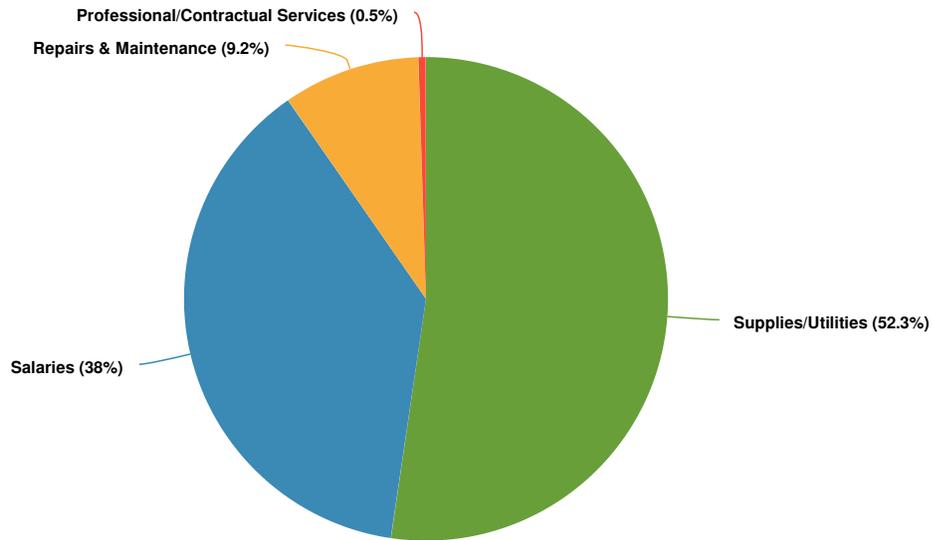
**\$2,019,525** **\$68,235**  
(3.50% vs. prior year)

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

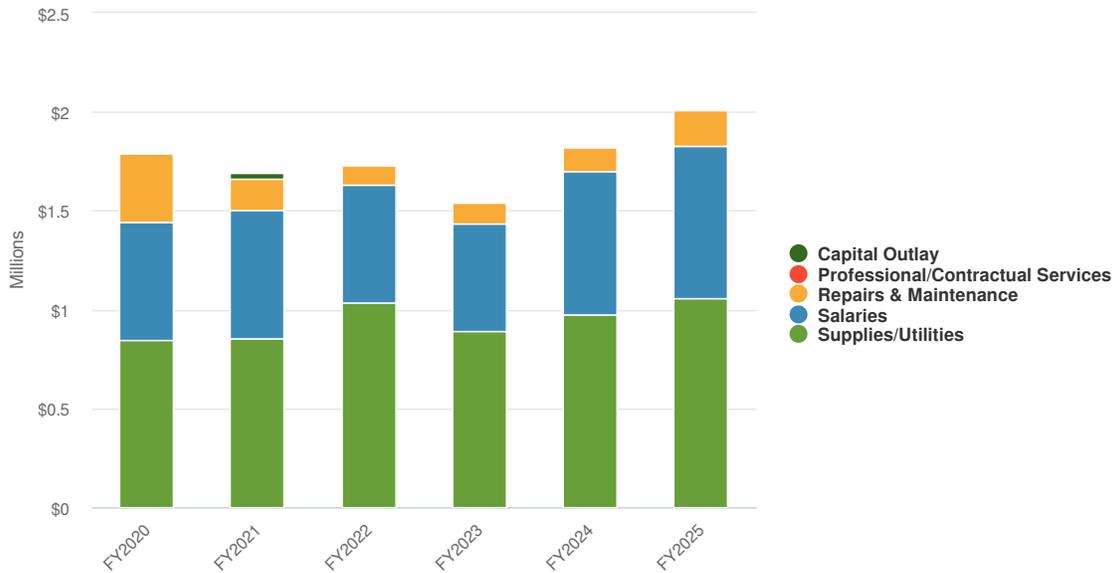


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type

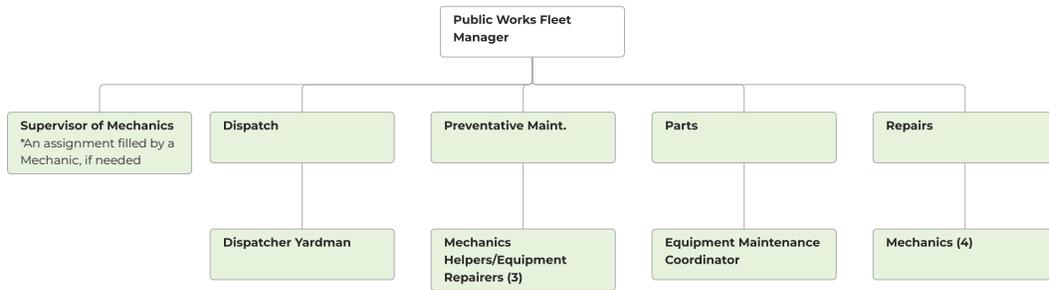


## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects						
Salaries	\$545,325	\$710,090	\$731,365	\$724,749	\$767,775	8.1%
Professional/Contractual Services	\$1,550	\$10,000	\$10,000	\$2,000	\$10,000	0%
Supplies/Utilities	\$891,113	\$1,046,200	\$1,046,200	\$974,283	\$1,056,750	1%
Repairs & Maintenance	\$106,649	\$185,000	\$185,000	\$124,069	\$185,000	0%
<b>Total Expense Objects:</b>	<b>\$1,544,637</b>	<b>\$1,951,290</b>	<b>\$1,972,565</b>	<b>\$1,825,102</b>	<b>\$2,019,525</b>	<b>3.5%</b>

## Organizational Chart



# Goals and Accomplishments

**Fiscal Year 2024 Accomplishments:**

- Maintained Fleet vehicles and construction equipment to support service level requirements of the Department’s Streets, Solid Waste, and Snow Operations.
- Implemented an Asset Management software system for DPW Fleet vehicle assets.
- Reduced use of outside vendor services to repair/maintain DPW equipment.
- Improved service repairs and delivery time, and reduced repeated 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.
- 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 for preventive maintenance.
- Rented specialized equipment to supplement operations

**Fiscal Year 2025 Goals:**

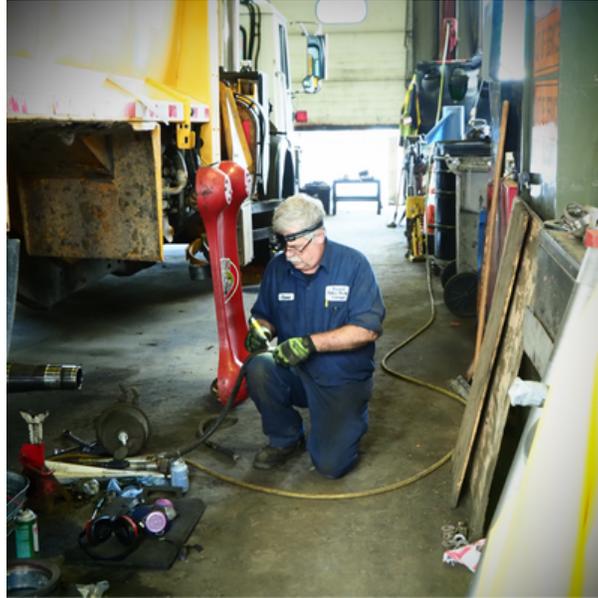
- Maintain inventory, streamline parts and fluids, requisition for repairs of City vehicles and equipment maintained by Public Works.
- Implement an Asset Management System to track equipment downtime, service requests, parts inventory, schedule routine maintenance, and establish service life.
- Review vendor repair procurement procedures/processes for vehicles and equipment.
- Expand/establish written policies and standard operating procedures to improve operations and enhance training.
- Reduce outsourcing of vehicle repairs.
- Improve current services to share Fleet Division services with other City departments to increase efficiencies and reduce cost.
- Investigate/implement procurement policies/procedures to purchase used vehicles, and formalize used-part procurement policy.
- Develop a master/future development plan for DPW’s Vincent P. Kelly Road operation facility.

**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.
- Investigate use of electric vehicles including electric heavy equipment and impact on the Department’s fleet repair facility.

## Expenditure and Position Summary

	2023 Actual	2024 Estimated	2025 Budget
Salary Expenditures	\$545,325	\$731,365	\$767,775
Full-time Positions	10	10	10



### Performance Measures

	<b>FY2021 Actual</b>	<b>FY2022 Actual</b>	<b>FY2023 Actual</b>	<b>FY2024 Actual</b>
Major Vehicle and Equipment Repairs	417	221	376	289
Miscellaneous Repairs	783	680	776	816
Vehicle and Equipment Lubrications	1,209	1,532	1,541	1,579
Tires Changes	227	213	247	283

# Public Works - Snow Removal

**Craig Kasparian**  
Superintendent of Streets

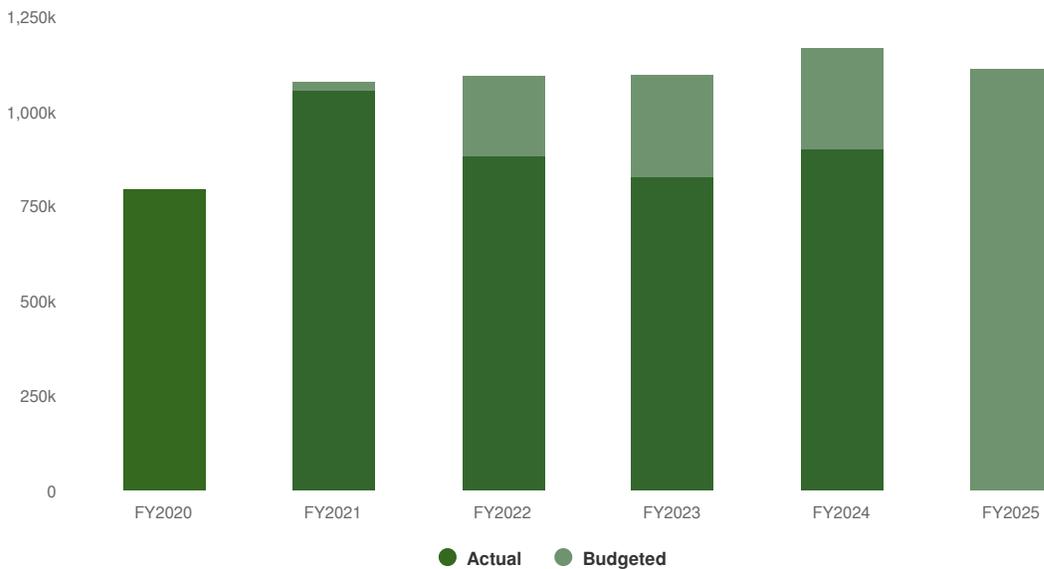
Snow removal is handled by the Streets Division and consists of clearing and road treatment of the 234 miles of accepted City streets including various municipal and Board of Education parking lots.

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

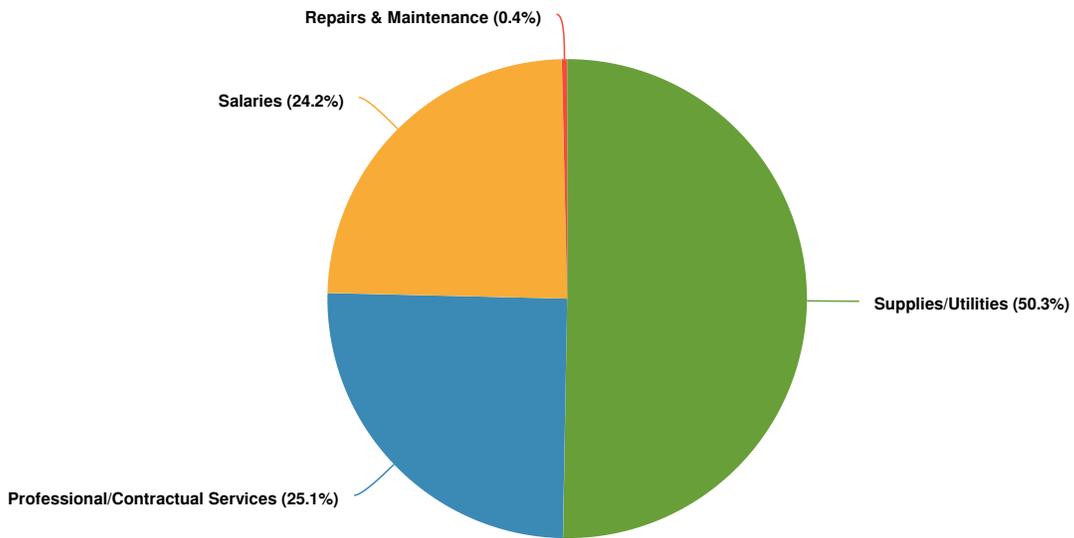
**\$1,113,500** **-\$52,000**  
(-4.46% vs. prior year)

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

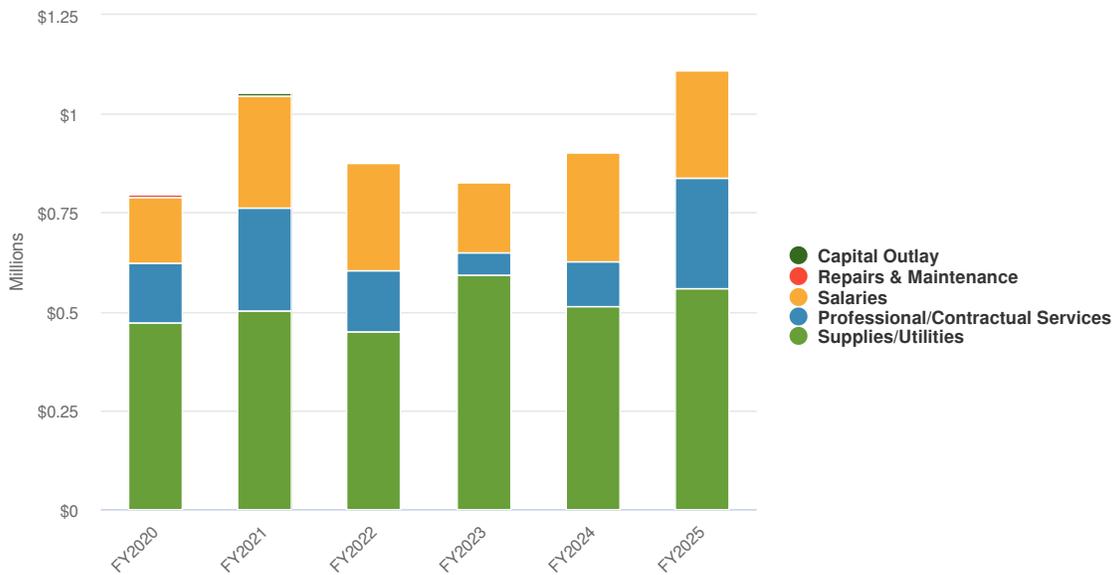


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects						
Salaries	\$175,890	\$270,000	\$270,000	\$272,940	\$270,000	0%
Professional/Contractual Services	\$58,246	\$331,500	\$181,240	\$113,318	\$279,500	-15.7%
Supplies/Utilities	\$592,025	\$560,000	\$560,000	\$514,506	\$560,000	0%
Repairs & Maintenance	\$112	\$4,000	\$4,000	\$0	\$4,000	0%
Capital Outlay	\$0	\$0	\$153,480	\$0	\$0	0%
<b>Total Expense Objects:</b>	<b>\$826,273</b>	<b>\$1,165,500</b>	<b>\$1,168,720</b>	<b>\$900,764</b>	<b>\$1,113,500</b>	<b>-4.5%</b>

## Goals and Accomplishments

### Fiscal Year 2024 Accomplishments:

- Maintained the level of service of snow operations to ensure the safety of public travelling within the City.
- 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 to 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.
- Procured a utility trailer to transport sidewalk clearing equipment.

### Fiscal Year 2025 Goals:

- Provide employee training to limit over-application of salt.
- Develop performance metrics for snow operations, including tracking and advising individual plow drivers of salt use.
- Investigate and implement measures to reduce the use of contractors for snow operations.
- Increase the number of plowing contractors, improve solicitation advertisements by including them on DPW's/Mayor's webpage and social media.
- Update snow plow vendor rates.
- Continue expansion of snow operations fleet to maximize use of staff, and minimize use of outside private snow plow vendors.
- Investigate/assess the use of private contractors to plow BOE facilities, including procuring contractors to plow/treat schools during all snow events. Current BPW policy is to utilize contractors only when snow exceeds 3-4 inches.

### 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

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

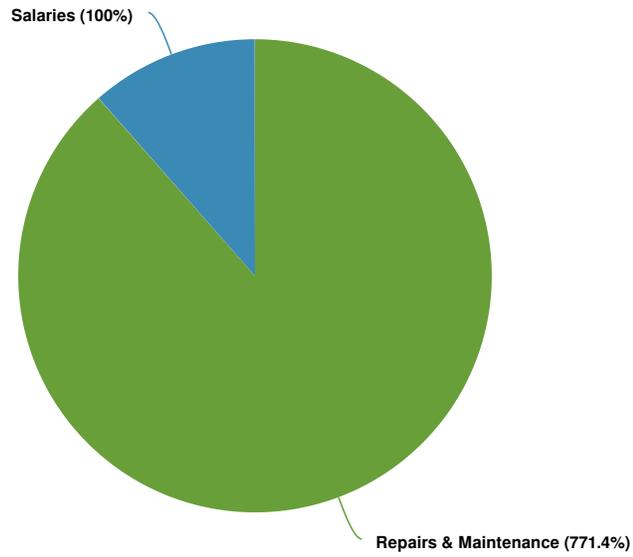
**\$35,000**    **\$0**  
(0.00% vs. prior year)

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

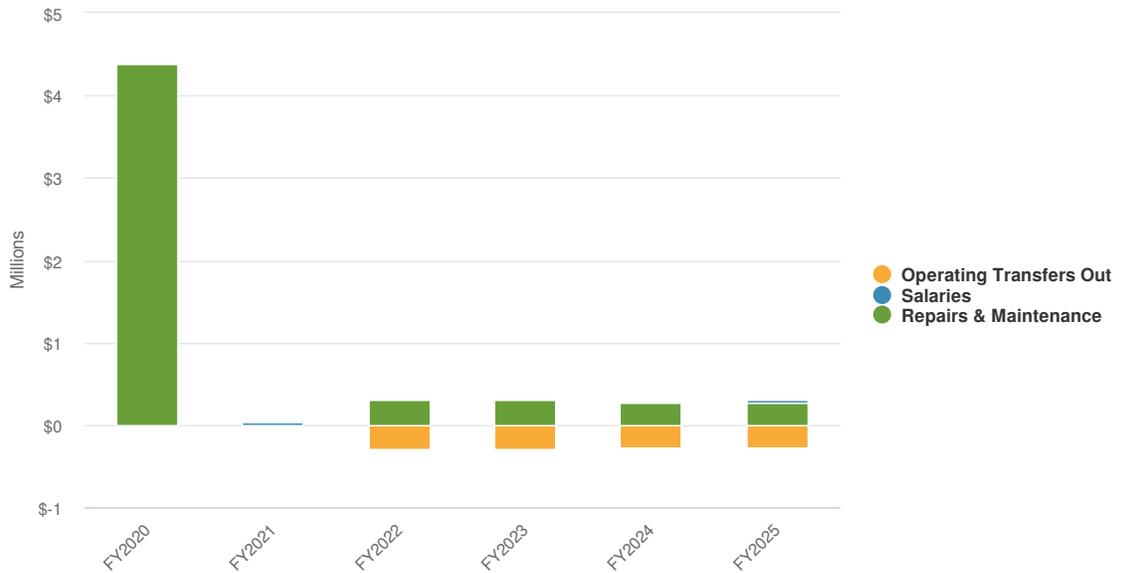


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects						
Salaries	\$24,761	\$35,000	\$35,000	\$17,167	\$35,000	0%
Operating Transfers Out	-\$300,000	-\$270,000	-\$270,000	-\$270,000	-\$270,000	0%
Repairs & Maintenance	\$300,000	\$270,000	\$270,000	\$270,000	\$270,000	0%
<b>Total Expense Objects:</b>	<b>\$24,761</b>	<b>\$35,000</b>	<b>\$35,000</b>	<b>\$17,167</b>	<b>\$35,000</b>	<b>0%</b>

## Goals and Accomplishments

### Fiscal Year 2024 Accomplishments:

- Administered Department of Public Works expanded Major Road Improvement programs, funding increased through a State grant and Municipal Town Road Aid.
- Maintained procedures to improve/repair utilities located on city streets prior to the performance of major road maintenance.
- Crack sealed designated city streets (wide latitudinal cracking) to eliminate water infiltration of the base.
- Maintained City Roadway Condition Rating of 81.2 (scale 1-100)
- Utilized State DAS contracts to perform roadway reclamation to reduce city costs, engineering design services and expedite construction.
- Increased DPW Street Division repair of large roadway sections, milling and paving full lane width road section approximately 100-150 ft long.
- Experimented with the use of low/reduced heat type asphalt installation in accordance with pending EPA regulations.

### Fiscal Year 2025 Goals:

- Expand major roadway work to include replacement of roadway curbing to maintain curb reveal. Roadway curbing replacement will also include limiting concrete curbing 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 a 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 the current Roadway Condition Rating of City roads.
- Investigate alternatives for roadway surface treatments.
- Maintain a 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

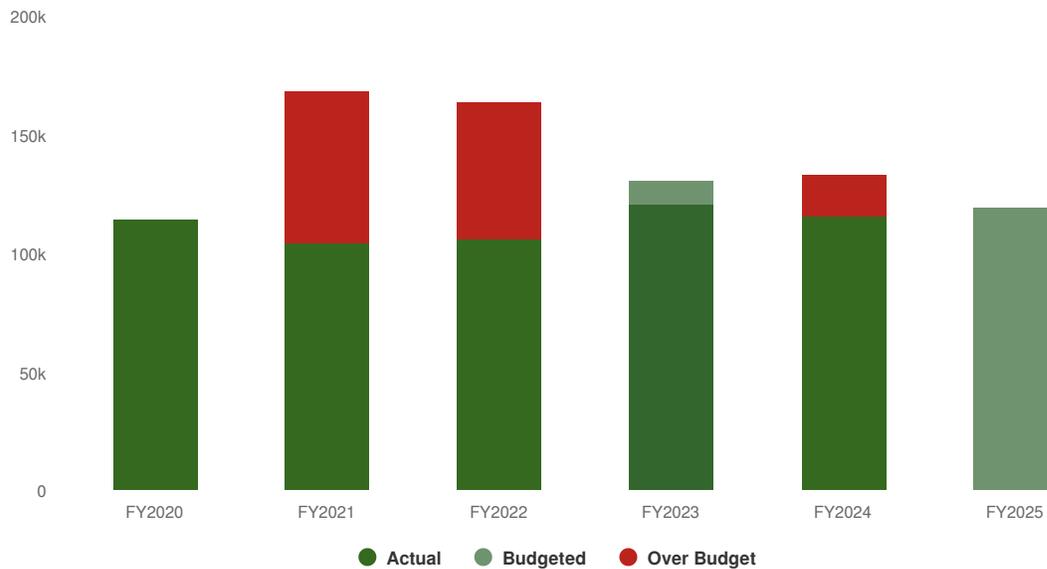
City Engineer

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

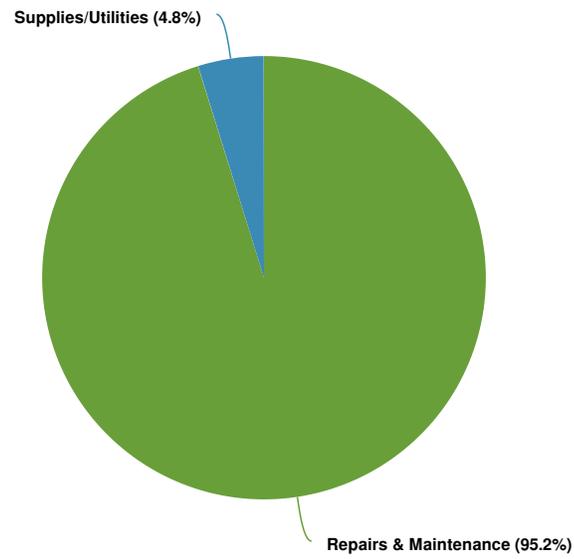
**\$119,750**    **\$4,250**  
(3.68% vs. prior year)

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

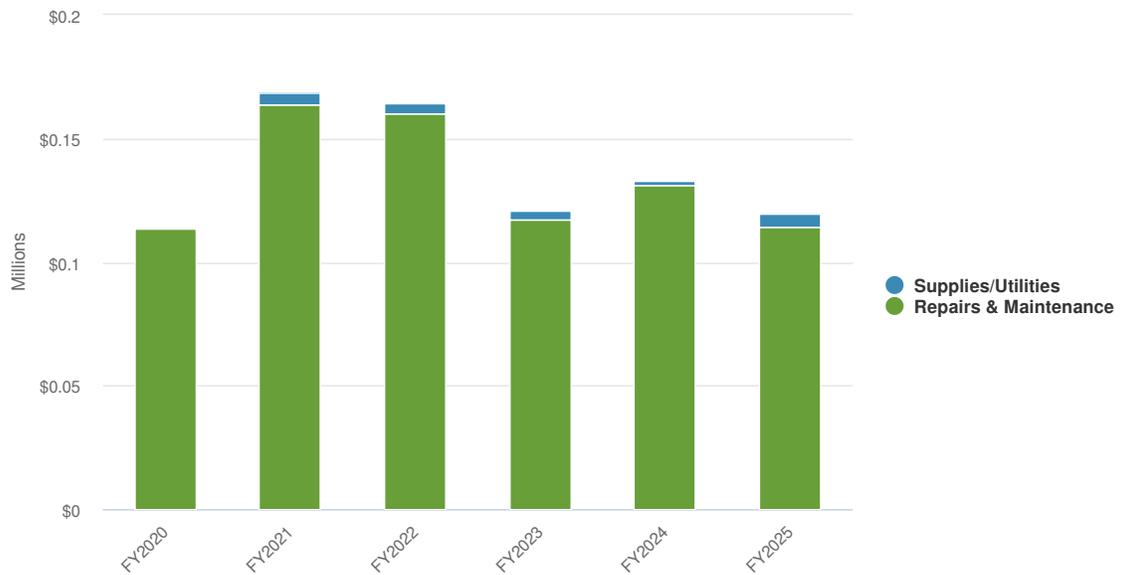


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects						
Supplies/Utilities	\$3,800	\$5,500	\$6,000	\$2,014	\$5,750	4.5%
Repairs & Maintenance	\$116,985	\$110,000	\$110,000	\$131,169	\$114,000	3.6%
<b>Total Expense Objects:</b>	<b>\$120,785</b>	<b>\$115,500</b>	<b>\$116,000</b>	<b>\$133,183</b>	<b>\$119,750</b>	<b>3.7%</b>

## Goals and Accomplishments

### Fiscal Year 2024 Goals and Accomplishments:

- Completed capital improvement project to reconstruct Route 6 railroad crossing.
- Upgraded rail line (replaced rail ties, rails, plates, switch crossing and replaced crossing (including drainage) at Pequabuck golf course to address deficiencies identified in monthly inspections to maintain Class I level service.
- Completed pavement repairs at Minor Street crossing.

### Fiscal Year 2025 Goals:

- Maintain railroad level of service (Class I) and maintain rail line safety.
- Improve coordination with new rail operators (Genesee & Eastern Railroad).
- 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.
- Upgrade LED flashers at Route 6 crossing.
- Prepare A2 Survey (as-built) conditions of the rail line. Mapping of the entire rail line is currently not available.

# Public Works - Other City Buildings

**David Oakes**

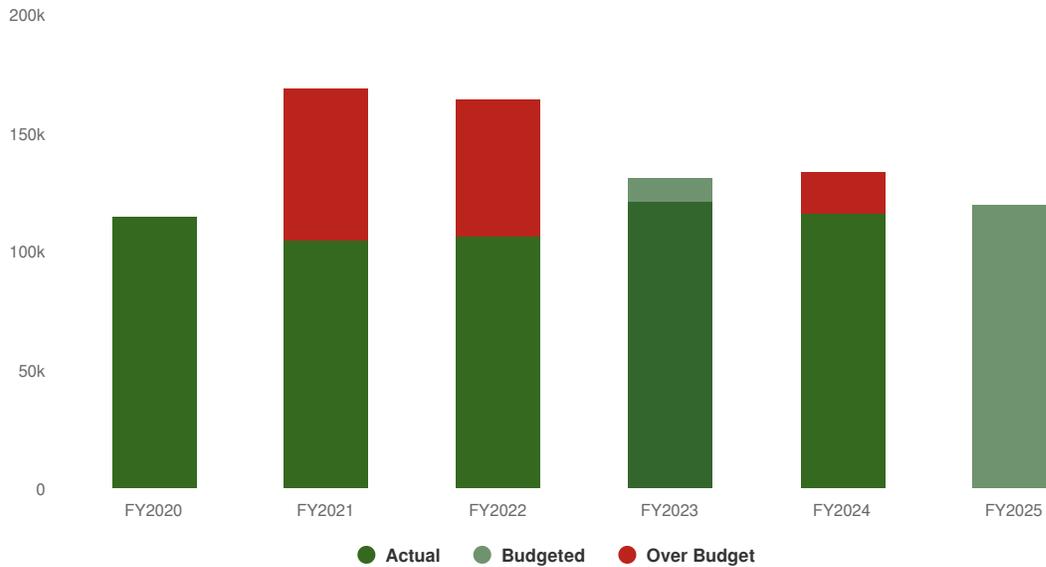
Facilities Manager & Energy Manager

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

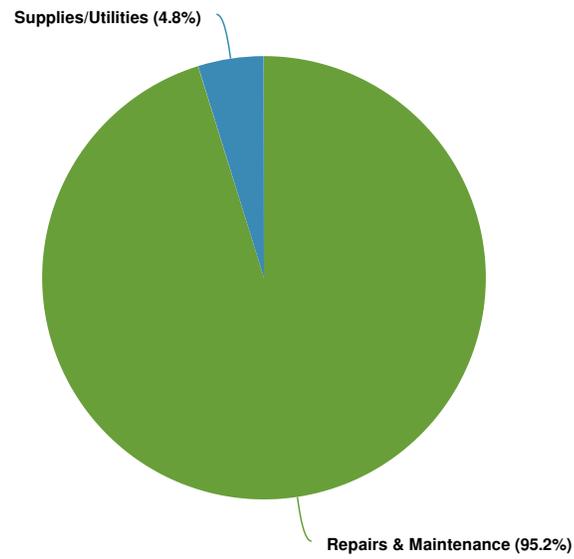
**\$119,750**    **\$4,250**  
(3.68% vs. prior year)

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

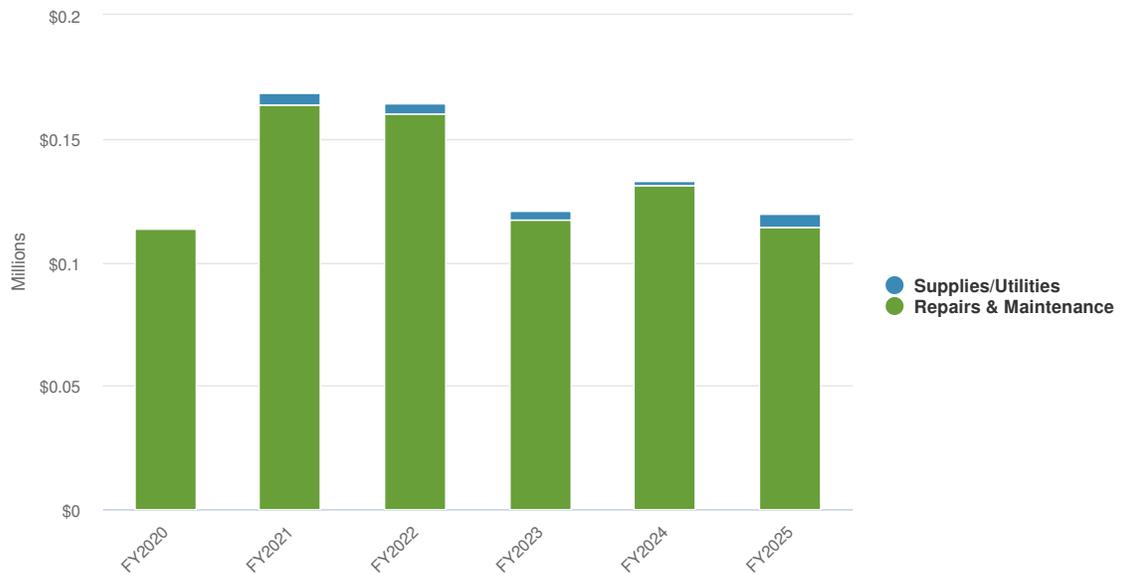


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects						
Supplies/Utilities	\$3,800	\$5,500	\$6,000	\$2,014	\$5,750	4.5%
Repairs & Maintenance	\$116,985	\$110,000	\$110,000	\$131,169	\$114,000	3.6%
<b>Total Expense Objects:</b>	<b>\$120,785</b>	<b>\$115,500</b>	<b>\$116,000</b>	<b>\$133,183</b>	<b>\$119,750</b>	<b>3.7%</b>

## Goals and Accomplishments

### Fiscal Year 2024 Accomplishments:

- Managed maintenance operations and repairs to City Firehouses, Beal's Center, Youth Services, Libraries, City Yard, Transfer Station, and Animal Control Facility
- Completed semi-annual inspections program and services on all City buildings' roof systems to maintain existing warranties
  - Served on the Building Committee to replace Fire House No.3 (Forestville)
  - Prepared/conducted a comprehensive asbestos inventory and management plan for all City buildings. Project included program to train all existing and new staff.
  - Performed major repairs (Police Complex- replacement of bullet resistant glass & elevator clutch repair, Main Library - ERU repair, Senior Center – hot water supply loop replacement & roof repairs).
  - Implemented Asset Management software for DPW Building Maintenance Building Assets.

### Fiscal Year 2025 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.
- Monitor regular wage & overtime labor costs associated with other buildings utilizing the Asset Management software.

### 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 DiVirgillio**  
Public Works Fleet Manager

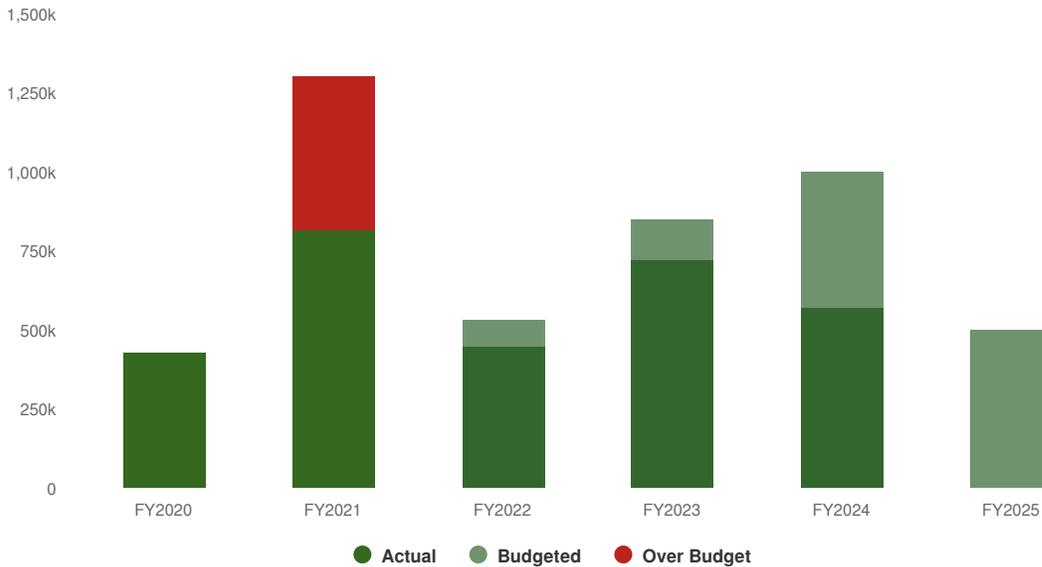
This Division manages the capital fleet and equipment purchases and replacements for Public Works. The Division researches and drafts detailed specifications for procurement of fleet vehicles and equipment, as part of the approved annual budget. As part of asset management, fleet condition is analyzed, 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

The decrease in this budget represents the first year of a phase in to shift budgeting for Fleet capital items to the Equipment Building Sinking Fund (EBSF), the fund used to account for capital outlay purchases. This fund is replenished annually with year-end surpluses and provides for new capital outlay requested during the budget process.

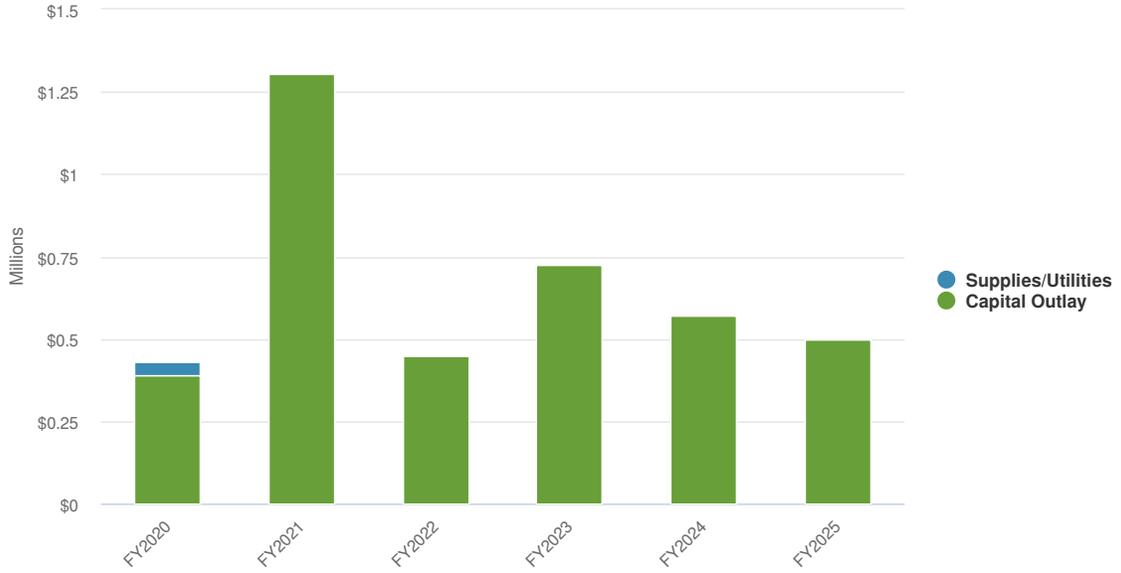
**\$500,000**    **-\$500,000**  
(-50.00% vs. prior year)

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



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
<b>Expense Objects</b>						
<b>Capital Outlay</b>						
DURACCLASS SS DUMP BODY	\$67,665	\$0	\$0	\$0	\$0	0%
MACHINERY & EQUIPMENT	\$0	\$0	\$145,064	\$145,064	\$0	0%
MACHINERY & EQUIPMENT	\$10,135	\$0	\$0	\$0	\$0	0%
SKID STEER		\$0	\$45,000	\$43,842	\$0	0%
JOHN DEERE 410 BACKHOE	\$0	\$175,000	\$175,000	\$175,000	\$0	-100%
WOOD CHIPPER	\$0	\$90,000	\$90,000	\$88,980	\$0	-100%
BULK TRUCK CLAM ARM & DUMP	\$206,013	\$0	\$0	\$0	\$0	0%
4 PICKUP TRUCKS	\$9,305	\$0	\$0	\$0	\$0	0%
VEHICLES	\$429,972	\$0	\$0	\$0	\$0	0%
AUTOMATED RUBBISH TRUCK	\$0	\$410,000	\$410,000	\$0	\$0	-100%
31- TON MASON DUMPS W/PLOWS	\$0	\$70,000	\$70,000	\$49,419	\$0	-100%
2 - 2500 CREW CAB PICKUPS	\$0	\$110,000	\$110,000	\$0	\$0	-100%
1 - 2500 PU W/ PLOW	\$0	\$7,000	\$7,000	\$7,000	\$0	-100%
SMALL FRONT END LOADER	\$0	\$63,000	\$63,000	\$58,227	\$0	-100%
FORD EXPLORER	\$0	\$5,000	\$5,000	\$2,205	\$0	-100%
CHEVY 3500 14' BOX TRUCK	\$0	\$70,000	\$70,000	\$0	\$0	-100%
RUBBISH TRUCK			\$0	\$0	\$30,000	N/A
10 WHEEL DUMP TRUCK WITH PLOW			\$0	\$0	\$230,000	N/A
CREW CAB BUCKET TRUCK			\$0	\$0	\$240,000	N/A
<b>Total Capital Outlay:</b>	<b>\$723,090</b>	<b>\$1,000,000</b>	<b>\$1,190,064</b>	<b>\$569,737</b>	<b>\$500,000</b>	<b>-50%</b>
<b>Total Expense Objects:</b>	<b>\$723,090</b>	<b>\$1,000,000</b>	<b>\$1,190,064</b>	<b>\$569,737</b>	<b>\$500,000</b>	<b>-50%</b>



# Public Works - Line Painting

Nancy Levesque

City Engineer

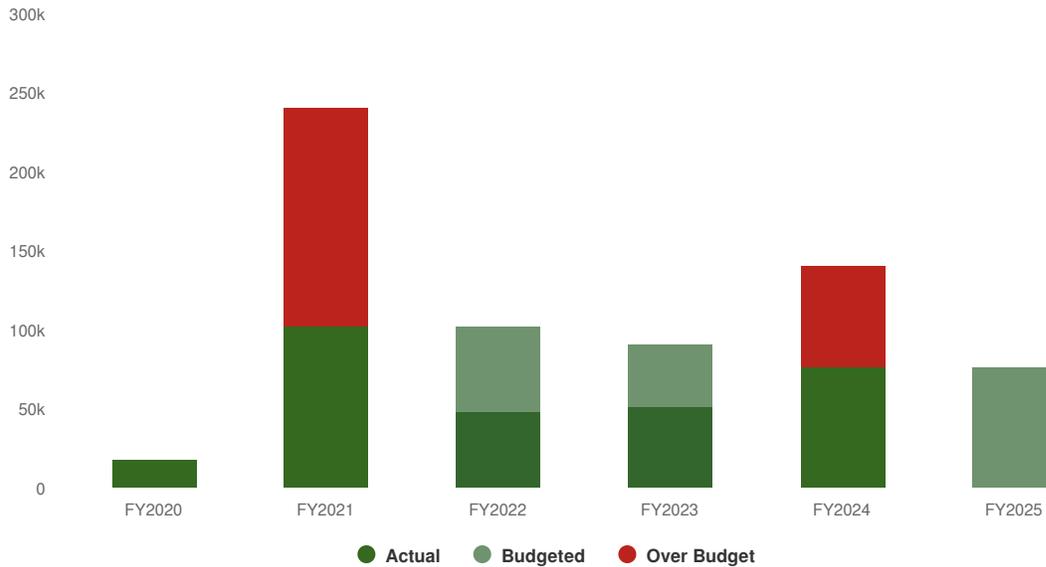
The Public Works Line Painting cost center provides funds for repainting faded pavement markings on approximately 234 linear miles of City streets. The existing roadway painting deteriorates due to age, traffic loads and normal sun damage. The work, which is performed by outside contractors and overseen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

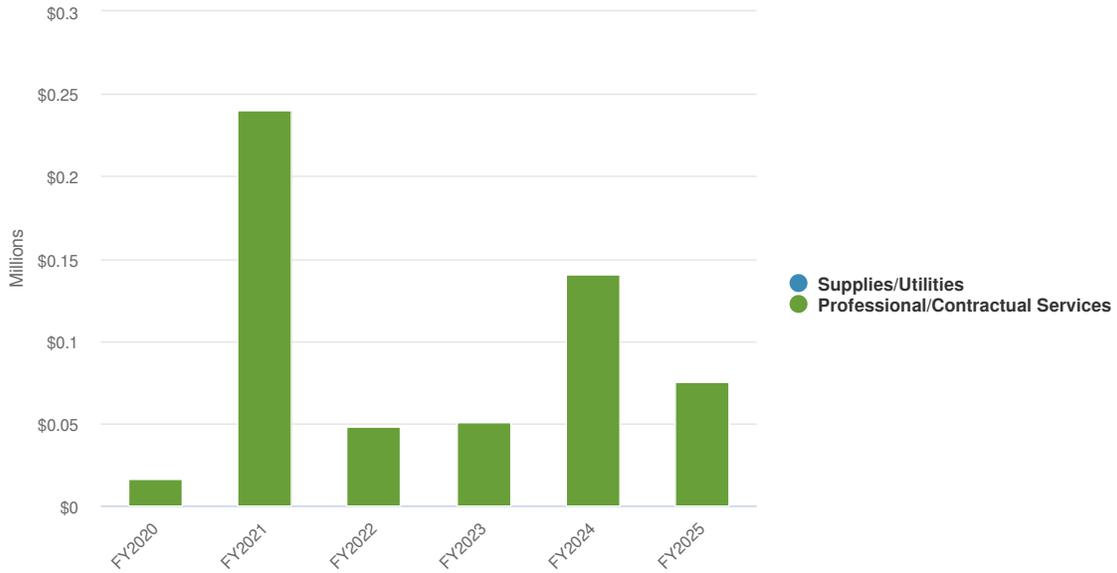
**\$76,000** **\$0**  
(0.00% vs. prior year)

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



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects						
Professional/Contractual Services	\$50,658	\$75,000	\$153,316	\$140,419	\$75,000	0%
Supplies/Utilities	\$360	\$1,000	\$1,000	\$0	\$1,000	0%
<b>Total Expense Objects:</b>	<b>\$51,018</b>	<b>\$76,000</b>	<b>\$154,316</b>	<b>\$140,419</b>	<b>\$76,000</b>	<b>0%</b>

## Goals and Accomplishments

### Fiscal Year 2024 Accomplishments:

- Engineering Division managed 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.
- Completed North Main pavement marking to support streetscape project (Center St to Hope St/ Laurel St).

### Fiscal Year 2025 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

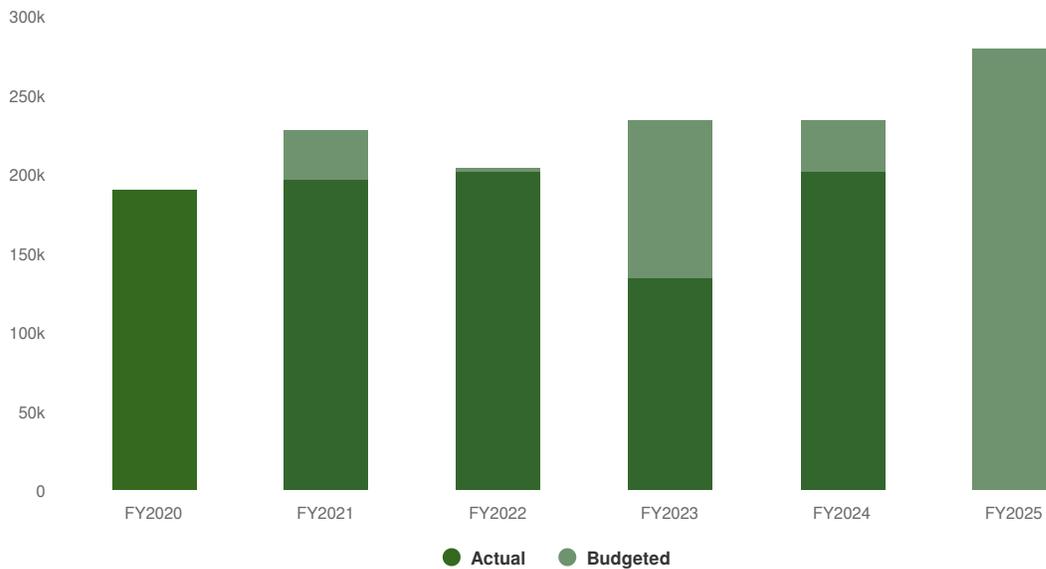
City Engineer

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

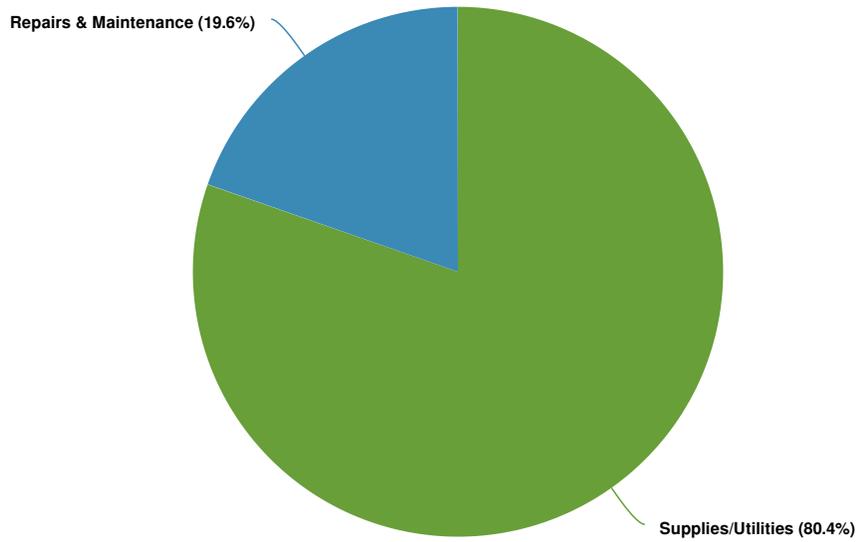
**\$280,000**      **\$45,000**  
(19.15% vs. prior year)

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

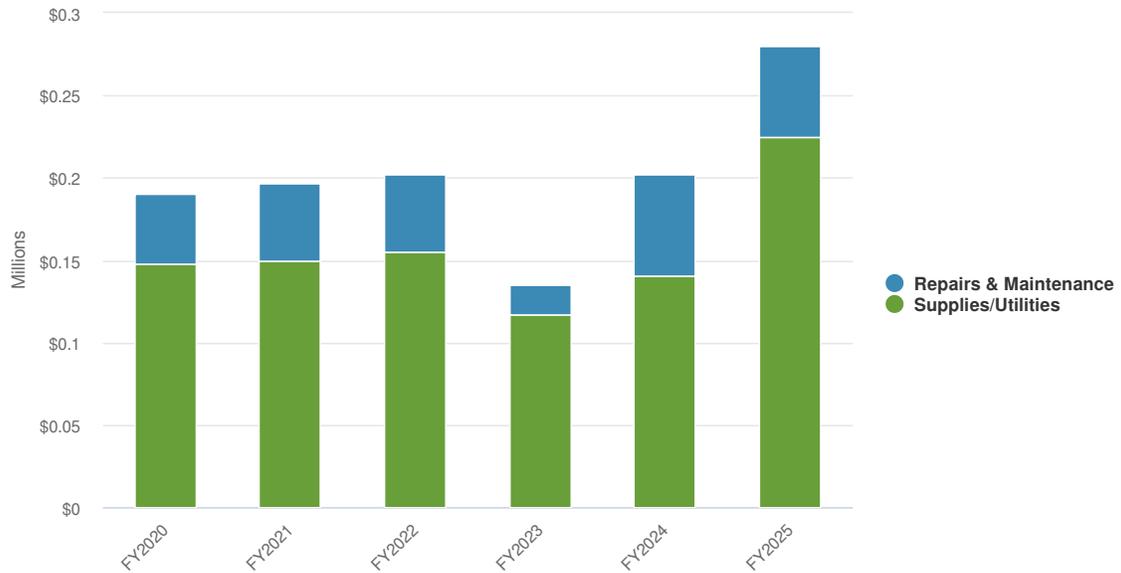


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects						
Supplies/Utilities	\$117,018	\$180,000	\$180,000	\$140,125	\$225,000	25%
Repairs & Maintenance	\$18,143	\$55,000	\$93,247	\$61,740	\$55,000	0%
<b>Total Expense Objects:</b>	<b>\$135,161</b>	<b>\$235,000</b>	<b>\$273,247</b>	<b>\$201,865</b>	<b>\$280,000</b>	<b>19.1%</b>

## Goals and Accomplishments

### Fiscal Year 2024 Accomplishments:

- Managed City LED street lighting system (coordinating streetlight outages and coordinating installation of new lights) through Engineering Division.
- 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 streetlights on newly-constructed subdivision roads.
- Assigned Engineering inspection staff with the day-to-day coordination task of overseeing City streetlights.
- Established repair part inventory to expedite light repair (electrical drivers).

### Fiscal Year 2025 Goals:

- Maintain LED streetlight level of service on City streets.
- Address the need for additional street lighting in areas where there are no utility poles.
- Develop a program to inspect and replace (as required) existing stand-alone light poles located within residential subdivisions.
- Minimize streetlight outages (repair time) by improving coordination with City vendors and Eversource Electric.
- Improve communication/coordination with Eversource to improve City budgeting associated with Eversource pole replacement and maintenance.
- Increase schedule requirements associated with developers' installation of streetlights in new subdivisions.
- Maintain LED streetlight layer on the Department of Public Works Graphical Information System (GIS).

### Long Term Goals:

- Investigate and implement streetlight technologies associated with dimmer control streetlights and public wi-fi access.
- Improve the energy efficiency of streetlights 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.

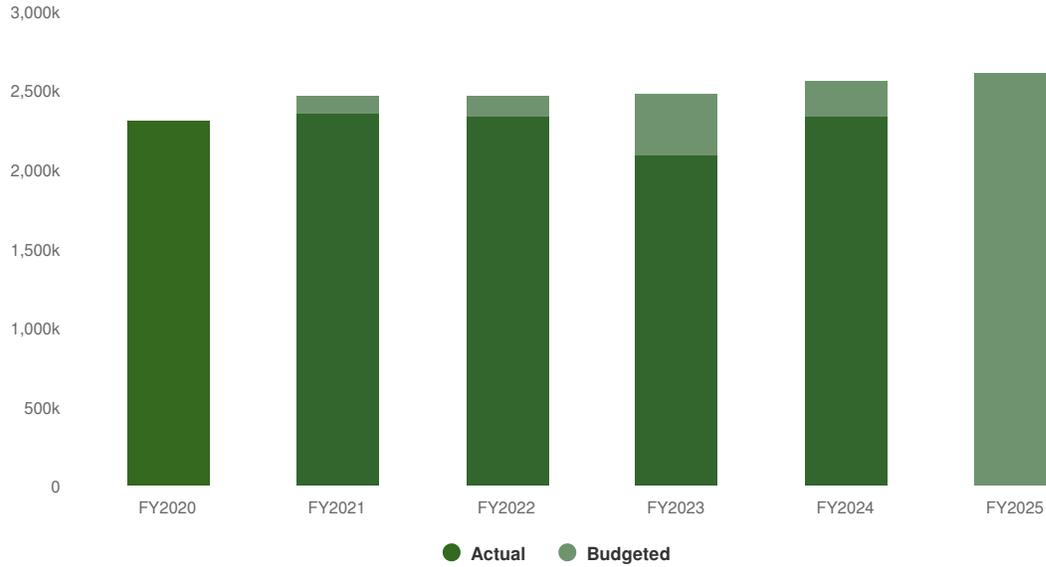
The Library links the patrons – individuals, businesses, schools, and local government – to timely and accurate information and knowledge to further promote the educational, social, cultural, and economic advancement of the community.

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

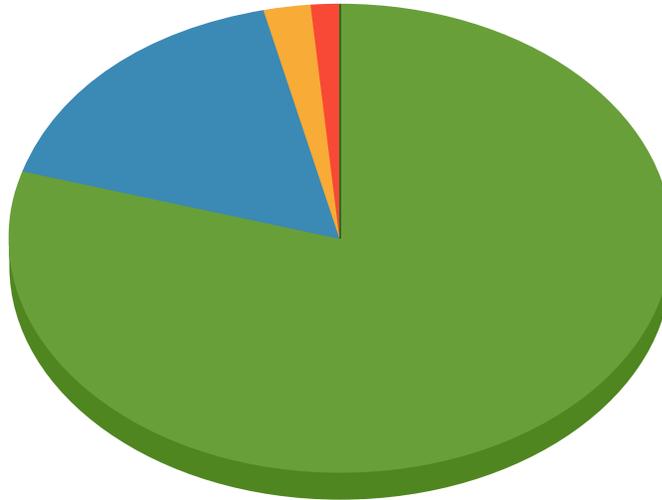
**\$2,615,730** **\$54,405**  
(2.12% vs. prior year)

### Libraries Proposed and Historical Budget vs. Actual



# Expenditures by Department

## Libraries



- Main Library (Budgeted)(79.66%)
- Manross Library (Budgeted)(16.65%)
- Childrens' Library (Budgeted)(2.30%)
- Library Trusts (Budgeted)(1.39%)
- Library Events Account (Budgeted)(0.00%)

Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expenditures						
Libraries						
Libraries						
Main Library	\$1,649,156	\$2,035,165	\$2,049,101	\$1,825,814	\$2,086,295	2.5%
Childrens' Library	\$47,969	\$59,000	\$61,495	\$46,925	\$59,000	0%
Manross Library	\$379,833	\$431,470	\$526,116	\$437,647	\$434,745	0.8%
Library Trusts	\$21,853	\$35,690	\$62,565	\$27,509	\$35,690	0%
<b>Total Libraries:</b>	<b>\$2,098,811</b>	<b>\$2,561,325</b>	<b>\$2,699,277</b>	<b>\$2,337,895</b>	<b>\$2,615,730</b>	<b>2.1%</b>
<b>Total Libraries:</b>	<b>\$2,098,811</b>	<b>\$2,561,325</b>	<b>\$2,699,277</b>	<b>\$2,337,895</b>	<b>\$2,615,730</b>	<b>2.1%</b>
<b>Total Expenditures:</b>	<b>\$2,098,811</b>	<b>\$2,561,325</b>	<b>\$2,699,277</b>	<b>\$2,337,895</b>	<b>\$2,615,730</b>	<b>2.1%</b>

# Goals and Accomplishments

## Fiscal Year 2024 Goals and Accomplishments:

- Accepted delivery of the Library's Community Outreach Truck and premiered it at the Farmer's Market. Expanded community outreach services on a regular schedule with the new Library Outreach vehicle attending various events such as the Senior Center Health Fair, the Back-to-School Bash, and the Halloween Spooktacular.
- Reviewed and rewrote the Library Strategic Plan for the next three years, 2024-2027, focusing on sustainability within the community, Library facilities, and funding.
- Rebranded the Library Public Relations campaign and created a new Library logo.
- Hosted NYTimes best-selling author Lisa Scottoline at the Friends Annual Author Luncheon at the DoubleTree.
- Sponsored the first Youth Literary Lunch for children and young adults featuring multi-award winning author Rajani La Rocca at the Main Library.
- Increased in-person attendance at Library programs in all departments by 19% from last year.
- Explored further repurposing of space to better meet changing needs of the community and created a small group meeting area on the second floor to accommodate overflow gatherings.
- Added new equipment and software to enhance user experience in the Computer Lab and other departments.
- Replaced outdated furniture with smaller, mobile units to allow for future needs including mobile computer desks, and pod chairs at Manross for new programming.
- Continued to build on current partnerships with other City Departments and community organizations, in particular the BOE and the Senior Center.
- Increased the number of Bristol Public Library cardholders by 500.
- Encouraged Library staff to be actively involved in State-wide organizations, conferences, and educational opportunities and bring back best practices to our community. Staff attended the Listening Session with Lt. Governor Susan Bysiewicz at the LOB to discuss eBook issues including price-gouging of libraries.
- Secured additional funding through the application of grants on the local, state, and national level to enhance services to the community, including a CT Humanities Grant bringing Li Liu a Chinese acrobat to the Library.
- Hosted two Library Interns from the graduate program at SCSU.
- Updated the Library website and made the mobile version more user-friendly.
- Relocated the Adult Paperback Collection and created a new Friends' Café space on the second floor, selling coffee, tea, and other beverages along with books, records, and puzzles.
- Rewrote the Collection Development Policy and the Request for Reconsideration per State Library guidelines.

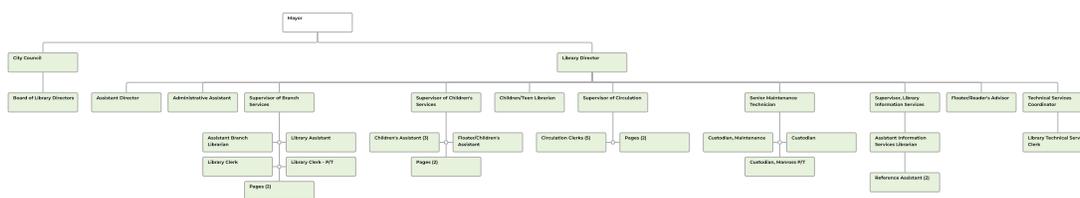
## Fiscal Year 2025 Goals:

- Actively seek out new users and re-engage inactive cardholders.
- Develop a marketing plan to increase the visibility of the Library and the services it provides, ensuring that the community is aware of the impact it makes on the quality of life.
- Establish Library hours of operation that respond to community needs.
- Provide training to ensure that staff, Library Board, and Friends of the Library have the knowledge, skills, and resources to support the goals of the Bristol Public Library.
- Replace worn carpeting in high traffic areas of the Bristol Public Library.
- Investigate the addition of a natural gas powered generator for the Bristol Public Library to ensure continuity of services during extreme weather events.
- Provide a means for patrons to make an online donation through the Library's website.
- Re-assess the investment options of the Centennial Fund and develop roles for all library stakeholders to assist in this effort.
- Replace aging perimeter heating units at Manross Library.
- Upgrade the security system (new cameras both inside and outside) at both Libraries.

## 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.
- Conduct space assessments at both locations and generate a multi-purpose usage and accessibility-based plan for best use of existing indoor and outdoor spaces.
- 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.
- Maintain a productive relationship with the Main Street Community Foundation.
- Ensure a budget that meets the needs of facility management, collection development, staffing, programs, and long-term capital expenditures.



## Board of Library Directors

Board of Library Directors	Expiration of Term
Valina Carpenter	01/26
Council Member Sebastian Panioto	11/25
Eric Frenette	01/27
Nicholas Jakubowski	01/26
Elizabeth Kanachovski	01/25
Andrea Kapchensky	01/26
Barbara O'Neill	01/25
Kimberly Ploszaj	01/27
Pina Salvatore	01/25
Thomas Jensen	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	FY2024
Items Circulated	305,263	266,112	229,842	237,413	266,884	275,759
Downloadable Items	22,185	25,611	19,962	21,560	33,860	42,640
Reference Questions Answered	28,211	21,742	19,171	22,261	24,663	28,559
Internet Usage	38,657	29,961	11,189	14,418	15,871	17,428
Interlibrary Loan by Bristol Patrons	12,556	8,436	9,837	11,267	12,445	12,356
Interlibrary Loan by Other Libraries	18,232	16,492	19,829	20,642	22,228	22,740
Programs	1,264	1,151	513	807	1,069	1,160
Program Attendance	50,175	41,163	8,195	26,739	31,020	41,441
Computer Lab Usage	4,306	2,420	2,504	1,141	1,409	1,239
Items Added to Collection	10,843	10,360	10,395	10,914	8,777	9,308
Bristol Residents with Library cards	19,074	17,647	18,580	14,278***	13,801***	14,239

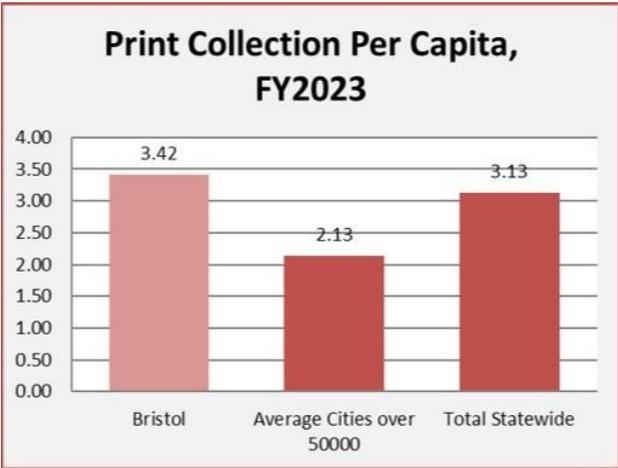
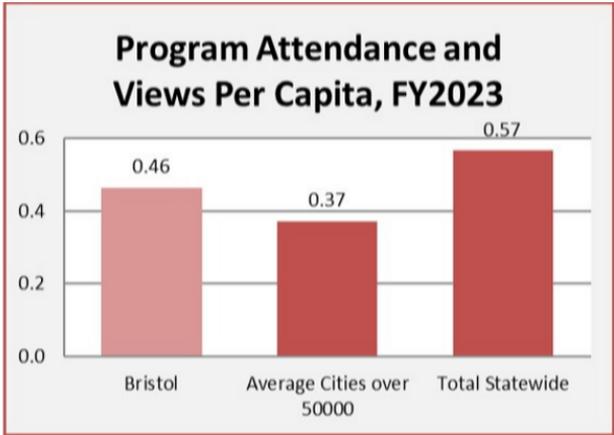
\*Significant reductions due to State Library limits being imposed on patron-placed holds resulting in fewer checkouts.

\*\*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

	2023 Actual	2024 Estimated	2025 Budget
Salary Expenditures			
Main Library	\$1,508,949	\$1,629,675	\$1,680,680
Manross Library	\$300,267	\$313,720	\$316,145
Full-time Positions	29.5	29.5	29.5



## Main Library

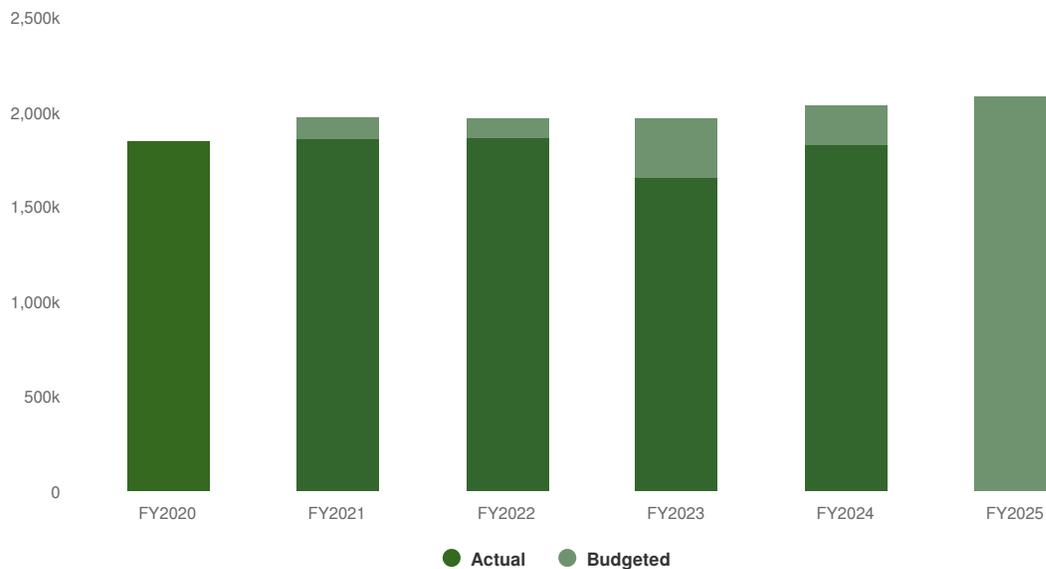
The constant vision of the Bristol Public Library System is to provide the community with superior library services, to serve as the cultural and intellectual crossroads of the community, and to be a leader among public libraries in a constantly changing world. The library links the patrons - individuals,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

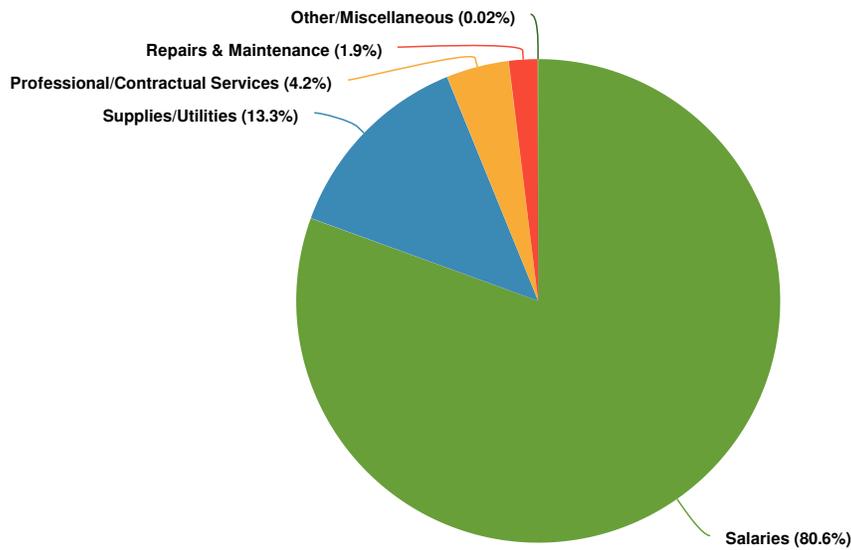
**\$2,086,295** **\$51,130**  
(2.51% vs. prior year)

### Main Library Proposed and Historical Budget vs. Actual

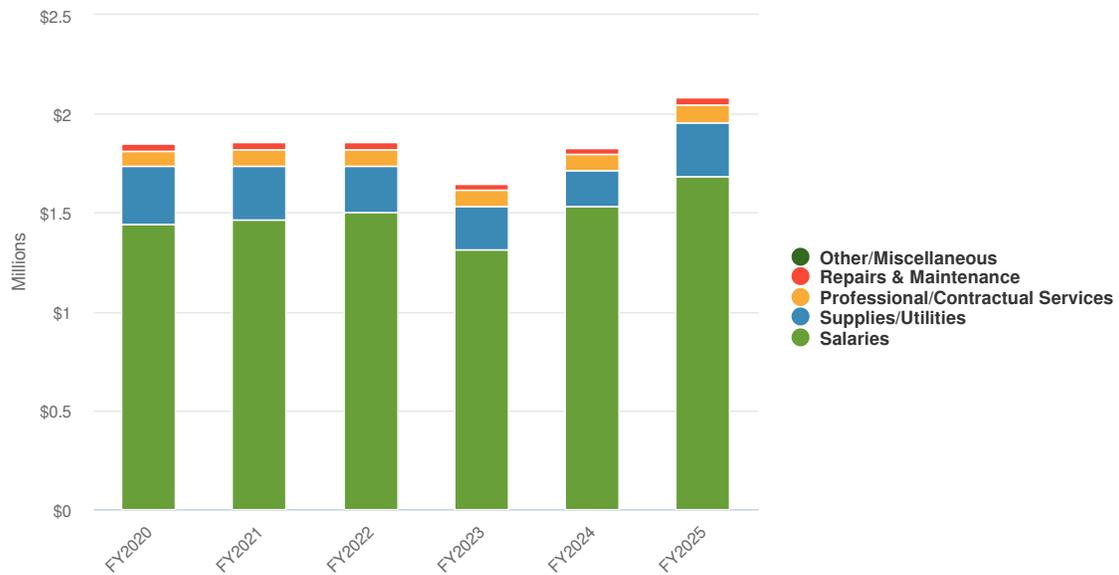


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects					
Salaries	\$1,312,429	\$1,629,675	\$1,629,675	\$1,680,680	3.1%
Other/Miscellaneous	\$222	\$475	\$475	\$475	0%
Professional/Contractual Services	\$82,972	\$85,415	\$87,104	\$87,440	2.4%
Supplies/Utilities	\$221,107	\$281,450	\$293,018	\$277,550	-1.4%
Repairs & Maintenance	\$32,427	\$38,150	\$38,829	\$40,150	5.2%
<b>Total Expense Objects:</b>	<b>\$1,649,156</b>	<b>\$2,035,165</b>	<b>\$2,049,101</b>	<b>\$2,086,295</b>	<b>2.5%</b>



# Children's Library

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

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!

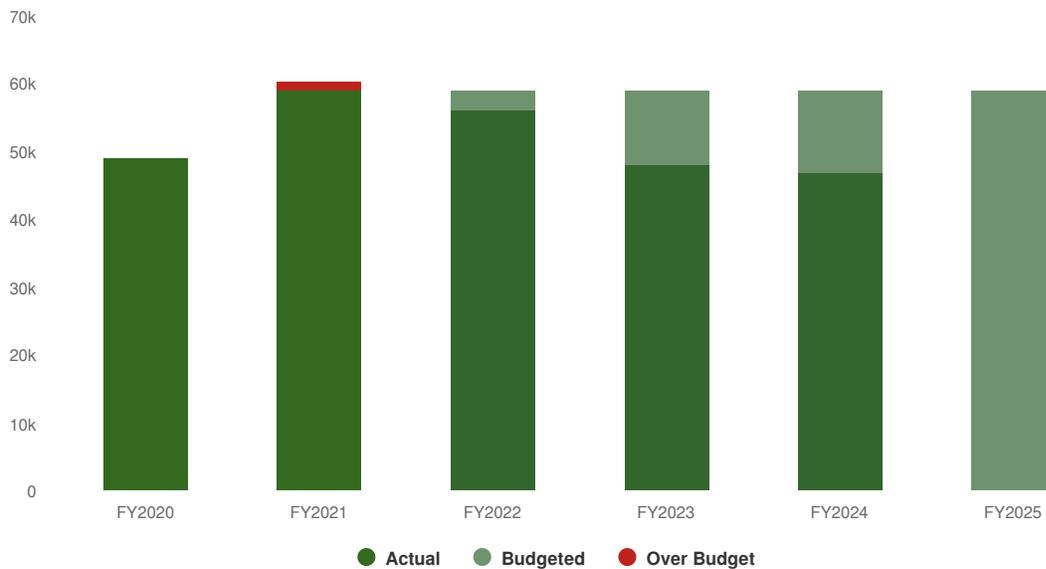
Visit the Children's Department, we love it when you do! You get a SPECIAL GIFT when you sign-up for your FIRST library card!

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

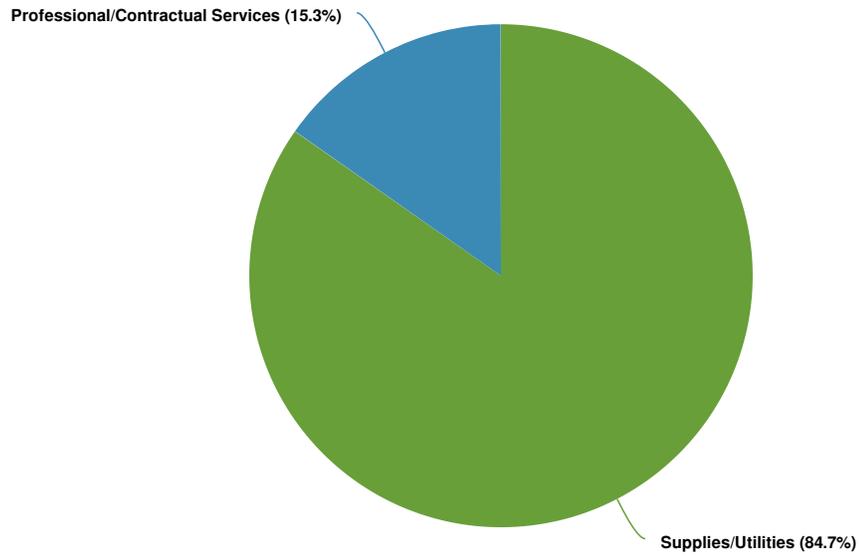
**\$59,000**    **\$0**  
(0.00% vs. prior year)

Children's Library Proposed and Historical Budget vs. Actual

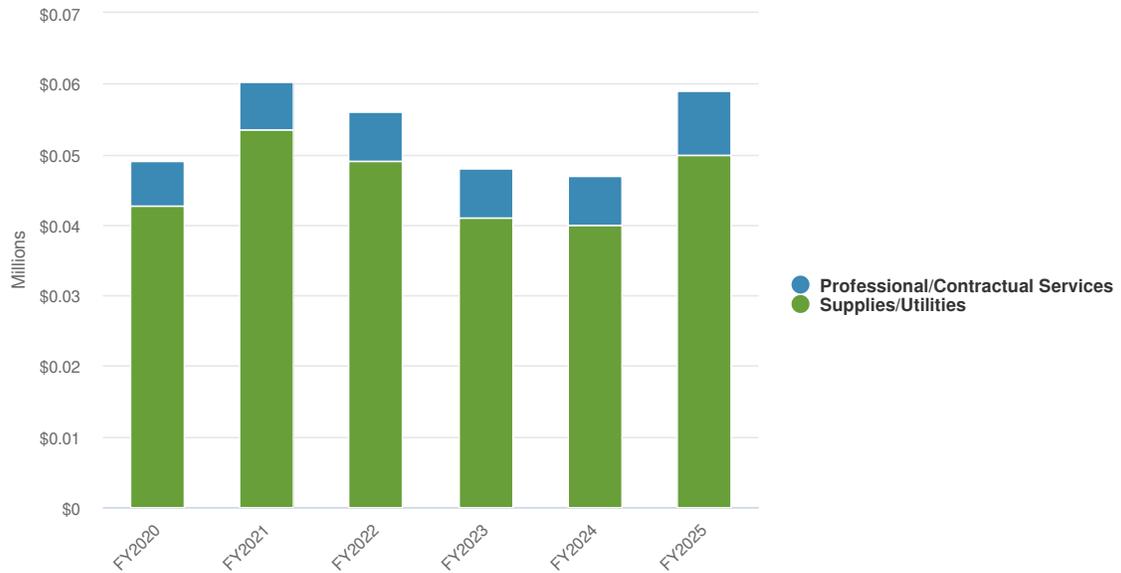


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects					
Professional/Contractual Services	\$7,000	\$7,000	\$7,000	\$9,000	28.6%
Supplies/Utilities	\$40,969	\$52,000	\$54,495	\$50,000	-3.8%
<b>Total Expense Objects:</b>	<b>\$47,969</b>	<b>\$59,000</b>	<b>\$61,495</b>	<b>\$59,000</b>	<b>0%</b>



# Manross Library

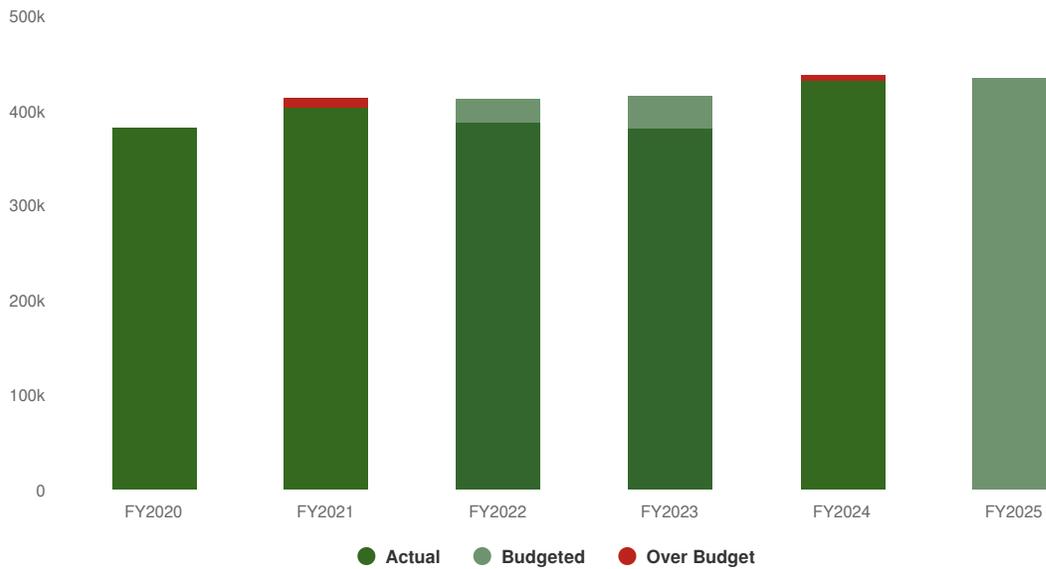
The F. N. Manross Memorial Library is the Forestville branch of the Bristol Public Library.

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

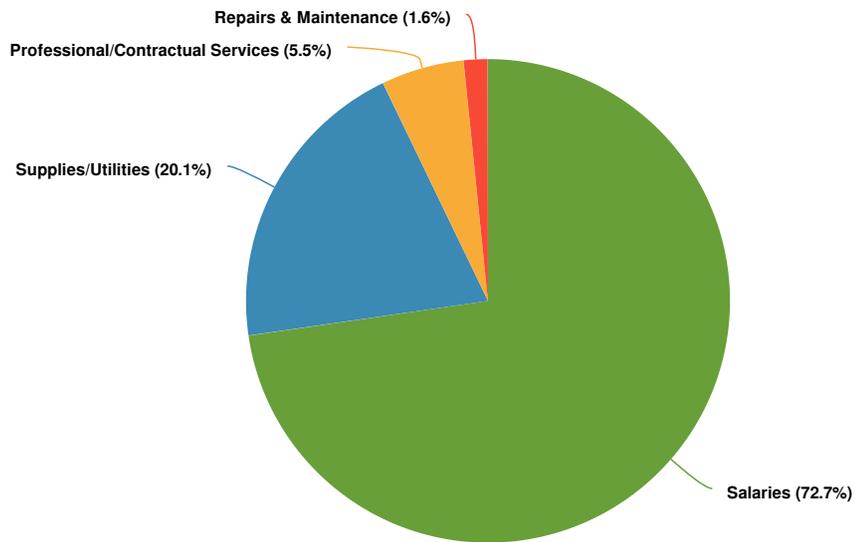
**\$434,745** **\$3,275**  
(0.76% vs. prior year)

Manross Library Proposed and Historical Budget vs. Actual

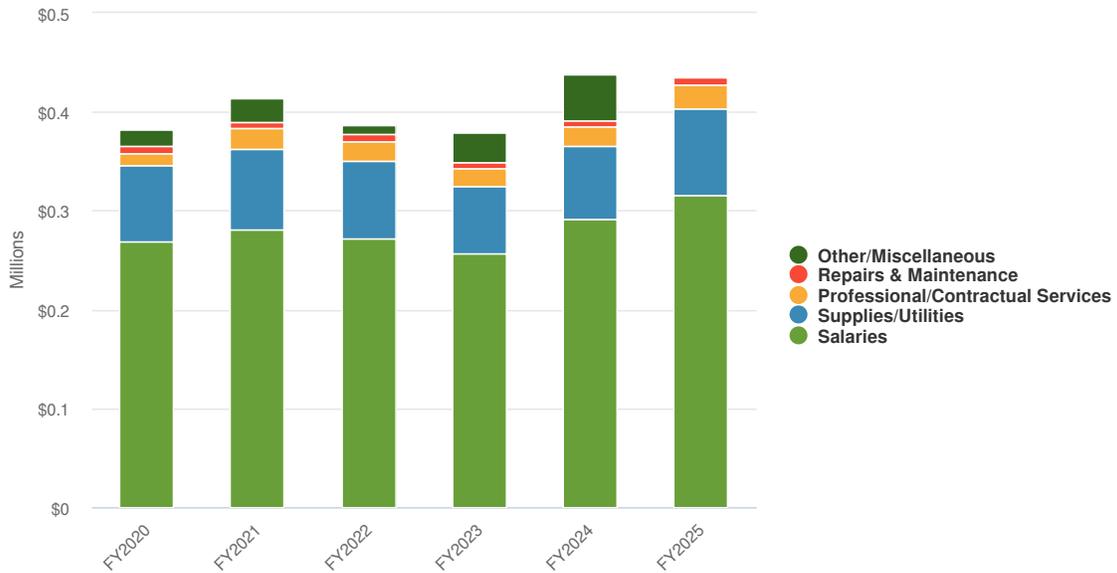


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects					
Salaries	\$257,502	\$313,720	\$313,720	\$316,145	0.8%
Other/Miscellaneous	\$30,706	\$0	\$86,151	\$0	0%
Professional/Contractual Services	\$18,379	\$21,000	\$21,000	\$24,000	14.3%
Supplies/Utilities	\$67,091	\$89,750	\$98,245	\$87,600	-2.4%
Repairs & Maintenance	\$6,155	\$7,000	\$7,000	\$7,000	0%
<b>Total Expense Objects:</b>	<b>\$379,833</b>	<b>\$431,470</b>	<b>\$526,116</b>	<b>\$434,745</b>	<b>0.8%</b>



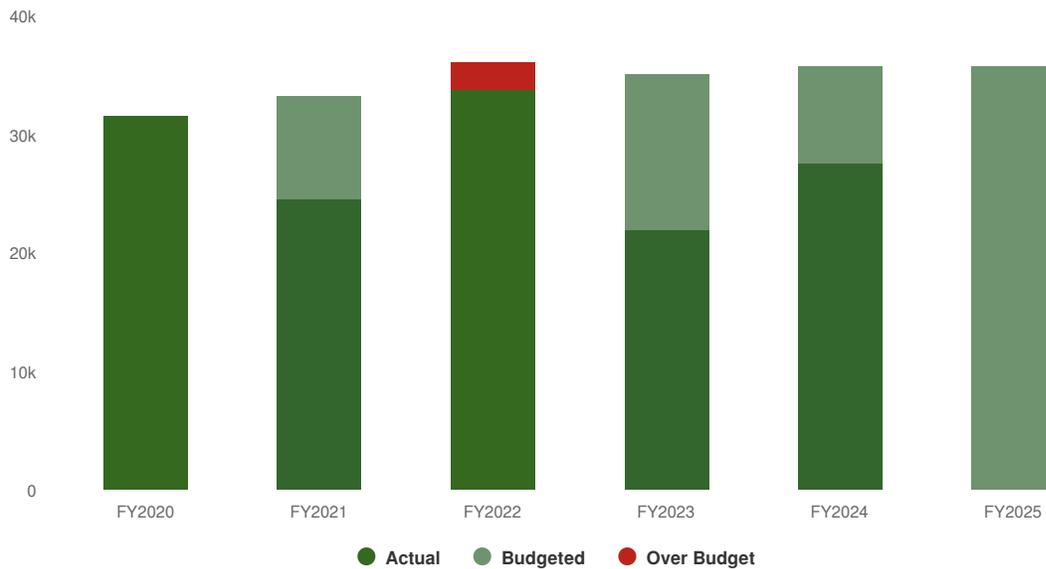
## Library Trusts

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

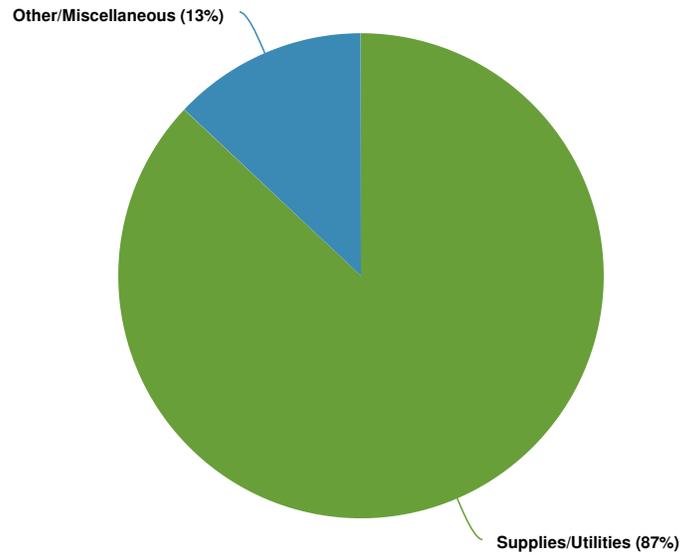
**\$35,690** **\$0**  
(0.00% vs. prior year)

#### Library Trusts Proposed and Historical Budget vs. Actual

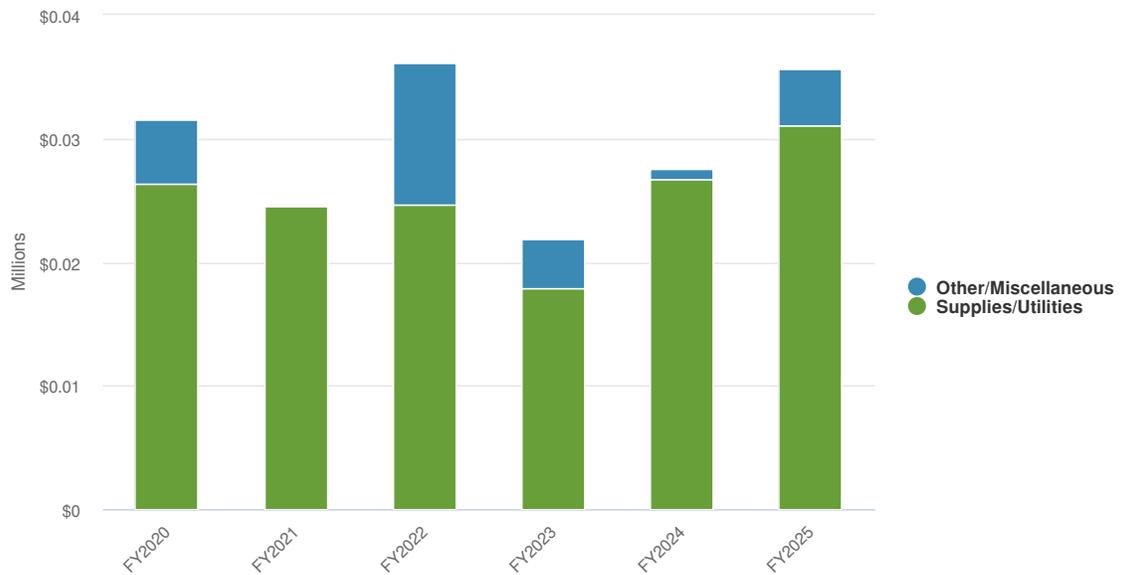


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects					
Other/Miscellaneous	\$4,013	\$4,630	\$5,591	\$4,630	0%
Supplies/Utilities	\$17,840	\$31,060	\$56,974	\$31,060	0%
<b>Total Expense Objects:</b>	<b>\$21,853</b>	<b>\$35,690</b>	<b>\$62,565</b>	<b>\$35,690</b>	<b>0%</b>

## 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.

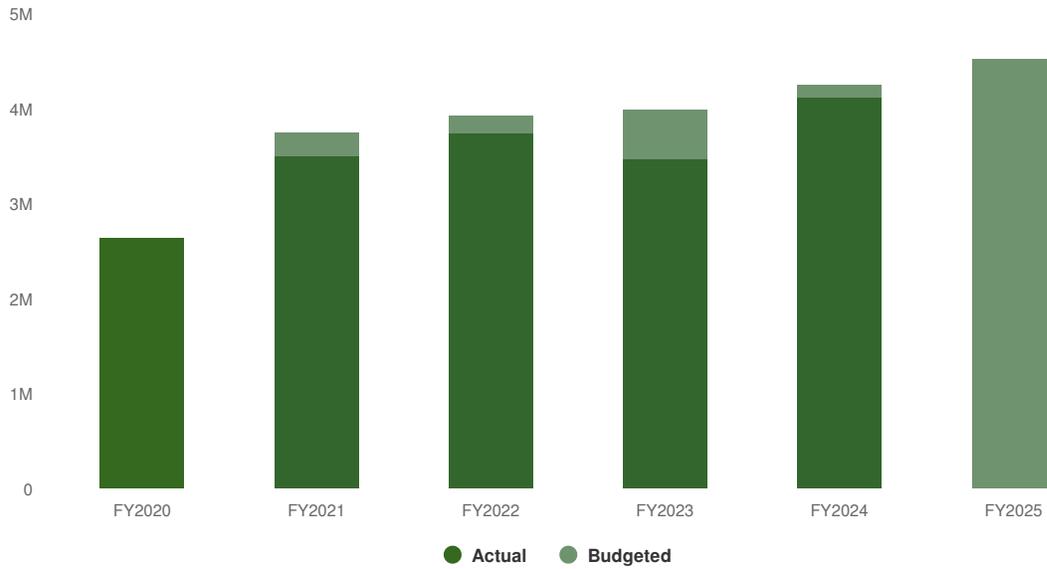
### **Service Narrative**

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

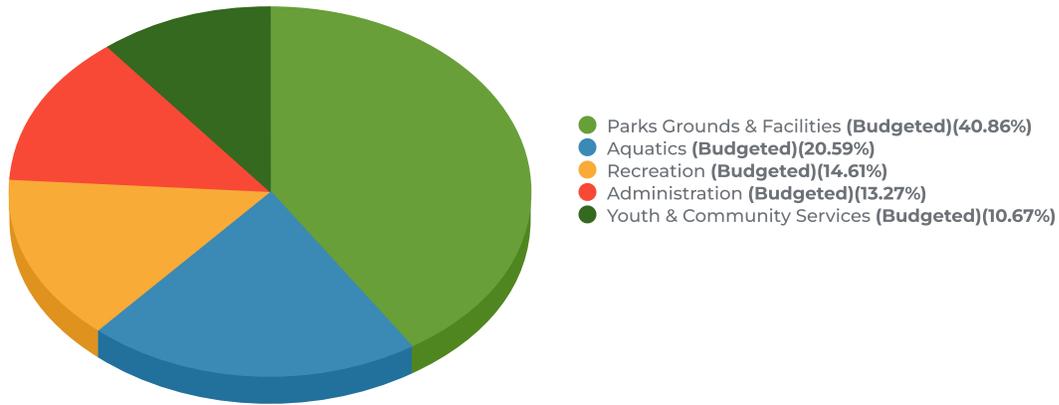
**\$4,530,735** **\$263,375**  
(6.17% vs. prior year)

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



# Expenditures by Department

2024-2025 PRYCS

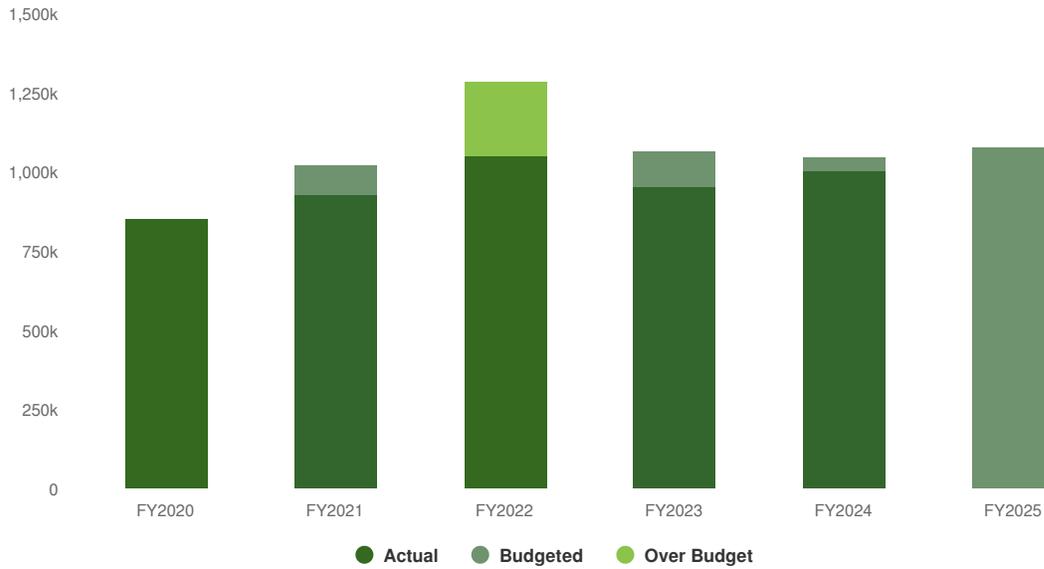


Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expenditures						
Parks & Recreation						
Parks & Recreation						
Administration	\$582,873	\$606,025	\$818,518	\$656,688	\$601,230	-0.8%
Parks Grounds & Facilities	\$1,337,843	\$1,670,545	\$1,709,000	\$1,635,614	\$1,851,415	10.8%
Recreation	\$395,908	\$638,030	\$638,030	\$541,309	\$661,825	3.7%
Aquatics	\$730,974	\$886,655	\$886,655	\$848,667	\$932,960	5.2%
Youth & Community Services	\$433,895	\$466,105	\$477,439	\$433,030	\$483,305	3.7%
<b>Total Parks &amp; Recreation:</b>	<b>\$3,481,492</b>	<b>\$4,267,360</b>	<b>\$4,529,642</b>	<b>\$4,115,308</b>	<b>\$4,530,735</b>	<b>6.2%</b>
<b>Total Parks &amp; Recreation:</b>	<b>\$3,481,492</b>	<b>\$4,267,360</b>	<b>\$4,529,642</b>	<b>\$4,115,308</b>	<b>\$4,530,735</b>	<b>6.2%</b>
<b>Total Expenditures:</b>	<b>\$3,481,492</b>	<b>\$4,267,360</b>	<b>\$4,529,642</b>	<b>\$4,115,308</b>	<b>\$4,530,735</b>	<b>6.2%</b>

## Revenues Summary

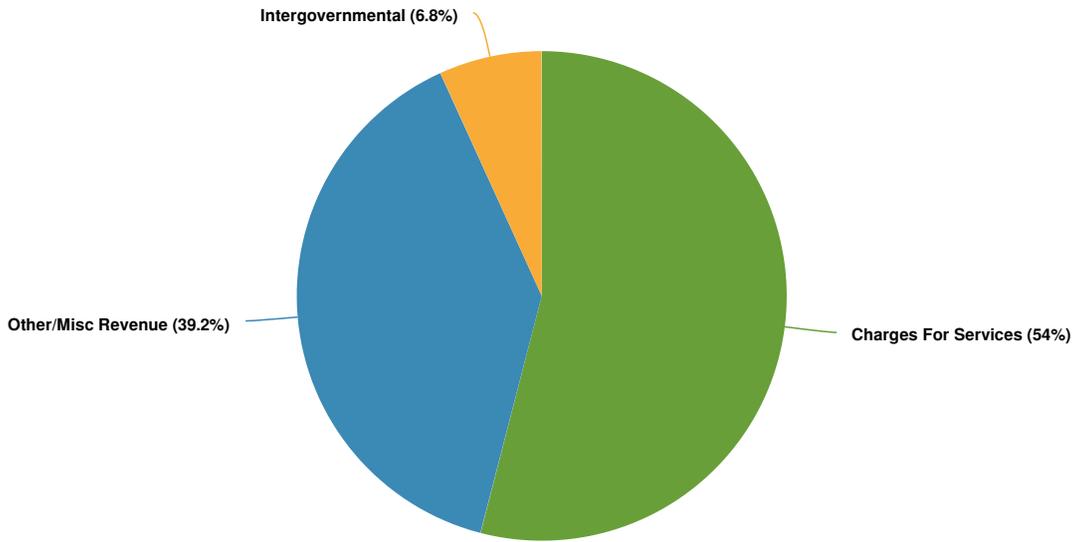
**\$1,080,055** **\$33,140**  
(3.17% vs. prior year)

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

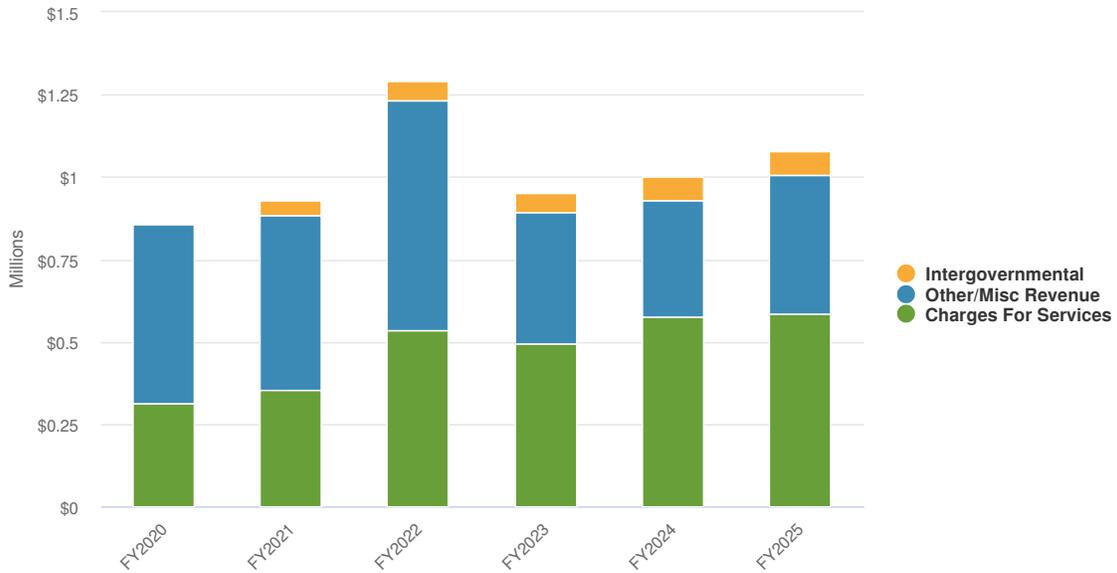


# Revenues by Source

## Projected 2025 Revenues by Source



## Budgeted and Historical 2025 Revenues by Source



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Revenue Source					
Intergovernmental	\$62,133	\$61,885	\$73,219	\$73,225	18.3%
Charges For Services	\$495,567	\$561,700	\$561,700	\$583,500	3.9%

Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Other/Misc Revenue	\$396,114	\$423,330	\$423,330	\$423,330	0%
<b>Total Revenue Source:</b>	<b>\$953,814</b>	<b>\$1,046,915</b>	<b>\$1,058,249</b>	<b>\$1,080,055</b>	<b>3.2%</b>



## Commissioners

### Board of Park Commissioners

<b>Commissioner</b>	<b>Term Expiration</b>
Mayor Jeffrey Caggiano, Chair	11/2025
Robert Fiorito, Vice Chair	12/2026
Vacant, Council Liaison	11/2025
Cynthia Donovan	12/2025
Sandra Bogdanski	12/2025
Robert Lawson	12/2025
Emily Michaud	12/2026
Leonard Lamothe	12/2024

### Youth Commission

<b>Commissioner</b>	<b>Term Expiration</b>
Matthew Gotowala, Chair	06/2025
Deborah Ahl, Vice Chair	06/2025
Erick Rosengren, Council Liaison	11/2025
Ryan Broderick	06/2024
Lance Washington	06/2025
Jonathan Lukasiewicz	06/2025
Richard Kilby	06/2025
Ramon Peters	03/2024
Luke Viens	5/2027
Miguel Salguero	3/2025

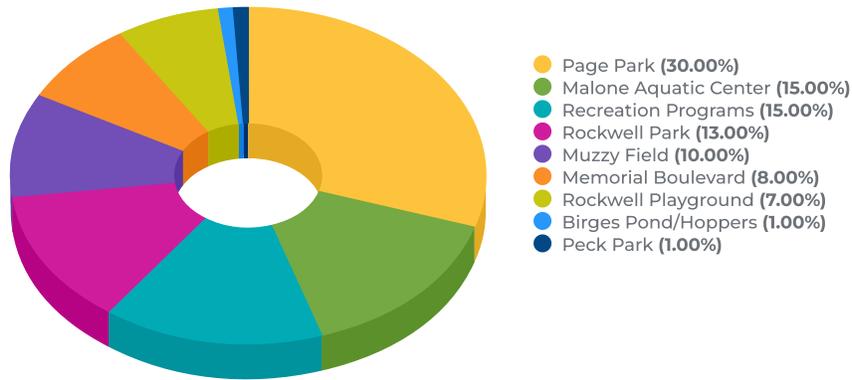
### Arts & Culture Commission

<b>Commissioner</b>	<b>Term Expiration</b>
Walter Lewandoski, Chair	04/2027
April Dews, Vice Chair	04/2027
Cheryl Thibeault, Council Liaison	11/2025
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



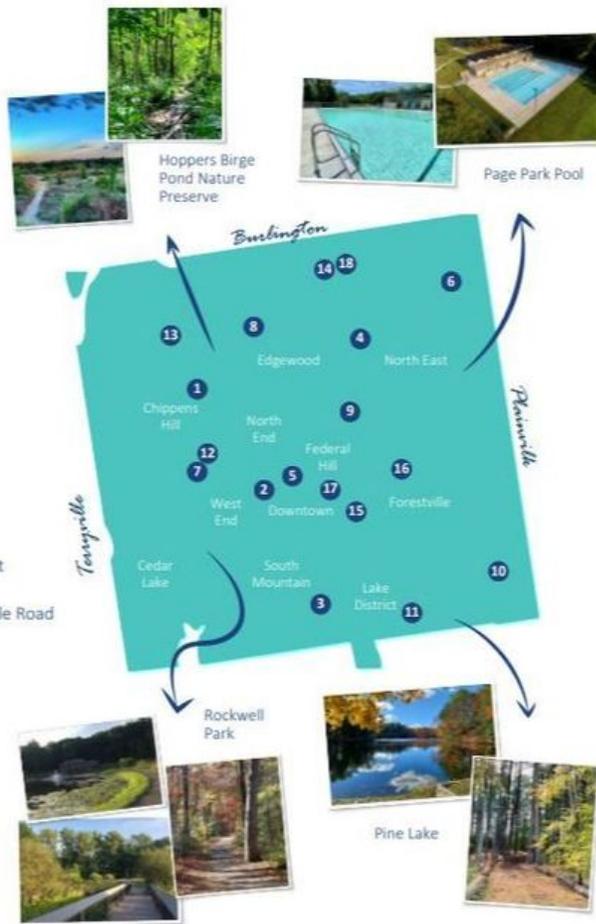
## Park Facilities

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.

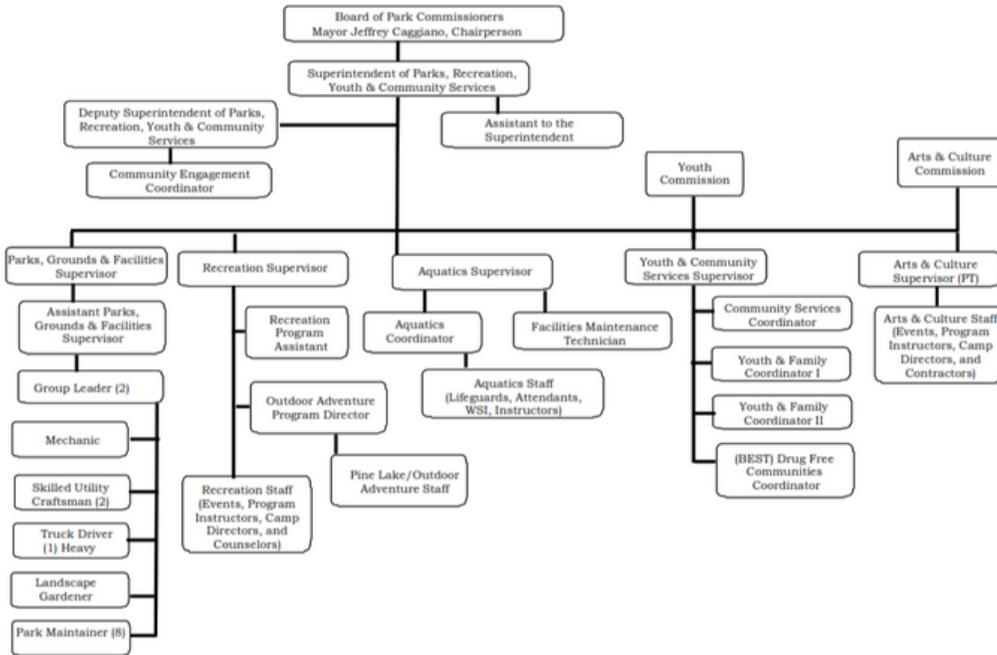
## Park Trusts

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. <b>Said Trustee may also pay to the City of Bristol, upon request by the Board of Park Commissioners from time to time, from the principal of said Trust Fund, an amount, in addition to the income or accruals from said Trust Fund not to exceed \$10,000 per year, PROVIDED, a like amount, dollar for dollar, shall be expended by the City upon said Page Park; but in no instance and under no condition shall there be withdrawn from said Trust Fund yearly more than said sum of \$10,000 from the principal in addition to the total amount of the income and accruals.</b>	P & I	3/6/9/12 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. <b>I further empower my said trustee, in its sole discretion, to pay to the City of Bristol such part of the principal as may be necessary for the repair or reconstruction of said park in the event of the destruction or serious damage to said park by flood or other major catastrophe.</b>	P & I	3/6/9/12 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



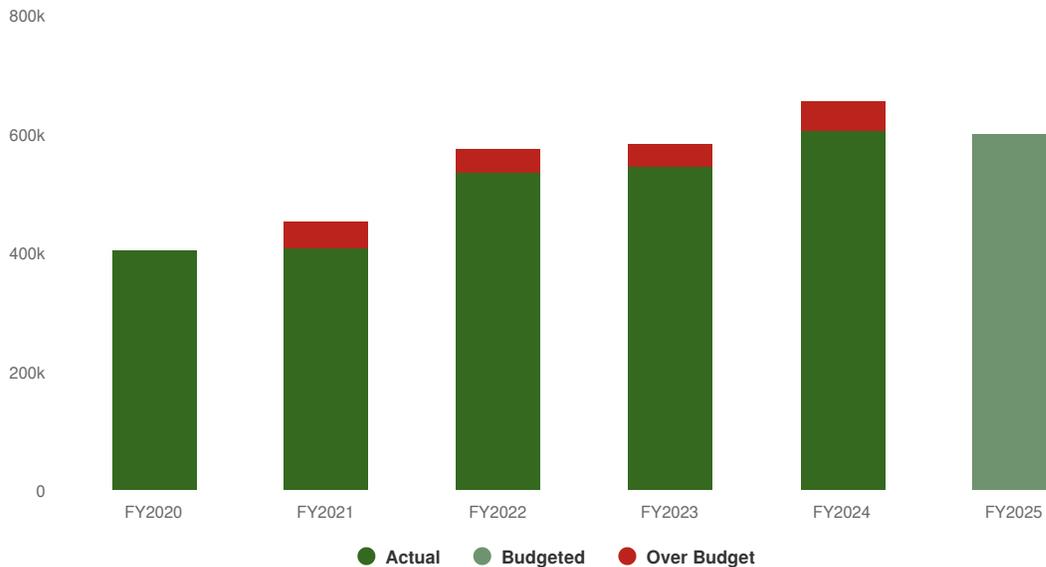
**Sarah Larson, MS, CPRP**  
Deputy Superintendent

**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 interact 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

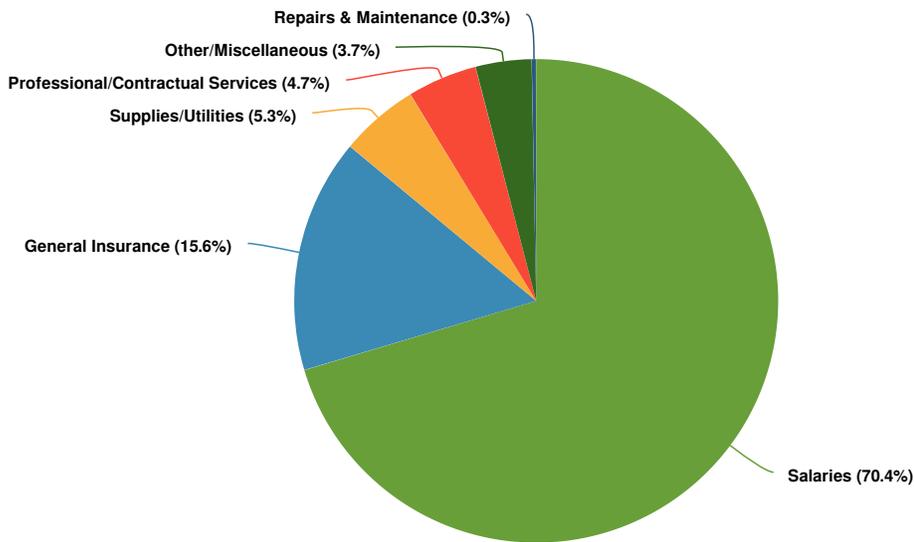
**\$601,230** **-\$4,795**  
(-0.79% vs. prior year)

PRYCS - Admin Proposed and Historical Budget vs. Actual

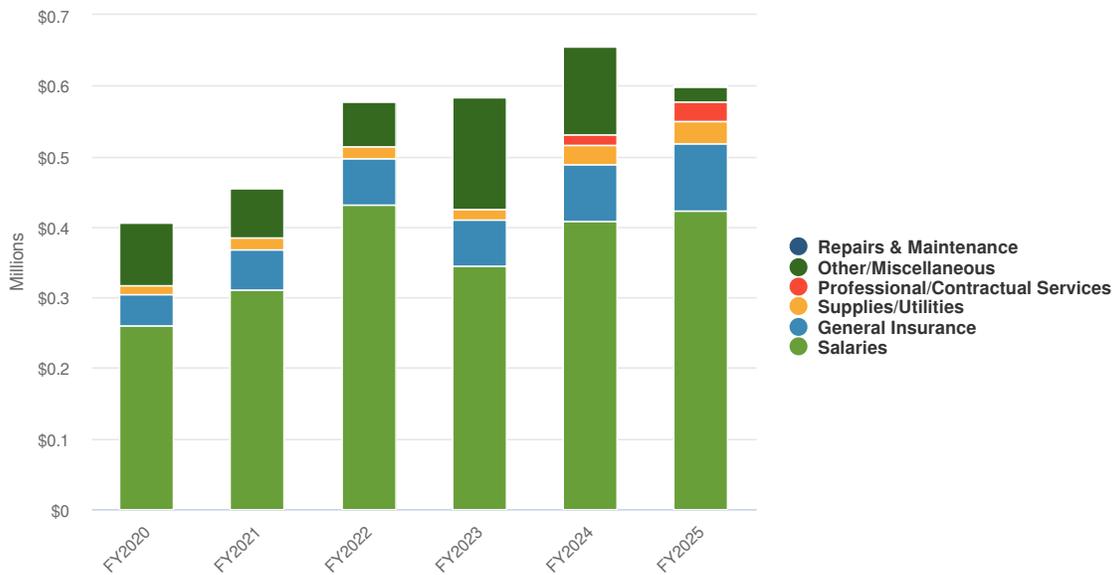


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects					
Salaries	\$343,757	\$448,845	\$448,845	\$423,250	-5.7%
Other/Miscellaneous	\$157,234	\$22,500	\$234,993	\$22,500	0%
General Insurance	\$66,365	\$73,000	\$73,000	\$94,000	28.8%
Professional/Contractual Services	\$0	\$28,080	\$28,080	\$28,080	0%
Supplies/Utilities	\$15,517	\$32,100	\$32,100	\$31,650	-1.4%
Repairs & Maintenance	\$0	\$1,500	\$1,500	\$1,750	16.7%
<b>Total Expense Objects:</b>	<b>\$582,873</b>	<b>\$606,025</b>	<b>\$818,518</b>	<b>\$601,230</b>	<b>-0.8%</b>

# Goals and Accomplishments

## Fiscal Year 2024 Goals and Accomplishments:

- Honored by the American Academy for Park and Recreation Administration as a finalist for the National Gold Medal Award program for the second year in a row. The award program places BPRYCS as a top 4 agency in the entire country and recognizes the department for its excellence in long-range planning, resource management and innovative approaches to delivering superb parks and recreation services with fiscally sound business practices.
- Implemented All-Staff Engagement Summits which helped launch internal development priorities as identified by the staff. Goals and measures were developed for the upcoming year with focus on organization, communication and staff resources.
- Continued to grow the annual Dinner on the Diamond Fundraiser which raised over \$15,000 for the Friends of the Bristol Parks and Recreation Fund. The Board of Park Commissioners is developing a policy on the use of these funds for the future.
- Superintendent Josh Medeiros was elected Chair of the National Recreation and Parks Association Directors School where he will oversee the administration and management of the school in addition to his role as a faculty member. The school is the country's premier professional development program that prepares new and upcoming parks and recreation directors to be effective leaders.
- After nearly a decade of planning, BPRYCS successfully launched Downtown Live at Rockwell Theater; the city's premier entertainment venue for music, comedy and more. Additionally, the 2nd annual Cultural District Celebration event was held at Federal Hill Green to celebrate the arts and highlight the recently state-designated cultural district for Bristol's downtown region.
- Completed several major park projects, including an urban garden on Veterans Memorial Boulevard, Seymour Park playground, pickleball and basketball courts, Perry Spinelli Interior Renovations, and the E.G. Stocks/Casey Field renovations which received the Facility of Merit Award from the Connecticut Recreation and Parks Association.
- 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.
- Completed renovations at Kern Park and made substantial progress on design and development for Page Park Revitalization, moving closer to breaking ground in late 2024.
- Continued to develop new policies in conjunction with the Board of Park Commissioners in alignment with best practices established by the Commission for Accreditation of Park and Recreation Agencies (CAPRA).

## Fiscal Year 2025 Goals:

- Continue to make progress in completing goals and objectives defined in the 2022-2024 Strategic Action Plan as well as develop and adopt the 2025-2027 Strategic Plan.
- Complete renovations at Veterans Memorial Boulevard site improvements, Rockwell Park trail improvements and final structural repairs at Perry Spinelli Pavilion. Begin renovations at Page Park.
- 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 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

	2023 Actual	2024 Estimated	2025 Budget
Salary Expenditures	\$343,757	448,845	\$423,250
Full time Positions	5	4	4



# PRYCS - Grounds, and Facilities Maintenance Division



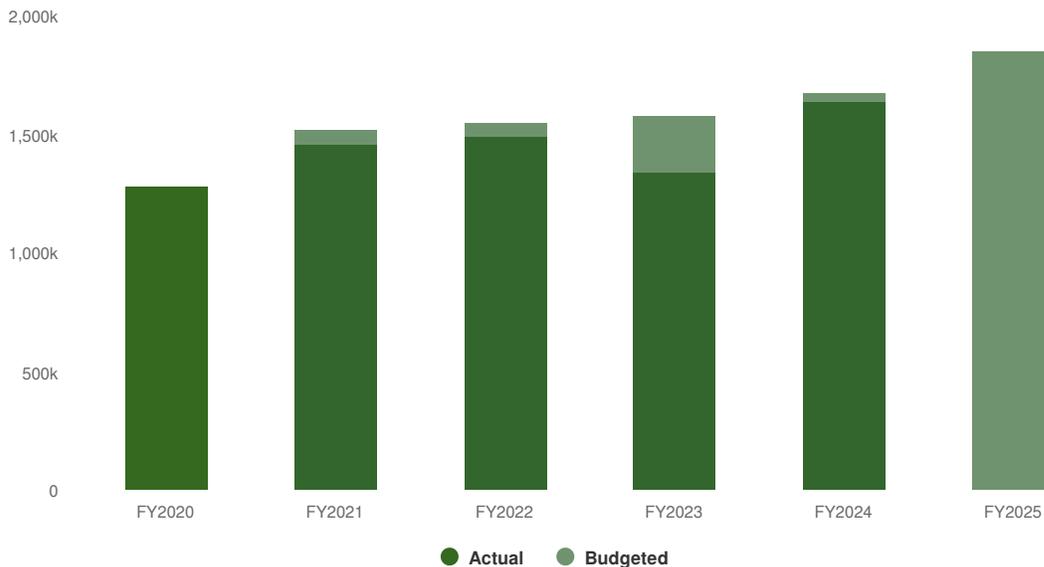
**Robert Lincoln**  
Parks, Grounds, and Facilities Supervisor

**Parks, Grounds, & Facilities Maintenance** division is responsible for over 800 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 5 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 pickle ball court, 7 fishing areas, 2 horseshoe pits, 2 bocce courts, 6 basketball courts, 6 pre-school playscapes, an ADA compliant accessible playground, fitness park and para-fitness course, 4 baseball diamonds, 6 (3 lighted) softball diamonds, jogging path, metered walking path, hiking trails, mountain bike trails and pump park, 2 eighteen hole disc golf courses, 2 off-leash dog parks, and a skate park plaza. Ballfield staff are also responsible for the maintenance and upkeep of all Board of Education elementary and middle school fields. Division staff provide technical support to a wide variety of park users during permitted programs and special events.

## Expenditures Summary

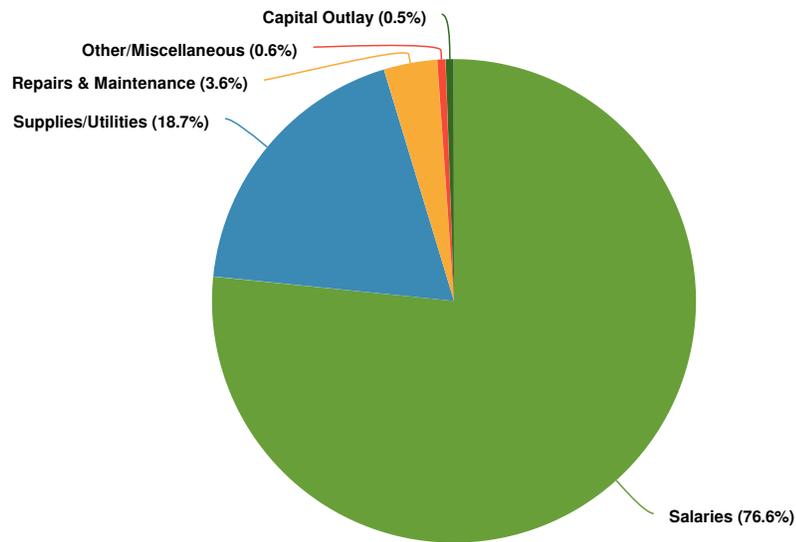
**\$1,851,415**    **\$180,870**  
(10.83% vs. prior year)

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

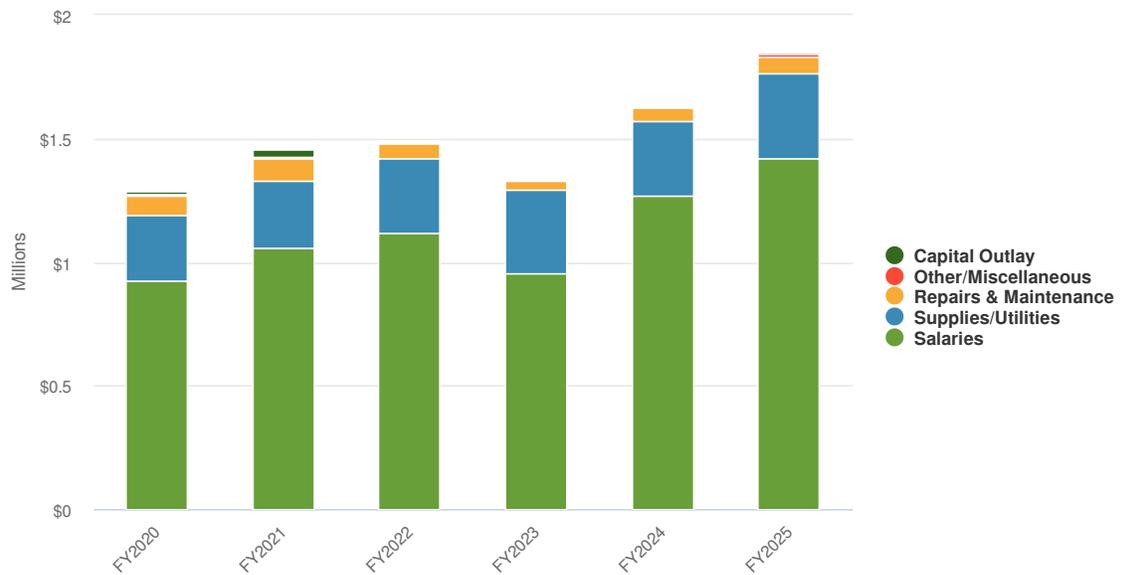


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects						
Salaries	\$954,658	\$1,268,045	\$1,303,500	\$1,268,294	\$1,418,415	11.9%
Other/Miscellaneous	\$4,884	\$8,000	\$11,000	\$6,952	\$10,500	31.3%
Supplies/Utilities	\$336,536	\$313,500	\$318,500	\$301,134	\$346,500	10.5%
Repairs & Maintenance	\$35,934	\$71,000	\$66,000	\$53,110	\$66,000	-7%
Capital Outlay	\$5,830	\$10,000	\$10,000	\$6,125	\$10,000	0%
<b>Total Expense Objects:</b>	<b>\$1,337,843</b>	<b>\$1,670,545</b>	<b>\$1,709,000</b>	<b>\$1,635,614</b>	<b>\$1,851,415</b>	<b>10.8%</b>

## Goals and Accomplishments

### Fiscal Year 2024 Goals and Accomplishments:

- In alignment with the Memorandum of Understanding with the Board of Education, park division work was organized into two crews - a park, grounds, and facilities crew under the Park Supervisor, and an athletic and ballfield crew under a new Athletics and Ballfields Supervisor. The athletic and ballfields crew maintained and prepped the elementary and middle school fields during the Spring season in addition to the athletic fields managed by the parks department expanding field access.
- Completed park upgrades at Stocks Playground and and Seymour Park.
- Initiated the Bid Process for Phase One of the Page Park Revitalization Project.

### Fiscal Year 2025 Goals:

- Begin construction on Phase One of the Page Park Revitalization project, including the installation of pickleball courts, walking trails, new parking lots, and enhanced water retainage at the pond.
- Complete Phase One upgrades at Kern Park.
- Implement ADA upgrades at Memorial Boulevard utilizing American Rescue Plan Funding.
- Expand the Upgrade Your Play campaign to Riordan Playground at Federal Hill Green.
- Continue to establish and strengthen park maintenance policies and procedures as established in the 2022-2024 and 2025-2027 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.

### 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

	2023 Actual	2024 Estimated	2025 Budget
Salary Expenditures	\$954,658	\$1,303,500	1,418,415
Full time Positions	17	18	19



# PRYCS - Recreation



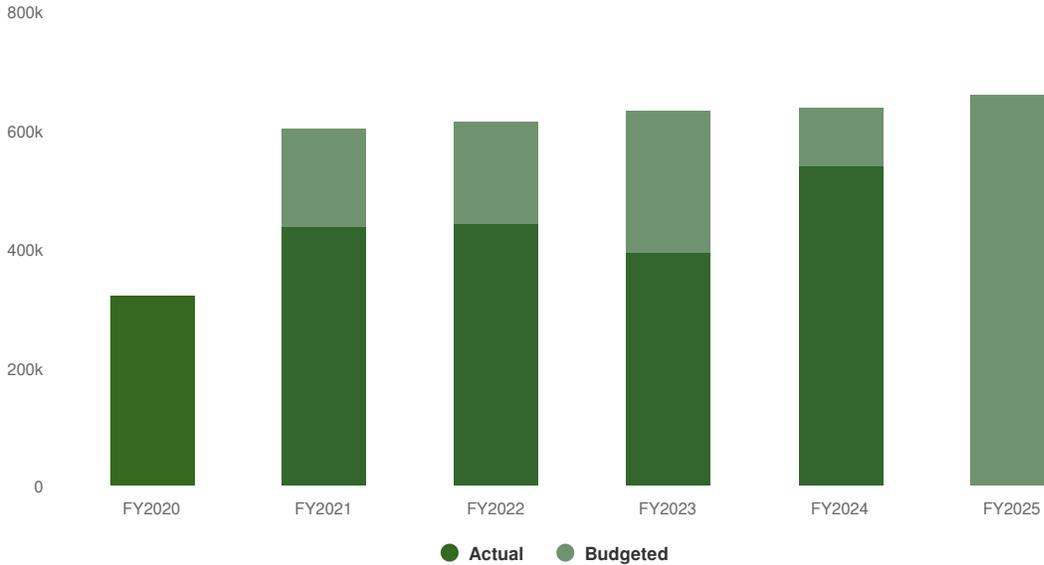
**Amry Shelby, MS, CPRP**  
Recreation Supervisor

**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, Fishing Derby, Turkey Shoot Basketball Contest and enrichment. 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 and re-aligned within the recreation division in order to provide a well-rounded recreational and outdoor adventure-based experiential learning program consistent with resident desires from the 2020 City Wide Parks Master Plan.

## Expenditures Summary

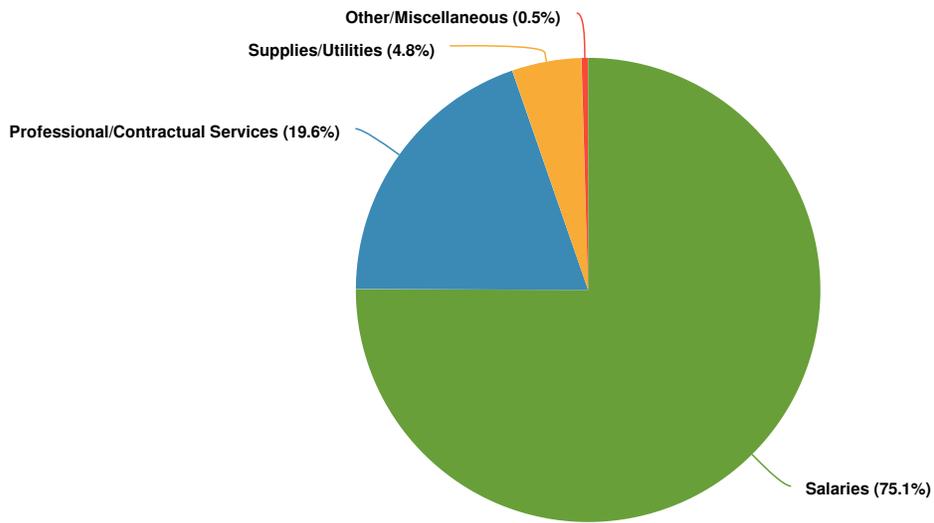
**\$661,825**    **\$23,795**  
(3.73% vs. prior year)

**PRYCS - Recreation Proposed and Historical Budget vs. Actual**

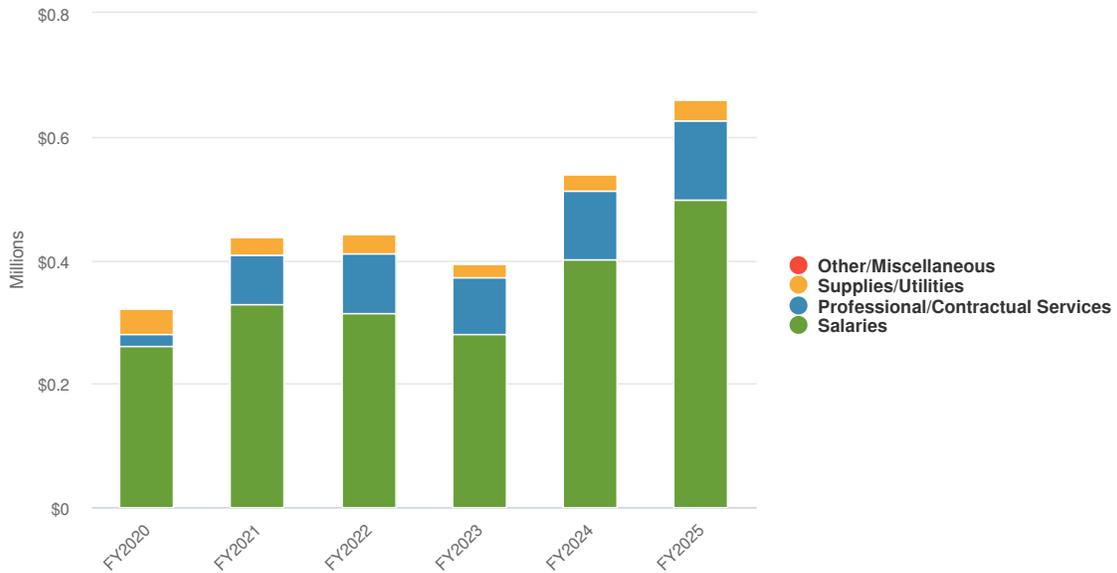


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects						
Salaries	\$281,153	\$479,780	\$479,530	\$400,770	\$496,825	3.6%
Other/Miscellaneous	\$1,230	\$1,250	\$1,500	\$1,505	\$3,000	140%
Professional/Contractual Services	\$90,878	\$125,000	\$125,000	\$111,150	\$130,000	4%
Supplies/Utilities	\$22,646	\$32,000	\$32,000	\$27,884	\$32,000	0%
<b>Total Expense Objects:</b>	<b>\$395,908</b>	<b>\$638,030</b>	<b>\$638,030</b>	<b>\$541,309</b>	<b>\$661,825</b>	<b>3.7%</b>

## Goals and Accomplishments

### Fiscal Year 2024 Goals and Accomplishments:

- A Summer camp employee utilized their CPR/First Aid Training by performing abdominal thrusts on a co-worker who was choking. The heroic response saved the employees life and the individual was presented an All-Heart Award by the Mayor and City Council.
- Recreation Program Assistant Madison Fostervold was awarded the Dorothy G. Mullen/George-Sanford Student Scholarship Award by the Connecticut Recreation and Parks Association.
- Developed an annual evaluation tool to assess department events and a methodology for retiring events that are no longer relevant or a duplication of services.
- Made progress in developing program objectives and defined benefits for all recreation programs in alignment with the benefited based program model from CAPRA.
- Offered 202 unique programs over the year which met a variety of needs and interests of Bristol residents.

### Fiscal Year 2025 Goals:

- Administer the program and monitor the financial stability of the Pine Lake Adventure Park, in alignment with the Business Plan, as the program launches in summer 2024.
- 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.
- Complete the 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

<b>Program Participants</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>
Total Recreation/Aquatics Program Participants	12,052	10,374	10,360	10,132



## PRYCS - Aquatics



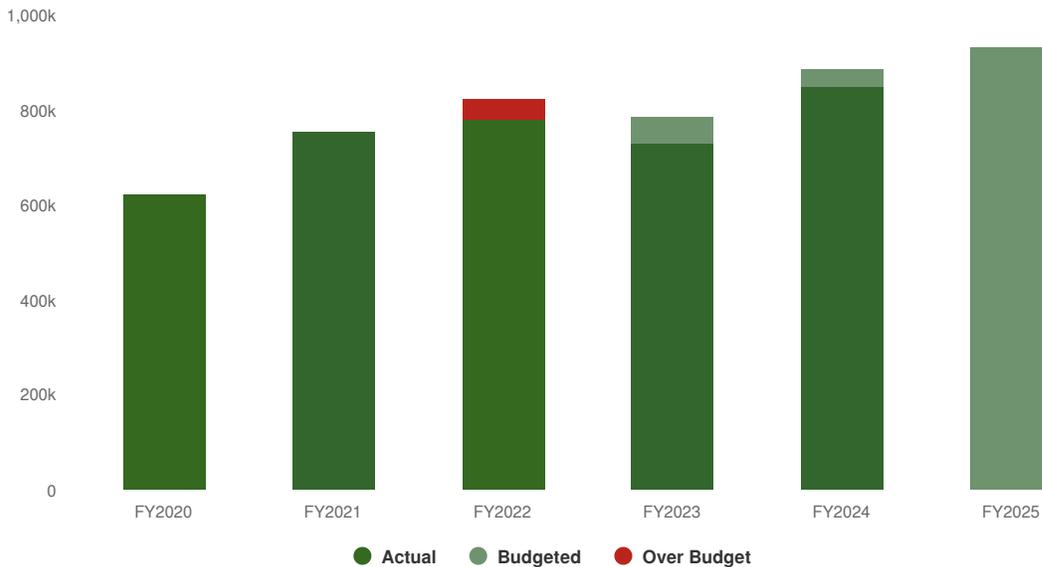
**Raelynne Andrews, LMSW**  
Aquatics Supervisor

**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

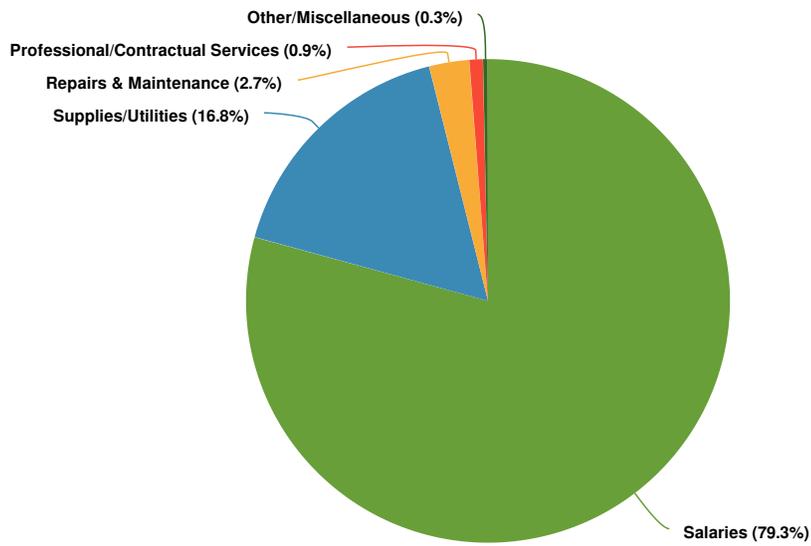
**\$932,960**    **\$46,305**  
(5.22% vs. prior year)

PRYCS - Aquatics Proposed and Historical Budget vs. Actual

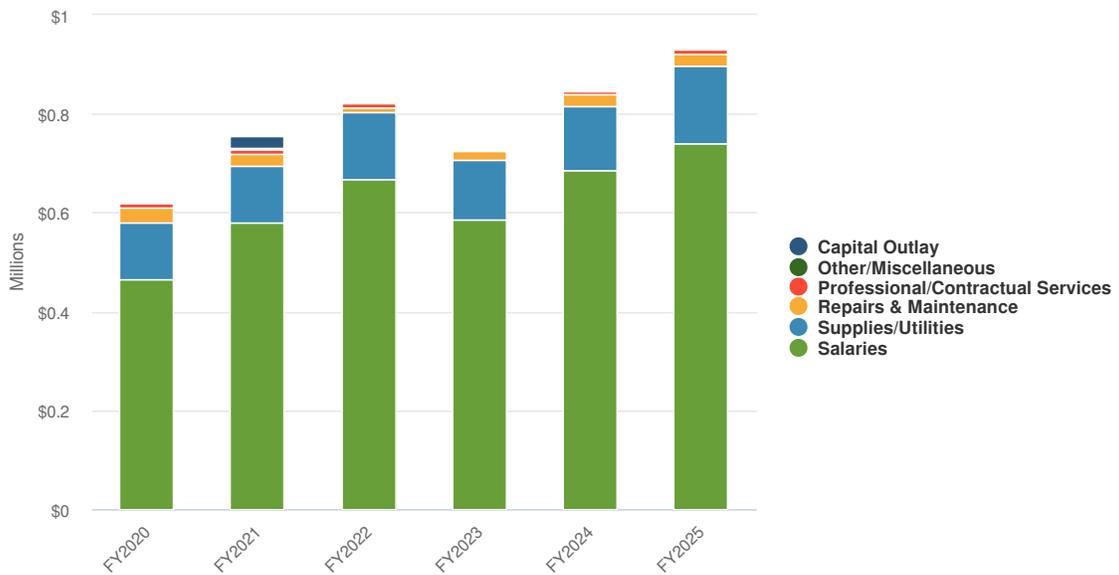


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects						
Salaries	\$584,736	\$704,655	\$704,655	\$684,576	\$739,460	4.9%
Other/Miscellaneous	\$2,906	\$2,500	\$3,310	\$3,781	\$3,000	20%
Professional/Contractual Services	\$3,078	\$8,500	\$7,690	\$5,256	\$8,500	0%
Supplies/Utilities	\$122,676	\$141,000	\$141,000	\$130,454	\$157,000	11.3%
Repairs & Maintenance	\$17,577	\$30,000	\$30,000	\$24,600	\$25,000	-16.7%
<b>Total Expense Objects:</b>	<b>\$730,974</b>	<b>\$886,655</b>	<b>\$886,655</b>	<b>\$848,667</b>	<b>\$932,960</b>	<b>5.2%</b>

## Goals and Accomplishments

### Fiscal Year 2024 Goals and Accomplishments:

- Aquatics Supervisor Raelynne Andrews presented educational sessions at both the Connecticut Recreation and Parks Association and National Recreation and Parks Association Annual Conferences.
- Developed a 3-year phased approach to increasing daily rates and membership fees in alignment with market trends. Fee schedule was adopted by the Board of Park Commissioners with a new schedule being implemented July 1, 2024.
- Launched a successful new fitness program using newly acquired hydro bikes which has expanded water fitness classes at DMAC.

### Fiscal Year 2025 Goals:

- Continue to work with the Community Engagement Coordinator to enhance marketing efforts in order to increase membership and program enrollment.
- Bolster recruitment strategies in order to attract lifeguards and water safety instructors during a time of nation-wide aquatics staffing shortages.
- 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.
- Renovate Rockwell Park Pool, splash park and bathhouse to create an enhanced and safe experience for users.
- 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	FY2022	FY2023	FY2024
Memberships (DMAC, RW, Page)	499	542	609
Daily Visits (DMAC, RW, Page)	26,214	27,964	31,768



## 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. Manages the Drug Free Communities Grant program for Bristol Eliminating Substance Use Together.

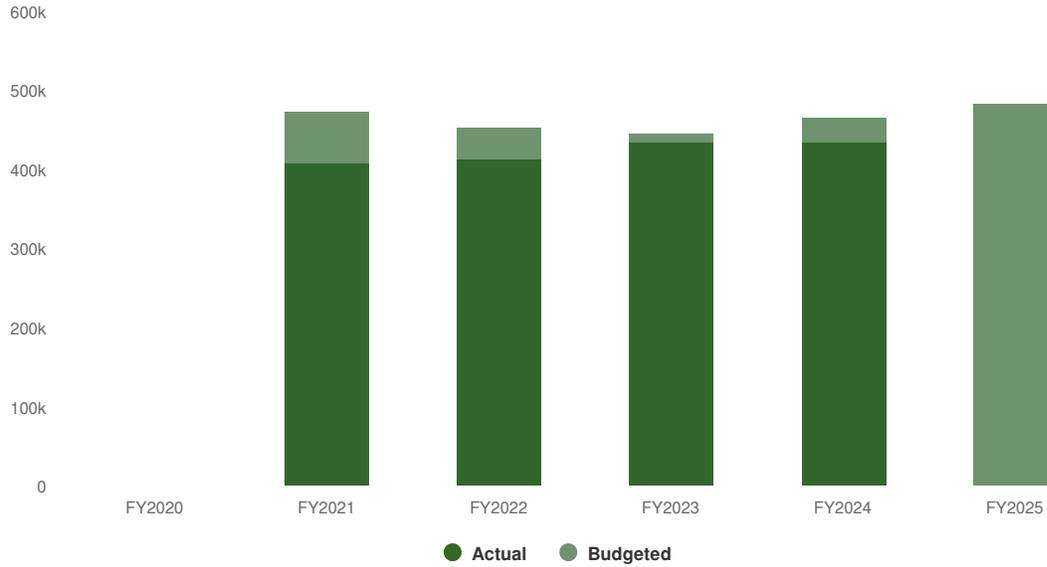
Community Services provides adults with critical information and referrals to available community and state resources. Advocacy and referrals are made for housing, mental/physical health, medical insurance, state benefits, and utilization of the statewide 211 resource. Short term case management and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

**\$483,305** **\$17,200**  
(3.69% vs. prior year)

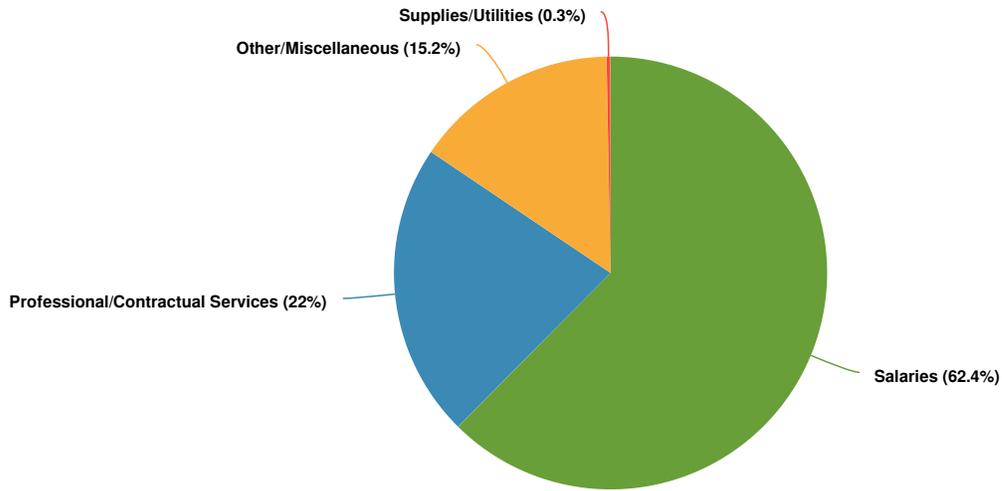
### PRYCS - Youth and Community Services Proposed and Historical Budget vs. Actual



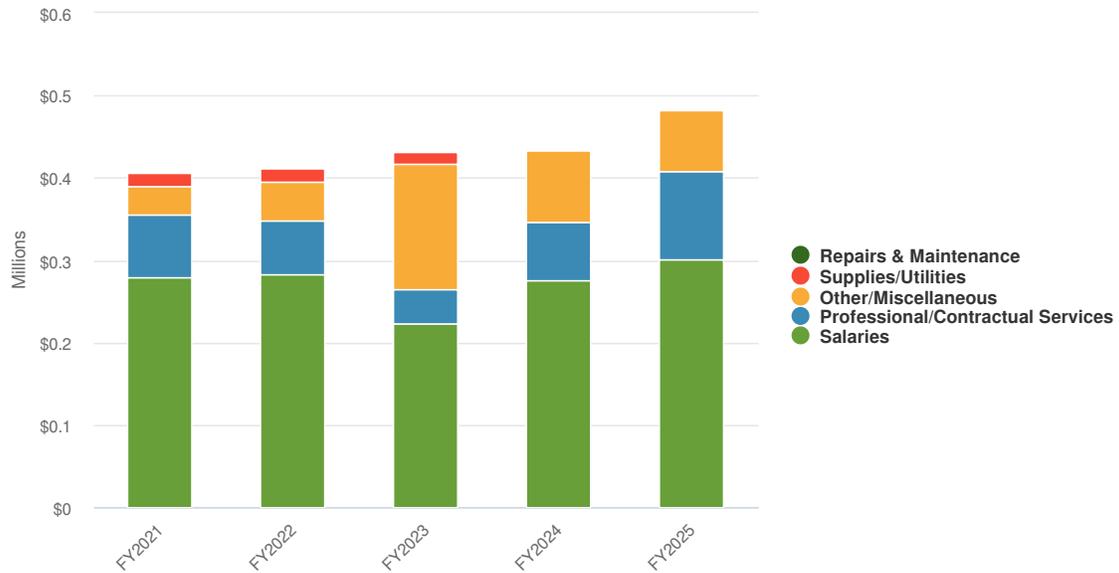
FY2021 represents first year of consolidation of this Department with Parks & Recreation.

# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects						
Salaries	\$222,378	\$295,865	\$295,865	\$275,800	\$301,725	2%
Other/Miscellaneous	\$151,356	\$73,700	\$73,700	\$87,000	\$73,700	0%
Professional/Contractual Services	\$43,161	\$95,110	\$106,444	\$69,567	\$106,450	11.9%
Supplies/Utilities	\$15,430	\$1,430	\$1,430	\$662	\$1,430	0%
Repairs & Maintenance	\$1,570	\$0	\$0	\$0	\$0	0%
<b>Total Expense Objects:</b>	<b>\$433,895</b>	<b>\$466,105</b>	<b>\$477,439</b>	<b>\$433,030</b>	<b>\$483,305</b>	<b>3.7%</b>

## Goals and Accomplishments

### Fiscal Year 2024 Goals and Accomplishments:

- BEST Drug Free Communities Program launched a highly successful visibility campaign to raise awareness of the programs mission. This included 6 billboards, over 55 lawn signs, monthly Narcan trainings, and tabling at 24 community events. The program is also well implemented in the Bristol Public School System to ensure critical information is reaching students.
- The Youth and Prevention Awards program continues to grow with over 230 young people being honored at this year’s event. Young people are recognized for their outstanding volunteerism and contributions to the Bristol community.
- Embarked on a strategic review of division programs and services which culminated in the creation of new guiding pillars. The pillars define priority service areas, which include supporting positive mental health, servicing basic needs and empowering youth. The pillars and strategic work were adopted by the Youth Commission.
- Continued to successfully manage the growth of the Holiday Gift Giving program which services over 500+ families in need. Sponsored collaborative events including Stuff-A-Cruiser and Shop with a Cop with the Bristol Police Department.
- Finalized a policy for the Relocation Program with the City Council that alleviates workload on the Community Services Coordinator and reduces costs to the city.

### Fiscal Year 2025 Goals

- Evaluate the success of the new strategic pillars and associated programs and services in consultation with the Youth Commission.
- Work with the BEST Coalition to develop a sustainability plan for the Drug Free Communities Program that allows for the continuation of the program following the termination of grant funding in 2026.

### 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.
- Continue to evaluate the role of Community Services in Bristol, the unique role of the city, and required resources to meet the increasing demands of clients.

## Expenditure and Position Summary

	2023 Actual	2024 Estimated	2025 Budget
Salary Expenditures	\$222,378	\$295,865	\$301,725
Full time Positions	4	4	4

## Performance Measures

Program Participants	FY2020	FY2021	FY2022	FY2023	FY2024
Transportation Needs	215	119	17	2	11
Medicare, Medicaid, SNAP Applications	146	79	48	42	39
Urgent Medical Needs	15	5	10	14	9
Case Management	280	134	261	363	272
Relocation Assistance - Families	12	7	11	15	5
Homeless Assistance & Referrals	90	219	130	205	266
Housing Assist/Avoiding Eviction	63	325	93	89	43
Eviction Storage	27	6	156	185	117
Auctions	9	1	6	11	4

272



## Miscellaneous

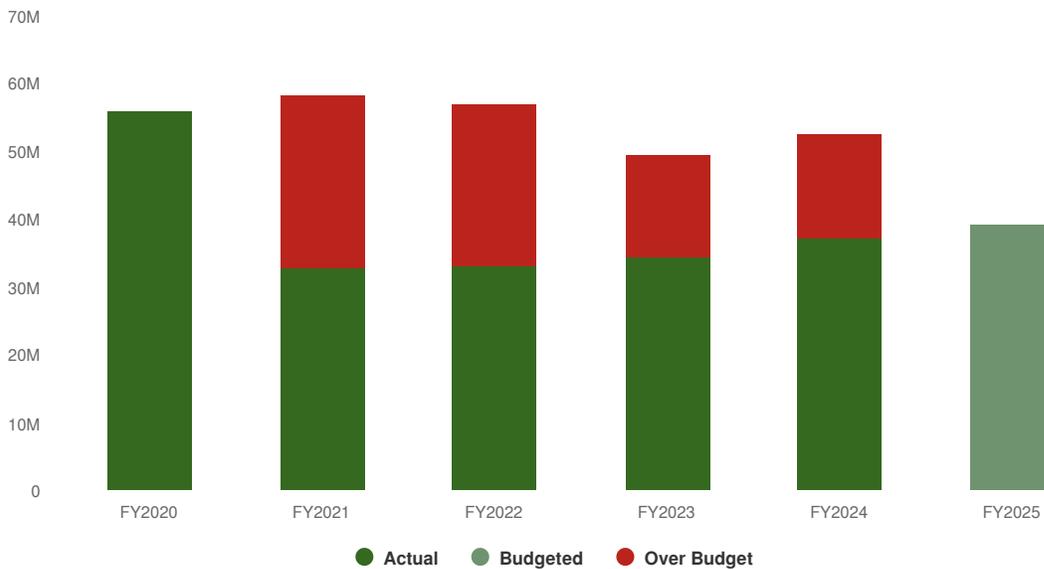
Miscellaneous expenditures consist of special items not included in any other function. The categories are: Employee Benefits, Heart and Hypertension, Insurance, All Other, Other Post-Employment Benefits, Operating Transfers Out, and Public Buildings. The Parks, Recreation, Youth and Community Services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

### Expenditures Summary

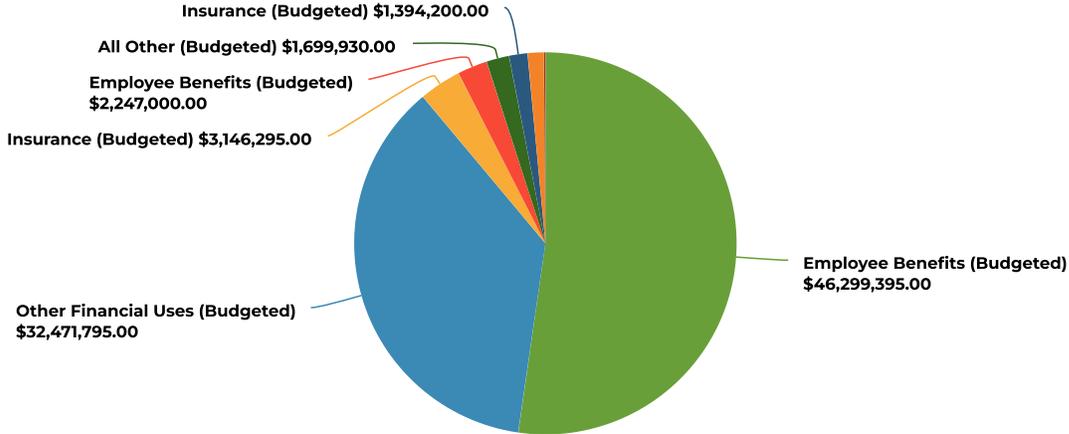
**\$39,122,925** **\$1,990,950**  
(5.36% vs. prior year)

#### Miscellaneous Proposed and Historical Budget vs. Actual



# Expenditures by Department

## Miscellaneous



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expenditures					
Insurance					
Insurance	\$1,106,622	\$1,244,060	\$1,244,060	\$1,394,200	12.1%
<b>Total Insurance:</b>	<b>\$1,106,622</b>	<b>\$1,244,060</b>	<b>\$1,244,060</b>	<b>\$1,394,200</b>	<b>12.1%</b>
Employee Benefits And Pension					
Employee Benefits	\$2,000,930	\$2,168,000	\$2,198,000	\$2,247,000	3.6%
Other Post Employment Benef	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	0%
<b>Total Employee Benefits And Pension:</b>	<b>\$3,200,930</b>	<b>\$3,368,000</b>	<b>\$3,398,000</b>	<b>\$3,447,000</b>	<b>2.3%</b>
Miscellaneous					
Public Buildings	\$250,000	\$250,000	\$250,000	\$110,000	-56%
Payments To State Of CT	\$3,016	\$0	\$0	\$0	0%
All Other	\$352,734	\$2,371,550	\$1,171,475	\$1,699,930	-28.3%
<b>Total Miscellaneous:</b>	<b>\$605,750</b>	<b>\$2,621,550</b>	<b>\$1,421,475</b>	<b>\$1,809,930</b>	<b>-31%</b>

Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Operating Transfers Out					
Other Financial Uses	\$44,638,160	\$29,898,365	\$47,360,789	\$32,471,795	8.6%
<b>Total Operating Transfers Out:</b>	<b>\$44,638,160</b>	<b>\$29,898,365</b>	<b>\$47,360,789</b>	<b>\$32,471,795</b>	<b>8.6%</b>
<b>Total Expenditures:</b>	<b>\$49,551,462</b>	<b>\$37,131,975</b>	<b>\$53,424,324</b>	<b>\$39,122,925</b>	<b>5.4%</b>

## 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 parentheses 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:

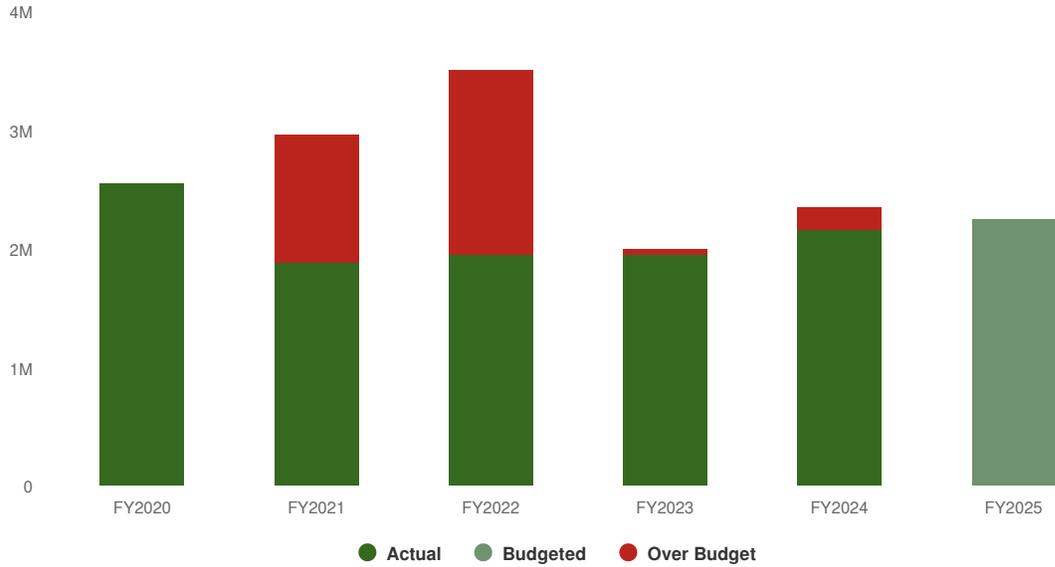
<b><u>Category</u></b>	<b><u>Vendor Provider/Payee</u></b>
Life Insurance	Madison National Life Insurance
Dental	Cigna-HMO; Anthem
Health Insurance	Cigna
Disability Insurance	Madison National Life Insurance
FICA (City Share 6.2%)	Internal Revenue Service
Medicare (City Share 1.45%)	Internal Revenue Service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

The 2024-2025 General Fund budget for Employee Benefits reflects a 3.6% increase. The increase does not reflect the increase for health insurance. That can be seen in the Operating Transfers Out as noted above. However, the City is in its fifteenth year with Cigna for medical and seventh year of pharmacy benefits with Cigna. Anthem and a fully insured Cigna HMO plan provide dental benefits. More information on the City's Health Benefits fund can be found in the Internal Service Fund section of the budget document. The increase in this cost center is the result of the Employer share of FICA and Medicare which increased due to wages increasing.

## Expenditures Summary

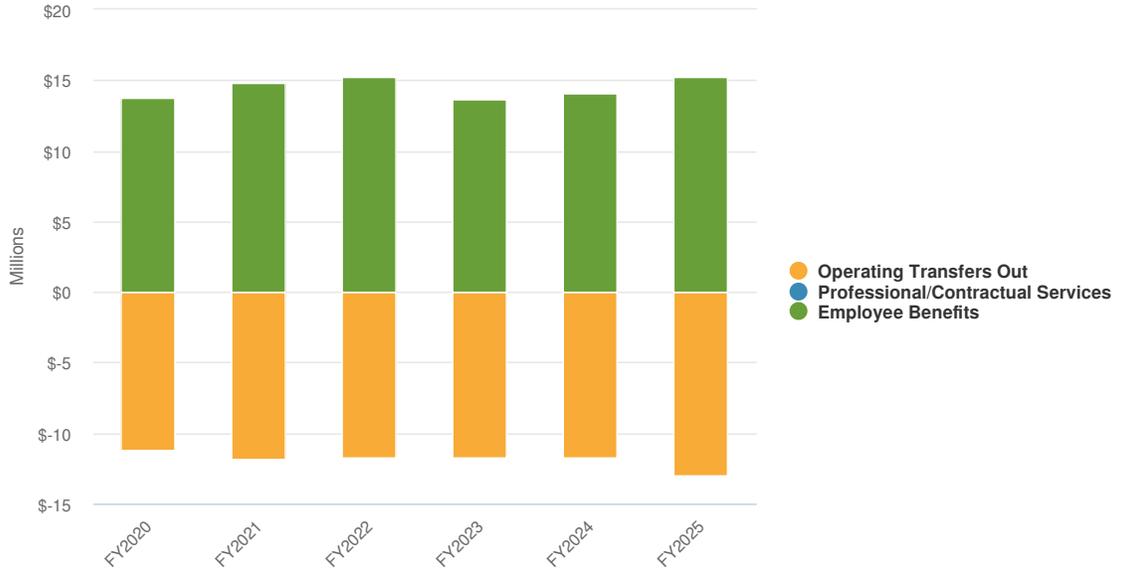
**\$2,247,000** **\$79,000**  
(3.64% vs. prior year)

### Employee Benefits Proposed and Historical Budget vs. Actual



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



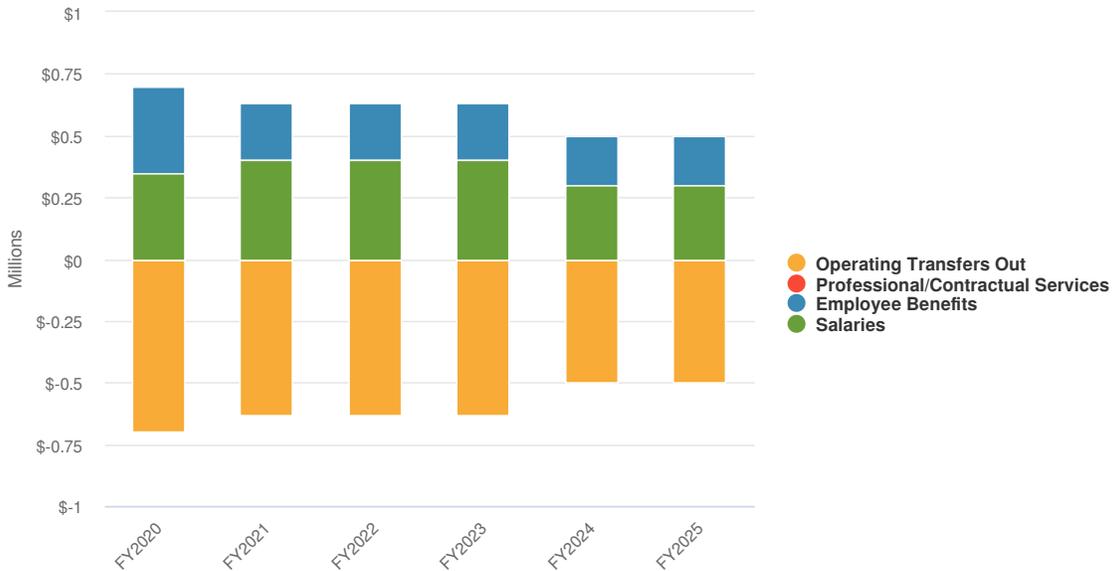
Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects					
Operating Transfers Out	-\$11,722,180	-\$11,722,180	-\$11,722,180	-\$13,012,810	11%
Employee Benefits	\$13,703,047	\$13,863,680	\$13,893,680	\$15,231,810	9.9%
Professional/Contractual Services	\$20,063	\$26,500	\$26,500	\$28,000	5.7%
<b>Total Expense Objects:</b>	<b>\$2,000,930</b>	<b>\$2,168,000</b>	<b>\$2,198,000</b>	<b>\$2,247,000</b>	<b>3.6%</b>

# 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 2024-2025.

## Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Salaries	\$400,000	\$300,000	\$300,000	\$300,000	0%
Operating Transfers Out	-\$630,000	-\$500,000	-\$500,000	-\$500,000	0%
Employee Benefits	\$230,000	\$200,000	\$200,000	\$200,000	0%

# 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.

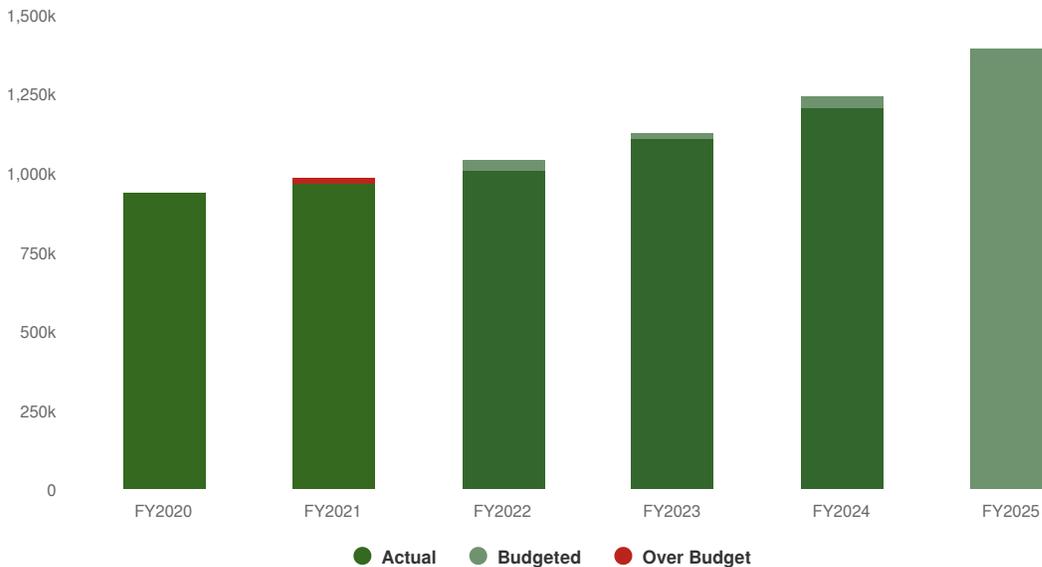
The City uses the following consultants to assist with its insurance programs:

- 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) - Acrisure 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

**\$1,394,200** **\$150,140**  
(12.07% 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	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
<b>Expense Objects</b>					
<b>General Insurance</b>					
PROPERTY INSURANCE	\$58,331	\$78,800	\$78,800	\$99,000	25.6%
AUTO INSURANCE	\$403,353	\$446,160	\$446,160	\$490,600	10%
LIABILITY INSURANCE	\$543,268	\$597,600	\$597,600	\$683,100	14.3%
CLAIMS-DEDUCTIBLE	\$51,102	\$100,000	\$100,000	\$100,000	0%
MAILBOX REIMBURSEMENTS		\$0	\$1,500	\$1,500	N/A
COUNCIL SETTLEMENT	\$30,568	\$1,500	\$0	\$0	-100%
<b>Total General Insurance:</b>	<b>\$1,086,622</b>	<b>\$1,224,060</b>	<b>\$1,224,060</b>	<b>\$1,374,200</b>	<b>12.3%</b>
<b>Operating Transfers Out</b>					
TRANSFER OUT SELF INS W/C	-\$1,519,510	-\$1,762,650	-\$1,762,650	-\$1,946,770	10.4%
<b>Total Operating Transfers Out:</b>	<b>-\$1,519,510</b>	<b>-\$1,762,650</b>	<b>-\$1,762,650</b>	<b>-\$1,946,770</b>	<b>10.4%</b>
<b>Employee Benefits</b>					
WORKERS COMPENSATION INS	\$1,519,510	\$1,762,650	\$1,762,650	\$1,946,770	10.4%
<b>Total Employee Benefits:</b>	<b>\$1,519,510</b>	<b>\$1,762,650</b>	<b>\$1,762,650</b>	<b>\$1,946,770</b>	<b>10.4%</b>
<b>Professional/Contractual Services</b>					
INSURANCE CONSULTANT	\$20,000	\$20,000	\$20,000	\$20,000	0%
<b>Total Professional/Contractual Services:</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>0%</b>
<b>Total Expense Objects:</b>	<b>\$1,106,622</b>	<b>\$1,244,060</b>	<b>\$1,244,060</b>	<b>\$1,394,200</b>	<b>12.1%</b>

## Insurance Policies - Fiscal Year 2024-2025

INSURANCE COVERAGE	BROKER AGENT	CARRIER	POLICY LIMITS	DEDUCTIBLE
Workers' Compensation	FutureComp (3rd party administrator)		Self-Insured	N/A
Excess Worker's Compensation	Acrisure	Safety National	Statutory	\$1,000,000 Police and Fire All Others \$750,000
Property	Roland Dumont Agency	Travelers	Various	\$5,000 EDP & A/R
Auto	Acrisure	Ascot Insurance Company	\$1,000,000	\$5,000 Bodily Injury/Physical Damage/\$1,000 Comp/Coll
Liability	Acrisure	Ascot Insurance Company	\$1,000,000 \$3,000,000	Occurrence Aggregate
Umbrella	Acrisure	Berkley National Insurance Corp	\$10,000,000	
Cyber Liability	Acrisure	Ascot Insurance Company	\$1,000,000	\$10,000
Pollution Liability	Acrisure	Navigators Specialty Insurance Company	\$500,000	\$25,000
Additional \$5M Excess	Acrisure	American Alternative Ins Corp	\$5,000,000	
<b>CITY ONLY POLICIES</b>				
Errors and Omissions	Acrisure	Ascot Insurance Company	\$1,000,000	\$25,000
Public Officials and Employment Practices	Acrisure	Ascot Insurance Company	\$1,000,000	\$25,000
Law Enforcement	Acrisure	Ascot Insurance Company	\$1,000,000	\$25,000
Crime	Roland Dumont	Travelers	Various	
<b>EDUCATION ONLY POLICIES</b>				
Errors and Omissions	Acrisure	Ascot Insurance Company	\$1,000,000	\$25,000
Employment Practices Liability	Acrisure	Ascot Insurance Company	\$1,000,000	\$25,000
<b>RETIREMENT BOARD</b>				
Fiduciary Bond	Tracy Driscoll	Travelers	\$10,000,000	\$50,000

<b>PROPERTY INSURANCE</b>	
Form	Travelers Manuscript Form with Endorsements
Conditions	Risks of Direct Physical Loss including Flood and Earthquake
Term	July 1, 2024 - July 1, 2025
Limits	<ul style="list-style-type: none"> <li>o \$724,346,643 Buildings and Structures</li> <li>o \$54,788,936 Personal Property</li> <li>o \$2,500,000 Data Processing and Media</li> <li>o \$2,769,999 Contractor's Equipment</li> </ul>

Valuation	Replacement Cost (Except Contractor's Equipment), Agreed Amount, No Coinsurance
Schedule of Insured	On file

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

# All Other

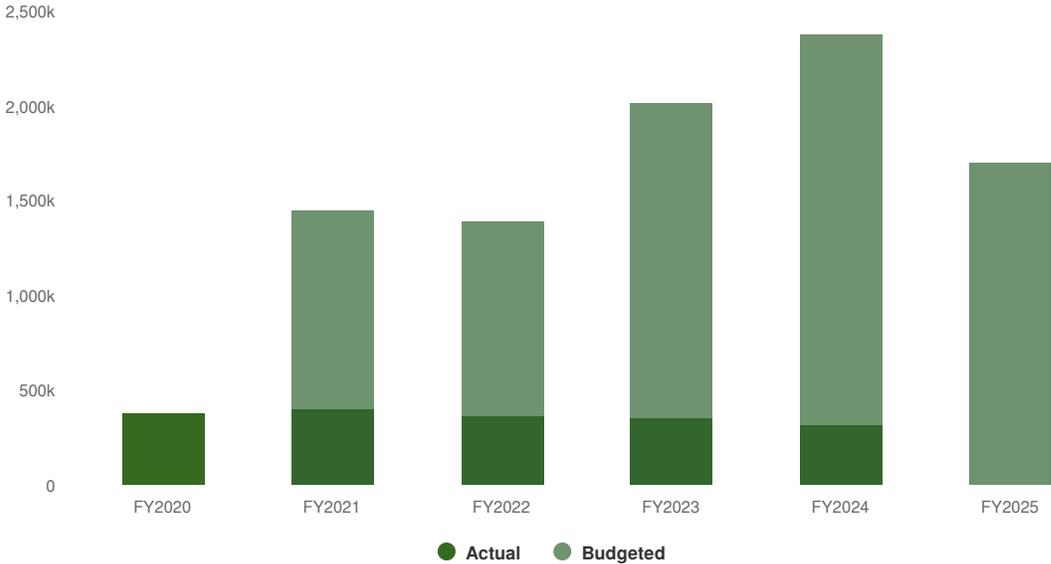
This activity includes items that are extraordinary in nature and difficult to classify. These items include hydrant charges, citywide equipment/maintenance contracts, citywide postage reimbursement, tax foreclosure costs, and unanticipated expenses. Contractual obligations is a set aside account for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

The 2024-2025 budget shows an overall decrease of \$671,620 due to a decrease in Contractual Obligations since all union contracts were settled except for Local #773 Fire

## Expenditures Summary

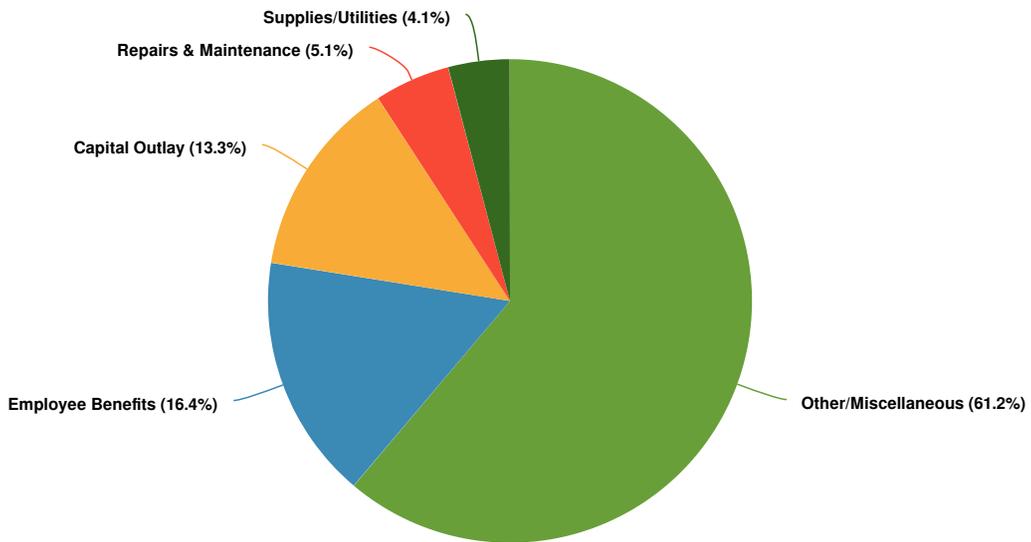
**\$1,699,930** **-\$671,620**  
 (-28.32% vs. prior year)

All Other Proposed and Historical Budget vs. Actual

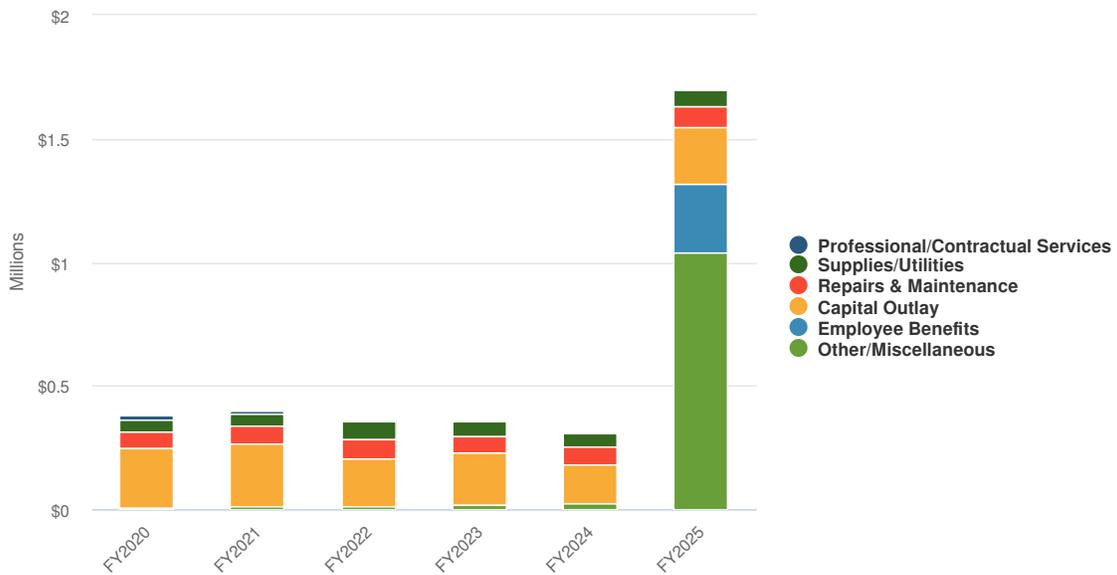


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



<b>Name</b>	<b>FY2023 Actual</b>	<b>FY2024 Original Budget</b>	<b>FY2024 Revised Budget</b>	<b>FY2025 Original Budget</b>	<b>FY2024 Original Budget vs. FY2025 Original Budget (% Change)</b>
Expense Objects					
Other/Miscellaneous	\$20,614	\$1,040,000	\$776,443	\$1,040,000	0%
Employee Benefits	\$0	\$981,550	\$44,695	\$278,000	-71.7%
Supplies/Utilities	\$57,742	\$70,000	\$70,000	\$70,000	0%
Repairs & Maintenance	\$68,710	\$80,000	\$80,337	\$85,990	7.5%
Capital Outlay	\$208,684	\$200,000	\$200,000	\$225,940	13%
<b>Total Expense Objects:</b>	<b>\$355,750</b>	<b>\$2,371,550</b>	<b>\$1,171,475</b>	<b>\$1,699,930</b>	<b>-28.3%</b>

## Other Post Employment Benefits (OPEB)

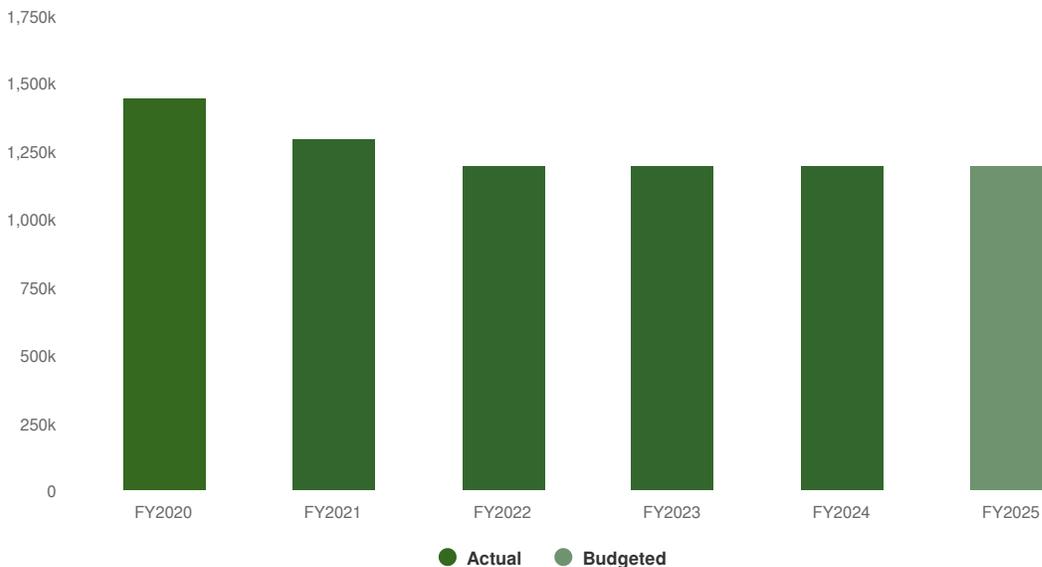
The City offers post-retirement health care benefits to City and certain Board of Education employee groups that meet retirement eligibility requirements. As of the July 1, 2022 Valuation (completed bi-annually) there were 1,969 members, 347 currently receiving benefits and 1,622 active members (current 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 FY2024-2025 budget estimates. Based on the update, the City will contribute approximately 86% of the Actuarially Determined Contribution (ADC). This comprises the Expected Benefit Payouts (EBP) paid through the City's Health Insurance Internal Service Fund, and the City and Water and Sewer Department's contribution transferred to the OPEB Trust fund. For FY2025, the City's contribution of \$1,200,000 combined with a \$124,297 contribution from the Water Department and \$84,639 from the Sewer Enterprise Funds represents 49% of the total actuarial determined contribution of \$2,880,310 or 86% of the ADC including the expected benefit payouts.

### Expenditures Summary

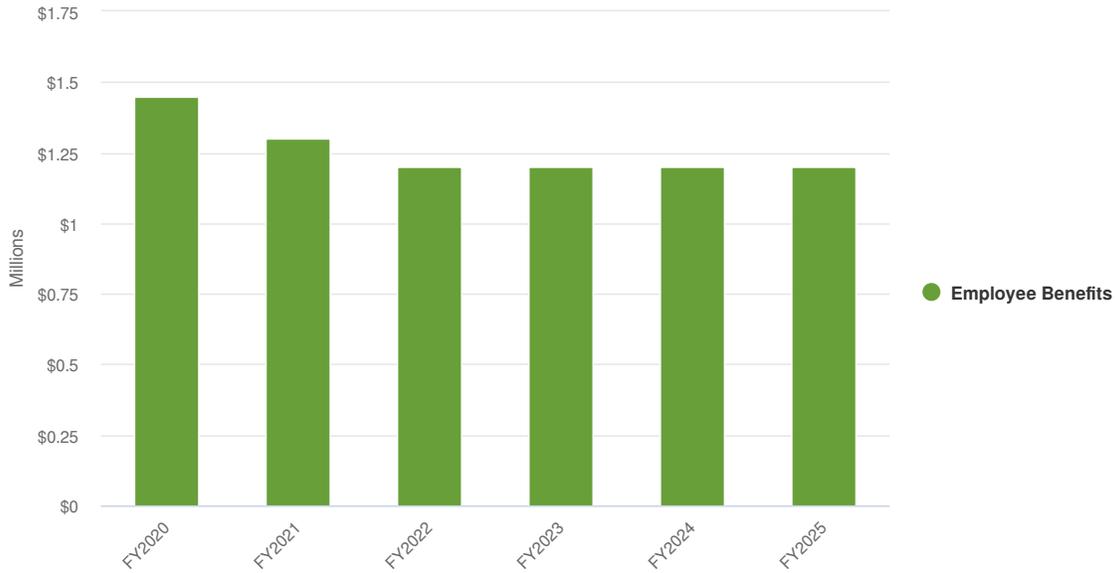
**\$1,200,000** **\$0**  
(0.00% vs. prior year)

#### OPEB Proposed and Historical Budget vs. Actual



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	ERP Code	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
<b>Expense Objects</b>						
Employee Benefits						
OPEB CONTRIBUTION	0018107-520925-	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	0%
<b>Total Employee Benefits:</b>		<b>\$1,200,000</b>	<b>\$1,200,000</b>	<b>\$1,200,000</b>	<b>\$1,200,000</b>	<b>0%</b>
<b>Total Expense Objects:</b>		<b>\$1,200,000</b>	<b>\$1,200,000</b>	<b>\$1,200,000</b>	<b>\$1,200,000</b>	<b>0%</b>

The components of the ADC are as follows:

<b>ACTUARIALLY DETERMINED CONTRIBUTION (ADC) FOR 2024-2025</b>			
	<b>Actuarially Determined Contribution</b>	<b>Expected Benefit Payouts (EBP)</b>	<b>Net Budget Impact</b>
City	\$2,704,936	(\$2,661,551)	\$43,385
Water	570,257	(361,321)	208,936
Police	2,258,417	(1,559,282)	699,135
Fire	1,417,058	(858,427)	558,631
BOE Certified	1,839,475	(1,061,027)	778,448
BOE Non-Certified	1,581,598	(989,823)	591,775
<b>Totals</b>	<b>10,371,741</b>	<b>(7,491,431)</b>	<b>\$2,880,310</b>
City Contribution			(\$1,200,000)
Water Contribution			(124,297)
Sewer Contribution			(\$84,639)
Unfunded Contribution			\$1,471,374
% Contribution Funded			<b>49%</b>
% Contribution Funded including EBP			<b>86%</b>

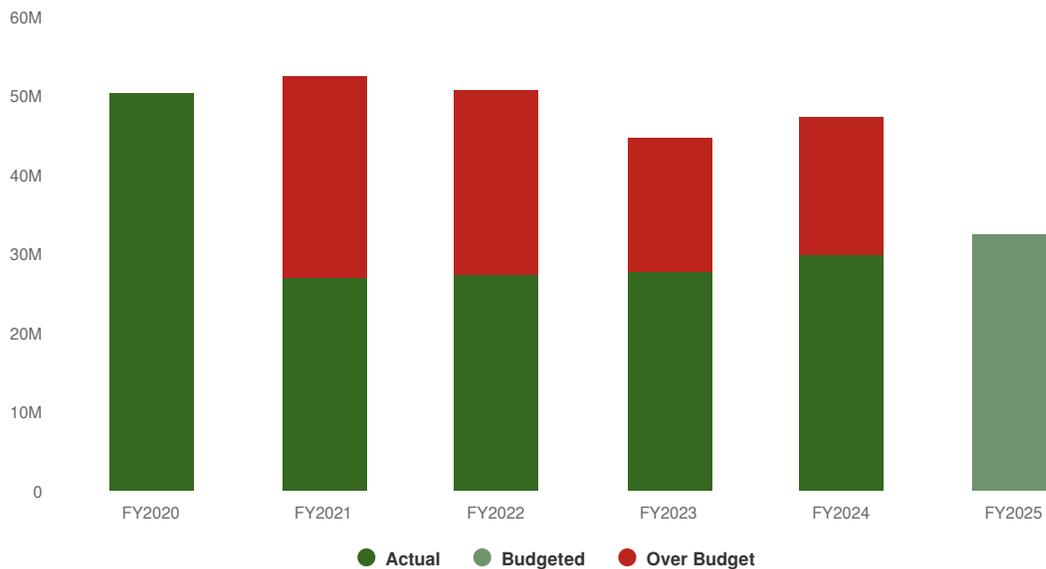
## Operating Transfers Out

This activity includes transfers to the Special Revenue Funds, Debt Service Funds, Capital Project Funds and Internal Service Funds. The Debt Service detail can be found in the "Debt " section. The Special Revenue transfer includes funds for the City share of Economic & Community Development, Solid Waste and the Transfer Station and can be found in more detail in the "Special Revenue" section. Capital Projects can be found in more detail under "Capital Improvements" and Employee Benefits can be found in more detail under "Internal Service Fund".

## Expenditures Summary

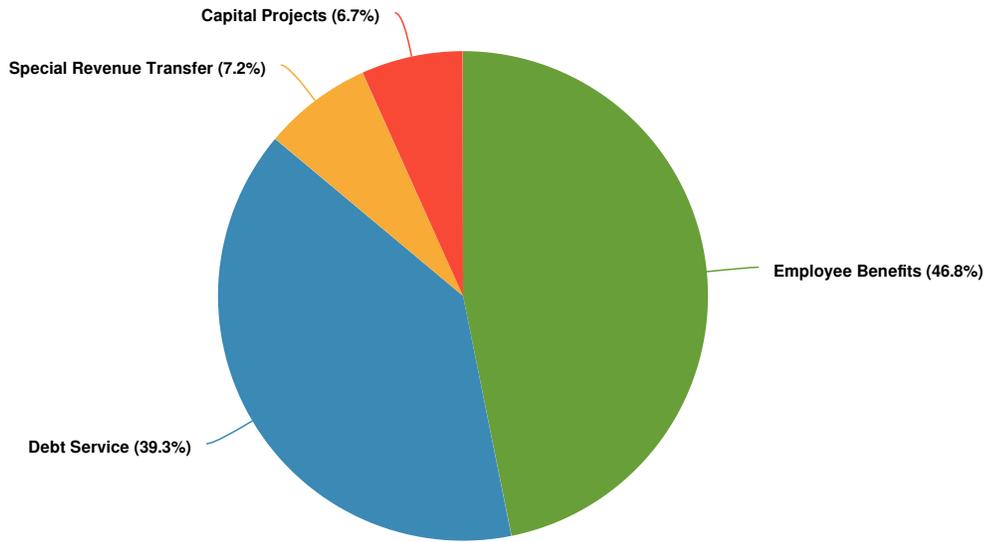
**\$32,471,795** **\$2,573,430**  
(8.61% vs. prior year)

### Operating Transfers Out Proposed and Historical Budget vs. Actual

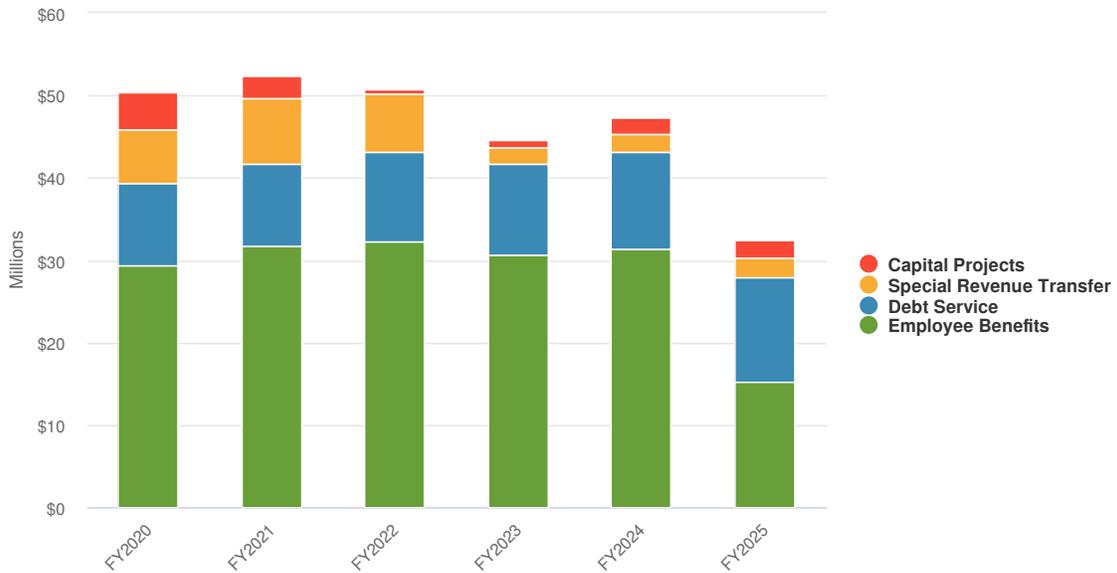


# Expenditures by Expense Type

## Budgeted Expenditures by Expense Type



## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects						

Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2024 Actual	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Special Revenue Transfer	\$2,066,745	\$2,180,005	\$2,269,344	\$2,268,244	\$2,329,820	6.9%
Debt Service	\$11,000,000	\$11,750,000	\$11,750,000	\$11,750,000	\$12,750,000	8.5%
Capital Projects	\$891,370	\$1,983,530	\$1,983,530	\$1,983,530	\$2,182,395	10%
Employee Benefits	\$30,680,045	\$13,984,830	\$31,357,915	\$31,357,915	\$15,209,580	8.8%
<b>Total Expense Objects:</b>	<b>\$44,638,160</b>	<b>\$29,898,365</b>	<b>\$47,360,789</b>	<b>\$47,359,689</b>	<b>\$32,471,795</b>	<b>8.6%</b>

	Budget 2023-2024	Request 2024-2025	Approved 2024-2025	Approved Increase/ (Decrease)
<b>Special Revenue</b>				
Fire Truck Reserve	\$ 100,000	\$ 100,000	\$ -	\$ (100,000)
ECD - City Share	466,865	485,880	\$ 485,880	19,015
Solid Waste Contribution	1,154,000	1,351,080	\$ 1,351,080	197,080
Transfer Station Contribution	459,140	492,860	\$ 492,860	33,720
<b>Subtotal</b>	<b>\$ 2,180,005</b>	<b>\$ 2,429,820</b>	<b>\$ 2,329,820</b>	<b>\$ 149,815</b>
<b>Debt Service</b>				
Debt Service	\$ 11,750,000	\$ 12,750,000	\$ 12,750,000	\$ 1,000,000
<b>Subtotal</b>	<b>\$ 11,750,000</b>	<b>\$ 12,750,000</b>	<b>\$ 12,750,000</b>	<b>\$ 1,000,000</b>
<b>Capital Projects</b>				
Capital Projects	370,000	460,000	160,000	(210,000)
Assessor Revaluation	100,000	180,000	100,000	0
Assessor Personal Prop Audits	0	275,000	275,000	275,000
Road Improvements Fund	270,000	270,000	270,000	0
TIF District	1,243,530	1,377,395	1,377,395	133,865
<b>Subtotal</b>	<b>\$ 1,983,530</b>	<b>\$ 2,562,395</b>	<b>\$ 2,182,395</b>	<b>\$ 198,865</b>
<b>Internal Service</b>				
Heart & Hypertension	\$ 500,000	\$ 500,000	\$ 500,000	\$ -
City Health Benefits	11,722,180	13,012,810	12,762,810	1,040,630
City Workers' Compensation	1,762,650	1,946,770	1,946,770	184,120
<b>Subtotal</b>	<b>\$ 13,984,830</b>	<b>\$ 15,459,580</b>	<b>15,209,580</b>	<b>\$ 1,224,750</b>
<b>Totals</b>	<b>\$ 29,898,365</b>	<b>\$ 33,201,795</b>	<b>\$ 32,471,795</b>	<b>\$ 2,573,430</b>

# Public Buildings

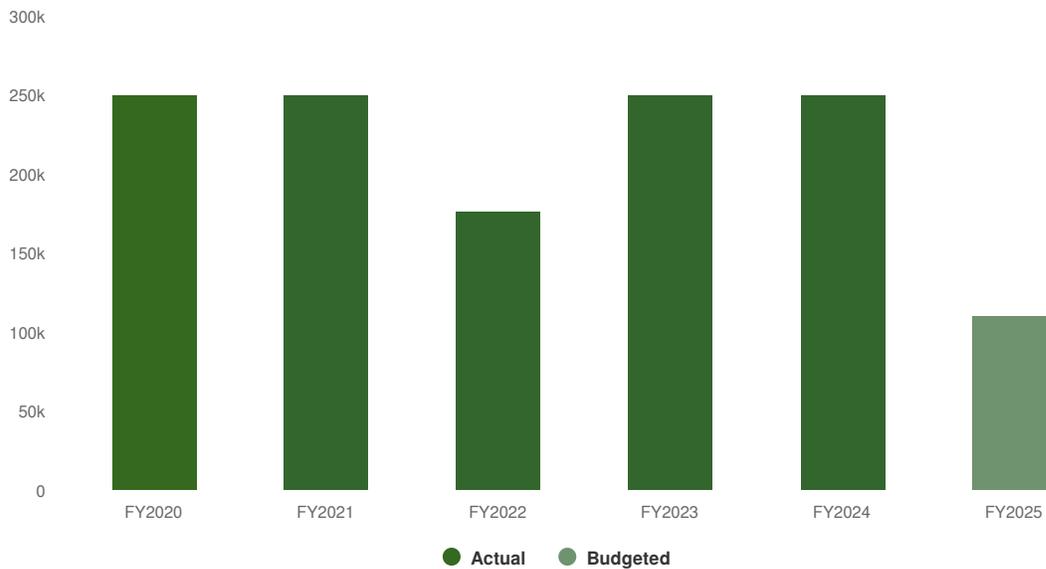
**David Oakes**  
Facilities & Energy Manager

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

**\$110,000**    **-\$140,000**  
(-56.00% vs. prior year)

### Public Buildings Proposed and Historical Budget vs. Actual



## Goals and Accomplishments

### Fiscal Year 2024 Accomplishments:

- Installation of air conditioning at Fire House #2
- Upgrade to electrical system and generator at Fire House #2
- Upgrade to electrical system and generator at Fire House #5
- Completed painting of Police Complex Booking Area & Holding Cells
- Repaired and painted 51 High Street Exterior Wood (with matching CT State Historic Preservation Office grant of \$71,941.39)
- Replaced Main Library Fire Panel
- Completed City Hall Renovations and shift of City Hall Departments into their permanent long-term locations, which also facilitated the re-use of the 2<sup>nd</sup> Floor of 131 North Main Street by Police Training Division, IT Department and Emergency Management office spaces

### Fiscal Year 2025 Goals:

- Coordinate with a selected firm design of new Animal Control Facility for future construction of a new building next to the existing ACF located on Vincent P. Kelly Road
- Work with the Department of Aging, Bristol-Burlington Health District and State of CT Probate Court for the re-use of the vacated Board of Education Early Childhood Center space at the Beals Community Center
- Replace antiquated waste oil heaters at the City Yard and Transfer Station based on direction from the Board of Public Works
- Implement Assessment Management platform Brightly for staffing, work scheduling and long term budgetary needs
- Complete exterior painting of Fire House #2 metal trim and all apparatus bay overhead doors
- Replace several window system units at the Beals Center which are rotted and past repairs
- Replace conference room flooring at 51 High Street which poses a safety hazard

### Long Term Goals:

- 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
- Complete Site Conditions Assessment of the Police Complex at 131 North Main Street to determine existing conditions and if the facility can accommodate an expansion of Bristol Police Department operations in the future
- Demolition of the 296 Riverside Avenue structure (former Wonder Bread Building) to facilitate remediation and re-use of the Sessions Building Brownfield project

## Projects

Facility	Project	FY2025 Approved
Fire HQ, Fire #2, Fire #5, 51 High Street, Beals Center, Police Complex, Manross Library	Hazardous Building Materials Assessment Inspections & Reports	\$20,000
Condensate Tank Replacement	Replacement of deteriorating tank that serves boiler systems	\$50,000
Basement Overhead Door Replacements	Replacement of deteriorating overhead doors that experience high daily cycle rates and provide Police Complex security requirements	\$40,000

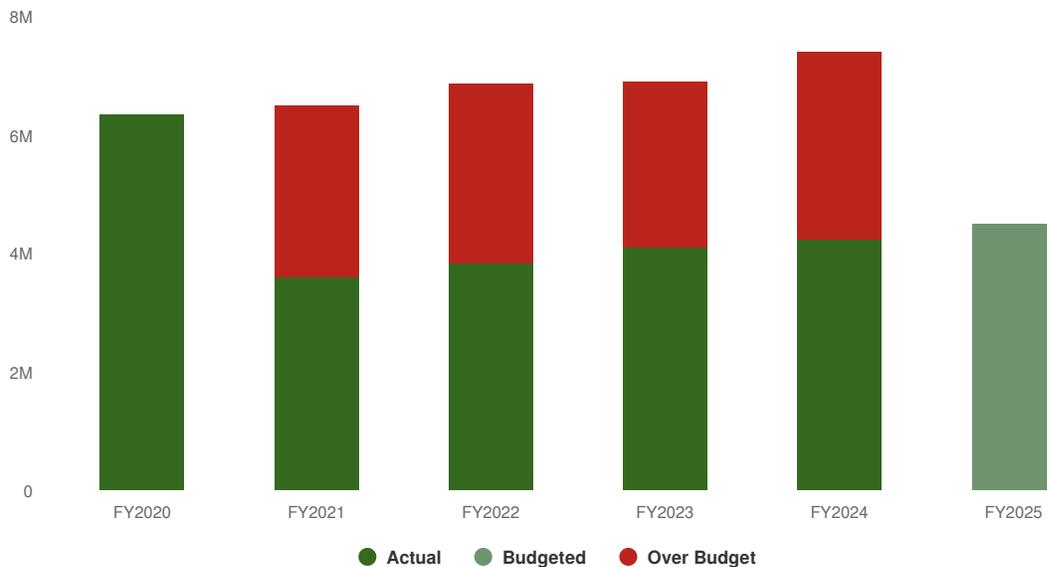
## Health & Social Services

This category of the budget 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 funds to provide for the enforcement of City and State Health Codes and Ordinances; information on disease prevention, nutrition and sanitation; and community health services through General Assistance payments directly to qualifying individuals.

### Expenditures Summary

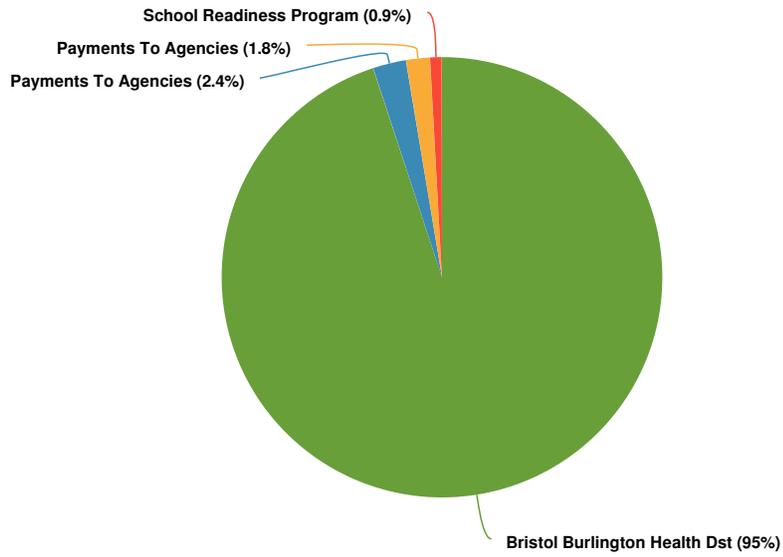
**\$4,513,515** **\$297,880**  
(7.07% vs. prior year)

Health & Social Services Proposed and Historical Budget vs. Actual

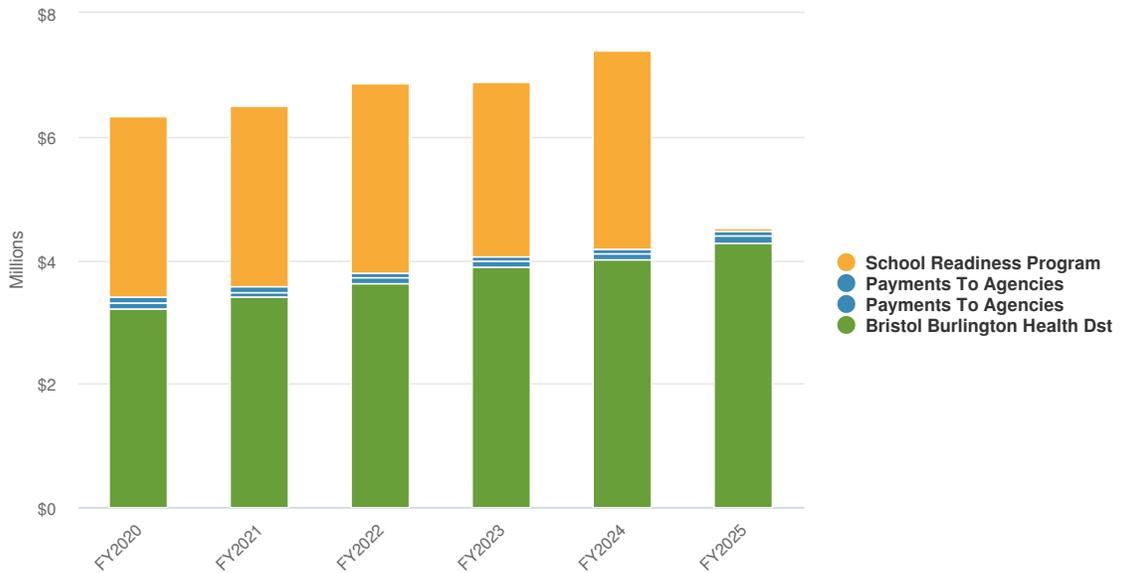


# Expenditures by Department

## Budgeted Expenditures by Function



## Budgeted and Historical Expenditures by Function



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expenditures					
Health And Social Services					
Health and Social Services					
Payments To Agencies	\$71,313	\$79,020	\$79,020	\$79,020	0%
<b>Total Health and Social Services:</b>	<b>\$71,313</b>	<b>\$79,020</b>	<b>\$79,020</b>	<b>\$79,020</b>	<b>0%</b>
Bristol Burlington Health Dst	\$3,882,135	\$4,001,560	\$4,001,560	\$4,285,860	7.1%
<b>Total Bristol Burlington Health Dst:</b>	<b>\$3,882,135</b>	<b>\$4,001,560</b>	<b>\$4,001,560</b>	<b>\$4,285,860</b>	<b>7.1%</b>
Outside Agencies Payments					
Payments To Agencies	\$106,571	\$110,055	\$111,555	\$109,635	-0.4%
<b>Total Outside Agencies Payments:</b>	<b>\$106,571</b>	<b>\$110,055</b>	<b>\$111,555</b>	<b>\$109,635</b>	<b>-0.4%</b>
School Readiness Program	\$2,835,713	\$25,000	\$3,734,586	\$39,000	56%
<b>Total School Readiness Program:</b>	<b>\$2,835,713</b>	<b>\$25,000</b>	<b>\$3,734,586</b>	<b>\$39,000</b>	<b>56%</b>
<b>Total Health And Social Services:</b>	<b>\$6,895,732</b>	<b>\$4,215,635</b>	<b>\$7,926,721</b>	<b>\$4,513,515</b>	<b>7.1%</b>
<b>Total Expenditures:</b>	<b>\$6,895,732</b>	<b>\$4,215,635</b>	<b>\$7,926,721</b>	<b>\$4,513,515</b>	<b>7.1%</b>

# Bristol-Burlington Health District

**Marco Palmeri**  
Director of Health

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

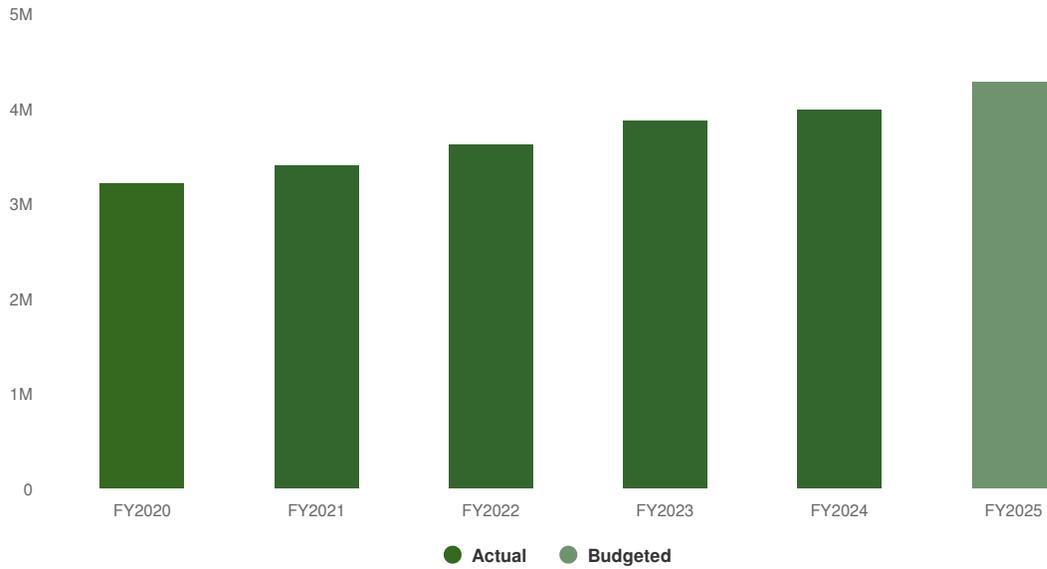
**Staff:** BBHD has 50 full-time professional employees who provide various types of services and programs, such as:

- **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

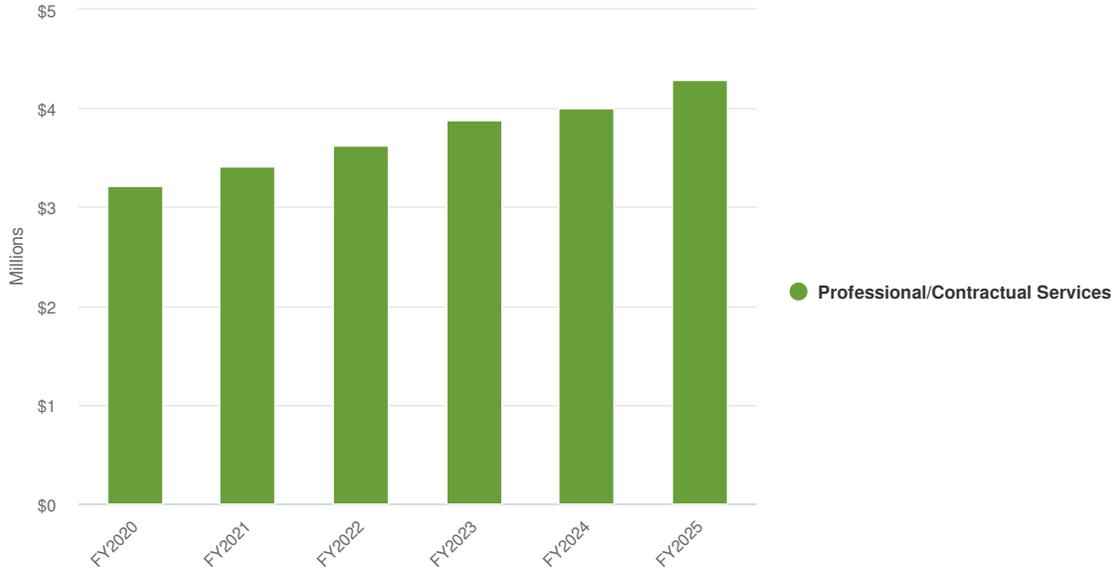
**\$4,285,860**    **\$284,300**  
(7.10% vs. prior year)

**Bristol-Burlington Health District Proposed and Historical Budget vs. Actual (City of Bristol Contribution)**



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects					
Professional/Contractual Services					
PROFESSIONAL FEES & SERVICES	\$3,882,135	\$4,001,560	\$4,001,560	\$4,285,860	7.1%
<b>Total Professional/Contractual Services:</b>	<b>\$3,882,135</b>	<b>\$4,001,560</b>	<b>\$4,001,560</b>	<b>\$4,285,860</b>	<b>7.1%</b>
<b>Total Expense Objects:</b>	<b>\$3,882,135</b>	<b>\$4,001,560</b>	<b>\$4,001,560</b>	<b>\$4,285,860</b>	<b>7.1%</b>

## Goals and Accomplishments

### Fiscal Year 2024 Accomplishments:

- Successfully managed and assisted with all COVID-19 related mitigation responsibilities (vaccination, testing, contact tracing and distribution of PPE and test kits).
- Reduced the number of Bristol/Burlington residents who presented at Hospital EDs with COVID-19 or related conditions.
- Implemented a Maternal Infant Family Outreach (MIFO) Program to offer specialized services to at risk families and future families.
- Improved access to Harm Reduction, Recovery and Support Services for those experiencing substance use disorder.
- Reduced the number of City of Bristol overdoses and overdose related deaths.
- Increased the number of Bristol residents who are trained in suicide prevention strategies.
- Increased dental reimbursements from insurance carriers.
- Hired a Certified Community Health Worker.

### Fiscal Year 2025 Goals:

- Expand dental services to "at risk" adult populations between 18-50 years of age.
- Expand mental health services to vulnerable populations.
- Obtain a Clinical Laboratory Improvement Amendments waiver to operate a clinic to perform certain public health procedures.
- Reduce the number of children requiring hospitalization for asthma.
- Assist our community healthcare partners with providing or expanding certain healthcare needs.

### Long Term Goals:

- Relocate BBHD's main office to accommodate expansion of services and staff.
- Continue to ensure quality mental health services are equitably accessible to all populations.
- Continue to expand public health services to those underserved and/or vulnerable populations throughout the community.
- Expand equitable access to maternal, child and family healthcare services.
- Reduce the homelessness population living in Bristol.

## Board of Health

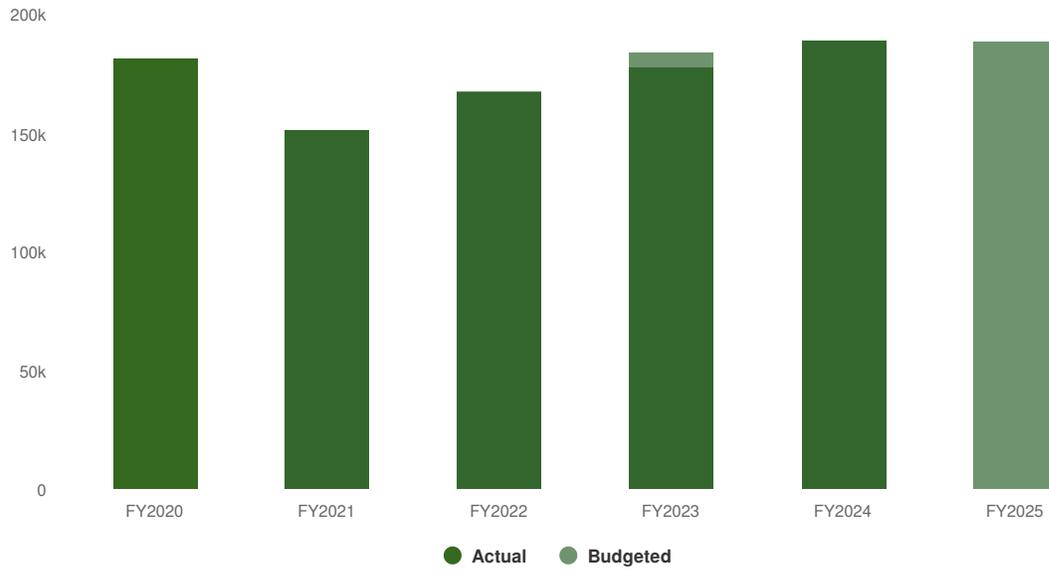
<b>BBHD Board of Health</b>	<b>Expiration of Term</b>
Shannon Mulz - Bristol, Chairperson	7/2026
Jack Lu - Bristol	7/2024
James Moylan - Bristol, Vice Chair	7/2024
Robert Wetmore	7/2026
Kathy Langlais	7/2025
Doug Thompson - Burlington	7/2024

# Outside Agencies

## Expenditures Summary

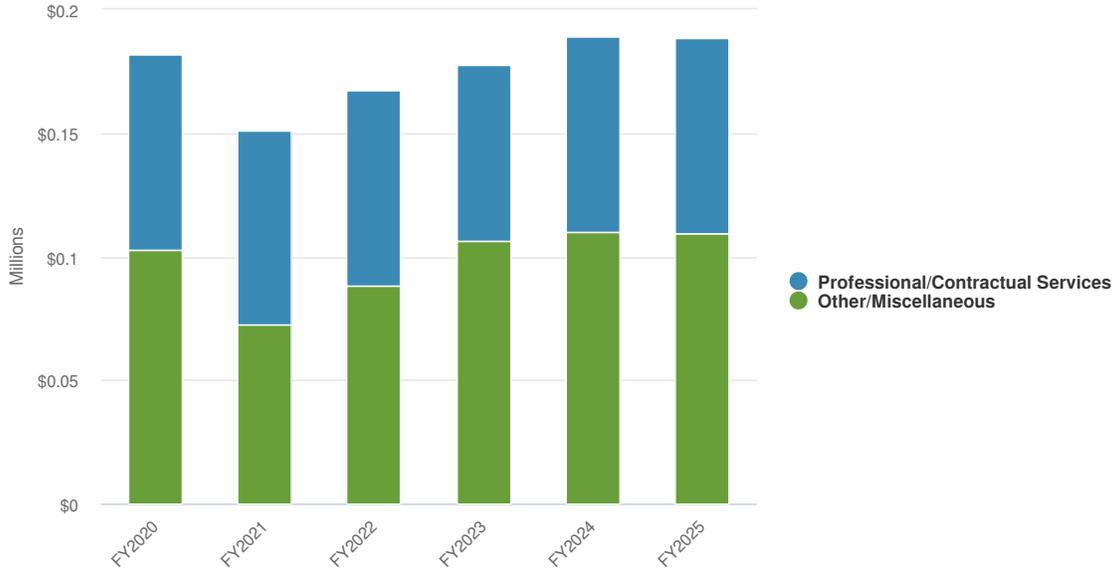
**\$188,655** **-\$420**  
(-0.22% vs. prior year)

Outside Agencies Proposed and Historical Budget vs. Actual



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
<b>Expense Objects</b>					
<b>Other/Miscellaneous</b>					
AMPLIFY	\$4,258	\$4,260	\$4,260	\$4,260	0%
ST VINCENT DEPAUL	\$30,000	\$30,000	\$30,000	\$30,000	0%
C-MED	\$57,747	\$60,665	\$60,665	\$61,330	1.1%
MAYOR'S HIV/AIDS TASK FORCE	\$1,261	\$0	\$1,500	\$0	0%
VETERANS STRON	\$13,305	\$15,130	\$15,130	\$14,045	-7.2%
<b>Total Other/Miscellaneous:</b>	<b>\$106,571</b>	<b>\$110,055</b>	<b>\$111,555</b>	<b>\$109,635</b>	<b>-0.4%</b>
<b>Professional/Contractual Services</b>					
SOLDIER'S GROUND	\$0	\$1,300	\$1,300	\$1,300	0%
LEWIS STREET CEMETERY	\$22,935	\$25,020	\$25,020	\$25,020	0%
DOWNS STREET CEMETERY	\$11,297	\$12,325	\$12,325	\$12,325	0%
LAKE AVENUE CEMETERY	\$37,081	\$40,375	\$40,375	\$40,375	0%
<b>Total Professional/Contractual Services:</b>	<b>\$71,313</b>	<b>\$79,020</b>	<b>\$79,020</b>	<b>\$79,020</b>	<b>0%</b>
<b>Total Expense Objects:</b>	<b>\$177,884</b>	<b>\$189,075</b>	<b>\$190,575</b>	<b>\$188,655</b>	<b>-0.2%</b>

## 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 2024 Goals and Accomplishments:

### Goal:

SVDP is working closely with the Department of Housing to install HVAC "Split Units" that include both heating and cooling functions. This equipment will supplement our existing aging boiler system that serves the entire building. The second and third floors of the emergency shelter that were renovated to change this organization from congregate housing to individual rooms are extremely hot in the summer and need some additional heat in the winter. There are also some areas on the main floor that would benefit from this supplemental HVAC resource and take some stress off our existing system.

### Anticipated Accomplishments:

All units will be installed and operational on the second and third floors. SVDP will raise the money to install the units needed on the main floor to reduce heating/cooling costs and extend the existing boiler's longevity.

### 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 changing needs of the community will vary as the nation begins to recover from the pandemic fiscal realignment and housing shortage.

The 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 mental health, detox/recovery, continuing education, housing programs, basic needs programs and warming cooling centers. Over the last 3 years, the caseload of people served has increased from 38 to 171 within the CCAN and the ability to work closely with Day Centers and Emergency Overflow Centers fosters continuity of services and mitigates redundancy. The largest benefit is that people who are unsheltered no longer need to wait to get into a shelter to start working on moving forward to a life free from homelessness.

The addition of a Case Manager, a Resource Center Diversion Specialist, and a Housing Specialist is 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 and add key staff and volunteers. Many agencies that have secured funding for complimentary program enhancements are currently located outside 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:

To provide a cold weather location, a warm, safe place to shelter the most vulnerable unsheltered homeless during the winter months from December 1, 2023 – March 31, 2024.

### Accomplishment:

SVDP used the First Congregational Church at 31 Maple Street, Bristol for the last 3 years with a modification granted by the State Fire Marshal's Office. That modification was denied this year because it required costly upgrades outlined in the modification to be completed. This is not cost-effective for a site that is only used 3 months a year with no guarantee of being funded on an ongoing basis. This year, SVDP secured a Cold Weather Overflow location to open December 2023 to serve 20 people overnight at Bridge Community Church. The modification was granted after much petitioning and letter writing and phone calls from our community leaders to the State Fire Marshalls Office to explain the need and that homelessness has been named a public health crisis.

## Fiscal Year 2025 Goals:

SVDP will continue to try to align staff with the needs of the increasing number of people experiencing homelessness in the City of Bristol. Work will continue to increase funding to retain staff and increase the programs that are imperative to decreasing homelessness. Creation of strong relationships with landlords and development of creative housing solutions will continue to be a high priority. 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 waver and not when they have reverted to baseline.
- We believe in employment or volunteerism to minimize idle time and add structure and engagement with the community for the people we serve.
- We believe relationships evokes or continues to 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 Supportive 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) (<http://www.vetstronginc.org>) or the Facebook page, "Veterans Strong Community Center" and follow the VSCC on Instagram and Twitter @VSCCBristolCT.

### **Fiscal Year 2024 Goals and Accomplishments:**

- Continued participation in numerous city-wide initiatives, including but not limited to Bristol Cares, Homelessness Task Force/Cold Weather Protocol and SALT/Triad Committee (with United Way), and state-wide initiatives, such as the Veterans CAN (homelessness), Senator Murphy's Veteran Committee, etc.
- Enhanced gift card program to "Veterans Logistics Fund" to provide, in addition to gift cards for immediate needs of groceries or gas, but also programs to provide fresh fruits and vegetables from Family Roots, emergency home heating / energy assistance up to \$500, and emergency needs (i.e. housing for a homeless veteran and his son in a local motel; assisting an elderly veteran with automotive repairs). To date this program has assisted 11 Bristol Veterans/Families.
- Transitioned grant writer to Director of Finance and Fundraising, taking over responsibilities from Executive Director so the ED has more time to work with clients and outreach events.

### **Fiscal Year 2025 Goals:**

- Increase marketing and outreach to reach more veterans living within our service area

### **Long Term Goals:**

- 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

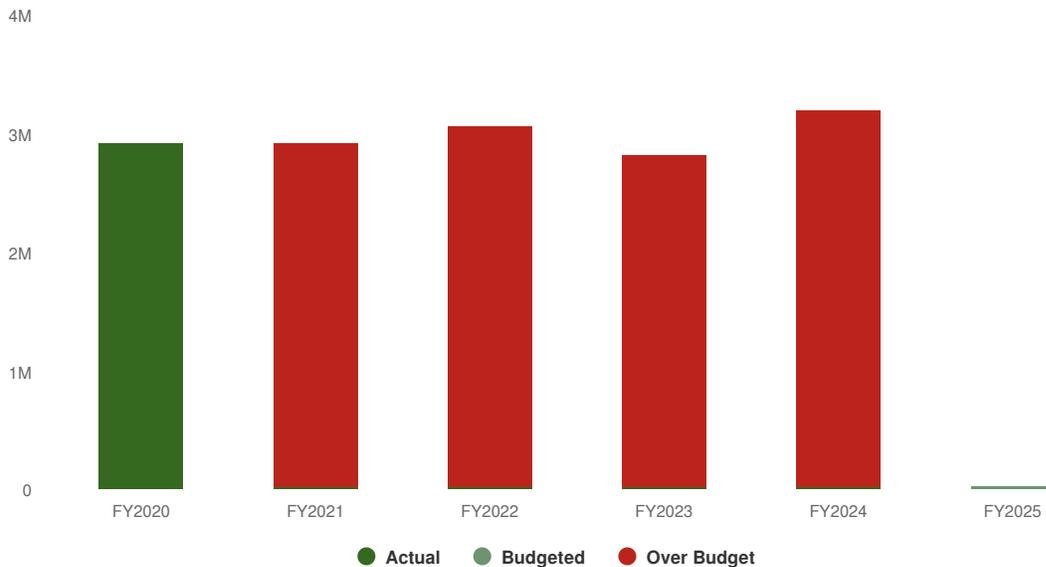
PA 97-259, an Act concerning School Readiness and Child Day Care, established a grant program to provide the State's contribution for financial support to Priority School Districts in the establishment of school readiness programs for young children in the community. This legislation also mandated the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

The grants Bristol receives support 248 full-day/full-year spaces and 149 part-day/part-year spaces in high quality early childhood pre-K programs. In FY2023, the Office of Early Childhood also expanded subsidies for Infant and Toddler care, and Bristol receives eight infant and toddler slots through the School Readiness Council.

### Expenditures Summary

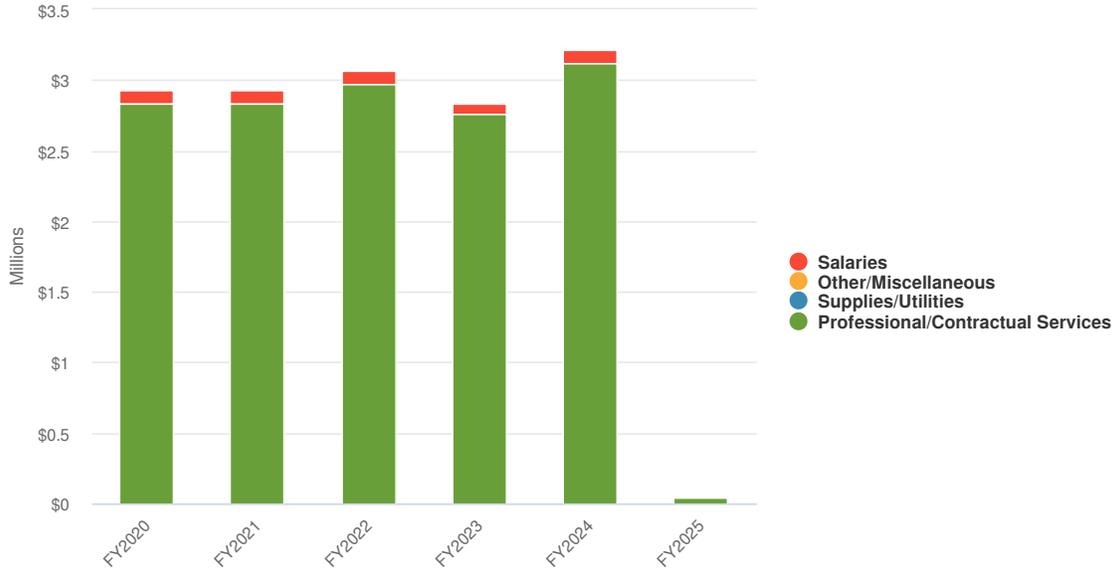
**\$39,000**    **\$14,000**  
(56.00% vs. prior year)

School Readiness Proposed and Historical Budget vs. Actual



# Expenditures by Expense Type

## Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Original Budget	FY2024 Revised Budget	FY2025 Original Budget	FY2024 Original Budget vs. FY2025 Original Budget (% Change)
Expense Objects					
Salaries	\$73,007	\$0	\$89,054	\$0	0%
Other/Miscellaneous	\$150	\$220	\$220	\$220	0%
Professional/Contractual Services	\$2,762,095	\$23,530	\$3,644,062	\$37,530	59.5%
Supplies/Utilities	\$461	\$1,250	\$1,250	\$1,250	0%
<b>Total Expense Objects:</b>	<b>\$2,835,713</b>	<b>\$25,000</b>	<b>\$3,734,586</b>	<b>\$39,000</b>	<b>56%</b>

# Goals and Accomplishments

## Fiscal Year 2024 Goals and Accomplishments:

- Advocates worked with the CT Office of Early Childhood (OEC) and the Governor's Blue Ribbon Panel for Child Care throughout 2023-2024, and several of the recommendations will be implemented in FY 2025, specifically the start of streamlining three different grants (School Readiness, Child Day Care, and State Head Start). Most of the recommendations will be pushed off another year to be addressed during the biennium budget.
- Advocates encouraged OEC to increase the reimbursement rate for State Funded Programs, rather than rely on a patchwork of smaller grants. The OEC is raising the reimbursement rate for State Funded Programs beginning with FY 2025. The OEC continued to utilize a variety of additional grants to fund programs during FY 2024, which resulted in Bristol receiving \$193,570 for a COLA Grant (\$4,192 more than last year), and up to \$309,920 for the Enrollment-based Grant (\$5,120 more than last year). Finally, OEC is giving a new Private Provider Grant of \$56,435 in FYs 2024 and 2025.
- Bristol Child Development Center and Imagine Nation received \$102,360 for one-time infrastructure improvements from OEC ARPA funds.
- Bristol received additional preschool slots this year at \$37,183.
- A Legislative Breakfast was held to educate our local delegation about the benefits of early childhood and concerns about the field.
- Encouraged the OEC to increase the Administrative Funds to 5% of the overall grant. While OEC did not increase the Administrative Funds to 5% of the overall School Readiness grant, they have plans to increase it during the next biennium budget.
- Supported BristolWORKS! to ensure its success and the success of its students, and cultivated early childhood programs to serve as mentors for students entering the field. BristolWORKS! launched its first Child Development Associate (CDA) class in the spring of 2023 with 25 students. The second CDA cohort was from September 2023 through June 2024.
- Helped Bristol Public Schools launch the Edgewood Pre-Kindergarten Academy.
- Supported new School Readiness administrators to ensure they understand the program and comply fully with OEC mandates.

## Fiscal Year 2025 Goals:

- Encourage the Governor and State Legislature to adopt the CT Office of Early Childhood (OEC)'s Blue Ribbon Panel recommendations, specifically to ensure adequate funding for State Funded Programs and to streamline processes and procedures.
- Encourage the OEC to increase Administrative Funds to 5% of the overall grant.
- Help fund a joint BPS and community Behavior Support position to address the significant need at Edgewood Pre-Kindergarten Academy and at community preschool programs.
- Continue to 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 and local legislators to stabilize State Funded Programs through increased and flexible funding streams.
- Strengthen connection with the business community 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.
- Continue to build internal capacity for the School Readiness Program to conduct classroom monitoring rather than hiring outside consultants.

## Performance Measures

### Quantitative

Activity	FY2021	FY2022	FY2023	FY2024	FY2025
School Readiness Award	\$2,939,412 *	\$2,939,412	\$3,029,032	\$3,629,471	TBD
School Readiness Slots – Full Day/Full Year	241*	243	243	248	248
Part Day/Part Year	152*	149	149	149	149
Infant and Toddler			8	8	8
<b>Total</b>	<b>393*</b>	<b>392</b>	<b>400</b>	405	405

*\* 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 Liaison 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	2024 Estimated	2025 Budget
Salary Expenditures	\$73,007	\$89,054	\$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  
Jillian Romann, Co-Chair, Bristol Public Schools and Superintendent's Designee

Matt Baronowski, Physical Therapy and Sports Medicine Centers  
Michelle Fangiullo, Imagine Nation- A Museum Early Learning Center  
Yesenia Fuentes, Parent  
Cecilia Garay, McKinney-Vento Liaison  
Siri Gilmore, Parent and graduate of PLTI  
Michelle Herens, Bristol Health  
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  
Valerie Pelletier, Head Start  
Dina Schaffrick, Parent and Retired Educator  
Jennifer St. John, Parent and Parent Ambassador  
Courtney Sugarman, Edgewood Pre-Kindergarten Academy  
Tina Tanguay, Bristol-Burlington Health District  
Valerie Toner, Public Librarian



---

# EDUCATION

---

Education



# Goals and Accomplishments

## Fiscal Year 2024 Goals and Accomplishments:

### 2024 Goals

- Improve K-3 literacy and math performance on local and standardized measures
- Strengthen the vertical articulation between elementary and middle school to improve middle school literacy, math growth, and achievement.
- Improve academic growth and achievement among ML students in their oral language proficiency and literacy.
- Develop pathways to College Credit in the Humanities areas
- Expand Unified Sports and e-sports programs.

### 2024 Accomplishments

- On the 2024 Smarter Balanced Assessment, the percentage of students earning proficient or advanced in literacy and math was the highest it has ever been since SBA testing began in 2015.
- On the 2024 Smarter Balanced Assessment, there was a greater percentage of students meeting or exceeding the standards in literacy than in 2023. On the 2024 Smarter Balanced Assessment for Math, many of our middle schools outperformed not only the 2023 school year but reached pre-pandemic performance.
- Multilingual students earned a higher growth rate and higher average percent target achieved on LAS testing (a nationally normed, CSDE-required assessment) than earned in 2022-2023 on the literacy subtests. They maintained strong performance on the oral subtests.
- Two pathways have been developed, allowing Bristol students to take new college-credit-bearing courses in high school next Fall: Intro to Human Rights (UConn) and Media, Freedom, and Power (SCSU).
- E-sports was offered for the first time this year, and full teams were created at Bristol Central and Bristol Eastern High Schools. Unified sports was expanded to the middle schools, and students at Chippens Hill Middle School had successful winter and spring seasons.

## Fiscal Year 2025 Goals:

- Goal 1 - Future-ready and globally prepared staff and students
- Goal 2 - Developing and supporting the whole child
- Goal 3 - Family and Community engagement
- Goal 4 - Innovative & strategic operations planning to advance the Five-year strategic plan

## Long Term Goals:

- Ultimately, our goal is to continue providing equitable learning opportunities and increasing student performance outcomes to all students in the City of Bristol daily.

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

- By 2030, 78% of BPS students will enroll in a 2- or 4-year college, decreasing the gap between high-need, special education, and non-high need scholars.
- By 2030, 92% of BPS students will graduate on-time, showing a rise in achievement of high-need and special education students.
- By 2030, 97% of BPS students will have taken a college credit-bearing course or have had a career experience while in high school.

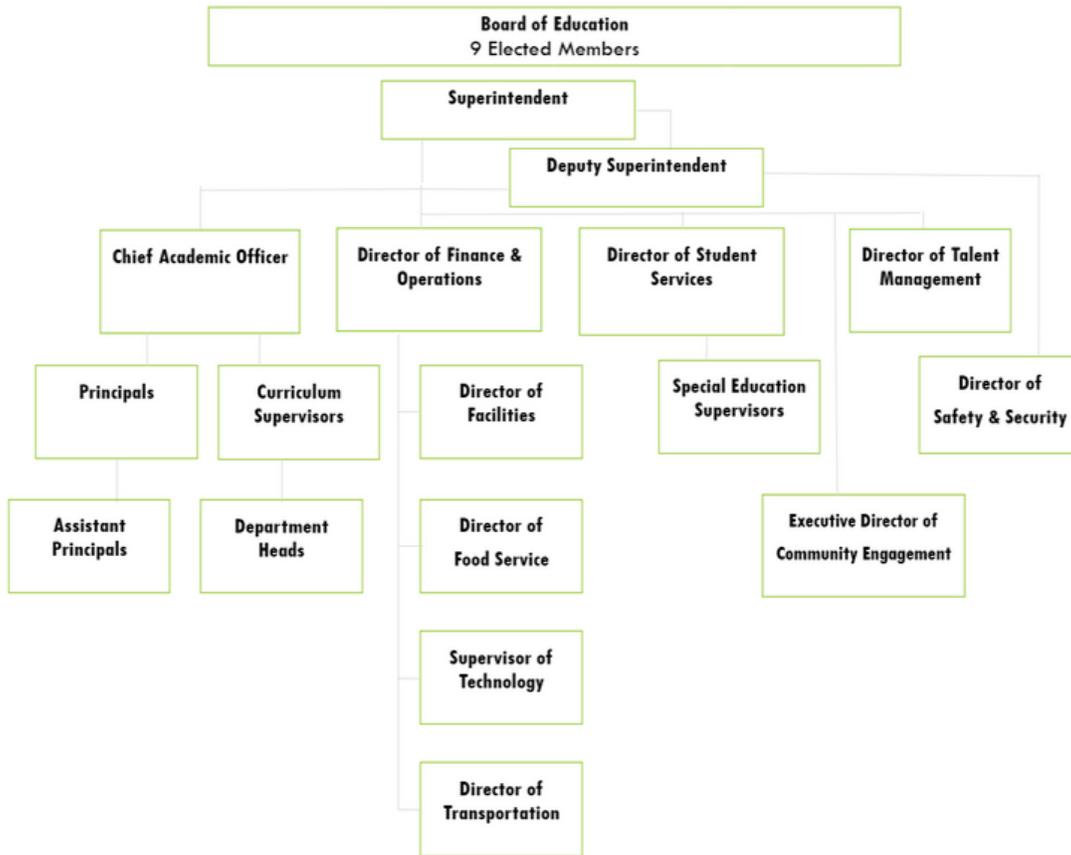
- By 2030, 92% of Grade 9 students will be considered on track for graduation, showing a rise in achievement of high-need and special education students.
- By 2030, 65% of BPS Grade 8 students will demonstrate the skills needed to be successful in Algebra, showing a rise in achievement of high-need and special education students.
- By 2030, 75% of BPS Grade 3 students will reach grade-level proficiency in reading, showing a rise in achievement of high-need and special education students.
- By 2030, increase the number of students enrolled in a world language class at the middle level by 5% annually.
- By 2030, increase access to Pre-Kindergarten Academy seats from the 2024 baseline of 305.
- By 2030, all high school graduates will earn credit in financial literacy.
- By 2030, all students who enroll in the “life skills academy” will successfully complete the program.
- By 2030, all BPS Grades 6-12 students will have a comprehensive SSP that includes career and personal interests and identifies a person who offers support and guidance.
- By 2030, all graduates of BPS will have participated in community service or community partnership opportunities.
- By 2030, all K-5 schools will be considered “community schools” with access to health care, wrap-around support, and before/after care with multiple community providers.
- By 2030, 91% of students will attend school regularly, decreasing the gap between
- high-need, special education, and non-high need scholars.
- By 2030, 80% of parents, staff, and students will participate in the bi-annual school climate survey.
- By 2030, 90% of families will respond positively to questions 6-9 in the “barriers to engagement” component of the bi-annual climate survey.
- By 2030, 88% of students will report favorably on “sense of belonging” on the
- bi-annual climate survey.
- By 2030, one school team per school
- and the district team will be trained in
- evidence-based strategies to support learning at home and in the community.
- By 2030, BPS will implement a multi-tiered recruitment and retention Talent Development Plan to ensure certified and non-certified staffing represents the demographics of our school and community.
- By 2030, BPS will fully execute the “BPS Reimagination 2023 Plan” for facilities and operations to ensure students meet clear and challenging expectations in well-appointed schools, informed by current and projected enrollment.
- By 2030, all school buildings will comply with and meet or exceed standards outlined in the Tools for Schools facility program.
- By 2030, BPS will develop a comprehensive 5-year technology plan that outlines infrastructure, financial, and educational actions needed to support our scholars.

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**

Shelby Pons, Chairman  
 Maria Simmons, Vice-Chairman  
 Jill Fitzsimons-Bula, Secretary  
 Russell Anderson, Eric Carlson  
 Kristen Giantonio Lorianne Osenkowski  
 Dante Tagariello Jennifer VanGorder

**Central Office Administration**

Iris White, Interim Superintendent  
 Dr. Michael Dietter, Deputy Superintendent  
 Dr. Kimberly Culkin, Chief of Talent Management  
 Ms. Carly Fortin, Chief of Academics  
 Ms. Lynn A. Boisvert, Director of Finance & Operations  
 Ms. Amy Martino, Director of Special Services

## Position Summary

	FY2021	FY2022	FY2023	FY2024	FY2025
Salary Expenditures*	\$69,927,336	\$70,013,956	\$74,441,215	\$74,957,421	\$76,211,016
Full time Positions	953	952	972	972	965

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

Personnel – General Fund	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Teachers	570	568	568	564	578	577	567
Administrative & non-teaching	386	389	385	388	394	395	398
<b>Total</b>	<b>956</b>	<b>957</b>	<b>953</b>	<b>952</b>	<b>972</b>	<b>972</b>	<b>965</b>
Bristol Federation of Teachers - Local 1464	570	568	568	564	578	577	567
Bristol Association of Principals & Supervisors	31	37	35	35	33	34	34
Bristol Municipal Employees Local 2267 <i>Custodial, Maintenance, Paraprofessionals, Building Aides &amp; Cafeteria Workers</i>	260	259	259	259	251	260	260
Council 4 AFSCME 818 Supervisors	6	4	4	4	4	4	4
Non-Bargaining Employees	19	20	20	21	36	29	32
Secretaries & library clerks – Local 3551	70	69	67	69	70	68	68
<b>Total</b>	<b>956</b>	<b>957</b>	<b>953</b>	<b>952</b>	<b>972</b>	<b>972</b>	<b>965</b>

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	10-1-23
Edgewood	342	326	288	276	286	265	259	249	270
Hubbell	457	438	423	414	398	393	369	381	379
Ivy Drive	405	396	382	386	376	374	380	383	389
Mt. View	379	368	359	366	338	319	348	342	350
South Side	500	489	479	507	507	478	504	485	505
Stafford	461	457	406	374	375	331	344	355	373
<b>Elementary Total:</b>	<b>2,544</b>	<b>2,474</b>	<b>2,337</b>	<b>2,323</b>	<b>2,280</b>	<b>2,160</b>	<b>2,200</b>	<b>2,195</b>	<b>2,266</b>
Chippens Hill	713	773	725	782	757	726	724	609	599
Northeast	444	466	463	501	478	436	399	339	352
BAIMS								256	270
<b>Middle School Total:</b>	<b>1,157</b>	<b>1,239</b>	<b>1,188</b>	<b>1,283</b>	<b>1,235</b>	<b>1,162</b>	<b>1,123</b>	<b>1,204</b>	<b>1,221</b>
Greene-Hills	930	925	909	925	921	916	895	854	918
West Bristol	919	893	909	911	920	850	867	879	847
<b>K-8 Total:</b>	<b>1,849</b>	<b>1,818</b>	<b>1,818</b>	<b>1,836</b>	<b>1,841</b>	<b>1,766</b>	<b>1,762</b>	<b>1,733</b>	<b>1,765</b>
Bristol Central	1,150	1,128	1,125	1,176	1,187	1,224	1,236	1,234	1,239
Bristol Eastern	1,199	1,136	1,116	1,080	1,079	1,120	1,157	1,148	1,113
Bristol Prep Academy	48	46	49	36	40	47	47	47	47
<b>High School Total:</b>	<b>2,397</b>	<b>2,310</b>	<b>2,290</b>	<b>2,292</b>	<b>2,306</b>	<b>2,391</b>	<b>2,440</b>	<b>2,429</b>	<b>2,399</b>
<b>Total Enrollment</b>	<b>7,947</b>	<b>7,841</b>	<b>7,633</b>	<b>7,734</b>	<b>7,662</b>	<b>7,724</b>	<b>7,628</b>	<b>7,561</b>	<b>7,561</b>
<b>Out-placed Spec. Ed.</b>	<b>79</b>	<b>92</b>	<b>107</b>	<b>114</b>	<b>111</b>	<b>108</b>	<b>99</b>	<b>117</b>	<b>125</b>

## BOE Budget

ORG CODEDESCRIPTION	2023 ACTUAL EXPENDITURE	2024 ORIGINAL BUDGET	2024 REVISED BUDGET	2025 APPROVED BUDGET
1100 REGULAR INSTRUCTION	11,386,775	\$11,909,396	\$11,944,723	\$12,673,800
1102 ART	1,768,032	1,878,049	1,897,211	1,386,937
1103 BUSINESS EDUCATION	429,043	452,653	452,653	539,541
1105 LANGUAGE ARTS	3,927,881	3,894,041	3,894,041	4,100,206
1106 WORLD LANGUAGES	1,484,074	1,536,600	1,536,600	1,622,100
1107 HEALTH OCCUPATION	0	900	900	700
1108 WELLNESS	865,711	912,921	912,945	862,174
1109 FAMILY & CONSUMER SCIENCE	215,998	268,129	268,129	276,320
1110 TECHNOLOGY EDUCATION	957,911	1,002,110	1,002,115	1,002,638
1111 MATH	3,827,778	4,061,263	4,044,508	4,121,045
1112 MUSIC	1,546,071	1,747,673	1,690,773	1,873,711
1113 SCIENCE	3,627,958	3,718,034	3,720,394	3,847,139
1114 READING	30,903	48,968	43,746	52,418
1115 SOCIAL STUDIES	3,561,414	3,643,760	3,634,735	3,783,797
1116 PHYSICAL EDUCATION	2,219,438	2,253,650	2,146,744	2,252,186
1118 THEATER/DRAMA	278,949	303,183	315,483	416,562
1120 ALTERNATIVE EDUCATION	474,898	496,934	658,584	698,718
1121 KINDERGARTEN	1,158,046	1,127,365	1,154,144	123,438
1122 PRESCHOOL PROGRAM	5,726	5,500	5,500	0
1200 SPECIAL EDUCATION	15,086,742	13,779,428	13,746,202	14,932,605
1201 PRESCHOOL - SPED	988,530	1,088,996	988,590	935,209
1260 E.S.L	626,323	625,778	789,201	577,545
1270 GIFTED/ TALENTED	123,294	134,396	134,396	139,812
1310 ADULT BASIC EDUCATION	375,256	337,785	384,405	396,918
1400 SUMMER SCHOOL	0	66,972	66,972	128,899
1401 SUMMER SCHOOL - SPED	116,880	120,599	120,599	320,212
2120 GUIDANCE SERVICES	2,048,731	2,149,920	2,150,351	2,201,017
2122 IN-HOUSE SUSPENSION	100,831	58,104	58,104	118,329
2140 PSYCHOLOGICAL SERVICES	1,531,278	1,648,060	1,613,242	1,670,698
2150 SPEECH PATHLOGOY	1,370,887	1,551,063	1,655,270	1,560,685
2190 TESTING	21,096	53,636	53,636	49,566
2195 AVID	40,126	69,950	69,950	63,830
2210 OFFICE TEACHING & LEARNING	1,230,399	1,490,080	1,465,271	1,504,834
2221 EDUCATIONAL MEDIA SERVICES	518,722	445,000	445,000	470,000
2222 LIBRARY & MEDIA SERVICES	704,860	920,698	864,583	896,695
2223 AUDIO-VISUAL SERVICES	10,235	8,689	8,927	8,877
2225 COMPUTER INSTRUCTION SERVICES	1,037	3,780	3,780	3,780
2226 LIBRARY AND MEDIA SERVICES	84,378	159,911	159,526	146,413
2227 AUDIO-VISUAL DW	28,661	0	0	0
2228 COMPUTER INSTRUCTION	1,786,837	2,026,124	2,026,124	1,953,684
2310 BOARD OF EDUCATION SERVICES	108,850	144,950	144,950	144,950
2320 SUPERINTENDENT	321,727	324,736	324,736	352,940
2321 DEPUTY SUPERINTENDENT	258,588	262,593	298,763	274,829
2329 HUMAN RESOURCES	663,442	690,245	640,068	625,124
2400 PRINCIPAL SERVICES	5,765,434	6,144,313	5,903,771	6,188,957
2510 FINANCE	20,412,434	20,736,944	20,787,121	21,684,745
2610 MAINTENANCE OF PLANT	2,532,454	2,682,274	2,682,274	2,709,308
2620 OPERATION OF PLANT	7,468,241	8,356,597	8,356,597	8,034,354
2630 SECURITY OF PLANT	209,651	271,147	271,147	273,714

<b>ORG CODE</b>	<b>DESCRIPTION</b>	<b>2023 ACTUAL EXPENDITURE</b>	<b>2024 ORIGINAL BUDGET</b>	<b>2024 REVISED BUDGET</b>	<b>2025 APPROVED BUDGET</b>
2700	TRANSPORTATION	11,379,699	11,475,091	11,475,091	11,966,011
3200	STUDENT ACTIVITIES	544,342	556,761	567,921	573,524
3210	ATHLETICS	1,560,967	1,767,019	1,832,271	2,075,596
6120	MAGNET TUITION	923,382	790,000	790,000	646,367
6125	MAGNET TUITION - SPED	1,476,299	475,000	475,000	686,299
6140	VO-AG TUITION	218,336	170,000	170,000	152,835
6150	DETENTION TUITION	17,804	25,000	25,000	25,000
6160	PRIVATE TUITION	0	25,000	25,000	1,000
6170	PUBLIC TUITION - SPED	2,319,193	1,766,776	1,766,776	2,323,487
6180	PRIVATE TUITION - SPED	9,629,818	8,824,000	8,824,000	9,280,000
9000	ANTICIPATED REVENUE	(5,540,487)	(4,499,544)	(4,499,544)	(6,643,078)
<b>TOTAL EDUCATION</b>		<b>\$124,831,878</b>	<b>\$126,989,000</b>	<b>\$126,989,000</b>	<b>\$129,089,000</b>

---

# **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.

This fund is operated under the provision of Sections 25 and 48 of the City Charter.

The Bristol Water Department is a municipal department of the City of Bristol and is governed by a Board of Water and Sewer Commissioners appointed by the Mayor and approved by the City Council. Accounting duties, custody of monies received for water consumption or otherwise, the collection of bills, and the payment of bills incurred in the operation of said Water Department, shall be entrusted to the Board of Water Commissioners and shall be executed with the assistance and in accordance with guidelines established by the City Comptroller.

The Board of Water Commissioners shall adopt regulations:

1. For the use and protection of the water system and facilities.
2. To control the use of its land, water plant and facilities.
3. To prevent accidents and promote safety among its employees and for the use of said water plant.
4. For the planting, management, safeguarding and harvesting of trees on Water Department properties.
5. Relating to the operation of said water plant.
6. As to the methods, amounts, prices, quantity and quality of water supply to individual users.
7. To place limitations on water usage in the event of periods of droughts or other emergencies.

The Board of Water Commissioners shall govern the supply of water to all City residents. The Board may prescribe rules for the shut off of water supply in cases of non-payment, until payment arrangements are made, and may include penalties for default in payment of water charges. The Bristol Water Department encourages public participation and input into decisions that may affect the quality of water. Meetings of the Board of Water Commissioners are usually held on the third Tuesday of every month at the Water Treatment Plant located at 1080 Terryville Avenue in Bristol at 6:30 p.m.

The primary sources of supply for the Bristol Water Department are six reservoirs. These reservoirs are located in Bristol, Burlington, Harwinton and Plymouth. The water from these reservoirs is gravity fed to the water treatment plant on Terryville Avenue where it is sampled, tested, treated and filtered prior to entering the water distribution system. These surface water sources are supplemented by groundwater from five wells located on Barlow Street, Mechanic Street, and Mix Street in Bristol. The well water is naturally purified as it is filtered through the soil; however it is still sampled, tested, and treated at each well location. The watershed area surrounding the six reservoirs is protected forestland and comprises over 4,000 acres.

## Goals and Accomplishments

### Fiscal Year 2024 Goals and Accomplishments:

- The Bristol Water Department will begin transferring our Water Treatment Plant to a single shift per day operation. The plant was been 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 no longer will 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.

### Fiscal Year 2025 Goals:

- The Bristol Water Department has applied for a \$19.5 million dollar revolving State loan to merge two well fields and provide treatment for emerging contaminants including manganese, iron and Pfa's. Under the merger, water from the Mix Street Wellfield will be sent via a 3 mile transmission main to the Mechanic Street wellfield and treatment of all water will occur in one location, saving additional treatment plant construction.

### 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 2023 <u>Actual</u>	FY 2024 <u>Estimated</u>	FY 2025 <u>Budget</u>
<b>Net Position at Beginning of Year</b>	<b><u>\$26,071,657</u></b>	<b><u>\$26,197,106</u></b>	<b><u>\$26,293,306</u></b>
<b>Revenues</b>			
Charges for Services	\$15,985,682	\$16,072,300	\$16,282,105
Miscellaneous	490,260	446,752	585,840
Interest Income	131,634	138,000	154,000
	<b><u>\$16,607,576</u></b>	<b><u>\$16,657,052</u></b>	<b><u>\$17,021,945</u></b>
<b>Expenses</b>			
General Government	\$16,345,852	\$16,284,577	\$19,827,052
Debt Service	136,275	276,275	334,800
	<b><u>\$16,482,127</u></b>	<b><u>\$16,560,852</u></b>	<b><u>\$20,161,852</u></b>
<b>Excess (Deficiency) of Revenues Over Expenses</b>	<b>125,449</b>	<b>96,200</b>	<b>(3,139,907)</b>
<b>Net Position at End of Year</b>	<b><u><u>\$26,197,106</u></u></b>	<b><u><u>\$26,293,306</u></u></b>	<b><u><u>\$23,153,399</u></u></b>

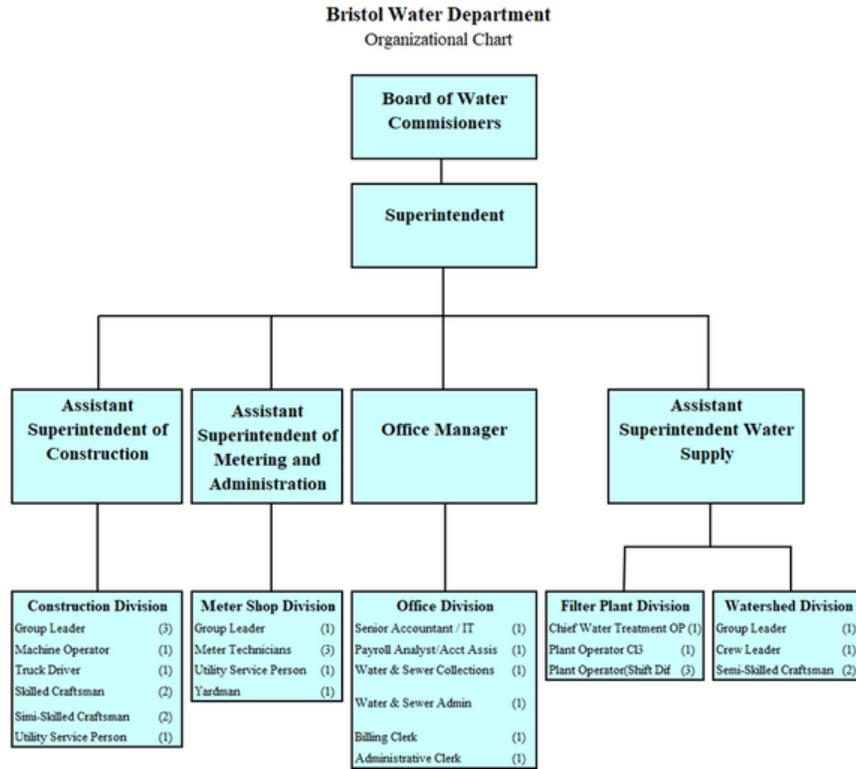
As of 7/1/22, the Enterprise Fund is comprised of the Bristol Water and Sewer Departments

Note: Adopted budget does not balance and a combination of rate increases and retained earnings will be used

## Expenditure and Position Summary

	<b>2023 Actual</b>	<b>2024 Estimated</b>	<b>2025 Budget</b>
Salary Expenditures	\$2,462,813	\$2,911,000	\$2,976,773
Full time Positions	35	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)

CITY OF BRISTOL, CONNECTICUT

	Actual <u>6/30/2023</u>	Actual <u>6/30/2022</u>	Actual <u>6/30/2021</u>	Actual <u>6/30/2020</u>	Actual <u>6/30/2019</u>
<b>Operating revenues:</b>					
Charges for services	\$8,646	\$8,560	\$8,891	\$8,521	\$7,677
Miscellaneous	<u>414</u>	<u>427</u>	<u>447</u>	<u>408</u>	<u>548</u>
<b>Total operating revenues</b>	<b><u>\$9,060</u></b>	<b><u>\$8,987</u></b>	<b><u>\$9,338</u></b>	<b><u>\$8,929</u></b>	<b><u>\$8,225</u></b>
<b>Operating expenses:</b>					
Source of supply	\$180	\$211	\$301	\$190	\$232
Pumping	257	257	292	416	314
Purification	1,680	1,512	1,168	1,133	990
Transmission and distribution	3,192	2,483	1,151	1,860	1,789
Customer accounts, administrative and general	3,109	3,145	3,029	3,220	2,446
Depreciation	1,126	1,158	1,162	1,135	1,136
Taxes other than income taxes	617	617	575	581	541
Loss on disposal	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total operating expenses</b>	<b><u>\$10,161</u></b>	<b><u>\$9,383</u></b>	<b><u>\$7,678</u></b>	<b><u>\$8,535</u></b>	<b><u>\$7,448</u></b>
<b>Operating income (Loss)</b>	<b><u>(\$1,101)</u></b>	<b><u>(\$396)</u></b>	<b><u>\$1,660</u></b>	<b><u>\$394</u></b>	<b><u>\$777</u></b>
<b>Nonoperating revenue (expenses):</b>					
Reimbursement from other funds					
Interest income	\$98	\$5	\$5	\$71	(\$37)
Interest expense	(33)	(50)	(63)	(77)	(85)
Loss on disposal					
Amortization of debt discount and expense	23	21	18	14	14
Bond Issuance Costs	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total nonoperating revenues (expenses)</b>	<b><u>\$88</u></b>	<b><u>(\$24)</u></b>	<b><u>(\$40)</u></b>	<b><u>\$8</u></b>	<b><u>(\$108)</u></b>
Net Income (loss)	(\$1,013)	(\$420)	\$1,620	\$403	\$669
Retained earnings/fund balance, July 1	<u>35,914</u>	<u>36,334</u>	<u>34,714</u>	<u>34,311</u>	<u>33,642</u>
Retained earnings/fund balance, June 30	<b><u>\$34,901</u></b>	<b><u>\$35,914</u></b>	<b><u>\$36,334</u></b>	<b><u>\$34,714</u></b>	<b><u>\$34,311</u></b>

CITY OF BRISTOL, CONNECTICUT  
BRISTOL WATER DEPARTMENT BUDGET SUMMARY

**REVENUE ESTIMATE SUMMARY 2024-2025**

ACCOUNTS RECEIVABLE:	ACTUAL RECEIVED 2022-2023	AMENDED BUDGET 2023-2024	CURRENT YR REVISED EST. 2023-2024	REQUEST 2024-2025	APPROVED 2024-2025
WATER SALES	\$8,580,896	\$8,800,000	\$8,600,000	\$8,800,000	\$8,800,000
WATER LIENS	9,050	19,000	8,000	10,000	10,000
SERVICE ACCOUNTS	(64,285)	25,000	20,000	25,000	25,000
SERVICE ACCOUNT LIENS	590	1,500	1,500	1,500	1,500
PENALTIES	51,033	65,000	55,000	51,000	51,000
ASSESSMENTS	5,906	25,000	10,000	25,000	25,000
WPC DEPARTMENT PAYMENTS	71,250	58,000	57,000	58,000	58,000
CELL TOWER LEASE	216,413	191,295	199,067	215,000	215,000
LAND LEASE	34,217	31,500	33,585	34,000	34,000
BULK RAW WATER	1,000	1,000	1,000	1,000	1,000
FINES	14,000	13,000	14,000	14,000	14,000
SEWER ACCOUNT LIENS	3,087	2,500	3,000	3,100	3,100
SUNDRY ACCOUNTS	4,000	4,300	4,300	4,300	4,300
CLOSING COSTS	66,275	85,000	85,000	106,040	106,040
SCRAP METAL SALES	25,324	500	3,000	1,500	1,500
FORESTRY PROGRAM	6,375	7,800	7,800	7,800	7,800
WATER SERVICE REINSTATEMENT	30,975	22,000	33,000	43,365	43,365
REMOVE METER	3,500	6,000	6,000	6,000	6,000
<b>TOTAL REVENUES</b>	<b>\$9,059,606</b>	<b>\$9,358,395</b>	<b>\$9,141,252</b>	<b>\$9,406,605</b>	<b>\$9,406,605</b>

**EXPENSE ESTIMATE SUMMARY 2024-2025**

EXPENSE BY TYPE	PRIOR YEAR EXPENDED 2022-2023	AMENDED BUDGET 2023-2024	CURRENT YR REVISED EST. 2023-2024	REQUEST 2024-2025	APPROVED 2024-2025
SALARY	\$2,462,813	\$2,910,770	\$2,911,000	\$2,976,773	\$2,976,773
FRINGE BENEFITS	1,437,282	1,626,455	1,536,517	1,628,704	1,628,704
OPERATING SERVICES	2,973,755	2,515,492	2,515,747	2,830,250	2,830,250
SUPPLIES & MATERIALS	1,148,867	1,127,245	1,100,000	1,242,158	1,242,158
CAPITAL OUTLAY	814,173	1,181,141	1,181,141	2,561,014	2,561,014
<b>TOTAL EXPENSES</b>	<b>\$8,836,890</b>	<b>\$9,361,103</b>	<b>\$9,244,405</b>	<b>\$11,238,899</b>	<b>\$11,238,899</b>
<b>BUDGET SURPLUS (DEFICIT)</b>	\$222,716	(\$2,708)	(\$103,153)	(\$1,832,294)	(\$1,832,294)

**CITY OF BRISTOL, CONNECTICUT  
BRISTOL WATER DEPARTMENT**

**OPERATING SERVICES, FRINGE BENEFITS, & SUPPLIES DETAIL  
2024-2025 BUDGET**

**ENTERPRISE FUND**

<b>OBJECT CLASSIFICATION</b>	<b>PRIOR YEAR EXPENDED 2022-2023</b>	<b>AMENDED BUDGET 12/31/2023</b>	<b>CURRENT YEAR ESTIMATE 2023-2024</b>	<b>REQUEST 2024-2025</b>	<b>APPROVED 2024-2025</b>
<b>FRINGE BENEFITS:</b>					
FRINGE BENEFITS	\$1,437,282	\$1,626,455	\$1,536,517	\$1,628,704	\$1,628,704
<b>TOTAL FRINGE BENEFITS</b>	<b>\$1,437,282</b>	<b>\$1,626,455</b>	<b>\$1,536,517</b>	<b>\$1,628,704</b>	<b>\$1,628,704</b>
<b>OPERATING SERVICES:</b>					
LIGHT AND POWER	395,468	410,505	400,000	574,558	574,558
TELEPHONE	24,359	24,240	24,240	24,240	24,240
POSTAGE	47,114	29,900	30,300	30,300	30,300
ADVERTISING	1,052	1,000	1,153	1,000	1,000
MAINTENANCE/SERVICE AGREEMENTS	15,056	6,680	6,680	6,700	6,700
CLOTHING/UNIFORMS	75,463	75,720	75,720	78,470	78,470
LEASE	14,393	13,629	13,629	16,509	16,509
CONFERENCES AND MEMBERSHIPS	41,413	30,550	27,030	34,950	34,950
TAXES	616,760	605,783	605,783	605,783	605,783
PROFESSIONAL SERVICES	366,507	264,220	253,000	289,220	289,220
LIENS	2,325	6,300	3,000	4,300	4,300
MISCELLANEOUS	9,131	6,570	6,570	6,570	6,570
CONTRACTOR SERVICES	822,651	616,600	600,000	621,600	621,600
DEBT SERVICE	136,275	134,275	134,275	133,250	133,250
SEWER USER FEE	10,800	10,800	10,800	10,800	10,800
NEW BRITAIN AGREEMENT	394,988	280,000	280,000	392,000	392,000
<b>TOTAL OPERATING SERVICES</b>	<b>\$2,973,755</b>	<b>\$2,516,772</b>	<b>\$2,472,180</b>	<b>\$2,830,250</b>	<b>\$2,830,250</b>
<b>SUPPLIES AND MATERIALS DETAIL:</b>					
MOTOR VEHICLE FUELS	66,508	62,857	62,857	62,857	62,857
OFFICE SUPPLIES	42,366	33,285	33,000	33,285	33,285
MAINTENANCE SUPPLIES & MATERIALS	531,970	387,000	480,000	484,000	484,000
MV PARTS & SUPPLIES	22,459	15,150	15,150	15,150	15,150
MV SERVICE & REPAIR	51,110	44,000	41,000	44,000	44,000
HEATING FUELS	52,965	41,250	43,000	44,963	44,963
CHEMICAL TREATMENT	280,210	270,000	285,000	284,200	284,200
INSURANCE	101,278	273,703	273,703	273,703	273,703
<b>TOTAL SUPPLIES</b>	<b>\$1,148,867</b>	<b>\$1,127,245</b>	<b>\$1,233,710</b>	<b>\$1,242,158</b>	<b>\$1,242,158</b>

**CITY OF BRISTOL, CONNECTICUT**  
**BRISTOL WATER DEPARTMENT**  
**CAPITAL OUTLAY/EQUIPMENT REQUEST 2024-2025**

QTYDESCRIPTION OF EQUIPMENT	ESTIMATED GROSS COST	REQUEST 2024-2025	APPROVED 2024-2025
<b>I. CAPITAL EQUIPMENT:</b>			
10 WHEEL DUMP TRUCK	\$300,000	\$300,000	\$300,000
<b>TOTAL CAPITAL EQUIPMENT:</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$300,000</b>
<b>II. UTILITY ASSETS:</b>			
3 DEMO SAWS	\$3,000	\$3,000	\$3,000
2 PIPE LOCATORS	\$7,130	\$7,130	\$7,130
SIGNAGE	\$3,000	\$3,000	\$3,000
1 MUELLER POWER OPERATOR	\$5,400	\$5,400	\$5,400
3 PIN LOCATORS	\$2,964	\$2,964	\$2,964
TRI POD AND BLOWER	\$4,000	\$4,000	\$4,000
REGULATOR PIT MAIN	\$30,000	\$30,000	\$30,000
2 ROAD SAW	\$4,000	\$4,000	\$4,000
PLATE COMPACTOR	\$5,000	\$5,000	\$5,000
PORTABLE GENERATORS	\$6,000	\$6,000	\$6,000
SNOW BLOWER	\$3,000	\$3,000	\$3,000
<b>TOTAL UTILITY ASSETS- DISTRIBUTION SYSTEM SECTION</b>	<b>\$73,494</b>	<b>\$73,494</b>	<b>\$73,494</b>
<b>METER SHOP SECTION:</b>			
650 5/8 METERS @ 158	\$102,700	\$102,700	\$102,700
500 TRANSMITTERS @ 140	\$70,000	\$70,000	\$70,000
10 1" T-10 METER	\$3,631	\$3,631	\$3,631
10 2" T-10 METER	\$9,946	\$9,946	\$9,946
1 2" UME	\$15,043	\$15,043	\$15,043
20 3/4" T-10 METER	\$5,231	\$5,231	\$5,231
10 1 1/2" T-10 METER	\$7,754	\$7,754	\$7,754
1 3" NEPTUNE TR/FLO COMPOUND UME	\$2,564	\$2,564	\$2,564
1 3" NEPTUNE HP TURBINE UME	\$1,283	\$1,283	\$1,283
1 6" DETECTOR CHECK	\$7,000	\$7,000	\$7,000
1 R900 BELT CLIP TRANSCEIVER	\$15,043	\$15,043	\$15,043
2 SCHONSTEDT MODEL GA-52CX	\$2,175	\$2,175	\$2,175
<b>TOTAL UTILITY ASSETS- METER SHOP</b>	<b>\$242,370</b>	<b>\$242,370</b>	<b>\$242,370</b>
<b>WATER TREATMENT PLANT SECTION:</b>			
REBUILD HILL STREET PUMP	\$65,000	\$65,000	\$65,000
REBUILD HIGH SERVICE PUMP	\$55,000	\$55,000	\$55,000
LMI CHEMICAL FEED PUMP	\$10,000	\$10,000	\$10,000
PLC AND ANALYZER EQUIPMENT	\$15,000	\$15,000	\$15,000
CHEMICAL FEED MAINTENANCE PARTS	\$15,000	\$15,000	\$15,000
PERISTALTIC CHEMICAL FEED PUMP	\$15,000	\$15,000	\$15,000
TURBIDITY METER	\$10,000	\$10,000	\$10,000
FLOW METER	\$12,000	\$12,000	\$12,000
CHLORINE ANALYZER	\$9,000	\$9,000	\$9,000
<b>TOTAL UTILITY ASSETS-WATER TREATMENT PLANT</b>	<b>\$206,000</b>	<b>\$206,000</b>	<b>\$206,000</b>
<b>WATERSHED SECTION:</b>			
GAME CAMERAS	\$1,500	\$1,500	\$1,500
CHAINSAW CHAIN BREAKER AND SPINNER	\$1,200	\$1,200	\$1,200
2-STIHL MS271 CHAINSAWS	\$1,200	\$1,200	\$1,200
STIHL HS56 HEDGE TRIMMER	\$500	\$500	\$500
<b>TOTAL UTILITY ASSETS- WATERSHED SECTION</b>	<b>\$4,400</b>	<b>\$4,400</b>	<b>\$4,400</b>
<b>OFFICE SECTION</b>			
<b>TOTAL UTILITY ASSETS- OFFICE SECTION</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>TOTAL UTILITY ASSETS</b>	<b>\$526,264</b>	<b>\$526,264</b>	<b>\$526,264</b>
<b>III. CAPITAL PROJECTS:</b>			
WATER MAIN REPLACEMENTS	\$200,000	\$200,000	\$200,000
HYDRANT REPLACEMENTS	\$125,000	\$125,000	\$125,000
VALVE REPLACEMENT	\$100,000	\$100,000	\$100,000
WELL REDEVELOPMENT	\$65,000	\$65,000	\$65,000
BUILDING REPAIRS	\$20,000	\$20,000	\$20,000
OFFICE PAINTING	\$12,000	\$12,000	\$12,000
REPLACE STEEL DOORS WATERSHED GARAGE AND WELLS	\$40,000	\$40,000	\$40,000
REPAIR WATERSHED GARAGE FLOOR DRAINS	\$15,000	\$15,000	\$15,000
UPGRADES TO FIRE ALARM SYSTEM	\$150,000	\$150,000	\$150,000
MIX ST WELL #4-SURGE AND REPLACE PUMP AND MOTOR	\$57,750	\$57,750	\$57,750
REPLACE FLOCCULATORS AT FP	\$150,000	\$150,000	\$150,000
ENGINEERING TO REPLACE CHAPEL STREET TANK	\$150,000	\$150,000	\$150,000
ENGINEERING FOR NEW CHEMICAL BUILDING AT MIX ST & IRON AND MAGNESIUM TREATMENT	\$250,000	\$250,000	\$250,000
ENGINEERING FOR IRON AND MAGNESIUM TREATMENT MECHANIC ST WELL	\$150,000	\$150,000	\$150,000
SHRUB RD PRV VAULT REPLACEMENT	\$250,000	\$250,000	\$250,000
<b>TOTAL CAPITAL PROJECTS</b>	<b>\$1,734,750</b>	<b>\$1,734,750</b>	<b>\$1,734,750</b>
<b>TOTAL CAPITAL OUTLAY</b>	<b>\$2,561,014</b>	<b>\$2,561,014</b>	<b>\$2,561,014</b>

## 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 2024 Goals and Accomplishments:**

- 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.

### **Fiscal Year 2025 Goals:**

- The Sewer Division will be working to upgrade the existing aeration system at the sewer plant. It is anticipated the upgrade will cost approximately \$6 million dollars and a State Low Interest Clean Water Loan will be applied for in 2025. Work on the aeration system upon approval of the loan application will begin in 2025.

### **Long Term Goals:**

- Continue to provide sewer service to the 19,000 customers of the system at the lowest prices in the region.
- Reduce inflow to the sewer system by identifying and correcting deficiency in the sewer collection system and locating illegal connections.

## Performance Measures

**Quantitative:**

ACTIVITY	FY2022 Actual	FY2023 Actual	FY2024 Actual
<b>Treatment Operations Activity:</b> Wastewater treated	2.7 billion gals.	2.8 billion gals.	2.8 billion gals
Solids processed	8,600 wet tons	8,200 wet tons	8,200 wet tons



## Expenditure & Position Summary

**Expenditure & Position Summary**

	2023 Actual	2024 Estimated	2025 Budgeted
Salary Expenditures	\$1,818,380	\$1,919,360	\$1,973,840
Full Time Positions	25	25	25

## Budget Highlights - Sewer Revenues

### REVENUES

DESCRIPTION	2023 ACTUAL REVENUE	2024 ORIGINAL BUDGET	2024 REVISED BUDGET	2025 APPROVED BUDGET
ASSESSMENTS-INTEREST, LIENS & PENALTIES	\$863	\$1,000	\$1,000	\$650
<b>TOTAL TAXES &amp; PRIOR LEVIES</b>	<b>\$863</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$650</b>
SEWER ASSESSMENTS & ADJUSTMENTS	\$6,333	\$55,000	\$55,000	\$10,000
CUSTOMER DUMPING FEES	108,520	98,150	98,150	110,000
UNMETERED COMMERCIAL SEWER USER FEES	1,840,625	1,766,450	1,766,450	1,850,000
UNMETERED DOMESTIC SEWER USER FEES	4,781,858	4,775,160	4,775,160	4,785,000
UNMETERED FACTORY SEWER USER FEES	170,306	192,975	192,975	179,985
UNMETERED PUBLIC SEWER USER FEES	341,987	287,105	287,105	303,970
<b>TOTAL FINES/FEES</b>	<b>\$7,249,629</b>	<b>\$7,174,840</b>	<b>\$7,174,840</b>	<b>\$7,238,955</b>
SEWER CONNECTION PERMITS	\$80,750	\$130,000	\$130,000	\$130,000
<b>TOTAL LICENSE, PERMITS, FEES</b>	<b>\$80,750</b>	<b>\$130,000</b>	<b>\$130,000</b>	<b>\$130,000</b>
INTEREST INCOME	\$33,463	\$15,000	\$15,000	\$10,000
<b>TOTAL INVESTMENT EARNINGS</b>	<b>\$33,463</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$10,000</b>
F.O.G. PERMITS	12,100	0	0	0
MISCELLANEOUS- OTHER	6,013	16,025	16,025	13,500
BUDGETARY FUND BALANCE UNRESTRICTED	0	0	0	0
MISCELLANEOUS REVENUE LIENS	14,193	26,885	26,885	25,235
MISCELLANEOUS PENALTIES SEWER USER	52,788	47,395	47,395	53,000
<b>TOTAL OTHER/MISCELLANEOUS</b>	<b>\$85,094</b>	<b>\$90,305</b>	<b>\$90,305</b>	<b>\$91,735</b>
<b>TOTAL WATER POLLUTION CONTROL</b>	<b>\$7,449,798</b>	<b>\$7,411,145</b>	<b>\$7,411,145</b>	<b>\$7,471,340</b>

## Sewer Expenditures

### EXPENDITURES

DESCRIPTION	2023 ACTUAL EXPENDITURES	2024 ORIGINAL BUDGET	2024 REVISED BUDGET	2025 APPROVED BUDGET
REGULAR WAGES	\$1,617,751	\$1,840,178	\$1,840,178	\$1,890,750
OVERTIME	49,063	56,762	56,762	57,725
OTHER WAGES	26,631	22,420	22,420	25,365
<b>TOTAL SALARIES</b>	<b>\$1,693,445</b>	<b>\$1,919,360</b>	<b>\$1,919,360</b>	<b>\$1,973,840</b>
CLOTHING ALLOWANCE	\$3,125	\$3,780	\$3,780	\$3,500
PROFESSIONAL FEES AND SERVICES	\$75,756	\$146,935	\$146,935	\$160,000
ADMINISTRATIVE FEES	60,160	80,000	80,000	70,000
PUBLIC UTILITIES	621,579	740,000	740,000	654,000
WATER AND SEWER CHARGES	12,658	14,000	14,000	13,400
TIPPING FEES	1,012,891	1,197,580	1,197,580	1,215,000
REFUSE	244	500	500	500
REPAIRS AND MAINTENANCE	110,299	75,000	75,000	115,000
COL SYSTEM	140,849	115,000	115,000	150,000
MOTOR VEHICLE SERVICE AND REPAIR	16,506	15,000	15,000	20,000
MAJOR REPAIRS	110,080	150,000	150,000	130,000
RENTS AND LEASES	7,325	4,000	4,000	5,000
TELEPHONE	2,686	2,600	2,600	2,800
POSTAGE	56	24,500	24,500	25,000
TRAVEL REIMBURSEMENT	0	100	100	100
PRINTING AND BINDING	0	300	300	300
ADVERTISING	0	500	500	500
CONFERENCES AND MEMBERSHIPS	2,336	1,000	1,000	2,500
SCHOOLING AND EDUCATION	5,471	3,000	3,000	6,000
LIEN FEES	6,845	4,500	4,500	7,500
MISCELLANEOUS	107	11,000	11,000	11,000
<b>TOTAL CONTRACTURAL SERVICES</b>	<b>\$2,188,973</b>	<b>\$2,589,295</b>	<b>\$2,589,295</b>	<b>\$2,592,100</b>
LIFE INSURANCE	\$2,538	\$2,825	\$2,825	\$2,825
WORKERS' COMPENSATION	97,000	114,000	114,000	114,000
DISABILITY	0	550	550	550
SOCIAL SECURITY	121,914	146,829	146,829	150,999
(OPEB) RETIREMENT EXPENSE		59,090	59,090	59,090
<b>TOTAL BENEFITS</b>	<b>\$221,452</b>	<b>\$323,294</b>	<b>\$323,294</b>	<b>\$327,464</b>
LABORATORY SUPPLIES	\$16,236	\$16,000	\$16,000	\$17,000
MAINTENANCE SUPPLIES AND MATERIALS	791,095	750,000	750,000	800,000
PROGRAM SUPPLIES	54,213	66,220	66,220	71,500
NATURAL GAS	32,718	33,000	33,000	33,000
GENERATOR FUEL	8,390	0	0	9,000
MOTOR FUELS	30,193	32,220	32,220	32,000
MOTOR VEHICLE PARTS	3,488	3,800	3,800	5,000
TIRES	2,756	6,500	6,500	3,500
OFFICE SUPPLIES	2,963	3,000	3,000	3,000
<b>TOTAL SUPPLIES AND MATERIALS</b>	<b>\$942,052</b>	<b>\$910,740</b>	<b>\$910,740</b>	<b>\$974,000</b>

**EXPENDITURES**

DESCRIPTION	2023	2024	2024	2025
	ACTUAL EXPENDITURES	ORIGINAL BUDGET	REVISED BUDGET	APPROVED BUDGET
HEADWORKS ROOF REPLACEMENT	97,994	0	0	0
RENOVATE OPERATIONS INTERIOR	0	100,000	100,000	0
SANITARY SEWER	(3,587)	0	0	0
MANHOLE REHAB	18,414	0	0	0
MANHOLE REHAB	23,013	0	0	0
SEWER COLLECTION SYSTEM REHAB	95,214	0	0	0
REHAB THICKENED SLUDGE TANK	380,634	0	0	0
BUILDING HEATERS	0	10,000	10,000	0
PUMP STATION TREE REMOVAL	0	10,000	10,000	0
PAINT WOOSTER CT PUMP STATION	0	10,000	10,000	0
MACHINERY AND EQUIPMENT	3,171	0	0	0
MINOR ST PS GENERATOR	43,621	0	0	0
REPLACE CCTV GROUT TRUCK	76,282	0	0	0
ELECTRIC FORKLIFT	31,291	0	0	0
ASSET MANAGEMENT	909	0	0	0
SECONDARY CLARIFIER UNIT	84,800	0	0	0
SECURITY CAMERA	24,028	0	0	0
BOOSTER PUMP FOR PLANT WATER	7,377	0	0	0
PRESSROOM BOOSTER PUMP	4,358	0	0	0
REPLACEMENT LAB SPECTROMETER	5,388	0	0	0
REPLACEMENT BACKHOE	147,350	0	0	0
BAR SCREEN ASSEMBLY	400,995	0	0	0
SPARE SECONDARY DRIVE	0	100,000	100,000	0
MAJOR REPAIRS TO EQUIPMENT	3,271	0	0	0
CAPITAL OUTLAY	0	0	0	830,000
<b>TOTAL CAPITAL OUTLAY</b>	<b>\$1,444,523</b>	<b>\$230,000</b>	<b>\$230,000</b>	<b>\$830,000</b>
LIABILITY INSURANCE	\$82,335	\$89,310	\$89,310	\$95,000
CONTINGENCY	36,528	130,000	\$130,000	130,000
REFUNDS OF SEWER USER FEES	0	2,500	\$2,500	2,500
<b>TOTAL OTHER/ MISCELLANEOUS</b>	<b>\$118,862</b>	<b>\$221,810</b>	<b>\$221,810</b>	<b>\$227,500</b>
TRANSFER OUT CLEAN WATER FUND	608,901	541,165	541,165	523,760
TRANSFER OUT DEBT	196,500	166,500	166,500	201,550
TRANSFERS TO CAPITAL PROJECTS	0	0	0	650,000
TRANSFERS TO INTERNAL SERVICE	427,028	508,979	508,979	622,739
<b>TOTAL OPERATING TRANSFERS OUT</b>	<b>\$1,232,429</b>	<b>\$1,216,644</b>	<b>\$1,216,644</b>	<b>\$1,998,049</b>
<b>TOTAL WATER POLLUTION CONTROL</b>	<b>\$7,841,737</b>	<b>\$7,411,143</b>	<b>\$7,411,143</b>	<b>\$8,922,953</b>

---

# **CAPITAL IMPROVEMENTS**

---

# 2025 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.

### **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.

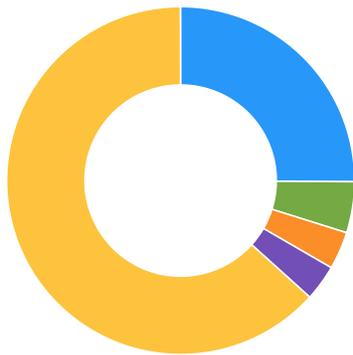
# Capital Improvements: One-year Plan

## Total Capital Requested

# \$8,560,910

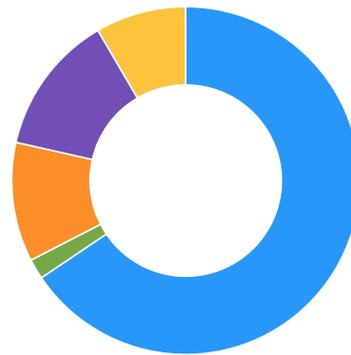
12 Capital Improvement Projects

Total Funding Requested by Department



Education (25%)	\$2,150,000.00
Fire Department (5%)	\$406,000.00
Information Systems (4%)	\$300,000.00
Parks & Recreation (3%)	\$285,000.00
Public Works (63%)	\$5,419,910.00
<b>TOTAL</b>	<b>\$8,560,910.00</b>

Total Funding Requested by Source



Bonding (66%)	\$5,613,910.00
Cash (2%)	\$160,000.00
Grants (11%)	\$950,000.00
LOCIP (13%)	\$1,117,000.00
RIF (8%)	\$720,000.00
<b>TOTAL</b>	<b>\$8,560,910.00</b>

The Capital Improvement and Strategic Planning Committee went through an extensive review of all capital budget requests to prioritize projects to meet the needs of the City, its residents and address safety within the community. The FY24/25 approved capital budget is the lowest the City has adopted in a number of years. Faced with challenges balancing the FY24/25 operating budget with a minimal mill rate increase, the Capital Improvement Program was approved to phase in major projects in the coming years to better align with a declining debt service schedule and moderate stability of the debt service repayment schedule.

## 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 of the plan. These projects include an appropriation of \$150,000 to upgrade the park on Federal Hill, \$45,000 for various Park Safety Improvements and \$90,000 to upgrade the Rockwell Park Maintenance Building. Due to budget constraints and anticipated bonding for other projects over the next couple of years, the next phase of the Page Park Revitalization project currently in process, has been delayed to future years.

Approved Board of Education projects include security upgrades district wide and IAQ Commissioning.

Public Works has five 2025 projects totaling \$5,419,910. Projects include three road construction projects, including Lake Ave Culvert, Osullivan Storm Drainage and Burlington Avenue Sidewalk replacement. Funding was provided for renovations to the 10,500 sq ft former BOE space for additional BBHD Office Space at the Senior Center.

The Fire Department was approved for renovations to Station #2.

Additional project details are included herein.

## Public Works Requests

### Itemized Requests for 2025

<b>Burlington Ave (CT Route 69) Sidewalk - Replacement of Deteriorated Asphalt Sidewalks</b>	<b>\$160,000</b>
Reconstruct existing asphalt sidewalk on the portion of Burlington Ave (Ct Route 69) from the area north of Lardner to Glendale (approx. 2,300 LF). Asphalt sidewalks do not comply with City standards. In accordance with DOT policy, sidewalks are...	
<b>Lake Ave Culvert at Mix Brook</b>	<b>\$1,775,000</b>
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...	
<b>Osullivan Storm Drainage</b>	<b>\$720,000</b>
Extension of the Brace Ave storm drainage project to include Osullivan Drive. Residents on Osullivan are currently experiencing flooding during intense rain events. The proposed project is an extension of the Brace Ave Storm drainage funding with...	
<b>Public Buildings Improvements - Various</b>	<b>\$126,000</b>
Includes the following Public Building projects:Upgrades to Bristol Fire Headquarters Parking Lots to address deteriorating asphalt and pot hole hazards to Staff and improve demobilization operations after emergency eventsRepair Fire House #2...	
<b>Renovation of Senior Center Facility - BBHD Office Space</b>	<b>\$2,638,910</b>
Renovate the existing BOE classroom space located at the Senior Center for Health Department use. The 10,500 s.f. classroom space would be renovated into office space utilizing the existing classroom configuration with supplemental walls. The...	
<b>Total: \$5,419,910</b>	

## Parks & Recreation Requests

### Itemized Requests for 2025

**Federal Hill Green Upgrades** **\$150,000**

---

Federal Hill Green (2 acres) is Bristol's oldest public park. This neighborhood park contains a playground, gazebo, and open field space. The goal of this project is to secure appropriations to achieve park improvements and upgrades to make...

**Park Safety Improvements** **\$45,000**

---

Funds to support the purchase of required safety playground mulch needed for every playground for fall safety. Funds are also used for emergency tree removals for dead, dying and dangerous trees across the park system

**Rockwell Park Maintenance Building Improvements** **\$90,000**

---

Improvements to the Rockwell Park maintenance building to improve working conditions for the crew. Funds will be used to upgrade bathrooms, gathering areas, lockers, and lighting.

---

**Total: \$285,000**

## Fire Department Requests

### Itemized Requests for 2025

**Fire Station 2 Renovations** **\$406,000**

---

The renovation/updating of Station 2 is long overdue. This firehouse has had little in the way of updating since its construction in 1968 and is extremely dated. Station 2 had its HVAC system upgraded 3 years ago, but the bathroom and bunk room...

---

**Total: \$406,000**

## Education Requests

### Itemized Requests for 2025

**IAQ Commissioning** **\$1,200,000**

---

Due to the forecasted legislation, this is an unfunded mandate. As a result of this legislation passing, we will need a comprehensive commissioning on all the mechanical equipment every 5 years. The BOE will need to adhere to this mandate...

**Security Upgrades District Wide** **\$950,000**

---

Round 2 of security upgrades throughout the district. Install new cameras and access controls in all schools to include interconnectability within the district.

---

**Total: \$2,150,000**

# Information Systems Requests

## Itemized Requests for 2025

### Backup Infrastructure Refresh

**\$300,000**

The current backup infrastructure, namely the storage hardware, is extremely aged by industry reliability standards. There is also a lack of a Cloud Storage component for backups, another industry standard. To address both issues, a...

**Total: \$300,000**

## Capital Budget

### 2024-2025 CAPITAL BUDGET

CAPITAL IMPROVEMENT & STRATEGIC PLANNING COMMITTEE - APPROVED MARCH 13, 2024

BOARD OF FINANCE APPROVED - APRIL 23, 2024 | JOINT MEETING APPROVED MAY 20, 2024

2025										FUTURE
Department	Request Title	Project Total	Total To Date	Bonding	Cash	Grants	LOCIP	RIF	Total 2025	YEARS
Education	IAQ Commissioning	\$1,200,000		\$1,200,000					\$1,200,000	
	Security Upgrades District Wide	\$2,000,000	\$1,050,000	\$950,000					\$950,000	
Fire Department	Fire Station 2 Renovations	\$406,000					\$406,000		\$406,000	
Information Systems	Backup Infrastructure Refresh	\$300,000					\$300,000		\$300,000	
Parks & Recreation	Federal Hill Green Upgrades	\$150,000					\$150,000		\$150,000	
	Park Safety Improvements	\$45,000					\$45,000		\$45,000	
	Park Maintenance Building	\$90,000					\$90,000		\$90,000	
Public Works	Renovation of Senior Center Facility - BBHD Office Space	\$2,638,910		\$2,638,910					\$2,638,910	
	Lake Ave Culvert at Mix Brook	\$1,900,000	\$125,000	\$825,000		\$950,000			\$1,775,000	
	Burlington Ave (CT Route 69) - Replacement of Asphalt Sidewalks	\$1,460,000			\$160,000				\$160,000	\$1,300,000
	Osullivan Storm Drainage	\$748,000	\$28,000					\$720,000	\$720,000	
	Public Buildings Projects - Various	\$126,000					\$126,000		\$126,000	
<b>Total Funding Sources</b>		<b>\$11,063,910</b>	<b>\$1,203,000</b>	<b>\$5,613,910</b>	<b>\$160,000</b>	<b>\$950,000</b>	<b>\$1,117,000</b>	<b>\$720,000</b>	<b>\$8,560,910</b>	<b>\$1,300,000</b>

## Impact of 2025 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 2025 budget has two projects approved for bonding for a total of \$5,613,910. 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 2025 Capital Budget projects, the respective City departments have determined the savings as presented in the following chart.

FY 2025 Capital Budget			Annual Operating Budget Impact			
Project	Current Appropriation	Total Project Appropriation	Comment	Operating Costs	Debt Service Cost**	Total
<b>Public Works</b>						
Renovation of Senior Center Facility						
BBHD Office Space	2,638,910	2,638,910	N/A - infrastructure	17,000	175,927	192,927
Burlington Ave (CT RT 69)-sidewalks	160,000	160,000	N/A - infrastructure	-	-	-
Lake Ave Culvert @Mix Brook	1,775,000	1,775,000	N/A - infrastructure	125,000	55,000	180,000
Osullivan Storm Drainage	720,000	720,000	N/A - infrastructure	-	-	-
Public Building Project	126,000	126,000	N/A - infrastructure	-	-	-
<b>Subtotal Public Works</b>	<b>5,419,910</b>	<b>\$5,419,910</b>		<b>\$142,000</b>	<b>\$230,927</b>	<b>\$372,927</b>
<b>Parks</b>						
Parks Safety Improvements	45,000	45,000	N/A - safety	-	-	-
Federal Hill Green Upgrade	150,000	150,000	N/A - infrastructure	-	-	-
Park Maintenance Building	90,000	90,000	N/A - infrastructure	-	-	-
<b>Subtotal Parks</b>	<b>\$285,000</b>	<b>\$285,000</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Board of Education</b>						
IAQ Commissioning	1,200,000	2,000,000	N/A - infrastructure	-	80,000	80,000
Security Upgrade District Wide	950,000	1,448,285	N/A - infrastructure	-	63,333	63,333
<b>Subtotal Board of Education</b>	<b>\$2,150,000</b>	<b>\$3,448,285</b>		<b>\$0</b>	<b>\$143,333</b>	<b>\$143,333</b>
<b>Fire</b>						
Fire Station 2 Renovation	406,000	30,000	N/A - infrastructure	18,400	-	18,400
<b>Subtotal Fire</b>	<b>\$406,000</b>	<b>\$30,000</b>		<b>\$18,400</b>	<b>\$0</b>	<b>\$18,400</b>
<b>IT</b>						
Backup Infrastructure Refresh	300,000	96,000	N/A - infrastructure	-	-	-
<b>Subtotal IT</b>	<b>\$300,000</b>	<b>\$96,000</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total</b>	<b>\$8,560,910</b>	<b>\$9,279,195</b>		<b>\$160,400</b>	<b>\$374,261</b>	<b>\$534,661</b>

## 2025-2030 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 instrumental in helping 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 either eliminating projects from the CIP plan, postponing projects based on realistic timing to complete the project or further information was needed to properly evaluate a project. This methodology was used for current year and future year recommendations. Projects recommended in the CIP plan beyond the current year include:

**Board of Education (BOE)** – Renovations and targeted alterations, including roof and mechanicals to Bristol Central and Bristol Eastern High Schools. Targeted alterations and HVAC upgrade at Hubbell School and renovate as new at Southside and Stafford schools.

**Fire** – Apparatus replacement.

**Parks** – Improvements to various City parks through implementation of the Parks approved 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 in 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 on 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 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.

**Police Department** – Communications systems upgrade, as well as consideration of a new police complex.

**Public Works** –Major road improvements; and sidewalk and drainage improvements.

# Multi-Year Capital Improvement Projects

## CURRENT YEAR & FUTURE YEAR CAPITAL PROJECTS - BY DEPARTMENT

Department	Project Total	To Date	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Total Education	\$197,367,900	\$1,050,000	\$2,150,000	\$42,000,000	\$105,751,700	\$3,000,000	\$43,416,200	\$197,367,900
Total Fire Department	\$9,091,000	\$0	\$406,000	\$5,085,000	\$0	\$3,600,000	\$0	\$9,091,000
Total Information Systems	\$300,000	\$0	\$300,000	\$0	\$0	\$0	\$0	\$300,000
Total Parks & Recreation	\$29,020,000	\$10,350,000	\$285,000	\$9,960,000	\$5,800,000	\$2,625,000	\$0	\$29,020,000
Total Police Department	\$11,032,750	\$0	\$0	\$1,032,750	\$0	\$0	\$10,000,000	\$11,032,750
Total Public Works	\$92,842,910	\$4,373,000	\$5,419,910	\$59,840,000	\$14,420,000	\$8,320,000	\$470,000	\$92,842,910
Total Departments	\$339,654,560	\$15,773,000	\$8,560,910	\$117,917,750	\$125,971,700	\$17,545,000	\$53,886,200	\$339,654,560

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 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.
- **BANs** – this projection assumes the use of short term borrowing of Bond Anticipation Notes through November 2027. Based on projected cash flow, these borrowings will finance the new firehouse and new apparatus, technology upgrades at the schools, park improvements, infrastructure improvements including sidewalks and streetscapes, corrective plan for the Greene Hills School HVAC system and a new Northeast Middle School complex.
- **Bond Issue dated November 2027** – this projection will partially and permanently finance anticipated short term borrowing during FY2025 and FY2026. Borrowing will be based on projected cash flow to finance remaining projects approved in the multi-year capital plan as well as affordability within the City budget. A BAN issue for additional projects is also assumed.
- **Bond Issue dated November 2028** - this issue will permanently finance any remaining outstanding BANs for the current CIP program.

These projections are based on the following assumptions:

**BANS**

- up to 1 year maturity based on cash flow
- 3.75% interest rate

**Bonds**

- 20 year bonds
- 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

FISCAL YEAR	CURRENT G/F DEBT	BANS		Anticipated use of Bond Premium or Reserves	Total Projected General Fund Debt Service	Annual Change	Increase in Mill Rate	Mill Increase %	Debt Service % of Budget	
		\$27.5M 11/24; \$69M 11/25; \$99.5M 11/26	\$50M BANS \$50M BONDS 11/27							
2023	11,343,501	-	-	(348,325)	10,995,176		-	0.25%	5.11%	
2024	12,656,208	-	-	(906,209)	11,749,999	<b>754,823</b>	0.14	0.46%	5.27%	
2025	13,542,379	-	-	(792,379)	12,750,000	<b>1,000,001</b>	0.19	0.61%	5.58%	
2026	13,104,695	1,031,250	-	(385,945)	13,750,000	<b>1,000,000</b>	0.19	0.61%	5.87%	
2027	12,754,251	2,587,500	-	(591,752)	14,749,999	<b>1,000,000</b>	0.19	0.61%	6.14%	
2028	12,397,345	3,731,250	937,500	(684,846)	16,381,249	<b>1,631,250</b>	0.30	1.00%	6.66%	
2029	12,032,919	-	5,550,000	937,500	(347,640)	18,172,779	<b>1,791,530</b>	0.33	1.10%	7.20%
2030	11,820,392	-	3,607,500	3,675,000	-	19,102,892	<b>930,113</b>	0.17	0.57%	7.39%
2031	11,461,251	-	4,440,000	3,607,500	-	19,508,751	<b>405,859</b>	0.08	0.25%	7.36%
2032	9,233,954	-	4,338,750	4,440,000	-	18,012,704	<b>(1,496,047)</b>	(0.28)	-0.92%	6.63%
2033	8,985,979	-	4,237,500	4,338,750	-	17,562,229	<b>(450,475)</b>	(0.08)	-0.28%	6.31%
2034	8,816,098	-	4,136,250	4,237,500	-	17,189,848	<b>(372,381)</b>	(0.07)	-0.23%	6.02%
2035	8,586,938	-	4,035,000	4,136,250	-	16,758,188	<b>(431,660)</b>	(0.08)	-0.26%	5.73%
2036	7,114,760	-	3,933,750	4,035,000	-	15,083,510	<b>(1,674,678)</b>	(0.31)	-1.03%	5.03%
2037	6,916,633	-	3,832,500	3,933,750	-	14,682,883	<b>(400,627)</b>	(0.07)	-0.25%	4.78%
2038	6,716,869	-	3,531,250	3,832,500	-	14,080,619	<b>(602,264)</b>	(0.11)	-0.37%	4.47%
2039	6,514,103	-	3,437,500	3,531,250	-	13,482,853	<b>(597,766)</b>	(0.11)	-0.37%	4.18%
2040	4,750,732	-	3,343,750	3,437,500	-	11,531,982	<b>(1,950,871)</b>	(0.36)	-1.20%	3.48%
2041	3,244,063	-	3,250,000	3,343,750	-	9,837,813	<b>(1,694,169)</b>	(0.32)	-1.04%	2.90%
2042	3,136,368	-	3,156,250	3,250,000	-	9,542,618	<b>(295,195)</b>	(0.05)	-0.18%	2.74%
2043	1,683,000	-	3,062,500	3,156,250	-	7,901,750	<b>(1,640,868)</b>	(0.31)	-1.01%	2.22%
2044	-	-	2,968,750	3,062,500	-	6,031,250	<b>(1,870,500)</b>	(0.35)	-1.15%	1.65%
2045	-	-	2,875,000	2,968,750	-	5,843,750	<b>(187,500)</b>	(0.03)	-0.12%	1.56%
2046	-	-	2,781,250	2,875,000	-	5,656,250	<b>(187,500)</b>	(0.03)	-0.12%	1.47%
2047	-	-	2,687,500	2,781,250	-	5,468,750	<b>(187,500)</b>	(0.03)	-0.12%	1.39%
2048	-	-	2,593,750	2,687,500	-	5,281,250	<b>(187,500)</b>	(0.03)	-0.12%	1.31%
2049	-	-	-	2,593,750	-	2,593,750	<b>(2,687,500)</b>	(0.50)	-1.65%	0.63%
2050	-	-	-	-	-	-		-	0.00%	0.00%
2051	-	-	-	-	-	-		-	0.00%	0.00%
186,812,437		7,350,000	72,736,250	70,861,250	(4,057,096)	333,702,841				

---

# 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, 2024.

### Long Term Debt

<b>Long-Term Debt As of July 1, 2024</b>						
Issue	Purpose	Rate	Original Issue	Balance Outstanding	Fiscal Year Maturity	
11/30/2004	Cleanwater Loan 562 C	2.00	693,527	-	2024	
5/31/2006	Cleanwater 464 C	2.00	470,225	49,217	2026	
6/15/2011	Water 2014 - Old Wolcott Tank	2.00	501,000	260,499	2033	
9/30/2015	Water 2016 Note - Grove Street Tank	2.00	344,155	200,061	2035	
10/16/2018	Water 2019 Note - DeWitt Tank	2.00	497,096	377,888	2039	
11/17/2015	Schools 2015 Refunding Bonds	3.06	2,991,000	25,000	2025	
11/17/2015	General Improvement 2015 Refunding Bonds	3.06	4,126,000	510,000	2025	
1/20/2016	Cleanwater 2015 - I/O Reduction 622-CSL	2.00	631,833	362,177	2035	
3/30/2016	Cleanwater Loan 640 DC	2.00	7,530,046	5,635,218	2039	
5/30/2017	General Improvement 2017 Bonds	2.25	17,739,000	11,465,000	2035	
5/30/2017	Schools 2017 Bonds	2.25	3,391,000	2,195,000	2035	
11/9/2017	General Improvement 2017 Refunding Bonds	3.00v	5,437,000	3,158,000	2030	
11/9/2017	Schools 2017 Refunding Bonds	3.00v	16,094,000	9,353,000	2030	
11/9/2017	Sewer 2017 Refunding Bonds	3.00v	3,401,000	1,981,000	2030	
11/9/2017	Water 2017 Refunding Bonds	3.00v	503,000	293,000	2030	
10/25/2018	General Improvement 2018 Series A Bonds	2.5-5.0	18,094,096	14,218,000	2039	
10/25/2018	Schools 2018 Series A Bonds	2.5-5.0	4,280,904	3,352,000	2039	
10/25/2018	Sewer 2018 Series A Bonds	2.5-5.0	125,000	100,000	2039	
10/25/2018	General Improvement 2018 Series B Taxable Bonds	3.65-4.05	7,900,000	6,225,000	2039	
11/12/2019	Schools 2019 Bonds	2.125-5.0	19,625,000	17,120,000	2040	
11/12/2019	General Improvement 2019 Bonds	2.125-5.0	5,375,000	4,695,000	2040	
3/30/2022	Schools 2022 Bonds	2.6-5	11,205,000	10,620,000	2042	
3/30/2022	General Improvement 2022 Bonds	2.6-5	14,295,000	13,545,000	2042	
3/22/2023	General Improvement 2023 Bonds	4.0-5.0	30,000,000	30,000,000	2043	
<b>Total</b>			<b><u>\$ 203,565,896</u></b>	<b><u>\$ 135,740,061</u></b>		
<b>Water Department</b>			<b><u>\$ 21,189,896</u></b>	<b><u>\$ 9,259,061</u></b>		
<b>General City</b>			<b><u>\$ 182,376,000</u></b>	<b><u>\$ 126,481,000</u></b>		

# 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 2025 Capital Budget of \$8,560,910 may be found in the Capital Budget section of this document. The City will fund \$5,613,910 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. However, current projections for future debt include the issuance of BANs over the next couple of years to phase in increases in debt service and fund capital projects.

## 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

<b>CITY OF BRISTOL RECENT BOND ISSUES AND RATINGS</b>					
<u>Issue Date</u>	<u>Type</u>	<u>Amount</u>	<u>Moody's Rating</u>	<u>Standard &amp; Poor's Rating</u>	<u>Fitch's Rating</u>
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 2024-2025 for bonded debt is \$12,750,000. As shown in the following Debt Service Summary, the required bonded debt principal and interest payments have been reduced by \$186,555, the amount to be paid by Water Pollution Control (WPC), and by \$792,379 which represents the available bond premium from the 2019 Bond Issue.

## Debt Service Summary

### CITY OF BRISTOL, CONNECTICUT 2024-2025 BUDGET DEBT SERVICE SUMMARY

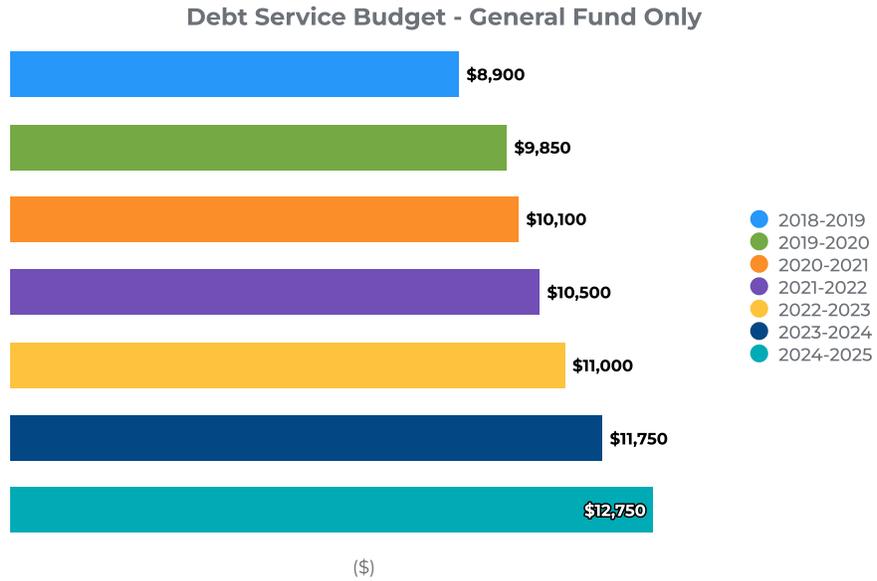
ORCODE	DESCRIPTION	2023 ACTUAL EXPENDITURE	2024 ORIGINAL BUDGET	2024 REVISED BUDGET	2025 BUDGET REQUEST	2025 APPROVED BUDGET
DEBT1019	LONG TERM DEBT PRINCIPAL PAYMENT	7,569,000	\$7,855,000	\$7,855,000	\$9,129,000	\$9,129,000
DEBT1019	LONG TERM DEBT INTEREST PAYMENT	3,960,036	4,992,369	4,992,369	4,599,934	4,599,934
		<b>\$11,529,036</b>	<b>\$12,847,369</b>	<b>\$12,847,369</b>	<b>\$13,728,934</b>	<b>\$13,728,934</b>
	WATER POLLUTION CONTROL PAYMENTS		(191,158)	(191,158)	(186,555)	(186,555)
	USE OF DEBT RESERVES/BOND PREMIUM		(906,211)	(906,211)	(792,379)	(792,379)
TOTAL DEBT SERVICE		<b>\$11,529,036</b>	<b>\$11,750,000</b>	<b>\$11,750,000</b>	<b>\$12,750,000</b>	<b>\$12,750,000</b>

#### SUMMARY OF DEBT SERVICES PAYMENTS BY TYPE

SCHOOL DEBT	4,970,461	\$4,883,371	\$4,883,371	\$4,824,046	\$4,824,046
GENERAL IMPROVEMENT DEBT	6,187,505	7,591,030	7,591,030	8,540,885	\$8,540,885
SEWER OPERATING	371,070	372,968	372,968	364,003	\$364,003
WATER POLLUTION CONTROL PAYMENTS		(191,158)	(191,158)	(186,555)	(\$186,555)
USE OF DEBT RESERVES/BOND PREMIUM		(906,211)	(906,211)	(792,379)	(\$792,379)
TOTAL DEBT SERVICE	<b>\$11,529,036</b>	<b>\$11,750,000</b>	<b>\$11,750,000</b>	<b>\$12,750,000</b>	<b>\$12,750,000</b>

## General Fund Debt Service Budget

The graph below shows budgeted debt service for the past seven years (in thousands).



## Government Wide Debt

Shown below are the amortization tables for General Improvement, School and Sewer bonds as of July 1, 2024.

<b>General Improvement Long-term Debt</b>						
<b>As of July 1, 2024</b>						
<b>(Pro-Forma)</b>						
Fiscal Year Ended	Principal	Principal	Interest	Total	Principal	Cumulative %
June 30	Beginning Balance	Payments	Payments	Payments	Ending Balance	Principal Retired
2024	-	-	-	-	\$ 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
<b>Totals:</b>		<b>\$ 83,816,000</b>	<b>\$ 25,455,135</b>	<b>\$ 109,271,135</b>		

<b>Sewer Long-term Debt</b>						
<b>As of July 1, 2024</b>						
<b>(Pro-Forma)</b>						
Fiscal Year Ended	Principal	Principal	Interest	Total	Principal	Cumulative %
June 30	Beginning Balance	Payments	Payments	Payments	Ending Balance	Principal Retired
2024	-	-	-	-	\$ 2,081,000	41.0
2025	\$ 2,081,000	\$ 283,000	\$ 81,002	\$ 364,002	\$ 1,798,000	49.0
2026	\$ 1,798,000	\$ 287,000	\$ 66,888	\$ 353,888	\$ 1,511,000	57.1
2027	\$ 1,511,000	\$ 290,000	\$ 54,017	\$ 344,017	\$ 1,221,000	65.4
2028	\$ 1,221,000	\$ 291,000	\$ 42,457	\$ 333,457	\$ 930,000	73.6
2029	\$ 930,000	\$ 291,000	\$ 30,878	\$ 321,878	\$ 639,000	81.9
2030	\$ 639,000	\$ 292,000	\$ 19,282	\$ 311,282	\$ 347,000	90.2
2031	\$ 347,000	\$ 291,000	\$ 7,693	\$ 298,693	\$ 56,000	98.4
2032	\$ 56,000	\$ 7,000	\$ 1,798	\$ 8,798	\$ 49,000	98.6
2033	\$ 49,000	\$ 7,000	\$ 1,575	\$ 8,575	\$ 42,000	98.8
2034	\$ 42,000	\$ 7,000	\$ 1,348	\$ 8,348	\$ 35,000	99.0
2035	\$ 35,000	\$ 7,000	\$ 1,116	\$ 8,116	\$ 28,000	99.2
2036	\$ 28,000	\$ 7,000	\$ 875	\$ 7,875	\$ 21,000	99.4
2037	\$ 21,000	\$ 7,000	\$ 630	\$ 7,630	\$ 14,000	99.6
2038	\$ 14,000	\$ 7,000	\$ 385	\$ 7,385	\$ 7,000	99.8
2039	\$ 7,000	\$ 7,000	\$ 131	\$ 7,131	\$ -	100.0
<b>Totals:</b>		<b>\$ 2,081,000</b>	<b>\$ 310,075</b>	<b>\$ 2,391,075</b>		

## Clean Water Fund Loans

The State Clean Water Fund provides a combination of grants and loans to municipalities to undertake wastewater infrastructure projects at the direction of the Department of Energy and Environmental Protection (DEEP).

The City has taken advantage of the program and entered into Project Loan and Project Grant Agreements with DEEP from 2002 through 2019. The current loans are payable in monthly installments including interest at 2% per annum through a maturity date of August 2038.

Shown below is an amortization table for Clean Water Fund loans as of July 1, 2024.

<b>Clean Water (SEWER) Loans</b>						
<b>As of July 1, 2024</b>						
<b>(Pro-Forma)</b>						
<b>Fiscal Year Ended</b>	<b>Principal</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>	<b>Principal</b>	<b>Cumulative %</b>
<b>June 30</b>	<b>Beginning Balance</b>	<b>Payments</b>	<b>Payments</b>	<b>Payments</b>	<b>Ending Balance</b>	<b>Principal Retired</b>
2024					\$ 6,046,748	55.9
2025	\$ 6,046,748	\$ 409,982	\$ 117,219	\$ 527,201	\$ 5,636,766	58.9
2026	\$ 5,636,766	\$ 404,584	\$ 109,026	\$ 513,610	\$ 5,232,182	61.8
2027	\$ 5,232,182	\$ 394,068	\$ 101,050	\$ 495,118	\$ 4,838,114	64.7
2028	\$ 4,838,114	\$ 402,022	\$ 93,096	\$ 495,118	\$ 4,436,092	67.6
2029	\$ 4,436,092	\$ 410,136	\$ 84,982	\$ 495,118	\$ 4,025,956	70.6
2030	\$ 4,025,956	\$ 418,415	\$ 76,703	\$ 495,118	\$ 3,607,541	73.7
2031	\$ 3,607,541	\$ 426,860	\$ 68,258	\$ 495,118	\$ 3,180,681	76.8
2032	\$ 3,180,681	\$ 435,475	\$ 59,643	\$ 495,118	\$ 2,745,206	80.0
2033	\$ 2,745,206	\$ 444,265	\$ 50,852	\$ 495,117	\$ 2,300,941	83.2
2034	\$ 2,300,941	\$ 453,233	\$ 41,885	\$ 495,118	\$ 1,847,708	86.5
2035	\$ 1,847,708	\$ 446,421	\$ 32,790	\$ 479,211	\$ 1,401,287	89.8
2036	\$ 1,401,287	\$ 433,044	\$ 24,075	\$ 457,119	\$ 968,243	92.9
2037	\$ 968,243	\$ 441,784	\$ 15,335	\$ 457,119	\$ 526,459	96.2
2038	\$ 526,459	\$ 450,702	\$ 6,417	\$ 457,119	\$ 75,757	99.4
2039	\$ 75,757	\$ 75,757	\$ 191	\$ 75,948	\$ -	100.0
<b>Totals:</b>		<b>\$ 6,046,748</b>	<b>\$ 881,522</b>	<b>\$ 7,469,410</b>		

# 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.

City of Bristol, Connecticut						
Schedule of Debt Limitation - Unaudited						
June 30, 2023						
Total Fiscal Year 2022 tax collections (taxes, interest and fees)						\$ 159,025,000
Tax Relief for the Elderly - Freeze						-
<b>Base for establishing debt limit</b>						<b>\$ 159,025,000</b>
	General			Urban	Pension	
	Purpose	Schools	Sewers	Renewal	Funding	Total
<hr/>						
Debt Limitation:						
2 1/4 times base	\$ 357,806,250	\$ -	\$ -	\$ -	\$ -	\$ 357,806,250
4 1/2 times base	-	715,612,500	-	-	-	715,612,500
3 3/4 times base	-	-	596,343,750	-	-	596,343,750
3 1/4 times base	-	-	-	516,831,250	-	516,831,250
3 times base	-	-	-	-	477,075,000	477,075,000
<b>Total debt limitation</b>	<b>357,806,250</b>	<b>715,612,500</b>	<b>596,343,750</b>	<b>516,831,250</b>	<b>477,075,000</b>	<b>2,663,668,750</b>
<hr/>						
Debt, as defined by Statute:						
Bonds and notes payable	88,127,000	45,931,000	1,126,500	-	-	135,184,500
Bond anticipation notes payable		-	-	-	-	-
Bonds authorized and unissued	26,922,573	111,228,975	743,167	-	-	138,894,715
Leases Payable	2,126,048					2,126,048
SBITAs Payable	2,257,533					2,257,533
State grant commitments	(1,485,000)	(58,657,240)	-	-	-	(60,142,240)
<b>Total indebtedness</b>	<b>117,948,154</b>	<b>98,502,735</b>	<b>1,869,667</b>	<b>-</b>	<b>-</b>	<b>218,320,556</b>
<hr/>						
<b>Debt limitation in excess of outstanding and authorized debt</b>	<b>\$239,858,096</b>	<b>\$ 617,109,765</b>	<b>\$594,474,083</b>	<b>\$ 516,831,250</b>	<b>\$ 477,075,000</b>	<b>\$ 2,445,348,194</b>

Note:

1. In no event shall total debt exceed seven times annual receipts from taxation. The maximum permitted under this formula would be \$1,113,175,000
2. Water related debt of \$8,929,622 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.

**City of Bristol**  
**Bonding Appropriations Outstanding**  
**(Excluding Water)**

<b>Bonding Type</b>	<b>Project</b>	<b>Project Code</b>	<b>Authorized Unissued June 30, 2024</b>
GENERAL	894 Middle Street	17G02	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	Dog Pound Improvement	23C08	2,850,000
GENERAL	Down Street Bridge	16C05	45,000
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	8,220,000
GENERAL	Jerome Avenue Bridge Replacement	20C14	1,683,000
GENERAL	Lake Avenue Bridge Replacement	19C12	1,396,000
GENERAL	Landfill Erosion Repairs	21C07	1,075,000
GENERAL	Main Library LED Lighting Conversion	20C18	173,970
GENERAL	North Main Street Streetscape	21C10	790,000
GENERAL	Page Park Pavilion Renovation Phase 2	22C02	600,000
GENERAL	Page Park Revitalization	22C03	10,050,000
GENERAL	Police/Court MEP upgrades	22C11	1,200,000
GENERAL	Riverside Avenue Streetscape Improvements	23C11	500,000
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
GENERAL	Swing Space City Hall	24C06	450,000
GENERAL	Lake Ave Culvert @ Mix/Brook st	24C05	125,000
<b>TOTAL GENERAL</b>			<b>36,340,372</b>
SCHOOL	Chippens Hill Roof	17C21	487,071
SCHOOL	Edgewood School Roof Replacement	22C05	3,306,350
SCHOOL	Greene Hills HVAC Corrective Plan	21C14	8,447,500
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	-
SCHOOL	Northeast Middle School Renovations	22C04	47,382,420
SCHOOL	Southside School HVAC Upgrade	19C02	320,000
SCHOOL	Stafford School Roof	19C03	540,700
SCHOOL	Technology Replacements	21C03	1,300,000
SCHOOL	Technology/Network replacement upgrade - All Schools	20C02	-
SCHOOL	SecuirtyUpgrades	24C01	1,050,000
<b>TOTAL SCHOOLS</b>			<b>73,648,395</b>
SEWER	Broad Street Pump Force Main	11C08	763,167
<b>TOTAL AUTHORIZED UNISSUED DEBT AS OF JUNE 30 2024</b>			<b>110,751,934</b>

---

# 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