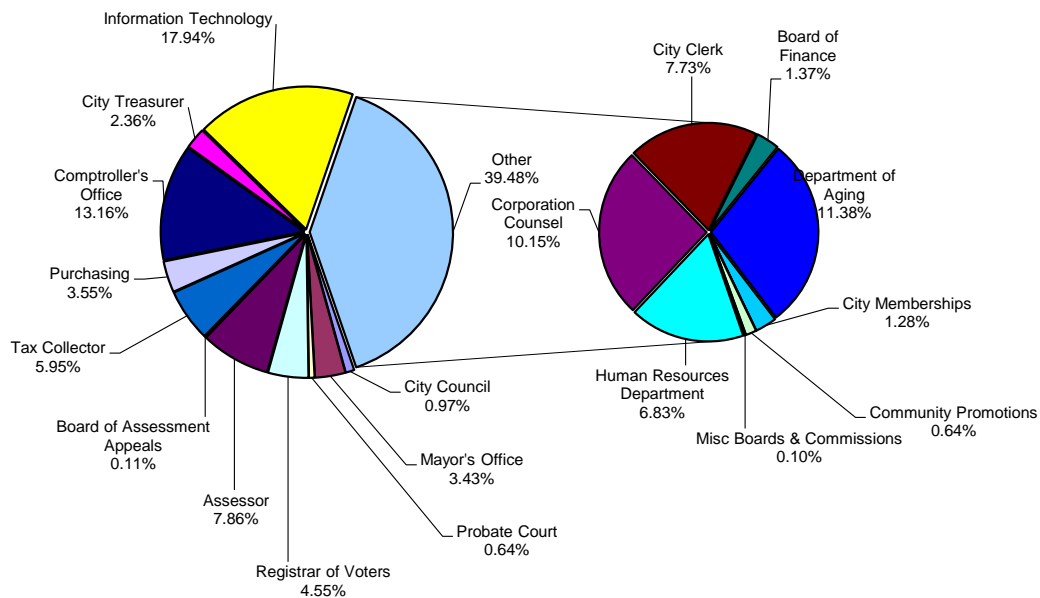


General Government

2020-2021 BUDGET GENERAL FUND EXPENDITURE SUMMARY FOR GENERAL GOVERNMENT

| ORGCODE | DESCRIPTION | 2019 ACTUAL EXPENDITURE | 2020 ORIGINAL BUDGET | 2020 REVISED BUDGET | 2021 BUDGET REQUEST | 2021 APPROVED BUDGET |
|---------------------------------|-------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| 0011010 | CITY COUNCIL | \$60,171 | \$61,300 | \$61,300 | \$61,065 | \$61,065 |
| 0011011 | MAYOR'S OFFICE | 198,517 | 211,915 | 218,465 | 213,210 | 214,655 |
| 0011012 | PROBATE COURT | 37,530 | 39,950 | 39,950 | 42,300 | 39,900 |
| 0011013 | REGISTRARS OF VOTERS | 243,573 | 278,515 | 278,515 | 285,135 | 285,135 |
| 0011014 | ASSESSOR'S OFFICE | 435,726 | 477,080 | 477,080 | 495,455 | 492,530 |
| 0011015 | BOARD OF ASSESSMENT APPEALS | 4,569 | 7,010 | 7,010 | 7,010 | 7,010 |
| 0011016 | TAX COLLECTOR | 310,261 | 375,815 | 353,190 | 377,800 | 372,805 |
| 0011017 | PURCHASING | 205,595 | 218,150 | 218,150 | 222,250 | 222,250 |
| 0011018 | COMPTRROLLER'S OFFICE | 762,766 | 805,730 | 805,972 | 815,925 | 823,960 |
| 0011019 | TREASURER | 121,472 | 144,185 | 144,185 | 148,040 | 148,040 |
| 0011020 | INFORMATION TECHNOLOGY | 1,044,379 | 1,090,015 | 1,134,050 | 1,233,935 | 1,123,935 |
| 0011021 | HUMAN RESOURCES DEPARTMENT | 394,506 | 420,070 | 420,070 | 421,810 | 427,510 |
| 0011022 | CORPORATION COUNSEL | 621,819 | 627,910 | 982,910 | 677,940 | 635,965 |
| 0011023 | TOWN AND CITY CLERK | 447,674 | 478,505 | 478,505 | 480,190 | 483,795 |
| 0011024 | BOARD OF FINANCE | 84,156 | 85,150 | 85,150 | 86,000 | 85,900 |
| 0011026 | HOUSING CODE BOARD OF APPEALS | 174 | 460 | 460 | 460 | 460 |
| 0011027 | DEPARTMENT OF AGING | 673,649 | 697,250 | 697,250 | 714,500 | 712,910 |
| 0011030 | CITY MEMBERSHIPS | 67,718 | 75,925 | 75,925 | 79,880 | 79,880 |
| 0011034 | COMMUNITY PROMOTIONS | 65,402 | 75,000 | 90,000 | 75,000 | 40,000 |
| 0011041 | BOARDS AND COMMISSIONS | 5,651 | 5,800 | 5,800 | 6,050 | 6,050 |
| TOTAL GENERAL GOVERNMENT | | \$5,785,308 | \$6,175,735 | \$6,573,937 | \$6,443,955 | \$6,263,755 |

2020-2021 General Government



City Council

Service Narrative

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

Fiscal Year 2020 Goals and Accomplishments:

- Assured fiscal stability by adopting, with the Board of Finance, a balanced budget for the fiscal year 2021 by May 26, 2020.

Fiscal Year 2021 Goals:

- Assure fiscal stability by adopting, with the Board of Finance, a balanced budget by May 17, 2021.

Expenditure Summary

| | 2019 Actual | 2020 Estimated | 2021 Budget |
|---------------------|----------------|-------------------|----------------|
| Salary Expenditures | \$60,172 | \$61,300 | \$61,065 |

Budget Highlights

0011010 CITY COUNCIL

| OBJECT | PROJECT | DESCRIPTION | 2019 ACTUAL EXPENDITURE | 2020 ORIGINAL BUDGET | 2020 REVISED BUDGET | 2021 BUDGET REQUEST | 2021 APPROVED BUDGET |
|---------------------------|---------|-----------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| SALARIES | | | | | | | |
| 515200 | | PART TIME WAGES | \$60,171 | \$61,300 | \$61,300 | \$61,065 | \$61,065 |
| TOTAL SALARIES | | | \$60,171 | \$61,300 | \$61,300 | \$61,065 | \$61,065 |
| TOTAL CITY COUNCIL | | | \$60,171 | \$61,300 | \$61,300 | \$61,065 | \$61,065 |

City Council Members

District

Party Affiliation

Gregory Hahn
 Scott Rosado
 Peter Kelley
 Dave Preleski
 Brittany Barney
 Mary Fortier

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

Democrat
 Democrat
 Democrat
 Democrat
 Democrat
 Democrat

City Council Members



Mayor



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

Service Narrative

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

Fiscal Year 2020 Goals and Accomplishments:

- Worked with the Economic and Community Development Department (ECD) to market Centre Square as well as work with developers of Parcel 10 to begin construction.
- Worked with the ECD to do weekly business visits and make available \$400,000 in economic development grants including Doubletree, KindCare Assisted Living, Harbor Freight, and dozens of small businesses and manufacturers.
- Provided leadership during the Coronavirus pandemic and ensured all city services were delivered while also implementing policies to keep the workforce healthy; also charted the path for the Re-Opening strategies.
- Worked with the Memorial Boulevard Intradistrict Arts Magnet School Building Committee to ensure the project began and moves forward in an efficient and cost-effective manner.
- Produced a series of Public Service Announcement videos as part of the Mayor's Task Force on Opioids, and launched the City of Bristol's Recovery Alliance (C.O.B.R.A.) initiative to encourage recovery.

Summary of Fiscal Year 2020-2021 Budget:

- Mayor's Office funding remains level, with acknowledgement that there are additional staffing needs within the office that should be addressed.

Fiscal Year 2021 Goals:

- Actively support the remediation and redevelopment of the J. H. Sessions building on Riverside Avenue as well as revitalization of that corridor in its entirety.
- Execute the Purchase & Sales Agreement with NTH, LLC for the state Open Space Grant purchase of 30 acres off Shrub Road and execute a private-public management agreement with the Environmental Learning Centers of CT.
- Aggressively utilize Code Enforcement to promote safe and sanitary living conditions for all, as well as ensure compliance other neglected locations.
- Continue to work with department heads to ensure a high quality of services to the public and use the Mayor’s Office staff to be the main point of contact to resolve issues and relay answers to citizens.
- Market the remaining parcels at the Southeast Industrial Park and Centre Square to add value to the Grand List.
- Continue to expand the Civic Engagement component of local government via the inclusion of local and diverse voices on panels such as the Opioid Task Force, Diversity Council, Youth Cabinet and Arts and Culture Commission, as well as on the traditional boards and commissions.
- Successfully integrate all available programs such as Opportunity Zones, abatements, Tax Increment Financing and grants to promote, recruit, retain and aid in the expansion of existing businesses.

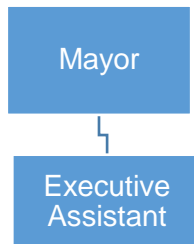
Long Term Goals:

- Monitor the financial and operational impact of the Covid-19 pandemic and create a resilient response.
- Continue to analyze the opportunities to integrate services between the City and Board of Education as well as between Bristol and its surrounding towns.
- Continue to evaluate all positions and restructure, revise and/or reallocate when appropriate.
- Support the efforts of the Board of Education to provide a quality education for all students; as well as monitoring the various aspects of their budget that are volatile due to escalating Special Education costs and unfunded mandates.
- Add additional staff person to the Mayor’s Office to improve service as well as expand the scope of services and policy initiatives and opportunities.

Expenditure and Position Summary:

| | 2019 Actual | 2020 Estimated | 2021 Budget |
|---------------------|------------------------|---------------------------|------------------------|
| Salary Expenditures | \$184,068 | \$194,715 | \$192,355 |
| Full Time Positions | 2 | 2 | 2 |

Organizational Chart



Budget Highlights

0011011 MAYOR'S OFFICE

| OBJECT | PROJECT | DESCRIPTION | 2019 ACTUAL EXPENDITURE | 2020 ORIGINAL BUDGET | 2020 REVISED BUDGET | 2021 BUDGET REQUEST | 2021 APPROVED BUDGET |
|-------------------------------------|---------|--------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| SALARIES | | | | | | | |
| 514000 | | REGULAR WAGES | \$167,756 | \$177,115 | \$177,115 | \$178,110 | \$179,555 |
| 515100 | | OVERTIME | 17 | 0 | 0 | 0 | 0 |
| 515200 | | PART TIME | \$8,495 | 5,000 | 9,800 | 5,000 | 5,000 |
| 517000 | | OTHER WAGES | \$7,800 | 7,800 | 7,800 | 7,800 | 7,800 |
| TOTAL SALARIES | | | \$184,068 | \$189,915 | \$194,715 | \$190,910 | \$192,355 |
| CONTRACTUAL SERVICES | | | | | | | |
| 531000 | | PROFESSIONAL FEES AND SERVICES | \$6,600 | \$7,400 | \$6,000 | \$6,000 | \$6,000 |
| 553000 | | TELEPHONE | 16 | 100 | 100 | 50 | 50 |
| 553100 | | POSTAGE | 335 | 400 | 400 | 400 | 400 |
| 555000 | | PRINTING AND BINDING | 2,100 | 6,000 | 6,000 | 6,000 | 6,000 |
| 581120 | | CONFERENCES AND MEMBERSHIPS | 742 | 250 | 950 | 2,000 | 2,000 |
| 583100 | | CITY PROMOTIONAL ACTIVITIES | 2,550 | 5,000 | 7,450 | 5,000 | 5,000 |
| 589100 | | MISCELLANEOUS | 1,083 | 1,500 | 1,500 | 1,500 | 1,500 |
| TOTAL CONTRACTUAL SERVICES | | | \$13,426 | \$20,650 | \$22,400 | \$20,950 | \$20,950 |
| SUPPLIES AND MATERIALS | | | | | | | |
| 561800 | | PROGRAM SUPPLIES | \$429 | \$600 | \$600 | \$600 | \$600 |
| 569000 | | OFFICE SUPPLIES | 594 | 750 | 750 | 750 | 750 |
| TOTAL SUPPLIES AND MATERIALS | | | \$1,023 | \$1,350 | \$1,350 | \$1,350 | \$1,350 |
| TOTAL MAYOR'S OFFICE | | | \$198,517 | \$211,915 | \$218,465 | \$213,210 | \$214,655 |

Probate Court

Judge Andre D. Dorval
240 Stafford Avenue
860-584-6230

Service Narrative

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

Fiscal Year 2020 Goals and Accomplishments:

- Provided extensive assistance to state agencies, and counsel to the Bristol and Plymouth community with all types of Probate Court matters such as decedent's estates, trusts, power of attorney accountings, voluntary conservatorships, involuntary conservatorships, involuntary medication, involuntary adult commitments, probable cause matters, change of names for adults and children, gender marker changes, guardianships for persons with intellectual disability, adult adoptions, minor child adoptions, removal of guardians and temporary custody matters, termination of parental rights matters, guardianship of the estates for minors, temporary guardianship cases, emancipation of minors, paternity filings, and drug and alcohol commitments. Budget goals allowed the Court to conduct itself in a professional manner with positive feedback received from counsel and the public.
- Participated in a Probate Court administration program funded by a state grant that provided the Court with temporary employees for approximately 12 weeks in the summer

to focus on the scanning of decedent estate records into the Court operating system to prepare our files for the e-filing process implementation.

- Complied with all requirements of the State of Connecticut Office of Probate Court Administrator to train the judge, the chief clerk and court staff in best practices and procedures.
- Chief Clerk served on the State of Connecticut Court Security Committee. With the assistance of the Bristol Police Department, a complete security assessment was conducted in the Probate Court in compliance with state directives.
- Using staggered employee schedules, mail access, telephone access, audio conferences to conduct hearings and the use of the recently implemented e-filing process, the Region #19 Probate Court was able to continue operations throughout the COVID-19 Pandemic restrictions imposed in Connecticut.

Summary of Fiscal Year 2020-2021 Budget:

- The Court is mindful of the need to be fiscally conservative so as to not burden the taxpayers of the Town of Plymouth and the City of Bristol especially due to the economic downturn due to the Coronavirus Pandemic. This year's budget request reflects this concern. With the assistance of the Comptroller's Office, many Probate needs have been addressed through other avenues such as federal and/or state reimbursement sources.

Fiscal Year 2021 Goals:

- The e-filing technology for the state probate courts from Turbo Court was implemented on January 1, 2020. This new initiative for all Probate Courts require extensive training for court staff. The e-file technology was timely implemented with the social distancing restrictions imposed from the Covid-19 Pandemic. The Court was able to continue limited operations throughout the Pandemic. This new process may impact our future Court budget. At this time, e-filing is only mandatory for attorneys. As the public becomes savvy with e-filing, it will be interesting to see if budget needs such as postage expenses may decrease.
- Court security initiatives will be another focus in fiscal year 2021. The Court was assessed by the Bristol Police Department and several important recommendations to improve court safety were identified.
- Continue training opportunities for Court staff through webinar sessions, online

Long Term Goals:

- Continue to archive Probate records by means of scanning, laser fiche or microfilm.
- Continue to focus on court security issues.
- Encourage the public to access the e-filing system.
- Continue to provide court staff with access to e-file training.

Performance Measures

| Type of Matter | 2015 | 2016 | 2017 | 2018 | 2019 |
|-------------------------------------|------|------|------|------|------|
| Intestate | 60 | 72 | 60 | 86 | 73 |
| Testate | 198 | 174 | 200 | 164 | 165 |
| Small Estate Affidavit Applications | 208 | 208 | 210 | 230 | 212 |
| Trust Acct. Requiring Hearings | 36 | 50 | 78 | 68 | 44 |
| Termination of Parental Rights | 14 | 26 | 14 | 38 | 28 |
| Emancipation of Minors | 0 | 1 | 1 | 0 | 1 |
| Appointment of Guardians of Estates | 14 | 16 | 14 | 12 | 13 |
| Other Guardianship Applications | 100 | 174 | 120 | 200 | 158 |
| Change of Name | 88 | 72 | 90 | 78 | 70 |

Expenditure and Position Summary

| | 2019 Actual | 2020 Estimated | 2021 Budget |
|---------------------|--|---------------------------|------------------------|
| Salary Expenditures | <i>Salaries for this department are paid by the State of Connecticut</i> | | |

Budget Highlights

0011012 PROBATE COURT

| OBJECT | PROJECT | DESCRIPTION | 2019 ACTUAL EXPENDITURE | 2020 ORIGINAL BUDGET | 2020 REVISED BUDGET | 2021 BUDGET REQUEST | 2021 APPROVED BUDGET |
|-------------------------------------|---------|-------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| CONTRACTUAL SERVICES | | | | | | | |
| 531000 | | PROFESSIONAL FEES | \$14,913 | \$14,000 | \$14,000 | \$14,000 | \$14,000 |
| 543000 | | REPAIRS AND MAINTENANCE | 1,713 | 2,550 | \$2,550 | 2,500 | 2,500 |
| 553000 | | TELEPHONE | 115 | 500 | \$500 | 500 | 500 |
| 553100 | | POSTAGE | 15,007 | 16,400 | \$16,400 | 16,400 | 16,400 |
| 555000 | | PRINTING AND BINDING | 1,249 | 1,500 | \$1,500 | 1,500 | 1,500 |
| TOTAL CONTRACTUAL SERVICES | | | \$32,997 | \$34,950 | \$34,950 | \$34,900 | \$34,900 |
| SUPPLIES AND MATERIALS | | | | | | | |
| 569000 | | OFFICE SUPPLIES | \$4,533 | \$5,000 | \$5,000 | \$5,500 | \$5,000 |
| TOTAL SUPPLIES AND MATERIALS | | | \$4,533 | \$5,000 | \$5,000 | \$5,500 | \$5,000 |
| CAPITAL OUTLAY | | | | | | | |
| 579999 | | EQUIPMENT | \$0 | \$0 | \$0 | \$1,900 | \$0 |
| TOTAL CAPITAL OUTLAY | | | \$0 | \$0 | \$0 | \$1,900 | \$0 |
| TOTAL PROBATE COURT | | | \$37,530 | \$39,950 | \$39,950 | \$42,300 | \$39,900 |

Registrars of Voters

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

SharonKrawiecki@bristolct.gov
 KMcCauley@bristolct.gov

Service Narrative

The Registrars of Voters Office operates in accordance with state and federal laws to maintain the voter registry and administer free and fair elections. A Democratic and a Republican Registrar of Voters are elected every two years on a citywide basis. The Registrars of Voters are jointly responsible to carry out the functions of the office in a bipartisan manner, upholding election integrity. Primary functions include elections administration, voter registration, record maintenance and training of poll workers.

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

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

Fiscal Year 2020 Goals and Accomplishments:

- Replaced the remaining worn and broken privacy booths required at polling locations.
- Offered election day registration, garnering 33 new registrations during the 2019 Municipal Election.
- Conducted mock municipal election at St. Paul Catholic High School where winners shadowed department heads and attended and participated in the monthly City Council meeting.
- Completed a canvass of 2,053 voters to determine current voting residence.
- Processed 8,034 voter registration additions, removals, address, name or party affiliation changes through December 31, 2019.

Summary of Fiscal Year 2020-2021 Budget:

- Increased voter registration numbers dictate that staffing at each polling location must increase.
- Prepare for a rescheduled Presidential Preference and State primary in August 2020.
- Implement a Safe Polls Plan due to the COVID-19 pandemic.
- Prepare for the General Election in November 2020.

Fiscal Year 2021 Goals:

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

Long Term Goals:

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

Performance Measures

| | | Municipal Election 2019 | |
|---------------------------------------|------------|-------------------------|---------------|
| Polling Location | | Eligible Voters | Number Voted |
| 77-01 Edgewood School | | 4,343 | 1,456 |
| 77-02 Northeast School | | 4,246 | 1,569 |
| 77-03 Mountain View School | | 4,036 | 1,331 |
| 77-04 Bristol Eastern High School | | 2,310 | 742 |
| 78-01 Chippens Hill Middle School | | 3,590 | 1,519 |
| 78-02 West Bristol School | | 3,851 | 1,109 |
| 79-01 South Side School | | 4,396 | 1,242 |
| 79-02 B.P.O. Elks Lodge #1010 | | 4,007 | 995 |
| 79-03 Greene-Hills School | | 4,897 | 1,508 |
| Absentee Voters | 447 | | |
| Election Day Registration – City Hall | 33 | | |
| Totals | 480 | 35,676 | 11,471 |

| 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 |
| *Includes Absentee & EDR Voters | | | |

Monthly Voter Registration Summary

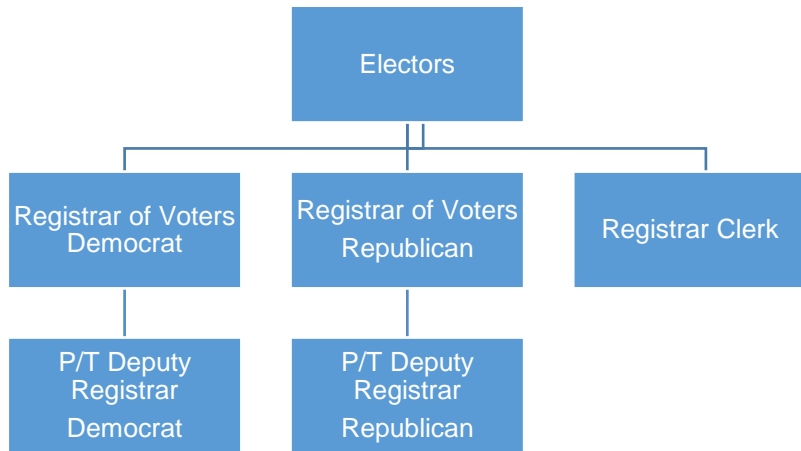
Day to day undertakings in the Registrar’s office include registering new residents, changing addresses, names or party affiliation. Additionally, the Registrar’s office will remove electors who are deceased or have moved out of town or state and purge electors who have been inactive for four or more years per state statute §9-35. The chart below indicates the number of additions, changes and removals completed from July 1, 2019 to June 30, 2020.

| | July | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | June | Total |
|------------------|------|-----|------|-----|-----|-----|-------|-----|-----|-----|-----|-------|-------|
| Additions | 217 | 235 | 281 | 293 | 235 | 181 | 212 | 259 | 247 | 75 | 71 | 262 | 2,568 |
| Changes | 122 | 151 | 187 | 197 | 236 | 91 | 743 | 173 | 131 | 78 | 88 | 828 | 3,025 |
| Removals | 216 | 228 | 287 | 203 | 208 | 164 | 366 | 221 | 150 | 286 | 194 | 341 | 2,864 |
| Total | 555 | 614 | 755 | 693 | 679 | 436 | 1,321 | 653 | 528 | 439 | 353 | 1,431 | 8,457 |

Expenditure and Position Summary

| | 2019 Actual | 2020 Estimated | 2021 Budget |
|---------------------|-------------|----------------|-------------|
| Salary Expenditures | \$204,789 | \$221,815 | \$226,385 |
| Full Time Positions | 3 | 3 | 3 |

Organizational Chart



Budget Highlights

0011013 REGISTRARS OF VOTERS

| OBJECT | PROJECT | DESCRIPTION | 2019 ACTUAL EXPENDITURE | 2020 ORIGINAL BUDGET | 2020 REVISED BUDGET | 2021 BUDGET REQUEST | 2021 APPROVED BUDGET |
|-------------------------------------|---------|------------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| SALARIES | | | | | | | |
| 514000 | | REGULAR WAGES | \$147,601 | \$153,515 | \$153,515 | \$154,085 | \$154,085 |
| 515100 | | OVERTIME | 7,061 | 6,300 | 6,300 | 6,300 | 6,300 |
| 515200 | | PART TIME | 50,128 | 62,000 | 62,000 | 66,000 | 66,000 |
| TOTAL SALARIES | | | \$204,790 | \$221,815 | \$221,815 | \$226,385 | \$226,385 |
| CONTRACTUAL SERVICES | | | | | | | |
| 531000 | | PROFESSIONAL FEES AND SERVICES | \$4,800 | \$7,200 | \$7,200 | \$4,800 | \$4,800 |
| 531140 | | TRAINING | 0 | 1,800 | 1,800 | 1,800 | 1,800 |
| 544400 | | RENTS AND LEASES | 500 | 750 | 750 | 500 | 500 |
| 553000 | | TELEPHONE | 23 | 400 | 400 | 400 | 400 |
| 553100 | | POSTAGE | 5,019 | 7,500 | 7,500 | 8,000 | 8,000 |
| 554000 | | TRAVEL REIMBURSEMENT | 390 | 750 | 750 | 750 | 750 |
| 555000 | | PRINTING AND BINDING | 13,701 | 18,000 | 18,000 | 20,000 | 20,000 |
| 581120 | | CONFERENCES AND MEMBERSHIPS | 820 | 1,500 | 1,500 | 1,500 | 1,500 |
| TOTAL CONTRACTUAL SERVICES | | | \$25,253 | \$37,900 | \$37,900 | \$37,750 | \$37,750 |
| SUPPLIES AND MATERIALS | | | | | | | |
| 561400 | | MAINTENANCE SUPPLIES AND MATERIALS | \$9,484 | \$16,000 | \$16,000 | \$18,000 | \$18,000 |
| 561800 | | PROGRAM SUPPLIES | 2,685 | 800 | 800 | 1,000 | 1,000 |
| 569000 | | OFFICE SUPPLIES | 1,361 | 2,000 | 2,000 | 2,000 | 2,000 |
| TOTAL SUPPLIES AND MATERIALS | | | \$13,530 | \$18,800 | \$18,800 | \$21,000 | \$21,000 |
| TOTAL REGISTRARS OF VOTERS | | | \$243,573 | \$278,515 | \$278,515 | \$285,135 | \$285,135 |

Assessor

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

Service Narrative

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

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

The personal property list consists of all businesses located within the corporate limits of the City of Bristol. In general terms, personal property is everything needed to engage in a business enterprise, excluding land and any improvements thereon. The common categories are machinery, furniture and fixtures, equipment, data processing equipment, and unregistered motor vehicles. Discovery of new accounts are obtained through internet search engines, newspaper articles, advertisements, trade names filed with the City Clerk, and a physical canvass of business districts. State Statutes require all owners of personal property to file annual lists of such property no later than November 1st, or be subject to a 25% penalty. This process is supplemented by a statutory authorized audit process. Assessment staff continues to work with Charles B. Feldman & Associates and Tax Management Associates who recently completed auditing 18 accounts. All audits currently taking place are for the grand list years 2016, 2017 and 2018.

The motor vehicle list is developed with the help of the Department of Motor Vehicles (DMV). Pursuant to Section 14-163 of the Connecticut General Statutes, the Commissioner of Motor Vehicles is required to furnish to the Assessor in each town, a list containing the names and addresses of owners of motor vehicles registered in their respective towns, as they appear on October 1st of each year, based on the registration records of the motor vehicle department. The list is then priced to develop the grand list. The values are based on “clean” retail value from the National Automobile Dealers Association (NADA) price guides, as recommended to the Office of Policy & 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.

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

Fiscal Year 2020 Goals and Accomplishments:

- Implemented new flyover imagery taken November 22nd 2019 which has been installed and shared with the Public Works department for integration within Vision CAMA and City engineering ESRI software.
- Upgraded Vision CAMA software to version 8 providing cloud storage capability, easier access to software updates and current Microsoft software programming.
- Completed Viewpoint software training and working with IT and Vision software programming staff to integrate permits within Vision CAMA software.

Summary of Fiscal Year 2020-2021 Budget:

- Revaluation interim inspections funding request has been replaced by Eagleview Pictometry flyover data and software sketch change programming. This will save approximately \$350,000 over the next three years by delaying the need for revaluation physical property inspections.
- No revenue projection is provided for the State of Connecticut Homeowners' Elderly/Disabled Tax Relief Program. Assessment staff processed 563 applications in 2019 for an unfunded mandate of \$342,188. Assessment staff will process a similar revenue loss projected to be an unfunded mandate in the 2020–2021 fiscal cycle.
- Adopted a municipal option Senior Tax Relief program. Revenue loss estimates could total \$650,000.

Fiscal Year 2021 Goals:

- Complete the integration of CAMA Cloud iPad remote fieldwork software with Vision 8 CAMA database. This technology allows assessment personnel greater efficiencies by tracking inspections and eliminating duplicated data entry functions.
- Complete Eagleview Pictometry sketch change programming.
- Assess identified properties within sketch change programming prior to revaluation 2022.

Long-Term Goals:

- Prepare for assessment staff attrition prior to June 30th 2022. Through retirements, the Deputy Assessor, Assessment Technician, Sale Ratio Clerk, and Senior Administrative Assistant positions will all be vacated. The 2022 revaluation will require seasoned personnel utilizing an interim over-hire initiative for these positions.
- Continue to develop website tools which help serve property owners in a virtual City Hall environment.

Performance Measures

| FY/Grand List Date | FY2019 10/1/17 | FY2020 10/1/18 | FY2021 10/1/19 |
|------------------------------|-------------------|-------------------|-------------------|
| Gross Taxable Assessed Value | \$4,206,276,093 | \$4,222,404,205 | \$4,288,754,003 |
| Estimated Actual Value | \$6,008,965,847 | \$6,032,006,007 | \$6,126,791,432 |

Grand List Totals – October 1, 2019

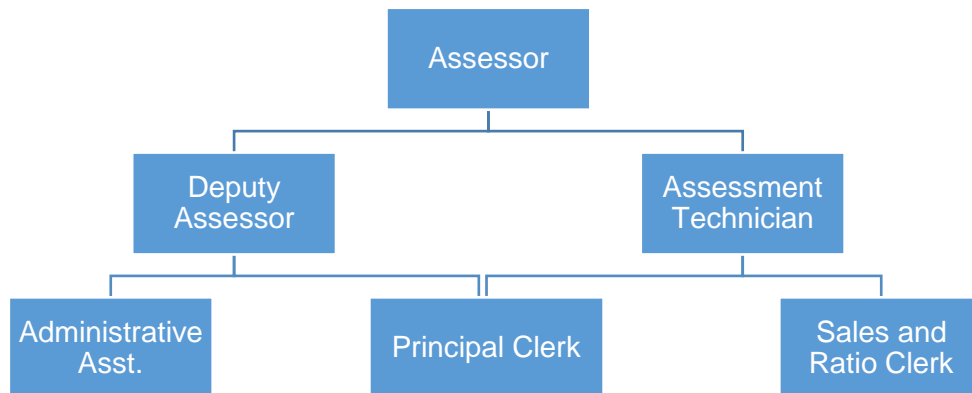
| | Gross Assessment | Exemptions | Net Assessment |
|-------------------|------------------|---------------|-----------------|
| Real Estate | \$3,298,189,104 | \$38,496,555 | \$3,259,692,549 |
| Personal Property | \$588,718,000 | \$242,857,574 | \$345,860,426 |
| Motor Vehicle | \$401,846,899 | \$5,731,467 | \$396,115,432 |
| Totals | \$4,288,754,003 | \$287,085,596 | \$4,001,668,407 |

| 2019 Grand List Statistical Data – | Count |
|--|-----------|
| Building Permits and Value Inspections Serviced 7/1/2019 – 6/30/2020 | 1,200 +/- |
| Certificates of Occupancy Issued (New Construction) 7/1/2019 – 7/1/2020 | 505 |
| Elderly Applications Taken | 563 |
| Renters Applications Taken 4/1/2020 through 6/12/2020 ends 10/1/2020 | 1,054 |
| Real Estate Transfers 10/1/2019 through 6/7/2020 | 1,785 |
| Veterans, Blind and Disabled Applications | 3,587 |

Expenditure and Position Summary

| | 2019 Actual | 200 Estimated | 2021 Budget |
|---------------------|----------------|------------------|----------------|
| Salary Expenditures | \$407,644 | \$437,145 | \$452,305 |
| Full Time Positions | 6 | 6 | 6 |

Organizational Chart



Budget Highlights

0011014 ASSESSOR'S OFFICE

| OBJECT | PROJECT | DESCRIPTION | 2019 ACTUAL EXPENDITURE | 2020 ORIGINAL BUDGET | 2020 REVISED BUDGET | 2021 BUDGET REQUEST | 2021 APPROVED BUDGET |
|-------------------------------------|---------|--------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| SALARIES | | | | | | | |
| 514000 | | REGULAR WAGES | \$402,098 | \$429,575 | \$429,575 | \$444,370 | \$444,370 |
| 515100 | | OVERTIME | 2,092 | 2,625 | 2,625 | 5,000 | 2,625 |
| 517000 | | OTHER WAGES | 3,454 | 4,945 | 4,945 | 5,310 | 5,310 |
| TOTAL SALARIES | | | \$407,644 | \$437,145 | \$437,145 | \$454,680 | \$452,305 |
| CONTRACTUAL SERVICES | | | | | | | |
| 531000 | | PROFESSIONAL FEES AND SERVICES | \$11,150 | \$20,000 | \$20,000 | \$20,000 | \$20,000 |
| 553000 | | TELEPHONE | 59 | 150 | 150 | 150 | 150 |
| 553100 | | POSTAGE | 3,257 | 3,400 | 3,400 | 3,500 | 3,500 |
| 554000 | | TRAVEL REIMBURSEMENT | 3,234 | 3,700 | 3,700 | 3,800 | 3,700 |
| 555000 | | PRINTING AND BINDING | 1,710 | 3,500 | 3,500 | 3,750 | 3,500 |
| 557700 | | ADVERTISING | 113 | 175 | 175 | 175 | 175 |
| 581100 | | DUES AND FEES | 1,882 | 2,200 | 2,200 | 2,300 | 2,300 |
| 581120 | | CONFERENCES AND MEMBERSHIPS | 1,598 | 1,700 | 1,700 | 1,800 | 1,600 |
| 581135 | | SCHOOLING AND EDUCATION | 3,129 | 2,700 | 2,700 | 2,800 | 2,800 |
| TOTAL CONTRACTUAL SERVICES | | | \$26,132 | \$37,525 | \$37,525 | \$38,275 | \$37,725 |
| SUPPLIES AND MATERIALS | | | | | | | |
| 561800 | | PROGRAM SUPPLIES | \$1,260 | \$1,750 | \$1,750 | \$1,800 | \$1,800 |
| 569000 | | OFFICE SUPPLIES | 690 | 660 | 660 | 700 | 700 |
| TOTAL SUPPLIES AND MATERIALS | | | \$1,950 | \$2,410 | \$2,410 | \$2,500 | \$2,500 |
| TOTAL ASSESSOR'S OFFICE | | | \$435,726 | \$477,080 | \$477,080 | \$495,455 | \$492,530 |

Board of Assessment Appeals

Service Narrative

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

Appeals are heard regarding valuation, governed by Connecticut General Statutes, as of the October 1st Grand List valuation date for Personal Property and Motor Vehicle assessments and as of the October 1st revaluation year for Real Estate appeals.

Fiscal Year 2020 Goals and Accomplishments:

- The Board met in March 2020 to hear appeals on the October 1, 2019 grand list and will meet in September 2020 to hear Motor Vehicle appeals on the October 1, 2019 Grand List. The Board heard appeals individually and deliberated as a group to make their decisions. Each person who made an appeal was notified of the Board's decision well within the time period mandated by law.
- Provided website availability of Board meeting minutes and appeal forms.

Summary of Fiscal Year 2020-2021 Budget:

- The City will implement a revaluation in 2022. Each revaluation has its potential to impact the Board's composition by requiring additional members along with necessitating additional supplies and postage costs. Planning for these adjustments begin 12 months prior to the revaluation implementation date. Budget forecast will be stable for 2019-2020 and 2020-2021 fiscal cycles.

Fiscal Year 2021 Goals:

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

Long-Term Goals:

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

Performance Measures

| Grand List Year | Number | Appeals Heard | Number Granted | Number Denied |
|-----------------|--------|-------------------|----------------|---------------|
| 2017* | 96 | Real Estate | 39 | 57 |
| | 12 | Motor Vehicle | 7 | 5 |
| | 3 | Personal Property | 2 | 1 |
| 2018 | 33 | Real Estate | 16 | 17 |
| | 2 | Motor Vehicle | 2 | 0 |
| | 3 | Personal Property | 2 | 1 |
| 2019 | 24 | Real Estate | 9 | 15 |
| | 6 | Motor Vehicle | 6 | 0 |
| | 7 | Personal Property | 6 | 1 |

*Represents Revaluation Year

Board of Assessment Appeals Members

Term Expiration

| | |
|--------------------------|---------|
| Mary Alford, Chairperson | 11/2021 |
| Shirley Salvatore | 11/2021 |
| Thomas Ragaini | 11/2021 |

Budget Highlights

| 0011015 BOARD OF ASSESSMENT APPEALS | | | 2019 | 2020 | 2020 | 2021 | 2021 |
|--|-----------------|-------------|--------------------|-----------------|----------------|----------------|-----------------|
| OBJECT | PROJECT | DESCRIPTION | ACTUAL EXPENDITURE | ORIGINAL BUDGET | REVISED BUDGET | BUDGET REQUEST | APPROVED BUDGET |
| SALARIES | | | | | | | |
| 515100 | OVERTIME | | \$393 | \$2,100 | \$2,100 | \$2,100 | \$2,100 |
| 515200 | PART TIME | | 3,957 | 3,960 | 3,960 | 3,960 | \$3,960 |
| TOTAL SALARIES | | | \$4,350 | \$6,060 | \$6,060 | \$6,060 | \$6,060 |
| CONTRACTUAL SERVICES | | | | | | | |
| 553100 | POSTAGE | | \$16 | \$250 | \$250 | \$250 | \$250 |
| 557700 | ADVERTISING | | 175 | 200 | 200 | 200 | \$200 |
| TOTAL CONTRACTUAL SERVICES | | | \$191 | \$450 | \$450 | \$450 | \$450 |
| SUPPLIES AND MATERIALS | | | | | | | |
| 569000 | OFFICE SUPPLIES | | \$28 | \$500 | \$500 | \$500 | \$500 |
| TOTAL SUPPLIES AND MATERIALS | | | \$28 | \$500 | \$500 | \$500 | \$500 |
| TOTAL BOARD OF ASSESSMENT APPEALS | | | \$4,569 | \$7,010 | \$7,010 | \$7,010 | \$7,010 |

Tax Collector

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

Service Narrative

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

Fiscal Year 2020 Goals and Accomplishments:

- Trained all staff members in the use of the Department of Motor Vehicles (DMV) CIVLS access, for more efficient customer service with taxpayers and the Assessor's office and assisted in expediting returned mail with new mailing addresses.
- Maintained a high level of customer service and continued to exceed the budgeted tax collections while short-staffed in department.
- Continued to cross-train staff.
- Continued to work closely with other departments regarding delinquent taxes and withholding of permits, vendors, abatements, etc. until all taxes are paid.
- Streamlined various processes throughout the department to improve efficiencies and oversight. For example, working with tax programmers to have leasing company bills coded for efficient processing of payments.
- Successfully completed NCC Collection Agency changeover to improve and assist with efficiencies in processing payments.
- Successfully implemented transition of lockbox services with People's Bank. This resulted in a financial savings for the City as well as improving the way payments are processed.

Summary of Fiscal Year 2020-2021 Budget:

- Removed unfilled part time principal clerk position from budget request. Position no longer needed due to improved efficiencies with daily operations.
- State DMV registrations have now gone to three years and will prove to be a challenge to collect taxes on a timely basis. Increased budget to allow for increased mailings of delinquent notices.

Fiscal Year 2021 Goals:

- Continuously improve departmental processes and procedures in accordance with state statutes and city ordinances.
- Maximize efficiency in the office.
- Starting in January 2021 taxpayers will be able to pay taxes at a convenient People's Bank branch during collection months.

Long-Term Goals:

- Coordinate with billing software vendor, credit card vendor and IT 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

| | Grand List 2016 Est. (in thousands) | Grand List 2017 Est. (in thousands) | Grand List 2018 Est. (in thousands) |
|----------------------|--|--|--|
| Tax Levy | \$140,342 | \$145,630 | \$151,567 |
| Amount Collected | \$138,608 | \$143,725 | \$149,429 |
| Percentage Collected | 98.76% | 99% | 99% |

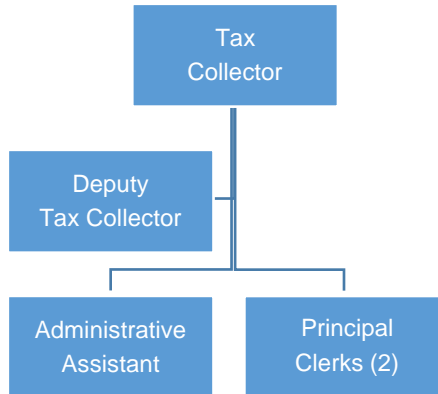
Online Credit Card Transaction by Month for the 2019 Calendar Year

| Month | Amount Collected | | Month | Amount Collected |
|--------------|-------------------------|--|--------------|-------------------------|
| January | 1,329,364.67 | | July | 3,206,750.68 |
| February | 877,918.52 | | August | 1,254,850.09 |
| March | 352,079.71 | | September | 562,234.86 |
| April | 236,964.22 | | October | 310,088.08 |
| May | 120,824.91 | | November | 186,027.61 |
| June | 88,196.79 | | December | 535,683.23 |

Expenditure and Position Summary

| | 2019 Actual | 2020 Estimated | 2021 Budget |
|---------------------|--------------------|-----------------------|--------------------|
| Salary Expenditures | \$260,171 | \$290,545 | \$304,560 |
| Full Time Positions | 5.5 | 5.5 | 5 |

Organizational Chart



Budget Highlights

0011016 TAX COLLECTOR

| OBJECT | PROJECT | DESCRIPTION | 2019 ACTUAL EXPENDITURE | 2020 ORIGINAL BUDGET | 2020 REVISED BUDGET | 2021 BUDGET REQUEST | 2021 APPROVED BUDGET |
|-------------------------------------|---------|--------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| SALARIES | | | | | | | |
| 514000 | | REGULAR WAGES | \$236,925 | \$288,555 | \$288,555 | \$304,405 | \$304,405 |
| 515100 | | OVERTIME | 0 | 105 | 105 | 105 | 105 |
| 515200 | | PART TIME | 23,246 | 24,960 | 1,835 | 0 | 0 |
| 517000 | | OTHER WAGES | 0 | 50 | 50 | 50 | 50 |
| TOTAL SALARIES | | | \$260,171 | \$313,670 | \$290,545 | \$304,560 | \$304,560 |
| CONTRACTUAL SERVICES | | | | | | | |
| 531000 | | PROFESSIONAL FEES AND SERVICES | \$1,442 | \$2,050 | \$2,050 | \$1,190 | \$1,190 |
| 543000 | | REPAIRS AND MAINTENANCE | 120 | 140 | 140 | 165 | 165 |
| 544400 | | RENTALS | 336 | 340 | 340 | 365 | 365 |
| 553000 | | TELEPHONE | 46 | 125 | 125 | 125 | 125 |
| 553100 | | POSTAGE | 30,674 | 32,650 | 32,650 | 38,650 | 36,000 |
| 554000 | | TRAVEL REIMBURSEMENT | 172 | 180 | 330 | 300 | 300 |
| 555000 | | PRINTING AND BINDING | 12,965 | 22,000 | 22,000 | 27,200 | 25,000 |
| 557700 | | ADVERTISING | 367 | 375 | 425 | 420 | 375 |
| 581120 | | CONFERENCES AND MEMBERSHIPS | 351 | 395 | 495 | 495 | 395 |
| 581135 | | SCHOOLING AND EDUCATION | 990 | 1,100 | 1,300 | 1,540 | 1,540 |
| 581150 | | ANNUAL BOND | 1,997 | 2,060 | 2,060 | 2,060 | 2,060 |
| TOTAL CONTRACTUAL SERVICES | | | \$49,460 | \$61,415 | \$61,915 | \$72,510 | \$67,515 |
| SUPPLIES AND MATERIALS | | | | | | | |
| 561800 | | PROGRAM SUPPLIES | \$348 | \$430 | \$430 | \$430 | \$430 |
| 569000 | | OFFICE SUPPLIES | 282 | 300 | 300 | 300 | 300 |
| TOTAL SUPPLIES AND MATERIALS | | | \$630 | \$730 | \$730 | \$730 | \$730 |
| TOTAL TAX COLLECTOR | | | \$310,261 | \$375,815 | \$353,190 | \$377,800 | \$372,805 |

Purchasing

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

Service Narrative

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

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

Fiscal Year 2020 Goals and Accomplishments:

- One of the more significant endeavors currently taken on by the City is the renovation of Memorial Boulevard School into an arts magnet school. The architect, construction manager, and various other teams have been engaged and are actively working on the project. Contracts for the construction are expected to be established in late spring through fall 2020. Work on this project will continue through its completion, expected in the summer of 2022.
- The Page Park Pool is undergoing major improvements, and construction is expected to be completed prior to the 2020 summer season.
- City electricity contracts are set to expire in June 2020; having completed documentation to electricity load profile changes (e.g. fuel cell, merging of City and school accounts, inclusion of Water Department accounts, possible installation of a solar array on the landfill site, and adjustments for introduction of Memorial Boulevard School within the term of the contract), new contracts are expected to be secured for the period through 2025 in February to March 2020.

Summary of Fiscal Year 2020-2021 Budget:

- The Purchasing Department is actively working with IT to implement direct digital transmission of purchase orders, reducing the need to print purchase orders, and subsequently reducing postage costs. Although it is hoped that this measure will be implemented quickly, reductions in printing and postage will be reflected in the next budget cycle.

Fiscal Year 2021 Goals:

- The City is preparing to replace bridge structures on Louisiana Avenue and on Lake Avenue, replace mechanical systems within South Side School, replace the roof at Stafford School inclusive of solar arrays, and make major improvements at Fire headquarters. The Purchasing Department will coordinate efforts to successfully secure contracts for completion of this work.
- The existing City Hall facility is aged, and the Public Works Department is currently exploring options for renovations to the facility. The Purchasing Department has engaged architects and engineers to develop a feasibility analysis.
- The Munis system accommodates the creation of approval processes for work flows; the Purchasing Department is exploring the ability to have departments review p-card processing via available work flow tools. This would provide for greater efficiency within the Purchasing Department, and provide other departments the ability to more directly monitor their expenditures, without compromising controls necessary for a successful p-card program.
- The City of Bristol has contracts for fire alarm and security alarm services. The systems necessary for these services have passed their useful life. Similarly, building access control systems within the Board of Education are experiencing end of life issues and warrant replacement. Both technologies are being sought for replacement. With the integration of building maintenance and IT operations for the City and the BOE, a working group consisting of all interested parties are expected to collectively work toward the replacement of these systems via common platforms. The Purchasing Department will be an integral part of new systems deployments via new contracts.

Long-Term Goals:

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

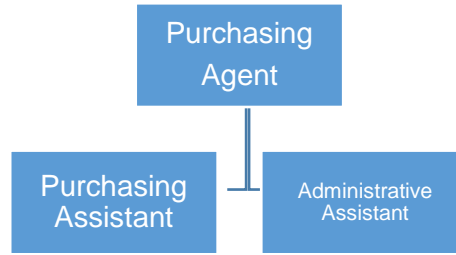
Performance Measures

| | Fiscal Year 2018 | Fiscal Year 2019 | Fiscal Year 2020 |
|--|-----------------------------|-----------------------------|-----------------------------|
| Total # of sealed bids issued: | 150 | 139 | 128 |
| Total # of Request for Proposals: | 16 | 27 | 16 |
| Total # of purchase orders issued: | 7,370 | 6,627 | 6,116 |
| Total value of purchase orders issued: | \$78,575,505 | \$80,709,587 | \$85,924,870 |

Expenditure and Position Summary

| | 2019 Actual | 2020 Estimated | 2021 Budget |
|---------------------|------------------------|---------------------------|------------------------|
| Salary Expenditures | \$197,475 | \$209,230 | \$213,395 |
| Full Time Positions | 3 | 3 | 3 |

Organizational Chart



Budget Highlights

0011017 PURCHASING

| OBJECT | PROJECT | DESCRIPTION | 2019 ACTUAL EXPENDITURE | 2020 ORIGINAL BUDGET | 2020 REVISED BUDGET | 2021 BUDGET REQUEST | 2021 APPROVED BUDGET |
|-------------------------------|---------|-------------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| SALARIES | | | | | | | |
| 514000 | | REGULAR WAGES | \$197,475 | \$209,230 | \$209,230 | \$213,395 | \$213,395 |
| | | TOTAL SALARIES | \$197,475 | \$209,230 | \$209,230 | \$213,395 | \$213,395 |
| CONTRACTUAL SERVICES | | | | | | | |
| 531140 | | TRAINING | \$254 | \$300 | \$300 | \$300 | \$300 |
| 543000 | | REPAIRS AND MAINTENANCE | 0 | 100 | 100 | 100 | 100 |
| 553000 | | TELEPHONE | 90 | 75 | 75 | 80 | 80 |
| 553100 | | POSTAGE | 1,101 | 1,000 | 1,000 | 1,000 | 1,000 |
| 554000 | | TRAVEL REIMBURSEMENT | 55 | 100 | 100 | 100 | 100 |
| 555000 | | PRINTING AND BINDING | 817 | 1,000 | 1,000 | 900 | 900 |
| 557700 | | ADVERTISING | 4,539 | 5,000 | 5,000 | 5,000 | 5,000 |
| 581120 | | CONFERENCES AND MEMBERSHIPS | 840 | 920 | 920 | 950 | 950 |
| 581150 | | MISCELLANEOUS BOND EXPENSE | 75 | 75 | 75 | 75 | 75 |
| | | TOTAL CONTRACTUAL SERVICES | \$7,771 | \$8,570 | \$8,570 | \$8,505 | \$8,505 |
| SUPPLIES AND MATERIALS | | | | | | | |
| 569000 | | OFFICE SUPPLIES | \$349 | \$350 | \$350 | \$350 | \$350 |
| | | TOTAL SUPPLIES AND MATERIALS | \$349 | \$350 | \$350 | \$350 | \$350 |
| | | TOTAL PURCHASING | \$205,595 | \$218,150 | \$218,150 | \$222,250 | \$222,250 |

Comptroller's Office

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

Service Narrative

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

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

By Charter, the Comptroller is Clerk to the Board of Finance and is a voting member of the City of Bristol General Government Retirement Board.

Fiscal Year 2020 Goals and Accomplishments:

- Performed comprehensive review of open capital projects, related cash flow and determined need for financing. Closed a number of completed capital projects.
- Issued \$25 million in tax exempt bonds to take advantage of low interest rate environment on tax exempt debt. Issuances included reviews with Standard and Poor’s and Fitch rating agencies, both re-affirming the City’s AA+ and AAA bond ratings, respectively. Projects financed included the Memorial Boulevard Intradistrict Arts Magnet School and Page Park Pool renovation.
- Continued to work with Human Resources and IT to implement the Kronos timeclock system in most city departments. All City departments are now using Kronos with the exception of Police and Fire where it was determined to be not feasible due to the complexities of their contracts with respect to wages.
- Continued to receive the three GFOA awards:
 - Certificate of Achievement for Excellence in Financial Reporting (CAFR)
 - Distinguished Budget Award
 - Popular Award for Outstanding Achievement in Popular Annual Financial Reporting
- Hired consultant to perform review of defined contribution plans to incorporate cost effective options for employees and educate them on retirement savings.
- Initiated process to store and file documents electronically in content management system.

Summary of Fiscal Year 2020-2021 Budget:

- There are no significant budgetary changes.

Fiscal Year 2021 Goals:

- Evaluate e-payment options with vendors.
- Continue to identify efficiency improvements throughout department and other City departments as it relates to processing financial information and reporting.
- Continue to implement Tyler Content Manager (TCM) for document retention and storage.
- Perform review and update of key financial policies during budget process.

Long Term Goals:

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

Performance Measures

Quantitative:

| Category | 2017-2018 | 2018-2019 | 2019-2020 |
|---|-----------|-----------|-----------|
| # of Invoices Paid | 40,857 | 37,009 | 33,494 |
| # of Payroll Checks and Direct Deposits | 65,723 | 65,233 | 64,388 |

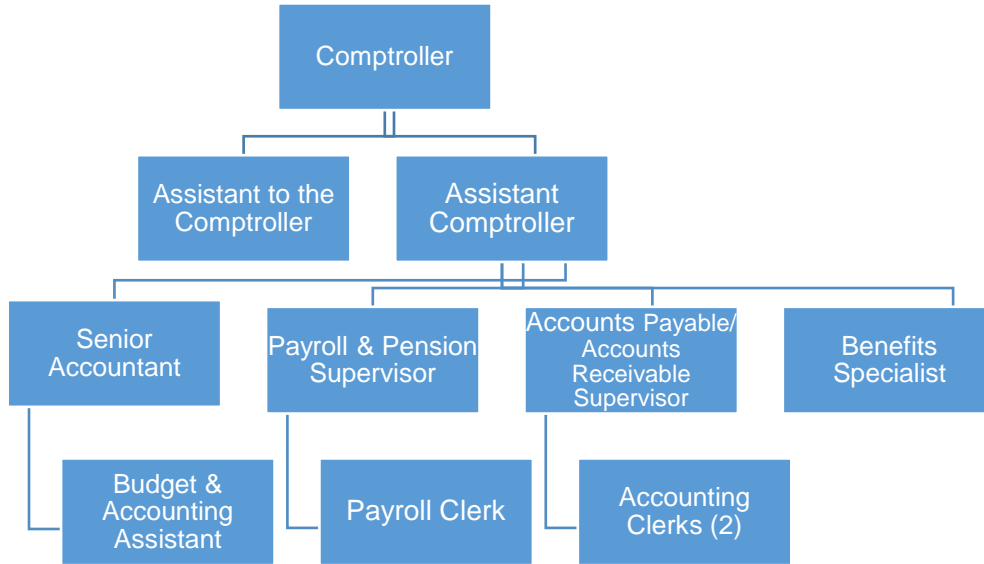
Qualitative:

The Comptroller's Office continues to receive all three GFOA awards, which signifies its strong commitment to superior financial reporting and budget presentation. The Comptroller’s Office also works to ensure strict adherence to GFOA budgetary guidelines.

Expenditure and Position Summary

| | 2019 Actual | 2020 Estimated | 2021 Budget |
|---------------------|------------------------|---------------------------|------------------------|
| Salary Expenditures | \$748,204 | \$789,055 | \$807,285 |
| Full Time Positions | 11 | 11 | 11 |

Organizational Chart



Budget Highlights

0011018 COMPTROLLER'S OFFICE

| OBJECT | PROJECT | DESCRIPTION | 2019 ACTUAL EXPENDITURE | 2020 ORIGINAL BUDGET | 2020 REVISED BUDGET | 2021 BUDGET REQUEST | 2021 APPROVED BUDGET |
|-------------------------------------|---------|-----------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| SALARIES | | | | | | | |
| 514000 | | REGULAR WAGES | \$741,714 | \$782,230 | \$782,230 | \$792,255 | \$800,290 |
| 515100 | | OVERTIME | 2,121 | 4,465 | 4,465 | 4,465 | 4,465 |
| 517000 | | OTHER WAGES | 4,369 | 2,360 | 2,360 | 2,530 | 2,530 |
| TOTAL SALARIES | | | \$748,204 | \$789,055 | \$789,055 | \$799,250 | \$807,285 |
| CONTRACTUAL SERVICES | | | | | | | |
| 543000 | | REPAIRS AND MAINTENANCE | \$0 | \$200 | \$200 | \$200 | \$200 |
| 544400 | | RENTALS | 1,970 | 1,975 | 1,975 | 1,975 | 1,975 |
| 553000 | | TELEPHONE | 45 | 50 | 50 | 50 | 50 |
| 553100 | | POSTAGE | 1,423 | 2,000 | 2,000 | 2,000 | 2,000 |
| 554000 | | TRAVEL REIMBURSEMENT | 151 | 400 | 400 | 400 | 400 |
| 555000 | | PRINTING AND BINDING | 1,414 | 2,200 | 2,442 | 2,200 | 2,200 |
| 557700 | | ADVERTISING | 1,471 | 1,800 | 1,800 | 1,800 | 1,800 |
| 570600 | 18030 | OFFICE FURNITURE | 632 | 0 | 0 | 0 | 0 |
| 581120 | | CONFERENCES AND MEMBERSHIPS | 6,338 | 6,430 | 6,430 | 6,430 | 6,430 |
| 581150 | | MISCELLANEOUS BOND EXPENSE | 220 | 220 | 220 | 220 | 220 |
| TOTAL CONTRACTUAL SERVICES | | | \$13,664 | \$15,275 | \$15,517 | \$15,275 | \$15,275 |
| SUPPLIES AND MATERIALS | | | | | | | |
| 569000 | | OFFICE SUPPLIES | \$898 | \$1,400 | \$1,400 | \$1,400 | \$1,400 |
| TOTAL SUPPLIES AND MATERIALS | | | \$898 | \$1,400 | \$1,400 | \$1,400 | \$1,400 |
| TOTAL COMPTROLLER'S OFFICE | | | \$762,766 | \$805,730 | \$805,972 | \$815,925 | \$823,960 |

Treasurer

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

Service Narrative

The primary responsibility of the Treasurer's Office is to serve as the custodian of all City monies, and to keep an accurate record of all receipts and disbursements. The objective of the City of Bristol's investment and cash management program is to ensure the safety, liquidity and yield of the funds entrusted to it. The Treasurer is a member of the Board of Trustees of the City's three pension trust funds, which have been merged under the umbrella of the general government retirement system fund for actuarial and reporting purposes effective July 1, 2018. The Treasurer's Office is also responsible for the bi-weekly and monthly distribution of pension benefits. The City's operational short-term investment policy is managed as follows:

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

Fiscal Year 2020 Goals and Accomplishments:

- Implemented remote deposit capture to expedite the deposit of checks, which increases the average balance used to determine the City's bank credits.
- Streamlined the movement of funds from pension investments to the retirement system bank account from which pensions and administrative costs are paid, reducing bank charges and creating more efficiencies.
- Worked with banks to maximize interest income in an environment of falling rates.
- Securely deposited City funds at the bank by enlisting Brink's Inc. to guarantee deposits are transported with no risk to the City or its employees.
- Continued to provide various forms on the City's website for pensioners to change their state and federal tax withholding, as well as direct deposit and address changes.
- Continuously educating eligible pensioners on City provided health care options and changes.
- Continued to require direct deposit of pension payments.
- Assisted pensioners with withholding changes due to the State of Connecticut pension withholding requirements.
- Successfully managed the City's transition to People's United Bank due to its acquisition of Farmington Bank, and ensure that the City is charged the lowest rates possible for bank services.
- Worked with credit card processors to determine the best options for City departments currently accepting, or planning to accept electronic payment for services.
- Continued to limit the City's short-term investment exposure to credit and custodial risk by utilizing a secured municipal account, AAA rated asset management investment pools and laddering CDs.

Summary of Fiscal Year 2020-2021 Budget:

- Manage city funds while ensuring the safety of principal, maintaining sufficient liquidity, and attaining a market rate of return in the current fiscal environment.

Fiscal Year 2021 Goals:

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

Long-Term Goals:

- To continue to maximize the interest income on liquid funds.

Performance Measures

| | 2017 No. of Retirees | Amount Paid | 2018 No. of Retirees | Amount Paid | 2019 No. of Retirees | Amount Paid |
|--------------------------------|-------------------------------------|------------------------|-------------------------------------|------------------------|-------------------------------------|------------------------|
| General City Retirement System | 570 | \$13,455,688 | 616 | \$14,319,646 | 640 | \$15,351,922 |
| Firefighter's Benefit Fund | 92 | \$3,891,356 | 93 | \$3,989,836 | 94 | \$4,056,285 |
| Police Benefit Fund | 126 | \$6,319,330 | 127 | \$6,457,113 | 130 | \$6,817,897 |
| Total | 788 | \$23,666,374 | 836 | \$24,766,595 | 864 | \$26,408,119 |

| | FY 17-18 | FY 18-19 | FY 19-20 |
|---|---------------------|---------------------|----------------------|
| Number of 1099Rs Issued | 838 | 856 | 887 |
| Long-Term Debt Schedule | | | |
| Principal | \$6,625,000 | \$6,450,000 | \$7,200,000 |
| Interest | \$2,229,365 | \$2,974,632 | \$3,473,338 |
| Total Long-term Outstanding Debt | \$63,755,000 | \$87,705,000 | \$105,505,000 |
| Bond Anticipation Notes Outstanding | \$15,800,000 | \$0 | \$0 |

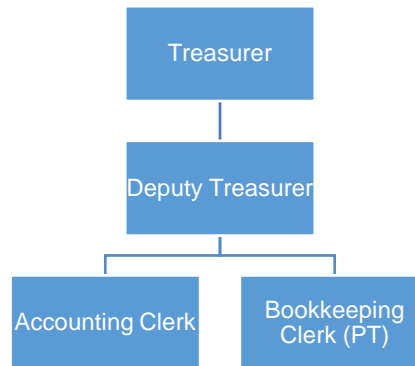
Expenditure and Position Summary

| | 2019 Actual | 2020 Estimated | 2021 Budget |
|---------------------|----------------|-------------------|----------------|
| Salary Expenditures | \$112,272 | \$128,485 | \$133,375 |
| 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 accounting assistant and bookkeeping clerk salaries which properly aligns expenses with the fund.

The average rate of return on investments increased over the last year. The City's portfolio earned an average of 149 basis points (BP) on interest-bearing accounts for fiscal year 2019. This compares with the three-month U.S. Treasury Bill, which averaged 226 BP, outpacing bank rates. The federal funds interest rate decreased 75 BP in 2019 to a target range of 150 to 175 BP. The federal funds rate is the rate at which depository institutions lend reserve balances to other depository institutions overnight, and is considered to be a low risk to near risk-free rate to measure against. The federal funds interest rate is determined by the members of the Federal Open Market Committee.

Organizational Chart



Budget Highlights

| 0011019 TREASURER | | | 2019 ACTUAL EXPENDITURE | 2020 ORIGINAL BUDGET | 2020 REVISED BUDGET | 2021 BUDGET REQUEST | 2021 APPROVED BUDGET |
|-------------------------------------|---------|--------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| OBJECT | PROJECT | DESCRIPTION | | | | | |
| SALARIES | | | | | | | |
| 514000 | | REGULAR WAGES | \$96,866 | \$105,785 | \$105,785 | \$110,265 | \$110,265 |
| 515200 | | PART TIME | 15,406 | 22,700 | \$22,700 | 23,110 | 23,110 |
| TOTAL SALARIES | | | \$112,272 | \$128,485 | \$128,485 | \$133,375 | \$133,375 |
| CONTRACTUAL SERVICES | | | | | | | |
| 531000 | | PROFESSIONAL FEES AND SERVICES | \$4,450 | \$4,900 | \$4,900 | \$3,865 | \$3,865 |
| 553000 | | TELEPHONE | 9 | 120 | 120 | 120 | 120 |
| 553100 | | POSTAGE | 3,631 | 4,300 | 4,300 | 4,300 | 4,300 |
| 554000 | | TRAVEL REIMBURSEMENT | 54 | 120 | 120 | 120 | 120 |
| 581120 | | CONFERENCES AND MEMBERSHIPS | 370 | 410 | 410 | 410 | 410 |
| 581150 | | MISCELLANEOUS BOND EXPENSE | 300 | 300 | 300 | 300 | 300 |
| 581400 | | BANK CHARGES | 0 | 5,000 | 5,000 | 5,000 | 5,000 |
| TOTAL CONTRACTUAL SERVICES | | | \$8,814 | \$15,150 | \$15,150 | \$14,115 | \$14,115 |
| SUPPLIES AND MATERIALS | | | | | | | |
| 569000 | | OFFICE SUPPLIES | \$386 | \$550 | \$550 | \$550 | \$550 |
| TOTAL SUPPLIES AND MATERIALS | | | \$386 | \$550 | \$550 | \$550 | \$550 |
| TOTAL TREASURER | | | \$121,472 | \$144,185 | \$144,185 | \$148,040 | \$148,040 |

Information Technology

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

Service Narrative

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

Fiscal Year 2020 Goals and Accomplishments:

- Enhanced IT security policies.
- Further collaboration with BOE IT.
- Switched to Windows from Novell.
- Replaced Groupwise with Microsoft Exchange.
- Commenced planning of City-wide fiber network.
- Implemented SeamlessGov software to automate form processes.
- Implemented Tyler Content Manager for document management.
- Switched BOE to Google for email and storage.
- Implemented a City-wide copier/printing program.
- The City has been working over the last year to increase security posture. New next generation firewalls for both the City and BOE was implemented and network logging software that monitors critical devices in the network and reports in real time if there are any issues. This coupled with the firewalls has given the IT department great insight into the network traffic and has made it easier to diagnose and resolve issues even before anyone notices them.

Summary of Fiscal Year 2020-2021 Budget:

- Salary line item increased slightly due to contractual obligations, however there is a long term savings due to restructuring. Due to the retirement of one Technical Support Specialist the position was downgraded to an Information Technology Coordinator to better service the needs of the office.
- Increase in Repairs and Maintenance line item due to increases in support contracts from year to year as well as some new ones.

Fiscal Year 2021 Goals:

- Further enhance IT security and compliance.
- Implement new door access security system.
- Create more efficiencies between the City and BOE by consolidating systems.
- Continue to enhance use of Tyler Content Manager by more departments.
- Expand the use of Seamless Docs to incorporate more forms and workflows to make the processes more efficient.
- Continue to plan for the creation of the Citywide open access fiber network.

Long Term Goals:

- Long term goal is to make the City more efficient and productive with the use of technology. Given the funding, the City would be able to build out its network to provide a basis where Bristol could thrive both in its educational system and economic development.

Performance Measures

Quantitative:

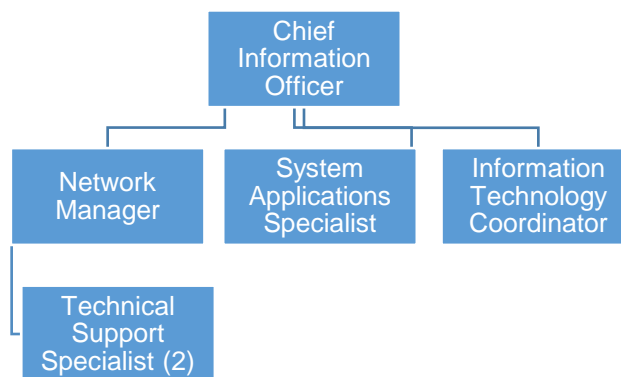
| Breakdown of City's Computers | | | |
|--------------------------------------|-----------------------|---------------------------|-----------------------|
| Facility | # of Computers | Board of Education | # of Computers |
| City Hall | 170 | BOE Admin | 127 |
| Police Dept. | 148 | Bristol Central H.S. | 2,402 |
| Fire Dept. | 29 | Bristol Eastern H.S. | 3,339 |
| Main Library | 98 | Middle Schools/ K-8 | 2,899 |
| Manross Library | 20 | Elementary Schools | <u>2,627</u> |
| Other | <u>102</u> | | |
| Total: | 567 | Total: | 11,394 |
| Grand Total: 11,961 | | | |

| Total Computers: | | |
|-------------------------|----------------|-----------------|
| FY 2018: 6,902 | FY 2019: 6,963 | FY 2020: 11,961 |

Expenditure and Position Summary

| | 2019 Actual | 2020 Estimated | 2021 Budget |
|---------------------|------------------------|---------------------------|------------------------|
| Salary Expenditures | \$553,470 | \$538,465 | \$548,690 |
| Full Time Positions | 6 | 6 | 6 |

Organizational Chart



Budget Highlights

| 0011020 INFORMATION TECHNOLOGY | | | 2019 | 2020 | 2020 | 2021 | 2021 |
|-------------------------------------|---------|----------------------------------|-----------------------|--------------------|--------------------|--------------------|--------------------|
| OBJECT | PROJECT | DESCRIPTION | ACTUAL EXPENDITURE | ORIGINAL BUDGET | REVISED BUDGET | BUDGET REQUEST | APPROVED BUDGET |
| SALARIES | | | | | | | |
| 514000 | | REGULAR WAGES | \$553,470 | \$538,200 | \$538,200 | \$548,440 | \$548,440 |
| 515100 | | OVERTIME | 0 | 265 | 265 | 250 | 250 |
| TOTAL SALARIES | | | \$553,470 | \$538,465 | \$538,465 | \$548,690 | \$548,690 |
| CONTRACTUAL SERVICES | | | | | | | |
| 531140 | | TRAINING | \$7,628 | \$10,000 | \$12,000 | \$10,000 | \$10,000 |
| 543000 | | REPAIRS AND MAINTENANCE | 419,981 | 473,800 | 512,791 | 492,195 | 492,195 |
| 543010 | | FIBER LINE | 4,340 | 5,000 | 5,000 | 5,000 | 5,000 |
| 543110 | | MAJOR COMPUTER EQUIPMENT REPAIRS | 1,179 | 2,000 | 2,821 | 2,000 | 2,000 |
| 553000 | | TELEPHONE | 42,435 | 44,000 | 44,723 | 49,100 | 49,100 |
| 553100 | | POSTAGE | 1 | 50 | 50 | 50 | 0 |
| 554000 | | TRAVEL REIMBURSEMENT | 1,071 | 500 | 500 | 700 | 1,000 |
| 581120 | | CONFERENCES AND MEMBERSHIPS | 3,436 | 7,950 | 9,450 | 7,950 | 7,950 |
| TOTAL CONTRACTUAL SERVICES | | | \$480,071 | \$543,300 | \$587,335 | \$566,995 | \$567,245 |
| SUPPLIES AND MATERIALS | | | | | | | |
| 561800 | | PROGRAM SUPPLIES | \$10,838 | \$8,000 | \$8,000 | \$8,000 | \$8,000 |
| 569000 | | OFFICE SUPPLIES | 0 | 250 | 250 | 250 | 0 |
| TOTAL SUPPLIES AND MATERIALS | | | \$10,838 | \$8,250 | \$8,250 | \$8,250 | \$8,000 |
| CAPITAL OUTLAY | | | | | | | |
| 579999 | | EQUIPMENT | \$0 | \$0 | \$0 | \$110,000 | \$0 |
| TOTAL CAPITAL OUTLAY | | | \$0 | \$0 | \$0 | \$110,000 | \$0 |
| TOTAL INFORMATION TECHNOLOGY | | | \$1,044,379 | \$1,090,015 | \$1,134,050 | \$1,233,935 | \$1,123,935 |

Human Resources

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

Service Narrative

The department provides a number of services including recruiting, reviewing employment applications, interviewing and hiring, administering entry level, lateral and promotional testing for open positions and administration of employee and retiree insurance benefits. The department creates and maintains job descriptions for the City workforce and recommends pay levels. Personnel records are maintained for City employees from the date of hire until no longer required by state statute. The department stays abreast of the increasingly complex changes in employment-related laws and regulations to provide guidance to City departments regarding personnel issues and problems, and to assist in personnel planning.

The department is responsible for negotiation, administration and interpretation of labor contracts with five unions, and represents the City in grievance, mediation, arbitration and unfair labor practice hearings before the State Board of Labor Relations and the State Board of Mediation and Arbitration. Additionally, the department represents the City's interests in employment-related claims against the City and administers disability claims.

The Claims Division of the Human Resources Department administers worker's compensation and liability claims. The Division also works with insurers and worker's compensation third party administrators to identify, evaluate and manage potential hazards and exposures of risk to the City in an effort to reduce or minimize losses.

Fiscal Year 2020 Goals and Accomplishments:

- Assisted with contract negotiations with Local #1338.
- Assisted with contract negotiations with Police and Fire unions.
- Established entry-level eligibility list for police officer.
- Coordinated wellness program for Local #1338 employees.

General Government

- Conducted 37 general recruitment processes, 5 Fire promotional processes, 1 Police promotional process, and 2 Police lateral officer processes.

Fiscal Year 2021 Goals:

- Complete DOT Clearinghouse queries of all CDL drivers in accordance with new FMSCA requirements.
- Complete sexual harassment training for all employees in accordance with new CHRO requirements.
- Continue to coordinate wellness program for Local #1338 employees.
- Establish police entry-level eligibility list.
- Establish fire entry-level eligibility list from Connecticut Firefighter Consortium testing data.
- Establish police and fire promotional lists as needed.

Long Term Goals:

- Increase ethnic diversity of applicants for employment.
- Explore computer-based training options.

Performance Measures

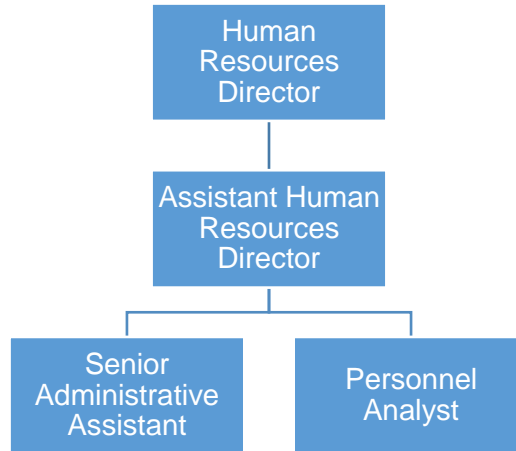
Quantitative:

| Activity | Calendar 2017 Actual | Calendar 2018 Actual | Calendar 2019 Actual |
|--|-------------------------|-------------------------|-------------------------|
| Number of OSHA reportable Workers Compensation Claims | 62 | 83 | 94 |
| Lost Time Days | 770 | 1,346 | 1,383 |
| Grievances heard | 9 | 9 | 9 |
| Employees hired (excluding seasonal & temporary) | 41 | 31 | 34 |

Expenditure and Position Summary

| | 2019 Actual | 2020 Estimated | 2021 Budget |
|---------------------|----------------|-------------------|----------------|
| Salary Expenditures | \$297,641 | \$334,950 | \$345,745 |
| Full Time Positions | 4 | 4 | 4 |

Organizational Chart



Budget Highlights

0011021 HUMAN RESOURCES

| OBJECT | PROJECT | DESCRIPTION | 2019 ACTUAL EXPENDITURE | 2020 ORIGINAL BUDGET | 2020 REVISED BUDGET | 2021 BUDGET REQUEST | 2021 APPROVED BUDGET |
|-------------------------------------|---------|--------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| SALARIES | | | | | | | |
| 514000 | | REGULAR WAGES | \$290,172 | \$331,985 | \$331,985 | \$337,260 | \$342,960 |
| 515100 | | OVERTIME | 3,651 | 1,100 | 1,350 | 1,400 | 1,400 |
| 517000 | | OTHER WAGES | 3,818 | 4,865 | 1,615 | 1,385 | 1,385 |
| TOTAL SALARIES | | | \$297,641 | \$337,950 | \$334,950 | \$340,045 | \$345,745 |
| CONTRACTUAL SERVICES | | | | | | | |
| 531000 | | PROFESSIONAL FEES AND SERVICES | \$38,605 | \$34,500 | \$45,000 | \$34,500 | \$34,500 |
| 531140 | | TRAINING | 299 | 5,000 | 500 | 5,000 | 5,000 |
| 531145 | | APPLITRAK | 3,920 | 4,215 | 4,215 | 4,510 | 4,510 |
| 543000 | | REPAIRS AND MAINTENANCE | 0 | 150 | 150 | 0 | 0 |
| 553000 | | TELEPHONE | 75 | 100 | 100 | 100 | 100 |
| 553100 | | POSTAGE | 672 | 1,000 | 1,000 | 1,000 | 1,000 |
| 554000 | | TRAVEL REIMBURSEMENT | 0 | 200 | 200 | 200 | 200 |
| 555000 | | PRINTING AND BINDING | 600 | 600 | 600 | 600 | 600 |
| 557700 | | ADVERTISING | 15,426 | 13,000 | 13,000 | 13,000 | 13,000 |
| 581120 | | CONFERENCES AND MEMBERSHIPS | 782 | 1,000 | 1,000 | 1,000 | 1,000 |
| 581135 | | SCHOOLING AND EDUCATION | 24,129 | 10,000 | 7,000 | 10,000 | 10,000 |
| TOTAL CONTRACTUAL SERVICES | | | \$84,508 | \$69,765 | \$72,765 | \$69,910 | \$69,910 |
| PROFESSIONAL SERVICES | | | | | | | |
| 531300 | | PRE-EMPLOYMENT EXAMINATIONS | \$8,042 | \$7,000 | \$7,000 | \$7,000 | \$7,000 |
| TOTAL PROFESSIONAL SERVICES | | | \$8,042 | \$7,000 | \$7,000 | \$7,000 | \$7,000 |
| SUPPLIES AND MATERIALS | | | | | | | |
| 561800 | | PROGRAM SUPPLIES | \$3,316 | \$3,855 | \$3,855 | \$3,855 | \$3,855 |
| 562600 | | MOTOR FUELS | 19 | 0 | 0 | 0 | 0 |
| 569000 | | OFFICE SUPPLIES | 980 | 1,000 | 1,000 | 1,000 | 1,000 |
| 589100 | | EMPLOYEE MISC | 0 | 500 | 500 | 0 | 0 |
| TOTAL SUPPLIES AND MATERIALS | | | \$4,315 | \$5,355 | \$5,355 | \$4,855 | \$4,855 |
| TOTAL HUMAN RESOURCES | | | \$394,506 | \$420,070 | \$420,070 | \$421,810 | \$427,510 |

Corporation Counsel

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

Service Narrative

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

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

Fiscal Year 2020 Goals and Accomplishments:

- Successfully brought the Charter Revision Commission's recommendations for consolidating the water and sewer operations and other matters to the voters in November 2019.
- Played a pivotal role in dramatically increasing the collection of monetary fines and penalties related to inland-wetland violations, blight, building code, and police-related collection matters (e.g., alarm fees, parking fines, etc.). In those categories alone, the Department brought in \$135,650 to date.
- Worked closely with the Tax Collector to continue a high real estate tax collection rate, and with the Assessor to successfully oppose unwarranted attempts to undervalue taxable property located in the City.
- Day-to-day requests for legal assistance from the Mayor, Council, and Department Heads were dealt with on a continuing basis.
- Successfully managed the on-going and significant Workers' Compensation liabilities, and oversaw the resolution of several significant heart and hypertension claims with full and final settlements.

Summary of Fiscal Year 2020-2021 Budget:

- One of the most significant challenges in planning for the Corporation Counsel's Budget is the unknowable legal challenges that can arise from new claims and litigation. While the Department has experienced a positive budgetary variance in its professional fees, there are major challenges on the horizon.
- Department will address the issues involving the artificial turf fields at the high schools. Significant attempts are underway to resolve the issues without litigation, but this matter may not be resolved without additional City legal resources.
- Continue to experience a reduction in the number of professional conflicts of interest that otherwise would have required outside legal counsel.

Fiscal Year 2021 Goals:

- Ongoing litigation involving the mechanical systems at Greene Hills School will require more intensive involvement when trial begins in January 2021.
- Efforts to require the designers, manufacturers, and installers to take responsibility for deficiencies with the artificial turf fields at the high schools will require additional Department involvement and possible litigation.
- Conveyances of parcels of the City-owned property at Centre Square will continue.
- Redevelopment of Memorial Boulevard School into a magnet arts school will continue through the construction phase and require Department guidance.
- A Charter Revision Commission was organized in January 2020 and will work through 2021. This will require the Department to provide extensive consultation to ensure that the Commission's report is formalized and prepared for inclusion on the 2021 electoral ballot.
- Additional tax appeals involving commercial properties will be processed and set for litigation. Some of this results from the national trend towards on-line retail which has brought economic pressures on so-called "brick and mortar" businesses that are being felt in Bristol.
- The former Sessions Factory, a long-standing industrial property on Riverside Avenue, will be the subject of a tri-party redevelopment with the guidance and involvement of the City and its legal staff.
- Continue to provide guidance and assistance to the Mayor's office in her efforts to achieve economies in terms of energy costs and the delivery of city services.

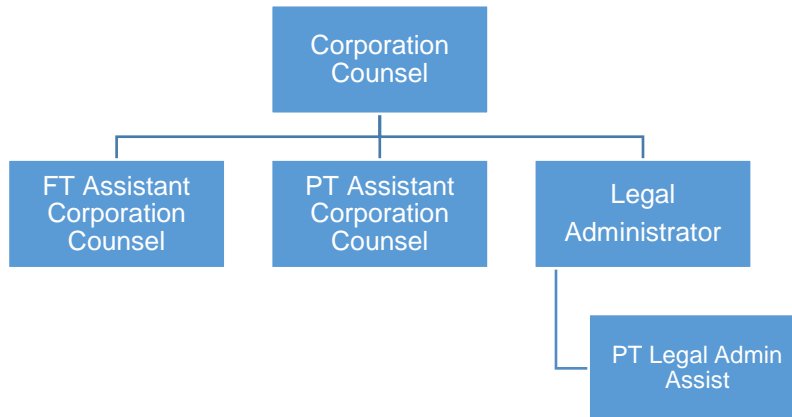
Long Term Goals:

- Our long-term goals remains the same: To respond to requests for legal guidance and litigation support "in-house" as our present staffing levels, staff expertise, and the Rules of Professional Conduct permit, and to make wise use of department resources when engaging outside legal firms and support professionals.
- In addition, the Department staff will continue to lend their considerable expertise to other departments needing legal advice and assistance.

Expenditure and Position Summary

| | 2019 Actual | 2020 Estimated | 2021 Budget |
|---------------------|------------------------|---------------------------|------------------------|
| Salary Expenditures | \$423,877 | \$440,560 | \$449,015 |
| Full Time Positions | 3 | 3 | 3 |
| Part Time Positions | 3 | 3 | 3 |

Organizational Chart



Budget Highlights

0011022 CORPORATION COUNSEL

| OBJECT | OBJECT | DESCRIPTION | 2019 ACTUAL EXPENDITURE | 2020 ORIGINAL BUDGET | 2020 REVISED BUDGET | 2021 BUDGET REQUEST | 2021 APPROVED BUDGET |
|-------------------------------------|--------|----------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| SALARIES | | | | | | | |
| 514000 | | REGULAR WAGES | \$327,038 | \$337,375 | \$337,375 | \$343,180 | \$345,785 |
| 515100 | | OVERTIME | 1,399 | 0 | 0 | 0 | 0 |
| 515200 | | PART TIME | 91,616 | 103,185 | 103,185 | 102,810 | 103,230 |
| 517000 | | OTHER WAGES | 3,824 | 0 | 0 | 0 | 0 |
| TOTAL SALARIES | | | \$423,877 | \$440,560 | \$440,560 | \$445,990 | \$449,015 |
| CONTRACTUAL SERVICES | | | | | | | |
| 531000 | | PROFESSIONAL FEES AND SERVICES | \$175,714 | \$155,000 | \$370,000 | \$200,000 | \$155,000 |
| 531000 | 14021 | PROFESSIONAL FEES AND SERV-REVAL | 6,025 | 10,000 | 150,000 | 10,000 | 10,000 |
| 543000 | | REPAIRS AND MAINTENANCE | 0 | 100 | 100 | 100 | 100 |
| 553000 | | TELEPHONE | 38 | 150 | 150 | 150 | 150 |
| 553100 | | POSTAGE | 360 | 900 | 900 | 500 | 500 |
| 554000 | | TRAVEL REIMBURSEMENT | 1,335 | 1,500 | 1,500 | 1,500 | 1,500 |
| 581120 | | CONFERENCES AND MEMBERSHIPS | 760 | 900 | 900 | 900 | 900 |
| 581135 | | SCHOOLING AND EDUCATION | 585 | 2,000 | 2,000 | 2,000 | 2,000 |
| TOTAL CONTRACTUAL SERVICES | | | \$184,817 | \$170,550 | \$525,550 | \$215,150 | \$170,150 |
| SUPPLIES AND MATERIALS | | | | | | | |
| 561800 | | PROGRAM SUPPLIES | \$12,519 | \$16,000 | \$16,000 | \$16,000 | \$16,000 |
| 569000 | | OFFICE SUPPLIES | 606 | 800 | 800 | 800 | 800 |
| TOTAL SUPPLIES AND MATERIALS | | | \$13,125 | \$16,800 | \$16,800 | \$16,800 | \$16,800 |
| TOTAL CORPORATION COUNSEL | | | \$621,819 | \$627,910 | \$982,910 | \$677,940 | \$635,965 |

Town and City Clerk

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

Service Narrative

The Town Clerk is also the City Clerk and Registrar of Vital Statistics. A small number of municipalities in Connecticut have both a Town and City Clerk and of those towns, even fewer have the three positions consolidated under a single municipal office.

The Town and City Clerk’s Office is responsible for numerous public records such as land records, vital statistics, election results, dog licenses, meeting notices and agendas, City Council and Joint Meeting records and minutes, litigation records concerning the City, worker’s compensation claims, Justice of the Peace lists, military discharge records, lists of current members of all commissions, and 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. The Office 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. Conveyance revenue has experienced a slight increase related to a limited real estate recovery.

Bristol has a hospital which generates considerable vital statistic related activity. With the COVID-19 pandemic the number of burial and cremation transactions increased by 14%. 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. As a service, the Office assists handicapped residents with free State of Connecticut fishing licenses.

The Town Clerk is the agent for service of the City and processes all lawsuits, claims, notices of intent, ethics complaints, housing code appeals, and citation hearings. 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. Since the closure of City Hall to the public in March due to the COVID pandemic it has been a challenge to service customers. The Town Clerk's office rose to that challenge and continued to provide all services to customers in a timely manner.

The Office has several election related duties. These duties include the issuance and receipt of absentee ballots, advertising the elections, creating the election ballot, maintaining the registration and campaign finance records of municipal candidates, crafting the questions and explanatory text on the ballot, administering the oath of office to appointed and elected officials, and compiling and auditing election results and retaining them as permanent record. In addition, the Office is responsible for the appointment of unaffiliated Justices of the Peace, responding to questions concerning Justices of the Peace, and the processing and recording of all Justice of the Peace appointments, including vacancies.

Fiscal Year 2020 Goals and Accomplishments:

- Wrote a state grant for backfile conversion of land record documents to electronic format from 1785 through 1906 consisting of approximately 34,180 records. This project will complete a multi-year, long term goal of backfile scanning of land record documents from 1785 to 1974 and is expected to be complete by September 2020.
- Managed the process for the use of credit/debit cards and expedited processing of vital records through LexisNexis VitalChek.
- Installed high density shelving in the Town Clerk's vault.
- Facilitated the scanning and incorporation of the 1882-1890 Online Index Books (OIB) land record indexes on-line linked to the land record images.

- Planned and managed the back scanning of military discharges to link them to the indexes.
- E-recorded 1,917 land record documents in the past year. This is a 26% increase from the previous year's recordings.
- Administered and managed the absentee ballot process, the printing and issuance of more than 500 ballots for the November 2019 election. The ballots were issued utilizing the State CVRS program with a record number of permanent absentee applications of 100.
- Prepared and facilitated the April 28, 2020 Presidential Preference primary which was initially postponed to June 2 and postponed a second time to August 11, 2020 due to the COVID-19 pandemic.
- Completed the process of advertising, State notification, and publication of the City Charter update in December 2019 resulting from the 2019 Charter Revision Commission.
- Facilitated a software upgrade for the COTT land record and fee transaction system performed by the vendor with no interruption in service to City customers.

Summary of Fiscal Year 2020-2021 Budget:

- It was anticipated that one additional staff member would pass the certification exam in June 2020, however, due to the COVID-19 pandemic the exam was postponed to 2021. As a result, a total of three staff members will be certified which requires additional CT Town Clerk Association dues in 2021.
- The office is always searching for ways to decrease costs or improve service timeliness. The office is one of the more technologically advanced Town Clerk offices in Connecticut. This results in more efficient service requiring fewer staff than towns of similar size and workflow.

Fiscal Year 2021 Goals:

- Facilitate and manage the scanning and linking of the OIB index from 1865-1882. This is one of four remaining indexes to be scanned dating back to 1785.
- Continue to facilitate and manage the state death registry which was postponed by the Department of Public Health from a December 2019 roll-out to July 2020. Due to the pandemic, the State is considering the training and system set-up by September 2020. The initial roll-out of the death registry will require additional work and data entry by town clerks, since the hospitals are unwilling to take on extra work at this time.
- The Secretary of State and Governor are encouraging mail-in ballots for the August primary and November 2020 election. Approximately 20,000 applications will be mailed in late June for the August primary. It is anticipated that will generate 5,000 to 6,000 absentee ballots which is a six to seven fold increase in demand for the primary.
- Continue the planning process to expand the Town Clerk vault space as a capital improvement project, or to include it as part of a potential renovation of City Hall.
- Justices of the Peace will be elected in 2020-2021. This will require mail notification and the administering of oaths to more than 210 Justices of the Peace.

Long Term Goals:

- Facilitate and manage the scanning and linking of the four remaining OIB indexes from 1785 through 1882. This will be a long term goal over the next several fiscal years.
- Institute, plan, and manage a records management program to handle disaster recovery, and current and future needs for the storage, retention, and management of all municipal records in the City.

Performance Measures

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

Number of Transactions

| Category | 2018 | 2019 | 2020 |
|-------------------------------------|----------------|----------------|----------------|
| Dog Licenses | 2,465 | 2,395 | 2,095 |
| Sporting Licenses | 12 handicapped | 12 handicapped | 12 handicapped |
| Burial & Cremation Permits | 823 | 916 | 1,027 |
| Vital Statistics Copies (estimated) | 7,567 | 7,855 | 7,493 |
| Marriage Licenses | 211 | 204 | 183 |
| Trade Name Certificates | 115 | 116 | 92 |
| Documents Notarized (estimated) | 870 | 925 | 890 |
| Liquor Permits | 75 | 73 | 65 |
| Notary Certificates | 167 | 170 | 113 |
| Land Record Documents | 9,568 | 9,234 | 9,590 |

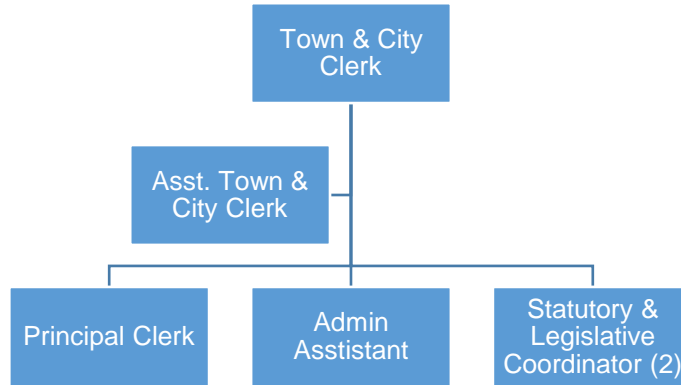
Value of Transactions

| Category | 2018 | 2019 | 2020 |
|-------------------------------------|--------------------|--------------------|--------------------|
| Merchandising Licenses | \$3,247 | \$0 | \$500 |
| Burial Permits | 2,469 | 4,580 | 5,135 |
| Recording Fees | 271,453 | 264,746 | 283,222 |
| Real Estate Conveyance Transfers | 932,874 | 986,937 | 1,043,238 |
| Dog Licenses | 6,138 | 5,688 | 6,030 |
| Marriage Licenses | 2,110 | 3,060 | 2,745 |
| Historic Preservation | 10,501 | 13,800 | 12,204 |
| Copies | 47,734 | 48,166 | 47,531 |
| Vital Statistics | 126,504 | 134,496 | 124,772 |
| Miscellaneous Fees (Notary, Liquor) | 17,773 | 21,350 | 21,422 |
| Total | \$1,420,803 | \$1,482,823 | \$1,546,811 |

Expenditure and Position Summary

| | 2019 Actual | 2020 Estimated | 2021 Budget |
|---------------------|----------------|-------------------|----------------|
| Salary Expenditures | \$381,320 | \$404,105 | \$410,840 |
| Full Time Positions | 6 | 6 | 6 |

Organizational Chart



Budget Highlights

0011023 TOWN AND CITY CLERK

| OBJECT | PROJECT | DESCRIPTION | 2019 ACTUAL EXPENDITURE | 2020 ORIGINAL BUDGET | 2020 REVISED BUDGET | 2021 BUDGET REQUEST | 2021 APPROVED BUDGET |
|-------------------------------------|---------|--------------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| SALARIES | | | | | | | |
| 514000 | | REGULAR WAGES | \$380,583 | \$401,845 | \$401,845 | \$404,935 | \$408,840 |
| 515100 | | OVERTIME | 737 | 2,260 | 2,260 | 2,300 | 2,000 |
| TOTAL SALARIES | | | \$381,320 | \$404,105 | \$404,105 | \$407,235 | \$410,840 |
| CONTRACTUAL SERVICES | | | | | | | |
| 531000 | | PROFESSIONAL FEES AND SERVICES | \$49,379 | \$55,000 | \$55,000 | \$53,800 | \$53,800 |
| 543000 | | REPAIRS AND MAINTENANCE | 400 | 400 | 400 | 400 | 400 |
| 553000 | | TELEPHONE | 26 | 50 | 50 | 50 | 50 |
| 553100 | | POSTAGE | 4,340 | 5,500 | 5,500 | 5,500 | 5,500 |
| 554000 | | TRAVEL REIMBURSEMENT | 138 | 250 | 250 | 250 | 250 |
| 555000 | | PRINTING AND BINDING | 4,461 | 5,500 | 5,500 | 5,300 | 5,300 |
| 557700 | | ADVERTISING | 4,600 | 4,000 | 4,000 | 4,000 | 4,000 |
| 581120 | | CONFERENCES AND MEMBERSHIPS | 845 | 925 | 925 | 980 | 980 |
| 581135 | | SCHOOLING AND EDUCATION | 535 | 625 | 625 | 625 | 625 |
| TOTAL CONTRACTUAL SERVICES | | | \$64,724 | \$72,250 | \$72,250 | \$70,905 | \$70,905 |
| SUPPLIES AND MATERIALS | | | | | | | |
| 561800 | | PROGRAM SUPPLIES | \$199 | \$250 | \$250 | \$250 | \$250 |
| 569000 | | OFFICE SUPPLIES | 1,431 | 1,900 | 1,900 | 1,800 | 1,800 |
| TOTAL SUPPLIES AND MATERIALS | | | \$1,630 | \$2,150 | \$2,150 | \$2,050 | \$2,050 |
| TOTAL TOWN AND CITY CLERK | | | \$447,674 | \$478,505 | \$478,505 | \$480,190 | \$483,795 |

Board of Finance

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

Service Narrative

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

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

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

Fiscal Year 2020 Goals and Accomplishments:

- Board of Finance adopted estimated 2020-2021 budget on April 28, 2020.
- Board of Finance and City Council formally adopted 2020-2021 budget in a Joint Board Meeting held May 26, 2020.
- Held each monthly meeting with a quorum.

Summary of Fiscal Year 2020-2021 Budget:

- The \$1,700 Overtime line item is for costs associated with recording minutes of monthly meetings. The Professional Fees and Services line item pays for the annual City audit.

Fiscal Year 2021 Goals:

- Adopt the estimated budget for 2020-2021 by April 27, 2021.
- Hold all monthly meetings with a quorum.
- Review all budgetary requests for the most favorable results for the taxpayers of Bristol.

Budget Highlights

| 0011024 BOARD OF FINANCE | | | 2019 | 2020 | 2020 | 2021 | 2021 |
|-----------------------------------|---------|--------------------------------|-----------------------|--------------------|-------------------|-------------------|--------------------|
| OBJECT | PROJECT | DESCRIPTION | ACTUAL EXPENDITURE | ORIGINAL BUDGET | REVISED BUDGET | BUDGET REQUEST | APPROVED BUDGET |
| SALARIES | | | | | | | |
| 515100 | | OVERTIME | \$1,666 | \$1,550 | \$1,550 | \$1,700 | \$1,700 |
| TOTAL SALARIES | | | \$1,666 | \$1,550 | \$1,550 | \$1,700 | \$1,700 |
| CONTRACTUAL SERVICES | | | | | | | |
| 531000 | | PROFESSIONAL FEES AND SERVICES | \$82,490 | \$83,500 | \$83,500 | \$84,200 | \$84,200 |
| 589100 | | MISCELLANEOUS | 0 | 100 | 100 | 100 | 0 |
| TOTAL CONTRACTUAL SERVICES | | | \$82,490 | \$83,600 | \$83,600 | \$84,300 | \$84,200 |
| TOTAL BOARD OF FINANCE | | | \$84,156 | \$85,150 | \$85,150 | \$86,000 | \$85,900 |

City of Bristol, Connecticut
Board of Finance

| | | |
|--|--|---|
|  <p>Ellen Zoppo-Sassu Mayor</p> |  <p>John Smith Chairperson</p> |  <p>Orlando Calfe Vice Chairperson</p> |
|  <p>Ron Burns Commissioner</p> |  <p>Jon Mace Commissioner</p> |  <p>Nicolas Jones Commissioner</p> |
|  <p>Marie O'Brien Commissioner</p> | <p>Vacant</p> |  <p>Cheryl Thibeault Commissioner</p> |

Housing Code Board of Appeals

Service Narrative

The Housing Code Board of Appeals consists of eight resident electors who are nominated by the Mayor and appointed by the City Council. Members serve staggered three-year terms. Any person aggrieved by an order or notice issued by the Director of Health for violations of Chapter 12 of the Code of Ordinances may appeal to the board within fourteen days after receipt of the order or notice. Appeals are filed with the Town and City Clerk. The board then sets a hearing between seven and fourteen days after the filing of the appeal and notifies the applicant and the Director of Health of the hearing date. At the hearing, the applicant is given an opportunity to be heard and to show cause why the director's notice or order should be modified, extended, withdrawn, or a variance granted.

Budget Highlights

| 0011026 HOUSING CODE BOARD OF APPEALS | | | 2019 | 2020 | 2020 | 2021 | 2021 |
|---------------------------------------|---------|--|-----------------------|--------------------|-------------------|-------------------|--------------------|
| OBJECT | PROJECT | DESCRIPTION | ACTUAL EXPENDITURE | ORIGINAL BUDGET | REVISED BUDGET | BUDGET REQUEST | APPROVED BUDGET |
| SALARIES | | | | | | | |
| 515100 | | OVERTIME | \$140 | \$420 | \$420 | \$420 | \$420 |
| | | TOTAL SALARIES | \$140 | \$420 | \$420 | \$420 | \$420 |
| CONTRACTUAL SERVICES | | | | | | | |
| 553100 | | POSTAGE | \$34 | \$40 | \$40 | \$40 | \$40 |
| | | TOTAL CONTRACTUAL SERVICES | \$34 | \$40 | \$40 | \$40 | \$40 |
| | | TOTAL HOUSING CODE BOARD OF APPEALS | \$174 | \$460 | \$460 | \$460 | \$460 |

Department of Aging

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

Service Narrative

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

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

Services and Activities

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

Fiscal Year 2020 Goals and Accomplishments:

- Carpeting of the billiards room was completed in August, 2019.
- All broken outside lighting was replaced with new LED fixtures, with additional replacement to be completed as needed.
- Gym lighting was replaced with LED fixtures in January, 2020.

Summary of Fiscal Year 2020-2021 Budget:

- Increases are mainly due to union contract/salary increases and economic forecasts.
- Any maintenance projects are being addressed through the Building Committee.

Fiscal Year 2021 Goals:

- Replace specified old VCT Tile Flooring throughout facility.
- Replace office counter with wheelchair accessible counter.
- Work with Public Works to identify additional parking options for the Senior Center.

Long Term Goals:

- Continue to address the transportation challenges for the senior population. The senior population continues to grow. As these members age, many lose their ability to drive. This can lead to isolation, depression, and safety issues. Many seniors do not have relatives in the area to bring them to their necessary appointments, etc. The Dial-A-Ride program has provided rides to many seniors and disabled residents within the City limits. However, they do not provide transportation to appointments outside of Bristol, and more recently are not able to handle the demand of requests for in-town transportation. The Department of Aging secured a grant from Thomaston Savings Bank to purchase 50 ADA Paratransit ride booklets to provide seniors who qualify with a ride to and from doctor appointments outside of Bristol. This has been very beneficial to the seniors. In an effort to help seniors get around town when Dial-A-Ride is full, the Senior Center has purchased local bus passes as well. Seniors can come to the main office at the Senior Center and request a bus ticket as needed. The Department is also working closely with the Human Resources Agency (HRA) to determine how many rides are being denied to determine what it would cost to adequately service their ongoing requests.

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

On March 13, 2020 the Bristol Senior Center closed to all activities except for Meals on Wheels and the Congregate Lunch Program due to the Covid-19 pandemic. The decrease in attendees is a reflection of not being able to offer programming and services for three and a half months of the year.

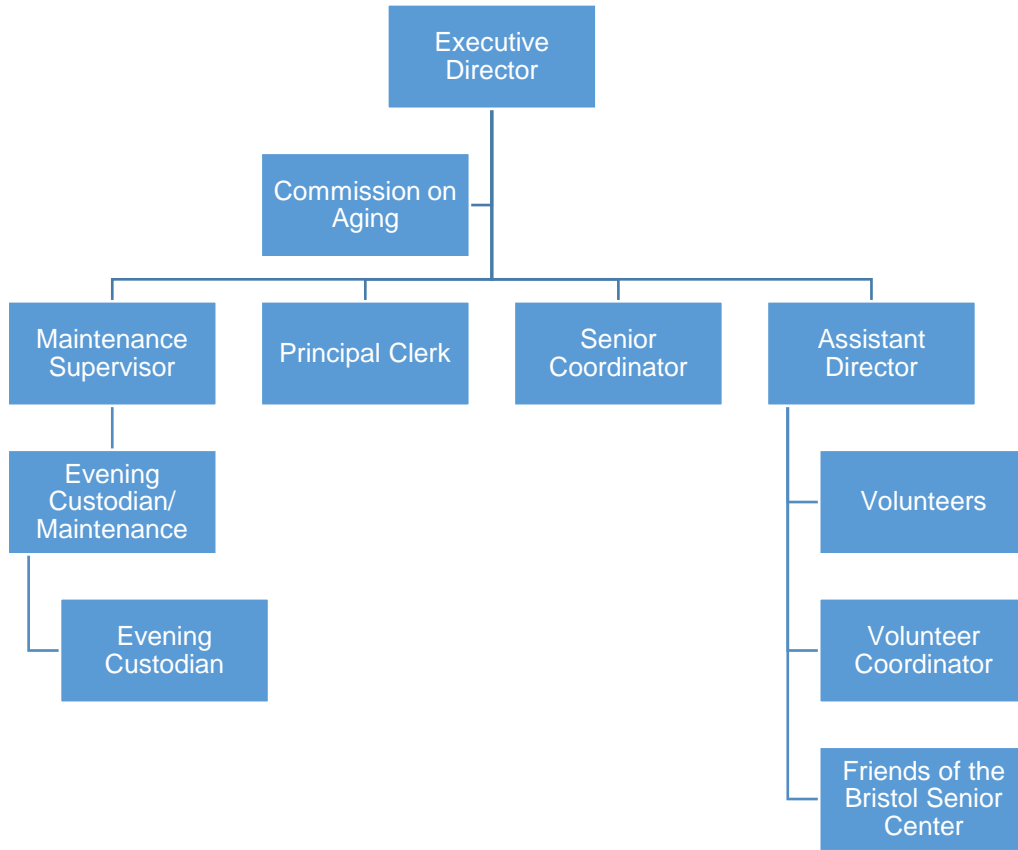
| Programs | 2018 Attendees | 2019 Attendees | 2020 Attendees |
|-------------------------|-----------------------|-----------------------|-----------------------|
| Classes | 2,327 | 2,371 | 1,292 |
| Activities | 38,571 | 39,027 | 27,768 |
| Health Services | 2,175 | 2,326 | 1,548 |
| Social Services | 30,641 | 35,388 | 35,145 |
| Special Events/Seminars | 5,465 | 5,477 | 3,055 |

| New Members | 2017 | 2018 | 2019 | 2020 |
|--------------------|-------------|-------------|-------------|-------------|
| | 431 | 357 | 359 | 302 |

Expenditure and Position Summary

| | 2019 Actual | 2020 Estimated | 2021 Budget |
|---------------------|--------------------|-----------------------|--------------------|
| Salary Expenditures | \$423,407 | \$450,130 | \$467,450 |
| Full Time Positions | 7 | 7 | 7 |

Organizational Chart



Commission Members

Expiration of Term

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

General Government

Budget Highlights

0011027 DEPARTMENT OF AGING

| OBJECT | PROJECT | DESCRIPTION | 2019 ACTUAL EXPENDITURE | 2020 ORIGINAL BUDGET | 2020 REVISED BUDGET | 2021 BUDGET REQUEST | 2021 APPROVED BUDGET |
|-------------------------------------|---------|-----------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| SALARIES | | | | | | | |
| 514000 | | REGULAR WAGES | \$391,371 | \$410,400 | \$410,400 | \$426,435 | \$426,435 |
| 515100 | | OVERTIME | 17,843 | 21,210 | 21,210 | 21,800 | 21,800 |
| 517000 | | OTHER WAGES | 14,193 | 18,520 | 18,520 | 19,215 | 19,215 |
| TOTAL SALARIES | | | \$423,407 | \$450,130 | \$450,130 | \$467,450 | \$467,450 |
| CONTRACTUAL SERVICES | | | | | | | |
| 541000 | | PUBLIC UTILITIES | \$102,331 | \$105,000 | \$105,000 | \$105,000 | \$105,000 |
| 541100 | | WATER AND SEWER CHARGES | 4,226 | 4,300 | 4,300 | 4,400 | 4,400 |
| 543000 | | REPAIRS AND MAINTENANCE | 8,368 | 7,000 | 7,000 | 7,000 | 7,000 |
| 553000 | | TELEPHONE | 1,453 | 1,610 | 1,610 | 1,700 | 1,610 |
| 553100 | | POSTAGE | 1,297 | 1,540 | 1,540 | 1,540 | 1,540 |
| 554000 | | TRAVEL REIMBURSEMENT | 1,219 | 1,300 | 1,300 | 1,400 | 1,400 |
| 581120 | | CONFERENCES AND MEMBERSHIPS | 479 | 500 | 500 | 500 | 500 |
| 585028 | | BCO- DIAL-A-RIDE PROGRAM | 70,203 | 70,160 | 70,160 | 70,160 | 70,160 |
| TOTAL CONTRACTUAL SERVICES | | | \$189,576 | \$191,410 | \$191,410 | \$191,700 | \$191,610 |
| SUPPLIES AND MATERIALS | | | | | | | |
| 561400 | | MAINTENANCE SUPPLIES | \$11,901 | \$12,000 | \$12,000 | \$12,000 | \$12,000 |
| 561800 | | PROGRAM SUPPLIES | 5,764 | 6,000 | 6,000 | 6,000 | 6,000 |
| 562200 | | NATURAL GAS | 34,683 | 35,360 | 35,360 | 35,000 | 35,000 |
| 562300 | | GENERATOR FUELS | 0 | 1,500 | 1,500 | 1,500 | 0 |
| 569000 | | OFFICE SUPPLIES | 837 | 850 | 850 | 850 | 850 |
| 570300 | 19022 | CARPET BILLIARDS ROOM | 4,733 | 0 | 0 | 0 | 0 |
| 570400 | 19039 | MOWER | 2,748 | 0 | 0 | 0 | 0 |
| TOTAL SUPPLIES AND MATERIALS | | | \$60,666 | \$55,710 | \$55,710 | \$55,350 | \$53,850 |
| TOTAL DEPARTMENT OF AGING | | | \$673,649 | \$697,250 | \$697,250 | \$714,500 | \$712,910 |

City Memberships

Service Narrative

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

Budget Highlights

0011030 CITY MEMBERSHIPS

| OBJECT | PROJECT | DESCRIPTION | 2019 ACTUAL EXPENDITURE | 2020 ORIGINAL BUDGET | 2020 REVISED BUDGET | 2021 BUDGET REQUEST | 2021 APPROVED BUDGET |
|-----------------------------------|---------|----------------------------|-------------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| CONTRACTUAL SERVICES | | | | | | | |
| 531001 | | CCM | 41,894 | 41,895 | 41,895 | 41,895 | 41,895 |
| 531002 | | NVCOG | 21,954 | 30,155 | 30,155 | 33,660 | 33,660 |
| 531003 | | FARMINGTON RIVER WATERSHED | 3,870 | 3,875 | 3,875 | 4,325 | 4,325 |
| TOTAL CONTRACTUAL SERVICES | | | \$67,718 | \$75,925 | \$75,925 | \$79,880 | \$79,880 |
| TOTAL CITY MEMBERSHIPS | | | \$67,718 | \$75,925 | \$75,925 | \$79,880 | \$79,880 |

Community Promotions

Service Narrative

The Community Promotions funding provides program grants to non-profit organizations within the City. The Mum Festival and Forestville Memorial Day Parades are supported with Community Promotions funding. Other promotional events throughout the City of Bristol sponsored by this budget including, fireworks at the Bristol Blues baseball games The Mayor's Arts and Culture Commission was recently formed and will be reviewing funding requests related for this line item.

Budget Highlights

| 0011034 COMMUNITY PROMOTIONS | | | 2019 | 2020 | 2020 | 2021 | 2021 |
|-----------------------------------|---------|------------------------------|-----------------------|--------------------|-------------------|-------------------|--------------------|
| OBJECT | PROJECT | DESCRIPTION | ACTUAL EXPENDITURE | ORIGINAL BUDGET | REVISED BUDGET | BUDGET REQUEST | APPROVED BUDGET |
| OTHER/MISCELLANEOUS | | | | | | | |
| 581730 | | MUM FEST | \$50,000 | \$50,000 | \$50,000 | \$50,000 | \$15,000 |
| 581770 | | MAYOR'S COMMUNITY PROMOTIONS | 15,402 | 25,000 | 40,000 | 25,000 | 25,000 |
| TOTAL OTHER/MISCELLANEOUS | | | \$65,402 | \$75,000 | \$90,000 | \$75,000 | \$40,000 |
| TOTAL COMMUNITY PROMOTIONS | | | \$65,402 | \$75,000 | \$90,000 | \$75,000 | \$40,000 |

Committees, Boards and Commissions

Service Narrative

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

Budget Highlights

| 0011041 BOARDS AND COMMISSIONS | | | 2019 | 2020 | 2020 | 2021 | 2021 |
|-------------------------------------|---------|-------------|-----------------------|--------------------|-------------------|-------------------|--------------------|
| OBJECT | PROJECT | DESCRIPTION | ACTUAL EXPENDITURE | ORIGINAL BUDGET | REVISED BUDGET | BUDGET REQUEST | APPROVED BUDGET |
| SALARIES | | | | | | | |
| 515100 | | OVERTIME | \$5,611 | \$5,250 | \$5,250 | \$6,000 | \$6,000 |
| TOTAL SALARIES | | | \$5,611 | \$5,250 | \$5,250 | \$6,000 | \$6,000 |
| CONTRACTUAL SERVICES | | | | | | | |
| 561800 | | POSTAGE | \$40 | \$50 | \$50 | \$50 | \$50 |
| 557700 | | ADVERTISING | 0 | 500 | 500 | 0 | 0 |
| TOTAL CONTRACTUAL SERVICES | | | \$40 | \$550 | \$550 | \$50 | \$50 |
| TOTAL BOARDS AND COMMISSIONS | | | \$5,651 | \$5,800 | \$5,800 | \$6,050 | \$6,050 |