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April 29, 2010

BOARD OF FINANCE CHAIRMAN'S BUDGET MESSAGE

TO THE CITY COUNCIL, CITIZENS AND TAXPAYERS OF BRISTOL:

As Chairman of the Board of Finance, it is tradition and my privilege to present this 2010-2011 budget message.

BUDGET HIGHLIGHTS, PRIORITIES, AND ISSUES

The focus 2010-2011 budget was to preserve the current level of City services while maintaining the City's strong financial condition. The Board of Finance had to look at ways to bridge a gap of \$12.8 million between requests and revenues. This was a very difficult task since the State and Federal aid is uncertain and we are in the midst of one of the greatest economic downturns since the Great Depression. Last year we used \$2.5 million of our fund balance to have a 0% increase. We can no longer use this strategy this year which would have a great impact on our excellent bond rating of Aa3. During these difficult economic times, the Mayor, City Council, and Board of Finance made fiscally responsible decisions during the budget process. During the budget process we considered department needs, educational needs and revenues compared to expenditures. Most of our smaller departments came in between zero and two percent. Some of our deeper cuts were felt by the Board of Education who did a fine job managing these cuts with minimal impact to the education of our students. Our Public Works department came in with a large increase, but our Comptroller and his Staff have implemented a plan to increase funding in road improvements and capital in the next five years.

Although we certainly don't enjoy raising taxes, we felt by doing so we have solved a structural problem we had this year, and next year we should be much more solvent. We want to continually foster an environment that supports existing businesses and through our economic development programs attract new business. Therefore, considering increasing expenditures and a large loss of revenues we had to increase our mill rate from 25.99 to 27.34.

Board of Finance Chairman's Budget Message (continued)

Breakdown of Increasing Expenditures and Declining Revenues

Expenditures

The Board of Finance had to bridge a gap of \$12.8 million between requests and revenues.

- Requests totaled \$178.3 million from the City side and Board of Education. This is a \$7.6 million increase over the current budget
- General Government increased \$5.8 million or 8.44%
- The Board of Education increase was \$1.8 million or 1.74%
- The largest increase of \$3 million was from Public Works for road maintenance of \$1.6 million, new equipment of \$812,000, and an increase in the snow budget of \$414,000
- Most other small departments came in with a 0-2% increase

Revenue Decline

The City is estimated to lose approximately \$5.2 million in revenues

- This includes \$2.5 million from the rainy day fund to balance the current budget
- Also, the City will lose \$1 million due to a change in the State's formula from reimbursing Special Education for this program
- Approximately \$900,000 on interest income

Strategies used in balancing the 2010-2011 budget:

- Department Heads were asked to submit a budget between zero and two percent
- The Mayor has frozen all positions and no new hires
- Cost savings by reorganization through attrition
- Minimal bonding of the Five Year Capital Improvement Plan
- Keeping our Contingency at \$900,000
- Only granting capital requests if absolutely necessary
- Use of the Board of Education surplus to pay for needed capital equipment.
- Continue to develop and implement fiscal policies to keep the City's bond rating strong
- Develop a plan to prioritize Capital spending in a way that spread these cost over time to minimize the tax impact
- Regionalization with other towns in the area where there can be cost savings
- Consolidate management to increase efficiency and reduce operational costs in departments
- Mayor Ward and Dr. Streifer again this year have been outspoken advocates to eliminate unfunded mandates which cost Connecticut city's millions of dollars

Board of Finance Chairman's Budget Message (continued)

Summary

Bristol's finances have strong financial management from the Mayor, City Council, Board of Finance, as well as a very dedicated and efficient Comptroller's Office. We also have a very strong reserve which results in favorable ratings by Standard & Poor's for future borrowing. We also have promoted strong economic incentives for business growth to attract more companies to our City which would create jobs and increase our Grand List. In closing, some of the cuts and efficiencies we are trying to achieve will build a stronger foundation for future budgets.

ACKNOWLEDGEMENTS

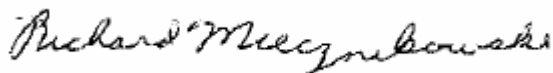
I personally want to recognize every member of this Finance Board for your numerous hours of work on behalf of the citizens of Bristol. Your attendance during evening meetings of public hearings and workshops regarding this budget, in addition to regular meetings shows your enduring voluntary commitment to your City. Also, a special thank you to our Insurance Committee including John Smith, Greg Fradette, Robert Casar, Glenn Klocko and Robin Manuele for their diligence. The City reaped the benefit of over one million dollars by going out to bid with other insurance carriers.

I would be remiss on behalf of the Board if I didn't thank our Comptroller, Glenn Klocko, Assistant Comptroller, Robin Manuele, Chief Accountant, David Bernagel, Accountant, Tina Bunnell, and Assistant to the Comptroller, Jodi McGrane, for guidance and assistance to the Board in this process. Thank you.

IN CONCLUSION:

The annual budget process is a dynamic process that provides the City of Bristol with the opportunity and means to review past accomplishments and evaluate goals and objectives for the future. The Mayor, the City Council, and Department Heads came together, as a team, at a number of hearings and workshops to address and meet the challenges of this budget year. We will look forward to the successful implementation of this budget and to the challenges of next year's budgetary process.

Respectfully submitted,



Richard Miecznikowski
Board of Finance Chairman





Comptroller's Budget Message

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

It is my pleasure to present this 2010-2011 budget message and budget document for review. It is the culmination of months of effort on the part of many. Elected officials, people appointed to Boards and Commissions of the City, management and staff employees worked diligently to present this document in its completed format.

This letter provides a concise overview of the City's approved 2010-2011 budget. The budget is balanced for all funds and was approved by the Joint Board of the City Council and Board of Finance on May 17, 2010. The approved budget for all funds is \$191,768,742, with the general fund portion of the budget on which the mill rate is primarily based, is \$170,934,555. The mill rate increased 1.25 mills from 25.99 to 27.24 mills.

The budget process started with a December Mayoral "kick-off" meeting in the Council Chambers with Department Heads. All City officials were invited to attend.

Mayor Ward expressed to Department Heads at the December kick-off budget meeting his concerns, priorities, and goals for the upcoming budget session.

The Mayor stressed how the State of Connecticut budget affects the City of Bristol budget. A large State fiscal year-end deficit is anticipated due to lower sales tax revenues, lower income tax revenues, and lower corporate tax revenues. This means, at best, no future budgetary growth to municipalities for state grants. While the State deficit is expected to grow, it is also expected that State service cut-backs will be necessary in response to lower state revenues. It is unclear at this time if Bristol will be affected by the States' actions.

Connecticut continues to be in a recessionary economy. We can expect rising unemployment locally, regionally, as well as nationwide, coupled with sluggish housing sales and continued housing foreclosures.

The Mayor also indicated the 5 year Capital Improvement Plan (CIP), which incorporates the Capital Budget, will be reviewed for approval along with the operating budget, to gain the total impact of the state of the City's finances. The tab labeled 'Capital Budget Summary' contains the Capital Budget and CIP information for 2010-2011.

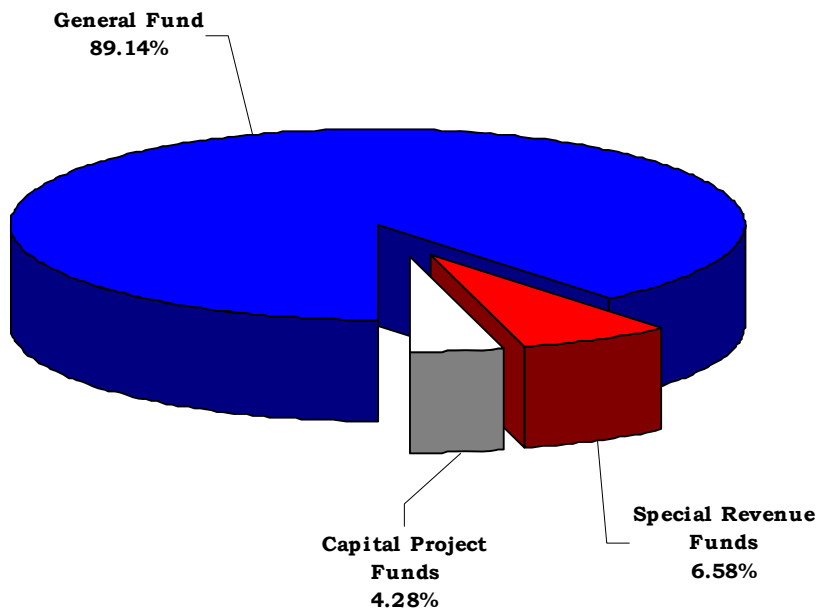
Balanced Budget

The fiscal year 2011 Operating Budget is balanced financially and philosophically. It embraces many tenets that are reviewed in this budget message. It is the desire of this administration, through this budget, to advance the quality of life for residents of the City of Bristol.

Comptroller’s Budget Message (continued)

- The budget provides balanced total estimated revenues to total projected expenditures by fund for all funds;
- Estimated Revenues (financial resources) **equal** appropriations (financial uses) for all funds; formally budgeted or not. When estimated revenues are below appropriations for any fund, the fund shall use its accumulated fund balance/retained earnings in an amount to maintain a balanced fund budget.

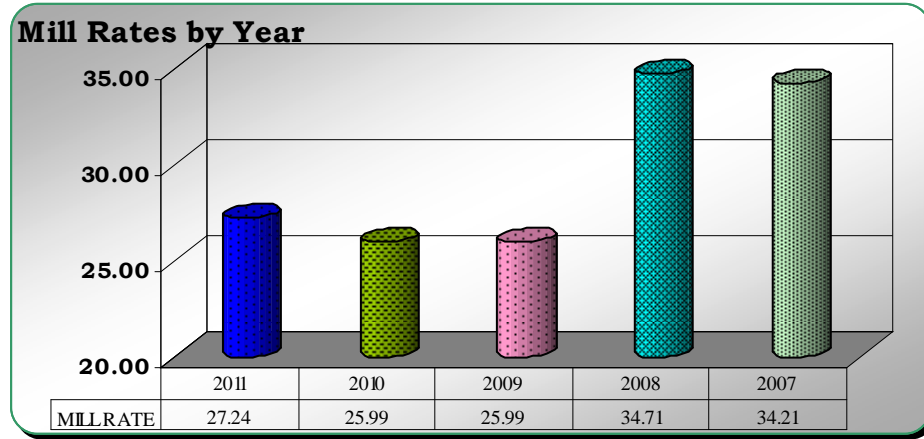
HIGHLIGHTS OF THE APPROVED 2011 BUDGET



ALL FUNDS TOTAL: \$ 191,768,742

The City of Bristol’s Operating Budget totals \$170,934,555. The 2011 budget emphasizes a focus on reducing expenditure levels and estimated revenues, government-wide, with little or no impact on service levels.

Comptroller’s Budget Message (continued)



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

MAJOR HIGHLIGHTS OF THE 2010-2011 BUDGET

Economic Forecast: Recession:

The following Economic Forecast was prepared by the City’s Purchasing Agent. The forecast is used year-to-year to provide a consistency factor for departments estimating operating costs contained within the various budgets. If actual costs are higher than estimated, budgetary adjustments will be necessary during budget implementation.

	Economic Forecast			Economic Forecast	
	09-10	10-11		09-10	10-11
Fuel Oil:	\$1.768	\$1.7726	Increases:		
Gasoline:	\$1.393	\$2.3966	Electricity: per kilowatt hours	\$0.1028	\$0.10813
Diesel Fuel:	\$1.931	\$1.9333	Bituminous Materials:	5%	5%
Natural Gas: per cubic foot	\$1.30	\$1.0372	Tires:	10%	3%
			Postage:	\$.44	\$.44
			Office Supplies:	2%	2%
			Clothing & Uniforms:	1.0%	1.4%
			Transportation:	0%	0%

State Budget

2010-2011 was the second year of the State’s biennial budget. The Governor’s Office and the State Comptroller’s Office predicted a large year-end deficit for June 30, 2010. Possible responses, for which the City is financially preparing, are: increased State taxes collected by the City which are due to the state and/or reduced grant revenues to the City and State appropriation reductions that will reduce State provided services.

Comptroller's Budget Message (continued)

Mill Rate: Result of Budget Deliberations

It became apparent early in budgetary meetings that the City had a structural budget problem, meaning that if not corrected, there would be a high probability of multi year end deficits resulting from growing expenditures and reduced revenues.

To correct the structural problem, the growth rate in expenditures was reduced and budgeted estimated revenues were also reduced. The result was a one time higher than usual mill rate increase of 1.25 mills.

The Mayor froze most open/vacant employee positions in the existing year and for the upcoming budget year. Next, there were significant cut-backs for in-state and out-of-state travel, including conference attendance when not affecting employee certifications. Also, all overtime was strictly monitored and any significant expenditure of overtime required advance Mayoral approval. Motor fuel usage was closely monitored and cost savings and usage measures were implemented, which remain ongoing. Also, thermostats in City buildings were lowered in winter and raised in summer. Finally, after extensive review of budgetary requests, significant appropriation reductions were made.

Bristol Budget - Early Preparation Stage

Very early in the budget development stages, the Mayor requested that departments build their budgets in the following manner which mirrored the previous year's guidance:

- Overall departmental requests should not exceed a 2% increase. Lower is more desirable.
- No incremental budgeting.
- Revert 10-11 operational requests (supplies) to current year levels where there are no contractual agreements to do otherwise.
- General Fund Capital Requests: request only those items that represent employee and or public safety matters of importance. Public/employee safety, along with written comprehensive justification, will be the key determinants for Mayoral consideration and approval.

OTHER HIGHLIGHTS

Revenue Sources:

Forecasting

Revenue forecasting involves the use of analytical techniques to produce estimates of the inflow of resources in the future.

Revenues of the City are annually forecasted (estimated) based on revenue type, growth pattern, underlying historical assumptions, as well as revenue reliability and validity of the estimates. Our forecasting uses a combination of three to five year trend analysis, consensus, and human judgment (as opposed to random guessing) methods. The underlying assumptions for each major source of revenue are identified and documented. The Comptroller's Office works closely with department heads responsible for revenue estimates to identify any changes in local, regional, or national economic conditions, citizen demands, as well as changes in professional associations' guidance relative to revenues, and changes in state and local government programs and policies. Changes in the City's political environment are also considered. All assumptions, when

Comptroller's Budget Message (continued)

identified, must be reasonable, valid, and current. Obviously, obsolete assumptions due to changing conditions are identified and no longer considered. For fiscal year 2010-11, many revenues sources such as building permits, investment income and real estate transfer taxes were significantly adjusted downward to more accurately reflect current economic conditions and actual collections.

Readers may find it an interesting fact that taxes levied and intergovernmental revenues (state & federal grants) comprise 96.5% of all 2010-2011 City General Fund estimated revenue sources.

Taxes (67.7% of all revenues)

The tax levy increased by \$5,710,770 for the budget year of 2010-11 due primarily to a 1.25 mill increase. The City of Bristol had what would be independently considered a strong tax collection rate at 98.10% at June 30, 2009. During the course of the past ten fiscal years the collection rate has varied from a low of 97.10% in 2002 to a high of 98.11% in 2006.

Intergovernmental (28.8% of all revenues)

Cities rely heavily upon intergovernmental revenues (state & federal grants) to balance their budgets. Bristol is no exception to that fact. The total grant revenue Bristol receives decreased by \$1.398 million. The State's Educational Cost Sharing grant to Bristol is its largest grant and represents \$41 million of the total \$50 million in estimated state grants.

Federal Grants

Federal grants have been shrinking over the past several years. Nevertheless, any grant is important to the City. Federal grants are a very small portion of the overall 2010-2011 grant picture of the City at \$84 thousand in estimated grant awards. However, several million dollars in one-time education oriented grants were received mid-year by the City's Board of Education. This new funding source helped to reduce the 2010-2011 Board of Education appropriation.

Appropriations (Expenditures):

It is said that budgeting is not an exact science. The structural-balance concept in budgeting seeks to ensure that stable and reliable delivery of public services is the goal of the budget process.

The following factors were significant components within the appropriation side of the budget this year:

- A significant pending State deficit puts a large degree of uncertainty on its affect to Bristol's state grant revenue projections
- Percentage increase - after several rounds of departmental reductions, most department budget increases were at or close to zero
- All controllable appropriations remained at prior levels
- Use of Fund Balances to balance the operating budget, \$2.6 million in the previous year, was eliminated
- Infrastructure line items within the Public Works budget for building maintenance, vehicle replacements and road resurfacing were significantly reduced. However, a 3-5 year plan was put in place to systematically increase those appropriations, recognizing that infrastructure upkeep cannot be ignored beyond one fiscal year.

Comptroller's Budget Message (continued)

- Funding for education saw its lowest increase in at least a decade. As previously mentioned, a mid-year multi million dollar federal relief grant replaced any lost City funding.

The Big Picture

After all the budgetary dust settled and the City of Bristol had an approved budget, the following is a summary of what happened.

Percentages

- The Operating budget (for all funds) decreased 2.3%
- The General Fund budget increased 0.08%
- The Education Department received a 0.29% increase
- City Department totals decreased 0.23%
- Taxes increased 4.81%
- Mill rate increased 1.25 mills

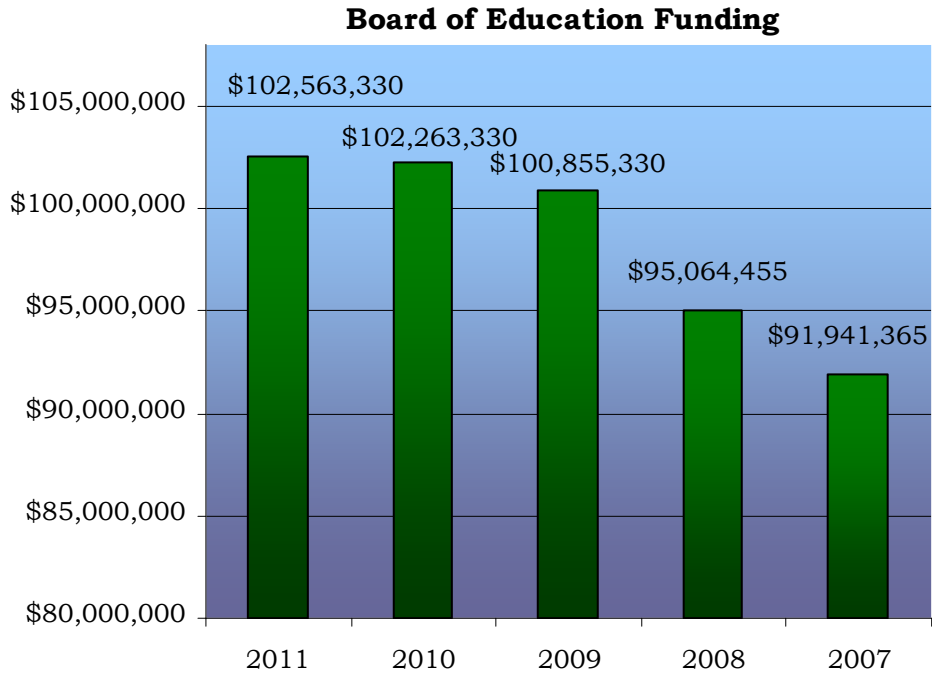
Other Information

- The City's Grand List increased from \$4.242 billion dollars to \$4.273 billion dollars.
- The City used \$875,000 of its reserves to balance its budget; a decrease of \$2,020,000 from 2009-2010
- Open positions remained frozen and not funded in the proposed budget year.
- Appropriation reductions were made budget-wide with more concentrated reductions within the Public Works and Education department.
- The use of excess funds in the City's pension plans was explored for possible use to pay a portion of City provided health benefits. This did not come to fruition.

Education (Part I of II)

This department represents the largest appropriation in the budget due to the nature of its function; educating the City's children. Education received its lowest increase in decades (\$300,000 or .29%). In recent years, education received near full funding of its requested amounts. This year that increase would have been several million dollars. Education officials fully cooperated in the budget process and understood that due to the economic constraints, the proposed increase was unrealistic. Educational funding went well beyond local reductions, in that there were significant independent grant reductions as well.

Comptroller's Budget Message (continued)



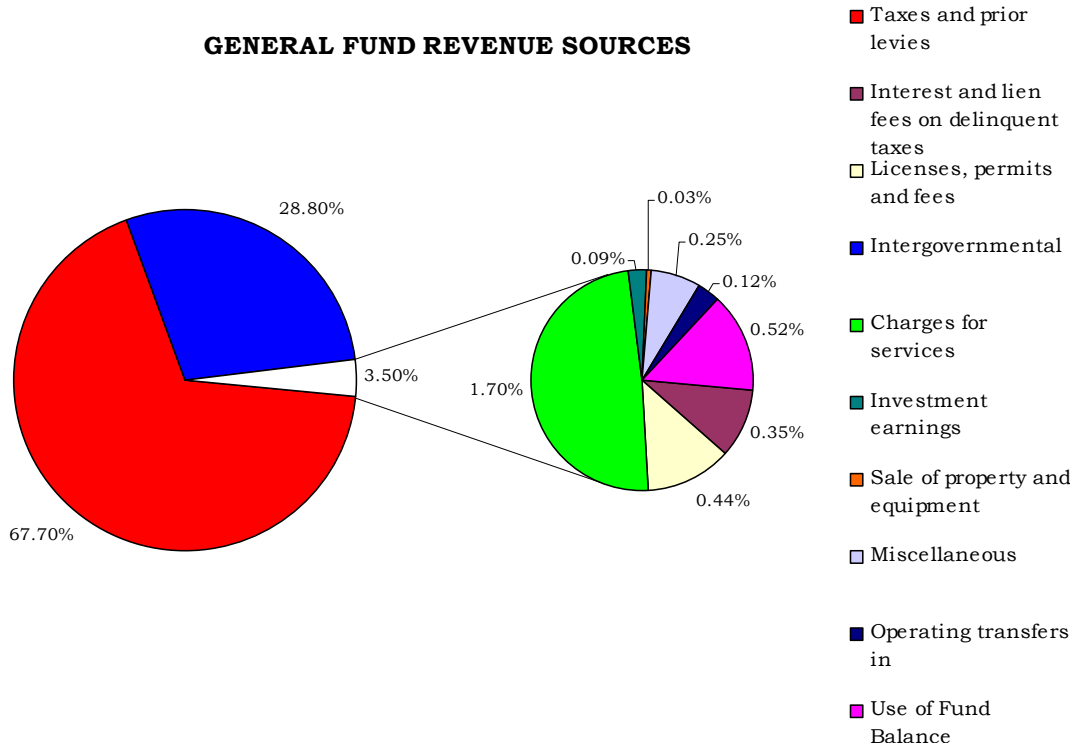
Shown above is the Joint Board approved funding for the Board of Education for the last five budget years

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

Even with significant appropriation reductions, the City of Bristol's General Fund continues to support the majority of the City's public services including police, fire, public works, general government, parks & recreation, libraries, debt service, and other miscellaneous items. The 2010-2011 General Fund operating budget reflects an increase of \$140,215 or a .08% increase over the 2009-2010 General Fund approved budget.

Comptroller’s Budget Message (continued)

PROFILES OF THE APPROVED 2011 OPERATING BUDGET BY FUND



FISCAL IMPACT

OPERATING BUDGET: GENERAL FUND

Contingency

Perhaps the most unpredictable yet probably highly favorable impact is the General Fund Contingency appropriation. Each fiscal year, City officials “worry” if the funding level will be sufficient to handle emergency expenditures for a bad winter storm year or unforeseen emergencies. Contingency provides the first line of defense to any potential use of the City’s fund balance levels.

The Contingency line item in the General Fund was mainly untouched throughout the prior fiscal year due to little to no unforeseen emergencies, fewer winter storms, and over-all tight fiscal control by the Board of Finance over this line item.

Contingency has traditionally been funded at \$1.0 million. Analysis of the account indicated that the year-end balances for the past several years exceeded several hundred thousand dollars, often used for year-end transfers. This year, contingency is funded at \$930,000.

Comptroller’s Budget Message (continued)

Staffing Levels

As previously mentioned, open positions not affecting employee and/or public safety were not funded in the 2010-2011 budget. Open positions will continue to be reviewed by the Mayor on a case by case basis.

Long-Term Goals and Objectives

The City faces the challenge of meeting infrastructure and equipment needs with limited resources.

With its long-time financial goals and objectives in mind, the City develops and prepares a Capital Improvement Program (CIP) that is a 5 year plan identifying capital projects to be funded during the planning period. The Capital budget represents the first year of the CIP. The CIP and Capital Budget also serve as links to the City’s planning process in other ways. The CIP is developed in concert with the City’s Comprehensive Land Use Plan, its Debt Management strategy, the City’s downtown redevelopment plans, and a multi-year plan to refurbish the City’s parks.

Financial Goals and Objectives

In addition to the formal long-term planning process, City administration from time to time adopt a set of informal long-term goals and policies. Increasing expenses related to snow removal, fleet replacement and road upgrades are on-going financial problems. Presented below are three informal 5 year funding policies increasing appropriations for the three aforementioned programs.

Public Works

The following funding strategies were adopted by the Board of Finance for future snow removal, fleet and road overlay budgets:

Snow Removal

Year		Base	\$779,200
1	09-10		\$779,200
2	10-11	40,000	819,200
3	11-12	60,000	879,200
4	12-13	80,000	959,200
5	13-14	100,000	1,059,200
6	14-15	120,000	1,179,200

Fleet

Year		Base	\$15,000
1	09-10		\$15,000
2	10-11		15,000
3	11-12	385,000	400,000
4	12-13	150,000	550,000
5	13-14	150,000	700,000
6	14-15	150,000	850,000
7	15-16	150,000	1,000,000

Roads

Year		Base	\$935,000
1	09-10		\$935,000
2	10-11	150,000	1,085,000
3	11-12	200,000	1,285,000
4	12-13	250,000	1,535,000
5	13-14	300,000	1,835,000
6	14-15	350,000	2,185,000
7	15-16	400,000	2,585,000

Comptroller's Budget Message (continued)

Education (Part II of II)

Over the last few years, the City of Bristol has invested a great deal of resources toward educational spending. This has allowed the Board of Education to improve its curriculum as well as improve its overall education structure.

The City of Bristol, like most towns and cities, is faced with the challenges of the federal "No Child left Behind" act which requires a great deal of resources and management. The act requires all students to be proficient and does not distinguish special education students from the whole student body.

The City is proud of its recent achievements on tests administered by the State of Connecticut. The test scores reflect a remarkable improvement over the previous year in the tenth grade. The percentage of the City's sophomores who scored at or above the statewide goal soared in three of the four areas tested; math, science and writing, and held their own in reading. The scores as a whole showed that the goals set by the district and the strategies in place to meet them paid off. More than 90 percent of Bristol students scored proficient in reading, 91 percent in writing. The test scores can be found in their entirety behind the "Board of Education" tab and reflect the investment Bristol has made to educate its children.

The district spends a lot of time helping teachers learn new ways of reaching students. Teachers meet to collaborate with others teaching the same classes or the same grade levels.

Non Financial Goals and Objectives

The Governmental Accounting Standards Board (GASB) issues new pronouncements that affect City non-financially, but in its required financial reporting requirements. GASB 45 & 54 are two such pronouncements.

Other: Accounting Standards, GASB Statement No. 45 Funding Background

A new accounting requirement will impact future funding levels for employee benefits other than pension benefits. Beginning in the 2007 reporting year, the City was required to disclose the liability for what is termed Other Post Employment Benefits (OPEB) and the assets designated to cover those liabilities in its financial statements. This disclosure mirrors a similar requirement for pension benefits, assets versus liabilities. The future budgetary impact is significant. Any state or municipality issuing debt will be questioned by rating agency analysts on 'the plan' to cover the OPEB liability. Any 'plan' will require an ongoing and increasing cash infusion into an irrevocable trust fund. Failure to do so over time will have future credit rating implications (downgrade), we are told. A reservation of fund balance has been set aside for this purpose. In addition, the Board of Finance selected a graduated funding method to eventually fully fund our annual required contribution. The feasibility of transferring excess (over-funded) pension fund assets into an OPEB Trust Fund was considered this year but no action was taken. Further consideration of the transfer may occur in the next budgetary cycle.

Comptroller's Budget Message (continued)

Statement No 54- Fund Balance Reporting and Governmental Fund Type Definitions.

The GASB indicates the objective of this statement is to enhance the usefulness of fund balance information by providing clearer fund balance classifications that can be more consistently applied and by clarifying the existing governments fund type definitions. The City intends to fully implement statement number 54 for its June 30, 2011 financial reports (CAFR).

THE FUTURE OUTLOOK

Revaluation in the Future

Revaluation of all real property (real estate) occurs once every five years. Previously, the law mandated revaluation once every four years and prior to that, once every 10 years. To lessen the financial impact, the City has set aside funds annually for an anticipated revaluation in 2012, projected to cost \$900,000. The last statistical revaluation was completed in 2007 and was effective for the 2008-09 budget year. Following the 2012 revaluation, the next one will be in 2017.

Our Schools in the Future

In conjunction with census 2000 information, the Board of Education is proceeding with upgrades to several school facilities. Plans include additions and refurbishing of existing buildings and the purchase of land to build one or two new elementary schools. The ramifications of this process, apart from the new facilities, will be future planning for a series of debt service issuances that will fit the parameters of the City's debt policy. In addition, the Board of Education closed a school prior to the 2010-2011 school year, expected to result in savings approaching \$1 million.

BUDGET DOCUMENT

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

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

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

Comptroller's Budget Message (continued)

Review and Award Process

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

ACKNOWLEDGEMENTS

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

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

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

Respectfully submitted,



Glenn S. Klocko,
Comptroller