City of Bristol
Board of Finance

INFORMATION TO ACCESS THIS MEETING
https://bristolct-gov.zoom.us/j/83403921047?pwd=WkZhN052YlVXTFRhM3RjMnd2VmtTUT09

Meeting ID: 834 0392 1047
Passcode: 12345

A regular Board of Finance Budget Hearing will be held on February 26, 2026, at 5:00 PM. in Meeting Room 3-1, 111 North Main Street, Bristol, Connecticut. *No votes will be taken.*

1. Call to Order

2. Public Participation

3. Budget Reviews of the Following Departments:

   a.
      - Purchasing
      - Economic and Community Development
      - Information Technology
      - City Council
      - Mayor's Office
      - Probate Court
      - Registrars of Voters
      - Assessor
      - Board of Assessment Appeals
      - Tax Collector
      - Comptroller's Office
      - Treasurer
      - Human Resources
      - Corporation Counsel
      - Town and City Clerk
      - Board of Finance
      - Department of Aging
      - City Memberships
      - Community Promotions
      - Boards and Commissions
      - Emergency Management
      - Building Inspection
      - School Readiness
      - St. Vincent DePaul
      - C-MED
      - Veterans Strong Community Center
      - Cemetery Upkeep

4. Adjournment

PER ORDER OF THE CHAIRPERSON
David Maikowski

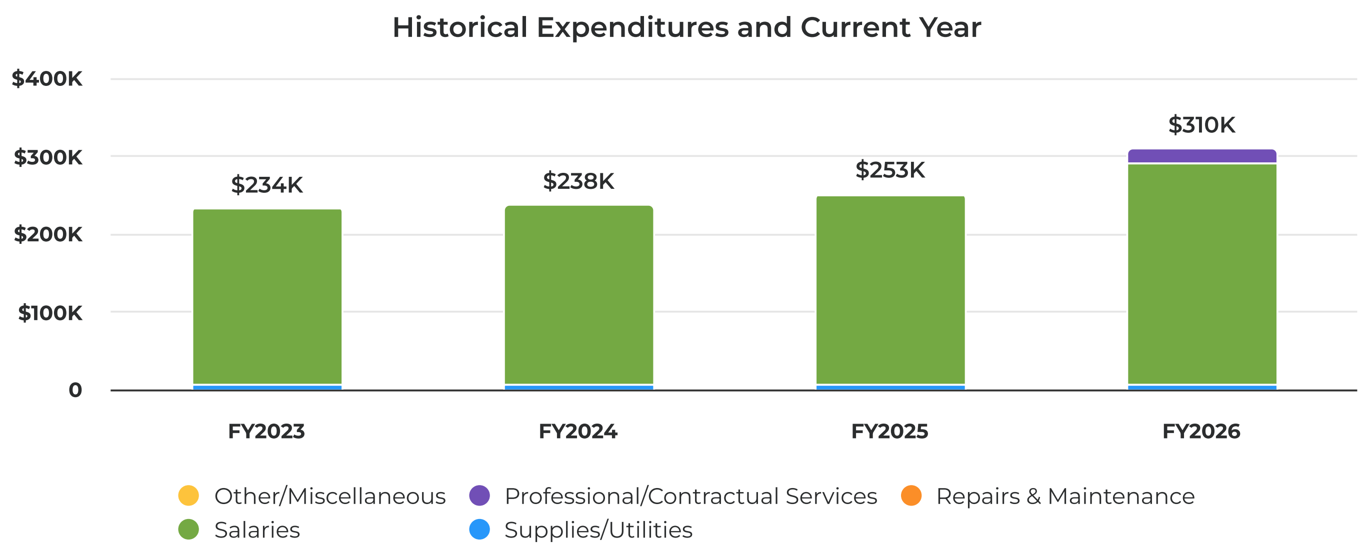
Purchasing

Nancy P. Haynes, Purchasing Agent

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

- Centralization of contracting activities;
- Contract compliance services;
- Information on product sources, vendor information and other relevant information;
- Studies of market conditions for various commodities and/or services;
- Conformance with local, state and federal procurement guidelines;
- Asset tracking (including sale or disposal).

Expenditures



Expenditures

Category	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2026 Actual	FY 2027 Requested	FY 2026 vs. FY 2027
Salaries	$242,846	$283,385	$285,705	$142,506	$295,685	4.34%
Other/Miscellaneous	$4,132	$1,165	$1,165	$850	$1,220	4.72%
Professional/Contractual Services	-	$18,900	$18,900	-	$22,425	18.65%
Supplies/Utilities	$5,928	$6,450	$6,308	$6,132	$6,450	0.00%
Repairs & Maintenance	-	-	$142	$203	$100	-
Total Expenditures	**$252,906**	**$309,900**	**$312,220**	**$149,691**	**$325,880**	**5.16%**

Goals and Accomplishments

Fiscal Year 2026 Goals and Accomplishments:

- Assisted in the bidding of end stage services (FF&E, Move Management) related to completion and occupancy of a new Northeast Middle School.
- Coordinated bidding for construction and other construction-related services and subsequent commencement of construction for phase 2 of Page Park improvements.
- Began the transition to a new electronic bidding platform to solicit bids and RFPs
- Filled a new position to assist in the volume of procurement and related services for all departments in order to respond to demand for services, especially for the Bristol Public Schools.

Fiscal Year 2027 Goals:

- Bristol Public Schools have several large capital projects, including a Renovate as New Edgewood Pre-K school, roofs and targeted alterations at the high schools, and the Purchasing Department will be working collaboratively with the Building Committee to retain professionals and construction services for these projects.
- The Economic & Community Development and Public Works Departments are developing plans for improvements and alignment along the Route 72 corridor, and the Purchasing Department will provide efforts to prepare for construction of this project.
- The existing Police Department has been identified as a building in need of either a major renovation or replacement. The Purchasing Department anticipates the provision of assistance toward this capital project.
- An animal control facility, whether new or renovated, is on the horizon. The Purchasing Department anticipates the provision of assistance towards this capital project, inclusive of design and engineering as well as construction activities.
- Expand use of the electronic bidding platform for contract creation, processing and management.

Long Term Goals:

- Continue to streamline procurement processes that reduce manual tasks, utilize technology integration and develop and implement strategies that minimize procurement risk and increase customer service. The Purchasing Department expects to be a key part in the extension of its use into multidisciplinary documents such as certificates of insurance, vendor management and contracts.

Expenditure and Position Summary

	2025 Actual	2026 Estimated	2027 Budget
Salary Expenditures	$242,846	$284,907	$295,685
Full Time Positions	3	4	4

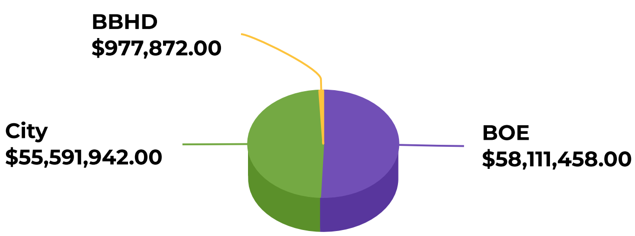
Salaries

Qty	Position	Salary
1	Purchasing Agent	$121,075
2	Purchasing Assistant	$62,151
1	Admin Assistant	$50,308

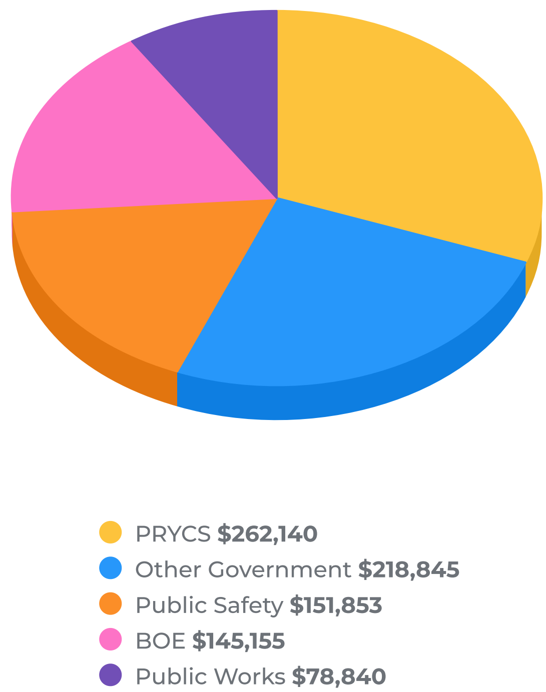
Organizational Chart

Purchasing

Value of Purchase Orders Issued FY2025



Procurement Card Annual Usage by Activity FY2025



Community Development Block Grant Fund

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

Service Narrative

The Economic and Community Development (ECD) Department is responsible for coordinating economic and community development in the City of Bristol. The department manages municipally-led economic and community development efforts, applies for and administers major grant funding, and coordinates economic and community development marketing efforts. The department is governed by a nine-member, bipartisan Board of Directors chaired by the Mayor. The Board has full responsibility for the Community Development Block Grant (CDBG) programs, reviews applications for the Neighborhood Assistance Act, and oversees redevelopment activities that include managing the sale of certain City-owned property as well as implementing incentive programs, including economic development grants/loans, tax abatements, and more.

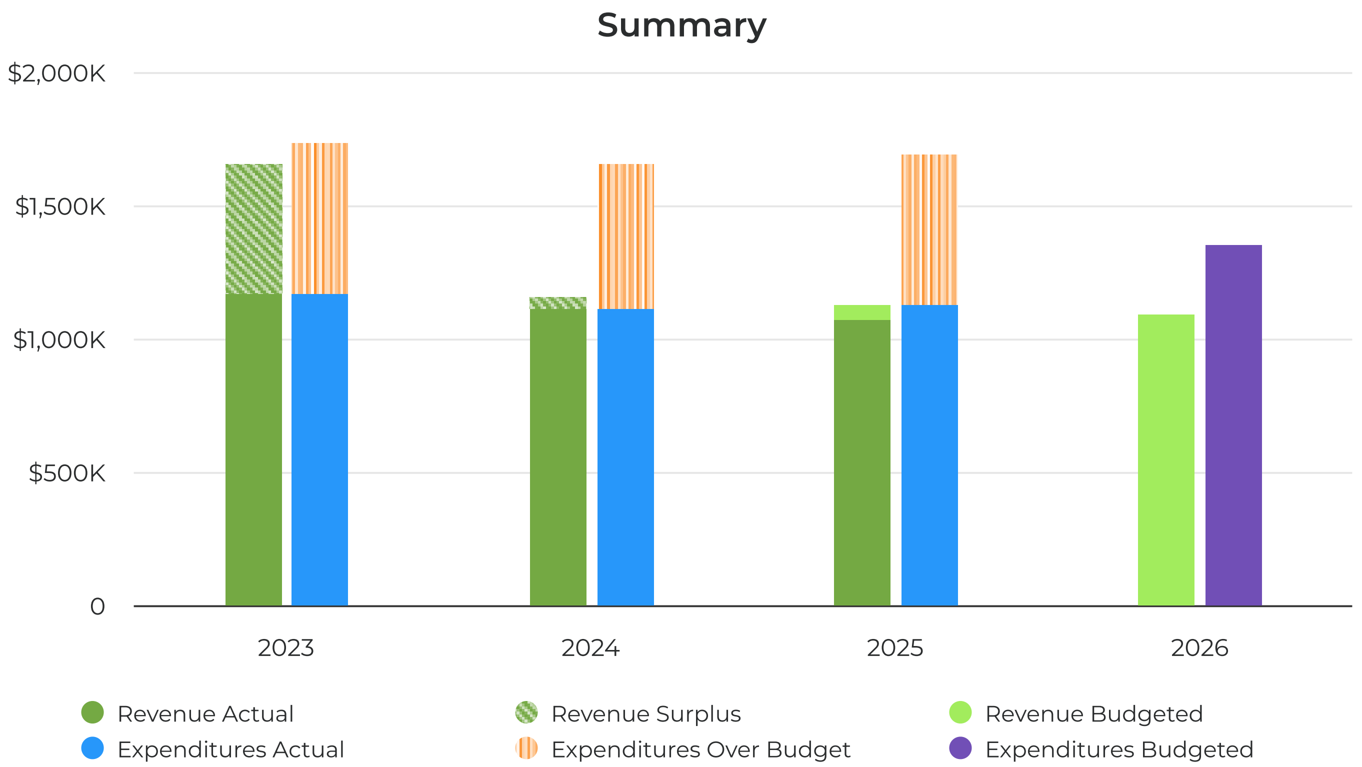
The ECD office has five full-time staff positions, the majority of whom administer or generate special revenue. The Grants Administrator position is funded 50% by the City and 50% by federal funds through the U.S. Department of Housing and Urban Development (HUD). The Housing and Projects Specialist is primarily funded by HUD, and two other positions – the Executive Director and the Sr. Administrative Assistant – receive partial funding support from HUD. The Marketing and Public Relations Specialist is fully funded by the City of Bristol. The federal government requires a specific accounting for each portion of the HUD-supported salaries.

Economic development efforts are concentrated on attracting, retaining, and growing industrial, office, medical, and retail/service establishments. The ECD also works to encourage the development of new residential projects, including an emphasis on multifamily housing. This strategy helps to grow the tax base while offering employment opportunities and access to housing for Bristol residents. In addition to increasing the tax base, the ECD is focused on increasing employment opportunities in Bristol and stimulating economic development in other ways. Part of this process includes promoting the many qualities that make Bristol an ideal location to open a business, from its talented workforce, to its convenient central Connecticut location, to potential incentives for businesses in critical industries.

Downtown redevelopment remains a priority for the ECD, and is part of a continuing effort to improve the physical environment, to attract new businesses and housing, and to establish a new sense of purpose for the City center. The ECD has taken the lead on redeveloping approximately 15 acres in the heart of downtown now known as Centre Square, among other initiatives.

Summary

The City of Bristol is projecting $1.13M of revenue in FY2025, which represents a 1.7% increase over the prior year. Budgeted expenditures are projected to increase by 1.7% or $19.02K to $1.13M in FY2025.

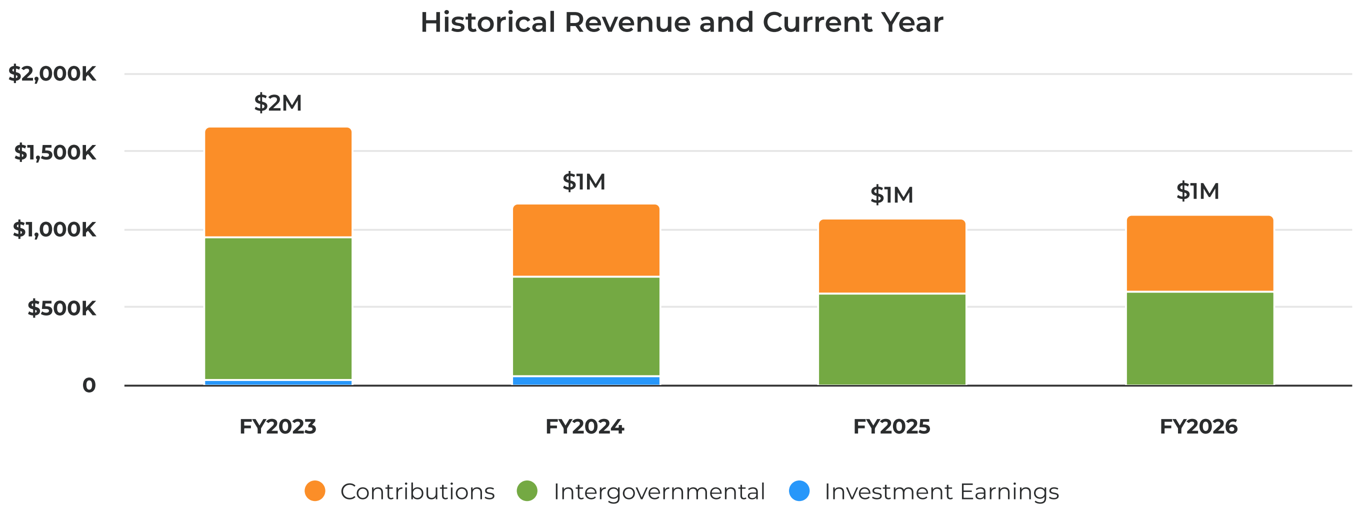


CDBG Fund Summary

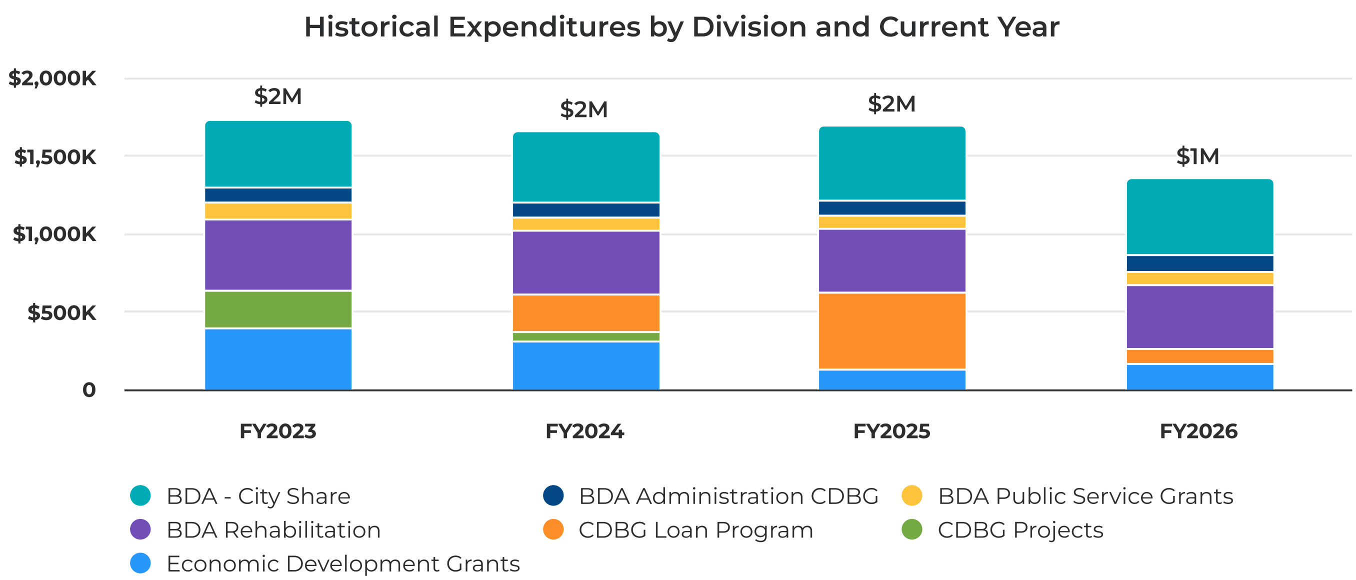
CDBG Fund Summary

Category	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2026 Actual	FY 2027 Requested	FY 2026 vs. FY 2027
Beginning Fund Balance	-	-	-	-	-	-
Revenues						
Intergovernmental	$584,503	$545,645	$594,149	$238,451	-	-
Contributions	$485,880	$492,985	$498,710	$498,710	$518,825	5.24%
Total Revenues	**$1,070,383**	**$1,038,630**	**$1,092,859**	**$737,161**	**$518,825**	**-50.05%**
Expenditures						
Salaries	$494,511	$496,155	$501,880	$200,325	$478,875	-3.48%
Other/Miscellaneous	$998,303	$324,500	$668,504	$326,791	$284,500	-12.33%
Employee Benefits	$126,223	$150,355	$150,355	$57,580	$197,510	31.36%
Professional/Contractual Services	$8,990	$13,270	-$20,560	$2,523	$12,100	-8.82%
Supplies/Utilities	$59,300	$54,350	$54,350	$16,944	$53,600	-1.38%
Total Expenditures	**$1,687,328**	**$1,038,630**	**$1,354,529**	**$604,162**	**$1,026,585**	**-1.16%**
Total Revenues Less Expenditures	**-$616,945**	**-**	**-$261,670**	**$132,999**	**-$507,760**	**-**
Ending Fund Balance	**-$616,945**	**-**	**-$261,670**	**$132,999**	**-$507,760**	**-**

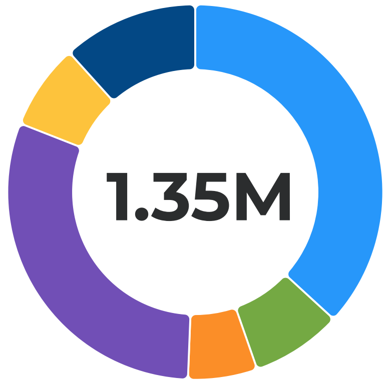
Revenues



Expenditures by Division



FY26 Expenditures by Division



BDA - City Share	**$498,710**	36.82%
BDA Administration CDBG	**$106,125**	7.83%
BDA Public Service Grants	**$80,872**	5.97%
BDA Rehabilitation	**$410,822**	30.33%
CDBG Loan Program	**$100,000**	7.38%
Economic Development Grants	**$158,000**	11.66%

Expenditures by Division

Category	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2026 Actual	FY 2027 Requested	FY 2026 vs. FY 2027 Budget
BDA - City Share	$479,322	$492,985	$498,710	$203,408	$518,825	5.24%
BDA Rehabilitation	$405,342	$443,190	$410,822	$130,893	$404,320	-8.77%
BDA Administration CDBG	$95,279	$102,455	$106,125	$26,604	$103,440	0.96%
BDA Public Service Grants	$84,699	-	$80,872	$19,197	-	0.00%
Economic Development Grants	$122,686	-	$158,000	$124,060	-	0.00%
CDBG Loan Program	$500,000	-	$100,000	$100,000	-	0.00%
Total Expenditures	**$1,687,328**	**$1,038,630**	**$1,354,529**	**$604,162**	**$1,026,585**	**-1.16%**

Goals and Accomplishments

Fiscal Year 2026 Accomplishments

Economic Development Incentives

From July 1, 2025 to present, the Economic and Community Development (ECD) department coordinated business development incentives – including grants, loans, and tax abatements – to assist growing businesses and developers undertaking significant projects. Recent incentives include:

- ECD and its lending partner, Community Investment Corp. (CIC), closed 7 loans to assist businesses using the ECD's Forgivable Revolving Loan Fund. This includes helping several businesses purchase commercial property to conduct operations, helping to launch an eatery and banquet facility in Forestville, assisting a counseling center with a downtown buildout, and helping a downtown manufacturer purchase machinery.
- Provided Small Business Micro Grants to several small businesses undertaking facility upgrades. This included longtime Bristol businesses as well as several startup operations.
- As part of relocation incentives, high-technology manufacturer General Machine and New Direct Cabinets/Express Kitchens will enjoy tax breaks through the State of Connecticut Urban Jobs Program.
- Several businesses and non-profits continued important work funded through the local American Rescue Plan Act (ARPA) grant process. These businesses and non-profits include Bristol Health, Bristol Boys and Girls Club, BristolWORKS!, BARC, and several others.

Economic Development Highlights

- The ECD is coordinating the sale of two key downtown properties for development: (1.) the final development parcel on Centre Square and (2.) the "Sessions" mill building at 273 Riverside Ave. The ECD is targeting the development of new multifamily housing for each project.
- Carrier Construction is nearing completion of Phase #2 of a sprawling mixed-use complex on Centre Square that includes more than 100 apartments and 16,000 square feet of ground-floor commercial space.
- Following years of effort, the ECD has coordinated the sale of all development parcels in the Southeast Bristol Business Park. The business park will soon host at minimum 10 manufacturing, distribution, office, and vocational school businesses employing hundreds and contributing to the local economy.
- The City completed the sale of 894 Middle Street, a 14-acre Brownfield site, to Carrier Construction to develop a private industrial park featuring up to 40 industrial units for rent.
- Resulting from an ECD-funded traffic study and ARPA grant for a traffic signal, developers have completed a large development project on State Route 6 that includes a 25,000 square foot medical center, a car wash, and a Chic-fil-A restaurant.

Marketing Highlights

- The ECD developed a targeted marketing campaign to reach young professionals age 25 to 34. The campaign promotes local assets to encourage residents and visitors in this age group to engage in all that Bristol has to offer – from housing, to job opportunities, to entertainment and dining options.
- The ECD remains committed to promoting Bristol's small businesses – both existing and new to the City – through social media, public relations, and targeted marketing initiatives.
- The ECD celebrated the opening of 29 new businesses by attending ribbon cutting ceremonies and/or grand opening celebrations in 2025.
- The ECD recognized 11 Bristol businesses celebrating milestone anniversaries (30-plus years in business) in 2025.
- The ECD continues to partner with key groups to promote the community. This includes strong ties with the Arts & Culture Commission and similar local boards and commissions, Bristol businesses, and nonprofit organizations by utilizing several marketing channels, including social media and an e-newsletter.

Community Development Highlights

- In FY 2025, the ECD awarded Community Development Block Grant (CDBG) public service grants with a value of $81,781 to ten (10) community agencies providing programs to benefit Bristol residents with low and moderate incomes, and set aside $3,000 in funds to support Fair Housing activities in the City.
- For the period July 1, 2024 to June 30, 2025, the ECD utilized $203,100 in CDBG Housing Rehabilitation funds to provide grants for projects benefiting 28 single-family homeowners, and awarded $44,650 for rehabilitation of 15 multi-family housing units (total CDBG grants = $247,750). Typical home improvements include the replacement of a home's roof, windows, or heating system; upgrade to plumbing or electrical systems; sewer or water line replacement; and other emergency repairs. The rehabilitation work performed through this program improves the housing stock in Bristol and enables residents to maintain the safety and integrity of their homes.

Grants Administration Highlights

- The City received an Open Space grant from the State of CT Department of Energy and Environmental Protection (DEEP) for $428,700 with a $140,000 City match for a total of $568,700 to purchase a parcel completing the Hoppers-Birge Pond Preserve.
- The City was awarded a $569,106 grant from CT DOT as part of the Community Connectivity program to improve crosswalks and pedestrian walkways throughout the State. The latest award focuses on a heavily traveled section of Emmett Street in the Forestville section of Bristol that is densely developed with multifamily dwellings and small single-family homes. The City has previously received several grants from this program, bringing the total funded to date to $2,191,310.
- The City received a $4,000 grant from the Thomaston Savings Bank Foundation to support the Police Cadet Program at the Bristol Police Department, designated to refurbish donated bicycles and purchase safety equipment for cadets to use while riding.
- The City also received a $5,000 grant from the Enbridge Foundation's Safe Community First Responder Grant Program to purchase portable gas detectors for the Bristol Fire Department.
- Applications pending at this time include a proposal to the Dept. of Energy and Environmental Protection's Urban Green & Community Garden Program to create the Centre Square Pocket Park at Riverside Avenue and North Main Street, a community amenity that will complete the development of Centre Square. Additionally, the City submitted an application for a $128,000 grant with a $32,000 City match to the U.S. Dept. of Transportation for the Safe Streets 4 All Program, to engage in a planning exercise that will expand and develop a previous regional planning effort by the Naugatuck Valley Council of Governments.

Fiscal Year 2027 Goals

Incentivize Private Development

- The ECD will build upon the success of current business incentive programs, including the Forgivable Revolving Loan Fund, Small Business Micro Grant, and Facade Improvement Grant.
- Collaborate with the Department of Public Works, Bristol Water and Sewer, and other partners to upgrade infrastructure that is conducive to economic growth. This includes completing streetscape work on Riverside Ave./Park St., completing a "Pocket Park" on Centre Square, continuing work on a downtown bike path, investing in safety measures for downtown parking structures, and similar infrastructure upgrades.

Continued Brownfield Redevelopment

- Continue work on the redevelopment of the J.H. Sessions building at 273 Riverside Avenue. City staff are working with a developer and State offices on the development of affordable apartments at the site.
- There are several privately owned properties in which environmental contamination hinders redevelopment. Of note is the former Chic Miller Chevrolet property on West St. This property and others may benefit from State and local assistance to address contamination prior to development.

Secure Competitive Grants and Continue Bristol's Successful CDBG Process

- Continue to manage grants administration while coordinating the CDBG program in a responsible manner, adapting to funding changes and shifting priorities for the community. The department's primary effort for 2027 is to meet the growing needs of local non-profits, particularly those that assist the homeless, while continuing to fund the popular housing rehabilitation program.

Address Workforce Development Challenges and Opportunities

- Increase support to workforce development initiatives to help local residents improve their employment prospects, their net worths, and to aid local businesses in finding reliable employees.
- Continue strong partnership with BristolWORKS!, an innovative local workforce development agency.

Continued Focus on Promoting Bristol

- Continue efforts to promote the many positive attributes of Bristol to a variety of audiences including:
    - Encourage residents and local businesses to exhibit "civic pride" and to be aware of the many businesses, community events, and similar local opportunities.
    - Promote to those outside Bristol that the "All Heart City" is a great place to visit, purchase property, to start/expand/relocate a business.
- FY 2027 efforts will include economic development videos in collaboration with the Mayor's Office and City Departments, continuing to promote businesses through social media campaigns, site visits to recognize businesses celebrating milestone anniversaries (30+ years), along with site visits to highlight other businesses. In addition, ECD will work with businesses moving to or expanding in Bristol to provide information about Bristol to employees.

Downtown/West End/Forestville Growth

- Work to ensure the numerous projects planned for downtown, the historic "West End," and Forestville proceed successfully through the City's regulatory processes, secure City/State incentives necessary to obtain financing, and navigate other challenges to get "shovels in the ground." As mentioned above, continue to collaborate with City and State departments to upgrade infrastructure necessary to support development.

Long Term Policy Goals

- Support the Mayor's Office to establish a Strategic Plan for the City of Bristol to help ensure continuity of dynamic, yet fiscally responsible economic growth over the next 10-20 years.
- Support policy decisions and regulatory processes that establish an environment in Bristol that is conducive to economic growth. This may include adjusting local policies to best meet the needs of a changing business climate.
- Remain focused on the struggles of local non-profit agencies experiencing an increased caseload – particularly organizations assisting the homeless population.

Expenditure and Position Summary

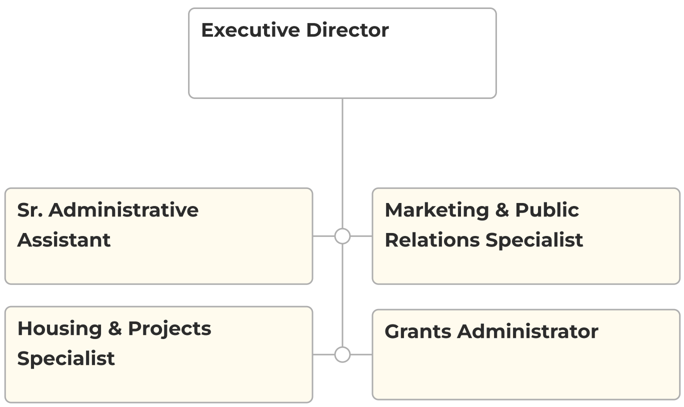
	2025 Actual	2026 Estimated	2027 Budgeted
Salary Expenditures	$494,511	$496,155	$478,875
Full time positions	5	5	5

Salaries

Qty	Position	General Fund	Other Funds
1	Executive Director	$ 136,312	$ 2,782
1	Grants Administrator	$ 58,026	$ 58,025
1	Marketing & PR Specialist	$ 74,298	
1	Housing & Project Specialist	$ 841	$ 83,254
1	Sr Admin Assistant	$ 43,457	$ 14,485

Organizational Chart

Economic & Community Development



Information Technology

Eric Evans, Chief Information Officer

The Information Technology (IT) Department is supervised by the Chief Information Officer, who manages the day-to-day operations of the department and establishes technology standards, policies, and strategic direction for City operations. The department is responsible for maintaining, monitoring, and securing the computer systems and network infrastructure that support City facilities and services. In addition, the department provides core network and server infrastructure, technical guidance, and operational standards in support of Bristol Public School District.

Expenditure Summary

The proposed increase in Repairs and Maintenance expenditures primarily reflects a planned transition from on-premises Microsoft Office and Microsoft Exchange systems to Microsoft Office 365 cloud services. The City's current version of Microsoft Office will reach end of support in October of next year, and maintaining unsupported software is no longer an acceptable operational or cybersecurity risk.

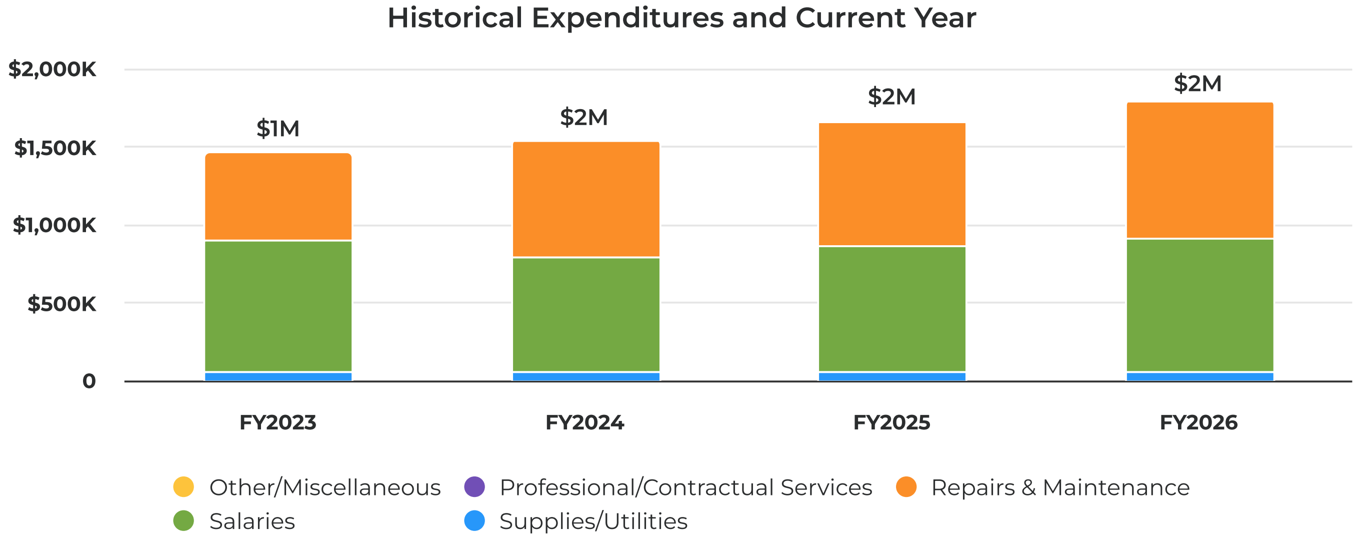
Continuing to operate the existing in-house email environment would also require a significant near-term investment in additional storage capacity, as well as the purchase and deployment of the newer, supported version of Microsoft Office. In the current cybersecurity environment, the City can no longer defer major software upgrades for extended periods, as has been done in the past, without increasing exposure to security vulnerabilities and compliance risks.

Moving to Office 365 represents a lower-cost alternative that avoids these capital and support expenses while providing a supported, secure, and scalable platform. This transition also extends the usable life of the City's current storage infrastructure by reducing on-premises storage demands, helping to defer future replacement costs.

The IT industry continues to shift away from perpetually licensed, on-premises software toward subscription-based services delivered as operational expenses. This change reflects the reality that modern software platforms require continuous updates, security patching, and vendor support, and it is no longer feasible or cost-effective to operate critical systems on unsupported versions for extended periods. The proposed budget reflects this broader industry shift while prioritizing predictable costs, security, and long-term sustainability.

In addition, hardware costs continue to increase due to ongoing supply chain constraints and industry-wide memory shortages. These shortages are driven in part by increased demand from artificial intelligence and other high-performance computing workloads, which has reduced availability and increased pricing for enterprise-grade memory used in servers, storage, and endpoint equipment. As a result, hardware replacement and expansion costs are higher than in prior years.

Expenditures



Expenditures

Category	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2026 Actual	FY 2027 Requested	FY 2026 vs. FY 2027
Salaries	$804,165	$850,040	$857,835	$475,772	$857,835	0.92%
Other/Miscellaneous	$6,000	$6,000	$6,000	$3,436	$6,000	0.00%
Professional/Contractual Services	$10,000	$10,000	$10,000	$8,851	$20,000	100.00%
Supplies/Utilities	$52,060	$60,100	$60,100	$37,997	$49,200	-18.14%
Repairs & Maintenance	$803,075	$876,240	$1,094,893	$1,036,550	$1,273,840	45.38%
Capital Outlay	-	-	-	-	$45,000	-
Total Expenditures	**$1,675,300**	**$1,802,380**	**$2,028,828**	**$1,562,606**	**$2,251,875**	**24.94%**

Goals and Accomplishments

Fiscal Year 2026 Accomplishments:

- Implemented enhancements to the City website platform to ensure compliance with newly issued ADA accessibility requirements.
- Facilitated the installation of a remote door-unlock system for the Mayor's Office, improving security and operational efficiency.
- Supported and coordinated the implementation of the Bristol Public Schools Huddle Camera system, enabling live-streaming of student athletic events.
- Implemented a new archival solution to comply with updated State requirements for ballot box camera footage retention.
- Successfully renegotiated the City's electronic signature solution to maintain flat pricing despite broader market cost increases.
- Led and supported the technology transition of the Early Childhood Education program to a temporary facility, ensuring continuity of operations with no service disruption.
- Acquired updated server and datacenter licensing and initiated upgrades of all City servers to versions supported beyond the January 2027 end-of-support deadline for Server 2016.
- Renewed and refreshed hardware supporting the City's storage environment to maintain reliability and performance.
- Navigated the renewal and continued support of the City's VMware virtualization platform amid significant vendor licensing changes.
- Initiated a refresh of the City's server hardware supporting the virtual server environment to maintain performance and add much needed compute capacity.
- Began planning and implementation of a firewall replacement in advance of the current system's end-of-support next fiscal year.
- Facilitated the upgrade of the existing phone system to maintain a supported version.

Fiscal Year 2027 Goals:

- Complete upgrades of all City server operating systems to versions supported beyond the January 2027 end-of-support deadline.
- Complete the transition of City and Bristol Public Schools firewall systems to fully supported platforms.
- Replace the aging core network switching infrastructure within the Emergency Services data center to improve reliability and resiliency.
- Finalize, test, and formally document the City's Incident Response Plan to strengthen cybersecurity preparedness.
- Complete the City data center high-line power upgrade to improve redundancy and operational stability.
- Facilitate the installation of an exterior lobby camera at the Police Department to enhance security coverage.
- Successfully migrate the City's email environment to Microsoft Office 365.
- Upgrade all existing installations of Microsoft Office to supported versions prior to the October 2026 end-of-support deadline.
- Facilitate the upgrade of the Police Department's NexGen software platform to ensure continued functionality and improve performance.
- Implement a new City-wide phone system, including an integrated electronic faxing solution.
- Conduct third-party penetration testing and implement an endpoint management and patching solution to improve cybersecurity posture.
- Support and coordinate the technology transition from the old to the new Engine 3 fire station.
- Support and coordinate the technology transition from the old to the new Northeast Middle School.
- Facilitate the installation and upgrade of Bristol Public Schools camera systems funded through the School Security Grant program.

Long-Term Goals:

- Maintain a high level of customer service for City and Board of Education departments by supporting evolving technology needs and operational initiatives.
- Strengthen the City and Board of Education's cybersecurity posture to ensure continued protection of systems, data, and services.
- Pursue secure, scalable technology solutions that balance operational needs with long-term cost control, recognizing sustained and accelerating cost growth across the information technology industry.

Expenditure and Position Control

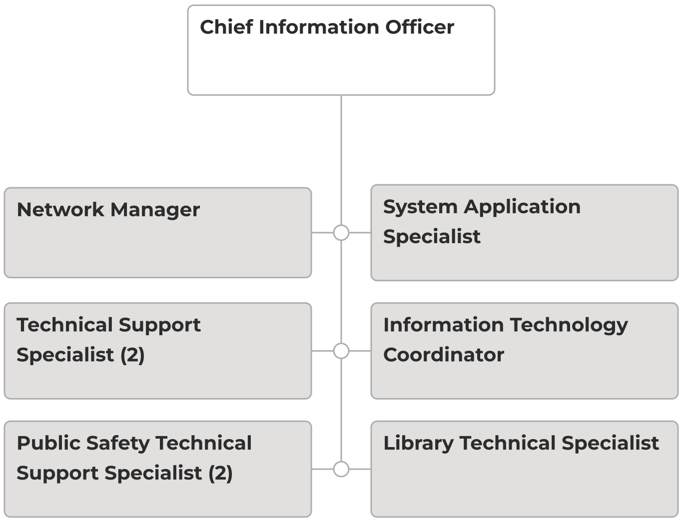
	2025 Actual	2026 Estimated	2027 Budget
Salary Expenditures	$800,901	$856,835	$856,835
Full Time Positions	9	9	9

Salaries

Qty	Position	Salary
1	Chief Information Officer	$161,975
1	Network Manager	$119,357
2	Technical Support Specialist	$78,614
2	Public Safety Tech Support Specialist	$78,614
1	Library Tech Support Specialist	$78,614
1	Information Coordinator	$66,379

Organizational Chart

Information Technology



NEXT YEAR BUDGET DETAIL REPORT

PROJECTION: 20270 2026-2027 GENERAL CITY BUDGET

ACCOUNTS FOR: INFORMATION TECHNOLOGY	VENDOR	QUANTITY	UNIT COST	2027 REQUEST
543000 REPAIRS & MAINTENANCE				
0011020 543000 REP & MAIN				1,261,840.00 *
Munis - Annual Maint. Contract		1.00	280,000.00	280,000.00
Email Spam Filter		1.00	16,600.00	16,600.00
Email Archiving Service		1.00	18,000.00	18,000.00
QDS Tax & Assessor Software - Annual Maintenance		1.00	47,000.00	47,000.00
Assessors Vision CAMA Software - Annual Maintenance		1.00	43,000.00	43,000.00
Crowdstrike Endpoint Protection Software		1.00	17,000.00	17,000.00
VOIP Licensing Price dependent on new phone system Capital request - if the City gets a new phone system, this line item will be obsolete.		1.00	45,000.00	45,000.00
Cisco Smartnet		1.00	15,000.00	15,000.00
Nitro Pro Software		1.00	18,400.00	18,400.00
Kronos Software		1.00	34,000.00	34,000.00
Seamless Docs (GovOS)		1.00	19,000.00	19,000.00
Cyber Security Training/Awareness Software		1.00	40,000.00	40,000.00
ArcGIS Software		1.00	26,200.00	26,200.00
Firewalls for City & BOE		1.00	30,000.00	30,000.00
Zoom w/200GB of Cloud Storage		1.00	9,300.00	9,300.00
AD Management Software		1.00	5,000.00	5,000.00
Files.Com Large File Transfer Service		1.00	3,300.00	3,300.00
Vulnerability Software		1.00	18,000.00	18,000.00
Manage Detection & Response Service (MDR)		1.00	130,000.00	130,000.00
Viewpoint (OpenGov) Cloud for Building Dept.		1.00	32,100.00	32,100.00

munis a tyler erp solution

NEXT YEAR BUDGET DETAIL REPORT

PROJECTION: 20270 2026-2027 GENERAL CITY BUDGET

ACCOUNTS FOR: INFORMATION TECHNOLOGY	VENDOR	QUANTITY	UNIT COST	2027 REQUEST
CivicPlus/CivicClerk - Website & Agenda Manager		1.00	40,000.00	40,000.00
Uninterruptible Power Supply (UPS) - Annual Maintenance	25162	1.00	4,000.00	4,000.00
DUO Two Factor Authentication		1.00	22,400.00	22,400.00
Work Order System		1.00	7,000.00	7,000.00
VMWare - Annual Maintenance		1.00	25,000.00	25,000.00
Remote Access Software		1.00	2,040.00	2,040.00
Darktrace - Annual Maintenance (City Side)		1.00	17,000.00	17,000.00
Badge Printer - Annual Maintenance		1.00	1,300.00	1,300.00
Microsoft Office 365 Subscription for City-Side & 365 Backup Microsoft shortened support duration of our current Office Suite from 10yrs 3-5yrs - Our current Suite and storage costs have risen considerably, so it is fiscally efficient to move over to 365		1.00	200,000.00	200,000.00
Patch & Endpoint Management Necessary to distribute timely critical/non-critical updates/policies to machines on City Network		1.00	80,000.00	80,000.00
CivicPlus Accessibility Compliance (AudioEye) -Annual Maintenance Required to meet current/lawful accessibility standards for our website user base		1.00	6,200.00	6,200.00
Wasabi - Storage Local storage transfer to cloud backups for City and BOE in the event of catastrophic failure		1.00	10,000.00	10,000.00
TOTAL INFORMATION TECHNOLOGY				1,261,840.00
GRAND TOTAL				1,261,840.00

** END OF REPORT - Generated by Jodi McGrane **

NEXT YEAR BUDGET DETAIL REPORT

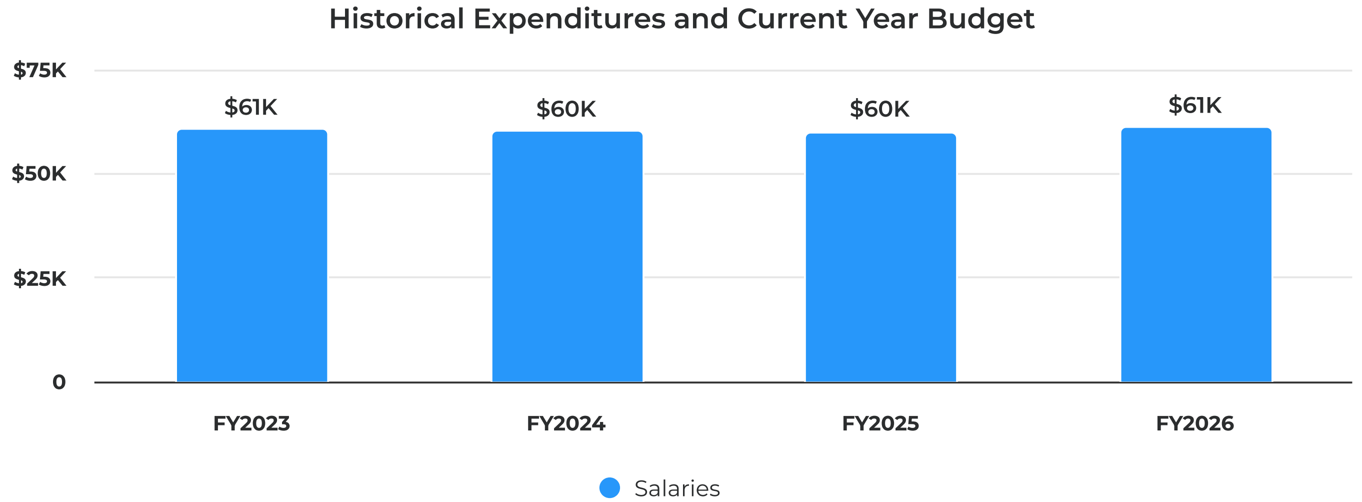
PROJECTION: 20270 2026-2027 GENERAL CITY BUDGET

ACCOUNTS FOR: INFORMATION TECHNOLOGY		VENDOR	QUANTITY	UNIT COST	2027 REQUEST
579999 2027 CAPITAL OUTLAY					
0011020 579999 2027 CAP					45,000.00 *
	PD Core Switches Current core switches have passed their End-of-Life date and need to be replaced		1.00	45,000.00	45,000.00
	Professional Services - Exchange		.00	.00	.00
TOTAL INFORMATION TECHNOLOGY	45,000.00				

City Council

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

Expenditures



Expenditures

Category	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2026 Actual	FY 2027 Requested	FY 2026 vs. FY 2027
Salaries	$60,089.73	$61,070.00	$61,070.00	$36,030.48	$61,070.00	0.00%
Total Expenditures	**$60,089.73**	**$61,070.00**	**$61,070.00**	**$36,030.48**	**$61,070.00**	**0.00%**

Goals and Accomplishments

- Assured fiscal stability by adopting, with the Board of Finance, a balanced budget for the fiscal year 2026 on May 19, 2025.

Salaries

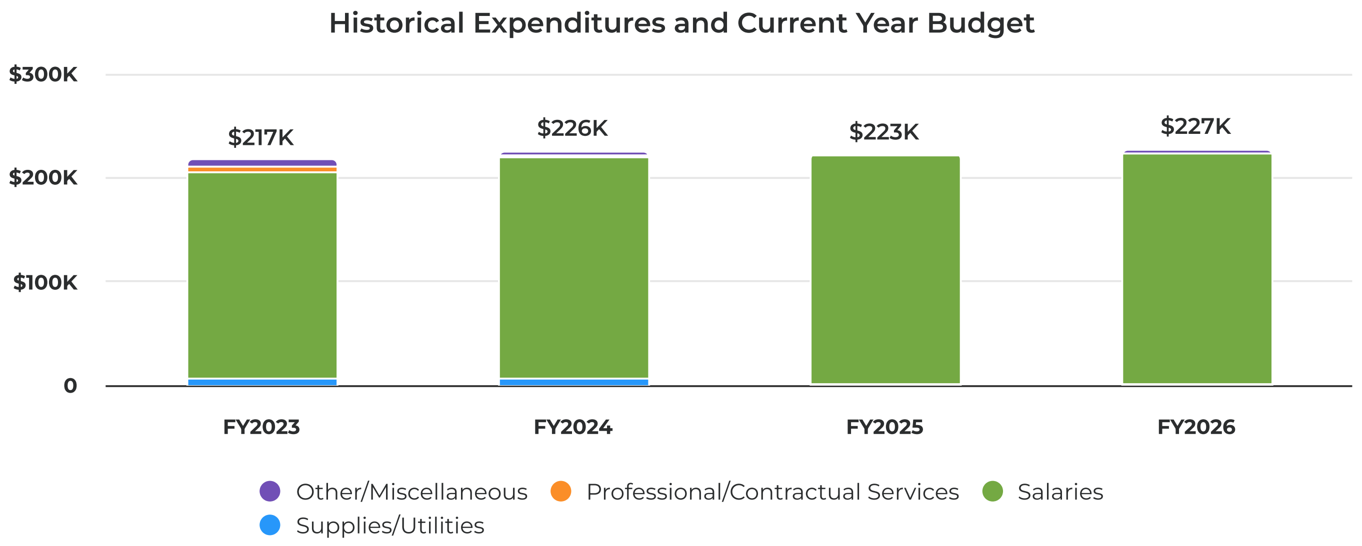
Qty	Title	Salary
6	Council Members	$10,178

Mayor's Office

Ellen Zoppo-Sassu, Mayor

The Mayor is the full-time elected chief municipal officer for the City, and is responsible for overseeing the day-to-day operations of the City. The Mayor serves as Chair of the City Council, Joint Meeting, the Economic & Community Development, Fire, Parks, Police and Public Works Commission, Mayor’s Task Force on Opioid Prevention and is a member of the Board of Finance, Retirement Board and liaison to the Bristol-Burlington Health District. The Mayor and six City Council have two year terms.

Expenditures



In FY2026, the Mayor's Office budget totals $227,235, reflecting a 4.53% increase from FY2025's $217,397. The largest expenditure remains Salaries, which increased by $7,120 or 3.31%, reaching $222,035 and comprising 97.71% of the total budget, slightly down in proportion from 98.86% the previous year.

Other/Miscellaneous expenses rose significantly by $1,983 or 98.29%, totaling $4,000 and representing 1.76% of the budget, up from 0.93% in FY2025. Supplies/Utilities also saw a notable increase of $736 or 158.42%, amounting to $1,200 and 0.53% of the total, recovering from a previous low of $464.

Professional/Contractual Services remained at $0, consistent with the prior year. Overall, the budget shows growth primarily driven by increases in Salaries, Other/Miscellaneous, and Supplies/Utilities categories.

Expenditures

Category	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2026 Actual	FY 2027 Requested	FY 2026 vs. FY 2027
Salaries	$220,054	$222,035	$223,675	$125,625	$219,765	-1.02%
Other/Miscellaneous	$2,017	$4,000	$4,000	$1,381	$4,000	0.00%
Supplies/Utilities	$464	$1,200	$1,200	$417	$1,200	0.00%
Total Expenditures	**$222,535**	**$227,235**	**$228,875**	**$127,423**	**$224,965**	**-1.00%**

Goals and Accomplishments

Fiscal Year 2026 Goals and Accomplishments

- Reviewed ongoing and proposed capital projects to ensure city investment is appropriate and aligns with the Plan of Development and fiscal priorities.
- Recruited new people to serve on boards and commissions, reflecting the City's diversity while also ensuring there are different perspectives for policy-making
- Redirected the City's fledgling Strategic Planning initiative into a more streamlined and meaningful process to better align department goals with city needs

Fiscal Year 2027 Goals

- Continue to evaluate department operations to achieve cost savings and efficiencies by leveraging resources, cross-training staff and maximizing resources to reduce the burden on taxpayers
- Continue the development of downtown and the Rt 72 corridor gateways to enhance it as a residential, retail and commercial destination
- Increase quality of life within all neighborhoods through the delivery of city services
- Work collaboratively with the Board of Education to ensure the budget appropriation meets the needs of students and staff to ensure a high quality and equitable education for all

Long Term Goals

- Oversee the revitalization of the Sessions Building into residential housing
- Ensure that the industrial parks are at capacity and new industry continues to contribute to the tax base
- Continue to support the health care sector to ensure that the community has access to quality services in their own City
- Work with other municipalities and the State of Connecticut to ensure the City has adequate resources to fund education, reduce homelessness, create housing opportunities and access to social services, as well as meet various other state mandates

Expenditure and Position Summary

	2025 Actual	2026 Estimated	2027 Budget
Salary Expenditures	$185,811	$189,445	$185,535
Full Time Positions	2	2	2

Salaries

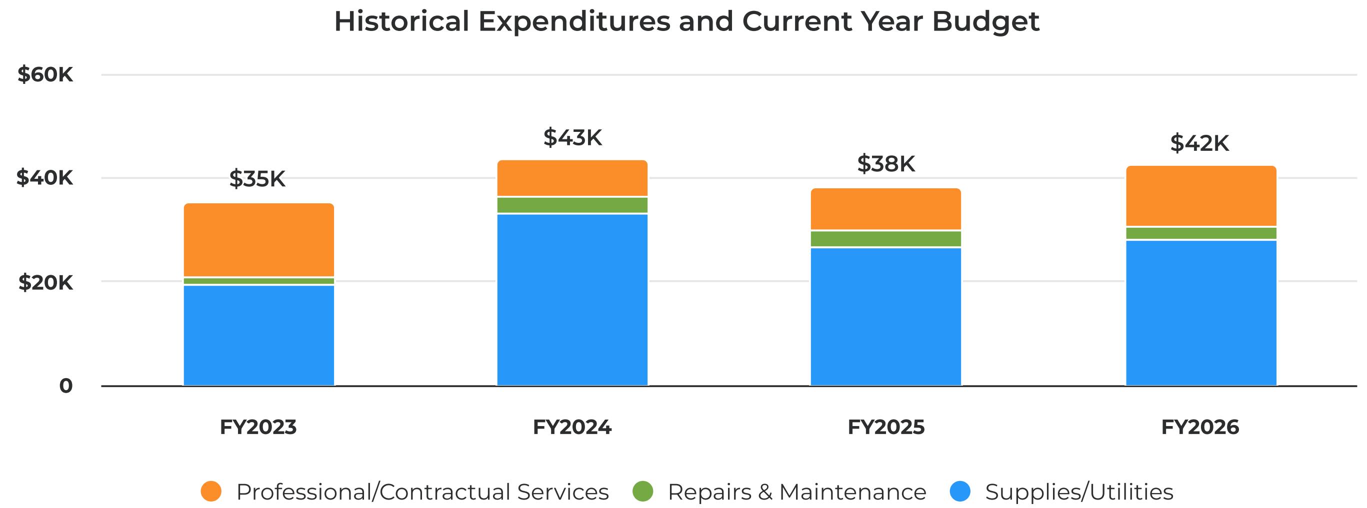
Qty	Title	Salary
1	Mayor	$105,961
1	Executive Assistant	$81,844
0.5	Administrative Aide	$26,430

Probate

William Hamzy, Probate Judge

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

Expenditures



Postage continues to be over half of our annual budget. The Court continues to try and encourage and educate the community about electronic access and electronic filing options to reduce the overall postage budget.

Expenditures

Category	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2026 Actual	FY 2027 Requested	FY 2026 vs. FY 2027
Professional/Contractual Services	$8,217	$11,700	$12,900	$12,220	$12,900	10.26%
Supplies/Utilities	$26,605	$28,100	$26,900	$27,241	$31,100	10.68%
Repairs & Maintenance	$3,383	$2,500	$2,500	$1,480	$2,200	-12.00%
Total Expenditures	**$38,204**	**$42,300**	**$42,300**	**$40,941**	**$46,200**	**9.22%**

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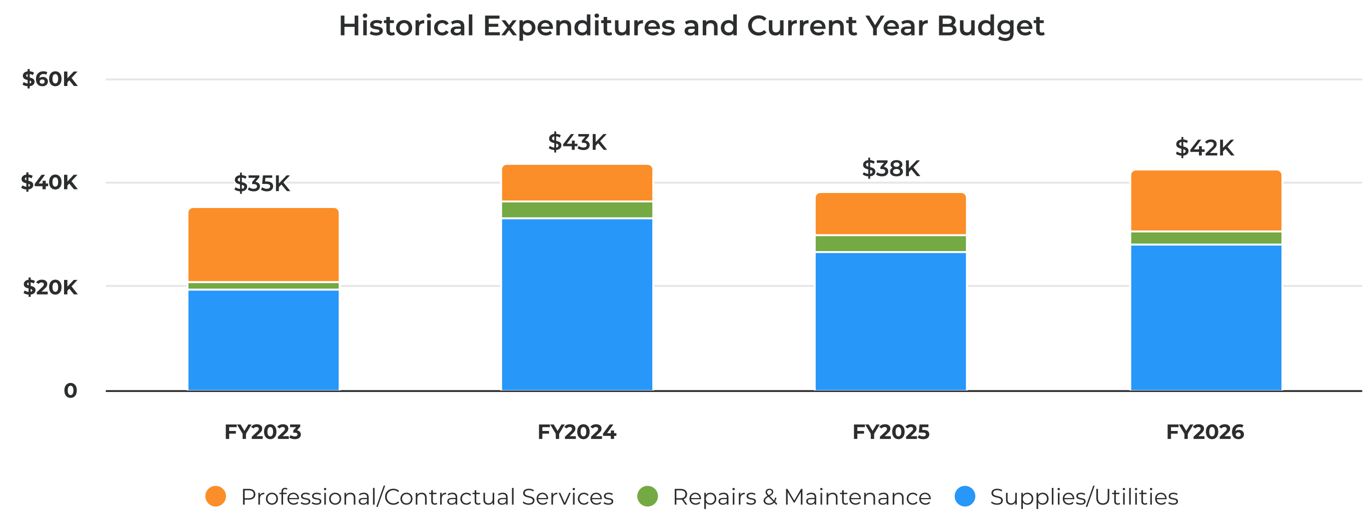
Expenditures



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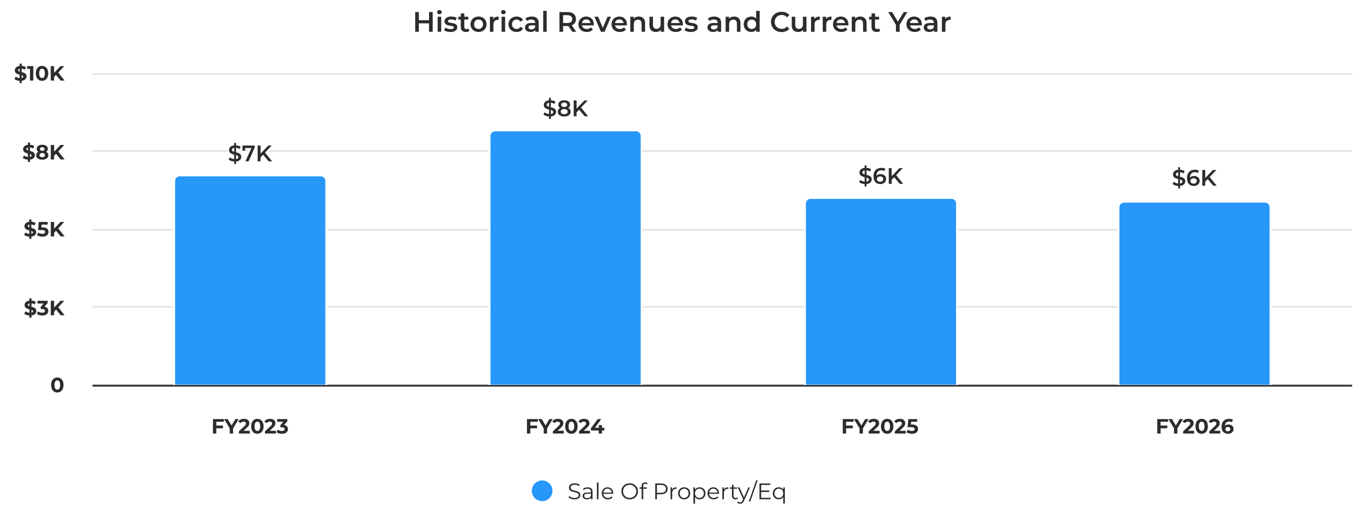
Supplies/Utilities	$26,605	$28,100	$26,900	$27,241	$31,100	10.68%
Repairs & Maintenance	$3,383	$2,500	$2,500	$1,480	$2,200	-12.00%
Total Expenditures	**$38,204**	**$42,300**	**$42,300**	**$40,941**	**$46,200**	**9.22%**

Revenues



Revenues

Category	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2026 Actual	FY 2027 Requested	FY 2026 vs. FY 2027
Sale Of Property/Eq						
PLYMOUTH CONTRIBUTION	$5,985	$5,880	$5,880	$5,880	$7,035	19.64%
PLAINVILLE	-	-	-	$907	-	0.00%
Total Sale Of Property/Eq	$5,985	$5,880	$5,880	$6,787	$7,035	19.64%
Total Revenues	**$5,985**	**$5,880**	**$5,880**	**$6,787**	**$7,035**	**19.64%**

Expenditure and Position Summary

	2024 Budget	2025 Budget	2026 Budget
Salary Expenditures	Salaries for this Department are paid by the State of Connecticut.		

Goals and Accomplishments

Fiscal Year 2026 Goals and Accomplishments:

- The Court continues to work on cost-effective storage solutions. The plan is to visit Iron Mountain to determine which, if any, files can be scanned and destroyed.
- The Court was granted a small stipend from Probate Court Administration (PCA) to help offset the cost of the additional postage and expenses related to administration of the State Probate Kinship and Respite Grant program.
- The Probate Court strives to be a resource to all residents of Bristol and Plymouth. The Court participated in the Bristol and Plymouth Police Departments' Annual Holiday Toy Drive for the fourth year in a row. The Court also continues to be an active participant in facility meetings with the town and other departments in our building.
- The Chief Clerk and the staff continue to work with Bristol Hospital to get their overdue accounts up to date and are working to encourage them to register with TurboCourt for efiling, so they can access their files online. Some of the hospital's departments have been set up with online bill paying to expedite emergency filings.
- The Court hosted the statewide annual Probate Clerks' holiday meeting. Joseph Soucie from the state Comptroller's office spoke about retirement benefits.
- The Court also added additional security cameras as suggested by the Bristol Police Department.

Summary of 2026-2027 Request:

- Postage continues to be the largest expense. This year the number of interested parties that live outside the country greatly increased, leading to significant increases in postage expenses. E-filing is encouraged in an effort to continue to decrease postage and mailing expenses. E-filing is not available outside of North America.
- Despite a steady increase in inflation, this budget has consistently been maintained at a reduced or flat budget since FY22/23. This year's increase is due to increases in the cost of toner and postage. The State has recommended the purchase of two new scanners due to the age of the current scanners. The court has six scanners. The scanners are integral to achieving an efficient workflow of the Court and provide greater availability of documents to the public. Replacement of the audio recording devices is also recommended. Certain hearings are required by law to be recorded. The recorder currently being used is not reliable to record and upload as mandated. In addition, the use of staples is no longer permitted on certain hospital floors and in certain facilities for safety reasons. The purchase of a staple-less paper binder is needed in order to meet these safety standards.

Fiscal Year 2027 Goals:

- Reduce storage of files at Iron Mountain
- Continue to promote efiling and electronic services for the general community. It is already used by almost all State Departments and all attorneys.
- Partner with the Senior Center and other social service organizations to provide information sessions for residents about the Probate Court
- Update some of the scanners in the Court which are no longer operable
- Provide quality audio recordings of hearings as required by law
- Locate offsite user guides to be available to the public, such as schools, Town Hall and Senior Center.
- Update the description of the Probate Court on Bristol and Plymouth's website and to add additional links and information for the public.

Long Term Goals:

- Eliminate or greatly decrease the need for offsite storage at Iron Mountain
- Have Bristol Hospital make all filings and payments electronically
- Continue to serve residents of Bristol and Plymouth in the most professional and cost-effective manner.

Registrar of Voters

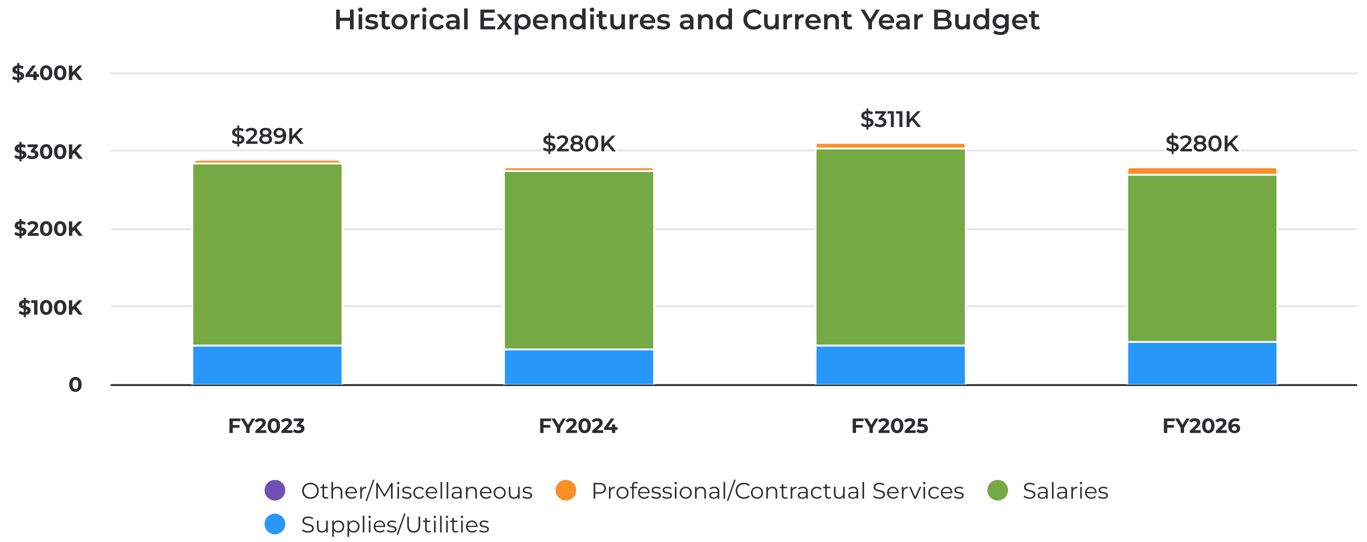
Kevin McCauley, Democratic Registrar of Voters
Jolene Lustiani, Republican Registrar of Voters

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

Elements essential to election precision include maintaining an accurate voter registry, assuring voter privacy, employing qualified, well-trained poll workers and providing correct election results. Maintaining an accurate voter registry is vital to providing 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 for more than 8 years, as well as updating addresses, names or party affiliation for Bristol electors. Implementing new election laws as adopted by the CT State Legislature is essential to assuring voter privacy, providing accurate election results and running a fair election.

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

Expenditures



Expenditures

Category	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2026 Actual	FY 2027 Requested	FY 2026 vs. FY 2027 Budget
Salaries	$253,313	$215,785	$215,785	$139,082	$273,095	26.56%
Other/Miscellaneous	$1,620	$1,500	$1,500	$1,840	$2,000	33.33%
Professional/Contractual Services	$7,888	$8,800	$8,800	$3,577	$9,300	5.68%
Supplies/Utilities	$48,530	$53,500	$53,500	$24,877	$63,500	18.69%
Capital Outlay	-	-	-	-	$60,040	-
Total Expenditures	**$311,351**	**$279,585**	**$279,585**	**$169,376**	**$407,935**	**45.91%**

Goals and Accomplishments

Fiscal Year 2026 Goals and Accomplishments:

- Attended training on new ballot tabulation equipment for 2025 Elections and subsequently trained moderators and poll workers.
- Attended training for the new voter registration system, TotalVote, to be used for all future elections and daily management of voter registration files.
- Attended training for the improved Election Management System (EMS) to be used for all future elections.
- Held a Municipal Election in November with fourteen days of early voting and same-day registration.
- Applied for and received an Early Voting grant of $22,485 to alleviate the financial burden of additional part-time staff.
- Evaluated early voting and same-day registration processes in order to streamline and improve voters/residents' experience.
- Registered 102 new voters through Election Day Registration for the November 4, 2025 Municipal Election.
- Extended office hours to allow for early voting and same-day registration for up to 14 days per election, including weekends.
- Trained and hired additional poll workers to assist with the early voting.
- Conducted an annual voter canvass, including permanent absentee voters. Canvassed 2,187 via NCOA (National Change of Address) and ERIC (Electronic Registration Information Center) from January through May 2025.
- Conducted the annual High School Registration drive in May and registered 37 students.
- Processed 10,077 voter registration additions, removals, address, name or party affiliation changes through December 31, 2025.
- Prepared and provided election results and yearly comparison spreadsheets to the town committees and candidates.
- Manually entered the 14,766 citizens who voted in the November 4, 2025 Election Cycle into CVRS (Connecticut Voter Registration System).

Fiscal Year 2027 Goals:

- Hold a Gubernatorial & Federal Offices Primary in August with seven days of early voting.
- Hold a Gubernatorial Election in November with fourteen days of early voting and same-day registration.
- Apply for any grants, if available, to alleviate the financial burden of additional part-time staff.
- Continue training for the new voter registration system, TotalVote, to be used for all future elections and subsequently train Deputy Registrars.
- Continue to lobby for the Secretary of the State (SOTS) and Legislators to certify a qualified vendor and approve the use of electronic check-in poll books during all elections.

Long Term Goals:

- Maintain a sufficient number of Certified Moderators, who serve as the chief election official at each polling location, as required by law.
- Continue to report accurate results via TotalVote System.
- Support and assist in statewide efforts to employ the latest technology in all aspects of election administration which enables reporting accuracy and immediate election results.
- Continue sworn duties and responsibilities to the electorate in a non-partisan manner to maintain independence and impartiality of control.
- Continue enhanced cross-training of poll workers to be more efficient.
- Fulfill mandated continuing education as re-certification courses become available through the SOTS Office and UCONN C.I.T.I.
- Adhere to the continued legislative changes and SOTS directives regarding all Elections and Primaries.

- Continue to work with the Board of Education to ensure safe security protocols while conducting elections and primaries on school grounds.
- Maintain an emergency plan for the unfunded mandate of early voting, as required by statute.
- Establish a permanent annual Mock Election rotating between our 3 High Schools to generate excitement and education on the merits of elections and roles that shape our community.

Expenditure and Position Control

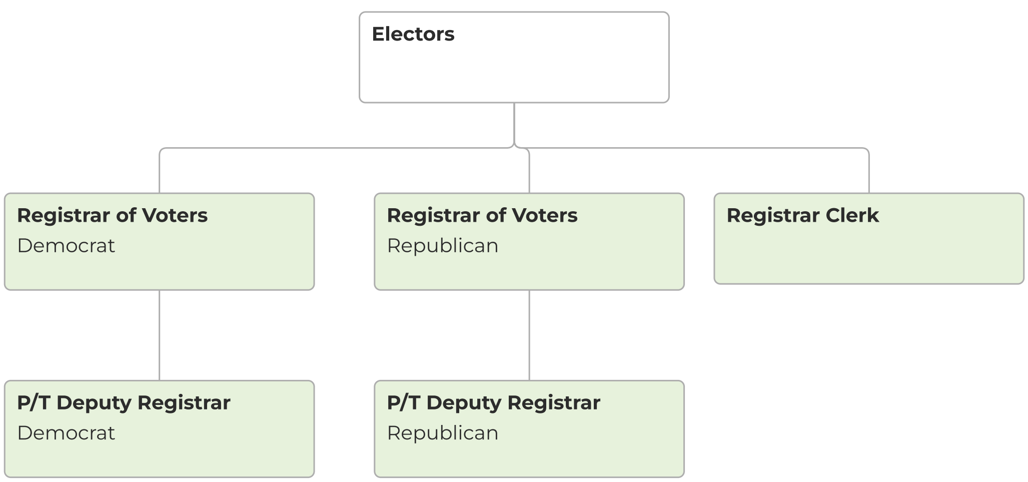
	2025 Actual	2026 Estimated	2027 Budget
Salary Expenditures*	$159,768	$159,785	$188,095
Full-Time Positions	3	3	3

Salaries

Qty	Position	Salary
2	Registrar of Voters	$65,075
1	Registrar Clerk	$57,942

Organizational Chart

Registrar of Voters



NEXT YEAR BUDGET DETAIL REPORT

PROJECTION: 20270 2026-2027 GENERAL CITY BUDGET

ACCOUNTS FOR: REGISTRARS OF VOTERS	VENDOR	QUANTITY	UNIT COST	2027 REQUEST
579999 2027 CAPITAL OUTLAY				
0011013 579999 2027 CAP				60,040.00 *
The request covers software, activation fee and warranty for the first year. Four poll pads per location at $1550 each plus shipping and handling. To streamline voter check-in, enhancing election efficiency and security. Real time voter turnout by party, location and hourly which is often requested by media and town committees. Faster upload of voter history post-election.		1.00	60,040.00	60,040.00
TOTAL REGISTRARS OF VOTERS 60,040.00				

Assessor

Tom DeNoto, Assessor

The Assessor's Office is responsible for the equitable valuation of taxable and non-taxable real estate, personal property and motor vehicles.

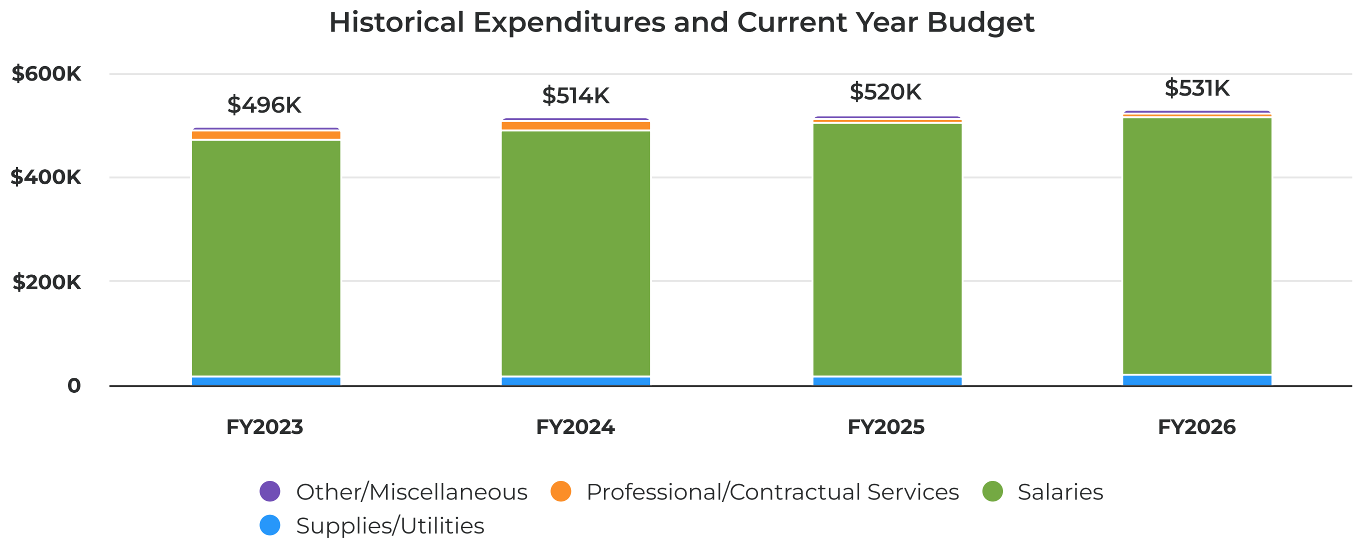
Real property is all land and building improvements located within the City limits. Taxation is based on the assessed value established during revaluations. Assessment staff are preparing for the 2027 revaluation. Connecticut General Statute §12-62(3) mandates full property inspection within ten years of the October 1st 2027 revaluation date. Assessment staff and Tyler Technologies Inc. (the City consultant) inspectors began inspecting properties in November 2023. The residential project is roughly 75% complete. Residential inspections will continue through late spring 2026. Commercial inspections will commence immediately following the residential inspections. In addition, the interim years are updated with the addition of new construction. This involves the physical inspection of new construction, i.e., new houses, additions, decks, remodeling, etc. The source data generally comes from the building permit process.

The personal property list consists of all businesses located within the corporate limits of the City of Bristol. In general terms, personal property is everything needed to engage in a business enterprise, excluding land and any improvements thereon. The common categories are machinery, furniture, fixtures and equipment, data processing equipment, and unregistered motor vehicles. Discovery of new accounts is obtained through internet search engines, newspaper articles, advertisements, trade names filed with the City Clerk, and a physical canvass of City business districts. State Statutes require all owners of personal property to file annual lists of such property no later than November 1st, or be subject to a 25% penalty. This process is supplemented by a statutory authorized audit process. The assessment staff continue to work with Charles B. Feldman and Associates and Tax Management Associates. Tax Management Associates are contracted to audit 597 personal property accounts throughout the City by 2027. Phase three audits currently taking place are for the grand list years 2022, 2023 and 2024. Phase two is complete and has provided approximately $1,000,000 in new tax collection for the audited 2022, 2023, and 2024 grand lists.

The 2025 motor vehicle grand list was developed with the help of the Department of Motor Vehicles (DMV). Pursuant to Section 14-163 of the Connecticut General Statutes, the Commissioner of Motor Vehicles is required to furnish to the Assessor in each town, a list containing the names and addresses of owners of motor vehicles registered in their respective towns, as they appear on October 1st regular and supplemental lists each year. The list is then priced to develop the grand list. The values are based on new State legislation as of October 1st 2024 mandating the use of Manufacturers Suggested Retail Price "M.S.R.P." from the Price Digest valuation guide, as recommended to the Office of Policy and Management by the Connecticut Association of Assessing Officers (CAAO). Out-of-state-registered vehicles are monitored and assessed through the unregistered vehicle statute category within the personal property annual declaration filing process and direct addition to the motor vehicle or personal property grand lists on a per-case basis.

Additional assessment responsibilities include maintenance of property ownership records and exemption application processing for veterans, elderly and social security disabled homeowners and renters, and the handicapped and blind.

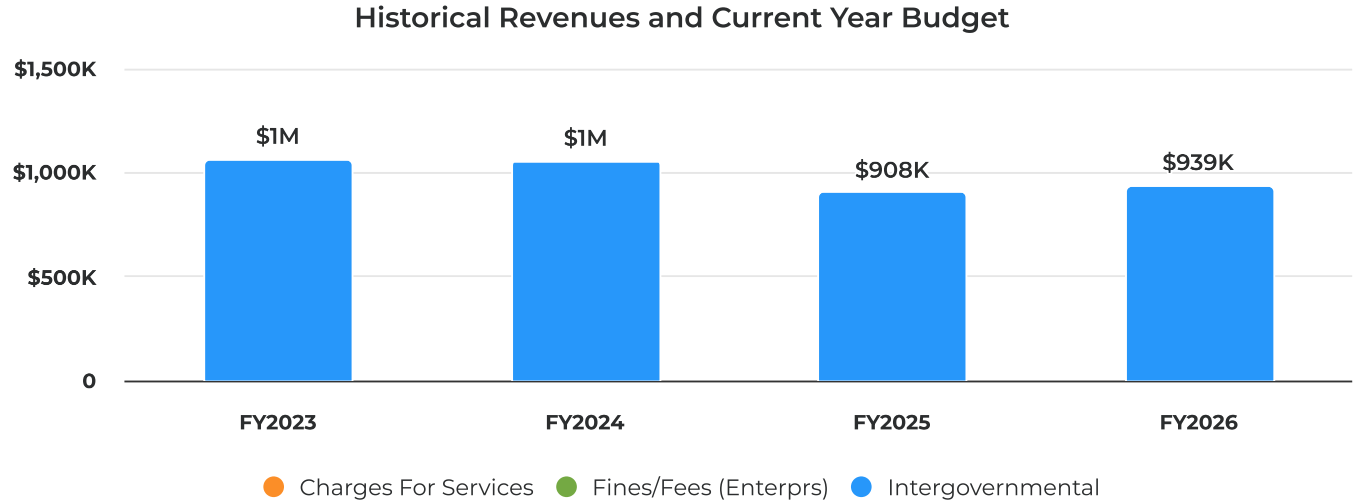
Expenditures



Expenditures

Category	FY 2025 Actual	FY 2026 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Requested	FY 2026 vs. FY 2027
Salaries	$487,332	$290,685	$495,270	$501,690	$509,715	2.92%
Other/Miscellaneous	$8,625	$1,917	$7,100	$7,100	$7,350	3.52%
Professional/Contractual Services	$5,750	$2,000	$10,000	$10,000	$15,000	50.00%
Supplies/Utilities	$17,923	$12,104	$18,600	$24,035	$23,600	26.88%
Total Expenditures	**$519,629**	**$306,706**	**$530,970**	**$542,825**	**$555,665**	**4.65%**

Revenues



Revenues

Category	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2026 Actual	FY 2027 Requested	FY 2026 vs. FY 2027
Fines/Fees (Enterprs)	$1,900	$1,000	$1,000	$907	-	-
Intergovernmental	$906,054	$938,055	$938,055	$993,517	$998,665	6.46%
Charges For Services	-	$100	$100	-	$100	0.00%
Total Revenues	**$907,954**	**$939,155**	**$939,155**	**$994,425**	**$998,765**	**6.35%**

Goals and Accomplishments

Fiscal Year 2026 Goals and Accomplishments:

- Tyler Technologies Inc. 2027 revaluation physical inspections are underway. To date, 17,375 inspections have been completed out of roughly 20,600 contracted inspections.
- Tax Management Associates and assessment staff have processed roughly 400 audits for the 2024, 2023, 2022 and 2021 grand lists.
- Processed 342 renewal claims and 279 existing claims for a total of 621 benefit applications in 2025 for the State of Connecticut Elderly Homeowner and Totally Disabled relief program. These claims generate $366,052 unfunded state mandate revenue loss as reimbursement has been eliminated within the Governor's budget. Staff will process a similar revenue benefit projected to be an unfunded mandate within the 2026 – 2027 fiscal cycle.
- Processed the $500 local option, additional senior tax relief applications for the 2024GL. 624 applicants qualify and will receive a prorated local benefit of $312,000 based on real estate ownership within the grand list.
- Processed senior volunteer benefit applications for the 2024GL. 73 applicants qualify for the program and will receive a local benefit of $21,900. Applications can be processed through 6/30/2026.
- Processed the Senior and 100% disabled renter relief program for the 2025 – 2026 fiscal cycle. 985 applications were processed and generated a State-funded $532,947.03 benefit.
- (PA 22-118, §§ 497-509) motor vehicle Manufacturers Suggested Retail Value (M.S.R.P.) valuation has been fully implemented as of October 1st, 2024 regular and supplemental grand lists. The initial 2025 motor vehicle grand list valuation indicates depreciation schedule devaluations are absorbed, negating year-over-year policy devaluation.
- State legislation enacted on 10/1/2024 (HB 5491 – PA 24-46 and PA 25-168) "An Act Establishing A Property Tax Exemption For Veterans Who Have a Service-Connected Permanent And Total Disability Rating" provides the service member or spouse with an exempt residence or exempt motor vehicle. Qualifying disability ratings can be accepted up to March 31st 2026 and applied within the 2025 grand list. The ordinance committee is considering adding Total Disabled Individual Unemployable Veterans, Gold Star Families Veterans and retroactive surviving widow or widower Veterans exemption benefits. Assessment staff have begun processing approximately 100 qualified veterans. Estimated benefits could total approximately $400,000.

Fiscal Year 2027 Goals:

- Defend two remaining court appeals through the New Britain Superior Court from the 2022 revaluation.
- Encourage staff to attend professional training seminars and educational offerings furthering their Connecticut assessment statutory and professional knowledge and technical appraisal expertise.

Long Term Goals:

- Completing the Office of Policy and Management required 2027 revaluation full measure and list with up-to-date property inspections prior to the 2027 market data analysis period.
- Continue to develop DataCloud Solutions remote iPad technology data collection software for building permit inspections.
- Process personal property audit measures in compliance with state statute ensuring business owner reporting compliance. Phase 2 Tax Management Associates audits complete. Phase 3 in process.
- Work with staff and software vendors to develop and streamline a productive paperless office environment in compliance with the State of Connecticut record retention statute schedule.

Expenditure and Position Summary

	2025 Actual	2026 Estimated	2027 Budget
Salary Expenditures	$481,617	$493,390	$499,815
Full Time Positions	6	6	6

Salaries

Qty	Title	Salary
1	Assessor	$139,094
1	Deputy Assessor	$106,065
1	Assessment Tech	$88,464
1	Sales Ratio Clerk	$57,942
1	Sr. Admin Assistant	$57,942
1	Principal Clerk	$50,308

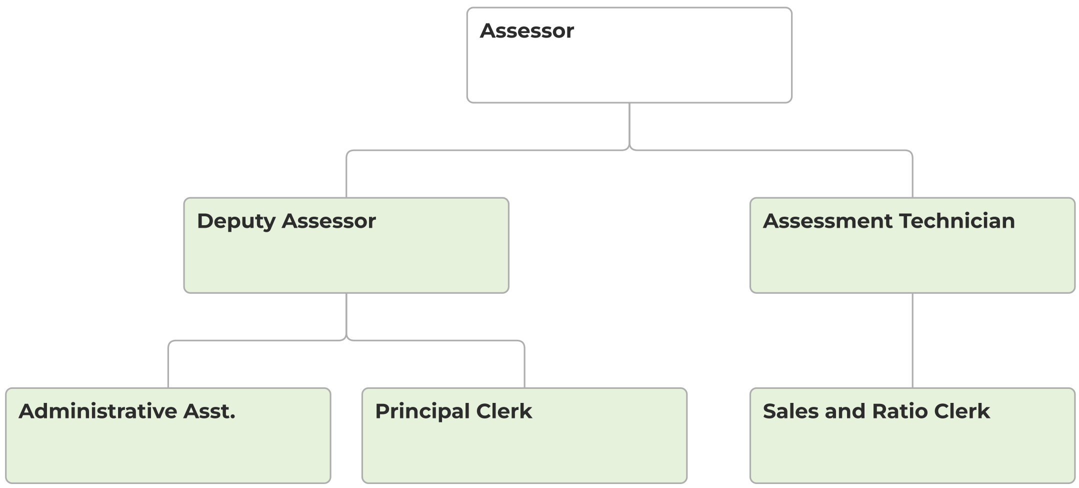
Performance Measures

2024 Grand List Statistical Data	Count
Building Permits and Value Inspection Services - 7/1/24-6/30/25	1,171
Certificates of Occupancy Issued (New Construction) - 7/1/24-6/30/25	980
Elderly Applications Taken - 2/1/25-5/15/25	342
Renters Applications Taken 4/1/25 - 6/6/25	375
(Complete 2023 program total = 4/1/24 - 9/30/24 = 990 applications)	
City Clerk records analyzed - 10/1/24-5/30/2025	5,979
Veterans, Blind and Disabled Applications	1,309

FY Grand List Date	FY2022 10/1/20	FY2023 10/1/21	FY2024 10/1/22	FY2025 10/1/2023	FY2026 10/1/2024
Gross Taxable Assessed Value	$4,364,588,167	$4,505,989,866	$5,699,862,187	$5,709,044,832	$5,787,645,324
Estimated Actual Value	$6,235,125,952	$6,437,128,380	$8,142,660,267	$8,155,778,331	$8,268,064,748

Organizational Chart

Assessor



Top Ten Net Assessments - Grand List 2024

	TAXPAYER	REAL ESTATE	PERSONAL PROPERTY	TOTAL NET ASSESSMENT
1	E.S.P.N. *	125,127,100	103,926,140	229,053,240
2	CT LIGHT & POWER-EVERSOURCE	2,049,670	94,074,050	96,123,720
3	DISNEY STREAMING TECH LLC *		82,464,930	82,464,930
4	780 JPC ROAD HOLDINGS LLC ET AL	52,585,330	-	52,585,330
5	YANKEE GAS SERVICE CO	203,000	46,811,300	47,014,300
6	REWORLD - COVANTA	36,973,230	5,481,240	42,454,470
7	AMERICAN BROADCASTING COMPANY		36,508,180	36,508,180
8	D'AMATO CONSTRUCTION/AFFILIATED LLCS	31,839,858	970,770	32,810,628
9	CARPENTER REALTY COMPANY	23,291,374	204,110	23,495,484
10	BRISTOL SPORTS CENTER DST	23,114,910		23,114,910
	TOTALS	$295,184,472	$370,440,720	$665,625,192
	OCTOBER 1, 2024 GRAND TOTAL NET ASSESSMENT			**5,526,348,596**
	*** AND AFFILIATED ENTITIES**			

October 1, 2024 - Grand List Post BAA

Post BAA Calculations 2024GL - Category	Gross		Exemptions		BAA Changes		Post BAA
Real Estate	4,545,485,724		56,128,542		-1,020,950		4,489,357,182
Personal Property	737,835,520		201,064,716		-63,670		536,770,804
Motor Vehicle	503,239,460		3,018,850				500,220,610
Total	5,786,560,704		260,212,108		-1,084,620		5,526,348,596

Four real estate court cases were settled from the 2022 revaluation representing $959,420 assessment reduction. 2024 Grand List Board of Assessment Appeal net adjustments amount to $125,200.

New 2024 State legislation enacted for 100% permanent and totally disabled veterans elevated the year-over-year local veteran exemption benefit increase.

Real Estate and Motor Vehicle standard Veteran Exemptions, Social Security Disability Exemption, and Enterprise Zone Assessments are included in total exemptions and are reimbursed by the State.

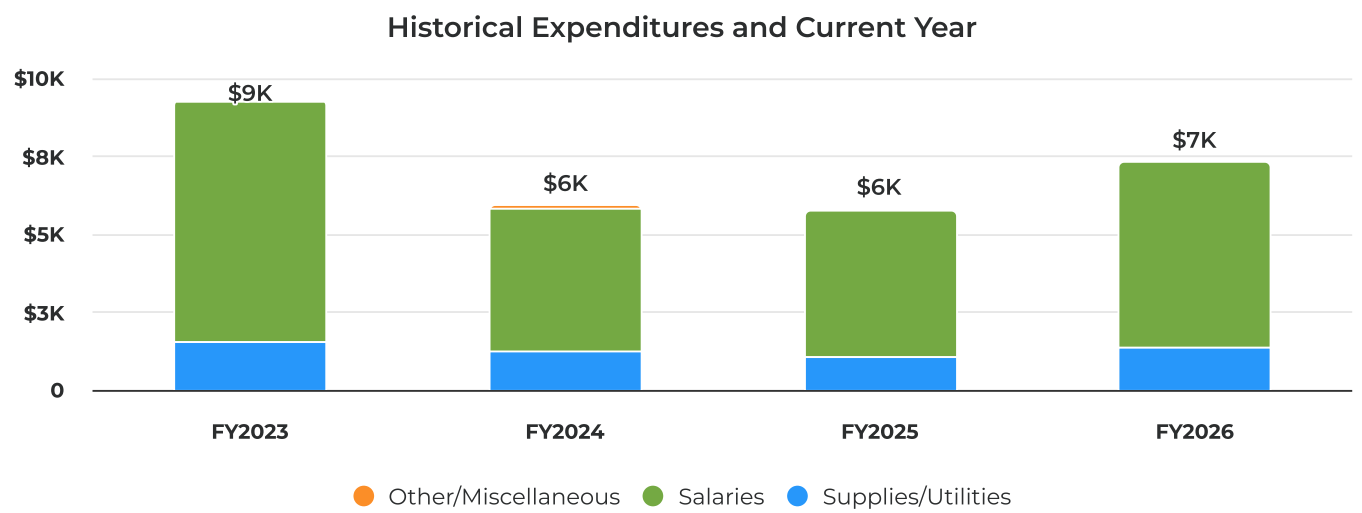
Net Assessment Freeze		**Program Expired**
Homeowner 100% Disabled and Elderly Benefit (estimated) assessment		$83,116,950
Homeowner 100% Disabled and Elderly Benefit (estimated) Revenue Unfunded State mandate		$362,440
Local veteran assessed value exemptions		$11,279,770
Estimated Revenue Enterprise Zone State Reimbursement		$60,000

Board of Assessment Appeals

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

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

Expenditures



Expenditures

Category	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2026 Actual	FY 2027 Requested	FY 2026 vs. FY 2027
Salaries	$4,697	$5,960	$5,960	$111	$5,960	0.00%
Supplies/Utilities	$1,084	$1,350	$1,350	$263	$1,350	0.00%
Total Expenditures	**$5,781**	**$7,310**	**$7,310**	**$374**	**$7,310**	**0.00%**

Goals and Accomplishments

Fiscal Year 2026 Goals and Accomplishments:

- The Board met in March 2025 to hear appeals on the October 1, 2024 grand list and will meet in September 2025 to hear Motor Vehicle appeals on the October 1, 2024 Grand List.

Fiscal Year 2027 Goals:

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

Long-Term Goals:

- Update website information in anticipation of streamlined communication notifying the public of state-mandated appeal filing deadlines.
- Increase awareness regarding revaluation procedures mandating property inspections through personnel site visit within the next revaluation, to be effectuated October 1st 2027.

Performance Measures

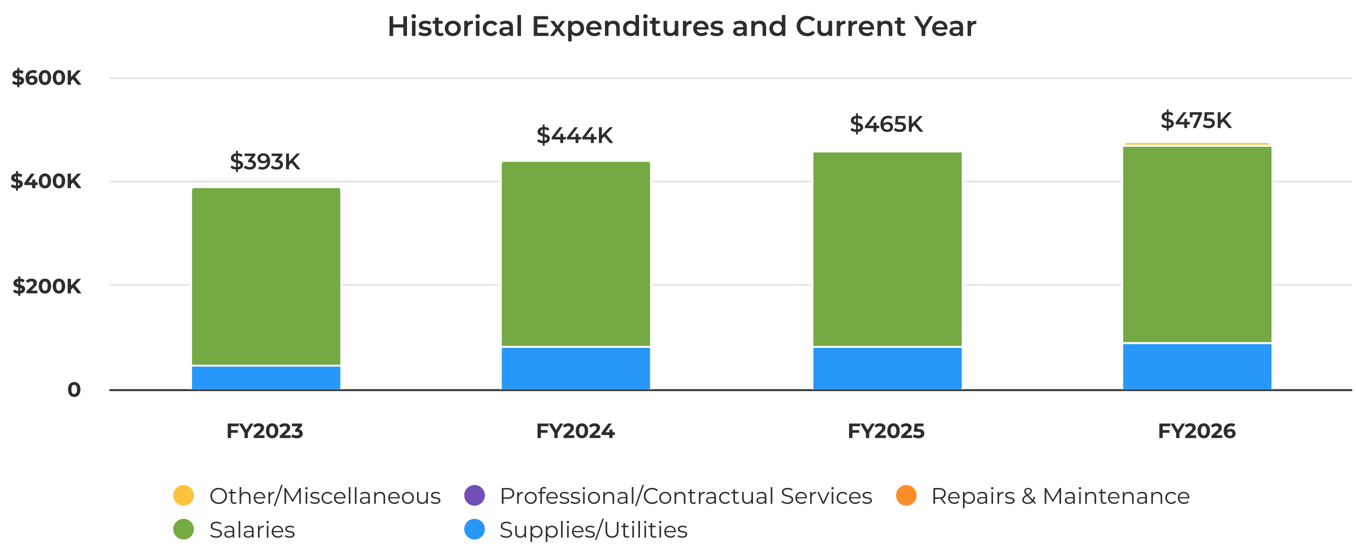
Grand List Year	Number	Appeals Heard	Number Granted	Number Denied
2019	24	Real Estate	9	15
	6	Motor Vehicle	6	0
	7	Personal Property	6	1
2020	25	Real Estate	13	12
	9	Motor Vehicle	9	0
	7	Personal Property	5	2
2021	9	Real Estate	3	6
	9	Motor Vehicle	8	1
	6	Personal Property	2	6
2022 Revaluation	178	Real Estate	64	114
Sept. 2023	18	Motor Vehicle	13	5
	3	Personal Property	2	1
2023	11	Real Estate	9	2
Sept 2024	0	Motor Vehicle	0	0
	3	Personal Property	1	2
2024	19	Real Estate	9	10
	3	Motor Vehicle	0	3
	9	Personal Property	2	7
Sept. 2025	7	Motor Vehicle	0	7

Tax Collector

Ann Bednaz, Tax Collector

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

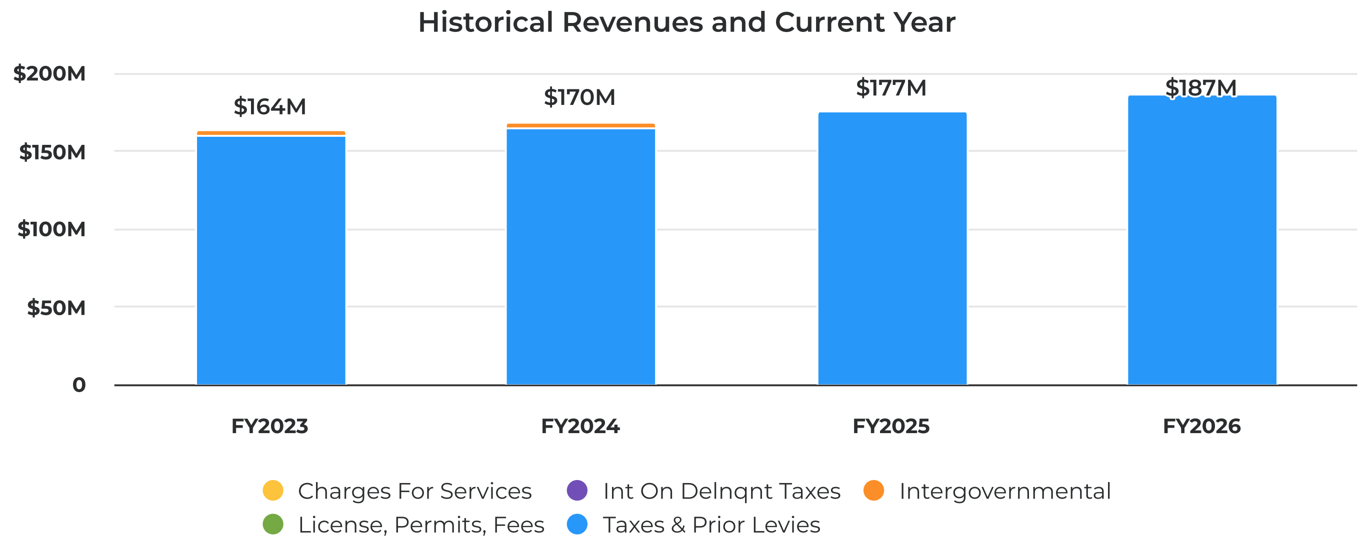
Expenditures



Expenditures

Category	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2026 Actual	FY 2027 Requested	FY 2026 vs. FY 2027
Salaries	$376,036	$379,445	$384,020	$226,534	$384,015	1.20%
Other/Miscellaneous	$4,973	$5,420	$5,420	$4,295	$5,460	0.74%
Professional/Contractual Services	$1,117	$1,650	$1,650	$1,295	$1,670	1.21%
Supplies/Utilities	$82,652	$87,875	$99,011	$95,926	$93,390	6.28%
Repairs & Maintenance	-	$300	$300	$300	$300	0.00%
Total Expenditures	**$464,779**	**$474,690**	**$490,401**	**$328,350**	**$484,835**	**2.14%**

Revenues



Revenues

Category	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2026 Actual	FY 2027 Requested	FY 2026 vs. FY 2027
Taxes & Prior Levies						
TAX REVENUE-CURRENT LEVY	$169,461,859	$181,504,405	$181,504,405	$159,534,899	-	-
TAX REVENUE - PRIOR LEVY	$2,411,290	$1,820,000	$1,820,000	$1,617,398	$1,820,000	0.00%
60-DAY: GAAP	$17,703	-	-	-	-	0.00%
MV SUPPLEMENTAL TAX	$2,034,278	$1,600,000	$1,600,000	$1,659,871	$1,800,000	12.50%
TIF DISTRICT	$1,377,395	$1,474,345	$1,474,345	-	$1,474,345	0.00%
Total Taxes & Prior Levies	$175,302,525	$186,398,750	$186,398,750	$162,812,168	$5,094,345	-97.27%
Int On Delnqnt Taxes						
INTEREST & LIEN FEES	$1,363,110	$800,000	$800,000	$700,058	$1,000,000	25.00%
Total Int On Delnqnt Taxes	$1,363,110	$800,000	$800,000	$700,058	$1,000,000	25.00%
Intergovernmental						
MUNICIPAL TRANSITION GRANT	-	-	-	-	$735,315	-
Total Intergovernmental	-	-	-	-	$735,315	-
License, Permits, Fees						
DELINQUENT FEES	$110	-	-	-	$1,000	-
Total License, Permits, Fees	$110	-	-	-	$1,000	-
Charges For Services						
TAX COLLECTOR COPIER CHARGES	$160	$350	$350	$50	$1,000	185.71%
Total Charges For Services	$160	$350	$350	$50	$1,000	185.71%
Total Revenues	**$176,665,905**	**$187,199,100**	**$187,199,100**	**$163,512,276**	**$6,831,660**	**-96.35%**

Goals and Accomplishments

Fiscal Year 2026 Goals and Accomplishments:

- Successfully completed the first year collaborating with the Burlington Health Department to withhold/revoke health permits and licensing for delinquent taxes per Sec.12-146a during the application process for applying for a Health Permit. This has ensured that business Personal Property taxes are paid in a more timely manner.
- Worked with ECD and added an approval area for Tax to verify taxes during the application approval to fix tax assessments for Enterprise Zone property.
- Continued to practice public awareness regarding taxes, motor vehicle clearances and registrations.
- Continued to update and modernize Tax Collector's website for greater functionality.
- Exceeded budgeted tax collections.
- Encouraged taxpayers to register their email and cell phone number in Invoice Cloud to receive reminders of due dates and set up auto payments. This is user-friendly and has increased the number of on-time tax payments.
- Reduced the number of bad checks received through the use of Invoice Cloud's capability of rejecting payments immediately if a bank account number or credit card number has been entered incorrectly.
- Forwarding delinquent taxes earlier to the Collection Agency, Nationwide Credit Corporation (NCC) along with the collection of prior Personal Property business taxes has contributed to maintaining the City's high collection rate.
- Developed a training guide with step-by-step procedures with screenshots on the concept and timing of the tax cycle along with the working relationships with other internal departments and external agencies for maximum efficiency.
- Continuing staff training as State Statutes continue to change and offer schooling opportunities.
- Placed liens on all delinquent real estate in March instead of June which has increased collections prior to June 30th and ensures that taxes are paid up prior to July 1st.
- Moved legal notices to the Hartford Courant achieving some savings.
- Developed a flyer with frequently asked questions and answers to be distributed with the Welcome Packet and available at the Tax office counter.

Fiscal Year 2027 Goals:

- Continue to improve departmental processes and procedures in accordance with State Statutes and City Ordinances.
- Maximize efficiency in the office.
- Continue to exceed budgeted tax collections.
- Work closely with other Departments regarding collection of delinquent taxes and the withholding of building permits, hiring/invoicing vendors, abatements, grants etc.
- Continue collaboration with the Bristol-Burlington Health District to enforce collections of delinquent business personal property taxes to withhold or revoke municipal or district health department licenses or permits for failure to pay taxes per Section 12-146a. Statutes and Ordinances are in place to assist with this.

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.

Expenditure and Position Summary

	2025 Actual	2026 Estimated	2027 Budget
Salary Expenditures	376,037	384,020	$384,015
Full Time Positions	5	5	5

Salaries

Qty	Position	Salary
1	Tax Collector	$127,026
1	Deputy Tax Collector	$106,065
1	Admin Assistant	$50,308
2	Principal Clerk	$50,308

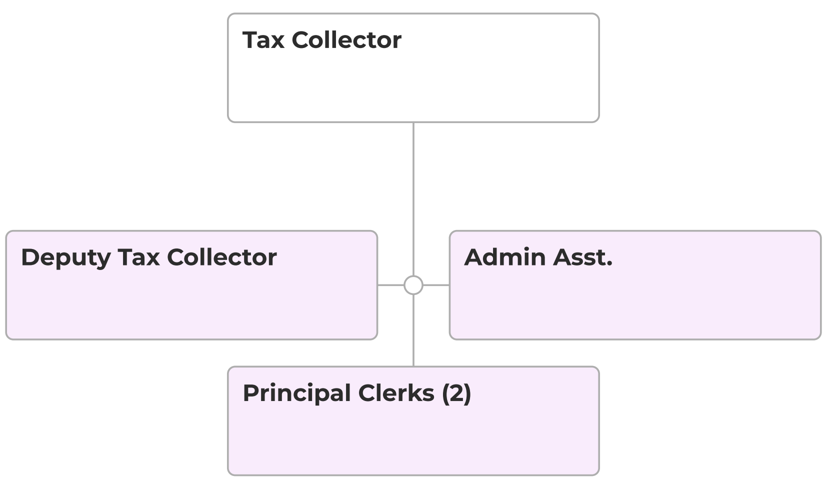
Type of Tax Bill	Number of Accounts
Real Estate	21,879
Personal Property	2,306
Motor Vehicle	51,030
Motor Vehicle Supplement	11,407
Total Bills	86,622

Online Credit Card Transaction by Month for the 2025 Calendar Year

Month	Amount Collected		Month	Amount Collected
January	4,433,884.63		July	9,715,091.73
February	1,591,771.36		August	1,936,224.77
March	571,161.03		September	727,120.80
April	376,982.80		October	453,205.42
May	329,105.18		November	423,921.81
June	212,559.15		December	1,237,877.93

Organizational Chart

Tax Collector



Comptroller's Office

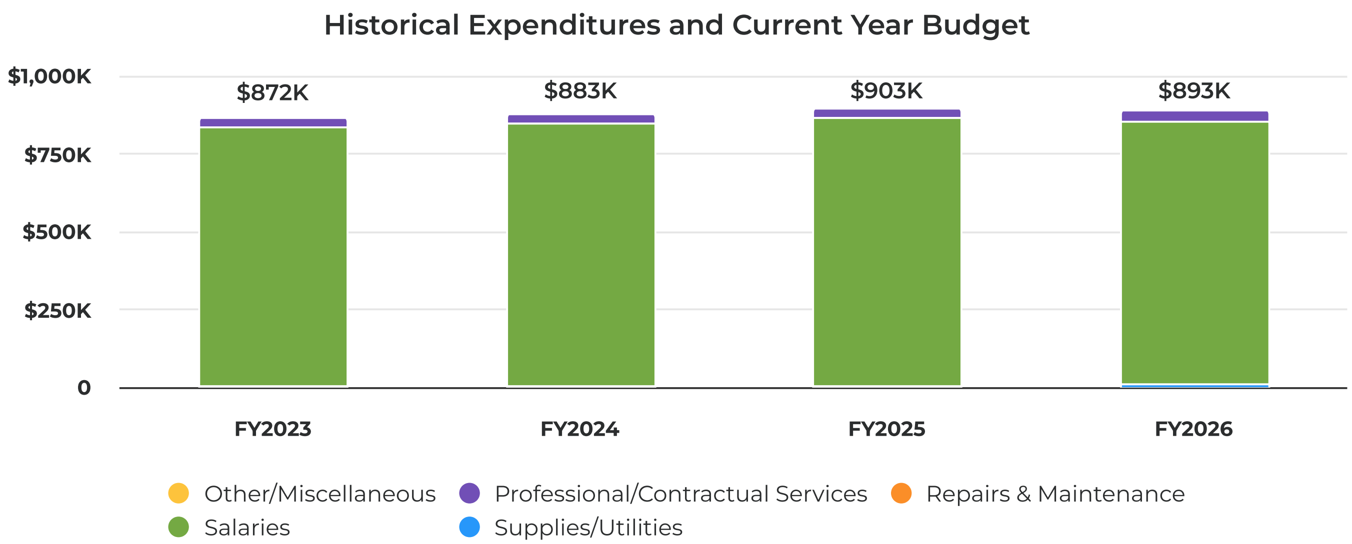
Diane Waldron, Comptroller

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

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

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

Expenditures



Expenditures

Category	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2026 Actual	FY 2027 Requested	FY 2026 vs. FY 2027
Salaries	$862,183.79	$847,580.00	$854,855.00	$516,379.44	$854,820.00	0.85%
Other/Miscellaneous	$5,256.45	$6,650.00	$6,650.00	$5,145.93	$6,430.00	-3.31%
Professional/Contractual Services	$31,125.00	$32,060.00	$32,060.00	$32,992.50	$51,025.00	59.15%
Supplies/Utilities	$4,214.77	$6,350.00	$7,095.33	$2,280.74	$6,200.00	-2.36%
Total Expenditures	**$902,780.01**	**$892,640.00**	**$900,660.33**	**$556,798.61**	**$918,475.00**	**2.89%**

Goals and Accomplishments

Fiscal Year 2026 Goals and Accomplishments:

- Continued working with American Rescue Plan Act Task Force, UHY Consultants and City staff on the management and reporting of the approximate $28 million in federal funding. Completed Treasury quarterly reporting in accordance with established deadlines to ensure expenditure of all funds by the December 31, 2026 deadline.
- Continued to receive the following Governmental Finance Officers' Association awards:
    - Certificate of Achievement for Excellence in Financial Reporting for the Annual Comprehensive Finance Report (ACFR) – 37th year
    - Distinguished Budget Award – 22nd year
- Continued review and update of key financial policies during the budget process with recent updates to the Fixed Asset and capitalization policy.
- Continued to enhance the use of the digital operating and capital budgeting software for the FY2025-2026 Capital Improvement Plan.
- Issued June 30, 2025 audit dated December 19, 2025.
- Reviewed ongoing capital projects for short-term financing and completed the issuance of $80.875 million in bond anticipation notes.
- Continued to streamline the budget preparation process with departmental inputting to MUNIS and ClearGov eliminating the need for separate reports and schedules

Fiscal Year 2027 Goals:

- Collaborate with the Treasurer's Office to increase the use of electronic vendor payments.
- Maintain GFOA awards for excellence in financial reporting and budgeting.
- Continue to enhance the digital budget book format for the 2026-2027 budget document.
- Transition the digital budget document to new GFOA criteria for the FY2027-2028 budget document.
- Continue to identify efficiency improvements throughout the department and other City departments as it relates to processing financial information and reporting.
- Continue development of a City long-term strategic plan.
- Coordinate capital planning and structured financing with long term strategic plan.
- Revise and update retirement plan summary plan descriptions for employees.
- Reinstitute the Popular Annual Finance Report (GFOA) for the City. This is a condensed, more user-friendly document highlighting the City's Annual Comprehensive Financial Report (ACFR). This is typically compiled once the audit is complete and issued.

Long Term Goals:

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

Expenditure and Position Summary

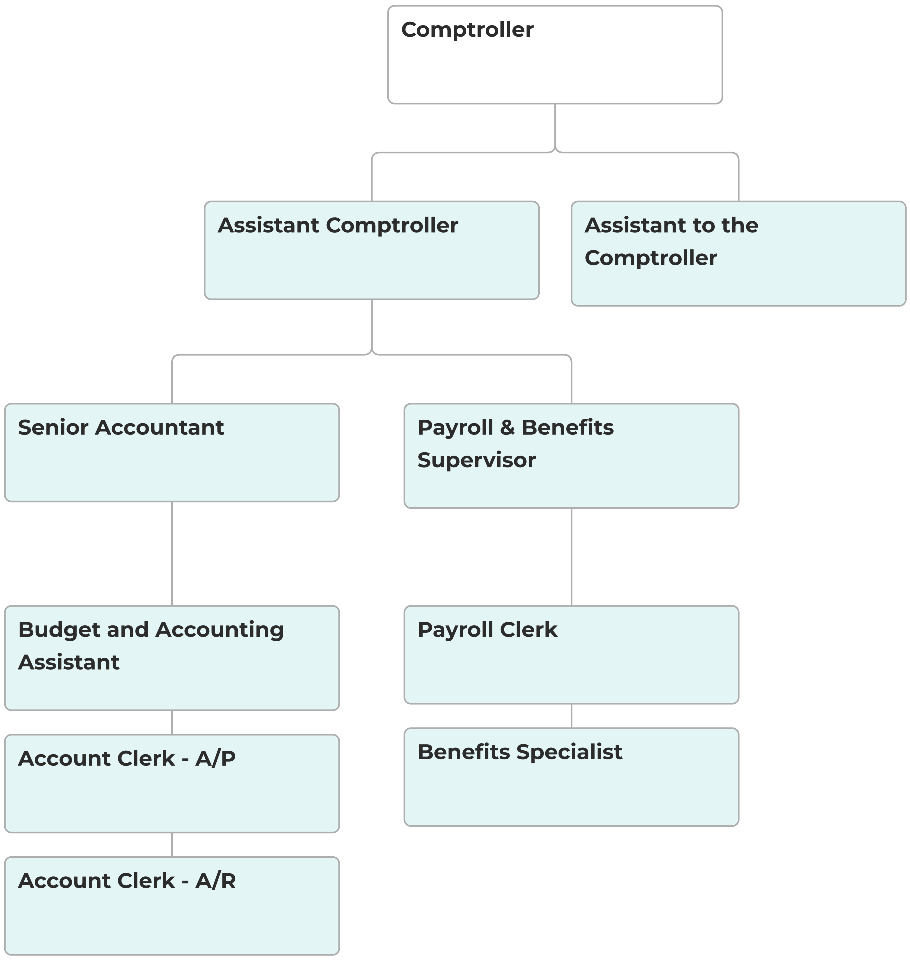
	2025 Actual	2026 Estimated	2027 Budget
Salary Expenditures	$853,290	$847,965	$847,975
Full Time Positions	10	10	10

Salaries

Qty	Title	General Fund	Other Funds
1	Comptroller	$164,691	$29,062
1	Assistant Comptroller	$127,026	
1	Assistant to the Comptroller	$79,314	$4,175
1	Senior Accountant	$89,674	
1	Payroll & Benefits Supervisor	$84,095	
1	Budget & Accounting Assistant	$58,757	$14,690
1	Benefits Specialist	$66,379	
1	Payroll Assistant/Clerk	$62,151	
1	Accounting Clerk - A/R	$57,942	
1	Accounting Clerk - A/P	$57,942	

Organizational Chart

Comptroller



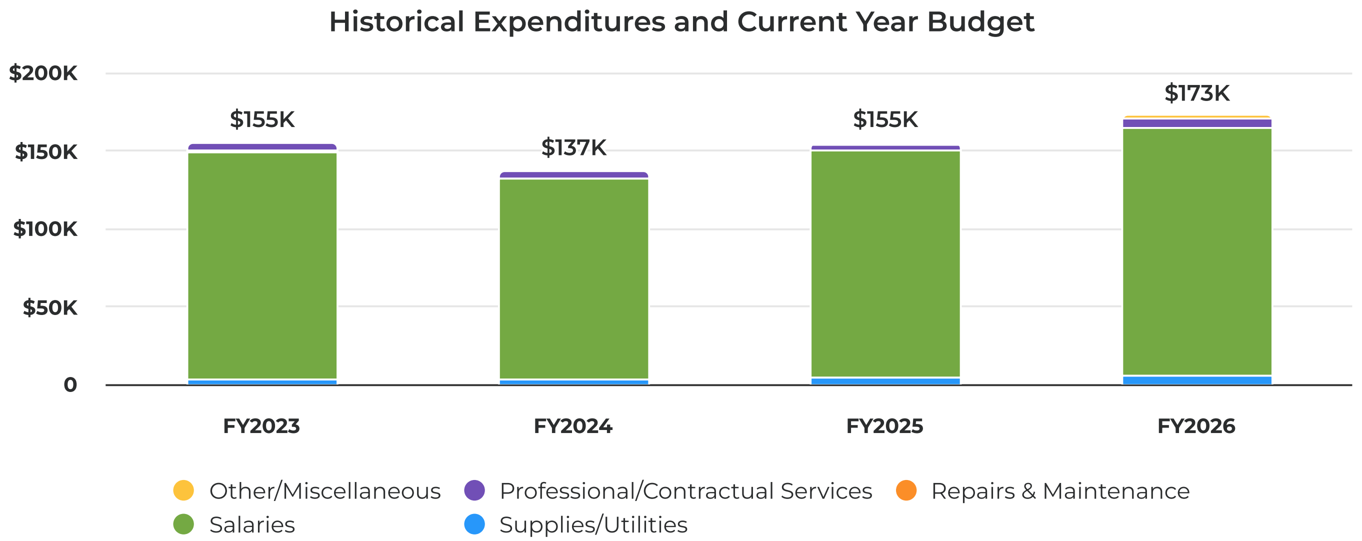
Treasurer

John Lodovico, Treasurer

The primary responsibility of the Treasurer's Office is to serve as the custodian of all City monies, and to keep an accurate record of all receipts and disbursements. The objective of the City of Bristol's investment and cash management program is to ensure the safety, liquidity and yield of the funds entrusted to it. The Treasurer is a member of the Board of Trustees of the City's pension trust funds. The Treasurer's Office is also responsible for the bi-weekly and monthly distribution of pension benefits. The City's operational short-term investment policy is managed as follows:

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

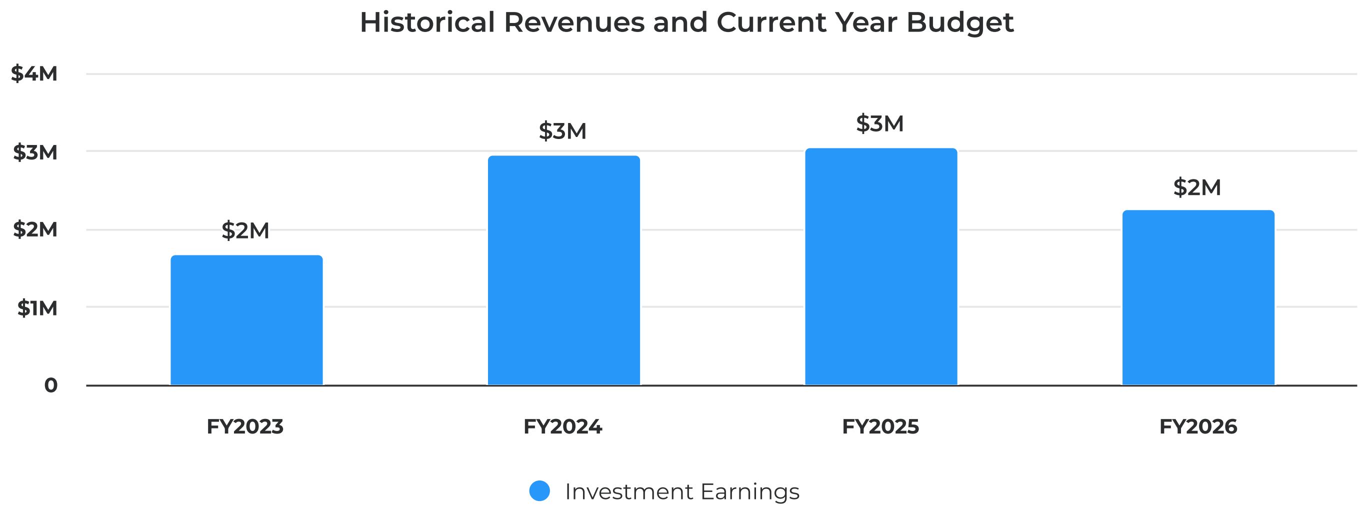
Expenditures



Expenditures

Category	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2026 Actual	FY 2027 Requested	FY 2026 vs. FY 2027 Budget
Salaries	$145,186.04	$159,925.00	$161,570.00	$111,113.50	$164,385.00	2.79%
Other/Miscellaneous	$1,203.52	$2,600.00	$2,600.00	$80.00	$2,300.00	-11.54%
Professional/Contractual Services	$4,599.03	$5,200.00	$5,200.00	$5,200.00	$5,200.00	0.00%
Supplies/Utilities	$4,249.19	$4,970.00	$4,970.00	$2,742.78	$4,970.00	0.00%
Total Expenditures	**$155,237.78**	**$172,695.00**	**$174,340.00**	**$119,136.28**	**$176,855.00**	**2.41%**

Revenues



Revenues

Category	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2026 Actual	FY 2027 Requested	FY 2026 vs. FY 2027
Investment Earnings	$3,058,270.16	$2,251,000.00	$2,251,000.00	$1,317,853.70	$2,250,000.00	-0.04%
Total Revenues	**$3,058,270.16**	**$2,251,000.00**	**$2,251,000.00**	**$1,317,853.70**	**$2,250,000.00**	**-0.04%**

Goals and Accomplishments

Fiscal Year 2026 Goals and Accomplishments:

- Secured higher yields on bank accounts, certificates of deposit, and agency securities
- Continued to limit the City's short-term investment exposure to credit and custodial risk by utilizing secured municipal accounts, AAA rated asset management investment pools and laddering CDs
- Continued to monitor bank fees and services, and ensure that the City is charged the lowest rates possible for bank services
- Changed our Part-Time Bookkeeper to a Full-Time Bookkeeper to help with the increase in Credit Card Deposits.

Fiscal Year 2027 Goals:

- Review an RFP for banking services
- Meet the City's operational investment policy objectives and continue to limit the City's short term investment exposure to credit and custodial risk through diversification of the investment portfolio and the use of asset management investment pools and fixed income managers
- Evaluate the use of CD's as an alternative to money market funds to maximize investment income
- Continuously improve departmental processes and procedures to achieve an efficient flow of documents and work towards a paperless environment

Long Term Goals:

- Continue to maximize the interest income on liquid funds

Expenditure and Position Summary

	2025 Actual	2026 Budget	2027 Budget
Salary Expenditures	$113,157	$155,165	$158,830
Full Time Positions	2	3	3
Part Time Positions	2	1	1

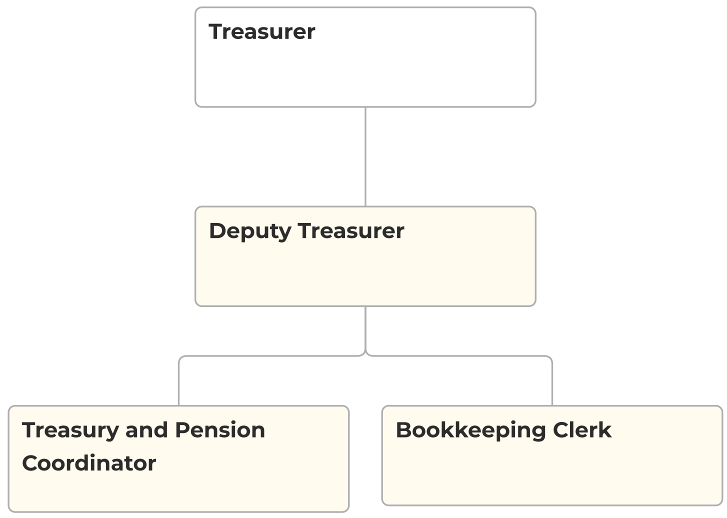
Salaries

Qty	Position	General Fund	Other Funds
1	Deputy Treasurer	$87,506	$4,606
1	Treas. & Pension Coordinator	$31,076	$31,076
1	Bookeeping Clerk	$40,247	$10,062
0.5	Treasurer	$5,552	

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Number of 1099Rs Issued	919	970	1,034	1,034	1,058
Long Term Debt Schedule					
Principal	$7,635,000	$8,800,000	$7,820,000	$7,895,000	$9,170,000
Interest	$3,812,831	$3,430,081	$3,982,993	$5,005,917	$4,538,259
Total Long-term Outstanding Debt	$97,870,000	$89,070,000	$81,250,000	$120,960,000	$116,935,000

Organizational Chart

Treasurer



Human Resources

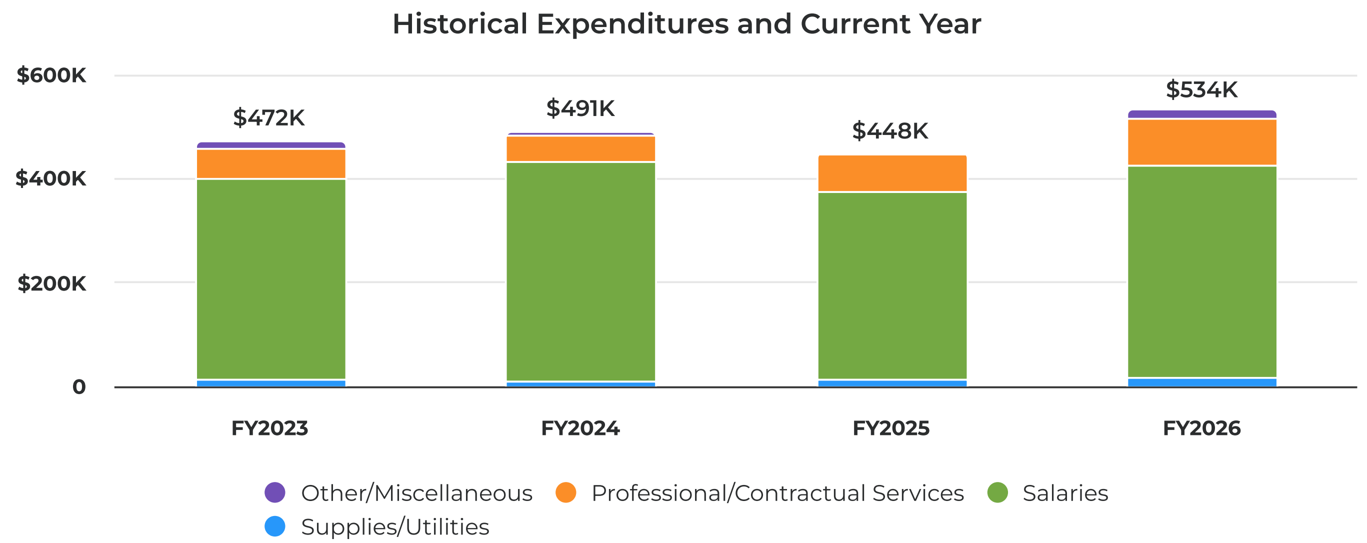
Jim Haselkamp, Human Resources Director

The primary function of the Human Resources Department is to provide city departments with the human capital necessary to deliver efficient, quality service to the taxpayers of the City of Bristol. Human Resources is responsible for recruiting and onboarding the best-qualified employees possible. To ensure continuity, Human Resources administers entry-level, lateral, and promotional testing, and is responsible for maintaining personnel records for city employees from date of hire to separation.

Human Resources administers and coordinates the city's personnel and labor relations activities, which include negotiating and administering labor contracts, grievance issues, and consultation with department heads regarding labor issues. Human Resources represents the city at grievances, mediation sessions, and in arbitration and unfair labor practice hearings before the State Board of Labor Relations and the State Board of Mediation and Arbitration.

Human Resources is also responsible for the administration of the City's Workers' Compensation Program.

Expenditures



Expenditures

Category	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2026 Actual	FY 2027 Requested	FY 2026 vs. FY 2027
Salaries	$360,497	$410,995	$415,935	$200,810	$402,645	-2.03%
Other/Miscellaneous	$3,517	$19,000	$19,000	$1,240	$19,000	0.00%
Professional/Contractual Services	$72,226	$89,560	$157,499	$57,968	$89,950	0.44%
Supplies/Utilities	$12,168	$14,655	$14,655	$6,331	$14,655	0.00%
Total Expenditures	**$448,408**	**$534,210**	**$607,089**	**$266,349**	**$526,250**	**-1.49%**

Goals and Accomplishments

Fiscal Year 2026 Goals and Accomplishments:

- Negotiated and settled contracts with BPSA and Local #1338.
- Ongoing:
  - Recruited for entry police and fire to ensure departments are fully staffed.
  - Revised Police Recruitment Incentive Program for Lateral hires.
- Maintain up-to-date police promotional lists.
- Schedule and conduct Fire promotional exams for Deputy Chief, Captain, and Lieutenant.

Fiscal Year 2027 Goals:

- Conduct a review of the on-boarding process to improve effectiveness.
- Review staff development and training programs; consider creation of a committee to oversee and develop programs.
- Conduct a review of a safety program with the goal of reducing injuries.

Long Term Goals:

- Achieve a more strategic HR approach and reduce the transactional nature of the department.

Expenditure and Position Summary

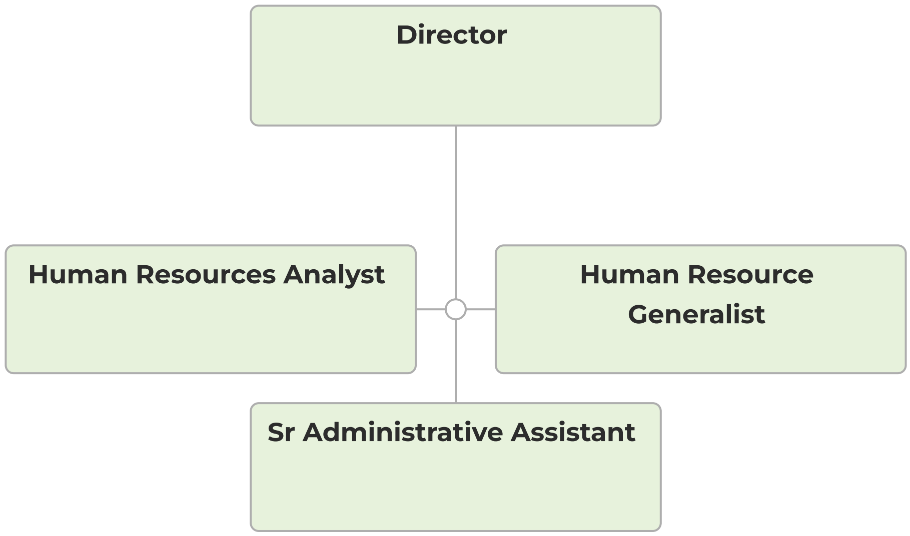
	2025 Actual	2026 Estimated	2027 Budget
Salary Expenditures	$338,184	$410,502	$395,845
Full Time Positions	4	4	4

Salaries

Qty	Position	Salary
1	Director of Human Resources	$163,865
1	HR Generalist	$82,227
1	HR Analyst	$91,807
1	Sr Admin Assistant	$57,942

Organizational Chart

Human Resources Department



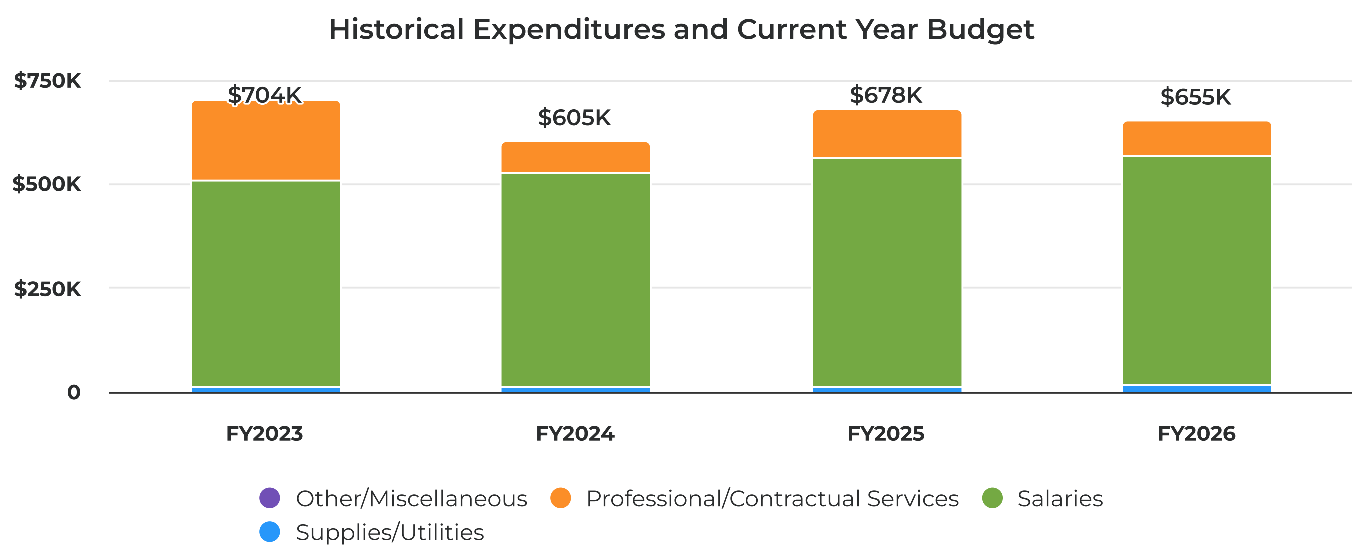
Corporation Counsel

Wyland Dale Clift, Corporation Counsel

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

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

Expenditures



Expenditures

Category	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2026 Actual	FY 2027 Requested	FY 2026 vs. FY 2027 Budget
Salaries	$549,253.79	$552,620.00	$560,675.00	$330,634.73	$560,655.00	1.45%
Other/Miscellaneous	-	$1,525.00	$1,525.00	$195.00	$1,525.00	0.00%
Professional/Contractual Services	$115,189.53	$85,000.00	$445,165.00	$50,335.49	$85,000.00	0.00%
Supplies/Utilities	$13,447.10	$15,820.00	$15,820.00	$15,812.85	$16,000.00	1.14%
Total Expenditures	**$677,890.42**	**$654,965.00**	**$1,023,185.00**	**$396,978.07**	**$663,180.00**	**1.25%**

Goals and Accomplishments

Fiscal Year 2026 Goals and Accomplishments:

- Played a significant role pursuing the collection of fines and penalties related to land use, building code, housing code, blight ordinance violations, and police-related collection matters (e.g., alarm fees, parking fines).
- Administered the Municipal Citation Program including tracking citations issued, coordinating citation hearings, reducing unpaid citations to judgment in the Superior Court, placing judgment liens on available properties and enforcement of judgments and priorities.
- Worked closely with the Tax Collector to accomplish a high real estate tax collection rate, and with the Assessor, to successfully oppose several attempts to undervalue taxable property located in the City.
- Dealt with a multitude of day-to-day requests for legal assistance from the Mayor, Council, and department managers, many of which involved personnel and other attorney-client privileged matters.
- Provided oversight and in-house management of on-going and significant Workers Compensation liabilities, and other claims, and played an integral part in resolving significant claims with full and final settlements in the best interests of the City.
- Continued assistance to ECD for transfer and cleanup of Brownfield properties.
- Assisted ECD in the closing of Southeast Bristol Business Park lots.
- Acquisition of open space on Perkins Street and the new Animal Control Facility at 30 Cross Street.
- Ongoing negotiations with West Cemetery Association.

Fiscal Year 2027 Goals:

- Successfully resist additional tax appeals involving commercial properties, ensuring that they will be processed and set for litigation, if necessary.
- Process heart and hypertension Workers Compensation claims which have been requested for close out.
- Continuation of staff support and mediation services to parties of the Fair Rent Commission.
- Continuation of the monitoring and settlement of significant Workers' Compensation claims.
- Continue playing a significant role pursuing the collections of fines and penalties related to land use, building code, housing code, blight ordinance violations & police related collection matters (e.g., alarm fees, parking fines).
- Continuation of efforts to conclude a transfer and development agreement for the former Sessions property at 273 Riverside Avenue.
- Explore water cooperation agreements with Southington.
- Acquisition of additional open space for recreation.
- Discussion with Bristol Housing Authority regarding new cooperation agreements.

Long Term Goals:

- Our overarching long-term goal: To deliver high-quality legal services and support to the Mayor, Council and City Departments while maintaining high ethical standards, and make wise use of outside legal firms and support professionals when needed.

Expenditure and Position Summary

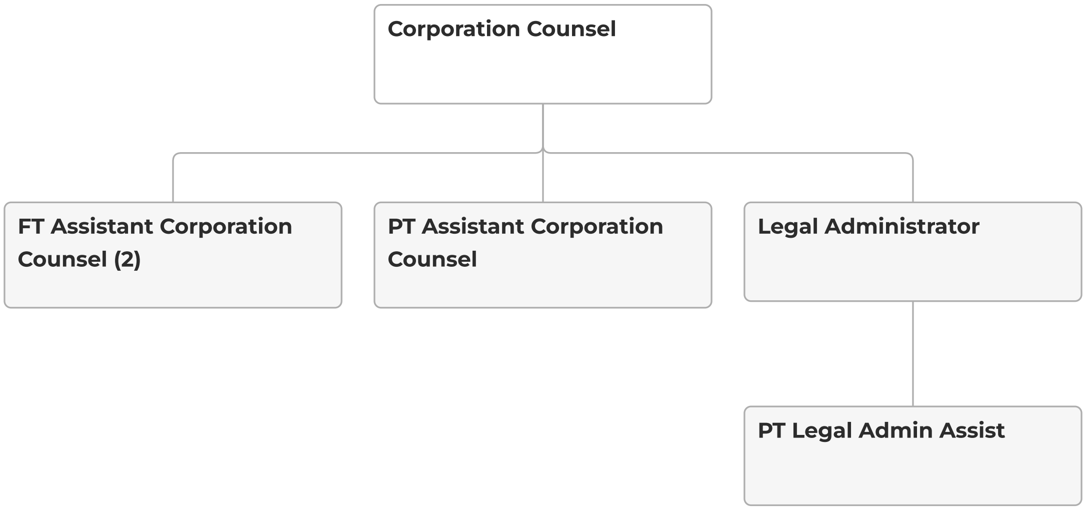
	2025 Actual	2026 Estimated	2027 Budget
Salary Expenditures	$447,239	$463,415	$463,395
Full Time Positions	4	4	4
Part Time Positions	2	2	2

Salaries

Qty	Position	Salary
2	Asst. Corp Counsel	$156,033
1	Legal Administrator	$97,594
1	Legal Assistant	$53,735
0.5	Corp Counsel	$62,345
0.5	PT Asst. Corp Counsel	$34,915

Organizational Chart

Corporation Counsel



Town and City Clerk

Erica Cabiya, Town and City Clerk

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

The Town and City Clerk's Office is responsible for numerous public records such as land records, vital statistics, election results, dog licenses, meeting notices and agendas, City Council and Joint Meeting records and minutes, litigation records concerning the City, worker's compensation claims, Justice of the Peace lists, military discharge records, lists of current members of all commissions, boards, and all elected and appointed officials in Bristol, and bonding packages and contracts in the City. It is also the custodian of the Town, City, and Registrar of Vital Statistics seals.

The Office processes and records all legal instruments relating to real estate within the City and certifies recorded documents and collects conveyance taxes for the City and the State. As part of land transaction recording, there are other fees collected, including capital improvement project funds for the City, affordable housing/open farmland and historic preservation funds for the State.

Bristol has a hospital which generates considerable vital statistics-related activity. The Registrar of Vital Statistics is responsible for preparing, issuing and creating the permanent record for all vital records in Bristol, which include burial and cremation permits, birth and death certificates, marriage licenses, and certified copies to the State and resident towns. In addition, the Office maintains burial information for numerous City-owned cemeteries.

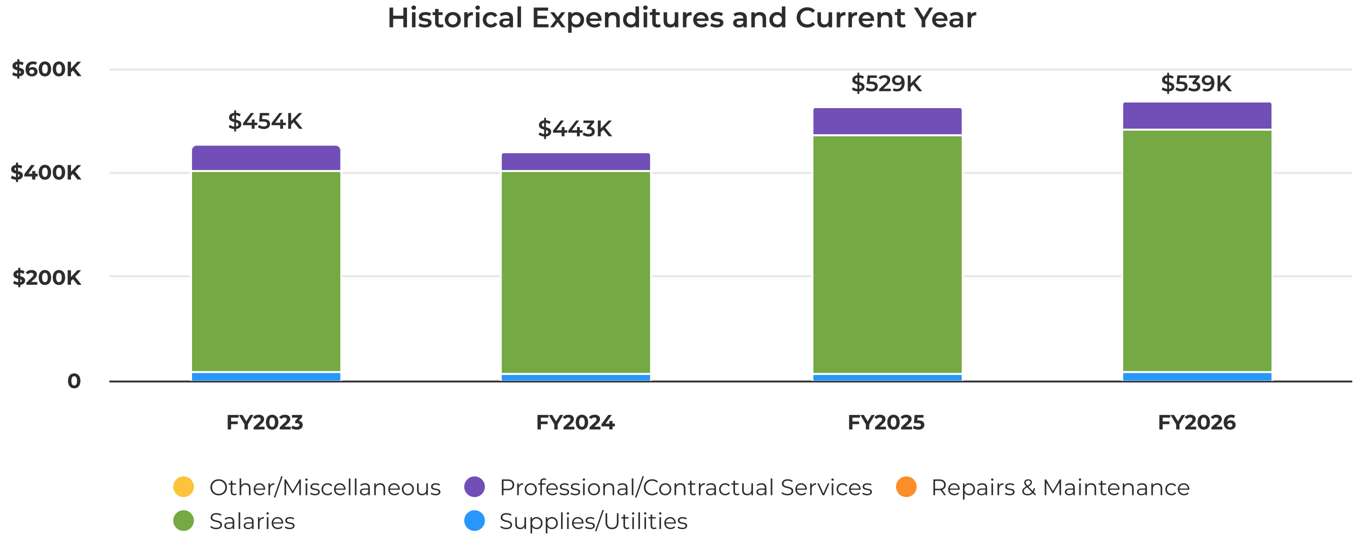
The City Clerk's responsibility is to prepare and provide access to the agendas, correspondence, minutes and calendars for the City Council and the Joint Meeting. The Office compiles the annual calendars for all boards and commissions and provides copies of the minutes and agendas of other boards for public viewing. The Town and City Clerk advises departments regarding records retention and FOI regulations pertaining to minutes, agendas, and meetings.

There are other duties involving the Town Clerk's Office which include issuing itinerant vendors, carnival, and going-out-of-business permits, dog licenses, trade name certificates, filing and certifying military service discharges, advertising discontinued and approved streets, and sidewalk deferrals, processing and publishing the Ordinances of the City of Bristol and amendments to the Charter, recording all Bristol notary appointments, and providing notary services for City Hall and the public.

The Town Clerk is the agent for service of the City and processes all lawsuits, claims, notices of intent, ethics complaints, and housing code appeals. In addition, the public frequently utilizes the Office as an information center to answer questions relating to various functions in government and the private sector. These inquiries are made by mail, telephone, e-mail, and in-person.

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

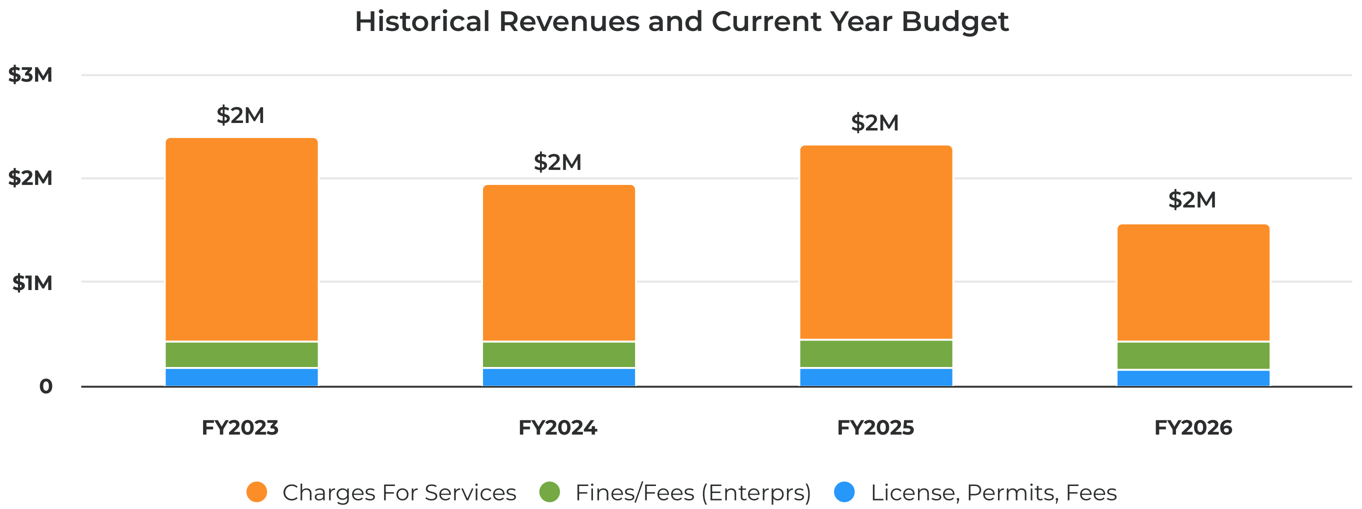
Expenditures



Expenditures

Category	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2026 Actual	FY 2027 Requested	FY 2026 vs. FY 2027
Salaries	$458,725	$466,905	$471,490	$275,736	$474,770	1.68%
Other/Miscellaneous	$1,694	$2,200	$2,200	$1,052	$2,200	0.00%
Professional/Contractual Services	$54,682	$53,300	$66,815	$50,715	$53,300	0.00%
Supplies/Utilities	$13,405	$16,050	$17,765	$11,087	$16,050	0.00%
Repairs & Maintenance	$187	$400	$400	$350	$400	0.00%
Total Expenditures	**$528,694**	**$538,855**	**$558,670**	**$338,940**	**$546,720**	**1.46%**

Revenues



Revenues

Category	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2026 Actual	FY 2027 Requested	FY 2026 vs. FY 2027
Fines/Fees (Enterprs)	$274,690	$270,900	$270,900	$170,154	$270,800	-$100

Category	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2026 Actual	FY 2027 Requested	FY 2026 vs. FY 2027
License, Permits, Fees	$173,587	$156,800	$156,800	$105,746	$161,450	$4,650
Charges For Services	$1,866,344	$1,142,000	$1,142,000	$1,498,541	$1,240,000	$98,000
Total Revenues	**$2,314,622**	**$1,569,700**	**$1,569,700**	**$1,774,441**	**$1,672,250**	**$102,550**

Goals and Accomplishments

Fiscal Year 2026 Goals and Accomplishments:

- Submitted and received a Historic Preservation Grant to scan, backfile, and upload images of Trade Names from March 1945 through December 1974 onto the Cott Systems software.
- Administered and supervised the absentee ballot process for the November 2025 Municipal Election, including those for military and overseas voters. Responsible for the printing of absentee, poll, and early voting ballots.
- Merged grantor/grantee indexes from 2015 through 2023 for permanent retention.
- Implemented cost-saving measures for indexing records, dog licensing, and office supplies.
- Began the process to implement credit card transactions through CottPay for in-person and online payments.
- Began the process of upgrading eSearch to Record Hub to comply with new ADA electronic mandates.
- Upon the completion of the Record Hub upgrade, the PropertyCheck program will be instituted. Residents may register with PropertyCheck to have an alert sent to them when there is a recording filed for their property.

Fiscal Year 2027 Goals:

- Train staff on the new online election system which will be changing from “Election Management System” to “Total Vote" in February.
- Continue to work collaboratively with the Registrar of Voters Office to streamline the voting process while adhering to legislative changes.
- Update the Town Clerk's Office webpage.
- Digitize Veteran Military Discharge documents (DD-214).
- Continue to work on Record Retention in accordance with the requirements prescribed by the Connecticut State Library.

Long Term Goals:

- Continue and complete scanning maps into the Cott Land Record System to make images available to the public.
- Continue microfilming vital records and rebinding vital books.

Expenditure and Position Summary

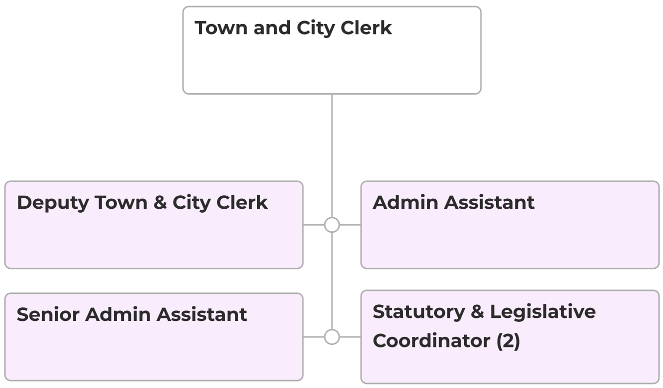
	2025 Actual	2026 Budget	2027 Budget
Salary Expenditures	$451,025	$466,290	$469,570
Full Time Positions	6	6	6

Salaries

Qty	Position	Salary
1	Town & City Clerk	$139,421
1	Asst. Town & City Clerk	$97,593
2	Stat. & Leg Clerk	$62,151
1	Sr. Admin Assitant	$57,942
1	Admin Assistant	$50,308

Organizational Chart

Town Clerk

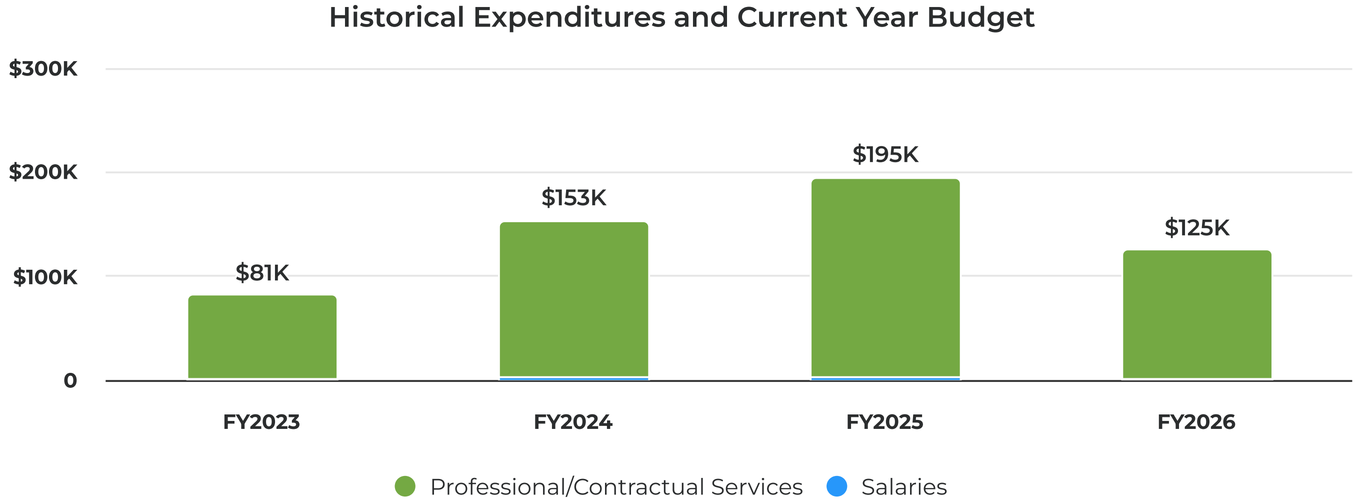


Board of Finance

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

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

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



Expenditures

Category	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2026 Actual	FY 2027 Requested	FY 2026 vs. FY 2027
Salaries	$2,116.63	$1,800.00	$1,800.00	$862.41	$1,800.00	0.00%
Professional/Contractual Services	$192,735.23	$123,435.00	$123,435.00	$105,435.00	$133,800.00	8.40%
Total Expenditures	**$194,851.86**	**$125,235.00**	**$125,235.00**	**$106,297.41**	**$135,600.00**	**8.28%**

Goals and Accomplishments

Fiscal Year 2026 Goals and Accomplishments:

- Board of Finance adopted the estimated 2025-2026 budget on April 22, 2025.
- Board of Finance and City Council formally adopted 2025-2026 budget at a Joint Board Meeting held May 19, 2025.
- Held each monthly meeting with a quorum.
- Completed Board of Education Operational Assessment
- Completed Water & Sewer Accounts Receivable Process Assessment.

Fiscal Year 2027 Goals:

- Adopt the estimated budget for 2026–2027 by April 29, 2026.
- Hold all monthly meetings with a quorum.
- Review all budgetary requests for the most favorable results for the taxpayers of Bristol.
- Maintain a strong financial framework and strong ratings identified by rating agencies.
- Continue to enhance the City's long-term financial and strategic plan.
- Select a department or process to continue the annual procedural and operational reviews.

Department of Aging

Jason Krueger, Aging Director

The Department of Aging provides essential services to Bristol residents aged 55 and older, representing approximately 27% of the city's population. Through the Douglas A. Beals Senior Community Center, the Department supports the health, independence, and well-being of the senior community by delivering a broad range of core services, including a daily congregate meal program, dental and foot care services, social services assistance, and structured recreational and wellness programming. These services are designed to reduce isolation, support aging in place, and promote overall quality of life for seniors.

The Senior Community Center also operates and maintains multiple program and activity spaces, including fitness and recreation rooms, arts and crafts areas, a woodworking shop, billiards room, and other amenities that support year-round programming and volunteer engagement. In addition to direct senior services, the Department is responsible for facility oversight and tenant coordination for agencies housed within the complex, including the Bristol-Burlington Health District and the Region 19 Probate Court. The Executive Director serves as the Municipal Agent for the Elderly, ensuring compliance with state requirements and advocating for the needs of Bristol's older residents.

Mission Statement: The mission of the Bristol Senior Center is to offer opportunities to explore all facets of personal growth while enjoying a vibrant, welcoming and caring community. We strive to continually meet the ever-changing needs of seniors in a wide variety of areas so that their lives may be enriched, fulfilled and meaningful.

Services and Activities:

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

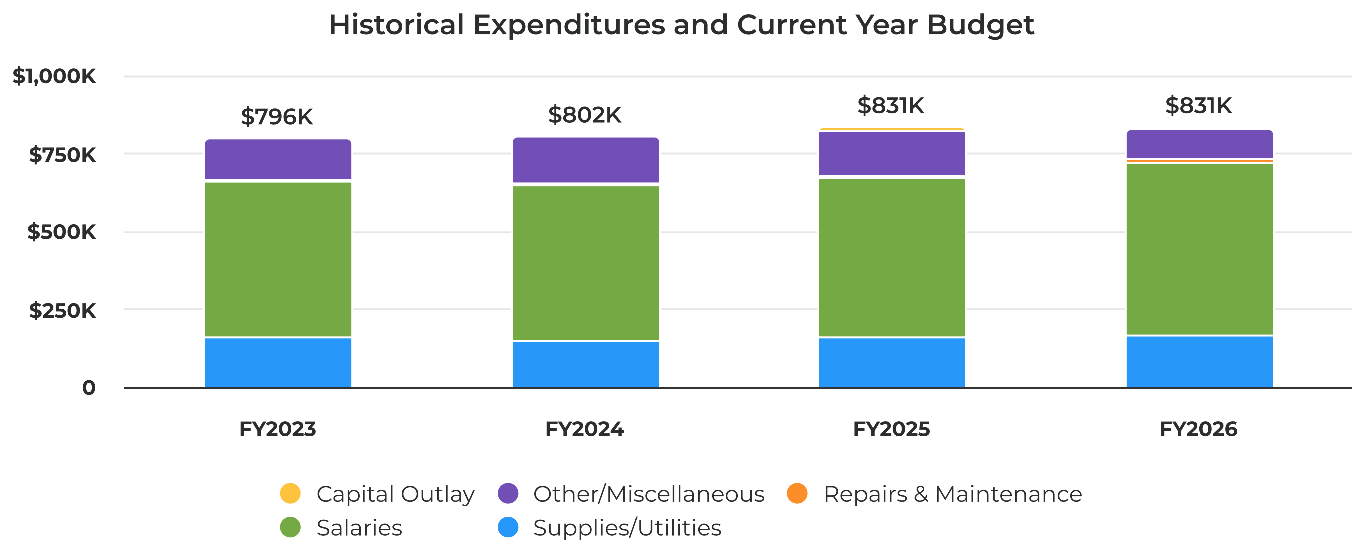
Expenditure Summary

The Department of Aging experienced a slight decrease in overall expenditures during the fiscal year, primarily due to the replacement of higher-salaried legacy positions with newly hired employees at lower starting compensation levels. This staffing transition allowed the department to maintain service levels while achieving modest payroll savings.

The department continues to demonstrate strong fiscal responsibility by strategically managing operational costs. Routine day-to-day expenses, including senior programming supplies and activities, were largely supported through the Senior Activity Fund rather than the general operating budget. This approach reduced strain on departmental funds while ensuring uninterrupted services for the senior community.

Overall, prudent personnel management and the effective use of dedicated funding sources contributed to controlled spending and sustained program delivery, reflecting the department's commitment to responsible financial stewardship.

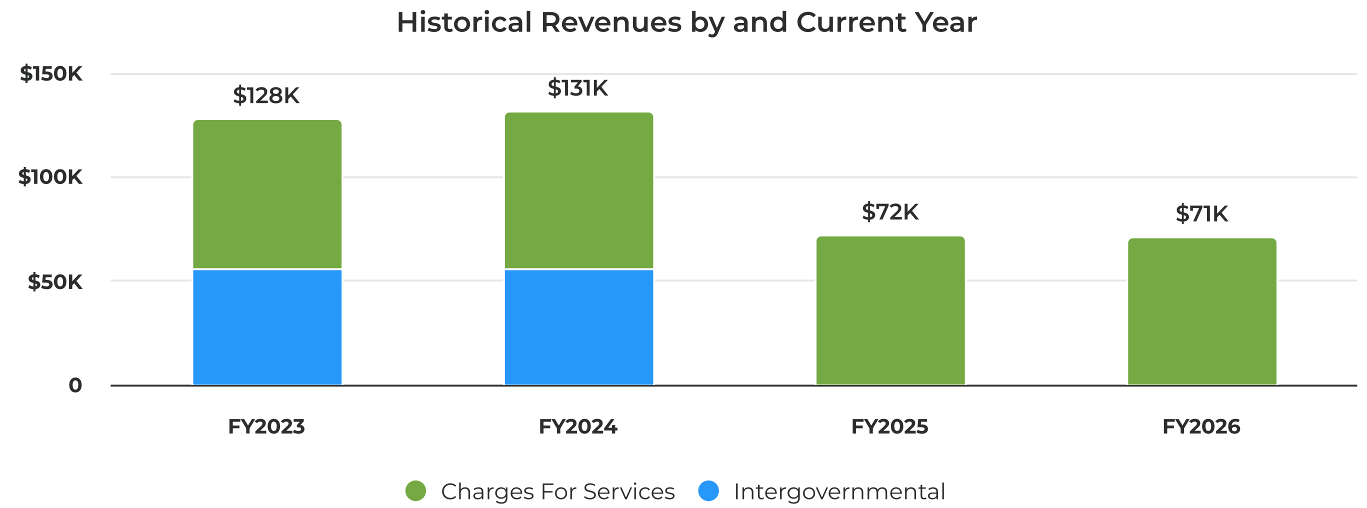
The Department of Aging is committed to fiscal responsibility and the prudent use of taxpayer funds. Despite maintaining a small staff of seven employees, personnel costs comprise the majority of the department's operating budget due to the essential nature of these roles.



Expenditures

Category	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2026 Actual	FY 2027 Requested	FY 2026 vs. FY 2027
Salaries	$514,719	$557,010	$559,295	$285,322	$555,070	-0.35%
Other/Miscellaneous	$140,568	$101,000	$156,203	$155,765	$101,000	0.00%
Supplies/Utilities	$157,412	$165,650	$165,650	$160,134	$171,150	3.32%
Repairs & Maintenance	$8,291	$7,500	$7,500	$5,670	$7,500	0.00%
Capital Outlay	$10,488	-	-	-	-	0.00%
Total Expenditures	**$831,477**	**$831,160**	**$888,648**	**$606,891**	**$834,720**	**0.43%**

Revenues



Revenues

Category	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2026 Actual	FY 2027 Requested	FY 2026 vs. FY 2027
Intergovernmental	-	-	$55,203	$27,602	-	0.00%
Charges For Services	$72,072	$71,000	$71,000	$50,228	$71,000	0.00%
Total Revenues	**$72,072**	**$71,000**	**$126,203**	**$77,830**	**$71,000**	**0.00%**

Goals and Accomplishments

Fiscal Year 2026 Goals and Accomplishments:

- Worked with Public Works to plan for and implement a new parking lot which will feature almost 80 new spaces and 18 new handicap spots..
- Increased the hours that the Senior Center is open to meet the needs of our community.
- Provided a comprehensive program to meet the educational, social, physical, clinical, and nutritional needs of our senior population.
- Improved our volunteer program by implementing a volunteer handbook to improve our services.
- Moved forward with the plan to re-locate the BBHD into the vacated north wing.

Fiscal Year 2027 Goals:

- Implement a credit card payment system to make registration and payments easier and faster.
- Install new signage throughout the Senior Center with Activity Funds.
- Look to replace old furniture that is in disrepair using Senior Activity Funds.
- Evaluation options to use additional space vacated upon relocation of the BBHD to the north wing.
- Look to re-paint signs at the entrances to accurately reflect the tenants in the building.
- Continue to advocate for the professional development of all staff members.

Long Term Goals:

- Assess the gym roof to determine and plan for future maintenance needs.
- Utilize additional space vacated by the Health Department relocation to the BOE wing for new/existing programs, storage and card room.
- Explore space options for a Senior Center Thrift Shop to sell senior-produced wares.

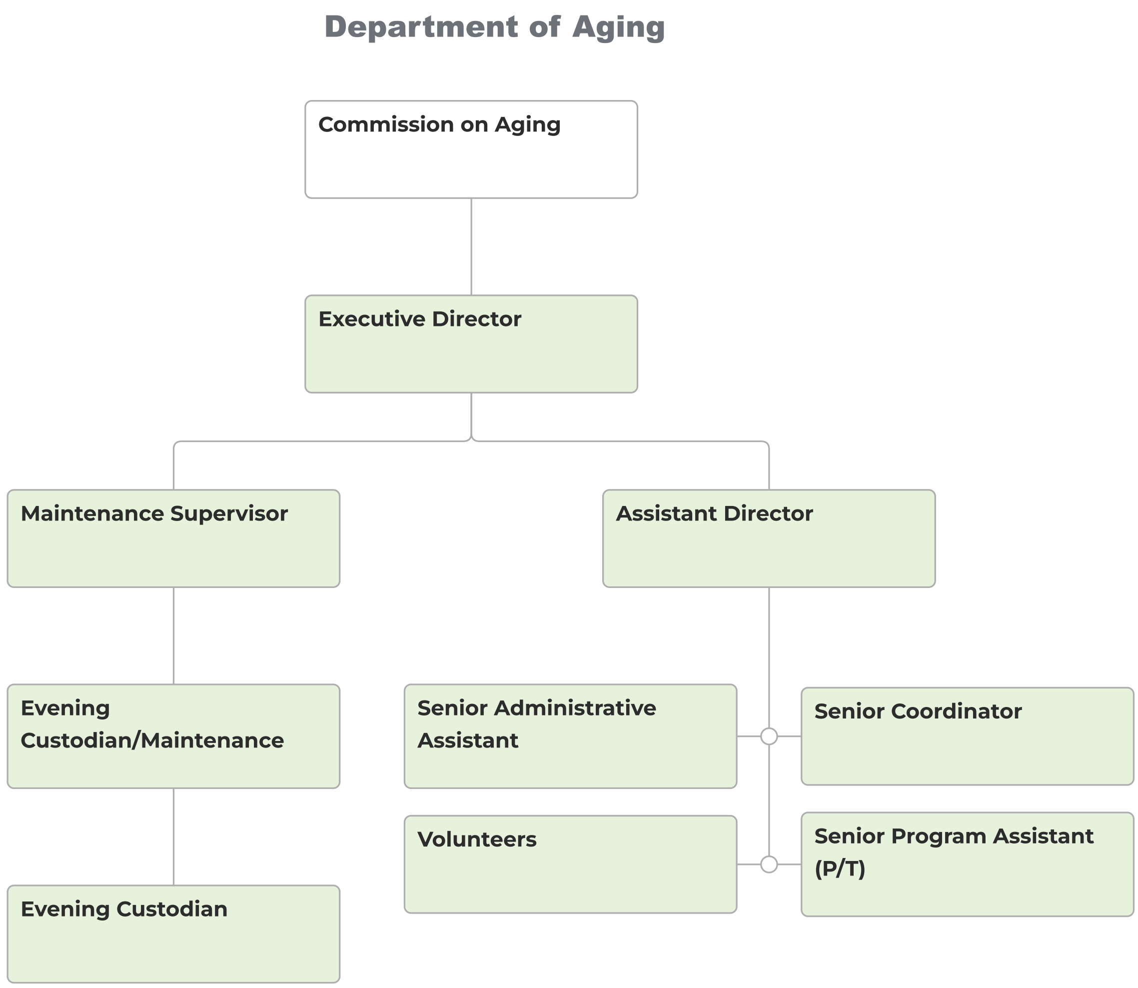
Expenditure and Position Summary

	2025 Actual	2026 Budget	2027 Budget
Salary Expenditures	$471,290	$491,570	$482,900
Full Time Positions	7	7	7
Part Time Positions	0	1	1

Salaries

Qty	Position	Salary
1	Director	$123,720
1	Assistant Director	$79,726
1	Sup. Sr Center Maint	$66,379
1	Senior Coordinator	$62,151
1	Custodian/Maint	$50,308
1	Admin Assist.	$50,308
1	Custodian	$50,308
0.5	Senior Program Assistant	$26,870

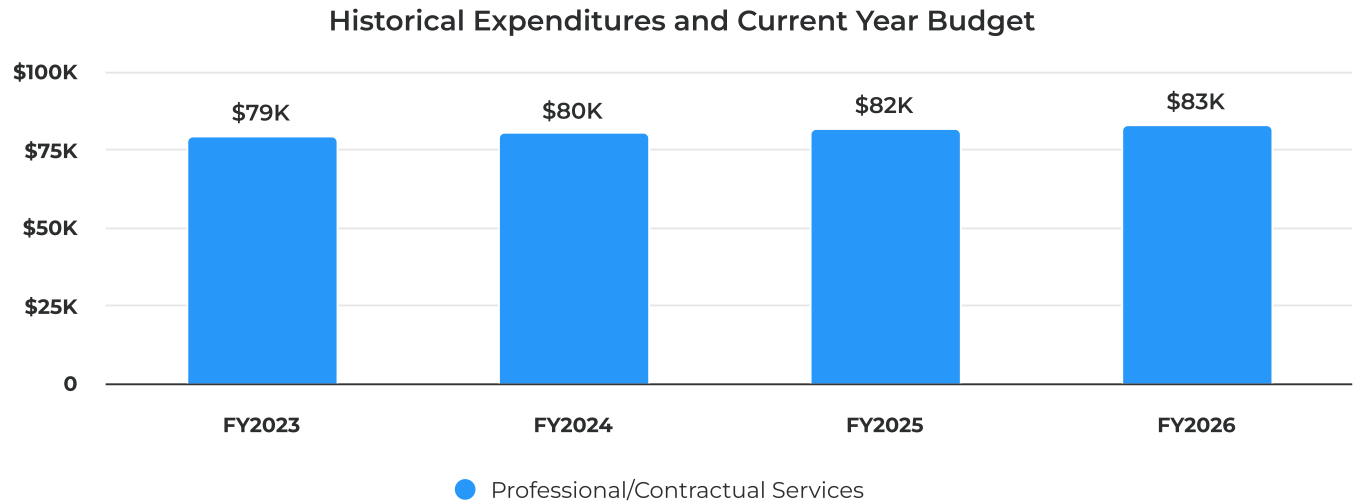
Organizational Chart



City Memberships

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

Expenditures



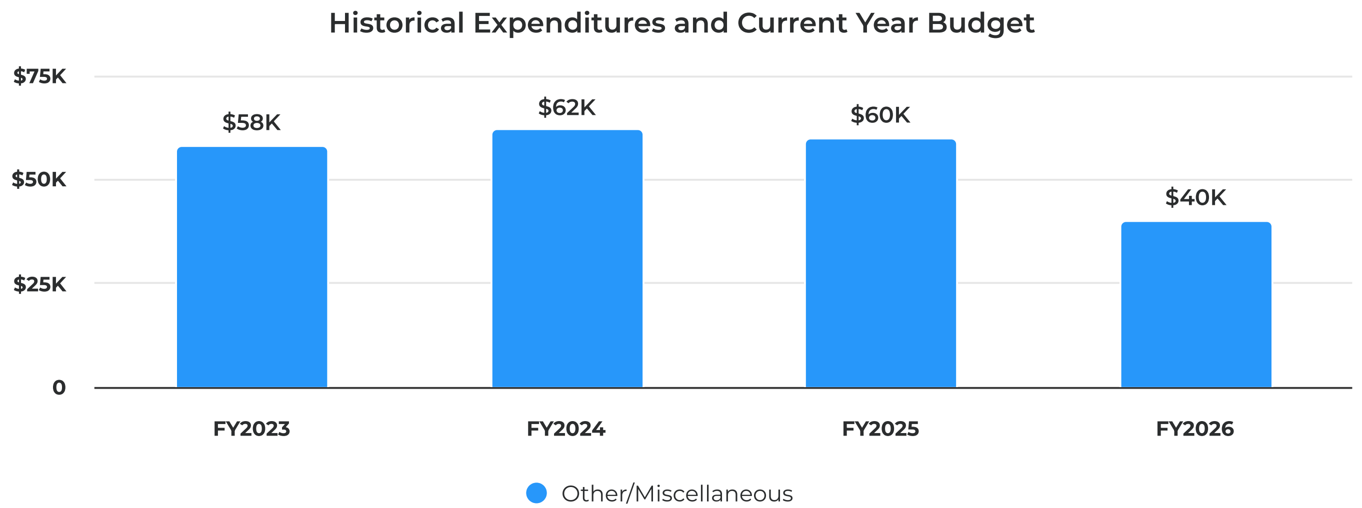
Expenditures

Category	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2026 Actual	FY 2027 Requested	FY 2026 s. FY 2027
Professional/Contractual Services	$81,877	$82,920	$82,920	$82,915	$83,995	1.30%
Total Expenditures	**$81,877**	**$82,920**	**$82,920**	**$82,915**	**$83,995**	**1.30%**

Community Promotions

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

Expenditures



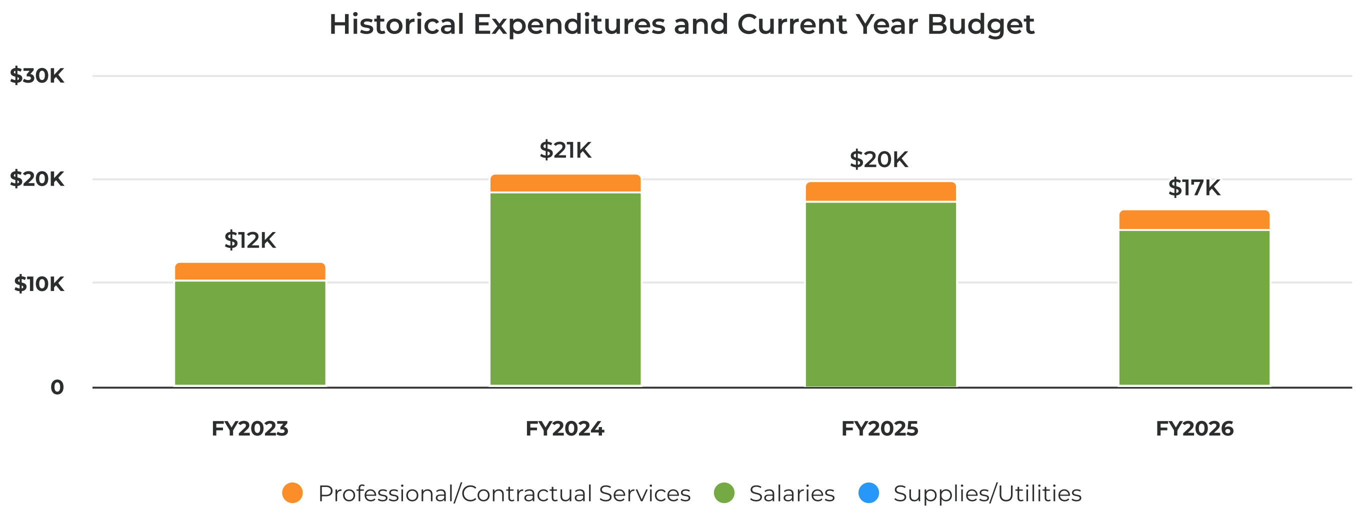
Expenditures

Category	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2026 Actual	FY 2027 Requested	FY 2026 vs. FY 2027 Budget
Other/Miscellaneous	$59,915	$40,000	$50,000	$37,735	$60,000	50.00%
Total Expenditures	**$59,915**	**$40,000**	**$50,000**	**$37,735**	**$60,000**	**50.00%**

Boards and Commissions

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

Expenditures



Expenditures

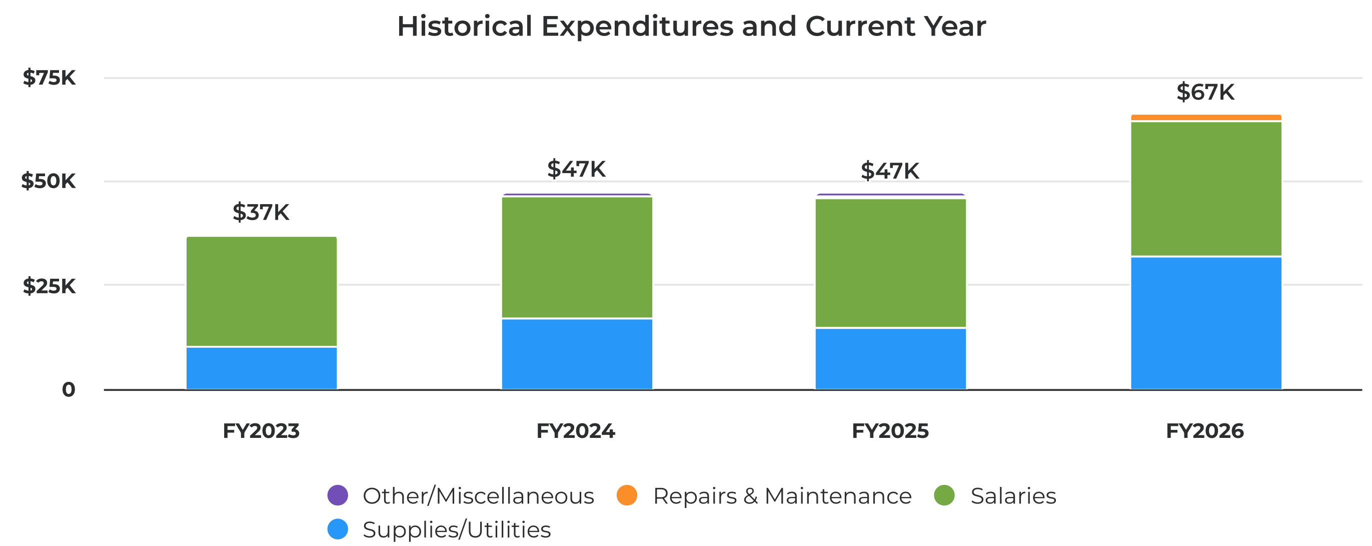
Category	FY 2025 Actual	FY 2026 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Requested	FY 2026 vs. FY 2027
Salaries	$17,846.00	$9,330.67	$15,000.00	$15,000.00	$20,000.00	33.33%
Professional/Contractual Services	$1,870.97	$2,000.00	$2,000.00	$2,000.00	$2,000.00	0.00%
Supplies/Utilities	-	-	$50.00	$50.00	$50.00	0.00%
Total Expenditures	**$19,716.97**	**$11,330.67**	**$17,050.00**	**$17,050.00**	**$22,050.00**	**29.33%**

Emergency Management

Harley Graime, Emergency Management Director

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

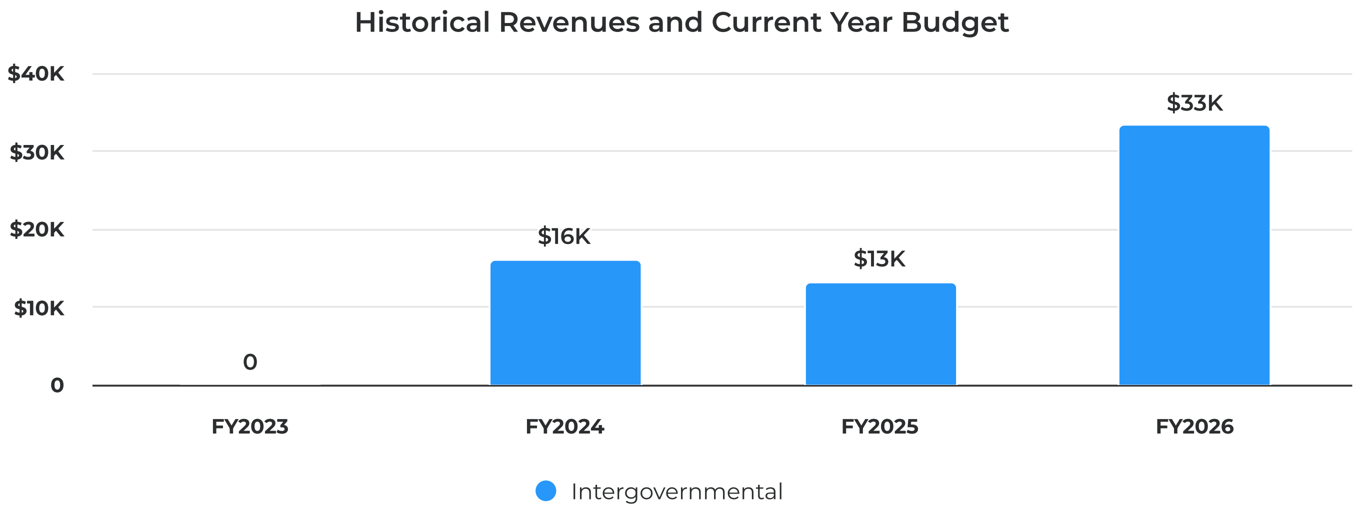
Expenditures



Expenditures

Category	FY 2025 Actual	FY 2026 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Requested	FY 2026 vs. FY 2027
Salaries	$31,240	$17,878	$32,500	$32,500	$32,500	0.00%
Other/Miscellaneous	$697	$525	$500	$500	$500	0.00%
Supplies/Utilities	$14,766	$10,765	$31,730	$31,879	$31,730	0.00%
Repairs & Maintenance	$289	$720	$2,000	$2,000	$2,000	0.00%
Total Expenditures	**$46,991**	**$29,888**	**$66,730**	**$66,879**	**$66,730**	**0.00%**

Revenues



Revenues

Category	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2026 Actual	FY 2027 Requested	FY 2026 vs. FY 2027
Intergovernmental	$13,183.82	$33,365.00	$33,365.00	$36,135.63	$33,365.00	0.00%
Total Revenues	**$13,183.82**	**$33,365.00**	**$33,365.00**	**$36,135.63**	**$33,365.00**	**0.00%**

Goals and Accomplishments

Fiscal Year 2026 Goals and Accomplishments:

- Continued to obtain, store and disperse Personal Protective Equipment (PPE) to all city departments and first responders.
- Updated and distributed the Emergency Operations Plan to Department of Emergency Management and Homeland Security (DEMHS) and city departments.
- Completed all 14 tasks for EMPG Grant completion and reimbursement from DEMHS.
- Provide Community Emergency Response Team (CERT) training to all new members and update training for all active members.
- Relocate ham radio equipment, as applicable, to improve city emergency communications using DEMHS approved EMPG Grant funds recently allowed due to the criticality of emergency communications in times of emergency or disaster.
- Implemented the use of the training room at Fire House as an auxiliary Emergency Operations Center (EOC). The room will be used if the main EOC is compromised. This room is also been used for the training of new CERT members.
- Awarded and completed an EMPG-EOC Grant to establish a stand-alone city EOC on the 2nd floor of the Police Department complex.
- Continued to present the Federal Emergency Management Agency (FEMA) Student Tools for Emergency Planning (STEP) program to 5th graders in the Bristol public and parochial schools along with CERT volunteers. Also to schools outside our jurisdiction.
- Represented the City by participating in state, regional and local committees. (CRCOG/CREPC/SCCC) VP CREPC and REPT 3 representative to the State Citizen Corp Committee.
- Participated in Bristol CARES and Winter Agencies (homelessness) meetings to support social services within the city.
- Continue to attend and assist the Disabilities Commission regarding the functional-needs population. Working with them and the Fire Department on smoke detectors for deaf residents.
- Received an emergency management SUV and now a small van for CERT with the assistance of the Fire Department.
- Activated CERT for more hours (3500 in CY 2025) in city service and training than ever before. This will continue into calendar year 2026.
- Participated in the Annual Statewide Governor's Emergency Planning and Preparedness Exercise (EPPI) with city department representatives.
- Provided Emergency Sheltering in conjunction with the Bristol CERT at the Library and Salvation Army facility during the Governor's Cold Weather Protocols.
- CERT members
    - Supplied traffic services to community events at the Shamrock Run, the Rockwell Park Festival, the Mum Festival and Mum Parade, the Cemetery Committee Lantern Tours, the Alzheimer's Walk and the Family Fun Day.
    - Collected food and clothing for the homeless and needy population on Valentine's Day.
    - Manned American Red Cross Blood Collection sites for the fifth straight year.
    - Held an ARC Blood Collection in memory of passed CERT members February 2025.
    - Gained ten new members during the year.
    - One member attained their ham radio license.
    - Volunteered to "ring the bell" for the Salvation Army holiday campaign
    - Bristol CERT is one of the most active in Region3 Western part of Capitol Region.
- Optimized all DEMHS/CRCOG available funding
- Working with a new DEMHS system 'CIVIX emgrants'. Requires the performance by the EMD to complete 14 tasks for direct reimbursement without any backup paperwork from the Comptroller

Summary of Fiscal Year 2026-2027 Request

- Repairs & Maintenance and Motor Fuels are needed to maintain recently assigned vehicle were added.

Fiscal Year 2027 Goals:

- Continue to upgrade and promote the ham radio communications in the city. Working with the Water & Sewer Dept to maintain adequate radio communications at their water tank locations.
- Continue the FEMA STEP program in the Bristol 5th grade classes during the coming year.
- Participate in the Governor's Statewide Emergency Planning and Preparedness Initiative (EPPI) exercise.
- Attend Capital Region Council of Governments (CRCOG), Capital Regional Emergency Planning Council (CREPC), CT Conference of Municipalities (CCM) and State Citizen Corps Council (SCCC) meetings as a member of those regional and state committees.
- Keep the City first responders apprised of the latest training available.
- Attend local civic meetings as the city representative.
- Continue to participate in the Bristol Cares and Winter Agencies (Homelessness) Working Group in conjunction with the Commission for Persons with Disabilities.
- Support Governor's issuance of Cold Weather Protocols with emergency assistance to Saint Vincent DePaul sheltering for the unhoused.
- Work closely with the Bristol Burlington Health District to provide the necessary assistance in the performance of their duties.
- Attend CRCOG meetings, apply for DEMHS grants for training and equipment and attend the annual CERT Day and training as scheduled along with providing community response when the need arises.
- Encourage small businesses to be more resilient and support sustainability with the assistance of the Chamber of Commerce and the Bristol Economic and Community Development Department.
- Continue to provide city residents with emergency preparedness information and guidance.
- Provide both CPR and AED training for all community residents.
- Increase CERT membership to strengthen the organization
- Increase CERT participation with city first responder agencies.
- Work with ICRC radio club and Water & Sewer Dept to relocate emergency radio antennas.

Long Term Goals:

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

Expenditure and Position Summary

	2025 Actual	2026 Estimated	2027 Budget
Salary Expenditures	$31,239	$32,500	$32,500
Full Time Positions	1	1	1

Building Inspection

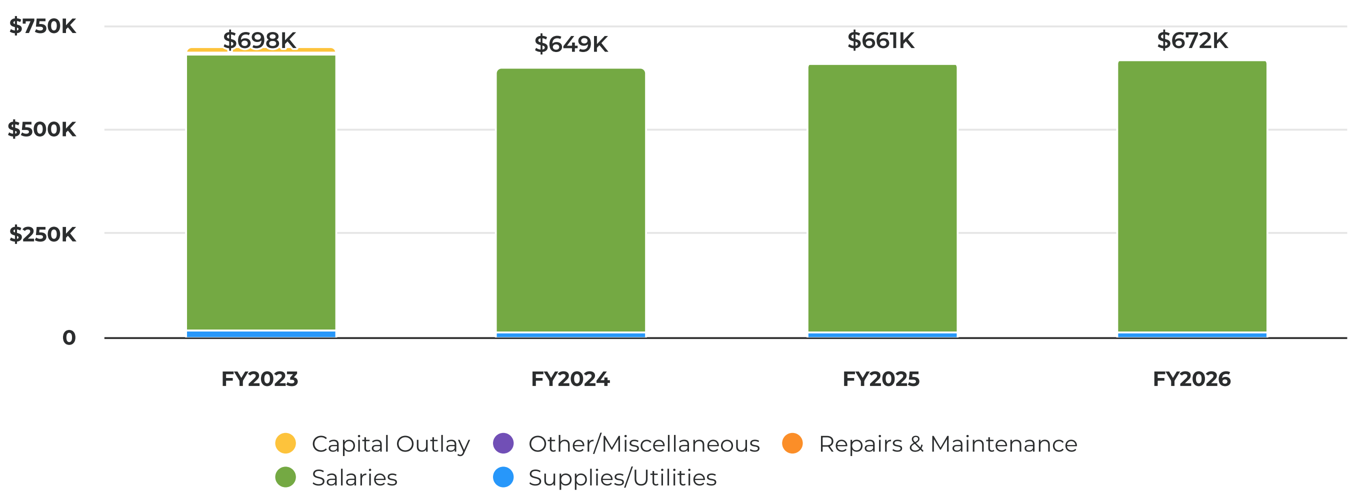
Richard J. Brown, Chief Building Inspector

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

The Building Inspection Department performs many functions, including: processing permit applications, reviewing construction plans, issuing permits, conducting inspections, issuing certificates of occupancy, and certificates of approval. The department also responds to emergency situations such as fires, floods, car vs building accidents, board & secure vacant properties, working without permits, damaged structures, and any occurrences that affect the integrity of a structure or property. The Building Department maintains close relationships with all City of Bristol departments and has a day-to-day relationship with the Fire Department, the Police Department, the Public Works Department, and the Bristol/Burlington Health Department. A Code Enforcement Committee has been developed, and the Building Department has the leading role of enforcing anti-blight and property maintenance violations under the direction of the Mayor.

Expenditures

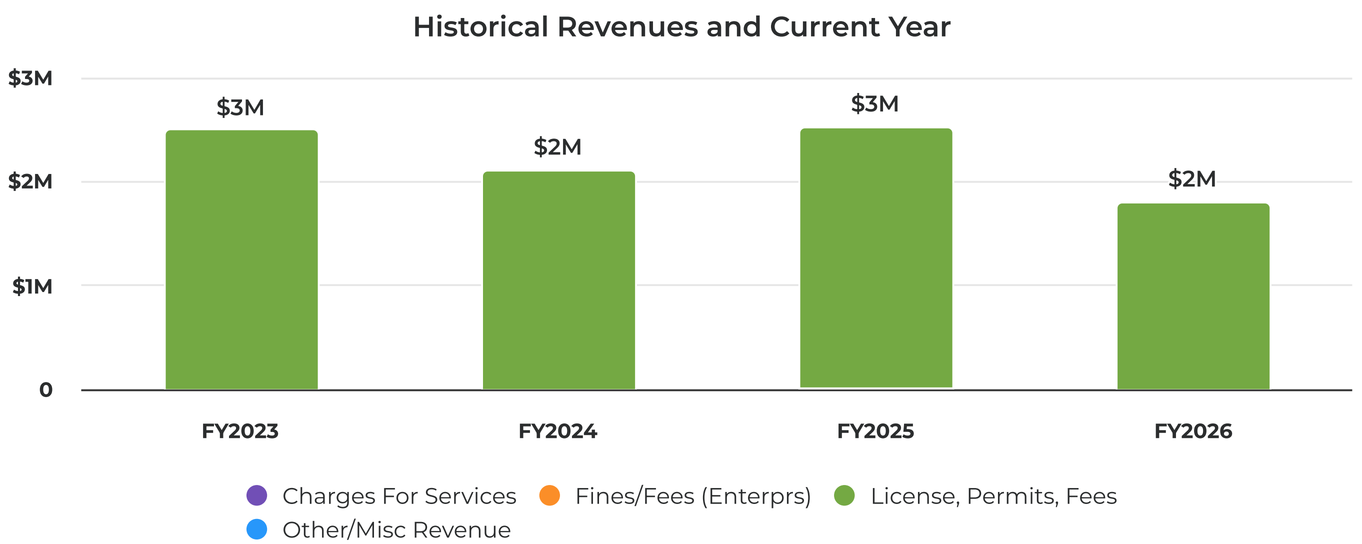
Historical Expenditures and Current Year



Expenditures

Category	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2026 Actual	FY 2027 Requested	FY 2026 vs. FY 2027
Salaries	$645,929	$653,925	$656,420	$399,112	$654,310	0.06%
Other/Miscellaneous	$2,114	$3,000	$3,000	$1,630	$3,000	0.00%
Supplies/Utilities	$11,460	$12,850	$12,850	$7,778	$12,850	0.00%
Repairs & Maintenance	$1,128	$2,250	$2,250	$560	$2,250	0.00%
Total Expenditures	**$660,631**	**$672,025**	**$674,520**	**$409,080**	**$672,410**	**0.06%**

Revenues



Revenues

Category	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2026 Actual	FY 2027 Requested	FY 2026 vs. FY 2027
Fines/Fees (Enterprs)	-	$2,500.00	$2,500.00	-	$1,800.00	-28.00%
License, Permits, Fees	$2,522,178.26	$1,800,000.00	$1,800,000.00	$1,644,285.77	$1,800,000.00	0.00%
Other/Misc Revenue	$0.78	-	-	$458.90	-	0.00%
Total Revenues	**$2,522,179.04**	**$1,802,500.00**	**$1,802,500.00**	**$1,644,744.67**	**$1,801,800.00**	**-0.04%**

Goals and Accomplishments

Fiscal Year 2025 Goals and Accomplishments:

- Improved image of the Bristol Building Department (BBD) by building better relationships with contractors and residents through better communication and conversations.
- Limit extended waits on inspection requests.
- Established a more refined permitting system for all the necessary licenses required for so many different projects.
- Keeping the permitting applications flowing and having less confusing questions to answer, especially between contractor/owner.
- Going after delinquent permit holders to either pay the permit fee or call for final inspections, so the jobs can be closed out properly and safely.

Fiscal Year 2026 Goals:

- Complete electronic scanning of all existing blueprints in the basement & continue to scan all street files electronically to increase department efficiencies.
- Refine the Code Enforcement elements to an established guideline, for more efficient tracking and standards for operating in the field.

Long Term Goals:

- Become more electronically expeditious. The downtime spent looking up old files that are not in the system is extensive and costly. We need to be more up-to-date.
- Replace older vehicles with newer cars to avoid using personal vehicles for inspections during maintenance issues.

Expenditure and Position Summary

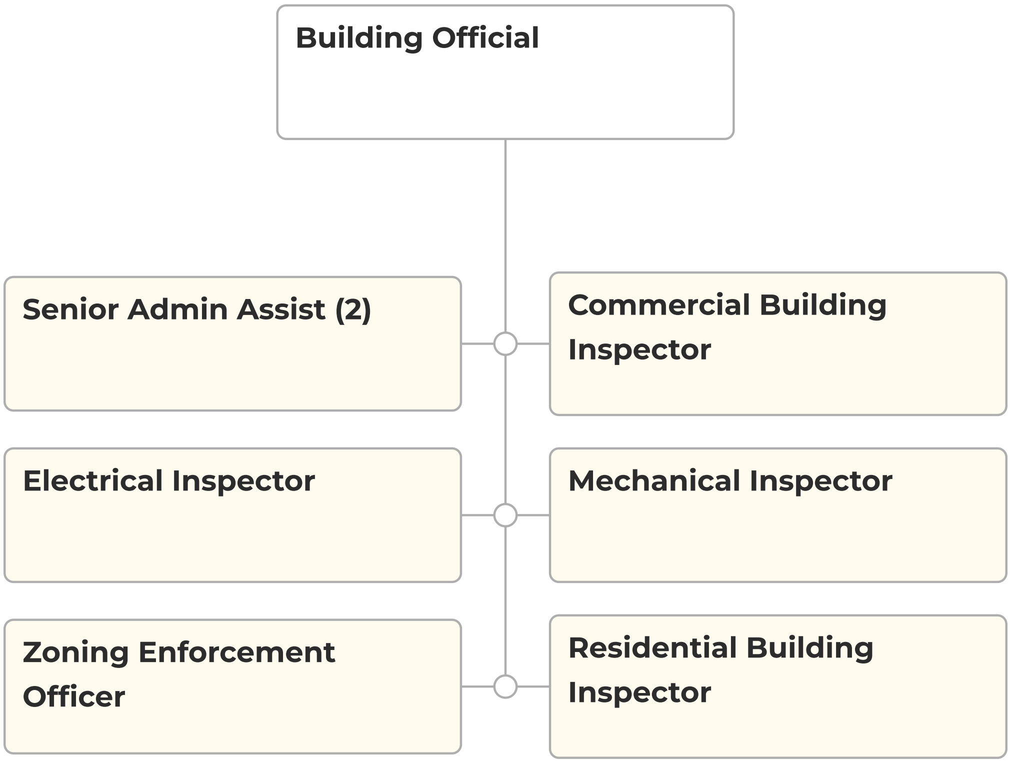
	2025 Actual	2026 Estimated	2027 Budget
Salary Expenditures	612,972	634,420	632,310
Full Time Positions	8	8	8

Salaries

Qty	Position	Salary	Other Funds
1	Chief Building Official	$127,025	
2	Code Enforcement/Assistant Building	$84,095	
1	Code Enforcement/Assistant Building		$84,095
1	Mechanical Inspector	$84,095	
1	Electrical Inspector	$84,095	
1	Zoning/Code Enforcement	$84,095	
1	Senior Admin. Clerk	$57,942	
1	Senior Admin. Clerk	$28,971	$28,971

Organizational Chart

Building Department



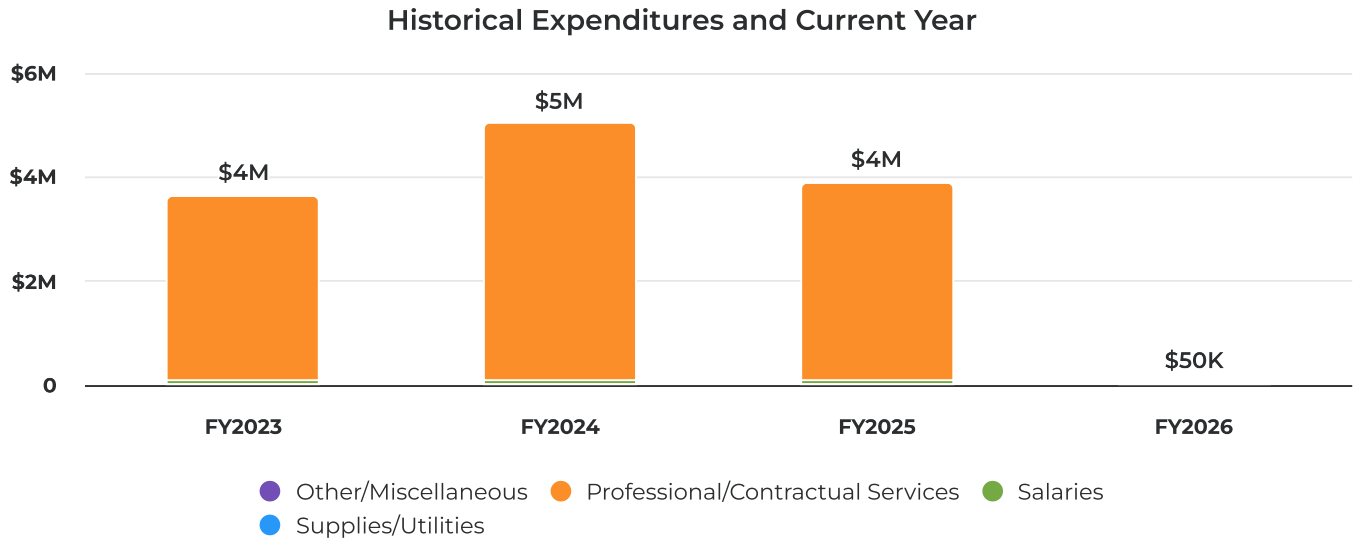
Bristol Early Childhood Collaborative, Local Governance Partner (LGP)

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

The grants Bristol receives support 247 full-day/full-year spaces and 168 part-day/part-year spaces in high-quality early childhood pre-K programs. In FY2023, the Office of Early Childhood also expanded subsidies for Infant and Toddler care, and Bristol received additional spaces.

Legislation passed in 2025 that alters the early childhood landscape. In FY26, the School Readiness and Child Day Care Grants are combined into Early Start CT, and Bristol's early childhood programs will contract directly with the CT Office of Early Childhood (OEC) for their spaces. The City of Bristol is contracting with Shine Early Learning, the OEC's Statewide Intermediary as the Local Governance Partner, which includes responsibility for the following: 1) Fiduciary, 2) Liaison, 3) Parent Ambassador, and 4) Community Table.

Expenditures



Expenditures

Category	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2026 Actual	FY 2027 Requested	FY 2026 vs. FY 2027
Salaries	$98,041	-	-	$30,051	-	0.00%
Other/Miscellaneous	$2,427	$290	$290	$363	$5,400	1,762.07%
Professional/Contractual Services	$3,785,796	$36,610	$36,610	$33,245	$36,000	-1.67%
Supplies/Utilities	$761	$13,100	$13,100	$230	$8,600	-34.35%
Total Expenditures	**$3,887,025**	**$50,000**	**$50,000**	**$63,890**	**$50,000**	**0.00%**

Goals and Accomplishments

Fiscal Year 2026 Goals and Accomplishments:

- Unprecedented legislation passed that adopts some of the Blue Ribbon Panel recommendations and formed an Early Childhood Education Endowment Fund managed by the State Treasurer's Office. OEC is implementing higher reimbursement rates and expanding the number of state-funded slots, while supporting families by reducing fees and creating a portal for one-point-of-entry. OEC also expanded administrative funding, adding family and community engagement to the required role. Bristol will be required to have at least three (3) Parent Ambassadors.
- Helped fund a joint Bristol Public Schools and community Behavior Support position to address the significant need at Edgewood Pre-Kindergarten Academy and at community preschool programs. With $14,000 allocated from the City of Bristol, we have a joint Bristol Public Schools and Community Behavior Support position.
- Rebranded Bristol's early childhood work from School Readiness, Bristol Early Childhood Alliance (BECA) and Making Bristol Better to one cohesive group whose mission is clear and relatable to the public. The groups were merged together at the beginning of 2025 under a new name, the Bristol Early Childhood Collaborative. Work on the logo is ongoing and, once approved, marketing materials and social media will be updated.

Fiscal Year 2027 Goals:

- Encourage the Governor, State Legislature and CT Office of Early Childhood (OEC) to appropriately fund the changes outlined in legislation passed in 2024 and 2025, implement new policies, and continue to adopt the OEC's Blue Ribbon Panel recommendations. The goal is to ensure that Bristol's high-quality programs receive the resources needed to thrive, families have access to high-quality programs, and administrative funding is adequate to support monitoring of State Funded Programs as well as conduct a local needs assessment and family and community engagement.
    - July 1, 2025, the Office of Early Childhood (OEC) combined three separate funding streams and programs (Child Day Care, School Readiness and State Head Start) into one system called Early Start CT. Local Governance Partners (LGPs) replaced School Readiness Councils, and they are required to monitor state-funded programs, conduct local needs assessments, and work with Parent Ambassadors, among other items.
    - OEC is contracting with a statewide intermediary, Shine Early Learning, who is contracting directly with the City of Bristol for Administrative Funds. According to the legislation, if Bristol contributes a match of $50,000, the OEC, through Shine, will provide Administrative Funds of $300,000. This funding is significantly more than Bristol used to receive, but the legislation also outlines additional responsibilities for the Liaison and the Local Governance Partner (LGP).
    - The additional administrative funding allowed Bristol to hire a full-time staff member to support the additional responsibilities. The additional funding also requires Bristol to hire at least three (3) part-time (120 hours per year) Parent Ambassadors, and four (4) have been. Finally, Bristol will use a large percentage of the administrative funding to cover payroll tax and fringe benefits for the early childhood staff.
- Build a network of parent leaders who help shape local policies and activities. Continue to support the Parent Ambassadors by working with a Parent Council comprised of parents from every early childhood site in Bristol, including Kindergarten parents from the Public Schools.
- Conduct a Local Needs Assessment with the guidance of the CT Office of Early Childhood and Shine Early Learning.
- Continue to help fund a joint Bristol Public Schools and community Behavior Support position to address the significant need at Edgewood Pre-Kindergarten Academy and at community preschool programs.
- Continue to rebrand Bristol's early childhood work, so its mission is clear and relatable to the public.

Long Term Goals:

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

Expenditure and Position Summary

	2025 Actual	2026 Estimated	2027 Budget
Salary Expenditures	Funded by Grant Award		
Full Time Positions	1	1	2

Performance Measures

Activity	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
School Readiness Award, includes Admin Funds	$2,939,412 *	2,939,412	3,029,032	3,641,119	3,656,130	$0**
Early Start CT Administrative Funds						$300,000
School Readiness Slots – Full Day/Full Year	241*	243	243	248	248	247
Part Day/Part Year	152*	149	149	149	149	168
Infant and Toddler			8	8	8	64
Total	393*	392	400	405	405	476

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

***** Office of Early Childhood began contracting directly with early childhood programs on July 1, 2025, and not through the City of Bristol***

Qualitative:

The Early Start CT Liaison works with early care and education providers and the community to ensure quality early care and education and community engagement is available to Bristol families. Special attention and numerous hours are spent with State-Funded providers to make sure quality components are incorporated into their programs and that they are in compliance with all State requirements. The Family and Community Engagement Coordinator works with the Bristol Parent Ambassadors, families and community partners to provide additional support and resources, ensuring all Bristol families have equitable access to services.

Bristol Early Childhood Collaborative

All Terms Expire August 2026

Maegan Adams, Co-Chair, Bristol Child Development Center (Early Start CT
Sandra Godin, Co-Chair, Bristol Family Resource Centers
Stephanie Daniele, Parent
Michelle Fangiullo, Imagine Nation (Early Start CT Program)
Yesenia Fuentes, Parent
Cecilia Garay, McKinney-Vento Liaison
Cristina Gutierrez, Parent
Michelle Herens, Bristol Health
Peter Kelley, City Council Liaison
Donna Koser, Bristol Early Childhood Alliance
Susan Lee MD, Pediatrician
Amber Lipscomb, Bauer Inc.
Liz McGuire, Bristol-Burlington Health District
Melissa Mendez, ECCP- Wheeler Health
Brenda Moore, Bristol Housing Authority
Valerie Pelletier, Head Start
Kaitlyn Rondeau, WIC
Whitney Shufelt, Main Street Community Foundation
Kara Singleton, Wheeler Health
Claire Strillacci, Bristol Public Library
Courtney Sugarman, Edgewood Pre-Kindergarten Academy

Proposed Full Budget for Bristol Early Childhood Collaborative FY2027

Proposed Budget for Bristol Early Childhood Collaborative FY2027

For the City to receive $300,000 in Administration funds, we must spend at least $50,000 in the City Budget for Early Start CT. The proposed budget reflects expenditures of $350,000, broken out by City and OEC.

Budget Heading	**Amount from City**	**Amount from OEC**	**Total**
Regular Wages Liaison Step 8/6		$ 108,062	$ 108,062
Regular Wages Family & Comm. Coord.		$ 85,322	$ 85,322
Part-Time Wages for 4 Parent Ambassadors		$ 12,000	$ 12,000
Tax and Fringe Benefits		$ 87,720	$ 87,720
Professional Fees · Professional Development $2,000 · Food/supplies for meetings $1,896		$ 3,896	$ 3,896
Program Supplies		$ 3,000	$ 3,000
Quality Enhancement Grant*		TBD*	TBD*
Subtotal		**$ 300,000**	**$ 300,000**

*Separate grant

Professional Fees · Coaching/Monitoring for Programs $15,000 · Behavior Support - shared position with BOE $14,000	$ 29,000		$ 29,000
Training BECC Program Staff and Liaisons	$ 4,600		$ 4,600
Postage	$ 100		$ 100
Travel ($0.70 x 2,140 miles)	$ 1,500		$ 1,500
Printing (outreach brochures/materials)	$ 1,000		$ 1,000
Advertisement (rebranding merchandise)	$ 3,500		$ 3,500
Program Supplies	$ 4,500		$ 4,500
Conference/Membership	$ 5,300		$ 5,300
Office Supplies	$ 500		$ 500
Total	**$ 50,000**	**$ 300,000**	**$ 350,000**

CITY OF BRISTOL

NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

PROJECTION: 20270 2026-2027 GENERAL CITY BUDGET FOR PERIOD 99

ACCOUNTS FOR: HEALTH/SS OUTSIDE AGENCIES	2025 ACTUAL	2026 ORIG BUD	2026 REVISED BUD	2026 ACTUAL	2026 PROJECTION	2027 REQUEST	PCT CHANGE
0014500 585001 AMPLIFY	.00	.00	.00	.00	.00	4,260.00	.0%
0014500 585004 STVINCENT	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	60,000.00	100.0%
0014500 585005 C-MED	61,330.00	61,605.00	61,605.00	61,601.00	61,605.00	62,195.00	1.0%
0014500 585204 VETERANS	14,045.00	14,045.00	14,045.00	14,045.00	14,045.00	19,470.00	38.6%
TOTAL HEALTH/SS OUTSIDE AGEN	105,375.00	105,650.00	105,650.00	105,646.00	105,650.00	145,925.00	38.1%
GRAND TOTAL	105,375.00	105,650.00	105,650.00	105,646.00	105,650.00	145,925.00	38.1%

** END OF REPORT - Generated by Jodi McGrane **

NEXT YEAR / CURRENT YEAR BUDGET ANALYSIS

PROJECTION: 20270 2026-2027 GENERAL CITY BUDGET FOR PERIOD 99

ACCOUNTS FOR: CEMETERY UPKEEP	2025 ACTUAL	2026 ORIG BUD	2026 REVISED BUD	2026 ACTUAL	2026 PROJECTION	2027 REQUEST	PCT CHANGE
0014550 531400 SOLDIER'S	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	.0%
0014550 531405 LEWIS ST	25,020.00	25,020.00	25,020.00	25,020.00	25,020.00	25,020.00	.0%
0014550 531410 DOWNS ST	12,324.00	12,325.00	12,325.00	12,324.00	12,325.00	12,325.00	.0%
0014550 531415 LAKE AVE	40,374.00	40,375.00	40,375.00	40,374.00	40,375.00	40,375.00	.0%
TOTAL CEMETERY UPKEEP	79,018.00	79,020.00	79,020.00	79,018.00	79,020.00	79,020.00	.0%