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 Wednesday, March 4, 2026, at 5:00 PM. in City Hall Council Chambers, 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. Police Department
    b. Police Private Duty Fund
    c. Fire Department
4. Adjournment

PER ORDER OF THE CHAIRPERSON
David Maikowski

Police Department

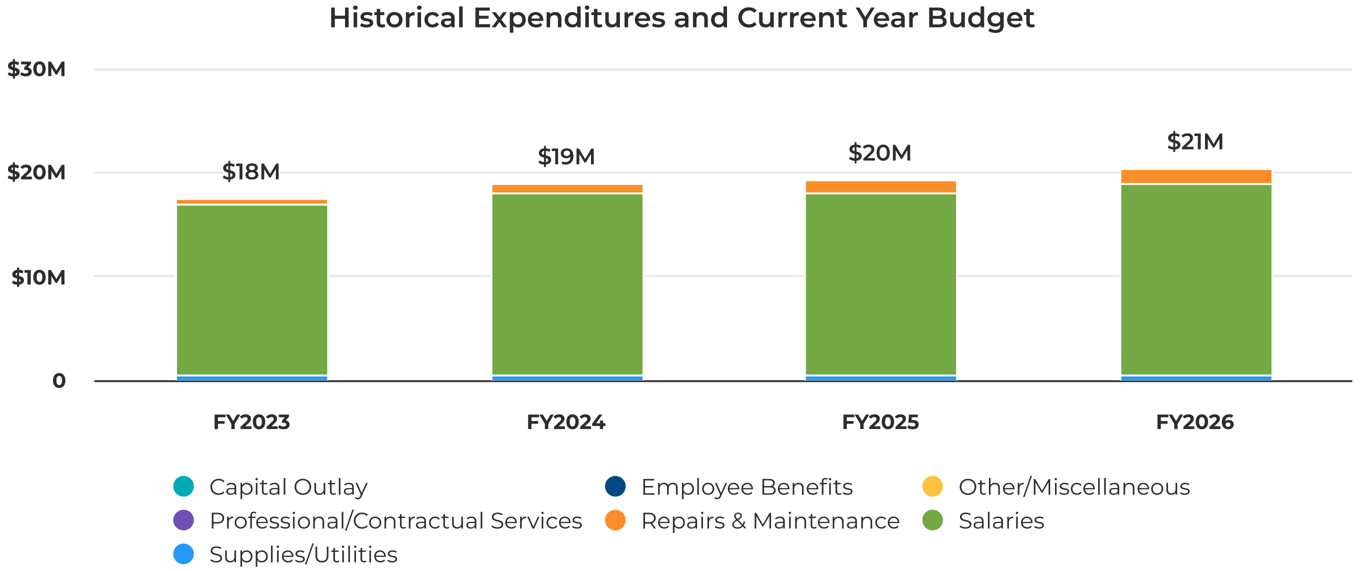
Bristol Police Department Mission Statement: "To Protect and Serve the Community with Integrity and Professionalism."

Police Chief Mark R. Morello serves as the department's highest-ranking officer. At the Bristol Police Department, our mission is to provide the highest level of police service with a steadfast commitment to public safety, community engagement, and ethical conduct. We have an authorized staffing level of 124 sworn officers, and strive to enhance the quality of life for all who live, work, and visit the City of Bristol through proactive problem-solving, collaborative partnerships, and a relentless dedication to justice through the enforcement of the law. We hold dual accreditation, having been awarded Advanced CALEA and Tier III State POST accreditation.

Rooted in the principles of Community Policing, we strive to maintain law and order by working hand in hand with our residents, local organizations, and businesses to foster trust, promote transparency, and address the unique needs of our city. Our officers are guided by the values of integrity, professionalism, respect, and accountability, ensuring that every interaction reflects our deep respect for the people we serve.

In 2025, we were recognized by the Connecticut Conference of Municipalities with an award for our innovative Community Wellness Program. We are proud to be recognized as one of the leading law enforcement agencies in the region, not only for our service but for our enduring commitment to making Bristol a safe, vibrant, and united community.

Expenditures



Expenditures

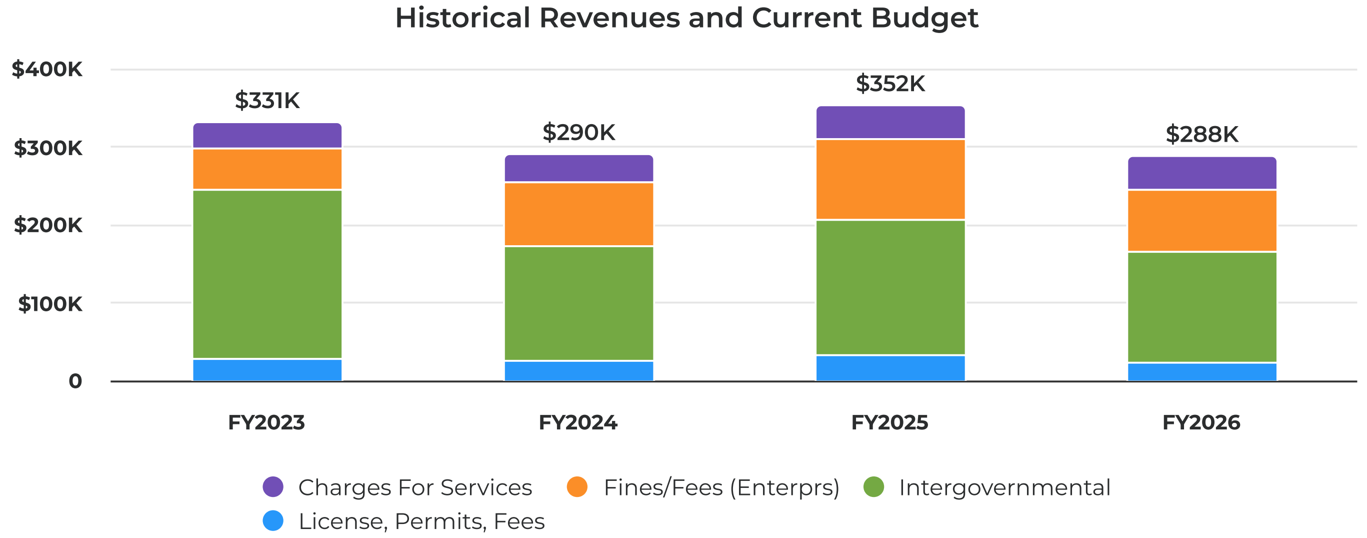
Category	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2026 Actual	FY 2027 Requested	FY 2026 vs. FY 2027
Salaries	$17,587,473	$18,348,135	$18,355,950	$10,640,284	$19,263,285	4.99%
Other/Miscellaneous	$92,313	$84,340	$84,340	$65,593	$112,320	33.18%
Employee Benefits	$170,766	$195,600	$233,964	$219,133	$225,110	15.09%
Professional/Contractual Services	$71,286	$83,445	$83,445	$63,280	$98,890	18.51%
Supplies/Utilities	$443,651	$492,395	$496,395	$347,065	$560,835	13.90%
Repairs & Maintenance	$1,278,659	$1,458,820	$1,458,820	$1,441,527	$929,440	-36.29%
Capital Outlay	$131,567	$30,620	$54,111	$18,665	$628,620	1,952.97%
Total Expenditures	**$19,775,716**	**$20,693,355**	**$20,767,025**	**$12,795,546**	**$21,818,500**	**5.44%**

Expenditures by Division

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
Police Dept Administration	$1,796,178	$2,056,440	$2,106,619	$1,681,580	$2,872,180	39.67%
Police Maintenance	$433,957	$255,750	$255,750	$151,612	$280,900	9.83%
Police Patrol & Traffic	$11,699,760	$12,345,940	$12,345,940	$7,193,991	$13,068,535	5.85%
Police Criminal Investigation	$3,133,006	$3,246,005	$3,246,005	$1,831,409	$3,342,155	2.96%
Police Communications	$2,506,661	$2,568,775	$2,592,266	$1,798,189	$2,025,990	-21.13%
Animal Control	$206,154	$220,445	$220,445	$138,764	$228,740	3.76%
Total Expenditures	**$19,775,716**	**$20,693,355**	**$20,767,025**	**$12,795,546**	**$21,818,500**	**5.44%**

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)	$104,957	$80,000	$80,000	$35,860	$80,000	0.00%
Intergovernmental	$173,490	$140,500	$140,500	$108,047	$216,600	54.16%
License, Permits, Fees	$31,711	$24,000	$24,000	$21,844	$26,000	8.33%
Charges For Services	$41,940	$43,000	$43,000	$25,370	$49,000	13.95%
Total Revenues	**$352,098**	**$287,500**	**$287,500**	**$191,121**	**$371,600**	**29.25%**

Agency Goals

Continuous Goals

Deliver High-Quality Public Safety Services

- Maintain law and order.
- Provide professional and ethical policing.
- Prevent and reduce crime to improve residents' quality of life.
- Provide life-saving first responder emergency medical intervention.
- Conduct thorough criminal investigations leading to the arrest of criminal actors.
- Make our roadways safe for motorists and pedestrians.
- Maintain high standards of performance and accountability across all divisions.
- Incorporate new law enforcement tools and technologies to improve effectiveness, efficiency, and safety within the community.

Community-Oriented Policing & Engagement

- Expand community interaction and engagement to the foster partnerships with residents and local organizations.
- Maintain a positive relationship between police and the community to help prevent and solve crime together.
- Create and maintain programs tailored to build trust and mutual respect between officers and citizens.

Recruitment, Training, & Professional Development

- Recruit and retain qualified officers and civilian staff to meet service demands.
- Minority specific recruitment to provide agency diversity representative of the community.
- Provide ongoing training and internal opportunities to ensure competence, safety, and professional growth.

Organizational Excellence

- Implement organizational improvements (e.g., structures, processes) to enhance efficiency and service delivery.
- Maintain State and National accreditation and adopt best practices in policing.
- Maintain a comprehensive PEER and wellness program for our employees to ensure mental and physical resiliency.

Specialized Public Safety Efforts

- Support specialized units and roles like School Resource Officers, Crime Suppression Unit and Community Wellness Officers to address specific public safety needs.
- Emphasize traffic safety and other community concerns through targeted patrols and education.

Long-Term Goals

Infrastructure and Facilities

- Renovate our Police Headquarters to reflect modern operational and community needs.
- Design the future police facility to accommodate a 24/7 real-time operations center and regional training hub.
- Create a secure digital forensics lab within the new facility for digital evidence processing and analysis.
- Build a shared regional police/fire training facility to enhance department training and multi-agency collaboration.

Technology and Innovation

- Adapt artificial intelligence (AI)-powered crime analysis tools for predictive policing, threat assessment, and smarter resource allocation.
- Establish a Digital Evidence Unit to manage and process increasing volumes of digital data (e.g., phone extractions, CCTV, social media).
- Transition to a fully paperless records and reporting system to improve efficiency and reduce environmental impact.
- Incorporate real-time crime center (RTCC) technologies that utilize LPRs, drones, CCTV, and AI analytics for enhanced situational awareness.
- Remain current with emerging law enforcement technology trends and tools to support operational readiness.

Training and Personnel Development

- Maintain a formal leadership pipeline, including succession planning, mentoring, and regular supervisory training.
- Partner with local universities to create intern-to-hire pathways in criminal justice, data science, and public safety technology.
- Promote internal job rotations and specialized training to support well-rounded, career-long employee development.

Wellness and Officer Support

- Construct or partner with a dedicated first responder wellness facility offering physical and mental health services for personnel.
- Develop a retirement transition program that provides training, counseling, and long-term planning for officers approaching retirement.

Community Engagement and Public Trust

- Launch a Youth Public Safety Academy to engage middle and high school students in law enforcement education and mentorship.
- Citizens Academy.
- Expanded Internship Program.
- Expand multilingual and culturally competent services to meet the needs of Bristol’s diverse population.
- Maintain public trust through transparency, data-driven accountability, and professional service at every level.

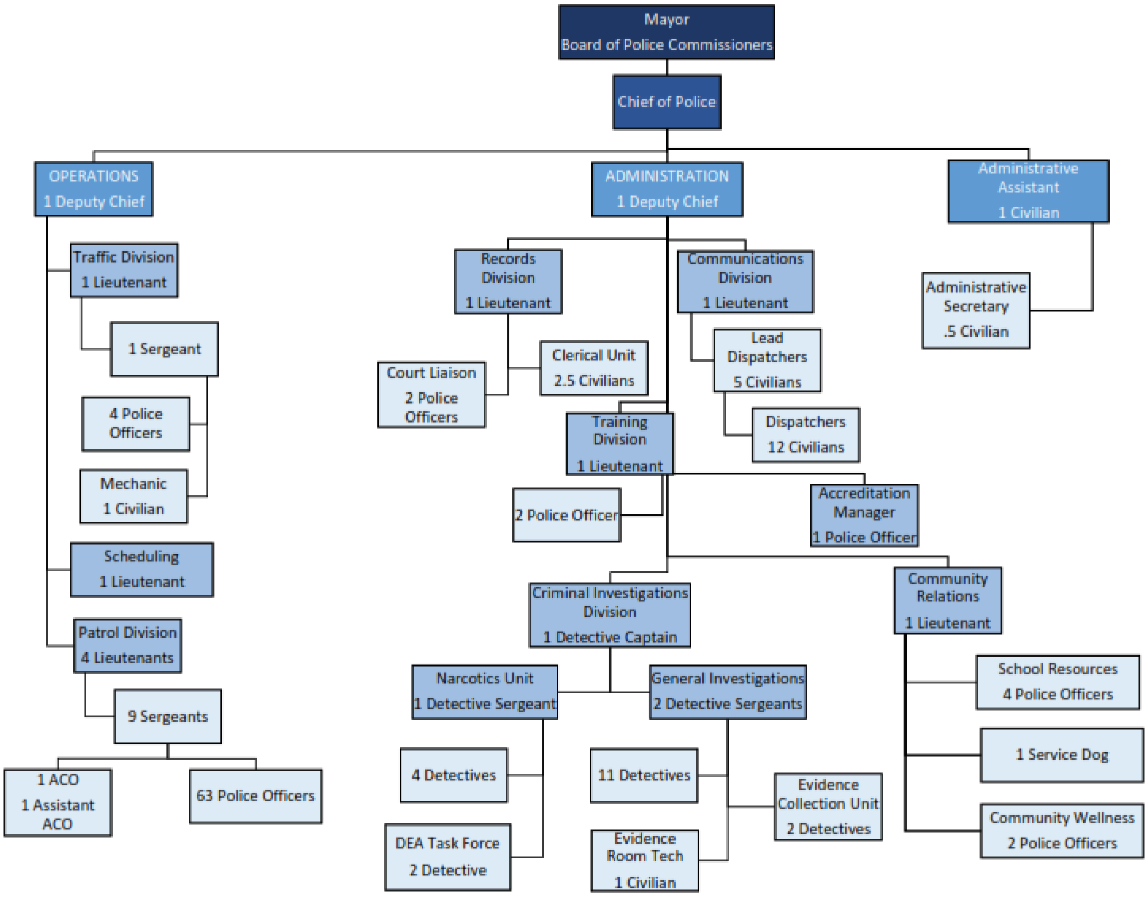
Operational Excellence and Public Safety

- Reduce serious injuries and fatalities from traffic collisions by 50% by 2035 through enhanced enforcement, implementation of automated traffic enforcement cameras, road design, and education.
- Adjust staffing levels and resource allocation to meet evolving community safety and service delivery needs.
- Maintain an Emergency Medical Dispatch (EMD) quality assurance rating of 90% or higher.
- Regularly re-evaluate and improve strategic benchmarks to remain aligned with public safety trends and expectations.
- Uphold the department’s mission: “To Protect and Serve the Community with Integrity and Professionalism.”

Salaries

Qty	Division	Position	General Fund	Other Funds
1	**Administration**	Chief of Police	$181,977	
2		Deputy Chiefs	$312,863	
1		Administrative Secretary	$91,807	
1		Police Payroll Supervisor	$62,153	
2		Principal Clerk	$100,616	
1		Evidence Clerk	$66,379	
8				
9	**Patrol & Traffic**	Patrol Lieutenants	$1,179,261	
10		Sergeants	$1,135,000	
76		Police Officers	$7,229,274	
2		Community Wellness Officers		$191,885
97				
1	**Criminal**	Detective Lieutenant	$137,555	
3	**Investigations**	Detective Sergeants	$357,435	
19		Detectives	$1,960,915	
23				
1	**Communications**	Lieutenant	$131,032	
5		Lead Dispatchers	$367,230	
12		Public Safety Dispatchers	$796,548	
18				
1	**Animal Control**	Animal Control Officer	$82,870	
1		Asst. Animal Control	$82,870	
2				

Organizational Chart



Police Department - Administrative Divisions

Deputy Chief Robert Osborne oversees the internal and support functions that ensure the department operates efficiently, ethically, and in alignment with professional policing standards. Administrative Divisions include:

Community Relations Division: Enhances public trust through social media, outreach events, youth engagement, and neighborhood-based programs. The Community Relations Division includes our Community Wellness Officer (CWO) Program, Internal Affairs Unit, Police Cadet Program, School Resource Officer (SRO) Program and Social Media.

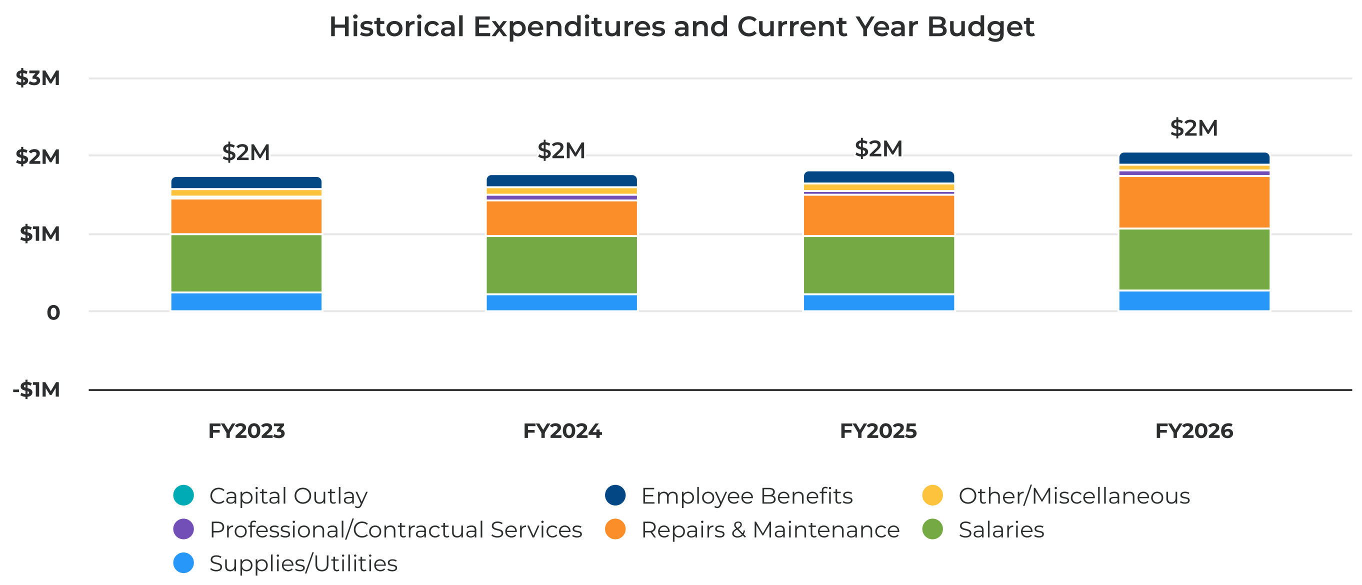
Criminal Investigations Division (CID): Investigates serious crimes, including assaults, burglaries, fraud, and drug-related offenses.

Records and Technology Division: Manages, maintains, and distributes incident reports, arrest records, and related documentation in accordance with state laws, and fulfills records requests. This division also includes oversight of computers and related technologies.

Communications Division: Operates the emergency dispatch center for police, fire, and EMS calls.

Training Division: Oversees continuing education, firearms and defensive tactics, academy coordination, and compliance with mandatory certifications and is also home to our Agency PEER and Wellness and Accreditation Units**.**

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	$753,192	$806,730	$814,545	$487,233	$834,045	3.39%
Other/Miscellaneous	$89,296	$77,590	$77,590	$62,501	$102,070	31.55%
Employee Benefits	$154,511	$178,350	$216,714	$205,113	$208,640	16.98%
Professional/Contractual Services	$53,605	$63,845	$63,845	$43,908	$73,100	14.50%
Supplies/Utilities	$213,018	$253,750	$257,750	$216,787	$322,440	27.07%
Repairs & Maintenance	$532,556	$676,175	$676,175	$666,038	$733,885	8.53%
Capital Outlay	-	-	-	-	$598,000	-
Total Expenditures	**$1,796,178**	**$2,056,440**	**$2,106,619**	**$1,681,580**	**$2,872,180**	**39.67%**

Drug Take Back Box

A drug take back box in the police lobby allows residents to drop off expired or unwanted medicines in an environmentally safe way 24/7.

Special Olympics Torch Run

PROFESSIONAL FEES

ORG	OBJ	DESCRIPTION	REQUEST QTY	REQUEST UNIT COST	REQUEST AMT	JUSTIFICATION
0012110	531000	ENTRY LEVEL MEDICAL EXAMS (MEDWORKS/REHAB DYNAMICS)	8.00	825.00	6,600.00	
0012110	531000	ENTRY PSYCHOLOGICAL EXAMS (BEHAVIORAL HEALTH CONSULT)	8.00	525.00	4,200.00	
0012110	531000	CREDIT BUREAU CHECKS (TRANS UNION)	1.00	350.00	350.00	
0012110	531000	VETERINARIAN SERVICES FOR POLICE K-9	1.00	3,500.00	3,500.00	
0012110	531000	K-9 TRANING/CONTROLLED SUBSTANCE LICENSE	1.00	80.00	80.00	
0012110	531000	NAWPDA MEMBERSHIP PER DOG	2.00	50.00	100.00	
0012110	531000	MEALS FOR PRISONERS - MCDONALDS	1.00	6,000.00	6,000.00	
0012110	531000	CAREER FAIRS - RECRUITMENT	1.00	1,000.00	1,000.00	
0012110	531000	124 CPR MANDATE CARDS - FIRST RESPONDERS	124.00	11.00	1,364.00	price increase
0012110	531000	THE HARTFORD GUN CLUB - FIREARMS TRAINING FACILITY TRAINING	1.00	600.00	600.00	
0012110	531000	IRON MOUNTAIN (STORAGE/RETRIEVAL STORAGE COSTS AND SHREDDING)	1.00	4,200.00	4,200.00	
0012110	531000	HEPATITIS SHOTS - PER OSHA REGULATIONS	5.00	150.00	750.00	
0012110	531000	CT STATE TREASURER PROGRAM FEE	1.00	1,000.00	1,000.00	
0012110	531000	COVANTA - ASSURED DESTRUCTION PROGRAM/EVIDENCE PROPERTY	1.00	750.00	750.00	
0012110	531000	STERICYCLE (YEARLY CHARGE FOR SHARPS DISPOSAL)	1.00	600.00	600.00	
0012110	531000	INVOICE CLOUD	1.00	750.00	750.00	
0012110	531000	TRAINING FACILITY FEES FOR LOW LIGHT TRAINING FOR ENTIRE DEPARTMENT	1.00	7,200.00	7,200.00	
0012110	531000	EZ PASS	1.00	200.00	200.00	
0012110	531000	CALEA YEARLY FEE	1.00	5,000.00	5,000.00	
0012110	531000	SURVEY MONKEY - ONLINE SURVEY PROGRAM	1.00	481.00	481.00	

REPAIRS & MAINTENANCE

ORG	OBJ	DESCRIPTION	REQUEST QTY	REQUEST UNIT COST	REQUEST AMT	JUSTIFICATION
0012110	543000	CRASH DATA GROUP - BLACK BOX READER SOFTWARE/UPDATES	1.00	1,500.00	1,500.00	
0012110	543000	FARO ZONE - 3D MAPPING SOFTWARE FOR TRAFFIC DIVSION	1.00	500.00	500.00	
0012110	543000	TECHNOLOGY REPAIRS	1.00	1,500.00	1,500.00	
0012110	543000	CALLYO - A LAW ENFORCEMENT TECH GROUP - COVERT MIC FOR NET	1.00	4,475.00	4,475.00	
0012110	543000	AIMS - PARKING TICKET SOFTWARE (EDC)	1.00	2,920.00	2,920.00	
0012110	543000	WEST PUBLISHING - CLEAR LICENSES	1.00	8,950.00	8,950.00	
0012110	543000	AXIOM-INTERNET EVIDENCE FINDER	1.00	4,970.00	4,970.00	
0012110	543000	SNAG IT - SCREEN CAPTURE LICENSE	1.00	50.00	50.00	
0012110	543000	CELELBRITE CELLPHONE EXTRACTION SOFTWARE. THIS SOFTWARE'S MOST BENEFICIAL FEATURE IS THE ABILITY TO UNLOCK PHONES THAT ARE PASSWORD-PROTECTED.	1.00	15,500.00	15,500.00	
0012110	543000	POWER DMS SOFTWARE MAINTENANCE & LICENSE. THIS SOFTWARE CONTAINS ALL BPD GENERAL ORDERS. WHEN A GENERAL ORDER IS UPDATED OR A NEW GENERAL ORDER IS CREATED, EACH EMPLOYEE MUST GO IN AND READ AND SIGN OFF ON THE GENERAL ORDER. WE NOW HAVE A PERMANENT RECORD.	1.00	10,305.00	10,305.00	PRICE INCREASE
0012110	543000	AXON- BODY CAMERAS/DASH CAMERAS/RECORDING CAMERAS FOR INTERVIEW ROOMS - STATE LAW NEW CONTRACT STARTS FY25	1.00	575,105.00	575,105.00	
0012110	543000	SAMSARA 40 GPS UNITS - OFFICER SAFETY	1.00	12,460.00	12,460.00	
0012110	543000	FLOCK SAFETY PROGRAM - SMART CAMERA TECHNOLOGY DESIGNED TO ALERT POLICE WHEN A STOLEN OR OTHERWISE WANTED VEHICLE ENTERS BRISTOL. INCLUDES 14 LEASED CAMERAS, SOFTWARE AND CLOUD STORAGE.	14.00	3,000.00	42,000.00	
0012110	543000	FLOCK SAFETY PROGRAM FIRST RESPONDER DRONE - 2 YEAR CONTRACT	1.00	50,000.00	50,000.00	
0012110	543000	STARCHASE TECHNOLOGY - GPS THAT ATTACHES TO A FLEEING VEHICLE	1.00	3,650.00	3,650.00	

PROGRAM SUPPLIES

ORG	OBJ	DESCRIPTION	REQUEST QTY	REQUEST UNIT COST	REQUEST AMT	JUSTIFICATION
0012110	561800	MISC ITEMS = K-9 SUPPLIES, MANUALS, CARDKEY SUPPLIES, BATTERIES, LOOSELEAF CT STATUTE BOOKS, AWARD PINS, ETC)	1.00	14,000.00	14,000.00	
0012110	561800	TECHNOLOGY SUPPLIES	1.00	2,000.00	2,000.00	
0012110	561800	C.I.D./I.D./NARCOTICS UNITMISC SUPPLIES - EVIDENCE TAPE, GLOVES, DRUG TEST SUPPLIES, EVIDENCE BAGS, ETC.	1.00	13,500.00	13,500.00	
0012110	561800	DUTY RIFLE AMMO	10.00	214.00	2,140.00	PRICE INCREASE
0012110	561800					
0012110	561800	TRAINING RIFLE AMMO	185.00	266.00	49,210.00	
0012110	561800	HANDGUN FRANGIBLE AMMO (ACADEMY REQUIREMENT & BPD TRAINING FOR UP CLOSE TRAINING)	5.00	452.00	2,260.00	
0012110	561800	HANDGUN DUTY AMMO	10.00	405.00	4,050.00	PRICE INCREASE
0012110	561800	HANDGUN TRAINING AMMO	200.00	220.00	44,000.00	
0012110	561800	SIMMUNITIONS ACTIVE SHOOTER AND CAPS JUDGEMENT (HANDGUN)	10.00	257.00	2,570.00	
0012110	561800	SIMMUNITIONSACTIVE SHOOTER AND CAPS JUDGEMENT (RIFLE)	10.00	330.00	3,300.00	
0012110	561800	SIMMUNITIONSPOLICE ACADEMY RECRUIT SIMMUNITION AMMO	2.00	260.00	520.00	
0012110	561800	TRAINING SUPPLIES (RIFLE BAGS, OC SPRAY, TRAINING MATS, BARRICADE TAPE, TASER DUTY BELTS, MEDICAL, REPLACEMENT TASER BATTERIES, FIREARMS LUMBER, COVERALLS, TARGETS, SHOOTING RANGE SUPPLIES, DUMMY ROUNDS STEEL TARGETS. ETC)	1.00	13,000.00	13,000.00	
0012110	561800	NARCAN REPLACEMENT DOSES - FIRST RESPONDERS	150.00	95.00	14,250.00	
0012110	561800	MEDTRONIC PHYSIO CONTROL - LIFEPAK FIRST RESPONDERS. PURCHASE 3 BATTERIES EACH YEAR.	6.00	1,000.00	6,000.00	
0012110	561800	.				
0012110	561800	BIOLOGICAL CONTROLS - AIR FILTRATION SYSTEM FILTERS FOR VAULT AND LAB	1.00	4,000.00	4,000.00	
0012110	561800	WEAPONS MAINTENANCE - REBUILD 21 RIFLES PLUS CLEANING SUPPLIES, REPLACEMENT ITEMS, ARMORER TOOLS, LIGHT REPLACEMENT/BATTERIES)	1.00	25,000.00	25,000.00	
0012110	561800	MEDICAL SUPPLIES - MCKESSON	1.00	14,000.00	14,000.00	PRICE INCREASE
0012110	561800	SHOTGUN LESS LETHAL AMMO	120.00	60.00	7,200.00	
0012110	561800	.				
0012110	561800	.				
0012110	561800	REPLACE BROKEN CHAIRS	1.00	5,000.00	5,000.00	
0012110	561800	SHOTGUN LESS LETHAL TRAINING AMMO	20.00	198.00	3,960.00	
0012110	561800	SNIPER AMMO - PRICE INCREASE	20.00	709.00	14,180.00	
					244,140.00	

CAPITAL OUTLAY

ORG	OBJ	DESCRIPTION	REQUEST QTY	REQUEST UNIT COST	REQUEST AMT	JUSTIFICATION
0012110	579999	6 -PATROL SUV	6.00	65,000	390,000	
0012110	579999	1-TRAINING VAN	1.00	63,000	63,000	CURRENT VAN 1999.REPLACED THE FOLLOWING ITEMS: 2019 AC COMPRESSOR; 2020 WATER PUMP AND BATTERY; 2021 BRAKES AND ROTORS; 2024 AC COMPRESSOR; 2025 BATTERY AND RADIATOR - 65,000miles
0012110	579999	CID VEHICLES SUPERVISOR/STAFF WITH UPFITTING	2.00	55,000	110,000	
0012110	579999	NISSAN ALTIMA/CHEVY MALIBU WITH UPFITTING	1.00	35,000	35,000	

Administrative Division Goals and Accomplishments

Fiscal Year 2026 Accomplishments:

- Increased community policing philosophy throughout all sectors of the Police Department.
- 93 % positive community view of the department post contact.
- Obtained grant funding to assist in furthering the Police Department's mission.
- Implemented a department-wide early intervention program to identify and assist employees in need.
- Reassigned staff officers to supplement the Patrol Division due to department vacancies and injuries.
- Created recruitment and scheduling committees to identify ways to maximize department recruitment, hiring and retention.
- Maintained compliance with Connecticut Police Accountability laws as follows:
    - Maintained dashboard cameras in police vehicles.
    - Conducted drug testing for sworn officers.
    - Provided mental health screening for sworn officers.
    - Maintained AXON recording camera system for interview rooms to comply with the State mandate.
- Provided additional training and technology to assist in the solving of crimes and assist in information-based policing.
- Transferred processing pistol permits from a Detective to the Court Liaison Officer. This frees up a detective to work on criminal cases.
- Executive Leadership Development:
    - Chief Morello attended the International Chiefs of Police Association Conference. He also serves on the Connecticut Police Chiefs Association Legislative Committee and the State of Connecticut Commission on the Standardization for the Collection of Sexual Assault Investigations.
    - Deputy Chief Moskowitz received a Master's Degree in Public Safety from the University of Virginia. He also became a member of the CT Police Chiefs Association. He also served as the Acting Chief in the Chief's absence.
    - Deputy Chief Osborne became a member of the CT Police Chiefs Association. He also served as the Acting Chief in the Chief's absence.
- Maintained Flock – License plate readers throughout the City.
- Replaced/enhanced Active Shooter equipment.
- Continued to grow our partnership with Axon (newer technologies such as Axon Standards for performance, documents, and Internal Affairs).
- Created a Crime Suppression/Vice Unit to work in conjunction with the Narcotics Enforcement Team (NET).
- Maintained State and National Accreditation.

Fiscal Year 2027 Goals:

- Fulfill the department's authorized staffing level of 124.
- Increase patrol car visibility.
- Complete annual state-mandated reporting.
- Complete annual department required reporting.
- Maintain the highest level of public service via consistent professional job performance and training of employees.
- Maintain communication and a positive image with community groups and the public.
- Continue to:
    - Enhance the internal Peer Support and Wellness Team.
    - Work closely with other City departments to ensure public safety needs are met as the downtown revitalization project continues to evolve.
    - Maintain traffic/pedestrian safety at community events such as festivals and food shares.

- Enhance the safety of our community.
- Promote a proactive, innovative and efficient organization.
- Provide additional training to detectives so that they can become specialists in specific areas of investigation, such as child sexual assault, sexual assault, financial crimes, computer crimes, identity theft and arson.
- Train internal Crisis Intervention Team to properly respond to mental health crises.

- Continue body worn camera and electronic control device program.
- Obtain new grant funding to assist in furthering the Police Department’s mission.
- Increase the agency's Social Media engagement.
- Re-establish the Crime Suppression Unit.

Long Term Goals:

- Increase the authorized staffing level from 124 to 135 and ensure efficient deployment commensurate with responsibilities within the City of Bristol.
- Maintain the highest level of public confidence in the department via consistent professional job performance by employees.
- Renovate as new the current police facility.
- Build a shared regional police/fire training facility to enhance multi-agency collaboration.
- Maintain communication and a positive image with community groups and the public.
- Maintain an Emergency Medical Dispatch (EMD) quality assurance compliance rating of 90% or better for each telecommunicator.
- Re-evaluate and continue to improve upon long-term goals and accomplishments.

Community Relations & Internal Affairs Division

Bristol Police Cadets displaying awards recieved
Bristol Police Cadets participated in a regional Cadet/Explorer competition in MA. Taking 1st place.

Community Relations & Internal Affairs Division's core function is to build community partnerships and enhance public trust through outreach events, youth engagement, and neighborhood-based programs and social media engagement. This Division includes:

- **Community Wellness Officer (CWO) Program:** Our two Community Wellness Officers are dedicated police personnel focused on addressing long-term community challenges such as mental health crises, substance abuse, and homelessness by working with individuals in need and connecting them with supportive services and resources. They aim to de-escalate situations without force, build rapport with vulnerable community members, and coordinate with local partners to find sustainable solutions that improve well-being and public safety. This role supports the department’s broader community-oriented policing efforts by emphasizing care, engagement, and long-term problem-solving over traditional enforcement alone.
- **Internal Affairs Unit:** The Internal Affairs function of the Bristol Police Department works to promote accountability, integrity, and trust between the department and the community. It does this by receiving, reviewing, and fairly investigating complaints or allegations of misconduct involving police personnel, regardless of how a complaint is submitted. Investigations are carried out objectively and confidentially to determine the facts, ensure department policies and laws are followed, and recommend appropriate actions. In addition to resolving individual complaints, Internal Affairs helps identify training or policy improvements to strengthen professionalism and maintain high ethical standards within the department.
- **Police Youth Cadet Program:** The Bristol Youth Cadet Program is designed to provide young men and women a unique learning experience in policing through instruction, demonstration, and hands-on training. The Bristol Police Department sponsors and supports the program. Youth Cadets also participate in Bristol community service events throughout the year. The program is an excellent starting point for young adults interested in pursuing a career in law enforcement.
- **School Resource Officer (SRO) Program:** School Resource Officers (SROs) are specially trained, sworn law enforcement officers assigned to Bristol Public Schools through a partnership between the Bristol Police Department and Bristol Public Schools. Their goals and responsibilities focus on safety, prevention, positive relationships, and support for students and staff.
- **Comfort Canine:** The Bristol Police Department’s comfort canine program, highlighted by K-9 Frankie, focuses on providing emotional support and comfort to both community members and police personnel during times of stress, trauma, or crisis. Frankie, trained through the Puppies Behind Bars program, helps reduce anxiety, assist victims and witnesses, and support officer wellness by offering a calming presence in difficult situations. The comfort canine also enhances community engagement by building positive connections at

public events, school visits, and outreach activities, strengthening trust and communication between the department and the public.

Goals and Accomplishments

2026 Accomplishments

- Expanded community interaction and partnerships. The Police Department continued partnerships supporting youth programs such as the Cadet Program, Intern program, Police Summer Youth League, Ed Beardsley Challenger Little League program, School Readiness, Read Across America, Channel 3 Kids Camp, Strengthening Teen Engagement Program, and Youth Mentoring, as well as Neighborhood Watch programs. Special Olympics, City of Bristol's Recovery Alliance (C.O.B.R.A.), B.E.S.T.-4-BRISTOL, Toy Drive, Stuff A Cruiser, Shop With A Cop, Food Share programs, Coffee With A Cop, Community Clean Up, Faith & Blue Trunk or Treat and Drug Take Back events.
- Increased social media presence and following by 10,000 followers (15k to 25k)
- Conducted and adjudicated 24 Internal Affairs Investigations.
- Created a University Internship Program within the CWO program.
- Attached a civilian Crisis Intervention Technician to the CWO program.
- Conducted Court Support Services Division remote bail commissioner/prisoner interviews.
- K9 Frankie took part in 117 Service calls and three news segments on WFSB and has 2500 Instagram followers and 2700 Facebook followers.

2027 Goals

- Increase the number of community-based programs beyond 2026 levels.
- Increase social media presence and engagement beyond 2026 levels.
- Maintain the Community Wellness Officer Program and expand the associated Internship program to 2 per year.
- Reduce the number of homeless persons within the city.
- Re-deploy School Resource Officers to the Patrol Division over the summer to bolster the patrol force during the busier months.
- Continue to conduct fair and impartial internal affairs investigations.
- Purchase and distribute new community outreach program supplies.

Records Division and Technology Unit

The Records Division of the Bristol Police Department is responsible for the maintenance, dissemination, and lawful disposal of agency records. The division processes, files, retrieves, and maintains police reports in accordance with established records retention and destruction requirements, ensures legal compliance by fulfilling Freedom of Information requests and subpoenas, and updates records based on court dispositions and legal outcomes. Additional responsibilities include managing payroll-related records, burglar alarm registrations and billing, violation notifications, parking ticket entries, and associated accounting tasks. The Records Division also provides customer service by responding to public inquiries, processing pistol permit applications, and conducting criminal background checks, while compiling and submitting crime statistics to the State of Connecticut's Uniform Crime Reporting program and referring delinquent alarm accounts to the City's Corporation Counsel for further action. This Division also includes:

Court Liaison Officer: As the name implies, the court liaison acts as a liaison between the police department and the judicial branch. The Court Liaison Officer plays a vital role in maintaining the accuracy and flow of legal documentation and court-related processes for the Bristol Police Department. Responsibilities include the daily entry of court-issued protective and restraining orders, recording the release of parolees, and processing arrest warrants by transmitting case files between divisions and the courts and entering warrants into NCIC and Connecticut's COLLECT system. The position also involves tracking warrant service status, delivering required documents to adult and juvenile courts, and reviewing and processing pistol permit applications to ensure compliance with legal and procedural requirements.

Technology Unit: Assigned to the Records Lieutenant, this two-person civilian unit within the City of Bristol's Information Technology Department is responsible for ensuring the functionality, security, and modernization of the Bristol Police Department's technology systems. The unit supports and maintains the Computer Aided Dispatch (CAD) and Records Management Systems (RMS), manages video surveillance and card key access systems, and installs, maintains, and troubleshoots computers, printers, and related equipment. Additional duties include overseeing server room operations, programming and maintaining portable radios, managing the department's body-worn camera program, and serving as a liaison between the Police Department and other city departments on technology-related initiatives and projects.

Goals and Accomplishments

2026 Accomplishments

- Processed on average 31 pistol permits per month.
- Transported on average 16 prisoners to court per month.
- Maintained the department web page.
- Maintained Body and Dash Camera program.

2027 Goals

- Drone as First Responder Program
- Maintain Body and Dash Camera program.

Training Division

Bristol Police Officer taking part in active shooter training

The Training Division supports the Bristol Police Department's mission by overseeing the recruitment, education, and professional development of officers. Responsibilities include managing new recruits, coordinating basic academy and field training, providing continuing education, firearms and defensive tactics' instruction, and ensuring compliance with all mandatory certifications. The division delivers ongoing in-service training, led by a cadre of expert in-house instructors, throughout officers' careers to maintain state certifications, meet professional standards, stay current on best practices, and ensure duties are performed safely, effectively, and professionally. Training also serves as the agency's quartermaster, supplying department-issued uniforms and equipment to personnel. This division also includes:

Accreditation: The Accreditation Officer is responsible for maintaining the Bristol Police Department's Advanced CALEA Accreditation and Tier Three State Accreditation, the highest levels awarded by their respective accrediting bodies. This role manages the re-accreditation process, ensures department policies remain current with new legislation and best practices, conducts policy research, drafts new or revises policies as needed, and coordinates their review and approval to support accountability, professionalism, and continuous improvement.

Wellness and PEER Support: The Bristol Police Department's wellness and peer support efforts focus on supporting the health, resilience, and overall well-being of department personnel and fostering a supportive work culture. This includes providing access to wellness resources, promoting mental and emotional health, and offering confidential support through peer support networks, so officers can cope with the stresses of the job and remain effective in serving the community. These initiatives help strengthen morale, reduce burnout, and ensure officers are prepared to perform safely and professionally while maintaining high standards of service to the public. This unit is staffed by a department Wellness coordinator.

Goals and Accomplishments

2026 Accomplishments

- Added a dedicated Wellness Program coordinator.
- Received the Serve Well...be Well Award from the CT Police Chiefs Association.
- Added mini wellness resource libraries throughout the building.
- Recertification of 29 police officers.
- Provided over 2,638 hours of in-house training
- Provided 57 officers with 24 different external training sessions.
- Maintained requisite equipment and supplies inventory.

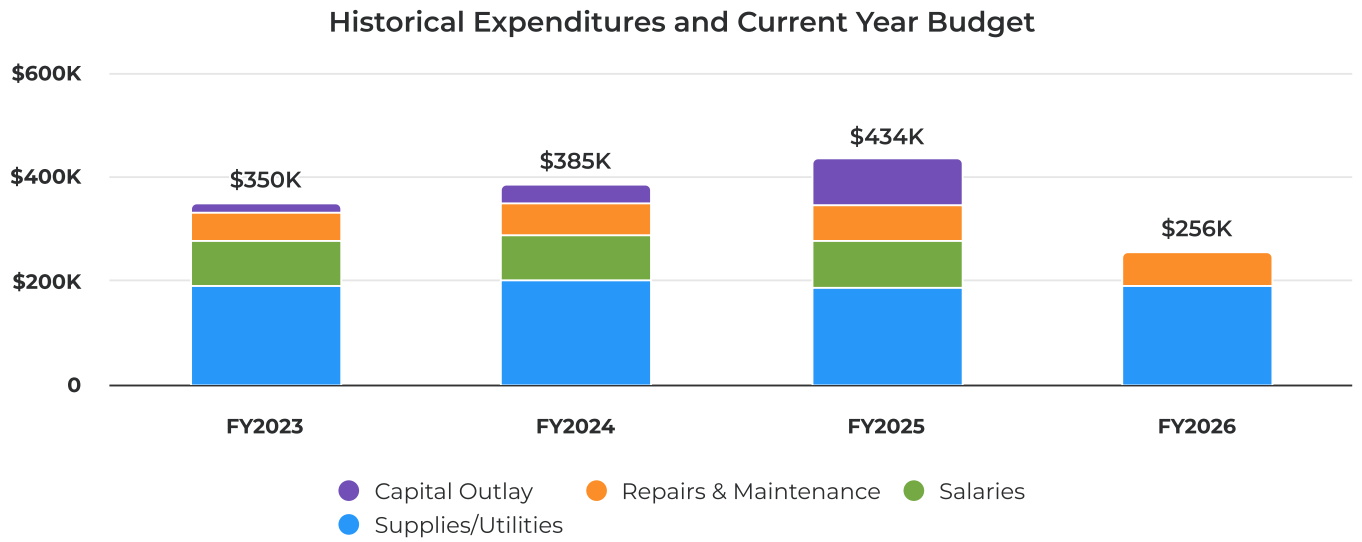
2027 Goals

- Rebuild department training rifles. This will provide 20 more years of life use.
- Deploy rifles to CID vehicles, increasing the agency's response capabilities.
- Continue internal Crisis Intervention Team training to properly respond to mental health crises.
- Ensure compliance with all mandatory certifications.
- Recertification of 46 police officers.
- Provide ongoing in-service training.
- Meet professional standards, stay current on best practices, and ensure duties are performed safely, effectively, and professionally.
- Supply necessary department-issued uniforms and equipment to personnel.
- Earn the Serve Well...be Well Award from the CT Police Chiefs Association.

Police Department - Fleet Maintenance

To improve efficiency and streamline services across city departments, the staffing and operational oversight of the Traffic Maintenance Unit has transitioned to the Public Works Engineering Department. This change is intended to provide expanded citywide maintenance services, eliminate duplication of responsibilities between city departments and enhance coordination and resource deployment for traffic infrastructure and event support.

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	$89,179	-	-	$1,465	-	0.00%
Supplies/Utilities	$186,749	$190,750	$190,750	$92,289	$186,750	-2.10%
Repairs & Maintenance	$69,065	$65,000	$65,000	$57,858	$94,150	44.85%
Capital Outlay	$88,963	-	-	-	-	0.00%
Total Expenditures	**$433,957**	**$255,750**	**$255,750**	**$151,612**	**$280,900**	**9.83%**

Goals and Accomplishments

Fiscal Year 2026 Accomplishments:

- Continued to assist with fleet acquisition, maintenance and repair.
- Maintained signage, signal lights, and crosswalks throughout the city.
- Purchased and deployed more portable trailers and stand-alone style digital signs.
- Eliminated the Traffic Technician position transitioning responsibility to the Department of Public Works.

Police Department - Patrol & Traffic

Matthew Moskowitz, Deputy Chief of Operations

Deputy Chief Moskowitz is responsible for overseeing the department's field operations and public safety enforcement. The divisions under Operations include:

- **Patrol Division**
  Delivers uniformed police response and proactive patrols 24/7 throughout the City of Bristol.
- **Traffic Division**
  Conducts motor vehicle enforcement, accident investigation, and roadway safety initiatives.
- **Scheduling Division**
  Manages officer shift assignments, duty rosters, overtime deployment, and staffing logistics.
- **Animal Control Unit**
  Addresses domestic animal concerns, wildlife incidents, and enforces local/state animal regulations.

Patrol Division

The Patrol Division is the largest and most visible component of the Bristol Police Department and is responsible for all uniformed patrol activities throughout the City of Bristol's 27 square miles. This division operates 24 hours a day, 7 days a week, and forms the backbone of public safety response in the city.

The majority of sworn personnel—including lieutenants, sergeants, and patrol officers—are assigned to this division. It is overseen by the Deputy Chief of Operations, who also supervises the Traffic Division and Animal Control Unit.

Primary Responsibilities:

- Prevent crime and apprehend offenders
- Serve as first responders to calls for service
- Maintain peace and ensure community safety
- Enforce criminal laws, local ordinances, and motor vehicle laws
- Provide visible patrol coverage by cruiser, foot, bike, or motorcycle
- Conduct preliminary investigations at crime and accident scenes
- Promote community engagement and represent the department professionally
- Assist citizens with information, referrals, and emergency support

With over 50,000 calls for service annually, patrol officers are often the first point of contact for the public. A significant number of these calls involve medical emergencies, for which all officers are trained Emergency Medical Responders (EMRs). Patrol vehicles are equipped with AEDs, oxygen, and NARCAN to provide immediate life-saving interventions.

Specialized Functions & Support Units:

- **Directed Patrols —** Target areas with specific issues such as drug activity or traffic complaints
- **Motorcycle Unit —** Deployed for mobility and traffic control
- **Canine (K9) Unit —** is a specialized team within the Patrol Division that enhances public safety and investigative capabilities through trained police dogs and their handlers. The department currently operates two German Shepherd K-9 teams that assist officers with locating fleeing suspects, tracking missing persons, searching buildings, detecting narcotics, locating discarded evidence, and protecting their handlers during operations
- **Central Region Emergency Response Team (CRERT) -** CRERT is a regional SWAT team consisting of members from Bristol, Southington, Plymouth, Plainvile, and Cheshire. Members are highly trained to respond to and resolve high-risk emergency incidents such as hostage rescue and fugitive apprehensions.

- **Serious Traffic Accident Reconstruction Team (START) is** a specialized unit within the Traffic Division that responds to serious or fatal crashes and conducts detailed investigations and scene reconstruction. Members of START have advanced training in accident investigation techniques, reconstruction methods, and related traffic safety skills to determine the causes and contributing factors in major collision

Patrol officers are the first line of defense in the fight against crime and are essential to enhancing the quality of life and safety throughout the city.

Traffic Division

The Traffic Division plays a critical role in reducing vehicle crashes, promoting safe driving, and ensuring orderly traffic flow. Staffed by six (6) full-time officers, the division combines enforcement, education, engineering recommendations, and community engagement to improve roadway safety.

Core Responsibilities:

- Enforce motor vehicle laws through radar and visible patrols
- Supervise the department's motorcycle unit
- Act as the Legal Traffic Authority for the City of Bristol
- Develop and recommend traffic engineering improvements
- Coordinate public safety campaigns with state and federal partners
- Operate and analyze data from speed trailers for traffic-calming
- Plan traffic logistics for special events
- Inspect high-accident areas to recommend safety enhancements
- Research and apply for traffic safety grants and technologies

Training & Specialization:

Traffic officers receive advanced training in:

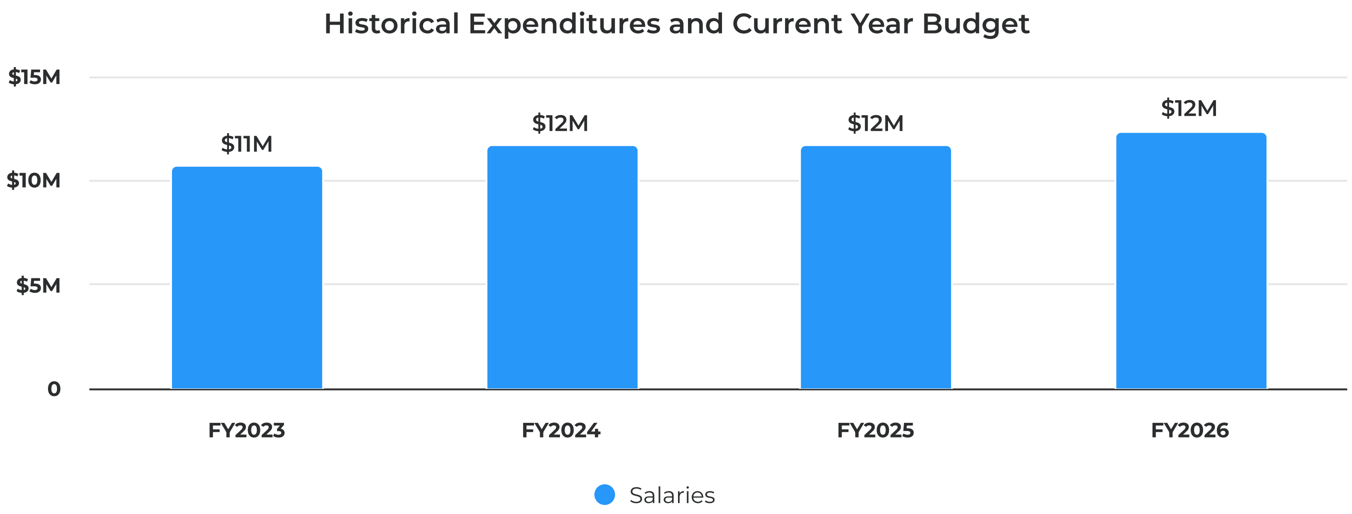
- Accident investigation & reconstruction
- DWI detection and enforcement
- Crash scene photography and diagramming
- Child car seat installation and safety education

The **Serious Traffic Accident Reconstruction Team (START)** is embedded within the Traffic Division and is deployed for any crash involving serious injury or fatality. Officers in this team utilize computerized equipment and technical expertise to reconstruct collisions and determine causality.

Patrol K9 Hero pictured with his Patrol Vehicle
K9 is a specialty within the Patrol Division. The Patrol Division and the fleet of vehicles they use are the backbone of police operations.

(left to right) Officers Clarke, Fisher, and Travisano

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	$11,699,760	$12,345,940	$12,345,940	$7,193,991	$13,068,535	5.85%
Total Expenditures	**$11,699,760**	**$12,345,940**	**$12,345,940**	**$7,193,991**	**$13,068,535**	**5.85%**

Goals and Accomplishments

Fiscal Year 2026 Accomplishments:

- 82 % increase in total motor vehicle stops from the previous year (2024: 3422, 2025: 6228).
- Added 5 new E-Bikes.
- Continued mountain bike patrols/walking beats in downtown and city parks.
- Acquired the FARO, a computerized mapping system for serious accident and crime scene investigations.
- Enhanced public safety by enforcement of motor vehicle laws and traffic safety. The Police Department recognizes the quality of life issues that are associated with issues such as serious traffic accidents, DUI, speeding, and road design.
- Continued to install traffic detection devices at intersections to improve traffic flow.
- Participated in community events including city parades and funeral escorts.
- Conducted Traffic Studies.
- Continued review and approval of City Special Events permits
- Performed Distracted Driving Campaigns.
- Engaged in multi-agency enforcement initiatives with CT DMV.

Fiscal Year 2027 Goals:

- Continue to enhance the safety of our community.
- Attain full authorized staffing levels.
- Continue to promote a proactive, innovative and efficient organization.
- Enhance Bristol's community and stakeholder partnerships.
- Obtain new grant funding to assist in furthering the Police Department's mission.

Long Term Goals:

- Reduce traffic-related injuries and fatalities by 50% by 2035 and beyond through the Vision Zero Initiative. The Connecticut Vision Zero Initiative is a statewide effort to eliminate traffic deaths and serious injuries through safer road design, education, enforcement, and collaboration among state and local agencies, aiming for zero traffic-related fatalities.
- Protect and serve the community with integrity and professionalism.
- Maintain communication and a positive image with community groups and the public.
- Re-evaluate and continue to improve upon long-term goals and accomplishments.

Position and Expenditure Summary

	2025 Actual	2026 Estimated	2027 Budget
Salary Expenditures	$8,540,301	$9,220,940	$9,543,535
Full time Positions	95	97	97

Police Department - Criminal Investigation Division (CID)

Captain Michael Duval

The **Criminal Investigation Division**, under the leadership of a **Captain**, is committed to solving the most serious offenses affecting the Bristol community. By leveraging specialized training, technology, and investigative expertise, CID ensures that complex cases are handled professionally and effectively, allowing patrol officers to focus on immediate community policing needs. CID plays a critical role in supporting public safety, upholding justice, and maintaining the trust of Bristol's residents.

The Criminal Investigation Division (CID) is a key component of the Bristol Police Department's Administrative Division, responsible for investigating serious and complex crimes. CID is led by a Captain, supported by three Detective Sergeants and nineteen Detectives, and includes a civilian Evidence and Property Technician who manages the intake, storage, and release of evidence and property.

Organizational Structure

CID consists of five specialized investigative units:

- **General Investigations Unit**
  Handles a broad range of crimes including burglaries, robberies, assaults, fraud, and missing persons.
- **Cyber Crime Unit (CCU)**
  Investigates technology-based offenses such as computer intrusions, online exploitation, and digital fraud.
- **Polygraph Unit**
  Conducts criminal and non-criminal polygraph examinations.
- **Narcotics Enforcement Team (NET)**
  Focuses on illegal drug activity, vice crimes, and narcotics-related investigations through intelligence-led operations.
- **Evidence Collection Unit (ECU)**
  Specializes in crime scene processing, forensic evidence collection, and technical support for major investigations.

Primary Functions and Responsibilities

- Conduct complex and long-term investigations beyond the initial scope of patrol officers
- Investigate serious crimes, including:
  - Homicide and suspicious deaths
  - Robbery and burglary
  - Sexual and aggravated assaults
  - Arson
  - Cyber crimes and financial fraud
  - Narcotics trafficking and vice offenses
  - Crimes against children
  - Missing persons
- Support the prosecution of criminal cases through detailed documentation and evidence handling
- Maintain strong interagency cooperation with state and federal partners
- Assist in court proceedings through expert witness testimony and case presentation

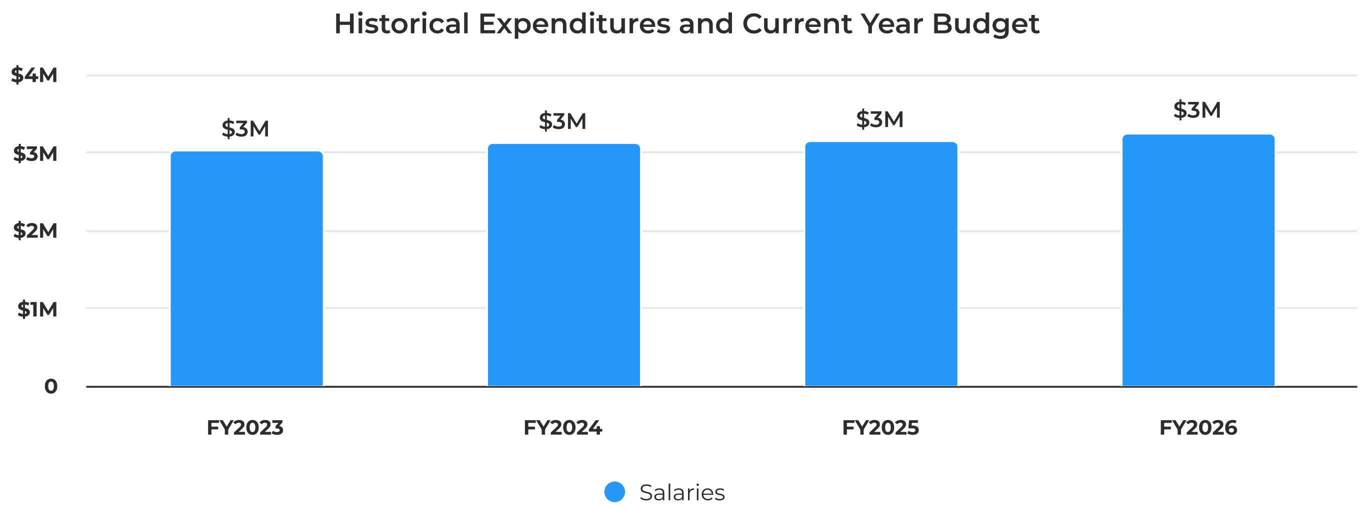
---

Training and Specialization

Detectives assigned to CID receive advanced training in:

- Interview and interrogation
- Death and homicide investigation
- Digital forensics and cybercrime
- Financial crimes and identity theft
- Crime scene processing
- Child victim interview techniques
- Narcotics enforcement and surveillance

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	$3,133,006	$3,246,005	$3,246,005	$1,831,409	$3,342,155	2.96%
Total Expenditures	**$3,133,006**	**$3,246,005**	**$3,246,005**	**$1,831,409**	**$3,342,155**	**2.96%**

Goals and Accomplishments

Fiscal Year 2026 Accomplishments

- Enhanced detective capabilities through additional training and advanced technology to improve crime-solving and intelligence-led policing.
- Conducted background investigations for peddlers, solicitors, and canvasser permits.
- Expanded capacity for cell phone evidence extraction.
- Established the Crime Suppression/Vice Unit to complement the Narcotics Enforcement Team (NET), staffed by patrol volunteers and supervised by the NET sergeant (pending full staffing)
- Assigned two officers to the Internet Crimes Against Children (ICAC) Task Force to combat online offenders distributing child sexual abuse material.
- Conducted pre-employment background investigations to include polygraph examinations for police officer candidates.
- Acquired the FARO, a computerized mapping sytem for accident and crime scene investigations.

Fiscal Year 2027 Goals

- Continue specialized training to develop detectives as experts in fields such as child sexual assault, sexual assault, financial crimes, computer crimes, identity theft, and arson.
- Deployment of patrol rifles to CID personnel to expand response capabilities.
- Increase the number of solved cases.

Long-Term Goals

- Expand specialized training programs to further enhance investigative expertise in child sexual assault, sexual assault, financial crimes, identity theft, and arson.
- Incorporate new investigative technologies.

Expenditure and Position Summary

	2025 Actual	2026 Estimated	2027 Budget
Salary Expenditures	2,223,289	2,396,005	2,455,905
Full time Positions	23	23	23

Police Department - Communications

Lieutenant Lang Mussen

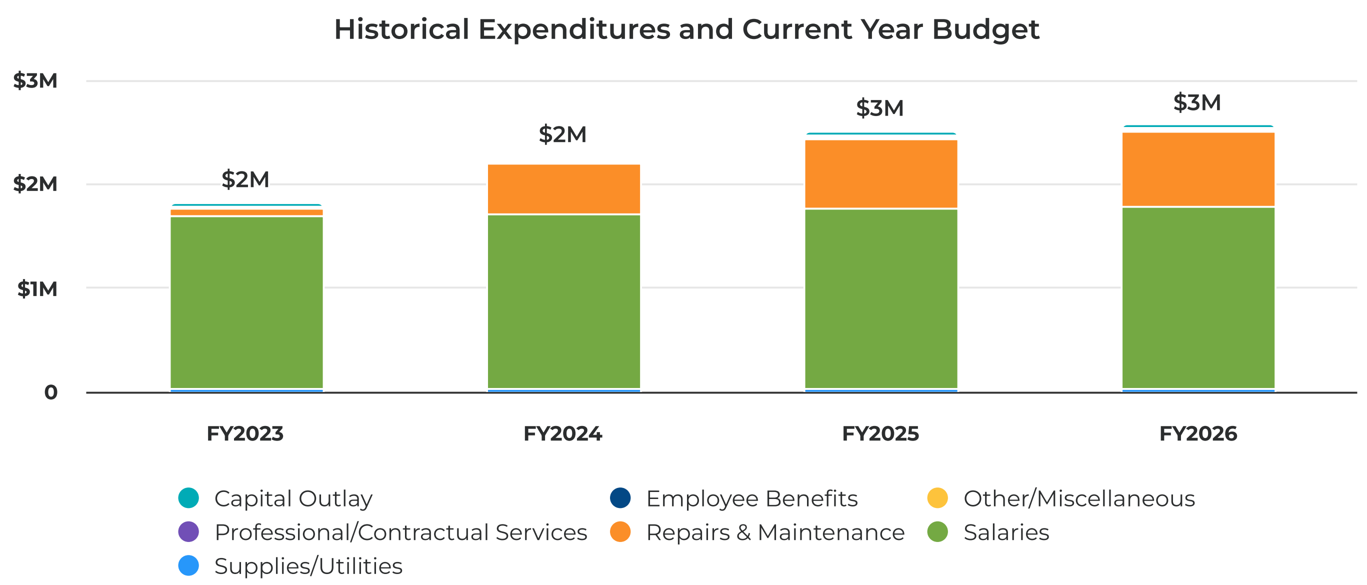
The Bristol Police Department's Dispatch/Communications Division is a 24/7 Public Safety Answering Point (PSAP), staffed by 17 telecommunicators that are responsible for receiving emergency (911) and non-emergency calls from the public and officers in the field, gathering critical information, and dispatching the appropriate police, fire, or EMS resources to handle the situation. Public safety telecommunicators process calls, assign and coordinate response units via Computer Aided Dispatch (CAD), provide pre-arrival instruction including medical intervention, when needed, and support responders with timely information to help them perform their duties safely and effectively.

Core Functions and Responsibilities

The primary responsibilities of the Communications Division include:

- **Answering Emergency and Non-Emergency Calls:**
  Receive, prioritize, and manage all calls for service from the public and sworn personnel.
- **Dispatching Resources:**
  Deploy police, fire, and EMS units efficiently and accurately based on the nature and priority of the call.
- **Support to Field Units:**
  Provide immediate and ongoing information support to officers and emergency personnel in the field during active incidents.
- **System Monitoring and Alerts:**
  - Monitor the City's network of Closed-Circuit Television (CCTV) surveillance cameras.
  - Receive and assess alerts generated by Flock License Plate Recognition (LPR) systems for stolen vehicles, wanted persons, or other flagged plates.
  - Conduct Criminal Justice Information System (CJIS) database queries to assist ongoing investigations or verify warrants and records.
- **Call Transfers and Customer Service:**
  Ensure professional handling and transfer of administrative or non-police related calls to appropriate city departments or resources.

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	$1,725,659	$1,750,615	$1,750,615	$1,009,205	$1,813,810	3.61%
Other/Miscellaneous	$2,757	$6,350	$6,350	$2,722	$9,850	55.12%
Employee Benefits	$15,005	$14,750	$14,750	$11,770	$13,970	-5.29%
Professional/Contractual Services	$12,424	$14,600	$14,600	$13,325	$19,790	35.55%
Supplies/Utilities	$31,174	$34,195	$34,195	$24,872	$36,545	6.87%
Repairs & Maintenance	$677,038	$717,645	$717,645	$717,630	$101,405	-85.87%
Capital Outlay	$42,604	$30,620	$54,111	$18,665	$30,620	0.00%
Total Expenditures	**$2,506,661**	**$2,568,775**	**$2,592,266**	**$1,798,189**	**$2,025,990**	**-21.13%**

Goals and Accomplishments

Fiscal Year 2026 Goals and Accomplishments:

- Maintained full staffing in the Communications Division, through the hiring of new tele-communicators and per diem tele-communicators.
- Conducted monthly quality assurance checks for the Communications Division.
- Monitored and reported on FLOCK camera activations.

Fiscal Year 2027 Goals:

- Maintain full staffing.
- Install new scheduling software.
- Provide customer service training for staff.
- Increase telecommunications-related training.
- Oversee the city-wide radio upgrade project.
- Expand the pool of per-diem employees
- Host training
- Retain the services of a consulting firm related to the replacement of our public safety radio system.

Long Term Goals:

- Maintain an Emergency Medical Dispatch quality assurance compliance rating of 90% or better for each telecommunicator.
- Replace the 2015 City of Bristol public safety radio system with a new system.

Expenditure and Position Summary

	2025 Actual	2026 Estimated	2027 Budget
Salary Expenditures	1,232,584	1,291,615	1,294,810
Full-time Positions	18	18	18

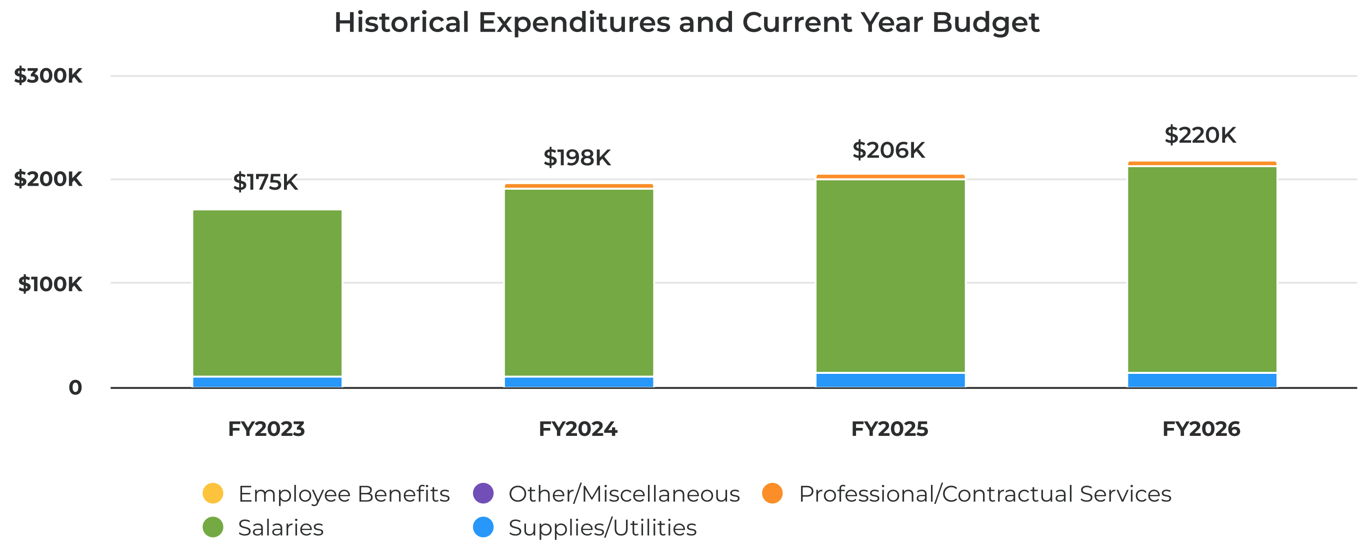
Police Department - Animal Control

Animal Control Officer Ray Zagurski

The Animal Control Officer (ACO) and Assistant Animal Control Officer (AACO) operate the City's domestic animal and wildlife control and protection program. The purpose is to provide responsive, efficient, and high-quality animal care and control services that preserve and protect public and animal safety.

Included in the Animal Control budget are the costs associated with the operation of the animal control facility located on Vincent P. Kelly Road. Bristol's two Animal Control Officers are responsible for enforcing domestic animal and wildlife regulations.

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	$186,677	$198,845	$198,845	$116,982	$204,740	2.96%
Other/Miscellaneous	$260	$400	$400	$370	$400	0.00%
Employee Benefits	$1,250	$2,500	$2,500	$2,250	$2,500	0.00%
Professional/Contractual Services	$5,257	$5,000	$5,000	$6,046	$6,000	20.00%
Supplies/Utilities	$12,710	$13,700	$13,700	$13,117	$15,100	10.22%
Total Expenditures	**$206,154**	**$220,445**	**$220,445**	**$138,764**	**$228,740**	**3.76%**

Goals and Accomplishments

Fiscal Year 2026 Accomplishments:

- Ensured the health and welfare of the community as it relates to animals both domestic and wild.
- Enforced Connecticut animal control laws.
- Promoted responsible pet ownership.
- Reunited lost dogs with their owners.
- Continued partnership with non-profit animal groups.
- Maintained a clean and healthy environment at the dog pound.

Fiscal Year 2027 Goals:

- Continue to increase dog owner awareness of laws and ordinances to reduce violations and facilitate the adoption and/or safe return of lost pets.
- Provide a safe, comfortable environment for lost or abandoned animals and partner with non-profit animal groups when possible.
- Enforce the laws related to Animal Control and act as the Rabies Control Authority for the City of Bristol.
- Replace the existing animal control facility to meet new state regulations. As part of this effort, the City has set aside funding and received architectural and engineering designs for a new facility intended to offer increased capacity, modern systems, improved accessibility, security, and better overall function compared with the aging building on Vincent P. Kelly Road.
- Improve services for animals and the public.

Police Private Duty Fund

This fund accounts for the activities of Police Special Services. The Police Department Special Services account facilitates activities outside the normal routine patrol and criminal investigations. This Fund was established to account for private vendors who hire police officers to perform various activities, such as directing traffic at road construction sites and assisting at community functions such as parades, carnivals, and bazaars.

Summary

Police Private Duty Fund Summary

Police Private Duty Fund Summary

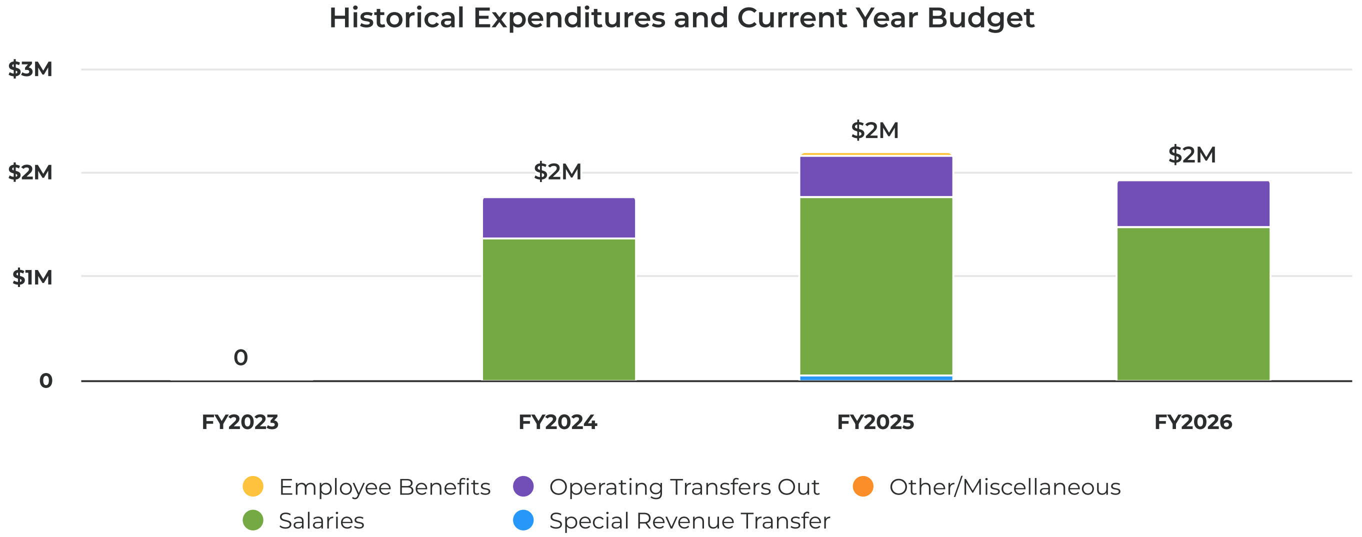
Category	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2026 Actual	FY 2027 Requested	FY 2026 vs. FY 2027
Beginning Fund Balance	-	-	-	-	-	-
Revenues						
Charges For Services	-$2,513,315	-$1,950,300	-$1,950,300	-$1,312,055	-$1,950,300	0.00%
Investment Earnings	$223	-	-	$1,211	-	0.00%
Total Revenues	**-$2,513,092**	**-$1,950,300**	**-$1,950,300**	**-$1,310,844**	**-$1,950,300**	**0.00%**
Expenditures						
Salaries	$1,711,508	$1,475,155	$1,475,155	$1,002,674	$1,475,155	0.00%
Other/Miscellaneous	$2,678	$2,800	$2,800	-	$2,800	0.00%
Operating Transfers Out	$400,000	$450,000	$450,000	$450,000	$450,000	0.00%
Special Revenue Transfer	$51,235	-	-	-	-	0.00%
Employee Benefits	$28,417	$22,345	$22,345	$15,574	$22,345	0.00%
Total Expenditures	**$2,193,837**	**$1,950,300**	**$1,950,300**	**$1,468,248**	**$1,950,300**	**0.00%**
Total Revenues Less Expenditures	**-$4,706,930**	**-$3,900,600**	**-$3,900,600**	**-$2,779,092**	**-$3,900,600**	**0.00%**
Ending Fund Balance	**-$4,706,930**	**-$3,900,600**	**-$3,900,600**	**-$2,779,092**	**-$3,900,600**	**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
Charges For Services	-$2,513,315	-$1,950,300	-$1,950,300	-$1,312,055	-$1,950,300	0.00%
Investment Earnings	$223	-	-	$1,211	-	0.00%
Total Revenues	**-$2,513,092**	**-$1,950,300**	**-$1,950,300**	**-$1,310,844**	**-$1,950,300**	**0.00%**

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	$1,711,508	$1,475,155	$1,475,155	$1,002,674	$1,475,155	0.00%
Other/Miscellaneous	$2,678	$2,800	$2,800	-	$2,800	0.00%
Operating Transfers Out	$400,000	$450,000	$450,000	$450,000	$450,000	0.00%
Special Revenue Transfer	$51,235	-	-	-	-	0.00%
Employee Benefits	$28,417	$22,345	$22,345	$15,574	$22,345	0.00%
Total Expenditures	**$2,193,837**	**$1,950,300**	**$1,950,300**	**$1,468,248**	**$1,950,300**	**0.00%**

Fire Department

Richard Hart, Fire Chief

Bristol Fire Department Mission Statement:

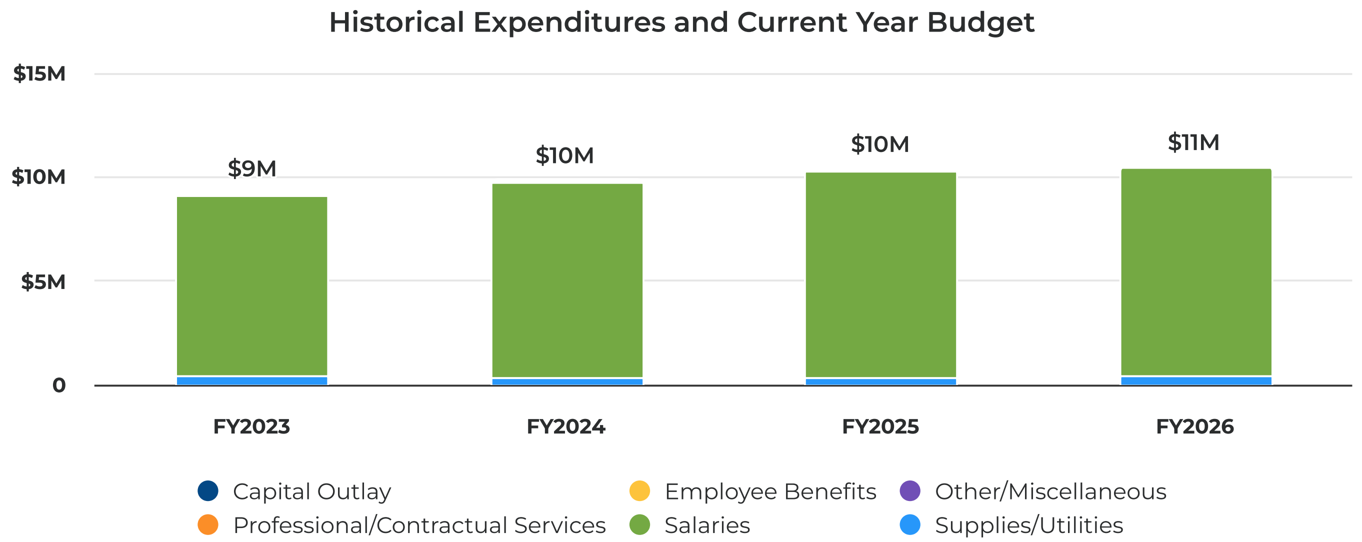
"To deliver highly professional fire, rescue and lifesaving services to the City of Bristol in a courteous and respectful manner with pride and integrity."

The Bristol Fire Department has had the honor and privilege of providing fire and rescue services to the City of Bristol for over 172 years. The firefighters and staff are dedicated to providing the highest level of services to the City, its citizens and visitors in the most efficient manner by using the most current practices of emergency service delivery. This is accomplished by attending advanced training and through the use of state-of-the-art equipment.

The Fire Department serves the community from five strategically located fire stations, housing five engine companies and one ladder company. Eighty fire suppression personnel are assigned to four platoons to maintain a shift strength of 20 firefighters, including officers and a shift commander. These line personnel respond to all calls for service, both emergency and non-emergency. Calls for service can be as simple as a smoldering mulch pile, or as complex as a structure fire in a multiple-family residence with people trapped inside. There are many other types of incidents that the Fire Department responds to, including technical rescues involving high-angle rope scenarios, confined space incidents, hazardous materials, and vehicle/machinery extrications. Firefighters also respond to service calls from citizens involving non-emergency situations. For example, water leaks, carbon dioxide incidents, and electrical problems are just some of the less urgent calls for service that the Department responds to.

Staff personnel are assigned to the Fire Prevention, Training, and Mechanical Divisions as well as to Administration. The overall operation of the Department is administered by the Fire Chief with the aid of an Administrative Assistant. Responsibilities include budget preparation, program development, and oversight of subordinate divisions. The Fire Prevention Division is led by the Fire Marshal and staffed by three Fire Investigators along with a part-time Principal Clerk. The Training Division, located at Station 4, is overseen by the Drill Master whose responsibility includes the maintenance of the personnel skills and certifications, as well as ensuring the completion of mandated training and new training development. The Fire Equipment Technician oversees the Mechanical Division and is responsible for overall maintenance and repairs to all (24) vehicles, emergency equipment, and dozens of pieces of other service-related equipment.

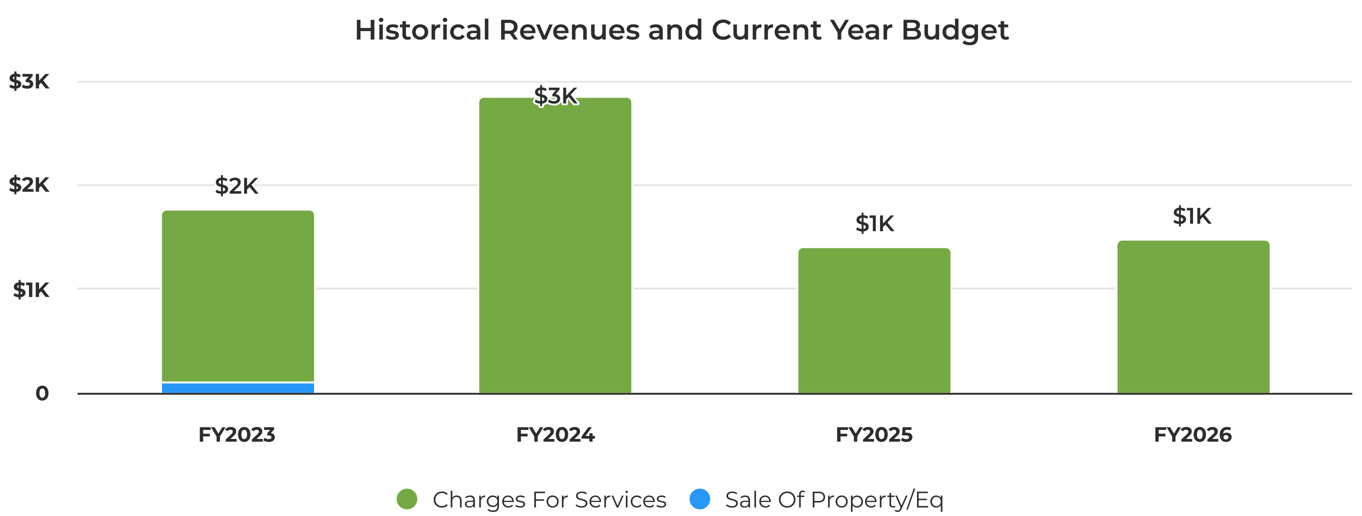
Expenditures



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	$9,952,132	$10,011,525	$10,025,949	$6,107,751	$11,560,565	15.47%
Other/Miscellaneous	$10,045	$17,000	$17,000	$6,959	$17,000	0.00%
Employee Benefits	$87,587	$81,600	$83,305	$57,667	$103,190	26.46%
Professional/Contractual Services	-	-	-	$101,422	$198,120	-
Supplies/Utilities	$320,790	$400,425	$501,383	$432,023	$483,965	20.86%
Capital Outlay	$73,672	$40,500	$58,669	$51,041	$289,205	614.09%
Total Expenditures	**$10,444,226**	**$10,551,050**	**$10,686,306**	**$6,756,864**	**$12,652,045**	**19.91%**

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
Charges For Services						
FIRE WATCH ADMIN FEE	$797	-	-	$337	-	-
REIMBURSEMENT FIRE SERVICES	$611	$1,475	$1,475	$2,018	$1,475	-
Total Charges For Services	$1,408	$1,475	$1,475	$2,355	$1,475	-
Total Revenues	**$1,408**	**$1,475**	**$1,475**	**$2,355**	**$1,475**	**-**

Goals and Accomplishments

Fiscal Year 2026 Goals and Accomplishments:

- Completed training and certification of 35 firefighters to Pump Operator and 48 firefighters to Aerial Operator received through an Assistance to Firefighters Grant (AFG).
- Provided public education to 3,500 students in the Bristol School System, exceeding pre-pandemic levels. New activities linking education on fire prevention and readiness were initiated with prizes awarded to the best performing students in each Grade 1-3.
- Conducted 62 public events in 2024
- Conducted 1631 individual training evolutions in 2025
- Secured $413,000 AFG for rope technician, confined space training, Fire Officer I, and Fire Instructor I. Completed delivery and testing for rope tech classes; confined space classes, Fire Officer I, and Fire Instructor I.
- Commenced construction of Station 3. Completion is tentatively set for December 2025.
- Took delivery of 2 new vehicles:
    - Engine 1
    - Ladder 2.
- Worked with the Emergency Manager to procure a Transit van for CERT
- Participated in active shooter training with the Bristol Police Department to interact more seamlessly in the event of a crisis
- Conversations on CPAT/Active shooter training facility to be jointly operated by the City and State of Connecticut are ongoing. Preliminary plans in process and land acquisition is being explored.

Fiscal Year 2027 Goals:

- Renovate Station 2 with LOCIP funds
- Begin the process of renovating and updating Headquarters
- Purchase 15 additional turnout gear to ensure compliance with the NFPA
- Secure funding for gear extractor and dryer to increase the longevity of the turnout gear and to reduce exposure to carcinogens.
- Complete Station 3 construction and assume ownership in the first quarter of 2026
- Secure staffing for second ladder company to move the Department forward in NFPA 1710 compliance
- Purchase 4 replacement vehicles for the Fire Marshal's Office

Long Term Goals:

- Continue the apparatus replacement program by securing funds for a new Tower ladder and one Engine to maintain the fleet replacement program. The current spare tower is a 2006 apparatus and is nearing the end of service life per NFPA 1911.
- Complete renovation and updating/upgrading Headquarters
- Construct CPAT/Active shooter training facility

Expenditure and Position Summary

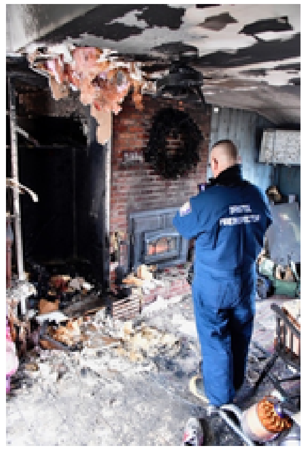
	2025 Actual	2026 Estimated	2027 Budget
Salary Expenditures	$7,187,065	$7,615,370	$8,601,300
Full Time Positions	88.5	88.5	100.5

Salaries

Qty	Position	Salary
1	Fire Chief	$132,855
4	Deputy Chief	$112,675
1	Drill Master	$102,465
1	Fire Marshal	$106,235
3	Fire Prevention Inspectors	$93,220
6	Fire Captains	$100,769
18	Fire Lts	$90,081
64	Firefighters	$81,688
1	Equipment Technician	$88,454
1	Administrative Asst.	$57,942
0.5	Principal Clerk	$25,154
100.5		

Fire Prevention/Fire Marshal's Office

"The Bristol Fire Marshal's Office is committed to protecting the lives and property of our citizens and visitors through effective fire prevention, investigation, and public education and safety inspection programs."



The Fire Prevention Division/Fire Marshal's Office is located at Central Fire Headquarters. The division is a local extension of the State Fire Marshal's Office. Staff members include the Fire Marshal and three Fire Inspectors, trained and certified by the State of Connecticut as Fire Inspectors and Fire Investigators, assisted by a part-time Principal Clerk. Life safety is the first priority. Staff members maintain accreditation and certification with the State Fire Marshal's Office by earning continuing education credits to keep current with any code changes, updated regulations, policies, and/or procedures.

Numerous codes endorsed under the provision of state statutes, including the Connecticut State Fire Safety Code (CSFSC) and the Connecticut State Fire Prevention Code (CSFPC) allow us to guide property owners through the process of code compliance by employing a systematic review of building plans and specifications, exercising a prescribed inspection/abatement process, and using lawful permitting practices.

In addition, the office is responsible for investigating the origin, cause, and circumstance of all fires and explosions within the jurisdiction, as required by the Office of the State Fire Marshal. The process includes collecting and analyzing data at the scene and interpreting those findings in order to prevent future occurrences. The office commonly works with local, state, and private authorities as necessary to evaluate and validate those findings.

The division coordinates and conducts Public Fire and Life Safety Education programs to at-risk or target groups, in particular school-age children, at least semi-annually, or as requested by civic or community groups for adult learning. A key component of this program is the "Hap" Barnes Fire Safety Trailer, which is used as an interactive learning center for children to visualize and "practice" what they have learned during the programs. It is made available in the spring and autumn seasons for three-week periods. Promotional materials — flyers, pamphlets, and novelty items — reinforce the safety messages being delivered.

Training Division

The Bristol Fire Department continues to make training one of the top priorities for the department. The live fire training facility was used for various training evolutions and live fire training throughout the year. New audio/visual equipment was added to the classroom for delivering classroom lessons and video presentations. A Conex container was added to the training facility for storage of training equipment and burn materials. The Bristol Fire Department shall continue to move forward with firefighter development with an emphasis on safety at all times.

During the year, community outreach and safety training was conducted for classes in fire extinguisher operation and career development for local area schools. In cooperation with Emergency Management, continued improvements to the facility are scheduled to enable the classroom to function as a backup Emergency Operations Center.

Mechanical Division

The mission of the Mechanical Division is to proactively hold the entire fleet of the Bristol Fire Departments emergency apparatus in a constant state of readiness through a regular preventative maintenance schedule, and professionally maintain and service all vehicles and equipment.

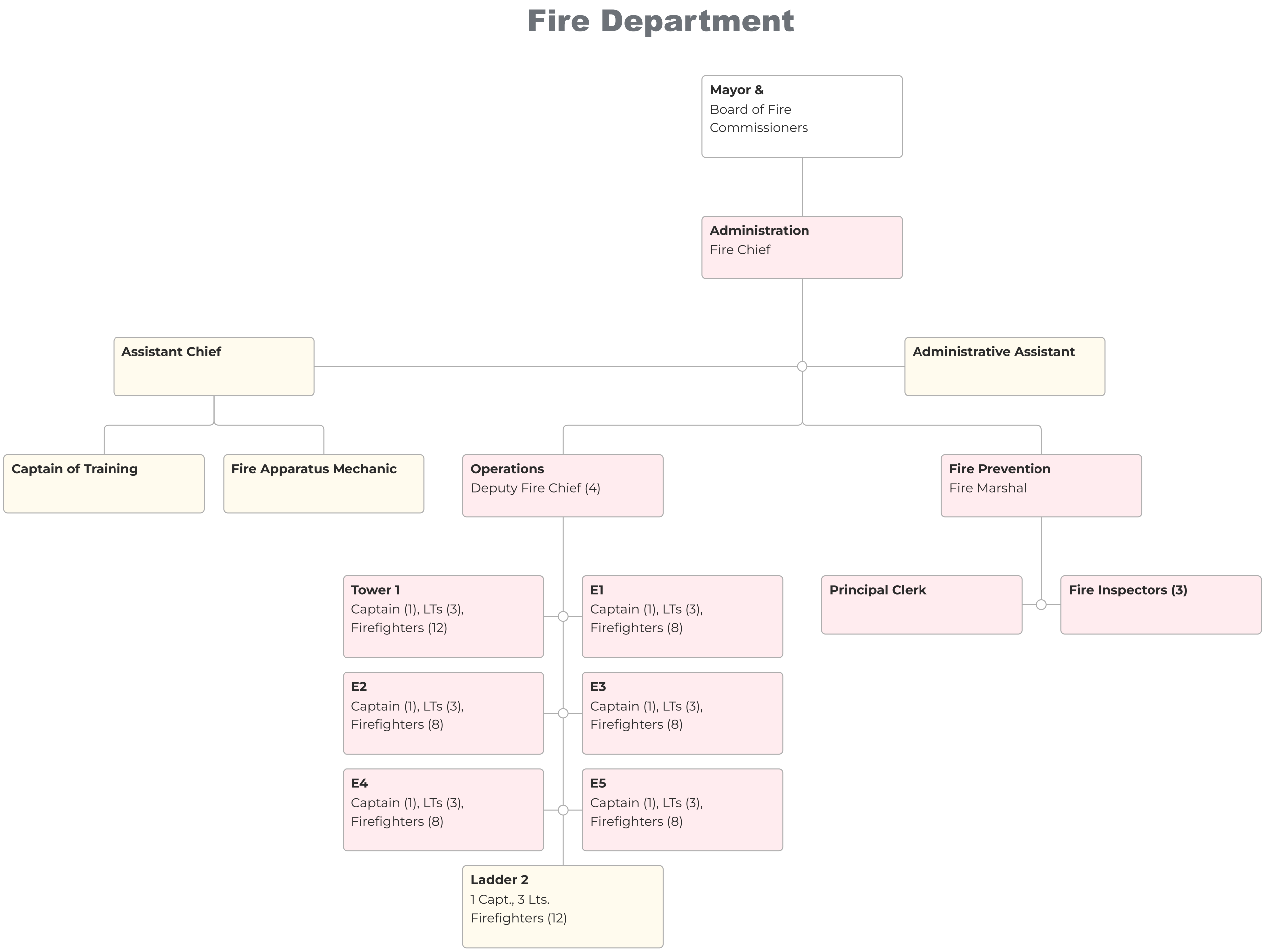
The Mechanical Division is responsible for maintaining the following equipment:

- The motorized fleet consists of (8) Class A pumpers, (2) 95' Tower Ladders, (1) Ladder Truck, (11) Staff/Support vehicles, (1) Hazardous-Materials Trailer, and (1) Fire prevention trailer. All vehicles are annually serviced and inspected, along with monthly brake inspections.
- Small emergency equipment consists of (5) complete sets of gasoline powered "Jaws of Life" systems, (1) battery powered "Jaws of Life" system, (18) chain saws, roof ventilation saws, and generators.
- The lawn care equipment (41) consists of lawn mowers, string trimmers, leaf blowers, snow blowers, etc.
- Gas detection meters (22) include multi-gas detection and gas-specific meters, all of which require calibration.
- Water mitigation equipment consists of (28) large and small gasoline centrifugal pumps, electric sump style pumps, and electric backpack suction pumps.
- SCBA equipment consists of (43) front line air packs, (13) training air packs, (235) SCBA bottles, (4) escape packs, (2) R.I.T. packs, (1) Mobile Air Supply car, and all related face pieces, etc.

The Mechanical Division schedules, documents and tracks testing in accordance with National Fire Protection Association regulations for the following equipment.

- Annual aerial and ground ladder testing by a third party.
- Quarterly air analysis and system check for SCBA filling compressor by a third party.
- Annual fire pump testing.
- Annual fire hose testing.
- Annual SCBA air pack flow testing
- Five year hydro-static flow testing for SCBA bottles

Organization Chart



CAPITAL OUTLAY DETAIL

ORG	OBJ	DESCRIPTION	REQUEST QTY	REQUEST UNIT COST	REQUEST AMT	JUSTIFICATION
0012211	579999	Ford Ranger pick up trucks for the Fire Marshal's staff	4.00	40,000.00	160,000	Top Priority The fleet of vehicles the FMO is using are getting to the point of being unsafe. Also, by purchasing 4 wheel drive pick ups, they care keep their turnout gear out of the passenger compartment, carry tools and lighting necessary for conducting investigations and inspections, and with the 4 wheel drive, navigate city streets in inclimate weather
0012211	579999	22 Mattresses at $548 each	1.00	12,060.00	12,060	the mattresses in all the firehouses have been reported to have significant wear issues
0012211	579999	Fire hose: 10 lengths of 5" supply hose- $898/length 60 lengths of 1 3/4" attack hose- $184/length 15 lengths 3" supply hose- $320/length	1.00	24,820.00	24,820	We have had to place hose out of service for failing annual testing and it cannot be repaired. We currently have no spare hose that is within NFPA compliance, so this would allow us to immediately restock when needed
0012211	579999	Sensit 4 gas meters	3.00	4,075.00	12,225	These meters are critical in combustible gas leak detection
0012211	579999	Tread mill	1.00	5,190.00	5,190	The tread mill at Station 2 is out of service and according to our service vendor it needs replacement
0012211	579999	5-100 dumbbell set with rack	1.00	5,510.00	5,510	Physical fitness is critical for a healthy and fit firefighter. This dumbbell set will augment physical fitness routines, outcomes, and reduced worker's comp costs
0012211	579999	UTV skid	1.00	7,800.00	7,800	With the recent acceptance of a Region 3 UTV, one of the stipulations is accepting jurisdiction need to outfit the UTV with a brush fire and rescue capable skid
0012211	579999	Floor buffer/cleaning machine	1.00	2,100.00	2,100	Floors in the firehouses require annual buffing and waxing. The current machine does not operate properly
					$ 229,705.00	