

Popular Annual Financial Report



Greene-Hills School

July 1, 2012 - June 30, 2013

***Issued by:
The City of Bristol Comptroller's Office***

ADDITIONAL COPIES OF THIS REPORT MAY BE OBTAINED BY CONTACTING:

The City of Bristol Comptroller's Office
111 North Main Street
Bristol, CT 06010
(860) 584-6131

In addition, the report is made available on the City of Bristol's Website by visiting **<http://www.ci.bristol.ct.us>**

Table of Contents

	<u>Page</u>
Comptroller's Message to the Citizens	i
2012 PAFR Award	ii
Overview of Bristol	1
Economic Condition and Outlook	1-2
Major Initiatives	2-4
Miscellaneous Statistics	5
Population and Employment Statistics	6
Capital Assets	7
Revenues	8-9
Expenditures	10-11
Education	12
Financial Statements	13
Debt Structure	14
City of Bristol's Organizational Chart	15
Principal Officials	16

This report has been prepared and distributed in the City of Bristol in the interest of an informed citizenry.



CITY OF BRISTOL

OFFICE OF THE COMPTROLLER

DEAR CITIZENS OF BRISTOL, CONNECTICUT,

I am pleased to present the City of Bristol's Popular Annual Financial Report, (PAFR) for the fiscal year ended June 30, 2013. This is Bristol's thirteenth PAFR, and is formulated as an easy-to-read version of the City's Comprehensive Annual Financial Report (CAFR) that is published on a yearly basis.

The CAFR is a detailed account of the City's financial statements, notes, schedules, and statistics. The CAFR was prepared in conformance with Generally Accepted Accounting Principles (GAAP) and was audited by Blum, Shapiro & Company, Certified Public Accountants, 29 South Main Street, P.O.Box 272000 West Hartford, CT 06127, receiving an unqualified opinion. The CAFR is available in the Comptroller's office, via the internet, or City Clerk's office for review.

The PAFR is designed to provide citizens with an overview of the City's revenue, expenditures and general information, in a simplified interpretation of the CAFR. The PAFR is prepared by the Comptroller's staff and is not obligated to be audited under the GAAP rules. The PAFR does not include Bristol's Component unit- Bristol/Burlington Health District.

Thank you for your interest in the City of Bristol's Government and how it functions. Please feel free to comment on the PAFR to my office, and offer any suggestions.

Respectfully submitted,

A handwritten signature in black ink, reading "Glenn S. Klocko".

Glenn S. Klocko,
Comptroller
City of Bristol, CT



Government Finance Officers Association

**Award for
Outstanding
Achievement in
Popular Annual
Financial Reporting**

Presented to

**City of Bristol
Connecticut**

For its Annual
Financial Report
for the Fiscal Year Ended

June 30, 2012



Executive Director/CEO

GOVERNMENT STRUCTURE, LOCAL ECONOMIC CONDITION AND OUTLOOK

Bristol, formerly made up of the parishes of New Cambridge and West Britain, was settled in 1785. In 1911, Bristol was incorporated and became known from that time on as the City of Bristol. The City is located in the west central part of the state, sixteen miles from Hartford. The City currently has a land area of 26.60 square miles and a population of 60,603. Once the clock making, ball bearing, and lock manufacturing capital of the United States, the City remains proud of its industrial heritage. The City seal continues to maintain this history by depicting the hands of a Clock. The City is empowered to levy a property tax on both real and personal property located within its boundaries.

Description of Government

The City has operated under the mayor-council form of government since inception. Policy making and legislative authority is vested in the governing council, which consists of a mayor and a six-member council. The City Council is responsible, among other things, for passing ordinances, adopting the budget (in conjunction with the Board of Finance in a Joint Meeting of the two bodies) and for appointing the heads of departments. Various Boards and Commissions establish individual department policies and procedures. The City's mayor is responsible for carrying out the policies and ordinances of the governing council and for overseeing the day-to-day operation of the City. The council is elected on a partisan basis by district. The mayor is elected at large. The mayor and the council members are elected to two-year terms. The Board of Education appoints a Superintendent of schools who is responsible for administering the City's school system. An organizational chart outlining the city government, as well as a listing of principal City Officials, can be found beginning on pages 15 & 16.

Economic Condition and Outlook

The state and national economy are in recovery mode and will continue to expand at a modest pace throughout the remainder of this year. The politics in Washington D.C. by most accounts has a negative influence on the economy according to HIS Global Insights. According to economist, Stephen Fuller, the hit to Connecticut from the Washington sequester would be and eventually was significant. The state would account for 2% of total national cuts. Despite this outlook, the City has varied manufacturing and industrial sectors that adds to the relative stability of the local economy. Major industries with headquarters or divisions located within the government's boundaries include ESPN, the nation's first and largest all-sports television network. The ESPN

worldwide headquarters remains our largest taxpayer, accounting for 6.79% of total property assessed valuation. ESPN's growth in Bristol is assured by on-going development of last year's acquisition of 20 adjoining acres. Their newest digital center, nearing completion, comprises over 193,000 square feet of office space and four technologically advanced production studios. The city continues to be a leader in manufacturing, producing a wide variety of precision-crafted goods such as tin ware, bells, coaster brakes, hard wares, clocks, screw machine products, electronic items, timing devices, and robotic-based automation systems. Specialty manufacturers produce for a diverse array of industries, including medical devices, surgical equipment, aerospace, automobile items.

Unemployment rates and the number of unemployed people, not seasonally adjusted, were up over the year in all of the states nine labor market areas. Connecticut's 8.0% unemployment rate is higher than the national rate of 7.5%, and is predicted to remain stable. Locally, Bristol's 8.2% average unemployment rate is somewhat higher than national and regional averages.

As a result of a state enterprise zone established in downtown Bristol to promote additional development, renewed investment, and job opportunities, unemployment is expected to continue to lag behind the state average. Bristol's Technology Park employs over 1,600 employees in 23 businesses.

The Southeast Bristol Business Park of approximately 51 acres has been acquired by the city on a site off a major route to and from the city (route 229). The infrastructure was jointly funded project of the state and the city. The project is critical to Bristol's continued growth. The acreage will accommodate approximately 750,000 square feet of new industrial space. The Park construction is complete and open for occupancy. It already has two tenants. There is active talking with one interested buyer.

MAJOR INITIATIVES

For the year

Downtown revitalization remains a top priority for reasons of economic vitality and quality of life. The City needs a civic center, and is currently studying the proper mix of public and private improvements and investments. The City's re-use effort was improved by the purchase of the entire site in March 2005. The building was demolished in the winter of 2008. The re-use of the 17-acre Bristol Center Mall site (now called

Depot Square) is a key component and opportunity. The eventual sale of the site could recoup a substantial portion of the purchase price and restart the income stream of taxes. The mall property rents ran at about 75% to 85% lower than the Route 6 strip developments approximately one to three miles away. The mall was an underperforming property whose taxes will rise substantially when rents fall into parity with Route 6. A relocation of a McDonald's restaurant was completed during the year with a new model franchise. Of course the mall site's improvement will also improve surrounding properties as well. Transportation, shopping and living patterns are all changing, affected to a large degree by energy costs. Long term trends favor cities and those that plan for quality, higher density development. Bristol has been making those infrastructure investments towards that future.

The city chose Renaissance Downtowns as the preferred developer through an open competitive process in late 2009. Renaissance Downtowns Bristol assembled a top-flight team to create a redevelopment plan. They have also engaged the public in a very expansive way and have employed social media in a productive manner. The result is plan for mixed-uses with an emphasis on residential use in order to anchor the development. A housing study by the University of Connecticut Real Estate Center in November 2010 noted that Bristol could absorb 250 to 300 units of new market rate workforce multi-family housing. They are on schedule to solicit developers and some are consulting with them now. As capital markets recover over the next few years there should be opportunities for phased development.

The City's fiscal-year 2012-2013 budget entailed two parts; General Government and Education. The Education component is the largest portion of the City's General Fund budget. An original request was submitted by the Board of Education requesting a 5.87% increase which equals \$5,875,505. The Board of Finance recommended a 2.56% increase as required by the State. The 2012-2013 mill rate increased during the year by 1.51 mills.

The City is proactive for the funding of other post employment benefits with an annual allocation of funds in the general fund. The budget included funds in the amount of \$610,355 as part of plan to fully fund the annual required contribution. This in concert with prior years contributions of over \$2,000,000 are part of the Governmental Accounting Standards Board (GASB) Statement No. 45, which requires recognition of Other Post Employment Benefits (OPEB) other than pension benefits.

The City's fiscal year 2012-2013 capital budget has authorized spending of \$10.4 million for capital projects. Most of the projects that received

funding were continued projects from previous fiscal years. New appropriations this year include a new telephone system for the City and Board of Education to be funded over several fiscal years, Muzzy Field renovations to celebrate the 100th anniversary of the historic park, various parks repairs, Storm drainage project on Falls Brook Road, and flooding mitigation projects.

The Plan of Development receives funding for the second year as mandated by the State of Connecticut and Waterbury Road will receive funding to reconstruct the roadway after several years of engineering studies.

For the Future

The City's elected and appointed officials considered many factors when setting the fiscal-year 2014 budget tax rates, and fees that will be charged for the business-type activities. One of those factors is the economy. Unemployment in the City now stands at 8.6 percent versus 9.7 percent a year ago. This is slightly higher than the State's unemployment rate of 8.4 percent (not seasonally adjusted).

These indicators were taken into account when adopting the General Fund budget for 2013-14. Amounts available for appropriation in the General Fund budget are \$180.7 million, an increase of 2.1% over the previous year's budget of \$176.8 million. Property taxes increased 1.63% or \$2,013,495 over 2012-13.

Unassigned fund balance in the general fund is 13.4 percent of total general fund revenues and falls above the policy guidelines set by the Board of Finance for budgetary and planning purposes.

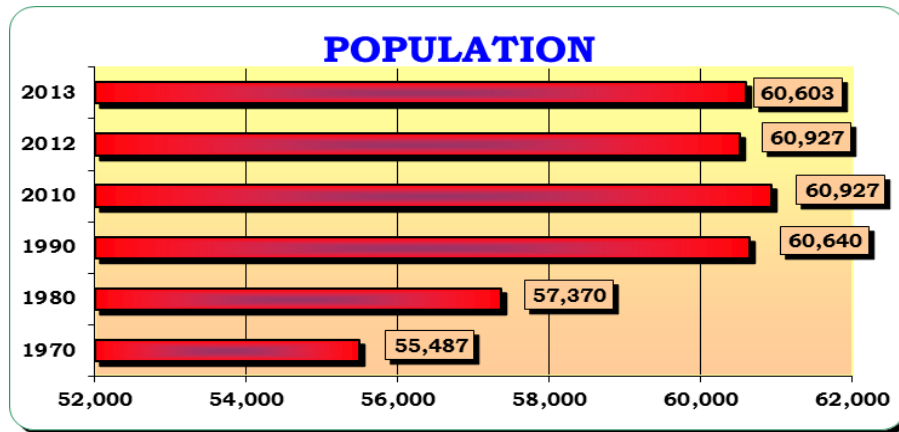
The City of Bristol has appropriated \$495,000 of its \$30.1 million fund balance to balance its 2013-14 operating budget. This represents a decrease of \$130,000 from the previous year. The eventual goal, gradually attained, is zero.

As for the City's business-type activities we expect marginal growth (1.5 to 2.0 percent) to retained earnings based on sales over the past three fiscal years. Also, expenses will increase for continued watershed expansion purchases and other infrastructure and equipment improvements.

CITY OF BRISTOL, CONNECTICUT
2013 MISCELLANEOUS INFORMATION

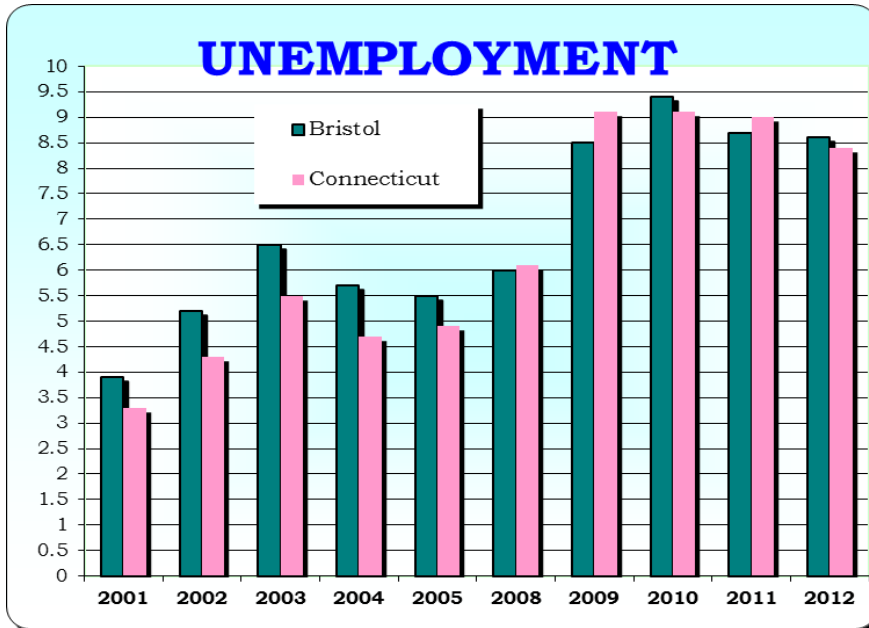
Bristol's date of incorporation	1911
Form of Government	Mayor/ Council
Area of City	26.6 square miles
Latitude	N41 40' 23"
Longitude	W72 56' 49"
Elevation	310' above sea level
Roads/Sidewalks and Sewers	
Miles of streets - State Hwys. Included	255.8 miles
Storm Sewers	223.1 miles
Miles of sanitary sewers	242.9 miles
Number of street lights	5,535
City Employee's	
Number of full-time City employees	495
Number of Board of full-time Education employees	1,041
Education:	
Number of high schools	2
Number of middle schools (6th, 7th and 8th)	3
Number of K-8 schools	2
Number of elementary schools	6
Number of high school students	2,610
Number of middle school students	1,266
Number of K-8 students	1,798
Number of elementary students	2,670
Number of teachers	631
Administrative and non-teaching personnel	410
Student enrollment as of 10/1/12	8,366
Elections:	
Number of registered voters	35,113
Number of votes cast in:	
Last State election	24,558
Last municipal election	9,347
Percent of registered voters voting in:	
Last State election	71.99%
Last municipal election	26.62%
Parks and Recreation:	
Number of parks and public squares	17
Playgrounds	9
Swimming pools, outdoor	2
Swimming pools, indoor	1
Outdoor ice-skating facilities	5
Lighted tennis court asphalt	5
Unlighted asphalt tennis courts	10
Ball diamonds:	
Hardball (1 lighted)	3
Softball (1 lighted)	3
Little League	14
Basketball courts	6
Volleyball courts	6
Fishing areas	7
Stadium	1
Soccer Fields	2
Horseshoe Pits	2
Ropes Challenge Course	1
Spray Parks	3

**CITY OF BRISTOL, CONNECTICUT
2013 MISCELLANEOUS INFORMATION**



The population trend shown above indicates that Bristol currently has 60,603 people living within its boundaries.

**Average Unemployment
Rates for the City of Bristol**



In 2012, Bristol showed an unemployment rate of 8.6%, higher than the State average of 8.4%.

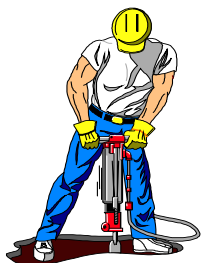
SUMMARY OF CAPITAL ASSETS
for the year ended June 30, 2013
City of Bristol, Connecticut

Capital Assets are defined as Property & Equipment owned by the City of Bristol and purchased by each department as needed. This summary is the total dollar amount held by the City of Bristol as of June 30, 2013 and includes the accumulated depreciation.

<u>Category</u>	<u>2013</u>
Land	\$ 18,005,000
Land Improvements	14,244,000
Buildings	200,072,000
Equipment	68,470,000
Infrastructure	236,771,000
Construction work in progress	<u>90,950,000</u>
Total	\$ 628,512,000



The above picture depicts the Giamatti Little League Center on Mix Street.



Construction Work in Progress

The amount of incomplete construction or projects. This can include new buildings, new sewers or improvements, and building renovations.

Infrastructure

Includes the cost of all roads, bridges, tunnels, drainage systems, water and sewer systems, dams, and lighting systems.



Equipment

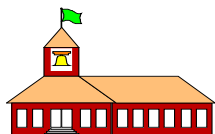
Includes the cost of all machinery, vehicles, office furniture, business machines, etc. that each department maintains and is responsible for.

During 2013, the City of Bristol purchased \$55,987,000 worth of new capital assets.



Land

The amount listed is the total amount of land purchased and owned by the City of Bristol.

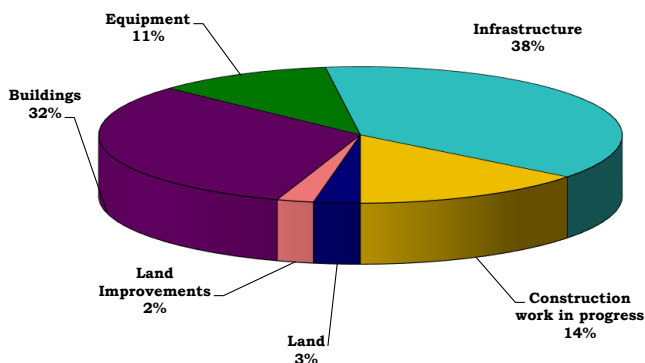


Buildings

The amount listed is the cost of the building purchase or the cost of the building construction.

Capital Asset Balances

Balance as of 7/1/12	\$ 319,949,000
Purchased 2013	32,917,000
Disposed 2013	(4,572,000)
Depreciation in 2013	<u>(11,507,000)</u>
Balance as of 6/30/13	\$ 336,787,000

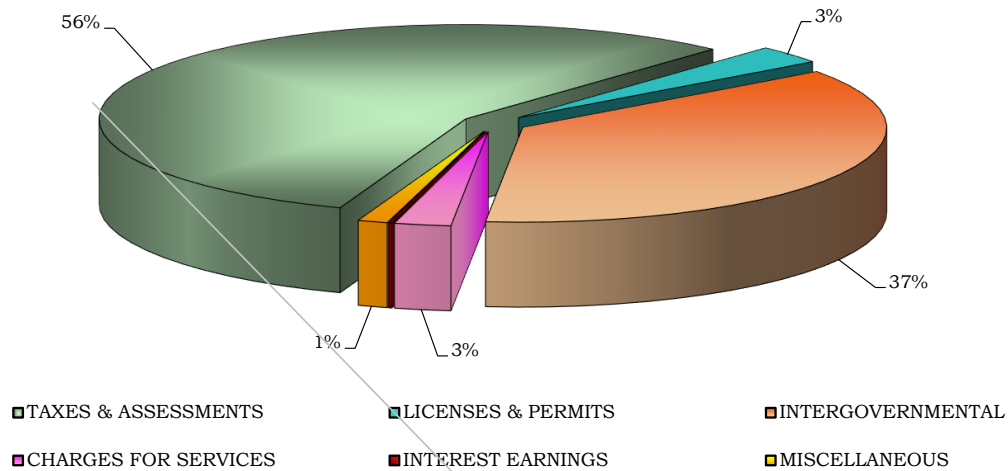


WHERE THE MONEY COMES FROM:

REVENUE	2013	2012
TAXES & ASSESSMENTS	\$125,670,000	\$117,555,000
LICENSES & PERMITS	6,971,000	7,397,000
INTERGOVERNMENTAL	82,065,000	122,110,000
CHARGES FOR SERVICES	5,557,000	6,222,000
INTEREST EARNINGS	318,000	318,000
MISCELLANEOUS	2,935,000	2,018,000
	\$223,516,000	\$255,620,000



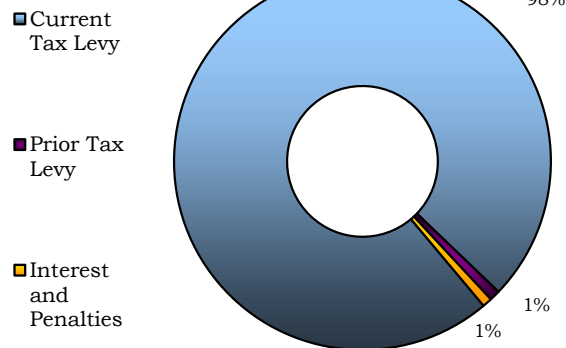
2013 REVENUE



Taxes 2013

Current Tax Levy	\$123,470,000
Prior Tax Levy	1,141,000
Interest and Penalties	1,024,000
Assessments	35,000
	\$125,670,000

Total revenues received in 2013 were \$223,516,000. Revenues in the graph above are shown by source. To the right, tax revenues are further separated by category.



The Largest Revenue Source comes from the Taxes and Assessments (56%) followed by Intergovernmental Grants (37%). Primarily all grants are received by the State of Connecticut through various programs and increased this year due to school construction. The other sources of revenue are derived from charges for services, permits and interest on available cash. The amounts reflected are the total governmental fund revenues for the City.

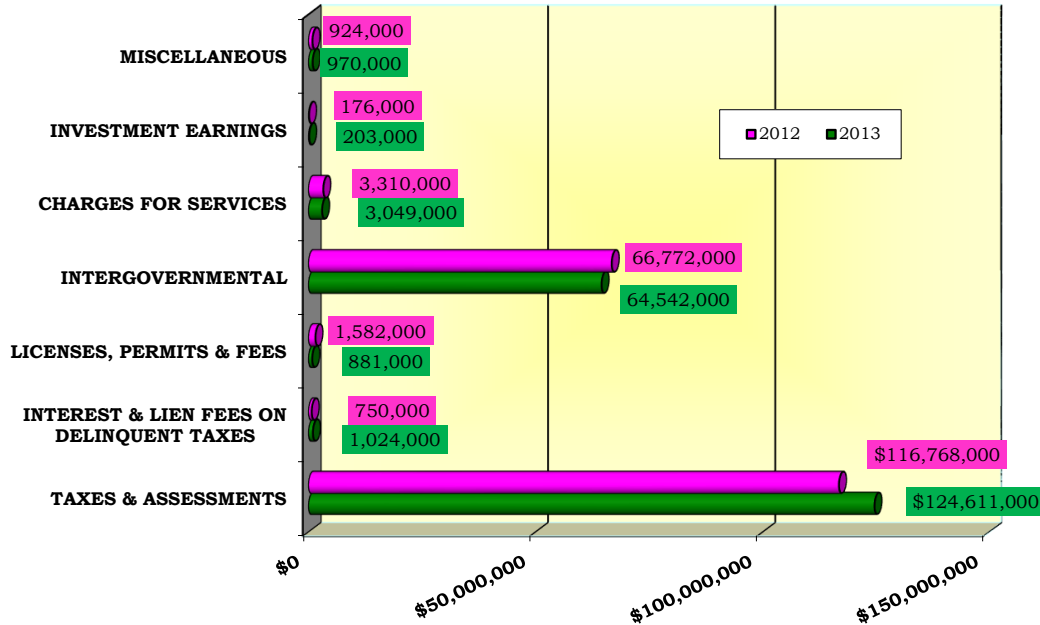
**WHERE THE MONEY COMES FROM:
GENERAL FUND**



GENERAL FUND REVENUE COMPARISON

	2013	2012
TAXES & ASSESSMENTS	\$124,611,000	\$116,768,000
INTEREST & LIEN FEES ON DELINQUENT TAXES	1,024,000	750,000
LICENSES, PERMITS & FEES	881,000	1,582,000
INTERGOVERNMENTAL	64,542,000	66,772,000
CHARGES FOR SERVICES	3,049,000	3,310,000
INVESTMENT EARNINGS	203,000	176,000
MISCELLANEOUS	970,000	924,000
	\$195,280,000	\$190,282,000

GENERAL FUND REVENUE SOURCES 2013 & 2012



GENERAL FUND: The General Fund is the general operating fund of the City of Bristol. It is used to account for all financial resources except those required to be accounted for in another fund. The General Fund accounts for the normal recurring activities of the City (including general government, public safety, public works, health and social services, recreation, libraries and education). These activities are funded principally by property taxes on individuals and businesses and grants from other governmental units.

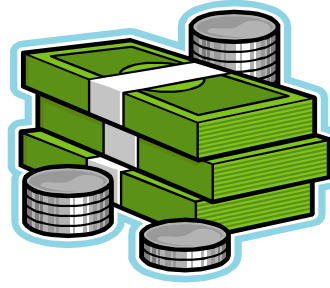
The graph above illustrates revenue for the General Fund during 2013 and 2012. Property Taxes accounted for the majority of the revenue in the General Fund followed by Intergovernmental revenue.

WHERE THE MONEY GOES:

EXPENDITURES

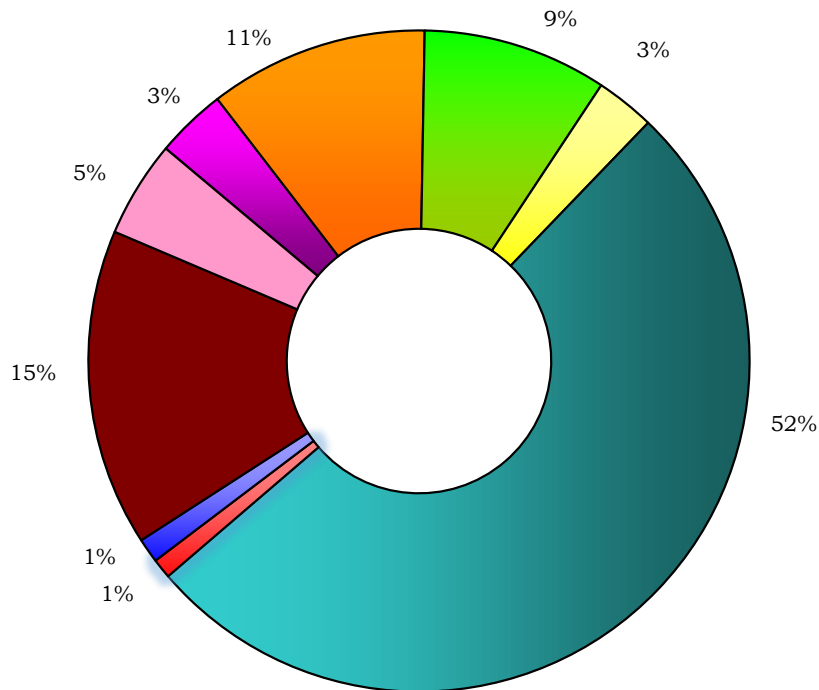
2013

GENERAL GOVERNMENT	\$7,192,000
PUBLIC SAFETY	22,336,000
PUBLIC WORKS	18,806,000
HEALTH & SOCIAL SERVICES	6,037,000
EDUCATION	107,414,000
LIBRARIES	2,016,000
PARKS & RECREATION	2,495,000
BENEFITS, INSURANCE & CAPITAL OUTLAY	32,343,000
DEBT SERVICE- INTEREST/FISCAL CHARGES	<u>9,836,000</u>



TOTAL EXPENDITURES \$208,475,000

2013 EXPENDITURES



- GENERAL GOVERNMENT
- PUBLIC SAFETY
- PUBLIC WORKS
- HEALTH & SOCIAL SERVICES
- EDUCATION
- LIBRARIES
- PARKS & RECREATION
- BENEFITS, INSURANCE & CAPITAL OUTLAY
- DEBT SERVICE- INTEREST/FISCAL CHARGES

WHO SPENDS THE MONEY

Shown in the above graph is the City of Bristol's expenditures objects during 2013. Education accounted for the largest part of the expenditures at \$107,414,000 or 52% of the total expenditures. General Government accounted for \$7,192,000 or 3% of the total expenditures, while Public Works accounted for \$18,806,000 or 9% of the total expenditures. The following page illustrates expenditures in further detail by department for Public Safety within the General Fund as well as expenditure comparisons from 2012 and 2013. The amounts reflected are the total governmental fund expenditures for the City.

WHERE THE MONEY GOES

PUBLIC SAFETY EXPENDITURES 2013

POLICE DEPARTMENT	\$14,006,000
FIRE DEPARTMENT	7,723,000
ANIMAL CONTROL	139,000
EMERGENCY MANAGEMENT	12,000
BUILDING INSPECTION	456,000
	\$22,336,000



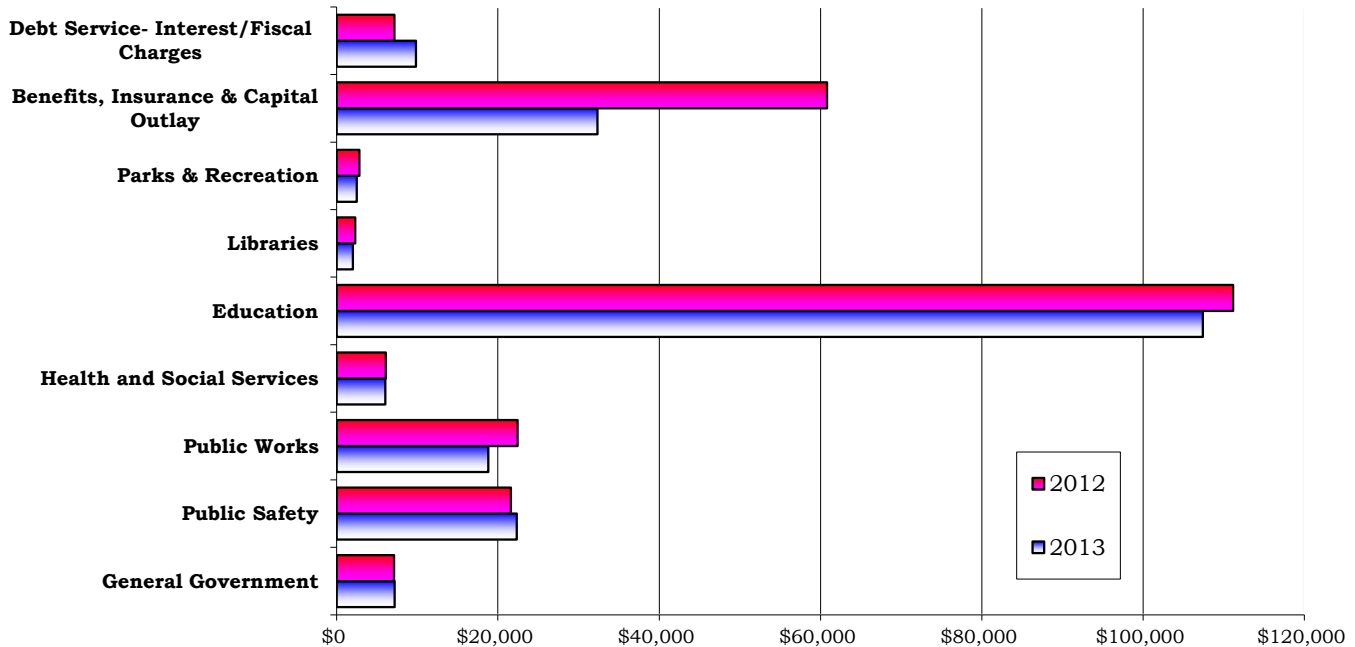
The photograph above depicts an officer performing radar. Below is a picture of two of the Bristol Fire Department's fire trucks.



Expenditure Comparison	2013	2012
General Government	\$7,192	\$7,119
Public Safety	22,336	21,610
Public Works	18,806	22,437
Health and Social Services	6,037	6,099
Education	107,414	111,168
Libraries	2,016	2,306
Parks & Recreation	2,495	2,822
Benefits, Insurance & Capital Outlay	32,343	60,813
Debt Service- Interest/Fiscal Charges	9,836	7,165
	\$208,475	\$241,539

All amounts listed above are in (000's). Does not include component unit.

Expenditure Comparison 2012 & 2013



Expenditures decreased during 2013 by \$33,064,000. 2013 saw a significant decrease to the Benefits, Insurance & Capital Outlay primarily due to the near completion of the two new K-8 schools being build within the City. In addition, education expenditures were decreased by \$3,754,000 due to ARRA funds being spent and ending during the 2012 year. Public Works decreased because of fewer projects (road construction) taking place in the City. Public Safety expenditures increased due to the settlement of contracts for the police and fire departments. Overall, insurance costs were slightly higher than in previous years. The amounts reflected are the total governmental fund expenditures for the City.

MONEY DISTRIBUTED TO THE BRISTOL SCHOOL SYSTEM

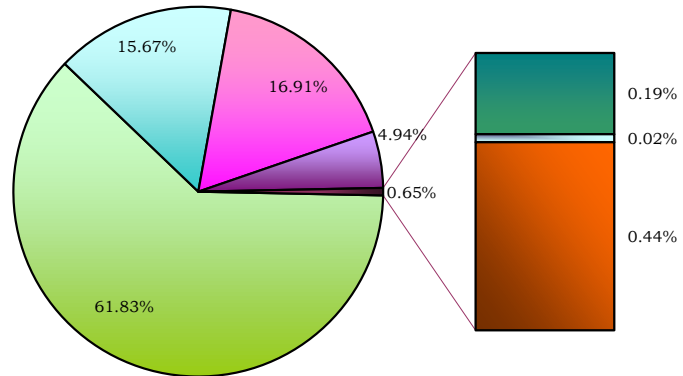


Board of Education

Personal services	\$66,417,000
Employee benefits	16,837,000
Contractual Services	18,159,000
Supplies and materials	5,309,500
Capital outlay	202,500
All other	20,000
General Insurance	<u>469,000</u>
Total Board of Education	\$107,414,000



2013 Education Expenditures



Personal services	Employee benefits
Contractual Services	Supplies and materials
Capital outlay	All other
General Insurance	

Education expenditures totaled \$107,414,000 for 2013. Of this amount, \$66,417,000 or 61.83% was for Salaries. Benefits cost \$16,837,000 or 15.67%. Educational supplies and materials totaled \$5,309,500 or 4.94%. The General Insurance account totaled \$469,000 or .44% for 2013.

Statistical Information

Number of high schools	2
Number of middle schools (6th, 7th and 8th)	3
Number of elementary schools	9
Number of K-8 school	2
Number of high school students	2,610
Number of middle school students	1,266
Number of elementary students	2,670
Number of K-8 students	1,798
Number of teachers	631
Administrative and non-teaching personnel	410
Student enrollment as of 10/1/12	8,366



In 2013, Bristol received \$41,697,000 for the educational equalization of education cost sharing. In addition, \$300,000 was received for school transportation and \$2,512,000 for Special Education Cost excess.

City of Bristol, Connecticut
Popular Annual Financial Report 2013
Financial Position Statement



Summary

The Financial Position, known as the "Balance Sheet" in accounting terms, provides a picture of the City of Bristol's Financial position at the end of the fiscal year.

CITY OF BRISTOL 2013 Financial Position Statement

Financial Benefits

Cash	\$82,517,000
Investments	4,824,000
Receivables	10,139,000
Inventories	276,000
Other Assets	6,482,000
Capital Assets	360,932,000

Total Financial Benefits \$465,170,000

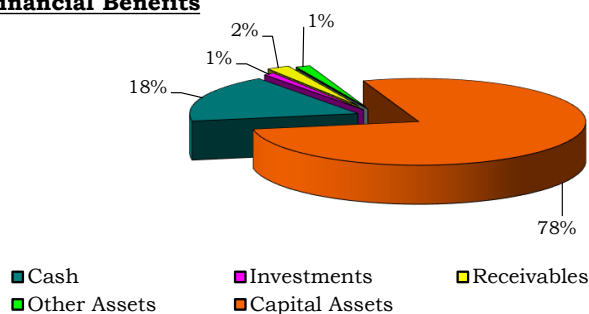
Financial Burdens

Amount due to employees and vendors	\$10,113,000
Short and long term debts	135,266,000
Other Financial Burdens	8,906,000
Landfill post-closure care	1,642,000

Total Financial Burden \$155,927,000

Equity and Other Credits \$309,243,000

Financial Benefits



Benefits

Cash is the amount of physical cash held by the City of Bristol in checking accounts and on hand for the purpose of paying expenses.

Investments are made up of funds that are not needed to be held to pay expenses, so the city Treasurer can invest these funds in a variety of accounts. By investing these funds, the City of Bristol earns interest on its surplus cash.

Receivables represent the amounts which are owed to the City of Bristol and are expected to be paid to the City over the course of the next twelve months.

Property and Equipment represents the furniture, equipment, vehicles, land, buildings, that provide an economic benefit of greater than one year.

Capital Assets include all streets, street improvements, sidewalks, sewer lines, storm drains and bridges.

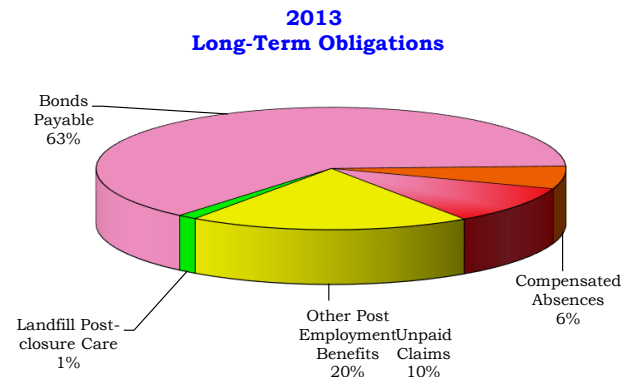
Burdens

Amounts Owed to Employees and Vendors are those items that the City of Bristol owes to individuals and companies who supply services or goods and the expected payment is to be made within twelve months.

Short and Long term debt represent the amount that the City of Bristol borrows for certain projects that it undertakes. The difference between short and long term debt is that short term debt is paid back within one year and long term debt is paid back over a period of years.

City of Bristol, Connecticut
Popular Annual Financial Report 2013
Debt Structure

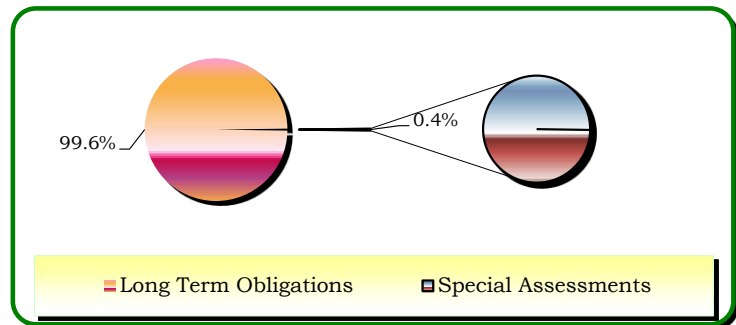
	2013	2012
Bonds Payable	\$79,042,000	\$85,838,000
Compensated Absences	7,489,000	7,644,000
Unpaid Claims	12,626,000	12,143,000
Other Post Employment Benefits	24,139,000	21,347,000
Landfill Post-closure Care	<u>1,642,000</u>	<u>1,675,000</u>
Total	\$124,938,000	\$128,647,000



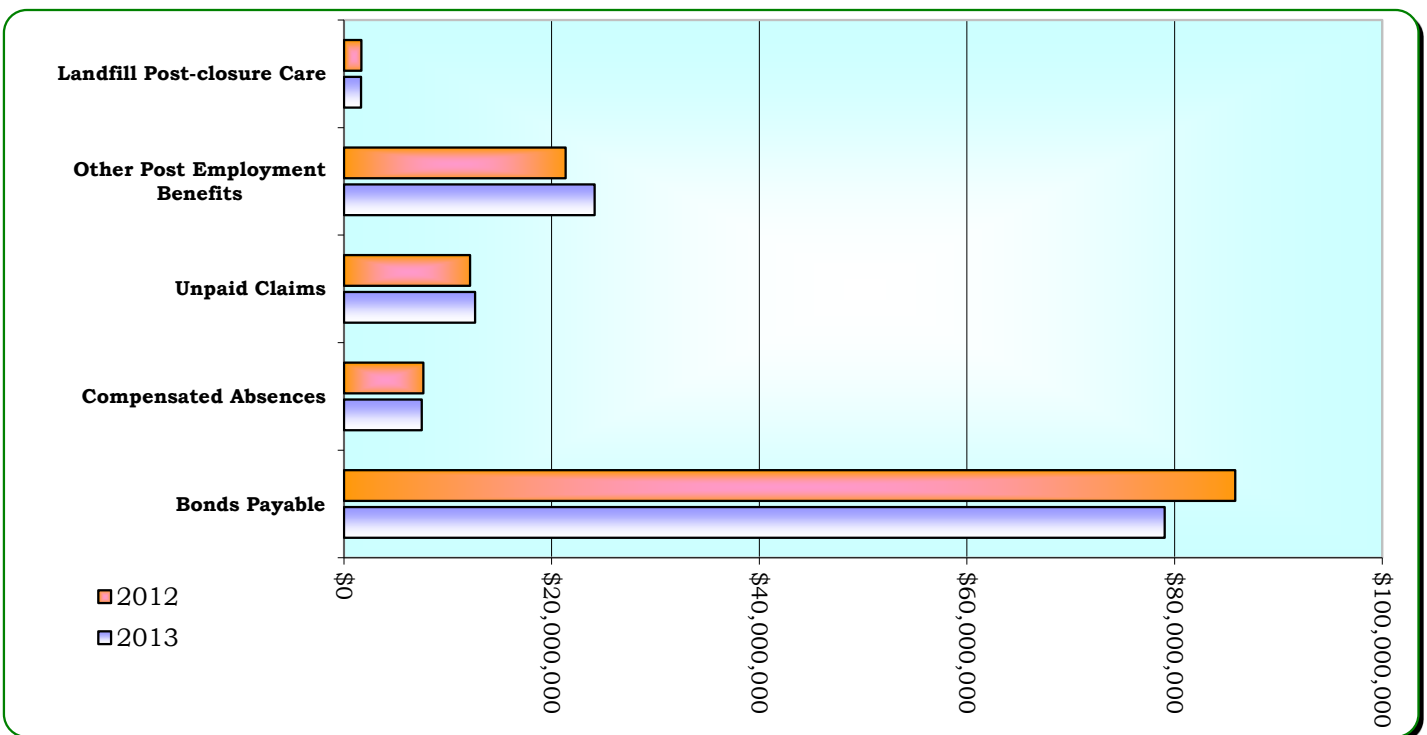
Obligations and Special Assessments

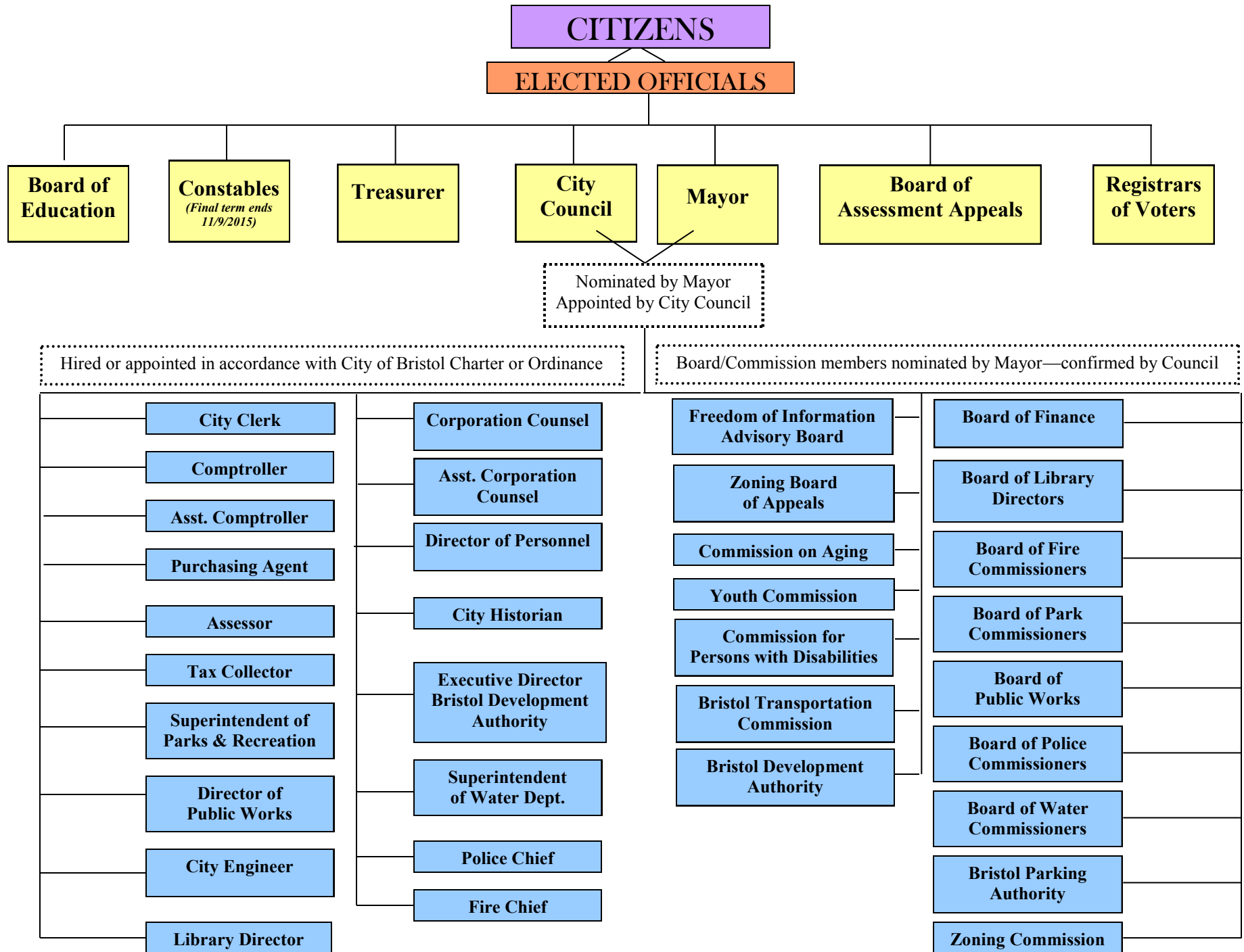
Long Term Obligations	\$124,938,000
Special Assessments	<u>563,000</u>

Total Obligations and Special Assessments **\$125,501,000**



Comparison of 2012 and 2013 Long term obligations





CITY OF BRISTOL, CONNECTICUT
For Fiscal Year Ended June 30, 2013

PRINCIPAL OFFICIALS

CITY COUNCIL

Arthur J. Ward, Mayor
Eric Carlson, Councilmember
Kenneth Cockayne, Councilmember
Derek Czenzelewski, Councilmember
Kevin Fuller, Councilmember
Henri Martin, Councilmember
David Mills, Councilmember

BOARD OF FINANCE

Arthur J. Ward, Mayor
Richard Miecznikowski, Chairperson
Jake Carrier, Commissioner
Lisa Casey, Commissioner
Greg Fradette, Commissioner
John Smith, Vice Chairman
Cheryl Thibeault, Commissioner
Paul Tonon, Commissioner
Robert Vojtek, Commissioner

ADMINISTRATION

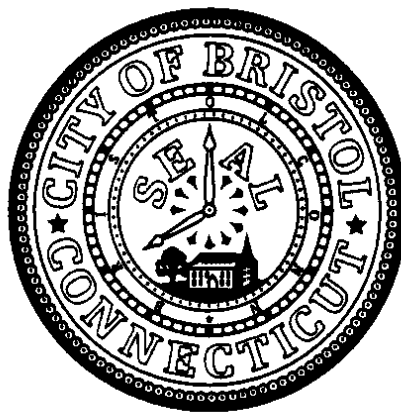
Registrar of Voters – Democrat
Registrar of Voters – Republican
Assessor
Tax Collector
Purchasing Agent
Comptroller
Assistant Comptroller
Treasurer
Personnel Director
Corporation Counsel
Town and City Clerk
Commission on Aging, Director
Director of Youth & Community Services
City Planner
Planning Secretary and City Engineer
Zoning Enforcement Officer
Police Chief
Fire Chief
Civil Preparedness Director
Building and Zoning Official
Director of Public Works
Bristol/Burlington Health District (Interim)
Library Director
Superintendent of Parks and Recreation
Bristol Development Authority Director
Bristol Water Department Superintendent
Superintendent of Schools
Deputy Superintendent of Schools

Mary Rydingsward
Sharon Krawiecki
Thomas DeNoto
Teresa Babon
Roger D. Rousseau
Glenn S. Klocko
Jane C. Wall
Thomas Barnes, Jr.
Diane Ferguson
Edward C. Krawiecki, Jr.
Therese Pac
Patricia Tomascak
Eileen McNulty
Alan L. Weiner
Paul A. Strawderman
Anthony DeCrisantis
Thomas Grimaldi
Jon Pose
Richard B. Ladisky
Guy R. Morin
Walter E. Veselka, III
Charles Motes, Jr.
Francine Petosa
Edward J. Swicklas
Vacant
Robert Longo
Ellen Solek, Ph.D.
Susan Kalt Moreau, Ph.D.

BOARD OF EDUCATION

Christopher Wilson, Chairman
Karen Vibert, Vice Chairperson
Larry Amara
Karen Bourassa
Genard Dolan

Jill Fitzgerald
Karen Hintz
Jeffrey Morgan
Thomas O'Brien





**City of Bristol Comptroller's Office
111 North Main Street
Bristol, Connecticut 06010
(860) 584-6131**