

**Town of Stratford
Connecticut**



**Comprehensive
Annual Financial Report**

Fiscal Year Ended June 30, 2011

Comprehensive Annual Financial Report

of the

Town of Stratford Connecticut

Fiscal Year Ended June 30, 2011

Finance Department
Susan Collier
Finance Director

TOWN OF STRATFORD, CONNECTICUT
COMPREHENSIVE ANNUAL FINANCIAL REPORT

JUNE 30, 2011

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Introductory Section

TOWN OF STRATFORD, CONNECTICUT

PRINCIPAL TOWN OFFICIALS

John A. Harkins, Mayor

TOWN COUNCIL

Thomas J. Malloy, Council Chair
Christian M. Barnaby
Stephanie D. Philips
Matthew P. Catalano
Jason W. Santo
John M. Dempsey
David Fuller
Kimberly Meuse
James J. Connor
Paul Hoydick

BOARD OF EDUCATION

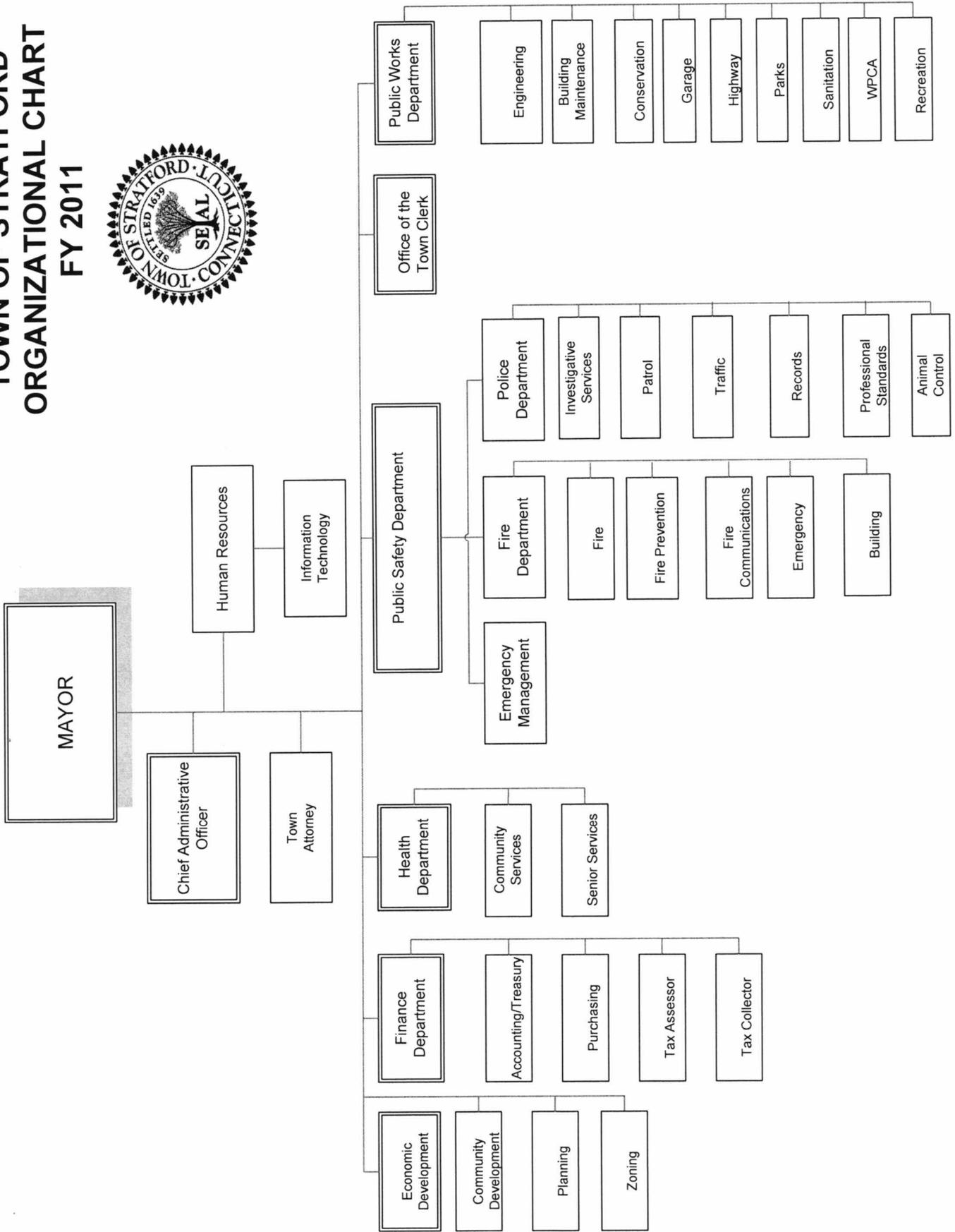
Chairman..... Gavin B. Forrester, III
Vice-Chairman Charles A. Lindberg
SecretaryDavid A. LoConte
Board MemberJoseph G. Crudo
Board MemberJean T. Collier
Board MemberDavid R. Kennedy
Board MemberJanice O. Daponte

Irene Cornish, Superintendent of Schools

ADMINISTRATION

Chief Administrative Officer Geen Thazhampallath
Finance Director Susan A. Collier
Town Clerk Susan Pawluk
Treasurer..... Ariane P. Swift
Assessor Melinda Fonda
Tax CollectorDeborah Heim
Town AttorneyTimothy A. Bishop

TOWN OF STRATFORD ORGANIZATIONAL CHART FY 2011



Certificate of Achievement for Excellence in Financial Reporting

Presented to

Town of Stratford Connecticut

For its Comprehensive Annual
Financial Report
for the Fiscal Year Ended
June 30, 2010

A Certificate of Achievement for Excellence in Financial Reporting is presented by the Government Finance Officers Association of the United States and Canada to government units and public employee retirement systems whose comprehensive annual financial reports (CAFRs) achieve the highest standards in government accounting and financial reporting.



Linda C. Dandson

President

Jeffrey R. Emer

Executive Director

December 19, 2011

Honorable John A. Harkins, Mayor
Honorable Town Council Members
Town of Stratford, Connecticut

Connecticut law requires that all general-purpose local governments annually publish a complete set of audited financial statements. This report fulfills that requirement for the fiscal year ended June 30, 2011.

Management assumes full responsibility for the completeness and reliability of the information contained in this report, based upon a comprehensive framework of internal control that it has established for this purpose. Because the cost of the internal control should not exceed anticipated benefits, the objective is to provide reasonable, rather than absolute, assurance that the financial statements are free of any material misstatements.

Blum, Shapiro & Company, P.C., Certified Public Accountants, have issued an unqualified ("clean") opinion on the Town of Stratford, Connecticut's financial statements for the year ended June 30, 2011. The independent auditors' report is located at the front of the financial section of this report.

Management's discussion and analysis (MD&A) immediately follows the independent auditors' report and provides a narrative introduction, overview and analysis of the basic financial statements. The MD&A is intended to complement this letter of transmittal and should be read in conjunction with it.

Town Profile

English settlers founded the Town of Stratford in 1639, making it the eighth town in the State of Connecticut (the "State of Connecticut" or the "State"). Located thirteen miles west of New Haven and adjacent to Bridgeport to the west, Milford to the east, Long Island Sound to the south and Shelton to the north, the Town is located 65 miles east of New York City and 50 miles southwest of Hartford, Connecticut. The Town encompasses approximately 18.7 square miles within Fairfield County.

The Town is traversed by two major highways, the Merritt Parkway (Route 15) and the Connecticut Turnpike (Interstate 95). Metro-North and Amtrak provide rail service to Boston and New York. Sikorsky Memorial Airport is located within Stratford. It provides various services to both private industry and commuters to New York's major airports. The Town is a member of the Greater Bridgeport Transit District that operates more than fifty buses on sixteen routes that include Stratford, Fairfield, Trumbull and the City of Bridgeport.

Stratford is a balanced community of residential, waterfront and rural areas, retail and commercial development and major industrial plants. The large selection of affordable homes is one reason many companies have located here. The Town has more land zoned for industry than any other town in the State of Connecticut, almost all of which is within five minutes of either Interstate 95 or the Merritt Parkway. The Stratford Industrial Park, a 240 acre site, is located one half mile from Interstate 95 and Sikorsky Airport.

The Town's public school system provides a balanced curriculum for approximately 7,200 students. There are several vocational training facilities, colleges and universities in close proximity to Stratford, which offer a variety of educational programs.

The Town's location on Long Island Sound provides residents with three public beaches, five marinas, a fishing pier and public launch ramp. In addition, Roosevelt Forest and Boothe Memorial Park are ideal for hiking, picnics and cross-country skiing during winter.

The Town currently operates under and is governed by the laws of the State of Connecticut and its own charter. The Town operated under a Council-Manager form of government from 1921 to 2005. As a result of charter revision, effective December 12, 2005, the Town became a Mayor-Council form of government with the election of Stratford's first Mayor and ten council members.

The Town provides a full range of services including public safety, street maintenance, sanitation, health and human services, public parks and recreation, library, education, culture, public improvement, planning, zoning, sewer and general administrative services.

Town Local Economy

Economic activity remains stable in the Town of Stratford in spite of state and national economic forces. The Town continues to attract owners of all types of businesses (from medical, personal and household services to office, retail, wholesale and dining establishments) that seek the Town for its geographic advantages, diverse zoning and reputation as an affordable location in Fairfield County.

Sikorsky Aircraft, the town's largest employer, employs approximately 800 employees. According to the company, its current workload is stable and the company has expressed an ongoing commitment to the Town.

Federal Government agencies and entities continue to seek interested parties for the development and remediation of the Stratford Army Engine Plant. The selection of a new developer is ongoing. A November 2011 bid opening for the development of the 77-acre site resulted in only one bid submission. The Army is considering an extension that would allow an additional bid from a major acquisition company. The extension would allow for the opportunity to establish a stronger manufacturing base on the site.

Stratford Land Development has completed its West Campus site, which includes over a million square feet of commercial space, including a FedEx Regional Distribution Center. Stratford Land Development is currently negotiating on three major development projects for its 42-acre East Campus site. Stratford Land Development has requested and received a zoning change to allow bio-medical and pharmaceutical development on the East Campus site.

A strategic purchase of the former U.S. Baird Corporation site on Stratford Avenue is underway in connection with the proposed development of a "micro-beer brewery". Town officials have been working with the developers for the past several months to bring this new business to the Town. Major renovations and alterations will be undertaken at the facility, which will include equipment for the brewing of beer, as well as the creation of a tasting and viewing center as a visitor's destination. The new development is expected to bring approximately 60 new jobs to the Town with an expected grand opening by the fall of 2012.

Two separate ambulatory health-care facilities have targeted Stratford for relocation. One firm is seeking to purchase an existing facility and the other firm is seeking to build a new facility. Both firms are well into negotiations on the respective properties.

Additionally, the Town is awaiting a report from the well known New York based Arts Consulting Group as they examine the artistic and economic viability of reviving the Shakespeare Theater. The Town Council recently approved the hiring of the Arts Consulting Group to conduct a yearlong feasibility study of the project.

Finally, Town wide beautification projects continue to bring significant returns to the appearance and economic vibrancy of the Town. Streetscapes of Barnum Avenue and Main Street are drawing to a close. The addition of a federally funded Greenway for pedestrians, bike riders and runners along the Town's water way and Long Island Sound has added to the image of the Town as a hometown for young professionals and families.

Recent Town Operations

The Town, through its elected and administrative officials, continues to review, redefine and in some cases, restructure various approaches in policy and practice in order to effectively manage critical issues. The following are some of the issues the Town has dealt with in the recent past.

In fiscal year 2002-03, the Town of Stratford began budgeting and paying principal and interest on its Pension Obligation Bonds directly from the General Fund. The Pension Obligation Bonds were originally issued in 1998 to offset the Town's unfunded pension liability. For the three fiscal years following the issuance of the Pension Obligation Bonds, per the Town Ordinance authorizing the issuance of the Pension Obligation Bonds, the Town paid the debt service from amounts on deposit in the Retiree Benefits Reserve Fund. The Town has since made these debt service payments from the General Fund for the last six fiscal years and expects to continue this practice going forward. In fiscal year 2006, the Town amended the ordinance authorizing the issuance of the Pension Obligation Bonds to eliminate the Town's ability to withdraw excess assets from the Retiree Benefits Reserve Fund to pay the debt service on the Pension Obligation Bonds. The Pension Bond Ordinance was again amended in FY 2007 to allow the proceeds of the Pension Bond Issue to be transferred to the pension trust and invested in the same manner and at the same asset allocations as the pension trust assets. As a result of these amendments, the proceeds of the Pension Bond Issue were transferred to the pension trust in FY 2007. These changes have two important positive results. First, lifting the 40% equity restriction should make it more likely that the future investment returns will meet the Pension Board's 8.25% actuarial assumption for return on investment. Second, the POB proceeds can be treated as pension assets for the purposes of GASB 25 and GASB 27, since they now reside within the irrevocable trust, whereas previously they were required to be excluded.

Quarterly Business Reviews (QBRs) have been undertaken to review and better manage fiscal operations. During budget meetings, department heads review each program and expenditure and are asked to justify expenditures, overages or shortages to the CAO, Mayor, Director of Finance and Human Resources Director.

Union negotiations continue with four of six of the Town's collective bargaining units. Two units (Police and 911 Dispatchers) have settled with significant medical and retirement benefit restructuring having occurred. Similar structural changes are expected for certain other outstanding union contracts.

Rightsizing of work force continues with 13 employees released in December 2010 and 3 employee positions to be eliminated in the summer of 2011.

The Town recently selected a new insurance carrier for its general liability and property insurance coverage through an RFP process conducted by the Town. As a result of the RFP, the Town has realized cost savings and improved service.

Honeywell International performed an energy audit for the Town and as a result of such audit; the Town expects to enter into a guaranteed energy performance contract for multiple Town and Board of Education buildings. As a result of the contract, the Town anticipates significant savings over the next fifteen years. The Town anticipates financing the proposed energy improvement projects in late December 2011 through the issuance of a combination of approximately \$10,500,000 of bonds and a lease.

A new aggressive tax foreclosure approach has been undertaken to collect outstanding tax bills. This new process has yielded immediate returns and reduced the number of outstanding tax bills. This effort is being coordinated between the Tax Collector's Office and Town Attorney's Office.

A new Town-wide virtual network will be put into operation in the summer of 2012 and new Police and Public Safety systems are to be implemented in the spring of 2012.

The Town has commissioned VHB Associates to conduct a parking study throughout the town center. The end of calendar year 2011 will complete the full study. The Town anticipates the implementation of a new parking management plan within the next 12 months that will generate increased parking revenues for the Town.

The budget planning process will commence in January 2012 for fiscal year 2012-2013. The budget process for Fiscal Year 2012-13 is expected to be concluded by May 2012. The administration's goal is to hold spending to no more than a 2% increase over the current Fiscal Year 2012 budget.

Additionally, the Mayor's Office is gathering support from a number of businesses and working with the Federal government to rejuvenate the 77-acre Stratford Point site (formerly known as the Stratford Army Engine Plant).

For more information regarding recent Town operations refer to the Management Discussion & Analysis section within.

Recent Financial Results

The results for fiscal year 2010-11 reflect a slight operating deficit in the General Fund. The Town faced a number of difficulties, many of which it has subsequently overcome. FY11 included a \$1,039,000 reduction in State reimbursement for the manufacturing machinery and equipment Payment-in-lieu-of-Taxes ("PILOT"); State underfunding of the Town's special education transportation grant by \$181,000; an estimated \$406,000 shortfall in investment

income, and a \$54,000 shortfall in conveyance tax revenues from that previously budgeted. The Fire Department incurred overtime expenses in excess of budget of approximately \$797,000 or 62.2% due to long-term medical illnesses and worker's compensation injuries in key staffing positions. These overages were partially mitigated by the Town's overtime-cost control efforts, including Fire Department promotions and hires to address key staffing issues. Additionally, the public safety dispatch payroll/overtime exceeded budget by \$62,000 or 8.9%. In addition, \$82,000 of unanticipated Public Works overtime and storm clean-up costs was incurred as a result of the June 24, 2010 tornado. There was approximately \$160,000 of excess overtime related to the heavy winter snowfall. Finally, unemployment benefits exceeded budget by \$125,000.

However prior year tax collections exceeded budget, primarily due to the aggressive foreclosure proceedings that encouraged payment by many taxpayers. The Tax Collector and the Town Attorney worked with the taxpayers and their financial institutions to restructure their debt and save their investments. Additionally, there was a year-end audit adjustment of \$323,000 created by transferring worker's compensation expenses for incurred but not yet recorded claims to the newly created internal service fund. The Library Association requested \$74,000 less than their Town allocation, and utility costs throughout the Town were below budget due to favorable rate locks and gas/oil conversion boilers. Finally, the Town realized substantial savings in unallocated contingency (\$1 million). See "Comparative General Fund Operating Statement" herein for more information on Fiscal Year 2010-11.

Currently the Town is estimating that on a budgetary basis it will finish Fiscal Year 2011-12 with a balanced budget. Hurricane Irene hit the Town hard in late August 2011 and is still working to repair the infrastructure damage caused by the storm. The Town has contracted with a national firm, SAIG, which specializes in assisting municipalities in compiling and reporting all disaster losses as well as monitoring debris reduction. The Town anticipates a 75% FEMA reimbursement for eligible storm related expenditures incurred in Fiscal Year 2011-12.

The Town's cost control efforts include continuing to monitor all overtime expenses and bi-weekly expense reviews with department heads as well as Quarterly Business Reviews (QBRs) to review and better manage fiscal operations. Although there are many unknowns in Fiscal Year 2011-12, including ongoing Union negotiations with four of six of the Town's collective bargaining units and ongoing worker's compensation cases, the Town will work to continue to control spending, hit our collection goals and generate economic interest in the Town.

Town Organization

From 1921 until 2005, the Town of Stratford operated under a Council-Manager form of government. In November 2003, the electors of the Town approved a referendum authorizing a revision to the Charter requiring a change to a Mayor-Council form of government. The new form of government took effect on December 12, 2005 when the Town's first Mayor was sworn into office. The Mayor is a full time, compensated, elected official with a term of four (4) years. The Mayor is recognized as the head of the Town and appoints all department heads including the Town Attorney, appoints citizens to commissions, prepares the budget, establishes criteria for evaluation of subordinates, and signs or vetoes legislation passed by the Town Council. This power includes the ability to veto a specific line item within proposed operating budgets. The Mayor's attendance at all Council meetings is required, but the Mayor is not able to vote unless to break a tie vote of the Town Council. A Chief Administrative Officer (the "CAO") is appointed by the Mayor, and assists the Mayor with budget preparation, labor negotiations, and any other areas deemed appropriate by the Mayor. A bipartisan Town Council of ten members, who are elected for two-year terms, performs the legislative function. The Town Council approves the annual budget, supplemental appropriations and bond authorizations.

Policies and Practice

Debt

During fiscal year 2010-11, the Town continued to pay principal and interest payments on its Pension Obligation Bonds directly from the General Fund. The 1998 bonds were issued to offset the Town's unfunded pension liability. In addition, the Town refunded \$51.750 million of pension obligation bonds to take advantage of the declining interest rates.

The Town issued \$11,700,000 in general obligation during the 2010-11 fiscal year to fund capital improvements and equipment, as well as refund \$15.640 million of general obligation bonds. In the Fall of 2011 the Town Council authorized the issuance of \$9,113,800 in general obligation bonds for town facilities and equipment including an emergency management system, public safety and public work vehicles, Fire apparatus, roads and sewers, parks and recreation and school improvement projects.

Taxes

During the fiscal year ended June 30, 2011, the Town collected 97.7% of its current tax levy. This represented the fourteenth consecutive year that the Town has exceeded 96.5%. Property taxes increased by \$7.2 million over the prior year. Current tax collections totaled \$147.2 million. Arrears taxes and interest

collected was \$2.8 million. Unrestricted investment earnings were \$0.2 million less than the prior year.

Certificate of Achievement

The Government Finance Officers Association of United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the Town of Stratford, Connecticut for its comprehensive annual financial report (CAFR) for the fiscal year ended June 30, 2010. This was the 20th consecutive year that Stratford has received this prestigious award. In order to be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized comprehensive annual financial report. This report must satisfy both generally accepted accounting principles and applicable legal requirements.

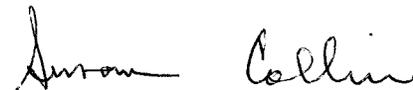
A Certificate of Achievement is valid for a period of one year only. We believe our current comprehensive annual financial report continues to meet the Certificate of Achievement Program's requirements and we are submitting it to the GFOA to determine its eligibility for another certificate.

Acknowledgements

I would like to thank Blum, Shapiro & Company, P.C., our independent auditors, for their professional guidance, assistance, and many helpful comments and suggestions. I would also like to give special thanks to all of the finance department staff that has worked many extra hours to assist with the preparation of this report.

In closing, without the leadership and support of the Town administration and the assistance of various Town departments, preparation of this report would not have been possible.

Respectfully Submitted,



Susan A. Collier
Finance Director

Financial Section



Accounting | Tax | Business Consulting

Independent Auditors' Report

To the Honorable John A. Harkins, Mayor and Members of the Town Council
Town of Stratford, Connecticut

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund and the aggregate remaining fund information of the Town of Stratford, Connecticut, as of and for the year ended June 30, 2011, which collectively comprise the Town of Stratford, Connecticut's basic financial statements as listed in the table of contents. These financial statements are the responsibility of the Town's management. Our responsibility is to express opinions on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the basic financial statements are free of material misstatement. An audit includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Town's internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and the significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinions.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund and the aggregate remaining fund information of the Town of Stratford, Connecticut, as of June 30, 2011 and the respective changes in financial position and cash flows, where applicable, thereof, for the year then ended, in conformity with accounting principles generally accepted in the United States of America.

In accordance with *Government Auditing Standards*, we have also issued our report dated December 22, 2011 on our consideration of the Town of Stratford, Connecticut's internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the results of our audit.

Management's discussion and analysis on pages 3 through 11 and the budgetary comparison information on pages 49 through 54 are not required parts of the basic financial statements but are supplementary information required by accounting principles generally accepted in the United States of America. We have applied certain limited procedures which consisted principally of inquiries of management regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on it.

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Town of Stratford, Connecticut's basic financial statements. The introductory section, combining and individual nonmajor fund financial statements and schedules, and statistical tables are presented for purposes of additional analysis and are not a required part of the basic financial statements. The combining and individual nonmajor fund financial statements and schedules have been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, are fairly stated in all material respects in relation to the basic financial statements taken as a whole. The introductory section and statistical tables have not been subjected to the auditing procedures applied in the audit of the basic financial statements, and, accordingly, we express no opinion on them.

Blum, Shapiro & Company, P.C.

December 22, 2011

TOWN OF STRATFORD, CONNECTICUT

MANAGEMENT'S DISCUSSION AND ANALYSIS

JUNE 30, 2011

This discussion and analysis of the Town of Stratford, Connecticut's (the Town) financial performance is developed by management to provide an overview of the Town's financial activities for the fiscal year ended June 30, 2011. Please read this MD&A in conjunction with the transmittal letter and the Town's financial statements, Exhibits I to IX.

Financial Highlights

- The Town's net assets decreased as a result of this year's operations. The net assets of our business-type activities decreased by (\$4.7) million, or 13.8% and the net assets of our governmental activities decreased by (\$6.4 million), or (52.8%).
- During the year, the Town had expenses that were \$7.1 million more than the \$205.8 million generated in tax and other revenues for governmental programs.
- In the Town's business-type activities, revenues from charges for services decreased to \$8.9 million while operating expenses increased by \$2.0 million to \$13.4 million (or 17.5%) primarily due to the Water Treatment plant upgrade which increased their operating expenses by \$1.8 million to \$11.7 million (or 18.5%).
- Total cost of all of the Town's programs was \$226.2 million with no major new programs added this year.
- The General Fund reported a fund balance this year of \$8.6 million.
- Revenues in the General Fund totaled \$182,906 thousand while expenditures totaled \$183,050 thousand resulting in a deficit of (\$144) thousand on a budgetary basis.

Overview of the Financial Statements

This annual report consists of a series of financial statements. The statement of net assets and the statement of activities (Exhibits I and II, respectively) provide information about the activities of the Town as a whole and present a longer-term view of the Town's finances. Fund financial statements are presented in Exhibits III to IX. For governmental activities, these statements tell how these services were financed in the short term as well as what remains for future spending. Fund financial statements also report the Town's operations in more detail than the government-wide statements by providing information about the Town's most significant funds. The remaining statements provide financial information about activities for which the Town acts solely as a trustee or agent for the benefit of those outside of the government.

Government-Wide Financial Statements

The analysis of the Town as a whole begins on Exhibits I and II. The statement of net assets and the statement of activities report information about the Town as a whole and about its activities for the current period. These statements include all assets and liabilities using the accrual basis of accounting, which is similar to the accounting used by most private-sector

companies. All of the current year's revenues and expenses are taken into account regardless of when cash is received or paid.

These two statements report the Town's net assets and changes in them. The Town's net assets, the difference between assets and liabilities, are one way to measure the Town's financial health, or financial position. Over time, increases or decreases in the Town's net assets are one indicator of whether its financial health is improving or deteriorating. The reader needs to consider other non-financial factors, however, such as changes in the Town's property tax base and the condition of the Town's capital assets, to assess the overall health of the Town.

In the statement of net assets and the statement of activities, we divide the Town into two types of activities:

- *Governmental Activities* - Most of the Town's basic services are reported here, including education, public safety, highways and streets, sanitation, economic development and recreation. Property taxes, charges for services and state and federal grants finance most of these activities.
- *Business-Type Activities* - The Town charges a fee to customers to help it cover all or most of the cost of certain services it provides. The Town's Waste Operating Facility, Town golf facilities and EMS Fund are reported here.

Fund Financial Statements

The fund financial statements begin with Exhibit III and provide detailed information about the most significant funds - not the Town as a whole. Some funds are required to be established by Charter. However, the Town Council establishes many other funds to help control and manage financial activities for particular purposes (like the Capital Projects Fund) or to show that it is meeting legal responsibilities for using grants and other money (like grants received for education from the State Department of Education). The Town's funds are divided into three categories: governmental, proprietary and fiduciary.

- *Governmental Funds (Exhibits III and IV)* - Most of the Town's basic services are reported in governmental funds, which focus on how money flows into and out of those funds and the balances left at year-end that are available for spending. These funds are reported using an accounting method called modified accrual accounting, which measures cash and all other financial assets that can readily be converted to cash. The governmental fund statements provide a detailed short-term view of the Town's general government operations and the basic services it provides. Governmental fund information helps you determine whether there are more or fewer financial resources that can be spent in the near future to finance the Town's programs. The relationship (or differences) between governmental activities (reported in the statement of net assets and the statement of activities) and governmental funds is described in a reconciliation at the bottom of the fund financial statements.

- *Proprietary Funds (Exhibits V to VII)* - When the Town charges customers for the services it provides, whether to outside customers or to other units of the Town, these services are generally reported in proprietary funds. Proprietary funds are reported in the same way that all activities are reported in the statement of net assets and the statement of activities. In fact the Town's enterprise funds (a component of proprietary funds) are the same as the business-type activities reported in the government-wide statements, but provide more detail and additional information, such as cash flows, for proprietary funds.
- *Fiduciary Funds (Exhibits VIII and IX)* - The Town is the trustee, or fiduciary, for its employees' pension plans. It is also responsible for other assets that, because of a trust arrangement, can be used only for the trust beneficiaries. All of the Town's fiduciary activities are reported in separate statements of fiduciary net assets and changes in fiduciary net assets. These activities are excluded from the Town's other financial statements because the Town cannot use these assets to finance its operations. The Town is responsible for ensuring that the assets reported in these funds are used for their intended purposes.

Government-Wide Financial Analysis

The Town's combined net assets decreased from a year ago from \$45.9 million to \$34.9 million. The analysis below focuses on the net assets (Table 1) and changes in net assets (Table 2) of the Town's governmental and business-type activities.

Table 1
NET ASSETS
(In Thousands)

	<u>Governmental Activities</u>		<u>Business-Type Activities</u>		<u>Total</u>	
	<u>2011</u>	<u>2010</u>	<u>2011</u>	<u>2010</u>	<u>2011</u>	<u>2010</u>
Current and other assets	\$ 75,407	\$ 70,322	\$ 9,300	\$ 13,358	\$ 84,707	\$ 83,680
Capital assets, net of depreciation	<u>133,811</u>	<u>129,611</u>	<u>67,735</u>	<u>70,300</u>	<u>201,546</u>	<u>199,911</u>
Total assets	<u>209,218</u>	<u>199,933</u>	<u>77,035</u>	<u>83,658</u>	<u>286,253</u>	<u>283,591</u>
Current liabilities	12,999	14,830	443	44,482	13,442	59,312
Long-term debt outstanding	<u>190,509</u>	<u>173,014</u>	<u>47,426</u>	<u>5,357</u>	<u>237,935</u>	<u>178,371</u>
Total liabilities	<u>203,508</u>	<u>187,844</u>	<u>47,869</u>	<u>49,839</u>	<u>251,377</u>	<u>237,683</u>
Net Assets:						
Invested in capital assets, net of debt	49,667	46,587	20,691	21,674	70,358	68,261
Restricted	2,543	2,279			2,543	2,279
Unrestricted	<u>(46,500)</u>	<u>(36,777)</u>	<u>8,475</u>	<u>12,145</u>	<u>(38,025)</u>	<u>(24,632)</u>
Total Net Assets	<u>\$ 5,710</u>	<u>\$ 12,089</u>	<u>\$ 29,166</u>	<u>\$ 33,819</u>	<u>\$ 34,876</u>	<u>\$ 45,908</u>

Net assets of the Town's governmental activities decreased by 52.3% (\$5.7 million compared to \$12.1 million). Unrestricted net assets - the part of net assets that can be used to finance day-to-day operations without constraints established by debt covenants, enabling legislation or other legal requirements - changed from \$(36.8) million at June 30, 2010 to \$(46.5) million at the end of this year.

Table 2
CHANGES IN NET ASSETS
(In Thousands)

	Governmental Activities		Business-Type Activities		Total	
	2011	2010	2011	2010	2011	2010
Revenues:						
Program revenues:						
Charges for services	\$ 10,217	\$ 9,776	\$ 8,890	\$ 8,277	\$ 19,107	\$ 18,053
Operating grants and contributions	40,374	38,695			40,374	38,695
Capital grants and contributions	146	226	518	1,285	664	1,511
General revenues:						
Property taxes	150,503	143,292			150,503	143,292
Grants and contributions not restricted to specific purposes	3,986	4,208			3,986	4,208
Unrestricted investment earnings	453	619	42	85	495	704
Miscellaneous	72	28			72	28
Total revenues	<u>205,751</u>	<u>196,844</u>	<u>9,450</u>	<u>9,647</u>	<u>215,201</u>	<u>206,491</u>
Program expenses:						
General government	38,499	35,722			38,499	35,722
Human development	8,033	7,227			8,033	7,227
Physical development	15,099	15,466			15,099	15,466
Public safety	29,459	23,314			29,459	23,314
Education	115,686	113,161			115,686	113,161
Interest expense	6,033	7,470			6,033	7,470
Waste operating			11,685	9,864	11,685	9,864
Short Beach Golf Course			357	1,062	357	1,062
Miniature Golf Course			11	486	11	486
Emergency Medical Services			1,371	11	1,371	11
Total program expenses	<u>212,809</u>	<u>202,360</u>	<u>13,424</u>	<u>11,423</u>	<u>226,233</u>	<u>213,783</u>
Excess before transfers	(7,058)	(5,516)	(3,974)	(1,776)	(11,032)	(7,292)
Transfers	680	602	(680)	(602)	-	-
Change in Net Assets	<u>\$ (6,378)</u>	<u>\$ (4,914)</u>	<u>\$ (4,654)</u>	<u>\$ (2,378)</u>	<u>\$ (11,032)</u>	<u>\$ (7,292)</u>

The Town's total revenues were \$215.2 million. The total cost of all programs and services was \$226.2 million. Our analysis below separately considers the operations of governmental and business-type activities.

Governmental Activities

Approximately 73.1% of the revenues were derived from property taxes; the remaining 26.9% of revenue is made up of operating and capital grants and investment earnings.

Major revenue factors include:

- Property taxes increased by \$7.2 million over the prior year. Current tax collections totaled \$147.2 million or 97.7% of the levy. Arrears taxes and interest collected was \$2.8 million. Unrestricted investment earnings were \$0.2 million less than the prior year.
- Operating grants for governmental activities increased by \$1.7 million over the prior year. The State of Connecticut Education Cost Sharing grant and debt service reimbursements totaled \$18.3 million of the Operating grants total.

Increases in expenses closely paralleled inflation and growth in the demand for services. In addition, the Town experienced major storm events including a January 2011 snowstorm and March 2011 Nor'easter, which drove up costs for public safety and clean up. The January storm was partially reimbursed by FEMA.

Table 3 presents the cost of each of the Town's five largest programs - education, public safety, physical development, administration and human development - as well as each program's net cost (total cost less revenues generated by the activities). The net cost shows the financial burden that was placed on the Town's taxpayers by each of these functions.

**TABLE 3
GOVERNMENTAL ACTIVITIES
(In Thousands)**

	Total Cost of Services		Net Cost of Services	
	2011	2010	2011	2010
General government	\$ 38,499	\$ 35,722	\$ 36,846	\$ 34,483
Public safety	29,459	23,314	27,812	21,999
Physical development	15,099	15,466	13,207	13,086
Education	115,686	113,161	77,358	75,204
Human development	8,033	7,227	1,703	1,905
All others	6,033	7,470	5,146	7,548
Total	\$ 212,809	\$ 202,360	\$ 162,072	\$ 154,225

Business-Type Activities

Business-type activities decreased the Town's net assets by \$4.7 million. The key factors were a reduction of capital grants and contributions and an increase in operating expenses in the Waste Operating Fund.

Town Funds Financial Analysis

Governmental Funds

The focus of the Town's governmental funds is to provide information on near-term inflows, outflows and balances of spendable resources. Such information is useful in assessing the Town's financing requirements. In particular, unassigned fund balance may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year.

As of the end of the current fiscal year, the Town's governmental funds reported combined ending fund balances of \$35.1 million, an increase of \$3.5 million in comparison with the prior year.

The General Fund is the chief operating fund of the Town. At the end of the current fiscal year, the General Fund total fund balance was \$8.6 million. Of this total fund balance, \$2.3 million is assigned for encumbrances.

The fund balance of the Town's General Fund decreased slightly by \$0.1 million during the current fiscal year. Key factors affecting the General Fund are as follows:

- Collections of the current tax levy were 97.7%.
- Favorable departmental revenues were offset by a sharp decline in investment earnings as interest rates continued to fall.

The Capital Projects Fund has a fund balance of \$21.7 million at the end of the year, an increase of \$3.3 million from the prior year. During fiscal 2011 the Town issued bonds of \$11.700 million to fund capital improvements and equipment, as well as refunded \$15.640 million of general obligation bonds and \$51.750 million of pension obligation bonds.

Other non-major governmental funds have a total fund balance of \$4.8 million, a slight increase of \$0.1 million from the prior year.

Proprietary Funds

The Town's proprietary funds provide the same type of information found in the government-wide financial statements, but in more detail.

Overall proprietary funds net assets total \$29.2 million at the end of 2011, decreasing by \$4.7 million from the previous year.

Net assets of the Waste Operating Fund at the end of the year are \$25.9 million, 88.9% of total net assets of the proprietary funds. Other non-major activities have net assets of \$3.2 million or 11.9% of the total net assets. Other factors concerning the finances of these funds have already been addressed in the discussion of the Town's Business-Type Activities.

General Fund Budgetary Highlights

Differences between the original budget and the final amended budget for both revenues and expenditures were less than 1%. During the year, revenues were under budgetary estimates by \$2.3 million and expenditures were less than budgetary estimates by \$2.3 million, thus creating a slight decrease to fund balance.

Capital Asset and Debt Administration

Capital Assets

The Town's investment in capital assets (net of accumulated depreciation) for its governmental and business-type activities as of June 30, 2011 amounted to \$133.8 million and \$67.7 million, respectively. This investment in capital assets included land, buildings and system improvements, machinery and equipment, park facilities, roads, highways and bridges. The total increase in the Town's investment in capital assets for the current fiscal year was \$1.6 million.

**TABLE 4
CAPITAL ASSETS AT YEAR-END (Net of Depreciation)
(In Thousands)**

	Governmental Activities		Business-Type Activities		Total	
	2011	2010	2011	2010	2011	2010
Land	\$ 12,917	\$ 12,917	\$	\$	\$ 12,917	\$ 12,917
Land improvements	4,886	4,611		471	4,886	5,082
Buildings and improvements	81,970	83,135	56,950	57,519	138,920	140,654
Infrastructure	18,023	16,477	8,716	8,986	26,739	25,463
Machinery and equipment	9,432	8,510	2,056	1,747	11,488	10,257
Construction in progress	6,583	3,961	13	1,577	6,596	5,538
Total	<u>\$ 133,811</u>	<u>\$ 129,611</u>	<u>\$ 67,735</u>	<u>\$ 70,300</u>	<u>\$ 201,546</u>	<u>\$ 199,911</u>

This year's major additions included (in millions):

- Drainage Improvements - \$3.8
- Animal Control Facility - \$2.4
- Purchase of Capital Equipment for Public Works, Police & Fire - \$1.8
- Various school improvements / repairs - \$1.0
- Water Pollution Control capital outlay and facility upgrades - \$0.8
- Road resurfacing / reconstruction - \$0.6
- Municipal Buildings repairs / maintenance - \$0.5

- EMS Facility Renovation - \$0.5
- Playground renovations - \$0.3
- Shakespeare Theatre consultants / building repairs / maintenance - \$0.3
- Field restorations - \$0.2

The Town's fiscal-year 2011-12 capital plans call for spending another \$12.7 million for capital projects, principally for the following (in millions):

- Purchase of Capital Equipment for Public Works, Police & Fire - \$2.5
- Various school improvements / repairs - \$1.9
- Drainage / road improvements - \$1.8
- Water Pollution Control capital outlay and facility upgrades - \$1.7
- Road resurfacing / reconstruction - \$1.4
- Municipal Buildings repairs / maintenance - \$1.3
- Restoration/Improvements: Artificial Turf at Penders Field - \$1.2
- Playground / park renovations - \$0.5
- EMS capital outlay - \$0.2

More detailed information about the Town's capital assets is presented in Note 1 and Note 6 to the financial statements.

Long-Term Debt

At June 30, 2010 the Town had \$135.9 million in bonds and notes outstanding versus \$139.3 million last year, an increase of 31.3% as shown in Table 5.

**TABLE 5
OUTSTANDING DEBT, AT YEAR-END
(In Thousands)**

	Governmental Activities		Business-Type Activities		Total	
	2011	2010	2011	2010	2011	2010
General obligation bonds	\$ 135,894	\$ 134,394	\$ 2,069	\$ 2,182	\$ 137,963	\$ 136,576
Notes payable			44,976	2,756	44,976	2,756
Totals	\$ 135,894	\$ 134,394	\$ 47,045	\$ 4,938	\$ 182,939	\$ 139,332

The Town issued \$11,700,000 debt during FY2011.

The Town and its Water Pollution Control Authority maintain an “AA-” rating from Standard & Poor’s and an “Aa2” rating from Moody’s for general obligation debt. The Town provides the rating agencies with ongoing disclosure in the form of independent annual financial reports, adopted budgets, and other materials relating to its management and financial condition, as may be necessary or requested from time to time.

State statutes limit the amount of general obligation debt a governmental entity may issue to 7.0 times its total prior years’ tax collections. The current debt limitation for the Town amounts to \$1049.9 million, significantly more than the Town’s outstanding general obligation debt.

More detailed information about the Town’s long-term liabilities is presented in Note 7 to the financial statements.

ECONOMIC FACTORS AND NEXT YEAR'S BUDGET AND RATES

- Inflationary trends in the region are comparable to national indices.
- The Town’s annual average unemployment rate was 9.9% for calendar year 2010 up significantly from 8.7% in 2009. This also compares to the State’s annual average unemployment rate of 9.0% and the US rate of 9.6%.

All of these factors were considered in preparing the Town’s budget for FY2010-2011.

During the current fiscal year, unreserved fund balance in the General Fund decreased to \$6.3 million. In the FY2011-12 budget the Town has not appropriated any of this amount for spending.

CONTACTING THE TOWN'S FINANCIAL MANAGEMENT

This financial report is designed to provide citizens, taxpayers, customers, investors and creditors with a general overview of the Town’s finances and to show the Town’s accountability for the tax and other funding it receives. The report is available on the Town website: www.townofstratford.com. If you have questions about this report or need additional financial information, contact the Finance Director, Town of Stratford, 2725 Main Street, Stratford, Connecticut 06615.

TOWN OF STRATFORD, CONNECTICUT

STATEMENT OF NET ASSETS

JUNE 30, 2011

	<u>Governmental Activities</u>	<u>Business-Type Activities</u>	<u>Total</u>
Assets:			
Cash and cash equivalents	\$ 36,641,371	\$ 14,432,293	\$ 51,073,664
Investments	2,152,937		2,152,937
Receivables, net	15,069,202	1,295,123	16,364,325
Internal balances	6,427,791	(6,427,791)	-
Net pension asset	14,663,325		14,663,325
Bond issuance cost	419,812		419,812
Inventory and deferred charges	32,976		32,976
Capital assets:			
Assets not being depreciated	19,500,314	13,017	19,513,331
Assets being depreciated, net	114,310,517	67,722,275	182,032,792
Total assets	<u>209,218,245</u>	<u>77,034,917</u>	<u>286,253,162</u>
Liabilities:			
Accounts and other payables	10,140,271	365,235	10,505,506
Accrued liabilities	1,379,294	76,122	1,455,416
Unearned revenue	1,479,702	2,179	1,481,881
Noncurrent liabilities:			
Due within one year	17,583,582	2,487,714	20,071,296
Due in more than one year	172,925,125	44,937,985	217,863,110
Total liabilities	<u>203,507,974</u>	<u>47,869,235</u>	<u>251,377,209</u>
Net Assets:			
Invested in capital assets, net of related debt	49,666,851	20,690,374	70,357,225
Restricted for:			
Nonexpendable trust	2,543,726		2,543,726
Unrestricted	(46,500,306)	8,475,308	(38,024,998)
Total Net Assets	<u>\$ 5,710,271</u>	<u>\$ 29,165,682</u>	<u>\$ 34,875,953</u>

The accompanying notes are an integral part of the financial statements

TOWN OF STRATFORD, CONNECTICUT
STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED JUNE 30, 2011

Functions/Programs	Expenses	Program Revenues			Net (Expense) Revenue and Changes in Net Assets		
		Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions	Governmental Activities	Business-Type Activities	Total
Governmental activities:							
General government	\$ 38,498,660	\$ 1,652,354	\$	\$	\$ (36,846,306)	\$	\$ (36,846,306)
Human development	8,033,030	4,132,173	2,197,785		(1,703,072)		(1,703,072)
Physical development	15,099,303	875,689	871,082	145,870	(13,206,662)		(13,206,662)
Public safety	29,459,485	1,421,555	225,266		(27,812,664)		(27,812,664)
Education	115,685,857	2,135,437	36,192,739		(77,357,681)		(77,357,681)
Debt service	6,033,030		887,334		(5,145,696)		(5,145,696)
Total governmental activities	<u>212,809,365</u>	<u>10,217,208</u>	<u>40,374,206</u>	<u>145,870</u>	<u>(162,072,081)</u>	<u>-</u>	<u>(162,072,081)</u>
Business-type activities:							
Waste Operating	11,684,532	7,114,114				(4,570,418)	(4,570,418)
Emergency Medical Services	1,371,410	1,503,473		518,259		650,322	650,322
Short Beach Golf Course	357,060	272,105				(84,955)	(84,955)
Miniature Golf Course	11,068					(11,068)	(11,068)
Total business-type activities	<u>13,424,070</u>	<u>8,889,692</u>	<u>-</u>	<u>518,259</u>	<u>-</u>	<u>(4,016,119)</u>	<u>(4,016,119)</u>
Total	<u>\$ 226,233,435</u>	<u>\$ 19,106,900</u>	<u>\$ 40,374,206</u>	<u>\$ 664,129</u>	<u>\$ (162,072,081)</u>	<u>\$ (4,016,119)</u>	<u>\$ (166,088,200)</u>
General revenues:							
Property taxes					\$ 150,502,632	\$	\$ 150,502,632
Grants and contributions not restricted to specific programs					3,985,698		3,985,698
Unrestricted investment earnings					453,649	42,566	496,215
Miscellaneous					71,689		71,689
Total general revenues					<u>155,013,668</u>	<u>42,566</u>	<u>155,056,234</u>
Transfers					<u>680,000</u>	<u>(680,000)</u>	<u>-</u>
Total					<u>155,693,668</u>	<u>(637,434)</u>	<u>155,056,234</u>
Change in net assets					<u>(6,378,413)</u>	<u>(4,653,553)</u>	<u>(11,031,966)</u>
Net Assets at Beginning of Year					<u>12,088,684</u>	<u>33,819,235</u>	<u>45,907,919</u>
Net Assets at End of Year					<u>\$ 5,710,271</u>	<u>\$ 29,165,682</u>	<u>\$ 34,875,953</u>

The accompanying notes are an integral part of the financial statements

TOWN OF STRATFORD, CONNECTICUT

GOVERNMENTAL FUNDS

BALANCE SHEET

JUNE 30, 2011

	<u>General</u>	<u>Capital Projects</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
ASSETS				
Cash and cash equivalents	\$ 16,917,401	\$ 14,076,132	\$ 5,647,838	\$ 36,641,371
Investments			2,152,937	2,152,937
Receivables, net	8,810,656	552,849	1,380,018	10,743,523
Inventories			32,976	32,976
Due from other funds	<u>27,984,816</u>	<u>29,009,004</u>	<u>838,496</u>	<u>57,832,316</u>
Total Assets	<u>\$ 53,712,873</u>	<u>\$ 43,637,985</u>	<u>\$ 10,052,265</u>	<u>\$ 107,403,123</u>
LIABILITIES AND FUND BALANCES				
Liabilities:				
Accounts and other payables	\$ 5,140,704	\$ 1,368,211	\$ 1,150,142	\$ 7,659,057
Accrued liabilities	1,345,807		33,487	1,379,294
Deferred revenue	7,410,629	552,849	1,798,046	9,761,524
Due to other funds	<u>31,232,370</u>	<u>19,977,003</u>	<u>2,304,100</u>	<u>53,513,473</u>
Total liabilities	<u>45,129,510</u>	<u>21,898,063</u>	<u>5,285,775</u>	<u>72,313,348</u>
Fund balances:				
Restricted			2,776,804	2,776,804
Committed		21,739,922	2,375,990	24,115,912
Assigned	2,322,228			2,322,228
Unassigned	<u>6,261,135</u>		<u>(419,280)</u>	<u>5,841,855</u>
Total fund balances	<u>8,583,363</u>	<u>21,739,922</u>	<u>4,733,514</u>	<u>35,056,799</u>
Total Liabilities and Fund Balances	<u>\$ 53,712,873</u>	<u>\$ 43,637,985</u>	<u>\$ 10,019,289</u>	<u>\$ 107,370,147</u>

(Continued on next page)

TOWN OF STRATFORD, CONNECTICUT

BALANCE SHEET - GOVERNMENTAL FUNDS (CONTINUED)

June 30, 2011

Reconciliation of the Balance Sheet - Governmental Funds
to the Statement of Net Assets:

Amounts reported for governmental activities in the statement of net
assets (Exhibit I) are different because of the following:

Fund balances - total governmental funds (Exhibit III)	\$ 35,056,799
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Capital assets used in governmental activities are not financial
resources and, therefore, are not reported in the funds:

Governmental capital assets	\$ 288,000,043	
Less accumulated depreciation	<u>(154,189,212)</u>	
Net capital assets		133,810,831

Other long-term assets are not available to pay for current-period
expenditures and, therefore, are not recorded in the funds:

Net pension asset	14,663,325
Property tax receivables greater than 60 days	4,787,011
Interest receivable on property taxes	4,325,679
Assessments receivable	542,338
Housing loans	269,288
Receivable from the state for school construction projects	2,683,185

Internal service funds are used by management to charge the costs of
risk management to individual funds. The assets and liabilities of
the internal service funds are reported with governmental activities
in the statement of net assets.

(5,932,840)

Long-term liabilities, including bonds payable, are not due and payable
in the current period and, therefore, are not reported in the funds:

Bonds and notes payable	(135,893,980)
Bond premium	(935,117)
Bond issuance cost	419,812
Interest payable on bonds and notes	(2,454,243)
Compensated absences	(6,743,850)
Landfill closure	(12,000,000)
OPEB obligation	(28,195,400)
Deferred charges on refunding	2,024,457
Claims and judgments	<u>(750,000)</u>

Net Assets of Governmental Activities (Exhibit I)	<u>\$ 5,677,295</u>
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The accompanying notes are an integral part of the financial statements

TOWN OF STRATFORD, CONNECTICUT

GOVERNMENTAL FUNDS
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES
FOR THE YEAR ENDED JUNE 30, 2011

	<u>General</u>	<u>Capital Projects</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
Revenues:				
Property taxes and assessments	\$ 150,267,375	\$ 141,018	\$	\$ 150,408,393
State and Federal governments	32,147,909	621,438	12,280,765	45,050,112
Department revenue	2,066,057		2,882,874	4,948,931
Licenses and permits	522,586		308,212	830,798
Investment income	100,836	2,678	350,135	453,649
Other	4,471,171		71,689	4,542,860
Total revenues	<u>189,575,934</u>	<u>765,134</u>	<u>15,893,675</u>	<u>206,234,743</u>
Expenditures:				
Current:				
General government:				
Administration	4,354,362			4,354,362
Contingency	2,087,029			2,087,029
Employee benefits	25,323,646			25,323,646
Finance	2,014,718			2,014,718
Human development	5,146,881		2,614,490	7,761,371
Physical development	11,893,243		1,528,954	13,422,197
Public safety	22,328,523		60,445	22,388,968
Education	96,787,391		11,127,666	107,915,057
Debt service:				
Principal retirements	12,335,886			12,335,886
Interest and other charges	7,013,109			7,013,109
Capital outlay		10,719,032	424,008	11,143,040
Total expenditures	<u>189,284,788</u>	<u>10,719,032</u>	<u>15,755,563</u>	<u>215,759,383</u>
Deficiency of Revenues over Expenditures	<u>291,146</u>	<u>(9,953,898)</u>	<u>138,112</u>	<u>(9,524,640)</u>
Other Financing Sources (Uses):				
Issuance of bonds		11,700,000		11,700,000
Premium on bond issuance		266,371		266,371
Proceeds from bond refunding	65,572,343			65,572,343
Premium on bond refunding	935,117			935,117
Payment to bond escrow agent	(66,087,648)			(66,087,648)
Transfers in	822,635	1,329,413	250,355	2,402,403
Transfers out	(1,579,768)		(142,635)	(1,722,403)
Total other financing sources (uses)	<u>(337,321)</u>	<u>13,295,784</u>	<u>107,720</u>	<u>13,066,183</u>
Net Change in Fund Balances	(46,175)	3,341,886	245,832	3,541,543
Fund Balances at Beginning of Year, as restated	<u>8,629,538</u>	<u>18,398,036</u>	<u>4,520,658</u>	<u>31,548,232</u>
Fund Balances at End of Year	<u>\$ 8,583,363</u>	<u>\$ 21,739,922</u>	<u>\$ 4,766,490</u>	<u>\$ 35,089,775</u>

(Continued on next page)

TOWN OF STRATFORD, CONNECTICUT

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN
FUND BALANCES - GOVERNMENTAL FUNDS (CONTINUED)

FOR THE YEAR ENDED JUNE 30, 2011

Reconciliation of the Statement of Revenues, Expenditures and Changes in Fund
Balances of Governmental Funds to the Statement of Activities:

Amounts reported for governmental activities in the statement of activities (Exhibit II) are different because:

Net change in fund balances - total governmental funds (Exhibit IV)	\$ 3,541,543
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Governmental funds report capital outlays as expenditures. In the statement of activities, the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense:

Capital outlay	11,661,603
Depreciation expense	(7,461,348)

Revenues in the statement of activities that do not provide current financial resources are not reported as revenues in the funds, and revenues recognized in the funds are not reported in the statement of activities:

School building grant receipts	(723,900)
Property tax receivable	(13,599)
Accrued interest receivable	236,248
Housing loans	(38,070)
Assessments	17,460
Net pension asset	113,151

The issuance of long-term debt (e.g., bonds, leases) provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the current financial resources of governmental funds. Neither transaction has any effect on net assets. Also, governmental funds report the effect of issuance costs, premiums, discounts and similar items when debt is first issued, whereas these amounts are amortized and deferred in the statement of activities. The details of these differences in the treatment of long-term debt and related items are as follows:

Bond principal payments	12,335,886
Proceeds from sale of bonds	(11,700,000)
Bond issuance costs	419,812
Payment to bond escrow agent	63,436,405
Proceeds from sale of refunding bonds	(65,572,343)
Premium from sale of refunding bonds	(935,117)
Deferral amount of refunding	2,699,457

Some expenses reported in the statement of activities do not require the use of current financial resources and, therefore, are not reported as expenditures in the governmental funds.

Compensated absences	(877,557)
Accrued interest	245,682
OPEB obligation	(9,608,600)
Landfill post closure care	<u>(6,000,000)</u>

Internal service funds are used by management to charge costs to individual funds. The net revenue of certain activities of internal services funds is reported with governmental activities.

<u>1,844,874</u>

Change in Net Assets of Governmental Activities (Exhibit II)	<u>\$ (6,378,413)</u>
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The accompanying notes are an integral part of the financial statements

TOWN OF STRATFORD, CONNECTICUT

STATEMENT OF NET ASSETS - PROPRIETARY FUNDS

JUNE 30, 2011

	Business-Type Activities - Enterprise Funds			Governmental
	Major Fund			Activities
	Waste Operating Funds	Other Nonmajor Funds	Total	Internal Service Fund
Assets:				
Current assets:				
Cash and cash equivalents	\$ 9,289,465	\$ 5,142,828	\$ 14,432,293	\$
Receivables:				
Accounts and other		663,714	663,714	
Special assessments	631,409		631,409	
Due from other funds	200,998	2,404,166	2,605,164	2,108,948
Total current assets	<u>10,121,872</u>	<u>8,210,708</u>	<u>18,332,580</u>	<u>2,108,948</u>
Capital assets:				
Assets not being depreciated		13,017	13,017	
Assets being depreciated, net	65,022,112	2,700,163	67,722,275	
Total capital assets	<u>65,022,112</u>	<u>2,713,180</u>	<u>67,735,292</u>	<u>-</u>
Total assets	<u>75,143,984</u>	<u>10,923,888</u>	<u>86,067,872</u>	<u>2,108,948</u>
Liabilities:				
Current:				
Accounts payable	310,553	54,682	365,235	26,971
Accrued wages and benefits	48,807	27,315	76,122	
Unearned revenue		2,179	2,179	
Due to other funds	3,397,463	5,635,492	9,032,955	
Risk management claims			-	1,354,817
Bonds payable		79,390	79,390	
Serial and notes payable	2,294,089		2,294,089	
Compensated absences	63,544	50,691	114,235	
Total current liabilities	<u>6,114,456</u>	<u>5,849,749</u>	<u>11,964,205</u>	<u>1,381,788</u>
Noncurrent liabilities:				
Bonds payable	270,000	1,719,205	1,989,205	
Serial notes payable	42,682,234		42,682,234	
Risk management claims			-	6,660,000
Compensated absences	148,270	118,276	266,546	
Total noncurrent liabilities	<u>43,100,504</u>	<u>1,837,481</u>	<u>44,937,985</u>	<u>6,660,000</u>
Total liabilities	<u>49,214,960</u>	<u>7,687,230</u>	<u>56,902,190</u>	<u>8,041,788</u>
Net Assets:				
Invested in capital assets, net of related debt	19,775,789	914,585	20,690,374	
Unrestricted	<u>6,153,235</u>	<u>2,322,073</u>	<u>8,475,308</u>	<u>(5,932,840)</u>
Total Net Assets	<u>\$ 25,929,024</u>	<u>\$ 3,236,658</u>	<u>\$ 29,165,682</u>	<u>\$ (5,932,840)</u>

The accompanying notes are an integral part of the financial statements

TOWN OF STRATFORD, CONNECTICUT

PROPRIETARY FUNDS

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS

FOR THE YEAR ENDED JUNE 30, 2011

	<u>Business-Type Activities - Enterprise Funds</u>			<u>Governmental</u>
	<u>Major Fund</u>			<u>Activities</u>
	<u>Waste</u> <u>Operating</u> <u>Funds</u>	<u>Other</u> <u>Nonmajor</u> <u>Funds</u>	<u>Total</u>	<u>Internal</u> <u>Service Fund</u>
Operating Revenues:				
Charges for services	\$ 7,114,114	\$ 1,775,578	\$ 8,889,692	\$ 15,473,548
Operating Expenses:				
Operating and maintenance	5,030,687	1,513,403	6,544,090	13,628,674
Depreciation	3,604,060	149,793	3,753,853	
Total operating expenses	8,634,747	1,663,196	10,297,943	13,628,674
Operating Income (Loss)	(1,520,633)	112,382	(1,408,251)	1,844,874
Nonoperating Revenues (Expenses):				
Interest income	30,681	11,885	42,566	
Interest expense	(3,049,785)	(76,342)	(3,126,127)	
Total nonoperating revenues (expenses)	(3,019,104)	(64,457)	(3,083,561)	-
Income (Loss) Before Contributions and Transfers	(4,539,737)	47,925	(4,491,812)	1,844,874
Capital Contributions		518,259	518,259	
Transfers Out	(300,000)	(380,000)	(680,000)	
Change in Net Assets	(4,839,737)	186,184	(4,653,553)	1,844,874
Net Assets at Beginning of Year, as restated	30,768,761	3,050,474	33,819,235	(7,777,714)
Net Assets at End of Year	\$ 25,929,024	\$ 3,236,658	\$ 29,165,682	\$ (5,932,840)

The accompanying notes are an integral part of the financial statements

TOWN OF STRATFORD, CONNECTICUT

PROPRIETARY FUNDS

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED JUNE 30, 2011

	<u>Business-Type Activities - Enterprise Funds</u>			<u>Governmental</u>
	<u>Major Fund</u>			<u>Activities</u>
	<u>Waste</u>	<u>Other</u>	<u>Total</u>	<u>Internal</u>
	<u>Operating</u>	<u>Nonmajor</u>		<u>Service Fund</u>
	<u>Funds</u>	<u>Funds</u>		
Cash Flows from Operating Activities:				
Cash received from customers and users	\$ 6,953,664	\$ 1,775,492	\$ 8,729,156	\$ 15,473,548
Cash payments to suppliers	(3,045,935)	(651,583)	(3,697,518)	(12,658,249)
Cash payments to employees	(2,296,814)	(937,353)	(3,234,167)	
Payments for interfund services	3,773,756	2,257,251	6,031,007	(2,815,299)
Net cash provided by operating activities	<u>5,384,671</u>	<u>2,443,807</u>	<u>7,828,478</u>	<u>-</u>
Cash Flows from Noncapital Financing Activities:				
Transfers to other funds	<u>(300,000)</u>	<u>(380,000)</u>	<u>(680,000)</u>	<u>-</u>
Cash Flows from Capital and Related Financing Activities:				
Principal payments on debt	(3,925,777)	(94,114)	(4,019,891)	
Proceeds from bond anticipation notes	36,778		36,778	
Interest paid on debt	(629,079)	(76,342)	(705,421)	
Purchase of capital assets	<u>(558,362)</u>	<u>(131,520)</u>	<u>(689,882)</u>	
Net cash used in capital and related financing activities	<u>(5,076,440)</u>	<u>(301,976)</u>	<u>(5,378,416)</u>	<u>-</u>
Cash Flows from Investing Activities:				
Interest revenues	<u>30,681</u>	<u>11,885</u>	<u>42,566</u>	<u>-</u>
Net Increase in Cash and Cash Equivalents	38,912	1,773,716	1,812,628	-
Cash and Cash Equivalents at Beginning of Year	<u>9,250,553</u>	<u>3,369,112</u>	<u>12,619,665</u>	<u>-</u>
Cash and Cash Equivalents at End of Year	<u>\$ 9,289,465</u>	<u>\$ 5,142,828</u>	<u>\$ 14,432,293</u>	<u>\$ -</u>
Reconciliation of Operating Income (Loss) to Net Cash Provided by Operating Activities:				
Operating income (loss)	\$ (1,520,633)	\$ 112,382	\$ (1,408,251)	\$ 1,844,874
Adjustments to reconcile operating income (loss) to net cash provided by operating activities:				
Depreciation	3,604,060	149,793	3,753,853	
Change in assets and liabilities:				
Decrease (increase) in accounts receivable and deferred charges	(160,450)	(86)	(160,536)	
Decrease (increase) in due from other funds	376,293		376,293	(2,815,299)
Increase (decrease) in accounts payable and accrued expenses	(312,062)	(75,533)	(387,595)	25,644
Increase (decrease) in risk management claim liability			-	944,781
Increase (decrease) in due to other funds	<u>3,397,463</u>	<u>2,257,251</u>	<u>5,654,714</u>	
Net Cash Provided by Operating Activities	<u>\$ 5,384,671</u>	<u>\$ 2,443,807</u>	<u>\$ 7,828,478</u>	<u>\$ -</u>
Noncash Capital Financing Activities:				
Capital Assets from Town	<u>\$ -</u>	<u>\$ 518,259</u>	<u>\$ 518,259</u>	<u>\$ -</u>

The accompanying notes are an integral part of the financial statements

TOWN OF STRATFORD, CONNECTICUT

FIDUCIARY FUNDS

STATEMENT OF FIDUCIARY NET ASSETS

JUNE 30, 2011

	<u>Pension Trust Fund</u>	<u>Student Activity Agency Fund</u>
Assets:		
Cash and cash equivalents	\$ 634,637	\$ 389,845
Investments:		
Common stocks	29,950,936	
Mutual funds - open end	66,126,575	
	<u>96,712,148</u>	<u>\$ 389,845</u>
Total assets		
Liabilities:		
Due to students and others		\$ 389,845
Other liabilities	<u>55,870</u>	
Total liabilities	<u>55,870</u>	<u>\$ 389,845</u>
Net Assets:		
Held in Trust for Pension Benefits	<u>\$ 96,656,278</u>	

The accompanying notes are an integral part of the financial statements

TOWN OF STRATFORD, CONNECTICUT

FIDUCIARY FUNDS

STATEMENT OF CHANGES IN PLAN NET ASSETS

PENSION TRUST FUND

FOR THE YEAR ENDED JUNE 30, 2011

Additions:

Contributions:

Plan members	\$ 1,861,111
Employer	<u>8,526,398</u>
Total contributions	<u>10,387,509</u>

Investment income:

Net appreciation in fair market value of investments	20,053,292
Interest and dividends	<u>899,397</u>
Total investment gain	20,952,689
Investment fee	<u>(354,472)</u>
Net investment gain	<u>20,598,217</u>

Total additions	<u>30,985,726</u>
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Deductions:

Benefits	17,979,058
Other	<u>173,740</u>
Total deductions	<u>18,152,798</u>

Net Increase	12,832,928
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Net Assets Held in Trust for Pension Benefits at Beginning of Year	<u>83,823,350</u>
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Net Assets Held in Trust for Pension Benefits at End of Year	<u>\$ 96,656,278</u>
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The accompanying notes are an integral part of the financial statements

TOWN OF STRATFORD, CONNECTICUT

NOTES TO FINANCIAL STATEMENTS

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements of the Town of Stratford, Connecticut (the Town) have been prepared in conformity with accounting principles generally accepted in the United States of America (GAAP) as applied to government units. The Governmental Accounting Standards Board (GASB) is the accepted standard setting body for establishing governmental accounting and financial reporting principles. The more significant policies of the Town are described below.

A. Reporting Entity

The Town was founded in 1639. The Town covers an area of 18.7 square miles and is located on Long Island Sound 65 miles east of New York City and 50 miles southwest of Hartford, Connecticut. The Town has operated under a Council/Manager form of government since 1921. Effective December 12, 2005, the Town became a Mayor-Council form of government.

The Town provides a full range of services including public safety, roads, sanitation, health, social services, culture and recreation, education, planning, zoning and general administrative services to its residents. The accompanying financial statements conform to accounting principles generally accepted in the United States of America as applicable to governments.

Accounting principles generally accepted in the United States of America require that the reporting entity include 1) the primary government, 2) organizations for which the primary government is financially accountable and 3) other organizations for which the nature and significance of their relationship with the primary government are such that exclusion would cause the reporting entity's financial statements to be misleading or incomplete. The criteria provided by the Codification, Section 2100, have been considered, and, as a result, there are no agencies or entities that should be but are not included in the financial statements of the Town.

B. Government-Wide and Fund Financial Statements

The government-wide financial statements (i.e., the statement of net assets and the statement of activities) report information on all of the nonfiduciary activities of the Town. For the most part, the effect of interfund activity has been removed from these statements. Governmental activities, which normally are supported by taxes and intergovernmental revenues, are reported separately from business-type activities, which rely to a significant extent on fees and charges for support.

The statement of activities demonstrates the degree to which the direct expenses of a given function or segment are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. Program revenues include 1) charges to customers or applicants who purchase, use or directly benefit from goods, services or privileges provided by a given function or segment and 2) grants and contributions that are restricted to meeting the operational or capital requirements of a particular function or segment. Taxes and other items not properly included among program revenues are reported instead as general revenues.

Separate financial statements are provided for governmental funds, proprietary funds and fiduciary funds, even though the latter are excluded from the government-wide financial statements. Major individual governmental funds and major individual enterprise funds are reported as separate columns in the fund financial statements.

C. Measurement Focus, Basis of Accounting and Financial Statement Presentation

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the proprietary fund and fiduciary fund financial statements. However, agency funds, unlike other fiduciary funds, report only assets and liabilities, do not have a measurement focus and follow the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the Town considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, expenditures related to compensated absences and claims and judgments, as well as landfill closure and postclosure costs, are recorded only when payment is due.

Property taxes, charges for services, licenses and interest associated with the current fiscal period are all considered to be susceptible to accrual and so have been recognized as revenues of the current fiscal period. Only the portion of special assessments receivable due within the current fiscal period is considered to be susceptible to accrual as revenue of the current period. All other revenue items are considered to be measurable and available only when cash is received.

The Town reports the following major governmental funds:

The General Fund is the Town's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

The Capital Projects Fund accounts for the proceeds of specific general obligation bonds for various projects to further develop the Town.

The Town reports the following major proprietary fund:

The Waste Operating Fund accounts for the operations at the Stratford Water Pollution Control Authority.

Additionally, the Town reports the following fund types:

The Internal Service Fund accounts for the Town's health benefit costs.

The Pension Trust Funds account for the activities of the Town's defined benefit and defined contribution pension plans, which accumulate resources for pension benefit payments to qualified employees.

Private-sector standards of accounting and financial reporting issued prior to December 1, 1989 generally are followed in both the government-wide and proprietary fund financial statements to the extent that those standards do not conflict with or contradict guidance of the Governmental Accounting Standards Board. Governments also have the option of following subsequent private-sector guidance for their business-type activities and enterprise funds, subject to this same limitation. The Town has elected not to follow subsequent private-sector guidance.

As a general rule, the effect of interfund activity has been eliminated from the government-wide financial statements. Exceptions to this general rule are payments in lieu of taxes and other charges between certain Town functions because the elimination of these charges would distort the direct costs and program revenues reported for the various functions concerned.

Amounts reported as program revenues include 1) charges to customers or applicants for goods, services or privileges provided, 2) operating grants and contributions, and 3) capital grants and contributions, including special assessments. Internally dedicated resources are reported as general revenues rather than as program revenues. Likewise, general revenues include property taxes.

Proprietary funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenues of the proprietary funds are charges to customers for sales and services. Operating expenses for the funds include the cost of operations and maintenance, administrative expenses and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

When both restricted and unrestricted resources are available for use, it is the Town's policy to use restricted resources first, then unrestricted resources as they are needed. Unrestricted resources are used in the following order: committed, assigned then unassigned.

D. Deposits and Investments

The Town's cash and cash equivalents are considered to be cash on hand, demand deposits and short-term investments with original maturities of three months or less from the date of acquisition.

State statutes authorize the Town to invest in obligations of the U.S. Treasury, commercial paper, corporate bonds, repurchase agreements and certain other investments as described in Note 3.

Investments for the Town are reported at fair value.

E. Receivables and Payables

Activity between funds that are representative of lending/borrowing arrangements outstanding at the end of the fiscal year are referred to as either "due to/from other funds" (i.e., the current portion of interfund loans) or "advances to/from other funds" (i.e., the noncurrent portion of interfund loans). All other outstanding balances between funds are reported as "due to/from other funds." Any residual balances outstanding between the governmental activities and business-type activities are reported in the government-wide financial statements as "internal balances." All trade and property tax receivables are shown net of an allowance for uncollectibles.

Property taxes are assessed as of October 1 and are levied for and due on the following July 1. Taxes are due in two installments on July 1 and January 1. Supplemental motor vehicle taxes are due in full January 1. Liens are recorded during the month of April.

F. Inventories and Prepaid Items

All inventories are valued at cost using the first-in/first-out (FIFO) method. Inventories of governmental funds are recorded as expenditures when consumed rather than when purchased.

Certain payments to vendors reflect costs applicable to future accounting periods and are recorded as prepaid items in both government-wide and fund financial statements.

G. Capital Assets

Capital assets, which include property, plant, equipment and infrastructure assets (e.g., roads, bridges, sidewalks and similar items), are reported in the applicable governmental or business-type activities columns in the government-wide financial statements and proprietary fund financial statements. Capital assets are defined by the government as assets with an initial, individual cost of more than \$5,000 and an estimated useful life in excess of two years. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at estimated fair value at the date of donation.

The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend assets lives are not capitalized.

Major outlays for capital assets and improvements are capitalized as projects are constructed. Interest incurred during the construction phase of capital assets of business-type activities is included as part of the capitalized value of the assets constructed.

Property, plant and equipment of the Town is depreciated using the straight-line method over the following estimated useful lives:

<u>Assets</u>	<u>Years</u>
Buildings	50
Building improvements	20
Distribution and collection systems	50-65
Public domain infrastructure	50
System infrastructure	30
Machinery and equipment	5-20

Capital assets are reported as expenditures and no depreciation expense is reported in the governmental fund financial statements.

H. Compensated Absences

Town employees accumulate vacation and sick leave hours for subsequent use or for payment upon termination or retirement. Vacation and sick leave expenses to be paid in future periods are accrued when incurred in the government-wide and proprietary fund financial statements. A liability for these amounts is reported in governmental funds only for amounts expected to be paid with available resources, for example, as a result of employee resignations and retirements.

I. Long-Term Obligations

In the government-wide financial statements, and proprietary fund types in the fund financial statements, long-term debt and other long-term obligations are reported as liabilities in the applicable governmental activities, business-type activities or proprietary fund type statement of net assets. Bond premiums and discounts, as well as issuance costs, are deferred and amortized over the life of the bonds using the effective interest method. Bonds payable are reported net of any significant applicable bond premium or discount. Significant bond issuance costs are reported as deferred charges and amortized over the term of the related debt. Claims and judgments are normally liquidated from the general fund.

In the fund financial statements, governmental fund types recognize bond premiums and discounts, as well as bond issuance costs, during the current period. The face amount of debt issued is reported as other financing sources. Premiums received on debt issuances are reported as other financing sources while discounts on debt issuances are reported as other financing uses. Issuance costs, whether or not withheld from the actual debt proceeds received, are reported as debt service expenditures.

J. Fund Equity

Equity in the government-wide financial statements is defined as “net assets” and is classified in the following categories:

Invested in Capital Assets, Net of Related Debt - This component of net assets consists of capital assets, net of accumulated depreciation and reduced by the outstanding balances of any bonds, notes or other borrowings that are attributable to the acquisition, construction or improvement of those assets.

Restricted Net Assets - Net assets are restricted because they are externally imposed by creditors (such as through debt covenants), grantors, contributors or laws or regulations of other governments or imposed by law through constitutional provisions or enabling legislation.

Unrestricted Net Assets - This component consists of net assets that do not meet the definition of “restricted” or “invested in capital assets, net of related debt.”

The equity of the fund financial statements is defined as “fund balance” and is classified in the following categories:

Nonspendable Fund Balance - represents amounts that cannot be spent due to form (e.g., inventories and prepaid amounts).

Restricted Fund Balance - represents amounts constrained for a specific purpose by external parties, such as grantors, creditors, contributors, or laws and regulations of their governments.

Committed Fund Balance - represents amounts constrained for a specific purpose by a government using its highest level of decision-making authority (Town of Stratford Town Council).

Assigned Fund Balance - for all governmental funds other than the General Fund, any remaining positive amounts not classified as restricted, committed or nonspendable. For the General Fund, includes amounts constrained for the intent to be used for a specific purpose by the Town of Stratford Town Council.

Unassigned Fund Balance - represents fund balance in the General Fund in excess of nonspendable, restricted, committed and assigned fund balance. If another governmental fund has a fund balance deficit, it is reported as a negative amount in unassigned fund balance.

K. Comparative Data/Reclassifications

Certain amounts presented in the prior year have been reclassified in order to be consistent with the current year presentation.

2. STEWARDSHIP, COMPLIANCE AND ACCOUNTABILITY

A. Budgetary Information

General Fund

The Town's general budget policies are as follows:

Not later than March 12 the Mayor prepares and submits to the Town Council an annual budget for the next fiscal year based on detailed estimated revenues and expenditures for the Town.

The Town's charter requires the Town Council to hold public hearings prior to the adoption of the final budget, at which time taxpayers' comments are obtained.

Prior to May 13, the Town Council adopts the budget and sets the tax rate for the fiscal year through the passage of ordinances.

All interdepartmental appropriations and budget transfers must be approved by the Town Council. The Mayor approves all intradepartmental transfers.

Formal budgetary integration is employed as a management control device during the year for the General Fund.

The legal level of control (the level at which expenditures may not legally exceed appropriations) is at the department level.

Budgeted amounts reported are as originally adopted, or as amended by the Town Council during the course of the year. No supplemental appropriations were approved for year ended June 30, 2011.

Encumbrances are recognized as a valid and proper charge against a budget appropriation in the year in which the purchase order, contract or other commitment is issued and, accordingly, encumbrances outstanding at year-end are reflected in budgetary reports as expenditures of the current year. If an appropriation is not encumbered, it lapses at year-end and may not be used by the department.

B. Deficit Fund Equity

The Town has the following fund deficits at June 30, 2011:

	<u>Amount</u>
School Lunch Program *	\$ 156,591
Community Development *	2,462
Miscellaneous Grants *	118,897
Town Aid Road	108,354
Internal Service **	5,932,840

* Deficit will be eliminated through future departmental revenues

** Deficit will be eliminated through future appropriations

3. CASH, CASH EQUIVALENTS AND INVESTMENTS

The deposit of public funds is controlled by the Connecticut General Statutes (Section 7-402). Deposits may be made in a "qualified public depository" as defined by Statute, or, in amounts not exceeding the Federal Deposit Insurance Corporation insurance limit in an "out of state bank," as defined by the Statutes, which is not a "qualified public depository."

The Connecticut General Statutes (Section 7-400) permit municipalities to invest in: 1) obligations of the United States and its agencies, 2) highly rated obligations of any state of the United States or of any political subdivision, authority or agency thereof, and 3) shares or other interests in custodial arrangements or pools maintaining constant net asset values and in highly rated no-load open end money market and mutual funds (with constant or fluctuating net asset values) whose portfolios are limited to obligations of the United States and its agencies, and repurchase agreements fully collateralized by such obligations. Other provisions of the Statutes cover specific municipal funds with particular investment authority. The provisions of the Statutes regarding the investment of municipal pension funds do not specify permitted investments. Therefore, investment of such funds is generally controlled by the laws applicable to fiduciaries and the provisions of the applicable plan.

The Statutes (Sections 3-24f and 3-27f) also provide for investment in shares of the State Short-Term Investment Fund (STIF) and the State Tax Exempt Proceeds Fund (TEPF). These investment pools are under the control of the State Treasurer, with oversight provided by the Treasurer's Cash Management Advisory Board, and are regulated under the State Statutes and subject to annual audit by the Auditors of Public Accounts. Investment yields are accounted for on an amortized-cost basis with an investment portfolio that is designed to attain a market-average rate of return throughout budgetary and economic cycles. Investors accrue interest daily based on actual earnings, less expenses and transfers to the designated surplus reserve, and the fair value of the position in the pool is the same as the value of the pool shares.

Deposits

Deposit Custodial Credit Risk - Custodial credit risk is the risk that in the event of a bank failure, the Town's deposits will not be returned. The Town does not have a deposit policy for custodial credit risk. The deposit of public funds is controlled by the Connecticut General Statutes. Deposits may be placed with any qualified public depository that has its main place of business in the State of Connecticut. Connecticut General Statutes require that each depository maintain segregated collateral (not required to be based on a security agreement between the depository and the municipality and, therefore, not perfected in accordance with federal law) in an amount equal to a defined percentage of its public deposits based upon the depository's risk based capital ratio.

Based on the criteria described in GASB Statement No. 40, *Deposits and Investment Risk Disclosures*, \$49,643,012 of the Town's bank balance of \$51,183,699 was exposed to custodial credit risk as follows:

Uninsured and uncollateralized	\$ 44,528,711
Uninsured and collateral held by the pledging bank's trust department, not in the Town's name	<u>5,114,301</u>
Total Amount Subject to Custodial Credit Risk	<u>\$ 49,643,012</u>

The Town carries additional insurance coverage for \$110,000,000 with Banknorth, which is excess coverage over the FDIC limit of deposit insurance. As of June 30, 2011, excess coverage amounted to \$37,781,624.

Cash Equivalents

Cash equivalents are short-term, highly liquid investments that are both readily convertible to known amounts of cash and purchased within 90 days of maturity. At June 30, 2011, the Town's cash equivalents amounted to \$2,690,236. The following table provides a summary of the Town's cash equivalents (excluding U.S. government guaranteed obligations) as rated by nationally recognized statistical rating organizations.

	<u>Standard and Poor's</u>
Cutwater Asset Management - Connecticut Cooperative Liquid Assets Securities System (CLASS) Plus	AAAm
Wachovia Securities*	
State Short-Term Investment Fund (STIF)	AAAm

*Not rated

B. Investments

As of June 30, 2011, the Town had the following investments:

Other Investments:	
Common stock	\$ 31,006,121
Mutual funds	<u>67,224,327</u>
 Total Investments	 <u><u>\$ 98,230,448</u></u>

Interest Rate Risk - The Town does not have a formal investment policy that limits investment maturities as a means of managing its exposure to fair value losses arising from increasing interest rates.

Credit Risk - Investments - As indicated above, State Statutes limit the investment options of cities and towns. The Town has no investment policy that would further limit its investment choices.

Concentration of Credit Risk - The Town’s investment policy does not allow for an investment in any one issuer that is in excess of 5% of the Town’s total investments.

Custodial Credit Risk - Custodial credit risk for an investment is the risk that, in the event of the failure of the counterparty (the institution that pledges collateral or repurchase agreement securities to the Town or that sells investments to or buys them for the Town), the Town will not be able to recover the value of its investments or collateral securities that are in the possession of an outside party. The Town does not have a policy for custodial credit risk. At June 30, 2011, the Town did not have any uninsured and unregistered securities held by the counterparty or by its trust department or agent that were not in the Town’s name.

4. RECEIVABLES

Receivables as of year end for the Town’s individual major funds and nonmajor and fiduciary funds in the aggregate, including the applicable allowances for uncollectible accounts, are as follows:

	<u>General</u>	<u>Capital Projects</u>	<u>Waste Operating</u>	<u>Nonmajor and Other Funds</u>	<u>Total</u>
Receivables:					
Taxes	\$ 5,879,981				\$ 5,879,981
Accounts and other	298,142			1,171,398	1,469,540
Special assessments		552,849	631,409		1,184,258
Intergovernmental	<u>3,282,533</u>			<u>941,657</u>	<u>4,224,190</u>
Gross receivables	9,460,656	552,849	631,409	2,113,055	12,757,969
Less allowance for uncollectibles	<u>650,000</u>			<u>69,323</u>	<u>719,323</u>
Net Total Receivables	<u><u>\$ 8,810,656</u></u>	<u><u>\$ 552,849</u></u>	<u><u>\$ 631,409</u></u>	<u><u>\$ 2,043,732</u></u>	<u><u>\$ 12,038,646</u></u>

Note: Does not include accrued interest on property taxes of \$4,325,679.

Governmental funds report deferred revenue in connection with receivables for revenues that are not considered to be available to liquidate liabilities of the current period. Governmental funds also defer revenue recognition in connection with resources that have been received, but not yet earned. At the end of the current fiscal year, the various components of deferred revenue and unearned revenue reported in the governmental funds were as follows:

	<u>Unavailable</u>	<u>Unearned</u>
Delinquent property taxes receivable	\$ 4,787,011	\$
Special assessments not yet due	542,338	
School building grants	2,683,185	
Housing loans	269,288	
Grant drawdowns and other revenues received prior to meeting all eligibility requirements		786,036
Other		693,666
	<hr/>	<hr/>
Total Deferred/Unearned Revenue for Governmental Funds	\$ <u><u>8,281,822</u></u>	\$ <u><u>1,479,702</u></u>

5. CAPITAL ASSETS

Capital asset activity for the year ended June 30, 2011 was as follows:

	<u>Beginning Balance</u>	<u>Increases</u>	<u>Decreases</u>	<u>Ending Balance</u>
Governmental activities:				
Capital assets not being depreciated:				
Land	\$ 12,916,475	\$ 600	\$ -	\$ 12,917,075
Construction in progress	3,961,051	4,426,886	1,804,698	6,583,239
Total capital assets not being depreciated	<u>16,877,526</u>	<u>4,427,486</u>	<u>1,804,698</u>	<u>19,500,314</u>
Capital assets being depreciated:				
Land improvements	8,456,406	1,181,871	606,950	9,031,327
Buildings and improvements	132,414,841	1,964,408	216,262	134,162,987
Machinery and equipment	32,871,032	2,391,047	233,181	35,028,898
Infrastructure	87,430,995	3,501,489	655,967	90,276,517
Total capital assets being depreciated	<u>261,173,274</u>	<u>9,038,815</u>	<u>1,712,360</u>	<u>268,499,729</u>
Less accumulated depreciation for:				
Land improvements	3,845,223	907,317	606,950	4,145,590
Buildings and improvements	49,279,343	3,129,689	216,262	52,192,770
Machinery and equipment	24,360,687	1,468,975	233,181	25,596,481
Infrastructure	70,954,971	1,955,367	655,967	72,254,371
Total accumulated depreciation	<u>148,440,224</u>	<u>7,461,348</u>	<u>1,712,360</u>	<u>154,189,212</u>
Total capital assets being depreciated, net	<u>112,733,050</u>	<u>1,577,467</u>	<u>-</u>	<u>114,310,517</u>
Governmental Activities Capital Assets, Net	<u>\$ 129,610,576</u>	<u>\$ 6,004,953</u>	<u>\$ 1,804,698</u>	<u>\$ 133,810,831</u>
Business-type activities:				
Capital assets not being depreciated:				
Construction in progress	\$ 1,576,780	\$ 940,714	\$ 2,504,477	\$ 13,017
Capital assets being depreciated:				
Land improvements	2,273,634			2,273,634
Buildings and improvements	68,585,679	2,235,971		70,821,650
Machinery and equipment	13,020,237	469,895	84,776	13,405,356
Infrastructure	21,208,823	46,794		21,255,617
Total capital assets being depreciated	<u>105,088,373</u>	<u>2,752,660</u>	<u>84,776</u>	<u>107,756,257</u>
Less accumulated depreciation for:				
Land improvements	1,802,836	470,798		2,273,634
Buildings and improvements	11,067,209	2,804,258		13,871,467
Machinery and equipment	11,272,603	161,204	84,776	11,349,031
Infrastructure	12,222,257	317,593		12,539,850
Total accumulated depreciation	<u>36,364,905</u>	<u>3,753,853</u>	<u>84,776</u>	<u>40,033,982</u>
Total capital assets being depreciated, net	<u>68,723,468</u>	<u>(1,001,193)</u>	<u>-</u>	<u>67,722,275</u>
Business-Type Activities Capital Assets, Net	<u>\$ 70,300,248</u>	<u>\$ (60,479)</u>	<u>\$ 2,504,477</u>	<u>\$ 67,735,292</u>

Depreciation expense was charged to functions/programs of the primary government as follows:

Governmental activities:	
General government	\$ 258,878
Human development	358,999
Physical development	1,852,363
Public safety	1,094,566
Education	<u>3,896,542</u>
Total Depreciation Expense - Governmental Activities	<u>\$ 7,461,348</u>
Business-type activities:	
Waste operating	\$ 3,604,060
Short Beach Golf Course	7,037
Miniature Golf Course	11,068
Emergency medical services	<u>131,688</u>
Total Depreciation Expense - Business-Type Activities	<u>\$ 3,753,853</u>

6. INTERFUND RECEIVABLES, PAYABLES AND TRANSFERS

As of June 30, 2011, interfund receivables and payables that resulted from various interfund transactions were as follows:

	<u>Due From Other Funds</u>	<u>Due to Other Funds</u>
General Fund	\$ 27,984,816	\$ 31,232,370
Nonmajor Governmental Funds:		
Community development	14,463	61,140
Education Federal and State Program	24,357	15,441
Shellfish and oysters		2,952
Railroad property		146,602
Miscellaneous grants	3,709	370,193
Recreation	13,575	1,292,491
Department of Child and Family Services	125,656	65,066
Counseling center	21,574	
Harbor management	3,744	
Town Aid Road		430,261
Senior citizens	17,798	
Reserve fund	693,666	
Capital Projects Funds:		
Capital improvements	28,595,012	33,356
Capital special projects	41,531	17,083,612
Sidewalk and road		19,445
Sewer revolving	514,771	168,770
Water hookup		199,655
Capital equipment		2,614,475
Enterprise Funds:		
Waste operating	200,998	3,397,463
Emergency medical services	2,401,732	4,778,044
Short Beach Golf Course	2,434	838,609
Miniature Golf		18,839
Internal Service Fund	2,108,948	
Interfund eliminations	<u>(222,356)</u>	<u>(222,356)</u>
Total	<u>\$ 62,546,428</u>	<u>\$ 62,546,428</u>

All balances resulted from the time lag between the dates payments occur between funds for various activities.

Interfund transfers:

	Transfers In			
	General	Capital Projects	Nonmajor Governmental	Total
Transfers out:				
General Fund	\$	\$ 1,329,413	\$ 250,355	\$ 1,579,768
Waste Operating Fund	300,000			300,000
Nonmajor governmental funds	142,635			142,635
Nonmajor enterprise funds	380,000			380,000
Total	\$ 822,635	\$ 1,329,413	\$ 250,355	\$ 2,402,403

All transfers are for regularly recurring operational transfers.

7. LONG-TERM DEBT

Changes in Long-Term Liabilities

Long-term liability activity for the year ended June 30, 2011, was as follows:

	Beginning Balance	Additions	Reductions	Ending Balance	Due Within One Year
Governmental Activities:					
Bonds payable:					
General obligation bonds and notes	\$ 134,393,928	\$ 77,272,343	\$ 75,772,291	\$ 135,893,980	\$ 14,205,610
Bond Premium		935,117		935,117	
Deferred amount on refunding	675,000	(2,651,243)	48,214	(2,024,457)	
Claims and judgments	750,000			750,000	
Compensated absences	5,866,293	2,637,445	1,759,888	6,743,850	2,023,155
Landfill monitoring closure and postclosure costs	6,000,000	6,000,000		12,000,000	
OPEB liability	18,586,800	9,608,600		28,195,400	
Risk management	6,742,000	1,272,817		8,014,817	1,354,817
Governmental Activities Long-Term Liabilities	\$ 173,014,021	\$ 95,075,079	\$ 77,580,393	\$ 190,508,707	\$ 17,583,582
Business-type activities:					
General obligation bonds payable	\$ 2,181,772	\$ 1,798,595	\$ 1,911,772	\$ 2,068,595	\$ 79,390
Notes payable	2,756,458	46,145,642	3,925,777	44,976,323	2,294,089
Compensated absences	418,378	87,916	125,513	380,781	114,235
Business-Type Activities Long-Term Liabilities	\$ 5,356,608	\$ 48,032,153	\$ 5,963,062	\$ 47,425,699	\$ 2,487,714

As of June 30, 2011, the outstanding general obligation bonded indebtedness of the Town recorded in the governmental activities was as follows:

School bonds with interest rates ranging from 2.0% to 5.125% and varying expiration dates ranging from August 2013 to December 2030	\$ 32,953,295
General obligation pension bonds with interest rates ranging from .6% to 3.1% and varying expiration dates to August 2017	51,750,000
General obligation bonds with interest rates ranging from 2.0% - 5.125% and expiration dates from April 2013 to December 2030	<u>51,190,685</u>
Total	<u>\$ 135,893,980</u>

The annual debt service requirements of the Town's bonded indebtedness recorded in governmental activities described above are as follows:

<u>Fiscal Year Ending June 30</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2012	\$ 14,205,610	\$ 3,713,343	\$ 17,918,953
2013	14,465,886	3,773,245	18,239,131
2014	14,505,886	3,420,374	17,926,260
2015	13,740,000	3,058,364	16,798,364
2016	13,871,000	2,668,738	16,539,738
2017-2021	43,262,575	7,648,954	50,911,529
2022-2026	15,875,559	2,763,325	18,638,884
2027-2031	<u>5,967,464</u>	<u>592,017</u>	<u>6,559,481</u>
Total	<u>\$ 135,893,980</u>	<u>\$ 27,638,360</u>	<u>\$ 163,532,340</u>

The State of Connecticut reimburses the Town for eligible principal and interest costs of the portion of the capital improvement bond issues used for school construction. The amount of such reimbursement for the year ended June 30, 2011 was approximately \$725,900. Additional payments for bond principal aggregating approximately \$2.7 million are expected to be received through the bonds' maturity dates.

Current Year Refunding

On June 29, 2011, the Town issued \$51,750,000 in General Pension Refunding Bonds with an interest rate of .6-3.1% to advance refund \$49,705,000 of outstanding 1998 bonds with interest rates of 6.5-6.7%. On June 29, 2011, the Town issued \$15,640,000 in General Obligation Refunding Bonds with an interest rate of 3.0-4.0% to advance refund \$15,530,000 of outstanding 2001, 2002, 2007 and 2008 bonds with interest rates of 3.5-5.0%. These advance refundings was undertaken to reduce total debt service payments by \$8,905,732 and resulted in a net present value savings of \$7,533,756. The net proceeds (after payment of underwriting fees, insurance and other issuance costs) were used to purchase U.S. Government securities. Those securities were deposited in an irrevocable trust with an escrow agent to provide for all future debt service payments on the refunded bonds. As a result, the bonds are considered to be defeased.

Compensated Absences

Included in the long-term liabilities is the estimated obligation for employee compensated absences which has not become due, aggregating \$6,743,850 as of June 30, 2011.

The liability for compensated absences will be funded from the General Fund and the Enterprise Funds.

Bond Authorizations

Bonds authorized but unissued at June 30, 2011 are as follows:

General purpose	\$ 5,905,821
Schools	71,233,915
Sewers	<u>3,043,627</u>
 Total	 \$ <u><u>80,183,363</u></u>

Business-Type Activities Obligations

At June 30, 2011, long-term debt in the Enterprise Funds consists of the following:

General obligation sewer bonds with interest rates ranging from 3.2% to 12.75% and varying expiration dates ranging from 2013 to 2020	\$ 270,000
Emergency Management Facility bonds with interest rates ranging from 2.0% to 5.125% and varying expiration dates ranging from August 2022 to December 2027	1,798,595
Clean Water Fund notes, due in varying installments, plus interest at 2%, through 2030	<u>44,976,323</u>
 Total	 \$ <u><u>47,044,918</u></u>

The annual debt service requirements of the business-type activities are as follows:

<u>Fiscal Year Ending June 30</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2012	\$ 2,373,479	\$ 937,387	\$ 3,310,866
2013	2,434,507	897,319	3,331,826
2014	2,722,980	846,165	3,569,145
2015	2,386,302	796,209	3,182,511
2016	2,955,730	748,708	3,704,438
2017-2021	12,155,363	3,007,162	15,162,525
2022-2026	13,452,961	1,673,245	15,126,206
2027-2030	<u>9,223,596</u>	<u>318,093</u>	<u>9,541,689</u>
 Total	 \$ <u><u>47,704,918</u></u>	 \$ <u><u>9,224,288</u></u>	 \$ <u><u>56,929,206</u></u>

Bond Anticipation Notes

Bond anticipation notes, which serve as temporary financing for certain capital projects, were outstanding as follows at June 30, 2011.

	<u>Amount</u>
Notes payable, July 1, 2010	\$ 3,800,000
Notes retired	<u>(3,800,000)</u>
Notes payable, June 30, 2011	<u><u>\$ -</u></u>

Debt Limitation

The Town's indebtedness does not exceed the legal debt limitations as required by the Connecticut General Statutes as reflected in the following schedule (in thousands):

<u>Category</u>	<u>Debt Limit</u>	<u>Net Indebtedness</u>	<u>Balance</u>
General purpose	\$ 337,462	\$ 58,896	\$ 278,566
Schools	674,924	101,504	573,420
Sewers	562,436	48,289	514,147
Urban renewal	487,445		487,445
Pension deficit	449,949	51,750	398,199

The total overall statutory debt limit for the Town does not exceed the legal debt limitation that is equal to seven times annual receipts from taxation (\$1,049.9 million).

8. FUND BALANCES

The component of fund balance for the governmental funds at June 30, 2011 are as follows:

	<u>General Fund</u>	<u>Capital Projects</u>	<u>Nonmajor Governmental Funds</u>	<u>Total</u>
Fund balances:				
Nonspendable:				
Inventory	\$	\$	\$ 32,976	\$ 32,976
Restricted for:				
Grants			85,884	85,884
Education			2,690,920	2,690,920
Committed to:				
Human development			1,446,613	1,446,613
Physical development			696,769	696,769
Public safety			232,608	232,608
Capital projects		21,739,922		21,739,922
Assigned to:				
General government	219,000			219,000
Physical development	38,149			38,149
Education	1,934,454			1,934,454
Dog Fund	130,625			130,625
Unassigned	6,261,135		(419,280)	5,841,855
Total Fund Balances	\$ 8,583,363	\$ 21,739,922	\$ 4,766,490	\$ 35,089,775

9. RISK MANAGEMENT

The Town is self-insured for workers' compensation and heart and hypertension benefits. The Town recognizes a liability for workers' compensation claims payable and for claims incurred but not reported based on actuarial analysis of claim history and for other self-insured claims which are probable of loss based on a case-by-case review.

Changes in the liabilities for self-insured risks are as follows:

<u>Fiscal Year</u>	<u>Claims Payable, July 1</u>	<u>Current Year Claims and Changes in Estimates</u>	<u>Payment Of Claims</u>	<u>Claims Payable, June 30</u>
2010	\$ 5,676,000	\$ 12,061,131	\$ 10,995,131	\$ 6,742,000
2011	6,742,000	13,931,066	12,658,249	8,014,817

10. COMMITMENTS AND CONTINGENCIES

Lawsuits

There are several personal injury, negligence and personnel related lawsuits pending against the Town. The outcome and eventual liability of the Town, if any, in these cases is not known at this time. Based upon consultation with legal counsel, the Town's management estimates that

potential claims against the Town not covered by insurance resulting from such litigation would not materially affect the financial position of the Town. The Town has recorded in the government-wide financial statements \$750,000 to cover claims not covered by insurance.

Municipal Solid Waste Service Agreement

The Town has entered into a municipal solid waste agreement, as amended (the Service Agreement) with the Connecticut Resources Recovery Authority (the Authority) pursuant to which it participates with 11 other Connecticut municipalities (the 12 constituting the Contracting Municipalities), in the Greater Bridgeport Resources Recovery System (the System). This agreement took effect on January 1, 2009 and expires on June 30, 2014.

The key terms of this Service Agreement include: The Town of Stratford is required to deliver, or cause to be delivered, to the System solid waste generated within its boundaries up to its minimum commitment of 27,144 tons per year. The aggregate minimum commitment of all of the Contracting Municipalities is 265,000 tons per year.

The 2011 tipping fee is \$62.04 per ton and is adjusted annually based on 75% of the increase in the consumer price index (CPI). Tipping fees adjustments will be applied as changes occur to the cost of diesel fuel, as environmental costs increase and as additional taxes are imposed. The 2011 CRRRA (Authority) fee is \$2.05 per ton and will be adjusted annually based on the CPI.

Towns not delivering their guaranteed minimum tonnage shall share, as agreed to among the municipalities or proportionately, any lost tip fees resulting from the failure to deliver 90% of the aggregate guaranteed tonnage in any contract year. Towns delivering in excess of their guaranteed minimum shall share the cost of any excess waste disposal charges imposed upon delivery of more than 110% of the aggregate guaranteed tonnage in any one year. Adjustments to aggregate guaranteed tonnage may occur if reductions are realized through new recycling ventures.

11. OTHER POSTEMPLOYMENT BENEFITS

Post Employment Benefits

A. Plan Description and Membership

The Town, in accordance with various collective bargaining agreements, provides retiree medical benefits for the lifetime of the retired member and covered dependents. The single-employer plan covers Town, Board of Education, Police and Fire employees as further defined in collective bargaining agreements and other written materials. Eligibility and premium sharing information is detailed in the various collective bargaining agreements. The Town does not issue separate stand alone financial statements for the plan. At July 1, 2010, plan membership consisted of the following:

Active members	1,095
Retired members	797
Spouses of retired members	<u>353</u>
Total Participants	<u><u>2,245</u></u>

B. Funding Policy

The city currently pays for postemployment benefits on a pay-as-you-go basis. As of June 30, 2011 the Town has not established a trust fund to irrevocably segregate assets to fund the liability associated with the post employment benefits, which would require the reporting of a trust fund in accordance with GASB guidelines. The contribution requirements of plan members and the Town are also negotiated with the various unions representing the employees. Retired plan members and beneficiaries currently receiving benefits are required to contribute specified amounts monthly towards the cost of health insurance premiums as follows:

Town Hall

Generally retirees and their dependents are covered after 23 years of continuous service by retiree and, if hired after July 1, 1977, age 50, or 5 years of service and age 55.

Medical Benefits:

Retire prior to July 1, 1986 - Town pays 100% of the cost for the retiree and 50% of the cost for the dependents.

Retire after July 1, 1986 and prior to signing of 1987-1990 collective bargaining agreement - Town pays 75% of the cost for the retiree and 50% of the cost for the dependents.

Retire after signing of 1987-1990 collective bargaining agreement - Town pays 100% of the cost for the retiree and 50% of the cost for the dependents.

Life Insurance:

Retire before September 1, 1999 - \$5,000 until age 65.

Retire after September 1, 1999 - \$25,000 until age 70, \$5,000 thereafter.

Police

Generally retirees and their dependents are covered after 25 years of service.

Medical Benefits:

Town pays 100% of the cost for the retiree and 50% of the cost for the dependents.

Life Insurance:

\$5,000 until age 65.

Firefighters

Generally retirees and their dependents are covered after 25 years of service.

Medical Benefits:

Retire prior to July 1, 1987 - Benevolent Society pays 100% of the cost for the retiree and 50% of the cost for the dependents.

Retire after July 1, 1987 and prior to July 1, 1989 - Town pays 50% of the cost for the retiree and 50% of the cost for the dependents.

Retire on or after July 1, 1989 - Town pays 100% of the cost for the retiree and 50% of the cost for the dependents.

Public Works

Generally retirees and their dependents are covered after 23 years of continuous service by retiree and, if hired after July 1, 1985, age 50, or 5 years of service and age 55.

Medical Benefits:

Retire prior to July 1, 1985 - Town pays 50% of the cost for the retiree and 50% of the cost for the dependents.

Retire after July 1, 1985 and prior to July 1, 1986 - Town pays 100% of the cost for the retiree and 50% of the cost for the dependents.

Retire after July 1, 1986 and prior to July 1, 1987 - Town pays 75% of the cost for the retiree and 50% of the cost for the dependents.

Retire on or after July 1, 1987 - Town pays 100% of the cost for the retiree and 50% of the cost for the dependents.

Life Insurance:

\$5,000 until age 65.

Supervisors

Generally retirees and their dependents are covered after 23 years of continuous service by retiree and, if hired after April 1, 1985, age 50, or 5 years of service and age 55.

Medical Benefits:

Retire prior to July 2, 1985 - Town pays 50% of the cost for the retiree and 50% of the cost for the dependents.

Retire after July 2, 1985 and prior to March 31, 1986 - Town pays 100% of the cost for the retiree and 50% of the cost for the dependents.

Retire after April 1, 1986 and prior to September 4, 1987 - Town pays 75% of the cost for the retiree and 50% of the cost for the dependents.

Retire on or after September 4, 1987 - Town pays 100% of the cost for the retiree and 50% of the cost for the dependents.

Life Insurance:

Retire after August 2, 1985, \$5,000 until age 65.

BOE Custodians

Generally retirees and their dependents are covered after 23 years of continuous service by retiree and, if hired after April 1, 1985, age 50, or 5 years of service and age 55.

Medical and Dental Benefits:

Board pays 100% of the cost for the retiree and 50% of the cost for the dependents.

Life Insurance:

\$15,000.

BOE Nurses

Generally retirees and their dependents are covered after 23 years of continuous service by retiree and, if hired after July 1, 1977, age 50, or 5 years of service and age 55.

Medical and Dental Benefits:

Board pays 50% of the cost for the retiree only.

BOE Administrators

Generally an administrator retiring under the Connecticut State Teachers Retirement System shall be eligible to receive health benefits for self and spouse.

Normal retirement for administrators is the earliest of age 60 with 20 years of service, or completion of 35 years of service regardless of age. Early retirement is the earliest of age 60 with 10 years of service, any age with 25 years of service, or age 55 with 20 years of service.

Medical and Dental Benefits:

Board pays 50% of the cost for the retiree only.

BOE Paraprofessional/Cafeteria Workers

Generally retirees and their dependents are covered after 23 years of continuous service by retiree and, if hired after April 1, 1985, age 50, or 5 years of service and age 55.

Medical and Dental Benefits:

Board pays 100% of the cost for the retiree and 50% of the cost for the dependents.

Life Insurance:

\$7,000.

BOE Secretaries

Generally retirees and their dependents are covered after 23 years of continuous service by retiree and, if hired after April 1, 1985, age 50, or 5 years of service and age 55.

Medical and Dental Benefits:

Board pays 100% of the cost for the retiree and 50% of the cost for the dependents.

Life Insurance:

\$15,000.

BOE Teachers

Generally a teacher retiring under the Connecticut State Teachers Retirement System shall be eligible to receive benefits for self and spouse at the earliest age of 60 with 20 years of service, or completion of 35 years of service regardless of age. Early retirement is the earliest of age 60 with 10 years of service, any age with 25 years of service, or age 55 with 20 years of service.

Medical and Dental Benefits:

Board pays 50% of the cost for the retirees only.

C. Description of Actuarial Assumptions and Methods

The following is a summary of certain significant actuarial assumptions and other PERS information:

	<u>Town</u>	<u>Board of Education</u>
Actuarial valuation date	July 1, 2010	July 1, 2010
Actuarial cost method	Projected Unit Credit Cost	Projected Unit Credit Cost
Amortization method	Level dollar	Level dollar
Remaining amortization period	29 years - closed	29 years - closed
Actuarial assumptions:		
Investment rate of return	4.0%/annum	4.0%/annum
Medical inflation rate	4.0%/annum	4.0%/annum

D. Annual OPEB Cost and Net OPEB Obligations

The Town of Stratford's annual other post employment benefit (OPEB) cost is calculated based on the annual required contribution (ARC), an amount actuarially determined in accordance with the parameters of GASB Statement No. 45. The ARC represents a level of funding that, if paid on an ongoing basis, is projected to cover normal cost each year and amortize any unfunded actuarial liabilities (or funding excess) over a period not to exceed thirty years. The following table shows the components of the Town's annual OPEB cost for the year, the amount actually contributed to the plan, and changes in the Town's net OPEB obligation (asset):

	<u>Town</u>	<u>Board of Education</u>
Annual required contribution (ARC)	\$ 9,171,800	\$ 5,749,200
Interest on OPEB obligation	398,600	344,800
Adjustment to annual required contribution	<u>(383,900)</u>	<u>(332,100)</u>
Annual OPEB cost	9,186,500	5,761,900
Contributions made	<u>3,265,600</u>	<u>2,074,200</u>
Increase in net OPEB obligation	5,920,900	3,687,700
Net OPEB obligation, beginning of year	<u>9,966,100</u>	<u>8,620,700</u>
Net OPEB obligation, end of year	<u>\$ 15,887,000</u>	<u>\$ 12,308,400</u>

The Town's annual OPEB cost, the percentage of annual OPEB cost contributed to the plan, and the net OPEB obligation for the fiscal year ended June 30, 2011 is presented below.

Town

Fiscal Year Ended	Annual OPEB Cost (AOC)	Actual Contribution	Percentage of AOC Contributed	Net OPEB Obligation (Asset)
6/30/2011	\$ 9,186,500	\$ 3,265,600	35.5%	\$ 15,887,000
6/30/2010	8,630,200	3,113,100	36.1	9,966,100
6/30/2009	5,207,700	2,875,200	55.2	4,449,000

Board of Education

Fiscal Year Ended	Annual OPEB Cost (AOC)	Actual Contribution	Percentage of AOC Contributed	Net OPEB Obligation (Asset)
6/30/2011	\$ 5,761,900	\$ 2,074,200	36.0%	\$ 12,308,400
6/30/2010	5,419,300	2,019,400	49.4	8,620,700
6/30/2009	5,091,900	1,882,800	36.9	5,220,800

Actuarial valuations of an ongoing plan involve estimates of the value of reported amounts and assumptions about the probability of occurrence of events far into the future. Examples include assumptions about the future employment, mortality and the healthcare cost trend. Amounts determined regarding the funded status of the plan and the annual required contributions of the employer are subject to continual revision as accrual results are compared with past expectations and new estimates are made about the future. The following schedule of funding progress presents multi-year trend information about whether the actuarial value of plan assets is increasing or decreasing over time relative to the actuarial accrued liabilities for benefits.

Schedule of Funding Progress

Town

Actuarial Valuation Date	Actuarial Value of Assets	Actuarial Accrued Liability (AAL)	Unfunded AAL (OAAL)	Funded Ratio	Covered Payroll	UAAL as a Percentage of Covered Payroll
7/1/2007	\$ -0-	\$ 55,487,000	\$ 55,487,000	0.0 %	N/A	N/A
7/1/2008	-0-	58,760,000	58,760,000	0.0	N/A	N/A
7/1/2010	-0-	67,290,000	67,290,000	0.0	N/A	N/A

Board of Education

Actuarial Valuation Date	Actuarial Value of Assets	Actuarial Accrued Liability (AAL)	Unfunded AAL (OAAL)	Funded Ratio	Covered Payroll	UAAL as a Percentage of Covered Payroll
7/1/2007	\$ -0-	\$ 42,562,000	\$ 42,562,000	0.0 %	N/A	N/A
7/1/2008	-0-	63,155,000	63,155,000	0.0	N/A	N/A
7/1/2010	-0-	44,046,000	44,046,000	0.0	N/A	N/A

Schedule of Employer Contributions

Town

<u>Fiscal Year Ended</u>	<u>Annual Required Contribution</u>	<u>Percentage Contributed</u>
6-30-11	\$ 9,171,800	35.6%
6-30-10	8,617,400	36.1
6-30-09	5,164,000	55.7

Board of Education

<u>Fiscal Year Ended</u>	<u>Required Contribution</u>	<u>Percentage Contributed</u>
6-30-11	\$ 5,749,200	36.1%
6-30-10	5,404,400	37.4
6-30-09	5,083,500	37.0

Projections for benefits for financial reporting purposes are based on the substantive plan (the plan as understood by the employer and plan members) and include the types of benefits provided at the time of each valuation and the historical pattern of sharing benefit cost between the employer and plan members to that point. The actuarial methods and assumptions used include techniques that are designed to reduce the effects of short-term volatility in actuarial accrued liabilities and the actuarial value of assets, consistent with the long-term perspective of the calculations.

12. LANDFILL CLOSURE AND POSTCLOSURE MONITORING

State and federal laws and regulations require that the Town place a final cover on its closed landfill and perform certain maintenance and monitoring functions at the landfill site for 30 years after closure. The estimated total current cost of the landfill closure and postclosure care, aggregating approximately \$12.0 million, is based on the amount estimated to be paid for all equipment, facilities and services required to close, monitor and maintain the landfills as of June 30, 2011. However, the actual cost of closure and postclosure care may be higher due to inflation, changes in technology or changes in landfill laws and regulations. Costs will be funded through the issuance of general obligation bonds and state and federal grants. The Town is currently in discussions with the Department of Environmental Protection to develop and implement a superfund site plan, which needs to occur prior to the capping process.

13. EMPLOYEE RETIREMENT SYSTEMS AND PENSION PLANS

Employee Defined Benefit Pension Plan

A. Plan Description

The Town is the administrator of a single-employer defined benefit public employee retirement system (PERS) established and administered by the Town to provide pension benefits for its employees. The PERS is considered to be a part of the Town's financial reporting entity and is included in the Town's financial reports as the Defined Benefit Pension Trust Fund. Stand-alone plan reports are not available.

As of July 1, 2009, the date of the most recent actuarial valuation, membership consisted of the following:

Retirees and beneficiaries:	
Currently receiving benefits	588
Vested, benefits deferred	36
Current employees:	
Vested	260
Nonvested	105
	<hr/>
Total	989
	<hr/> <hr/>

The Town covers all full-time salaried Town employees, noncertified employees of the Board of Education and all full-time uniformed and investigative employees classified as Police Officers and Firefighters. The Town provides all retirement, death and disability benefits through a single employer, contributory, defined benefit plan. Under the plan, all employees are eligible to join after their probationary period.

B. Summary of Significant Accounting Policies and Plan Asset Matters

Basis of Accounting: Plan financial statements are prepared using the accrual basis of accounting. Employee and employer contributions are recognized as revenues in the period in which employee services are performed. Benefits and refunds are recognized when due and payable in accordance with the terms of the plan. Administrative costs are funded with investment earnings of the plan.

Method Used to Value Investments: Investments are reported at fair value. Investment income is recognized when earned and gains and losses on sales or exchanges of investments are recognized on the transaction date. Unrealized gains and losses due to appreciation and depreciation of Plan assets are also recognized at fiscal year end.

C. Funding Policy

The PERS is a contributory defined benefit plan. Participants in the State Teachers' Retirement System and officials elected by popular vote are excluded. Employees hired after age 45 are also excluded, but included in a separate defined contribution plan. Also, police and firefighters are included in a separate defined contribution annuity plan as well as the defined benefit plan.

Under the Town's defined benefit plan, all employees hired and working 20 hours or more per week are eligible. Employees are 100% vested after 10 years of service. The retirement benefit is calculated at 2.4% of average compensation during the 24 months immediately prior to retirement multiplied by up to 25 years of service. The calculation for service over 25 years varies by union contract. Employees are required to contribute 8% of their salaries to the defined benefit plan except for Police hired after October 17, 1996 who contribute 7%. If an employee leaves covered employment or dies before 10 years of service, accumulated employee contributions and related investment earnings are refunded. The Town is required to contribute the remaining amounts necessary to finance the coverage for its employees. Benefits and contributions are established by the Town and may be amended only by the Town Council and Union negotiations.

D. Annual Pension Cost and Net Pension Obligation

The Town's annual pension cost and net pension obligation to the plan for the year ended June 30, 2011 were as follows:

Annual required contribution	\$ 8,526,398
Interest on net pension obligation	(1,200,389)
Adjustment to annual required contribution	<u>1,087,238</u>
Annual pension cost	8,413,247
Contributions made	<u>8,526,398</u>
Increase in net pension asset	(113,151)
Net Pension Asset, July 1, 2010	<u>(14,550,174)</u>
Net Pension Asset, June 30, 2011	\$ <u><u>(14,663,325)</u></u>

The following is a summary of certain significant actuarial assumptions and other Plan information:

Actuarial cost method	Entry Age Normal
Amortization method	Level Percent of Payroll, Closed
Remaining amortization period	21 years
Asset valuation method	Fair value-smoothed
Investment rate of return	8.25% per annum
Retirement:	
Police	25 years of continuous service
Fire	25 years of continuous service
Board of Education and Supervisors	23 years of continuous service and, if hired after 4/1/85, age 50, or 5 years of service and age 55.
Para-Professionals	23 years of continuous service and, if hired after 4/1/85, age 50, or 5 years of service and age 55.
Public Works	23 years of continuous service and, if hired after 7/1/85, age 50, or 5 years of service and age 55.
Town Hall and Nurses	23 years of continuous service and, if hired after 7/1/77, age 50, or 5 years of service and age 55.
Mortality table	1994 Group Annuity Mortality Table
Salary increases	1.5% per annum
Inflation rate	2.5% per annum
Post-retirement benefit increases	0.0% per annum

E. Trend Information

Fiscal Year Ended	Annual Pension Cost (APC)	Percentage of APC Contributed	Net Pension Obligation (Asset)
6/30/11	\$ 8,413,247	101.3%	\$ (14,663,325)
6/30/10	7,090,252	102.0	(14,550,174)
6/30/09	5,448,823	96.2	(14,406,974)

Schedule of Employer Contributions

Fiscal Year Ended	Annual Required Contribution	Percentage Contributed
6/30/11	\$ 8,526,398	100.0%
6/30/10	7,233,412	100.0
6/30/09	5,622,712	93.2
6/30/08	5,646,579	100.4
6/30/07	12,435,843	897.8
6/30/06	11,651,536	41.5

F. Pension Plan Required Supplementary Information

**Schedule of Funding Progress
(In Thousands)**

Actuarial Valuation Date	Actuarial Value of Assets (a)	Actuarial Liability(AAL) (b)	Funded (Unfunded) AAL (UAAL) (b-a)	Funded Ratio (a/b)	Covered Payroll (c)	UAAL as a % of Covered Payroll ((b-a)/c)
7/1/09	\$ 123,652	\$ 232,659	\$ 92,796	53.1%	\$ 24,238	449.7%
7/1/08	132,753	225,549	92,796	58.9	24,002	386.6
7/1/07	136,090	208,935	72,845	65.1	24,495	297.4
7/1/06	11,053	204,337	193,284	5.4	24,882	537.0
7/1/05	15,502	195,581	180,079	8.0	26,482	680.0
7/1/04	20,649	191,851	171,202	10.8	24,130	709.5

Defined Contribution Pension Plan

The Town administers a defined contribution pension plan which was opened to new members and contributions beginning in 1999. In a defined contribution plan, benefits depend solely on the amounts contributed to the plan plus investment earnings. Employees are vested after five years of service with the Town and contribute between 6-8% annually, depending on union. Plan investments are reported at fair value. Benefits and contributions are established by the Town and may be amended by the Town Council and union negotiations. The Town's contribution for the fiscal years ended June 30, 2011 and 2010 were \$687,164 and \$700,390, respectively.

Connecticut State Teachers' Retirement System

The faculty and professional personnel of the Board of Education participate in a contributory defined benefit plan, established under Chapter 167a of the Connecticut General Statutes, which is administered by the Connecticut State Teachers' Retirement Board. A teacher is eligible to receive normal retirement benefits if he or she has attained age 60 and has accumulated 20 years of credited service in the public schools of Connecticut or has attained any age and has accumulated 35 years of credited service, at least 25 of which are service in the public schools of Connecticut. The financial statements of the Plan are available from the Connecticut State Teachers' Retirement Board, 21 Grand Street, Hartford, Connecticut 06105.

Certain part-time and full-time certified teachers are eligible to participate in the plan and are required to contribute 7.25% of their annual earnings to the plan. The Town does not, and is not legally responsible to contribute to the plan.

The State of Connecticut contributes based on actuarially determined amounts. The funding level was determined based on an actuarial valuation of the plan as a whole, which does not provide actuarial information on an individual city/town basis.

In addition, the Town has recognized revenues and expenditures for on-behalf payments for pension contributions paid directly to the Connecticut State Teachers' Retirement System by the State of Connecticut. Such on-behalf payments were \$7,464,902 for the year ended June 30, 2011.

14. PRIOR PERIOD ADJUSTMENTS

During the year, the Town implemented GASB Statement #54. This required the Town to review their special revenue funds and determine if they have a revenue source which constitutes a substantial portion of the resources in a fund that is restricted or committed for a specific purpose. As a result, one funds required classifications.

The beginning fund balances for the following funds were restated as follows:

	<u>General Fund</u>	<u>Nonmajor and Other Funds</u>
Balance June 30, 2010	\$ 8,498,405	\$ 4,651,791
Reclass to General Fund	<u>131,133</u>	<u>(131,133)</u>
Restated Fund Balance, June 30, 2010	<u>\$ 8,629,538</u>	<u>\$ 4,520,658</u>

**Required Supplementary
Information**

TOWN OF STRATFORD, CONNECTICUT

GENERAL FUND

SCHEDULE OF REVENUES AND OTHER FINANCING SOURCES
BUDGET AND ACTUAL (NON-GAAP BUDGETARY BASIS)

FOR THE YEAR ENDED JUNE 30, 2011

	<u>Budgeted Amounts</u>		<u>Actual</u>	<u>Variance Positive (Negative)</u>
	<u>Original</u>	<u>Final</u>		
Property taxes:				
Current levy	\$ 146,724,497	\$ 146,724,497	\$ 147,220,489	\$ 495,992
Arrears	1,950,000	1,950,000	1,588,650	(361,350)
Interest and lien fees	988,000	988,000	1,186,635	198,635
Payments in lieu of taxes	211,744	211,744	271,601	59,857
Total property taxes	<u>149,874,241</u>	<u>149,874,241</u>	<u>150,267,375</u>	<u>393,134</u>
Intergovernmental revenues:				
State:				
Education equalization grant	20,495,602	20,495,602	17,579,725	(2,915,877)
School bond principal	722,697	722,697	722,697	-
School bond interest	131,660	131,660	131,660	-
Special education	1,642,536	1,642,536	1,642,536	-
Veterans' additional relief	115,059	115,059	163,591	48,532
Aid for the blind	13,284	13,284		(13,284)
In lieu of State property tax	248,608	248,608	250,034	1,426
Health and welfare	86,909	86,909	81,559	(5,350)
State disability exemption	9,160	9,160	10,096	936
Elderly exemption and circuit breaker	568,749	568,749	562,675	(6,074)
Elderly freeze	14,834	14,834	12,834	(2,000)
State transportation	439,613	439,613	270,432	(169,181)
State nonpublic transportation	61,393	61,393	55,036	(6,357)
State telephone 86-178	136,262	136,262	119,647	(16,615)
In lieu of boat tax			40,197	40,197
Manufacturing pilot grant	3,877,980	3,877,980	2,838,621	(1,039,359)
Airplane registration	47,560	47,560	51,630	4,070
Mashantucket grant	133,630	133,630	134,204	574
Total state	<u>28,745,536</u>	<u>28,745,536</u>	<u>24,667,174</u>	<u>(4,078,362)</u>
Federal:				
Civil preparedness	13,000	13,000	15,833	2,833
Federal grants				-
Total federal	<u>13,000</u>	<u>13,000</u>	<u>15,833</u>	<u>2,833</u>
Total intergovernmental revenues	<u>28,758,536</u>	<u>28,758,536</u>	<u>24,683,007</u>	<u>(4,075,529)</u>

(Continued on next page)

TOWN OF STRATFORD, CONNECTICUT

**SCHEDULE OF REVENUES AND OTHER FINANCING SOURCES
BUDGET AND ACTUAL (NON-GAAP BUDGETARY BASIS) (CONTINUED)**

FOR THE YEAR ENDED JUNE 30, 2011

	<u>Budgeted Amounts</u>		<u>Actual</u>	<u>Variance Positive (Negative)</u>
	<u>Original</u>	<u>Final</u>		
Departmental revenues:				
Town Clerk	\$ 735,200	\$ 735,200	\$ 691,165	\$ (44,035)
Police Department	76,900	76,900	78,582	1,682
Planning and Zoning	60,050	60,050	86,321	26,271
Health Department	219,125	219,125	231,725	12,600
Education	76,000	76,000	185,236	109,236
Public Works	13,100	13,100	12,302	(798)
Finance	60,000	60,000	283,832	223,832
Recreation	266,600	266,600	276,836	10,236
Sanitation	250,000	250,000	188,779	(61,221)
Inland Wetlands	26,000	26,000	22,176	(3,824)
Baldwin Center	7,500	7,500	9,003	1,503
Total departmental revenues	<u>1,790,475</u>	<u>1,790,475</u>	<u>2,065,957</u>	<u>275,482</u>
Licenses and permits:				
Building permits	310,000	309,381	445,032	135,651
Boothe Memorial Park income	36,000	36,619	18,283	(18,336)
Building education training fee	1,400	1,400	259	(1,141)
Public Works licenses	1,300	1,300	1,450	150
Street and sewer permits	15,000	15,000	29,545	14,545
Total licenses and permits	<u>363,700</u>	<u>363,700</u>	<u>494,569</u>	<u>130,869</u>
Investment income	<u>190,000</u>	<u>190,000</u>	<u>100,729</u>	<u>(89,271)</u>
Other:				
Miscellaneous rental:				
Cell tower rentals	77,476	77,476	101,612	24,136
Other Baldwin rental	5,500	5,500	4,117	(1,383)
Medicare reimbursement	70,000	70,000	55,692	(14,308)
Health reimbursements	1,895,000	1,895,000	2,212,125	317,125
Social Security reimbursements	331,854	331,854	335,546	3,692
Fire and liability reimbursements	208,946	208,946	208,946	-
Fire administration miscellaneous revenue	11,000	11,000	30,865	19,865
Medical examination reimbursements	24,000	24,000	17,700	(6,300)
Workers' compensation reimbursement	170,000	170,000	170,000	-
Workers' compensation recovery	50,000	50,000	55,000	5,000
Library refunds and reimbursements			7,472	7,472

(Continued on next page)

TOWN OF STRATFORD, CONNECTICUT

**SCHEDULE OF REVENUES AND OTHER FINANCING SOURCES
BUDGET AND ACTUAL (NON-GAAP BUDGETARY BASIS) (CONTINUED)**

FOR THE YEAR ENDED JUNE 30, 2011

	<u>Budgeted Amounts</u>		<u>Actual</u>	<u>Variance Positive (Negative)</u>
	<u>Original</u>	<u>Final</u>		
Other (continued):				
Insurance recovery	\$ 8,000	\$ 8,000	\$ 35,531	\$ 27,531
Historic Commission fees	350	350	245	(105)
Capital Improvement Earnings	400,000	400,000	72,201	(327,799)
Donation			387	387
Plan forfeits	1,900	1,900	4,125	2,225
Police special duty - administration	68,750	68,750	87,447	18,697
Police special duty - reimbursement			981,526	981,526
Miscellaneous	66,100	66,100	52,583	(13,517)
Boothe Estates	35,439	35,439	38,151	2,712
Total other	<u>3,424,315</u>	<u>3,424,315</u>	<u>4,471,271</u>	<u>1,046,956</u>
Total revenues	184,401,267	184,401,267	182,082,908	(2,318,359)
Other financing sources:				
Transfers in	<u>877,635</u>	<u>877,635</u>	<u>822,635</u>	<u>(55,000)</u>
Total	<u>\$ 185,278,902</u>	<u>\$ 185,278,902</u>	182,905,543	<u>\$ (2,373,359)</u>

Budgetary revenues are different than GAAP revenues because:

State of Connecticut on-behalf contributions to the Connecticut State Teachers' Retirement System for Town teachers are not budgeted	7,464,902
Issuance of refunding bonds not budgeted	65,572,343
Premium on bond refunding not budgeted	935,117
Dog Fund revenue not budgeted in the general fund	<u>28,124</u>

Total Revenues and Other Financing Sources as Reported on the Statement of Revenues, Expenditures and Changes in Fund Balances - Governmental Funds - Exhibit IV

\$ 256,906,029

TOWN OF STRATFORD, CONNECTICUT

GENERAL FUND

SCHEDULE OF EXPENDITURES AND OTHER FINANCING USES
BUDGET AND ACTUAL (NON-GAAP BUDGETARY BASIS)

FOR THE YEAR ENDED JUNE 30, 2011

	Budgeted Amounts		Actual	Variance Positive (Negative)
	Original	Final		
Administration:				
Council Clerk	\$ 82,224	\$ 82,224	\$ 65,804	\$ 16,420
Office of the Mayor	263,990	263,990	232,400	31,590
Human resources	450,264	450,264	665,948	(215,684)
Town Attorney	1,579,308	1,579,308	1,530,743	48,565
Chief Administrative Officer	227,800	227,800	215,081	12,719
Department of Planning	334,626	334,626	329,762	4,864
Registrar of Voters	226,139	226,139	197,365	28,774
Town Clerk	365,386	365,386	357,346	8,040
Town buildings	639,576	639,576	628,886	10,690
Agencies	143,635	143,635	127,863	15,772
Total	<u>4,312,948</u>	<u>4,312,948</u>	<u>4,351,198</u>	<u>(38,250)</u>
Contingency	<u>3,089,447</u>	<u>3,089,447</u>	<u>2,087,028</u>	<u>1,002,419</u>
Employee benefits	<u>25,196,676</u>	<u>25,196,676</u>	<u>25,323,645</u>	<u>(126,969)</u>
Finance:				
Administration	153,314	153,314	156,322	(3,008)
Accounting	420,201	420,201	400,271	19,930
Data processing	399,154	399,154	407,720	(8,566)
Purchasing	148,542	148,542	149,931	(1,389)
Tax Assessor	433,278	433,278	426,237	7,041
Tax Collector	477,274	477,274	474,238	3,036
Total	<u>2,031,763</u>	<u>2,031,763</u>	<u>2,014,719</u>	<u>17,044</u>
Human development:				
Community services	237,770	237,770	240,965	(3,195)
Economic Community Development	183,850	183,850	83,205	100,645
Health Department	630,414	630,414	593,696	36,718
Recreation Department	595,155	595,155	654,466	(59,311)
Senior Services	581,549	581,549	579,338	2,211
Sterling House	122,885	122,885	122,885	-
Stratford Library Association	2,874,217	2,874,217	2,800,351	73,866
Visiting Nurses Association	53,500	53,500	53,500	-
Short Beach	136,855	136,855	134,846	2,009
Total	<u>5,416,195</u>	<u>5,416,195</u>	<u>5,263,252</u>	<u>152,943</u>

(Continued on next page)

TOWN OF STRATFORD, CONNECTICUT

GENERAL FUND

SCHEDULE OF EXPENDITURES AND OTHER FINANCING USES
BUDGET AND ACTUAL (NON-GAAP BUDGETARY BASIS) (CONTINUED)

FOR THE YEAR ENDED JUNE 30, 2011

	Budgeted Amounts		Actual	Variance Positive (Negative)
	Original	Final		
Physical development:				
Public works:				
Administration	\$ 1,043,308	\$ 1,043,308	\$ 1,077,753	\$ (34,445)
Building inspection	222,555	222,555	225,423	(2,868)
Building maintenance	1,156,938	1,156,938	1,145,374	11,564
Engineering	453,787	453,787	538,702	(84,915)
Parks	1,914,402	1,914,402	2,346,557	(432,155)
Highways	2,182,227	2,182,227	2,172,669	9,558
Town garage	591,182	591,182	609,422	(18,240)
Sanitation/refuse	3,935,815	3,935,815	3,777,343	158,472
Total	<u>11,500,214</u>	<u>11,500,214</u>	<u>11,893,243</u>	<u>(393,029)</u>
Public safety:				
Fire Department:				
Administration	717,086	717,086	665,695	51,391
Firefighting	9,194,644	9,194,644	10,005,440	(810,796)
Fire prevention	248,065	248,065	185,960	62,105
Police Department:				
Administration	1,187,408	1,187,408	1,132,312	55,096
Investigation	1,534,272	1,534,272	1,484,663	49,609
Patrol	4,977,191	4,977,191	6,252,247	(1,275,056)
Records	225,950	225,950	230,826	(4,876)
Traffic	1,062,778	1,062,778	942,917	119,861
Professional Standards	540,401	540,401	443,162	97,239
Communications center	735,563	735,563	787,516	(51,953)
Total	<u>20,423,358</u>	<u>20,423,358</u>	<u>22,130,738</u>	<u>(1,707,380)</u>
Board of Education	<u>92,402,182</u>	<u>92,402,182</u>	<u>89,477,020</u>	<u>2,925,162</u>
Debt service:				
Bonds payable:				
Principal retirement	12,585,976	12,585,976	12,335,886	250,090
Interest	6,446,246	6,446,246	6,593,297	(147,051)
Total	<u>19,032,222</u>	<u>19,032,222</u>	<u>18,929,183</u>	<u>103,039</u>
Total expenditures	<u>183,405,005</u>	<u>183,405,005</u>	<u>181,470,026</u>	<u>1,934,979</u>

(Continued on next page)

TOWN OF STRATFORD, CONNECTICUT

GENERAL FUND

SCHEDULE OF EXPENDITURES AND OTHER FINANCING USES
BUDGET AND ACTUAL (NON-GAAP BUDGETARY BASIS) (CONTINUED)

FOR THE YEAR ENDED JUNE 30, 2011

	<u>Budgeted Amounts</u>		<u>Actual</u>	<u>Variance Positive (Negative)</u>
	<u>Original</u>	<u>Final</u>		
Other financing uses:				
Transfers out	\$ 1,873,897	\$ 1,873,897	\$ 1,579,768	\$ 294,129
Total	\$ 185,278,902	\$ 185,278,902	183,049,794	\$ 2,229,108

Budgetary expenditures are different than GAAP expenditures because:

State of Connecticut on-behalf payments to the Connecticut State Teachers' Retirement System for Town teachers are not budgeted	7,464,902
Encumbrances for purchases and commitments ordered but not received are reported in the year the order is placed for budgetary purposes, but in the year received for financial reporting purposes	(297,136)
Payment to escrow agent not budgeted	66,087,648
Refunding bond issuance cost not budgeted	419,812
Dog Fund expenditures not budgeted in the general fund	<u>227,184</u>

Total Expenditures and Other Financing Uses as Reported on the Statement of Revenues, Expenditures and Changes in Fund Balances - Governmental Funds - Exhibit IV

\$ 256,952,204

Combining and Individual Fund Statements and Schedules

General Fund

GENERAL FUND

The General Fund is used to account for resources traditionally associated with government which are not required legally or by sound financial management to be accounted for in another fund.

TOWN OF STRATFORD, CONNECTICUT

GENERAL FUND

BALANCE SHEET

JUNE 30, 2011 AND 2010

	<u>2011</u>	<u>2010</u>
ASSETS		
Cash and cash equivalents	\$ 16,917,401	\$ 21,604,618
Investments		
Receivables, net	8,810,656	8,870,481
Due from other funds	<u>27,984,816</u>	<u>14,959,321</u>
Total Assets	<u>\$ 53,712,873</u>	<u>\$ 45,434,420</u>
LIABILITIES AND FUND BALANCE		
Liabilities:		
Accounts payable	\$ 5,140,704	\$ 4,152,530
Accrued liabilities	1,345,807	1,250,078
Deferred revenue	7,410,629	7,440,356
Due to other funds	<u>31,232,370</u>	<u>24,093,051</u>
Total liabilities	<u>45,129,510</u>	<u>36,936,015</u>
Fund balance:		
Assigned	2,322,228	1,894,467
Unassigned	<u>6,261,135</u>	<u>6,603,938</u>
Total fund balance	<u>8,583,363</u>	<u>8,498,405</u>
Total Liabilities and Fund Balance	<u>\$ 53,712,873</u>	<u>\$ 45,434,420</u>

TOWN OF STRATFORD, CONNECTICUT

GENERAL FUND

REPORT OF TAX COLLECTOR

FOR THE YEAR ENDED JUNE 30, 2011

Grand List	Uncollected Taxes July 1, 2010	Current Levy	Lawful Corrections	Transfers To Suspense	Adjusted Taxes Collectible	Collections				Total Collected	Uncollected Taxes June 30, 2011
						Taxes Paid	Interest	Lien	Other		
2009	\$	\$ 151,190,208	\$ (940,177)	\$ (1,189)	\$ 150,248,842	\$ 146,798,179	\$ 541,381	\$ 4,032	\$ 12,227	\$ 147,355,819	\$ 3,450,663
2008	2,988,191		(2,448)		2,985,743	2,000,400	403,079	7,987	41,554	2,453,020	985,343
2007	814,939		(131,127)		683,812	189,691	94,605	1,080	21,202	306,578	494,121
2006	481,930		(160,571)	(295,077)	26,282	(36,508)	54,559	432	12,427	30,910	62,790
2005	3,569		(156,513)		(152,944)	(158,648)	(145)	120		(158,673)	5,704
2004	20,611		(32,969)		(12,358)	(33,045)	(87)	72		(33,060)	20,687
2003	28,614				28,614	24	(78)	72	3	21	28,590
2002	4,389		444		4,833	449	131	24		604	4,384
2001	116,402		491		116,893	1,586	1,473		279	3,338	115,307
2000	287,388		453		287,841	1,088	772		115	1,975	286,753
1999	83,701				83,701	10	10			20	83,691
1998	94,156				94,156	346	713		159	1,218	93,810
1997	119,162				119,162	1,275	2,799		611	4,685	117,887
1996	84,083		(399)		83,684	35	84		18	137	83,649
1995	47,398				47,398	796	2,008		264	3,068	46,602
	<u>\$ 5,174,533</u>	<u>\$ 151,190,208</u>	<u>\$ (1,422,816)</u>	<u>\$ (296,266)</u>	<u>\$ 154,645,659</u>	<u>\$ 148,765,678</u>	<u>\$ 1,101,304</u>	<u>\$ 13,819</u>	<u>\$ 88,859</u>	<u>\$ 149,969,660</u>	<u>\$ 5,879,981</u>

**Nonmajor
Governmental Funds**

NONMAJOR GOVERNMENTAL FUNDS

Special Revenue Funds

Special Revenue Funds are used to account for specific revenues that are legally restricted to expenditures for particular purposes.

Fund	Funding Source	Function
School Lunch Program	Sale of food and grants	School lunch program
Community Development	Federal grant - DHUD and program income	Community development programs
Education Federal and State Programs	State and Federal grant	Education programs
Shellfish and Oysters	Grants and local contributions	Activities of Shellfish Commission
Counseling Center	State grants and contributions	Drug addiction counseling
Continuing Education	State and Federal grants	Continuing education
Redevelopment Agency	Grants and local contributions	Stratford Redevelopment Agency
Railroad Property	Collection of fees	Railroad station parking
Miscellaneous Grants	Federal and state grants	Health and social services program
Department of Children and Family Services	Grants and local contributions	Department of Children and Families
Recreation		Recreation programs
Town Aid Road	State grants	Improvements of local roads
Senior Citizens		Baldwin Senior Citizen Center
Police Special Services	Grants and local contributions	State Drug Enforcement Grant
Harbor Management		Harbor management program
Recycling		Recycling program
Gas Pipeline	Donation from Duke Energy	Various projects
Sewer Maintenance		Miscellaneous maintenance of sewer functions
Reserve		Miscellaneous reserve funds

Permanent Funds

Permanent Funds are used to report resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support the reporting government's programs.

Fund	Funding Source	Function
Stratford High School		Student activities
Bunnell High School		Student activities
Stephen Boothe	Donations	Boothe Memorial Park
David Boothe	Donations	Boothe Memorial Park

TOWN OF STRATFORD, CONNECTICUT

COMBINING BALANCE SHEET
NONMAJOR GOVERNMENTAL FUNDS

JUNE 30, 2011

	<u>Special Revenue Funds</u>						
	<u>School Lunch Program</u>	<u>Community Development</u>	<u>Education Federal and State Programs</u>	<u>Shellfish and Oysters</u>	<u>Counseling Center</u>	<u>Continuing Education</u>	<u>Redevelopment Agency</u>
Assets							
Cash and cash equivalents	\$ 350,933	\$ 1,051	\$ 336,923	\$ 64,577	\$ 52,534	\$ 147,194	\$ 416,626
Accounts receivable		115,270					
Intergovernmental	299,380	62,051					
Due from other funds		14,463	24,357		21,574		
Inventory	<u>32,976</u>						
Total Assets	<u>\$ 683,289</u>	<u>\$ 192,835</u>	<u>\$ 361,280</u>	<u>\$ 64,577</u>	<u>\$ 74,108</u>	<u>\$ 147,194</u>	<u>\$ 416,626</u>
Liabilities and Fund Balances							
Liabilities:							
Accounts payable	\$ 839,880	\$ 15,928	\$ 8,916	\$	\$ 308	\$	\$
Accrued liabilities		2,959					
Deferred revenue		115,270	336,923				
Due to other funds		61,140	15,441	2,952			
Total liabilities	<u>839,880</u>	<u>195,297</u>	<u>361,280</u>	<u>2,952</u>	<u>308</u>	<u>-</u>	<u>-</u>
Fund balances:							
Nonspendable	32,976						
Restricted						147,194	
Committed				61,625	73,800		416,626
Unassigned	(189,567)	(2,462)					
Total fund balance	<u>(156,591)</u>	<u>(2,462)</u>	<u>-</u>	<u>61,625</u>	<u>73,800</u>	<u>147,194</u>	<u>416,626</u>
Total Liabilities and Fund Balances	<u>\$ 683,289</u>	<u>\$ 192,835</u>	<u>\$ 361,280</u>	<u>\$ 64,577</u>	<u>\$ 74,108</u>	<u>\$ 147,194</u>	<u>\$ 416,626</u>

(Continued on next page)

TOWN OF STRATFORD, CONNECTICUT
COMBINING BALANCE SHEET (CONTINUED)
NONMAJOR GOVERNMENTAL FUNDS

JUNE 30, 2011

	Special Revenue Funds					
	Railroad Property	Miscellaneous Grants	Department of Children and Family Services	Recreation	Town Aid Road	Senior Citizens
Assets						
Cash and cash equivalents	\$ 1,051,552	\$ 123,434	\$ 152,784	\$ 1,323,134	\$ 321,907	\$ 49,634
Accounts receivable		93,350				
Intergovernmental		806,607	3,360			
Due from other funds		3,709	125,656	13,575		17,798
Inventory						
Total Assets	\$ 1,051,552	\$ 1,027,100	\$ 281,800	\$ 1,336,709	\$ 321,907	\$ 67,432
Liabilities and Fund Balances						
Liabilities:						
Accounts payable	\$ 10,101	\$ 229,558	\$ 4,381	\$ 8,163	\$	\$ 3,717
Accrued liabilities	2,006	9,459	11,069	5,405		371
Deferred revenue		536,787	115,400			
Due to other funds	146,602	370,193	65,066	1,292,491	430,261	
Total liabilities	158,709	1,145,997	195,916	1,306,059	430,261	4,088
Fund balances:						
Nonspendable						
Restricted			85,884			
Committed	892,843			30,650		63,344
Unassigned		(118,897)			(108,354)	
Total fund balance	892,843	(118,897)	85,884	30,650	(108,354)	63,344
Total Liabilities and Fund Balances	\$ 1,051,552	\$ 1,027,100	\$ 281,800	\$ 1,336,709	\$ 321,907	\$ 67,432

(Continued on next page)

TOWN OF STRATFORD, CONNECTICUT
COMBINING BALANCE SHEET (CONTINUED)
NONMAJOR GOVERNMENTAL FUNDS

JUNE 30, 2011

	Special Revenue Funds						
	Police Special Services	Harbor Management	Recycling	Gas Pipeline	Sewer Maintenance	Reserve	Total
Assets							
Cash and cash equivalents	\$ 232,608	\$ 105,607	\$ 11,621	\$ 479,354	\$ 35,576	\$	\$ 5,257,049
Accounts receivable							208,620
Intergovernmental							1,171,398
Due from other funds		3,744				693,666	918,542
Inventory							32,976
Total Assets	\$ 232,608	\$ 109,351	\$ 11,621	\$ 479,354	\$ 35,576	\$ 693,666	\$ 7,588,585
Liabilities and Fund Balances							
Liabilities:							
Accounts payable	\$	\$ 5,143	\$	\$	\$ 24,047	\$	\$ 1,150,142
Accrued liabilities		2,218					33,487
Deferred revenue						693,666	1,798,046
Due to other funds							2,384,146
Total liabilities	-	7,361	-	-	24,047	693,666	5,365,821
Fund balances:							
Nonspendable							32,976
Restricted							233,078
Committed	232,608	101,990	11,621	479,354	11,529		2,375,990
Unassigned							(419,280)
Total fund balance	232,608	101,990	11,621	479,354	11,529	-	2,222,764
Total Liabilities and Fund Balances	\$ 232,608	\$ 109,351	\$ 11,621	\$ 479,354	\$ 35,576	\$ 693,666	\$ 7,588,585

(Continued on next page)

TOWN OF STRATFORD, CONNECTICUT
COMBINING BALANCE SHEET (CONTINUED)
NONMAJOR GOVERNMENTAL FUNDS

JUNE 30, 2011

	<u>Permanent Funds</u>					<u>Interfund Eliminations</u>	<u>Total Nonmajor Governmental Funds</u>
	<u>Stratford High School</u>	<u>Bunnell High School</u>	<u>Stephen Boothe</u>	<u>David Boothe</u>	<u>Total</u>		
Assets							
Cash and cash equivalents	\$ 261,288	\$ 72,709	\$ 12,776	\$ 44,016	\$ 390,789	\$ -	\$ 5,647,838
Accounts receivable					-		208,620
Intergovernmental					-		1,171,398
Due from other funds					-	(80,046)	838,496
Inventory					-		32,976
Total Assets	<u>\$ 261,288</u>	<u>\$ 72,709</u>	<u>\$ 691,823</u>	<u>\$ 1,517,906</u>	<u>\$ 2,543,726</u>	<u>\$ (80,046)</u>	<u>\$ 10,052,265</u>
Liabilities and Fund Balances							
Liabilities:							
Accounts payable	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,150,142
Accrued liabilities					-		33,487
Deferred revenue					-		1,798,046
Due to other funds					-	(80,046)	2,304,100
Total liabilities	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(80,046)</u>	<u>5,285,775</u>
Fund balances:							
Nonspendable					-		32,976
Restricted	261,288	72,709	691,823	1,517,906	2,543,726		2,776,804
Committed					-		2,375,990
Unassigned					-		(419,280)
Total fund balance	<u>261,288</u>	<u>72,709</u>	<u>691,823</u>	<u>1,517,906</u>	<u>2,543,726</u>	<u>-</u>	<u>4,766,490</u>
Total Liabilities and Fund Balances	<u>\$ 261,288</u>	<u>\$ 72,709</u>	<u>\$ 691,823</u>	<u>\$ 1,517,906</u>	<u>\$ 2,543,726</u>	<u>\$ (80,046)</u>	<u>\$ 10,052,265</u>

TOWN OF STRATFORD, CONNECTICUT

COMBINING STATEMENT OF REVENUES, EXPENDITURES
AND CHANGES IN FUND BALANCES
NONMAJOR GOVERNMENTAL FUNDS

FOR THE YEAR ENDED JUNE 30, 2011

	<u>Special Revenue Funds</u>						
	<u>School Lunch Program</u>	<u>Community Development</u>	<u>Education Federal and State Programs</u>	<u>Shellfish and Oysters</u>	<u>Counseling Center</u>	<u>Continuing Education</u>	<u>Redevelopment Agency</u>
Revenues:							
Intergovernmental	\$ 1,493,533	\$ 580,524	\$ 7,624,472	\$	\$	\$	\$
Departmental revenue	1,608,225			50	5,675	411,843	
Licenses and permits				81	65		1,297
Investment income					63,441		
Other		375					
Total revenues	<u>3,101,758</u>	<u>580,899</u>	<u>7,624,472</u>	<u>131</u>	<u>69,181</u>	<u>411,843</u>	<u>1,297</u>
Expenditures:							
Current:							
Education	3,027,149		7,624,472			397,286	
Human development					59,123		
Physical development		566,409		6,945			
Public safety							
Capital outlay							
Total expenditures	<u>3,027,149</u>	<u>566,409</u>	<u>7,624,472</u>	<u>6,945</u>	<u>59,123</u>	<u>397,286</u>	<u>-</u>
Excess (Deficiency) of Revenues over Expenditures	<u>74,609</u>	<u>14,490</u>	<u>-</u>	<u>(6,814)</u>	<u>10,058</u>	<u>14,557</u>	<u>1,297</u>
Other Financing Sources (Uses):							
Transfers in							
Transfers out							
Total other financing sources (uses)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Change in Fund Balances	74,609	14,490	-	(6,814)	10,058	14,557	1,297
Fund Balances at Beginning of Year, as restated	<u>(231,200)</u>	<u>(16,952)</u>	<u>-</u>	<u>68,439</u>	<u>63,742</u>	<u>132,637</u>	<u>415,329</u>
Fund Balances at End of Year	<u>\$ (156,591)</u>	<u>\$ (2,462)</u>	<u>\$ -</u>	<u>\$ 61,625</u>	<u>\$ 73,800</u>	<u>\$ 147,194</u>	<u>\$ 416,626</u>

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TOWN OF STRATFORD, CONNECTICUT

COMBINING STATEMENT OF REVENUES, EXPENDITURES
AND CHANGES IN FUND BALANCES (CONTINUED)
NONMAJOR GOVERNMENTAL FUNDS

FOR THE YEAR ENDED JUNE 30, 2011

	Special Revenue Funds						
	Railroad Property	Miscellaneous Grants	Department of Children and Family Services	Recreation	Town Aid Road	Senior Citizens	Police Special Services
Revenues:							
Intergovernmental	\$	\$ 1,859,878	\$ 304,270	\$	\$ 290,558	\$	\$ 99,568
Departmental revenue				344,046		93,605	
Licenses and permits	308,212						
Investment income	3,453	138	176	1,427		86	3,787
Other					401		
Total revenues	<u>311,665</u>	<u>1,860,016</u>	<u>304,446</u>	<u>345,473</u>	<u>290,959</u>	<u>93,691</u>	<u>103,355</u>
Expenditures:							
Current:							
Education							
Human development	192,844	1,915,253				76,786	
Physical development			543,705	361,687			
Public safety							60,445
Capital outlay					408,501		
Total expenditures	<u>192,844</u>	<u>1,915,253</u>	<u>543,705</u>	<u>361,687</u>	<u>408,501</u>	<u>76,786</u>	<u>60,445</u>
Excess (Deficiency) of Revenues over Expenditures	<u>118,821</u>	<u>(55,237)</u>	<u>(239,259)</u>	<u>(16,214)</u>	<u>(117,542)</u>	<u>16,905</u>	<u>42,910</u>
Other Financing Sources (Uses):							
Transfers in			250,355				
Transfers out	(142,635)						
Total other financing sources (uses)	<u>(142,635)</u>	<u>-</u>	<u>250,355</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Change in Fund Balances	(23,814)	(55,237)	11,096	(16,214)	(117,542)	16,905	42,910
Fund Balances at Beginning of Year, as restated	<u>916,657</u>	<u>(63,660)</u>	<u>74,788</u>	<u>46,864</u>	<u>9,188</u>	<u>46,439</u>	<u>189,698</u>
Fund Balances at End of Year	<u>\$ 892,843</u>	<u>\$ (118,897)</u>	<u>\$ 85,884</u>	<u>\$ 30,650</u>	<u>\$ (108,354)</u>	<u>\$ 63,344</u>	<u>\$ 232,608</u>

(Continued on next page)

TOWN OF STRATFORD, CONNECTICUT

COMBINING STATEMENT OF REVENUES, EXPENDITURES
AND CHANGES IN FUND BALANCES (CONTINUED)
NONMAJOR GOVERNMENTAL FUNDS

FOR THE YEAR ENDED JUNE 30, 2011

Special Revenue Funds

	<u>Harbor Management</u>	<u>Recycling</u>	<u>Gas Pipeline</u>	<u>Sewer Maintenance</u>	<u>Reserve</u>	<u>Total</u>
Revenues:						
Intergovernmental	\$ 27,962	\$	\$	\$	\$	\$ 12,280,765
Departmental revenue	48,946				370,484	2,882,874
Licenses and permits						308,212
Investment income	122		1,540	45		12,217
Other		1,740				65,957
Total revenues	<u>77,030</u>	<u>1,740</u>	<u>1,540</u>	<u>45</u>	<u>370,484</u>	<u>15,550,025</u>
Expenditures:						
Current:						
Education						11,048,907
Human development					370,484	2,614,490
Physical development	50,208					1,528,954
Public safety						60,445
Capital outlay	15,507					424,008
Total expenditures	<u>65,715</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>370,484</u>	<u>15,676,804</u>
Excess (Deficiency) of Revenues over Expenditures	<u>11,315</u>	<u>1,740</u>	<u>1,540</u>	<u>45</u>	<u>-</u>	<u>(126,779)</u>
Other Financing Sources (Uses):						
Transfers in						250,355
Transfers out						(142,635)
Total other financing sources (uses)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>107,720</u>
Net Change in Fund Balances	11,315	1,740	1,540	45	-	(19,059)
Fund Balances at Beginning of Year, as restated	<u>90,675</u>	<u>9,881</u>	<u>477,814</u>	<u>11,484</u>	<u>-</u>	<u>2,241,823</u>
Fund Balances at End of Year	<u>\$ 101,990</u>	<u>\$ 11,621</u>	<u>\$ 479,354</u>	<u>\$ 11,529</u>	<u>\$ -</u>	<u>\$ 2,222,764</u>

(Continued on next page)

TOWN OF STRATFORD, CONNECTICUT

**COMBINING STATEMENT OF REVENUES, EXPENDITURES
AND CHANGES IN FUND BALANCES (CONTINUED)
NONMAJOR GOVERNMENTAL FUNDS**

FOR THE YEAR ENDED JUNE 30, 2011

Permanent Funds

	<u>Stratford High School</u>	<u>Bunnell High School</u>	<u>Stephen Boothe</u>	<u>David Boothe</u>	<u>Total</u>	<u>Interfund Eliminations</u>	<u>Total Nonmajor Governmental Funds</u>
Revenues:							
Intergovernmental	\$	\$	\$	\$	\$ -	\$	\$ 12,280,765
Departmental revenue					-		2,882,874
Licenses and permits					-		308,212
Investment income	7,970	8,080	92,770	229,098	337,918		350,135
Other	5,732				5,732		71,689
Total revenues	<u>13,702</u>	<u>8,080</u>	<u>92,770</u>	<u>229,098</u>	<u>343,650</u>	<u>-</u>	<u>15,893,675</u>
Expenditures:							
Current:							
Education	19,125	10,028	12,645	36,961	78,759		11,127,666
Human development					-		2,614,490
Physical development					-		1,528,954
Public safety					-		60,445
Capital outlay					-		424,008
Total expenditures	<u>19,125</u>	<u>10,028</u>	<u>12,645</u>	<u>36,961</u>	<u>78,759</u>	<u>-</u>	<u>15,755,563</u>
Excess (Deficiency) of Revenues over Expenditures	<u>(5,423)</u>	<u>(1,948)</u>	<u>80,125</u>	<u>192,137</u>	<u>264,891</u>	<u>-</u>	<u>138,112</u>
Other Financing Sources (Uses):							
Transfers in					-		250,355
Transfers out					-		(142,635)
Total other financing sources (uses)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>107,720</u>
Net Change in Fund Balances	<u>(5,423)</u>	<u>(1,948)</u>	<u>80,125</u>	<u>192,137</u>	<u>264,891</u>	<u>-</u>	<u>245,832</u>
Fund Balances at Beginning of Year, as restated	<u>266,711</u>	<u>74,657</u>	<u>611,698</u>	<u>1,325,769</u>	<u>2,278,835</u>	<u>-</u>	<u>4,520,658</u>
Fund Balances at End of Year	<u>\$ 261,288</u>	<u>\$ 72,709</u>	<u>\$ 691,823</u>	<u>\$ 1,517,906</u>	<u>\$ 2,543,726</u>	<u>\$ -</u>	<u>\$ 4,766,490</u>

**Capital Projects
Fund**

CAPITAL PROJECTS FUND

Capital Projects Funds are used to account for the acquisition and construction of major capital facilities other than those financed by proprietary funds. The town reports one capital project funds with the following subfunds:

Fund	Funding Source	Function
Capital Improvements		Construction and renovation projects
Capital Special Projects	Bonds	Construction and renovation projects
Sidewalk and Roads	Special assessments	Construction and improvements to sidewalks and streets
Sewer Revolving	Special assessments	Construction and improvements to storm sewer system
Water Hookup		Water main construction for Whipporwill Lane
Capital Equipment	General Fund	Equipment purchases

TOWN OF STRATFORD, CONNECTICUT
CAPITAL PROJECTS FUND
PROJECT COMBINING BALANCE SHEET
JUNE 30, 2011

	<u>Capital Improvements</u>	<u>Capital Special Projects</u>	<u>Sidewalk and Roads</u>	<u>Sewer Revolving</u>	<u>Water Hookup</u>	<u>Capital Equipment</u>	<u>Interfund Eliminations</u>	<u>Total</u>
Assets								
Cash and cash equivalents	\$	\$ 12,120,586	\$ 530	\$ 817,457	\$ 1,155	\$ 1,136,404	\$	\$ 14,076,132
Special assessments			10,511	510,054	32,284			552,849
Due from other funds		<u>28,595,012</u>	<u>41,531</u>	<u>514,771</u>	<u> </u>	<u> </u>	<u>(142,310)</u>	<u>29,009,004</u>
Total Assets	\$	<u>28,595,012</u>	\$	<u>12,162,117</u>	\$	<u>11,041</u>	\$	<u>1,842,282</u>
								<u>33,439</u>
								<u>1,136,404</u>
								<u>(142,310)</u>
								<u>43,637,985</u>
Liabilities and Fund Balances								
Liabilities:								
Accounts payable	\$	461,772	\$ 759,635	\$	\$	146,804	\$	1,368,211
Deferred revenue			10,511	510,054	32,284			552,849
Due to other funds		<u>33,356</u>	<u>17,083,612</u>	<u>19,445</u>	<u>168,770</u>	<u>199,655</u>	<u>(142,310)</u>	<u>19,977,003</u>
Total liabilities		<u>495,128</u>	<u>17,843,247</u>	<u>29,956</u>	<u>678,824</u>	<u>231,939</u>	<u>(142,310)</u>	<u>21,898,063</u>
Fund balances:								
Committed		<u>28,099,884</u>	<u>(5,681,130)</u>	<u>(18,915)</u>	<u>1,163,458</u>	<u>(198,500)</u>	<u>(1,624,875)</u>	<u>-</u>
Total Liabilities and Fund Balances	\$	<u>28,595,012</u>	\$	<u>12,162,117</u>	\$	<u>11,041</u>	\$	<u>1,842,282</u>
								<u>33,439</u>
								<u>1,136,404</u>
								<u>(142,310)</u>
								<u>43,637,985</u>

TOWN OF STRATFORD, CONNECTICUT

CAPITAL PROJECTS FUND

PROJECT COMBINING SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FOR THE YEAR ENDED JUNE 30, 2011

	<u>Capital Improvements</u>	<u>Capital Special Projects</u>	<u>Sidewalk and Roads</u>	<u>Sewer Revolving</u>	<u>Water Hookup</u>	<u>Capital Equipment</u>	<u>Interfund Eliminations</u>	<u>Total</u>
Revenues:								
Property taxes and assessments	\$	\$	\$ 5,215	\$ 131,852	\$ 3,951	\$	\$	\$ 141,018
Intergovernmental		396,438				225,000		621,438
Investment income		1		2,677				2,678
Total revenues	-	396,439	5,215	134,529	3,951	225,000	-	765,134
Expenditures:								
Capital outlay	732,705	8,922,766	9,254			1,054,307		10,719,032
Excess (Deficiency) of Revenues over Expenditures	(732,705)	(8,526,327)	(4,039)	134,529	3,951	(829,307)	-	(9,953,898)
Other Financing Sources:								
Bond proceeds	11,700,000							11,700,000
Premium on bond issuance	266,371							266,371
Transfers in		303,000				1,026,413		1,329,413
Total other financing sources	11,966,371	303,000	-	-	-	1,026,413	-	13,295,784
Net Change in Fund Balances	11,233,666	(8,223,327)	(4,039)	134,529	3,951	197,106	-	3,341,886
Fund Balances at Beginning of Year	16,866,218	2,542,197	(14,876)	1,028,929	(202,451)	(1,821,981)	-	18,398,036
Fund Balances at End of Year	\$ 28,099,884	\$ (5,681,130)	\$ (18,915)	\$ 1,163,458	\$ (198,500)	\$ (1,624,875)	\$ -	\$ 21,739,922

Enterprise Funds

ENTERPRISE FUNDS

Enterprise funds are used to account for ongoing organizations and activities which are similar to those found in the private sector.

Emergency Medical Services is used to account for all funds derived from ambulance billing from EMS services and to support the operation of EMS.

Short Beach Golf Course is used to account for the operations of the Town's public golf course.

Miniature Golf Course is used to account for the operations of the Gull's Landing Miniature Golf Course.

TOWN OF STRATFORD, CONNECTICUT

ENTERPRISE FUNDS

COMBINING STATEMENT OF NET ASSETS

JUNE 30, 2011

	<u>Emergency Medical Services</u>	<u>Short Beach Golf Course</u>	<u>Miniature Golf Course</u>	<u>Total</u>
Assets:				
Current assets:				
Cash and cash equivalents	\$ 4,389,165	\$ 753,362	\$ 301	\$ 5,142,828
Receivables:				
Accounts receivable, net	663,714			663,714
Due from other funds	2,401,732	2,434		2,404,166
Total current assets	<u>7,454,611</u>	<u>755,796</u>	<u>301</u>	<u>8,210,708</u>
Capital assets:				
Assets not being depreciated	13,017			13,017
Assets being depreciated, net	2,366,803	283,555	49,805	2,700,163
Total capital assets	<u>2,379,820</u>	<u>283,555</u>	<u>49,805</u>	<u>2,713,180</u>
 Total assets	 <u>9,834,431</u>	 <u>1,039,351</u>	 <u>50,106</u>	 <u>10,923,888</u>
Liabilities:				
Current:				
Accounts payable	43,752	10,930		54,682
Accrued wages	21,016	6,299		27,315
Unearned revenue		2,179		2,179
Due to other funds	4,778,044	838,609	18,839	5,635,492
Bonds payable	79,390			79,390
Compensated absences	37,159	13,532		50,691
Total current liabilities	<u>4,959,361</u>	<u>871,549</u>	<u>18,839</u>	<u>5,849,749</u>
Noncurrent liabilities:				
Bonds payable	1,719,205			1,719,205
Compensated absences	86,703	31,573		118,276
Total noncurrent liabilities	<u>1,805,908</u>	<u>31,573</u>	<u>-</u>	<u>1,837,481</u>
 Total liabilities	 <u>6,765,269</u>	 <u>903,122</u>	 <u>18,839</u>	 <u>7,687,230</u>
Net Assets:				
Invested in capital assets, net of related debt	581,225	283,555	49,805	914,585
Unrestricted	2,487,937	(147,326)	(18,538)	2,322,073
 Total Net Assets	 <u>\$ 3,069,162</u>	 <u>\$ 136,229</u>	 <u>\$ 31,267</u>	 <u>\$ 3,236,658</u>

TOWN OF STRATFORD, CONNECTICUT

ENTERPRISE FUNDS

COMBINING STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET ASSETS

FOR THE YEAR ENDED JUNE 30, 2011

	<u>Emergency Medical Services</u>	<u>Short Beach Golf Course</u>	<u>Miniature Golf Course</u>	<u>Total</u>
Operating Revenues:				
Charges for services	\$ 1,503,473	\$ 272,105	\$	\$ 1,775,578
Operating Expenses:				
Operating and maintenance	1,163,380	350,023		1,513,403
Depreciation	<u>131,688</u>	<u>7,037</u>	<u>11,068</u>	<u>149,793</u>
Total operating expenses	<u>1,295,068</u>	<u>357,060</u>	<u>11,068</u>	<u>1,663,196</u>
Operating Income (Loss)	<u>208,405</u>	<u>(84,955)</u>	<u>(11,068)</u>	<u>112,382</u>
Nonoperating Revenues (Expenses):				
Interest income	10,997	888		11,885
Interest expense	<u>(76,342)</u>			<u>(76,342)</u>
Total nonoperating revenues (expenses)	<u>(65,345)</u>	<u>888</u>		<u>(64,457)</u>
Income (Loss) Before Contributions and Transfers	143,060	(84,067)	(11,068)	47,925
Capital contributions	518,259			518,259
Transfers out	<u>(380,000)</u>			<u>(380,000)</u>
Change in Net Assets	281,319	(84,067)	(11,068)	186,184
Net Assets at Beginning of Year	<u>2,787,843</u>	<u>220,296</u>	<u>42,335</u>	<u>3,050,474</u>
Net Assets at End of Year	<u>\$ 3,069,162</u>	<u>\$ 136,229</u>	<u>\$ 31,267</u>	<u>\$ 3,236,658</u>

TOWN OF STRATFORD, CONNECTICUT
ENTERPRISE FUNDS
COMBINING STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED JUNE 30, 2011

	<u>Emergency Medical Services</u>	<u>Short Beach Golf Course</u>	<u>Miniature Golf Course</u>	<u>Total</u>
Cash Flows from Operating Activities:				
Cash received from customers and users	\$ 1,503,387	\$ 272,105	\$	\$ 1,775,492
Cash payments to suppliers	(477,058)	(174,525)		(651,583)
Cash payments to employees	(729,012)	(208,341)		(937,353)
Payments for interfund services used	1,850,708	406,543		2,257,251
Net cash provided by operating activities	<u>2,148,025</u>	<u>295,782</u>	<u>-</u>	<u>2,443,807</u>
Cash Flows from Noncapital Financing Activities:				
Transfers to other funds	<u>(380,000)</u>			<u>(380,000)</u>
Cash Flows from Capital and Related Financing Activities:				
Principal payment on debt	(94,114)			(94,114)
Interest paid on debt	(76,342)			(76,342)
Purchase of capital assets	<u>(104,605)</u>	<u>(26,915)</u>		<u>(131,520)</u>
Net cash used in capital and related financing activities	<u>(275,061)</u>	<u>(26,915)</u>	<u>-</u>	<u>(301,976)</u>
Cash Flows from Investing Activities:				
Interest revenues	<u>10,997</u>	<u>888</u>		<u>11,885</u>
Net Increase in Cash and Cash Equivalents	1,503,961	269,755	-	1,773,716
Cash and Cash Equivalents at Beginning of Year	<u>2,885,204</u>	<u>483,607</u>	<u>301</u>	<u>3,369,112</u>
Cash and Cash Equivalents at End of Year	<u>\$ 4,389,165</u>	<u>\$ 753,362</u>	<u>\$ 301</u>	<u>\$ 5,142,828</u>
Reconciliation of Operating Income (Loss) to				
Net Cash Provided by Operating Activities:				
Operating income (loss)	\$ 208,405	\$ (84,955)	\$ (11,068)	\$ 112,382
Adjustments to reconcile operating income (loss) to net cash provided by operating activities:				
Depreciation	131,688	7,037	11,068	149,793
Change in assets and liabilities:				
Decrease (increase) in due from other funds				-
Decrease (increase) in accounts receivable	(86)			(86)
Increase (decrease) in accrued expenses	(42,690)	(32,843)		(75,533)
Increase (decrease) in due to other funds	<u>1,850,708</u>	<u>406,543</u>		<u>2,257,251</u>
Net Cash Provided by Operating Activities	<u>\$ 2,148,025</u>	<u>\$ 295,782</u>	<u>\$ -</u>	<u>\$ 2,443,807</u>
Noncash Capital Financing Activities:				
Capital Assets from Town	<u>\$ 518,259</u>			<u>\$ 518,259</u>

Fiduciary Fund

FIDUCIARY FUND

Agency Fund

Student Activity Fund - established to account for various student activities.

TOWN OF STRATFORD, CONNECTICUT

AGENCY FUND

COMBINING STATEMENT OF CHANGES IN ASSETS AND LIABILITIES
FOR THE YEAR ENDED JUNE 30, 2011

	<u>Balance</u> <u>July 1, 2010</u>	<u>Additions</u>	<u>Deductions</u>	<u>Balance</u> <u>June 30, 2011</u>
School Activity Fund				
Assets:				
Cash and cash equivalents	\$ <u>319,556</u>	\$ <u>1,385,412</u>	\$ <u>1,315,123</u>	\$ <u>389,845</u>
Liabilities:				
Due to student groups	\$ <u>319,556</u>	\$ <u>1,385,412</u>	\$ <u>1,315,123</u>	\$ <u>389,845</u>

Statistical Section

Statistical Section Information

The objectives of statistical section information are to provide financial statement users with additional historical perspective, context and detail to assist in using the information in the financial statements, notes to financial statements and required supplementary information to understand and assess economic condition.

Statistical section information is presented in the following categories:

- *Financial trends information* is intended to assist users in understanding and assessing how financial position has changed over time.
- *Revenue capacity information* is intended to assist users in understanding and assessing the factors affecting the ability to generate *own-source revenues* (property taxes, charges for services, etc.).
- *Debt capacity information* is intended to assist users in understanding and assessing debt burden and the ability to issue additional debt.
- *Demographic and economic information* is intended 1) to assist users in understanding the socioeconomic environment and 2) to provide information that facilitates comparisons of financial statement information over time and among governments.
- *Operating information* is intended to provide contextual information about operations and resources to assist readers in using financial statement information to understand and assess economic condition.

The accompanying tables are presented in the above order. Refer to the Table of Contents for applicable page number locations.

Sources: Unless otherwise noted, the information in the tables is derived from the comprehensive annual financial reports for the relevant year.

TOWN OF STRATFORD, CONNECTICUT

NET ASSETS BY COMPONENT

LAST TEN FISCAL YEARS

(In Thousands)

	FISCAL YEAR									
	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Governmental activities:										
Invested in capital assets, net of related debt	\$ 49,667	\$ 46,587	\$ 45,101	\$ 51,011	\$ 51,351	\$ 43,229	\$ 38,060	\$ 41,507	\$ 41,507	\$ 36,685
Restricted	2,543	2,279	2,187	2,611	3,018	2,771				
Unrestricted	(46,500)	(36,777)	(30,284)	(35,633)	(42,043)	(34,058)	(22,914)	(28,260)	(28,260)	(15,118)
Total governmental activities net assets	<u>5,710</u>	<u>12,089</u>	<u>17,004</u>	<u>17,989</u>	<u>12,326</u>	<u>11,942</u>	<u>15,146</u>	<u>13,247</u>	<u>13,247</u>	<u>21,567</u>
Business-type activities:										
Invested in capital assets, net of related debt	20,691	21,674	26,998	29,187	37,156	16,638	14,657	13,426	13,426	13,670
Unrestricted	8,475	12,145	9,200	6,419	(9,414)	6,936	8,730	6,837	6,837	6,501
Total business-type activities net assets	<u>29,166</u>	<u>33,819</u>	<u>36,198</u>	<u>35,606</u>	<u>27,742</u>	<u>23,574</u>	<u>23,387</u>	<u>20,263</u>	<u>20,263</u>	<u>20,171</u>
Total:										
Invested in capital assets, net of related debt	70,358	68,261	72,099	80,198	88,507	59,867	52,717	54,933	54,934	50,355
Restricted	2,543	2,279	2,187	2,611	3,018	2,771				
Unrestricted	(38,025)	(24,632)	(21,084)	(29,214)	(51,457)	(27,122)	(14,184)	(21,423)	(21,423)	(8,617)
Total Net Assets	<u>\$ 34,876</u>	<u>\$ 45,908</u>	<u>\$ 53,202</u>	<u>\$ 53,595</u>	<u>\$ 40,068</u>	<u>\$ 35,516</u>	<u>\$ 38,533</u>	<u>\$ 33,510</u>	<u>\$ 33,511</u>	<u>\$ 41,738</u>

Notes:

(1) Schedule prepared on the accrual basis of accounting.

TOWN OF STRATFORD, CONNECTICUT

CHANGES IN NET ASSETS

LAST TEN FISCAL YEARS
(In Thousands)

	FISCAL YEAR									
	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Expenses:										
Governmental activities:										
General government	\$ (38,499)	\$ (35,722)	\$ (27,808)	\$ (32,424)	\$ (33,510)	\$ (33,698)	\$ (11,164)	\$ (11,569)	\$ (7,862)	\$ (7,639)
Human development	(8,033)	(7,227)	(7,347)	(6,426)	(6,628)	(7,671)	(7,993)	(7,771)	(6,758)	(6,666)
Physical development	(15,099)	(15,466)	(16,734)	(15,742)	(15,483)	(17,331)	(16,078)	(16,501)	(16,262)	(15,504)
Public safety	(29,459)	(23,314)	(23,053)	(22,943)	(21,777)	(20,302)	(23,735)	(21,713)	(19,387)	(19,162)
Education	(115,686)	(113,161)	(111,307)	(123,854)	(91,018)	(89,072)	(100,201)	(92,120)	(86,380)	(84,369)
Debt service	(6,033)	(7,470)	(7,242)	(7,588)	(7,605)	(7,049)	(7,859)	(9,792)	(11,053)	(10,184)
Total governmental activities expenses	<u>(212,809)</u>	<u>(202,360)</u>	<u>(193,491)</u>	<u>(208,977)</u>	<u>(176,021)</u>	<u>(175,123)</u>	<u>(167,030)</u>	<u>(159,466)</u>	<u>(147,702)</u>	<u>(143,524)</u>
Business-type activities:										
Waste Operating	(11,685)	(9,864)	(8,490)	(5,624)	(3,842)	(4,473)	(4,512)	(4,582)	(4,349)	(4,002)
Other	(1,739)	(1,559)	(1,590)	(1,449)	(2,755)	(1,504)	(1,290)	(622)	(417)	(371)
Total business-type activities	<u>(13,424)</u>	<u>(11,423)</u>	<u>(10,080)</u>	<u>(7,073)</u>	<u>(6,597)</u>	<u>(5,977)</u>	<u>(5,802)</u>	<u>(5,204)</u>	<u>(4,766)</u>	<u>(4,373)</u>
Total Expenses	<u>(226,233)</u>	<u>(213,783)</u>	<u>(203,571)</u>	<u>(216,050)</u>	<u>(182,618)</u>	<u>(181,100)</u>	<u>(172,832)</u>	<u>(164,670)</u>	<u>(152,468)</u>	<u>(147,897)</u>
Program revenues:										
Governmental activities:										
Charges for services:										
General government	1,652	1,239	1,010	1,646	8,994	7,329	4,742	4,825	3,693	4,061
Human Development	4,132	4,087	2,783	4,376						
Physical Development	876	936	1,148	448						
Public Safety	1,422	1,262	1,117	2,072						
Education	2,135	2,251	1,929	2,208						
Operating grants and contributions	40,374	38,694	39,737	61,968	28,496	30,325	28,380	22,528	24,526	25,676
Capital grants and contributions	146	226	100	109	1,027	966	6,361	5,997	6,099	3,642
Total governmental activities program revenues	<u>50,737</u>	<u>48,695</u>	<u>47,824</u>	<u>72,827</u>	<u>38,517</u>	<u>38,620</u>	<u>39,483</u>	<u>33,350</u>	<u>34,318</u>	<u>3,359</u>
Business-type activities:										
Charges for services	8,890	8,277	8,268	8,182	7,836	6,850	7,232	5,298	4,781	4,759
Capital grants and contributions	518	1,285	2,741	7,031	2,755	1,365	1,328	73	184	
Total business-type activities program revenues	<u>9,408</u>	<u>9,562</u>	<u>11,009</u>	<u>15,213</u>	<u>10,591</u>	<u>8,215</u>	<u>8,560</u>	<u>5,371</u>	<u>4,965</u>	<u>4,759</u>
Total Primary Government Program Revenues	<u>60,145</u>	<u>58,257</u>	<u>58,833</u>	<u>88,040</u>	<u>49,108</u>	<u>46,835</u>	<u>48,043</u>	<u>38,721</u>	<u>39,283</u>	<u>38,338</u>
Net revenues (expenses):										
Governmental activities	(162,072)	(153,665)	(145,667)	(136,150)	(137,504)	(136,503)	(127,547)	(126,116)	(113,384)	(109,945)
Business-type activities	(4,016)	(1,861)	929	8,140	3,994	2,238	2,758	167	199	386
Total Net Expense	<u>(166,088)</u>	<u>(155,526)</u>	<u>(144,738)</u>	<u>(128,010)</u>	<u>(133,510)</u>	<u>(134,265)</u>	<u>(124,789)</u>	<u>(125,949)</u>	<u>(113,185)</u>	<u>(109,559)</u>
General Revenues and Other Changes in Net Assets:										
Governmental activities:										
Property taxes	150,503	143,292	139,086	135,680	128,772	120,955	118,321	112,580	106,081	100,780
Grants and contributions not restricted to specific purposes	3,986	4,209	4,203	4,269	6,170	3,099	3,948	3,912	1,086	3,355
Unrestricted investment earnings	453	619	830	1,311	2,719	5,939	8,989	7,839	2,940	(3,669)
Miscellaneous	72	29								
Transfers	680	602	562	553	229	223				
Total governmental activities	<u>155,694</u>	<u>148,751</u>	<u>144,681</u>	<u>141,813</u>	<u>137,890</u>	<u>130,216</u>	<u>131,258</u>	<u>124,331</u>	<u>110,107</u>	<u>100,468</u>
Business-type activities:										
Property transfer						281		27		
Unrestricted investment earnings	42	85	225	277	402				(107)	(92)
Grants and contributions not restricted						(1,066)	172			
Funding reimbursement										
Transfers	(680)	(602)	(562)	(553)	(229)	(223)				
Total business-type activities	<u>(638)</u>	<u>(517)</u>	<u>(337)</u>	<u>(276)</u>	<u>173</u>	<u>(1,008)</u>	<u>172</u>	<u>27</u>	<u>(107)</u>	<u>(92)</u>
Total Primary Government General Revenues	<u>155,056</u>	<u>148,234</u>	<u>144,344</u>	<u>141,537</u>	<u>138,063</u>	<u>129,208</u>	<u>131,430</u>	<u>124,358</u>	<u>110,000</u>	<u>100,374</u>
Changes in Net Assets:										
Governmental activities	(6,378)	(4,914)	(986)	5,663	386	(6,287)	3,711	(1,785)	(3,277)	(9,479)
Business-type activities	(4,654)	(2,378)	592	7,864	4,167	1,230	2,930	194	92	294
Total Primary Government Changes in Net Assets	<u>\$ (11,032)</u>	<u>\$ (7,292)</u>	<u>\$ (394)</u>	<u>\$ 13,527</u>	<u>\$ 4,553</u>	<u>\$ (5,057)</u>	<u>\$ 6,641</u>	<u>\$ (1,591)</u>	<u>\$ (3,185)</u>	<u>\$ (9,185)</u>

Notes: (1) Schedule prepared on the accrual basis of accounting.

TOWN OF STRATFORD, CONNECTICUT
FUND BALANCES, GOVERNMENTAL FUNDS
LAST TEN FISCAL YEARS
(In Thousands)

		FISCAL YEAR									
		2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
General Fund:											
Reserved	\$		\$ 1,894	\$ 2,363	\$ 3,469	\$ 1,696	\$ 1,017	\$ 665	\$ 1,056	\$ 901	\$ 455
Unreserved			6,604	8,438	8,220	8,148	7,232	8,347	8,822	7,972	11,313
Assigned		2,322									
Unassigned		6,261									
Total General Fund		\$ <u>8,583</u>	\$ <u>8,498</u>	\$ <u>10,801</u>	\$ <u>11,689</u>	\$ <u>9,844</u>	\$ <u>8,249</u>	\$ <u>9,012</u>	\$ <u>9,878</u>	\$ <u>8,873</u>	\$ <u>11,768</u>
All other governmental funds:											
Reserved	\$		\$ 24	\$ 24	\$ 24	\$ 24	\$ 106,715	\$ 104,901	\$ 98,936	\$ 90,761	\$ 88,823
Unreserved			23,026	19,292	17,650	11,563	14,551	16,010	12,322	7,890	15,590
Unspendable		33									
Restricted		2,777									
Committed		24,116									
Unassigned		(419)									
Total All Other Governmental Funds		\$ <u>26,507</u>	\$ <u>23,050</u>	\$ <u>19,316</u>	\$ <u>17,674</u>	\$ <u>11,587</u>	\$ <u>121,266</u>	\$ <u>120,911</u>	\$ <u>111,258</u>	\$ <u>98,651</u>	\$ <u>104,413</u>

TOWN OF STRATFORD, CONNECTICUT
CHANGES IN FUND BALANCES, GOVERNMENTAL FUNDS
LAST TEN FISCAL YEARS
(In Thousands)

	FISCAL YEAR									
	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Revenues:										
Property taxes and assessments	\$ 150,408	\$ 140,553	\$ 139,446	\$ 135,778	\$ 131,776	\$ 121,853	\$ 119,024	\$ 113,157	\$ 106,913	\$ 101,665
Intergovernmental	45,050	43,636	42,929	69,422	36,908	36,955	35,685	33,250	30,369	29,511
Department revenue	4,949	5,154	4,564	5,445	5,452	5,362	5,186	4,484	3,584	3,558
Licenses and permits	831	653	685	755	895	794	883	683	676	658
Investment income	454	351	830	1,310	2,838	5,939	7,528	7,987	2,952	(3,666)
Other	4,543	4,265	4,694	4,452	3,990	3,125	4,683	4,394	1,819	3,050
Total revenues	<u>206,235</u>	<u>194,612</u>	<u>193,148</u>	<u>217,162</u>	<u>181,859</u>	<u>174,028</u>	<u>172,989</u>	<u>163,955</u>	<u>146,313</u>	<u>134,776</u>
Expenditures:										
Administration	4,354	4,534	4,369	4,207	3,566	3,403	3,057	3,512	3,068	3,500
Contingency	2,087	2,256	2,137	2,545	3,212	3,499	3,883	3,315	2,848	2,899
Employee benefits	25,324	21,169	19,096	18,522	122,928	17,109	14,577	12,292	7,780	11,133
Finance	2,015	1,890	1,969	1,825	1,729	1,731	1,828	1,523	1,456	1,353
Human development	7,762	7,032	7,082	6,184	6,310	7,008	9,181	6,729	5,964	5,789
Physical development	13,422	13,644	15,337	14,557	13,361	11,417	12,015	10,828	11,720	11,330
Public safety	22,389	21,673	22,025	22,001	21,148	19,668	18,721	18,153	16,777	16,427
Education	107,915	104,512	102,140	122,241	90,911	86,860	78,751	76,367	74,102	72,495
Capital outlay	11,143	8,056	8,800	6,421	5,825	10,953	11,993	7,760	6,372	9,346
Debt service:										
Principal retirement	12,336	12,131	11,276	14,506	12,536	12,190	12,520	13,463	19,190	10,693
Interest and other charges	7,013	7,452	7,455	7,569	8,646	7,563	8,390	8,607	9,059	9,889
Total expenditures	<u>215,760</u>	<u>204,349</u>	<u>201,686</u>	<u>220,578</u>	<u>290,172</u>	<u>181,401</u>	<u>174,916</u>	<u>162,549</u>	<u>158,336</u>	<u>154,854</u>
Excess of revenue over (under) expenditures	<u>(9,525)</u>	<u>(9,737)</u>	<u>(8,538)</u>	<u>(3,416)</u>	<u>(108,313)</u>	<u>(7,373)</u>	<u>(1,927)</u>	<u>1,406</u>	<u>(12,023)</u>	<u>(20,078)</u>
Other financing sources (uses):										
Appropriation of fund balance										
Transfers in	2,402	2,587	2,790	1,958	1,747	902			603	564
Transfers out	(1,722)	(1,985)	(2,229)	(1,405)	(1,518)	(678)			(603)	(564)
Proceeds from capital leases						42			52	23
Payments to escrow agents	(66,088)	(22,906)							(44,013)	(9,636)
Proceeds from refunding bonds	65,572	21,825							43,130	9,445
Premiums on refunding	935	1,262							1,264	
Bonds issued	11,700	10,385	8,730	10,795		7,365	11,105	5,100	8,980	8,935
Premiums on bonds	267									
Total other financing sources	<u>13,066</u>	<u>11,168</u>	<u>9,291</u>	<u>11,348</u>	<u>229</u>	<u>7,631</u>	<u>11,105</u>	<u>5,100</u>	<u>9,413</u>	<u>8,767</u>
Net Change in Fund Balances	<u>\$ 3,541</u>	<u>\$ 1,431</u>	<u>\$ 753</u>	<u>\$ 7,932</u>	<u>\$ (108,084)</u>	<u>\$ 258</u>	<u>\$ 9,178</u>	<u>\$ 6,506</u>	<u>\$ (2,610)</u>	<u>\$ (11,311)</u>
Debt service as a percentage of noncapital expenditures	<u>10.5%</u>	<u>11.1%</u>	<u>10.8%</u>	<u>11.5%</u>	<u>8.0%</u>	<u>13.1%</u>	<u>14.7%</u>	<u>16.6%</u>	<u>22.8%</u>	<u>16.5%</u>

Note: Schedule prepared on the modified accrual basis of accounting.

TOWN OF STRATFORD, CONNECTICUT

ASSESSED VALUE AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY
LAST TEN FISCAL YEARS

Fiscal Year	Grand List Year	REAL PROPERTY						FYI [Exemptions*]	Total Taxable Assessed Value	Taxable Assessed Value as a Percentage of Actual Taxable Value
		Residential	Commercial	Personal Property	Motor Vehicle	Vacant Land				
2011	2009	\$ 3,556,241,420	\$ 823,073,260	\$ 437,012,137	\$ 291,330,813	\$ 71,772,455	\$ 617,750,252	\$ 4,561,679,833	70%	
2010	2008	3,703,369,750	686,179,150	387,991,848	292,972,012	56,160,560	500,062,834	4,626,610,486	70%	
2009	2007	3,677,306,412	677,498,179	324,965,038	301,530,992	58,273,060	463,854,444	4,575,719,237	70%	
2008	2006	3,651,929,210	628,681,490	296,714,314	294,560,508	89,108,960	433,404,716	4,527,589,766	70%	
2007	2005	3,631,734,170	632,049,890	304,253,994	293,947,103	85,046,980	394,716,674	4,552,315,463	70%	
2006	2004	3,609,325,020	614,535,100	305,312,078	274,033,287	97,687,100	430,234,380	4,470,658,205	70%	
2005	2003	2,119,464,040	546,675,090	284,056,665	259,928,790	35,716,600	79,465,680	3,166,375,505	70%	
2004	2002	2,111,830,350	547,763,090	283,715,770	269,462,735	36,138,900	161,243,210	3,087,667,635	70%	
2003	2001	2,104,057,340	563,438,890	285,014,372	260,897,675	36,337,490	250,205,500	2,999,540,267	70%	
2002	2000	1,918,043,405	509,422,290	280,349,201	253,957,285	28,137,875	99,688,440	2,890,221,616	70%	

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Source: Town of Stratford, Office of Tax Assessor

Notes: 1) Totals as certified by Tax Assessor at signing of Grand List prior to adjustments.

2) Exemptions total includes exempt real property and all other classes of exemptions.

TOWN OF STRATFORD, CONNECTICUT

**PRINCIPAL PROPERTY TAX PAYERS
CURRENT YEAR AND NINE YEARS AGO
(thousands)**

Grand List Year / Amount	FY2011		
	October 1, 2010 [\$4,515,905,062]		
<u>Taxpayer</u>	<u>Taxable Assessed Value * (\$000's)</u>	<u>Rank</u>	<u>Percentage of Total Town Taxable Assessed Value</u>
Sikorsky Aircraft	\$ 228,452	1	5.06%
United Illuminating	72,502	2	1.61%
Stonybrook Gardens Cooperative	27,210	3	0.60%
Home Depot	21,232	4	0.47%
UB Dockside LLC (Urstadt Biddle Prop)	19,661	5	0.44%
Ashcroft Inc. / FKA Dresser Industries	18,443	6	0.41%
Southern Connecticut Gas	18,359	7	0.41%
Second Avenue Development LLC	18,007	8	0.40%
Kramont Operating Partnership	17,573	9	0.39%
Merritt 8 Acquisitions, LLC	13,650	10	0.30%
UB Railside LLC (Urstadt Biddle Prop)	13,365	11	0.30%
Wal-Mart	12,530	12	0.28%
Aptar Group Inc.	11,413	13	0.25%
Lord Chamberlain	10,533	14	0.23%
Stratford Land Development	10,500	15	0.23%
Total	\$ <u>513,430</u>		<u>11.37%</u>

Source: Town of Stratford, Office of Tax Assessor

TOWN OF STRATFORD, CONNECTICUT
RATIOS OF OUTSTANDING DEBT BY TYPE
LAST TEN FISCAL YEARS
(In Thousands)

Fiscal Year	Governmental		Business-Type		Total Primary Government	Ratio of Debt to Taxable Assessed Value	Debt Per Capita
	General Obligation Bonds	Leases	Operating	Notes			
2011	\$ 135,894	\$	\$ 2,069	\$ 44,976	\$ 182,939	4.01 %	\$ 3
2010	134,394		2,182	2,756	139,332	3.01	3
2009	136,814	3	2,276	3,095	142,188	3.11	3
2008	139,360	13	2,370	3,427	145,170	3.19	3
2007	143,071	26	599	1,963	145,659	3.17	3
2006	155,782	39	893	2,208	158,922	3.46	3
2005	161,078	21	1,187	2,449	164,735	5.07	3
2004	162,618	28	1,352	*	163,998	5.18	3
2003	170,790	58	1,515	*	172,363	5.30	3
2002	179,035	82	1,760	*	180,877	5.62	4

TOWN OF STRATFORD, CONNECTICUT
COMPUTATION OF LEGAL DEBT LIMITATION

JUNE 30, 2011
(In Thousands)

Total tax collections (including interest and lien fees) for the year ended June 30, 2011	\$ 149,970
Reimbursement for revenue loss on:	
Tax relief for elderly	13
BASE	\$ <u>149,983</u>

	<u>General Purpose</u>	<u>Schools</u>	<u>Sewers</u>	<u>Urban Renewal</u>	<u>Pension Deficit</u>
Debt limitation:					
2-1/4 times base	\$ 337,462	\$	\$	\$	\$
4-1/2 times base		674,924			
3-3/4 times base			562,436		
3-1/4 times base				487,445	
3 times base					449,949
Total debt limitation	337,462	674,924	562,436	487,445	449,949
Indebtedness:					
Bonds payable	52,990	32,953	270		51,750
Bonds authorized, unissued	5,906	71,234	3,043		
Clean Water Fund notes			44,976		
Grant commitments		(2,683)			
Total indebtedness	58,896	101,504	48,289	-	51,750
Debt Limitation in Excess of Outstanding and Authorized Indebtedness	\$ 278,566	\$ 573,420	\$ 514,147	\$ 487,445	\$ 398,199

Note 1: In no case shall total indebtedness exceed seven times annual receipts from taxation (\$1,049.9 million).

Note 2: Bonds authorized-unissued represents bond authorizations for projects which have bond anticipation notes outstanding or for which bonds have been authorized and partially issued.

TOWN OF STRATFORD, CONNECTICUT

LEGAL DEBT MARGIN INFORMATION

LAST TEN FISCAL YEARS
(In Thousands)

	FISCAL YEAR									
	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Debt limitation	\$ 1,049,881	\$ 980,203	\$ 970,067	\$ 939,939	\$ 919,149	\$ 849,478	\$ 818,526	\$ 790,418	\$ 741,509	\$ 706,884
Total net debt applicable to limit	<u>260,439</u>	<u>203,804</u>	<u>189,096</u>	<u>142,126</u>	<u>189,828</u>	<u>200,093</u>	<u>218,272</u>	<u>171,384</u>	<u>178,510</u>	<u>202,907</u>
Legal Debt Margin	<u>\$ 789,442</u>	<u>\$ 776,399</u>	<u>\$ 780,971</u>	<u>\$ 797,813</u>	<u>\$ 729,321</u>	<u>\$ 649,385</u>	<u>\$ 600,254</u>	<u>\$ 619,034</u>	<u>\$ 562,999</u>	<u>\$ 503,977</u>
Total net debt applicable to the limit as a percentage of debt limit	24.81%	20.79%	19.49%	15.12%	20.65%	26.67%	21.68%	24.07%	28.70%	29.88%

Source: Comprehensive annual financial report - Computation of Legal Debt Margin

Note: See Table 8 for calculation of current year debt limitation.

TOWN OF STRATFORD, CONNECTICUT

DEMOGRAPHIC AND ECONOMIC STATISTICS
LAST TEN CALENDAR YEARS

<u>Calendar Year</u>	<u>Population(1)</u>	<u>Per Capita Income(2)</u>	<u>Median Age(3)</u>	<u>School Enrollment(4)</u>	<u>Unemployment Rate(5)</u>
2011	51,384	\$ 32,357	41.1	7,234	7.4%
2010	48,952	27,000	40.3	7,277	9.4%
2009	49,976	27,000	40.3	7,244	7.9%
2008	49,976	27,000	40.3	7,328	5.5%
2007	49,976	27,000	40.3	7,505	4.5%
2006	49,976	27,000	40.3	7,483	4.5%
2005	49,976	27,000	40.3	7,571	5.3%
2004	49,976	27,000	40.3	7,673	5.4%
2003	49,976	27,000	40.3	7,606	6.4%
2002	49,976	27,000	40.3	7,453	4.9%

(1) Source: U.S. Census Bureau - 2010 Census

(2) Source: U.S. Census Bureau - 2010 Census

(3) Source: U.S. Census Bureau - 2010 Census

(4) Source: Town of Stratford, BOE

(5) Source: State of Connecticut Dept. of Labor - Office of Research - Labor Market Info. [LMI]

TOWN OF STRATFORD, CONNECTICUT

PRINCIPAL EMPLOYERS 2011

<u>Employer</u>	<u>Nature of Business</u>	<u>Employees</u>
Sikorsky Aircraft	Manufacturer of Helicopters	8,800
Town of Stratford	Government (500) / Education (837)	1,343
United Parcel Service	Package Delivery	750
Stratford Retailer Condo Assoc.	Retail Chains	541
Cablevision	Telecommunications	300
Ashcroft Holdings	Manufacturer of Gauges	475
Lord Chamberlain	Skilled Nursing Facility	350
CTT Global [formerly Applied Tech Products (ATP)]	Health & Beauty Care	125
Walmart	Consumer Goods	280
Aptat [formerly Emsar]	Manufacturer of Pump Atomizers	270
Connecticut Distributors	Liquor Distributors	243
Yale New Haven Technology Center	Electronic Data Storage	200
AT&T	Telecommunications	250
Stop & Shop	Grocery Products	192
Bridgeport Fittings	Manufacturer of Electrical Fittings	185
ShopRite	Grocery Products	180
William B. Meryer	Moving, Storage, & Rigging	175
Aurora Products	Dried Fruit Packaging	131
Home Depot	Home / Garden / Repair Goods	144
TOTAL		<u><u>14,934</u></u>

Source: Town of Stratford, Office of Economic Development

TOWN OF STRATFORD, CONNECTICUT

FULL-TIME EQUIVALENT TOWN GOVERNMENT EMPLOYEES BY FUNCTION/PROGRAM
LAST TEN FISCAL YEARS

Function/Program	Full-Time-Equivalent Employees as of June 30,									
	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
General government	89	90	86	75	71	96	82	94	86	83
Police	116	116	108	111	112	119	117	113	113	112
Fire	100	100	104	111	117	96	99	97	99	98
Refuse collection	32	32	31	33	33	30	28	30	30	28
Other public works	64	64	65	76	77	64	69	66	60	64
Parks	24	26	23	25	27	19	20	21	20	22
Recreation	7	7	7	7	7	7	6	6	5	5
Library	27	27	28	26	29	26	28	28	29	30
Total Non-Education	<u>459</u>	<u>462</u>	<u>452</u>	<u>464</u>	<u>473</u>	<u>457</u>	<u>449</u>	<u>455</u>	<u>442</u>	<u>442</u>
Education	<u>847</u>	<u>844</u>	<u>843</u>	<u>864</u>	<u>838</u>	<u>832</u>	<u>833</u>	<u>835</u>	<u>813</u>	<u>833</u>
Total Including Education	<u>1,306</u>	<u>1,306</u>	<u>1,295</u>	<u>1,328</u>	<u>1,311</u>	<u>1,289</u>	<u>1,282</u>	<u>1,290</u>	<u>1,255</u>	<u>1,275</u>

Source: Town of Stratford, Human Resource Department
Town of Stratford, Board of Education

TOWN OF STRATFORD, CONNECTICUT
OPERATING INDICATORS BY FUNCTION/PROGRAM
LAST TEN FISCAL YEARS

Function/Program	FISCAL YEAR									
	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
General government:										
Building permits issued	669	649	634	690	760	898	869	835	729	683
Building inspections conducted	3,188	3,136	3,186	3,475	2,947	2,964	2,868	2,845	2,406	2,254
Police:										
Physical arrests	1,419	1,597	1,233	1,363	1,483	1,142	1,338	1,433	1,382	1,321
Parking violations	431	369	519	994	665	n/a	505	1,086	999	838
Traffic violations	2,969	4,009	4,259	3,611	3,033	2,891	3,043	3,712	3,557	3,474
Fire:										
Emergency responses	5,707	4,577	5,307	5,196	5,146	5,098	4,569	4,693	4,410	4,325
Fires extinguished	311	435	530	367	325	148	205	237	204	
Inspections	1,216	665	1,200	1,111	1,112	595	625	751	685	
Refuse collection:										
Refuse collected (tons per year)	24,636	26,747	25,657	27,073	27,615	27,054	27,445	26,529	25,828	24,522
Recyclables collected (tons per year)	3,365	3,487	3,718	4,047	4,079	4,192	4,228	4,412	4,441	4,493
Parks and recreation:										
Athletic field permits issued	10,192	8,851	8,781	9,437	8,939	10,003	9,406	6,657	6,375	6,225
Community center admissions	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Library:										
Volumes in collection (Books & Serials)	151,115	162,990	151,977	168,707	168,627	149,961	148,475	149,257	150,529	150,747
Volumes in collection (All Other Items)	16,009	15,641	17,322	18,100	16,837	15,375	14,821	13,163	12,782	11,551
Total volumes borrowed (Books & Serials)	286,470	288,835	263,750	278,624	236,528	246,455	253,909	262,834	254,896	235,648
Total volumes borrowed (All Other Items)	175,639	189,627	187,203	138,373	173,237	171,788	168,124	186,973	187,432	150,795
Wastewater:										
Average daily sewage treatment (thousands of gallons)	8,826	8,413	8,182	9,290	7,690	8,250	7,360	7,500	6,720	6,710

Source: Town of Stratford, Building / Engineering
Town of Stratford, Police Department
Town of Stratford, Fire Department
Town of Stratford, Public Works Department
Town of Stratford, Recreation Department
Town of Stratford, Library

TOWN OF STRATFORD, CONNECTICUT

CAPITAL ASSET STATISTICS BY FUNCTION/PROGRAM
LAST TEN FISCAL YEARS

Function/Program	FISCAL YEAR									
	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Police:										
Stations	1	1	1	1	1	1	1	1	1	1
Zone offices	-	-	-	-	-	-	-	-	-	-
Patrol units (Number of Vehicles)	30	30	29	28	25	19	19	18	18	18
Fire stations	4	4	4	4	4	4	4	4	4	4
Refuse collection:										
Refuse collection trucks	4	4	4	4	4	4	4	4	4	4
Recycling collection trucks	3	3	3	3	3	3	3	3	3	3
Yard Waste Trucks	2									
Parks and recreation:										
Acreage	795	795	795	774	774	774	774	774	746	746
Playgrounds	27	27	27	23	23	28	28	28	28	28
Baseball/softball diamonds	45	45	45	45	45	48	48	48	48	48
Soccer/football fields	13	13	13	13	13	9	9	9	9	9
Community centers	2	2	2	2	2	2	2	2	2	2
Wastewater:										
Sanitary sewers (miles)	200	200	200	200	200	200	200	200	200	200
Storm sewers (miles)	125	125	125	125	125	125	125	125	125	125
Treatment capacity (thousands of gallons)	14,500	14,500	14,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500
Transit - mini-buses:										

Source: Town of Stratford, Police Department
Town of Stratford, Fire Department
Town of Stratford, Public Works Department
Town of Stratford, Recreation Department
Town of Stratford, Engineering Department