

FY 2015-2016 ADOPTED GENERAL FUND BUDGET

APPENDIX

FUND BALANCE CHANGES

CHANGES IN FUND BALANCES, GOVERNMENTAL FUNDS 2005-2017

Revenues:	2005	2006	2007	2008	2009	2010	2011
Property taxes	203,587,418	218,013,347	228,593,633	\$227,028,207	248,743,175	268,637,066	272,206,146
Intergovernmental	294,084,874	306,711,917	383,345,871	475,240,256	355,431,137	340,863,435	340,359,992
Fees, permits and licenses	19,037,466	20,727,139	20,844,855	19,942,980	16,100,329	15,454,092	15,355,420
Interest	2,972,578	4,169,012	8,184,000	4,115,785	864,608	370,639	467,604
Other	23,517,173	20,826,665	12,340,020	11,122,689	7,183,515	5,023,480	9,412,146
Total revenues	543,199,509	570,448,080	653,308,379	737,449,917	628,322,764	630,348,712	637,801,308
Expenditures:							
Governmental and community services:							
General government	104,564,452	108,862,558	78,130,009	77,150,939	84,165,283	39,461,942	38,663,676
Public Safety	63,846,820	63,669,135	63,938,653	72,907,644	65,494,093	99,874,176	107,582,600
Excess Pension Contribution							
Public facilities	24,662,002	24,479,831	26,303,916	27,997,221	26,706,098	32,932,515	33,119,337
Parks and recreation	5,655,220	5,818,319	5,969,788	5,675,667	5,368,932		
Planning and Economic Development						3,441,668	3,610,102
Health and Social Services	16,627,932	16,087,863	18,206,936	18,483,802	13,378,869	12,954,954	11,501,774
Charities and Hospitals	70,462	90,833		184,968	123,835		
Libraries						4,660,185	5,392,768
Education	233,091,242	232,779,256	279,762,589	357,577,107	302,812,667	306,601,910	317,360,583
Special Services	19,660,655	22,892,503	40,966,303	30,945,946	27,925,851	27,006,901	21,096,024
Debt Service							
Principal retirements	23,526,717	26,435,988	23,579,000	26,232,000	30,961,925	32,375,000	31,641,000
Interest and other charges	43,567,518	46,276,800	41,852,539	41,521,922	41,594,667	40,933,701	41,269,592
Capital Outlay	42,681,632	63,239,695	114,737,164	118,136,031	83,719,594	41,669,094	45,222,964
Total expenditures	577,954,652	610,632,781	693,446,897	776,813,247	682,251,814	641,912,046	656,460,420
Excess of revenues over (under) expenditures	\$ (34,755,143)	\$ (40,184,701)	\$ (40,138,518)	\$ (39,363,330)	\$ (53,929,050)	\$ (11,563,334)	\$ (18,659,112)
Other financing sources (uses):							
Transfers in	\$ 179,817,106	\$ 175,331,870	\$ 212,264,417	\$ 219,222,813	\$ 224,867,074	\$ 205,649,402	\$ 500,000
Transfers Out	\$ (179,817,106)	\$ (175,331,870)	\$ (212,264,417)	\$ (219,222,813)	\$ (224,867,074)	\$ (205,649,402)	\$ (500,000)
Bonds issued	\$ 88,505,000	\$ 95,735,000	\$ 47,890,000		\$ 40,840,000		\$ 19,440,000
Premium (discount) on long-term debt	\$ 8,186,165	\$ 895,239	\$ 482,104				\$ 84,783
Payment to escrow agent	\$ (64,019,065)	\$ (34,330,000)					\$ (9,898,167)
Bond Refunding Issue							\$ 10,010,000
Proceeds from notes payable							
Capital Lease							
Total other financing sources (uses)	\$ 32,672,100	\$ 62,300,239	\$ 48,372,104	\$ -	\$ -	\$ 40,840,000	\$ 19,636,616
Net Changes in Fund Balance	\$ (2,083,043)	\$ 22,115,538	\$ 8,233,586	\$ (39,363,330)	\$ (53,929,050)	\$ 29,276,666	\$ 780,888
All Other Funds balance	\$ 73,642,696	\$ 99,244,592	\$ 107,051,599	\$ 87,168,758	\$ 33,092,057	\$ 57,479,249	\$ 57,538,470
General Fund Fund Balance	\$ 32,300,885	\$ 28,814,527	\$ 29,241,106	\$ 10,605,102	\$ 10,752,753	\$ 15,642,227	\$ 16,560,510
Fund Balance as a % of operating expenditures	5.59%	4.72%	4.22%	1.37%	1.58%	2.44%	8.76%

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FY 2015-2016 ADOPTED GENERAL FUND BUDGET

APPENDIX

FUND BALANCE CHANGES

<i>Revenues:</i>	2012	2013	2014	Projected 2015	Budget 2015	Budget 2016	Projected 2017
Property taxes	274,118,745	285,962,925	290,690,776	289,871,574	291,174,844	297,174,844	297,174,844
Intergovernmental	346,936,724	391,193,349	387,013,540	212,518,992	212,753,944	212,433,501	213,486,925
Fees, permits and licenses	16,664,394	15,953,121	17,937,764	15,081,586	16,860,985	19,958,358	20,256,174
Interest	305,673	307,039	259,308	583,625	575,000	575,000	575,000
Other	4,347,520	7,046,473	6,248,652	2,683,470	2,153,506	2,228,506	2,252,856
Total revenues	642,373,056	700,462,907	702,150,040	520,739,247	523,518,279	532,370,209	533,745,798
<i>Expenditures:</i>							
Governmental and community services:							
General government	39,935,817	39,691,634	39,060,527	41,575,282	37,158,538	37,135,731	37,355,909
Public Safety	115,629,783	121,687,093	119,804,154	149,206,542	154,422,094	154,691,332	155,464,789
Excess Pension Contribution							
Public facilities	34,490,427	36,166,380	37,473,983	52,539,499	51,564,253	51,368,225	51,631,573
Parks and recreation							
Planning and Economic Development	3,630,343	3,804,545	4,000,056	11,348,302	11,180,474	12,306,286	12,367,817
Health and Social Services	6,536,848	6,962,930	6,847,381	5,136,289	5,167,329	5,400,697	5,427,700
Charities and Hospitals							
Libraries	6,034,045	6,166,881	6,576,900	6,877,801	6,829,089	6,829,089	6,829,089
Education	312,976,935	332,092,576	353,994,653	249,771,748	252,993,405	258,624,579	258,624,579
Special Services	17,368,994	20,237,367	20,274,199	4,283,784	4,203,096	6,014,270	6,044,341
Debt Service							
Principal retirements	31,183,000	27,717,065	38,143,098				
Interest and other charges	39,791,002	38,484,830	35,880,297				
Capital Outlay	74551555	93,042,777	66,802,507				
Total expenditures	682,128,749	726,054,078	728,857,755	520,739,247	523,518,279	532,370,209	533,745,798
Excess of revenues over (under) expenditures	\$ (39,755,693)	\$ (25,591,171)	\$ (26,707,715)				
Other financing sources (uses):							
Transfers in	\$ 500,000	500,000	\$ 3,410,284				
Transfers Out	\$ (500,000)	(500,000)	\$ (3,410,284)				
Bonds issued	\$ 67,930,000						
Premium (discount) on long-term debt	\$ 6,641,055	4,874,093	\$ 1,150,189				
Payment to escrow agent		(59,704,935)	\$ (15,228,178)				
Bond Refunding Issue		55,225,000	\$ 14,290,000				
Proceeds from notes payable							
Capital Lease							
Total other financing sources (uses)	\$ 74,571,055	\$ 394,158	\$ 212,011				
Net Changes in Fund Balance	\$ 34,815,362	\$ (25,197,013)	\$ (26,495,704)				
All Other Funds balance	\$ 42,088,130	\$ 70,793,247	\$ 43,825,809	\$ 43,825,809	\$ 43,825,809	\$ 43,825,809	\$ 43,825,809
General Fund Fund Balance	\$ 37,949,944	\$ 12,924,082	\$ 13,395,816	43,825,809	43,825,809	43,825,809	43,825,809
Fund Balance as a % of operating expenditures	6.17%	9.75%	6.01%	8.42%	8.37%	8.23%	8.21%

PROJECTED FUND BALANCE 2015-2021

	Projected Budget	Fund Balance Goal	Current Fund Balance	Target According to Fund Balance Policy	10% rebuilding contribution (Budget Contribution)
2015	\$523,518,279	\$41,881,462	\$13,395,816	\$28,485,646	\$2,848,565
2016	\$532,370,209	\$42,589,617	\$16,244,381	\$26,345,236	\$2,634,524
2017	\$533,745,798	\$42,699,664	\$18,878,904	\$23,820,760	\$2,382,076
2018	\$539,083,256	\$43,126,660	\$21,260,980	\$21,865,680	\$2,186,568
2019	\$544,474,089	\$43,557,927	\$23,447,548	\$20,110,379	\$2,011,038
2020	\$549,918,829	\$43,993,506	\$25,458,586	\$18,534,920	\$1,853,492
2021	\$555,418,018	\$44,433,441	\$27,312,078	\$17,121,363	\$1,712,136

CITY OF BRIDGEPORT UNDESIGNATED FUND BALANCE POLICY

PURPOSE

To maintain a balance of funds within the total unreserved, undesignated fund balance to be available for unforeseen contingencies.

Definition: Unreserved, undesignated fund balance is the remaining balance available following the reduction for “resources not available for spending” or “legal restrictions” (reservation) and “management’s intended future use of resources” (designation).

POLICY

The sum of all components identified for the undesignated fund balance level will be set at no less than 8.00% of annual operating expenditures and other financing uses (transfers out) of the prior audited fiscal year with the annual approval by the City Council. In the event that the undesignated fund balance exceeds 12.00%, the amount exceeding this percentage may be available for appropriation at the discretion of the Mayor with the approval of City Council.

REPLENISHMENT OF SHORTFALL

The undesignated fund balance of the General Fund may fall below the approved minimum level due to fluctuations between planned and actual revenues and expenditures, other financial emergencies or catastrophic events of an unforeseen nature. When an audited shortfall is reported in the Comprehensive Annual Financial Report (CAFR), it must be rebuilt during the following ensuing fiscal years. This will be achieved by adding an annual appropriation, during the budgeting process of a minimum of 10% of the difference between the fund balance policy level and the undesignated fund balance presented in the latest audited statements.

When dealing with the unanticipated sale of municipal assets, no less than 50% of the “gain on sale of city asset” must be deposited toward the undesignated fund balance until the 12.00% goal has been achieved.

The maintenance of undesignated levels is not to be construed as surpluses or over-taxation by the City. Rather, it is an element of sound fiscal management required for sustaining a high credit rating and financial management flexibility.

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ACCOUNTING SYSTEM: A total set of records that are used to record, classify, and report information on the financial status and operation of an entity.

ADA: Americans with Disabilities Act. The ADA prohibits discrimination in all employment practices, including job application procedures, hiring, firing, advancement, compensation, training, and other terms, conditions, and privileges of employment. It applies to recruitment, advertising, tenure, layoff, leave, fringe benefits, and all other employment-related activities.

ADOPTED BUDGET: The budget for the ensuing fiscal year that has been approved by the City Council & the Mayor.

ALLOCATED COSTS (indirect cost rate): The concept of overhead budgeting is used primarily In Grant / Special Revenue Services and for Educational In-Kind reporting purposes. It is employed as a device to spread administrative costs to operating accounts in different funds to get a more accurate picture of true costs. Allocated costs can include both managerial and clerical salaries, as well as benefits, sick and annual leave, pensions and insurances of all the employees who work directly on a particular service or project.

APPROPRIATION: A legal authorization granted by the City Council to make expenditures and to incur obligations for specific purposes. An appropriation usually is limited in amount and time it may be expended.

ASSESSED VALUE (TAXABLE): As used in this document represents the total taxable book value of property in the City for Municipal purposes only. It is established each year by the filing of the Grand List with the State of Connecticut by the City Assessor.

ATTRITION: A reduction in the City's workforces as a result of resignations, retirements and/or terminations.

AUDIT: A study of the City's accounting system to ensure that financial records are accurate and in compliance with all legal requirements for handling of public funds, including those set forth by state law & City Charter.

BALANCED BUDGET: a budget projected wherein the projected expenditures are equal to the projected revenues. The Charter of the City of Bridgeport mandates a balanced budget.

BERC: The Bridgeport Economic Resource Center. BERC provides assistance and information to businesses wishing to relocate to or expand within the Greater Bridgeport, Connecticut area. BERC is a privately funded, non-profit organization created by a partnership of Greater Bridgeport businesses, utilities, institutions, city and state government.

BOE: Board of Education.

BOND: A written promise to pay a specific sum of money at a specified future date (maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are used typically to manage long-term debt.

BOOTFINDER: The BootFinder, a hand-held device that looks like a radar gun and reads both moving and stationary license plates while searching for vehicles on which taxes are owed and those that are stolen. The BootFinder, named after the lock placed on the wheel of a scofflaw's car or truck, is connected to the city's motor vehicle tax records and its list of stolen vehicles and license plates. It is also attached to a laptop computer that alerts the user to "a hit" with an audio and visual signal.

BUDGET: A plan for the accomplishment of programs related to objectives and goals within a definite time period, including an estimate of resources required, together with an estimate of resources available.

BUSINESS-TYPE ACTIVITIES: provide the same type of services as a private entity, involve exchange relationships - that is, a fee is charged for services rendered and there is a direct relationship between the services provided and the fee charged for the services, and the entity is often a separate, legally constituted, self-sufficient organization although it may be subsidized by a government.

CAFR: An acronym that stands for Comprehensive Annual Financial Report. The CAFR is the industry standard financial report for local governments. The City's CAFR is recognized as meeting the highest possible level of reporting excellence and complies completely with GAAP.

CAMA: Computer assisted mass appraisal system, a computer system for the appraisal of real property, assessment administration and tax collection for a revaluation of property.

CAPITAL IMPROVEMENT PLAN (CIP): A plan for capital expenditures to be incurred each year over a five year period setting forth each capital project, the duration of the project, and the amount to be expended in each year of financing those projects.

CATEGORY (OF REVENUE OR APPROPRIATIONS): Grouping of similar line items. Refer to Budget Summary, Categorical Descriptions.

CBD: Central Business District.

CCTV: Closed circuit television. CCTV is the use of video cameras to transmit signals to a specific set of monitors. Often used for surveillance in areas where security is critical, such as banks, casinos, airports and other public spaces.

CDBG: Community Development Block Grant, a federal program that supports the development of housing and community projects.

COBRA: An acronym that stands for Consolidated Omnibus Budget Reconciliation Act, which provides certain former employees, retirees, spouses, former spouses, and dependent children the right to temporary continuation of health coverage at group rates. This coverage, however, is only available when coverage is lost due to certain specific events. Group health coverage for COBRA participants is usually more expensive than health coverage for active employees, since usually the employer pays a part of the premium for active employees while COBRA participants generally pay the entire premium themselves. It is ordinarily less expensive, though, than individual health coverage. See http://www.dol.gov/ebsa/faqs/faq_consumer_cobra.HTML for more information on the program.

CPPB: Certified Professional Public Buyer.

CRRRA: Connecticut Resources Recovery Authority, the quasi-public agency that manages the municipal waste and recycling for the State of Connecticut.

CRS: Community Rating System. The National Flood Insurance Program's (NFIP) Community Rating System (CRS) is a voluntary incentive program that recognizes and encourages community floodplain management activities that exceed the minimum NFIP requirements. It is a program sponsored by the Federal Emergency Management Agency.

DEBT SERVICE: Principal and interest payment on bonds issued by the City to fund Capital and Other Projects. This includes debt service on past bond issues, as well as those anticipated in the current year of Capital Improvement Projects (C.I.P).

DECD: Department of Economic and Community Development.

DEP: Department of Environmental Protection.

DEPRECIATION: a decrease or loss in value.

DMV: Department of Motor Vehicles.

ECS: ECS or Education Cost Sharing, aims to equalize some of school funding disparities that municipalities with a large number of needy students encounter when trying to provide services. ECS provides grants based on a formula that multiplies three factors: (1) a base aid ratio of each town's wealth to a designated state guaranteed wealth level (GWL), (2) the foundation, and (3) the number of each town's resident students adjusted for educational and economic need ("need students"). A per-student bonus is added for towns that are part of regional school districts. (The Governor appointed a task force to re-visit the funding formula this year, and recommendations are outlined here: <http://www.cga.ct.gov/ed/CostSharing/Documents/2013/ECS%20TASK%20FORCE%20Final%20Report%201-23-13.pdf>).

ENTERPRISE FUNDS: A fund established to account for operations that are financed and operated in a manner similar to private business enterprises. The intent is that the full cost of providing the goods or services be financed primarily through charges and fees thus removing the expenses from the tax rate.

EOC: Emergency Operations Center. A central location that serves as a center for coordination and control of emergency preparedness and response for the region.

EPA: Environmental Protection Agency, a federal agency.

ESU: Emergency Services Unit. Similar to a SWAT Team, the ESU is a specially trained police unit that responds to critical incidents such as hostage situations.

EXPENDITURES: Total charges incurred for services received or assets purchased.

FEMA: Federal Emergency Management Agency.

FISCAL YEAR: a twelve-month period for which an organization plans the use of its funds. The City of Bridgeport's fiscal year begins on July 1 and concludes on June 30.

FTA: Federal Transit Administration

FTE: An acronym that stands for full time equivalent. Employee counts represent the budgeted sum of permanent, temporary and part-time employees.

FUND BALANCE: Represents the undesignated fund balance or excess of current assets over liabilities available for use along with current revenues to fund the various operating budgets.

FUND: A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual entities, or balances (and changes therein) are recorded and segregated to carry on specific activities or attain certain objectives in accordance with specific regulations, restrictions or limitations.

FUND STRUCTURE: The City's accounting system is organized and operated on the basis of funds or account groups, each of which is a separate accounting entity. Each fund is accounted for with a set of self-balancing accounts comprised of assets, liabilities, fund equity, revenues and expenditures or expenses, as appropriate. The three broad categories are GOVERNMENTAL FUNDS, PROPRIETARY FUNDS, and FIDUCIARY FUNDS. They are covered briefly here, and in greater detail in the budget summary, page 26 of this document.

GOVERNMENTAL FUNDS:

THE GENERAL FUND is used to account for the major general operations of the City, except those required to be accounted for in a separate fund.

SPECIAL REVENUE FUNDS are used to account for revenues dedicated for a specific purpose as prescribed by Federal or State program guidelines regarding their use.

DEBT SERVICE FUND is used for the accumulation of resources for, and the payment of, long term bonded debt.

CAPITAL PROJECT FUNDS are used to account for the proceeds of general obligation bonds and other financing resources for the planning, acquisition and construction or improvement of major capital facilities such as new schools and urban renewal projects.

PROPRIETARY FUNDS:

ENTERPRISE FUND Enterprise funds are used to account for the operations of activities that are financed and operated in a manner similar to a private business enterprise.

INTERNAL SERVICE FUND The City, by Ordinance, established an Internal Service Fund to account for self-insured health benefit activities of the City, Board of Education (BOE) and all other departments. Governmental Accounting Standards allow for the use of Internal Service Funds for risk financing activities.

FIDUCIARY FUNDS:

TRUST AND AGENCY FUNDS are used to account for resources held for the benefit of parties outside the government. The City of Bridgeport has four pension trust funds that support the pensions of City employees.

FY: An abbreviation for fiscal year, a twelve-month period for which an organization plans the use of its funds. The City of Bridgeport's fiscal year begins on July 1 and concludes on June 30.

GAAP ACCOUNTING: Standards established by the Governmental Accounting Standards Board, which the City must comply with.

GASB: An acronym that stands for Government Accounting Standards Board. GASB established standards for state and local governmental accounting in which financial reporting results in useful information for users.

GENERAL FUND: The major municipally owned fund, which is created with City receipts and which is charged with expenditures payable from such revenues.

GFOA: Government Finance Officers Association

GIS: Geographic Information System or geospatial information system. Designed to capture, store, analyze and manage data and associated information that is geographically referenced, GIS allows users to visualize data on a map.

GOVERNMENT-TYPE ACTIVITIES: Those activities used to account for financial resources used in the day-to-day operations of the government.

GPS: Global Positioning System.

GRAND LIST: The assessed value of all taxable property in the City.

HAZWOPER: Hazardous Waste Operations and Emergency Response Standard

HDPE: High-density polyethylene, a type of plastic.

HUD: Housing and Urban Development Agency.

INTERFUND TRANSFER: Payments from one administrative budget to another, which result in the recording of a receipt and an expenditure.

INTERNAL SERVICE FUNDS: Used to account for and finance the City's risk of loss for Employee Benefits, Workers Compensation, and other liabilities.

ISO New England: A regional transmission organization (RTO), serving Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island and Vermont. ISO stands for independent service operators. It was developed at the behest of Congress and the Federal Energy Regulatory Commission (FERC) to enable restructuring of the electric power industry.

ITC: intermodal transportation center

LAN: Local Area Network

LED: Light-emitting diode. This light source has a higher initial purchase price, but over the long term has a lower cost because they require much less power to output the same amount of light as a similar incandescent bulb.

LIABILITY: Debt or other legal obligations arising out of transactions in the past, which must be liquidated, renewed, or refunded at some future date.

LONGEVITY: Monetary payments to permanent full time employees who have been in the employ of the City for a set number of years.

MACH: Music and Arts Center for Humanity, a Bridgeport Arts organization.

MBE: Minority Business Enterprise Program. This program aims to implement a race and gender-conscious program to correct historic discrimination. It aims to reduce and eliminate aspects of the city's bidding and contracting processes that pose the greatest difficulties for Minority businesses.

MERF: the Municipal Employees Retirement Fund

MILL RATE: The Mill Rate is the rate of taxation levied on property subject to taxation under Connecticut General Statutes. One mill is equal to 1/1000 of a dollar. For example, a tax rate of 20 mills is equivalent to \$20 per \$1,000 of assessed value.

MODIFIED ACCRUAL: basis for accounting of all governmental funds and expendable trust and agency funds under which revenues are recorded when they become measureable and available. Expenditures are recorded when the liability is incurred, except for interest on general long-term obligations, which is recorded when due.

MRSA: Methicillin-resistant *Staphylococcus aureus* (MRSA) is a bacterium responsible for difficult-to-treat infections in humans. MRSA is a resistant variation of the common bacterium *Staphylococcus aureus*.

NRZ: Neighborhood Revitalization Zones.

NTOA: National Tactical Officer's Association.

OPED: Office of Planning and Economic Development.

ORDINANCE: A law set forth by a governmental authority; a municipal regulation.

PERF: Police Executive Research Forum. This national membership organization is comprised of police executives from the largest law enforcement agencies in the United States. They are dedicated to improving policing and advancing professionalism through research and public policy.

PETE: Polyethylene terephthalate, a type of plastic.

PILOT: An acronym that stands for payments in lieu of taxes. These property tax exemptions are granted to state-owned property, institutions of higher education & hospitals by the state of Connecticut. The payment is equal to a percentage of the amount of taxes that would be paid if the property were not exempt from taxation.

RECOMMENDED BUDGET: The proposed budget for the ensuing fiscal year that has been approved by the mayor and forwarded to the City Council for their review & approval.

REQUIRED RESERVE: The City of Bridgeport appropriates a \$1 million budgetary reserve. This is a longstanding practice which is a positive factor in the City's maintenance of its Bond Rating. All three rating agencies have acknowledged this budgetary practice.

REVENUES: (1) Increases in the net current assets of a governmental fund type from other than expenditure refunds and residual equity transfers; and (2) increase in the net total assets of a proprietary fund type from other than expense refunds, capital contributions and residual equity transfers.

RFP Depot: RFP Depot is an online bidding service designed to streamline the bidding process. RFP Depot offers an enhanced bidding process that allows bid solicitations via the internet. We anticipate the introduction of RFP Depot will simplify the bidding process for both vendors and departments.

RFP: Request for Proposal.

RFQ: Request for Quotation.

RYASAP: Regional Youth/Adult Substance Abuse Project, a community development organization based in Bridgeport.

SBE: Small Business Enterprise.

SERVICE INDICATORS: A statement describing an activity conducted or performed by the department/division. A department or division usually has many Service Indicators. Service Indicators provide information on whether service objectives are being met.

SLRB: State Labor Relations Board.

SPECIAL REVENUES: The use of these funds are prescribed by Federal or State program guidelines. Often, the source of these funds are federal and state grants that are to be used for specific projects.

STATEMENT 34: A proposed revision by the Governmental Accounting Standards Board (GASB) in GAAP Accounting, which requires changes in local government accounting and reporting.

SUBMITTED BUDGET: Departmental estimates of revenue and expenditures for the ensuing fiscal year, submitted to the Office of Policy & Management, which is reviewed and used in formulating the recommended budget.

SUPPLEMENTAL APPROPRIATION: Appropriations made by the City Council to cover expenditures that exceed the adopted appropriation level.

SURPLUS: That portion of prior year Undesignated Fund Balance to be used to offset current year tax revenues.

SWAT: a special police unit trained to perform dangerous operations.

SWEROC: Southwest Connecticut Regional Recycling Operating Committee.

TAX ABATEMENT: Legal reduction or cancellation of tax obligation.

TAX ANTICIPATION NOTES (TANS): Notes (or warrants) issued in anticipation of the collection of taxes, usually retirable only from tax collections, and frequently only from the proceeds of the tax levy whose collections they anticipate.

TAXABLE GRAND LIST: Reflects all property that is not subject to Section 12-81 of the Connecticut general Statutes which exempts from taxation federal, state, municipal, church, and school property if that property is used for the purpose for which the agent is exempted.

TOD: Transit Oriented Development

TRANSFERS IN/OUT: Transfers between city funds not technically considered revenues or expenses to either fund.

TRANSMITTAL LETTER: A document, in the form of a letter that accompanies the budget when it is presented to the City Council. It is written by the Mayor, in part to explain the considerations that went into the planning of the budget it is attached to.

TRUST FUND: Funds used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments and/or other funds.

TRANSITIONAL WORK PROGRAM: Transitional work, sometimes referred to as "light duty," is an interim step in the physical recovery of an employee who suffers an occupational or a non-occupational injury or illness that prevents the employee from working in his/her current position. Transitional work is designed to use job tasks or a combination of tasks and functions that an individual with work restrictions may safely perform. Transitional work assignments are offered to those employees who have supplied Human Resources with temporary work restrictions.

WAN: Wide area network, a computer network that covers a broad area.

WIC: Women, Infants & Children, a federal nutritional program.

WPCA: Water Pollution Control Authority.