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## ACCOUNTING POLICIES

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### *FISCAL YEAR*

The City of Bridgeport's Fiscal Year begins July 1 and ends June 30.

### *BALANCED BUDGET*

The Charter of the City of Bridgeport mandates a balanced budget. For the purposes of meeting this requirement, each year a budget is adopted in which the projected expenditures are equal to the projected revenues.

### *BASIS OF ACCOUNTING*

The City of Bridgeport's accounting system is operated on a fund basis. A fund is a fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources or balances are recorded and segregated to carry on specific activities or attain certain objectives in accordance with specific regulations and limitations. The operations of the general fund are maintained on a modified accrual basis, with revenues recorded when measurable and available and the expenditures recorded when the services or goods are received and liabilities are incurred. In contrast, accounting records for the City's enterprise, pension and nonexpendable trust funds are managed on the accrual basis of accounting. The types of funds utilized by the City are as follows: general; special revenue; capital projects; enterprise; and trust and agency. The type and number of individual funds established is determined by GAAP and sound financial administration.

### *BUDGET PROCEDURE*

The Mayor's annual budget is developed by the City's Office of Policy & Management (OPM). The budget is submitted to the City Council, which in turn makes additions and changes as necessary before turning it over to the Mayor for approval. The City maintains budgetary control through the Office of Policy & Management. The objective of budgetary control is to ensure compliance with the legal provisions embodied in the annual adopted budget approved by the City Council. The level of budgetary control is established by organization, agency, appropriation and object. The City of Bridgeport also utilizes an encumbrance accounting system as one technique for accomplishing budgetary control. Encumbrances reserve appropriations which have been obligated through purchase orders or other contractual documents. Encumbrances are reported as reservations of fund balance at the end of the year. Transfers of certain appropriations between departments require the approval of the City Council. The City of Bridgeport's Capital & General Fund Budgets must be adopted by the City Council and approved by the Mayor.

### *INTERNAL CONTROLS*

The management of the City of Bridgeport is maintained through a control structure designed to ensure that the assets of the City are protected from loss, theft, or misuse and to ensure that adequate accounting data is compiled to allow for the preparation of financial statements in conformity with GAAP. The control structure is designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that the cost of a control should not exceed the benefits likely to be derived from that cost and that the valuation of costs and benefits requires estimates and judgments be made by management. In addition, the City of Bridgeport has an internal audit staff responsible for monitoring the various City departments in compliance with the City Charter, ordinances, and all other policies and procedures.

As a recipient of Federal, State and local financial assistance, the City of Bridgeport is responsible for ensuring adequate internal control policies and procedures are in place to ensure and document compliance with applicable laws and regulations related to these programs. This internal control structure is subject to periodic evaluation by management as well.

GENERAL FUND BUDGET

BUDGET SUMMARY

BUDGET & ACCOUNTING POLICIES

*LEGAL DEBT LIMIT*

The total overall statutory debt limit for the City is equal to seven times annual receipts from taxation, or \$1,867,139,295. All long-term debt obligations are retired through General Fund appropriations or user charges. As of June 30, 2010, the City recorded long-term debt of \$666.8 million related to Governmental Activities and \$49.8 million related to Business-Type Activities, well below its statutory debt limit. The City's total debt increased by \$8 million during the fiscal year ended June 30, 2010. For more information on debt service, see the [debt service section](#).

*RISK MANAGEMENT*

The City is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees; and natural disasters. The City carries commercial insurance for insurable risks of loss except for general liability, workers' compensation and employee health and dental insurance. Coverage has not been materially reduced, nor have settled claims exceeded commercial coverage in any of the past three years.

The City carries no insurance coverage for losses arising out of workers' compensation claims. These claims are paid from the General Fund. This is accounted for in the governmental activities of the government-wide statements.

The City maintains a group health and dental self-insurance plan to pay for medical claims of current and retired City employees and their covered dependents. Approximately 4,380 active employees and 4,012 retirees receive their health coverage through this plan. Payments related to these claims are made by an outside administrator under an administrative services contract and are accounted for in the Internal Service Fund. The contract requires the City to maintain a \$2,500,000 certificate of deposit which is recorded as restricted cash in the accompanying balance sheet.

The liability for general liability, workers' compensation and group health insurance includes all known claims reported plus a provision for those claims incurred but not reported, net of estimated recoveries. The liability is based on past experience adjusted for current trends and includes incremental claim expenditures. The liability for workers' compensation claims is calculated using actuarial methods. Changes in the reported liability are as follows:

A reconciliation of changes in the aggregate liabilities for claims for the 2001-2010 fiscal years:

	Liability: Start of fiscal year	Current year claims & changes in estimates	Claim Payments	Liability: End of the Fiscal Year
<b>2010</b>	72,277,783	119,677,303	108,253,612	83,701,474
<b>2009</b>	67,301,000	102,236,079	90,691,701	72,277,783
<b>2008</b>	65,740,860	88,167,399	86,607,259	67,301,000
<b>2007</b>	50,070,000	95,669,180	79,998,320	65,740,860
<b>2006</b>	54,076,619	71,379,804	75,386,423	50,070,000
<b>2005</b>	62,045,079	66,036,204	74,004,664	54,076,619
<b>2004</b>	61,964,745	66,974,067	66,893,733	62,045,079
<b>2003</b>	65,787,386	59,776,938	63,599,579	61,964,745
<b>2002</b>	81,968,096	42,867,583	59,048,293	65,787,386
<b>2001</b>	68,979,599	66,977,701	53,989,204	81,968,096

*AUDIT*

State Statutes require an annual audit conducted by independent certified public accountants. Portions of these audits are included in the City's Comprehensive Annual Financial Report, and these can be accessed through the City's website,

<http://www.bridgeportct.gov/finance/Documents/2010CAFR.pdf>

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UNDESIGNATED FUND BALANCE POLICY

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*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.

*RATIONALE*

The City of Bridgeport recognizes the importance of maintaining an appropriate level of undesignated fund balance on a Generally Accepted Accounting Principles (GAAP) basis to withstand short-term financial emergencies. After evaluating the City’s operating characteristics, its overall financial health, the diversity and flexibility of its tax base, the reliability of non-property tax revenues sources, the City’s working capital needs, the impact of state policies regarding tax exempt properties and PILOT reimbursements on City revenues, Brownfield policies, the national, state and local economic outlooks, emergency and disaster risks, other contingent issues and the impact on the City bond ratings of all these factors, the City of Bridgeport hereby establishes goals regarding the appropriate handling and funding of the undesignated fund balance.

The City of Bridgeport’s formal undesignated fund balance policy shall be to maintain adequate unencumbered reserves to accomplish the following objectives:

- (1) Have sufficient funds available for appropriation for unforeseen expenditures or unforeseen shortfalls in revenue after adoption of the annual budget ; and
- (2) Avoid unexpected spikes in the mill rate caused by non-reoccurring revenues.

*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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**DESCRIPTION OF FUND STRUCTURE**


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The accounts of the City of Bridgeport are organized on the basis of funds and account groups, utilizing a fund structure in which fund activities are aggregated for specific purposes. A fund is a combination of related accounts used to maintain control & accountability of resources that are dedicated to specific activities or objectives. The City of Bridgeport, like other state & local governments, uses fund accounting to ensure appropriate fiscal control and to demonstrate our compliance with accepted accounting principles set forth by the Governmental Accounting Standards Board.

Detailed financial schedules for all of the funds described below are *not* contained within this budget document. This document includes information on the General Fund, as well as some detail on Special Revenue Funds, the Internal Service Fund, and Capital Project Funds. Of these funds, only the General Fund is subject to appropriation. Detail on the other funds described below can be found in the City's Comprehensive Annual Financial Report, prepared by the Finance Department, and can be accessed through the City's website, <http://www.bridgeportct.gov/finance/>. Grateful acknowledgement of the assistance of the Finance Department in providing certain schedules and detail from the 2010 CAFR is noted here, and we have provided attribution for these throughout the budget book, as is applicable.

**GOVERNMENTAL FUNDS**

The City of Bridgeport maintains 21 individual governmental funds. The major funds of these 21 are discussed below.

THE GENERAL FUND is the primary operating fund of the city. It is the largest fund which encompasses traditional governmental services, and is used to account for all financial resources except those required to be accounted for in another fund. The General Fund is primarily supported by the property tax. General Fund revenues are displayed by type in the Revenue Summary section of this budget and by department in the Budget Detail section. Appropriations are also listed by department in the Budget Detail section. Governmental funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized when they are both measurable and available.

SPECIAL REVENUE FUNDS are used to account for revenues dedicated for a specific purpose. These funds are prescribed by Federal or State program guidelines regarding the distribution or use of revenues.

THE DEBT SERVICE FUND is used for the accumulation of resources for, and the payment of, general long term bonded debt to be issued in future years.

BOARD OF EDUCATION FUND This fund accounts for the operations of the Board of Education, except for those required to be accounted for in another fund.

CAPITAL PROJECT FUNDS are for various construction projects as well as the purchase of the City's fleet inventory. Capital Project Funds are used to account for the proceeds of general obligation bonds and other financing sources for the planning, acquisition and construction or improvement of major capital facilities such as new schools and urban renewal projects.

**PROPRIETARY FUNDS**

ENTERPRISE FUNDS are used to report activities that are financed and operated in a manner similar to a private business enterprise. In the case of the City of Bridgeport, the Water Pollution Control Authority or WPCA, is one such fund which accounts for the activities of the City's two sewage treatment plants, sewage pumping stations, and collection systems for the City of Bridgeport. These funds are covered in the Finance Department's Annual Financial Report, but not in this document.

## GENERAL FUND BUDGET

### BUDGET SUMMARY

### BUDGET PROCESS

THE INTERNAL SERVICE FUND was established by Ordinance 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. The Internal Service Fund is a proprietary type fund, which utilizes the accrual basis of accounting. The use of a separate fund for self insured benefit activities can help smooth the impact of severe claims fluctuations which can now occur in the General Fund. Funding will be provided through the annual General Fund Budget which will separately identify the City, BOE, BOE Grants and Nutrition portions. The amount budgeted will be the amount transferred to the Internal Service Fund. Contributions will be also be made by the WPCA and Grants. Employee contributions will be made directly to the Internal Service Fund. Interest and investment income earned by the fund will be used to pay expenses of the fund. Investment of available funds will be made by the City Finance Director and Treasurer in accordance with Connecticut General Statutes.

#### *FIDUCIARY FUNDS*

Fiduciary funds are used to account for resources held for the benefit of parties outside the government. These funds are not reflected in government-side financial statements because the resources contained within these funds are not available to provide services for the City's constituents. The City of Bridgeport has four pension trust funds that support the pensions of City employees. The accounting used for fiduciary funds is much like that used for proprietary funds, and again, is covered in some detail in the Finance Department's Annual Financial Report, but not in this document.

### THE BUDGET PROCESS

#### *MAYOR RECOMMENDED PREPARATION*

City departments begin preparation and documentation processes for the budget in January. The Office of Policy & Management reviews all submitted department requested documents; verifies contractual obligation thresholds, calculates all formula-driven data, and presents a draft budget to the Mayor and selected staff. In accordance with the City Charter, Chapter 9, Section 5(c) the Mayor, no later than the first Tuesday in April of each year, must present to the City Council a proposed budget for the ensuing fiscal year as prescribed in that same section.

#### *CITY COUNCIL PROCESS*

The City Council's Budget and Appropriations Committee, under City Council rules, will set a schedule for budget deliberations and in accordance with City Charter, shall hold at least one public hearing before taking final action on the proposed budget and mill rate. The City Council Budgets & Appropriations Committee reports its changes to the Council as a whole in the form of a budget amendment resolution. The City Council has the power to reduce or delete any item in the budget recommended by the Mayor by a majority vote of the council members present and voting. It shall have the power to increase any item in said budget or add new items to said budget only on a two-thirds (2/3) affirmative vote of the entire membership of the council. The budget adopted by the City Council shall be submitted to the Mayor not later than the second Tuesday in May of each year. The Mayor shall sign the adopted budget or within fourteen days after adoption of the budget, the Mayor may veto any action taken by the City Council. The veto power of the Mayor shall be that of line item veto only, and any such veto may be overridden by a two-thirds (2/3) vote of the entire membership of the City Council. If the Mayor shall disapprove any action of the City Council, he shall, no later than the close of business of the fourteenth day, return the proposed budget to the City Council with a statement of objections. Thereupon, the President of the City Council shall call a meeting to be held no later than seven days after the receipt of the Mayor's veto. If the City Council fails to adopt a budget by the second Tuesday in May of any year, the proposed budget of the Mayor shall become the budget of the City for the ensuing year.

**BUDGET TIMETABLE**  
**FISCAL YEAR 2011 - 2012**

<u>Dates :</u>	<u>Day</u>	<u>Actions</u>
Jan. 28, 2011 <i>28-Jan</i>	Friday	Departments data enter request budget into MUNIS <i>DEPARTMENTS MUST SUBMIT STATUS OF FY 2011 GOALS FOR FIRST SIX MONTHS TO OPM</i>
Jan. 28, 2011	Friday	Departments must submit capital project request and back-up to OPI
Feb. 7, 2011 <i>Feb 14 - Feb 25</i>	Monday	OPM Submits FIRST Draft Recommended Budget to the Mayor <i>Mayor may hold meetings regarding budget with various departments</i>
March 01, 2011 ( no later than) <i>Feb 14 - Mar 25</i>	Tuesday	Mayor Submits Capital Budget to the City Council <i>Mayor formulates General Fund Budget. Budget goes to final production</i>
April 05, 2011 ( no later than)	Tuesday	Per City Charter, Mayor Submits Proposed Budget to the City Council
TBD		Tentative Scheduled Public Hearing for all City Departments Budgets
May 03, 2011 ( no later than)	Tuesday	Capital Improvement Program is adopted and Submitted to Departments Directors
May 10, 2011 ( no later than)	Tuesday	City Council Submits Adopted Budget to the Mayor
May 24, 2011 ( no later than)	Tuesday	Last day for the Mayor to Veto the City Council's Adopted Budget
May 31, 2011 ( no later than)	Tuesday	Last day for the City Council to vote on the Mayor's veto of the City Council's Adopted Budget
June 7, 2011 ( no later than)	Tuesday	City Council sets mill rate  (mill rate is set no later than seven days after action on the budget is complete); This may be a vote necessary no later than May 31st

GENERAL FUND BUDGET

BUDGET SUMMARY

GENERAL FUND BY AGENCY

The General Fund is primarily funded by the property tax. Governmental funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized when 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. This budget illustrates the initiatives taken by the Finch Administration to maintain fiscal integrity through this challenging economic downturn. This proposed budget illustrates this fiscally conservative approach, as total spending in the new budget is nearly \$1.3 million less than in the previous (2011) adopted budget. This marks the second consecutive year that city appropriations are reduced.

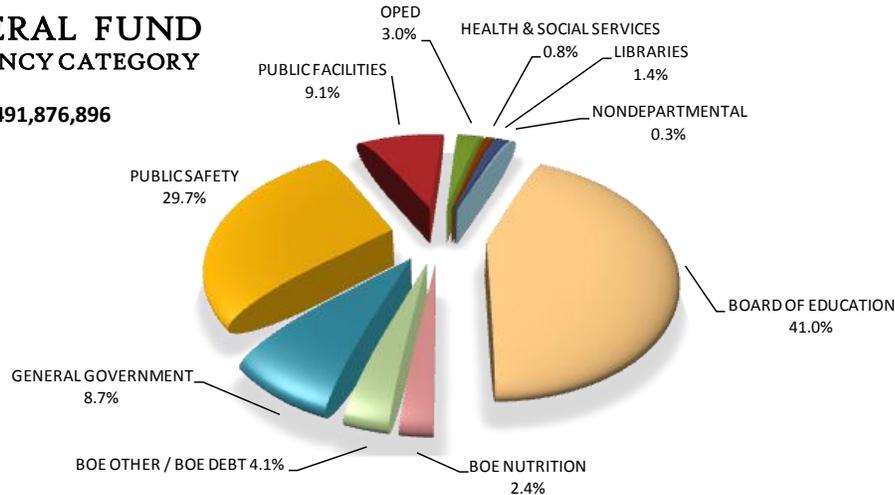
GENERAL FUND

BY AGENCY CATEGORY

AGCY CAT	FY2010 ACTUAL	FY2011 BUDGET	MAYOR PROPOSED	VARIANCE TO	
				FY2012 ADOPTED	FY2011 BUDGET
01 GENERAL GOVERNMENT	38,871,203	40,791,499	39,697,713	39,940,254	-851,245
02 PUBLIC SAFETY	132,087,194	139,596,920	139,475,918	139,637,541	40,621
03 PUBLIC FACILITIES	41,672,949	42,944,972	45,469,655	45,469,655	2,524,683
04 OPED	13,139,884	13,878,434	13,179,580	13,238,021	-640,413
05 HEALTH & SOCIAL SERVICES	3,271,685	3,748,154	3,856,702	3,953,745	205,591
06 NONDEPARTMENTAL	4,306,874	-1,483,222	401,326	1,613,408	3,096,630
07 LIBRARIES	4,741,139	6,723,003	6,723,003	6,723,003	0
08 BOARD OF EDUCATION	192,256,923	192,418,968	192,418,968	214,321,022	21,902,054
09 BOE FOOD SERVICES	12,850,296	11,315,145	11,315,572	11,315,572	427
10 BOE DEBT SERVICE	18,638,563	19,437,442	15,539,675	15,664,675	-3,772,767
<b>Grand Total</b>	<b>461,836,710</b>	<b>469,371,315</b>	<b>468,078,112</b>	<b>491,876,896</b>	<b>22,505,581</b>

GENERAL FUND BY AGENCY CATEGORY

TOTAL: \$491,876,896



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 and all other departments. Governmental Accounting Standards allow for the use of Internal Service Funds for risk financing activities. The Internal Service Fund is a proprietary type fund, which utilizes the accrual basis of accounting.

GENERAL FUND BUDGET

BUDGET SUMMARY

INTERNAL SERVICE FUND

Agency	Org Code	New OC	Dept	Benefit	Vendor	Description	Type	FY-12
CITY	62075000		52155 City Grants	Life	Htfd	Life Ins Prem	Prem	3,200
CITY GRNT	62074000		58001 City Grants	Medical	HN/CIGNA	Medical	Claims	628,500
CITY GRNT	62074000		58003 City Grants	Dental	CIGNA	Dental Claims	Fees	72,600
CITY GRNT	62074000		58002 City Grants	Rx	Medco	Rx Claims/Admin	Claims	376,200
CITY GRNT	62074000		58004 City Grants	Vision	VSP	Vision Claims	Claims	10,500
CITY GRNT	62074000		58301 City Grants	Medical	CIGNA	ASO Fees	Admin	17,600
CITY GRNT	62074000		58302 City Grants	Dental	CIGNA	Dental PPO Fee	Fees	1,500
CITY GRNT	62074000		58305 City Grants	Dental	CIGNA	Dental HMO	Admin	3,900
			<b>CITY GRANTS</b>	<b>TOTAL</b>				<b>1,110,800</b>
CITY	62075000		52154 City Active	Life	Htfd	Life Ins Prem	Prem	137,300
CITY	62075000		52156 Disabled	Life	Htfd	Life Ins Prem	Prem	66,000
CITY	62075000		52202 Unaffiliated	Disability	Htfd	STD Prem	Prem	20,600
CITY	62075000		52203 Teamsters	Disability	Htfd	STD Prem	Prem	1,200
CITY	62075000		52204 Unaffiliated	Disability	Htfd	LTD Prem	Prem	22,300
CITY	62075000		52205 Teamsters	Disability	Htfd	LTD Prem	Prem	1,200
CITY	62075000		58001 City ISF	Medical	HN/CIGNA	Medical	Claims	13,255,700
CITY	62075000		58002 City Active	Rx	Medco	Rx Claims/Admin	Claims	2,578,700
CITY	62075000		58003 City Active	Dental	CIGNA	Dental Claims	Claims	824,500
CITY	62075000		58004 City Actives	Vision	VSP	Vision Claims	Claims	91,400
CITY	62075000		58101 City Retirees	Medical	HN/CIGNA	Medical	Claims	9,767,000
CITY	62075000		58102 City Retirees & COBRA	Rx	Medco	Rx Claims/Admin	Claims	2,445,500
CITY	62075000		58103 City/COBRA/Retirees*	Dental	CIGNA	Dental Claims	Claims	40,500
CITY	62075000		58104 City Ret/COBRA	Vision	VSP	Vision Claims	Claims	7,900
CITY	62075000		58201 Heart & Hypertension	WC	Berkley	Indemnity	Claims	1,500,000
CITY	62075000		58202 Heart & Hypertension	WC	Berkley	Medical	Claims	2,100,000
CITY	62075000		58203 City Active	WC	Berkley	WC Indemnity	Claims	2,597,000
CITY	62075000		58204 City active	WC	Berkley	WC Medical	Claims	3,695,500
CITY	62075000		58258 City Wide	WC	Wokrs Comp Com	Annual Assmnt	Fees	302,000
CITY	62075000		58260 City Wide		2nd Injury Fund	Qtrly Assessment	Fees	251,700
CITY	62075000		58262 City Wide	WC	Berkley	WC ASO Fee	Admin	430,000
CITY	62075000		58301 City Active	Medical	CIGNA	ASO Fees	Admin	501,800
CITY	62075000		58302 City Active	Dental	CIGNA	Dental PPO Fee	Admin	39,300
CITY	62075000		58303 City Retirees	Medical	CIGNA	ASO Fees	Admin	277,300
CITY	62075000		58304 City COBRA/Ret*	Dental	CIGNA	Dental PPO Fee	Admin	3,200
CITY	62075000		58305 City Active	Dental	CIGNA	Dental HMO	Prem	157,130
CITY	62075000		58306 City Ret/COBRA	Dental	CIGNA	Dental HMO	Prem	5,180
CITY	62075000		58400 Police & Fire			Medicare-B Reimb	Fees	1,029,400
CITY	62075000		58401 City Medicare (FP/CSG)	Rx/Med	HN, Anthem, Beacon	Rx/Med/Admin	Admin/Claims	5,719,300
CITY	62075000		58500 EAP				Fees	38,900
CITY	62075000		58501 Buy-Out					97,000
			<b>CITY TOTAL</b>					<b>48,004,510</b>
WPCA	62400000		58001 WPCA	Medical	HN/CIGNA	Medical	Claims	110,100
WPCA	62400000		58002 WPCA	Rx	Medco	Rx Claims/Admin	Claims	7,800
WPCA	62400000		58003 WPCA	Dental	CIGNA	Dental Claims	Claims	3,200
WPCA	62400000		58004 WPCA	Vision	VSP	Vision Claims	Claims	700
WPCA	62400000		58203 WPCA	WC	Berkley	WC Indemnity	Claims	5,000
WPCA	62400000		58204 WPCA	WC	Berkley	WC Medical	Claims	5,000
WPCA	62400000		58301 WPCA	Medical	CIGNA	ASO Fees	Admin	2,900
WPCA	62400000		58302 WPCA	Dental	CIGNA	Dental PPO Fee	Admin	200
WPCA	62400000		58305 WPCA	Dental	CIGNA	Dental HMO	Admin	1,110
			<b>WPCA TOTAL</b>					<b>136,010</b>
BOE	62850000		58001 BOE Active	Medical	HN/CIGNA	Medical	Claims	24,598,700
BOE	62850000		58002 BOE Genl Fund	Rx	Medco	Rx Claims/Admin	Claims	4,801,700
BOE	62850000		58003 BOE Actives	Dental	CIGNA	Dental Claims	Claims	1,958,200
BOE	62850000		58004 Noncertified	Vision	VSP	Vision Claims	Claims	56,400
BOE	62850000		58101 BOE Retirees*	Medical	HN/CIGNA	Medical	Claims	8,838,900
BOE	62850000		58102 BOE Retirees	Rx	Medco	Rx Claims/Admin	Claims	1,980,300
BOE	62850000		58103 BOE COBRA/Retirees	Dental	CIGNA	Dental Claims	Claims	738,000
BOE	62850000		58104 BOE Ret/COBRA	Vision	VSP	Vision Claims	Claims	300
BOE	62850000		58203 BOE Active	WC	Berkley	WC Indemnity	Claims	785,000
BOE	62850000		58204 BOE Actives	WC	Berkley	WC Medical	Claims	1,430,000
BOE	62850000		58301 BOE Active	Medical	CIGNA	ASO Fees	Admin	871,800
BOE	62850000		58302 BOE Genl Fund	Dental	CIGNA	Dental PPO Fee	Admin	81,400
BOE	62850000		58303 BOE Retirees	Medical	CIGNA	ASO Fees	Admin	240,100
BOE	62850000		58304 BOE COBRA/Ret	Dental	CIGNA	Dental PPO Fee	Admin	33,100
BOE	62850000		58305 BOE Genl Fund	Dental	CIGNA	Dental HMO	Admin	61,830
BOE	62850000		58306 BOE Ret/COBRA	Dental	CIGNA	Dental HMO	Admin	2,880
BOE	62850000		58401 BOE Medicare	Rx/Med	HN, Anthem, Beacon	Rx/Med/Admin	Admin/Claims	5,276,700
			<b>BOE TOTAL</b>					<b>51,755,310</b>
BOE GRNT	62899894		58001 BOE Grants	Medical	HN/CIGNA	Medical	Claims	4,678,900
BOE GRNT	62899894		58002 BOE Grants	Rx	Medco	Rx Claims/Admin	Claims	491,600
BOE GRNT	62899894		58003 BOE Grants	Dental	CIGNA	Dental Claims	Claims	314,600
BOE GRNT	62899894		58004 BOE Grants	Vision	VSP	Vision Claims	Claims	12,900
BOE GRNT	62899894		58301 BOE Grants	Medical	CIGNA	ASO Fees	Admin	185,400
BOE GRNT	62899894		58302 BOE Grants	Dental	CIGNA	Dental PPO Fee	Admin	16,500
BOE GRNT	62899894		58305 BOE Grants	Dental	CIGNA	Dental HMO	Admin	16,420
			<b>BOE Grants TOTAL</b>					<b>5,716,320</b>
NUT	62900000		58001 Nutrition	Medical	HN/CIGNA	Medical	Claims	1,430,000
NUT	62900000		58002 Nutrition	Rx	Medco	Rx Claims/Admin	Claims	293,300
NUT	62900000		58003 Nutrition	Dental	CIGNA	Dental Claims	Claims	84,800
NUT	62900000		58004 Nutrition	Vision	VSP	Vision Claims	Claims	9,600
NUT	62900000		58203 Nutrition	WC	Berkley	WC Indemnity	Claims	25,000
NUT	62900000		58204 Nutrition	WC	Berkley	WC Medical	Claims	40,000
NUT	62900000		58301 Nutrition	Medical	CIGNA	ASO Fees	Admin	51,900
NUT	62900000		58302 Nutrition	Dental	CIGNA	Dental PPO Fee	Admin	4,800
NUT	62900000		58305 Nutrition	Dental	CIGNA	Dental HMO	Admin	1,480
NUT	62900000		58400 Nutrition			Medicare-B Reimb		1,425
			<b>Nutrition TOTAL</b>					<b>1,942,305</b>
			<b>GRAND TOTAL (gross need for ISF)</b>					<b>108,665,255</b>

GENERAL FUND BUDGET

BUDGET SUMMARY

REVENUE SUMMARY

The primary source of revenues in the City of Bridgeport is property taxes. The second largest chunk of revenues comes from Intergovernmental Revenue—which includes aid to public schools, Education Cost Sharing, and funding for federal school lunch programming. The economic downturn, paired with the collapse of the housing market, had a deleterious impact on revenues, particularly those revenues that were to come from Bridgeport’s real estate market. Additionally, the real estate conveyance fees collected by the town clerk on real estate transactions are based upon the value of those transactions, and many foreclosure filings result in transactions whose value is negligible, which means that the fees collected on them are a fraction of what they would be in a healthy real estate market. This year’s revenues reflect a conservative approach to anticipating the turnaround of the economy. Additional measures the City has taken to handle the loss of revenues include, but are not limited to: more aggressive tax collection strategies, including the use of the bootfinder on vehicles with delinquent tax bills, fee increases, and the sale of excess city properties. The Revenue Detail section in the appendix of this document provides additional detail about the funding sources that support the General Fund Budget.

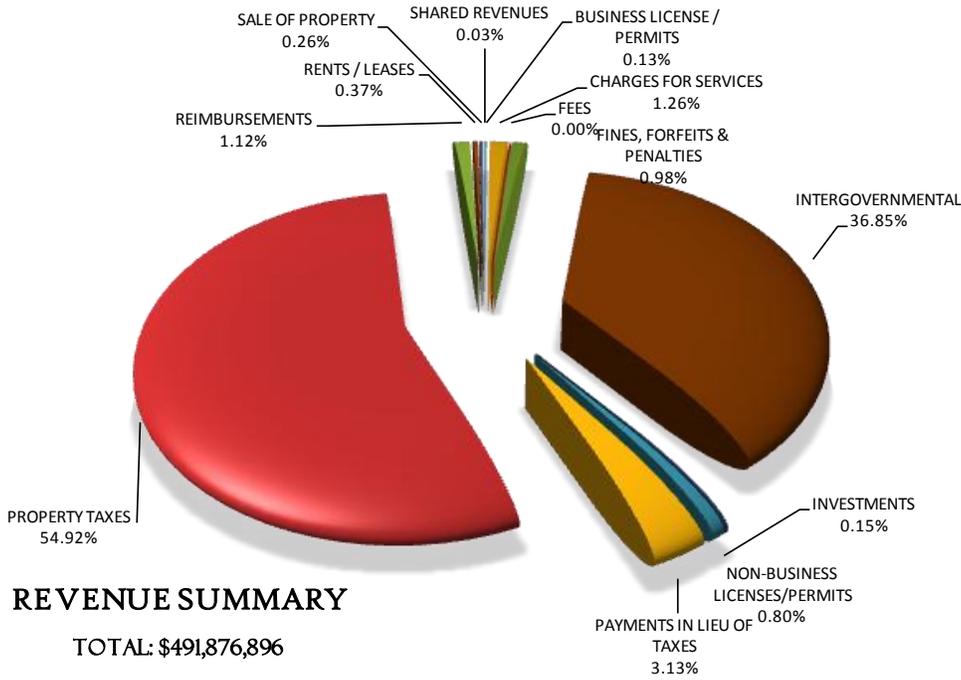
REVENUE SUMMARY

ORG DESC	FY2010	FY 2011	FY 2012 MAYOR		VARIANCE TO
	ACTUAL	BUDGET	PROPOSED	FY2012 ADOPTED	FY2011 BUDGET
01010000 COMPTROLLER'S OFFICE	3,141,422	2,477,551	2,982,150	2,982,150	504,599
01040000 TAX COLLECTOR	269,861,115	274,940,394	274,628,640	274,994,120	53,726
01041000 TAX ASSESSOR	20,780,216	19,590,209	19,235,731	19,235,731	-354,478
01045000 TREASURY	214,197	275,000	275,000	275,000	0
01050000 REGISTRAR OF VOTERS	150	500	0	0	-500
01060000 CITY ATTORNEY	0	15,000	15,000	15,000	0
01070000 CIVIL SERVICE	9	88,500	88,500	88,500	0
01090000 TOWN CLERK	1,537,065	1,542,300	1,545,800	1,545,800	3,500
01108000 INFORMATION TECHNOLOGY SERVICE	789	250	250	250	0
01250000 POLICE ADMINISTRATION	5,002,035	6,749,265	6,705,850	6,705,850	-43,415
01260000 FIRE DEPARTMENT ADMINISTRATION	205,012	194,515	203,515	203,515	9,000
01285000 WEIGHTS & MEASURES	74,260	76,000	76,000	76,000	0
01290000 EOC	0	0	0	0	0
01300000 PUBLIC FACILITIES ADMINISTRATION	1,100,589	799,200	799,200	799,200	0
01310000 FACILITIES MAINTENANCE	535	0	0	0	0
01325000 SANITATION & RECYCLING	9,200	20,000	20,000	20,000	0
01341000 BEARDSLEY ZOO/CAROUSEL	355,000	0	0	0	0
01350000 RECREATION	69,270	62,000	67,000	67,000	5,000
01355000 PARKS ADMINISTRATION	2,382,991	2,374,005	2,440,356	2,440,356	66,351
01356000 PARKS MAINTENANCE SERVICES	-24,976	0	0	0	0
01375000 AIRPORT	758,062	922,115	928,200	928,200	6,085
01385000 ENGINEERING	2,801	4,600	4,000	4,000	-600
01450000 OPED ADMINISTRATION	520,901	1,145,500	645,500	645,500	-500,000
01455000 BUILDING DEPARTMENT	1,952,319	1,904,000	1,929,000	3,429,000	1,525,000
01456000 ZBA	35,283	35,000	35,000	35,000	0
01457000 ZONING COMMISSION	218,025	160,500	160,500	160,500	0
01552000 VITAL STATISTICS	450,989	441,500	441,500	441,500	0
01554000 COMMUNICABLE DISEASE CLINIC	31,380	0	0	0	0
01555000 ENVIRONMENTAL HEALTH	335,055	328,850	328,850	328,850	0
01556000 HOUSING CODE	34,340	42,000	42,000	42,000	0
01560000 CLINICS	72,380	0	20,000	20,000	20,000
01585000 SOCIAL SERVICES	25	0	0	0	0
01600000 GENERAL PURPOSE BONDS PAYABLE	2,369,395	2,377,776	1,943,026	1,943,026	-434,750
01610000 OTHER FINANCING USES	639,500	1,100,000	1,100,000	1,100,000	0
01863000 BOE ADMINISTRATION	139,765,958	137,906,967	137,619,726	159,521,780	21,614,813
01875000 TRANSPORTATION	2,862,886	2,482,672	2,482,672	2,513,922	31,250
01900902 NUTR-NUTRITION	12,353,927	11,315,146	11,315,146	11,315,146	0
<b>Grand Total</b>	<b>467,112,103</b>	<b>469,371,315</b>	<b>468,078,112</b>	<b>491,876,896</b>	<b>22,505,581</b>

GENERAL FUND BUDGET

BUDGET SUMMARY

APPROPRIATION IMPACTS



APPROPRIATION SUMMARY

BY AGENCY CATEGORY

AGCY CAT	FY2010 ACTUAL	FY2011 BUDGET	MAYOR PROPOSED	VARIANCE TO	
				FY2012 ADOPTED	FY2011 BUDGET
01 GENERAL GOVERNMENT	38,871,203	40,791,499	39,697,713	39,940,254	-851,245
02 PUBLIC SAFETY	132,087,194	139,596,920	139,475,918	139,637,541	40,621
03 PUBLIC FACILITIES	41,672,949	42,944,972	45,469,655	45,469,655	2,524,683
04 OPED	13,139,884	13,878,434	13,179,580	13,238,021	-640,413
05 HEALTH & SOCIAL SERVICES	3,271,685	3,748,154	3,856,702	3,953,745	205,591
06 NONDEPARTMENTAL	4,306,874	-1,483,222	401,326	1,613,408	3,096,630
07 LIBRARIES	4,741,139	6,723,003	6,723,003	6,723,003	0
08 BOARD OF EDUCATION	192,256,923	192,418,968	192,418,968	214,321,022	21,902,054
09 BOE FOOD SERVICES	12,850,296	11,315,145	11,315,572	11,315,572	427
10 BOE DEBT SERVICE	18,638,563	19,437,442	15,539,675	15,664,675	-3,772,767
<b>Grand Total</b>	<b>461,836,710</b>	<b>469,371,315</b>	<b>468,078,112</b>	<b>491,876,896</b>	<b>22,505,581</b>

GENERAL FUND BUDGET  
BUDGET SUMMARY TAX RATE DETERMINATION TABLE

USES OF FUNDS

AGCY CAT	FY2010 ACTUAL	VARIANCE TO			
		FY2011 BUDGET	MAYOR PROPOSED	FY2012 ADOPTED	FY2011 BUDGET
01 GENERAL GOVERNMENT	38,871,203	40,791,499	39,697,713	39,940,254	-851,245
02 PUBLIC SAFETY	132,087,194	139,596,920	139,475,918	139,637,541	40,621
03 PUBLIC FACILITIES	41,672,949	42,944,972	45,469,655	45,469,655	2,524,683
04 OPED	13,139,884	13,878,434	13,179,580	13,238,021	-640,413
05 HEALTH & SOCIAL SERVICES	3,271,685	3,748,154	3,856,702	3,953,745	205,591
06 NONDEPARTMENTAL	4,306,874	-1,483,222	401,326	1,613,408	3,096,630
07 LIBRARIES	4,741,139	6,723,003	6,723,003	6,723,003	0
08 BOARD OF EDUCATION	192,256,923	192,418,968	192,418,968	214,321,022	21,902,054
09 BOE FOOD SERVICES	12,850,296	11,315,145	11,315,572	11,315,572	427
10 BOE DEBT SERVICE	18,638,563	19,437,442	15,539,675	15,664,675	-3,772,767
<b>Grand Total</b>	<b>461,836,710</b>	<b>469,371,315</b>	<b>468,078,112</b>	<b>491,876,896</b>	<b>22,505,581</b>

SOURCES OF FUNDS

REV CAT/TYPE	FY2010 ACTUAL	VARIANCE TO			
		FY 2011 CURRENT BUDGET	FY 2012 MAYOR PROPOSED	FY2012 ADOPTED	FY2011 BUDGET
BUSINESS LICENSES/PERMITS	665,158	657,690	656,275	656,275	-1,415
CHARGES FOR SERVICES	6,707,914	6,798,136	6,183,990	6,183,990	-614,146
FEES	16,493	12,500	12,500	12,500	0
FINES, FORFEITS & PENALTIES	5,569,150	5,222,580	4,468,200	4,833,680	-388,900
INTERGOVERNMENTAL REVENUE	163,371,208	159,908,654	159,331,273	181,264,577	21,355,923
INVESTMENTS	664,197	725,000	725,000	725,000	0
NON-BUSINESS LICENSES/PERMITS	2,436,378	2,418,586	2,430,500	3,930,500	1,511,915
PAYMENTS IN LIEU OF TAXES	17,128,247	15,773,087	15,403,073	15,403,073	-370,014
PROPERTY TAXES	264,071,992	269,750,627	270,150,627	270,150,627	400,000
REIMBURSEMENT	4,009,130	4,407,300	5,493,618	5,493,618	1,086,318
RENTS/LEASES	1,432,244	2,256,556	1,798,256	1,798,256	-458,300
SALE OF PROPERTY	830,795	1,275,000	1,275,000	1,275,000	0
SHARED REVENUES	209,198	165,600	149,800	149,800	-15,800
<b>Grand Total</b>	<b>467,112,103</b>	<b>469,371,315</b>	<b>468,078,112</b>	<b>491,876,896</b>	<b>22,505,581</b>

TAX RATE DETERMINATION

TAX RATE DETERMINATION	FY2011 ADOPTED	FY2012 ADOPTED
GRAND LIST (adjusted for supplemental MV)	7,101,376,464	7,022,368,409
LEVY CHANGES / ELDERLY TAX PROGRAMS	-125,859,461	-86,896,360
ADJUSTED GRAND LIST	6,975,517,003	6,935,472,049
COLLECTION RATE	96.38%	97.30%
<b>AMOUNT TO BE RAISED</b>	<b>6,723,003,287</b>	<b>6,748,214,304</b>
TAX RATE / \$1,000 ASSESSED VALUE	39.64760	39.64760
PRIOR YEAR TAX RATE / \$1,000 OF ASSESSMENT	266,550,945	267,550,501
CHANGE +/- FROM PRIOR YEAR	39.648	0.000
<b>MIL RATE</b>	<b>39.6476</b>	<b>39.6476</b>

GENERAL FUND BUDGET  
 BUDGET SUMMARY TAX RATE DETERMINATION TABLE

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HOW YOUR BRIDGEPORT TAXES ARE DETERMINED

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Taxes are assessed as of October 1, they are levied (or collected) on the following July 1, and are due in two installments due July 1 and January 1. Liens are filed on the last day of the fiscal year. Taxes are based on the assessed value multiplied by the current mill rate. One mill is equal to \$1.00 of tax for each \$1,000 of assessment.

Mill Rate: 39.64 mills (.03964)

Assessed value is \$200,000	
Mill Rate: 39.64 mills (.03964)	\$200,000 x .03964 = \$7,928

Properties are assessed based on a formula that calculates 70% of their assessed fair market value. The property in Bridgeport, and throughout the state of Connecticut, was recently reevaluated according to the 5 year assessment schedule mandated by State of Connecticut Statutes.

Revaluation is a mass appraisal of all property within an assessment jurisdiction (i.e., the City of Bridgeport) to equalize assessed values. A city-wide reassessment of real properties is conducted to assign fair market values to all properties. This assessment allows a balancing of the city's real property tax burden among taxpayers.

MILL RATE HISTORY

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mill rate current fiscal year 2010-2011: 39.64  
 mill rate fiscal year 2009-2010: 38.73  
 mill rate fiscal year 2008-2009: 44.58  
 mill rate fiscal year 2007-2008: 41.28  
 mill rate fiscal year 2006-2007: 42.28  
 mill rate fiscal year 2005-2006: 40.32  
 mill rate fiscal year 2004-2005: 38.99

GENERAL FUND BUDGET  
BUDGET SUMMARY

GENERAL FUND BUDGET

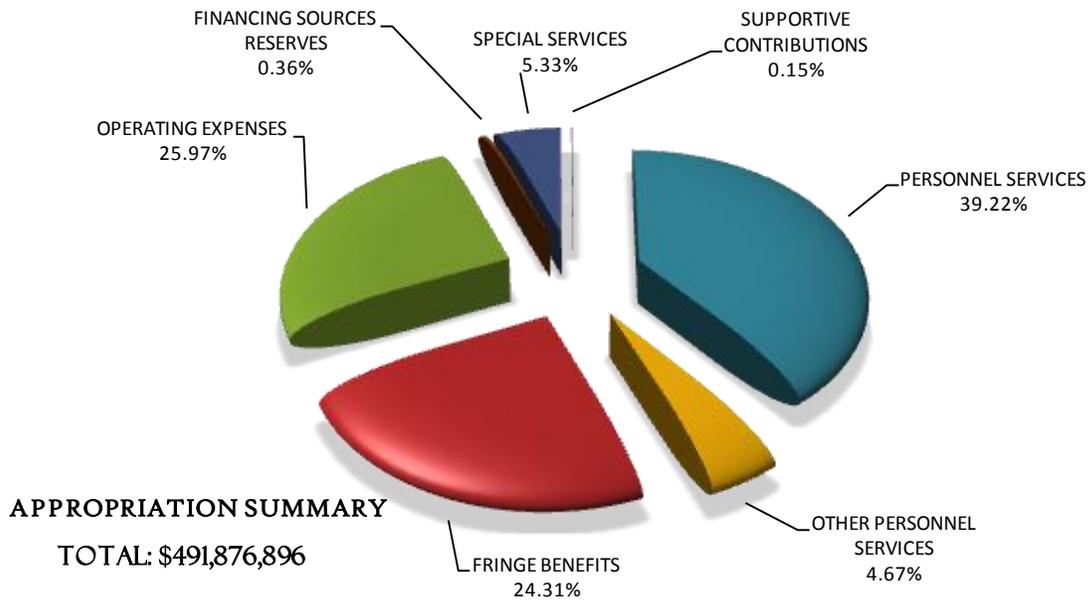
APPROPRIATION IMPACTS

GENERAL FUND BUDGET

BY APPROPRIATION TYPE

APPR TYPE	FY2010 ACTUAL	FY2011 BUDGET	MAYOR PROPOSED	FY2012 ADOPTED	VARIANCE TO FY2011 BUDGET
1 PERSONAL SERVICES	183,544,889	177,932,783	170,830,051	192,896,006	14,963,223
2 OTHER PERSONAL SERVICES	24,486,877	25,294,186	22,949,880	22,949,880	-2,344,306
3 FRINGE BENEFITS	102,824,307	111,230,932	119,553,808	119,571,737	8,340,805
4 OPERATING EXPENSES	124,287,445	127,784,668	127,514,046	127,735,681	-48,987
5 FIN SOURCE RESERVE/CONTINGEN	0	593,627	593,627	1,757,850	1,164,223
6 SPECIAL SERVICES	25,897,368	25,775,219	25,880,298	26,209,340	434,121
7 SUPPORTIVE CONTRIBUTIONS	795,823	759,900	756,401	756,401	-3,499
<b>Grand Total</b>	<b>461,836,710</b>	<b>469,371,315</b>	<b>468,078,112</b>	<b>491,876,896</b>	<b>22,505,581</b>

These account levels represent line item funding for all departmental budgets. See the Appropriation Category Section of this document for descriptions of major appropriation titles for each group type.



GENERAL FUND BUDGET

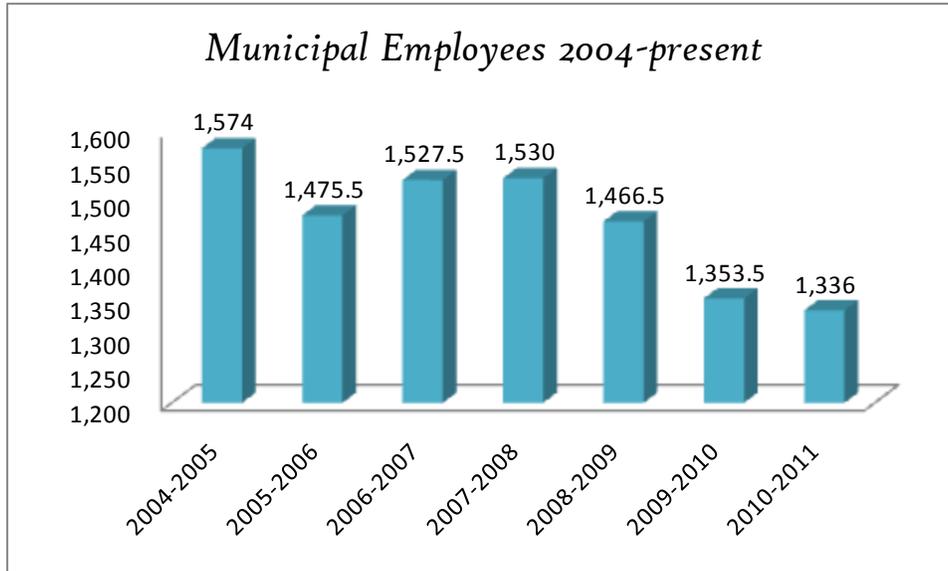
BUDGET SUMMARY

PERSONNEL SUMMARY

PERSONNEL SUMMARY

PERSONNEL TRENDS

	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
GENERAL GOVERNMENT	185	179.5	173	176	177
PUBLIC SAFETY	912	911	858	834	830
PUBLIC FACILITIES	139	144	136.5	136.5	136.5
PARKS & RECREATION	48	41	40	40	39
TRANSPORTATION	22	21	21	21	21
PLANNING & DEVELOPMENT	40	44	38	37.5	39.5
HEALTH & SOCIAL SERVICES	100	51	22	26	26
HUMAN SERVICES	15	15	13	13	15
LIBRARIES	69	60	52	52	48
<b>TOTAL</b>	<b>1530</b>	<b>1466.5</b>	<b>1353.5</b>	<b>1336</b>	<b>1332</b>



The proposed budget provides for level staffing as stated in the Mayor's transmittal letter with the inclusion of two new funded positions. Through the Finch administration, there has been a reduction of over 192 direct service positions in keeping with its mission of providing CORE services to the public, first and foremost. Additionally, this budget once again includes in every department TOTAL personnel costs such as medicare, social security, pension and health care. Although health care is determined on a COBRA basis and not true cost, as the City is on claim payout, it is a fair representation of how and where the total value is paid. This is another milestone in the Finch's Administration philosophy regarding fiscal integrity and more transparent governance. This budget continues to direct the City's labor force to the delivery of Core and Core-supportive services. City Charter mandates: Administering and affecting governance; educating; protection of persons and property; promotion of sanitation, recycling, and blight removal; maintenance of the City's physical assets including buildings, roads, parks and fleet; promotion of housing and economic development; and regulatory oversight of environmental, building, code and zoning compliance.

GENERAL FUND BUDGET

BUDGET SUMMARY

APPROPRIATION CATEGORY

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**PERSONNEL SERVICES**

Full Time Earned Salaries  
Part Time Earned Salaries  
Temporary/Seasonal Earned Pay  
Distributed Pay by Attendance /  
Absences

**OTHER PERSONNEL SERVICES**

Overtime Pay  
Outside Overtime Pay  
Long Term Acting Pay  
Temporary Acting Pay  
Shift Differential Pay  
Permanent Shift Pay  
Holiday Pay  
Longevity Pay  
Compensatory Pay

**FRINGE BENEFITS**

Employee Allowance  
Uniform  
Laundry  
Moving Expense Reimbursement  
City-owned Vehicle Benefit  
Health Related Employee Benefits  
Health  
Vision  
Dental  
Life insurance  
Workers' Compensation  
Unemployment Compensation  
Health Benefits Buyout  
Retiree Benefits  
Fringe Benefits and Pensions  
Employee Assistance Program

**OPERATIONAL EXPENSES**

(MAJOR CATEGORIES)

Office Supplies  
Medical Supplies  
Automotive Services and Supplies  
Utilities  
Electricity  
Water  
Natural Gas  
Heating Oil  
Copy Equipment and Supplies  
Computer Equipment, Software and  
Supplies  
Advertising  
Subscriptions  
Building Maintenance  
Membership/Registrations  
Postage and Printing services  
Vehicle Maintenance

**SPECIAL SERVICES**

Legal Services  
Training Services  
Actuarial Services  
Computer Maintenance  
Auditing Services  
Office Equipment Maintenance  
Contract Services  
Legal / Property Claims  
Tuition Reimbursements

**OTHER FINANCING USES**

Debt Service  
Principal Payments  
Interest Payments  
Debt Service Refunding  
Sewer Bonds  
Pension Obligation Bonds  
Fire Equipment Notes Payable  
Attrition  
Contingencies  
Required Reserves  
Supportive Contributions

## BRIDGEPORT AT A GLANCE

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### *FORM OF GOVERNMENT*

Bridgeport is governed by its City Charter which was adopted by the state legislature in 1907 and revised in 1912 and 1992. The city operates under a Mayor-City Council form of government. The Mayor serves a four-year term. The Mayor sets policy, makes nominations and appointments to boards and commissions, and presides at City Council meetings. In addition, the Mayor acts as official City representative and liaison with various governmental and private agencies and oversees the financial aspects of the City government. Mayoral authority comes from the City of Bridgeport's charter, Municipal Code, and the State of Connecticut General Statutes.

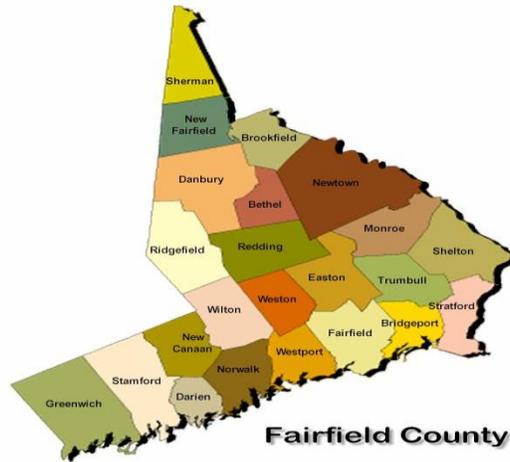
The City Council consists of 20 members elected to two-year terms. Each of the ten council districts is represented by two council members. The City Council holds regular meetings twice per month. Major responsibilities of the City Council include enacting ordinances necessary to govern the City and adopting the budget. Together the Mayor and the City Council oversee the five line divisions: City Clerk, Water Pollution Control Authority, Libraries, Department of Education, and the Registrar of Voters.

The Chief Administrative Officer (CAO), a mayoral appointee, is responsible for coordinating the management and implementation of operational policies and practices for the Mayor. The CAO is the liaison between the Mayor and the head administrators of the City's departments which include: The Office of Policy & Management, Civil Service, the Fire Department, the Police Department, Planning & Economic Development, Finance, Public Facilities, Health & Social Services, Labor Relations, the City Attorney, Weights & Measures, and Information Technology.

The only elected board in the City, aside from the City Council, is the Board of Education. This board consists of nine members elected to staggered four-year terms, and meets once a month. In addition, there are 18 appointed boards and commissions whose members are volunteers who have been appointed by the Mayor. These consist of the following: Board of Assessment Appeals, Board of Public Purchases, Bridgeport Redevelopment Agency, Cable Advisory Board, Civil Service Commission, Commission on Aging, Ethics Commission, Fair Housing Commission, Fair Rent Commission, Fire Commission, Harbor Management Commission, Historic Commission No. 1, Housing Authority, Housing Site Development Agency, Parks Commission, Planning & Zoning Commission, Police Commission, Port Authority Commission, Stratfield Historic District Commission, Water Pollution Control Authority Commission and the Zoning Board of Appeals. Additionally, the City appoints members to serve on the boards of regional planning agencies including the Greater Bridgeport Regional Planning Agency and the Greater Bridgeport Transit Authority.

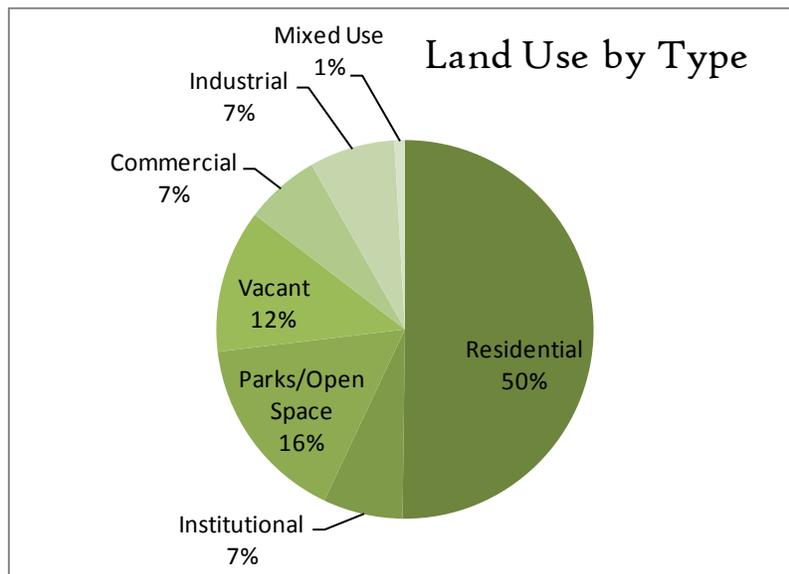
### *GEOGRAPHY*

Bridgeport is Connecticut's largest city with a population estimated at 144,229 residents. Located along Long Island Sound at the mouth of the Pequonnock River, the city has an area of 19.4 square miles. Bridgeport experiences warm to hot and humid summers and cold, snowy winters. These seasonal extremes are somewhat moderated by Long Island Sound. This results in a lower average temperature in summer and moderate snowfall, as compared to our neighbors inland. The city receives 41.7 inches of precipitation and around 25.6 inches of snowfall in an average year. The snowiest winter on record occurred in 1996 when Bridgeport received 76.8 inches in total accumulation. Bridgeport is located on Long Island Sound and is bordered by Fairfield, Connecticut to the West, Stratford, Connecticut to the East, and Trumbull, Connecticut to the North.



*PHYSICAL DESCRIPTION*

Land Area: 19.4 square miles.



*COMMUNITY PROFILE*

Bridgeport was originally a part of the township of Stratford. The first recorded settlement here was made in 1659. It was called Pequonnock until 1695, when its name was changed to Stratfield, due to its location between the already existing towns of Stratford and Fairfield. In 1800 the borough of Bridgeport was chartered and in 1821 the township was incorporated. The city was not chartered until 1836. The city's location on the deep Newfield Harbor supported shipbuilding and whaling endeavors in the mid 19<sup>th</sup> century. Later, rapid industrialization and the presence of the railroad made Bridgeport an ideal manufacturing center producing Bridgeport milling machines, saddles, corsets, carriages, brass fittings, sewing machines and ammunition. By 1930, Bridgeport was an industrial center with more than 500 factories and a thriving immigrant population.

In the early 21st century, Bridgeport is rebounding from a loss of jobs and population, and is transitioning into a role as both a bedroom community for New York City, and as oasis of relatively low-cost housing in the otherwise prohibitively expensive Fairfield County. Located just

63 miles from New York City and accessible via a variety of transportation modes, it is ideally suited to families seeking a refuge from the high cost of living in lower Fairfield county.

Bridgeport supports two large hospitals—St. Vincent's and Bridgeport Hospital. It is located on the Metro-North commuter line, which offers daily service to New York City, and regional service to other areas of Connecticut, and also serves as a stop on Amtrak's train lines. Additionally, ferry service to Long Island is offered from Bridgeport's harbor, and local and interstate bus service is also available. Bridgeport owns Stratford's Sikorsky Memorial Airport. Additionally, Bridgeport's location in the middle of a confluence of highways—among them Interstate 95, the Merritt Parkway, Route 8 & Route 25, and Route 1 connect the City to many other regions. Institutions of higher learning housed in the City include The University of Bridgeport, Housatonic Community College, St. Vincent's College, and Bridgeport Hospital School of Nursing. The Bridgeport School system educates approximately 22,000 children, making it the second largest school system in the state.

The Arena at Harbor Yard and the Klein Memorial Auditorium host regional and national performances of musical acts and sporting events. Regional theater is in evidence at the Downtown Cabaret Theatre and the Playhouse on the Green. Additionally, the City of Bridgeport is home to 44 parks which encompass 1,330 acres of open space.

#### *DEMOGRAPHICS AND ECONOMICS*

Bridgeport is Connecticut's largest city with a population estimated at 144,229 residents. These residents account for 15 percent of the residents in the Bridgeport-Stamford-Norwalk metropolitan area.

The Bridgeport economy, like the State economy, continues to be impacted by the effects of the national, regional, and statewide recession that started in 2003. The City's unemployment rate has risen for the fiscal year ended June 30, 2010 to an 8.5% annual average from a 7.8% annual average for the fiscal year ended June 30, 2009. The State unemployment rate has shown an increase to 9.2% annual average for the fiscal year ended June 30, 2010 from an annual average of 8.2% in 2009.

The City's taxable base continues to show growth; the October 1, 2009 Grand List of \$87.5 million, increased approximately 1.24% from the 2008 Net Grand List. By category, the increases are as follows: \$33.7 million in net taxable real property; \$49.9 million in net personal property; and \$3.8 million in motor vehicles. The overall Gross Grand List (prior to deductions of all Exemptions and Exempt Property) grew by nearly \$247 million, from \$9.87 billion for 2008 to \$10.12 billion in 2009. Exempt real estate now composes \$2.9 Billion in assessed value, or approximately 33.15% of the Total Real Property component of \$8.95 Billion. Over all more than a one-percent increase in the Grand List during a non-revaluation year shows a positive sign for Bridgeport's real estate economy.

GENERAL FUND BUDGET  
 BUDGET SUMMARY BRIDGEPORT IN CONTEXT

TAX REVENUES BY SOURCE, 2001-2010

Fiscal Year	Personal			Total
	Real Estate	Property	Motor Vehicle	
2001	\$110,734,894	\$26,109,476	\$16,740,781	\$153,585,151
2002	126,088,859	26,969,960	18,724,367	171,783,186
2003	137,294,734	25,856,568	18,937,205	182,088,507
2004	132,425,203	24,949,676	17,098,379	174,473,258
2005	164,534,675	18,108,550	12,072,367	194,715,592
2006	174,424,859	20,446,933	13,770,384	208,642,176
2007	183,690,496	22,352,699	15,270,656	221,313,851
2008	183,892,848	27,243,385	15,891,974	227,028,207
2009	230,926,963	24,496,725	14,343,553	269,767,241
2010	224,429,907	31,097,659	15,181,089	270,708,655
Change 2001-2010	102.67%	19.10%	-9.32%	76.26%

2009 vs 2000 EQUALIZED NET GRAND LIST PEER COMMUNITIES

TOWN NAME	2009	TOTAL EQUALIZED NET GRAND LIST	2000	TOTAL EQUALIZED NET GRAND LIST
	GRAND LIST YEAR		GRAND LIST YEAR	
Bridgeport	2009	\$9,790,215,961	2000	\$5,355,502,616
Danbury	2009	\$10,050,978,530	2000	\$7,357,096,958
Hartford	2009	\$7,713,607,784	2000	\$5,794,370,126
New Haven	2009	\$7,748,069,515	2000	\$5,059,690,806
Norwalk	2009	\$17,356,987,045	2000	\$12,290,047,085
Stamford	2009	\$29,980,542,111	2000	\$21,595,486,805
Waterbury	2009	\$7,056,499,043	2000	\$4,759,379,739

Source: State of Connecticut Office of Policy & Management

The Connecticut Office of Policy & Management annually develops a full-value estimate of all taxable property within Connecticut's 169 towns and cities. A ratio of assessment to market value is calculated from real estate sales occurring in each town and city.

2008 GRAND LIST PEER COMMUNITIES

2008 GRAND LIST PEER COMPARISON

TOWN	YEAR	RESIDENTIAL	COMMERCIAL	INDUSTRIAL	UTILITY	VACANT LAND	REAL	MOTOR	TOTAL NET	TOTAL	SQUARE
		100	200	300	400	500	NET	VEHICLE NET	PERS PROP	NET GRAND LIST	MILES
Bridgeport	2008	4,088,034,256	911,508,098	291,121,990	42,183,110	79,212,649	5,702,123,977	371,669,905	664,537,754	\$ 6,113,119,373	16
Danbury	2008	5,326,106,500	1,674,007,300	439,175,300	4,588,300	0	6,306,300,880	438,168,793	396,064,380	\$ 6,884,623,643	42.11
Hartford	2008	908,535,761	1,448,925,763	93,188,820	22,114,610	92,794,189	2,553,540,379	271,398,594	640,838,150	\$ 2,851,021,793	17.31
New Haven	2008	3,437,114,420	1,835,986,045	271,445,090	39,789,750	61,733,070	4,626,329,902	315,393,301	407,674,964	\$ 4,984,664,430	18.85
Norwalk	2008	8,618,631,532	2,171,950,709	207,117,330	60,834,340	127,713,180	11,358,228,249	524,125,614	716,101,670	\$ 11,918,522,262	22.81
Stamford	2008	14,221,515,980	6,005,078,268	871,392,680	62,515,700	0	22,299,697,224	748,227,078	987,551,157	\$ 23,111,925,114	37.78
Waterbury	2008	3,068,619,690	1,056,940,082	134,266,690	87,701,890	65,463,660	4,661,737,261	352,289,596	298,894,513	\$ 5,137,004,907	28.57

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PRINCIPAL PROPERTY TAXPAYERS IN BRIDGEPORT 2010 vs 1999

PRINCIPAL PROPERTY TAXPAYERS	2010			2001		
	Taxable Assessed Value	Rank	% of Total City Taxable Assessed Value	Taxable Assessed Value	Rank	% of Total City Taxable Assessed Value
Wheelabrator BPT LP	\$ 319,870,777	1	4.68%			
United Illuminating Co. Inc.	\$ 208,500,417	2	3.05%	\$ 40,435,603	4	1.51%
PSEG Power Connecticut LLC	\$ 168,148,829	3	2.46%			
People's United Bank	\$ 55,808,151	4	0.82%	\$ 75,016,328	2	2.81%
Connecticut Light & Power	\$ 54,594,967	5	0.80%			
Bridgeport Energy, LLC	\$ 48,984,247	6	0.72%	\$ 99,185,866	1	3.71%
Southern Connecticut Gas Co-energy EA	\$ 47,700,246	7	0.70%	\$ 19,089,147	6	0.71%
Watermark 3030 Park, LLC**	\$ 29,736,500	8	0.44%			
AT&T Mobility LLC	\$ 26,121,292	9	0.38%			
Success Village Apts Inc	\$ 24,269,140	10	0.36%			
Aquarion Water Co of CT				\$ 21,977,256	5	0.82%
WISVEST				\$ 58,859,905	3	2.20%
United Technologies (Sikorsky)				\$ 9,406,592	10	0.35%
Inter-church Residence				\$ 15,815,171	7	0.59%
Shoreline Star Greyhound				\$ 12,916,447	8	0.48%
Bridgeport Health Care				\$ 12,120,793	9	0.45%
<b>Total</b>	<b>\$ 983,734,566</b>		<b>14.41%</b>	<b>\$ 364,823,108</b>		<b>13.63%</b>

\*\*Change in business name occurred  
Source: City of Bridgeport Assessor's Office.

PRINCIPAL EMPLOYERS IN BRIDGEPORT: 2010 vs 1999

Employer	2010		1999	
	Employees	Rank	Employees	Rank
Bridgeport Hospital, Inc.	1,515	1	2,029	1
St. Vincent's Medical Center	1,500	2	1,875	2
People's United Bank	1,116	3	1,400	3
Sikorsky Aircraft (United Technologies)	600	4	500	4
Bridgeport Health Care Center	500	5	375	7
University of Bridgeport	425	6		
Prime Resources	266	7		
Lacey Manufacturing Company	262	8	360	9
Watermark	218	9		
Housatonic Community College	197	10		
Derecktor Shipyards	150	11		
Bridgeport Machines, Inc.	relocated		425	5
Casco Products	relocated		420	6
Southern New England Telephone	relocated		375	8
Remington Products Inc.	relocated		275	10

Source: Office of Planning & Economic Development  
Employment information from 2000 is not available. 1999 Information is being used instead.

POPULATION IN BRIDGEPORT/SURROUNDING AREA 1990-2007

AREA				CHANGE 1990-2010	
	1990	2000	2010	NUMBER	PERCENT
BRIDGEPORT	141,686	139,529	144,229	2,543	1.8%
FAIRFIELD COUNTY CT	827,645	882,567	916,829	89,184	10.8%

The decline in Bridgeport's population has coincided with an increase in the population of greater Fairfield County. Like many urban areas, Bridgeport's declining population in the 1970s and 1980s coincided with an increase in population in nearby sleeper suburbs. All population

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estimates discussed forthwith are based on the US Census' American Community Survey, 2005-2007 3 year estimates (in the column which reads 2007). As such, they are decidedly less accurate than the numbers produced by the decennial census, as they are based on a smaller sample size than 10 year census data. Likewise, the following comparisons also should be viewed with the knowledge that Bridgeport's population characteristics are evidenced in the greater Fairfield County information, and as such are not a truly perfect comparison. However, they allow us to view Bridgeport's demographic makeup in the context of our greater geographic region. As of this publication, the complete 2010 Census data sets had not yet been released.

In terms of demographics, the population of Bridgeport is on the whole less affluent and more diverse than the rest of Fairfield County. Median household income is lower than our Fairfield County neighbors, and our population on the whole is younger, has completed less education, and has a higher likelihood of speaking a language other than English at home. Our unemployment rates are higher, and poverty impacts the lives of our residents in greater numbers than in the rest of Fairfield County.

*POPULATION CHARACTERISTICS*

<b>MEDIAN HOUSEHOLD INCOME</b>	<b>2000</b>	<b>2007</b>
FAIRFIELD COUNTY, CONNECTICUT	\$ 65,249	\$ 80,241
BRIDGEPORT, CONNECTICUT	\$ 34,658	\$ 44,216
<b>MEDIAN AGE</b>		
FAIRFIELD COUNTY, CONNECTICUT	37.3	39
BRIDGEPORT, CONNECTICUT	31.4	33.2
<b>FAMILIES BELOW THE POVERTY LEVEL</b>		
FAIRFIELD COUNTY, CONNECTICUT	5.0%	5.8%
BRIDGEPORT, CONNECTICUT	16.2%	16.1%
<b>INDIVIDUALS BELOW THE POVERTY LEVEL</b>		
FAIRFIELD COUNTY, CONNECTICUT	6.9%	7.0%
BRIDGEPORT, CONNECTICUT	18.4%	19.20%
<b>HIGH SCHOOL EDUCATION OR HIGHER</b>		
FAIRFIELD COUNTY, CONNECTICUT	84.4%	88.0%
BRIDGEPORT, CONNECTICUT	65.0%	73.0%
<b>BACHELOR'S DEGREE OR HIGHER</b>		
FAIRFIELD COUNTY, CONNECTICUT	39.9%	43%
BRIDGEPORT, CONNECTICUT	12.2%	13.8%
<b>SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME</b>		
FAIRFIELD COUNTY, CONNECTICUT	23.9%	27.1%
BRIDGEPORT, CONNECTICUT	43.5%	47.9%
<b>UNEMPLOYMENT RATE</b>	<b>2000</b>	<b>2007</b>
FAIRFIELD COUNTY, CONNECTICUT	3.1%	5.8%
BRIDGEPORT, CONNECTICUT	6.4%	9.7%

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BRIDGEPORT IN CONTEXT

POPULATION ETHNICITY

<b>FAIRFIELD COUNTY, CT</b>	<b>2000</b>	<b>2007</b>
WHITE	79.30%	79.2%
AFRICAN AMERICAN	10%	10.7%
ASIAN	3.30%	4.5%
SOME OTHER RACES	4.7%	6.6%
TWO OR MORE RACES	2.50%	0.9%
HISPANIC	11.90%	14.4%
<b>BRIDGEPORT, CONNECTICUT</b>	<b>2000</b>	<b>2007</b>
WHITE	45.00%	47.4%
AFRICAN AMERICAN	30.80%	35.9%
ASIAN	3.30%	3.2%
SOME OTHER RACES	14.80%	14.8%
TWO OR MORE RACES	5.60%	1.8%
HISPANIC	31.90%	33.3%

FOOD STAMP RECIPIENTS

Food Stamp Recipients	2007	2010	% change
Bridgeport	19,668	29,321	49%
Hartford	33,266	44,299	33%
New Haven	23,823	29,927	26%
Stamford	3,656	5,961	63%
Waterbury	19,249	27,844	45%
Norwalk	2,490	4,444	78%
Waterbury	19,249	27,844	45%

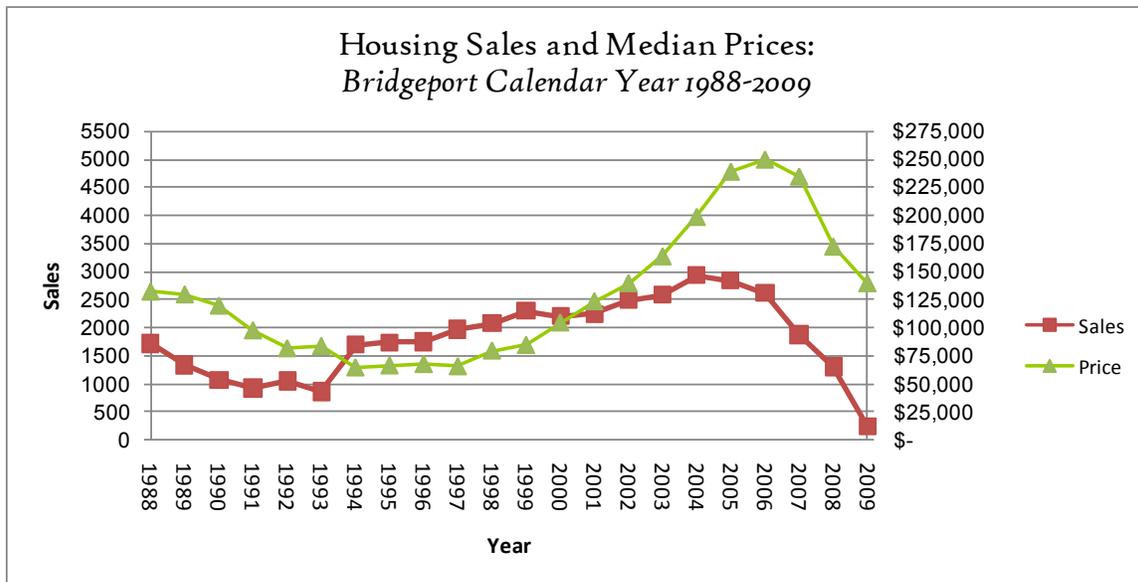
Source: CT DSS

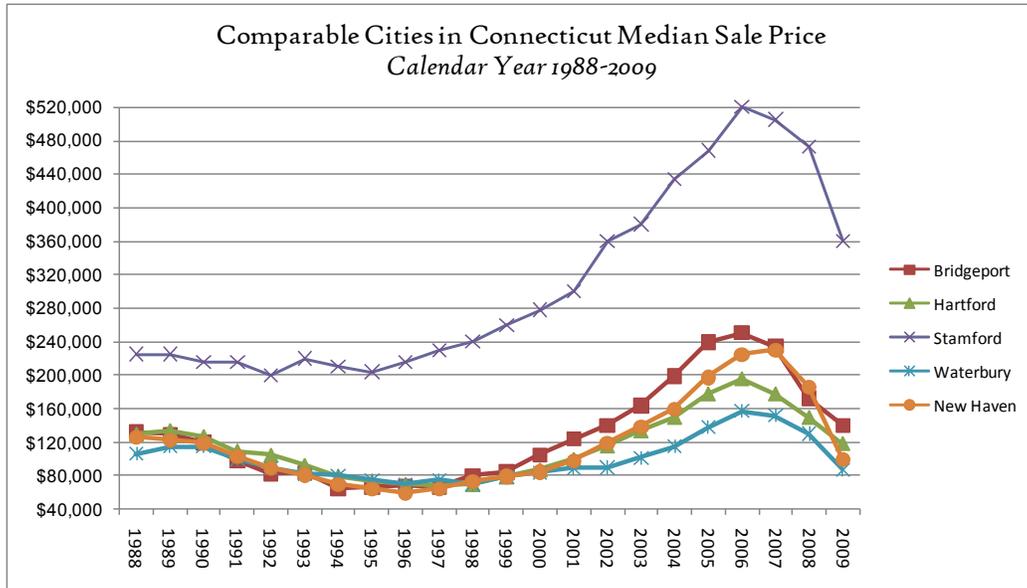
The mean travel time to work for Bridgeport residents is slightly less than that of our neighbors, as shown below, but the increased cost of travel is a reality for all of Connecticut's population. Despite the variety of transportation options available to Bridgeport's population, the vast majority of commuters drive to work alone (67.3%). While carpooling has decreased, reliance on public transportation has increased in both Bridgeport and the greater Fairfield County area.

<b>TRAVEL TO WORK</b>	<b>2000</b>	<b>2007</b>	<b>2000</b>	<b>2007</b>
<b>FAIRFIELD COUNTY, CONNECTICUT</b>			<b>BRIDGEPORT, CONNECTICUT</b>	
TRAVEL TIME TO WORK	28	28.4	TRAVEL TIME TO WORK	25
DROVE ALONE	74.7%	73.9%	DROVE ALONE	66.4%
CARPooled	9.6%	7.6%	CARPooled	18.7%
PUBLIC TRANSPORTATION	8.1%	9.2%	PUBLIC TRANSPORTATION	8.4%
WALK	2.3%	3.1%	WALK	3.6%
OTHER	0.8%	1.4%	OTHER	1.4%
WORK FROM HOME	4.5%	4.8%	WORK FROM HOME	1.4%

Monthly housing costs are an important consideration in light of the sub-prime mortgage crisis, and Bridgeport is not untouched by this situation. This comparison of housing costs, based on reported monthly owner costs including mortgages, reveals a level of debt that could be catastrophic to families faced with increased fuel, gasoline, and other energy costs. The majority of Bridgeport's resident labor force works outside the city in neighboring towns in the region. While these calculations merely reflect the impact of the median home ownership cost on the homeowner with the median income, the sharp increase in the percentage of mortgage & other debt that Bridgeport families have assumed in recent history is troubling. In April of 2009, RealtyTrac reported that foreclosure activity has reached record levels, and has increased 25% since April of 2008. In Connecticut, 1 in 662 homes received a foreclosure filing. Connecticut ranks 19<sup>th</sup> nationwide in foreclosure filings. Bridgeport residents hold at least 5,586 sub-prime loans and with a total of 34,489 real estate parcels, the impact of foreclosures on these properties could be detrimental to the area's homeowners and the economy on the whole. The negative impact that foreclosures have had on city revenues (particularly on the conveyance tax, which is based on the value of real estate transactions) is already being felt in municipal budgets. Bridgeport has received nearly \$6 million in federal funding to forestall foreclosures and stabilize neighborhoods (the highest amount awarded in the state of Connecticut).

<b>HOUSING CHARACTERISTICS MEDIAN VALUE</b>	<b>2000</b>	<b>2007</b>
<b>FAIRFIELD COUNTY, CONNECTICUT</b>	\$ 288,900	\$ 499,000
MONTHLY OWNER COST W/ MORTGAGE	\$ 1,904	\$ 2,679
MORTGAGE PAYMENT AS % OF MEDIAN INCOME	35%	40%
<b>BRIDGEPORT, CONNECTICUT</b>	\$ 117,500	\$ 244,800
MONTHLY OWNER COST W/ MORTGAGE	\$ 1,266	\$ 1,884
MORTGAGE PAYMENT AS % OF MEDIAN INCOME	44%	51%





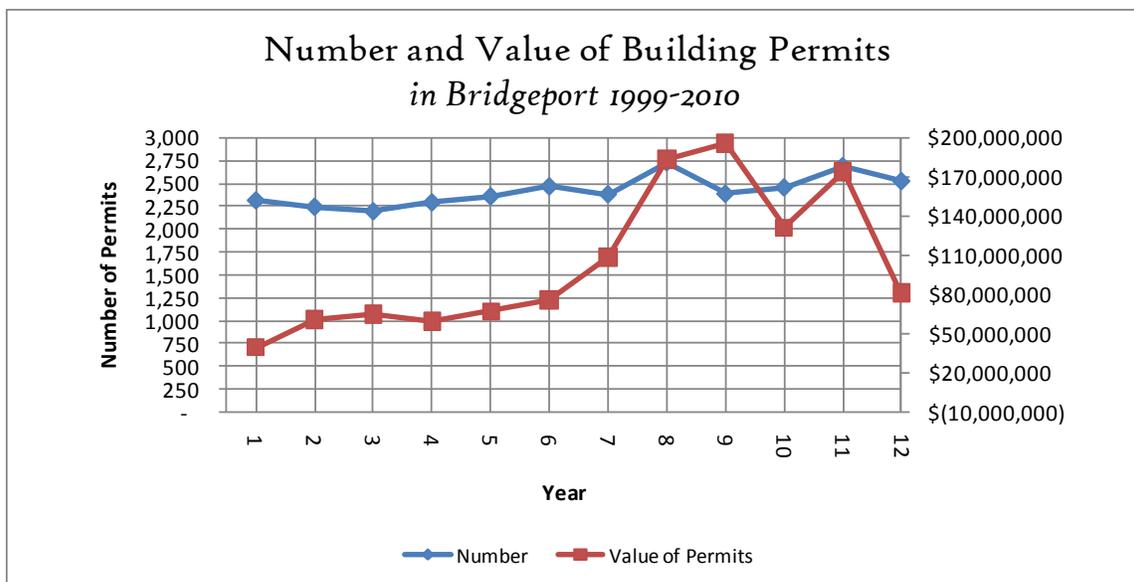
Source: The Warren Group

While Bridgeport is not the only city in Connecticut faced with the fallout from the housing crisis, it is evident in the patterns that are already developing that urban homeowners and minorities were particularly vulnerable to predatory lending practices. Defaults are three times more likely to happen in minority-concentrated areas compared with white ones. Even when blacks earn as much as whites, they're still more likely to be victimized by predatory lenders. For example, a black household making \$68,000 a year is five times as likely as a white household making the same amount of money – or less – to hold high-interest subprime mortgages, according to the *New York Times*. That makes it five times as hard to hold onto their homes. Eighty-five percent of the neighborhoods worst-hit by the crisis — where the default rate is at least double the regional average — have a majority of black and Latino homeowners.

*New Housing Authorizations - Net Gain In Housing Units by Unit Type Calendar Year 2009*

	Total Units	Demolitions	Net Gain	1-Unit	2-Unit	3 & 4 Unit	5 Units +
Bridgeport	126	34	92	45	2	-6	51
Danbury	259	18	241	68	18	7	148
Hartford	65	41	24	6	2	-18	34
New Haven	13	93	-80	5	-8	-3	-74
Norwalk	448	9	439	4	0	4	431
Stamford	35	106	-71	-3	-26	-34	-8
Waterbury	37	20	17	25	-2	-6	0

This data is for residential housing only, and is based on housing permit and demolition data from the Dept. of Economic and Community Development.



**FEDERAL FUNDING FOR NEIGHBORHOOD STABILIZATION**

Bridgeport’s housing crisis is the worst in the state of Connecticut. At the core of the housing crisis in Bridgeport are four underlying issues:

- 1) Bridgeport has a disproportionate share of poor households, both in our region and Fairfield County, and within the state.
- 2) Some neighborhoods in Bridgeport have a disproportionate share of poor households. The concentration of poverty on a neighborhood level made residents in these neighborhoods more vulnerable to predatory lending practices in these neighborhoods.
- 3) Housing stocks in Bridgeport are older, smaller, and more costly to maintain than other regions in the state and in the country. 31% of the housing stock in Bridgeport was constructed before 1939. An additional 34.9% of housing stock was constructed between 1940-1959. In addition, 7.5% of properties in Bridgeport are vacant, and according to the 2000 Census, 2.4% of local housing stock was likely abandoned—3 times the national average.
- 4) Finally, Bridgeport is housing more poor people than any other city in Connecticut.

Bridgeport has developed a strategy to tackle the problem which involves a two-pronged approach:

- Stabilizing neighborhoods by providing the mechanism for property purchase and financing that can spur sustainable home ownership.
- Rehabilitating, redeveloping or demolishing severely dilapidated properties.

In December of 2008, HUD (Housing & Urban Development) approved \$25 million in funding for Connecticut for the federal Neighborhood Stabilization Program (NSP). Bridgeport was successful in lobbying for the greatest share of the \$25 million, and will receive nearly \$6 million to aid struggling subprime borrowers. The funds provided by HUD allows state and local governments to acquire land and property; to demolish or rehabilitate abandoned properties; and/or offer downpayment assistance and closing cost assistance to low and moderate income homebuyers. In addition, grantees can create “land banks” to assemble, manage, and dispose of vacant land for the purpose of stabilizing neighborhoods and encouraging re-use and redevelopment of urban properties.

Because the nature and extent of Bridgeport’s subprime activity varied greatly by neighborhood, the city’s strategy will be used in a variety of ways. Additionally, Bridgeport has partnered with the Housing Development Fund (HDF) of Lower Fairfield County to leverage its funds with HDF’s

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\$26.2 million is Smart Move Loan Pool Funds. Other community partners in this effort include the Bridgeport Neighborhood Trust, Fairfield 08, and the Bridgeport Redevelopment Agency.

	Bridgport Proposed Allocation	Use of Funds	Potential Neighborhoods	Amount	Target AMI population	Estimated Direct Impact
Financial Mechanism	25%	Down Payment Assistance	North End, North Bridgeport, Brooklawn, St. Vincent, Mill Hill South End,	\$1.42M	50-120	150-200
Acquisition & Rehabilitation	25%	Acquistion, Rehab/Sale	Hollow, East End East Side, West End/ West Side	\$1.42M	30-80	50
Landbanking	25%	Buy-hold	North End, Brooklawn	\$1.42M	50-120	25
Blight Removal	25%	Green Space & Redevelopment	East Side/ East End	\$1.42M	40-80	50

**Financial Mechanisms:** we determined market conditions in the North End, North Bridgeport, Mill Hill, Brooklawn and St. Vincent to be in the 40th-80th percentile of potential market strength, based on factors such as tenure, education and income levels, housing stocks (age and type), subprime activity, and current real estate value. We envision the bulk of the work and resources deployed in these neighborhoods to actually be in the North End, where problem loan activity has been the highest. Our aim is 10 marry NSP funds to other local housing development fund programs to expand home ownership opportunities while stemming defaults and abandonment. These are middle market neighborhoods.

**Acquistion and Rehabilitation:** The focus of acquisition rehabilitation resources will go towards structures that are older, principally 2- and 3-Family homes that can be stabilized by assisting current (at-risk) owners, and enabling new owners to feasibly hold onto or acquire an income-producing property, the rents from which can make possible ownership, keep a property from declining into abandonment, and upgrade the property to market or, where feasible, above-market conditions. These activities would primarily occur near and around downtown, where visible improvements can stabilize the market that in turn shapes conditions in our downtown, Most of the work would be on the East Side, though some may occur in Hollow, the West End, West Side, the South End, and the East End.

**Landbanking:** It is critical to acquire as many properties as possible for future disposition, especially where site control is a key component of holding the line against the domino effect of foreclosure, or when the site is likely to have an upside as new affordable housing in the future. The North End represents a key opportunity to bank otherwise costly properties as a hedge against losses of important affordable stocks in otherwise stable neighborhoods where stability could be compromised without site control.

**Blight Removal/Redevelopment:** This includes both the work of clearing problem/distressed properties for the development of open space, and redevelopment of blighted properties where there is a chance for sale to a strong buyer, We estimate about 25% of our stabilization funds would be appropriate for demolition and green/community space creation, and generating opportunities for future revitalization-oriented redevelopment This activity would be appropriately located in the East Side and East End.

The damage wrought by deceptive, predatory, and irresponsible lending practices cannot be erased in a short time, and while the funding Bridgeport has received, paired with the leveraged funding from HDF will make a significant positive impact on the health of the local housing market, it cannot possibly erase all of the damage done. Estimates of the total magnitude of the problem suggest that the fallout from sub-prime lending is a nearly \$50 million dollar problem for Bridgeport.

GENERAL FUND BUDGET  
BRIDGEPORT IN CONTEXT

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When considering the unique challenges that cities in New England face, it is helpful to have some understanding of the landscape in which they lie. Bridgeport, like many large former manufacturing centers, faces the challenges that many of our peers in Connecticut and the region do—we have a diminishing business tax base, we house infrastructure for the region (hospitals and schools) which pay limited taxes, and we carry the burden of maintaining infrastructure that is often older than that of our suburban peers. This, paired with the consistently rising cost of education, providing pensions for retired employees, and continuing to fund municipal services, means that cities in Connecticut struggle to balance budgets, provide services, and maintain a healthy fund balance.

Connecticut’s large cities are regional hubs for jobs, health care centers, colleges and universities, and cultural centers. Connecticut’s cities: Bridgeport, Hartford, New Haven, and Waterbury experience poverty rates that are twice as high as the state average. We are home to more than half on Connecticut’s homeless population, and we educate a student population that is, on the whole, poorer and more likely to speak a language other than English at home. (In Connecticut 5.2% of children speak a language other than English at home, in Bridgeport 13.4% of children speak a language other than English at home).

Our services and employment opportunities mean that we support a fair number of commuters, who enjoy the benefits of working here, but sleep and pay taxes in other municipalities. (Source: Ct Economic Resource Center, 2010 town profiles)

<i>Commuters into Bridgeport from:</i>		<i>Commuters into New Haven from:</i>		<i>Commuters into Hartford from:</i>		<i>Commuters into Waterbury from:</i>	
Stratford	3,997	Hamden	7,829	West Hartford	8,116	Watertown	2,385
Shelton	2,563	West Haven	5,364	Manchester	5,200	Naugatuck	2,162
Trumbull	2,288	Branford	3,701	East Hartford	4,859	Wolcott	1,978
Fairfield	2,244	East Haven	3,577	Wethersfield	3,576	Cheshire	1,105
Milford	2,115	North Haven	2,864	Windsor	3,493	New Haven	1,075
Monroe	1,180	Guilford	2,213	Newington	3,342	Prospect	1,003
Stamford	995	Wallingford	2,210	Glastonbury	3,316	Middlebury	747
Norwalk	795	Milford	2,014	New Britain	3,088	Southington	704
West Haven	763	North Branford	1,402	Bloomfield	2,730	Meriden	685
<b>Total</b>	<b>16,940</b>	<b>Total</b>	<b>31,174</b>	<b>Total</b>	<b>37,720</b>	<b>Total</b>	<b>11,844</b>

Connecticut’s tax structure is also unkind to cities. While the state provides payments in lieu of taxes (PILOT) reimbursements to municipalities for revenue lost due to some state-mandated property tax exemptions, these grants reimburse for only a portion of the lost real estate property tax. Furthermore, there is no reimbursement for lost personal property tax revenue. The reimbursement rate is 54% for colleges and 32% for state owned property. State statues set reimbursement goals of 77% on colleges & hospitals, and 45% on state owned properties (with the exception of prisons, which are supposed to be reimbursed at 100%) but these reimbursement goals were set before the state’s budget crisis. Bridgeport, Hartford, New Haven and Waterbury lose at least \$115 million in property tax revenue due to these state-mandated exemptions and low reimbursement rates. This lost revenue represents lost taxes on real property only, and does not include revenue lost on personal property. (Source: *CCM Public Policy Report: A Tale of Disproportionate Burden: Bridgeport, Hartford, New haven & Waterbury*)

GENERAL FUND BUDGET  
BRIDGEPORT IN CONTEXT

<i>Percentage of property exempt from Property Taxation</i>							
Bridgeport	35%	<i>New Haven</i>	47%	Hartford	44%	<i>Waterbury</i>	32%

The success of Connecticut's cities is connected to the success of the state as a whole. We are grateful to have a governor in office who has served as a city mayor, because he understands some of the many issues that cities face when struggling to balance budget and not increase taxes. In this section, we provide information about Bridgeport's situation when viewed alongside our other municipal peers, all the other larger cities of Connecticut. (Figures here from CT State OPM's Municipal Fiscal Indicators, FY 2008 & 2009 [http://www.ct.gov/opm/lib/opm/igp/munfinsr/fi2005-09\\_final\\_asof\\_12-6-10.pdf](http://www.ct.gov/opm/lib/opm/igp/munfinsr/fi2005-09_final_asof_12-6-10.pdf))

**2008**

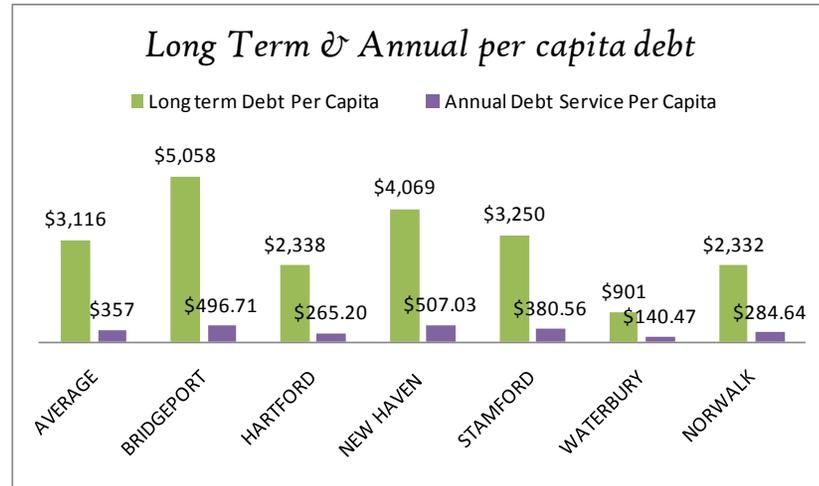
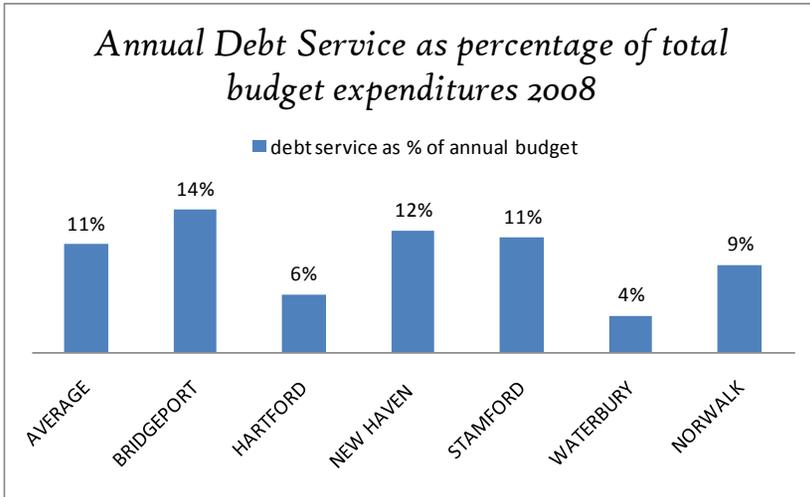
DEBT MEASURES	AVERAGE	BRIDGEPORT	HARTFORD	NEW HAVEN	STAMFORD	WATERBURY	NORWALK
Long-Term Debt	\$360,223,171	\$689,877,000	\$290,088,000	\$503,183,683	\$387,748,899	\$96,472,000	\$193,969,443
Annual Debt Service	\$41,245,788	\$67,753,922	\$32,901,000	\$62,703,859	\$45,402,419	\$15,036,000	\$23,677,530
Long term Debt Per Capita	\$3,116	\$5,058	\$2,338	\$4,069	\$3,250	\$901	\$2,332
Annual Debt Service Per Capita	\$357	\$496.71	\$265.20	\$507.03	\$380.56	\$140.47	\$284.64
Total Expenditures	\$387,209,440	\$483,962,220	\$577,562,000	\$522,068,999	\$401,138,825	\$414,341,000	\$274,180,539
Annual Debt Service	\$41,245,788	\$67,753,922	\$32,901,000	\$62,703,859	\$45,402,419	\$15,036,000	\$23,677,530
debt service as % of annual budget	11%	14%	6%	12%	11%	4%	9%

**2009**

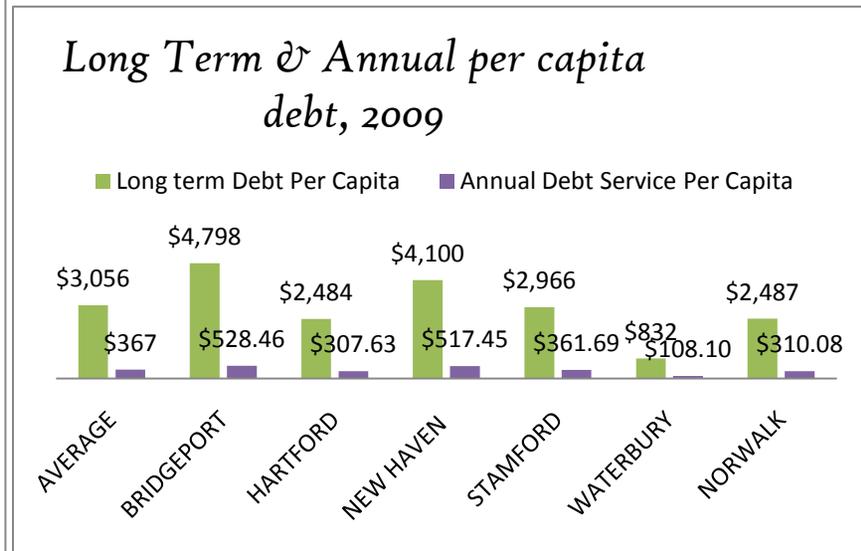
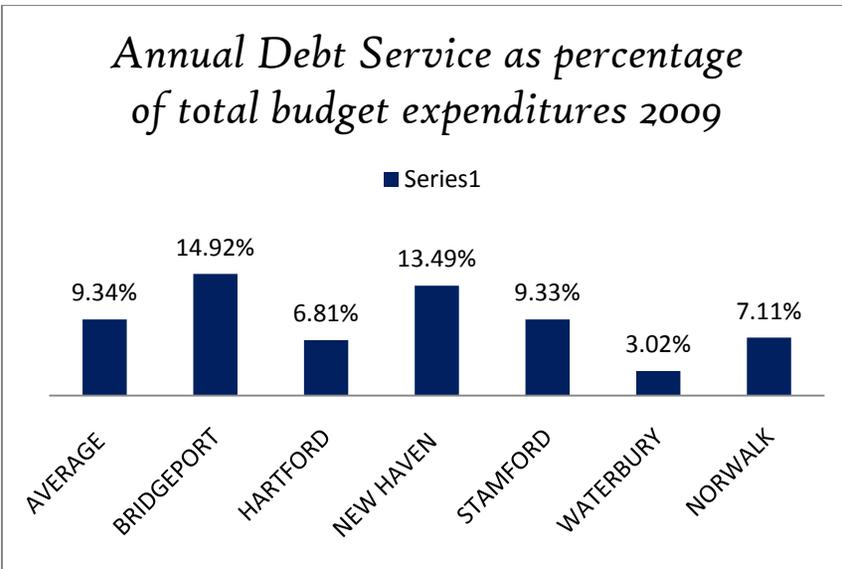
DEBT MEASURES	AVERAGE	BRIDGEPORT	HARTFORD	NEW HAVEN	STAMFORD	WATERBURY	NORWALK
Long-Term Debt	\$354,842,574	\$658,700,000	\$308,210,000	\$505,701,901	\$358,910,670	\$89,138,000	\$208,394,870
Annual Debt Service	\$42,646,458	\$72,556,592	\$38,164,000	\$63,817,389	\$43,773,749	\$11,582,000	\$25,985,019
Long term Debt Per Capita	\$3,056	\$4,798	\$2,484	\$4,100	\$2,966	\$832	\$2,487
Annual Debt Service Per Capita	\$367	\$528.46	\$307.63	\$517.45	\$361.69	\$108.10	\$310.08
Total Expenditures	\$456,420,584	\$486,192,767	\$560,580,000	\$473,037,191	\$468,943,293	\$384,097,000	\$365,673,253
Annual Debt Service	\$42,646,458	\$72,556,592	\$38,164,000	\$63,817,389	\$43,773,749	\$11,582,000	\$25,985,019
debt service as % of annual budget	9%	15%	7%	13%	9%	3%	7%

GENERAL FUND BUDGET  
BRIDGEPORT IN CONTEXT

2008



2009



**GENERAL FUND BUDGET  
BRIDGEPORT IN CONTEXT**

CONNECTICUT AVERAGES 2008	OVERALL CONNECTICUT AVERAGE	PEER AVERAGE	1 BRIDGEPORT	2 HARTFORD	3 NEW HAVEN	4 STAMFORD	5 WATERBURY	6 NORWALK
Number of Municipalities	169	6						
1999 PER CAPITA INCOME	\$28,766	\$21,767	\$16,306	\$13,428	\$16,393	\$34,987	\$17,707	\$31,781
% OF STATE AVERAGE	100%	76%	56.70%	46.70%	57%	121.60%	61.50%	110.50%
1999 MEDIAN HOUSEHOLD INCOME	\$53,935	\$40,627	\$34,658	\$24,820	\$29,604	\$60,556	\$34,285	\$59,839
% OF STATE MEDIAN	100%	75.3%	64.3%	46.0%	54.9%	112.3%	63.6%	110.9%
<b>ECONOMIC DATA</b>								
Population (State Dept. of Public Health)	20,717	115,610	136,405	124,062	123,669	119,303	107,037	83,185
Square Miles	29	24	16	17.31	18.85	37.75	28.57	22.81
Population Density per Square Mile	723	5,468	8,525.3	7,167.1	6,560.7	3,160.3	3,746.5	3,646.9
School Enrollment (State Dept. of Education)	3,302	17,684	21,802	22,343	18,547	15,029	17,776	10,608
Bond Rating (Moody's)			Baa1	A2	A3	Aaa	Baa1	Aaa
Net Current Education Expenditures (State Dept. of Education)	\$41,336,765	\$240,484,678	\$218,222,813	\$374,467,000	\$256,210,171	\$221,558,188	\$218,774,000	\$153,675,894
Per Pupil	\$12,518	\$14,385	\$12,023	\$15,705	\$16,053	\$15,125	\$12,712	\$14,689
Unemployment (annual average)	5.70%	8.28%	8.8%	10.9%	8.5%	7.4%	9.3%	4.8%
TANF Recipients as a % of Population	1.10%	2.84%	2.63%	5.54%	3.94%	0.50%	3.80%	0.61%
<b>GRAND LIST AND PROPERTY TAX DATA</b>								
Net Grand List (2007-2008)		\$6,093,276,340.83	\$5,413,924,658	\$3,334,666,569	\$4,406,546,092	\$9,361,731,391	\$3,534,261,722	\$10,508,527,613
Equalized Net Grand List (2007-2008)	\$3,382,504,680	\$11,042,878,564	\$11,835,219,911	\$5,617,517,672	\$6,370,284,874	\$13,438,345,880	\$8,097,150,675	\$20,898,752,371
Per Capita	\$163,268	\$103,846	\$86,765	\$45,280	\$51,511	\$112,640	\$75,648	\$251,232
Equalized Mill Rate (2008)	14.13	24.84	18.78	39.42	29.18	26.51	24.35	10.81
Mill Rate		41.98	41.28	63.39	42.21	27.03	55.49	22.48
2008 Adjusted Tax Levy		\$234,822,767.17	\$222,282,166	\$221,445,000	\$185,890,697	\$356,270,017	\$197,161,000	\$225,887,723
2008 Year Adjusted Tax Levy Per Capita	\$2,308	\$2,077	\$1,630	\$1,785	\$1,503	\$2,986	\$1,842	\$2,715
2008 Current Year Property Tax Collection %	98.30%	97.42%	97%	96.3%	98%	98.3%	98.4%	98.5%
Total Taxes Collected as % of Total Outstanding		92.83%	86.1%	92.2%	96.4%	96.2%	88.4%	97.7%
<b>GENERAL FUND REVENUES</b>								
Property Tax Revenues	\$48,067,417	\$238,824,663	\$227,028,207	\$232,955,000	\$186,365,020	\$360,287,944	\$197,239,000	\$229,072,804
as a % of Total Revenues (including transfers in)	61.70%	51.71%	48.79%	37.96%	35.64%	80.99%	45.52%	78.76%
Intergovernmental Revenues	\$25,073,602	\$185,668,946	\$209,554,648	\$341,042,000	\$289,221,907	\$38,740,568	\$206,828,000	\$28,626,555
as a % of Total Revenues (including transfers in)	32.20%	40.20%	45.03%	55.57%	55.32%	8.71%	47.73%	9.84%
Total Revenues	\$77,301,765	\$454,377,541	\$464,326,216	\$598,966,000	\$516,854,707	\$442,328,318	\$429,501,000	\$274,289,005
Total Revenues and Other Financing Sources	\$78,191,075	\$461,814,918	\$465,326,216	\$613,681,000	\$522,854,707	\$444,859,621	\$433,313,000	\$290,854,962
<b>GENERAL FUND EXPENDITURES</b>								
Education Expenditures	\$48,391,910	\$240,484,678	\$218,222,813	\$374,467,000	\$256,210,171	\$221,558,188	\$218,774,000	\$153,675,894
as a % of Total Expenditures (including transfers out)	62.20%	51.67%	45.09%	60.37%	49.08%	50.18%	50.39%	52.86%
Operating Expenditures	\$27,040,551	\$205,057,586	\$265,739,407	\$203,095,000	\$265,858,828	\$179,580,637	\$195,567,000	\$120,504,645
as a % of Total Expenditures (including transfers out)	34.80%	44.06%	54.91%	32.74%	50.92%	40.67%	45.04%	41.45%
Total Expenditures	\$75,432,461	\$445,542,264	\$483,962,220	\$577,562,000	\$522,068,999	\$401,138,825	\$414,341,000	\$274,180,539
Total Expenditures and Other Financing Uses	\$77,935,410	\$465,452,884	\$483,962,220	\$620,248,000	\$522,068,999	\$441,518,588	\$434,173,000	\$290,746,496
Net Change in Fund Balance		(4,774,052.83)	(18,636,004.00)	(6,567,000.00)	785,708.00	(3,475,487.00)	(860,000.00)	108,466.00
<b>FUND BALANCE GENERAL FUND</b>								
Reserved		\$874,919.33	\$0	\$0	\$0.00	\$4,092,404	\$0.00	\$1,157,112
Designated		\$2,069,034.33	\$0	\$0	\$0	\$11,414,206	\$1,000,000	\$0
Undesignated		\$18,043,430.83	\$10,605,102	\$27,900,000	\$15,508,258	\$0	\$18,016,000.00	\$36,231,225
Total Fund Balance (Deficit)		\$20,987,384.50	\$10,605,102	\$27,900,000	\$15,508,258	\$15,506,610	\$19,016,000.00	\$37,388,337
<b>DEBT MEASURES</b>								
	CT AVERAGE	AVERAGE 6	BRIDGEPORT	HARTFORD	NEW HAVEN	STAMFORD	WATERBURY	NORWALK
Long-Term Debt	\$44,322,569	\$360,223,171	\$689,877,000	\$290,088,000	\$503,183,683	\$387,748,899	\$96,472,000	\$193,969,443
Per Capita	\$2,139	\$2,991	\$5,058	\$2,338	\$4,069	\$3,250	\$901	\$2,332
Annual Debt Service	\$5,516,188	\$41,245,788	\$67,753,922	\$32,901,000	\$62,703,859	\$45,402,419	\$15,036,000	\$23,677,530
Per Capita	\$266	\$346	\$496.71	\$265.20	\$507.03	\$380.56	\$140.47	\$284.64
RATIO OF DEBT TO EQUALIZED NET GRAND LIST	1.3%	4.0%	5.8%	5.2%	7.9%	2.9%	1.2%	0.9%
RATIO OF DEBT TO NET GRAND LIST	2.2%	6.9%	12.7%	8.7%	11.4%	4.1%	2.7%	1.8%
		AVERAGE 6	BRIDGEPORT	HARTFORD	NEW HAVEN	STAMFORD	WATERBURY	NORWALK

\*TANF=temporary assistance for needy families

## GENERAL FUND BUDGET BRIDGEPORT IN CONTEXT

CONNECTICUT AVERAGES 2009	OVERALL CONNECTICUT AVERAGE	PEER AVERAGE	1 BRIDGEPORT	2 HARTFORD	3 NEW HAVEN	4 STAMFORD	5 WATERBURY	6 NORWALK
Number of Municipalities	169							
1999 PER CAPITA INCOME	\$28,766	\$21,767	\$16,306	\$13,428	\$16,393	\$34,987	\$17,707	\$31,781
% OF STATE AVERAGE	100%	76%	56.70%	46.70%	57%	121.60%	61.50%	110.50%
1999 MEDIAN HOUSEHOLD INCOME	\$53,935	\$40,627	\$34,658	\$24,820	\$29,604	\$60,556	\$34,285	\$59,839
% OF STATE MEDIAN	100%	75.3%	64.3%	46.0%	54.9%	112.3%	63.6%	110.9%
<b>ECONOMIC DATA</b>								
Population (State Dept. of Public Health)	20,818	116,110	137,298	124,060	123,330	121,026	107,143	83,802
Square Miles	29	24	16	17.31	18.85	37.75	28.57	22.81
Population Density per Square Mile	726	5,487	8,581.1	7,167.0	6,542.7	3,206.0	3,750.2	3,673.9
School Enrollment (State Dept. of Education)	3,271	17,419	21,289	21,726	18,074	14,884	17,736	10,806
Bond Rating (Moody's)			Baa1	A2	A3	Aaa	Baa1	Aaa
Net Current Education Expenditures (CT Dept. of Education)	\$42,885,945	\$237,635,979	\$222,867,074	\$374,467,000	\$256,210,171	\$243,089,067	\$169,099,000	\$160,083,564
Per Pupil	\$13,111	\$15,016	\$12,675	\$16,202	\$16,976	\$15,926	\$12,999	\$15,315
Unemployment (2009 annual average)	8.20%	10.95%	12.1%	14.2%	11.3%	7.3%	13.4%	7.4%
TANF Recipients as a % of Population	1.18%	2.92%	3.00%	5.50%	3.57%	0.64%	4.00%	0.78%
<b>GRAND LIST AND PROPERTY TAX DATA</b>								
Net Grand List		\$8,965,453,713.33	\$5,540,265,609	\$3,451,438,441	\$4,944,791,028	\$23,928,735,084	\$5,253,604,279	\$10,673,887,839
Equalized Net Grand List	\$3,487,369,506	\$15,002,734,171	\$11,436,680,103	\$8,029,737,495	\$7,593,243,863	\$34,348,965,159	\$7,617,694,194	\$20,990,084,209
Per Capita	\$167,515	\$103,846	\$86,765	\$45,280	\$51,511	\$112,640	\$75,648	\$251,232
Equalized Mill Rate	14.43	21.51	21.87	30.23	26.87	11.22	27.57	11.27
Mill Rate		38.95	44.58	68.34	42.21	16.18	39.92	22.48
2009 Adjusted Tax Levy		\$254,800,800.83	\$250,083,276	\$242,777,000	\$204,055,698	\$385,305,080	\$210,000,000	\$236,583,751
2009 Year Adjusted Tax Levy Per Capita	\$2,416	\$2,196	\$1,821	\$1,957	\$1,655	\$3,184	\$1,842	\$2,715
2009 Current Year Property Tax Collection %	98.30%	97.48%	97%	96.2%	98%	98.5%	97.1%	98.2%
Total Taxes Collected as % of Total Outstanding		92.83%	86.8%	91.0%	96.2%	96.3%	89.3%	97.4%
<b>GENERAL FUND REVENUES</b>								
Property Tax Revenues	\$50,421,704	\$255,983,975	\$248,743,175	\$250,668,000	\$203,404,742	\$386,679,253	\$210,092,000	\$236,316,680
as a % of Total Revenues (including transfers in)	69.80%	56.58%	51.15%	45.66%	42.95%	83.73%	54.41%	66.05%
Intergovernmental Revenues	\$18,036,576	\$156,459,570	\$214,369,477	\$270,021,000	\$228,472,896	\$39,936,682	\$155,571,000	\$30,386,367
as a % of Total Revenues (including transfers in)	32.20%	34.58%	44.08%	49.18%	48.25%	8.65%	40.29%	8.49%
Total Revenues	\$71,794,296	\$436,370,009	\$484,340,418	\$540,958,000	\$469,079,142	\$458,840,376	\$386,163,000	\$278,839,115
Total Revenues and Other Financing Sources	\$74,167,398	\$452,439,238	\$486,340,418	\$548,993,000	\$473,554,722	\$461,799,055	\$386,163,000	\$357,785,235
<b>GENERAL FUND EXPENDITURES</b>								
Education Expenditures	\$42,505,033	\$215,432,542	\$222,867,074	\$305,432,000	\$192,024,547	\$243,089,067	\$169,099,000	\$160,083,564
as a % of Total Expenditures (including transfers out)	58.40%	47.20%	45.84%	54.48%	40.59%	51.84%	44.03%	43.78%
Operating Expenditures	\$27,868,261	\$209,490,285	\$263,325,693	\$206,682,000	\$281,012,644	\$180,450,806	\$198,827,000	\$126,643,569
as a % of Total Expenditures (including transfers out)	38.30%	45.90%	54.16%	36.87%	59.41%	38.48%	51.76%	34.63%
Total Expenditures	\$70,373,295	\$424,922,827	\$486,192,767	\$512,114,000	\$473,037,191	\$423,539,873	\$367,926,000	\$286,727,133
Total Expenditures and Other Financing Uses	\$74,522,053	\$456,420,584	\$486,192,767	\$560,580,000	\$473,037,191	\$468,943,293	\$384,097,000	\$365,673,253
Net Change in Fund Balance		(3,981,345.67)	147,651	(11,587,000)	517,531	(7,144,238)	2,066,000	(7,888,018)
<b>FUND BALANCE GENERAL FUND</b>								
Reserved		\$677,945.83	\$0	\$95,000	\$0.00	\$3,860,955	\$0.00	\$111,720
Designated		\$1,250,236.17	\$0	\$0	\$0	\$4,501,417	\$3,000,000	\$0
Undesignated		\$15,093,690.17	\$10,752,753	\$16,313,000	\$16,025,789	\$0	\$18,082,000.00	\$29,388,599
Total Fund Balance (Deficit)		\$17,006,038.83	\$10,752,753	\$16,313,000	\$16,025,789	\$8,362,372	\$21,082,000.00	\$29,500,319
<b>DEBT MEASURES</b>								
	CT AVERAGE	AVERAGE 6	BRIDGEPORT	HARTFORD	NEW HAVEN	STAMFORD	WATERBURY	NORWALK
Long-Term Debt	\$43,886,642	\$354,842,574	\$658,700,000	\$308,210,000	\$505,701,901	\$358,910,670	\$89,138,000	\$208,394,870
Per Capita	\$2,108	\$2,945	\$4,798	\$2,484	\$4,100	\$2,966	\$832	\$2,487
Annual Debt Service	\$5,686,532	\$42,646,458	\$72,556,592	\$38,164,000	\$63,817,389	\$43,773,749	\$11,582,000	\$25,985,019
Per Capita	\$273	\$356	\$528.46	\$307.63	\$517.45	\$361.69	\$108.10	\$310.08
RATIO OF DEBT TO EQUALIZED NET GRAND LIST	1.3%	3.3%	5.8%	3.8%	6.7%	1.0%	1.2%	1.0%
RATIO OF DEBT TO NET GRAND LIST	2.0%	6.0%	11.9%	8.9%	10.2%	1.5%	1.7%	2.0%
		AVERAGE 6	BRIDGEPORT	HARTFORD	NEW HAVEN	STAMFORD	WATERBURY	NORWALK

\*TANF=temporary assistance for needy families

GENERAL FUND BUDGET  
BRIDGEPORT IN CONTEXT

PHASE FOR GASB 45 IMPLEMENTATION

MUNICIPALITY	PHASE 1	PHASE 2	PHASE 3
Bridgeport	x		
Danbury	x		
Hartford	x		
New Haven	x		
Norwalk	x		
Stamford	x		
Waterbury	x		

PENSIONS: Type and number of Plans

	Population	Defined Benefit	Defined Contribution	Cost Sharing (MERF)	Total
BRIDGEPORT	137,298	4		1	5
HARTFORD	124,060	2		1	3
NEW HAVEN	123,330	2			2
STAMFORD	121,026	4			4
WATERBURY	107,143	1			1
NORWALK	83,802	4			4

Bridgeport has a varied workforce and an equally varied number of pension plans. The cost of supporting and funding these plans places a long-term burden on the City. While we continue to hope that a better long-term solution to providing health care for the American people can be resolved, we maintain a commitment to funding retirees and present employees to the best of our abilities. GASB 45, was implemented by the Governmental Accounting Standards Board (GASB) in July 2004 because of growing concern over the potential magnitude of government employer obligations for post-employment benefits. GASB 45 aims to: recognize the cost of OPEB benefits, provide information on their associate liabilities, and provide information to assess potential demands on future cash flows.

For more information about the plans, see the Pensions section of the budget, see the Pensions section of the budget on Page 209

*Post-Employment Benefits Data*

Sponsoring Entity	Types of Benefits Provided		Number of Participants	Groups Covered	Date of last valuation	Actuarial Accrued Liability (AAL)	% of AAL	FY 2008-09 Municipal	
	Health	Insurance						Annual Required Contribution	% of Contribution Made
Bridgeport	x		7,215	all	7/1/2008	\$861,812,200	0.00%	\$50,744,800	59.30%
Danbury	x	x	1,917	all	7/1/2008	\$102,150,207	0.00%	\$8,808,900	58.80%
Hartford	x	x	8,960	all	7/1/2008	\$302,988,000	0.00%	\$24,500,000	52.50%
New Haven	x	x	6,504	all	7/1/2008	\$430,522,000	0.00%	\$42,126,000	44.90%
Norwalk	x	x	3,186	all	7/1/2007	\$187,893,000	0.00%	\$15,293,300	84.60%
Stamford	x	x	6,467	all	7/1/2008	\$215,337,000	0.00%	\$17,262,000	74.10%
Waterbury	x	x	6,591	all	7/1/2008	\$770,408,000	0.00%	\$64,663,000	47.70%

GENERAL FUND BUDGET  
BRIDGEPORT IN CONTEXT

Sponsoring Entity	Plan Name	Groups Covered					Date of last valuation	Actuarial Accrued Liability (AAL)	% of AAL	FY 2008-09 Municipal	
		Members	All	T	PS	O				Annual Required Contribution	% of Contribution Made
<b>Bridgeport</b>	*** Public Safety Plan A	966			x		7/1/2008	\$355,017,000	70.70%	\$9,621,019	85.40%
	Janitors And Engineers Retirement Fund	48				x	7/1/2009	\$9,478,000	0.00%	\$877,018	117.60%
	Police Retirement Plan B - post 6/3/81 employees	515			x		7/1/2008	\$113,453,000	92.30%	\$3,544,117	95.80%
	Firefighters' Retirement Plan B - post 12/31/83 employees	348			x		7/1/2008	\$69,277,000	89.50%	\$2,505,264	97.20%
<b>Danbury</b>	Pre 1967 Police Pension Plan	37			x		7/1/2007	\$11,566,937	58.00%	\$845,000	100.00%
	Pre 1967 Fire Pension Plan	32			x		7/1/2007	\$9,425,747	61.00%	\$552,000	100.00%
	Post 1983 Police Pension Plan	140			x		7/1/2008	\$17,264,266	83.50%	\$889,000	100.00%
	Post 1967 Police Pension Plan	104			x		7/1/2008	\$52,905,479	108.20%	\$0	N/A
	Post 1967 Fire Pension Plan	193			x		7/1/2008	\$60,820,930	110.40%	\$0	N/A
	General Employees' Pension Plan	1,206	x				7/1/2007	\$93,792,699	120.00%	\$0	N/A
<b>Hartford</b>	RAF/PBF/FRF pre 5/1/1947 PLAN	261				x	7/1/2008	\$7,700,000	0.00%	\$1,770,000	100.00%
	City MERF	5471	x				7/1/2008	\$1,099,441,000	102.20%	\$11,797,000	108.70%
<b>New Haven</b>	Pension Fund For New Haven Policemen And Firemen	1868			x		6/30/2008	\$512,853,088	58.70%	\$16,687,000	100.00%
	City Employees' Retirement Fund of New Haven	2257		x		x	6/30/2008	\$344,861,529	60.40%	\$10,938,000	100.00%
<b>Norwalk</b>	Police Benefit Fund	312			x		7/1/2008	\$97,873,967	96.70%	\$1,267,867	100.00%
	Food Service Employees' Plan	94				x	7/1/2008	\$2,025,521	78.00%	\$74,182	100.00%
	Fire Benefit Fund	276			x		7/1/2008	\$84,666,362	114.80%	\$62,744	100.00%
	Employees' Pension Plan	1352		x		x	7/1/2008	\$164,871,892	111.70%	\$832,452	103.70%
<b>Stamford</b>	Custodian And Mechanics Retirement Trust Fund	623				x	7/1/2008	\$40,247,000	105.20%	\$742,000	90.30%
	Police Pension Trust Fund	574			x		7/1/2008	\$171,655,000	102.50%	\$2,305,000	60.30%
	Classified Employees Retirement Trust Fund	1,527		x		x	7/1/2008	\$176,317,000	107.70%	\$2,326,000	42.30%
	Firefighter's Pension Trust Fund	479			x		7/1/2008	\$123,434,000	112.10%	\$406,000	16.00%
<b>Waterbury</b>	City of Waterbury Retirement Fund	3,947	x				7/1/2008	\$527,860,000	13.00%	\$41,610,000	106.90%

All = All Eligible, T = Town Employees, PS = Public Safety (Police or Fire, etc.), O = Other (Other specified groups not listed above), N/A = Not Applicable

\*\*\* The City of Bridgeport issued \$350,000,000 in pension obligation bonds in August 2000.

The City of Waterbury issued approximately \$313,000,000 in pension obligation bonds in September 2009.

GENERAL FUND BUDGET  
BRIDGEPORT IN CONTEXT

Ratios of Comparative Revenues, General Fund  
(Source: 2009 Financial Reports)

	Bridgeport	Hartford	New Haven	Stamford	Waterbury	Providence	Springfield
Population	137,912	124,512	127,401	118,475	108,000	171,557	150,640
Full Time Equivalent Employees	1,466	1,475	3,903	1,214	3,325	5,086	5,695
Total Revenue Per Capita	\$ 3,512	\$ 4,345	\$ 3,682	\$ 3,873	\$ 3,576	\$ 2,373	\$ 3,645
Total Revenue Per FTE	\$ 330,382	\$ 366,751	\$ 120,184	\$ 377,957	\$ 116,139	\$ 80,044	\$ 96,404
Property Taxes Per Capita	\$1,804	\$2,013	\$1,597	\$3,264	\$1,945	\$1,653	\$1,046
Property Taxes Per FTE	\$ 169,675	\$169,944	\$52,115	\$318,517	\$63,186	\$55,767	\$27,658
Intergovernmental Per Capita	\$1,554	\$2,169	\$1,774	\$337	\$1,440	\$312	\$2,299
Intergovernmental Per FTE	\$146,227	\$183,065	\$57,914	\$32,897	\$46,788	\$10,532	\$60,800
Licenses, Permits, Charges Per Capita	\$117	\$81	\$136	\$233	\$62	\$0	\$4
Licenses, Permits, Charges Per FTE	\$10,982	\$6,858	\$4,438	\$22,704	\$2,001	\$0	\$113
All Other Revenue Per Capita	\$37	\$82	\$175	\$39	\$128	\$407	\$296
All Other Revenue Per FTE	\$3,498	\$6,883	\$5,718	\$3,840	\$4,165	\$13,745	\$7,833
Property Taxes as % of Revenue	51.36%	46.34%	43.36%	84.27%	54.41%	69.67%	28.69%
Intergovernmental as % of Revenue	81.41%	52.73%	47.78%	9.43%	42.28%	17.85%	65.57%
Licenses, Permits, Charges as % of Rev	3.32%	1.87%	3.69%	6.01%	1.72%	0.00%	0.12%
All Other Revenue as % of Revenue	1.06%	1.88%	4.76%	1.02%	3.59%	17.17%	8.13%

GENERAL FUND BUDGET  
BRIDGEPORT IN CONTEXT

Ratios of Comparative Expenditures Combined Funds  
(Source: 2009 Financial Reports)

	Bridgeport	Hartford	New Haven	Stamford	Waterbury	Providence	Springfield
Population	137,912	124,512	127,401	118,475	108,000	171,557	150,640
Full Time Equivalent Employees	1,466	1,475	3,903	1,214	3,325	5,086	5,695
Total Expenditures Per Capita*	\$ 4,340	\$ 6,005	\$ 4,962	\$ 4,525	\$ 4,059	\$ 4,221	\$ 4,396
Total Expenditures Per FTE*	\$ 408,276	\$ 506,939	\$ 161,977	\$ 441,594	\$ 131,833	\$ 142,378	\$ 116,279
Capital Expenditures Per Capita	\$607	\$908	\$1,037	\$552	\$352	\$46	\$0
Capital Expenditures Per FTE	\$57,107	\$76,624	\$ 33,842	\$53,901	\$11,429	\$1,554	\$0
Debt Principal Per Capita	\$225	\$307	\$331	\$248	\$66	\$215	\$174
Debt Interest Per Capita	\$302	\$0	\$170	\$122	\$42	\$120	\$103
Total Debt Service Per Capita	\$526	\$307	\$501	\$369	\$107	\$335	\$277
Debt Principal as % of Expenditures	4.54%	4.43%	5.51%	4.88%	1.49%	5.04%	3.97%
Debt Interest as % of Expenditures	6.10%	0.00%	2.84%	2.40%	0.94%	2.81%	2.35%
Total Debt Service as % of Expenditures	10.63%	4.43%	8.35%	7.28%	2.43%	7.86%	6.31%
Employee Benefits as % of Expenditures	0.00%	6.74%	11.97%	0.00%	0.00%	0.00%	7.24%
Education as % of Expenditures*	32.11%	33.40%	17.51%	34.19%	36.90%	50.91%	62.63%
Education as % of Expenditures (+Capital)	44.38%	46.53%	34.79%	45.06%	44.88%	51.99%	62.63%

Ratio of Debt to Debt Limits, Including authorized but unissued debt  
(Source: 2009 Financial Reports)

	Bridgeport	Hartford	New Haven	Stamford	Providence	Springfield
Ratio of Debt Limit: General Gov't	52.55%	59.19%	44.22%	46.28%	4.26%	30.71%
Ratio of Debt Limit: Schools	15.66%	11.12%	52.23%	20.16%		

GENERAL FUND BUDGET  
BRIDGEPORT IN CONTEXT

2008 Education Data  
(Source: 2008 Connecticut Department of Education)

	Bridgeport	Hartford	New Haven	Waterbury
<b>STAFF</b>				
<b>General Education</b>				
Teachers and Instructors	1,185.2	1,427.05	1,274.9	1,122.33
Paraprofessionals	135	183	302	151.52
<b>Special Education</b>				
Teachers and Instructors	221.5	268.15	197.45	197.02
Paraprofessionals	178	307	152	305
Library/Media Specialists and Assistants	40	44	37	42.05
Adult Education Staff	2	18	21	1
<b>Admins, Coordinators, Dept. Chairs</b>				
District Central Office	32	29	38	22
School Level	70	99	109	72.06
Subject Area Specialists	66	81.5	69.2	18
Counselors, Social Workers and School Psychologists	119	121.7	96.2	79.1
School Nurses	20	42	32.1	31.25
Other Staff	860.9	660.2	966	776.31
<b>Total Staff</b>	<b>2929.50</b>	<b>3280.60</b>	<b>3294.85</b>	<b>2817.64</b>
Total Operating Budget	\$ 258,698,000	\$ 360,053,000	\$ 296,702,000	\$ 219,986,000
Total Capital Budget	\$ 40,747,000	\$ 91,184,000	\$ 126,086,000	\$ 3,576,000
Enrolled Students, K-12	20,821	22,360	19,851	18,304
Total Number of Schools	33	39	43	28
Municipal Land Area	16	33	18.9	22.8
Population	137,912	124,512	127,401	108,000
Operating Budget per student	\$ 12,424.86	\$ 16,102.55	\$ 14,946.45	\$ 12,018.47
Capital Budget per student	\$ 1,957.01	\$ 4,078.00	\$ 6,351.62	\$ 195.37
Total Budget per student	\$ 14,381.87	\$ 20,180.55	\$ 21,298.07	\$ 12,213.83
Average students per total staff	7.11	6.82	6.02	6.50
Average Students per academic/support staff	10.6	9.04	9.19	9.40
Average Students per admin/non-instructional staff	21.62	28.37	17.84	21.03
Average density of school population	630.94	573.33	461.65	653.71
Average number of schools per square mile	2.06	1.18	2.28	1.23

GENERAL FUND BUDGET  
BRIDGEPORT IN CONTEXT

Unappropriated Fund Balances  
(Source: 2009 Financial Reports)

	Bridgeport	Hartford	New Haven	Stamford	Waterbury	Providence	Springfield
General Fund Expenditures	\$ 263,325,693	\$ 512,114,000	\$ 473,037,191	\$ 423,539,873	\$ 367,926,000	\$ 300,008,000	\$ 528,049,123
General Fund Ending Balance	\$ 10,752,753	\$ 16,313,000	\$ 16,025,789	\$ 8,362,372	\$ 21,082,000	\$ 17,361,000	\$ 58,034,618
Fund Balance per Capita	\$ 77.97	\$ 131.02	\$ 125.79	\$ 70.58	\$ 195.20	\$ 101.20	\$ 385.25
Fund Balance per FTE	\$ 7,332.26	\$ 11,058.16	\$ 4,106.02	\$ 6,888.28	\$ 6,340.45	\$ 3,413.49	\$ 10,190.09
Fund Balance as % of Annual Expenditures	4.08%	3.19%	3.39%	1.97%	5.73%	5.79%	10.99%

2009 Fire Response History  
(Source: Connecticut, Massachusetts Fire Marshall)

	Bridgeport	Hartford	New Haven	Stamford	Waterbury	Springfield
Population Density	8,620	3,770	6,759	3,138	3,780	4,693
Building Fires Per Square Mile	5.88	14.53	11.72	5.85	8.51	21.4
Total Fires Per Square Mile	35.88	62.01	47.61	60.68	56.4	53.18
Building Fires Per 1000 Persons Per Square Mile	10.9	127.32	32.7	70.43	64.29	146.39
Total Fires Per 1000 Persons Per Square Mile	24.48	238.99	82.56	113.13	126.98	242.49
EMS/Rescue Calls Per Square Mile	105.19	355.77	659.2	126.91	129.72	
EMS/Rescue Calls Per 1000 Population	12.2	94.38	97.53	40.44	34.31	
Fire Calls per Sworn Personnel	0.68	2.6	1.41	1.22	2	
EMS/Rescue calls Per Sworn Personnel	5.43	33.96	31.3	16.52	15.44	
Total Calls Per Sworn Personnel	12.07	53.05	44.43	28.13	27.85	
Fire Stations per Square Mile	0.5	0	0.53	0.24	0.28	
Sworn Personnel per Square Mile	19.38	10.48	21.06	7.68	8.4	
Sworn Personnel per 1000 population	2.25	2.78	3.12	2.45	2.22	
Overtime Per Sworn Personnel	\$ 10,374.56	0	\$ 8,448.32	\$ 7,797.92	\$ 5,804.32	

GENERAL FUND BUDGET  
BRIDGEPORT IN CONTEXT

2009 Fire Response History  
(Source: Connecticut Fire Marshall)

	Bridgeport	% of total	Hartford	% of total	New Haven	% of total	Stamford	% of total	Waterbury	% of total
<b>FIRE CALLS</b>										
Building Fires	94		480		221		221		243	
Vehicle Fires	60		149		99		36		82	
Other Fires	57		272		238		98		155	
<i>Subtotal Fires</i>	211	3.20%	901	4.90%	558	3.20%	355	4.40%	480	7.20%
<b>RESCUE CALLS</b>										
Emergency Medical Calls	1,529		11,158		12,022		4,503		3,360	
Other Rescue/ EMS calls	154		593		404		288		346	
<i>Subtotal Rescue Calls</i>	1,683	70.50%	11,751	64.00%	12,426	70.50%	4,791	58.70%	3,706	55.40%
<b>OTHER CALLS</b>										
Overpressures, Ruptures, Explosion, Overhead	12		20		82		24		11	
Hazardous Conditions	357		678		431		524		654	
Service Calls	577		2,054		409		376		499	
Good Intent	177		954		1669		875		412	
Severe Weather/ Natural Disaster	2		2		3		8		20	
Special Incident	8		208		32		19		14	
Unknown Incident Type	0		0		0		0		0	
<i>Subtotal OTHER calls</i>	1,133	14.90%	3,916	21.30%	2,626	14.90%	1,826	22.40%	1,610	24.10%
<b>FALSE CALLS</b>										
Malicious Calls	85		316		138		63		125	
System/Detector Malfunction	230		754		793		361		374	
Unintentional Detector Operation	285		643		965		759		389	
Other False Calls	114		75		132		4		1	
<i>Subtotal FALSE calls</i>	714	11.50%	1,788	9.70%	2,028	11.50%	1,187	14.50%	889	13.30%
<b>GRAND TOTAL CALLS</b>	<b>3,741</b>	<b>100%</b>	<b>18,356</b>	<b>100%</b>	<b>17,638</b>	<b>100%</b>	<b>8,159</b>	<b>100%</b>	<b>6,685</b>	<b>100%</b>
Population	137,912		124,512		127,401		118,475		108,000	
Land Area (Square Miles)	16		33.03		18.85		37.75		28.57	
Number of Fire Stations	8				10		9		8	
Number of Fire Personnel	310		346		397		290		240	
Number of Apparatus	19				26		20		22	
Reported Overtime	\$ 3,216,113				\$ 3,353,983		\$ 2,261,397		\$ 1,393,037	

GENERAL FUND BUDGET  
BRIDGEPORT IN CONTEXT

2009 CRIME DATA (FBI 2009 UNIFORM CRIME REPORTS)

CITY	POPULATION	SWORN OFFICERS	TOTAL PERSONNEL	MURDER & VIOLENT CRIME				ROBBERY	AGGRAVATED ASSAULT	PROPERTY CRIME	BURGLARY	MOTOR VEHICLE		ARSON
				NONNEGLIGENT MANSLAUGHTER	RAPE	CRIME	THEFT					THEFT	ARSON	
WATERBURY	107,007	291	356	375	6	15	174	180	5,635	749	4,422	464	-	
STAMFORD	119,507	284	347	353	2	31	151	169	2,143	370	1,600	173	8	
NEW HAVEN	123,659	423	518	2,183	12	59	906	1,206	7,043	1,430	4,533	1,080	16	
HARTFORD	124,049	448	497	1,603	33	49	600	921	6,189	1,135	4,061	993	84	
<b>BRIDGEPORT</b>	<b>136,049</b>	<b>409</b>	<b>483</b>	<b>1,527</b>	<b>12</b>	<b>58</b>	<b>680</b>	<b>777</b>	<b>5,615</b>	<b>1,276</b>	<b>3,375</b>	<b>964</b>	<b>42</b>	
SPRINGFIELD	153,533	450	539	1,929	16	116	581	1,216	7,518	2,068	4,615	835	50	
PROVIDENCE	171,664	471	561	1,182	23	50	395	714	7,990	1,825	5,088	1,077	43	
<b>AVERAGE PER 1000 POPULATION</b>														
WATERBURY		2.71	3.32	3.5	0.05	0.14	1.62	1.68	52.66	6.99	41.32	4.33	0	
STAMFORD		2.37	2.9	2.95	0.01	0.25	1.26	1.41	17.93	3.09	13.38	1.44	0.06	
NEW HAVEN		3.42	4.18	17.65	0.09	0.47	7.32	9.75	56.95	11.56	36.65	8.73	0.12	
HARTFORD		3.611	4	12.92	0.26	0.39	4.83	7.42	49.89	9.14	32.73	8	0.67	
<b>BRIDGEPORT</b>		<b>3</b>	<b>3.55</b>	<b>11.22</b>	<b>0.08</b>	<b>0.42</b>	<b>4.99</b>	<b>5.71</b>	<b>41.27</b>	<b>9.37</b>	<b>24.8</b>	<b>7.08</b>	<b>0.3</b>	
SPRINGFIELD		2.93	3.51	12.56	0.1	0.75	3.78	7.92	48.96	13.46	30.05	5.43	0.32	
PROVIDENCE		2.74	3.26	6.88	0.13	0.29	2.3	4.15	46.54	10.63	29.63	6.27	0.25	
<b>AVERAGE PER SWORN OFFICER</b>														
WATERBURY				1.28			0.59	0.61	19.36	2.57	15.19	1.59		
STAMFORD				1.24			0.53	0.59	7.54	1.3	5.63	0.6		
NEW HAVEN				5.16			2.14	2.85	16.65	3.38	10.71	2.55		
HARTFORD				3.57			1.33	2.05	13.81	2.53	9.06	2.21		
<b>BRIDGEPORT</b>				<b>3.73</b>			<b>1.66</b>	<b>1.89</b>	<b>13.72</b>	<b>3.11</b>	<b>8.25</b>	<b>2.35</b>		
SPRINGFIELD				4.28			1.29	2.7	16.7	4.59	10.25	1.85		
PROVIDENCE				2.5			0.83	1.51	16.96	3.87	10.8	2.28		

GREEN: LOWEST IN GROUP  
RED= HIGHEST IN GROUP  
BOLD= BRIDGEPORT

GENERAL FUND BUDGET  
BRIDGEPORT IN CONTEXT

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GENERAL FUND BUDGET

GENERAL GOVERNMENT & FINANCE DIVISIONS

DIVISION SUMMARY

GENERAL GOVERNMENT & FINANCE DIVISIONS STAFFING SUMMARY

	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
	Total	Total	Total	Total	Total	Total	Total	Budget	Budget	Budget	Adopted
<b>GENERAL GOVERNMENT</b>											
OFFICE OF THE MAYOR	9	7	6	8	8	8	9	9	8	8	8
CENTRAL GRANTS	4	4	4	6	6	6	6	6	6	6	6
FINANCE / INTERNAL AUDIT	6	4	4	5	5	4	5	4	4	4	4
COMPTROLLERS	19	17	17	17	15	15	15	15	14.5	14.5	14.5
INFORMATION TECH. SERVICES	27	25	25	24	21	20	21	19	15	15	17
PRINT SHOP	6	6	6	7	7	7	7.5	7.5	7.5	7.5	7.5
PURCHASING	7	7	7	8	8	8	8	7	6	6	6
TREASURER	4	3	3	3	3	3	3	2	2	2	2
TAX COLLECTOR	16	15	15	15	16	18	19	18	18	18	18
TAX ASSESSOR	19	14	14	15	15	15	15	14	13	13	13
REGISTRAR OF VOTERS	6	6	6	6	6	6	6	6	5	5	5
CITY CLERK	6	6	6	6	7	6	6	6	6	6	4
CITY ATTORNEY	22	21	23	25	22	21	22	21	21	21	21
ARCHIVES & RECORDS	1	1	1	1	1	1	1	0.5	0.5	0.5	0.5
CIVIL SERVICE	9	8	8	8	7	8	9	8	8	9	9
GRANTS PERSONNEL/BENEFITS	12	9	10	10	7	7	7	7	9	11	11
EMPLOYEE & ORG. DEVELOPMENT	2	2	2	0	0	0	0	0	0	0	0
LABOR RELATIONS	7	8	8	8	8	8	7	6	6	6	6
TOWN CLERK	8	8	8	8	8	8	8	8	7	7	7
LEGISLATIVE DEPARTMENT	1	1	1	2	1	2	2	2	2	2	2
POLICY AND MANAGEMENT	8	8.5	7.5	6.5	5.5	5.5	5.5	5.5	5.5	5.5	6.5
ETHICS COMMISSION	0	0	0	0	0	0	0	0	0	0	0
CHIEF ADMINISTRATIVE OFFICE	4	0	1	3	3	3	3	3	7	7	7
MINORITY BUSINESS RESOURCE	0	0	0	0	0	0	0	0	2	2	2
<b>SUBTOTAL</b>	<b>203</b>	<b>180.5</b>	<b>183</b>	<b>191.5</b>	<b>179.5</b>	<b>179.5</b>	<b>185</b>	<b>174.5</b>	<b>173</b>	<b>176</b>	<b>177</b>
% of TOTAL EMPLOYEES (EXCLUDING BOE)	12%	11%	12%	12%	12%	12%	12%	12%	12%	13%	13%

GENERAL FUND BUDGET

GENERAL GOVERNMENT & FINANCE DIVISIONS

DIVISION SUMMARY

GENERAL GOVERNMENT & FINANCE DIVISIONS EXPENDITURES 2004-present

GENERAL GOV'T AND FINANCE EXPENDITURES	BUDGET 2004	ACTUAL 2004	BUDGET 2005	ACTUAL 2005	BUDGET 2006	ACTUAL 2006	BUDGET 2007	ACTUAL 2007
MAYOR'S OFFICE	418,562	383,928	548,181	551,592	564,333	585,587	564,333	611,900
CENTRAL GRANTS	228,982	209,289	306,747	249,473	308,207	288,601	308,207	307,507
<b>FINANCE DIVISIONS*</b>	<b>8,181,165</b>	<b>4,195,393</b>	<b>4,532,924</b>	<b>4,100,163</b>	<b>4,659,727</b>	<b>4,034,539</b>	<b>5,043,363</b>	<b>4,730,539</b>
REGISTRAR OF VOTERS	369,932	426,560	378,885	380,682	377,842	401,644	377,842	407,786
CITY CLERK	416,332	336,303	289,089	225,760	314,034	260,091	271,927	276,431
CITY ATTORNEY	2,379,182	2,193,996	2,457,422	2,800,294	2,323,098	3,219,650	2,804,498	4,054,103
ARCHIVES	88,483	82,355	89,916	79,150	88,231	82,227	90,581	88,631
CIVIL SERVICE	623,029	629,026	641,891	617,932	556,953	587,193	909,980	1,069,610
LABOR RELATIONS/BENEFITS/PENSIONS	73,778,123	79,121,206	74,501,879	83,268,214	84,439,590	88,495,209	48,455,243	52,224,707
TOWN CLERK	335,935	537,555	359,759	294,397	561,189	503,321	561,749	547,008
LEGISLATIVE DEPARTMENT	61,477	51,336	257,000	122,268	218,725	165,466	326,725	189,103
OFFICE OF POLICY & MANAGEMENT	499,749	327,601	468,614	327,601	410,091	386,416	410,091	380,238
ETHICS COMMISSION	3,500	1,784	3,500	265	3,500	886	3,500	2,069
CHIEF ADMINISTRATIVE OFFICE	106,027	114,357	225,212	189,585	224,804	229,254	224,804	254,433
INFORMATION TECHNOLOGY SERVICE	-	-	-	3,033,835	3,196,853	3,112,280	3,256,082	3,103,817
MINORITY BUSINESS ENTERPRISE OFFICE	-	-	-	-	-	-	-	-
CITISTAT	-	-	-	-	-	-	-	-
<b>GENERAL GOVERNMENT TOTAL</b>	<b>87,490,478</b>	<b>88,610,689</b>	<b>85,061,019</b>	<b>\$ 96,241,212</b>	<b>98,247,177</b>	<b>\$ 102,352,364</b>	<b>63,608,925</b>	<b>68,247,882</b>
TOTAL BUDGET	413,811,558.0	425,996,538.0	\$ 427,913,388	\$ 442,201,351	\$ 443,056,249	\$ 452,857,698	\$ 444,433,434	453,169,874
GEN. GOVERNMENT & FINANCE PORTION OF BUDC	21.14%	20.80%	19.88%	21.76%	22.17%	22.60%	14.31%	15.06%
GENERAL GOVERNMENT & FINANCE VARIANCE	-	1.26%	-	11.62%	-	4.01%	-	6.80%
OVERALL BUDGET VARIANCE	-	2.86%	-	3.23%	-	2.16%	-	1.93%

GENERAL GOV'T AND FINANCE EXPENDITURES	BUDGET 2008	ACTUAL 2008	BUDGET 2009	ACTUAL 2009	BUDGET 2010	2010 ACTUAL	ADOPTED 2011	PROPOSED 2012	ADOPTED 2012
MAYOR'S OFFICE	596,448	596,448	751,462	545,429	700,827	685,658	730,620	756,878	756,878
CENTRAL GRANTS	349,961	308,107	432,316	242,941	425,283	326,715	402,678	389,411	389,411
<b>FINANCE DIVISIONS*</b>	<b>6,512,392</b>	<b>5,694,931</b>	<b>7,282,472</b>	<b>5,049,258</b>	<b>5,913,211</b>	<b>5,233,960</b>	<b>6,025,929</b>	<b>6,003,160</b>	<b>6,088,905</b>
REGISTRAR OF VOTERS	467,569	576,181	613,213	494,850	522,695	443,377	551,466	587,326	666,708
CITY CLERK	308,124	301,570	376,022	281,574	362,351	354,628	399,567	336,028	300,071
CITY ATTORNEY	3,007,062	4,483,884	3,773,235	4,624,022	3,668,542	3,312,336	3,738,545	4,029,891	4,029,891
ARCHIVES	98,955	83,911	70,166	43,441	68,563	70,760	71,154	75,312	78,712
CIVIL SERVICE	1,072,594	818,807	1,115,755	786,231	1,117,466	980,150	1,077,070	944,413	944,413
LABOR RELATIONS/BENEFITS/PENSIONS	53,517,704	54,499,823	21,660,450	62,201,564	23,101,974	21,683,031	21,928,988	20,569,887	20,586,937
TOWN CLERK	616,782	585,940	728,760	565,803	677,085	620,470	676,172	732,066	737,221
LEGISLATIVE DEPARTMENT	335,436	153,466	365,854	151,678	338,848	174,366	355,547	295,137	382,903
OFFICE OF POLICY & MANAGEMENT	441,766	437,000	546,175	426,811	555,867	552,028	582,559	685,490	685,490
ETHICS COMMISSION	3,500	1,923	3,500	1,786	3,500	1,828	3,344	3,344	3,344
CHIEF ADMINISTRATIVE OFFICE	273,562	273,964	551,233	647,284	876,109	882,793	926,168	922,414	922,414
INFORMATION TECHNOLOGY SERVICE	3,382,117	3,265,896	3,777,691	2,970,188	3,365,392	3,411,868	3,141,929	3,168,157	3,168,157
MINORITY BUSINESS ENTERPRISE OFFICE	-	-	-	-	161,180	123,875	179,760	186,061	186,061
CITISTAT	-	-	316,433	-	-	13,360	-	12,739	12,739
<b>GENERAL GOVERNMENT TOTAL</b>	<b>70,983,972</b>	<b>72,081,851</b>	<b>42,364,737</b>	<b>79,032,860</b>	<b>41,858,893</b>	<b>38,871,203</b>	<b>40,791,496</b>	<b>39,697,714</b>	<b>39,940,255</b>
TOTAL BUDGET	462,031,673	475,100,750	492,348,969	482,299,581	489,471,659	461,836,710	469,371,315	468,078,112	491,876,896
GEN. GOVERNMENT & FINANCE PORTION OF BUDC	15.36%	15.17%	8.60%	16.39%	8.55%	8.42%	8.69%	8.48%	8.12%
GENERAL GOVERNMENT & FINANCE VARIANCE	-	1.52%	-	46.40%	-	-7.69%	-	-	-
OVERALL BUDGET VARIANCE	-	2.75%	-	2.04%	-	5.65%	-	-	-

Please note: in Department-based information on the cost of healthcare, pensions, and Medicare shifted into overall budgets shown beginning in ACTUAL 2009 column. These cost estimates are made on a COBRA basis, not true cost, as the city operates on a claim payout basis. However, it provides a fairly accurate picture of how and where benefit costs impact the overall budget. This inclusion alters the overall picture in some of the departmental summaries, by giving the appearance that budget have recently expanded, but in fact the allocation has just shifted from the benefits administration budget to the department side, to more accurately reflect the cost of providing benefits to each department.

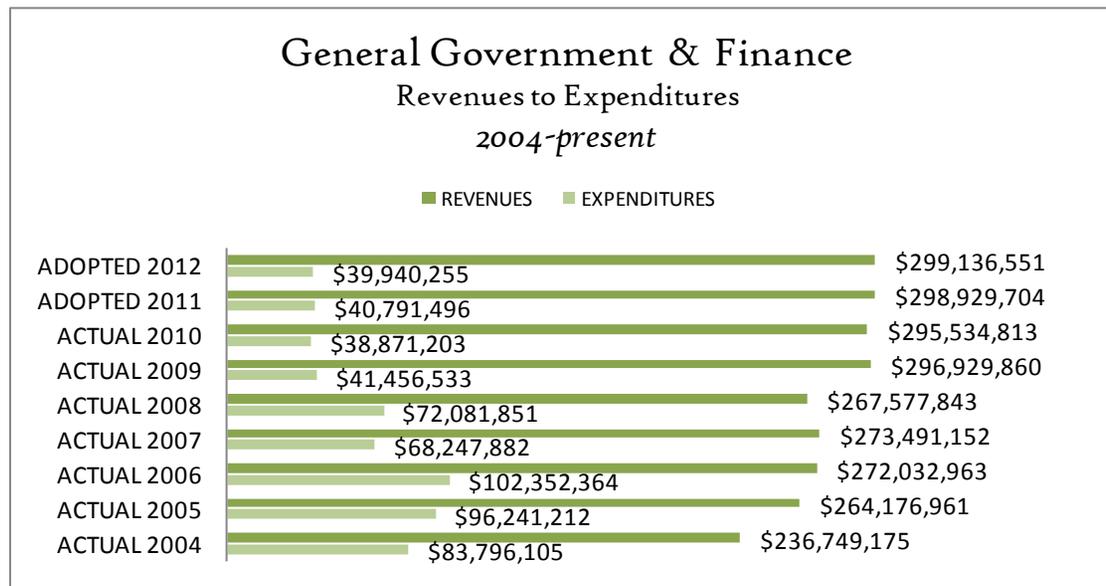
GENERAL FUND BUDGET

GENERAL GOVERNMENT & FINANCE DIVISIONS

DIVISION SUMMARY

GENERAL GOVERNMENT & FINANCE DIVISIONS REVENUES 2004-present

FINANCE & GENERAL GOV'T REVENUES	ACTUAL 2004	ACTUAL 2005	ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	ADOPTED 2011	PROPOSED 2012	ADOPTED 2012	% OF REVENUES
MAYOR'S OFFICE	-	-	-	-	-	-	-	-	-	-	-
CENTRAL GRANTS	-	-	-	-	-	-	-	-	-	-	-
FINANCE	221,580,160	247,577,553	253,863,595	268,865,274	263,591,266	248,836,628	293,996,950	297,283,154	297,121,521	297,487,001	99.52%
REGISTRAR OF VOTERS	838	115	219	19	535	-	-	500	-	-	0.00%
CITY CLERK	-	-	-	-	-	-	-	-	-	-	-
CITY ATTORNEY	13,348	43,353	50,391	57,372	53,148	55,000	-	15,000	15,000	15,000	0.01%
ARCHIVES	-	-	-	-	-	-	-	-	-	-	-
CIVIL SERVICE	3,089	1,259	25,561	2,094	72	-	9	88,500	88,500	88,500	0.03%
LABOR RELATIONS	10,955,327	11,510,851	12,374,039	-	882,976	-	-	-	-	-	-
TOWN CLERK	4,196,413	5,043,712	5,719,158	4,566,169	3,042,966	2,414,700	1,537,065	1,542,300	1,545,800	1,545,800	0.52%
LEGISLATIVE DEPARTMENT	-	-	-	-	-	-	-	-	-	-	-
OFFICE OF POLICY & MANAGEMENT	-	-	-	-	-	-	-	-	-	-	-
ETHICS COMMISSION	-	-	-	-	-	-	-	-	-	-	-
CHIEF ADMINISTRATIVE OFFICE	-	-	-	-	-	-	-	-	-	-	-
INFORMATION TECHNOLOGY SERVICE	-	118	-	225	6,880	250	789	250	250	250	0.00%
MINORITY BUSINESS ENTERPRISE OFFICE	-	-	-	-	-	-	-	-	-	-	-
<b>GENERAL GOVERNMENT &amp; FINANCE</b>	<b>\$ 236,749,175</b>	<b>\$ 264,176,961</b>	<b>\$ 272,032,963</b>	<b>\$ 273,491,153</b>	<b>\$ 267,577,843</b>	<b>\$ 251,306,578</b>	<b>\$ 295,534,813</b>	<b>\$ 298,929,704</b>	<b>298,771,071</b>	<b>299,136,551</b>	
TOTAL BUDGET	\$ 406,270,485	\$ 438,028,309	\$ 448,698,891	\$ 455,191,712	\$ 458,158,359	\$ 492,348,970	\$ 467,112,103	\$ 469,371,315	\$ 468,078,112	\$ 491,876,896	
GEN GOVT & FINANCE % OF REVENUES	58.27%	60.31%	60.63%	60.08%	58.40%	51.04%	63.27%	63.69%	63.83%	60.82%	



GENERAL FUND BUDGET

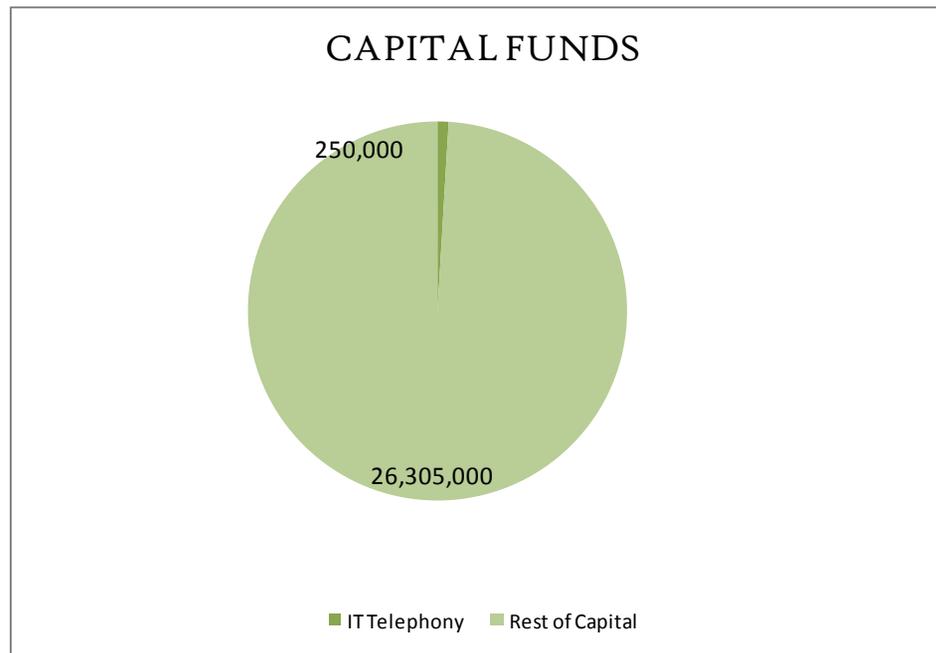
GENERAL GOVERNMENT & FINANCE DIVISIONS

DIVISION SUMMARY

GENERAL GOVERNMENT CAPITAL IMPROVEMENT FUNDING

<u>PROJECT DESCRIPTION</u>	<u>FY 2011 Capital Plan Acct Code</u>	<u>FY 2011 Capital Plan</u>	<u>FY 2012 Capital Plan ADOPTED</u>	<u>FY 2013 Capital Plan PLANNED</u>	<u>FY 2014 Capital Plan PLANNED</u>	<u>FY 2015 Capital Plan PLANNED</u>	<u>FY 2016 Capital Plan PLANNED</u>	<u>TOTAL Capital Plan 2012-2016</u>	<u>AUTHORIZE</u>
<u>Board of Education</u>									
<u>Other Departments</u>									
EOC Capital Maintenance Program			225,000	225,000	225,000			675,000	1,350,000
East Side Library Study			200,000					200,000	400,000
East End Library Study			200,000					200,000	400,000
Fire Apparatus Replacement Program			1,200,000	650,000	500,000			2,350,000	4,700,000
WPCA Sewer Separation Program	1P750	425,300	330,000	250,000	125,000			705,000	1,410,000
IT Telephony & Computer Replacement Program	1P751	250,000	250,000	250,000	250,000			750,000	1,500,000
<b>TOTAL OTHER</b>		<b>675,300</b>	<b>2,405,000</b>	<b>1,375,000</b>	<b>1,100,000</b>			<b>4,880,000</b>	<b>9,760,000</b>
<b>TOTAL ALL DEPARTMENTS</b>		<b>65,219,800</b>	<b>26,555,000</b>	<b>7,725,000</b>	<b>6,925,450</b>	<b>4,900,000</b>	<b>4,900,000</b>	<b>51,005,450</b>	<b>102,010,900</b>

IT TELEPHONY & COMPUTER REPLACEMENT - \$250,000 Continuation of voice over replacement system and annual upgrade of desktop computers.



## GENERAL GOVERNMENT &amp; FINANCE DIVISION ACTIVITIES THAT SUPPORT MAYOR'S MISSION STATEMENT:

We are committed to making Bridgeport the cleanest, greenest, safest, most affordable city with schools and neighborhoods that improve every year by:

- Reducing property taxes
- Developing innovative approaches to improving the quality of our education system
- Making our streets and citizens safer
- Expanding economic development
- Building more workforce housing
- Supporting a healthier lifestyle
- Revitalizing our neighborhoods
- Providing more local jobs and small business opportunities
- Protecting our environment and greening our city
- Creating a leaner, more efficient government
- Accessing 21st Century technology and infrastructure
- Supporting the Arts
- Ensuring a vibrant, diverse community

## MAYOR'S OFFICE

- Continue to implement long-term financial goals which will provide greater budget transparency, decrease the city's historic reliance on one-time revenues, and improve the city's financial standing. [Reducing property taxes.](#)
- Continue to grow the city's tax base by increasing the city's ability to attract and retain sustainable economic and community development. [Building more workforce housing; expanding economic development; revitalizing our neighborhoods.](#)
- Reduce tax delinquencies by continuing to pursue an aggressive zero-tolerance tax collection policy to increase revenues. [Expanding Economic Development; Reducing property taxes.](#)
- Continue to implement the Mayor's Sustainable Bridgeport effort to lower the city's carbon footprint, increase recycling rates, improve energy efficiency in city facilities and address brownfield remediation. [Protecting our environment and greening our city; revitalizing our neighborhoods.](#)
- Continue to promote efficiency and accountability throughout city government through the CitiStat program, QAlert technology (the City's online citizen work request form), labor-management cooperative and employee training. [Creating a leaner, more efficient government; accessing 21st Century technology and infrastructure.](#)
- Continue to work together with the Board of Education to improve Bridgeport's schools, by continuing our investment in building new state of the art schools (planned Interdistrict Magnet High School, Roosevelt and Harding High School) and renovating several other City schools. [Developing innovative approaches to improving the quality of our education system.](#)
- Strengthen alliances with community groups and support initiatives that will benefit the City's quality of life. [Supporting a healthier lifestyle.](#)
- Support diversity at all levels in government through progressive hiring practices, human resources and labor relations, and by supporting our new Small and Minority Business Resource Office, which provides resources and support for local minority contractors, develops best practices, policies and procedures to ensure that the City's Minority Contracting Business Enterprise (MBE) goals are achieved. [Providing more local jobs and small business opportunities.](#)
- Focus efforts to combat blight and strengthen neighborhoods through a comprehensive city program of Neighborhood stabilization, which will include promoting and increasing the number of Neighborhood Revitalization Zones, and unifying the efforts of the City's Housing Code and Blight Offices to work together to reduce blighted buildings and properties throughout the city. [Revitalizing our Neighborhoods; expanding economic development.](#)

- In partnership with the Police Chief, work together to formulate strategic initiatives which combat crime and support successful neighborhood policing, allowing more residents to take part in being responsible for their neighborhoods. *Revitalizing our Neighborhoods; supporting a healthier lifestyle; making our streets and citizens safer.*
- In partnership with the Fire Chief, the American Red Cross and RYASAP's Safe Neighborhoods Americorps Partnership (SNAP), ensure that every resident in Bridgeport benefits from a free smoke detector through the City's Safe Asleep program. *Making our streets and citizens safer.*
- Continue to improve and upgrade the City's Parks and Green Spaces, and increase the number of parks available to city residents within a 15-minute walk of their home. *Revitalizing our Neighborhoods; supporting a healthier lifestyle; making our streets and citizens safer.*

### CENTRAL GRANTS & COMMUNITY DEVELOPMENT

- Continue to strategically apply for formula and competitive funding for City priority projects and programs and to strive for a 60% award rate for grant applications. *Reducing property taxes; revitalizing our neighborhoods.*
- Promote regionalism through partnerships for funding opportunities to realize cost efficiencies or increased economic development opportunities. *Creating a leaner, more efficient government; accessing 21st Century technology and infrastructure; making our streets and citizens safer.*
- Increase applications to support sustainability that will enhance the quality of life for residents and promote Bridgeport as a destination for cultural activities and living. *Supporting the Arts; protecting our environment and greening our city.*
- Cultivate relationships with area and national foundations to benefit Bridgeport grant applications. *Revitalizing our Neighborhoods; making our streets and citizens safer; providing more local jobs and small business opportunities.*
- Work with National Community Development Association (NCDA), Area Office of the U.S. Department of Housing and Urban Development (HUD) Office, and others to advocate for Bridgeport's fair share of federal formula, competitive and stimulus funding. *Creating a leaner, more efficient government; revitalizing our neighborhoods.*
- Work with Connecticut Community Development Association (CCDA), the State of Connecticut and in particular the Department of Economic and Community Development as well as the Department of Environmental Protection and others to advocate for Bridgeport's fair share of state funding. *Creating a leaner, more efficient government.*
- Encourage funding entities to visit Bridgeport to see firsthand the many opportunities present here. *Revitalizing our Neighborhoods; making our streets and citizens safer.*
- Continue to make improvements to the Central Grants and Community Development application process for annual federal Community Development Block Grant, Emergency Shelter Grant, Housing Opportunities for Persons with AIDS and HOME Partnership Program entitlement funding through the US Department of Housing and Urban Development (HUD). *Revitalizing our Neighborhoods.*
- Continue to implement the Five Year Consolidated Plan for Housing and Community Development and develop an Action Plan for year three of the five year plan for HUD approval. *Revitalizing our Neighborhoods.*
- Manage all Central Grants and Community Development federal HUD entitlement grants in a timely manner consistent with federal guidelines and regulations. *Creating a leaner, more efficient government; revitalizing our neighborhoods.*
- To continue to be an active partner to the Greater Bridgeport Continuum of Care and the Greater Bridgeport Area 10-year Plan to End Homelessness. *Revitalizing our Neighborhoods; making our streets and citizens safer.*
- To continue to work with the Office of Neighborhood Revitalization in advancing community development projects identified by established Neighborhood Revitalization Zones (NRZ). *Revitalizing our Neighborhoods; making our streets and citizens safer.*
- To work with the Office of Planning & Economic Development to advance projects which benefit low and moderate income households. *Revitalizing our Neighborhoods; making our streets and citizens safer.*

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**FINANCE DEPARTMENT**

- Increase efficiency and incur a cost savings by updating processes and implementing programs with a movement toward paperless and efficient workflow processes. [Accessing 21st Century technology and infrastructure.](#)
- Promote actions to achieve the City's priorities and change flawed ideas and systems that compel the City to be unsustainable. Grow Fund Balance; Preserve pension funding plan; Reduce TANs (tax anticipation note) borrowing amounts. [Creating a leaner, more efficient government.](#)
- Review department performance and processes seeking to maximize organizational effectiveness in cash control. [Accessing 21st Century technology and infrastructure.](#)

**COMPTROLLER**

- To maintain and evolve an integrated, comprehensive and responsive core financial and human resources management system. [Accessing 21st Century technology and infrastructure.](#)
- To streamline relevant financial information to assist all departments and to better inform the Mayor, City Council and administration of the current and future financial status of the City. [Creating a leaner, more efficient government.](#)
- Reorganize to improve departmental efficiency initiating better processes and consolidating financial function. [Creating a leaner, more efficient government.](#)
- Setup, perform and maintain real-time monitoring of grant reporting processes to better assess financial conditions of various programs. [Creating a leaner, more efficient government; accessing 21st Century technology and infrastructure.](#)

**PRINT SHOP**

- Continue to maintain and provide professional service in a timely manner for all of the City's departments and the Board of Education. Continue to update our graphic software so we can communicate with all the departments and outside vendors. We utilize Adobe Photoshop, Adobe Illustrator, Adobe In-Design (which will support the City's new Master Plan of Conservation and Development program) and Corel Draw. We remain up-to-date with the latest software for computer-based print & design production. [Accessing 21st Century technology and infrastructure.](#)
- Continue to support every department and the Board of Education by performing normal printing services. Continue to investigate cost savings for printing and postage. Continue to use our large format printer at a great cost savings over using outside printing services. [Creating a leaner, more efficient government.](#)

**PURCHASING DEPARTMENT**

- To encourage more departments to try doing more RFI's RFQ's, & RFP's for their departments needs; thereby showing more collaboration, consensus & best value purchases. [Creating a leaner, more efficient government.](#)
- To encourage Departments to be proactive for seasonal & fiscal year bids and strongly encourage departments to better communicate with their buyers for realistic time lines for their requirement dates. [Creating a leaner, more efficient government.](#)

**TAX COLLECTOR**

- Finalize office reorganization for efficiencies and increased customer service. [Creating a leaner, more efficient government.](#)
- Train all staff members in the Connecticut State Statutes that govern the Tax Collection process. [Creating a leaner, more efficient government.](#)
- Concentrate on all areas of delinquent tax collections. Prepare and publish a Request for Proposal for the collection of delinquent Personal Property taxes. [Creating a leaner, more efficient government; reducing property taxes.](#)
- Continue to work in tandem with the Tax Assessor to clean up all tax records. [Creating a leaner, more efficient government; reducing property taxes.](#)

**TAX ASSESSOR**

- Continue to serve the constituents of the City of Bridgeport in the most effective manner, with all of our resources available. [Accessing 21st Century technology and infrastructure; Creating a leaner, more efficient government.](#)
- Tackle out of town and out of state motor vehicle registration issues that continue to plague the City of Bridgeport's tax rolls, with the assistance of the City of Bridgeport's Police Department. [Accessing 21st Century technology and infrastructure; Creating a leaner, more efficient government.](#)

**TREASURER'S OFFICE**

- Select a banking proposal from the recent RFP for Banking Services. The selected proposal will benefit the City of Bridgeport by reducing costs and provide excellent banking services to the City. [Accessing 21st Century technology and infrastructure; Creating a leaner, more efficient government.](#)
- To successfully convert City Pensioners to receive their pensions via direct deposit to reduce the amount of paper checks produced which will minimize costs to the City. [Creating a leaner, more efficient government. Accessing 21st Century technology and infrastructure.](#)
- Continue to manage the City of Bridgeport's cash flow and seek new investment opportunities to maximize Return on Investment. [Creating a leaner, more efficient government; Accessing 21st Century technology and infrastructure.](#)

**CITY CLERK**

- Continue to maintain the City Clerk's website with full packages of minutes and agendas of all City Council meetings to better serve the public, departments and council members allowing them to obtain information directly through the website. [Accessing 21st Century technology and infrastructure; Creating a leaner, more efficient government; protecting the environment and greening our city.](#)
- Continue to be efficient despite budgetary cuts and staff shortage. [Accessing 21st Century technology and infrastructure; Creating a leaner, more efficient government; protecting the environment and greening our city.](#)

**CITY ATTORNEY**

- Continue to improve collection rate for arrears real property taxes through expanded execution of tax warrants. [Reducing property taxes.](#)
- Continue to dispose (via strict foreclosure) of newly acquired city inventory of vacant and unwanted municipally owned real property through auction sales. [Reducing property taxes; Creating a leaner, more efficient government; Making our streets and citizens safer.](#)
- Continue to increase number of condemnation, anti-blight and unlawful deposit hearings to support the on-going "Clean City" campaign. [Making our streets and citizens safer.](#)
- Increase substantially the collection of fines for anti-blight and unlawful depositing to enable these "QUALITY OF LIFE" projects so that they become revenue neutral. [Reducing property taxes; Creating a leaner, more efficient government; Making our streets and citizens safer.](#)
- Increase the collections from Parking Violation Citations through use of Assistant City Attorney as Hearing Officer and through use of aggressive collections procedures post hearings. [Reducing property taxes.](#)
- Assist Board of Education in its efforts to reduce legal costs by increasing provision of legal services in lieu of retention of outside counsel. [Developing innovative approaches to improving the quality of our education system.](#)

**CIVIL SERVICE**

- Successful completion of a Fire Department Entry Level Examination, in compliance with the Connecticut Fire Service CPAT (Candidate Physical Ability Test) Standards. Successfully manage, administer and complete Fire Inspector Examination, Deputy Fire Marshal Examination and Senior Fire Inspector Examination; Fire Pumper Engineer Examination and a Fire Captain Examination; Police Captain Examination and a Police Deputy Chief Examination.

Permanently adopt a continuing recruitment process for entry level police officers. *Creating a leaner, more efficient government; Accessing 21st Century technology and infrastructure; protecting the environment and greening our city.*

- Successful expansion of non-competitive division classifications through the systematic elimination and restructuring of the competitive division positions for civilian occupied jobs. *Creating a leaner, more efficient government; Accessing 21st Century technology and infrastructure.*
- Successful expansion of a modern job bidding promotional process for NAGE, LIUNA, and Supervisor positions. *Accessing 21st Century technology and infrastructure.*
- Fully integrate the Civil Service office into a City-wide Human Resources department that includes Grants Personnel, Benefits, and Labor Relations. *Creating a leaner, more efficient government*
- Continue to expand Civil Service office's ability to support a digital archive through the scanning of documents and files. *Creating a leaner, more efficient government; Accessing 21st Century technology and infrastructure; protecting the environment and greening our city.*

### GRANTS PERSONNEL/BENEFITS

- Continue participation in Medicare-D subsidy programs. *Creating a leaner, more efficient government*
- Continue participation in the Early Retirement Reinsurance Program and assure the most cost effective compliance with requirements of the Affordable Care Act. *Accessing 21st Century technology and infrastructure.*
- Evaluate the City's participation in Medicare medical and drug programs to achieve the most cost effective programs. *Creating a leaner, more efficient government; Reducing property taxes.*
- Conclude evaluation of feasibility of workers compensation audit and proceed if appropriate. *Creating a leaner, more efficient government; Reducing property taxes.*

### LABOR RELATIONS

- Negotiate the last three (3) remaining open collective bargaining contracts: NAGE; Police, Local 1159 and AFSCME, Local 1522. *Creating a leaner, more efficient government.*
- Utilize the binding interest arbitration process to achieve an acceptable resolution of outstanding contracts/issues if necessary. *Creating a leaner, more efficient government.*
- Continue to work with Benefits, other City departments and the City's Workers Compensation administrator to control Workers Compensation expenses. *Supporting a healthier lifestyle; reducing property taxes.*
- Continue to monitor the enforcement by departments of the City's Attendance Policies. *Creating a leaner, more efficient government; reducing property taxes.*
- Continue to work with LIUNA (Laborers' International Union of North America) as necessary on the reclassification study. Rewriting of existing job descriptions of LIUNA bargaining unit positions is complete. Reclassification and wage survey analysts continues. *Creating a leaner, more efficient government; reducing property taxes.*
- Continue to aggressively handle, where needed, grievances, complaints, investigations, and disciplinary hearings. *Supporting a healthier lifestyle; reducing property taxes.*
- Continue to negotiate to implement a Reasonable Suspicion Drug Testing Policy for the Fire Department, mimicking the Drug Testing Policy for the Police Department. *Supporting a healthier lifestyle; reducing property taxes.*
- Continue to negotiate transfer of Fire union membership to participate in Connecticut Municipal Employees Retirement System. *Creating a leaner, more efficient government; reducing property taxes.*

**TOWN CLERK**

- Provide a computer for each employee at their individual workstation. *Accessing 21<sup>st</sup> Century technology and infrastructure; creating a leaner, more efficient government.*
- Add more shelving in the vault to accommodate more permanent land records; Archive older maps to increase present map storage. *Accessing 21<sup>st</sup> Century technology and infrastructure; creating a leaner, more efficient government.*
- Initiate the second phase of conversion of old records to new books and availability on computers. *Accessing 21<sup>st</sup> Century technology and infrastructure.*
- Continue map project to digitize and microfilm maps for easier storage and access of maps and also the preservation of hard copies of maps with help from the historic preservation grant. *Accessing 21<sup>st</sup> Century technology and infrastructure; creating a leaner, more efficient government.*
- Researching ways to automate the absentee ballot process. *Accessing 21<sup>st</sup> Century technology and infrastructure; creating a leaner, more efficient government.*
- Cleaning and organization of election records. *Accessing 21<sup>st</sup> Century technology and infrastructure; creating a leaner, more efficient government.*
- The cross training of employees in the department. *Creating a leaner, more efficient government.*
- Continue to apply for historic preservation grant. *Reducing property taxes; Creating a leaner, more efficient government.*

**POLICY & MANAGEMENT**

- To prepare a City budget that connects the missions, goals and objectives for all City departments and divisions to the service and performance of that work. *Accessing 21<sup>st</sup> Century technology and infrastructure; creating a leaner, more efficient government.*
- Continue to participate and refine our data collection practices for the ICMA Center for Performance Measurement's Annual program. This marks the fourth consecutive year of participation in the ICMA CPM program. *Accessing 21<sup>st</sup> Century technology and infrastructure; creating a leaner, more efficient government.*
- Maintain an effective City-wide System for Performance Management. We continue to refine our quarterly performance management templates and use the information from them to enhance our budget book. To analyze department performance levels using history, benchmarking and other comparative analysis methods. This process is recursive and continuous. *Accessing 21<sup>st</sup> Century technology and infrastructure; creating a leaner, more efficient government.*
- Continue to support City departments financially and operationally in providing necessary services to their customers. *Accessing 21<sup>st</sup> Century technology and infrastructure.*

**CHIEF ADMINISTRATIVE OFFICE**

- Oversee all departmental management and operational policies and practices. *Accessing 21<sup>st</sup> Century technology and infrastructure; creating a leaner, more efficient government.*
- Provide assistance to departments in identifying and complying with executive priorities, goals, policies, and procedures. *Creating a leaner, more efficient government.*
- Work with individuals, community groups, institutions, and agencies to ascertain concerns to be addressed through administrative remedies. *Ensuring a vibrant, diverse community; creating a leaner, more efficient government.*
- Create and maintain continuity among municipal services and strategic planning, budgeting, and capital project programs. *Accessing 21<sup>st</sup> Century technology and infrastructure; creating a leaner, more efficient government.*
- Continue to support and champion the Mayor's Sustainable Bridgeport effort. *Protecting our environment and greening our city.*
- Ensure that the City's Minority Business Enterprise (MBE) goals are achieved. *Revitalizing our neighborhoods; Providing more local jobs and small business opportunities.*

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**CITISTAT**

- Promote useage of QAlert as a function on the City website, allowing residents to submit requests directly through the website. This will include hosting training seminars for the general public, and advertising via e-mail. Train 50 new city employees to use the QAlert system in various departments citywide. *Accessing 21<sup>st</sup> Century technology and infrastructure; creating a leaner, more efficient government.*
- Conduct citizen surveys using a variety of sources as a means of measuring citizen feedback and satisfaction with city services. These surveys will be considered throughout the CitiStat process when analyzing department performance and delivery of services. *Accessing 21<sup>st</sup> Century technology and infrastructure; creating a leaner, more efficient government.*
- Continue to work with all departments that have begun collecting data and presenting such to the CitiStat panel. Also, we will introduce the CitiStat program to at least six new departments—the remaining divisions of the Finance department (Treasurer, Purchasing, Print Shop, Archives) as well as the Police & Fire Department. *Accessing 21<sup>st</sup> Century technology and infrastructure; creating a leaner, more efficient government.*
- Continue to work closely with the Inspection Services Committee to increase communication between all departments, align tracking of work and how it is processed, and to help find creative solutions. *Accessing 21<sup>st</sup> Century technology and infrastructure; creating a leaner, more efficient government.*

**INFORMATION TECHNOLOGY**

- Design intranet for City of Bridgeport environment; Domain upgrade. *Accessing 21st Century technology and infrastructure; creating a leaner, more efficient government.*
- Finish server replacement. *Accessing 21st Century technology and infrastructure; creating a leaner, more efficient government.*
- Expand VoIP to smaller buildings. *Accessing 21st Century technology and infrastructure; creating a leaner, more efficient government.*
- Virtualization of servers in test environment. *Accessing 21st Century technology and infrastructure; creating a leaner, more efficient government.*
- Finalize 3 year PC replacement plan. *Accessing 21st Century technology and infrastructure; creating a leaner, more efficient government.*
- Choose unified communications platform and RFP services for deployment. *Accessing 21st Century technology and infrastructure; creating a leaner, more efficient government.*

**MINORITY BUSINESS RESOURCE OFFICE**

- To increase the utilization of small, minority and women owned-businesses in construction commodities, contractual, architectural and engineering services. *Ensuring a vibrant, diverse community; expanding economic development; providing more local jobs and small business opportunities.*
- Hosting city-wide Business Expo – over 125 businesses participated. *Ensuring a vibrant, diverse community; expanding economic development; providing more local jobs and small business opportunities.*
- Partnering with local organizations that provide capacity building workshops and professional services to small/minority businesses. *Ensuring a vibrant, diverse community; expanding economic development; providing more local jobs and small business opportunities; accessing 21<sup>st</sup> Century technology & infrastructure.*
- Working with developers to identify small/minority owned businesses to fulfill MBE requirements. *Ensuring a vibrant, diverse community; expanding economic development; providing more local jobs and small business opportunities; accessing 21<sup>st</sup> Century technology & infrastructure.*

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