

TOWN OF WATERFORD, CONNECTICUT



COMPREHENSIVE ANNUAL FINANCIAL REPORT

FOR THE FISCAL YEAR ENDED
JUNE 30, 2020

Town of Waterford, Connecticut

Comprehensive Annual Financial Report

**FOR THE FISCAL YEAR ENDED
JUNE 30, 2020**

**Department of Finance
Kimberly Allen
Director of Finance**



Introductory Section

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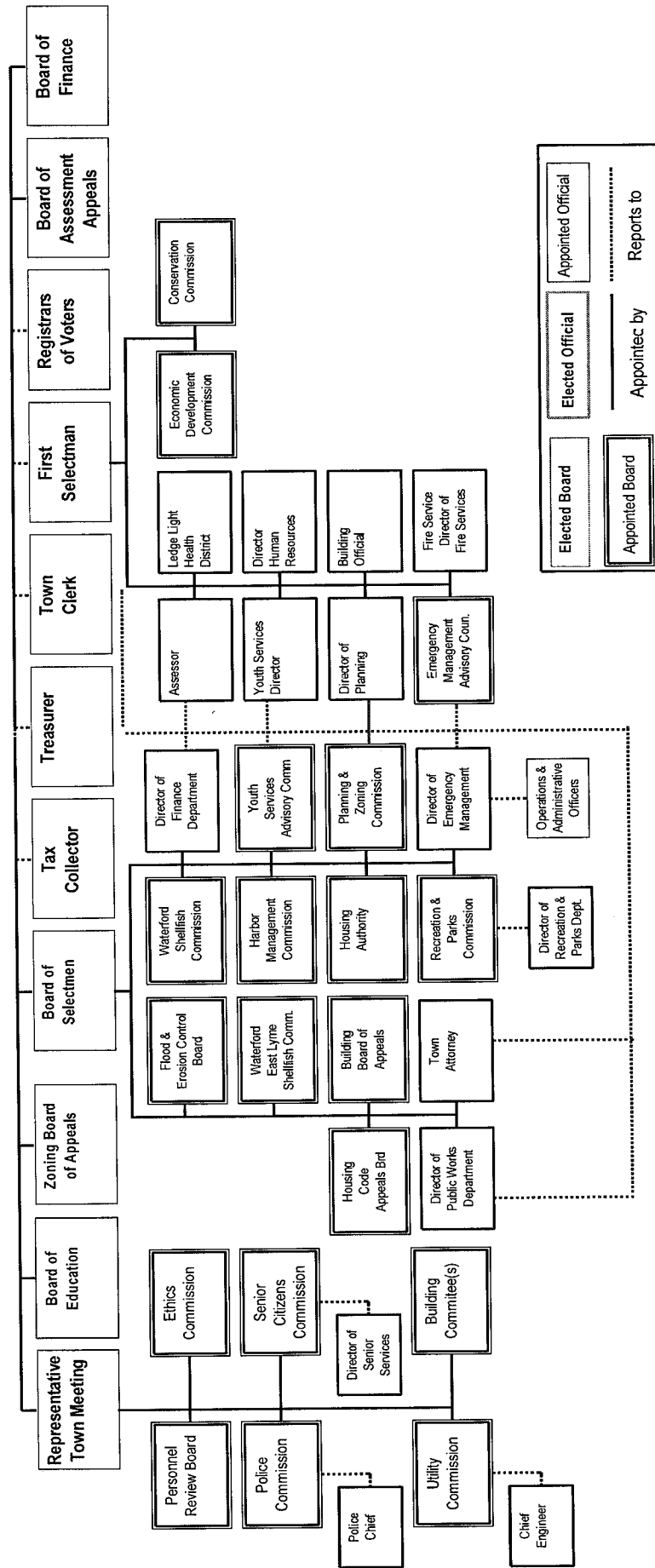
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ORGANIZATIONAL CHART TOWN OF WATERFORD GENERAL GOVERNMENT



Town of Waterford, Connecticut

Principal Town Officials

As of June 30, 2020

Robert J. Brule, Jr.	First Selectman
Thomas W. Giard III	Superintendent of Schools
Kimberly Allen	Director of Finance
Abbas Danesh	Treasurer
Abby Piersall	Planning Director
Gary Schneider	Director of Public Works
Brett Mahoney	Chief of Police
Neftali Soto	Chief Engineer, Utilities Commission
Alan Wilensky	Tax Collector
Paige Walton	Assessor
Brian Flaherty	Recreation & Parks Director
Lisa Cappuccio	Director of Senior Services
David Campo	Town Clerk
Daniela Gorman	Director of Youth Services
John Murphy	Building Official
Roslyn Rubenstein	Library Director
Bruce A. Miller	Director of Fire Services
Joyce Sauchuk	Director of Human Resources



November 17, 2020

To the Honorable First Selectman, Representative Town Meeting and the Citizens of the Town of Waterford:

State law requires that every general-purpose local government publish within six months of the close of each fiscal year a complete set of audited financial statements. This report is published to fulfill that requirement for the fiscal year ended June 30, 2020.

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

Blum Shapiro, Certified Public Accountants, have issued an unqualified opinion on the Town of Waterford financial statements for the year ended June 30, 2020. The independent auditors' report is located at the front of the financial section of this report.

Management Discussion and Analysis (MD&A) immediately follows the independent auditor's report and provides a narrative introduction, overview and analysis of the basic financial statements. The MD&A complements this letter of transmittal and should be read in conjunction with it.

Profile of the Government

The Town of Waterford separated from the City of New London, the neighboring urban seaport, a century and a half after European settlers arrived. Waterford was incorporated in 1801. Covering an area of 33.2 square miles, the Town is located in the southeastern region of the state. Waterford is bordered by the Towns of East Lyme to the west, New London, Groton and Ledyard to the east, and Montville to the north. It borders Long Island Sound to the south.

The Town has a Selectmen/Board of Finance/Representative Town Meeting form of government. The Representative Town Meeting exercises the legislative authority of the Town. The Board of Selectmen is composed of three members who are

elected at large for four-year terms. The Representative Town Meeting is elected for two-year terms. The First Selectman is the head of the administrative branch of the Town Government and is responsible to the Representative Town Meeting for the administration of all affairs relating to the Town.

The Town of Waterford provides a full range of services, including police and fire protection; the construction and maintenance of highways, streets and other infrastructure; municipal solid waste and recycling collection; recreational and cultural activities. Municipal water and sewer services, the Town's one business-type activity, are provided through the Town's Utility Commission.

By Charter, the Representative Town Meeting must hold its Town Budget Meeting no later than the first Monday in May each year. If, within fifteen days of the budget adoption no referendum is called, the budget is considered approved. The annual budget serves as the foundation for Town of Waterford financial planning and control. The budget is prepared by Department/Agency at an object level. With the exception of the Police, Recreation and Parks, Senior Services, Utility and Planning and Zoning Commissions, Board of Finance, Board of Education, Board of Assessment Appeals, Zoning Board of Appeals, Building Board of Appeals, Economic Development Commission, Flood & Erosion Control Board, Conservation Commission, Retirement Commission, Harbor Management Commission and Ethics Commission, all other Town Boards, Commissions or agencies report to the Board of Selectmen. The Board of Selectmen, however, reviews and recommends to the Board of Finance the level of appropriation for all municipal budgets with the exception of the Board of Education. All agencies have the authority to transfer within series any of the budgeted appropriations under their control. Transfers out of series, however, require special approval from the Board of Finance.

Local Economy

Waterford is unique in that its major taxpayer is a nuclear power facility. However, numerous, large retail sales outlets, a production/software development company, several assisted care facilities and numerous financial institutions provide a good mix to tax base diversification. The Waterford Tax Base has a diversified tax base with immediate access to Routes 1, 95, 395 and 85 all of which are major Connecticut arteries.

Dominion Power Facility (Millstone)

- Impact Analysis Completed
 - Increase Economic development
 - Viable Tax payer for at least ten years – Declining tax revenue
- 10-Year Deal
 - \$50M in updates since agreement signed in January 2019

Jordan Village District

- Anticipated zone change to support the area surrounding an established historic district
- District will focus on small businesses, small multi-family and mixed use projects

Waterford Station

- Permitted retail development adjacent to Waterford Commons. Successful OSTA review.

Economic Development Commission Master Plan

- Emphasis on pushing economic development
- Restructure of economic development department
- Changes in zoning and permitting to streamline reviews, and encourage flexibility for small businesses during COVID-19

New Developments

- Victoria Gardens – Age restricted Apartments are complete and occupied.
- 171 Rope Ferry Rd – 52 Units – 40% Affordable Housing under construction
- 22 Minor Lane – 70 Units – 1-2 Bedroom High End Apartments are complete and occupied
- Approximately 200+ additional units
 - One 48 unit affordable project development has received funding
 - One 98 unit development has public hearing scheduled for September 2020
- Seaside – DEEP
- 33 Acres state owned property redevelopment (Wetlands and Planning Permits in progress).
- Planning approvals in place for new restaurant and office space at Mago Point

New Industry

- Cross Rd Surgery – 2000 sq. ft. project completed and developing permits filed for an expansion.
- Tractor Supply – open
- Hartford Healthcare medical offices are underway in former Toys R Us property
- Ollies Open in former JoAnn Fabrics retail space
- Dollar General open in former Rite-Aid building

Electric Boat

- \$5.1B Navy Contract – estimated 2,000 to 5,000 jobs
- Building of Columbia Class Submarines to begin in 2023
- Current impact – Increased housing activity

Long Term Financial Planning

In 1998 the Representative Town Meeting formed its Long Range Fiscal Planning Committee. The RTM at the recommendation of this committee commissioned the Government Consulting Group to develop a report and make recommendations on containing tax increases in light of the reduced revenue base affected by utility deregulation. The RTM Committee was disbanded after the Representative Town Meeting accepted the Government Consulting Groups report. In FY01 the Board of Finance appointed an Ad Hoc Long-Range Budget Planning Committee to analyze the impact of the annual tax revenue loss due to the Dominion deregulation and to provide guidance in developing budgets that would sustain a consistent level of service with a declining revenue base over the ten-year period. This proactive approach to long-range operational budget planning, combined with multi-year capital planning, has become an effective budgetary management tool. Despite the fact that the Town has successfully absorbed the impact to its tax base due to deregulation, the Long-Range Budget Planning Committee remains active and is in the process of developing an updated long-term financial plan based of GFOA guidelines.

The Town implemented a Fleet Management Program that served as the basis for sizing the fleet and provided a 5 year approach to managing a fleet valued in excess of \$4.4 million. This program allows the Town to undertake a needs assessment of its rolling stock, and based upon established life-cycle parameters, provided a forty-year replacement plan that uses a combination of residual values, investment income, vehicle rental revenues and an equalized level of budget over a sustained period of time to fund all rolling stock replacements.

Major Initiatives

In compliance with GASB 54 and to strengthen Waterford's commitment to sound financial management and fiscal accountability, the Town still maintains the adopted fund balance policy from 2015. In that regard, the Town's 2019 Audited Financial Waterford has an Unassigned Fund Balance of \$16,781,193.

In May of 2019, the Town began the first phase of the construction on a new Municipal Complex project for the Public Works Department. The project consists of a full demolition of the existing structure and construction of a new 60,100 sq. ft. facility. The cost of the project is estimated to be \$15,000,000 and completed by April of 2021. A \$10M BAN was issued in July of 2019. The full \$15M was bonded in July 2020.

Increase school enrollment

- Attract students from neighboring districts to Waterford High School on a tuition basis
 - Up to 80 students; 5 students enrolled in 2020

Eco Friendly Town

- Achieved Bronze Certificate as a Sustainable CT Community
- Land Preservation
 - Easements, Purchase and Donations
- Plan of Conservation and Development
 - DEEP analysis
 - Fall 2019-2021
- Energy audit of buildings
- LED Streetlight conversion project completed

Affordable Housing Plan

- Assessing housing needs for the future
 - In process of collecting data to fit into regional area needs

Town Center Improvements (“Main Street”)

- Committee Formed in June 2020
- Support Infrastructure for Farmer’s Market
- Improved Recreational Amenities
 - Accessible walking paths, sidewalks and boardwalks
- Improved Fiber Connectivity

Awards and Acknowledgements

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Excellence in Financial Reporting to the Town for its Comprehensive Annual Financial Report in past fiscal years, and the Town will be applying for the award again for the 2020 financial statements. In order to be awarded a Certificate of Achievement, the Town publishes an easily readable and efficiently organized comprehensive annual financial report. This report satisfies both generally accepted accounting principles and applicable legal requirements.

Although the preparation of the comprehensive annual financial report is primarily the responsibility of the Director of Finance, it could not have been accomplished without the support of numerous town staff. Special recognition goes to the Finance department staff. Without their dedication, oversight and hard work the Town could never have achieved this prestigious award. I appreciate the unflagging support of First Selectman Robert Brule, Superintendent of Schools Thomas Girard and his staff, as well as, the entire Board of Selectmen, Board of Finance and the Representative Town Meeting who continually show their commitment to fiscal integrity and financial leadership.

Respectfully submitted,



Kimberly Allen
Director of Finance



Financial Section

Independent Auditors' Report

To the Board of Finance
Town of Waterford, Connecticut

Report on the Financial Statements

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund and the aggregate remaining fund information of the Town of Waterford, Connecticut, as of and for the year ended June 30, 2020, and the related notes to the financial statements, which collectively comprise the Town of Waterford, Connecticut's basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund and the aggregate remaining fund information of the Town of Waterford, Connecticut, as of June 30, 2020 and the respective changes in financial position and, where applicable, cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis, the budgetary comparison information and the pension and OPEB schedules, as listed in the table of contents, be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, which considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Town of Waterford, Connecticut's basic financial statements. The introductory section, combining and individual nonmajor fund financial statements and schedules, and statistical section are presented for purposes of additional analysis and are not a required part of the basic financial statements.

The combining and individual nonmajor fund financial statements and schedules are the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the combining and individual nonmajor fund financial statements and schedules are fairly stated in all material respects in relation to the basic financial statements as a whole.

The introductory and statistical sections have not been subjected to the auditing procedures applied in the audit of the basic financial statements, and, accordingly, we do not express an opinion or provide any assurance on them.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated November 17, 2020 on our consideration of the Town of Waterford, Connecticut's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Town of Waterford, Connecticut's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Town of Waterford, Connecticut's internal control over financial reporting and compliance.

Blum, Shapiro & Company, P.C.

West Hartford, Connecticut
November 17, 2020

**TOWN OF WATERFORD, CONNECTICUT
MANAGEMENT'S DISCUSSION AND ANALYSIS
JUNE 30, 2020**

This discussion and analysis of the Town of Waterford, Connecticut (the Town) financial performance is prepared by management to provide an overview of the Town's financial activities for the fiscal year ended June 30, 2020. Please read this MD&A in conjunction with the transmittal letter and the Town's financial statements, Exhibits I to IX.

FINANCIAL HIGHLIGHTS

- The Town's net position decreased as a result of this year's operations. While net position of our business-type activities decreased by \$1.6 million, or 2.9 %, net position of our governmental activities decreased by \$894 thousand or 0.6 %.
- During the year, the Town had expenses that were \$894 thousand more than the \$111.4 million generated in tax and other revenues for governmental programs.
- In the Town's business-type activities, revenues and transfers in decreased by \$120.0 thousand or 3.0%, while expenses increased by \$182.0 thousand or 3.5 %.
- The total cost of all of the Town's programs was \$117.6 million, with no new programs added this year.
- The General Fund reported a fund balance this year of \$20.1 million.
- The resources available for appropriation were \$1.5 million more than anticipated for the General Fund. There was an additional appropriation of \$1.0 million to transfer unreserved fund balance to the capital and Non-recurring fund. However, unused appropriations of \$1.8 million were returned to fund balance at year end. Overall, the operating results increased the General Fund balance by \$2.3 million

OVERVIEW OF THE FINANCIAL STATEMENTS

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

Government-Wide Financial Statements

Our analysis of the Town as a whole begins on Exhibits I and II. These statements include all assets and liabilities using the accrual basis of accounting, which is similar to the accounting used by most private-sector companies. All of the current year's revenues and expenses are taken into account regardless of when cash is received or paid.

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

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

- *Governmental Activities* - Most of the Town's basic services are reported here, including education, public safety, public works, recreation, library, social services and general administration. Property taxes, charges for services, and state and federal grants finance most of these activities.
- *Business-Type Activities* - The Town charges a fee to customers to help it cover all or most of the cost of certain services it provides. The Town's Utility Commission Enterprise Fund is reported here.

Fund Financial Statements

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

- *Governmental Funds (Exhibits III and IV)* - Most of the Town's basic services are reported in governmental funds, which focus on how money flows into and out of those funds and the balances left at year-end that are available for spending. These funds are reported using an accounting method called modified accrual accounting, which measures cash and all other financial assets that can readily be converted to cash. The governmental fund statements provide a detailed short-term view of the Town's general government operations and the basic services it provides. Governmental fund information helps to determine whether there are more or fewer financial resources that can be spent in the near future to finance the Town's programs. The relationship (or differences) between governmental activities (reported in the statement of net position and the statement of activities) and governmental funds is described in a reconciliation included with the fund financial statements.
- *Proprietary Funds (Exhibits V to VII)* - When the Town charges customers for the services it provides, whether to outside customers or to other units of the Town, these services are generally reported in proprietary funds. Proprietary funds are reported in the same way that all activities are reported in the statement of net position and the statement of activities. In fact, the Town's enterprise fund (a component of proprietary funds) is the same as the business-type activities reported in the government-wide statements, but provide more detail and additional information, such as cash flows, for proprietary funds. Internal service funds (the other component of proprietary funds) are used to report activities that provide supplies and services for the Town's other programs and activities - such as the Town's Insurance Administration Fund.
- *Fiduciary Funds (Exhibits VIII and IX)* - The Town is the trustee, or fiduciary, for its employees' pension plans. It is also responsible for other assets that, because of a trust arrangement, can be used only for the trust beneficiaries. All of the Town's fiduciary activities are reported in separate statements of fiduciary net position and changes in fiduciary net position. These activities are excluded from the Town's other financial statements because the Town cannot use these assets to finance its operations. The Town is responsible for ensuring that the assets reported in these funds are used for their intended purposes.

GOVERNMENT-WIDE FINANCIAL ANALYSIS

The Town's combined net position decreased from \$212.9 to \$210.5 million or 1.2 %. The analysis below focuses on the net position (Table 1) and changes in net position (Table 2) of the Town's governmental and business-type activities.

TABLE 1

	Governmental Activities		Business-Type Activities		Total	
	2020	2019	2020	2019	2020	2019
Current assets	\$ 46,091	\$ 37,468	\$ 5,331	\$ 5,196	\$ 51,422	\$ 42,664
Capital assets, net of accumulated depreciation	243,891	244,054	47,418	49,212	291,309	293,266
Total assets	<u>289,982</u>	<u>281,522</u>	<u>52,749</u>	<u>54,408</u>	<u>342,731</u>	<u>335,930</u>
Deferred outflows of resources	17,947	20,183	-	-	17,947	20,183
Long-term debt outstanding	134,964	130,233	345	406	135,309	130,639
Other liabilities	8,251	8,561	378	429	8,629	8,990
Total liabilities	<u>143,215</u>	<u>138,794</u>	<u>723</u>	<u>835</u>	<u>143,938</u>	<u>139,629</u>
Deferred inflows of resources	6,296	3,599	-	-	6,296	3,599
Net Position:						
Net investment in capital assets	177,425	172,217	47,417	49,212	224,842	221,429
Restricted	127	135	-	-	127	135
Unrestricted	<u>(19,134)</u>	<u>(13,040)</u>	<u>4,609</u>	<u>4,361</u>	<u>(14,525)</u>	<u>(8,679)</u>
Total Net Position	<u>\$ 158,418</u>	<u>\$ 159,312</u>	<u>\$ 52,026</u>	<u>\$ 53,573</u>	<u>\$ 210,444</u>	<u>\$ 212,885</u>

Net position of the Town's governmental activities decreased by 0.6 % (\$158.5 million in 2020 compared to \$159.3 million in 2019). Unrestricted net position - the part of net position that can be used to finance day-to-day operations without constraints established by debt covenants, enabling legislation or other legal requirements - decreased by \$6.1 million (\$13.0) million in 2019 compared to (\$19.1 million) at the end of this year.

By far the largest portion of the Town's net position is its investment in capital assets (e.g., land, buildings, machinery and equipment). Since the Town's investment in its capital assets, net of accumulated depreciation, must also be reported net of related debt, it should be noted that the Town's outstanding debt is related to bonds payable as of June 30, 2020.

The net position of our business-type activities decreased by 2.9 % (\$52.0 million in 2020 compared to \$53.6 million in 2019).

The Town's total revenues (excluding special items) were \$115.2 million. The total cost of all programs and services was \$117.6 million. Our analysis below separately considers the operations of governmental and business-type activities.

TABLE 2

	Governmental Activities		Business-Type Activities		Total	
	2020	2019	2020	2019	2020	2019
Revenues:						
Program revenues:						
Charges for services	\$ 3,091	\$ 3,613	\$ 3,710	\$ 3,765	\$ 6,801	\$ 7,378
Operating grants and contributions	13,901	6,171			13,901	6,171
Capital grants and contributions	658	839			658	839
General revenues:						
Property taxes	92,136	90,251			92,136	90,251
Grants and contributions not restricted to specific purposes	351	353			351	353
Unrestricted investment earnings	1,082	1,297	47	70	1,129	1,367
Miscellaneous revenue	197	39			197	39
Total revenues	<u>111,416</u>	<u>102,563</u>	<u>3,757</u>	<u>3,835</u>	<u>115,173</u>	<u>106,398</u>
Program expenses:						
General government	15,856	15,427			15,856	15,427
Public safety	13,150	13,198			13,150	13,198
Public works	8,086	8,432			8,086	8,432
Recreation	1,941	1,773			1,941	1,773
Library	1,159	1,154			1,159	1,154
Social services	1,427	1,370			1,427	1,370
Education	68,539	60,142			68,539	60,142
Interest and fiscal charges	2,057	2,285			2,057	2,285
Utility Commission			5,399	5,217	5,399	5,217
Total program expenses	<u>112,215</u>	<u>103,781</u>	<u>5,399</u>	<u>5,217</u>	<u>117,614</u>	<u>108,998</u>
Excess (deficiency) of revenues over expenses before transfers	(799)	(1,218)	(1,642)	(1,382)	(2,441)	(2,600)
Transfers	(95)	(138)	95	138	-	-
Change in Net Position	(894)	(1,356)	(1,547)	(1,244)	(2,441)	(2,600)
Beginning Net Position	<u>159,312</u>	<u>160,668</u>	<u>53,573</u>	<u>54,817</u>	<u>212,885</u>	<u>215,485</u>
Ending Net Position	<u>\$ 158,418</u>	<u>\$ 159,312</u>	<u>\$ 52,026</u>	<u>\$ 53,573</u>	<u>\$ 210,444</u>	<u>\$ 212,885</u>

Governmental Activities

Approximately 82.7% of these revenues were derived from property taxes, followed by 13.4% from operating and capital grants and contributions, 2.8% from charges for services and 1.1% from investment and other general revenues.

Major factors affecting operations include:

- Operating grants and contributions were up by \$7.70 million due primarily to the increase in the State's on-behalf contribution for the Teachers' Retirement System (\$3.5 million) and the Teachers' Retirement System OPEB (\$3.9 million)
- Property tax revenues were up by \$1.9 million due to an increase in the mill rate of 2.4%
- Capital grants and contributions decreased by \$181 thousand, due to the mainly following:
 - LOCIP grant for HVAC was down by \$392.1 thousand
 - LOCIP grant for Pepperbox Lane was up by \$185.6 thousand

- Local Bridge grant was down by \$128.3 thousand
- Town Aid Road was down by \$1.2 thousand
- Recreation capital grants were up by \$20 thousand
- Electrical rebates were received for HVAC project (\$13.6 thousand) and the Street Light Project (\$120.8 thousand)
- Charges for services were down by \$522 thousand due to many programs being canceled due to Covid-19
- Investment earnings were down by \$215.0 thousand from FY19.

Table 3 presents the cost of each of the Town's five largest programs - education, general government, public safety, public works and recreation - as well as each program's net cost (total cost less revenues generated by the activities). The net cost shows the financial burden to the Town's taxpayers by each of these functions.

TABLE 3

	<u>Total Cost of Services</u>		<u>Net Cost of Services</u>	
	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>
Education	\$ 68,539	\$ 60,142	\$ 54,670	\$ 53,683
General government	15,856	15,429	14,679	13,828
Public safety	13,150	13,198	12,308	12,446
Public works	8,086	8,432	6,850	7,250
Recreation	1,941	1,773	1,738	1,541
All others	<u>4,643</u>	<u>4,809</u>	<u>4,320</u>	<u>4,412</u>
Totals	<u>\$ 112,215</u>	<u>\$ 103,783</u>	<u>\$ 94,565</u>	<u>\$ 93,160</u>

Business-Type Activities

Net position of the Town's business-type activities (see Table 2) decreased by 2.9% (\$52.0 million in 2020 compared to \$ 53.6 million in 2019). Revenues and transfers in for the Town's business-type activities (see Table 2) decreased by \$120.0 thousand (\$3.9 million in 2020 compared to \$4.0 million in 2019). The factors driving these results include:

- A decrease in Sewer use fee revenue of \$55 thousand.
- A decrease in capital contributions of \$43 thousand
- A decrease of investment earnings of \$23 thousand.
- An increase in expenses of \$182.0 thousand.

TOWN FUNDS FINANCIAL ANALYSIS

Governmental Funds

As the Town completed the year, its governmental funds (as presented in the balance sheet - Exhibit III) reported a combined fund balance of \$31.2 million, which is increase of \$7.5 million from last year's total of \$23.7 million. Included in this year's total change in fund balance is an increase of \$2.8 million in the General Fund, an increase of \$3.6 million in the Capital and Nonrecurring Fund and an increase of \$1.1 million for Nonmajor Governmental Funds.

Capital Projects Funds:

- The Capital and Nonrecurring Fund balance increased by \$3.6 million due to expenditures of \$10.0 million being offset by revenues of \$439.8 thousand and other financing sources of \$13.2 million. Included in other financing sources were transfers in of \$3.1 million, bond anticipation note proceeds of \$10 million and a premium on the note of \$93.5 thousand.

Non-Major Capital Projects Funds:

- The Fleet Management Fund increased by \$650.5 thousand due to expenditures of \$627.6 thousand being offset by revenues and transfers in of \$1.3 million.
- The Capital Improvement Fund increased by \$416.9 thousand due to expenditures of \$766.7 thousand being offset by net transfers in and out \$1.2 million.
- The Animal Control Facility fund decreased by \$186.8 thousand due to expenditures of the same amount.
- The Sewer Development and Maintenance Fund increased by \$93.5 thousand due to expenditures of \$20.8 thousand being offset by revenues of \$114.4 thousand.

Special Revenue Funds:

- The Small Cities Grant Fund increased by \$45.9 thousand due to loan repayments of the same amount.
- The Youth and Family Services special revenue fund increased by \$30.9 thousand due to expenditures of \$169.5 thousand and total revenues of \$200.4 thousand.
- The Drug Enforcement fund increased by \$10.9 thousand due to expenditures of \$7.9 thousand and total revenues of \$18.8 thousand.

Proprietary Funds

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

Overall, proprietary funds net assets total \$57.8 million at the end of the year, which includes a \$5.8 million fund balance in the Internal Service Fund.

Net position of the Utility Commission Fund at the end of the year amounted to \$52.0 million. Factors affecting the balance of this fund are included in the discussion of the Town's business-type activities.

In fiscal year 2020, net position of the Internal Service fund increased by \$1.3 million from fiscal year 2019. This is due to \$11.4 million in contributions and other revenues (a decrease of \$215.9 thousand over fiscal year 2019), offset by expenses for claims and program administration of \$10.2 million (a decrease of \$1.8 million over fiscal year 2019).

General Fund Budgetary Highlights

Revenues were higher than budgetary estimates by \$1.5 million and expenditures were less than original budgetary estimates by \$780 thousand. Overall revenues over expenditures on a budgetary basis were \$2.3 million. In the current year, revenues increased by \$891.0 thousand or 1.0 % over the prior year and expenditures increased by \$1.5 million or 1.6%.

The major factors affecting this year's annual operating results are as follows:

- Property tax revenue was under budgetary estimates by \$145.8 thousand and over prior year revenue by \$998.4 thousand.
- State grant funding was over budgetary estimates by \$370.0 thousand and under prior year revenue by \$20.5 thousand.
- Assessment revenue is over budgetary estimates by \$14.3 thousand and under the prior year by \$12.9 thousand.
- License and Permit revenue is over budgetary estimates by \$79.9 thousand and under the prior year by \$113.3 thousand. Town clerk fees increased by \$25 thousand over FY19. The building department is down from FY19 by \$43.0 thousand, followed by conveyance tax revenue, which is down from FY19 by \$20.9 thousand. Planning & zoning had a decrease of \$17.7 thousand over the prior year.
- Fines, Penalties and Charges for Services are over budgetary estimates by \$7.0 thousand and under the prior year revenue by \$40.3 thousand. The biggest change was an increase for tuition fees of \$60.3 thousand, followed by a decrease of \$51.2 thousand in tipping fee revenue. Recycling revenue decreased by \$21.0 thousand. Senior Services program revenue was down by 7.3 thousand and the library was down by \$5.5 thousand.
- Other sources of revenue were over budgetary estimates by \$153.6 thousand and over the prior year revenue by \$24.3 thousand.
- Investment income is over budgetary estimates by \$572.6 thousand but under prior year revenue by \$176.0 thousand.
- Other Financing Sources, which consists of the cancelation of prior year encumbrances and transfers in from the capital improvement fund, was over estimated revenue by \$398.2 thousand and over the prior year by \$231.3 thousand.

Overall Expenditures came in \$1.8 million under budgetary estimates. The largest amounts of unused appropriations returned in the current fiscal year are outlined below:

- The Board of Education would have returned \$664.9 thousand, however, one half of this was subsequently assigned to a non-lapsing account for their future use. The amount returned to the general fund balance was \$332.4 thousand.
- The Retirement budget returned \$383.1 thousand.
- The Public Works Department returned \$331.3 thousand.
- The Planning & Zoning Department returned \$88.2 thousand.
- The Recreation and Parks Department returned \$81.0 thousand.
- The Debt Service budget returned \$65.9 thousand.
- The Library budget returned \$55.5 thousand.
- The Information Technology Department returned \$53.3 thousand.

The Town's General Fund balance of \$20.1 million reported on Exhibit III differs from the General Fund's budgetary balance of \$19.2 million reported in the budgetary comparison in the required supplementary information. This is principally because budgetary fund balance does not include \$522.1 thousand of outstanding encumbrances at year-end, which are reported as expenditures for budgetary purposes. The balances for special revenue funds that are funded primarily from operating transfers from the General Fund are also rolled into that fund for reporting purposes. For fiscal year 2020, those balances amounted to \$355.5 thousand.

CAPITAL ASSET AND DEBT ADMINISTRATION

Capital Assets

At June 30, 2020, the Town had \$291.3 million invested in a broad range of capital assets, including land, buildings, park facilities, vehicles and equipment, roads, bridges, and water and sewer lines - Table 4. This amount represents a net decrease (including additions and deductions) of \$2.0 million, or 0.7%, from last year.

TABLE 4

	Governmental Activities		Business-Type Activities		Total	
	2020	2019	2020	2019	2020	2019
Land	\$ 8,957	\$ 8,956	\$ 128	\$ 129	\$ 9,085	\$ 9,085
Land improvements	1,543	528			1,543	528
Building and improvements	160,281	166,112	978	1,013	161,259	167,125
Machinery and equipment	2,970	3,865	668	707	3,638	4,572
Vehicles	5,823	6,419	227	205	6,050	6,624
Infrastructure	54,912	55,538	45,409	47,149	100,321	102,687
Permanent easements	5	5			5	5
Software	94	107	8	9	102	116
Construction in progress	9,306	2,524			9,306	2,524
Total	\$ 243,891	\$ 244,054	\$ 47,418	\$ 49,212	\$ 291,309	\$ 293,266

Major capital asset events during the current fiscal year are noted below:

Governmental Activities:

- Construction-in-progress increased by \$6.8 million due mainly to the ongoing costs associated with the public works complex renovation project of \$7.2 million, offset by a decrease of \$719.4 thousand for the completion of the street light project. Other additions came to \$320.6 thousand.
- Buildings and improvements decreased by \$5.8 million. Decreases are due to the razing of the municipal complex buildings (net decrease of \$200.5 thousand) and depreciation expense of \$5.6 million.
- Land improvements increased by \$1.0 million due to the addition of the Girls' Softball field at the High School (\$1.0 million). There were also additions to the playground at Civic Triangle (\$49.7 thousand) and the replacement of the dog park fencing (\$12.7 thousand). Land improvements were also reduced by depreciation expense of \$66.8 thousand.
- Infrastructure decreased by \$626 thousand due mainly due to depreciation expense of \$1.7 million. Additions included the completion of the streetlight project (\$1.0 million), various road projects \$55.6 thousand, and a sidewalk addition at civic triangle \$14.9 thousand.
- Machinery and equipment decreased by \$895.0 thousand due to mainly to depreciation expense of \$961.5 thousand, which was offset by additions of \$65.9 thousand.
- Vehicles decreased by \$595.0 thousand due to additions of \$444.8 thousand, in accordance with the fleet management plan, this was offset by net retirements of \$53.2 thousand and depreciation expense of \$986.6 thousand.

- Software decreased by \$13.5 thousand due to amortization expense of the same amount.
- Land increased by \$1.0 thousand due to the addition of property acquired through donation.

Business-Type Activities

- There was an increase in vehicles of \$22.0 thousand due to additions of \$58.1 thousand and depreciation expense of \$36.5 thousand.
- Additions to equipment of \$37.0 thousand were offset by depreciation of \$76.5 thousand.
- The decreases to all other asset categories were due entirely to depreciation and amortization expense.

Additional information on the Town's capital assets can be found in Note 5 of this report.

Long-Term Debt

At the end of the current fiscal year, the Town had \$63.0 million of outstanding general obligation bonds. Bonds issued in June 2017 carried an AA rating from Standard & Poor. This rating was maintained with the refunding bonds issued in December 2019.

State statutes limit the amount of general obligation debt a governmental entity may issue to 7 times its total prior years' tax collections. The current debt limitation for the Town is \$638.6 million.

Additional information on the Town's long-term debt can be found in Note 7.

Economic Factors

- The unemployment rate for the Town in 2020 was 10.8%, which is an increase from a rate of 3.7% a year ago. Waterford's unemployment rate is higher than the State's average unemployment rate of 10.1%, and lower than the national average of 11.1% as of June 2020.

During the current fiscal year, unassigned fund balance in the General Fund increased by \$2.2 million. The main reason for the increase is due to the positive operating results of \$2.9 million. An increase in the assigned fund balance of \$647.4 thousand and an increase in nonspendable balance of \$24.4 thousand reduced the overall increase of the unassigned total.

CONTACTING THE TOWN'S FINANCIAL MANAGEMENT

This financial report is designed to provide citizens, taxpayers, customers, investors and creditors with a general overview of the Town's finances and to show the Town's accountability for the money it receives. If you have questions about this report or need additional financial information, contact the Director of Finance, Town of Waterford, 15 Rope Ferry Road, Waterford, Connecticut 06385.



Basic Financial Statements

TOWN OF WATERFORD, CONNECTICUT
STATEMENT OF NET POSITION
JUNE 30, 2020

	Primary Government		
	Governmental Activities	Business-Type Activities	Total
Assets:			
Cash and cash equivalents	\$ 38,107,720	\$ 4,836,350	\$ 42,944,070
Investments	4,485,308		4,485,308
Receivables, net	2,107,924	1,664,839	3,772,763
Internal balances	1,170,604	(1,170,604)	-
Inventories	3,946		3,946
Prepaid items	215,384		215,384
Capital assets:			
Intangible assets not being amortized	5,000		5,000
Intangible assets being amortized, net	93,901	7,546	101,447
Assets not being depreciated	18,263,201	127,970	18,391,171
Assets being depreciated, net	225,528,498	47,282,190	272,810,688
Total assets	289,981,486	52,748,291	342,729,777
Deferred Outflows of Resources:			
Deferred outflows of resources related to pensions	16,654,702		16,654,702
Deferred outflows of resources related to OPEB	99,797		99,797
Deferred charge on refunding	1,192,771		1,192,771
Total deferred outflows of resources	17,947,270	-	17,947,270
Liabilities:			
Accounts and other payables	2,531,964	208,409	2,740,373
Accrued liabilities	5,320,620	150,599	5,471,219
Unearned revenue	397,947	17,394	415,341
Noncurrent liabilities:			
Due within one year	6,521,348	26,463	6,547,811
Due in more than one year	128,442,654	318,932	128,761,586
Total liabilities	143,214,533	721,797	143,936,330
Deferred Inflows of Resources:			
Deferred inflows of resources related to pensions	3,175,123		3,175,123
Deferred inflows of resources related to OPEB	3,121,204		3,121,204
Total deferred inflows of resources	6,296,327	-	6,296,327
Net Position:			
Net investment in capital assets	177,424,772	47,417,706	224,842,478
Restricted for:			
Trust purposes:			
Nonexpendable	127,134		127,134
Unrestricted	(19,134,010)	4,608,788	(14,525,222)
Total Net Position	\$ 158,417,896	\$ 52,026,494	\$ 210,444,390

The accompanying notes are an integral part of the financial statements

**TOWN OF WATERFORD, CONNECTICUT
STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED JUNE 30, 2020**

Functions/Programs	Net Revenue (Expense) And Changes In Net Position					
	Program Revenues			Primary Government		
	Expenses	Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions	Governmental Activities	Business-Type Activities
Governmental activities:						
General government	\$ 15,856,106	\$ 1,067,833	\$ 96,164	\$ 13,590	\$ (14,678,519)	\$ (14,678,519)
Public safety	13,150,126	501,809	340,426		(12,307,891)	(12,307,891)
Public works	8,086,097	612,044		623,982	(6,850,071)	(6,850,071)
Recreation	1,941,152	180,440	3,165	20,000	(1,737,547)	(1,737,547)
Library	1,159,254	10,304			(1,148,950)	(1,148,950)
Social services	1,426,757	185,383	125,571		(1,115,803)	(1,115,803)
Education	68,538,571	533,338	13,335,691		(54,669,542)	(54,669,542)
Interest on long-term debt	2,057,033				(2,057,033)	(2,057,033)
Total governmental activities	112,215,096	3,091,151	13,901,017	657,572	(94,565,356)	(94,565,356)
Business-type activities:						
Utility commission	5,399,184	3,710,253			(1,688,931)	(1,688,931)
Total primary governmental activities	\$ 117,614,280	\$ 6,801,404	\$ 13,901,017	\$ 657,572	(94,565,356)	(96,254,287)
General revenues:						
Property taxes					92,136,370	92,136,370
Grants and contributions not restricted to specific programs					350,996	350,996
Unrestricted investment earnings					1,082,404	1,129,669
Miscellaneous					196,761	196,761
Transfers					(95,069)	-
Total general revenues and transfers					93,671,462	93,813,796
Change in Net Position					(893,894)	(2,440,491)
Net Position at Beginning of Year					159,311,790	212,884,881
Net Position at End of Year					\$ 158,417,896	\$ 210,444,390

The accompanying notes are an integral part of the financial statements

**TOWN OF WATERFORD, CONNECTICUT
BALANCE SHEET - GOVERNMENTAL FUNDS
JUNE 30, 2020**

	General Fund	Capital and Nonrecurring Expenditures Fund	Waterford High School Building Project	Nonmajor Governmental Funds	Total Governmental Funds
ASSETS					
Cash and cash equivalents	\$ 15,782,518	\$ 10,776,354	\$ 1,179	\$ 5,513,891	\$ 32,073,942
Investments	4,335,606			149,702	4,485,308
Receivables, net	1,978,505			117,106	2,095,611
Interfund receivables	7,004,075			1,636,800	8,641,666
Inventories				3,946	3,946
Prepaid items	215,384				215,384
Total Assets	\$ 29,316,688	\$ 10,776,354	\$ 1,179	\$ 7,421,535	\$ 47,515,756
LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES					
Liabilities:					
Accounts and other payables	\$ 1,597,726	\$ 822,053	\$	\$ 108,705	\$ 2,528,484
Accrued liabilities	3,714,454			29,414	3,743,868
Interfund payables	2,103,288	1,891,367	2,942,807	999,897	7,937,359
Unearned revenue	64,051			266,935	330,986
Total liabilities	7,479,519	2,713,420	2,942,807	1,404,951	14,540,697
Deferred Inflows of Resources:					
Unavailable revenue - property taxes	1,489,059				1,489,059
Unavailable revenue - special assessments	30,795				30,795
Unavailable revenue - grants receivable	173,068				173,068
Unavailable revenue - other receivables	31,085			3,097	34,182
Total deferred inflows of resources	1,724,007	-	-	3,097	1,727,104
Fund Balances:					
Nonspendable	215,384			131,080	346,464
Restricted				910,461	910,461
Committed		8,062,934		3,371,316	11,434,250
Assigned	934,631			1,605,630	2,540,261
Unassigned	18,963,147		(2,941,628)	(5,000)	16,016,519
Total fund balances	20,113,162	8,062,934	(2,941,628)	6,013,487	31,247,955
Total Liabilities, Deferred Inflows of Resources and Fund Balances	\$ 29,316,688	\$ 10,776,354	\$ 1,179	\$ 7,421,535	\$ 47,515,756

(Continued on next page)

TOWN OF WATERFORD, CONNECTICUT
BALANCE SHEET - GOVERNMENTAL FUNDS (CONTINUED)
JUNE 30, 2020

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

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

Fund balances - total governmental funds	\$ 31,247,955
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Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the funds:

Governmental capital assets	\$ 398,425,599	
Less accumulated depreciation	<u>(154,534,999)</u>	
Net capital assets		243,890,600

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

Property tax receivables greater than 60 days	982,939
Interest receivable on property taxes	506,120
Delinquent special assessments	33,892
Unavailable revenue - grants receivable	173,068
Unavailable revenue - other receivables	31,085
Deferred outflows of resources related to pensions	16,654,702
Deferred outflows of resources related to OPEB	99,797
Deferred charge on refunding	1,192,771

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

5,802,649

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

Net pension liability	(31,574,561)
Pension prior service cost	(835,265)
Bonds and notes payable	(73,030,000)
Bond and note premiums	(4,722,099)
Interest payable on bonds and notes	(937,353)
Compensated absences	(7,239,502)
Landfill post-closure monitoring liability	(271,000)
Net OPEB liability	(17,291,575)
Deferred inflows of resources related to pensions	(3,175,123)
Deferred inflows of resources related to OPEB	<u>(3,121,204)</u>

Net Position of Governmental Activities (Exhibit I)	<u>\$ 158,417,896</u>
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The accompanying notes are an integral part of the financial statements

TOWN OF WATERFORD, CONNECTICUT
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES
GOVERNMENTAL FUNDS
FOR THE YEAR ENDED JUNE 30, 2020

	<u>General Fund</u>	<u>Capital and Nonrecurring Expenditures Fund</u>	<u>Waterford High School Building Projects</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
Revenues:					
Property taxes	\$ 92,060,165	\$	\$	\$	\$ 92,060,165
Intergovernmental	9,267,202	319,984		1,809,518	11,396,704
Assessments and connections	14,288			108,436	122,724
Licenses and permits	1,641,388				1,641,388
Fines, penalties and charges for services	587,866	175		793,642	1,381,683
Investment earnings	872,628	119,636	17	27,564	1,019,845
Other	9,236			266,620	275,856
Total revenues	<u>104,452,773</u>	<u>439,795</u>	<u>17</u>	<u>3,005,780</u>	<u>107,898,365</u>
Expenditures:					
Current:					
General government	14,146,860			17,508	14,164,368
Public safety	10,498,624			116,675	10,615,299
Public works	4,317,510			67,751	4,385,261
Recreation	1,438,328			26,449	1,464,777
Library	1,006,740				1,006,740
Social services	886,105			226,884	1,112,989
Education	56,658,060			2,038,977	58,697,037
Capital outlay		10,035,000		1,601,968	11,636,968
Debt service:					
Principal retirements	5,145,000				5,145,000
Interest and fiscal charges	2,355,433				2,355,433
Total expenditures	<u>96,452,660</u>	<u>10,035,000</u>	<u>-</u>	<u>4,096,212</u>	<u>110,583,872</u>
Excess (Deficiency) of Revenues over Expenditures	<u>8,000,113</u>	<u>(9,595,205)</u>	<u>17</u>	<u>(1,090,432)</u>	<u>(2,685,507)</u>
Other Financing Sources (Uses):					
Transfers in	358,913	3,073,309		2,542,510	5,974,732
Transfers out	(5,615,819)			(358,913)	(5,974,732)
Issuance of debt		10,000,000			10,000,000
Premium on debt issuance		93,500			93,500
Issuance of refunding bonds	9,085,000				9,085,000
Premium on refunding bonds issued	1,515,924				1,515,924
Payments to escrow agents	(10,490,393)				(10,490,393)
Total other financing sources (uses)	<u>(5,146,375)</u>	<u>13,166,809</u>	<u>-</u>	<u>2,183,597</u>	<u>10,204,031</u>
Net Change in Fund Balances	2,853,738	3,571,604	17	1,093,165	7,518,524
Fund Balances at Beginning of Year	<u>17,259,424</u>	<u>4,491,330</u>	<u>(2,941,645)</u>	<u>4,920,322</u>	<u>23,729,431</u>
Fund Balances at End of Year	<u>\$ 20,113,162</u>	<u>\$ 8,062,934</u>	<u>\$ (2,941,628)</u>	<u>\$ 6,013,487</u>	<u>\$ 31,247,955</u>

(Continued on next page)

TOWN OF WATERFORD, CONNECTICUT
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN
FUND BALANCES - GOVERNMENTAL FUNDS (CONTINUED)
FOR THE YEAR ENDED JUNE 30, 2020

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

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

Net change in fund balances - total governmental funds (Exhibit IV)	\$ 7,518,524
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Governmental funds report capital outlays as expenditures. In the statement of activities, the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense:

Capital outlay	9,838,932
Depreciation expense	(9,366,645)

The statement of activities reports losses arising from the disposal of existing capital assets.

Conversely, governmental funds do not report any gain or loss on disposal of capital assets. This amount represents the disposal of capital assets.	(635,465)
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Revenues in the statement of activities that do not provide current financial resources are not reported as revenues in the funds, and revenues recognized in the funds are not reported in the statement of activities:

Property tax receivable - accrual basis change	35,404
Property tax interest and lien revenue - accrual basis change	40,801
Delinquent special assessment receivable - accrual basis change	(81,925)
Miscellaneous grants and accounts receivable - accrual basis change	197,593
Change in deferred outflows of resources related to pensions	(2,250,886)
Change in deferred outflows of resources related to OPEB	31,065

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

Issuance of bonds and notes	(10,000,000)
Premium on bonds and notes	(93,500)
Bond principal payments	5,145,000
Issuance of refunding bonds	(9,085,000)
Payment to escrow agent on refunded bond issuance	10,490,393
Premium on refunded bonds	(1,515,924)
Amortization of deferred charge on refunding	(131,502)
Amortization of premiums	467,560
Landfill post-closure monitoring	24,000

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

Compensated absences	18,944
Accrued interest	(37,658)
Change in net pension liability	(1,694,684)
Change in net OPEB liability	1,209,994
Change in prior service cost	417,364
Change in deferred inflows of resources related to pensions	(1,993,438)
Change in deferred inflows of resources related to OPEB	(703,474)

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

1,260,633

Change in Net Position of Governmental Activities (Exhibit II)

\$ (893,894)

The accompanying notes are an integral part of the financial statements

TOWN OF WATERFORD, CONNECTICUT
STATEMENT OF NET POSITION - PROPRIETARY FUNDS
JUNE 30, 2020

	<u>Business-Type Activities Utility Commission</u>	<u>Governmental Activities Internal Service Fund</u>
Assets:		
Current assets:		
Cash and cash equivalents	\$ 4,836,350	\$ 6,033,778
Receivables, net	1,664,839	12,313
Interfund receivables		466,398
Total current assets	<u>6,501,189</u>	<u>6,512,489</u>
Noncurrent assets:		
Capital assets, net	<u>47,417,706</u>	
Total assets	<u>53,918,895</u>	<u>6,512,489</u>
Liabilities:		
Current liabilities:		
Accounts and other payables	82,820	3,480
Accrued liabilities	150,599	639,399
Interfund payables	1,170,604	
Advance collections	17,394	66,961
Deposits	125,589	
Compensated absences	26,463	
Total current liabilities	<u>1,573,469</u>	<u>709,840</u>
Noncurrent liabilities:		
Compensated absences	<u>318,932</u>	
Total liabilities	<u>1,892,401</u>	<u>709,840</u>
Net Position:		
Net investment in capital assets	47,417,706	
Unrestricted	<u>4,608,788</u>	<u>5,802,649</u>
Total Net Position	<u>\$ 52,026,494</u>	<u>\$ 5,802,649</u>

The accompanying notes are an integral part of the financial statements

**TOWN OF WATERFORD, CONNECTICUT
STATEMENT OF REVENUES, EXPENSES, AND CHANGES
IN NET POSITION - PROPRIETARY FUNDS
FOR THE YEAR ENDED JUNE 30, 2020**

	<u>Business-Type Activities Utility Commission</u>	<u>Governmental Activities Internal Service Fund</u>
Operating Revenues:		
User charges for services, interest and lien fees	\$ 3,710,253	\$
Premium charges to other funds		11,436,308
Total operating revenues	<u>3,710,253</u>	<u>11,436,308</u>
Operating Expenses:		
Amortization expense	1,267	
Depreciation expense	1,888,271	
Salaries, wages and employee benefits	1,151,009	
Treatment plant costs	1,465,725	
Utilities	324,695	
Repairs and maintenance	332,234	
Other operating expenses	93,432	
Materials and supplies	121,548	
Professional services	21,003	
Claims		8,273,177
Program and administrative expenses		1,965,057
Total operating expenses	<u>5,399,184</u>	<u>10,238,234</u>
Operating Income (Loss)	(1,688,931)	1,198,074
Nonoperating Revenue:		
Income on investments	<u>47,265</u>	<u>62,559</u>
Gain (Loss) Before Capital Contributions	(1,641,666)	1,260,633
Capital Contributions	<u>95,069</u>	
Change in Net Position	(1,546,597)	1,260,633
Net Position at Beginning of Year	<u>53,573,091</u>	<u>4,542,016</u>
Net Position at End of Year	<u>\$ 52,026,494</u>	<u>\$ 5,802,649</u>

The accompanying notes are an integral part of the financial statements

TOWN OF WATERFORD, CONNECTICUT
STATEMENT OF CASH FLOWS - PROPRIETARY FUNDS
FOR THE YEAR ENDED JUNE 30, 2020

	<u>Business-Type Activities Utility Commission</u>	<u>Governmental Activities Internal Service Fund</u>
Cash Flows from Operating Activities:		
Charges for services and premiums	\$ 3,687,227	\$ 11,440,604
Payments to suppliers	(1,358,646)	
Claims and other expenses paid		(9,904,520)
Payments to employees	(1,206,842)	
Net cash provided by (used in) operating activities	<u>1,121,739</u>	<u>1,536,084</u>
Cash Flows from Investing Activities:		
Income on investments	<u>47,265</u>	<u>62,559</u>
Net cash provided by (used in) investing activities	<u>47,265</u>	<u>62,559</u>
Net Increase (Decrease) in Cash and Cash Equivalents	1,169,004	1,598,643
Cash and Cash Equivalents at Beginning of Year	<u>3,667,346</u>	<u>4,435,135</u>
Cash and Cash Equivalents at End of Year	<u>\$ 4,836,350</u>	<u>\$ 6,033,778</u>
Reconciliation of Operating Income (Loss) to Net Cash Provided by (Used in) Operating Activities:		
Operating income (loss)	\$ <u>(1,688,931)</u>	\$ <u>1,198,074</u>
Adjustments to reconcile operating income (loss) to net cash provided by (used in) operating activities:		
Depreciation and amortization expense	1,889,538	
Change in assets and liabilities:		
(Increase) decrease in accounts receivable	1,087	4,296
(Increase) decrease in interfunds receivable		811,309
Increase (decrease) in accounts payable	(58,454)	(139,670)
Increase (decrease) in accrued liabilities	30,652	(337,297)
Increase (decrease) in interfunds payable	1,032,743	
Increase (decrease) in advance collections and deposits	(24,113)	(628)
Increase (decrease) in compensated absences	(60,783)	
Total adjustments	<u>2,810,670</u>	<u>338,010</u>
Net Cash Provided by (Used in) Operating Activities	<u>\$ 1,121,739</u>	<u>\$ 1,536,084</u>
Noncash Capital and Related Financing Activity:		
Capital contributions from other funds	<u>\$ 95,069</u>	<u>\$ -</u>

The accompanying notes are an integral part of the financial statements

TOWN OF WATERFORD, CONNECTICUT
STATEMENT OF NET POSITION - FIDUCIARY FUNDS
JUNE 30, 2020

	Pension and Other Employee Benefit Trust Funds	Agency Funds
Assets:		
Cash and cash equivalents	\$ 13,075	\$ 695,017
Investments:		
Certificates of deposit		280,050
Mutual funds	<u>6,648,634</u>	<u> </u>
Total assets	<u>6,661,709</u>	<u>\$ 975,067</u>
Liabilities:		
Accounts and other payables	11,931	
Deposits held for others	<u> </u>	<u>\$ 975,067</u>
Total liabilities	<u>11,931</u>	<u>\$ 975,067</u>
Net Position:		
Restricted for OPEB Benefits	6,109,331	
Restricted for Pension Benefits	<u>540,447</u>	
Total Net Position	<u>\$ 6,649,778</u>	

The accompanying notes are an integral part of the financial statements

TOWN OF WATERFORD, CONNECTICUT
STATEMENT OF CHANGES IN NET POSITION - FIDUCIARY FUNDS
FOR THE YEAR ENDED JUNE 30, 2020

	<u>Pension and Other Employee Benefit Trust Funds</u>
Additions:	
Contributions:	
Employer	\$ 1,704,523
Investment income:	
Net appreciation in fair value of investments	<u>333,388</u>
Total additions	<u>2,037,911</u>
Deductions:	
Benefit payments	967,186
Administration	<u>13,200</u>
Total deductions	<u>980,386</u>
Change in Net Position	1,057,525
Net Position at Beginning of Year	<u>5,592,253</u>
Net Position at End of Year	<u>\$ 6,649,778</u>

The accompanying notes are an integral part of the financial statements

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A. Reporting Entity

The Town was settled in 1646 and incorporated in 1801. The Town operates under a charter and a Board of Selectmen, Board of Finance and Representative Town Meeting (RTM) form of government.

Accounting principles generally accepted in the United States of America require that the reporting entity include the primary government and its component units, entities for which the government is considered to be financially accountable, all organizations for which the primary government is financially accountable, and other organizations that by the nature and significance of their relationship with the primary government would cause the financial statements to be incomplete or misleading if excluded. Blended component units, although legally separate entities, are, in substance, part of the government's operations; therefore, data from these units are combined with data of the primary government. Based on these criteria, there are no component units requiring inclusion in these financial statements.

B. Basis of Presentation

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

Government-Wide and Fund Financial Statements

The government-wide financial statements (i.e., the statement of net position and the statement of activities) report information on all of the nonfiduciary activities of the Town. For the most part, the effect of interfund activity has been removed from these statements. However, interfund services provided and used are not eliminated in the process of consolidation. Governmental activities, which are normally supported by taxes and intergovernmental revenues, are reported separately from business-type activities, which rely to a significant extent on fees and charges for support.

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

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

Measurement Focus, Basis of Accounting and Financial Statement Presentation

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the proprietary fund and fiduciary fund financial statements. Agency funds have no measurement focus.

TOWN OF WATERFORD, CONNECTICUT
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2020

Revenues are recorded when earned, and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the Town considers revenues to be available if they are collected within 60 days after the end of the current fiscal period.

Property taxes, licenses and interest associated with the current fiscal period are all considered to be susceptible to accrual and have been recognized as revenues of the current fiscal period. In determining when to recognize intergovernmental revenues (grants and entitlements), the legal and contractual requirements of the individual programs are used as guidance. Revenues are recognized when the eligibility requirements have been met. All other revenue items are considered to be measurable and available only when cash is received by the Town.

Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to capital leases, compensated absences and claims and judgments, are recorded only when payment is due.

The Town reports the following major governmental funds:

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

The *Capital and Nonrecurring Expenditures Fund* accounts for revenues and expenditures to be used for various short-term construction projects funded by the General Fund.

The *Waterford High School Building Project* accounts for revenues and expenditures and other financing sources for the construction of the High School.

Additionally, the Town reports the following major proprietary fund:

The *Utility Commission Fund* accounts for the operation and maintenance of the sewer collection system, which is owned by the Town and is primarily supported through charges to customers.

Additionally, the Town reports the following fund types:

The *Internal Service Fund* is used to account for the Town's insurance program for health insurance coverage of the Town and Board of Education employees.

The *Pension and Other Employee Benefit Trust Funds* account for the assets that have been set aside in a trust for the employee retirement plan for certain Town employees and assets that have been set aside in a trust for other post-employment benefits for certain employees.

The *Agency Funds* account for monies held on behalf of students and for scholarships and performance bonds.

**TOWN OF WATERFORD, CONNECTICUT
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2020**

As a general rule, the effect of interfund activity has been eliminated from the government-wide financial statements. Exceptions to this general rule are charges between the enterprise funds and various other function of the government. Elimination of these charges would distort the direct costs and program revenues reported for the various functions concerned.

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

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

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

C. Cash and Cash Equivalents

The Town classifies money market funds, STIF investments, treasury bills and certificates of deposit having original maturities of three months or less when purchased as cash equivalents. The Connecticut State Treasurer's Short-Term Investment Fund is an investment pool managed by the State of Connecticut Office of the State Treasurer. Investments must be made in instruments authorized by Connecticut General Statutes 3-27c through 3-27e. Investment guidelines are adopted by the State Treasurer. The pool is reported at amortized cost.

D. Investments

Investments are stated at fair value.

E. Inventories and Prepaid Items

All inventories are valued at cost using the first-in/first-out (FIFO) method. Inventories of United States Department of Agriculture donated commodities are stated at fair market value. Inventories of governmental funds are recorded as expenditures when consumed rather than when purchased. Certain payments to vendors reflect costs applicable to future accounting periods and are recorded as prepaid items in both government-wide and fund financial statements.

F. Receivables and Payables

Activity between funds that is representative of lending/borrowing arrangements outstanding at the end of the fiscal year is referred to as either "due to/from other funds" (i.e., the current portion of interfund loans) or "advances to/from other funds" (i.e., the noncurrent portion of interfund loans). All other outstanding balances between funds are reported as "due to/from other funds."

TOWN OF WATERFORD, CONNECTICUT
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2020

Advances between funds, as reported in the fund financial statements, are offset by a fund balance reserve account in applicable governmental funds to indicate that they are not available for appropriation and are not expendable available financial resources.

Any residual balances outstanding between the governmental activities and the business-type activities are reported in the government-wide financial statements as "internal balances."

In the government-wide financial statements, all trade and property tax receivables are shown net of an allowance for uncollectibles.

G. Capital Assets

Capital assets, which include property, plant, equipment and infrastructure assets (e.g., roads, bridges, sidewalks and similar items), are reported in the applicable governmental or business-type activities columns in the government-wide financial statements and proprietary fund financial statements. Capital assets are defined by the Town as assets with an initial individual cost of more than \$5,000 and an estimated useful life of more than one year. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at acquisition value at the date of donation. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend lives are not capitalized.

Major outlays for capital assets and improvements are capitalized as projects are constructed.

Capital assets of the Town are depreciated using the straight-line method over the following estimated useful lives:

<u>Assets</u>	<u>Years</u>
Infrastructure:	
Public domain infrastructure	10-65
System infrastructure	30
Land and Buildings:	
Land	-
Land improvements	20
Buildings	25-40
Building improvements	25-40
Equipment:	
Vehicles	8
Office equipment	5-20
Computer equipment	5
Machinery and equipment	5-30
Software	15

H. Deferred Outflows/Inflows of Resources

In addition to assets, the statement of net position will sometimes report a separate section for deferred outflows of resources. This separate financial statement element, deferred outflows of resources, represents a consumption of net position or fund balance that applies to a future period or periods and so will not be recognized as an outflow of resources (expense/expenditure) until then. The Town reports a deferred charge on refunding and deferred outflows related to pension and OPEB in the government-wide statement of net position. A deferred charge on refunding results from the

**TOWN OF WATERFORD, CONNECTICUT
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2020**

difference in the carrying value of refunded debt and its reacquisition price. This amount is deferred and amortized over the shorter of the life of the refunded or refunding debt. A deferred outflow of resources related to pension and OPEB results from differences between expected and actual experience, changes in assumptions or other inputs. These amounts are deferred and included in pension and OPEB expense in a systematic and rational manner over a period equal to the average of the expected remaining service lives of all employees that are provided with benefits through the pension and OPEB plan (active employees and inactive employees).

In addition to liabilities, the statement of net position will sometimes report a separate section for deferred inflows of resources. This separate financial statement element, deferred inflows of resources, represents an acquisition of net position or fund balance that applies to a future period or periods and so will not be recognized as an inflow of resources (revenue) until that time. The Town reports deferred inflows related to pensions and OPEB in the government-wide statement of net position. A deferred inflow of resources related to pension and OPEB results from differences between expected and actual experience, changes in assumptions or other inputs. These amounts are deferred and included in pension and OPEB expense in a systematic and rational manner over a period equal to the average of the expected remaining service lives of all employees that are provided with benefits through the pension and OPEB plan (active employees and inactive employees). Also, for governmental funds, the Town reports unavailable revenue, which arises only under the modified accrual basis of accounting. The governmental funds report unavailable revenues from four sources: grants receivable, special assessments, property taxes and interest on property taxes. These amounts are deferred and recognized as an inflow of resources (revenue) in the period during which the amounts become available.

I. Net Pension Liability and Net OPEB Liability

The net pension liability is measured as the portion of the actuarial present value of projected benefits that is attributed to past periods of employee service (total pension liability), net of the pension plan's fiduciary net position. The pension plan's fiduciary net position is determined using the same valuation methods that are used by the pension plan for purposes of preparing its statement of fiduciary net position. The net pension liability is measured as of a date (measurement date) no earlier than the end of the employer's prior fiscal year, consistently applied from period to period.

The net OPEB liability is measured as the portion of the actuarial present value of projected benefits that is attributed to past periods of employee service (total OPEB liability), net of the OPEB plan's fiduciary net position. The OPEB plan's fiduciary net position is determined using the same valuation methods that are used by the OPEB plan for purposes of preparing its statement of fiduciary net position. The net OPEB liability is measured as of a date (measurement date) no earlier than the end of the employer's prior fiscal year, consistently applied from period to period.

J. Long-Term Obligations

In the government-wide financial statements and proprietary fund types in the fund financial statements, long-term debt and other long-term obligations are reported as liabilities in the applicable governmental activities, business-type activities or proprietary fund type statement of net position. Bond premiums and discounts are deferred and amortized over the life of the bonds using the effective interest method. Bonds payable are reported net of the applicable bond premium or discount. Issuance costs, whether or not withheld from the actual debt proceeds received, are reported as debt service expenses in the period incurred.

TOWN OF WATERFORD, CONNECTICUT
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2020

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

K. Compensated Absences

Town and Board of Education employees accumulate vacation and sick leave hours for subsequent use or for payment upon termination or retirement. Vacation and sick leave expenses to be paid in future period are accrued when incurred in the government-wide and proprietary financial statements. A liability for these amounts is reported in governmental funds only for amounts that have become due. The general fund is typically used to liquidate the liability.

L. Equity

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

Net Investment in Capital Assets

This component of net position consists of capital assets, net of accumulated depreciation and reduced by the outstanding balances of any bonds, notes or other borrowings that are attributable to the acquisition, construction or improvement of those assets.

Restricted Net Position

Restricted net position contains assets subject to restrictions that are externally imposed by creditors (such as through debt covenants), grantors, contributors or laws or regulations of other governments or imposed by law through constitutional provisions or enabling legislation.

Unrestricted Net Position

This component consists of net position that does not meet the definition of “restricted” or “net investment in capital assets.”

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

Nonspendable Fund Balance

This component represents amounts that cannot be spent due to form (e.g., inventories and prepaid amounts).

Restricted Fund Balance

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

Committed Fund Balance

This component represents amounts constrained for a specific purpose by a government using its highest level of decision-making authority (Town of Waterford Representative Town Meeting) in the form of an ordinance. Once adopted, the limitation imposed by the ordinance remains in place until a similar action is taken to remove or revise the limitation.

TOWN OF WATERFORD, CONNECTICUT
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2020

Assigned Fund Balance

This balance represents amounts constrained for the intent to be used for a specific purpose by a governing body or board or official that has been delegated authority to assign amounts by the Town Charter. The Finance Director has been delegated authority to assign amounts.

Unassigned Fund Balance

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

M. Property Taxes

The Town's property tax is levied each June on the assessed value listed on the prior October 1 Grand List for all taxable property located in the Town and are computed at 70% of market value. Although taxes are levied in June, the legal right to attach property does not exist until July 1. Taxes are due and payable in two installments on the following July 1 and January 1. Interest of 1 ½ percent per month is charged on delinquent taxes. The Town files liens against property if taxes that are due July 1 remain unpaid on the following June 30. Liens are effective on the attachment date and are continued by filing prior to the following levy date.

Additional supplemental property taxes are assessed for motor vehicles registered subsequent to the Grand List date through July 31 and are payable in one installment due January 1.

Property tax revenues are recognized when they become available. Available means due or past due and receivable within the current period or expected to be collected soon enough thereafter to be used to pay liabilities of the current period. The Town defines the current period to mean within 60 days after year end. Property taxes receivable not expected to be collected during the available period are reflected in unavailable revenue in the fund financial statements. The entire receivable is recorded as revenue in the government-wide financial statements. Property taxes collected prior to June 30 that are applicable to the subsequent years' assessment are reflected as advance tax collections in both the fund financial statements and the government-wide financial statements.

N. Accounting Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

O. Subsequent Events Evaluation by Management

Management has evaluated subsequent events for disclosure and/or recognition in the financial statements through November 17, 2020, the date that the financial statements were available to be issued.

2. STEWARDSHIP, COMPLIANCE AND ACCOUNTABILITY

A. Budgetary Information

Formal legally adopted annual budgets are employed as a management control device in the General Fund. Project-length budgets are employed in the Capital Projects Funds. All unencumbered appropriations lapse at year end.

The Town uses the following procedures in establishing the budgetary data included in the financial statements. Those boards seeking appropriations, with the exception of the Board of Education, make their budgetary requests to the Board of Selectmen by a date designated by the Board. During the months of January and February, the Board of Selectmen conducts budget hearings with the requesting agencies. The Board of Selectmen will take action on these requests no later than the second week in February and forward the budgets and its recommendation for funding to the Board of Finance. During the month of March, the Board of Finance conducts budget hearings with the requesting departments, Boards, Commissions and Agencies including the Board of Education. The Board of Finance then conducts a public hearing to determine the budget it will recommend to the RTM. This recommendation cannot exceed the recommended level of appropriation by the Board of Selectmen unless a departmental appeal is made to them based upon the action of the Board of Selectmen in a timeframe approved by Ordinance. The RTM holds its annual budget meeting the first Monday in May and acts upon the recommended budget as submitted by the Board of Finance inclusive of the Board of Education. The RTM cannot increase the level of appropriation recommended by the Board of Finance unless a departmental appeal is made to them from the action of the Board of Finance in a timeframe approved by Ordinance. The annual budget meeting legally appropriates this budget to departmental line items for expenditures and transfers. The Board of Finance then sets a tax mill rate for the ensuing fiscal year based upon this level of budget.

Town management may transfer amounts within the series level within a department with Commission or Board approval, but only the Board of Finance is authorized to transfer the legally budgeted amounts between series within or between departmental accounts. In this function, series within the various departments serve as the level of management control.

The Superintendent of Schools is authorized to make limited line item transfers under emergency circumstances where the urgent need for the transfer prevents the Board of Education from meeting in a timely fashion to consider the transfer. Any such transfer shall be announced at the next regularly scheduled meeting of the Board.

The Town's budgeting system requires accounting for certain transactions to be on a basis other than GAAP. The major difference between the budgetary and GAAP basis is that encumbrances are recognized as a charge against a budget appropriation in the year in which the purchase order is issued and, accordingly, encumbrances outstanding at year end are recorded in budgetary reports as expenditures of the current year, whereas, on a GAAP basis, encumbrances are recorded as assigned fund balance.

Summarizations of the amended budget approved by the RTM for the "budgetary" General Fund is presented. During the year, supplemental budgetary appropriations of \$1,000,000 were made.

As explained above, the Town's budgetary fund structure accounts for certain transactions differently from that utilized in reporting in conformity with generally accepted accounting principles.

TOWN OF WATERFORD, CONNECTICUT
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2020

The differences between the budgetary and GAAP basis of accounting are as follows:

- Encumbrances are recognized as valid and proper charges against budget appropriations in the year in which the purchase order is issued and, accordingly, encumbrances outstanding at year end are reflected in budgetary reports as expenditures in the current year but are shown as an assigned fund balance on a GAAP basis.
- State of Connecticut Teachers' Retirement System pension and OPEB contributions made on-behalf of the Town of Waterford for teachers' pension and OPEB benefits are reported for GAAP purposes only.
- Excess Cost - Student based grant is credited against the Board of Education's operating budget.
- Bond Refundings - Proceeds from principal and premium received through bond refundings, as well as the cost of bond issuance costs and payments made to bond escrow agents during the bond refunding are recorded for GAAP purposes only.
- GASB 54 Funds - Certain funds are consolidated with the general fund following the guidance of GASB 54, *Fund Balance Reporting and Government Fund Type Definitions*. These funds do not have legally adopted budgets but are recorded with the general fund for GAAP purposes.

Encumbrance accounting is employed in governmental funds. Encumbrances (e.g., purchase orders, contracts) outstanding at year end are reported as assigned fund balances and do not constitute expenditures or liabilities because the commitments will be honored during the subsequent year.

B. Deficit Fund Equity

The following funds had deficit fund balances at year end:

<u>Fund</u>	<u>Amount</u>
Waterford High School Building Project	\$ 2,941,628
Historic Preservation Enhancement Grant	5,000

These deficits will be eliminated in future years by grants and when permanent financing is obtained.

3. CASH, CASH EQUIVALENTS AND INVESTMENTS

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

The Town and the Pension and OPEB Trust Funds have a policy for investments which is governed by State Statutes. The Connecticut General Statutes (Section 7-400) permit municipalities to invest in: 1) obligations of the United States and its agencies, 2) highly rated obligations of any state of the United States or of any political subdivision, authority or agency thereof, and 3) shares or other interests in custodial arrangements or pools maintaining constant net asset values and in highly rated no-load open end money market and mutual funds (with constant or fluctuating net asset values) whose portfolios are limited to obligations of the United States and its agencies, and repurchase

TOWN OF WATERFORD, CONNECTICUT
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2020

agreements fully collateralized by such obligations. Other provisions of the Statutes cover specific municipal funds with particular investment authority. The provisions of the Statutes regarding the investment of municipal pension funds do not specify permitted investments. Therefore, investment of such funds is generally controlled by the laws applicable to fiduciaries and the provisions of the applicable plan.

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

Deposits

Deposit Custodial Credit Risk

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

Based on the criteria described in GASB Statement No. 40, *Deposits and Investment Risk Disclosures*, \$7,671,969 of the Town's bank balance of \$9,684,539 was exposed to custodial credit risk as follows:

Uninsured and uncollateralized	\$ 6,829,771
Uninsured and collateral held by the pledging bank's trust department, not in the Town's name	<u>842,198</u>
Total Amount Subject to Custodial Credit Risk	<u><u>\$ 7,671,969</u></u>

Cash Equivalents

At June 30, 2020, the Town's cash equivalents amounted to \$36,075,057. The following table provides a summary of the Town's cash equivalents (excluding U.S. government guaranteed obligations) as rated by nationally recognized statistical rating organizations.

	<u>Standard & Poor's</u>	<u>Fitch Ratings</u>
State Short-Term Investment Fund (STIF)	AAAm	
Money Market Funds	Not Rated	

TOWN OF WATERFORD, CONNECTICUT
SCHEDULE OF CHANGES IN NET OPEB LIABILITY AND RELATED RATIOS
OPEB TRUST FUND
LAST FOUR FISCAL YEARS*

	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>
Total OPEB liability:				
Service cost	\$ 265,479	\$ 281,505	\$ 264,365	\$ 257,290
Interest	1,579,705	1,700,177	1,672,521	1,622,163
Differences between expected and actual experience	(1,146,862)	(1,149,976)	(829,167)	(76,479)
Changes of assumptions		(917,752)		
Benefit payments, including refunds of member contributions	(855,957)	(712,252)	(746,707)	(1,497,102)
Net change in total OPEB liability	(157,635)	(798,298)	361,012	305,872
Total OPEB liability - beginning	23,558,541	24,356,839	23,995,827	23,689,955
Total OPEB liability - ending	<u>23,400,906</u>	<u>23,558,541</u>	<u>24,356,839</u>	<u>23,995,827</u>
Plan fiduciary net position:				
Contributions - employer	1,614,570	1,871,345	1,906,707	3,811,946
Net investment income	300,988	268,186	133,054	40,292
Benefit payments, including refunds of member contributions	(855,957)	(712,252)	(746,707)	(1,497,102)
Administrative expense	(7,242)	(6,729)	(11,768)	
Net change in plan fiduciary net position	1,052,359	1,420,550	1,281,286	2,355,136
Plan fiduciary net position - beginning	5,056,972	3,636,422	2,355,136	
Plan fiduciary net position - ending	<u>6,109,331</u>	<u>5,056,972</u>	<u>3,636,422</u>	<u>2,355,136</u>
Net OPEB Liability - Ending	<u>\$ 17,291,575</u>	<u>\$ 18,501,569</u>	<u>\$ 20,720,417</u>	<u>\$ 21,640,691</u>
Plan fiduciary net position as a percentage of the total OPEB liability	26.11%	21.47%	14.93%	9.81%
Covered payroll	\$ 31,077,578	\$ 30,290,037	\$ 30,429,413	\$ 29,615,001
Net OPEB liability as a percentage of covered payroll	55.64%	61.08%	68.09%	73.07%

*Note - This schedule is intended to show information for ten years. Additional information will be added as it becomes available.

**TOWN OF WATERFORD, CONNECTICUT
SCHEDULE OF EMPLOYER CONTRIBUTIONS
OPEB TRUST FUND
LAST TEN FISCAL YEARS**

	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011
Actuarially determined contribution	\$ 2,127,089	\$ 2,482,200	\$ 2,474,700	\$ 2,607,000	\$ 2,755,300	\$ 2,720,300	\$ 2,747,000	\$ 2,718,100	\$ 2,690,600	\$ 3,644,900
Contributions in relation to the actuarially determined contribution	1,614,570	1,871,345	1,906,707	3,811,946	798,000	584,100	608,000	1,266,500	1,409,100	1,575,600
Contribution Deficiency (Excess)	\$ 512,519	\$ 610,855	\$ 567,993	\$ (1,204,946)	\$ 1,957,300	\$ 2,136,200	\$ 2,139,000	\$ 1,451,600	\$ 1,281,500	\$ 2,069,300
Covered payroll	\$ 31,077,578	\$ 30,290,037	\$ 30,429,413	\$ 29,615,001	\$ 29,073,500	\$ 29,073,500	\$ 31,032,400	\$ 31,032,400	\$ 28,277,100	\$ 28,277,100
Contributions as a percentage of covered payroll	5.20%	6.18%	6.27%	12.87%	2.74%	2.01%	1.96%	4.08%	4.98%	5.57%

Notes to Schedule

Valuation date: July 1, 2018

Measurement date: June 30, 2020

Actuarially determined contribution rates are calculated as of June 30, two years prior to the end of the fiscal year in which contributions are reported.

Methods and assumptions used to determine contribution rates:

Actuarial cost method Entry age normal

Amortization method Level percentage of salary

Amortization period Amortized over 30 years on a closed basis. The amortization began on July 1, 2006, and, as of the July 1, 2018 valuation, 18 years remain.

Asset valuation method Market value

Inflation 2.60% (prior: 2.75%)

Healthcare cost trend rates 7.25% decreasing to 4.60% (prior: 7.75% decreasing to 4.6%)

Rate of compensation increase 2.60% (prior: 2.75%)

Investment rate of return 6.75% (prior: 7.00%)

Retirement age Medical and dental benefits pre-65

Medical benefits post-65

Mortality Pub - 2010 Public Retirement Plans Mortality Tables (with separate tables for General employees, Public Safety employees and Teacher) and for nonannuitants and annuitants, projected to the valuation date with Scale MP-2018.

Prior: RP-2000 Mortality Table with separate male and female rates, with no collar adjustment, combined table for nonannuitants and annuitants, projected to the valuation date with Scale BB.

**TOWN OF WATERFORD, CONNECTICUT
 SCHEDULE OF INVESTMENT RETURNS
 OPEB TRUST FUND
 LAST FOUR FISCAL YEARS***

	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>
Annual money-weighted rate of return, net of investment expense	5.44%	6.44%	4.13%	2.09%

*Note - This schedule is intended to show information for ten years. Additional information will be added as it becomes available.

TOWN OF WATERFORD, CONNECTICUT
SCHEDULE OF THE TOWN'S PROPORTIONATE SHARE OF THE NET OPEB LIABILITY
TEACHERS RETIREMENT SYSTEM
LAST THREE FISCAL YEARS*

	2020	2019	2018
Town's proportion of the net OPEB liability	0.00%	0.00%	0.00%
Town's proportionate share of the net OPEB liability	\$ -	\$ -	\$ -
State's proportionate share of the net OPEB liability associated with the Town	15,128,952	14,952,787	19,377,337
Total	\$ 15,128,952	\$ 14,952,787	\$ 19,377,337
Town's covered payroll	\$ 23,917,559	\$ 23,425,482	\$ 23,142,985
Town's proportionate share of the net OPEB liability as a percentage of its covered payroll	0.00%	0.00%	0.00%
Plan fiduciary net position as a percentage of the total OPEB liability	2.08%	1.49%	1.79%

Notes to Schedule

Changes in benefit terms	The Plan was amended by the Board, effective January 1, 2019, during the September 12, 2018 meeting. The Board elected a new prescription drug plan, which is expected to reduce overall costs and allow for the Board to receive a government subsidy for members whose claims reach a catastrophic level. These changes were communicated to retired members during the months leading up to the open enrollment period that preceded the January 1, 2019 implementation date.
Changes of assumptions	Based on the procedure described in GASB 74, the discount rate used to measure plan obligations for financial accounting purposes as of June 30, 2019 was updated to equal the Municipal Bond Index Rate of 3.50% as of June 30, 2019. Expected annual per capita claims costs were updated to better reflect anticipated medical and prescription drug claim experience both before and after the plan change that became effective on July 1, 2019. The expected rate of inflation was decreased, and the real wage growth assumption was increased.
Actuarial cost method	Entry age
Amortization method	Level percent of payroll over an open period
Remaining amortization period	30 years
Asset valuation method	Market value of assets
Investment rate of return	3.00%, net of investment-related expense including price inflation
Price inflation	2.75%

* - This schedule is intended to show information for ten years. Additional information will be added as it becomes available.



Combining and Individual Fund Statements and Schedules

General Fund

GENERAL FUND

The General Fund is the principal fund of the Town and is used to account for all activities of the Town, except those required to be accounted for in another fund. The General Fund accounts for the normal recurring activities of the Town (i.e., general government, public safety, public works, health, social services, recreation, education, etc.). These activities are funded principally by property taxes, user fees and grants from other governmental units.

TOWN OF WATERFORD, CONNECTICUT
SCHEDULE OF EXPENDITURES AND ENCUMBRANCES COMPARED WITH APPROPRIATIONS
GENERAL FUND - BOARD OF EDUCATION
FOR THE YEAR ENDED JUNE 30, 2020

	<u>Final</u> <u>Appropriation</u>	<u>Expenditures</u> <u>and</u> <u>Encumbrances</u>	<u>Unexpended</u> <u>Balance</u>
Salaries - certified	\$ 23,443,138	\$ 23,370,027	\$ 73,111
Salaries - support	6,137,467	5,987,593	149,874
Salaries - other	25,000	9,314	15,686
Temporary pay - certified	822,932	758,684	64,248
Temporary pay - support	149,057	137,140	11,917
Overtime - support	110,508	91,940	18,568
Health and dental insurance	6,007,466	5,993,211	14,255
Life and major medical insurance	75,491	74,741	750
Long term disability	2,820	3,060	(240)
Social security contribution	945,322	866,152	79,170
Reimbursements	89,100	96,395	(7,295)
Unemployment compensation	20,000	88,747	(68,747)
Workers' compensation	378,498	377,005	1,493
Sick pay	78,832	153,747	(74,915)
Retirement Incentive	12,000	18,000	(6,000)
Instructional services	162,902	141,962	20,940
Staff and curriculum development	91,050	154,905	(63,855)
Other professional and technical services	1,289,290	1,115,616	173,674
Legal services	101,069	116,798	(15,729)
Public utilities	80,943	79,888	1,055
Maintenance and repairs	372,651	450,994	(78,343)
Rentals	1,600	639	961
Pupil transportation	2,195,375	2,227,352	(31,977)
Insurance - property	110,324	86,043	24,281
Insurance - liability	105,466	106,041	(575)
Other insurance	26,900	24,273	2,627
Communications	72,110	76,916	(4,806)
Postage	19,500	19,097	403
Advertising	2,000	2,493	(493)
Tuition	2,693,853	2,455,658	238,195
Travel and conference	168,613	97,427	71,186
Other purchased services	74,054	134,778	(60,724)
Instructional supplies	412,190	360,177	52,013
Software	449,067	449,947	(880)
Maintenance and custodial	324,925	493,599	(168,674)
Heat and energy	1,258,985	1,150,971	108,014
Transportation supplies	190,421	109,229	81,192
Textbooks	173,600	84,045	89,555
Library and professional books	29,549	26,377	3,172
Other supplies	173,551	182,198	(8,647)
Equipment	431,029	472,613	(41,584)
Membership dues and fees	28,416	26,419	1,997
Contribution to BOE nonlapsing fund		332,427	(332,427)
Total	\$ 49,337,064	\$ 49,004,638	\$ 332,426

**TOWN OF WATERFORD, CONNECTICUT
REPORT OF TAX COLLECTOR
GENERAL FUND
FOR THE YEAR ENDED JUNE 30, 2020**

Grand List	Uncollected Taxes July 1, 2019	Current Levy	Lawful Corrections		Transfers To Suspense	Adjusted Taxes Collectible	Refunds	Collections			Uncollected Taxes June 30, 2020
			Additions	Deductions				Taxes	Interest	Fees	
2018	\$	\$ 92,713,889	\$ 45,865	\$ 582,095	\$ 7,711	\$ 92,169,948	\$	\$ 91,644,348	\$ 120,358	\$ 874	\$ 91,765,580
2017			3,712	394,000	12,149	125,022	380,776	278,088	52,752	1,680	332,520
2016			1,022	275	15,804	201,666	1,249	73,536	29,070	384	102,990
2015				60	1,106	133,271	55	36,361	26,985	192	63,538
2014			24			92,162		31,624	23,138	168	54,930
2013			15			70,994		22,328	19,778	72	42,178
2012			6			42,306	55	8,088	9,689	48	17,825
2011			9			32,473	76	3,502	4,338	24	7,864
2010						28,001		3,363	5,123	24	8,510
2009						18,795	10	3,006	2,250		5,256
2008						6,888			216		216
2007						3,059			582		582
2006						2,483			1,181		1,181
2005			9			2,324	22		1,867		1,867
2004				2,221		(40)	40		1,096		1,096
Total	\$ 1,180,222	\$ 92,713,889	\$ 50,662	\$ 978,651	\$ 36,770	\$ 92,929,352	\$ 382,283	\$ 92,104,244	\$ 298,423	\$ 3,466	\$ 92,406,133
Suspense collections											
								19,553			19,553
								\$ 92,123,797	\$ 298,423	\$ 3,466	\$ 92,425,686
Total collections											
Property taxes receivable - considered available:											
June 30, 2019											(101,685)
June 30, 2020											118,447
											\$ 92,442,448

FOR THE YEAR ENDED JUNE 30, 2020

Contract Number	Interest and Liens Uncollected July 1, 2019		New Contracts	Interest and Liens Billed		Principal Additions		Lawful Corrections		Collections		Principal Balance Uncollected June 30, 2020		Interest and Liens Uncollected June 30, 2020		Balance Uncollected June 30, 2020
	Principal Uncollected July 1, 2019					Principal Deductions	Interest and Lien Additions	Interest and Lien Deductions	Assessments	Interest and Lien Fees	Transferred to Town Clerk	Total				
75	\$ 620	\$ 922		\$ 112	\$	\$	\$	\$	\$ 413	\$ 337	\$	\$ 750	\$ 207	\$ 697	\$ 904	
76	6,619	1,822	2,222	548					4,042	532		4,574	2,846	1,838	4,684	
Total	\$ 7,239	\$ 2,744	\$ 2,222	\$ 660	\$	\$	\$	\$	\$ 4,455	\$ 869	\$ -	\$ 5,324	\$ 3,053	\$ 2,535	\$ 5,588	

Water main assessment receivable - considered available:
June 30, 2019 (4,543)
June 30, 2020 -
781

**Nonmajor
Governmental Funds**

NONMAJOR GOVERNMENTAL FUNDS

Special Revenue Funds

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are restricted or committed to expenditures for specific purposes other than debt service or capital projects. The nature and purpose of each Special Revenue Fund is as follows:

Fund	Funding Source	Function
Special Education Grants	State and federal grants	School related programs
School Cafeteria	Sale of food and grants	School lunch program
Drug Enforcement	Federal and state forfeited property	Drug enforcement and education
Youth Services	Donations and admission fees	Youth programs
Water	Rentals from cell phone companies for antennas on water towers	Maintenance of water infrastructure
Contributed Gifts	Donations	Expenditures of donations according to the purpose of the various gifts
Senior Citizens	Donations and program fees	Services and programs for senior citizens
Youth Services Local Prevention Council Grant	Local prevention council grant	Youth services alcohol and drug abuse prevention program
Small Harbor Improvement Projects (SHIP) Grant	Connecticut Port Authority grant in aid	Mago Point Planning Study-Design
Fiscal Year 2016 Port Security Grant Program	U.S. Department of Homeland Security	Maintenance costs of Regional Boat
Youth Services Mini Grant	State grant passed through NECASA	Community Coalition to address the Opioid Crisis
Certified Local Government Historic Preservation Enhancement Grant	State of Connecticut Department of Economic and Community Development	National register nomination for Oil Mill District
2019 JAG Local VCP Grant	Federal Department of Justice grant passed through the Connecticut Division of Criminal Justice Policy and Planning	Purchase of police equipment
Dock Removal Grant	Grant from private organization	Removal of derelict dock structures in the Thames River at 74 Scotch Cap Road
Nuclear Safety Emergency Preparedness Grant	State grant	Nuclear Safety Preparedness Program
Drug Recognition Expert (DRE) Support Grant	Federal Police Traffic Services funds passed through the State of Connecticut DOT	Coordination of DRE training activities
Comprehensive DUI Enforcement Program	State grant	Regional check points to enforce driving under the influence laws
Historic Properties	Donations	Donations to the Historic Properties Commission
Jordan Mill Pond Fishway	Grant from nonprofit organization	Construct a fishway to promote spawning
Harbor Management	Docking and mooring fees	Harbor management
Youth Services Enhancement Grant	State grant	To promote youth developmental activities
Waterford Education Foundation Grant	Grant from nonprofit organization	To support an intergenerational storytelling program

Small Cities Grant II	State Community Development Block Grant (CDBG) funds and loan payments	Waterford Housing Rehabilitation Program
Historic Documents Preservation Grant	Connecticut State Library Targeted Grant	Preservation of historic documents
Reeve Foundation Grant	Christopher Reeve Foundation grant	Purchase of recreational equipment to make Waterford Beach accessible to individuals in wheelchairs
Senior Services Title IIIB Open Doors Grant	Federal funding under Title III and matching contributions	Senior Services open doors program for local senior citizens
Senior Services Wal Mart Grant	Grant from Wal Mart	Senior services program to conduct in-home fall assessment risks for local seniors.
Student Athletics Fund	Gate receipts	Site workers, ticket takers and tournament fees

Capital Project Funds

The Capital Projects Funds are used to account for and report financial resources that are restricted, committed or assigned to expenditure for capital outlay.

Fund	Funding Source	Function
Fleet Management	Sales and rental of vehicles and equipment	Program for funding the replacement of equipment and vehicles over ten thousand dollars
Sewer Maintenance and Development	Sewer connection fees	Maintenance of existing sewer system assets
Animal Control Facility	Donations	Construction of an animal shelter
Capital Improvement	General Fund appropriation	Various short-term capital projects
Early Childhood Learning Center	State grants	Construction of a District Magnet School

Permanent Funds

Permanent Funds are used to account for and report resources that are restricted to the extent that only earnings, not principal, may be used for purposes that support the reporting governments programs.

Fund	Funding Source	Function
Hammond Memorial Trust	Payments from trust and investment earnings	Maintenance of cemetery

TOWN OF WATERFORD, CONNECTICUT
COMBINING BALANCE SHEET
NONMAJOR GOVERNMENTAL FUNDS
JUNE 30, 2020

EXHIBIT B-1

	Special Revenue Funds								
	Special Education Grants	School Cafeteria	Drug Enforcement Grant	Youth Services	Water	Contributed Gifts	Senior Services	Youth Services Local Prevention Council Grant	Small Harbor Improvement Projects Grant
ASSETS									
Cash and cash equivalents	\$ 278,631	\$ 77,864	\$	\$	\$	\$	\$	\$	\$
Investments		22,621							
Receivables, net	384	80,358	38,683	103,550	623,238	66,541	67,227	1,600	35,000
Interfund receivables									
Inventories		3,946							
Total Assets	\$ 279,015	\$ 184,789	\$ 38,683	\$ 103,550	\$ 623,238	\$ 66,541	\$ 67,227	\$ 1,600	\$ 35,000
LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES									
Liabilities:									
Accounts and other payable	\$ 53,621	\$ 23,574	\$ 3,661	\$ 6,235	\$	\$ 9,453	\$ 24	\$ 16	\$
Accrued liabilities	27,434			89	1,045				
Interfund payables	44,186	115,151					3,603		35,000
Unearned revenue	148,332			6,324	1,045	9,453	3,627	16	35,000
Total liabilities	273,573	138,725	3,661	6,324	1,045	9,453	3,627	16	35,000
Deferred Inflows of Resources:									
Unavailable revenue - sewer connection fees									
Total deferred inflows of resources									
Fund Balances:									
Nonspendable		3,946							
Restricted	5,442	42,118	35,022	97,226	622,193	57,088	63,600	1,584	
Committed									
Assigned									
Unassigned									
Total fund balances	5,442	46,064	35,022	97,226	622,193	57,088	63,600	1,584	-
Total Liabilities, Deferred Inflows of Resources and Fund Balances	\$ 279,015	\$ 184,789	\$ 38,683	\$ 103,550	\$ 623,238	\$ 66,541	\$ 67,227	\$ 1,600	\$ 35,000

(Continued on next page)

**TOWN OF WATERFORD, CONNECTICUT
COMBINING BALANCE SHEET (CONTINUED)
NONMAJOR GOVERNMENTAL FUNDS
JUNE 30, 2020**

	Special Revenue Funds									
	2016 Port Security Grant Program	Youth Services Mini Grant	Historic Preservation Enhancement Grant	2019 JAG Local VCP Grant	Dock Removal Grant	Nuclear Safety Emergency Preparedness	DRE Support Grant	Comprehensive DUI Enforcement Program	Historic Properties	Jordan Mill Pond Fishway
ASSETS										
Cash and cash equivalents	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Investments										
Receivables, net		3,667			80,000		379		3,308	777
Interfund receivables										
Inventories										
Total Assets	\$ -	\$ 3,667	\$ -	\$ -	\$ 80,000	\$ -	\$ 379	\$ -	\$ 3,308	\$ 777
LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES										
Liabilities:										
Accounts and other payable	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Accrued liabilities			5,000				94			
Interfund payables					80,000		285			
Unearned revenue		-	5,000	-	80,000	-	379	-	-	-
Total liabilities	-	-	-	-	-	-	-	-	-	-
Deferred Inflows of Resources:										
Unavailable revenue - sewer connection fees										
Total deferred inflows of resources	-	-	-	-	-	-	-	-	-	-
Fund Balances:										
Nonspendable		3,667							3,308	777
Restricted										
Committed										
Assigned			(5,000)							
Unassigned	-	3,667	(5,000)	-	-	-	-	-	3,308	777
Total fund balances	-	-	-	-	-	-	-	-	-	-
Total Liabilities, Deferred Inflows of Resources and Fund Balances	\$ -	\$ 3,667	\$ -	\$ -	\$ 80,000	\$ -	\$ 379	\$ -	\$ 3,308	\$ 777

(Continued on next page)

TOWN OF WATERFORD, CONNECTICUT
COMBINING BALANCE SHEET (CONTINUED)
NONMAJOR GOVERNMENTAL FUNDS
JUNE 30, 2020

EXHIBIT B-1

Special Revenue Funds											
	Harbor Management	Youth Services Enhancement Grant	Waterford Education Foundation Grant	Small Cities Grant II	Historic Documents Preservation Grant	Reeve Foundation Grant	Senior Services Title IIIB Open Doors Grants	Senior Services Wal Mart Grant	Student Athletics		
ASSETS											
Cash and cash equivalents	\$	\$	\$	\$ 45,939	\$	\$	\$	\$	\$	\$	35,427
Investments											
Receivables, net	28,688	644		192	2,000	1,530	3,995	500			
Interfund receivables											
Inventories											
Total Assets	\$ 28,688	\$ 644	\$ -	\$ 46,131	\$ 2,000	\$ 1,530	\$ 3,995	\$ 500	\$	\$	35,427
LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES											
Liabilities:											
Accounts and other payable	\$ 150	\$	\$	\$	\$ 2,000	\$	\$	\$	\$	\$	
Accrued liabilities	114	638									
Interfund payables											
Unearned revenue	264	638	-	-	2,000	-	-	-	-	-	-
Total liabilities											
Deferred Inflows of Resources:											
Unavailable revenue - sewer connection fees											
Total deferred inflows of resources											
Fund Balances:											
Nonspendable	28,424	6		46,131		1,530	3,995	500			35,427
Restricted											
Committed											
Assigned											
Unassigned	28,424	6	-	46,131	-	1,530	3,995	500			35,427
Total fund balances											
Total Liabilities, Deferred Inflows of Resources and Fund Balances	\$ 28,688	\$ 644	\$ -	\$ 46,131	\$ 2,000	\$ 1,530	\$ 3,995	\$ 500	\$	\$	35,427

(Continued on next page)

TOWN OF WATERFORD, CONNECTICUT
COMBINING BALANCE SHEET (CONTINUED)
NONMAJOR GOVERNMENTAL FUNDS
JUNE 30, 2020

EXHIBIT B-1

	Capital Projects Funds					Permanent Fund	Total Nonmajor Governmental Funds
	Fleet Management	Sewer Maintenance & Development	Animal Control Facility	Capital Improvement	Early Childhood Learning Center	Hammond Memorial Trust	
ASSETS							
Cash and cash equivalents	\$ 2,382,235	\$ 478,022	\$	\$ 2,215,720	\$	\$ 53	\$ 5,513,891
Investments						127,081	149,702
Receivables, net	32,888	3,097					117,106
Interfund receivables			25,966		549,784		1,636,890
Inventories							3,946
Total Assets	\$ 2,415,123	\$ 481,119	\$ 25,966	\$ 2,215,720	\$ 549,784	\$ 127,134	\$ 7,421,535
LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES							
Liabilities:							
Accounts and other payable	\$	9,971	\$	\$	\$		\$ 108,705
Accrued liabilities							29,414
Interfund payables	215,784	9,401		610,090			999,897
Unearned revenue							266,935
Total liabilities	215,784	19,372	-	610,090	-	-	1,404,951
Deferred Inflows of Resources:							
Unavailable revenue - sewer connection fees		3,097					3,097
Total deferred inflows of resources	-	3,097	-	-	-	-	3,097
Fund Balances:							
Nonspendable		458,650	25,966			127,134	131,080
Restricted	2,199,339				549,784		910,461
Committed				1,605,630			3,371,316
Assigned							1,605,630
Unassigned		458,650	25,966	1,605,630	549,784	127,134	(5,000)
Total fund balances	2,199,339	458,650	25,966	1,605,630	549,784	127,134	6,013,487
Total Liabilities, Deferred Inflows of Resources and Fund Balances	\$ 2,415,123	\$ 481,119	\$ 25,966	\$ 2,215,720	\$ 549,784	\$ 127,134	\$ 7,421,535

TOWN OF WATERFORD, CONNECTICUT
 COMBINING STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES
 NONMAJOR GOVERNMENTAL FUNDS
 FOR THE YEAR ENDED JUNE 30, 2020

EXHIBIT B-2

	Special Revenue Funds								
	Special Education Grants	School Cafeteria	Drug Enforcement Grant	Youth Services	Water	Contributed Gifts	Senior Services	Youth Services Local Prevention Council Grant	Small Harbor Improvement Projects Grant
Revenues:									
Intergovernmental	\$ 1,160,274	\$ 446,721	\$ 18,816	\$ 38,848	\$	\$ 22,200	\$ 28,062	\$ 4,152	\$
Fines, penalties and charges for services		363,605		125,517	73,384				
Investment earnings (loss)		20							
Other	6,910			35,987		19,975	15,866		
Total revenues	<u>1,167,184</u>	<u>810,346</u>	<u>18,816</u>	<u>200,352</u>	<u>73,384</u>	<u>42,175</u>	<u>43,928</u>	<u>4,152</u>	<u>-</u>
Expenditures:									
Current:									
General government			7,899			14,885			
Public safety					67,751				
Public works						26,449			
Recreation				169,469			38,483	3,440	
Social services	1,167,178	802,660							
Education	<u>1,167,178</u>	<u>802,660</u>	<u>7,899</u>	<u>169,469</u>	<u>67,751</u>	<u>41,334</u>	<u>38,483</u>	<u>3,440</u>	<u>-</u>
Capital outlay									
Total expenditures									
Excess (Deficiency) of Revenues over Expenditures	<u>6</u>	<u>7,686</u>	<u>10,917</u>	<u>30,883</u>	<u>5,633</u>	<u>841</u>	<u>5,445</u>	<u>712</u>	<u>-</u>
Other Financing Sources (Uses):									
Transfers in									
Transfers out									
Total other financing sources (uses)									
Net Change in Fund Balances	<u>6</u>	<u>7,686</u>	<u>10,917</u>	<u>30,883</u>	<u>5,633</u>	<u>841</u>	<u>5,445</u>	<u>712</u>	<u>-</u>
Fund Balances at Beginning of Year	<u>5,436</u>	<u>38,378</u>	<u>24,105</u>	<u>66,343</u>	<u>616,560</u>	<u>56,247</u>	<u>58,155</u>	<u>872</u>	<u>-</u>
Fund Balances at End of Year	<u>\$ 5,442</u>	<u>\$ 46,064</u>	<u>\$ 35,022</u>	<u>\$ 97,226</u>	<u>\$ 622,193</u>	<u>\$ 57,088</u>	<u>\$ 63,600</u>	<u>\$ 1,584</u>	<u>\$ -</u>

(Continued on next page)

**TOWN OF WATERFORD, CONNECTICUT
COMBINING STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES (CONTINUED)
NONMAJOR GOVERNMENTAL FUNDS
FOR THE YEAR ENDED JUNE 30, 2020**

	Special Revenue Funds									
	2016 Port Security Program	Youth Services Mini Grant	Historic Preservation Enhancement Grant	2019 JAG Local VCP Grant	Dock Removal Grant	Nuclear Safety Emergency Preparedness	DRE Support Grant	Comprehensive DUI Enforcement Program	Historic Properties	Jordan Mill Pond Fishway
Revenues:										
Intergovernmental	\$ 24,000	\$ 5,000	\$ -	\$ 49,289	\$ -	\$ -	\$ 16,275	\$ 4,326	\$ -	\$ -
Fines, penalties and charges for services										
Investment earnings (loss)									100	
Other									100	
Total revenues	<u>24,000</u>	<u>5,000</u>	<u>-</u>	<u>49,289</u>	<u>-</u>	<u>-</u>	<u>16,275</u>	<u>4,326</u>	<u>200</u>	<u>-</u>
Expenditures:										
Current:										
General government			5,000	49,289			16,275	4,326	1,314	
Public safety	24,000									
Public works										
Recreation										
Social services		1,463								
Education										
Capital outlay										
Total expenditures	<u>24,000</u>	<u>1,463</u>	<u>5,000</u>	<u>49,289</u>	<u>-</u>	<u>-</u>	<u>16,275</u>	<u>4,326</u>	<u>1,314</u>	<u>-</u>
Excess (Deficiency) of Revenues over Expenditures	<u>-</u>	<u>3,537</u>	<u>(5,000)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(1,214)</u>	<u>-</u>
Other Financing Sources (Uses):										
Transfers in										
Transfers out										
Total other financing sources (uses)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Change in Fund Balances	<u>-</u>	<u>3,537</u>	<u>(5,000)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(1,214)</u>	<u>-</u>
Fund Balances at Beginning of Year	<u>-</u>	<u>130</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>4,522</u>	<u>777</u>
Fund Balances at End of Year	<u>\$ -</u>	<u>\$ 3,667</u>	<u>\$ (5,000)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 3,308</u>	<u>\$ 777</u>

(Continued on next page)

**TOWN OF WATERFORD, CONNECTICUT
COMBINING STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES (CONTINUED)
NONMAJOR GOVERNMENTAL FUNDS
FOR THE YEAR ENDED JUNE 30, 2020**

Special Revenue Funds										
	Harbor Management	Youth Services Enhancement Grant	Waterford Education Foundation Grant	Small Cities Grant II	Historic Documents Preservation Grant	Reeve Foundation Grant	Senior Services Title IIB Open Doors Grants	Senior Services Wal Mart Grant	Student Athletics	
Revenues:										
Intergovernmental	8,800	10,819			5,500		3,238			87,011
Fines, penalties and charges for services										
Investment earnings (loss)				45,939			105			
Other	8,800	10,819		45,939	5,500		3,493			87,011
Total revenues										
Expenditures:										
Current:										
General government	5,694				5,500					
Public safety										
Public works										
Recreation		10,816	975				2,238			69,139
Social services										
Education										
Capital outlay										
Total expenditures	5,694	10,816	975		5,500		2,238			69,139
Excess (Deficiency) of Revenues over Expenditures	3,106	3	(975)	45,939			1,165			17,872
Other Financing Sources (Uses):										
Transfers in										
Transfers out										
Total other financing sources (uses)										
Net Change in Fund Balances	3,106	3	(975)	45,939			1,165			17,872
Fund Balances at Beginning of Year	25,318	3	975	192		1,530	2,830	500		17,555
Fund Balances at End of Year	28,424	6		46,131		1,530	3,995	500		35,427

(Continued on next page)

TOWN OF WATERFORD, CONNECTICUT
 COMBINING STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES (CONTINUED)
 NONMAJOR GOVERNMENTAL FUNDS
 FOR THE YEAR ENDED JUNE 30, 2020

EXHIBIT B-2

	Capital Projects Funds						Permanent Fund
	Fleet Management	Sewer Maintenance & Development	Animal Control Facility	Capital Improvement	Early Childhood Learning Center	Hammond Memorial Trust	
Revenues:							
Intergovernmental	\$ 107,263	\$ 108,436		\$	\$	\$	\$ 1,809,518
Fines, penalties and charges for services	29,135	5,932				(7,523)	902,078
Investment earnings (loss)	141,738						27,564
Other							266,620
Total revenues	<u>278,136</u>	<u>114,368</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(7,523)</u>	<u>3,005,780</u>
Expenditures:							
Current:							
General government			1				17,508
Public safety							116,675
Public works							67,751
Recreation							26,449
Social services							226,884
Education							2,038,977
Capital outlay	627,613	20,841	186,834	766,680			1,601,968
Total expenditures	<u>627,613</u>	<u>20,841</u>	<u>186,835</u>	<u>766,680</u>	<u>-</u>	<u>-</u>	<u>4,086,212</u>
Excess (Deficiency) of Revenues over Expenditures	<u>(349,477)</u>	<u>93,527</u>	<u>(186,835)</u>	<u>(766,680)</u>	<u>-</u>	<u>(7,523)</u>	<u>(1,090,432)</u>
Other Financing Sources (Uses):							
Transfers in	1,000,000			2,542,510			2,542,510
Transfers out				(1,358,913)			(358,913)
Total other financing sources (uses)	<u>1,000,000</u>	<u>-</u>	<u>-</u>	<u>1,183,597</u>	<u>-</u>	<u>-</u>	<u>2,183,597</u>
Net Change in Fund Balances	650,523	93,527	(186,835)	416,917	-	(7,523)	1,093,165
Fund Balances at Beginning of Year	1,548,816	365,123	212,801	1,188,713	549,784	134,657	4,920,322
Fund Balances at End of Year	<u>\$ 2,199,339</u>	<u>\$ 458,650</u>	<u>\$ 25,966</u>	<u>\$ 1,605,630</u>	<u>\$ 549,784</u>	<u>\$ 127,134</u>	<u>\$ 6,013,487</u>



Fiduciary Funds

TRUST FUNDS

Pension Trust Fund - To account for assets that have been set aside in trust for the employee retirement plan for certain Town employees.

OPEB Trust Fund - To account for assets that have been set aside in trust for other post-employment benefits for certain Town employees.

AGENCY FUNDS

Student Activities Fund - To account for monies from various self-funding school activity programs.

Student Scholarship Fund - To account for financial assistance provided to local residents.

Performance Bonds Fund - To account for cash bonds posted by contractors, developers and others.

TOWN OF WATERFORD, CONNECTICUT
COMBINING STATEMENT OF FIDUCIARY NET POSITION
PENSION AND OTHER EMPLOYEE BENEFIT TRUST FUNDS
JUNE 30, 2020

	<u>Pension Trust Fund</u>	<u>OPEB Trust Fund</u>	<u>Total</u>
Assets:			
Cash and cash equivalents	\$ 7,042	\$ 6,033	\$ 13,075
Investments:			
Mutual funds	<u>534,848</u>	<u>6,113,786</u>	<u>6,648,634</u>
Total assets	<u>541,890</u>	<u>6,119,819</u>	<u>6,661,709</u>
Liabilities:			
Accounts and other payables	<u>1,443</u>	<u>10,488</u>	<u>11,931</u>
Net Position:			
Restricted for OPEB Benefits		6,109,331	6,109,331
Restricted for Pension Benefits	<u>540,447</u>		<u>540,447</u>
Total Net Position	<u>\$ 540,447</u>	<u>\$ 6,109,331</u>	<u>\$ 6,649,778</u>

TOWN OF WATERFORD, CONNECTICUT
COMBINING STATEMENT OF CHANGES IN FIDUCIARY NET POSITION
PENSION AND OTHER EMPLOYEE BENEFIT TRUST FUNDS
FOR THE YEAR ENDED JUNE 30, 2020

	<u>Pension Trust Fund</u>	<u>OPEB Trust Fund</u>	<u>Total</u>
Additions:			
Contributions:			
Employer	\$ 89,953	\$ 1,614,570	\$ 1,704,523
Investment income:			
Net appreciation in fair value of investments	<u>32,400</u>	<u>300,988</u>	<u>333,388</u>
Total additions	<u>122,353</u>	<u>1,915,558</u>	<u>2,037,911</u>
Deductions:			
Benefit payments	111,229	855,957	967,186
Administration	<u>5,958</u>	<u>7,242</u>	<u>13,200</u>
Total deductions	<u>117,187</u>	<u>863,199</u>	<u>980,386</u>
Change in Net Position	5,166	1,052,359	1,057,525
Net Position at Beginning of Year	<u>535,281</u>	<u>5,056,972</u>	<u>5,592,253</u>
Net Position at End of Year	<u>\$ 540,447</u>	<u>\$ 6,109,331</u>	<u>\$ 6,649,778</u>

**TOWN OF WATERFORD, CONNECTICUT
COMBINING STATEMENT OF CHANGES IN ASSETS AND LIABILITIES
AGENCY FUNDS
FOR THE YEAR ENDED JUNE 30, 2020**

	<u>Balance July 1, 2019</u>	<u>Additions</u>	<u>Deductions</u>	<u>Balance June 30, 2020</u>
School Activity Fund				
Assets:				
Cash and cash equivalents	\$ 246,959	\$ 281,009	\$ 315,371	\$ 212,597
Investments	24,584	187		24,771
Total Assets	<u>\$ 271,543</u>	<u>\$ 281,196</u>	<u>\$ 315,371</u>	<u>\$ 237,368</u>
Liabilities:				
Deposits held for others	<u>\$ 271,543</u>	<u>\$ 281,196</u>	<u>\$ 315,371</u>	<u>\$ 237,368</u>
Student Scholarship Fund				
Assets:				
Cash and cash equivalents	\$ 73,270	\$ 82,135	\$ 116,600	\$ 38,805
Investments	253,274	2,005		255,279
Total Assets	<u>\$ 326,544</u>	<u>\$ 84,140</u>	<u>\$ 116,600</u>	<u>\$ 294,084</u>
Liabilities:				
Deposits held for others	<u>\$ 326,544</u>	<u>\$ 84,140</u>	<u>\$ 116,600</u>	<u>\$ 294,084</u>
Performance Bonds				
Assets:				
Cash and cash equivalents	<u>\$ 385,675</u>	<u>\$ 129,096</u>	<u>\$ 71,156</u>	<u>\$ 443,615</u>
Liabilities:				
Deposits held for others	<u>\$ 385,675</u>	<u>\$ 129,096</u>	<u>\$ 71,156</u>	<u>\$ 443,615</u>
Total Agency Funds				
Assets:				
Cash and cash equivalents	\$ 705,904	\$ 492,240	\$ 503,127	\$ 695,017
Investments	277,858	2,192		280,050
Total Assets	<u>\$ 983,762</u>	<u>\$ 494,432</u>	<u>\$ 503,127</u>	<u>\$ 975,067</u>
Liabilities:				
Deposits held for others	<u>\$ 983,762</u>	<u>\$ 494,432</u>	<u>\$ 503,127</u>	<u>\$ 975,067</u>



Statistical Section

Statistical Section Information

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

Statistical section information is presented in the following categories:

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

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

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

TABLE 1

TOWN OF WATERFORD, CONNECTICUT
NET POSITION BY COMPONENT
LAST TEN FISCAL YEARS
(In Thousands)

	FISCAL YEAR									
	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011
Governmental activities:										
Net investment in capital assets	\$ 177,425	\$ 172,217	\$ 172,063	\$ 172,024	\$ 174,397	\$ 174,913	\$ 173,491	\$ 178,578	\$ 176,727	\$ 172,218
Restricted	127	135	137	145	130	216	178	169	139	532
Unrestricted	(19,134)	(13,040)	(11,532)	(5,839)	(10,913)	(5,725)	5,299	3,661	5,367	9,293
Total governmental activities net position	<u>158,418</u>	<u>159,312</u>	<u>160,668</u>	<u>166,330</u>	<u>163,614</u>	<u>169,404</u>	<u>178,968</u>	<u>182,408</u>	<u>182,233</u>	<u>182,043</u>
Business-type activities:										
Net investment in capital assets	47,418	49,212	50,975	52,848	54,164	54,835	55,840	57,974	56,785	57,533
Restricted									346	
Unrestricted	4,609	4,361	3,842	3,822	3,299	2,765	2,194	1,379	794	1,260
Total business-type activities net position	<u>52,026</u>	<u>53,573</u>	<u>54,817</u>	<u>56,670</u>	<u>57,463</u>	<u>57,600</u>	<u>58,034</u>	<u>59,353</u>	<u>57,925</u>	<u>58,793</u>
Primary government:										
Net investment in capital assets	224,842	221,430	223,038	224,872	228,561	229,748	229,331	236,552	233,512	229,751
Restricted	127	135	137	145	130	216	178	169	485	532
Unrestricted	(14,525)	(8,679)	(7,690)	(2,017)	(7,614)	(2,960)	7,493	5,040	6,161	10,553
Total Primary Government Net Position	<u>\$ 210,444</u>	<u>\$ 212,885</u>	<u>\$ 215,485</u>	<u>\$ 223,000</u>	<u>\$ 221,077</u>	<u>\$ 227,004</u>	<u>\$ 237,002</u>	<u>\$ 241,761</u>	<u>\$ 240,158</u>	<u>\$ 240,836</u>

Notes:

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

TOWN OF WATERFORD, CONNECTICUT
CHANGES IN NET POSITION
LAST TEN FISCAL YEARS
(In Thousands)

	FISCAL YEAR									
	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011
Expenses:										
Governmental activities:										
General government	\$ 15,856	\$ 15,429	\$ 14,892	\$ 13,745	\$ 14,176	\$ 13,676	\$ 12,699	\$ 12,041	\$ 12,304	\$ 11,283
Public safety	13,150	13,198	12,098	11,508	13,356	10,640	10,167	10,337	10,155	10,131
Public works	8,086	8,432	7,180	8,558	8,569	7,384	7,292	9,094	8,681	10,284
Recreation	1,941	1,773	1,020	1,763	1,897	1,822	1,741	1,706	1,646	1,992
Library	1,159	1,154	1,065	917	1,598	1,383	1,470	1,032	1,052	1,126
Social services	1,427	1,370	1,299	1,321	3,238	3,254	3,282	1,297	1,243	1,312
Education	68,539	60,142	64,680	61,805	56,442	55,882	56,593	57,492	53,735	56,266
Interest on long-term debt	2,057	2,285	2,400	2,604	2,795	3,096	2,809	2,521	886	1,124
Total governmental activities expenses	112,215	103,783	104,634	102,221	102,071	97,137	96,053	95,520	89,702	93,518
Business-type activities:										
Utilities Commission	5,399	5,217	5,740	4,945	5,172	5,178	5,666	4,531	6,004	7,109
Total primary government expenses	117,614	109,000	110,374	107,166	107,243	102,315	101,719	100,051	95,706	100,627
Program Revenues:										
Governmental activities:										
Charges for services:										
General government	1,068	1,119	1,032	1,289	1,135	1,168	1,181	1,533	1,191	1,120
Public safety	502	561	500	265	254	201	258	162	119	117
Public works	612	735	635	846	829	528	967	786	847	862
Recreation	180	232	228	217	218	213	184	173	166	150
Library	10	16	17	18	19	19	19	18	18	20
Social services	185	294	236	261	243	189	187	130	109	112
Education	533	657	611	582	592	721	728	701	767	799
Operating grants and contributions	13,901	6,171	12,205	11,261	9,056	8,874	9,940	8,859	8,878	8,504
Capital grants and contributions	658	839	2,450	3,106	1,004	6,163	1,584	6,596	5,706	2,372
Total governmental activities program revenues	17,650	10,624	17,914	17,845	13,350	18,076	15,048	18,958	17,801	14,056
Business-type activities:										
Charges for services	3,710	3,765	3,654	3,727	3,728	3,797	3,914	3,621	3,752	3,781
Operating grants and contributions						2	8			
Capital grants and contributions				417	1,307	945	423	2,685	1,383	740
Total business-type activities program revenues	3,710	3,765	3,654	4,144	5,035	4,744	4,345	6,306	5,135	4,521
Total primary government program revenues	21,360	14,389	21,568	21,989	18,385	22,820	19,393	25,264	22,936	18,577
Net (expense) revenue:										
Governmental activities	(94,565)	(93,159)	(86,720)	(84,376)	(88,721)	(79,061)	(81,005)	(76,562)	(71,901)	(79,462)
Business-type activities	(1,889)	(1,452)	(2,086)	(801)	(137)	(434)	(1,321)	1,775	(869)	(2,588)
Total Primary Government Net Expense	\$ (96,254)	\$ (94,611)	\$ (88,806)	\$ (85,177)	\$ (88,858)	\$ (79,495)	\$ (82,326)	\$ (74,787)	\$ (72,770)	\$ (82,050)

(Continued on next page)

TABLE 2

TOWN OF WATERFORD, CONNECTICUT
CHANGES IN NET POSITION (CONTINUED)
LAST TEN FISCAL YEARS
(In Thousands)

	FISCAL YEAR									
	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011
General revenues and other changes in net position:										
Governmental activities:										
Property taxes	\$ 92,136	\$ 90,251	\$ 87,927	\$ 85,884	\$ 81,996	\$ 79,071	\$ 76,529	\$ 73,583	\$ 69,204	\$ 65,994
Grants and contributions not restricted to specific programs	351	353	294	771	695	830	779	953	975	1,920
Unrestricted investment earnings	1,082	1,297	686	315	185	158	137	168	222	222
Miscellaneous	197	39	145	123	54	7	120	1,687	1,689	434
Transfers	(95)	(138)	(196)					346		
Total governmental activities	<u>93,671</u>	<u>91,802</u>	<u>88,856</u>	<u>87,093</u>	<u>82,930</u>	<u>80,066</u>	<u>77,565</u>	<u>76,737</u>	<u>72,090</u>	<u>68,570</u>
Business-type activities:										
Investment earnings	47	70	37	8				(346)		
Transfers	95	138	196					(346)		
Total business-type activities	<u>142</u>	<u>208</u>	<u>233</u>	<u>8</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Primary Government	<u>\$ 93,814</u>	<u>\$ 92,010</u>	<u>\$ 89,089</u>	<u>\$ 87,101</u>	<u>\$ 82,930</u>	<u>\$ 80,066</u>	<u>\$ 77,565</u>	<u>\$ 76,391</u>	<u>\$ 72,090</u>	<u>\$ 68,570</u>
Changes in Net Position:										
Governmental activities	\$ (894)	\$ (1,357)	\$ 2,136	\$ 2,717	\$ (5,791)	\$ 1,005	\$ (3,440)	\$ 175	\$ 189	\$ (10,892)
Business-type activities	<u>(1,547)</u>	<u>(1,244)</u>	<u>(1,853)</u>	<u>(793)</u>	<u>(137)</u>	<u>(434)</u>	<u>(1,321)</u>	<u>1,429</u>	<u>(869)</u>	<u>(2,588)</u>
Total Primary Government	<u>\$ (2,440)</u>	<u>\$ (2,601)</u>	<u>\$ 283</u>	<u>\$ 1,924</u>	<u>\$ (5,928)</u>	<u>\$ 571</u>	<u>\$ (4,761)</u>	<u>\$ 1,604</u>	<u>\$ (680)</u>	<u>\$ (13,480)</u>

Notes:

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

TABLE 3

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

	FISCAL YEAR									
	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011
General Fund:										
Nonspendable	\$ 215	\$ 191	\$ 158	\$ 45	\$ 461	\$ 67	\$ 29	\$ 43	\$ 31	\$ 400
Committed	935	287	651	366	513	369	10,437	8,991	9,455	9,664
Assigned	18,963	16,781	13,980	13,183	10,948	10,138	1,984	2,236	533	714
Unassigned									891	420
Total General Fund	\$ 20,113	\$ 17,259	\$ 14,789	\$ 13,594	\$ 11,922	\$ 10,574	\$ 12,947	\$ 11,839	\$ 10,910	\$ 11,198
All other governmental funds:										
Nonspendable	\$ 131	\$ 140	\$ 142	\$ 145	\$ 130	\$ 150	\$ 150	\$ 126	\$ 108	\$ 132
Restricted	910	877	1,040	1,033	887	1,112	1,574	1,497	1,433	1,425
Committed	11,434	7,206	8,061	9,437	10,250	14,367	12,746	13,269	13,634	18,590
Assigned	1,606	1,189	900	620	364	186	149	183	248	456
Unassigned	(2,947)	(2,942)	(2,980)	(3,699)	(5,924)	(6,021)	(5,844)	(18,255)	(41,121)	(31,233)
Total All Other Governmental Funds	\$ 11,135	\$ 6,470	\$ 7,163	\$ 7,536	\$ 5,707	\$ 9,794	\$ 8,775	\$ (3,180)	\$ (25,698)	\$ (10,630)

TABLE 4

TOWN OF WATERFORD, CONNECTICUT
REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES - GOVERNMENTAL FUNDS
LAST TEN FISCAL YEARS
(In Thousands)

	FISCAL YEAR									
	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011
Revenues:										
Property taxes, interest and liens	\$ 92,060	\$ 91,062	\$ 87,828	\$ 86,168	\$ 81,756	\$ 78,907	\$ 76,356	\$ 73,304	\$ 68,990	\$ 65,896
System benefit charge										1,088
Intergovernmental	11,397	12,198	10,197	15,149	11,367	12,055	13,140	16,929	13,903	11,951
Assessments and connections	123	53	70	33	95	1	145	50	7	66
Licenses and permits	1,641	1,737	1,624	1,175	1,021	1,040	1,028	1,387	1,043	880
Fines, penalties and charges for services	1,382	1,771	1,591	1,806	1,524	1,511	1,524	1,389	1,511	1,686
Investment earnings	1,020	1,254	659	304	181	156	135	166	220	220
Other	276	134	162	708	740	1,002	1,393	2,023	1,730	1,246
Total revenues	107,898	108,209	102,131	105,343	96,684	94,672	93,721	95,248	87,404	83,033
Expenditures:										
General government	14,164	13,453	13,480	13,493	13,180	12,290	11,837	11,409	11,394	9,734
Public safety	10,615	10,737	10,248	10,053	10,022	9,690	9,269	9,055	8,636	8,424
Public works	4,385	4,822	4,341	4,763	4,435	4,401	4,863	5,503	4,804	5,137
Recreation	1,465	1,412	1,382	1,728	1,634	1,670	1,645	1,533	1,481	1,844
Library	1,007	1,022	1,003	1,037	1,546	1,438	1,465	1,032	1,024	993
Social services	1,113	1,199	1,242	1,244	2,990	3,187	3,104	1,165	1,119	1,127
Education	58,697	58,885	55,761	56,983	50,786	50,850	50,512	51,428	50,163	48,210
Capital outlay	11,637	7,314	6,424	5,156	7,414	5,438	9,025	21,885	37,732	17,838
Debt service:										
Principal	5,145	5,020	4,980	4,585	4,430	4,005	2,670	2,015	1,265	1,250
Interest	2,355	2,565	2,449	2,937	2,985	3,057	2,601	2,481	781	1,252
Total expenditures	110,584	106,431	101,310	101,979	99,422	96,026	96,991	107,506	118,399	95,809
Excess of revenues over (under) expenditures	(2,686)	1,777	821	3,364	(2,738)	(1,354)	(3,270)	(12,258)	(30,995)	(12,776)
Other financing sources (uses):										
Transfers in	5,975	4,978	4,834	5,274	3,509	6,646	3,776	4,079	7,399	3,263
Transfers out	(5,975)	(4,978)	(4,834)	(5,274)	(3,509)	(6,646)	(3,776)	(3,733)	(7,399)	(3,263)
Bonds and notes issued	19,085			14,585			15,930	33,750	15,640	14,000
Bond and notes premium	1,609			2,842			404	1,608		
Payment to refunding bond escrow agent	(10,490)			(17,289)						
Total other financing sources (uses)	10,204	-	-	138	-	-	16,334	35,704	15,640	14,000
Net change in fund balances	7,519	1,777	821	3,502	(2,738)	(1,354)	13,064	23,446	(15,355)	1,224
Fund Balances at Beginning of Year	23,729	21,952	21,131	17,629	20,367	21,721	8,657	(14,789)	566	(658)
Fund Balances at End of Year	\$ 31,248	\$ 23,729	\$ 21,952	\$ 21,131	\$ 17,629	\$ 20,367	\$ 21,721	\$ 8,657	\$ (14,789)	\$ 566
Debt Service as a Percentage of Noncapital Expenditures	8.20%	8.29%	8.49%	8.42%	8.77%	8.45%	6.37%	5.54%	2.60%	3.32%

TOWN OF WATERFORD, CONNECTICUT
ASSESSED VALUE AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY
LAST TEN FISCAL YEARS
(In Thousands)

TABLE 5

Fiscal Year Ended June 30	Grand List Year October 1	Real Estate				Motor Vehicles	Less: Exemptions	Total Taxable Assessed Value	Total Direct Tax Rate (Mill Rate)	Estimated Actual Taxable Value
		Residential	Commercial	Industrial	Personal Property					
2020	2018	\$ 1,490,621	\$ 820,308	\$ 333,682	\$ 843,989	\$ 156,473	\$ 344,559	\$ 3,300,514	27.98	\$ 4,715,019
2019	2017	1,487,852	818,493	333,099	834,617	155,805	339,574	3,290,292	27.42	4,700,417
2018	2016	1,469,387	410,093	734,321	814,973	152,334	342,048	3,239,060	27.03	4,627,229
2017	2015	1,463,583	399,505	734,321	791,659	150,220	345,424	3,193,864	26.78	4,562,663
2016	2014	1,460,280	404,196	734,321	760,024	149,335	349,274	3,158,882	25.83	4,512,689
2015	2013	1,447,859	402,598	738,064	803,517	149,082	343,699	3,197,421	24.80	4,567,744
2014	2012	1,447,758	430,568	799,766	789,947	146,841	441,933	3,172,947	24.08	4,532,781
2013	2011	1,894,137	433,114	781,274	799,238	148,736	343,864	3,712,635	19.77	5,303,764
2012	2010	1,894,682	424,348	784,968	799,628	142,437	346,231	3,699,832	18.79	5,285,474
2011	2009	1,899,773	427,550	777,795	782,269	137,739	346,740	3,668,386	18.04	5,240,551

Source: Assessor's Office - Town of Waterford

Notes: (1) Revaluation October 1, 2012

TABLE 6

**TOWN OF WATERFORD, CONNECTICUT
PRINCIPAL PROPERTY TAXPAYERS
CURRENT YEAR AND NINE YEARS AGO**
(In Thousands)

Business Name	Nature of Business	2018 GL			2009 GL		
		Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
Dominion Nuclear Connecticut	Nuclear Power	\$ 1,115,641	1	33.80%	\$ 1,056,996	1	28.81%
CL&P/Yankee Gas	Utility	88,817	2	2.69%			0.00%
Crystal Mall	Shopping Center	30,690	3	0.93%	72,795	2	1.98%
Centro GA	Shopping Center	29,145	4	0.88%	30,951	5	0.84%
Mass Municipal	Business Corp	25,636	5	0.78%	11,850	8	0.32%
Chase Crossroads & Waterford Plaza	Shopping Center	13,977	6	0.42%	27,062	6	0.74%
Charter Oak Federal Credit Union	Banking Headquarters	13,436	7	0.41%			0.00%
Walmart	Shopping Center	12,284	8	0.37%	17,067	7	0.47%
Sonalysts Inc.	Government Contractor	12,184	9	0.37%	11,458	10	0.31%
VTR Northeast Holdings LLC	Healthcare	11,816	10	0.36%			0.00%
Total		\$ 1,353,624,793		41.01%	\$ 1,228,179		33.48%

Source: Town of Waterford, Office of Tax Assessor

**TOWN OF WATERFORD, CONNECTICUT
PROPERTY TAX LEVIES AND COLLECTIONS
LAST TEN FISCAL YEARS
(In Thousands)**

TABLE 7

Fiscal Year Ended June 30	Tax Rate in Mills	Taxes Levied for the Fiscal Year	Tax Levy Adjustment	Adjusted Taxes Levied for the Fiscal Year	Collected within the Fiscal Year of the Levy		Collections in Subsequent Years		Total Collections to Date	
					Amount	Percentage	Years	Amount	Percentage	Amount
2020	27.98	\$ 92,085	\$ (573)	91,512	\$ 91,644	99.43%	\$ 477	\$ 91,644	99.52%	91,644
2019	27.42	90,489	(188)	90,301	89,774	99.21%	327	90,251	99.74%	90,251
2018	27.03	87,763	(219)	87,544	86,952	99.08%	474	87,279	99.45%	87,279
2017	26.78	85,757	(185)	85,572	85,025	99.15%	319	85,499	99.70%	85,499
2016	25.83	81,681	(126)	81,555	80,913	99.06%	293	81,232	99.60%	81,232
2015	24.80	79,312	(367)	78,945	78,331	98.76%	181	78,624	99.59%	78,624
2014	24.08	76,344	(448)	75,896	75,511	98.91%	562	75,692	99.73%	75,692
2013	19.77	73,354	(150)	73,204	72,501	98.84%	537	73,063	99.81%	73,063
2012	18.79	69,485	(263)	69,222	68,573	98.69%	341	69,110	99.84%	69,110
2011	18.04	66,093	(335)	65,758	65,359	98.89%		65,700	99.91%	65,700

Source: Tax Collector's Report; Comprehensive Annual Financial Report

TABLE 8

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

Fiscal Year	General Obligation Bonds	Capital Leases	Utility Commission	Total Primary Government	Ratio of Debt to Per Capita Income	Ratio of Debt	
						to Taxable Assessed Value	Debt per Capita
2020	\$ 73,030	\$	\$	73,030	8.81%	2.21%	\$ 3,742
2019	69,465			69,465	8.70%	2.10%	3,655
2018	74,485			74,485	9.32%	2.30%	3,919
2017	79,465			79,465	9.95%	2.49%	4,181
2016	85,715			85,715	10.68%	2.71%	4,487
2015	90,145			90,145	11.12%	2.82%	4,675
2014	94,885			94,885	11.62%	2.99%	4,884
2013	91,625			91,625	12.00%	2.47%	4,698
2012	83,640			83,640	10.94%	2.26%	4,282
2011	64,465			64,465	8.52%	1.76%	3,314

Notes:

(1) Details regarding the Town's outstanding debt can be found in the notes to the financial statements.

(2) General obligation bonds includes bond anticipation notes permanently financed following year end.

TOWN OF WATERFORD, CONNECTICUT
SCHEDULE OF DEBT LIMITATION
JUNE 30, 2020
(In Thousands)

Total Tax Collections for Fiscal Year Ended June 30, 2019, Including Interest and Lien Fees						\$	90,967
Reimbursement for revenue loss on:							
State owned and private tax exempt properties							253
Property tax relief							<u>10</u>
Base						\$	<u><u>91,230</u></u>
	<u>General Purpose</u>	<u>Schools</u>	<u>Sewers</u>	<u>Urban Renewal</u>	<u>Pension Deficit</u>		<u>Total</u>
Debt Limitation:							
2-1/4 times base	\$ 205,268	\$	\$	\$	\$	\$	
4-1/2 times base		410,535					
3-3/4 times base			342,113				
3-1/4 times base				296,498			
3 times base					273,690		
7 times base							638,610
Total debt limitation	<u>205,268</u>	<u>410,535</u>	<u>342,113</u>	<u>296,498</u>	<u>273,690</u>		<u>638,610</u>
Indebtedness:							
Bonds payable		63,030					
Bond anticipation notes	10,000						
Authorized and unissued	<u>5,000</u>	<u>8,376</u>					
Total indebtedness	<u>15,000</u>	<u>71,406</u>	<u>-</u>	<u>-</u>	<u>-</u>		<u>-</u>
Debt Limitation in Excess of Outstanding and Authorized Debt	<u>\$ 190,268</u>	<u>\$ 339,129</u>	<u>\$ 342,113</u>	<u>\$ 296,498</u>	<u>\$ 273,690</u>		<u>\$ 638,610</u>

Note 1: In no event shall total debt exceed seven times annual receipts from taxation. The maximum amount permitted would be \$639 million.

Note 2: Bonds authorized and unissued represent bond authorizations for which bonds have been issued to partially finance the project or interim financing has been issued.

Note 3: Bond anticipation notes above consists of notes for which long-term debt was issued to replace subsequent to June 30, 2020.

**TOWN OF WATERFORD, CONNECTICUT
LEGAL DEBT MARGIN INFORMATION
LAST TEN FISCAL YEARS
(In Thousands)**

	FISCAL YEAR									
	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011
Debt limit	\$ 638,610	\$ 614,811	\$ 603,200	\$ 603,192	\$ 572,307	\$ 562,363	\$ 534,504	\$ 513,141	\$ 482,944	\$ 461,286
Total net debt applicable to limit	73,030	69,465	74,485	87,841	134,033	138,463	137,267	139,957	144,615	147,294
Legal Debt Margin	\$ 565,580	\$ 545,346	\$ 528,715	\$ 515,351	\$ 438,274	\$ 413,900	\$ 397,237	\$ 373,184	\$ 338,329	\$ 313,992

Total net debt applicable to the limit as a percentage of debt limit

(1) In no event shall total debt exceed seven times annual receipts from taxation.

Source: Comprehensive Annual Financial Report - Statement of Debt Limitation

Note: See Schedule of Debt Limitation on prior page for calculation of current year debt limitation

TOWN OF WATERFORD, CONNECTICUT
DEMOGRAPHIC AND ECONOMIC STATISTICS
LAST TEN FISCAL YEARS

TABLE 11

Fiscal Year	Population (1, 6)	Per Capita		Total Personal Income (5)	Median Age (2,6)	School Enrollment (3)	Unemployment Rate (4)
		Personal Income (1,6)					
2020	18,746	\$	43,125	-	46	2,469	10.6%
2019	19,007		42,028	-	49	2,518	3.7%
2018	19,007		42,028	-	48	2,653	2.8%
2017	19,007		42,028	-	48	2,776	3.7%
2016	19,427		39,498	-	47	2,749	4.8%
2015	19,427		39,498	-	46	2,764	5.4%
2014	19,508		39,042	-	47	2,799	6.0%
2013	19,517		38,245	-	46	2,895	7.6%
2012	19,517		37,690	-	45	2,967	8.0%
2011	19,517		36,626	-	45	3,021	8.2%
2010	18,897		26,807	-	45	3,010	8.0%

TOWN OF WATERFORD, CONNECTICUT
PRINCIPAL EMPLOYERS
CURRENT YEAR AND NINE YEARS AGO

TABLE 12

Business Name	Nature of Business	2020			2011		
		Employees	Rank	Percentage of Total City Employment	Employees	Rank	Percentage of Total City Employment
Dominion Nuclear Connecticut	Nuclear Power	1,650	1	18.15%	1,650	1	16.61%
Town of Waterford	Municipality	692	2	7.61%	645	2	6.29%
Wal Mart Stores, Inc	Retail	497	3	5.47%	497	4	5.00%
Sonalysts Inc.	Government Contractor	275	4	3.02%	275	5	2.77%
Home Depot	Hardware & Lumber	200	5	2.20%	186	7	1.87%
Lowe's Home Improvement	Hardware & Lumber	160	6	1.76%	182	8	1.83%
Bayview Healthcare Center	Healthcare Facility	150	7	1.65%	225	6	2.26%
BJ's Wholesale	Retail Store	140	8	1.54%			
Coca Cola Bottling	Distributor	106	9	1.17%			
Waterford Hotel Group	Hospitality	30	10	0.33%	531	3	5.35%
Total		3,900		42.90%	4,191		41.98%

Source: Employment Data - Official Statement July 2019

TOWN OF WATERFORD, CONNECTICUT
FULL-TIME EQUIVALENT GOVERNMENT EMPLOYEES BY FUNCTION/PROGRAM
LAST TEN FISCAL YEARS

TABLE 13

	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011
General government										
Police	94	92	92	92	92	92	92	93	93	95
Fire	55	54	54	54	54	54	54	56	56	56
Refuse collection	15	15	15	15	15	20	15	15	15	15
Other public works	6	6	6	6	6	6	5	5	5	5
Recreation and parks	27	24	24	24	24	24	28	28	28	32
Library	11	10	10	10	10	10	13	13	13	14
Education	21	24	24	24	24	24	23	23	23	24
	463	463	461	456	455	455	455	440	440	466
Total	692	688	686	681	680	685	685	673	673	707

Source: Town and Board of Education Human Resources Departments

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

TABLE 14

Function/Program	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011
General Government										
Building permits issued	30	28	31	24	15	15	19	22	17	13
Building inspections conducted	330	475	490	312	195	282	408	460	223	179
Police										
Physical arrests	818	1,062	1,170	1,128	1,914	1,955	2,104	1,718	1,283	1,861
Parking violations	69	146	147	162	176	38	57	58	54	120
Traffic violations	4,102	6,344	5,162	3,509	4,066	3,691	4,937	5,046	4,431	4,371
Fire										
Emergency responses	2,900	3,930	4,167	3,860	3,896	3,668	3,624	3,823	3,297	3,520
Fires extinguished	81	47	60	62	82	60	68	61	53	62
Inspections	185	272	323	311	425	488	539	558	648	593
Refuse Collection										
Refuse collected (tons per day)	29	28	28	25	48	27	42	45	44	44
Recycleables collected (tons per day)	8	15	17	17	17	13	9	9	9	7
Other Public Works										
Street resurfacing (miles)	2	3	2	2	3	4	3	5	8	4
Potholes repaired	267	453	534	372	510	989	747	422	400	425
Recreation and Parks										
Athletic field permits issued	1,026	2,091	2,003	2,076	2,060	2,832	2,855	2,009	2,087	1,994
Community center admissions (1)	19,524	61,784	61,000	61,218	62,240	61,689	61,630	61,742	62,439	53,085
Number of program registrations	3,229	6,146	7,247	6,973	7,531	5,812	5,381	6,596	6,742	5,171
Program fees	63,933	212,071	203,612	201,084	201,885	190,780	190,485	205,803	159,623	139,427
Senior Services										
Number of program participants	24,181	47,159	47,060	45,751	43,931	45,432	44,856	45,173	46,302	48,536
Program revenue	26,771	34,138	32,040	29,135	31,074	27,988	29,911	33,573	31,653	27,341
Library										
Volumes in collection	78,250	81,782	84,904	80,254	83,023	81,283	83,076	82,460	86,105	85,430
Total volumes borrowed	151,739	193,542	200,769	209,508	218,010	232,796	242,724	236,607	231,572	234,774
<i>*closed 3/14-6/16/20 (COVID-19)</i>										
Water										
New connections	25	25	28	22	7	7	8	17	16	27
Water main breaks	11	11	13	7	6	7	9	4	8	10
Average daily consumption (MGD)	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.6	2.7
Peak daily consumption (MGD)	4.7	4.7	4.6	4.6	4.6	4.6	4.6	4.6	4.5	4.6

Source: Directors at each department

**TOWN OF WATERFORD, CONNECTICUT
CAPITAL ASSETS STATISTICS BY FUNCTION/PROGRAM
LAST TEN FISCAL YEARS**

TABLE 15

Function/Program	FISCAL YEAR									
	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011
<i>Police</i>										
Stations	1	1	1	1	1	1	1	1	1	1
Zone offices	1	1	1	1	1	1	1	1	1	1
Patrol units	28	28	26	26	20	20	20	20	20	20
<i>Fire</i>										
Stations	5	5	5	5	5	5	5	5	5	5
<i>Refuse Collection</i>										
Collection trucks	6	6	6	6	6	6	6	6	6	6
<i>Other Public Works</i>										
Streets (miles)	121	121	121	121	121	121	121	121	121	121
Storm drain (miles)	61	61	61	61	61	61	61	61	61	61
<i>Recreation and Parks</i>										
Acreage	550	550	550	550	550	550	550	550	550	550
Playgrounds	5	5	5	5	5	5	5	5	5	4
Baseball/softball diamonds	15	14	14	14	14	14	14	14	14	14
Soccer/football fields	10	10	10	10	10	10	10	10	10	10
Community centers	1	1	1	1	1	1	1	1	1	1
<i>Water</i>										
Water main (miles)*	111	111	111	111	111	110	110	109	109	109
Fire hydrants	1,134	1,134	1,134	1,134	1,134	1,133	1,133	1,128	1,128	1,128
Storage capacity (000's of gallons)	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800
<i>Wastewater</i>										
Sanitary sewers (miles)**	149.15	148.01	148.01	148.01	148.01	148.01	148.01	146.10	146.10	146.10
Pump stations	28	28	28	28	28	28	28	27	27	27

Source: Directors at each department

* Does not include service connections

** Includes lateral sewer service connections