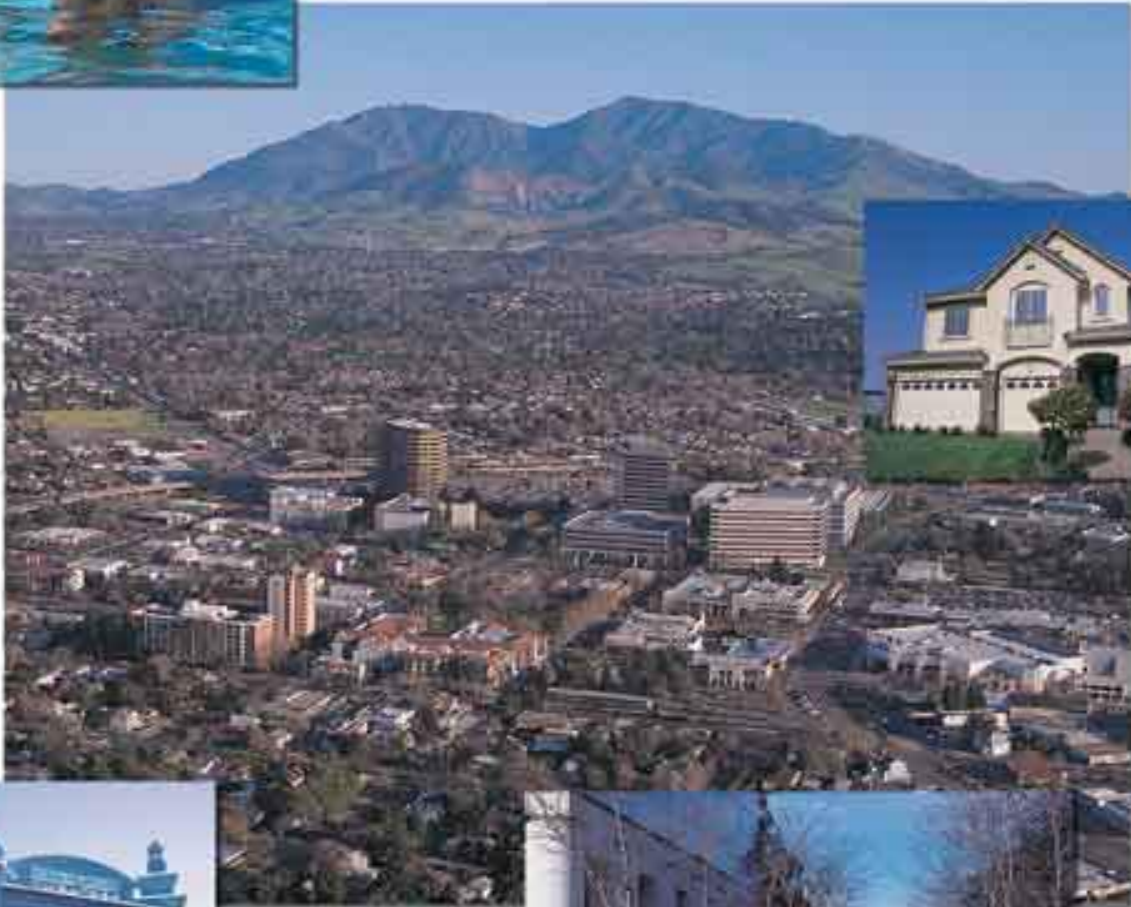


City of Concord Annual Year-End Report

Covering the City's Fiscal Year
July 1, 2000 - June 30, 2001



A Vision for the City



Over the past several years, the City of Concord as an organization has experienced a significant cultural shift, moving from traditional-thinking government to a performance-driven, community oriented and accountable organization, focused on providing the highest level of service to Concord residents.

In corporate America, companies develop mission, vision and values statements to keep them on track in the pursuit of their goals. As a municipal corporation, Concord has followed the lead of private industry. In 1996, the City developed its own set of mission, vision and values statements to articulate why the organization exists, what it does and how it performs its functions in relation to its internal and external customers.

City of Concord Organizational Mission Statement

Our mission is to join with our community to make Concord a city of the highest quality. We do this by providing responsive, cost effective and innovative local government services.

The City Council adopted a number of policies in support of this mission statement and to make the City more accountable to residents, including a ten-year budgeting process and a Performance Based Budgeting (PBB) system.

Concord is one of a few cities in the nation that operates with a ten-year financial planning cycle. Most cities operate on a one or two year budgeting cycle. Concord's unique, ten-year plan allows the City Council and staff to meet community goals, anticipate future needs and build the economic stability of the City.

PBB is a budgeting system unlike the traditional line-item budget that allocates resources based on individual categories of expenses. PBB allocates resources based on expected service performance; both planned and actual performance are measured in terms of service effectiveness and efficiency. Rather than attaching budgets to specific items of expense (line item budgeting), PBB budgets are tied to desired overall program outcomes.

PBB sets forth in measurable terms all the services to be provided by the City and at what level they are to be provided. Program outcomes, or what departments plan to achieve, are developed after considering results from the annual Citizen Satisfaction Survey (see inside back cover). The survey tracks two things; what issues are most important to residents and how well city services are delivered. Methods to address important issues and less than desirable



Flowering medians are a Concord hallmark.

service delivery become PBB program objectives.

Each program objective has performance indicators that measure effectiveness and tasks that measure efficiency in meeting the objective. The PBB system tracks 217 objectives, 400 effectiveness measures and 1,500 efficiency measures. Managers use this data to more effectively and efficiently manage their program areas and are evaluated based on how well they meet these measurements.

Numbers collected through this unique PBB system provide a "City report card" of sorts that lets residents, Council and staff know how we are doing. Cities who do not use this system are not able to report specific levels of service back to their constituents. In the box below and featured throughout this report, you'll find excerpts from our "report card." We are committed to providing the best service possible to our residents and welcome your feedback.

95% Of residents surveyed said they were extremely satisfied, very satisfied or somewhat satisfied with the City's **delivery of basic public services**. The survey also tracks satisfaction with specific services to help staff identify and correct problems.



96% Of participants surveyed rated the City's **recreational classes as good or excellent**. Data from previous years is reviewed to identify changes in participants' needs.



Children of all ages enjoy Concord's annual KidFest, held Memorial Day weekend in Todos Santos Plaza.

Dear Concord Resident,

We are proud to present for your review the City of Concord's Annual Report, which covers the City's fiscal year from July 1, 2000 to June 30, 2001. This is an exciting time in Concord and we are anxious to share with you some of our accomplishments and plans for the future.

Just as corporations publish annual reports for their stockholders, so the City of Concord as a municipal corporation submits this report to you, its stakeholders - the citizens and business owners of Concord.

Fortunately, we have much better news for you than if you were shareholders in one of the failed dot.coms that have been in the news lately. Concord's financial picture is healthy. We have a balanced and fully fundable budget through the next ten years. Not only are we able to continue to financially support all existing service programs and capital improvement projects, we are also able to include new programs and enhance others.

As a Concord resident or business owner, we invite you to join us in making Concord "a city of highest quality." Get involved in your neighborhood improvement organization. Familiarize yourself with City government. Read this report, get information from the City's web site, watch a Council meeting in person or on cable TV, apply for a position on a board or commission or visit the Police Department Field Office in your district. Contact information is listed on the back of this publication. We look forward to working with you to enhance Concord's quality of life.

Respectfully,

Mayor, City Council and Elected Officials

City Manager

City Employees



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Get Involved!

Web site: www.ci.concord.ca.us

Email:

cityinfo@ci.concord.ca.us

Cable TV: AT&T Channel 24/25,
Seren/Astound! Channel 29

Live Meeting Broadcasts:

Check the web site for
schedule.

City Council

Laura M. Hoffmeister, Mayor

Bill McManigal, Vice Mayor

Helen M. Allen, Councilmember

Michael A. Pastrick, Councilmember

Mark A. Peterson, Councilmember

Lynnet Keihl, City Clerk

Thomas Wentling, City Treasurer

City Attorney

Craig Labadie

City Manager

Edward R. James

91% Of golfers surveyed rate the maintenance of the City's **Diablo Creek Golf Course** as **good or excellent**. 76,678 rounds of golf were played at Diablo Creek. That's a 5% increase over the previous year.



126,058 people attended events in **Todos Santos Plaza**. Attendance goals are set for events at the Plaza and compared with actual numbers to assess how successful these events are in drawing people to downtown Concord.

The State of the City



Sales Tax

Concord receives only one penny of the eight cents sales tax paid on all purchases made in Concord, while the state receives five and three quarter cents. The remainder is divided between the county, BART and the Contra Costa Transit Authority. Sales tax accounts for roughly 45 percent of the city's general fund revenue.

Property Tax Issues

In the recession of the early 1990s, the state diverted property tax funds intended for cities in order to balance its budget. As a result, for every \$100 a property owner pays, the City receives only \$8.71. The balance goes to the state and county. The Governor and legislature are spending billions of dollars to resolve the energy crisis. This may lead to future state budget problems that may cause them to look towards local governments to make up the difference. Concord's annual loss now totals \$2.6 million in property taxes taken by the state in the early '90s plus additional state take-aways which occurred in the '80s in revenue areas such as business inventory taxes, cigarette taxes and alcohol beverage licenses. Those funds could have been used to provide services for Concord residents.

Concord is financially sound, economically healthy, and poised to move forward on a number of landmark projects in the next few years. However, significant external factors challenge us to meet new expectations. For instance, repercussions from the slowing economy and California's energy crisis may be felt in Concord over the next few years. In addition, the State may try to balance future budgets with funds raided from City coffers as it did in the early 1990s (see box at left). In view of these factors, the City Council approved a very conservative budget for FY 2001-2002.

While these factors are worthy of notice, they by no means signal a halt to the wave of progress Concord has experienced in the past five years. The Concord Avenue Parking Structure, the Concord Senior Center and the new Permit Center at City Hall are all on schedule for completion. Even with the slowing economy, private sector confidence in Concord remains high. Legacy Partners is proceeding with its plan to build 256 luxury apartments on Galindo Street at Clayton Road, a \$38.5 million investment in the community. The Metroplex twin tower office development, a \$96 million project on Willow Pass Road at Waterworld Parkway, breaks ground this summer.

During the energy crisis, Concord is doing its part to conserve energy and inform residents about how to proceed in the event of a power outage emergency (see page 6). While rolling blackouts have not yet occurred with the frequency some predicted, employees and residents are prepared for such an eventuality.

Census 2000

Every ten years, a census is taken in the United States. Numbers from Census 2000 show that Concord's population grew from

111,348 in 1990 to 121,780 in 2000, or about 9 percent. Concord remains the largest city in Contra Costa County.

Concord's population is becoming more diverse. White residents make up about 76 percent (84 percent in 1990), Asian residents 11.6 percent (8.2 percent in 1990) and African American residents 3.8 percent (2.3 percent in 1990). Almost 22 percent (11.4 percent in 1990) of the population is of Hispanic or Latino origin. *

The City uses census information to track the changing needs of residents and bring service delivery in line with those needs. For example, many City publications are now available in Spanish, to serve the significant number of Hispanic/Latino residents who do not yet speak English.

Community Oriented Government

An important initiative that has become more visible in the community this year is Community Oriented Government (COG). COG is a collaborate program between the City and its residents to improve quality of life for neighborhoods and businesses. Every area of the city has been assigned a COG Liaison Team made up of City staff. The community has access to these teams through neighborhood organizations. The teams work with residents to address community issues, enhance problem-solving capabilities, break down bureaucracy and foster communication by putting a "face" on government. Liaison team members serve as ambassadors to the community and provide a direct link between municipal government and residents.

* These percentages total more than 100% because White, African American and Asian designations are listed as choices under "Race."

24 Hours: City crews respond to reports of graffiti within 24 hours. The City's zero tolerance policy meets the public's expectations for a clean and well-kept city.



Crime Busters: Police Department clearance rates beat the national average in all four FBI major crime index categories. Crime has been reduced by over 40% since 1996.

Recognition

Concord continues to be recognized nationally, regionally and locally for its innovative and effective programs. In the past year, Concord has received numerous awards and noteworthy recognition.

- **Police Department Accreditation**

In March, the Police Department was officially accredited by the national Commission of Accreditation for Law Enforcement Agencies (CALEA). Concord is one of only seven cities in California to be granted accreditation. To receive this designation, the department complied with 409 standards. A formal ceremony and Open House was held in May to celebrate the occasion.

- **James Q. Wilson Award**

The Police Department was awarded the prestigious James Q. Wilson Award by the Regional Community Policing Institute. The award recognizes California law enforcement agencies that have successfully institutionalized the Community Policing philosophy. One agency each year is chosen statewide as the recipient of the award. The Police Department's efforts have reduced crime in Concord by over 40 percent in the last few years.

- **Innovative Practices Award**

Concord's Gateway to Organizational Achievement and Learning (GOAL), an internal training program for City employees, was honored with the Society of Human Resource Management's (SHRM) Innovative Practices Award for 2001. The award is given to only three organizations each year. SHRM is the world's largest human resources management professional society.

- **Transforming Local Government**

For the second year in a row, Concord was invited to make a presentation at the national Transforming Local Government conference, held this year in Dublin, Ohio. A standing-



Summer music programs in Todos Santos Plaza are a favorite with Concord families.

room only crowd listened as staff explained Concord's innovative Performance Management Process and award-winning Performance Based Budgeting program (see inside front cover). The presentation was so well received that conference organizers will use Concord's model for future case studies.

- **Best of the Best**

The Leisure Services Department won two marketing Awards of Excellence from the California Park and Recreation Society, District III. Concord was voted "The Best of the Best" for its marketing campaign for the Aryse Youth Summit and for its Summer Jobs Brochure.

- **Financial Accountability**

The California Society of Municipal Finance Officers (CSMFO) once again acknowledged the City for financial reporting and budgeting. For the ninth consecutive year, the City was presented with the Outstanding Financial Reporting Award. The City received the award for the June 30, 2000 Comprehensive Annual Financial Report. Also, for the second consecutive year, the City earned the Outstanding Award in Budgeting for the 2000-01 Operating Budget.

- **Award-winning Streets**

The American Public Works Association (APWA) recognized two of Concord's Public Works-Maintenance Services programs. At a May ceremony, APWA lauded the Graffiti Abatement and Traffic Calming programs as the best in Northern California. The APWA is an international educational and professional association of 26,000 members.



Random Acts of Kindness

The Concord Human Relations Commission made some presentations of its own with the introduction of the Random Acts of Kindness Awards. Concord is the first city in the country to formally recognize acts of kindness in this way, according to Kena Leek of the Denver-based Random Acts of Kindness Foundation. The program has attracted national attention. CNN-TV and radio as well as New York and Washington, D.C. radio stations picked up the story. People have e-mailed positive comments from as far away as Newfoundland and from cities across the country. Newspaper reporters have covered it. A major automobile manufacturer called to inquire about starting a similar program for its employees. KPIX-TV Evening Magazine produced a feature on one of the recipients. The HRC plans to continue the program next year.

All **671** miles of Concord's residential streets were swept **bi-weekly**. Concord is the only city in the region that sweeps residential streets twice a month.



88% Of residents surveyed rate Concord neighborhoods as **safe**. The City is working to increase this number through a multitude of new neighborhood programs.

Looking to the Future



Concord's 10-year financial planning process and the annual Citizen Satisfaction Survey have made it possible to look into the future and match resources with community needs. In response to survey results, these capital projects have been included in the 10-year budget, as have their maintenance, operation and replacement costs.

Although the City Council used very conservative numbers in projecting the City's 10-year financial plan, previously identified and new projects are moving forward.

Project Updates

- **Downtown parking structure**

The Concord Avenue Parking Structure, at the corner of Concord Avenue and Pacheco Street, will be substantially complete by the end of the year. The 424-space, three-level structure will relieve parking congestion downtown.

- **Senior Center**

The new multi-million dollar Senior Center replacement project is underway. A new building will be constructed next to the current structure on Parkside Drive in Baldwin Park. Senior programs will continue in the old building during construction. When the new structure is complete, the old building will be demolished. Construction is scheduled to begin in November of 2001 and be completed by November of 2002.

- **One Stop Permit Center**

Concord is home to the award-winning One Stop Permit Center, which received the Contra Costa Economic Partnership's Best Practices Award for Permit Streamlining two years in a row. Located in crowded quarters at Civic Center Plaza, the center has undergone a major renovation. With an impressive 90 percent of City building permits issued over the counter on the same day, the new center makes the process of securing a permit even more efficient and convenient for customers.

New Projects

- **Innovative City - School District Project**

The City Council and the Mt. Diablo School District Board have agreed to pursue a joint use proposal to share school facilities. The project calls for the agencies to jointly plan the upgrade of various middle school open space areas that could be used for City park purposes and activity fields, while at the same time be available for regular school use. The City has

Continued on page 5



Artist's rendering of the new Senior Center, to be completed by 2002.

90% Of seniors surveyed at the **Concord Senior Center** rated programs as **good or excellent**. Programs at the new Center will further enhance quality of life for Concord's seniors.



15,242 Hot lunches were served and **2,438** events were held at the Concord Senior Center. The number of services and events will increase when the new Center opens in 2002.



Concord is a leader in street maintenance and median design.

Continued from page 4

been hindered in its efforts to build new parks in Concord because of the lack of available land. This project benefits residents by providing additional parks while improving middle school campuses. The City will pay for the planning, construction and on-going maintenance, and upgrade the fields to City standards. The District agrees to make the fields available for 25 to 30 years. El Dorado Middle School is the site for the first project. The second project is proposed for six years out in the City's 10-year financial plan.

• **Technology Initiative and Strategic Plan**

According to the 2000 Citizen Satisfaction Survey, 75 percent of residents have access to the Internet, and 25 percent have visited the City website. In response of the public's growing expectation for cities to offer services over the Internet, Concord will develop and implement its Technology Initiative and Strategic Plan over a three-year period. The project involves three integrated initiatives. The first is the Community/Employee Connection, which focuses on reconstruction of the City's websites with an emphasis on expanding information resources to citizens, businesses and employees. The second initiative involves an e-government strategy to offer transactional services over the Internet, such as paying for a business license or permit or registering and paying for Leisure Services

classes. The third initiative is the development of the Technology Strategic Plan. This is a long-range plan to assist assessment and budgeting for future technology needs.

• **Sewer Rehabilitation**

While not as glamorous as a new building or park, the multi-million dollar three-phase sewer rehabilitation project is vital to residents' quality of life. This project results from a study that concluded that the City's concrete sewer mains need to be replaced. Three separate bond issues will fund the project over the next 20 years.

• **Street Maintenance Projects**

The City stands by its commitment to residents to properly maintain streets. Concord crews track the condition of every street in the city, and input this data into a special computer software program. This data is reviewed annually and allows resources to be assigned in a cost-effective manner. The condition of the roads determines Concord's pavement maintenance index (PMI) number. Concord has achieved one of the highest PMI numbers in the Bay Area. The following repaving projects are scheduled to be completed by December 2001:

- Concord Boulevard from Las Ramblas to the Clayton city line.
- Sections of Treat Boulevard from Clayton Road to Turtle Creek Road.
- Ygnacio Valley Road from Clayton Road to Alberta Way.



Concord at a Glance

Area	30.68 square miles
Elevation	72 feet
Concord Population	121,780
Contra Costa County Population	948,816
Number of Concord Households	44,050
Median Age in Concord	35.1 years

Travel Distances (miles)

UC Berkeley	20
Oakland	22
San Francisco	29
Napa/Wine Country	32
San Jose	51
Stanford University/Palo Alto	58
Sacramento	65
Carmel/Monterey	139
Yosemite National Park	144
Lake Tahoe/Reno	205

379 Miles of sewer pipes were hydrocleaned. While not glamorous, this very necessary service prevents unpleasant backups. As a result, residents experience very few sewer problems.



617 Potholes were patched within 24 hours of being reported. **6,745,026 square feet of preventative slurry seal** was applied to City streets. Prevention protects the City's \$300 million investment in roadway infrastructure.

Meeting Challenges to Improve the Community

The Challenge: California's inability to guarantee sufficient power during peak usage periods threatened to leave Concord at the mercy of power outages due to rollin blackouts.

The Solution: Plans were developed to conserve energy, prepare for outages and respond to emergency situations.

The Result: Energy conservation has resulted in a 25 percent reduction in use at city facilities. Residents and employees are prepared for power outages.

Power Over Outages

The City Council recognized the potential impact power outages could have and asked staff to develop conservation and emergency response plans.

In January 2001, when the Governor called for California cities to reduce energy use by 5 percent, Concord had already exceeded that goal by replacing green traffic signal lights with LED (light emitting diode) lights, resulting in a 7 percent reduction in energy use. Another 11 percent was saved by replacing red signal lights. In addition, City employees are doing their part by following a list of mandated conservation practices. Conservation measures have been incorporated into all City capital projects and facilities. These actions have reduced the City's electricity consumption by an additional 7 percent resulting in a total 25 percent reduction of electricity use at City facilities. This represents a reduction of two

and a half million kilowatt hours, or enough to power over 350 homes. The City's electricity bill has been reduced by \$300,000, allowing these funds to be directed to services and programs benefiting Concord residents.

In response to the threat of power outages caused by rolling blackouts or grid failure, the City developed an internal response plan and an outreach plan to residents and businesses. Residents have been made aware of steps they can take to be prepared through City-developed publications and website information. In June, each residential and business address in the City received a "Special Energy Edition" of City News entitled "Power Outages and You," which contained conservation tips as well as emergency preparedness information.



The Challenge: The State Legislature passed a law requiring cities to reduce their wastestream 50 percent by the year 2000.

The Solution: With the assistance of residents and businesses, Concord implemented a number of programs to meet this goal.

The Result: The state mandate was exceeded, thanks to Concord residents who reduced Concord's wastestream by over 50 percent.

Going Green

State recycling law required cities to reduce the amount of solid waste sent to landfills by 25 percent by December 31, 1995 and by 50 percent by December 31, 2000. To meet these goals, the City Council has made a number of improvements to recycling programs over the past five years. Most recently, a recycling pilot program was launched in 1999 to offer green waste recycling and expanded curbside recycling on a test basis to 4,000 Concord households. Results of the pilot were positive, and the greenwaste program and expanded recycling programs were adopted citywide in the first few months of 2000. Business and

apartment recycling was expanded, as was recycling at the Transfer Station, where Concord's solid waste is processed prior to becoming landfill. Thanks to the diligent recycling efforts of Concord residents and businesses over the last five years, the City has exceeded both the 25 percent goal in 1995 and the 50 percent goal in 2000.



14,000 Tons of material was recycled through the City's new **green waste program**. That's over 1,000 pounds per household per year.



1,162 Reports about traffic signal problems were responded to **within two hours**. Response time to safety-related calls is carefully measured and tracked to provide maximum protection and minimum inconvenience to residents.



The addition of four traffic officers has resulted in fewer injury accidents.

Taming Traffic

Traffic congestion and safety were identified as resident's top concerns in the 1999, 2000 and 2001 Concord Citizen Satisfaction Surveys. Concord's Traffic Calming Program addresses the "too many cars going too fast" syndrome by implementing educational programs, installing physical devices such as signs, traffic circles or speed bumps and increasing enforcement of traffic laws in designated areas.

A key element in the program is the involvement of the neighborhood in decisions about the most effective strategies to use to improve the traffic situation. A pilot program in the Dana Estate neighborhood proved successful. Over the next few years, staff will partner with additional neighborhoods each year to improve traffic conditions in those neighborhoods.

The Challenge: Motorists sometimes speed through neighborhoods and around schools, creating safety issues for other drivers, pedestrians and bicyclists.

The Solution: The City has partnered with residents to find solutions specific to their neighborhoods, and has increased enforcement of traffic laws.

The Result: Neighborhoods have traffic solutions created to solve specific problems. The injury accident rate in Concord has been reduced.

Permit Us to Serve You

Several years ago, the City developed a One-Stop Permit Center at City Hall to facilitate the permit process. Instead of the customer having to visit a half dozen City offices at three sites, appropriate City staff from those departments were relocated to this "one-stop shop." This streamlined process resulted in the faster turn-around of projects, which in turn cut construction costs and got crews to work sooner.

While the One Stop Permit Center won the Contra Costa Economic Partnership Award for permit streamlining, work areas were overcrowded. Residents coming in for simple re-roofing or home addition permits couldn't

always find counter space to comfortably discuss their projects. In addition, there was no room to expand services.

In 2000-01, the building was remodeled and expanded to accommodate new customer services, including computer terminals and conference areas. The goal of the new center is to help residents and builders get through the permit process as quickly and easily as possible by taking some of the mystery out of getting a simple permit. In fact, 90 percent of the permits will be issued over the counter on the same day. The new, improved One Stop Permit Center opens in August 2001.

The Challenge: While Concord had received the Contra Costa Economic Partnership Award two years in a row for permit streamlining, the facility housing the Permit Center was small and overcrowded.

The Solution: The Permit Center received a complete renovation, making it much more convenient to obtain a permit.

The Result: The new Permit Center is much-anticipated by residents and members of the building community.

14,858 Traffic tickets were issued during the year. This is a 27 percent increase over the previous year and has resulted in a lower number of injury accidents.



26% Reduction in injury traffic accidents from 1996/97 to 2000/01 reflects the City's focus on traffic safety. Four new traffic officers were added last year to handle increased congestion and zero in on unsafe driving behavior.

Economic Vitality Snapshot



Principal Office Buildings

Square Feet

Concord Airport	
Plaza I & II	350,000
One Corporate Center	137,353
Two Corporate Center	201,636
Concord Gateway 1	300,995
Concord Gateway 2	300,995
Sutter Square	174,698
Once Concord Center	346-643
Enea Square I-IV	160,000
Willow Office Park	82,464
Salvio Pacheco Square	108,000
Galaxy Office Park I	76,965
Galaxy Office Park II	97,000

Vacancy rate (Class A office) 5%

Workforce Profile

Total Concord workforce	76,440
Population ages 25-54	46.7%
Education beyond high school	70%
Total county workforce	516,300

Several key indicators are used to measure the city's economic vitality. All indicators show positive results over the last year. Sales tax revenue for FY 00-01 increased by almost 14 percent over FY 99-00, partially due to the opening of Costco and Expo Design Center. Approximately 200 new jobs were created in Concord through the City's business attraction plan. More than 700 new Concord business licenses were issued. Several high profile projects have broken ground or are in the planning stages. In spite of a slowing economy, Concord continues to draw significant private sector investment.

Legacy Partners is building 259 luxury apartments on Galindo Street at Clayton Road, a \$50 million investment in the community. This project will benefit from being within walking distance to BART, downtown office buildings, downtown retail and Todos Santos Plaza. The complex features such amenities as a clubhouse and exercise facility, swimming pool, spa and sun decks. The project begins construction in September 2001.

A second major project breaking ground this summer is the Metroplex Office Centre. The \$96 million project will be developed by Sierra Pacific Properties on a five-acre parcel located at the northeast corner of Willow Pass Road and Waterworld Parkway. The 474,500 sq. ft. center has two ten-story, Class A office towers and a 1,700 space parking garage. The project will be developed in two phases and will generate approximately 1,400 new jobs when complete.

Planning is underway for the Town Center project, a mixed-use development to be built on two downtown blocks bordered by Galindo Street, Willow Pass Road, Mira Vista Terrace and Clayton Road. Office, ground floor retail, entertainment, restaurant and hotel uses are being considered for this project. The historic



Metroplex Office Centre

Masonic Temple building, located on the site, is expected to be incorporated into the project.

Technology companies are also a factor in Concord's growing economy. In fact, Stanwell Business Park, located off of Concord Avenue, has been renamed Stanwell Technology Park to reflect the number of technology-driven businesses located there. The park is home to the City-sponsored Contra Costa Software Business Incubator, where innovative software programs are developed. It also houses Cerus Corporation, a leader in the biopharmaceutical industry, that is developing a system to enhance the safety of the world's blood supply. The company received Discover Magazine's Innovation Award that recognizes forward-looking, meaningful technologies that will potentially impact society in a significant way.

Also located in the technology park are two telecommunication industry leaders. MCI Worldcom is a network access point providing an important component of high-speed infrastructure. Calnex manufactures electronic components for a wide range of industries, including telecommunications and aerospace.

Concord understands the contribution made to the City's quality of life by its business community and proactively works with businesses to help them prosper. The City is positioned to take full advantage of its location, well-educated work force and well-developed infrastructure in attracting new businesses to Concord to ensure its future economic success.

211 Jobs were brought to Concord through the City's business attraction program. Tracking these types of numbers is part of assessing the success of the Economic Development program.



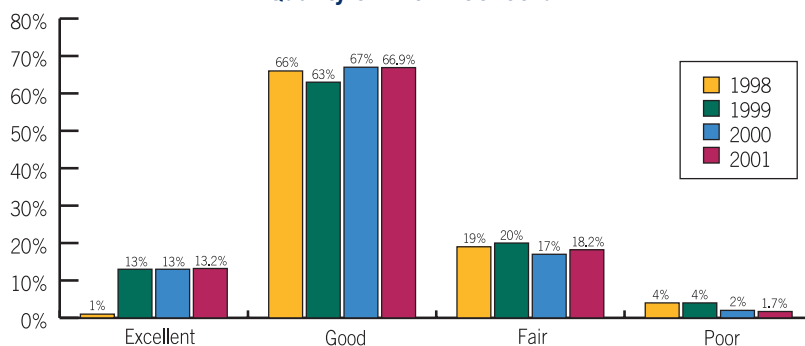
94% of businesses surveyed said they were satisfied with services received from the City. Surveying customers is one way the City tracks success in providing effective and efficient customer service.

Highlights from the Citizen Satisfaction Survey

The 2001 City of Concord Citizen Satisfaction Survey indicates that the City's residents continue to be pleased with the quality of life and city services.

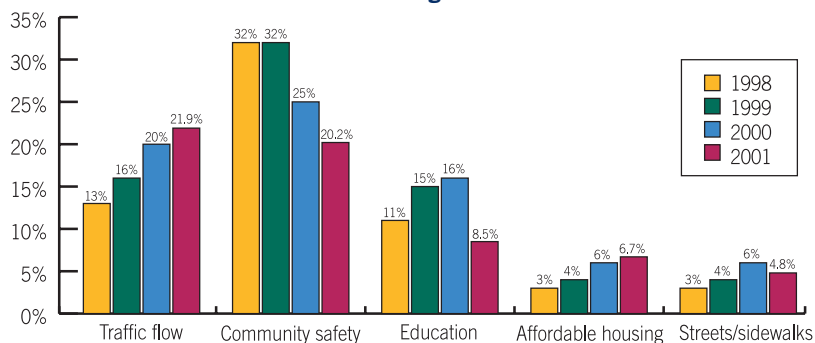
- 80.1% of residents rate the quality of life in Concord as either good or excellent.
- 94.6% of residents indicated that the Police Department treats people fairly regardless of race, ethnicity, gender or sexual orientation.
- 95.1% of residents were somewhat satisfied, very satisfied, or extremely satisfied with City services.
- 74.4% of residents rated the City as very responsive or somewhat responsive, an increase of 9.4% over the previous year.
- 80.4% of the residents having contact with a City employee rated the job being done as good or excellent. Only 3.6% rated the job being done as poor.
- 92.9% rated the employees that maintain city parks as very efficient or somewhat efficient.
- 89.2% rated the employees that sweep and maintain streets, trim trees and maintain sewer and storm drain systems as very or somewhat efficient.
- 89.8% rated the people that run the City's golf course, swim center, recreation programs and Chronicle Pavilion as very or somewhat efficient.
- 93.4% of residents received City information and rate it as very clear and understandable.
- 79.8% of those who visited the City's web site found the information that they were looking for.
- 91.4% of the residents indicated that the Concord Police Department is effective in curbing local crime.
- Traffic flow (21.9%) and community safety (20.2%) rank as the top issues of concern for Concord residents. Concern for community safety decreased again this year while concern for traffic flow remained about the same.

Quality of Life in Concord



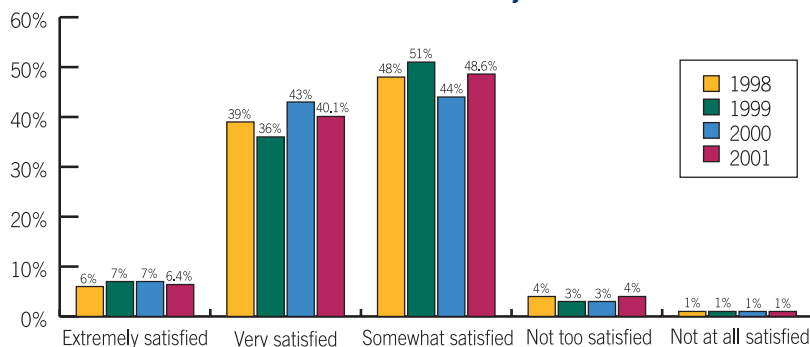
Ratings for quality of life have remained constant over the four survey years.

Most Serious Issues Facing Residents of Concord



In the 2001 survey, traffic flow and community safety remain as the most serious issues identified by respondents; however, the percentage identifying community safety declined again in the 2001 survey: 2001 (20.2 percent), 2000 (25.0 percent), 1999 (32.0 percent), and 1998 (35.0 percent)

Overall Satisfaction with City Services



Respondents were asked to give an overall satisfaction rating of services provided by the City of Concord. A large majority (95.1 percent) gave a satisfaction rating of extremely satisfied (6.4 percent), very satisfied (40.1 percent), or somewhat satisfied (48.6 percent).

92% of middle school students enrolled in City after-school programs complete homework assignments. This is a significant improvement over the previous year. Staff realized that students needed more homework help, so the program was changed to meet their needs.



41 Acres of landscaped medians were **maintained by City crews**. Colorful median islands have been installed in many major thoroughfares. They continue to get positive reviews from the community.



Contact Us

- website: www.ci.concord.ca.us
- e-mail: cityinfo@ci.concord.ca.us
- call:
- Americans with Disabilities Act**
(ADA) Coordinator 671-3025
- Cable TV**
- AT&T 800-945-2288
- Seren/Astound! 459-1000
- Council Meeting Info 671-3000
- Flood Zone Inquiries 671-3425
- Garbage Collection 682-9113
- Graffiti Hotline 671-3080
- Leisure Services**
- Class Registration 671-3404
- One-Stop Shop/Building**
- Permits 671-3454
- Chronicle Pavilion 676-8742
- Hotline 363-5701
- Tickets 685-8497
- Police Field Offices:**
- Northern Office 671-3322
- Southern Office 671-3483
- Valley Office 671-3377
- Police and Fire Emergencies 911**
- Police Services,**
- Information 671-3232
- Potholes 671-3228
- Recycling 671-3394
- Sewer Problems 671-3099
- Street Light Outages:**
- PG&E 1-800-743-5000
- Public Works 671-3367
- Street Sweeping 671-3147
- Street Trees 671-3230
- Traffic 671-3132

City Meetings

All meetings are held at Civic Center, 1950 Parkside Drive, unless otherwise noted and are open to the public. Dates are subject to change. For information check the meeting notices section of the *San Francisco Chronicle*, *Contra Costa Times* or call 671-3000.

Title	Meeting dates
City Council	1 st , 2 nd and 4 th Tuesday of the month, 6:30 p.m.*
Commission on Aging.....	3 rd Wednesday of the month, 1:30 p.m.
Community Services Commission.....	3 rd Wednesday of the month, 6:30 p.m.
Design Review Board	2 nd and 4 th Thursday of the month, 7 p.m.
Human Relations Commission.....	1 st Monday of the month, 7 p.m.*
Parks, Recreation and Open Space Commission ..	2 nd Wednesday of the month, 7 p.m.*
Planning Commission	1 st and 3 rd Wednesday of the month, 7 p.m.**
Status of Women Commission	4 th Wednesday of the month, 6:30 p.m.*
Youth Council.....	2 nd and 4 th Monday of the month, 7 p.m.
	In recess during summer break.

*Televised live on cable TV channel 24/25 (AT&T) or channel 29 (Seren/Astound!).
 ** Taped broadcast can be seen 1st and 3rd Thursday of the month on cable TV channel 24/25 (AT&T) or channel 29 (Seren/Astound!).

Boards & Commissions

For detailed information about the City's Boards and Commissions, visit our website at www.ci.concord.ca.us or call one of the contact numbers below.

Board of Appeals	671-3119
Commission on Aging.....	671-3283
Community Services Commission.....	671-3283
Design Review Board	671-3044
Human Relations Commission.....	671-3461
Mobilehome Park Rent Review Board	671-3364
Parks, Recreation and Open Space Commission	671-3414
Personnel Board	671-3309
Planning Commission	671-3369
Status of Women Commission	671-3289
Youth Council.....	671-3288



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