

**REPORT TO MAYOR AND COUNCIL****TO THE HONORABLE MAYOR AND COUNCIL:**

DATE: May 12, 2015

**SUBJECT: TRANSMITTAL OF THE BUDGET MEMORANDUM FOR THE PROPOSED BIENNIAL OPERATING BUDGET AND 10-YEAR FINANCIAL FORECAST****Report in Brief**

Please find attached to this report the following documents:

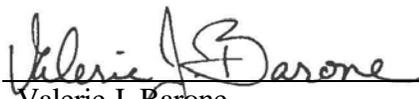
- City Manager's Biennial Budget Message for Fiscal Years 2015-16 and 2016-17; and 10-Year Financial Forecast
- Memo from the Measure Q Oversight Committee regarding the FY 2013-14 Audit and the Proposed Biennial General Fund Budget for FY 2015-16 and FY 2016-17
- Proposed Biennial Operating Budget for FY 2015-16 and FY 2016-17

These documents are traditionally added to the Adopted Budget once approved and will be discussed at the City Council Budget Workshop on May 12, 2015.

**Recommendation for Action**

It is recommended that the City Council receive information regarding the Proposed Biennial Operating Budget for FY 2015-16 and FY 2016-17 as well as proposed 10-year financial forecasts; and provide direction to staff for the development of the final operating budget and 10-year financial forecasts.

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- Attachment #1: City Manager's Biennial Budget Message for Fiscal Years 2015-16 and 2016-17; and 10-Year Financial Forecast
- Attachment #2: Memo from the Measure Q Oversight Committee regarding the FY 2013-14 Audit and the Proposed Biennial General Fund Budget for FY 2015-16 and FY 2016-17
- Attachment #3: Proposed Biennial Operating Budget for FY 2015-16 and FY 2016-17 (separate binder)

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# Memorandum

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**DATE:** May 12, 2015

**TO:** Honorable Mayor Grayson and Members of the City Council

**FROM:** Valerie J. Barone, City Manager

**SUBJECT:** **Biennial Budget Message for Fiscal Years 2015-16 and 2016-17; and Ten-Year Financial Forecasts for Fiscal Year 2015-16 through Fiscal Year 2024-25**

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For the first time in more than seven years, this budget message contains some good economic news. The slow recovery from the Great Recession seems to have turned a corner. Concord's office space vacancy rates and unemployment rates are declining, retail sales, including auto sales, are growing, and property values have not only stopped their decline but are returning to pre-recession levels. Because of this economic recovery, the City's General Fund budget for Fiscal Years 2015-16 and 2016-17 predicts sales and property tax revenues returning to pre-recession levels and growth in the City's hotel room taxes. Additionally, for the first time since Fiscal Year 2007-08, the City will once again have a 30% reserve and for the first time since FY 2005-06 the City will be able to allocation more than \$2 million of General Fund revenue into capital investments to address a portion of the City's deferred maintenance in streets and buildings.

Revenue increases, when added to the City's past and current efforts to control cost increases, are allowing the City to begin closing the gap between revenues and expenditures. Even with this positive progress, the City continues to rely on Measure Q<sup>1</sup> revenues for day-to-day City operations, although the amount of support is decreasing. In fact, had the voters not extended Measure Q in November of 2014, this budget would be proposing significant cuts to services in order to maintain a balanced 10-year financial forecast. As in every year since Fiscal Year 2011-12, Measure Q is a life line for the City, preserving vital City services including 911 operations, park and street maintenance, senior and youth programing as well as all other City programs.

While there is much good news in this budget, the City continues to face many fiscal challenges. Some of these include rising costs for employee benefits, rising salary costs, the lack of adequate funding for infrastructure maintenance, decreasing support from the State for roadway

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<sup>1</sup> Measure Q is a voter approved half-cent use and transaction tax that provides revenue to the City of Concord that cannot be taken by the State of California. Originally approved by voters in November 2010 with a 5-year sunset, an extension of the tax measure was ratified with 76.3% voter approval on the November 2014 ballot. Measure Q will now expire on March 31, 2025.

maintenance, decreasing gas tax funding, and increasing stormwater costs. These challenges are discussed in more detail in the body of the report. The bottom line for Concord is that while the fiscal situation is improving, the City is far from out of the woods and will need to continue to control costs, enhance economic development, and develop new revenue streams for many years to come.

With this transmittal memo, the Executive Team, the Finance Department, and I present the proposed City of Concord operating budget for FY 2015-16 and FY 2016-17. The staff will present the recommended annual General Fund budgets for FY 2015-16 and FY 2016-17 and 10-year forecasts for the General Fund budget and all other major funds to the City Council and the public at the Council's May 12 Budget Workshop. The Council will further consider and take action on the budget at its budget hearings on June 9 and June 23, 2015.

The recommended Capital Improvement Program, including a 10-year Capital Improvement Forecast, will be provided to the City Council and the public at the June 9 and June 23 budget hearings.

## **INDEX**

There is a lot of information in this memo, so it is divided into two major topic areas: Background, and Proposed Budget for FY 2015-16 and FY 2016-17. Each of these major areas is divided into numerous subsections. An index to help guide you through this report is provided below.

### **I. BACKGROUND**

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## **I. BACKGROUND**

### **1. Economic Outlook**

The local economy continues to experience a sustained recovery from the Great Recession. The North I-680 Office Market which includes the cities of Walnut Creek, Pleasant Hill, Martinez and Concord shows strong leasing activity during first quarter of 2015. Overall vacancy levels for the market were at 16%, which is the lowest rates since mid-2009. Concord's vacancy rate is trending a bit higher at approximately 18% which is reflective of the conversion of the million square foot Bank of America Technology Center from a single tenant to a multi-tenant office complex, now called Swift Plaza.

The office market is seeing increased activity from San Francisco-based businesses looking to escape San Francisco's higher cost office market. This trend is anticipated to get stronger as more San Francisco companies look to flee towards the East Bay and specifically Concord. Concord's Class A office rates are approximately \$2.10 a foot per month compared to San Francisco's Class A which is at \$5.50 per foot.

From an unemployment perspective, Concord registered a 5.4% unemployment rate for March 2015, compared to 7.6% a year ago. Concord is out-performing the state and the nation, which registered unemployment rates of 6.5% and 5.6% respectively, during the same period. The unemployment rate for Contra Costa County was 5.0% for March 2015.

The Concord single family housing market continues to improve year over year. According to the City's property tax consultant "the housing market has continued to improve in 2014 although the pace of the improvement has slowed due to increase of interest rates and tight inventories. The median sale price of a single family home in Concord for calendar year 2014 was \$400,000; this represents a \$50,000 (13.80%) increase from 2013."

### **2. New Biennial Budgeting Process**

At a January 13, 2015 City Council workshop on Fiscal Planning, staff recommended that the City of Concord shift from an annual budgeting process to a biennial process for the operating and capital budgets. Biennial budgeting refers to the practice of developing a budget every two years. Under biennial budgeting, the City of Concord will continue to operate on a July-June annual fiscal year. The public and City Council will continue to receive annual mid-year updates in January as well as a mid-cycle review approximately 12 months after the initial adoption of the biennial budget.

Biennial budgeting allows the City to use its human resources more efficiently and reallocate resources to the capital budgeting process during the off cycle year. Below is a summary of the budget actions that will be before the City Council over the next two years under a biennial budgeting process.

### **Budget Actions**

- June 2015
  - Adoption of Biennial **Operating** Budget for FY 2015-16 and FY 2016-17
  - Adoption of an Annual **Capital** Budget for FY 2015-16
  
- January 2016
  - Mid-Year **Operating** and **Capital** Budget Review
  
- June 2016
  - Mid-Cycle Review of the **Operating** Budget for FY 2016-17 and approval of any modifications
  - Adoption of Biennial **Capital** Budget for FY 2016-17 and FY 2017-18
  
- January 2017
  - Mid-Year **Operating** and **Capital** Budget Review
  
- June 2017
  - Adoption of Biennial **Operating** Budget for FY 2017-18 and FY 2018-19
  - Mid-Cycle Review of the **Capital** Budget for FY 2017-18 and approval of any modifications

### **3. Update on Measure Q - Half-cent Local Sales Tax**

Originally placed on the ballot and approved by voters in November 2010, Measure Q is a half-cent use and transaction tax that provides general-purpose revenue to the City of Concord's General Fund. The original tax was passed with a five-year sunset clause and was set to expire on March 31, 2016. However, the City Council placed a nine-year extension of the tax on the November 2014 ballot that was ratified with 76.3% voter approval. Measure Q will now expire on March 31, 2025.

Measure Q has helped maintain the community's quality of life and kept Concord a safe place to live, work and raise a family, supporting 9-1-1 services, gang prevention services, neighborhood police patrols, pothole repairs, park and recreation programs, and youth and senior services. However, the lingering effects of the Great Recession, the slow economic recovery and State takeaways are continuing to hamper the City's ability to provide essential city services. Consequently, the City continues to rely heavily on annual Measure Q revenues to cover the gap between expenditures and regular (on-going) revenue sources.

In the adopted General Fund budget for FY 2014-15, the City relies on nearly \$8 million of Measure Q revenue to support operations. Eliminating the City's reliance on Measure Q to cover the shortfall over time continues to be a challenge for the City. The proposed 10-year financial forecast shows that the annual shortfall and Measure Q support to operating costs, is projected to

decrease to approximately \$3.7 million in FY 2024-25 (the same fiscal year that the Measure Q tax sunsets).

Over the next ten years, the City will need to pursue multipronged and sustained efforts to ensure that the organization is fiscally sustainable and can cover its operating costs without reliance on Measure Q. Achieving fiscal sustainability will be a marathon, not a sprint. Further, reaching this target must be done in concert with continuing to provide vital city services to the community and maintaining pay and benefit levels that retain quality employees.

The good news is that the extension of Measure Q until March 2025 has given City Council, staff and the public time to strategically implement solutions.

Recently, on February 10, 2015, the City Council revised the City's Fiscal Sustainability Ordinance to include a section on Measure Q revenues. In the amendments, Measure Q was defined as a *limited duration* revenue source. The revisions also state that the annual amount of Measure Q revenues that are "allocated to fund the operating shortfall shall be limited to no more than \$8,000,000 per fiscal year, and this amount is intended to decrease over time, reducing reliance on this limited term revenue." The proposed biennial budget reduces the use of Measure Q to support the operating budget to \$7.5 million by FY 2016-17.

#### **4. Restoration of General Fund Reserves to 30% of Expenditures**

Like many cities throughout the Country and State, Concord was hard hit by the economic downturn that began in FY 2007-08. The recession and slow recovery forced the City to cut its workforce by 25%, defer infrastructure and facility maintenance, reduce programs and outsource services. Additionally, the Concord workforce stepped up to help with the City's deficit by paying more for health benefits, agreeing to a new lower tier of retiree pension benefits, picking up the full employee-share of retiree pension benefits, participating in a 5% furlough program for 3.5 years, cutting the salary ranges of all management employees by 12%, and eliminating salary increases for all employees for multiple years. Even with all of these service reductions and employee give-backs, the City had to utilize \$24 million of General Fund reserves just to keep vital city services and programs available to the residents. This dire situation required that the City Council modify the General Fund reserve policy in February 2009 allowing a minimum of a 15% reserve, with the goal of returning to a 30% reserve when the economy was healthy enough to do so.

At the close of the current 2014-15 fiscal year, it is projected that the City will once again reach its historical General Fund reserve level of 30%. This has been possible due to the voter's adoption of the Measure Q in November 2010 and the City's diligent use of annual Measure Q revenue (using a portion to provide core services and a portion to help rebuild reserves) over the past four years.

As a part of the adoption process for this biennial budget, staff will recommend that the City Council formally return Concord's reserve policy to the 30% level.

## **5. Council's Priority Focus Areas for FY 2015-16 and FY 2016-17**

Since 2013, the City Council has adopted priority areas of focus as part of preparing its budget that guides staff's allocation of resources. The use of priority focus areas has proved to be very successful, allowing the City to manage its resource allocation to achieve Council's highest priority objectives.

On March 28, 2015, the City Council held a workshop to confirm and refine the priority areas of focus for the next two fiscal years. A total of five Priority Areas of Focus and two areas of Constant Focus are proposed below (not listed in any priority order):

### Long Term Financial Stability

- Adopt a balanced two-year budget and a 10-year financial forecast that acknowledges unfunded liabilities and deferred maintenance
- Implement strategies that reduce unfunded liabilities and address the City's Annual Recommended Contributions (ARC) for retiree benefits
- Outreach to the community on how Measure Q revenues are working for them and the City's responsible use of the revenues
- Pursue initiatives that enhance the City's long-term financial stability

### Economic Development

- Select and complete negotiations with a Master Developer for Phase 1 of development of the Concord Reuse Project Area
- Complete negotiations with the Navy on the value structure and transfer approach in support of the future development of the Concord Reuse Project Area
- Select a Master Developer for Phase One development of the Concord Reuse Project and make progress on the entitlements necessary for development to occur
- Initiate and complete work on the Specific Plan for Phase 1 development of the Concord Reuse Project Area
- Implement the Downtown Specific Plan
- Enhance the City's economic vitality by adding resources to the program and focusing the program on driving investment into the City's catalyst/high-opportunity development sites
- Implement strategies that address blighted and/or vacant properties

### Public Safety

- Focus all City departments on public safety
- Focus on preventative measures that enhance long-term public safety
- Reduce criminal activity in Concord—pay special attention to:
  - Homeless related criminal activity, and
  - Juvenile related criminal activity
- Assure the continued success of the Family Justice Center as part of the County's regional approach to wrap-around services

### Infrastructure Maintenance

- Maintain existing infrastructure and facilities in a safe and operational condition
- Implement strategies that optimize all modes of travel through the City
- Implement strategies that address sewer and storm-water needs
- Implement strategies that address pavement and roadway needs
- Implement strategies that address park infrastructure maintenance needs

### Organizational Strength & Employee Success

- Implement strategies that engage and strengthen Concord's relationship with regional, state and national organizations and elected officials
- Implement technology that enhances customer service and organizational efficiencies
- Perform timely and effective performance evaluations
- Adopt policies that address key personnel and legal needs
- Implement programs that support employee recognition and networking
- Enhance communication at all levels of the organization
- Develop employees, the executive team, and council members through training and growth opportunities

The above priority areas of focus can and do change over time. Two areas that remain constant, however, are **customer service** and **quality of life**.

In light of the challenges the City faces, the proposed budget provides the necessary resources for the City to make progress in each of the Council's priority focus areas, while also limiting the

increase in operating expenditures to only items that are essential, align to a Council goal, or are outside of the City's control (such as utility costs and contractual obligations).

## II. PROPOSED BIENNIAL OPERATING BUDGET FOR FY 2015-16 and FY 2016-17

What follows is a summary of the City's proposed FY 2015-16 and FY 2016-17 General Fund budget.

### 1. Proposed Biennial General Fund Budget for FYs 2015-16 and 2016-17 Compared to the Current FY 2014-15 General Fund Budget

The following table provides a comparison of the proposed biennial General Fund budget for FY 2015-16 and FY 2016-17 to the FY 2014-15 budget. Each major revenue category and expenditure category is discussed in detail later in this report.

**Table 1. Proposed Biennial General Fund Budget for FY 2015-16 and FY 2016-17 Compared to the Current FY 2014-15 General Fund Budget**

	FY 2014-15 Adj. Budget	FY 2015-16 Proposed Budget	Difference	FY 2016-17 Proposed Budget	Difference
<b>RESOURCES</b>					
Regular Revenue <sup>1</sup>	\$74,405,000	\$81,312,000	\$6,907,000	\$81,016,000	(\$296,000)
Measure Q for Support	7,930,000	7,800,000	(130,000)	7,500,000	(300,000)
Use of Prior Year Budget Residual Funds	1,500,000 <sup>2</sup>				
Total Resources	83,835,000	89,112,000	5,277,000	88,516,000	(596,000)
<b>EXPENDITURES</b>					
Total Expenditures	83,535,000 <sup>3</sup>	89,112,000	5,577,000	88,516,000	(596,000)
<b>DIFFERENCE</b>					
	300,000 <sup>4</sup>	-	(300,000)	-	-

<sup>1</sup> Excludes Measure Q revenue.

<sup>2</sup> During the mid-year budgeting process, \$1.5 million of budget residual funds from the prior year (FY 2013-14) was allocated to help fund the City's annual contribution to the City of Concord post-employment medical liability, as determined by an independent actuarial report.

<sup>3</sup> Includes \$2.2 million that was appropriated during the mid-year budgeting process to help fund the City's annual contribution to the City of Concord post-employment medical liability.

<sup>4</sup> During the mid-year budgeting process approximately \$300,000 was reserved for economic development program enhancements.

## 2. General Fund Revenues

In FY 2015-16, the total increase in General Fund revenue is projected to be \$6.9 million. As shown in Table 2 (below), the increase in property tax is approximately \$2.4 million (over the FY 2014-15 budget) and the increase in non-Measure Q sales tax is approximately \$4.0 million in FY 2015-16. Almost half of this additional sales tax revenue (approximately \$1.9 million) is one-time and related to the payoff of State bonds.

In FY 2016-17, total General Fund revenue is projected to decrease by \$296,000. This decrease is primarily influenced by a \$1.0 million reduction in regular sales taxes (related to the receipt of one-time revenue in the prior year).

Total Measure Q sales tax is projected to increase by 8%, above the \$11.6 million in FY 2014-15. In FY 2015-16, Measure Q revenue is projected to be \$12.6 million (an increase of \$982,000) and in FY 2016-17, the projected revenue is \$12.9 million.

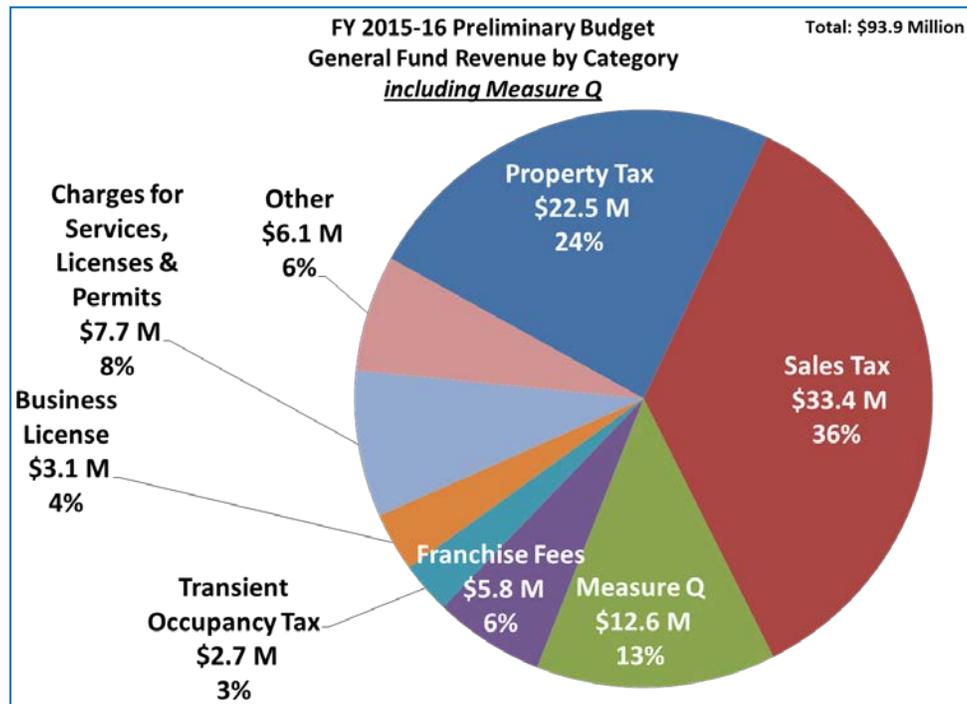
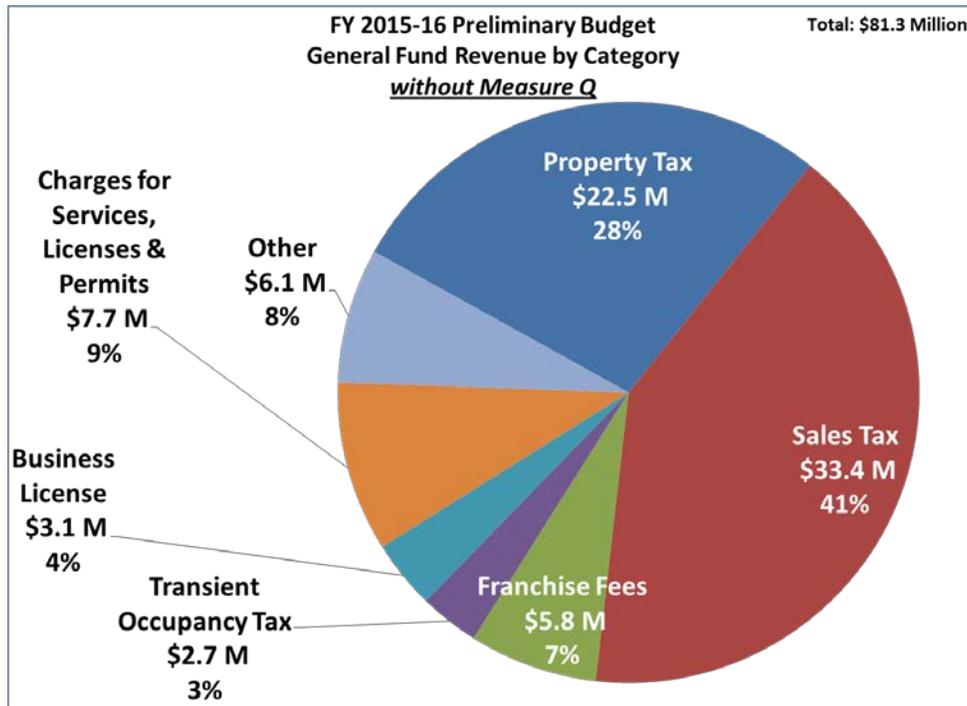
Together, property taxes and the City's regular sales tax represent 68% of the total regular General Fund budgeted revenue. The following table provides a brief summary of the most recent budget for FY 2014-15 and the budget projections for property and regular sales taxes, followed by budgeted revenue for Measure Q in the proposed biennial budget.

**Table 2. General Fund Revenue Summary**

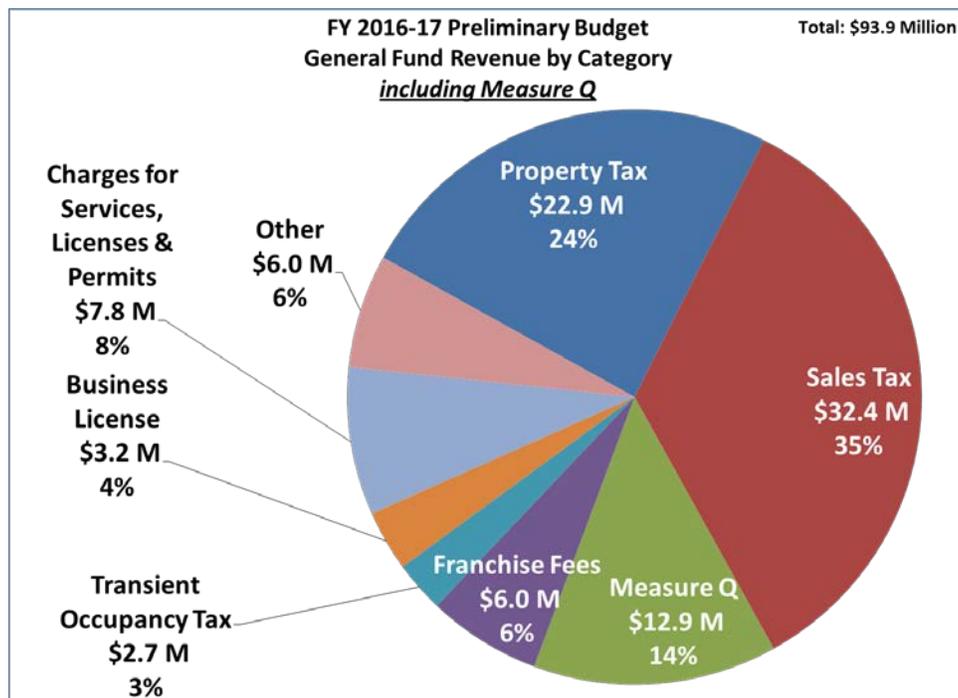
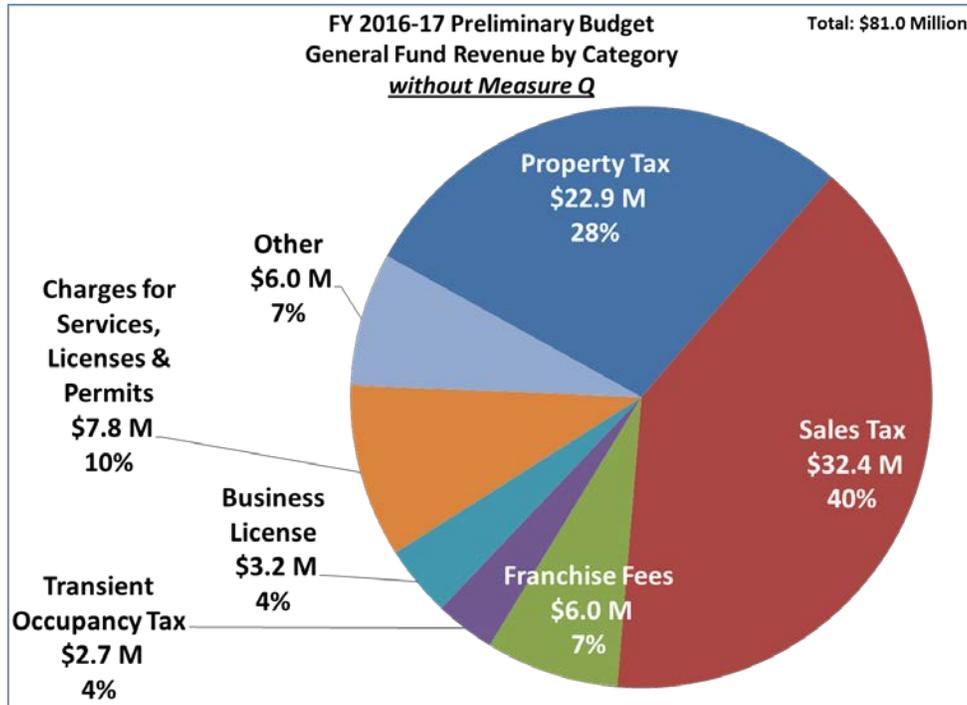
	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	Difference	FY 2016-17 Proposed Budget	Difference
<b>Total Recurring Revenue (excluding Measure Q)</b>	\$74,405,000	\$81,312,000	\$6,907,000	\$81,016,000	(\$296,000)
<i><b>Major Revenue Sources*</b></i>					
<i>Property Tax</i>	20,115,000	22,499,000	2,384,000	22,925,000	426,000
<i>Percent of Recurring</i>	28%	28%		28%	
<i>Sales Tax</i>	29,415,000	33,414,000	3,999,000	32,402,000	(1,012,000)
<i>Percent of Total</i>	40%	41%		40%	
<b>Measure Q Revenue</b>	11,609,000	12,591,000	982,000	12,911,000	320,000

*\*Only the major revenue sources of property tax and sales tax are shown. Other categories revenue are shown and analyzed later in this report.*

The following charts show the projected General Fund revenue by category in FY 2015-16 with and without Measure Q. This portrait demonstrates that revenue from the Measure Q special use and transactions (sales) tax represents a significant portion of total General Fund resources (13%), which supports vital community services such as 911, city parks, youth sports and senior services.



The following charts show the projected General Fund revenue by category in FY 2016-17 with and without Measure Q.



Further explanation and analysis of the City's General Fund revenues by category follow:

**a. Property Tax**

Property taxes represent 28% of General Fund revenue. The City of Concord continues to see recovery in property taxes as a result of increased sales activity and prices. In the adopted FY 2014-15 Budget, property tax revenue was projected to be \$20.1 million. Based on current receipts and updated information from the City's property tax consultant, staff expects this revenue source to outperform the budget by \$1.3 million. The current estimated actual for FY 2014-15 is \$21.4 million. After the close of the current fiscal year, staff will report on the final property tax revenue and seek City Council approval to appropriate the anticipated budget residual funds, in accordance with the Fiscal Sustainability Ordinance.

Projected property tax revenue for FY 2015-16 is expected to match the peak from FY 2007-08 (property tax revenue that year was \$22.5 million). This will amount to a 5% increase over the estimated actual for the current 2014-15 fiscal year.

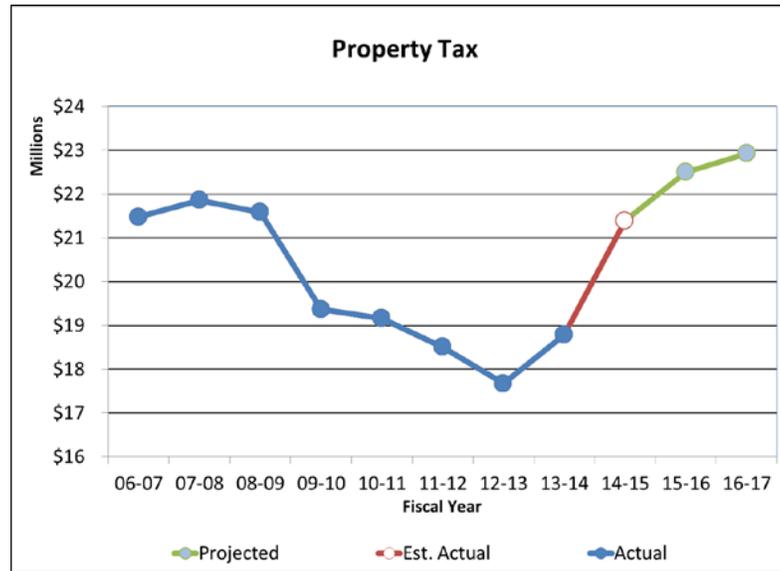
In FY 2016-17, property tax revenue is expected to grow by 2% (from \$22.5 million to \$22.9 million). This estimate anticipates a near full recovery of Proposition 8<sup>2</sup> reductions that occurred during the recent recession, followed by the annual 2% inflation factor that is allowed under Proposition 13<sup>3</sup>.

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<sup>2</sup> Proposition 8 is a constitutional amendment that allows a temporary reduction in assessed value when real property suffers a decline in value. A decline in value occurs when the current market value of real property is less than the current assessed (taxable) value as of January 1 of each year.

A property that has been reassessed under Proposition 8 is then reviewed annually to determine its lien date value. The assessed value of a property with a Proposition 8 value in place may increase each lien date (January 1) by more than the standard two percent maximum allowed for properties assessed under Proposition 13; however, unless there is a change in ownership or new construction, a property's assessed value can never increase above its base year value after adjusting for the annual 2% increase.

<sup>3</sup> In 1978, California voters passed Proposition 13, which significantly lowered property taxes on homes, businesses and farms. Under Proposition 13 tax reform, property tax value was rolled back and frozen at the 1976 assessed value level. Property tax increases on any given property were limited to no more than 2% per year as long as the property is not sold. Once sold, a property is reassessed at 1% of the sale price, and the 2% yearly cap became applicable to future years.

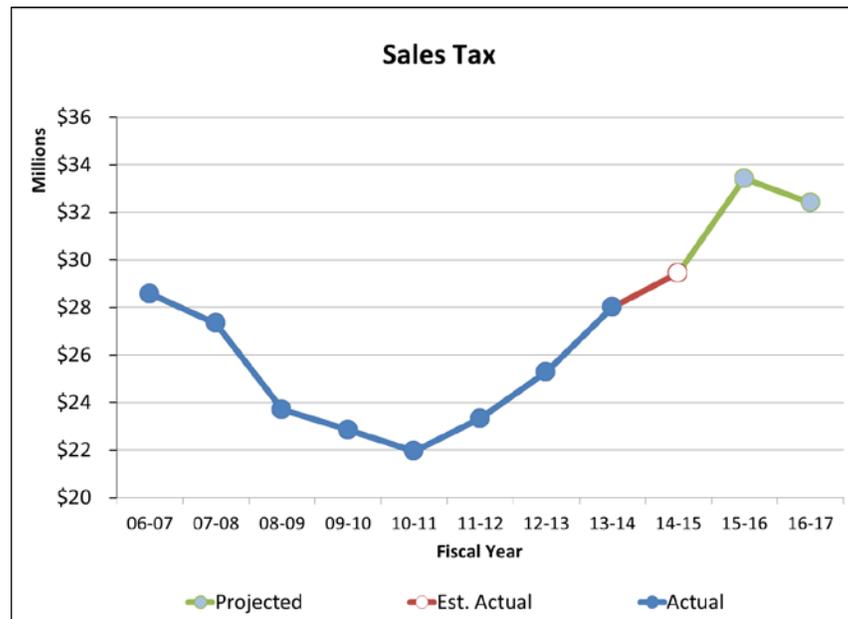


**b. Sales Tax**

The original Bradley-Burns 1% sales tax (non-Measure Q) comprises 40-41% of General Fund revenue (excluding Measure Q revenue). As shown in the following graph, in the current 2014-15 fiscal year, the City’s regular sales tax revenue will have fully recovered from the recession. This revenue source continues to perform strongly, and is projected to meet budget projections for the current fiscal year. This will provide an increase of 5% (\$29.4 million) in FY 2014-15 over FY 2013-14, primarily due to continued strong auto sales as well as a recovery in other non-auto related industries. The City’s sales tax consultant anticipates continued growth in the City’s sales tax for FY 2015-16 and FY 2016-17.

The biennial budget projects 7% growth in FY 2015-16 for the base portion of the sales tax. This is tied to continued improvement of the local economy and strong auto sales. The base portion is projected to grow from \$29.4 million in the current fiscal year (FY 2014-15) to \$31.5 million in FY 2015-16. In addition, for FY 2015-16, the City will also receive a one-time payment of \$1.9 million from the State of California that is connected to a final payment (or true-up) for money that is owed to cities for the financing plan for State Economic Recovery Bonds from 2004 and 2008. This one-time payment brings the total projected non-Measure Q sales tax revenue to \$33.4 million (a 13% increase from FY 2014-15).

In the following year (FY 2016-17), total non-Measure Q sales tax is projected to decrease by \$1 million (or -3%). This amount to approximately \$900,000 of growth, however, there is an overall decline due to the non-receipt of \$1.9 million in one-time funds from the prior year.



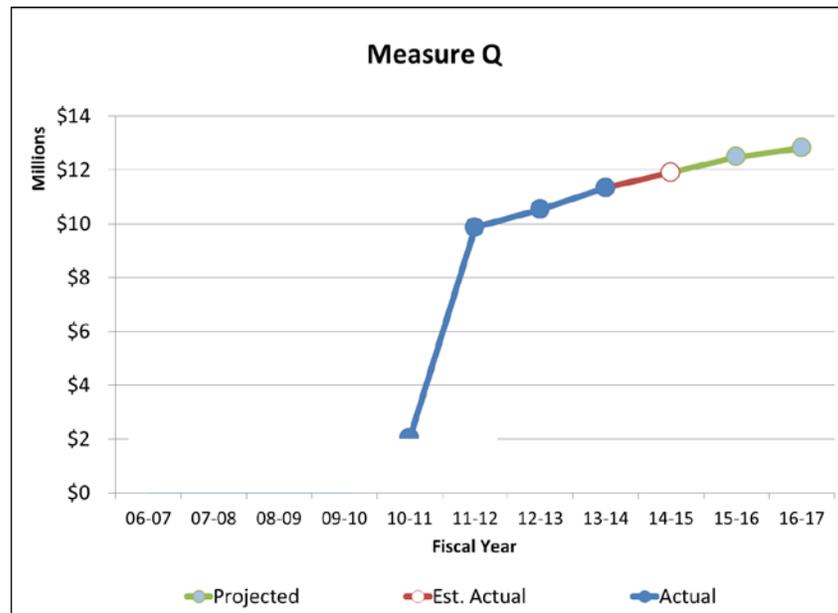
**c. Measure Q**

In the adopted FY 2014-15 budget, Measure Q revenue was projected to be \$11.6 million. Based on current receipts and updated information from the City’s sales tax consultant, staff expects this revenue source to out-perform the budget by \$400,000. The current estimated actual for FY 2014-15 is \$12.0 million. After the close of the current fiscal year, staff will report on the final Measure Q revenue and seek City Council approval to appropriate the anticipated budget residual funds, in accordance with the Fiscal Sustainability Ordinance.

In the coming 2015-16 fiscal year, Measure Q sales tax is projected to increase from the current budget of \$11.6 million in FY 2014-15 to \$12.6 million in FY 2015-16. This represents an 8% budget increase. However, based on the new estimated actuals for FY 2014-15, the actual increase in FY 2015-16 is projected to be 5% (an increase of \$600,000 from the estimated actual of \$12.0 million for the current fiscal year).

In FY 2015-16, Measure Q revenue is projected to increase by 3% (or \$300,000), from \$12.6 million in FY 2015-16 to \$12.9 million in FY 2016-17.

When comparing this growth rate with that of the regular Bradley-Burns sales tax, it is important to keep in mind that the taxable base is slightly different for each tax, so the growth rates are slightly different.

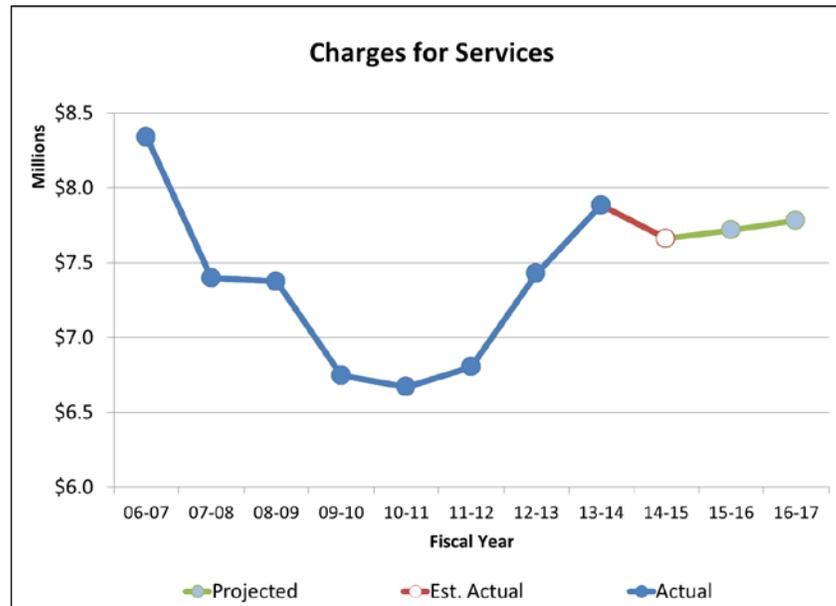


**d. Charges for Services** (*Permits, Plan Review Fees, Inspection Fees, and User Charges*)

Overall, the budget projections for revenue in the charges for services category are estimated to increase annually by 1% in FY 2015-16 and FY 2016-17. Projected revenue in FY 2015-16 is \$7,717,000 and \$7,782,000 in FY 2016-17. The increase amounts to \$55,000-\$65,000 of additional revenue in each of the two years. The increase is primarily related to growth in development activity related to permits, plan reviews and inspections. In addition, the moderate revenue growth is also related to the fact that staff is not recommending an increase to citywide fees and charges at this time. A comprehensive review of citywide fees and charges is nearing completion and staff expects to provide the study to the City Council between July-September of this year. It is possible that Council may choose to alter specific or citywide fees and charges at that time.

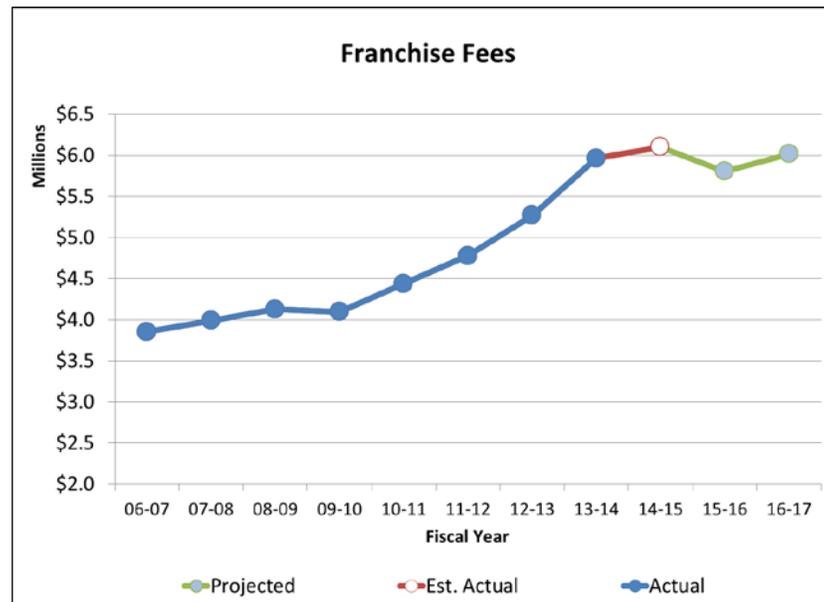
In the following graph, charges for services were \$7.9 million in FY 2013-14. This is an outlier, as it reflects an increase in Multi-Family Inspection Fee revenues which are cyclical in nature. It also includes \$100,000 in Abandoned Vehicle Fees, which were transferred to its own fund in the FY 2014-15 budget.

The following graph also shows a significant drop in charges for services between FY 2006-07 and FY 2007-08. This decline was primarily related to two factors: (1) building, planning and developer fees decreased by roughly \$560,000 between FY 2006-07 and FY 2007-08 (the beginning of the Great Recession); and (2) there was also a decline in Police Department charges for services of approximately \$311,000, which was attributable to a one-time payment received from the State of California for booking fees in FY 2006-07 of \$286,000.



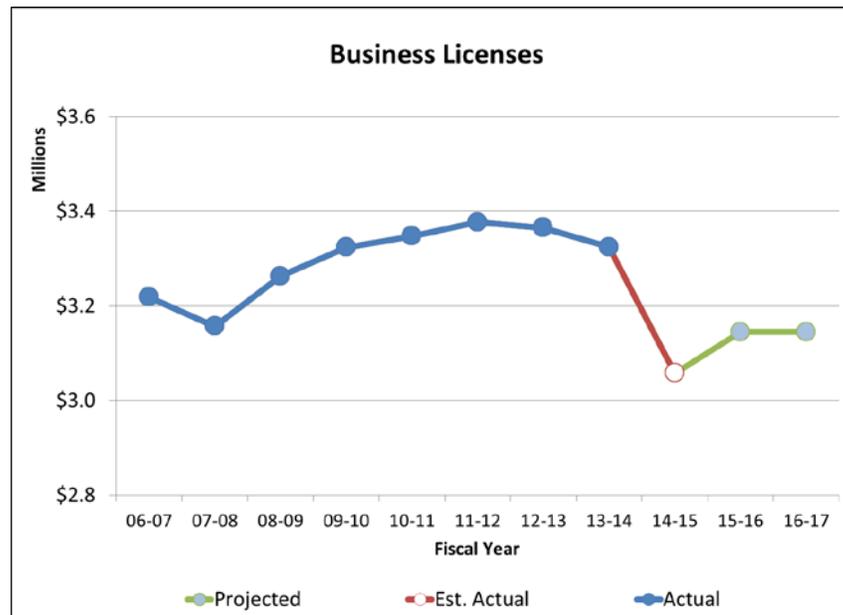
**e. Franchise Fees**

The overall franchise fees category is estimated to decrease by 5% in FY 2015-16 to \$5.8 million (from \$6.1 million in FY 2014-15). This decrease is caused by the re-allocation of \$583,000 of annual Public Educational and Government (PEG) access revenue from cable franchisees into a separate fund for better tracking and reporting. Without this change, Franchise Fee revenue increases by 7% in FY 2015-16 due to increased revenue from the Concord Disposal waste franchise and AT&T video franchise agreements. In FY 2016-17, total franchise fee revenue is projected to increase by 2% to \$6.0 million.



**f. Business Licenses**

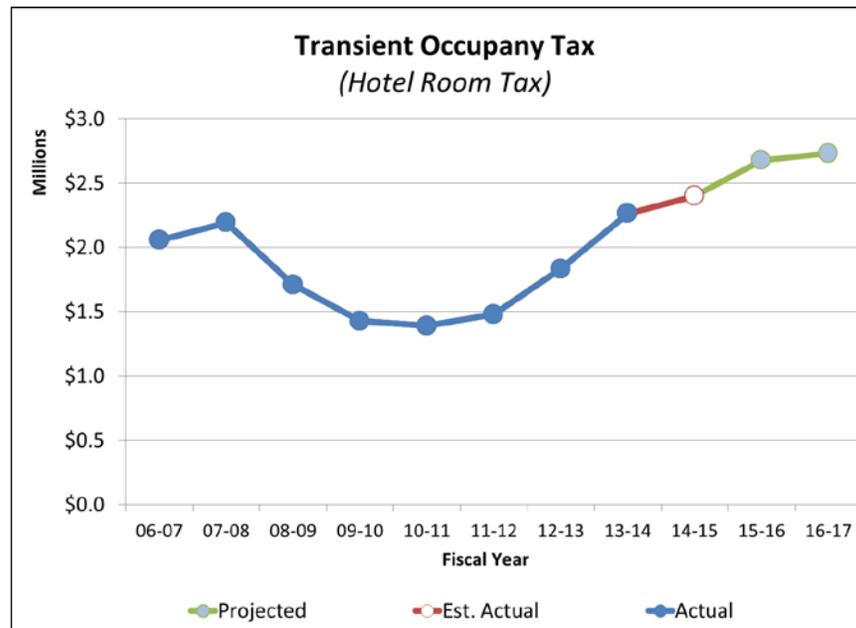
Total revenue related to business licenses is projected to be just under \$3.2 million in FY 2015-16 and FY 2016-17. This represents a 3% increase from FY 2014-15. The following graph shows a decline in this revenue source from FY 2012-13 to FY 2014-15. This relates to Council's prior action to reduce administrative fees for new and renewing businesses. In the proposed biennial budget, revenue from business taxes and penalties are projected to be relatively flat and no changes to the fee structure are recommended at this time.



**g. Transient Occupancy Tax (TOT)**

Based on monthly revenue trends, estimates for the transient occupancy tax (also known as the hotel room tax) are projected to out-perform the current FY 2014-15 budget by \$374,000. In the adopted FY 2014-15 Budget, transient occupancy tax revenue was projected to be \$2.026 million. The current estimated actual for FY 2014-15 is \$2.4 million. The strength of the hotel market is likely linked to two factors—an improving economy and therefore more business and recreational travel, and the impact of the Tourism Business Improvement District and its efforts to increase hotel occupancy rates in Concord. After the close of the current fiscal year, staff will report on the final transient occupancy tax revenue and seek City Council approval to appropriate the anticipated budget residual funds, in accordance with the Fiscal Sustainability Ordinance.

In FY 2015-16, transient occupancy tax revenue is projected to increase by 12% (from \$2.4 million in FY 2014-15 to \$2.7 million in FY 2015-16). The projection for FY 2016-17 assume moderate (2%) growth in the second year of the biennial budget. Staff will continue to monitor monthly revenue trends over the next 12 months. Should the current level of growth continue, staff will project an adjustment to the FY 2016-17 revenue estimate.

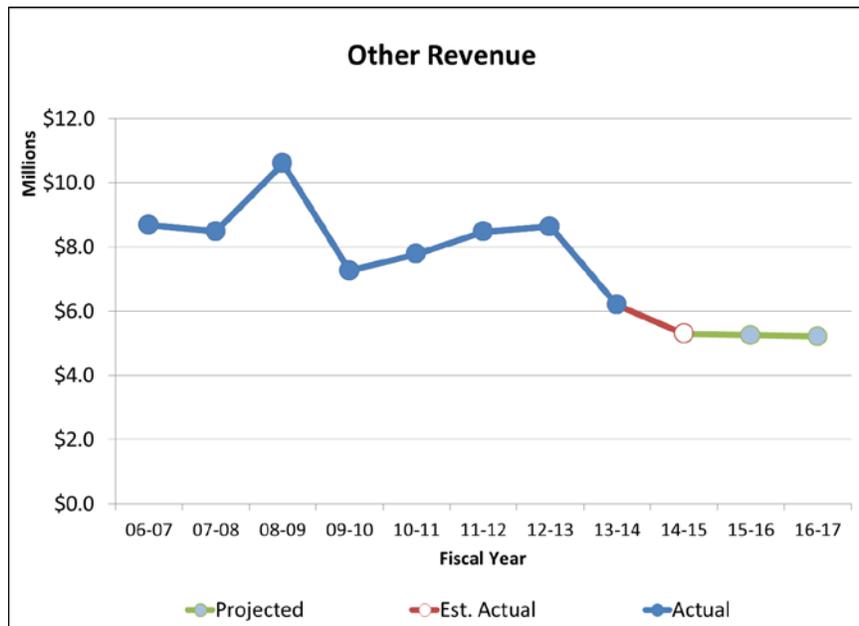


**h. Other Revenue**

“Other Revenue” includes one-time special revenue, fines and forfeitures, inter-governmental, and inter-fund charges (among others). This revenue category is projected to be flat (at approximately \$2.2 million) in both FY 2015-16 and FY 2016-17.

In the adopted FY 2014-15 budget, this category was down by approximately \$200,000 (from \$6.2 million to \$6.0 million). Some revenues in this category were projected to increase, the largest increases relate to \$270,000 from the City’s partnership with the Mt. Diablo Unified School District to fund School Resource Officer positions and rental income increase of \$130,000 from Waterworld. Other individual revenue sources were projected to decline. The most significant declines in this category are a \$450,000 reduction in one-time revenue that resulted from development deposit reconciliation.

The following graph shows an overall, gradual decline in Other Revenue. This decline stems from the discontinuation of redevelopment support for General Fund operations in FY 2011-12, caused by the dissolution of the City’s Redevelopment Agency. In FY 2012-13, the City received one-time, unbudgeted revenues of \$2 million from the County (Property Tax Administration Fee refund and the Low and Moderate Income Housing fund share payment) which temporarily delayed the general decline we are seeing in this revenue category.



### 3. General Fund Expenditures

Table 3 shows the changes in total expenditures from the FY 2014-15 budget to the proposed biennial budget for FY 2015-16 and FY 2016-17.

**Table 3: General Fund Expenditure Summary**

	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	Difference	FY 2016-17 Proposed Budget	Difference
<b>Total Expenditures</b>	\$83,535,000	\$89,112,000	\$5,577,000	\$88,516,000	(\$596,000)
<b>Major Expenditure Groups</b>					
<i>Full time Salaries</i>	29,234,000	30,188,000	954,000	31,509,000	1,321,000
<i>Percent of Total</i>	35%	34%		36%	
<i>Fringe Benefits*</i>	27,361,000	28,804,000	1,443,000	28,188,000	(616,000)
<i>Percent of Total</i>	33%	32%		32%	
<i>Internal Service Charges</i>	11,535,000	12,717,000	1,182,000	13,148,000	431,000
<i>Percent of Total</i>	14%	14%		15%	
<i>Operating Expenses</i>	10,660,000	11,080,000	420,000	11,356,000	276,000
<i>Percent of Total</i>	13%	12%		13%	
<i>Part time Salaries</i>	1,328,000	1,371,000	43,000	1,396,000	25,000
<i>Percent of Total</i>	2%	2%		2%	
<i>Transfer Out/Capital Projects</i>	1,265,000	2,529,000	1,264,000	542,000	(1,987,000)
<i>Percent of Total</i>	2%	3%		1%	

\*Includes medical, vision, dental, life insurance, disability insurance, pension contributions and payments, deferred compensation, social security, and workers' compensation.

Below all significant changes to the proposed General Fund expenditure budgets for FY 2015-16 and FY 2016-17 are presented.

#### Cost-of-Living Adjustment

While the City does not yet have labor agreements with any of its bargaining groups that cover FY 2015-16 or FY 2016-17, the budget does incorporate an assumed cost of living increase (COLA) of 2% for full-time employees in each of the two fiscal years. The fully loaded cost to the General Fund for these wage increases is approximately \$1.0 million in FY 2015-16 and \$1.1 million FY 2016-17. These cost appear in three of the categories in Table 4 above (full-time salaries, fringe benefits, and internal service charges, which include personnel cost for the City's information technology, fleet, and building maintenance services).

#### Post-Employment Retiree Medical

Fully funding the City's annual recommended contribution for retiree medical benefits costs \$4.9 million annually, as determined by an independent actuarial report. The City's budget approach to funding full annual recommended contribution for retiree medical benefits, has been to include a base level of funding in the adopted budget (typically \$2-3 million) and seek to augment the funding through one-time funds as they become available during the fiscal year. For the last three years, the City has been successful in this approach.

The proposed budget for FY 2015-16 breaks from this approach and proposes fully funding the \$4.9 million annual cost. This is possible because of the one-time payment of \$1.9 million in sales tax revenue from the State (that was discussed under the revenue section of this report). In FY 2016-17, the budget returns to the City's usual approach of funding only a base portion of the annual cost, specifically, \$2.5 million. As one-time and surplus funds become available during FY 2015-16 and FY 2016-17 2016-17, staff will seek to augment funding for retiree medical benefits, as has been done in past years.

#### Employee Pension Costs - California Public Employees' Retirement System (CalPERS)

The CalPERS Board has adopted several actions to reduce risk and ensure long-term stability, including new demographic assumptions in 2014 and a change to amortization and smoothing policies in 2013 (essentially recognizing the financial impact of investment losses more quickly than before). In addition, CalPERS is continuing to deal with the lingering effects of the significant investment losses from the 2008 crash in the financial markets.

The result is the City's pension costs are expected to continue to rise over the next five years, by about 30%. Rates will flatten but continue at high levels for 20 years before prior investment losses and longevity assumption changes are fully recovered, then rates will start to drop. Rates are expected to peak in Fiscal Year 2019-20 at 44.5% of salaries for safety (law enforcement) employees and 36.7% of salaries for non-safety employees. While the 2013 Pension reform reduces benefits for new hires, it does little to reduce costs in the next 15-20 years.

In proposed FY 2015-16 budget, the CalPERS rates for Concord's non-safety employees increase by 2.38% of pensionable income for full-time employees (from 28.27% to 30.65%). This amounts to a cost increase of approximately \$940,000. In FY 2015-16, the CalPERS rates for Concord's safety employees increase by 1.86% of salary for full-time employees (from 34.15% to 36.01%). This amounts to a cost increase of just under \$350,000. Together, increased CalPERS costs for full-time safety and non-safety employees in FY 2015-16 will cost the City an additional \$1.290 million (approximately \$970,000 of this amount is in the General Fund). This results in a total CalPERS cost of approximately \$12.0 million in FY 2015-16.

The proposed budget also includes CalPERS rates estimates for FY 2016-17. In that year, Concord's rate for non-safety employees is project to increase by 1.75% of pensionable income for full-time employees (from 30.65% to 32.4%). This amounts to a cost increase of approximately \$670,000. In FY 2016-17, the CalPERS rates estimates for Concord's safety employees increase by 3.09% of salary for full-time employees (from 34.15% to 36.01%). This amounts to a cost increase of just over \$900,000 million. Together, increased CalPERS costs for full-time safety and non-safety employees in FY 2016-17 is projected to cost the City an additional \$1.570 million (approximately \$1.350 million of this amount is in the General Fund). This results in a total CalPERS cost of approximately \$13.6 million in FY 2016-17.

#### Vacancy Savings

In the prior three fiscal years, the City has included a budgetary vacancy factor for full-time personnel of 2% as a tool to capture in the budget the salary and benefit savings that occur because of staff turn-over and the reality that many of these positions remain vacant for a number of months. The proposed biennial budget continues this practice. In this budget the general vacancy factor is 2% for all employees, with the exception of sworn officers and staff that provide direct support for development services (building/engineering inspection as well as plan and permit review services). A 1% vacancy factor is assumed for sworn officers and direct development service employees in recognition of the vacancy trends for these positions and the fact that the backfill requirements for these positions do not consistently provide financial savings. Total vacancy factor savings in the General Fund for FY 2015-16 is \$815,000 and \$870,000 in FY 2016-17.

#### Personnel / Organizational Changes

The proposed biennial budget includes a total of three requested additions to the City's full-time staffing, one of is not a cost increase because it is partnered with the elimination of a professional service contract with an outside company, and one conversion of an existing contract Executive Assistant position to a permanent full-time Executive Secretary position.

Table 4 shows full-time positions by department for the FY 2014-15 budget, compared to the proposed biennial budget for FY 2015-16 and FY 2016-17. The 3 newly requested positions appear as additions, whereas the conversion of an existing contract position does not show up as a change because the contract position it is already in the position count for the budget in current

fiscal year (FY 2014-15).

**Table 4. Proposed Full-time Position Additions**

Department	FY 2014-15 Adjusted Budget	FY 2015-16 FY 2016-17 Proposed Budget	Difference
City Attorney	4	4	-
City Council	6	6	-
Community & Economic Development	41	43	2
Finance	19	19	-
Human Resources	7	7	-
Information Technology	12	13	1
Local Reuse Authority	3	3	-
Office of the City Manager	10	10	-
Parks & Recreation	13	13	-
Police	213	213	-
Public Works (includes Storm Water and Sewer)	77	77	-
<b>Total Full-Time</b>	<b>405</b>	<b>408</b>	<b>3</b>

The three proposed new positions and one position conversion for Council consideration in the proposed biennial budget are described below.

- Local Reuse Authority (position conversion)

**Executive Secretary – Confidential** (\$112,000 annually for salary and benefits, there is no budget impact)

Convert an existing contract Local Reuse Authority Executive Assistant position to a permanent full-time Executive Secretary – Confidential position. The fully loaded cost of the Executive Secretary position (\$112,000) is neutral to the budget because the pay range remains constant and the contract position is currently a full-time and benefited position.

This position provides primary administrative support to the Local Reuse Authority to advance the City Council’s objective for the formal Naval Weapons Station reuse project. The contract position has been a part of the City’s workforce for eight years and, with the upcoming land transfer and selection of a master developer for phase 1 of the site plan, continued administrative support for the Local Reuse Authority will be needed for the foreseeable future.

- Community & Economic Development Department

**Administrative Secretary – Engineering** (\$103,000 annually for salary and benefits, of this \$26,000 comes from the General Fund)

Staff recommends the addition of an Administrative Secretary position within the Capital Improvement Program of the Engineering Division. The position will be responsible for tracking project related contracts/agreements, managing schedules and reviewing/processing invoices for payment. This position is warranted based on the current pipeline of capital improvement projects as well as the anticipated project support needs that will result from the recent \$22.4 million of upcoming debt financed infrastructure improvements. The total compensation cost (salary and benefits) for this position is estimated at \$103,000 annually. However, as is typical with positions that support capital projects, approximately 80% of the cost for the position will be reimbursed from the budgets of the capital projects, thus having a 20% impact on the General Fund (\$26,000 annually).

**Economic Development Manager** (\$184,000 annually in salary and benefits)

The recommended position is a part of a multi-pronged effort to enhance the City's economic development program, as one of Council's Priority Areas of Focus, so that the City is more proactively marketing the City of Concord and attracting new businesses and expansions. Council reviewed staff's proposals to enhance the City's economic development program at two separate workshops earlier this year and Council strongly expressed its desire that the City move forward with this effort.

A major prong in the enhanced economic development program is the addition of an Economic Development Manager position. This position would work for the City's Economic Development and Housing Programs Manager and take on significant outreach activities associated with business attraction, retention and expansion efforts. This would include ombudsman activities with the business community, permit facilitation and outreach to local businesses and business organizations. Associated activities would include researching specific industries for business attraction prospects, attending trade shows, networking with related industry associations, implementing social media campaigns and related marketing efforts to generate business attraction leads. The Economic Development Manager position would also assist in reviewing the Buy Concord web site to see how best to update the program.

The proposed biennial budget includes the fully loaded cost of \$184,000 to support the recommended Economic Development Manager position in the General Fund.

By adding this position, existing staff in the Economic Development Program will have more time to:

- ✓ Increase real estate broker and site selector interactions
- ✓ Proactively participate in Regional Economic Development efforts such as the Bay Area Innovation Districts, Bay Bio, International Council of Shopping Centers (ICSC), Urban Land Institute (ULI) and Facility Manager Association
- ✓ Outreach to regional developers
- ✓ Outreach to South Bay and San Francisco Based businesses
- ✓ Outreach to Concord's private property owners
- ✓ Outreach to Bay Area Brokerage firms
- ✓ Outreach to foreign business trade/investment groups
- ✓ Increase interaction with Reuse project Master Developer to market the Base

Another \$250,000 of annual resources is requested in the proposed biennial budget to support marketing and site selection services. These expenses are discussed later in this report.

- Information Technology Department

**Systems and Program Manager – Engineering** (\$175,000 annually for salary and benefits; there is no impact to the budget)

In 2014, the Information Technology (IT) Department developed a strategic plan for the department and its services with assistance from a firm that has expertise in municipal technology services, Savant Solutions. The plan strongly recommended shifting from the use of third-party contract to support the City's financial, human resources and land use (Accela) business systems, and instead use the same financial resources to employ a full-time City employee to perform these tasks. Subsequent to the development of the IT strategic plan, the City hired a new IT Director. The new IT Director performed his own independent assessment of the staffing situation in terms of supporting these three mission critical technology systems and came to the same conclusion, that the City would be better served to have this expertise in-house where an individual could be dedicated to the tasks full-time; rather than having less than full-time support from an outside company. The proposed biennial budget recommends reallocating \$175,000 of the IT Department's professional services funds to create a Systems and Program Manager position.

#### **4. Significant Changes to Other Funds**

##### **a. Stormwater Fund**

Contra Costa County, the 19 cities and towns within, and the Contra Costa Flood Control and Water Conservation District are each Permittees under stormwater National Pollution Discharge Elimination System (NPDES) issued by the California Regional Water Quality Control Boards (Water Boards).

The Permits require each local jurisdiction to implement specified activities year-round. They must incorporate stormwater pollution prevention into municipal operations; inspect local businesses and construction sites; enforce prohibitions against non-stormwater discharges entering creeks or storm drains; perform specified public outreach activities; require new developments to manage runoff pollutants; reduce the quantity of trash, copper, mercury, and PCBs entering creeks and storm drains; and, monitor water quality, among other activities. In addition, each municipality pays an annual permit fee, ranging from \$9,594 to \$48,285, to the State. Concord's annual fee in FY 2014-15 was \$36,400.

Concord, like most Contra Costa municipalities, funds its stormwater pollution prevention activities through a stormwater utility assessment. The assessment is listed on property tax bills under "Special Taxes and Assessments." The assessments were authorized countywide in 1993 and Concord collects \$35 per equivalent residential parcel. Assessments for properties are based on estimates of impervious area.

Municipalities' authority to raise taxes or fees to pay for governmental activities has been sharply constrained by voter initiatives. Voters in Contra Costa County were unwilling to raise the stormwater assessment in 2012. Also since 1993, each successive NPDES permit has added additional and more stringent requirements that are more expensive to implement. Like most Contra Costa municipalities, Concord's costs of implementing the current NPDES permit requirements considerably exceed available revenues.

Revenues from the stormwater assessment for the City of Concord are expected to be \$2.0 million in FY 2015-16. Operation and Administration costs of the program are projected to cost \$2.3 million in the fiscal year. This trend is expected to continue and, as a result, the Stormwater Program is projected to have an annual shortfall that ranges between \$200,000 and \$400,000 in each of the next 10 years. Unchanged, the current revenue and spending trends will result in the current stormwater fund balance of \$2.9 million being depleted by FY 2020-21. Once the reserves are depleted, the City will be forced to identify other resources, such as the General Fund or additional fee revenue, to pay for NPDES Permit requirements. Implementing the program is a State requirement; the program is

not optional. Non-compliance could, and almost certainly would, result in extreme fines and penalties.

In order to provide the City Council with a balanced 10-year financial forecast for stormwater revenues and expenses, staff has included \$650,000 in gradual and on-going budget stabilization measures to begin in FY 2018-19. What these stabilization measures will be (increased revenue/program cuts) is currently undefined. Staff is requesting that the Council send the Stormwater Fund to the Council's Policy Committee to work with staff and design a plan that addresses this issue.

**b. Gas Tax Funds – Revenue down 26%, limited funds available for new CIPs**

Based on estimates released by the State Department of Finance in February 2015, the proposed budget for FY 2015-16 includes a 26% decline in gas tax revenues. This decline is attributed to lower gasoline prices as well as a statewide reduction in gas tax revenue as a result of a fuel tax swap that took effect in 2010. The swap reduced the sales tax on fuel, thus reducing the pool of monies shared by cities and counties.

Based on the very low price of gasoline currently, along with increased fuel efficiency, forecasters are suggesting FY 2016-17 will be yet another down year; early estimates reflect a decline of about 4%. The Governor's May revise will include updated State Department of Finance estimates for gas tax revenues and staff will incorporate the projections in the upcoming FY 2015-16 and FY 2016-17 budget.

Below is the gas tax funding for the City of Concord over a four year period. You will note a significant downturn in projected revenue for FY 2015-16 from the current year. This is largely due to falling gasoline prices and consumption as well as "true ups" under the new fuel tax swap system.

**Table 5: City of Concord Gas Tax Revenue FY 2013-14 to FY 2016-17**

	Gas Tax Revenue	Difference
FY 2013-14 (actual)	\$3,801,000	
FY 2014-15 (anticipated)	3,572,000*	-229,000 (or -6%)
FY 2015-16 (projected)	2,658,000	-914,000 (or -26%)
FY 2016-17 (projected)	2,544,000	-114,000( or -4%)

\*In the current FY 2014-15 fiscal year, the City’s budget estimated gas tax revenues of \$3,149,000 in light of declining demand and the implementation of the new gas tax swap. The amount anticipated above of \$3,572,000 includes the City’s share of the repayment by the Legislature of a previous \$100 million loan from the local HUTA allocations to the state general fund that was not forecast when the budget was adopted for FY 2014-15.

Concord has historically used its annual gas tax revenue to both provide funding for capital improvement projects and finance annual operating costs for street, sidewalk and median maintenance. Due to the projected 26% decrease in revenue for FY 2015-16 and the anticipated continued weakening of this revenue source, staff is concerned about the viability of continuing to support the current level of operating expenses as well as the City’s ability to fund capital projects with Gas Tax Funds. In the FY 2015-16 proposed budget, the Gas Tax fund is using \$362,000 from its reserves to fund operating costs and no annual gas tax revenue is being put towards capital projects. All of the annual revenue is used for operating expenses. Any new projects in this year’s Capital Improvement Budgeting Process that are proposed to be funded with Gas Tax revenues would be financed from the fund balance. The projected Gas Tax fund balance is currently estimated at \$3.7 million, however; without any subtractions for new projects, this balance is projected to be depleted by FY 2020-21, if the current revenue and spending trends continue.

In order to provide the City Council with a balanced 10-year financial forecast for Gas Tax revenues and expenses, staff included \$800,000 in gradual and on-going budget stabilization measures, that are currently undefined, to begin in FY 2018-19. It is possible that over the next few years the legislature will actually move forward with a bill that enhances the City’s gas tax revenue flow. Staff intends to monitor the situation closely and if needed work with the Council to explore other options prior to bringing forward the next biennial budget for FY 2017-18 and FY 018-19.

It should be noted that there are active capital improvement projects that received Gas Tax funding in prior years. These projects will continue and their prior allocation of Gas Tax revenues will not be affected by the decrease in revenues that is projected for FY 2015-16.

**c. Measure Q Fund**

As noted earlier in this document, at the close of the 2014-15 fiscal year, it is projected that the City will once again reach its historical General Fund reserve level of 30%. This allows the City to use the portion of Measure Q revenues that had been allocated to rebuilding reserves for other purposes that align with the City’s Fiscal Sustainability Ordinance, which states that such funds can be used for the following purposes:

- Annual recommended contributions for long-term financial liabilities.
- Capital projects that do not create new, ongoing expenditure requirements unless it can be demonstrated that adequate alternative resources exist to support the new, ongoing expenditure requirements.
- Infrastructure maintenance backlog.
- Debt service for infrastructure improvements
- Maintaining the City’s general fund reserves pursuant to Policy and Procedure Number 129 (PP129).
- One-time expenditures that advance a City Council Priority Focus Area or area of constant focus.

Table 6 provides a summary of the recommended expenditures in the proposed biennial budget for FY 2015-16 and FY 2016-17. The table begins with the annual Measure Q revenue estimates and then shows the amount that is allocated to support operations and other expenditure recommendations. These items will be discussed at the City Council’s budget hearing on June 9, 2015.

**Table 6: Proposed Use of Measure Q Revenue**

	FY 2015-16 Preliminary Budget	FY 2016-17 Preliminary Budget
<b>Measure Q Revenues</b>	<b>12,591,000</b>	<b>12,911,000</b>
<b><u>Appropriations</u></b>		
Support for General Fund	7,800,000	7,500,000
Econ. Dev. Marketing	150,000	150,000
Econ. Dev. Real Estate / Site Selection Support	100,000	100,000
Immediate Park System Safety and Code Needs	280,989	-
Supplemental Building Maintenance Funding	227,500	227,500
\$22M Roadway Maintenance Debt Service	2,495,573	2,497,632
Supplemental Funding for Capital Projects	1,536,938	2,435,868
<b>Total</b>	<b>12,591,000</b>	<b>12,911,000</b>

What is important to note in the table above are the following:

- ✓ Support for the General Fund Budget decreases by half a million dollars, in accordance with the City's fiscal stability ordinance,
- ✓ Council's desire to enhance economic development efforts is addressed (it is important to note that the City's Measure Q Citizen Oversight Committee supports this investment of Measure Q revenue in economic development),
- ✓ Money is allocated to support the immediate park system safety and code needs that were identified in the recently completed Parks report,
- ✓ Building maintenance funding is being enhanced to allow existing staff to perform necessary and back-logged building maintenance
- ✓ Funding is allocated to pay the City's recently issued lease/revenue debt that produced \$22.4 million that will be used to support the City's roadways
- ✓ The remaining annual Measure Q revenue is proposed to be allocated through the City's Capital Improvement Project process.

## **5. Measure Q Oversight Committee Findings**

The Measure Q Citizens' Oversight Committee reviewed the preliminary biennial General Fund budget for FY 2015-16 and FY 2016-17, as well as the 10-year financial forecast. The Committee found that it is consistent with the principles adopted with the decision to place Measure Q on the ballot in 2010 and the recently approved extension of the tax on November 2014 ballot. The Oversight Committee has found that:

- The FY 2013-14 Annual Audit reflects that Measure Q funds were collected and appropriately spent.
- The City's proposed General Fund biennial budget for FY 2015-16 and FY 2016-17 protects the City's core services.
- The City's proposed General Fund biennial budget for FY 2015-16 and FY 2016-17 rebuilds the City's reserves.
- The City's proposed General Fund biennial budget continues to rely on Measure Q, however, the amount decreases by nearly \$500,000 to \$7.5 million in FY 2016-17. Further, the Committee stressed the importance of enhancing the City's economic development efforts as a tool to grow the local economy and further reduce reliance on Measure Q for operating expenses. The Committee commended staff for their proposed use of significant Measure Q dollars to improve roadway and infrastructure maintain on existing facilities.

A copy of the Measure Q Citizens' Oversight Committee report to the City Council is attached to this budget memo (Attachment 2) and the chair of the Committee is expected to address the Council at the Council's at the May 12 budget workshop.

## CONCLUSION

Over the past two decades, the State of California has taken more than \$78 million from the City of Concord. That on-going loss of funding to the State combined with the fiscal impacts of the Great Recession have forced significant cuts to services to the community and changes to the pay and benefits of our employees.

Measure Q has helped the City avoid the worst of the service and program cuts, rebuild its reserves and, frankly, stay solvent. Measure Q assisted the City by providing a guaranteed source of local funding for essential City services that the State of California couldn't take away. The community has clearly been pleased with the Council's stewardship of the Measure Q revenue because the voters extended the measure for another nine years with a 74% affirmative vote in November of 2014.

With the beginning of this biennial budget, the City once again returns to a 30% reserve, which is a significant achievement. Consequently, the City can begin investing Measure Q revenue in the City's streets and in the backlogged maintenance needs of our parks, medians, and buildings.

Concurrent with this, the City continues to tightly control cost increases so that revenue from the economic recovery currently occurring can be used to begin to close the City's operational funding deficit. It is great news for the City that this biennial budget projects the City's sales and property tax revenues returning to pre-2008-09 levels.

While fiscal challenges remain, the City should celebrate the successes it has had and the economic growth it is currently experiencing. I have no doubt that the City will face the future with the same dedication to its Mission statement that it has demonstrated to date: *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.*

Respectfully submitted,



Valerie J. Barone  
City Manager

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## City of Concord

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May 12, 2015

**TO:** Honorable Mayor and Councilmembers

**FROM:** Measure Q Oversight Committee - Guy Bjerke, Chair;  
Diane Sprouse, Vice Chair; Brian Beckon, Greg Grassi, Matthew Hohenstreet

**SUBJECT: Measure Q Oversight Committee's Review of the FY 2013-14 Audit and Evaluation and Report on the City's Proposed Use of Measure Q Revenues in the Proposed Biennial General Fund Budget for FY 2015-16 and FY 2016-17**

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The Measure Q Oversight Committee (Committee) met on April 29, 2015 to review the Fiscal Year (FY) 2013-14 Comprehensive Annual Financial Statement (CAFR), which includes the annual audit. At this meeting, the Committee also heard a presentation from staff on the City's preliminary FY 2015-16 and FY 2016-17 General Fund budget and 10-year financial forecast.

The purpose of the budget presentation was to obtain an understanding of the preliminary budget in order to advise the Council as to whether Measure Q revenues are proposed to be spent in a manner consistent with what the voters were told during the election process: to protect core services, re-build the City's reserves, and provide more time for the City to address its on-going structural budget deficit.

The Committee has made the following findings with regard to its charge in oversight of the tax:

**1. Does the FY 2013-14 Annual Audit reflect that the Measure Q tax was collected and appropriately spent?**

On April 29, 2015, the Committee reviewed the FY 2013-14 Comprehensive Annual Financial Statement (CAFR) and determined that the presentation of the Measure Q Use and Transaction Tax in the financial statements (pages x, 13, 25, 27 and 43) reflect the collection of the tax appropriately.

The Committee finds that usage of Measure Q tax revenue (\$11.4 million) was identified clearly in the annual audit (pages x, 13, 25, 27 and 43 of the CAFR). Further the Committee finds that \$9.1 million of Measure Q tax revenue went to maintain City services and the remaining \$2.3 million went into the City's reserve. Consequently, the Measure Q Committee concludes that the tax was collected and appropriately utilized.

**2. Does the City's proposed General Fund biennial budget for FY 2015-16 and FY 2016-17 protect the City's core services?**

The proposed biennial budget estimates the collection of Measure Q revenue in the amount of \$12.6 million during the 2015-16 fiscal year and \$12.9 million during the 2016-17 fiscal year. Since the reserves in the City's General Fund are projected to be fully restored to 30% of expenditures by the end of fiscal year 2014-15, the preliminary biennial budget uses a portion of Measure Q revenues to support operations, and a portion for uses consistent with the City's Fiscal Sustainability Ordinance which restricts use of Measure Q revenues.

Of the projected Measure Q revenues for FY 2015-16, \$7.8 million will be used to maintain the City's services, including public safety, parks and recreation, infrastructure maintenance, and internal operations; the remaining \$4.8 million is allocated to economic development and various infrastructure maintenance backlog projects. For FY 2016-17, \$7.5 million will be used to maintain the City's services and the remaining \$5.4 million is also allocated to economic development and infrastructure maintenance backlog projects. Because Measure Q revenues are available no significant cuts to services are being proposed in the FYs 2015-16 and 2016-17 biennial budget; therefore, all core services are being protected.

Consequently, the Committee finds that the use of Measure Q revenue in the budget for FYs 2015-16 and 2016-17 protects the City's core services.

**3. Does the City's proposed General Fund biennial budget for FY 2015-16 and FY 2016-17 rebuild the City's reserves?**

The Committee finds that the proposed General Fund biennial budget for FYs 2015-16 and 2016-17 maintains the City's reserves at 30% of expenditures. The total Measure Q reserve at the end of FY 2014-15 is projected to be \$12.4 million; this reserve when, combined with the City's 15% General Fund reserve, results in a total City Reserve of unallocated funds of \$22.8 million or 30% of the budget. The proposed biennial budget retains the 30% reserve and increases it to 34% by FY 2016-17.

Further, the proposed 10-year financial forecast illustrates that Measure Q has been successful in rebuilding reserves. However, this Committee would like to express its concern that while the 10-year forecast reduces the City's reliance on Measure Q, challenges remain and the City must take future actions to stabilize the budget to fully close the budget gap by the time Measure Q is set to expire in March 2025.

**4. Does the City's proposed General Fund biennial budget for FY 2015-16 and FY 2016-17 make progress toward resolving the City's structural budget deficit within the next 10-years?**

The Committee finds that while the City's reliance on Measure Q revenues decreases over the next ten years based on current forecasts, challenges remain. The General Fund budget shortfall is projected to be approximately \$3.7 million in March 2025 when Measure Q expires and the 10-year forecast does not fully address the City's other post-employment benefit (OPEB) liability.

The Committee supports the City Council's commitment to gradually reduce the amount of Measure Q revenue that funds existing services and personnel costs, so that the City is fiscally sustainable by the time Measure Q expires in March 2025. Further, the Committee wishes to emphasize that the limited term Measure Q resource is most appropriately used for activities that maintain current infrastructure and/or result in a positive return on investment to the City's General Fund.

The Committee is concerned that, although the City is experiencing some revenue growth as the economic recovery continues, the recovery has been slow and the City will continue to rely on Measure Q revenue. In addition, it is likely another recession will occur within the next decade that will hamper efforts to reduce reliance on Measure Q revenue.

The Committee supports the economic development surge proposals included in the proposed FY 2015-16 and FY 2016-17 budget, and encourages the City Council and staff to continue to look for creative ways to leverage private sector resources to accelerate the improvement of the local economy so that the City is able to fully address service needs using regular (non-Measure Q) revenue sources, maintain its reserves, and eliminate reliance on Measure Q within the 10-year horizon.

Lastly, the proposed biennial budget allocates significant Measure Q dollars to fund infrastructure maintenance and capital projects to address the City's backlog of deferred maintenance. A total of \$1.5 million in FY 2015-16 and \$2.4 million in FY 2016-17 is allocated to this effort. The Committee supports this allocation, as it will have a direct improvement on infrastructure (roads, buildings, and parks) that the community uses each day. In addition, the Committee believes that improving infrastructure will add to the safety and quality of city services, enhance economic development efforts, and will advance the goal of achieving fiscal sustainability by addressing maintenance issues sooner rather than later (when costs are typically higher).

## **Conclusion**

The Committee continues to encourage the staff and the City Council to think creatively to further enhance efficiencies, restrain spending and invest in the long-term economic vitality of the City. Further, the Committee recognizes that opportunities to invest in the local economy will occur outside of the budgeting cycle and encourages staff and the City Council to take advantage of such opportunities as they occur. The Committee thanks the City Council for the opportunity to comment and make recommendations on the use of Measure Q revenue.

# City of Concord, California



# Proposed Biennial Operating Budget

## FY 2015-16

## FY 2016-17

### **City Council**

Timothy S. Grayson, Mayor  
Laura M. Hoffmeister, Vice Mayor  
Daniel C. Helix  
Edi E. Birsan  
Ronald E. Leone

### **Prepared By**

Valerie J. Barone, City Manager

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## Introduction

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**Mayor**

HONORABLE TIMOTHY S. GRAYSON

**Vice Mayor**

LAURA M. HOFFMEISTER

**City Council Members**

EDI E. BIRSAN

RONALD E. LEONE

DANIEL C. HELIX

**City Clerk**

MARY RAE LEHMAN

**City Treasurer**

THOMAS J. WENTLING

**City Manager**

Valerie J. Barone

Guy Swanger ..... Chief of Police  
Mark Coon ..... City Attorney  
Jovan Grogan ..... Deputy City Manager  
Victoria Walker ..... Director of Community and Economic Development  
Jeff Lewis ..... Director of Information Technology  
Karan Reid ..... Director of Finance  
Laura Brunson ..... Director of Human Resources  
Joan Carrico ..... Director of Parks and Recreation  
Justin Ezell ..... Director of Public Works



## **Mission Statement for the Organization**

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.

## **Our Vision for the Future**

- We will be a customer based, performance driven, results oriented organization, focused on finding the answer, solving the problem, and achieving positive outcomes.
- We will partner with the Concord community to maximize resources, deliver high quality services, and be recognized as setting the standard for excellence.
- We will be trustworthy guardians of the public's resources.
- We will make Concord a premier business location.
- We will collaborate to provide "seamless" services that benefit both our external and internal customers, streamlining our work processes and removing barriers wherever they arise.
- We will accept the challenge of change and be committed to continually enhancing the safety, environment, quality of life, and economic vitality of our community.
- We will constantly look for new and better ways to deliver services. We will seek to be innovative, take reasonable risks, learn from our mistakes and always strive for excellence.
- We will welcome diversity in our community and our work place.
- We will conduct our work in an atmosphere of trust, respect and courtesy with open doors and open communication for our customers and each other.
- We will provide ethical, dynamic and effective leadership, establish clear direction and priorities, and model the mission and values in support of our common Vision.
- We will be accountable for our performance and our organization's success, and be recognized for our achievements.



## Organizational Values

**Integrity and Trust** - We say what we mean and mean what we say. We honor our word and keep our commitments. We are worthy of the public's and each other's trust.

**Commitment to Service** - We put our customers first. We respond to our internal customers and treat them with the same courtesy and respect as our external customers. We facilitate, enable, and problem-solve.

**Partnerships** - We place a high value on building partnerships with members of our community to assure we understand their needs and continue to deliver the services they desire in the most effective manner possible.

**Innovation and Continuous Improvement** - We strive for excellence in the quality and productivity of our work. We create a work environment in which we look for new solutions and experiment with innovative ways to do things - even if they don't always work the first time. We recognize the need to be dynamic in meeting the community's changing needs. Each and every employee is given the opportunity to develop and grow.

**Performance Accountability** - We set measurable performance goals which support the priorities of the City and our individual work groups. We are given the necessary authority, training and resources to enable us to achieve these goals. Performance reviews are conducted in a timely and effective manner. Employee advancement and other incentives are based on performance. We are proud of the professionalism, competency and dedication that exist throughout the organization.

**Long Range Planning** - We conduct long range strategic and financial planning to maximize service delivery and build the economic stability of the City. We practice sound fiscal management to protect the public's resources.

**Team Work** - We respect each other as individuals, and we take the time and effort to show it. Although certain positions have more decision-making authority, we treat all members of the organization with the same consideration for their ideas and concerns. We really listen to, and give each other honest feedback. We recognize partnerships among work groups and employees as essential to effectively maximizing resources and delivering high quality services.

**Individual Worth and Diversity** - We recognize and appreciate the uniqueness of each individual. We value the contribution made and the synergy created by different experiences and perspectives. We are committed to treating each and every person within the organization and the larger community with respect and dignity.



## Corporate Goals

- Goal 1 Continue to make Concord a desirable place to live, work, and raise a family.
- Goal 2 Be responsive to the needs of Concord citizens, maintain a high level of customer satisfaction, and provide quality public information and outreach.
- Goal 3 Promote and improve Concord as a premier location for existing, expanding, and new businesses.
- Goal 4 Ensure a balanced budget for a ten-year planning period with adequate replacement funds for buildings and equipment.
- Goal 5 Preserve and enhance the livability of Concord's residential neighborhoods with opportunities for a broad range of housing options.
- Goal 6 Offer an array of recreation, leisure, and cultural events and programs to meet the needs of citizens of all ages, with an emphasis on the well-being of youth.
- Goal 7 Maintain a safe and efficient traffic circulation system.
- Goal 8 Have Concord be among the safest cities of comparable size in California and have citizens feel safe in their homes, places of work, and throughout the City.
- Goal 9 Maintain City parks, recreation facilities, streets, buildings, and other infrastructure to meet high standards of condition and appearance.
- Goal 10 Guide Concord's development according to the General Plan and manage physical resources based on sound environmental principles.

## **FY 2015-16 and FY 2016-17 Council Adopted Priority Focus Areas**

(There is no priority to the listing order)

*The City Council adopts priority areas of focus as part of preparing its two-year general fund budgets. The priority areas of focus can and do change over time. Two areas of priority focus that remain constant, however, are customer service and quality of life. You'll find these listed as "Constant Areas of Focus" in the list below.*

- **Long Term Financial Stability**

- ✓ Adopt a balanced two-year budget and a 10-year financial forecast that acknowledges unfunded liabilities & deferred maintenance
- ✓ Implement strategies that reduce unfunded liabilities and address the City's Annual Recommended Contributions (ARC) for retiree benefits
- ✓ Outreach to the community on how Measure Q revenues are working for them and the City's responsible use of the revenues
- ✓ Pursue initiatives that enhance the City's long-term financial stability

- **Economic Development**

- ✓ Select and complete negotiations with a Master Developer for Phase 1 of development of the Concord Reuse Project Area
- ✓ Complete negotiations with the Navy on the value structure and transfer approach in support of the future development of the Concord Reuse Project Area
- ✓ Select a Master Developer for Phase One development of the Concord Reuse Project and make progress on the entitlements necessary for development to occur
- ✓ Initiate and complete work on the Specific Plan for Phase 1 development of the Concord Reuse Project Area
- ✓ Implement the Downtown Specific Plan
- ✓ Enhance the City's economic vitality by adding resources to the program and focusing the program on driving investment into the City's catalyst/high-opportunity development sites
- ✓ Implement strategies that address blighted and/or vacant properties

- **Public Safety**

- ✓ Focus all City departments on public safety
- ✓ Focus on preventative measures that enhance long-term public safety
- ✓ Reduce criminal activity in Concord—pay special attention to:
  - Homeless related criminal activity, and
  - Juvenile related criminal activity

Assure the continued success of the Family Justice Center as part of the County’s regional approach to wrap-around services

- **Infrastructure Maintenance**

- ✓ Maintain existing infrastructure & facilities in a safe and operational condition
- ✓ Implement strategies that optimize all modes of travel through the City
- ✓ Implement strategies that address sewer and storm-water needs
- ✓ Implement strategies that address pavement & roadway needs
- ✓ Implement strategies that address park infrastructure maintenance needs

- **Organizational Strength & Employee Success**

- ✓ Implement strategies that engage and strengthen Concord’s relationship with regional, state and national organizations and elected officials
- ✓ Implement technology that enhances customer service and organizational efficiencies
- ✓ Perform timely and effective performance evaluations
- ✓ Adopt policies that address key personnel and legal needs
- ✓ Implement programs that support employee recognition and networking
- ✓ Enhance communication at all levels of the organization
- ✓ Develop employees, the executive team, and council members through training & growth opportunities

## **Constant Areas of Focus**

**Quality of Life**

**Customer Service**



*The Civic Center is a complex of three buildings where the majority of city services are provided. In the center is the Council Chamber.*



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## City Organization & Programs

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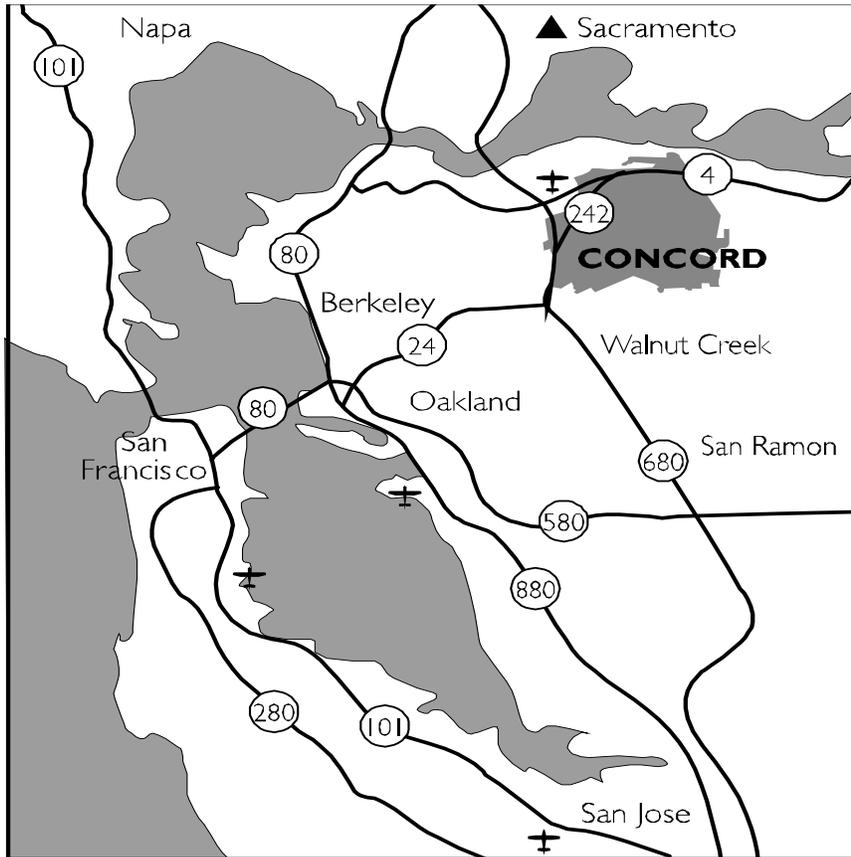


## **City Organization and Programs**

**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.**

**CITY OF CONCORD  
COMPARATIVE SUMMARY OF  
AUTHORIZED FULL-TIME POSITIONS  
FOR THE YEARS ENDING JUNE 30, 2016 AND 2017**

	<u>2012-2013</u> <u>Budget</u> B	<u>2013-2014</u> <u>Budget</u> C	<u>2014-2015</u> <u>Budget</u> D	<u>2015-2016</u> <u>Budget</u> D	<u>2016-2017</u> <u>Budget</u> D	<u>Incr.</u> <u>&lt;Decr.&gt;</u> E = D - C
<b>GENERAL CITY</b>						
City Attorney	4.0	4.0	4.0	4.0	4.0	0.0
City Council	6.0	6.0	6.0	6.0	6.0	0.0
Community and Economic Development	29.0	37.0	39.0	43.0	43.0	4.0
Concord Community Reuse Project	2.0	2.0	2.0	3.0	3.0	1.0
Finance	18.0	19.0	19.0	19.0	19.0	0.0
Human Resources	6.0	6.0	7.0	7.0	7.0	0.0
Information Technology	11.0	12.0	12.0	13.0	13.0	1.0
Office of the City Manager	10.0	10.0	11.0	10.0	10.0	(1.0)
Parks and Recreation	14.0	15.0	14.0	13.0	13.0	(1.0)
Police	205.0	205.0	210.8	212.8	212.8	2.0
Public Works	63.0	64.0	64.0	64.0	64.0	0.0
Total General City	<u>368.0</u>	<u>380.0</u>	<u>388.8</u>	<u>394.8</u>	<u>394.8</u>	<u>6.0</u>
<b>ENTERPRISE FUNDS</b>						
Storm Water Management	2.0	2.0	2.0	2.0	2.0	0.0
Sewer	11.0	10.0	10.0	11.0	11.0	1.0
Total Enterprise Funds	<u>13.0</u>	<u>12.0</u>	<u>12.0</u>	<u>13.0</u>	<u>13.0</u>	<u>1.0</u>
<b>GRAND TOTAL CITY AUTHORIZED POSITIONS</b>	381.0	392.0	400.8	407.8	407.8	7.0
<b>SUCCESSOR AGENCY (FORMER REDEVELOPMENT AGENCY)</b>						
	<u>6.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
<b>TOTAL CITY AND SUCCESSOR AGENCY (FORMER REDEVELOPMENT AGENCY)</b>	<u><u>387.0</u></u>	<u><u>392.0</u></u>	<u><u>400.8</u></u>	<u><u>407.8</u></u>	<u><u>407.8</u></u>	<u><u>7.0</u></u>



Nestled in the foothills of Mt. Diablo, Concord is the largest city in Contra Costa County with approximately 125,864 residents occupying 31.1 square miles. Its central location offers easy access to San Francisco, Oakland, the Silicon Valley, the redwoods of Northern California, the wineries of Napa Valley, the rugged coastline of Monterey, and the astonishing beauty of the the Sierra mountain range. Bay Area Rapid Transit (BART) high-speed trains, local bus services, Amtrak, ferries and international airports provide transportation options for residents, commuters and visitors.

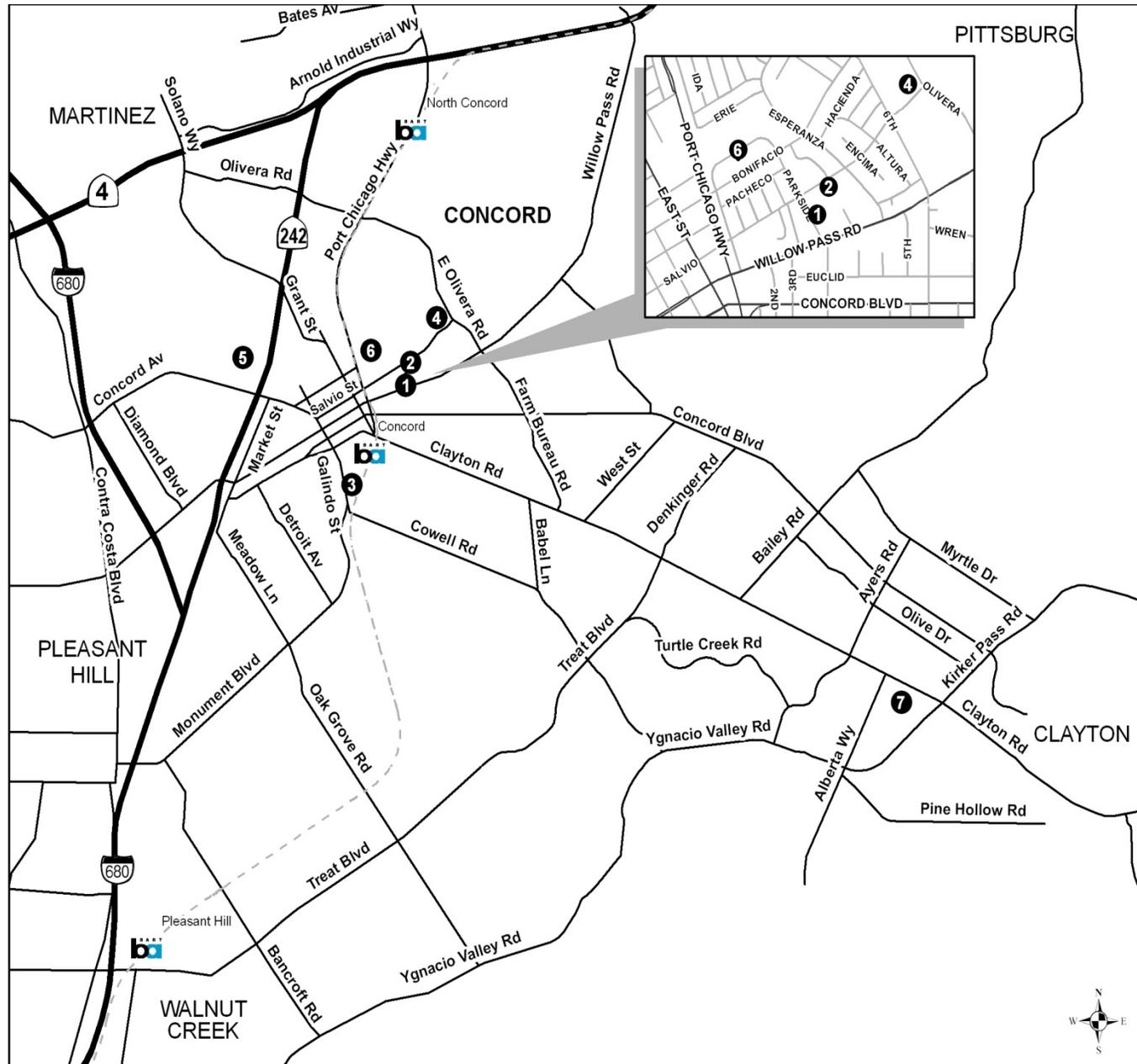
Concord has attracted some of the country's leading financial and commercial businesses. Affordability, accessibility and a proficient workforce contribute to Concord's appeal. Concord's varied housing choices include new homes, apartments, established neighborhoods and townhouses in a broad spectrum of price ranges. Eighteen City parks, a state-of-the-art hospital, a wide variety of restaurants, regional shopping centers, two community centers, a senior center and first-rate weather join the list of Concord's assets.

Concord is a General Law City and operates under the Council-Manager form of government. The five members of the City Council are elected at large for four-year staggered terms. The Council selects representatives to serve as Mayor and Vice-Mayor for what has traditionally been a one-year term. Under this system, the Council appoints the City Manager and the City Attorney. The departments that make up the city government include City Attorney, Community Development, Finance, Human Resources, Information Technology, Office of the City Manager, Parks & Recreation, Police and Public Works & Engineering.



## Location of City of Concord Offices

- 1. Civic Center**  
1950 Parkside Dr.  
(925) 671-3300
- 2. Human Resources**  
2974 Salvio St.  
(925) 671-3308
- 3. Police Headquarters**  
1350 Galindo St.  
(925) 671-3200
- 4. Willow Pass Center**  
2748 East Olivera Rd  
(925) 671-3423
- 5. Corporation Yard**  
1455 Gasoline Alley  
(925) 671-3448
- 6. Senior Center**  
2727 Parkside Dr.  
(925) 671-3320
- 7. Centre Concord**  
5298 Clayton Rd  
(925) 671-3466





## **An Early History of Concord, California**

Once the Town of Todos Santos on the Land Grant of Monte Del Diablo

- A small tribelet of Chupcan (Bay Miwok) Indians were the first know inhabitants of the valley. Dominated by a great mountain to their south, the Chupcan lived along the valley's streams, which flowed north to the wide tule marshes on the edge of the Bay. They shared the valley and the oak-covered hills with tremendous herds of elk, deer and antelope. Salmon filled the streams; grizzly bears roamed foothills.
- In 1772, Spanish explorers, led by Captain Pedro Fages and Father Juan Crespi, became the first Europeans to cross this area. For the next 50 to 60 years, the Spanish would explore, but not settle in our valley.
- In 1828, Don Salvio Pacheco petitioned the Mexican government for lands in the valley and received the "Monte del Diablo" land grant in 1834. The 17,921-acre grant covered our valley from the Walnut Creek channel east to the hills and generally from the Mt. Diablo foothills north to Suisun Bay.
- The name "Monte del Diablo" originally had been used by Spanish soldiers to describe a dense thicket (monte) of willows at the north end of our valley. The soldiers believed the thicket was possessed by evil, devilish Man spirits, hence the name "Monte del Diablo," thicket of the devil.
- Don Salvio's son, Fernando Pacheco, was sent immediately to occupy the grant and begin cattle operations on the Pacheco family's new Rancho that he managed from an adobe still standing in Hillcrest Park. The family joined him in 1846. Don Salvio's grand adobe, which is still located in downtown Concord, became the business, social and cultural center of the region.
- Don Francisco Galindo married Don Salvio's daughter, Maria Dolores Manuela. The Galindo's wood frame home, also on the national register, stands today near the Clayton Road extension and Galindo Street.
- A new town called Pacheco, adjacent to the Rancho, prospered as an industrial and shipping center. Its prosperity, though, was short lived due to fires, flooding and the 1868 earthquake.
- In 1868, Don Salvio Pacheco, his son Fernando, and his son-in-law Francisco Galindo created a new town at the center of their Rancho. They called their new town Todos Santos (All Saints), and, in 1869, offered lots free to the merchants and residents of Pacheco. Bonifacio Street marked its perimeter on the northwest, East Street on the northeast, Contra Costa Street on the southeast, and Galindo Street on the southwest.
- The name Todos Santos would not identify the new town for long. Within months after Todos Santos had been recorded as the official name of the subdivision, Concord was heralded by the Contra Costa Gazette as the actual name of the town. In an article dated

April 17, 1869, the paper congratulated the residents of Concord for adopting such a meaningful name for their new village. They highlighted the harmonious spirit and euphony of this fine name. Despite later published reminders and protests by Fernando Pacheco, Concord became the name of our new town.

- By 1879, a population of 300 was reported. It would double by February 1905, when incorporation of the "Town of Concord" was approved by a local eight vote margin.
- It would take 35 years for the population to double again. At the beginning of World War II, small town Concord had an extraordinary high school, a modern hospital, five churches, two railroads, a fine library, a central plaza, two cinemas, a full-service downtown commercial area, tree-lined streets, comfortable homes, and a population of only 1,400. The war years brought exposure; the postwar years began a population boom. By 1948, the population had grown to 6,500.
- Today, the farms, orchards, and the old Rancho are neighborhoods; the classic old downtown has a multistory skyline. Concord has a diverse population approaching 130,000 and is the largest city in Contra Costa County. Confident of its future, Concord is especially proud of its rich history.



Number: 91  
Authority: City Manager  
Effective: 01-02-73  
Revised: 03-22-07  
Reviewed: 2007  
Initiating Dept.: FI

## **BUDGET PREPARATION**

### **1. PURPOSE**

To establish procedures for the development and computation of budget data, including the formulation and updates of work programs and standards of service for the following fiscal year and ten-year financial plan.

### **2. GENERAL**

The budget adopted by the City Council is the financial plan of the city government of Concord. As such, it is a significant document, and its preparation is one of the most important duties performed by City personnel. Time schedules and deadlines indicated in the budget calendar for submission and review of the various phases of the budget are extremely critical and shall be adhered to by all personnel.

Departmental requests for appropriations must be realistic and based on work programs, analysis of needs, and past experience. Each year a comprehensive review of each department's programs and proposals for enhancements is performed. The approved annual budget is an operating plan that establishes expenditure allocations for each program and projections of expenditure allocations for the next nine years. The City of Concord prepares a ten-year financial plan for all City services.

### **3. PROCEDURE**

The budget process is presented in separate stages to permit specialized analysis in each particular area. Preparers must keep in mind the final product as they prepare each phase, so that all phases, although they are prepared independently, can be coordinated into a final budget.

#### **3.1 Budget Kickoff**

3.11 This meeting is held early in November to present the budget calendar, distribute information on preparation for both the Operating and Capital Improvement Projects budgets, and position allocation listings for all currently authorized full-time positions.

#### **3.2 Personnel Services**

3.21 The Finance Department will calculate full-time personnel salaries and related benefits in accordance with current memoranda of understanding. Requests for new positions or classification change of a vacant position will be included in the projection if they are approved by the City Manager. Any capital outlay required in conjunction with a new position must be submitted in accordance

with section 3.32 below. Requests to exchange or upgrade filled positions must be done in accordance with the procedure outlined by the Human Resources Department.

- 3.22 Position allocations for full-time employees must be submitted to the Finance Department by mid-November. Position allocations shall be in accordance with the tasks in the Performance Based Budget (PBB) system.
- 3.23 Limited service and overtime requests must be completed and include job classification, hours or dollars requested, and position allocations. These requests are then submitted to the Finance Department by mid-November. Finance will include these requests for salary and benefits in projections of personnel costs for all ten-years in the financial plan. Position allocations shall be in accordance with the tasks in the PBB system.

### **3.3 Operating Expenditures and Capital Equipment Requests**

- 3.31 The Finance Department will provide a report to assist each department in completing this phase of budget preparation. The report will contain last year's projection for this budget year by account unit (or task) and account.

Each department will make necessary changes on an exception basis and notify Finance of changes made. Finance will adjust the next nine years with the appropriate inflation factor. Each department will review and update their performance indicators and tasks in the PBB system prior to their budget meeting.

- 3.32 Requests for capital equipment cost or any equipment impacting internal service funds must be justified on a special "Capital Request" form to be forwarded to the Finance Department by September 15 each year. Budget for capital equipment should be recorded with the correct account code in the "1Z" task, unless the equipment is so specialized as to apply to a single performance task.

### **3.4 Internal Service Funds**

- 3.41 Capital equipment requests which impact any of the internal service funds shall be submitted to the Finance Department with copies to the appropriate fund manager so those requests can be included in the internal service fund manager's proposal to the City Manager. Such requests must be submitted by September 15<sup>th</sup> of each year.
- 3.42 The internal service fund managers will prepare and submit their proposed ten-year replacement and operation plans to the City Manager no later than October 31<sup>st</sup> of each year for the following fiscal year budget. Any required changes for service charges will be reflected in departmental budgets and reviewed as part of the budget process.

### **3.5 Departmental Meetings**

- 3.51 Prior to the departmental meetings, the City Manager and the appointed budget review committee will meet to discuss the preliminary ten-year financial forecast. The Finance Director will present and explain assumptions and forecasts for the City's major revenue sources.
- 3.52 Meetings with departments will begin early in January. At this time, the City Manager and the budget review committee will review each department's revenue projections (if applicable), expenditure requests, Performance Based Budgeting (PBB) performance measures (indicators and tasks), service level changes, new program requests and ten-year financial forecasts (if applicable).
- 3.53 Departments will make required changes and schedule a revisit meeting if necessary. Departments will update the section in the PBB system describing services performed during the current year, initiatives for the next fiscal year, and any significant changes proposed before the first of March.

### **3.6 Budget Presentation**

- 3.61 The proposed budget will be presented to the City Council for preliminary review no later than the middle of May. The public is invited to the preliminary review, however, this review is intended to be a formal presentation by the City Manager and Department Heads highlighting accomplishments, proposed program enhancements, and significant changes. In June, the City Council will hold two public hearings at which they will review budgets, budget policies and changes. The budget is scheduled for adoption at the second public hearing council meeting in June.
- 3.62 The proposed budget will be available for public review at three locations: City Clerk's Office, Finance Department, and the public library. The proposed budget will be posted to the City's website. A taped two-hour presentation of the proposed budget will be shown on the City's public access station several times before adoption. The City solicits and welcomes all public comments.



Number:	31
Authority:	Res. 05-76
Effective:	4-02-73
Revised:	10-25-05
Reviewed:	2005
Initiating Dept.:	FI

## **BUDGET APPROPRIATION TRANSFER CONTROLS**

### **1. PURPOSE**

To provide a procedure allowing for efficient and cost effective transfers of budgeted funds between City programs, capital projects and line item accounts.

### **2. POLICY**

The City Council recognizes the benefit of adopting a policy for the processing of budget transfers that not only provides for strong internal financial controls, but also encourages improved accountability and budgetary estimates from Department Heads. An integral part of the process should be increased responsiveness, cost effectiveness and elimination of redundant tasks.

### **3. BUDGET TRANSFER CATEGORIES**

#### **3.1 Department Groups**

Budget amounts which are assigned to a specific organizational function consisting of programs related in nature or purpose.

3.11 Examples: Departments covered by this section include such functions as City Management, City Attorney, Human Resources, Finance, Information Technology, Community & Recreation Services, Public Works – Maintenance Services, Public Works-Engineering Services, Planning & Economic Development, Building & Neighborhood Services and Police Services.

#### **3.2 Program Groups**

Budget amounts which are assigned to a specific organizational function within a department directed to attaining specific purposes or objectives.

3.21 Examples: Programs covered by this section include such functions as City Council, Recruitment and Selection, Network Systems, Finance Administration, Sports and Events, Traffic Operations, Design, Police Operations, Planning, Housing, etc.

#### **3.3 Projects**

Budget amounts assigned to projects approved by the City Council. Projects are classified into two general categories; Capital Projects and Other Projects. Capital Projects are projects related to City infrastructure assets. Other Projects are projects not related to City infrastructure assets.

3.31 Capital Projects consist of Specific Projects and Master Projects.

3.311 Specific Projects are one-time projects. An example is the construction of a new police facility which becomes a City asset.

3.312 Master Projects are related to programs that receive annual funding for a particular purpose, such as street rehabilitation or building maintenance. The programs are implemented through specific projects. The schedule for implementing specific projects is based on the prioritization criteria established by the appropriate department. An example of a Master Project is "Arterial/collector Street Overlay/Pavement Management System". An example of a specific project is "Willow Pass Pavement Rehabilitation.

3.32 Other Projects are not related to infrastructure asset. An example would be the California Symphony production.

### **3.4 Group Appropriation and Accounts**

Budgeted amounts within programs which are categorized by nature or purpose within four groups:

Personnel Services (Wages & Benefits)

Materials and Supplies

Fixed Expenses

Capital Outlay

3.41 Examples: Line item accounts addressed in this section include but are not limited to Overtime, Office Supplies, Meetings and Conferences, Small Equipment, etc.

### **3.5 Appropriations of Money Received for Specific Purposes**

Money received for specific purposes requires the establishment of an appropriation and revenue account of equal value. Purposes include a study for a possible or pending improvement or to construct a possible or pending improvement or other designated purposes.

3.51 Example: A developer payment to fund a traffic study.

## **4. PROCEDURE – LEVEL AND TYPES OF BUDGET TRANSFERS**

### **4.1 General**

4.11 All transfers of appropriations are to be processed through the Finance Director for certification as to availability of the budget appropriation, for transfer and account correctness and to ensure that the new use of funds remains consistent with underlying authority.

4.12 Department Heads shall ensure that Performance Based Budgeting (PBB) objectives are maintained on all transfers of appropriations.

4.13 All transfers of appropriations affecting Personnel Services type accounts require the approval of the Human Resources Director.

4.14 The City Manager may add requirements that may abrogate any or all of the authority delegated to Department Heads under this policy.

## **4.2 Program Group Appropriation Transfers (Accounts)**

- 4.21 These transfers are between the groups defined in Paragraph 3.2. In addition to the requirements stated in Section 4.1, the following approvals are required:
- 4.22 City Council approval is not required for program group transfers.
- 4.23 Program group transfers of Personnel services type accounts within the same fund and department require Department Head and City Manager approval.
- 4.24 Program group transfers of Personnel services type accounts between funds within the same department require Department Head and City Manager approval.
- 4.25 Program group transfers of Materials and Supplies type accounts within the same fund and department require Department Head approval.
- 4.26 Program group transfers of Materials and Supplies type accounts between funds within the same department require Department Head and City Manager approval.
- 4.27 Department Heads may approve requests within their department's budget to convert operating line item accounts into project accounts provided no addition is made to the original appropriation approved by the City Council and no changes are made to the funding source or purpose for which the appropriation was originally made.
- 4.28 Department Heads may spend more than is budgeted in a line item account provided the budget for the entire program is not exceeded in total.
- 4.29 Department Heads may substitute the purchase of a capital equipment item for another originally approved during the budget process provided the cost of the substitute item is less than or equal to the amount approved by the City Council. Items greater than that amount require the approval of the City Manager.

## **4.3 Department Appropriation Transfers**

These transfers are between the departments defined in Paragraph 3.1. In addition to the requirements stated in Section 4.1, the following approvals are required:

- 4.31 Department Heads may transfer budget appropriations between departments. The approval of all Department Heads involved in the transfer is required.
- 4.32 Department budget appropriation transfers between departments require the approval of the City Manager.

## **4.4 Appropriations of Money Received for Specific Purpose**

These offsetting budget adjustments are defined in Paragraph 3.5

- 4.41 Offsetting budget appropriation adjustments required as a result of the receipt of money for specific purposes require Department Head approval.
- 4.42 Budget appropriation adjustments greater than the money received for specific purposes require City Manager and City Council approval.

**4.5 Project Appropriation Transfers**

Paragraph 3.3 describes these transfers.

- 4.51 All Project appropriation transfers require City Manager approval.
- 4.52 Additional appropriations of \$20,000 or more for projects require City Council approval.
- 4.53 Transfer of savings on a project of \$20,000 or more to another project requires City Council approval.
- 4.54 Any unspent funds on a completed Project will be returned to reserves at year-end.

**4.6 Special Revenue Appropriation**

- 4.61 Budget appropriations based on funds provided by donations, contributions or special grants.
- 4.62 The special revenue appropriation is limited to the exact amount received or to be received.
- 4.63 The City Manager must approve special revenue budget appropriations.
- 4.64 Budget appropriations engendered by grants, donations or contributions require City Council approval.

## **BUDGET AND FISCAL POLICIES**

### **1. PURPOSE**

To guide City budget decisions toward maintaining long-term financial stability, to ensure that basic City services are delivered, and to protect past and future investments in the City's infrastructure and facilities.

### **2. ADOPTION AND REVIEW**

A set of policies were originally adopted in 1995 with the initiation of long-term financial planning for the City. The policies set a course to achieve financial stability. With implementation of the original policies, financial stability for the City has been attained and this document revised to establish a more comprehensive approach to budget and fiscal policies to ensure that the City maintains its financial stability long into the future. Each year at the time the City budget is considered, the City Council shall review the Budget and Fiscal Policies and conduct a review of the proposed budget for consistency with these Budget and Fiscal Policies.

### **3. POLICIES**

#### **3.1 10-Year Financial Forecasting**

- 3.11 City Manager will present a budget (Capital and Operating) that is balanced over the 10-year forecasting period for all funds.
- 3.12 Utilize the 10-Year Forecast as the basis for making long-range financial planning decisions.
- 3.13 Maintain a contingency and reserves as a percentage of designated operating expenses for the General Fund and the Enterprise funds.
- 3.14 Maintain a capital and operational reserve to address unforecasted needs.
- 3.15 The aggregate of contingencies and reserves shall be 15% of designated operating expenses for the General Fund;
- 3.16 The aggregate total shall be reviewed on an annual basis and shall revert to an aggregate 30% when economic conditions improve.
- 3.17 Develop and maintain a revenue monitoring and forecasting system to assist in trend analysis and revenue forecasting for the 10-year period.
- 3.18 Document all assumptions for revenue and expenditure forecasts each year.
- 3.19 Seek reimbursement for State and Federal mandated programs and projects.
- 3.110 Conduct periodic audits for sales tax (point-of-sale), franchises and concessions, and transient occupancy tax (TOT).

- 3.111 Carefully review and discourage grants that may expand or add services without a reliable replacement revenue after the grant period ends.
  - 3.112 Maintain an aggressive collection system for all accounts receivable.
  - 3.113 Be alert to potential development of new revenue sources.
- 3.2 Capital Improvement Program (CIP)
- 3.21 Develop a 10-year forecast for CIP.
  - 3.22 Seek grants for needed capital projects which can offset use of other City funds, which can then be utilized for other needed projects.
  - 3.23 Maintain capital improvements to the level required to adequately protect the City's capital investment and to minimize future maintenance and replacement costs.
  - 3.24 Include resources required to maintain and operate new capital improvements commencing the year the project is completed and continuing through the balance of the 10-Year Forecast.
  - 3.25 Ensure capital budgets contain all costs to complete the project (design, right-of-way, construction, inspection, contract management, contingency).
  - 3.26 Ensure all proposed projects in the 10-Year Forecast have a viable source of funding for both construction and maintenance.
  - 3.27 Fund projects proposed for Enterprise programs by revenues derived from user fees.
  - 3.28 Encourage pay-as-you-go financing of capital improvements where feasible.
- 3.3 Internal Service Funds
- 3.31 Maintain Internal Service Funds for Workers' Compensation, Risk Management, Storm Water, Fleet Maintenance and Replacement, Technology Maintenance and Replacement (including all computer/software and communications equipment), Building Maintenance and Replacement, and Miscellaneous/Office Equipment Maintenance and Replacement.
  - 3.32 Maintain a 10-year financial forecast for all Internal Service Funds.
  - 3.33 Include cost of operation, maintenance and replacement in the 10-year financial forecasts.
  - 3.34 All costs (operation, maintenance and replacement) associated with each Internal Service Fund will be charged to the appropriate user department.
  - 3.35 Maintain equipment and facilities to the level required to adequately protect the City's investment and to minimize future maintenance and replacement costs.
- 3.4 Enterprise Funds
- 3.41 Maintain a 10-year financial forecast for all Enterprise Funds.
  - 3.42 All costs associated with providing administrative support (finance, personnel, legal, etc.) shall be charged to the appropriate Enterprise Fund.

- 3.43 Periodically review market driven enterprise operations for partnerships, sponsorships and other mutually beneficial business development opportunities.
  - 3.44 The cost of each enterprise shall be completely offset by user charges and fees derived from the enterprise activity. Costs shall include operating, maintenance, capital, debt service, contingency and administrative costs.
  - 3.45 Periodically review and adjust user fees in order to avoid large one-time fee increases. For Golf the review should include the market established for similar services.
  - 3.46 Periodically review concession agreements, lease agreements and all other revenue generating agreements in order to determine if the City is receiving a return that reflects the market for similar agreements.
- 3.5 Investment Policies/Financial Practices
- 3.51 Maintain an Investment Policy consistent with established regulations and guidelines. Said policy is to be reviewed each year by the City Council.
  - 3.52 The Investment Policy shall address safety, liquidity and yield.
  - 3.53 Limit use of debt to minimize future commitment of the fiscal resources of the City and its taxpayers.
  - 3.54 Debt payment should not exceed the anticipated useful life of an improvement, and in no case should it exceed 30 years.
  - 3.55 Maintain accounting systems and financial management practices in accordance with generally accepted accounting principles, so as to result in an unqualified opinion from the City's independent auditor.
- 3.6 Review and Adopt a Balanced Budget
- 3.61 The budget will be adopted as shown in the operating budget document annually.
  - 3.62 Full review of revenue assumptions and preparation of the Capital Improvement Program and Ten-Year Forecasts on all funds will be done annually.
  - 3.63 The City Council will hold public hearings and formally approve a budget for the City annually.
- 3.7 Reserve Funds
- 3.71 An aggregate reserve, consisting of operating contingency and reserves, will be established and maintained at a level not less than equal to 15% of the General Fund designated operating expenditures. The contingency and reserve shall be determined to be fully funded when 15% of the General Fund designated operating expenditures can be maintained as the reserve projected balance at the end of each fiscal year and funded within the approved General Fund Ten-Year Forecast.
  - 3.72 As economic conditions warrant the 10% operating contingency and the aggregate 20% reserves will be re-instituted.
  - 3.73 Reserve funds will have four subaccounts: the Economic Contingency Reserve, the Unforecasted Reserve, the Capital/Maintenance Reserve, and the Benefits Reserve.

- 3.74 Reserve funds will be built and replenished as necessary to maintain full funding of the minimum reserve through regular annual contributions at least equal to 4% of the General Fund operating budget. The City Council will annually review and approve the distribution of reserve contributions among the four subaccounts as part of the budget process.
- 3.75 The City Council may act to override the individual purposes of some or all of the four subaccount reserves in the face of a major economic crisis of calamitous dimensions and draw on reserves to maintain the City's fiscal stability. In such a case the Council will take formal action determining that multiple adverse factors exist that warrant this exceptional use of one or more of the subaccount reserve funds.
- 3.76 The Economic Contingency Reserve is to be made available by Council appropriation to meet unanticipated needs caused by State or Federal redirection of City resources, general economic downturns, or reductions in operating revenues.
- 3.77 The Unforecasted Reserve is to be made available by Council appropriation to continue services if State, Federal or other grant funding sources are lost, and to offset the costs of unanticipated, unfunded governmental mandates.
- 3.78 The Capital/Maintenance Reserve is to be made available by Council appropriation to meet unanticipated, unscheduled and or unprogrammed capital and maintenance needs of City infrastructure and facilities. This reserve is intended to be used for major capital repair where facility failure, unexpected hazards, or destruction of City property has occurred and where repair or replacement is not planned within the established capital, operations or internal replacement funds. The threshold for work meeting this intent will be the same dollar amount as the threshold set for inclusion of projects in the City Capital Improvement Program.

In exceptional circumstances and where adequate funding sources are not available, the City Council may consider appropriation of Capital/Maintenance Reserve funds for a new capital improvement. When making such an appropriation, the City Council will first determine that the maintenance and operating costs of the new project can be fully supported in the Ten-Year Plan in accordance with Policy 3.33.

- 3.79 The Benefits Reserve Fund is available to support unplanned costs and obligations of existing employment benefits. The Benefits Reserve is not intended for use to enhance benefits negotiated through the collective bargaining process that require City Council approval.

**This page is reserved for the FY 2015-2016 Annual Appropriation Limit  
Calculation required by the State of California**

## General Fund 10-Year Forecast

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**City of Concord**  
**General Fund Ten Year Forecast**  
**For the Year Ending June 30, 2016**  
**(000's)**

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>
<b>Basic General Fund Activity</b>										
Beginning Fund Balance 7/01	\$ 28,920	\$ 28,920	\$ 28,920	\$ 28,920	\$ 28,920	\$ 28,920	\$ 29,219	\$ 29,554	\$ 29,971	\$ 30,347
General Fund Revenues	\$ 81,312	\$ 81,016	\$ 83,267	\$ 85,564	\$ 87,604	\$ 89,669	\$ 91,830	\$ 94,047	\$ 96,322	\$ 98,657
Measure Q Revenues Used	<u>7,800</u>	<u>7,500</u>	<u>7,500</u>	<u>7,500</u>	<u>7,500</u>	<u>7,150</u>	<u>6,400</u>	<u>5,900</u>	<u>4,250</u>	<u>3,700</u>
TOTAL Resources Used	\$ 89,112	\$ 88,516	\$ 90,767	\$ 93,064	\$ 95,104	\$ 96,819	\$ 98,230	\$ 99,947	\$ 100,572	\$ 102,357
<b>Appropriations</b>										
Operating Expenditures (Baseline)	\$ 86,926	\$ 88,316	\$ 90,562	\$ 92,854	\$ 94,888	\$ 96,299	\$ 97,668	\$ 99,298	\$ 99,958	\$ 101,633
Capital Improvement Projects (CIP)	2,185	200	205	210	215	221	226	232	238	244
Total Appropriations	<u>\$ 89,111</u>	<u>\$ 88,516</u>	<u>\$ 90,767</u>	<u>\$ 93,064</u>	<u>\$ 95,103</u>	<u>\$ 96,520</u>	<u>\$ 97,894</u>	<u>\$ 99,530</u>	<u>\$ 100,196</u>	<u>\$ 101,877</u>
Revenue Over(Under) Appropriations	\$ 1	\$ -	\$ -	\$ -	\$ 1	\$ 299	\$ 336	\$ 417	\$ 376	\$ 480
Ending Fund Balance 6/30	<u>\$ 28,921</u>	<u>\$ 28,920</u>	<u>\$ 28,920</u>	<u>\$ 28,920</u>	<u>\$ 28,921</u>	<u>\$ 29,219</u>	<u>\$ 29,555</u>	<u>\$ 29,971</u>	<u>\$ 30,347</u>	<u>\$ 30,827</u>
General Fund Reserves as a										
% of Operating Expenditures	32%	33%	32%	31%	30%	30%	30%	30%	30%	30%

**General Fund Activity w/ Loan to Local Reuse Authority**

Loan	\$ 2,220	\$ 1,799								
Repayment			2,247	2,247	2,247					
Ending Fund Balance 6/30	\$ 26,701	\$ 27,121	\$ 31,167	\$ 31,167	\$ 31,168	\$ 31,168	\$ 31,168	\$ 31,168	\$ 31,168	\$ 31,168
General Fund Reserves w/ Reuse Loan as a										
% of Operating Expenditures	30%	31%	34%	33%	33%	32%	32%	31%	31%	31%

**City of Concord**  
**Measure Q Fund Ten Year Forecast**  
**For the Year Ending June 30, 2016**  
**(000's)**

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>
<b>Basic Measure Q Fund Activity</b>										
Beginning Fund Balance 7/01	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Measure Q Revenues	\$ 12,591	\$ 12,911	\$ 13,298	\$ 13,697	\$ 14,108	\$ 14,531	\$ 14,967	\$ 15,416	\$ 15,879	\$ 16,355
<b>TOTAL Resources Used</b>	<b>\$ 12,591</b>	<b>\$ 12,911</b>	<b>\$ 13,298</b>	<b>\$ 13,697</b>	<b>\$ 14,108</b>	<b>\$ 14,531</b>	<b>\$ 14,967</b>	<b>\$ 15,416</b>	<b>\$ 15,879</b>	<b>\$ 16,355</b>
<b>Appropriations</b>										
Support for General Fund Operations	\$ 7,800	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,150	\$ 6,400	\$ 5,900	\$ 4,250	\$ 3,700
Econ. Dev. Marketing Surge	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ -	\$ -	\$ -	\$ -	\$ -
Econ. Dev. Real Estate / Site Selection Consultant	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -
Immediate Park System Safety and Code Needs	\$ 281	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplemental Building Maintenance Funding	\$ 228	\$ 228	\$ 228	\$ 228	\$ 228	\$ 228	\$ 228	\$ 228	\$ 228	\$ 228
\$22M Roadway Maintenance Debt Service	\$ 2,496	\$ 2,498	\$ 2,497	\$ 2,500	\$ 2,498	\$ 2,499	\$ 2,499	\$ 2,499	\$ 2,498	\$ 2,496
Supplemental Funding for Capital Projects, Infrastructure and Park Maintenance	\$ 1,536	\$ 2,435	\$ 2,823	\$ 3,219	\$ 3,632	\$ 4,654	\$ 5,840	\$ 6,789	\$ 8,903	\$ 9,931
<b>Total Appropriations</b>	<b>\$ 12,591</b>	<b>\$ 12,911</b>	<b>\$ 13,298</b>	<b>\$ 13,697</b>	<b>\$ 14,108</b>	<b>\$ 14,531</b>	<b>\$ 14,967</b>	<b>\$ 15,416</b>	<b>\$ 15,879</b>	<b>\$ 16,355</b>
Revenue Over(Under) Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance 6/30</b>	<b>\$ -</b>									
Reserves as a										
% of Operating Expenditures	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

**City of Concord  
General Fund  
Operating Expenditures  
For the Years Ending June 30, 2016 and 2017**

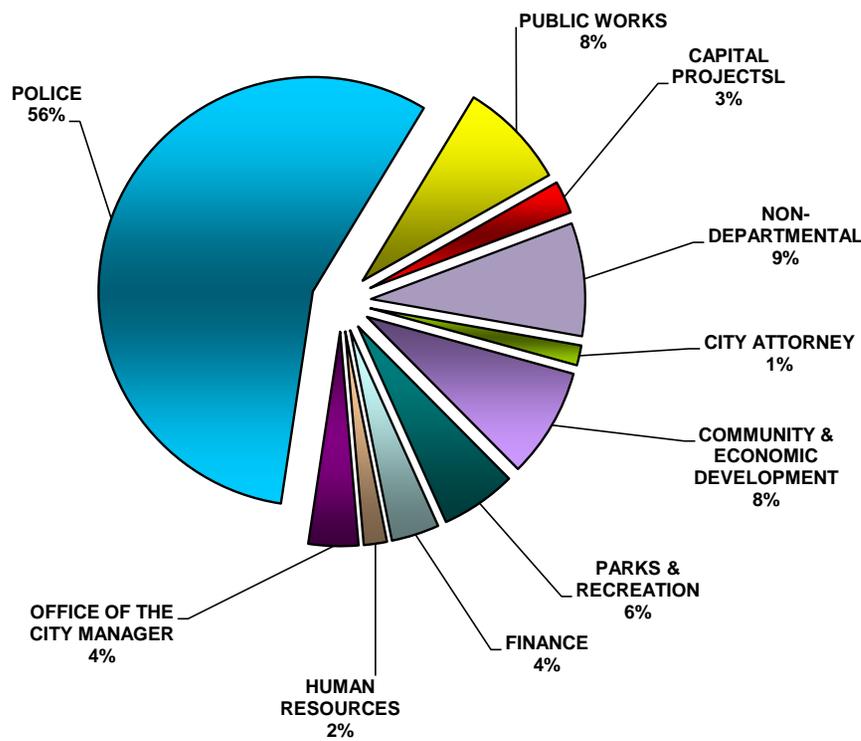
	Salaries & Benefits		Operating Expenditures		Fixed Charges		Other Financing Uses		Total Expenditures	
	FY 2015-16	FY 2016-17	FY 2015-16	FY 2016-17	FY 2015-16	FY 2016-17	FY 2015-16	FY 2016-17	FY 2015-16	FY 2016-17
<b>CITY ATTORNEY</b>	\$ 964,226	\$ 1,009,523	\$ 289,700	\$ 289,700	\$ 87,240	\$ 89,671	\$ -	\$ -	\$ 1,341,166	\$ 1,388,894
<b>COMMUNITY &amp; ECONOMIC DEVELOPMENT</b>										
Administration	\$ 264,037	\$ 273,653	\$ 93,900	\$ 93,900	\$ 908,514	\$ 934,731	\$ -	\$ -	\$ 1,266,451	\$ 1,302,284
Planning	1,135,526	1,187,866	115,385	115,385	71,291	73,114			1,322,202	1,376,365
Engineering Services	890,183	933,495	134,593	135,793	115,424	117,913			1,140,200	1,187,201
Transportation	467,465	481,160	12,574	12,574	95,394	95,863			575,433	589,597
Building	1,324,124	1,395,404	398,680	415,480	128,195	130,651			1,850,999	1,941,535
Multi-Family Inspection Program	189,663	195,140	57,440	52,940	628	643			247,731	248,723
Economic Development	525,147	555,874	427,400	427,400	14,876	15,243			967,423	998,517
<b>Total Community &amp; Economic Development</b>	<b>\$ 4,796,145</b>	<b>\$ 5,022,592</b>	<b>\$ 1,239,972</b>	<b>\$ 1,253,472</b>	<b>\$ 1,334,322</b>	<b>\$ 1,368,158</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,370,439</b>	<b>\$ 7,644,222</b>
<b>PARKS &amp; RECREATION</b>										
Administration	\$ 157,773	\$ 161,168	\$ 121,524	\$ 121,524	\$ 495,692	\$ 508,927	\$ -	\$ -	\$ 774,989	\$ 791,619
Camp Concord	313,224	321,974	165,783	165,783	38,126	38,850			517,133	526,607
Facility Operations and Programs	1,471,093	1,543,085	730,452	746,052	397,304	408,948			2,598,849	2,698,085
Sports and Events	156,803	166,729	194,507	197,507	8,985	9,097			360,295	373,333
Senior & Special Recreation Services	458,133	472,951	176,526	176,526	206,056	212,104			840,715	861,581
<b>Total Parks &amp; Recreation</b>	<b>\$ 2,557,026</b>	<b>\$ 2,665,907</b>	<b>\$ 1,388,792</b>	<b>\$ 1,407,392</b>	<b>\$ 1,146,163</b>	<b>\$ 1,177,926</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,091,981</b>	<b>\$ 5,251,225</b>
<b>FINANCE</b>										
Administration	\$ 230,320	\$ 235,310	\$ 34,850	\$ 34,850	\$ 393,540	\$ 404,616	\$ -	\$ -	\$ 658,710	\$ 674,776
Financial Analysis & Reporting	1,081,311	1,167,367	139,460	139,460	7,410	7,410			1,228,181	1,314,237
Budget & Financial Planning	365,330	389,385	32,425	17,425	1,647	1,647			399,402	408,457
Purchasing & Materials Management	273,746	290,305	8,300	8,300	823	823			282,869	299,428
City Treasury	111,240	114,359	62,500	62,500	416	416			174,156	177,275
Revenue Generation	421,647	438,013	49,500	49,500	2,882	2,882			474,029	490,395
<b>Total Department Expenditures</b>	<b>\$ 2,483,594</b>	<b>\$ 2,634,739</b>	<b>\$ 327,035</b>	<b>\$ 312,035</b>	<b>\$ 406,718</b>	<b>\$ 417,794</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,217,347</b>	<b>\$ 3,364,568</b>
<b>FINANCE - NON-DEPARTMENTAL</b>										
Miscellaneous Payments	\$ 5,273,277	\$ 3,070,655	\$ 1,351,588	\$ 1,406,500	\$ 376,285	\$ 385,119	\$ 594,000	\$ 597,129	\$ 7,595,150	\$ 5,459,403
Capital Projects	-	-	-	-	-	-	2,185,074	200,000	2,185,074	200,000
Reserve Funds	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Department Expenditures</b>	<b>\$ 5,273,277</b>	<b>\$ 3,070,655</b>	<b>\$ 1,351,588</b>	<b>\$ 1,406,500</b>	<b>\$ 376,285</b>	<b>\$ 385,119</b>	<b>\$ 2,779,074</b>	<b>\$ 797,129</b>	<b>\$ 9,780,224</b>	<b>\$ 5,659,403</b>
<b>Total Finance</b>	<b>\$ 7,756,871</b>	<b>\$ 5,705,394</b>	<b>\$ 1,678,623</b>	<b>\$ 1,718,535</b>	<b>\$ 783,003</b>	<b>\$ 802,913</b>	<b>\$ 2,779,074</b>	<b>\$ 797,129</b>	<b>\$ 12,997,571</b>	<b>\$ 9,023,971</b>

continued

**City of Concord  
General Fund  
Operating Expenditures  
For the Years Ending June 30, 2016 and 2017**

	Salaries & Benefits		Operating Expenditures		Fixed Charges		Other Financing Uses		Total Expenditures	
	FY 2015-16	FY 2016-17	FY 2015-16	FY 2016-17	FY 2015-16	FY 2016-17	FY 2015-16	FY 2016-17	FY 2015-16	FY 2016-17
<b>HUMAN RESOURCES</b>										
Employee Relations	\$ 253,676	\$ 267,716	\$ 122,222	\$ 120,722	\$ 179,115	\$ 184,270	\$ -	\$ -	\$ 555,013	\$ 572,708
Labor Relations	109,963	114,587	130,000	130,000	370	370			240,333	244,957
Recruitment and Selection	161,893	173,943	107,124	107,124	988	988			270,005	282,055
Risk Management	16,396	17,702	325	325	82	82			16,803	18,109
Benefit Administration	120,797	126,748	40,664	40,664	782	782			162,243	168,194
Organizational Training and Development	108,881	116,490	54,240	54,240	617	617			163,738	171,347
Classification and Compensation	135,430	141,913	11,037	11,037	823	823			147,290	153,773
<b>Total Human Resources</b>	<b>\$ 907,036</b>	<b>\$ 959,099</b>	<b>\$ 465,612</b>	<b>\$ 464,112</b>	<b>\$ 182,777</b>	<b>\$ 187,932</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,555,425</b>	<b>\$ 1,611,143</b>
<b>OFFICE OF THE CITY MANAGER</b>										
City Council	\$ 268,486	\$ 273,339	\$ 109,220	\$ 108,460	\$ 167,648	\$ 172,599	\$ -	\$ -	\$ 545,354	\$ 554,398
City Management	706,693	731,721	115,495	115,495	478,058	490,157			1,300,246	1,337,373
Administrative Services	989,827	1,031,377	270,750	413,931	103,296	105,846			1,363,873	1,551,154
Franchise Management	44,961	46,296	93,550	93,550	82	82			138,593	139,928
<b>Total Office of the City Manager</b>	<b>\$ 2,009,967</b>	<b>\$ 2,082,733</b>	<b>\$ 589,015</b>	<b>\$ 731,436</b>	<b>\$ 749,084</b>	<b>\$ 768,684</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,348,066</b>	<b>\$ 3,582,853</b>
<b>POLICE</b>										
Office of the Chief of Police	\$ 1,769,286	\$ 1,836,293	\$ 786,309	\$ 786,309	\$ 3,587,985	\$ 3,810,761	\$ -	\$ -	\$ 6,143,580	\$ 6,433,363
Field Operations	27,611,146	29,127,470	746,600	732,600	2,694,008	2,746,406			31,051,754	32,606,476
Investigations and Administrative Services	10,788,614	11,298,586	1,517,581	1,590,164	656,743	670,186			12,962,938	13,558,936
<b>Total Police</b>	<b>\$ 40,169,046</b>	<b>\$ 42,262,349</b>	<b>\$ 3,050,490</b>	<b>\$ 3,109,073</b>	<b>\$ 6,938,736</b>	<b>\$ 7,227,353</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,158,272</b>	<b>\$ 52,598,775</b>
<b>PUBLIC WORKS</b>										
Administration	\$ 373,692	\$ 384,017	\$ 47,741	\$ 47,741	\$ 605,512	\$ 622,067	\$ -	\$ -	\$ 1,026,945	\$ 1,053,825
Transportation	364,575	375,394	99,328	99,328	96,959	98,518			560,862	573,240
Parks Services, Street Trees and Medians	2,330,009	2,422,222	2,165,320	2,165,320	730,276	740,467			5,225,605	5,328,009
Graffiti Removal	307,149	325,227	65,000	70,000	63,084	64,273			435,233	459,500
<b>Total Public Works</b>	<b>\$ 3,375,425</b>	<b>\$ 3,506,860</b>	<b>\$ 2,377,389</b>	<b>\$ 2,382,389</b>	<b>\$ 1,495,831</b>	<b>\$ 1,525,325</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,248,645</b>	<b>\$ 7,414,574</b>
<b>GENERAL FUND TOTALS</b>	<b>\$ 62,535,742</b>	<b>\$ 63,214,457</b>	<b>\$ 11,079,593</b>	<b>\$ 11,356,109</b>	<b>\$ 12,717,156</b>	<b>\$ 13,147,962</b>	<b>\$ 2,779,074</b>	<b>\$ 797,129</b>	<b>\$ 89,111,556</b>	<b>\$ 88,515,675</b>

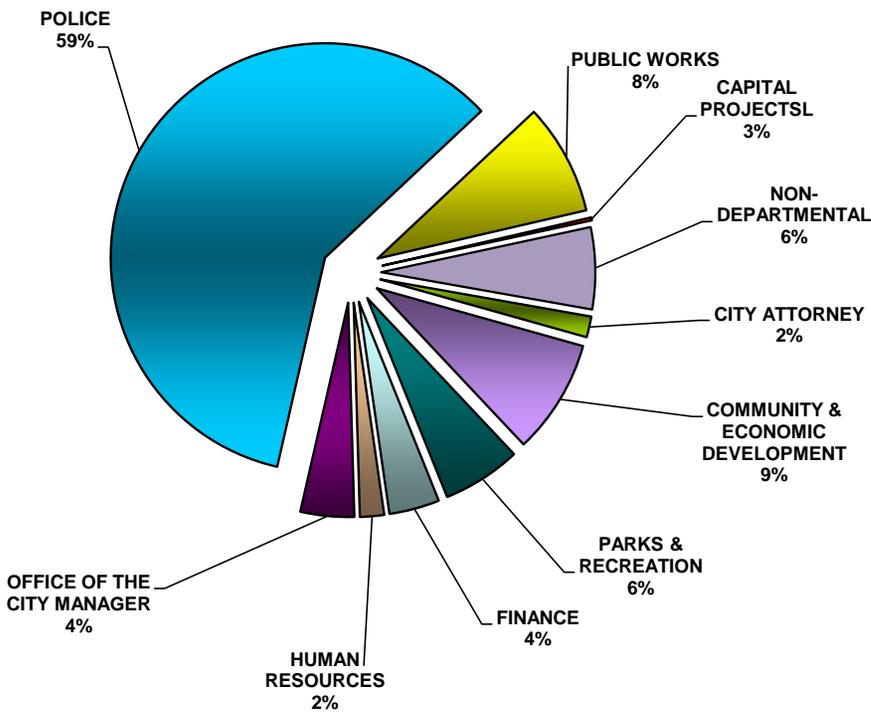
**City of Concord  
General Fund  
Comparison of Expenditures by Department  
For Year Ending June 30, 2016**



CITY ATTORNEY	\$ 1,341,166
COMMUNITY & ECONOMIC DEVELOPMENT	7,370,439
PARKS & RECREATION	5,091,981
FINANCE	3,217,347
HUMAN RESOURCES	1,555,425
OFFICE OF THE CITY MANAGER	3,348,066
POLICE	50,158,272
PUBLIC WORKS	7,248,645
CAPITAL PROJECTS	2,185,074
NON-DEPARTMENTAL	7,595,150
<b>GENERAL FUND TOTALS</b>	<b><u>\$ 89,111,565</u></b>



**City of Concord  
General Fund  
Comparison of Expenditures by Department  
For Year Ending June 30, 2017**



CITY ATTORNEY	\$ 1,388,894
COMMUNITY & ECONOMIC DEVELOPMENT	7,644,222
PARKS & RECREATION	5,251,225
FINANCE	3,364,568
HUMAN RESOURCES	1,611,143
OFFICE OF THE CITY MANAGER	3,582,853
POLICE	52,598,775
PUBLIC WORKS	7,414,574
CAPITAL PROJECTS	200,000
NON-DEPARTMENTAL	5,459,403
<b>GENERAL FUND TOTALS</b>	<b><u>\$ 88,515,657</u></b>



City of Concord  
General Fund  
Expenditures by Program  
For the Fiscal Years Ending June 30, 2016 and 2017

	Actual 2011-12	Actual 2012-13	Actual 2013-14	Estimated Actual 2014-15	Proposed Budget 2015-16	Proposed Budget 2016-17	Projected 2017-18	Projected 2018-19	Projected 2019-20	Projected 2020-21	Projected 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25
<b>CITY ATTORNEY</b>	\$ 974,962	\$ 938,436	\$ 1,170,906	\$ 1,252,560	\$ 1,341,166	\$ 1,388,894	\$ 1,438,529	\$ 1,478,085	\$ 1,511,662	\$ 1,536,161	\$ 1,561,157	\$ 1,586,560	\$ 1,578,513	\$ 1,604,331
<b>COMMUNITY &amp; ECONOMIC DEVELOPMENT</b>														
Administration	\$ 436,985	\$ 528,251	\$ 622,517	\$ 631,103	\$ 1,266,451	\$ 1,302,284	\$ 1,331,665	\$ 1,359,664	\$ 1,388,065	\$ 1,414,288	\$ 1,441,040	\$ 1,468,304	\$ 1,486,542	\$ 1,514,741
Planning	1,098,907	969,705	1,109,151	1,139,492	1,322,202	1,376,365	1,420,663	1,462,469	1,496,851	1,519,061	1,541,697	1,564,657	1,551,333	1,574,501
Engineering Services	1,140,586	1,256,416	915,020	909,227	1,140,200	1,187,201	1,223,681	1,254,404	1,281,646	1,299,370	1,317,431	1,335,731	1,319,446	1,337,730
Transportation	455,154	392,595	526,031	531,957	575,433	589,597	602,419	615,756	629,096	638,365	647,811	657,390	652,090	661,758
Building	1,182,929	1,333,821	1,828,008	2,097,105	1,850,999	1,941,535	2,017,642	2,082,290	2,131,145	2,165,304	2,200,073	2,235,387	2,226,905	2,262,847
Multi-Family Inspection Program	129,126	180,720	402,286	307,503	247,731	248,723	254,066	259,632	265,214	269,280	273,428	277,643	276,274	280,556
Economic Development	274,498	525,413	467,198	515,953	967,423	998,517	1,036,602	1,066,110	1,090,166	1,109,615	1,129,455	1,149,672	1,152,837	1,173,614
<b>Total Community Development</b>	<b>\$ 4,718,185</b>	<b>\$ 5,186,921</b>	<b>\$ 5,870,211</b>	<b>\$ 6,132,340</b>	<b>\$ 7,370,439</b>	<b>\$ 7,644,222</b>	<b>\$ 7,886,738</b>	<b>\$ 8,100,326</b>	<b>\$ 8,282,185</b>	<b>\$ 8,415,284</b>	<b>\$ 8,550,936</b>	<b>\$ 8,688,784</b>	<b>\$ 8,665,426</b>	<b>\$ 8,805,748</b>
<b>PARKS &amp; RECREATION</b>														
Administration	\$ 440,738	\$ 391,485	\$ 499,490	\$ 421,919	\$ 774,989	\$ 791,619	\$ 809,907	\$ 827,822	\$ 845,980	\$ 862,378	\$ 879,115	\$ 896,177	\$ 906,158	\$ 923,798
Camp Concord	454,913	461,489	498,489	550,826	517,133	526,607	539,648	553,233	565,375	575,112	585,043	595,155	598,271	608,671
Facility Operations and Programs	2,488,847	1,986,529	2,359,125	2,407,226	2,598,849	2,698,085	2,761,423	2,820,955	2,879,086	2,929,701	2,981,270	3,033,796	3,059,753	3,113,910
Sports and Events	309,422	305,479	294,977	367,382	360,295	373,333	385,817	398,724	408,637	416,484	424,488	432,654	437,117	445,571
Senior & Special Recreation Services	1,059,302	622,039	676,089	694,457	840,715	861,581	884,078	905,464	924,795	940,889	957,279	973,963	978,648	995,783
<b>Total Parks &amp; Recreation</b>	<b>\$ 4,753,222</b>	<b>\$ 3,767,021</b>	<b>\$ 4,328,170</b>	<b>\$ 4,441,810</b>	<b>\$ 5,091,981</b>	<b>\$ 5,251,225</b>	<b>\$ 5,380,873</b>	<b>\$ 5,506,198</b>	<b>\$ 5,623,872</b>	<b>\$ 5,724,564</b>	<b>\$ 5,827,195</b>	<b>\$ 5,931,745</b>	<b>\$ 5,979,948</b>	<b>\$ 6,087,733</b>
<b>FINANCE</b>														
Administration	\$ 330,454	\$ 340,362	\$ 488,268	\$ 329,383	\$ 658,710	\$ 674,776	\$ 690,501	\$ 705,966	\$ 721,573	\$ 734,647	\$ 747,982	\$ 761,557	\$ 765,491	\$ 779,433
Financial Analysis & Reporting	643,204	743,547	878,768	1,287,452	1,228,181	1,314,237	1,387,318	1,445,417	1,487,140	1,519,431	1,548,872	1,573,051	1,557,443	1,580,302
Budget & Financial Planning	161,615	192,329	249,397	358,617	399,402	408,457	427,477	439,634	449,156	455,307	461,573	467,921	462,058	468,419
Purchasing & Materials Management	269,504	200,183	183,620	259,610	282,869	299,428	312,862	321,381	328,266	332,699	337,215	341,788	337,452	342,030
City Treasury	226,847	265,591	255,373	184,569	174,156	177,275	181,007	184,883	188,786	191,851	194,981	198,170	198,226	201,493
Revenue Generation	323,527	297,434	280,036	447,442	474,029	490,395	504,615	516,450	527,284	534,762	542,383	550,113	545,575	553,375
RDA Land Transfer	11,416,332	-	-	-	-	-	-	-	-	-	-	-	-	-
Non-Departmental Miscellaneous Payments	5,363,514	8,255,127	10,291,502	12,136,870	7,595,151	5,459,402	4,424,690	4,478,577	4,533,702	4,587,661	4,643,177	4,700,289	4,756,021	4,816,989
<b>Total Finance</b>	<b>\$ 18,734,997</b>	<b>\$ 10,294,573</b>	<b>\$ 12,626,964</b>	<b>\$ 15,003,943</b>	<b>\$ 10,812,498</b>	<b>\$ 8,823,970</b>	<b>\$ 7,928,470</b>	<b>\$ 8,092,308</b>	<b>\$ 8,235,908</b>	<b>\$ 8,356,358</b>	<b>\$ 8,476,183</b>	<b>\$ 8,592,889</b>	<b>\$ 8,622,264</b>	<b>\$ 8,742,041</b>
<b>HUMAN RESOURCES</b>														
Employee Relations	\$ 459,150	\$ 612,505	\$ 547,490	\$ 494,478	\$ 555,013	\$ 572,708	\$ 591,591	\$ 609,508	\$ 626,940	\$ 638,066	\$ 649,422	\$ 660,983	\$ 663,157	\$ 675,024
Labor Relations	88,460	124,672	29,572	135,971	240,333	244,957	251,487	258,023	264,176	269,242	274,420	279,701	281,313	286,761
Recruitment and Selection	242,863	308,222	294,949	266,633	270,005	282,055	294,250	304,195	312,052	317,606	323,277	329,050	329,059	334,970
Risk Management	11,405	161	49,581	17,079	16,803	18,109	19,398	20,581	21,226	21,525	21,830	22,138	21,818	22,127
Benefits Administration	107,877	99,057	129,579	162,483	162,243	168,194	174,337	178,715	182,946	185,887	188,889	191,939	191,054	194,156
Organizational Training and Development	98,511	68,114	58,929	163,181	163,738	171,347	179,075	185,757	190,777	194,039	197,369	200,756	200,237	203,693
Classification and Compensation	163,305	151,514	146,515	153,912	147,290	153,773	159,547	163,557	167,400	169,800	172,246	174,725	172,757	175,249
<b>Total Human Resources</b>	<b>\$ 1,171,571</b>	<b>\$ 1,364,245</b>	<b>\$ 1,256,615</b>	<b>\$ 1,393,737</b>	<b>\$ 1,555,425</b>	<b>\$ 1,611,143</b>	<b>\$ 1,669,685</b>	<b>\$ 1,720,338</b>	<b>\$ 1,765,518</b>	<b>\$ 1,796,165</b>	<b>\$ 1,827,451</b>	<b>\$ 1,859,292</b>	<b>\$ 1,859,395</b>	<b>\$ 1,891,979</b>

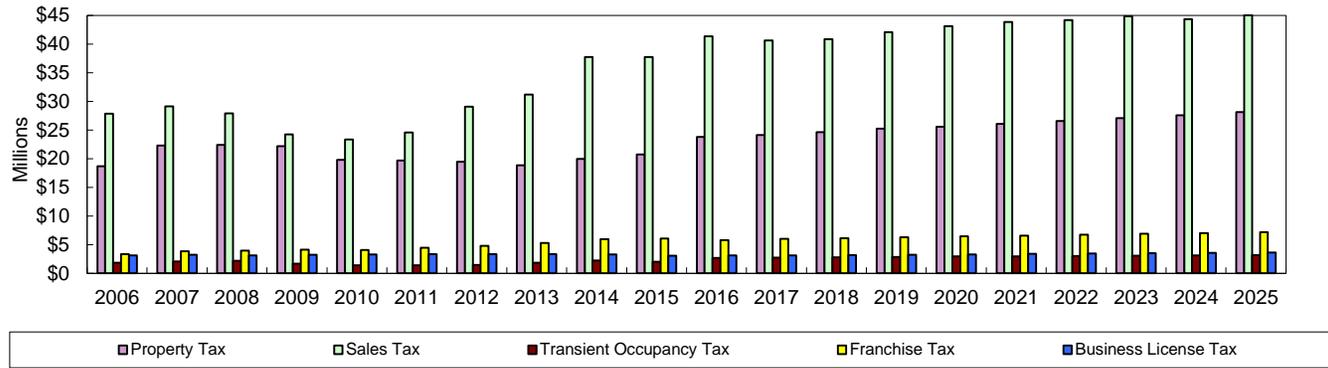
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City of Concord  
General Fund  
Expenditures by Program  
For the Fiscal Years Ending June 30, 2016 and 2017

	Actual 2011-12	Actual 2012-13	Actual 2013-14	Estimated Actual 2014-15	Proposed Budget 2015-16	Proposed Budget 2016-17	Projected 2017-18	Projected 2018-19	Projected 2019-20	Projected 2020-21	Projected 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25
<b>OFFICE OF THE CITY MANAGER</b>														
City Council	\$ 333,495	\$ 365,968	\$ 351,078	\$ 366,987	\$ 545,354	\$ 554,398	\$ 563,997	\$ 573,586	\$ 583,223	\$ 591,092	\$ 599,128	\$ 607,324	\$ 609,083	\$ 617,575
City Management	857,380	734,691	1,037,121	1,019,127	1,300,246	1,337,373	1,369,018	1,399,626	1,430,416	1,454,583	1,479,231	1,504,294	1,504,663	1,530,269
Administrative Services	1,224,050	1,278,090	1,331,455	1,632,230	1,363,873	1,551,154	1,488,315	1,653,299	1,589,005	1,748,248	1,660,315	1,815,456	1,684,071	1,844,394
Franchise Management	111,448	71,230	121,032	130,451	138,593	139,928	143,179	146,532	149,936	153,009	156,153	159,364	161,233	164,566
<b>Total Office of the City Manager</b>	<b>\$ 2,526,373</b>	<b>\$ 2,449,979</b>	<b>\$ 2,840,686</b>	<b>\$ 3,148,795</b>	<b>\$ 3,348,066</b>	<b>\$ 3,582,853</b>	<b>\$ 3,564,508</b>	<b>\$ 3,773,043</b>	<b>\$ 3,752,580</b>	<b>\$ 3,946,933</b>	<b>\$ 3,894,826</b>	<b>\$ 4,086,438</b>	<b>\$ 3,959,050</b>	<b>\$ 4,156,804</b>
<b>POLICE</b>														
Office of the Chief of Police	\$ 2,827,354	\$ 2,136,736	\$ 2,402,776	\$ 2,681,841	\$ 6,143,580	\$ 6,433,363	\$ 6,582,502	\$ 6,730,405	\$ 6,874,387	\$ 7,003,805	\$ 7,134,661	\$ 7,268,004	\$ 7,369,903	\$ 7,508,001
Field Operations	27,582,916	28,584,641	29,640,200	30,567,640	31,051,754	32,606,476	33,561,707	34,429,554	35,198,688	35,737,814	36,244,705	36,758,387	37,176,358	37,703,891
Support Operations	11,506,597	11,301,446	11,886,260	12,937,850	12,962,938	13,558,936	13,892,494	14,220,539	14,538,472	14,772,358	14,995,649	15,222,203	15,388,875	15,621,147
<b>Total Police</b>	<b>\$ 41,916,867</b>	<b>\$ 42,022,823</b>	<b>\$ 43,929,236</b>	<b>\$ 46,187,331</b>	<b>\$ 50,158,272</b>	<b>\$ 52,598,775</b>	<b>\$ 54,036,703</b>	<b>\$ 55,380,498</b>	<b>\$ 56,611,548</b>	<b>\$ 57,513,977</b>	<b>\$ 58,375,015</b>	<b>\$ 59,248,595</b>	<b>\$ 59,935,136</b>	<b>\$ 60,833,039</b>
<b>PUBLIC WORKS</b>														
Administration	\$ 21,728,102	\$ 43,009,172	\$ 22,911,089	\$ 584,159	\$ 1,026,945	\$ 1,053,825	\$ 1,077,688	\$ 1,101,113	\$ 1,124,760	\$ 1,144,702	\$ 1,165,036	\$ 1,185,734	\$ 1,192,354	\$ 1,213,622
Transportation	635,123	404,993	405,397	596,671	560,862	573,240	588,860	603,135	615,672	625,678	635,884	646,263	647,176	657,793
Parks Services, Street Trees and Medians	4,228,482	4,375,395	4,831,260	4,873,369	5,225,605	5,328,009	5,469,622	5,600,483	5,721,184	5,826,157	5,933,391	6,042,735	6,090,777	6,203,699
Graffiti Removal/Lease Management	258,145	231,667	360,283	396,740	435,233	459,500	476,469	491,373	504,733	513,401	521,254	529,235	528,278	536,410
<b>Total Public Works</b>	<b>\$ 26,849,852</b>	<b>\$ 48,021,227</b>	<b>\$ 28,508,029</b>	<b>\$ 6,450,939</b>	<b>\$ 7,248,645</b>	<b>\$ 7,414,574</b>	<b>\$ 7,612,639</b>	<b>\$ 7,796,104</b>	<b>\$ 7,966,349</b>	<b>\$ 8,109,938</b>	<b>\$ 8,255,565</b>	<b>\$ 8,403,967</b>	<b>\$ 8,458,585</b>	<b>\$ 8,611,524</b>
<b>INTRA FUND TRANSFERS OUT</b>														
Reserve Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Improvement Projects	373,493	1,138,172	1,882,763	3,438,983	2,185,074	200,000	205,000	210,125	215,378	220,763	226,282	231,939	237,737	243,681
<b>Total Intra Fund Transfers Out</b>	<b>\$ 373,493</b>	<b>\$ 1,138,172</b>	<b>\$ 1,882,763</b>	<b>\$ 3,438,983</b>	<b>\$ 2,185,074</b>	<b>\$ 200,000</b>	<b>\$ 205,000</b>	<b>\$ 210,125</b>	<b>\$ 215,378</b>	<b>\$ 220,763</b>	<b>\$ 226,282</b>	<b>\$ 231,939</b>	<b>\$ 237,737</b>	<b>\$ 243,681</b>
<b>BUDGET STABILIZATION</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>GENERAL FUND TOTALS</b>	<b>\$ 102,019,522</b>	<b>\$ 115,183,397</b>	<b>\$ 102,413,580</b>	<b>\$ 87,450,438</b>	<b>\$ 89,111,556</b>	<b>\$ 88,515,675</b>	<b>\$ 89,723,145</b>	<b>\$ 92,057,024</b>	<b>\$ 93,965,000</b>	<b>\$ 95,620,142</b>	<b>\$ 96,994,610</b>	<b>\$ 98,630,208</b>	<b>\$ 99,296,054</b>	<b>\$ 100,976,879</b>



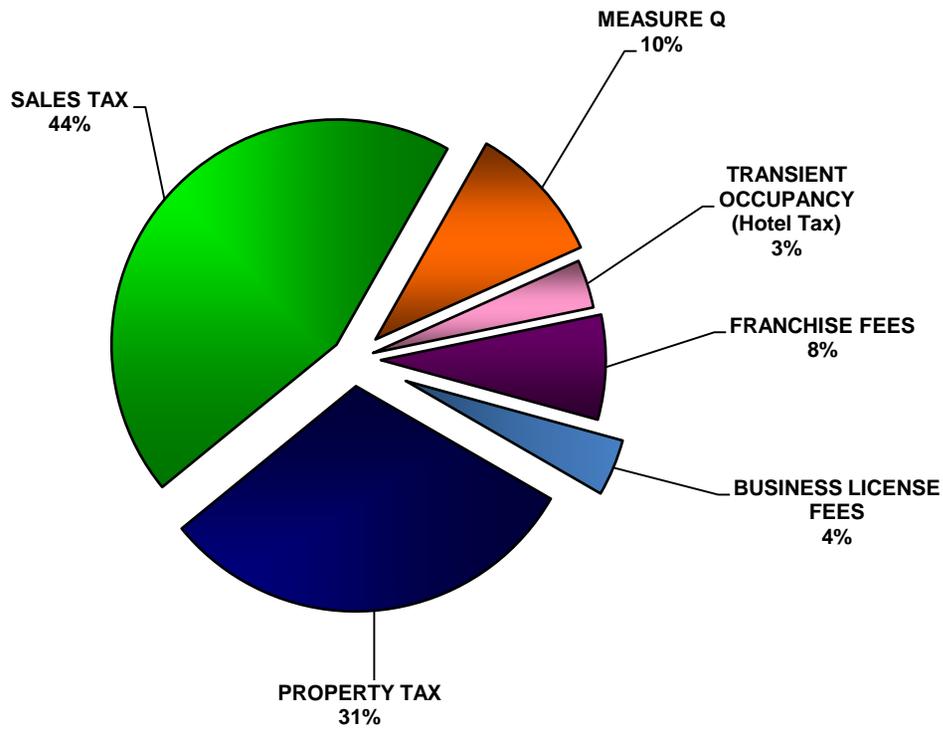
**CITY OF CONCORD MAJOR GENERAL FUND TAX REVENUE BY TYPE  
ACTUAL AND PROJECTED**



Fiscal Year	Property Tax	Sales Tax	Transient Occupancy Tax	Franchise Tax	Business License Tax	Total
2006	18,681,188	27,832,962	1,836,002	3,347,905	3,107,600	54,805,657
2007	22,290,227	29,139,858	2,057,241	3,853,558	3,218,553	60,559,437
2008	22,400,622	27,911,233	2,193,085	3,991,356	3,157,176	59,653,472
2009	22,188,775	24,253,986	1,710,767	4,128,525	3,262,763	55,544,816
2010	19,809,805	23,370,649	1,427,813	4,097,706	3,324,011	52,029,984
2011	19,662,098	24,585,811	1,391,107	4,438,806	3,347,429	53,425,251
2012	19,459,693	29,055,453	1,478,874	4,779,135	3,377,278	58,150,433
2013	18,861,202	31,176,081	1,832,615	5,269,956	3,365,317	60,505,171
2014	19,988,065	37,747,602	2,262,589	5,962,699	3,324,299	69,285,254
2015	20,755,243	37,720,400	2,026,000	6,100,000	3,057,971	69,659,614
2016	23,793,205	41,345,300	2,677,000	5,806,000	3,145,000	76,766,505
2017	24,151,309	40,620,500	2,731,000	6,016,000	3,145,000	76,663,809
2018	24,642,965	40,882,012	2,785,620	6,153,320	3,203,500	77,667,417
2019	25,216,599	42,090,955	2,871,332	6,321,686	3,263,161	79,763,734
2020	25,590,632	43,130,214	2,938,159	6,437,548	3,324,007	81,420,560
2021	26,074,144	43,850,700	2,956,122	6,584,606	3,386,061	82,851,634
2022	26,567,327	44,203,351	3,015,245	6,735,063	3,449,347	83,970,333
2023	27,070,374	44,839,134	3,075,550	6,888,999	3,513,890	85,387,945
2024	27,583,481	44,359,044	3,137,061	7,046,493	3,579,715	85,705,794
2025	28,106,851	45,014,107	3,199,802	7,207,631	3,646,847	87,175,237

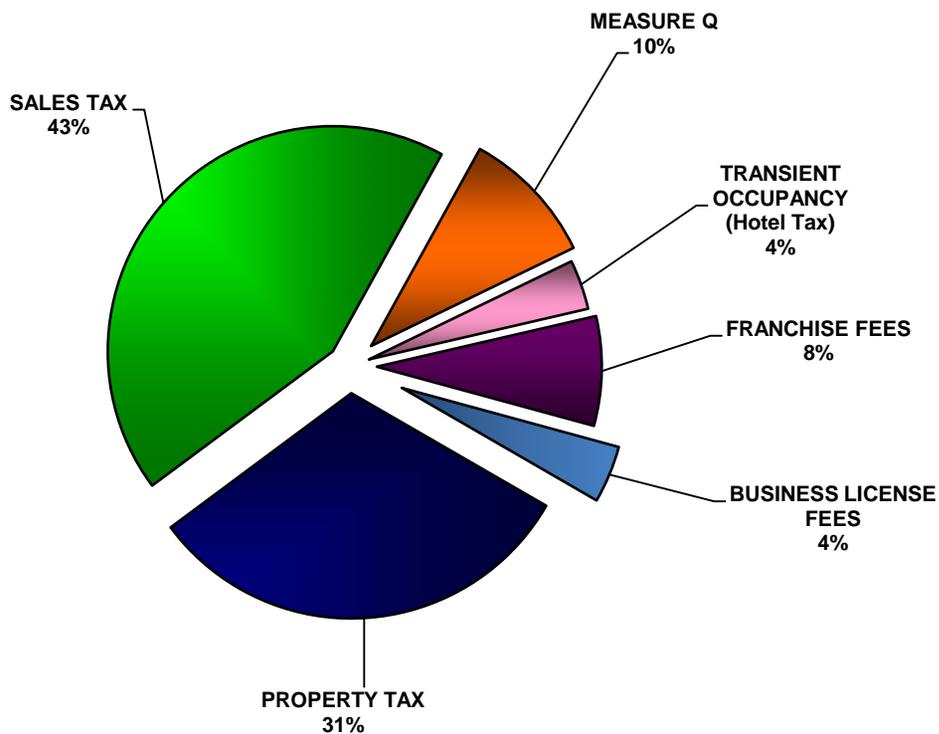
Actual shown through Fiscal Year 2014 and Planned through Fiscal Year 2025. Source: City Concord Financial Statements

**City of Concord  
General Fund Revenue  
Comparison of Tax Revenue by Source  
For the Fiscal Year Ending June 30, 2016**



PROPERTY TAX	\$23,793,205
SALES TAX	34,104,300
MEASURE Q	7,800,000
TRANSIENT OCCUPANCY	2,677,000
FRANCHISE FEES	5,806,000
BUSINESS LICENSE FEES	3,145,000
	<u>\$ 77,325,505</u>

**City of Concord  
General Fund Revenue  
Comparison of Tax Revenue by Source  
For the Fiscal Year Ending June 30, 2017**



PROPERTY TAX	\$24,151,309
SALES TAX	33,120,500
MEASURE Q	7,500,000
TRANSIENT OCCUPANCY	2,731,000
FRANCHISE FEES	6,016,000
BUSINESS LICENSE FEES	3,145,000
	<u>\$ 76,663,809</u>

City of Concord  
General Fund  
Comparison of Revenues by Source  
For the Years Ending June 30, 2016 and 2017

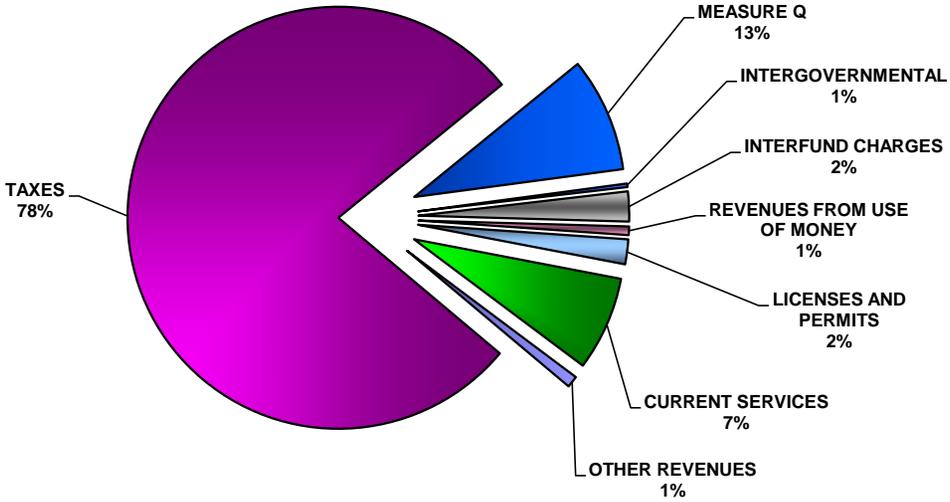
	Actual 2011-12	Actual 2012-13	Actual 2013-14	Estimated Actual 2014-15	Proposed Budget 2015-16	Proposed Budget 2016-17	Projected 2017-18	Projected 2018-19	Projected 2019-20	Projected 2020-21	Projected 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25
<b>TAXES</b>														
Property	\$ 19,459,693	\$ 18,861,202	\$ 19,988,065	\$ 20,755,243	\$23,793,205	\$24,151,309	\$24,642,965	\$25,216,599	\$25,590,632	\$26,074,144	\$26,567,327	\$27,070,374	\$27,583,481	\$28,106,851
Sales	23,884,453	25,783,081	28,638,602	29,997,400	34,104,300	33,120,500	34,397,492	35,568,220	36,745,707	37,849,657	38,986,777	40,158,062	41,364,540	42,607,268
Measure Q	5,171,698	5,392,725	9,109,073	7,723,000	7,800,000	7,500,000	7,500,000	7,500,000	7,500,000	7,150,000	6,400,000	5,900,000	4,250,000	3,700,000
Transient Occupancy Tax	1,478,874	1,832,615	2,262,589	2,026,000	2,677,000	2,731,000	2,785,620	2,871,332	2,938,159	2,956,122	3,015,245	3,075,550	3,137,061	3,199,802
Business License	3,377,278	3,365,317	3,324,299	3,057,971	3,145,000	3,145,000	3,203,500	3,263,161	3,324,007	3,386,061	3,449,347	3,513,890	3,579,715	3,646,847
Franchise	4,779,135	5,269,956	5,962,699	6,100,000	5,806,000	6,016,000	6,153,320	6,321,686	6,437,548	6,584,606	6,735,063	6,888,999	7,046,493	7,207,631
Total Taxes	\$ 58,151,131	\$ 60,504,896	\$ 69,285,327	\$ 69,659,614	\$ 77,325,505	\$ 76,663,809	\$ 78,682,897	\$ 80,740,999	\$ 82,536,053	\$ 84,000,591	\$ 85,153,759	\$ 86,606,874	\$ 88,961,290	\$ 88,468,399
<b>LICENSES AND PERMITS</b>														
Building Permits	\$ 824,450	\$ 993,608	\$ 978,734	\$ 1,075,000	\$1,075,000	\$1,075,000	\$1,101,875	\$1,129,422	\$1,157,657	\$1,186,599	\$1,216,264	\$1,246,670	\$1,277,837	\$1,309,783
Plumbing Permits	88,629	99,452	125,420	137,000	137,000	137,000	140,425	143,936	147,534	151,222	155,003	158,878	162,850	166,921
Mechanical Permits	77,828	84,332	116,688	129,000	129,000	129,000	132,225	135,531	138,919	142,392	145,952	149,600	153,340	157,174
Electrical Permits	107,922	130,512	128,922	143,000	143,000	143,000	146,575	150,239	153,995	157,845	161,791	165,836	169,982	174,232
Other	183,988	186,104	225,244	211,187	212,300	217,300	222,733	228,301	234,008	239,859	245,855	252,001	258,301	264,759
Total Licenses and Permits	\$ 1,282,817	\$ 1,494,008	\$ 1,575,008	\$ 1,695,187	\$1,696,300	\$1,701,300	\$ 1,743,833	\$ 1,787,428	\$ 1,832,114	\$ 1,877,917	\$ 1,924,865	\$ 1,972,986	\$ 2,022,311	\$ 2,072,869
<b>FINES AND FORFEITURES</b>														
Vehicle Code & Parking	\$ 737,515	\$ 731,093	\$ 679,835	\$ 770,000	\$745,000	\$745,000	\$763,625	\$782,716	\$802,284	\$822,341	\$842,899	\$863,972	\$885,571	\$907,710
Neighborhood Services	58,212	(92,723)	30,882	10,000	30,000	30,000	30,300	30,603	30,909	31,218	31,530	31,846	32,164	32,486
Other	26,000	1,695	51,068	-	-	-	-	-	-	-	-	-	-	-
Total Fines and Forfeitures	\$ 821,727	\$ 640,065	\$ 761,785	\$ 780,000	\$ 775,000	\$ 775,000	\$ 793,925	\$ 813,319	\$ 833,193	\$ 853,559	\$ 874,429	\$ 895,817	\$ 917,735	\$ 940,196
<b>USE OF MONEY AND PROPERTY</b>														
Investment Earnings	\$ (56,152)	\$ 145,013	\$ (530,247)	\$ 80,000	\$80,000	\$80,000	\$80,800	\$81,608	\$82,424	\$83,248	\$84,081	\$84,922	\$85,771	\$86,629
Property Rentals	383,046	457,122	457,927	450,569	503,035	504,175	509,919	515,737	521,631	527,603	533,653	539,783	545,995	552,289
Total Use of Money and Property	\$ 326,894	\$ 602,135	\$ (72,320)	\$ 530,569	\$ 583,035	\$ 584,175	\$ 590,719	\$ 597,345	\$ 604,055	\$ 610,851	\$ 617,734	\$ 624,705	\$ 631,766	\$ 638,917
<b>INTERGOVERNMENTAL</b>														
Motor Vehicle In-Lieu	\$ 62,268	\$ 64,520	\$ 53,398	\$ 65,000	\$52,000	\$52,000	\$52,520	\$53,045	\$53,576	\$54,111	\$54,653	\$55,199	\$55,751	\$56,309
State Mandated Costs	59,104	133,981	66,643	145,000	-	-	-	-	-	-	-	-	-	-
Police Officers Standards&Training (POST)	76,145	97,101	135,806	70,000	90,000	90,000	90,900	91,809	92,727	93,654	94,591	95,537	96,492	97,457
Citizens Option for Public Safety (COPS)	166,995	355,020	411,340	100,000	100,000	100,000	101,000	102,010	103,030	104,060	105,101	106,152	107,214	108,286
Other Grants	3,818	15,134	9,853	-	-	-	-	-	-	-	-	-	-	-
Total Intergovernmental	\$ 368,330	\$ 665,756	\$ 677,040	\$ 380,000	\$ 242,000	\$ 242,000	\$ 244,420	\$ 246,864	\$ 249,333	\$ 251,826	\$ 254,344	\$ 256,888	\$ 259,457	\$ 262,051

continued

**City of Concord  
General Fund  
Comparison of Revenues by Source  
For the Years Ending June 30, 2016 and 2017**

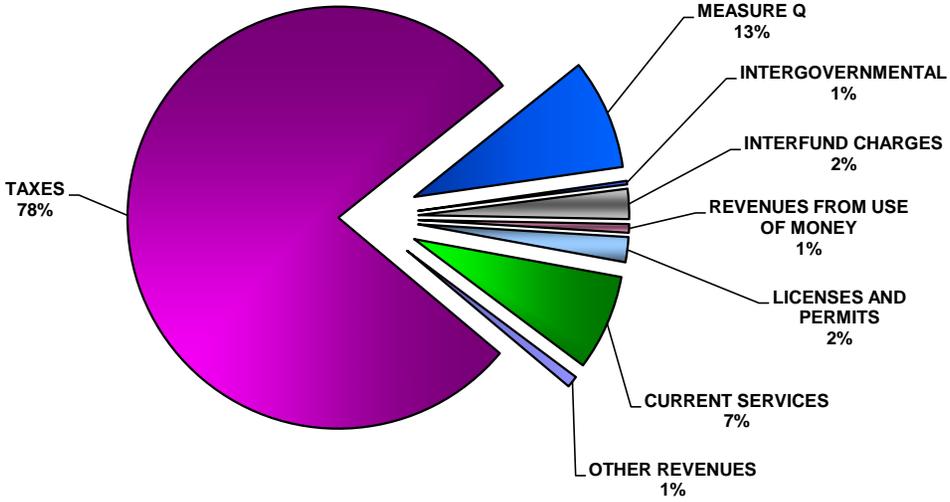
	<u>Actual 2011-12</u>	<u>Actual 2012-13</u>	<u>Actual 2013-14</u>	<u>Estimated Actual 2014-15</u>	<u>Proposed Budget 2015-16</u>	<u>Proposed Budget 2016-17</u>	<u>Projected 2017-18</u>	<u>Projected 2018-19</u>	<u>Projected 2019-20</u>	<u>Projected 2020-21</u>	<u>Projected 2021-22</u>	<u>Projected 2022-23</u>	<u>Projected 2023-24</u>	<u>Projected 2024-25</u>
<b>CURRENT SERVICES</b>														
City Management	\$ 164,935	\$ 195,191	\$ 239,825	\$ 218,000	\$235,500	\$238,000	\$243,950	\$250,049	\$256,300	\$262,707	\$269,275	\$276,007	\$282,907	\$289,980
Finance Department	3,993	3,843	7,980	8,000	3,500	4,000	4,100	4,203	4,308	4,415	4,526	4,639	4,755	4,874
Parks & Recreation-Summer Camp	870,893	2,852,033	1,094,442	576,820	747,500	747,500	760,053	772,857	785,921	799,248	812,845	826,718	840,873	855,318
Parks & Recreation-Aquatics	250,530	243,031	249,366	252,000	269,000	274,000	280,850	287,871	295,068	302,445	310,006	317,756	325,700	333,842
Parks & Recreation-Facility Rental	831,957	814,192	924,566	841,650	795,075	815,075	835,452	856,338	877,747	899,690	922,183	945,237	968,868	993,090
Parks & Recreation-Youth & Family Service	517,222	548,891	603,326	542,000	550,500	558,000	571,950	586,249	600,905	615,928	631,326	647,109	663,287	679,869
Parks & Recreation-League Fees	399,153	415,344	404,010	406,493	397,220	400,395	410,405	420,665	431,182	441,961	453,010	464,335	475,944	487,842
Parks & Recreation-Senior Services	277,058	266,953	267,044	253,200	261,000	262,000	268,550	275,264	282,145	289,199	296,429	303,840	311,436	319,222
Engineering	1,485,357	1,769,469	1,666,470	1,856,500	1,678,000	1,698,000	1,740,450	1,783,961	1,828,560	1,874,274	1,921,131	1,969,159	2,018,388	2,068,848
Building	210,023	293,583	331,647	261,238	297,738	297,738	305,181	312,811	320,631	328,647	336,863	345,285	353,917	362,765
Neighborhood Services	128,427	173,543	293,112	195,975	223,000	223,000	228,575	234,289	240,147	246,150	252,304	258,612	265,077	271,704
Public Safety Services	578,768	410,075	607,121	464,300	566,574	566,574	586,766	607,764	629,602	652,319	675,953	700,544	726,134	752,768
Planning	288,315	392,279	329,678	364,600	405,500	405,500	415,638	426,028	436,679	447,596	458,786	470,256	482,012	494,062
Total Current Services	\$ 6,006,631	\$ 8,378,427	\$ 7,018,587	\$ 6,240,776	\$ 6,430,107	\$ 6,489,782	\$ 6,651,919	\$ 6,818,349	\$ 6,989,194	\$ 7,164,580	\$ 7,344,636	\$ 7,529,496	\$ 7,719,298	\$ 7,914,183
<b>INTERFUND SERVICE CHARGES</b>														
Golf Course Enterprise	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sewer Enterprise	2,006,516	2,006,516	2,087,579	2,087,579	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
Redevelopment Agency	233,666	155,969	22,047	76,271	-	-	-	-	-	-	-	-	-	-
Stormwater	-	439,926	448,725	448,725	448,725	448,725	448,725	448,725	448,725	448,725	448,725	448,725	448,725	448,725
Maintenance Districts	-	-	-	343,384	343,384	343,384	343,384	343,384	343,384	343,384	343,384	343,384	343,384	343,384
Total Interfund Service Charges	\$ 2,240,182	\$ 2,602,411	\$ 2,558,351	\$ 2,955,959	\$ 2,042,109	\$ 2,042,109	\$ 2,042,109	\$ 2,042,109	\$ 2,042,109	\$ 2,042,109	\$ 2,042,109	\$ 2,042,109	\$ 2,042,109	\$ 2,042,109
<b>OTHER REVENUES</b>														
Other	\$ 112,559	\$ (104,922)	\$ 192,235	\$ 20,000	\$ 7,500	\$ 7,500	\$ 7,575	\$ 7,651	\$ 7,727	\$ 7,805	\$ 7,883	\$ 7,961	\$ 8,041	\$ 8,121
Sale of Real/Personal Property	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Other Revenues	\$ 112,559	\$ (104,922)	\$ 192,235	\$ 20,000	\$ 7,500	\$ 7,500	\$ 7,575	\$ 7,651	\$ 7,727	\$ 7,805	\$ 7,883	\$ 7,961	\$ 8,041	\$ 8,121
<b>OTHER FINANCING SOURCES</b>														
Graffiti	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Traffic Safety Management	4,698	10,500	10,500	10,500	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Parklands/Other	2,640,366	88,355	-	-	-	-	-	-	-	-	-	-	-	-
Reserve Funds	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Other Financing Sources	\$ 2,645,064	\$ 98,855	\$ 10,500	\$ 10,500	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
<b>TOTAL GENERAL FUND</b>	<b>\$ 71,955,335</b>	<b>\$ 74,881,631</b>	<b>\$ 82,006,513</b>	<b>\$ 82,272,605</b>	<b>\$ 89,111,556</b>	<b>\$ 88,515,675</b>	<b>\$ 90,767,397</b>	<b>\$ 93,064,064</b>	<b>\$ 95,103,778</b>	<b>\$ 96,819,238</b>	<b>\$ 98,229,760</b>	<b>\$ 99,946,837</b>	<b>\$ 100,572,006</b>	<b>\$ 102,356,845</b>

**City of Concord  
General Fund Revenue  
Comparison of Revenue by Source  
For the Year Ending June 30, 2016**



TAXES	\$ 69,525,505
MEASURE Q	7,800,000
INTERGOVERNMENTAL	242,000
INTERFUND CHARGES	2,042,109
REVENUES FROM USE OF MONEY	583,035
LICENSES AND PERMITS	1,696,300
CURRENT SERVICES	\$6,430,107
OTHER REVENUES	792,500
	<u>\$ 89,111,556</u>

**City of Concord  
General Fund Revenue  
Comparison of Revenue by Source  
For the Year Ending June 30, 2017**



TAXES	\$ 69,163,809
MEASURE Q	7,500,000
INTERGOVERNMENTAL	242,000
INTERFUND CHARGES	2,042,109
REVENUES FROM USE OF MONEY	584,175
LICENSES AND PERMITS	\$1,701,300
CURRENT SERVICES	\$6,489,782
OTHER REVENUES	792,500
	<u>\$ 88,515,675</u>

**City of Concord**  
**Summary of General Fund Adopted Budgets**  
**Population and Assessed Valuations**  
**For Year Ending June 30, 2016**

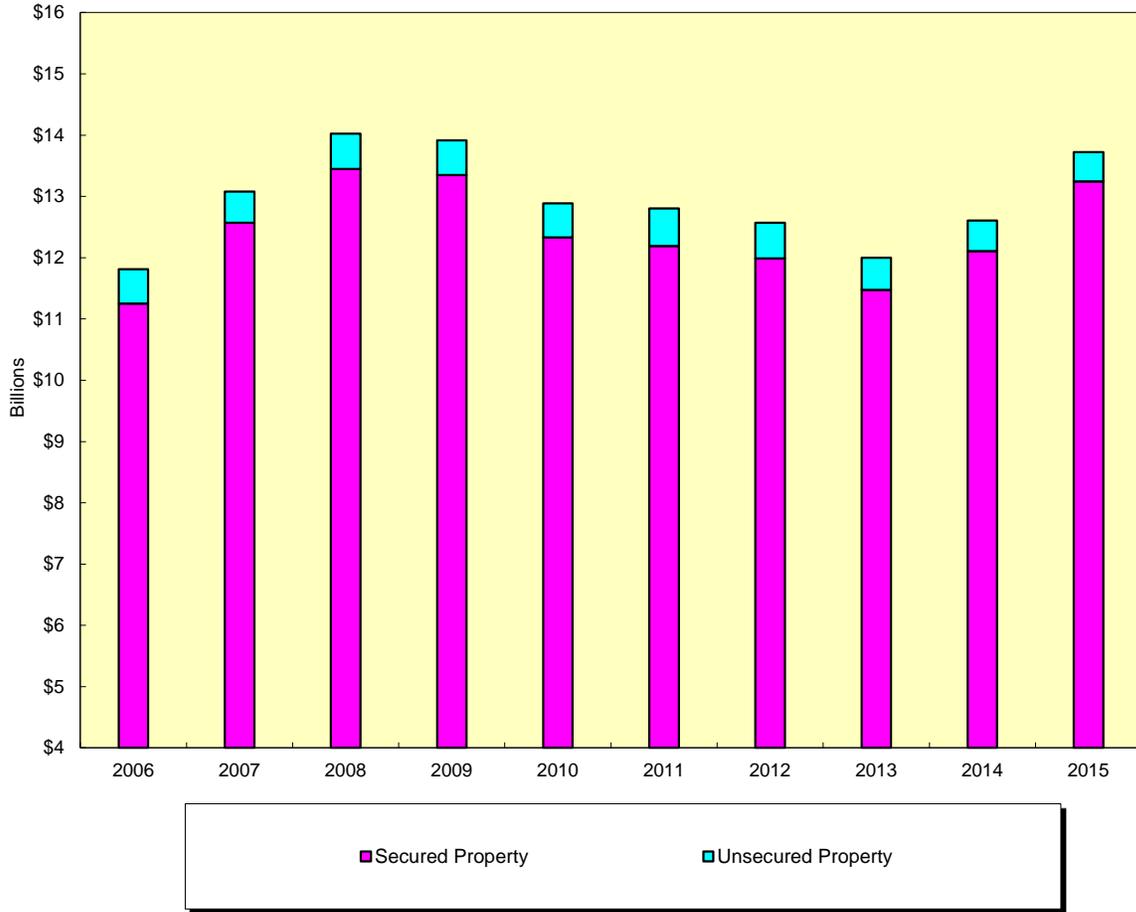
<b>Year</b>	<b>Population</b>	<b>Adopted Budget</b>	<b>Net Assessed Values</b>	<b>Population Increase</b>	<b>Budget Increase</b>
2004-2005	124,798	64,965,066	10,272,699	0.0%	7.7%
2005-2006	124,463	68,712,606	11,289,315	-0.3%	5.8%
2006-2007	125,203	72,309,409	12,581,573	0.6%	5.2%
2007-2008	123,776	78,328,992	13,394,577	-1.1%	8.3%
2008-2009	124,599	80,676,425	13,388,155	0.7%	3.0%
2009-2010	125,864	76,304,929	12,254,962	1.0%	-5.4%
2010-2011	122,676	70,992,070	12,020,887	-2.5%	-7.0%
2011-2012	123,206	71,336,000	11,710,084	0.4%	0.5%
2012-2013	123,812	71,053,093	11,167,274	0.5%	-0.4%
2013-2014	124,656	\$ 75,454,351	\$ 11,748,714	0.7%	6.2%
2014-2015 *	124,656	\$ 82,876,554	\$ 12,912,405		9.8%

**ASSESSED VALUATIONS**

(in \$1,000)	<b><u>2011-12</u></b>	<b><u>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>
<b>Land</b>	\$ 4,822,639	\$ 4,704,943	\$ 5,018,555	\$ 5,483,618
<b>Improvements</b>	7,327,549	6,938,011	7,239,614	7,910,500
<b>Personal Property</b>	342,462	311,951	299,369	327,111
	<u>\$ 12,492,650</u>	<u>\$ 11,954,905</u>	<u>\$ 12,557,538</u>	<u>\$ 13,721,229</u>
<b>Exemptions:</b>				
<b>Homeowners</b>	\$ 154,772	\$ 149,403	\$ 143,902	\$ 143,902
<b>Other</b>	<u>627,350</u>	<u>638,228</u>	<u>664,922</u>	<u>664,922</u>
<b>Net Total</b>	<u>\$ 11,710,528</u>	<u>\$ 11,167,274</u>	<u>\$ 11,748,714</u>	<u>\$ 12,912,405</u>

\* Estimated Population

**City of Concord**  
**Assessed and Estimated Value of all Property**  
**Last Ten Fiscal Years**



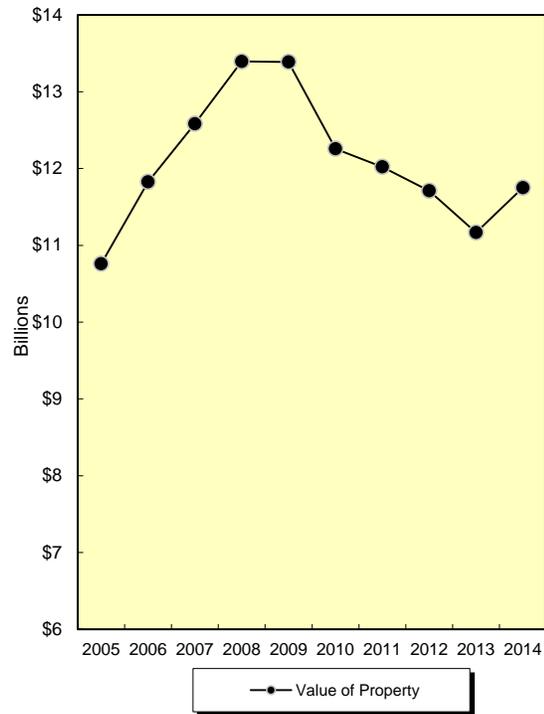
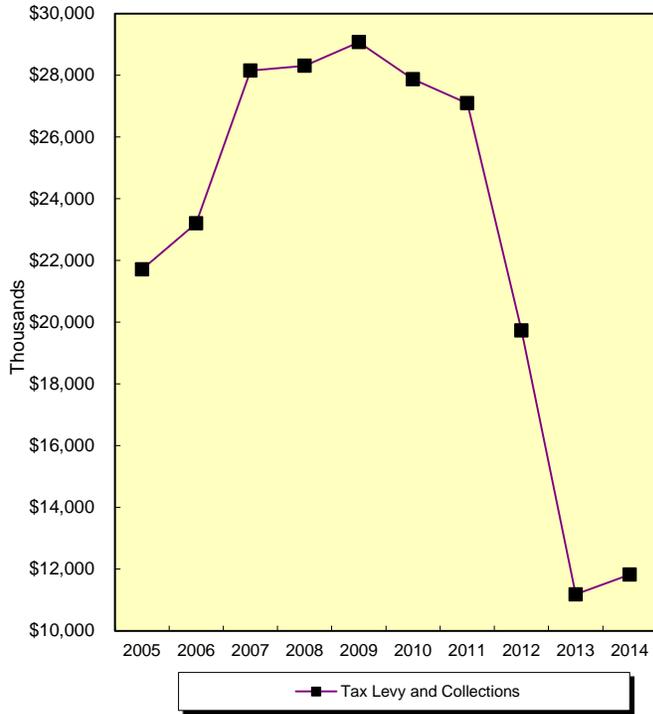
Fiscal Year	Secured Property	Unsecured Property	Total Assessed Valuation (a)	Estimated Full Market Valuation (a)	Total Direct Tax Rate (b)
2006	11,249,270,301	576,005,523	11,825,275,824	11,825,275,824	1%
2007	12,570,797,655	567,282,828	13,138,080,483	13,138,080,483	1%
2008	13,446,070,714	556,719,852	14,002,790,566	14,002,790,566	1%
2009	13,349,188,381	615,317,575	13,964,505,956	13,964,505,956	1%
2010	12,330,388,573	580,130,554	12,910,519,127	12,910,519,127	1%
2011	12,189,473,098	524,036,274	12,713,509,372	12,713,509,372	1%
2012	11,990,243,594	502,406,363	12,492,649,957	12,492,649,957	1%
2013	11,475,225,809	479,678,800	11,954,904,609	11,954,904,609	1%
2014	\$12,106,457,334	\$451,080,860	\$12,557,538,194	\$12,557,538,194	1%
2015 *	\$13,244,532,106	\$476,697,389	\$13,721,229,495	\$13,721,229,495	1%

\* Source: Contra Costa County Auditor-Controller's Office

- (a) The state constitution requires property to be assessed at one hundred percent of the most recent purchase price, plus an increment of no more than two percent annually, plus any local over-rides. These values are considered to be full market values.
- (b) California cities do not set their own direct tax rate. The constitution establishes the rate at 1% and allocates a portion of that amount, by annual calculation, to all the taxing entities within a tax rate area. The City of Concord encompasses more than 15 tax rat



**Property Tax Levies and Collections  
Last Ten Fiscal Years**



Fiscal Year	Total Secured Tax Levy	General Fund Tax Collections	Debt Service Fund Tax Collections	Redevelopment Agency Fund Tax Collections	Total Tax Collections	Percent of Total Tax Collections to Tax Levy	Value of City Property Subject to Local Tax Rate
2005	21,710,945 (A)	10,652,549	-	11,058,396	21,710,945	100.00%	10,758,352,096
2006	23,202,024 (A)	11,773,593	-	11,428,431	23,202,024	100.00%	11,825,275,824
2007	28,151,765 (A)	14,247,381	-	13,904,384	28,151,765	100.00%	12,581,572,120
2008	28,304,789 (A)	13,706,176	-	14,598,613	28,304,789	100.00%	13,394,577,419
2009	29,074,531 (A)	12,987,563	-	16,086,968	29,074,531	100.00%	13,388,154,607
2010	27,872,031 (A)	11,379,519	-	16,492,512	27,872,031	100.00%	12,254,962,478
2011	27,093,100 (A)	11,393,346	-	15,699,754	27,093,100	100.00%	12,020,887,030
2012	19,731,365 (A)	11,404,500	-	8,326,865 (B)	19,731,365	100.00%	11,710,527,901
2013 *	11,178,462 (A)	11,178,462	-	- (B)	11,178,462	100.00%	11,167,273,118
2014	\$11,822,968	\$ 11,822,968	-	\$ -	\$ 11,822,968	100.00%	\$11,748,714,138

\* Source: Contra Costa County Auditor-Controller's Office and the City of Concord's Finance Department. Tax collections estimated.

Note: A reserve is established by the County of Contra Costa under Revenue and Taxation Code Section 4701-4716 to cover all secured delinquencies, thus providing the City of Concord with 100% collection of its annual tax levy.

(A) Tax collections in FY2005 to FY2013 are net of pass-thru payment and educational revenue augmentation fund withholding.

(B) Redevelopment Agency dissolved in mid FY2012 resulting in no further tax collections henceforth.

## Summary by Fund and Department

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**CITY OF CONCORD  
DEPARTMENTAL SUMMARIES  
ALL FUNDING SOURCES  
FOR YEARS ENDING JUNE 30, 2016 AND 2017**

**ACCOUNTING BASIS**

All governmental fund type annual operating budgets are adopted on a basis of accounting consistent with generally accepted governmental accounting principles except for the Capital Improvement Program/Transportation Improvement Program (CIP/TIP) projects which are reviewed annually and adopted on a project by project basis.

Basis of accounting refers to when revenues and expenditures or expenses are recognized and reported in the financial statements, regardless of the measurement focus applied. All governmental and agency funds are accounted for using the modified accrual basis of accounting. Revenues are recognized when they become measurable and available as net current assets. Measurable means the amount of the transaction can be determined and is available, i.e., collectible within the current period or soon enough thereafter (generally sixty days) to be used to pay liabilities of the current period. Amounts which cannot be measured or are not available are not accrued as revenue in the current year.

Those revenues susceptible to accrual are sales and franchise taxes, interest revenue and some charges for services. Fines, licenses and permits revenues are not susceptible to accrual because they are generally not measurable until received. Long-term notes receivable have been offset with an entry to deferred revenue or a reservation of fund balance to reflect interest and principal, respectively, and the fact that these revenues are not currently available.

Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. Exceptions to this general rule include accumulated unpaid vacation, sick pay and other employee amounts which are accrued in the general long-term obligation account group, and principal and interest on general long-term debt which is recognized when due. Financial resources usually are appropriated in other funds for transfer to a debt service fund in the period in which maturing debt principal and interest must be paid. Such amounts are therefore not current liabilities of the debt service fund, as their settlement will not require expenditure of existing fund assets.

All proprietary funds, the internal service funds, and the pension trust fund are budgeted for using the accrual basis of accounting. Their revenues are recognized when they are earned and their expenses are recognized when they are incurred. Depreciation and amortization are charged, but they are not reflected in the budget.

**PROGRAM STRUCTURE**

A number of Departments have reconfigured their program structure from the prior year as a result of developing their Performance-Based Budgets. As such, prior year comparisons cannot be made in the individual program summaries. For those individual programs, a N/A (not applicable) is noted in the prior year columns.

The material in this section is intended to assist the reader by giving an overall summary of each Department's expenditures and personnel allocations proposed for FY 2014-15 as compared to actual or budgeted amounts in the four preceding fiscal years. Comparisons are made at the Department level and include all funding sources.

A brief summary is given if the proposed budget contains any significant changes for the prior year that affect expenditures and personnel. Rental charges for equipment and facilities are now proportionately assigned to each Department as an expense. Also expensed to each Department are the operational costs for each Internal Service Fund. These charges are shown under the "Fixed Charges" category. The total operational and replacement expense is offset equally by revenue to the appropriate Internal Service Fund.

Operations for the Internal Service Funds are shown in the appropriate Departmental Summary. The Information Technology Replacement Fund, shown in the Information Technology Department, includes computers and peripherals, telecommunications and other office equipment. The Building Maintenance and Fleet Replacement Funds are included with the Public Works Department. The Workers' Compensation, Risk Management and Post Retirement Healthcare Benefits Funds are considered non-departmental and are not included in any departments' totals.

**CITY OF CONCORD  
DEPARTMENTAL SUMMARIES  
FUND STRUCTURE  
FOR YEARS ENDING JUNE 30, 2016 AND 2017**

**GOVERNMENTAL FUNDS**

Governmental funds are accounting segregations of financial resources. Expendable assets are assigned to various governmental funds according to the purposes for which they may or must be used; current liabilities are assigned to the fund from which they are to be paid and the difference between governmental fund assets and liabilities is referred to as "Fund Balance".

- **General Fund** - This is the main operating fund of the City. It is used to account for all financial resources not required to be accounted for in another fund. The major revenue sources for this fund are property taxes, sales taxes, franchise fees, motor vehicle in-lieu fees, interest income, fines and charges for services. Expenditures are made for public safety, parks, recreation, and general governmental operations.
- **Special Revenue Funds** - To account for the proceeds of specific revenue sources (other than expendable trusts or for major capital projects) that are legally restricted to expenditure for specified purposes. The City maintains nine Special Revenue Funds.
  1. State Gas Tax - Revenue apportioned to the City from State-collected gasoline taxes and expended for construction and maintenance of city streets.
  2. Storm Water Management - To account for the activities necessary to comply with the Federal Clean Water Act.
  3. Maintenance Districts - Revenue from assessments on property owners within the districts expended for street lighting and landscape maintenance within these areas.
  4. Art in Public Places - Fees collected from new construction permits expended for the purchase and installation of art objects in the City. This fee has been rescinded and the funds available are earmarked in the Capital Improvement Program for a specific project.
  5. Traffic System Management (TSM) - Monies from in-lieu Parking fees expended for off-street parking facilities, mass transit equipment and TSM projects.
  6. Concord Housing – Accounts for the activities of the Housing Successor Agency to the former Redevelopment Agency of the City. Assets were transferred to this fund for the purpose of increasing or improving the City's supply of low or moderate income housing.
  7. Monument Community Partnership - Monies from partnership between the Contra Costa First 5 children and Monument Community Partnership.
  8. Housing & Community Services - Monies from the Department of Housing and Urban Development expended for programs to assist low and moderate-income residents. Developer's fees support the City's childcare program.
  9. Concord/Pleasant Hill Health Care District (formerly Mt. Diablo Health Care District) – Property taxes revenues provide funding for health programs for the communities served by the District.
  10. PEG Fees – Public Educational Governmental Fees received from the City's Cable Franchises used for Public Access Video needs.
  11. Vehicle Abatement - Reimbursement of the costs associated with the enforcement of the Contra Costa County Vehicle Abatement Program authorized by California Vehicle Code 2271.
- **Debt Service Funds** - To account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. The City maintains the following types of Debt Service Funds.
  1. Revenue Bonds - Accounts for payment of principal and interest of the Performing Arts Structure.
  2. Certificates of Participation - Accounts for transfers from the General Fund for payment of principal and interest on Association of Bay Area Government (ABAG) certificates of participation.
  3. Assessment Districts - Accounts for accumulation of special assessment taxes for payment of principal and interest on special assessment bonds.
  4. Energy Lease – Accounts for lease purchase agreement to finance several energy conservation projects throughout the City.
  5. Refunding Lease Agreement – Accounts for transfers from General Fund for the payment of the lease agreement issued to retire the Judgment Obligation Bonds.

**CITY OF CONCORD  
DEPARTMENTAL SUMMARIES  
FUND STRUCTURE  
FOR YEARS ENDING JUNE 30, 2016 AND 2017**

- **Capital Projects Funds** -To account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary fund and trust funds). The City maintains nine Capital Project Funds.
  1. Measure C/J - Accounts for transportation improvements funded by 19% of the ½% sales tax approved by Contra Costa voters in 1988.
  2. Measure C I-680 - Accounts for highway improvements funded by 81% of the ½% sales tax approved by Contra Costa voters in 1988.
  3. Developer Fees for Parkland Zones - Accounts for fees collected from developers expended for parks and recreational areas.
  4. Developer Fees for Off-Site Street Improvement Program (O.S.I.P.) - Accounts for fees collected from developers expended for General Plan street improvements.
  5. Developer Fees for Storm Drain Zones/Traffic Mitigation - Account for fees collected from developers expended for storm drains and traffic mitigation.
  6. Federal Street Assistance - Accounts for approved capital projects funded by Federal Government revenues.
  7. Traffic Congestion Relief - Accounts for sales tax revenues used for local streets and roads construction projects.
  8. Assessment Districts - Accounts for specific public improvements such as streets, sewers, storm drains, or sidewalks or other amenities funded by special assessments against benefited properties.
  9. General Reimbursable Projects Fund - Accounts for the costs of acquisition and construction of general purpose public facilities that are reimbursable from grants or from General Fund transfers.

**PROPRIETARY FUNDS/ENTERPRISE FUNDS**

Proprietary funds account for City operations financed and operated in a manner similar to a private business enterprise. The intent of the City is that the cost of providing goods and services be financed primarily through user charges and that the activity be self supporting. The City operates two Enterprise Funds.

1. Golf Course Fund - Accounts for activities associated with the development, operations, and maintenance of the Diablo Creek Golf Course.
2. Sewer Fund - Accounts for activities associated with sewage collection, transmission and treatment.

**INTERNAL SERVICE FUNDS**

To account for the financing of goods or services provided by one department to other departments of the governmental unit on a cost reimbursement basis. The City maintains six Internal Service Funds.

1. Worker's Compensation Fund - Accounts for worker's compensation expenses.
2. Risk Management/Liability Fund - Provides for the uninsured portion of claims and judgments.
3. Post Retirement Healthcare - Accounts for contributions and benefits paid in relation to the Post-Retirement Health Care Program.
4. Fleet Maintenance Fund - Accounts for the replacement, maintenance and operations of City licensed vehicles and motorized equipment.
5. Information Technology Equipment Fund - Accounts for the replacement, maintenance and operations of computers and peripherals, network systems, telecommunications, data base systems and office equipment.
6. Building Maintenance Fund - Accounts for the replacement, maintenance and operations for facility upkeep and custodial services.

**CITY OF CONCORD  
DEPARTMENTAL SUMMARIES  
FUND STRUCTURE  
FOR YEARS ENDING JUNE 30, 2016 AND 2017**

**FIDUCIARY FUNDS**

To account for assets held by the City as a trustee agent for other governmental units, private organizations, other or individuals.

1. Employee Retirement System Trust Fund - Accounts for accumulation of resources to be used for retirement annuity payments at appropriate amounts and times in the future.
2. Successor Agency Trust Fund – Accounts for the activities of the Successor Agency to the former Redevelopment Agency of the City.



**CITY OF CONCORD**  
**FUND BALANCE SUMMARY BY FUND**  
**FOR THE YEARS ENDING JUNE 30, 2016 AND 2017**

	Estimated Fund Balance 7/1/2015					Estimated Fund Balance 6/30/2016					Estimated Fund Balance 6/30/2017					
	Revenues	Expenditures	Transfers			Revenues	Expenditures	Transfers			Revenues	Expenditures	Transfers			
			In	Out				In	Out				In	Out		
<b>GENERAL FUND</b>	\$ 28,919,700	\$ 93,100,447	\$ 87,090,971	\$ 8,602,109	\$ 14,611,585	\$ 28,919,700	\$ 93,124,566	\$ 88,196,046	\$ 8,302,109	\$ 13,230,629	\$ 28,919,700	\$ 93,124,566	\$ 88,196,046	\$ 8,302,109	\$ 13,230,629	\$ 28,919,700
<b>PAVILION FUND</b>	\$ 201,634	\$ 899,408	\$ 66,000	\$ -	\$ 890,898	\$ 144,144	\$ 899,408	\$ 66,000	\$ -	\$ 828,762	\$ 148,790	\$ 899,408	\$ 66,000	\$ -	\$ 828,762	\$ 148,790
<b>SPECIAL REVENUE FUNDS</b>																
Gas Tax	\$ 3,709,628	\$ 2,685,441	\$ 3,047,753	\$ -	\$ -	\$ 3,347,316	\$ 2,571,419	\$ 3,153,169	\$ -	\$ -	\$ 2,765,566	\$ 3,709,628	\$ 2,685,441	\$ 3,047,753	\$ -	\$ -
Storm Water Management	2,868,208	2,061,993	2,325,291	-	-	2,604,910	2,061,993	2,416,467	-	-	2,250,436	2,868,208	2,061,993	2,325,291	-	-
Maintenance Districts	4,236,521	1,579,269	1,101,441	343,384	728,181	4,329,552	1,579,454	1,128,340	343,384	733,126	4,390,924	4,236,521	1,579,269	1,101,441	343,384	733,126
Art in Public Places	10,764	108	-	-	-	10,872	108	-	-	-	10,980	10,764	108	-	-	-
Traffic System Management	223,401	2,424	39,029	87,450	10,500	263,746	2,424	39,029	83,475	10,500	300,116	223,401	2,424	39,029	83,475	10,500
PEG Fees	547,000	582,642	140,575	-	-	989,067	582,642	140,575	-	-	1,431,134	547,000	582,642	140,575	-	-
Vehicle Abatement	22,601	100,000	101,304	-	-	21,297	100,000	103,373	-	-	17,924	22,601	100,000	101,304	-	-
Concord Pleasant Hill Health Care Dis	39,730	325,522	300,298	-	-	64,954	325,522	264,983	-	-	125,493	39,730	325,522	300,298	-	-
Housing & Community Services	3,616,348	1,282,256	1,598,405	119,478	1,000	3,418,677	969,718	1,271,041	119,478	500	3,236,332	3,616,348	1,282,256	1,598,405	119,478	1,000
Total Special Revenue	\$ 15,274,201	\$ 8,619,655	\$ 8,654,096	\$ 550,312	\$ 739,681	\$ 15,050,391	\$ 8,193,280	\$ 8,516,977	\$ 546,337	\$ 744,126	\$ 14,528,905	\$ 15,274,201	\$ 8,619,655	\$ 8,654,096	\$ 550,312	\$ 739,681
<b>DEBT SERVICE FUNDS</b>																
Concord Pavilion Revenue Bonds	735,272	-	556,314	553,114	-	732,072	-	494,178	490,978	-	728,872	735,272	-	556,314	553,114	-
Lease Agreements	-	567,379	3,783,956	3,216,577	-	-	568,667	3,803,157	3,234,490	-	-	-	567,379	3,783,956	3,216,577	-
Total Debt Service	\$ 735,272	\$ 567,379	\$ 4,340,270	\$ 3,769,691	\$ -	\$ 732,072	# \$ 568,667	\$ 4,297,335	\$ 3,725,468	\$ -	\$ 728,872	\$ 735,272	\$ 567,379	\$ 4,340,270	\$ 3,769,691	\$ -
<b>CAPITAL PROJECTS FUNDS</b>																
Measure J Local	\$ 2,957,999	\$ 1,401,738	\$ 267,755	\$ -	\$ -	\$ 4,091,982	\$ 1,512,350	\$ 267,755	\$ -	\$ -	\$ 5,336,577	\$ 2,957,999	\$ 1,401,738	\$ 267,755	\$ -	\$ -
Measure J Bond	9,946	-	-	-	-	9,946	-	-	-	-	9,946	9,946	-	-	-	-
Measure J 28 (a)	165,713	266,590	-	-	-	432,303	286,748	-	-	-	719,051	165,713	266,590	-	-	-
Developers' Fees Parkland	64,667	176,522	-	-	-	241,189	183,297	-	-	-	424,486	64,667	176,522	-	-	-
Developers' Fees O.S.I.P.	(176,492)	50,554	-	-	-	(125,938)	53,567	-	-	-	(72,371)	(176,492)	50,554	-	-	-
Developers' Fees Storm Drain/TM	531,507	2,000	-	-	-	533,507	2,015	-	-	-	535,522	531,507	2,000	-	-	-
Traffic Mitigation	48,244	497	-	-	-	48,741	526	-	-	-	49,267	48,244	497	-	-	-
Concord Reuse Project	-	2,219,575	2,240,304	-	-	(20,729)	1,798,587	1,835,543	-	-	(57,685)	-	2,219,575	2,240,304	-	-
General Fund Projects	-	-	924,482	2,185,074	-	1,260,592	-	967,098	200,000	-	493,494	-	-	924,482	2,185,074	-
Total Capital	\$ 3,601,584	\$ 4,117,476	\$ 3,432,541	\$ 2,185,074	\$ -	\$ 6,471,593	\$ 3,837,090	\$ 3,070,396	\$ 200,000	\$ -	\$ 7,438,287	\$ 3,601,584	\$ 4,117,476	\$ 3,432,541	\$ 2,185,074	\$ -
<b>ENTERPRISE FUNDS</b>																
Sewer	\$ 840,779	\$ 27,845,120	\$ 24,924,815	\$ 141,383	\$ -	\$ 3,902,467	\$ 30,863,509	\$ 26,916,753	\$ 141,383	\$ -	\$ 7,990,606	\$ 840,779	\$ 27,845,120	\$ 24,924,815	\$ 141,383	\$ -
Golf Course	135,890	1,463,353	1,370,464	-	-	228,779	1,476,191	1,373,419	-	-	331,551	135,890	1,463,353	1,370,464	-	-
Total Enterprise	\$ 976,669	\$ 29,308,473	\$ 26,295,279	\$ 141,383	\$ -	\$ 4,131,246	\$ 32,339,700	\$ 28,290,172	\$ 141,383	\$ -	\$ 8,322,157	\$ 976,669	\$ 29,308,473	\$ 26,295,279	\$ 141,383	\$ -
<b>INTERNAL SERVICE FUNDS</b>																
Workers' Compensation	\$ 6,091,305	\$ 2,369,612	\$ 2,475,000	\$ 76,923	\$ 100,000	\$ 5,962,840	\$ 2,498,021	\$ 2,483,506	\$ 76,293	\$ -	\$ 6,053,648	\$ 6,091,305	\$ 2,369,612	\$ 2,475,000	\$ 76,923	\$ 100,000
Risk Management/ Liability	1,127,319	1,303,636	860,000	100,000	-	1,670,955	1,303,636	860,000	-	-	2,114,591	1,127,319	1,303,636	860,000	100,000	-
Post Retirement Healthcare	3,005,700	5,327,263	5,114,785	-	-	3,218,178	2,958,024	2,722,888	-	-	3,453,314	3,005,700	5,327,263	5,114,785	-	-
Fleet Maintenance	1,883,285	3,563,302	2,949,916	-	-	2,496,671	3,624,540	3,252,864	-	-	2,868,347	1,883,285	3,563,302	2,949,916	-	-
Information Technology	3,869,871	7,478,740	7,105,605	-	-	4,243,006	7,824,232	7,773,848	-	-	4,293,390	3,869,871	7,478,740	7,105,605	-	-
Building Maintenance	815,243	2,736,429	2,732,274	-	-	819,398	2,823,627	2,811,145	-	-	831,880	815,243	2,736,429	2,732,274	-	-
Total Internal Service	\$ 16,792,723	\$ 22,778,982	\$ 21,237,580	\$ 176,923	\$ 100,000	\$ 18,411,048	\$ 21,032,080	\$ 19,904,251	\$ 76,293	\$ -	\$ 19,615,170	\$ 16,792,723	\$ 22,778,982	\$ 21,237,580	\$ 176,923	\$ 100,000



**CITY OF CONCORD**  
**FUND BALANCE SUMMARY BY FUND**  
**FOR THE YEARS ENDING JUNE 30, 2016 AND 2017**

	Estimated Fund Balance		<u>Transfers</u>		Estimated Fund Balance			<u>Transfers</u>		Estimated Fund Balance	
	<u>7/1/2015</u>		<u>In</u>	<u>Out</u>		<u>6/30/2016</u>		<u>In</u>	<u>Out</u>		<u>6/30/2017</u>
	<u>Revenues</u>	<u>Expenditures</u>				<u>Revenues</u>	<u>Expenditures</u>				
<b>FIDUCIARY FUNDS</b>											
Pension Trust	\$ -	\$ 367,187	\$ 13,000	\$ -	\$ -	\$ 354,187	\$ 373,415	\$ -	\$ -	\$ -	\$ 727,602
Successor Agency	-	<u>7,205,224</u>	<u>7,233,749</u>	<u>7,205,224</u>	<u>7,205,224</u>	<u>(28,525)</u>	<u>7,215,117</u>	<u>7,251,634</u>	<u>7,215,117</u>	<u>7,215,117</u>	<u>(65,042)</u>
Total Fiduciary	\$ -	\$ <u>7,572,411</u>	\$ <u>7,246,749</u>	\$ <u>7,205,224</u>	\$ <u>7,205,224</u>	\$ <u>325,662</u>	\$ <u>7,588,532</u>	\$ <u>7,251,634</u>	\$ <u>7,215,117</u>	\$ <u>7,215,117</u>	\$ <u>662,560</u>
<b>TOTAL CITY</b>	\$ <u>66,501,783</u>	\$ <u>166,964,231</u>	\$ <u>158,363,486</u>	\$ <u>22,630,716</u>	\$ <u>23,547,388</u>	\$ <u>74,185,856</u>	\$ <u>167,583,323</u>	\$ <u>159,592,811</u>	\$ <u>20,206,707</u>	\$ <u>22,018,634</u>	\$ <u>80,364,441</u>

**CITY OF CONCORD**  
**REVENUE SUMMARY BY FUND (INCLUDES TRANSFERS IN)**  
**FOR THE YEARS ENDING JUNE 30, 2016 AND 2017**

	Actual <u>2011-12</u>	Actual <u>2012-13</u>	Actual <u>2013-14</u>	Estimated Actual <u>2014-15</u>	Proposed Budget <u>2015-16</u>	Proposed Budget <u>2016-17</u>
<b>GENERAL FUND</b>	\$ 76,754,335	\$ 80,129,629	\$ 84,329,507	\$ 86,158,605	\$ 101,702,556	\$ 101,426,675
<b>PAVILION FUND</b>	\$ 352,774	\$ 836,893	\$ 927,764	\$ 855,387	\$ 899,408	\$ 899,408
<b>SPECIAL REVENUE FUNDS</b>						
Gas Tax	\$ 3,566,026	\$ 2,871,157	\$ 4,010,187	\$ 3,183,756	\$ 2,685,441	\$ 2,571,419
Storm Water Management	2,074,299	2,063,167	2,074,457	2,013,000	2,061,993	2,061,993
Maintenance Districts	1,608,590	1,534,558	1,574,619	1,919,513	1,922,653	1,922,838
Art in Public Places	1,854	596	1,294	-	108	108
Traffic System Management	24,713	19,298	15,226	92,513	89,874	85,899
PEG Fees	-	-	-	-	582,642	582,642
Monument Community Partnership	352,510	-	-	-	-	-
Vehicle Abatement	-	-	-	120,000	100,000	100,000
Concord Pleasant Hill Health Care Distric	-	301,445	227,568	287,850	325,522	325,522
Housing & Community Services	1,047,720	(805,231)	3,745,661	1,519,402	1,401,734	1,089,196
Total Special Revenue	<u>\$ 8,675,712</u>	<u>\$ 5,984,990</u>	<u>\$ 11,649,012</u>	<u>\$ 9,136,034</u>	<u>\$ 9,169,967</u>	<u>\$ 8,739,617</u>
<b>DEBT SERVICE FUNDS</b>						
Former RDA Revenue Bonds	506,071	708,578	497,832	-	-	-
Former RDA Parking Structure Bonds	278,106	1,491,533	741,890	744,081	-	-
Concord Pavilion Revenue Bonds	508,693	789,883	697,859	622,928	553,114	490,978
Lease Agreements	800,560	1,195,503	1,227,741	1,694,360	3,783,956	3,803,157
Assessment Districts	11,729	162,561	(1,158)	-	-	-
Certifications of Participation	99,380	734	1,127	-	-	-
Total Debt Service	<u>\$ 2,204,539</u>	<u>\$ 4,348,792</u>	<u>\$ 3,165,291</u>	<u>\$ 3,061,369</u>	<u>\$ 4,337,070</u>	<u>\$ 4,294,135</u>
<b>CAPITAL PROJECTS FUNDS</b>						
Measure C	\$ 6,552	\$ 1,789	\$ (21)	\$ -	\$ -	\$ -
Measure J Local	1,441,055	1,515,852	1,683,191	30,638	1,401,738	1,512,350
Measure J Bond	-	-	675,032	-	-	-
Measure J 28(a)	-	-	-	889,866	266,590	286,748
Measure WW	-	-	448,720	-	-	-
Developers' Fees Parkland	(145)	118,246	141,865	51,000	176,522	183,297
Developers' Fees O.S.I.P.	97,044	92,046	263,817	273,472	50,554	53,567
Developers' Fees Storm Drain/TM	12,721	7,840	17,947	2,000	2,000	2,015
Traffic Congestion Relief/Prop 1B	4,149	1,339	3,115	1,837	497	526
Concord Reuse Project	-	-	641,057	-	2,219,575	1,798,587
General Fund Projects	477,284	1,189,829	843,776	3,439,453	2,185,074	200,000
General Reimbursable Projects	657,002	952,648	4,097,919	-	-	-
Total Capital	<u>\$ 2,695,662</u>	<u>\$ 3,879,589</u>	<u>\$ 8,816,418</u>	<u>\$ 4,688,266</u>	<u>\$ 6,302,550</u>	<u>\$ 4,037,090</u>
<b>ENTERPRISE FUNDS</b>						
Sewer	\$ 19,645,294	\$ 19,526,769	\$ 22,397,738	\$ 24,527,494	\$ 27,986,503	\$ 31,004,892
Golf Course	1,420,966	1,501,493	1,541,620	1,457,605	1,463,353	1,476,191
Total Enterprise	<u>\$ 21,066,260</u>	<u>\$ 21,028,262</u>	<u>\$ 23,939,358</u>	<u>\$ 25,985,099</u>	<u>\$ 29,449,856</u>	<u>\$ 32,481,083</u>
<b>INTERNAL SERVICE FUNDS</b>						
Workers' Compensation	\$ 3,113,049	\$ 3,016,002	\$ 3,103,647	\$ 2,500,757	\$ 2,446,535	\$ 2,574,314
Risk Management/ Liability	1,194,562	1,336,065	2,803,785	1,414,713	1,403,636	1,303,636
Post Retirement Healthcare	2,853,488	2,427,471	6,727,876	5,143,568	5,327,263	2,958,024
Fleet Maintenance	2,884,509	2,631,012	3,102,860	3,327,034	3,563,302	3,624,540
Information Technology	6,958,304	6,503,758	10,011,922	7,784,916	7,478,740	7,824,232
Building Maintenance	3,267,271	2,785,712	7,169,060	2,720,679	2,736,429	2,823,627
Total Internal Service	<u>\$ 20,271,183</u>	<u>\$ 18,700,020</u>	<u>\$ 32,919,150</u>	<u>\$ 22,891,667</u>	<u>\$ 22,955,905</u>	<u>\$ 21,108,373</u>
<b>FIDUCIARY FUNDS</b>						
Pension Trust	\$ 2,852,842	\$ 3,479,941	\$ 5,394,973	\$ 1,700,000	\$ 367,187	\$ 373,415
Successor Agency	23,131,920	21,919,153	10,640,216	10,363,221	14,410,448	14,430,234
Total Fiduciary	<u>\$ 25,984,762</u>	<u>\$ 25,399,094</u>	<u>\$ 16,035,189</u>	<u>\$ 12,063,221</u>	<u>\$ 14,777,635</u>	<u>\$ 14,803,649</u>
<b>FORMER REDEVELOPMENT AGENCY</b>	<u>\$ 15,951,438</u>	<u>\$ 19,691,416</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>TOTAL CITY</b>	<u>\$ 173,956,665</u>	<u>\$ 179,998,685</u>	<u>\$ 181,781,689</u>	<u>\$ 164,839,648</u>	<u>\$ 189,594,947</u>	<u>\$ 187,790,030</u>

**CITY OF CONCORD**  
**EXPENDITURES SUMMARY BY FUND (INCLUDES TRANSFERS OUT)**  
**FOR THE YEARS ENDING JUNE 30, 2016 AND 2017**

	Actual 2011-12	Actual * 2012-13	Actual 2013-14	Estimated Actual 2014-15	Proposed Budget 2015-16	Proposed Budget 2016-17
<b>GENERAL FUND</b>	\$ 81,408,675	\$ 73,087,670	\$ 80,525,490	\$ 87,450,434	\$ 101,702,556	\$ 88,515,675
<b>PAVILION FUND</b>	\$ 117,865	\$ 901,820	\$ 803,558	\$ 1,085,512	\$ 956,898	\$ 894,762
<b>SPECIAL REVENUE FUNDS</b>						
Gas Tax	\$ 2,122,102	\$ 2,316,825	\$ 3,445,914	\$ 3,171,275	\$ 3,047,753	\$ 3,153,169
Storm Water Management	1,752,621	1,853,328	1,931,980	2,151,065	2,325,291	2,416,467
Maintenance Districts	1,178,511	1,379,123	1,053,356	1,882,157	1,829,622	1,861,466
Art in Public Places	-	-	52,245	-	-	-
Traffic System Management	27,925	59,726	51,200	49,529	49,529	49,529
PEG Fees	-	-	-	-	140,575	140,575
Monument Community Partnership	353,098	-	-	-	-	-
Vehicle Abatement	-	-	-	97,399	101,304	103,373
Asset Seizure	-	-	-	-	200,000	-
Concord Pleasant Hill Health Care Distri	-	132,526	274,777	313,752	300,298	264,983
Housing & Community Services	544,535	903,068	2,016,601	1,038,235	1,599,405	1,271,541
Total Special Revenue	\$ 5,978,792	\$ 6,644,596	\$ 8,826,073	\$ 8,703,412	\$ 9,593,777	\$ 9,261,103
<b>DEBT SERVICE FUNDS</b>					0	0
Former RDA Revenue Bonds	703,413	511,101	499,731	2,000	-	-
Former RDA Parking Structure Bonds	1,031,013	743,967	741,582	742,081	-	-
Concord Pavilion Revenue Bonds	869,448	785,067	703,817	622,928	556,314	494,178
Lease Agreements	1,066,501	1,195,503	1,211,249	1,694,359	3,783,956	3,803,157
Assessment Districts	-	8,479	-	-	-	-
Certifications of Participation	99,273	566	709	1,500	-	-
Total Debt Service	\$ 3,769,648	\$ 3,244,683	\$ 3,157,088	\$ 3,062,868	\$ 4,340,270	\$ 4,297,335
<b>CAPITAL PROJECTS FUNDS</b>					0	0
Measure C	\$ 81,767	\$ 564,651	\$ (25)	\$ 43,467	\$ -	\$ -
Measure J Local	479,991	1,161,711	1,172,459	5,363,418	267,755	267,755
Measure J Bond	2,682	201,800	1,898,283	4,334,470	-	-
Measure J 28(a)	-	-	-	748,000	-	-
Measure WW	1,843,936	613,991	30,437	1,022,626	-	-
Developers' Fees Parkland	159,631	146,655	22,769	151,874	-	-
Developers' Fees O.S.I.P.	-	731	267,567	1,214,253	-	-
Developers' Fees Storm Drain/TM	-	-	4,013	37,778	-	-
Traffic Congestion Relief/Prop 1B	-	-	-	498,928	-	-
ISTEA Federal Grants	-	-	-	20,000	-	-
Assessment Districts	-	-	8,479	-	-	-
Concord Reuse Project	-	12,000	322,589	243,911	2,240,304	1,835,543
General Fund Projects	550,421	1,010,913	3,505,319	-	924,482	967,098
General Reimbursable Projects	10,006,231	11,662,926	7,354,962	6,612,093	-	-
Total Capital	\$ 13,124,659	\$ 15,375,378	\$ 14,586,851	\$ 20,290,818	\$ 3,432,541	\$ 3,070,396
<b>ENTERPRISE FUNDS</b>					0	0
Sewer	\$ 21,688,411	\$ 20,987,363	\$ 26,875,364	\$ 25,840,773	\$ 24,924,815	\$ 26,916,753
Golf Course	1,313,458	1,308,345	1,351,249	1,342,243	1,370,464	1,373,419
Total Enterprise	\$ 23,001,869	\$ 22,295,708	\$ 28,226,613	\$ 27,183,016	\$ 26,295,279	\$ 28,290,172
<b>INTERNAL SERVICE FUNDS</b>					0	0
Workers' Compensation	\$ 2,053,830	\$ 2,394,035	\$ 1,867,139	\$ 2,560,293	\$ 2,575,000	\$ 2,483,506
Risk Management/ Liability	928,729	3,870,532	1,171,891	1,289,715	860,000	860,000
Post Retirement Healthcare	4,103,507	6,017,055	7,484,389	3,982,080	5,114,785	2,722,888
Fleet Maintenance	2,877,199	2,607,612	3,264,945	3,960,554	2,949,916	3,252,864
Information Technology	7,918,449	5,824,910	6,983,522	6,885,655	7,105,605	7,773,848
Building Maintenance	4,767,977	3,318,064	4,207,853	3,081,452	2,732,274	2,811,145
Total Internal Service	\$ 22,649,691	\$ 24,032,208	\$ 24,979,739	\$ 21,759,749	\$ 21,337,580	\$ 19,904,251
<b>FIDUCIARY FUNDS</b>					-	-
Pension Trust	\$ 5,732,776	\$ 5,662,130	\$ 5,716,976	\$ -	\$ 13,000	\$ -
Successor Agency	20,281,473	22,366,013	1,036,382	8,471,668	14,438,973	14,466,751
Total Fiduciary	\$ 26,014,249	\$ 28,028,143	\$ 6,753,358	\$ 8,471,668	\$ 14,451,973	\$ 14,466,751
<b>TOTAL CITY</b>	\$ 176,065,448	\$ 173,610,206	\$ 167,858,770	\$ 178,007,477	\$ 182,110,874	\$ 168,700,445

\* Fiscal year 2012 does not include Extraordinary Items-asset/liability transfers to Successor Agencies.



**OPERATING EXPENDITURES SUMMARY BY ORGANIZATION  
FOR THE YEARS ENDING JUNE 30, 2016 AND 2017**

	<u>Actual</u> <u>2011-12</u>	<u>Actual</u> <u>2012-13</u>	<u>Actual</u> <u>2013-14</u>	<u>Estimated</u> <u>Actual</u> <u>2014-15</u>	<u>Proposed</u> <u>Budget</u> <u>2015-16</u>	<u>Proposed</u> <u>Budget</u> <u>2016-17</u>
<b>General Government:</b>						
City Attorney	\$ 1,480,089	\$ 4,383,590	\$ 1,922,094	\$ 2,117,260	\$ 2,201,166	\$ 2,248,895
Community & Economic Development	18,844,207	7,378,131	8,957,777	8,967,771	10,527,328	10,446,852
Parks & Recreation	5,992,238	4,684,067	5,146,031	4,507,810	5,157,983	5,317,222
Finance	6,509,462	13,747,626	22,718,452	18,880,758	15,649,198	11,271,515
Reserve Funds - Fund Transfers	10,480,571	10,242,676	3,004,080	4,207,598	14,442,626	14,994,646
General Fund Capital Projects	373,493	1,235,682	1,962,763	3,438,983	2,185,074	200,000
Human Resources	7,309,822	6,791,581	4,608,847	3,945,067	4,125,969	4,090,058
Information Technology	6,980,568	4,836,087	4,592,457	6,163,302	7,235,197	7,902,856
Office of the City Manager	2,623,020	2,449,983	2,840,683	3,148,795	3,348,065	3,582,852
Police	41,976,490	42,249,034	44,496,121	46,587,527	50,459,154	52,701,726
Public Works	15,200,816	13,811,569	15,185,091	17,728,819	17,632,197	18,024,005
Storm Water Management	1,752,622	1,853,330	1,931,980	2,151,065	2,325,294	2,416,468
Total General Government	<u>\$ 119,523,398</u>	<u>\$ 113,663,356</u>	<u>\$ 117,366,376</u>	<u>\$ 121,844,755</u>	<u>\$ 135,289,251</u>	<u>\$ 133,197,095</u>
<b>Enterprise Funds:</b>						
Golf Course Enterprise	\$ 1,152,063	\$ 1,177,013	\$ 1,168,956	\$ 1,408,759	\$ 1,441,045	\$ 1,446,204
Sewer Enterprise	17,418,031	16,715,262	22,507,845	25,840,772	24,924,814	26,916,753
Total Enterprise Fund	<u>\$ 18,570,094</u>	<u>\$ 17,892,275</u>	<u>\$ 23,676,801</u>	<u>\$ 27,249,531</u>	<u>\$ 26,365,859</u>	<u>\$ 28,362,957</u>
Total Operating Budget by Organization	<u>\$ 138,093,492</u>	<u>\$ 131,555,631</u>	<u>\$ 141,043,177</u>	<u>\$ 149,094,286</u>	<u>\$ 161,655,110</u>	<u>\$ 161,560,052</u>
Add:						
Capital Improvement Projects, Other (1)	\$ 21,903,551	\$ 13,773,295	\$ 12,690,871	\$ (66,515)	\$ 10,267,045	\$ 9,911,808
Debt Service Payment	10,194,708	9,083,200	623,232	9,459,442	10,175,720	10,139,585
Pension Trust	5,732,776	5,662,130	5,716,976	-	13,000	-
Total Organization	<u>\$ 175,924,527</u>	<u>\$ 160,074,256</u>	<u>\$ 160,074,256</u>	<u>\$ 158,487,213</u>	<u>\$ 182,110,875</u>	<u>\$ 181,611,445</u>

(1) Capital Improvement Projects, depreciation and other non-departmental costs.

Note: Fiscal year 2012 does not include Extraordinary items-asset/liability transfers to Successor Agencies.

**City of Concord  
Departmental Budget Summary  
All Funding Sources  
For the Years Ending June 30, 2016 and 2017  
City Attorney**

	Actual <u>2011-12</u>	Actual <u>2012-13</u>	Actual <u>2013-14</u>	Estimated Actual <u>2014-15</u>	Adopted Budget <u>2015-16</u>	Adopted Budget <u>2016-17</u>
Expenditures						
Personnel:						
Full-time	\$ 413,820	\$ 507,103	\$ 626,348	\$ 575,755	\$ 598,342	\$ 620,880
Part-time	6,272	3,342	-	-	-	-
Overtime	-	-	-	-	-	-
Benefits	<u>255,391</u>	<u>269,860</u>	<u>319,007</u>	<u>350,115</u>	<u>365,884</u>	<u>388,643</u>
Total Salaries and Benefits	<u>\$ 675,483</u>	<u>\$ 780,305</u>	<u>\$ 945,355</u>	<u>\$ 925,870</u>	<u>\$ 964,226</u>	<u>\$ 1,009,523</u>
Operating Expenses	<u>\$ 756,863</u>	<u>\$ 3,584,920</u>	<u>\$ 959,601</u>	<u>\$ 1,176,599</u>	<u>\$ 1,149,700</u>	<u>\$ 1,149,700</u>
Internal Service Charges:						
Fleet	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Information Technology	-	2,101	2,112	2,265	41,801	42,964
Buildings	42,653	10,334	10,662	9,233	42,146	43,415
Risk Mgmt./Liability	<u>5,090</u>	<u>5,930</u>	<u>4,364</u>	<u>3,293</u>	<u>3,293</u>	<u>3,293</u>
Total Internal Service Charges	<u>\$ 47,743</u>	<u>\$ 18,365</u>	<u>\$ 17,138</u>	<u>\$ 14,791</u>	<u>\$ 87,240</u>	<u>\$ 89,672</u>
Other Financing Uses	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Expenditures	<u>\$ 1,480,089</u>	<u>\$ 4,383,590</u>	<u>\$ 1,922,094</u>	<u>\$ 2,117,260</u>	<u>\$ 2,201,166</u>	<u>\$ 2,248,895</u>
Funding Sources						
General Fund	\$ 974,962	\$ 938,436	\$ 1,170,906	\$ 1,252,560	\$ 1,341,166	\$ 1,388,894
Liability Insurance	<u>505,126</u>	<u>3,445,154</u>	<u>751,188</u>	<u>864,700</u>	<u>860,000</u>	<u>860,000</u>
	<u>\$ 1,480,088</u>	<u>\$ 4,383,590</u>	<u>\$ 1,922,094</u>	<u>\$ 2,117,260</u>	<u>\$ 2,201,166</u>	<u>\$ 2,248,894</u>
Personnel Allocation						
Full-time	4.00	4.00	4.00	4.00	4.00	4.00
Part-time (FTE)	0.00	0.00	0.03	0.00	0.00	0.00

Note: Positions shown here are allocated to this department but may charge to other departments or capital projects and may not show as a FTE on the Department's Program Summary.

**City of Concord  
Departmental Budget Summary  
All Funding Sources  
For the Years Ending June 30, 2016 and 2017  
Community & Economic Development**

	Actual <u>2011-12</u>	Actual <u>2012-13</u>	Actual <u>2013-14</u>	Estimated Actual <u>2014-15</u>	Adopted Budget <u>2015-16</u>	Adopted Budget <u>2016-17</u>
<b>Expenditures</b>						
<b>Personnel:</b>						
Full-time	\$ 2,451,140	\$ 2,414,074	\$ 2,686,130	\$ 2,898,629	\$ 3,247,382	\$ 3,380,437
Part-time	515,549	279,549	153,950	73,056	109,710	110,741
Overtime	63,312	38,689	25,261	15,683	15,835	16,000
Benefits	<u>2,128,242</u>	<u>1,721,085</u>	<u>1,662,952</u>	<u>1,917,943</u>	<u>2,155,165</u>	<u>2,277,685</u>
Total Salaries and Benefits	<u>\$ 5,158,243</u>	<u>\$ 4,453,397</u>	<u>\$ 4,528,293</u>	<u>\$ 4,905,311</u>	<u>\$ 5,528,092</u>	<u>\$ 5,784,863</u>
Operating Expenses	<u>\$ 2,476,240</u>	<u>\$ 2,656,667</u>	<u>\$ 3,183,005</u>	<u>\$ 3,239,188</u>	<u>\$ 3,901,397</u>	<u>\$ 3,535,817</u>
<b>Internal Service Charges:</b>						
Fleet	\$ 101,324	\$ 69,521	\$ 78,879	\$ 90,276	\$ 85,751	\$ 87,215
Information Technology	165,378	63,946	95,128	100,165	863,154	887,562
Buildings	207,080	203,944	222,984	179,337	264,428	272,389
Risk Mgmt./Liability	<u>115,140</u>	<u>114,050</u>	<u>112,336</u>	<u>123,006</u>	<u>123,006</u>	<u>123,006</u>
Total Internal Service Charges	<u>\$ 588,922</u>	<u>\$ 451,461</u>	<u>\$ 509,327</u>	<u>\$ 492,784</u>	<u>\$ 1,336,339</u>	<u>\$ 1,370,172</u>
Other Financing Uses	<u>\$ 10,620,802</u>	<u>\$ (183,394)</u>	<u>\$ 737,152</u>	<u>\$ 330,488</u>	<u>\$ (238,500)</u>	<u>\$ (244,000)</u>
Total Expenditures	<u>\$ 18,844,207</u>	<u>\$ 7,378,131</u>	<u>\$ 8,957,777</u>	<u>\$ 8,967,771</u>	<u>\$ 10,527,328</u>	<u>\$ 10,446,852</u>
<b>Funding Sources</b>						
General Fund	\$ 4,718,187	\$ 5,186,923	\$ 5,866,812	\$ 6,132,339	\$ 7,370,436	\$ 7,644,220
Measure Q Fund	-	-	-	-	250,000	250,000
C.D.B.G.	348,011	298,181	311,627	402,816	972,517	718,899
RDA Set Aside	835,935	29,405	5,681	15,892	-	-
Concord Housing Fund	26,071	247,825	165,578	136,618	207,000	152,000
Housing Assistance	6,138	181	-	-	-	-
Housing Inclusionary Fees	-	29,348	29,261	57,132	62,946	65,087
Housing Conservation	37,670	163,405	75,308	375,547	307,429	285,767
Cal HFA HEIP Program, HUD	-	-	900,000	-	-	-
Cal Home Begin Program	-	60,000	-	-	-	-
HUD Lead Base Grant	-	-	-	-	-	-
Measure J	77,188	164,988	89,957	154,263	154,263	154,263
Gas Tax	12,110	16,703	12,523	12,523	12,523	12,523
Traffic Management System	27,925	59,726	51,200	49,529	49,529	49,529
Childcare	32,751	26,563	26,393	40,000	40,000	40,000
RDA Successor Agency	12,719,622	924,580	1,151,284	1,279,750	801,550	810,779
Successor Art in Public Places	2,599	-	-	-	-	-
CPHHCD	-	132,526	272,153	311,362	299,136	263,787
RDA Programs	-	<u>37,777</u>	-	-	-	-
	<u>\$ 18,844,207</u>	<u>\$ 7,378,131</u>	<u>\$ 8,957,777</u>	<u>\$ 8,967,771</u>	<u>\$ 10,527,329</u>	<u>\$ 10,446,854</u>
<b>Personnel Allocation</b>						
Full-time	30.00	37.00	39.00	39.00	43.00	43.00
Part-time (FTE)	3.52	2.88	1.98	1.02	1.02	1.02

Note: Positions shown here are allocated to this department but charge to other departments or capital projects and may not show as a FTE on the Department's Program Summary.

**City of Concord  
Departmental Budget Summary  
All Funding Sources  
For the Years Ending June 30, 2016 and 2017  
Parks & Recreation**

	<u>Actual 2011-12</u>	<u>Actual 2012-13</u>	<u>0 Actual 2013-14</u>	<u>Adopted Budget 2014-15</u>	<u>Adopted Budget 2015-16</u>	<u>Adopted Budget 2016-17</u>
<b>Expenditures</b>						
<b>Personnel:</b>						
Full-time	\$ 926,524	\$ 818,435	\$ 982,731	\$ 964,523	\$ 1,018,402	\$ 1,056,070
Part-time	1,176,799	1,260,179	1,199,861	654,307	700,351	725,663
Overtime	2,786	3,067	1,966	-	-	-
Benefits	<u>807,662</u>	<u>774,255</u>	<u>866,681</u>	<u>757,557</u>	<u>838,274</u>	<u>884,172</u>
Total Salaries and Benefits	<u>\$ 2,913,771</u>	<u>\$ 2,855,936</u>	<u>\$ 3,051,239</u>	<u>\$ 2,376,387</u>	<u>\$ 2,557,027</u>	<u>\$ 2,665,905</u>
Operating Expenses	<u>\$ 1,717,551</u>	<u>\$ 1,262,170</u>	<u>\$ 1,436,940</u>	<u>\$ 1,531,086</u>	<u>\$ 1,454,792</u>	<u>\$ 1,473,392</u>
<b>Internal Service Charges:</b>						
Fleet	\$ 55,858	\$ 64,724	\$ 82,936	\$ 85,773	\$ 51,461	\$ 52,199
Computer/Equipment	19,906	39,543	41,908	46,296	268,266	275,443
Buildings	1,187,369	491,950	501,053	433,878	792,047	815,893
Liability	<u>52,764</u>	<u>30,115</u>	<u>31,219</u>	<u>34,390</u>	<u>34,390</u>	<u>34,390</u>
Total Internal Service Charges	<u>\$ 1,315,897</u>	<u>\$ 626,332</u>	<u>\$ 657,116</u>	<u>\$ 600,337</u>	<u>\$ 1,146,164</u>	<u>\$ 1,177,925</u>
Other Financing Uses	<u>\$ 45,019</u>	<u>\$ (60,371)</u>	<u>\$ 736</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Expenditures	<u>\$ 5,992,238</u>	<u>\$ 4,684,067</u>	<u>\$ 5,146,031</u>	<u>\$ 4,507,810</u>	<u>\$ 5,157,983</u>	<u>\$ 5,317,222</u>
<b>Funding Sources</b>						
General Fund	\$ 4,753,217	\$ 3,767,021	\$ 4,328,169	\$ 4,441,810	\$ 5,091,983	\$ 5,251,222
Pavilion	\$ 65,327	\$ 83,013	\$ 58,449	\$ 66,000	\$ 66,000	\$ 66,000
GF Reimbursable Project	820,596	834,032	759,413	-	-	-
First Five	<u>353,098</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 5,992,238</u>	<u>\$ 4,684,066</u>	<u>\$ 5,146,031</u>	<u>\$ 4,507,810</u>	<u>\$ 5,157,983</u>	<u>\$ 5,317,222</u>
<b>Personnel Allocation</b>						
Full-time	17.00	14.00	15.00	14.00	13.00	13.00
Part-time (FTE)	58.92	59.10	56.87	30.43	29.36	29.61

Note: Positions shown here are allocated to this department but charge to other departments or capital projects and may not show as a FTE on the Department's Program Summary.

**City of Concord  
Departmental Budget Summary  
All Funding Sources  
For the Years Ending June 30, 2016 and 2017  
Finance**

	Actual <u>2011-12</u>	Actual <u>2012-13</u>	Actual <u>2013-14</u>	Estimated Actual <u>2014-15</u>	Adopted Budget <u>2015-16</u>	Adopted Budget <u>2016-17</u>
<b>Expenditures</b>						
<b>Personnel:</b>						
Full-time	\$ 1,102,441	\$ 1,094,624	\$ 1,160,391	\$ 1,412,860	\$ 1,443,184	\$ 1,519,056
Part-time	56,783	150,853	12,566	30,600	30,100	31,100
Overtime	4,712	30,889	16,746	-	-	-
Benefits	<u>2,134,863</u>	<u>3,040,694</u>	<u>5,627,548</u>	<u>5,903,961</u>	<u>6,423,916</u>	<u>4,296,751</u>
Total Salaries and Benefits	<u>\$ 3,298,799</u>	<u>\$ 4,317,060</u>	<u>\$ 6,817,251</u>	<u>\$ 7,347,421</u>	<u>\$ 7,897,200</u>	<u>\$ 5,846,907</u>
Operating Expenses	<u>\$ (175,905)</u>	<u>\$ 4,726,266</u>	<u>\$ 10,346,934</u>	<u>\$ 5,661,097</u>	<u>\$ 6,801,608</u>	<u>\$ 4,449,653</u>
<b>Internal Service Charges:</b>						
Fleet	\$ 36,166	\$ 18,171	\$ 43,588	\$ 120,856	\$ 2,681	\$ 2,762
Information Technology	3,185,689	4,156,319	4,633,283	4,958,190	422,764	434,743
Buildings	144,889	411,798	775,479	683,576	415,327	427,832
Risk Mgmt./Liability	<u>19,824</u>	<u>118,012</u>	<u>101,917</u>	<u>109,618</u>	<u>109,618</u>	<u>109,618</u>
Total Internal Service Charges	<u>\$ 3,386,568</u>	<u>\$ 4,704,300</u>	<u>\$ 5,554,267</u>	<u>\$ 5,872,240</u>	<u>\$ 950,390</u>	<u>\$ 974,955</u>
Total Department Expenditures	<u>\$ 6,509,462</u>	<u>\$ 13,747,626</u>	<u>\$ 22,718,452</u>	<u>\$ 18,880,758</u>	<u>\$ 15,649,198</u>	<u>\$ 11,271,515</u>
<b>Other Financing Uses</b>						
Fund Transfers Out	\$ 10,480,571	\$ 10,242,676	\$ 3,004,080	\$ 4,207,598	\$ 14,442,626	\$ 14,994,646
Reserve Funds	-	-	-	-	-	-
Debt Service Payments	6,425,060	5,838,519	(2,533,857)	6,396,574	5,835,450	5,842,250
Capital Projects	<u>373,493</u>	<u>1,235,682</u>	<u>1,962,763</u>	<u>3,438,983</u>	<u>2,185,074</u>	<u>200,000</u>
Total Other Financing Uses	<u>\$ 17,279,124</u>	<u>\$ 17,316,877</u>	<u>\$ 2,432,986</u>	<u>\$ 14,043,155</u>	<u>\$ 22,463,150</u>	<u>\$ 21,036,896</u>
Total Expenditures	<u>\$ 23,788,586</u>	<u>\$ 31,064,503</u>	<u>\$ 25,151,438</u>	<u>\$ 32,923,913</u>	<u>\$ 38,112,348</u>	<u>\$ 32,308,411</u>
<b>Funding Sources</b>						
General Fund	<u>\$ 6,471,603</u>	<u>\$ 8,147,929</u>	<u>\$ 11,803,550</u>	<u>\$ 12,292,024</u>	<u>\$ 14,860,060</u>	<u>\$ 14,860,060</u>
<b>Personnel Allocation</b>						
Full-time	18.00	18.00	18.00	19.00	19.00	19.00
Part-time (FTE)	2.76	0.60	1.18	1.03	0.77	0.77

Note: Positions shown here are allocated to this department but charge to other departments or capital projects and may not show as a FTE on the Department's Program Summary.

**City of Concord  
Departmental Budget Summary  
All Funding Sources  
For the Years Ending June 30, 2016 and 2017  
Human Resources**

	Actual 2011-12	Actual 2012-13	Estimated Actual 2013-14	Adopted Budget 2014-15	Adopted Budget 2015-16	Adopted Budget 2016-17
<b>Expenditures</b>						
<b>Personnel:</b>						
Full-time	\$ 471,007	\$ 505,218	\$ 609,877	\$ 611,456	\$ 626,123	\$ 657,933
Part-time	25,565	12,861	38,235	-	-	-
Overtime	-	-	6,673	-	-	-
Benefits	<u>322,202</u>	<u>313,690</u>	<u>349,271</u>	<u>426,144</u>	<u>393,922</u>	<u>422,546</u>
<b>Total Salaries and Benefits</b>	<b>\$ 818,774</b>	<b>\$ 831,769</b>	<b>\$ 1,004,056</b>	<b>\$ 1,037,600</b>	<b>\$ 1,020,045</b>	<b>\$ 1,080,479</b>
<b>Operating Expenses</b>	<b>\$ 6,356,066</b>	<b>\$ 5,842,884</b>	<b>\$ 3,486,336</b>	<b>\$ 2,784,931</b>	<b>\$ 2,822,612</b>	<b>\$ 2,821,112</b>
<b>Internal Service Charges:</b>						
Fleet	\$ -	\$ -	\$ -	\$ -	\$ 1,627	\$ 1,676
Information Technology	\$ 5,850	\$ 8,097	\$ 9,592	\$ 13,112	\$ 88,740	\$ 91,221
Buildings	26,047	4,099	4,230	3,663	87,184	89,809
Risk Mgmt./Liability	<u>3,085</u>	<u>4,732</u>	<u>4,633</u>	<u>5,761</u>	<u>5,761</u>	<u>5,761</u>
<b>Total Internal Service Charges</b>	<b>\$ 34,982</b>	<b>\$ 16,928</b>	<b>\$ 18,455</b>	<b>\$ 22,536</b>	<b>\$ 183,312</b>	<b>\$ 188,467</b>
<b>Other Financing Uses</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ -</b>
<b>Total Expenditures</b>	<b>\$ 7,309,822</b>	<b>\$ 6,791,581</b>	<b>\$ 4,608,847</b>	<b>\$ 3,945,067</b>	<b>\$ 4,125,969</b>	<b>\$ 4,090,058</b>
<b>Funding Sources</b>						
General Fund	\$ 1,171,570	\$ 1,364,243	\$ 1,256,615	\$ 1,393,737	\$ 1,555,425	\$ 1,611,144
Post Retirement Health	4,095,547	3,044,701	1,494,280	-	-	-
Workers' Compensation	<u>2,042,705</u>	<u>2,382,637</u>	<u>1,857,951</u>	<u>2,551,330</u>	<u>2,570,544</u>	<u>2,478,915</u>
	<b>\$ 7,309,822</b>	<b>\$ 6,791,581</b>	<b>\$ 4,608,846</b>	<b>\$ 3,945,067</b>	<b>\$ 4,125,969</b>	<b>\$ 4,090,059</b>
<b>Personnel Allocation</b>						
Full-time	6.00	6.00	6.00	7.00	7.00	7.00
Part-time (FTE)	1.00	0.69	0.70	0.00	0.00	0.00

Note: Positions shown here are allocated to this department but charge to other departments or capital projects and may not show as a FTE on the Department's Program Summary.

**City of Concord  
Departmental Budget Summary  
All Funding Sources  
For the Years Ending June 30, 2016 and 2017  
Information Technology**

	<u>Actual 2011-12</u>	<u>Actual 2012-13</u>	<u>Estimated Actual 2013-14</u>	<u>Adopted Budget 2014-15</u>	<u>Adopted Budget 2015-16</u>	<u>Adopted Budget 2016-17</u>
<b>Expenditures</b>						
<b>Personnel:</b>						
Full-time	\$ 935,993	\$ 942,773	\$ 881,037	\$ 1,021,701	\$ 1,191,190	\$ 1,278,507
Part-time	52,779	106,602	51,728	108,482	108,482	108,482
Overtime	17,203	12,203	1,471	26,749	18,070	18,070
Benefits	<u>646,537</u>	<u>636,390</u>	<u>643,308</u>	<u>713,852</u>	<u>824,437</u>	<u>892,677</u>
Total Salaries and Benefits	<u>\$ 1,652,512</u>	<u>\$ 1,697,968</u>	<u>\$ 1,577,544</u>	<u>\$ 1,870,784</u>	<u>\$ 2,142,179</u>	<u>\$ 2,297,736</u>
Operating Expenses	<u>\$ 3,374,887</u>	<u>\$ 3,750,094</u>	<u>\$ 3,528,848</u>	<u>\$ 4,266,752</u>	<u>\$ 4,625,796</u>	<u>\$ 5,124,884</u>
<b>Internal Service Charges:</b>						
Fleet	\$ -	\$ -	\$ -	\$ -	\$ 1,137	\$ 1,171
Information Technology	\$ -	\$ -	\$ -	\$ -	\$ 329,340	\$ 338,500
Buildings	53,027	17,778	18,345	15,886	126,865	130,685
Risk Mgmt./Liability	<u>9,468</u>	<u>8,676</u>	<u>8,494</u>	<u>9,880</u>	<u>9,880</u>	<u>9,880</u>
Total Internal Service Charges	<u>\$ 62,495</u>	<u>\$ 26,454</u>	<u>\$ 26,839</u>	<u>\$ 25,766</u>	<u>\$ 467,222</u>	<u>\$ 480,236</u>
Other Financing Uses	<u>\$ 1,890,674</u>	<u>\$ (638,429)</u>	<u>\$ (540,774)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Expenditures</b>	<u><b>\$ 6,980,568</b></u>	<u><b>\$ 4,836,087</b></u>	<u><b>\$ 4,592,457</b></u>	<u><b>\$ 6,163,302</b></u>	<u><b>\$ 7,235,197</b></u>	<u><b>\$ 7,902,856</b></u>
<b>Funding Sources</b>						
Information Tech. ISF	\$ 6,980,568	\$ 4,836,087	\$ 4,592,457	\$ 6,163,302	\$ 7,094,622	\$ 7,762,281
PEG Fees Fund	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>140,575</u>	<u>140,575</u>
	<u><b>\$ 6,980,568</b></u>	<u><b>\$ 4,836,087</b></u>	<u><b>\$ 4,592,457</b></u>	<u><b>\$ 6,163,302</b></u>	<u><b>\$ 7,235,197</b></u>	<u><b>\$ 7,902,856</b></u>
<b>Personnel Allocation</b>						
Full-time	11.00	11.00	12.00	12.00	13.00	13.00
Part-time (FTE)	0.97	0.97	0.94	0.94	0.94	0.94

Note: Positions shown here are allocated to this department but charge to other departments or capital projects and may not show as a FTE on the Department's Program Summary.

**City of Concord  
 Departmental Budget Summary  
 All Funding Sources  
 For the Years Ending June 30, 2016 and 2017  
 Office of the City Manager**

	<u>Actual 2011-12</u>	<u>Actual 2012-13</u>	<u>Estimated Actual 2013-14</u>	<u>Adopted Budget 2014-15</u>	<u>Adopted Budget 2015-16</u>	<u>Adopted Budget 2016-17</u>
<b>Expenditures</b>						
<b>Personnel:</b>						
Full-time	\$ 1,121,224	\$ 912,315	\$ 1,167,461	\$ 1,142,915	\$ 1,148,312	\$ 1,182,441
Part-time	97,394	141,956	127,862	63,166	63,536	61,466
Overtime	7,929	1,672	2,918	-	-	-
Benefits	<u>667,886</u>	<u>643,886</u>	<u>721,049</u>	<u>834,345</u>	<u>798,118</u>	<u>838,826</u>
<b>Total Salaries and Benefits</b>	<b>\$ 1,894,433</b>	<b>\$ 1,699,829</b>	<b>\$ 2,019,290</b>	<b>\$ 2,040,426</b>	<b>\$ 2,009,966</b>	<b>\$ 2,082,733</b>
<b>Operating Expenses</b>	<b>\$ 544,773</b>	<b>\$ 545,081</b>	<b>\$ 610,746</b>	<b>\$ 885,364</b>	<b>\$ 589,015</b>	<b>\$ 731,436</b>
<b>Internal Service Charges:</b>						
Fleet	\$ 4,554	\$ 7,343	\$ 10,214	\$ 11,120	\$ 10,717	\$ 10,893
Information Technology	57,350	130,138	131,167	153,282	533,839	547,414
Buildings	112,655	54,072	55,788	48,311	194,236	200,084
Risk Mgmt./Liability	<u>9,255</u>	<u>13,520</u>	<u>13,478</u>	<u>10,292</u>	<u>10,292</u>	<u>10,292</u>
<b>Total Internal Service Charges</b>	<b>\$ 183,814</b>	<b>\$ 205,073</b>	<b>\$ 210,647</b>	<b>\$ 223,005</b>	<b>\$ 749,084</b>	<b>\$ 768,683</b>
<b>Other Financing Uses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Expenditures</b>	<b>\$ 2,623,020</b>	<b>\$ 2,449,983</b>	<b>\$ 2,840,683</b>	<b>\$ 3,148,795</b>	<b>\$ 3,348,065</b>	<b>\$ 3,582,852</b>
<b>Funding Sources</b>						
General Fund	\$ 2,526,375	\$ 2,449,983	\$ 2,840,683	\$ 3,148,795	\$ 3,348,065	\$ 3,582,852
Redevelopment	<u>96,645</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<b>\$ 2,623,020</b>	<b>\$ 2,449,983</b>	<b>\$ 2,840,683</b>	<b>\$ 3,148,795</b>	<b>\$ 3,348,065</b>	<b>\$ 3,582,852</b>
<b>Personnel Allocation</b>						
Full-time	16.00	16.00	16.00	17.00	16.00	16.00
Part-time (FTE)	1.32	1.31	2.36	1.29	1.29	1.29

Note: Positions shown here are allocated to this department but may charge to other departments or capital projects and may show as a FTE on the Department's Program Summary.

**City of Concord  
Departmental Budget Summary  
All Funding Sources  
For the Years Ending June 30, 2016 and 2017  
Police**

	Actual 2011-12	Actual 2012-13	Actual 2013-14	Estimated Budget 2014-15	Adopted Budget 2015-16	Adopted Budget 2016-17
<b>Expenditure</b>						
<b>Personnel:</b>						
Full-time	\$ 19,398,500	\$ 19,006,977	\$ 19,573,221	\$ 21,413,289	\$ 21,858,623	\$ 22,759,054
Part-time	399,217	328,228	310,868	447,341	447,340	447,340
Overtime	1,535,835	1,601,459	1,629,620	1,300,401	1,300,401	1,300,401
Benefits	<u>15,063,349</u>	<u>15,065,553</u>	<u>15,903,978</u>	<u>16,131,282</u>	<u>16,660,241</u>	<u>17,855,185</u>
Total Salaries and Benefits	<u>\$ 36,396,904</u>	<u>\$ 36,002,217</u>	<u>\$ 37,417,687</u>	<u>\$ 39,292,313</u>	<u>\$ 40,266,606</u>	<u>\$ 42,361,980</u>
Operating Expenses	<u>\$ 2,386,154</u>	<u>\$ 2,661,382</u>	<u>\$ 2,840,349</u>	<u>\$ 3,290,501</u>	<u>\$ 3,252,990</u>	<u>\$ 3,111,573</u>
<b>Internal Service Charges:</b>						
Fleet	\$ 1,072,761	\$ 748,044	\$ 962,402	\$ 1,138,177	\$ 1,808,016	\$ 1,843,331
Information Technology	589,004	1,230,841	1,126,434	1,222,387	4,144,065	4,382,921
Buildings	1,102,792	1,131,588	1,199,126	1,033,642	479,769	494,213
Risk Mgmt./Liability	<u>401,477</u>	<u>474,962</u>	<u>467,896</u>	<u>507,708</u>	<u>507,708</u>	<u>507,708</u>
Total Internal Service Charges	<u>\$ 3,166,034</u>	<u>\$ 3,585,435</u>	<u>\$ 3,755,858</u>	<u>\$ 3,901,914</u>	<u>\$ 6,939,558</u>	<u>\$ 7,228,173</u>
Other Financing Uses	<u>\$ 27,398</u>	<u>\$ -</u>	<u>\$ 482,227</u>	<u>\$ 102,799</u>	<u>\$ -</u>	<u>\$ -</u>
Total Expenditures	<u>\$ 41,976,490</u>	<u>\$ 42,249,034</u>	<u>\$ 44,496,121</u>	<u>\$ 46,587,527</u>	<u>\$ 50,459,154</u>	<u>\$ 52,701,726</u>
<b>Funding Sources</b>						
General Fund	\$ 41,916,864	\$ 42,022,809	\$ 43,929,233	\$ 46,187,329	\$ 50,158,266	\$ 52,598,769
C.D.B.G.	59,626	57,800	668	-	-	-
Vehicle Abatement	-	-	-	97,399	100,888	102,957
General Fund Capital Projects	-	168,425	482,261	-	-	-
Asset Seizure	<u>-</u>	<u>-</u>	<u>83,959</u>	<u>302,799</u>	<u>200,000</u>	<u>-</u>
	<u>\$ 41,976,490</u>	<u>\$ 42,249,034</u>	<u>\$ 44,496,121</u>	<u>\$ 46,587,527</u>	<u>\$ 50,459,154</u>	<u>\$ 52,701,726</u>
<b>Personnel Allocation</b>						
Full-time	200.00	205.00	205.00	210.80	212.80	212.80
Part-time (FTE)	8.23	13.51	11.28	10.40	10.40	10.40

Note: Positions shown here are allocated to this department but charge to other departments or capital projects and do not show as a FTE on the Department's Program Summary.

**City of Concord**  
**Departmental Budget Summary**  
**All Funding Sources**  
**For the Years Ending June 30, 2016 and 2017**  
**Public Works**

	Actual <u>2011-12</u>	Actual <u>2012-13</u>	Actual <u>2013-14</u>	Estimated Actual <u>2014-15</u>	Adopted Budget <u>2015-16</u>	Adopted Budget <u>2016-17</u>
<b>Expenditures</b>						
<b>Personnel:</b>						
Full-time	\$ 3,095,271	\$ 3,187,460	\$ 3,401,617	\$ 3,425,593	\$ 3,727,932	\$ 3,877,232
Part-time	655,254	597,286	373,781	202,016	63,120	63,120
Overtime	169,130	132,380	95,870	158,296	133,732	133,732
Benefits	<u>2,709,681</u>	<u>2,901,950</u>	<u>2,869,072</u>	<u>2,961,675</u>	<u>3,203,392</u>	<u>3,367,309</u>
<b>Total Salaries and Benefits</b>	<b><u>\$ 6,629,336</u></b>	<b><u>\$ 6,819,076</u></b>	<b><u>\$ 6,740,340</u></b>	<b><u>\$ 6,747,580</u></b>	<b><u>\$ 7,128,176</u></b>	<b><u>\$ 7,441,393</u></b>
<b>Operating Expenses</b>	<b><u>\$ 5,830,013</u></b>	<b><u>\$ 5,612,431</u></b>	<b><u>\$ 6,892,893</u></b>	<b><u>\$ 9,012,125</u></b>	<b><u>\$ 7,761,183</u></b>	<b><u>\$ 7,797,750</u></b>
<b>Internal Service Charges:</b>						
Fleet	\$ 792,558	\$ 863,361	\$ 1,031,245	\$ 1,087,664	\$ 1,087,451	\$ 1,102,327
Information Technology	15,426	45,633	48,955	54,526	625,065	642,366
Buildings	352,643	141,652	137,041	123,671	327,069	336,916
Risk Mgmt./Liability	<u>380,840</u>	<u>329,417</u>	<u>334,617</u>	<u>359,869</u>	<u>359,869</u>	<u>359,869</u>
<b>Total Internal Service Charges</b>	<b><u>\$ 1,541,467</u></b>	<b><u>\$ 1,380,062</u></b>	<b><u>\$ 1,551,858</u></b>	<b><u>\$ 1,625,730</u></b>	<b><u>\$ 2,399,454</u></b>	<b><u>\$ 2,441,478</u></b>
<b>Other Financing Uses</b>	<b><u>\$ 1,200,000</u></b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>	<b><u>\$ 343,384</u></b>	<b><u>\$ 343,384</u></b>	<b><u>\$ 343,384</u></b>
<b>Total Expenditures</b>	<b><u>\$ 15,200,816</u></b>	<b><u>\$ 13,811,569</u></b>	<b><u>\$ 15,185,091</u></b>	<b><u>\$ 17,728,819</u></b>	<b><u>\$ 17,632,197</u></b>	<b><u>\$ 18,024,005</u></b>
<b>Funding Sources</b>						
General Fund	\$ 5,777,181	\$ 5,554,707	\$ 6,166,083	\$ 6,450,939	\$ 7,248,644	\$ 7,414,575
Measure Q Fund	-	-	-	-	508,489	227,500
State Gas Tax	911,042	878,912	392,746	977,554	1,003,541	1,040,408
State Gas Tax-Prop 111	690,378	609,401	628,951	504,856	475,988	475,988
State Gas Tax-Prop 22	508,572	655,196	1,557,387	1,429,574	1,451,446	1,517,095
Street Lighting	766,025	780,615	400,615	728,508	738,363	760,149
Traffic Systems Mgmt.	-	-	-	-	-	-
Measure C & J Local	92,824	146,096	21,138	13,492	13,492	13,492
Measure J 28(a)	-	-	-	200,000	-	-
Traffic Congestion Relief	-	-	-	-	-	-
OSIP	-	-	-	-	-	-
Prop 1B LSR	-	-	-	-	-	-
Fleet Maintenance	3,466,718	1,884,743	2,209,267	3,891,204	2,946,486	3,249,414
Maintenance Districts	237,775	279,347	253,824	748,757	691,967	696,660
Building Maintenance Fund	<u>2,750,301</u>	<u>3,022,552</u>	<u>3,555,080</u>	<u>2,783,935</u>	<u>2,553,781</u>	<u>2,628,724</u>
	<b><u>\$ 15,200,816</u></b>	<b><u>\$ 13,811,569</u></b>	<b><u>\$ 15,185,091</u></b>	<b><u>\$ 17,728,819</u></b>	<b><u>\$ 17,632,197</u></b>	<b><u>\$ 18,024,005</u></b>
<b>Personnel Allocation</b>						
Full-time	80.00	78.00	64.00	64.00	64.00	64.00
Part-time (FTE)	31.08	31.08	30.91	7.32	2.75	2.75

Note: Positions shown here are allocated to this department but charge to other departments or capital projects and do not show as a FTE on the Department's Program Summary.

**City of Concord  
Departmental Budget Summary  
All Funding Sources  
For the Years Ending June 30, 2016 and 2017  
Storm Water Management**

	Actual <u>2011-12</u>	Actual <u>2012-13</u>	Actual <u>2013-14</u>	Estimated Actual <u>2014-15</u>	Adopted Budget <u>2015-16</u>	Adopted Budget <u>2016-17</u>
<b>Expenditures</b>						
<b>Personnel:</b>						
Full-time	\$ 189,503	\$ 218,893	\$ 296,460	\$ 359,716	\$ 400,080	\$ 415,645
Part-time	14,141	14,326	12,360	-	-	-
Overtime	5,250	8,454	1,797	9,224	9,224	-
Benefits	<u>178,962</u>	<u>207,440</u>	<u>274,485</u>	<u>301,091</u>	<u>325,098</u>	<u>340,121</u>
<b>Total Salaries and Benefits</b>	<b>\$ 387,856</b>	<b>\$ 449,113</b>	<b>\$ 585,102</b>	<b>\$ 670,031</b>	<b>\$ 734,402</b>	<b>\$ 755,766</b>
Operating Expenses	<u>\$ 641,603</u>	<u>\$ 635,929</u>	<u>\$ 586,150</u>	<u>\$ 693,235</u>	<u>\$ 946,780</u>	<u>\$ 1,014,980</u>
<b>Internal Service Charges:</b>						
Fleet	\$ 177,842	\$ 185,697	\$ 197,911	\$ 216,265	\$ 119,599	\$ 120,354
Information Technology	41,220	75,989	72,191	77,780	30,759	31,614
Risk Mgmt./Liability	<u>24,680</u>	<u>66,676</u>	<u>41,901</u>	<u>45,029</u>	<u>45,029</u>	<u>45,029</u>
<b>Total Internal Service Charges</b>	<b>\$ 243,742</b>	<b>\$ 328,362</b>	<b>\$ 312,003</b>	<b>\$ 339,074</b>	<b>\$ 195,387</b>	<b>\$ 196,997</b>
Other Financing Uses	<u>\$ 479,421</u>	<u>\$ 439,926</u>	<u>\$ 448,725</u>	<u>\$ 448,725</u>	<u>\$ 448,725</u>	<u>\$ 448,725</u>
<b>Total Expenditures</b>	<b><u>\$ 1,752,622</u></b>	<b><u>\$ 1,853,330</u></b>	<b><u>\$ 1,931,980</u></b>	<b><u>\$ 2,151,065</u></b>	<b><u>\$ 2,325,294</u></b>	<b><u>\$ 2,416,468</u></b>
<b>Funding Sources</b>						
Storm Water Parcel Tax	<u>\$ 1,752,622</u>	<u>\$ 1,853,330</u>	<u>\$ 1,931,980</u>	<u>\$ 2,151,065</u>	<u>\$ 2,325,294</u>	<u>\$ 2,416,468</u>
	<b><u>\$ 1,752,622</u></b>	<b><u>\$ 1,853,330</u></b>	<b><u>\$ 1,931,980</u></b>	<b><u>\$ 2,151,065</u></b>	<b><u>\$ 2,325,294</u></b>	<b><u>\$ 2,416,468</u></b>
<b>Personnel Allocation</b>						
Full-time	3.00	2.00	2.00	2.00	2.00	2.00
Part-time (FTE)						

Note: Positions shown here are allocated to this department but contain charges from other departments and do not show as a FTE on the Department's Program Summary.

**City of Concord  
 Departmental Budget Summary  
 All Funding Sources  
 For the Years Ending June 30, 2016 and 2017  
 Golf Course**

	Actual 2011-12	Actual 2012-13	Actual 2013-14	Estimated Actual 2014-15	Adopted Budget 2015-16	Adopted Budget 2016-17
<b>Expenditures</b>						
<b>Personnel:</b>						
Full-time	\$ 442	\$ 263	\$ 42,766	\$ 44,553	\$ 46,971	\$ 47,934
Part-time	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Benefits	<u>241</u>	<u>239</u>	<u>16,953</u>	<u>21,963</u>	<u>23,610</u>	<u>24,851</u>
<b>Total Salaries and Benefits</b>	<b><u>\$ 683</u></b>	<b><u>\$ 502</u></b>	<b><u>\$ 59,719</u></b>	<b><u>\$ 66,516</u></b>	<b><u>\$ 70,581</u></b>	<b><u>\$ 72,785</u></b>
<b>Operating Expenses</b>	<b><u>\$ 988,645</u></b>	<b><u>\$ 1,040,411</u></b>	<b><u>\$ 1,055,948</u></b>	<b><u>\$ 1,047,532</u></b>	<b><u>\$ 1,073,402</u></b>	<b><u>\$ 1,073,402</u></b>
<b>Internal Service Charges:</b>						
Fleet	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Information Technology	27,564	-	3,281	3,264	5,492	5,651
Buildings	-	17,233	-	-	-	-
Risk Mgmt./Liability	<u>12,234</u>	<u>-</u>	<u>193</u>	<u>206</u>	<u>206</u>	<u>206</u>
<b>Total Internal Service Charges</b>	<b><u>\$ 39,798</u></b>	<b><u>\$ 17,233</u></b>	<b><u>\$ 3,474</u></b>	<b><u>\$ 3,470</u></b>	<b><u>\$ 5,698</u></b>	<b><u>\$ 5,857</u></b>
<b>Other Financing Uses</b>	<b><u>\$ 122,937</u></b>	<b><u>\$ 118,867</u></b>	<b><u>\$ 49,815</u></b>	<b><u>\$ 224,725</u></b>	<b><u>\$ 220,783</u></b>	<b><u>\$ 221,375</u></b>
<b>Total Expenditures</b>	<b><u>\$ 1,152,063</u></b>	<b><u>\$ 1,177,013</u></b>	<b><u>\$ 1,168,956</u></b>	<b><u>\$ 1,408,759</u></b>	<b><u>\$ 1,441,045</u></b>	<b><u>\$ 1,446,204</u></b>
<b>Funding Sources</b>						
User Fees	<u>\$ 1,152,063</u>	<u>\$ 1,177,013</u>	<u>\$ 1,168,956</u>	<u>\$ 1,408,759</u>	<u>\$ 1,441,045</u>	<u>\$ 1,446,204</u>
<b>Personnel Allocation</b>						
Full-time	0.00	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	0.00	0.00	0.00	0.00	0.00	0.00

Note: Positions shown here are allocated to this department but charge to other departments or capital projects and do not show as a FTE on the Department's Program Summary.

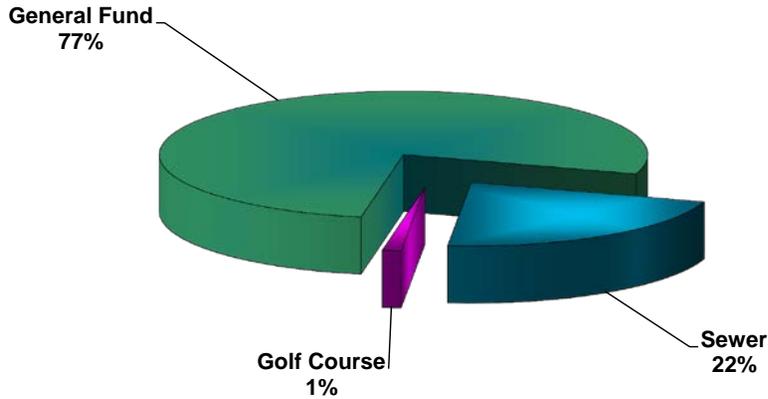
**City of Concord  
 Departmental Budget Summary  
 All Funding Sources  
 For the Years Ending June 30, 2016 and 2017  
 Sewer Enterprise**

	Actual 2011-12	Actual 2012-13	Actual 2013-14	Estimated Actual 2014-15	Adopted Budget 2015-16	Adopted Budget 2016-17
<b>Expenditures</b>						
<b>Personnel:</b>						
Full-time	\$ 484,974	\$ 712,250	\$ 859,632	\$ 1,015,182	\$ 935,321	\$ 978,473
Part-time	697	2,554	-	-	-	-
Overtime	39,689	44,360	31,348	31,105	31,105	31,105
Benefits	<u>497,498</u>	<u>627,482</u>	<u>972,661</u>	<u>877,895</u>	<u>796,021</u>	<u>840,633</u>
Total Salaries and Benefits	<u>\$ 1,022,858</u>	<u>\$ 1,386,646</u>	<u>\$ 1,863,641</u>	<u>\$ 1,924,182</u>	<u>\$ 1,762,447</u>	<u>\$ 1,850,211</u>
Operating Expenses	<u>\$ 14,922,170</u>	<u>\$ 14,039,859</u>	<u>\$ 19,231,219</u>	<u>\$ 21,608,779</u>	<u>\$ 21,164,909</u>	<u>\$ 23,067,305</u>
<b>Internal Service Charges:</b>						
Fleet	\$ 284,564	\$ 277,720	\$ 371,184	\$ 408,688	\$ 240,819	\$ 243,341
Information Technology	158,811	178,336	218,542	216,296	88,794	91,264
Buildings	27,025	18,449	19,034	16,482	-	-
Risk Mgmt./Liability	<u>33,617</u>	<u>67,103</u>	<u>74,877</u>	<u>80,661</u>	<u>80,661</u>	<u>80,661</u>
Total Internal Service Charges	<u>\$ 504,017</u>	<u>\$ 541,608</u>	<u>\$ 683,637</u>	<u>\$ 722,127</u>	<u>\$ 410,274</u>	<u>\$ 415,266</u>
Other Financing Uses	<u>\$ 968,986</u>	<u>\$ 747,149</u>	<u>\$ 729,348</u>	<u>\$ 1,585,684</u>	<u>\$ 1,587,184</u>	<u>\$ 1,583,971</u>
<b>Total Expenditures</b>	<u>\$ 17,418,031</u>	<u>\$ 16,715,262</u>	<u>\$ 22,507,845</u>	<u>\$ 25,840,772</u>	<u>\$ 24,924,814</u>	<u>\$ 26,916,753</u>
<b>Total Sewer Funding Sources</b>	<u>\$ 17,418,031</u>	<u>\$ 16,715,262</u>	<u>\$ 22,507,845</u>	<u>\$ 25,840,772</u>	<u>\$ 24,924,814</u>	<u>\$ 26,916,753</u>
<b>Personnel Allocation</b>						
Full-time	10.00	11.00	10.00	10.00	11.00	11.00
Part-time (FTE)	0.73	0.73	0.73	0	0	0

Note: Positions shown here are allocated to this department but contain charges from other departments which are reflected as a FTE on the Department's Program Summary.



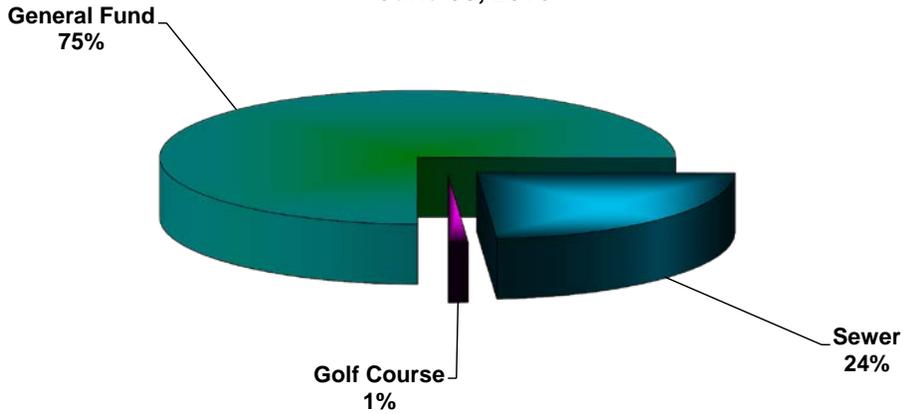
**General Fund & Enterprises  
Budgeted Capital & Operating Expenditures  
June 30, 2016**



**Total Capital & Operating  
Budget**

General Fund	\$	89,111,565
Sewer		24,924,815
Golf Course		1,420,464
<b>Total</b>	<b>\$</b>	<b><u>115,456,844</u></b>

**General Fund & Enterprises  
Total Revenues  
June 30, 2016**

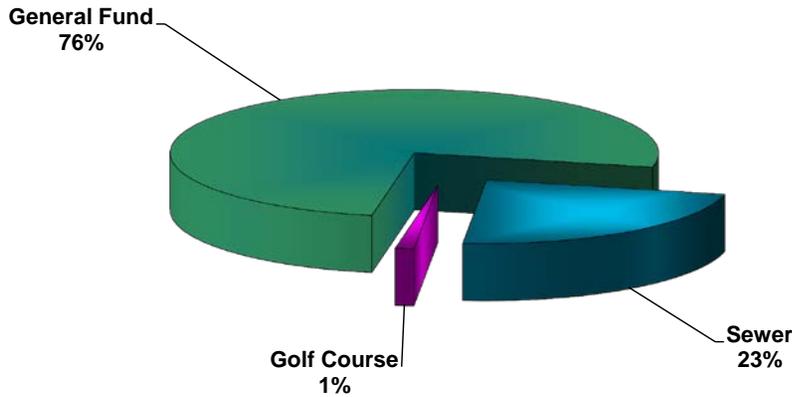


**Total Revenues**

General Fund	\$	89,111,556
Sewer		27,986,504
Golf Course		1,463,353
<b>Total</b>	<b>\$</b>	<b><u>118,561,413</u></b>



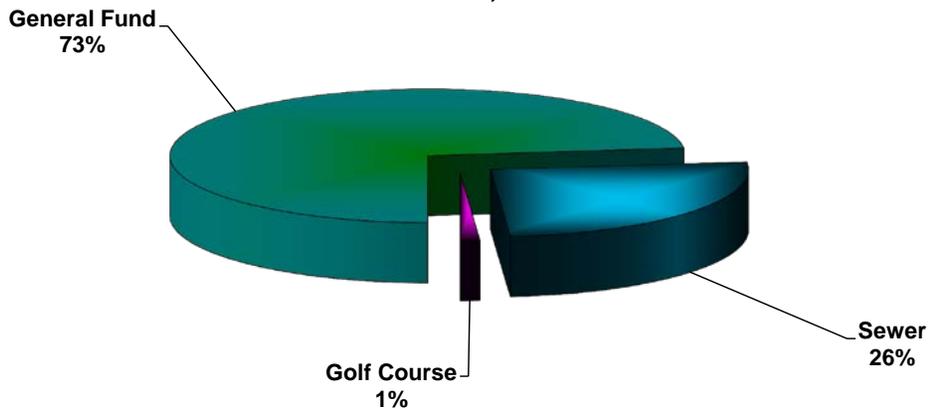
**General Fund & Enterprises  
Budgeted Capital & Operating Expenditures  
June 30, 2017**



**Total Capital & Operating  
Budget**

General Fund	\$	88,515,657
Sewer		26,775,370
Golf Course		1,423,419
<b>Total</b>	<b>\$</b>	<b><u>116,714,446</u></b>

**General Fund & Enterprises  
Total Revenues  
June 30, 2016**



**Total Revenues**

General Fund	\$	88,505,675
Sewer		31,004,892
Golf Course		1,476,191
<b>Total</b>	<b>\$</b>	<b><u>120,986,758</u></b>

**City of Concord**  
**Operating Budgets**  
**For the General Fund and the Enterprise Funds**  
**For the Year Ending June 30, 2016**

	<u>General Fund</u>	<u>Sewer Operations</u>	<u>Golf Course</u>	<u>Total</u>
<b>ESTIMATED FUND BALANCE AS OF JUNE 30, 2015</b>	\$ 28,919,700	\$ 840,779	\$ 135,890	\$ 29,896,369
<b>REVENUES</b>				
Taxes	\$ 69,525,505	\$ -	\$ -	\$ 69,525,505
Measure Q Sales Taxes	7,800,000	-	-	7,800,000
Licenses & Permits	1,696,300	-	-	1,696,300
Fines & Forfeitures	775,000	-	-	775,000
Use of Money & Property	583,035	107,107	1,219	691,361
Intergovernmental	242,000	-	-	242,000
Service Charges	8,472,216	27,738,014	1,375,537	37,585,767
Other	7,500	-	86,597	94,097
Total Revenues	<u>\$ 89,101,556</u>	<u>\$ 27,845,121</u>	<u>\$ 1,463,353</u>	<u>\$ 118,410,030</u>
<b>EXPENDITURES</b>				
Salaries & Benefits	\$ 62,535,742	\$ 1,762,448	\$ 70,581	\$ 64,368,771
Operating Expenditures	11,079,593	21,164,909	1,073,402	33,317,904
Internal Service Charges	<u>12,717,156</u>	<u>410,274</u>	<u>5,698</u>	<u>13,133,128</u>
Total Expenditures	<u>\$ 86,332,491</u>	<u>\$ 23,337,631</u>	<u>\$ 1,149,681</u>	<u>\$ 110,819,803</u>
<b>OTHER FINANCING SOURCES &amp; (USES)</b>				
Transfers In (Inter & Intra)	\$ 10,000	\$ 141,383	\$ -	\$ 151,383
Transfers Out (Inter & Intra)	(594,000)	-	-	(594,000)
Lease/Bond Payment	<u>-</u>	<u>(1,587,184)</u>	<u>(220,783)</u>	<u>(1,807,967)</u>
Total Other Financing Sources and Uses	<u>\$ (584,000)</u>	<u>\$ (1,445,801)</u>	<u>\$ (220,783)</u>	<u>\$ (2,250,584)</u>
Revenues and Other Financing Sources Over (Under) Expenditures	<u>\$ 2,185,065</u>	<u>\$ 3,061,689</u>	<u>\$ 92,889</u>	<u>\$ 5,339,643</u>
Less: Contingency Reserve	\$ -	\$ 2,438,000	\$ -	\$ 2,438,000
<b>CAPITAL IMPROVEMENT PROJECTS</b>	<u>\$ 2,185,074</u>	<u>\$ -</u>	<u>\$ 50,000</u>	<u>\$ 2,235,074</u>
<b>ESTIMATED FUND BALANCE AT JUNE 30, 2016</b>	<u>\$ 28,919,691</u>	<u>\$ 1,464,468</u>	<u>\$ 178,779</u>	<u>\$ 30,562,938</u>

**City of Concord**  
**Operating Budgets**  
**For the General Fund and the Enterprise Funds**  
**For the Year Ending June 30, 2017**

	<u>General Fund</u>	<u>Sewer Operations</u>	<u>Golf Course</u>	<u>Total</u>
<b>ESTIMATED FUND BALANCE AS OF JUNE 30, 2016</b>	\$ 28,919,700	\$ 840,779	\$ 135,890	\$ 29,896,369
<b>REVENUES</b>				
Taxes	\$ 69,163,809	\$ -	\$ -	\$ 69,163,809
Measure Q Sales Taxes	7,500,000	-	-	7,500,000
Licenses & Permits	\$1,701,300	-	-	1,701,300
Fines & Forfeitures	775,000	-	-	775,000
Use of Money & Property	584,175	123,503	1,219	708,897
Intergovernmental	242,000	-	-	242,000
Service Charges	8,531,891	30,740,006	1,388,000	40,659,897
Other	<u>7,500</u>	<u>-</u>	<u>86,972</u>	<u>94,472</u>
Total Revenues	<u>\$ 88,505,675</u>	<u>\$ 30,863,509</u>	<u>\$ 1,476,191</u>	<u>\$ 120,845,375</u>
<b>EXPENDITURES</b>				
Salaries & Benefits	\$ 63,214,457	\$ 1,850,211	\$ 72,785	\$ 65,137,453
Operating Expenditures	11,356,109	23,067,305	1,073,402	35,496,816
Internal Service Charges	<u>13,147,962</u>	<u>415,266</u>	<u>5,857</u>	<u>13,569,085</u>
Total Expenditures	<u>\$ 87,718,528</u>	<u>\$ 25,332,782</u>	<u>\$ 1,152,044</u>	<u>\$ 114,203,354</u>
<b>OTHER FINANCING SOURCES &amp; (USES)</b>				
Transfers In (Inter & Intra)	\$ -	\$ 141,383	\$ -	\$ 141,383
Transfers Out (Inter & Intra)	(597,129)	-	-	(597,129)
Lease/Bond Payment	<u>-</u>	<u>(1,583,971)</u>	<u>(221,375)</u>	<u>(1,805,346)</u>
Total Other Financing Sources and Uses	<u>\$ (597,129)</u>	<u>\$ (1,442,588)</u>	<u>\$ (221,375)</u>	<u>\$ (2,261,092)</u>
Revenues and Other Financing Sources Over (Under) Expenditures	<u>\$ 190,018</u>	<u>\$ 4,088,139</u>	<u>\$ 102,772</u>	<u>\$ 4,380,929</u>
Less: Contingency Reserve	\$ -	\$ 2,636,000	\$ -	\$ 2,636,000
<b>CAPITAL IMPROVEMENT PROJECTS</b>	<u>\$ 200,000</u>	<u>\$ -</u>	<u>\$ 50,000</u>	<u>\$ 250,000</u>
<b>ESTIMATED FUND BALANCE AT JUNE 30, 2017</b>	<u>\$ 28,909,718</u>	<u>\$ 2,292,918</u>	<u>\$ 188,662</u>	<u>\$ 31,391,298</u>

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City Attorney

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## CITY ATTORNEY'S OFFICE

Director: Mark Coon

*Department Summary*

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The **City Attorney's Office** provides services through the following programs:

- City Attorney Administration - 1700

### **Major Accomplishments in FY 2014-15**

- ✓ Worked the District Attorney's Office in establishing protocol for criminal prosecution of egregious or habitual violators of hazardous waste discharge requirements.
- ✓ Collaborated with the Finance Department and the Purchasing Division in following best practices; establishing refinements to purchasing policy, increasing efficiency and enhancing legal protections to City.
- ✓ Assisted the Purchasing Division by providing advice regarding the development of protocols for the authorization of contracts which do not require Council approval.
- ✓ Revised the existing Storm Water Maintenance Agreement to reflect recent statutory changes and create standard conditions of approval for permits issued by Engineering Division.
- ✓ Drafted a policy and procedure to address DUI and other Driving- Related Offenses Affecting Employee's Ability to Drive.
- ✓ Drafted a policy which ensures consistency between City's vacation cash-out and compensation time payment procedures and IRS Regulations.

### **Initiatives for FY 2015-16 & FY 2016-17**

- Actively pursue cost-effective resolution of pending priority litigation matters and continue to process and resolve claims and litigation arising under City's liability defense program.
- Prosecute general code enforcement and drug house abatement actions as needed.
- Provide legal advice and assistance relating to Concord Naval Weapons Station Reuse Project.
- Work with PG&E during the course of their Pipeline Pathways project to ensure that PG&E and its contractors comply with the City's Protected Trees Ordinance, that they obtain all City-mandated permits, and that PG&E provides mitigation measures and adequate compensation for any City owned trees that are removed.

### **Significant Changes for FY 2015-16 & FY 2016-17**

- For the FY 2015-16 Budget, the City of Concord implemented a new Cost Allocation Plan, which resulted in the redistribution of Internal Service Charges from the non-departmental program to other programs throughout the City. Consequently, individual department and programs may have a significant increase in their Internal Service Charge budget from FY 2015-14 to FY 2015-16. These are primarily offset by reductions in the non-departmental program.

**CITY ATTORNEY'S OFFICE**

*Department Summary*

**The City Attorney's Office is funded from the following sources:**

<b>SOURCES</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
100 - General Fund				
Other Revenues	82			
General Sources	1,170,824	1,252,560	1,341,166	1,388,894
<b>TOTAL SOURCES</b>	<b>1,170,906</b>	<b>1,252,560</b>	<b>1,341,166</b>	<b>1,388,894</b>

**These funds are budgeted to the following programs:**

<b>EXPENDITURES [By Program]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
1700 - City Attorney Administration	1,170,906	1,252,560	1,341,166	1,388,894
<b>TOTAL EXPENDITURES</b>	<b>1,170,906</b>	<b>1,252,560</b>	<b>1,341,166</b>	<b>1,388,894</b>

**These funds are distributed to the following expenditure categories:**

<b>EXPENDITURES [By Category]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Salaries & Benefits	945,355	925,870	964,226	1,009,523
Operating Expenses	208,413	311,899	289,700	289,700
Internal Service Charges	17,138	14,791	87,240	89,671
<b>TOTAL EXPENDITURES</b>	<b>1,170,906</b>	<b>1,252,560</b>	<b>1,341,166</b>	<b>1,388,894</b>

**The City Attorney's Office has the following authorized positions by program:**

<b>FULL-TIME FTEs [By Program]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
1700 - City Attorney Administration	4.00	4.00	4.00
<b>FULL-TIME FTEs</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>TOTAL DEPARTMENTAL FTEs</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

CITY ATTORNEY'S OFFICE  
**City Attorney Administration - 1700**

Manager: Mark Coon

*Program Summary*

**Program Outcome Statement**

To protect the City of Concord from liability arising out of its activities by effectively and efficiently managing various complex legal issues. In addition, to provide legal advice and assistance supporting City programs and projects.

**The City Attorney Administration Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 - General Fund				
Other Revenues	82			
General Sources	1,170,824	1,252,560	1,341,166	1,388,894
<b>TOTAL SOURCES</b>	<b>1,170,906</b>	<b>1,252,560</b>	<b>1,341,166</b>	<b>1,388,894</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	945,355	925,870	964,226	1,009,523
Operating Expenses	208,413	311,899	289,700	289,700
Internal Service Charges	17,138	14,791	87,240	89,671
<b>TOTAL EXPENDITURES</b>	<b>1,170,906</b>	<b>1,252,560</b>	<b>1,341,166</b>	<b>1,388,894</b>

**The City Attorney Administration Program has the following authorized positions:**

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Assistant City Attorney	1.00	1.00	1.00
City Attorney	1.00	1.00	1.00
Paralegal	1.00	-	-
Senior Assistant City Attorney	1.00	1.00	1.00
Executive Legal Secretary	-	1.00	1.00
<b>FULL-TIME FTEs</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>TOTAL PROGRAM FTEs</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

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## Community Development

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## COMMUNITY AND ECONOMIC DEVELOPMENT

Director: Victoria Walker

*Department Summary*

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The **Community and Economic Development Department** provides services through the following programs:

- Transportation Planning & Administration - 5310
- Traffic Operations - 5330
- Storm Water Administration - 5400
- Engineering Administration - 6100
- Engineering Current Development - 6200
- Capital Improvement Program - 6300
- CIP/TIP Engineering Support - 6900
- Community & Economic Development Administration - 8100
- Successor Agency Admin - 8150
- Planning - 8200
- Economic Development - 8310
- Downtown Events - 8320
- Building - 8600
- Multi-Family Housing Inspection Program - 8710
- Community Services - 8800
- Concord/Pleasant Hill Health Care Dist. - 8850
- Housing - 8900

### **Major Accomplishments in FY 2014-15**

- ✓ Facilitated the attraction of many new businesses to Concord including: Eureka!, Ike's, Ulta, Rick's Ice Cream to the Willows; Buffalo Wild Wings to the former Marie Calendar's and Habit Burger to the former Tachi/Peppermill location
- ✓ Facilitated the production of the Concord Junior Giants World Series Trophy Tour Stop at Todos Santos Plaza attracting more than 1,500 fans to downtown Concord.
- ✓ Produced and held the first East Bay Biomedical Meet-up Event in Contra Costa County at John Muir Medical Center Concord Campus.
- ✓ Facilitated the Monument Business Network's first annual "A Taste of Monument" on Erickson Street off of Monument Boulevard. The event showcased the wide diversity of merchants in the Monument community and attracted new visitors in to the area.
- ✓ Established the Property Assessed Clean Energy (PACE) program in Concord allowing commercial and residential property owners to access an alternative financing program for energy efficient improvements and upgrades.
- ✓ Placed 12 grant and loans through the City's Housing Rehabilitation Loan & Grant program totaling approximately \$221,000 to income qualified residential property owners to address life safety and accessibility issues.
- ✓ Secured grant funding to install the City's first public Electric Vehicle Charging Station at Todos Santos Parking Garage fortifying the City's commitment to sustainability and energy efficiency.

## COMMUNITY AND ECONOMIC DEVELOPMENT

*Department Summary*

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- ✓ Completed the construction of Americans with Disabilities (ADA) improvement projects at several City Parks and other locations including Baldwin Park, Concord Community Park and the Boatwright Sports Complex, as well as multiple intersections along Port Chicago Highway.
- ✓ Installed state-of-the-art Rectangular Rapid Flashing Beacons (RRFBs) equipped with push buttons and amber LEDs at the Contra Costa Canal Trail crossings on Concord Boulevard and on Cowell Road to increase driver yielding behavior and trail user safety.
- ✓ Secured a significant new source of revenue (Measure J 28a) for local street maintenance and improvements to supplement the 18% return-to-source funds. The City will receive an estimated \$8 million in Measure J 28a funds over the next twenty years, including \$891,427 that was paid to the City in November 2014, followed by an average \$355,000 per year through 2034.
- ✓ Worked closely with MTC, CCTA and County Connection and secured full funding for the Monument Neighborhood Shuttle for a total of \$471,841 in Regional Measure J funds to replace lapsed federal funds previously obtained for this project.
- ✓ Completed the construction of infrastructure improvement projects including the annual pavement maintenance program which repaired approximately 2,000,000 square feet of asphalt pavement on forty-seven City streets, as well as the installation of a new traffic signal at the busy intersection of Arnold Industrial Hwy and State Highway 4 On/Off ramps.
- ✓ Completed pavement preventive maintenance improvements on approximately 2,000,000 square feet of asphalt pavement on forty-seven City streets that suffered from poor ride quality, pot holes, rutting and inappropriate surface friction. Additionally, striping improvements were implemented on intersection approaches along the Kirker Pass/Ygnacio Valley Road corridor where traffic lines were due for replacement.”
- ✓ Completed the Willow Pass trunk sewer upgrade project and the Clayton / Scheonone intersection improvements. Awarded construction contract for the Clayton/Treat intersection improvement project.
- ✓ Completed the Concord Downtown Specific Plan (DSP) and associated environmental review for the Downtown BART Priority Development Area, achieving Council adoption in June 2014.
- ✓ Prepared and achieved City Council adoption of the State-mandated 2015-2022 Housing Element of the General Plan. The Housing Element was certified by the State Housing and Community Development Department (HCD) in January 2015.
- ✓ Secured \$550,000 in regional grant funds for long range planning projects, including \$250,000 from the Metropolitan Transportation Commission (MTC) toward the Bicycle and Pedestrian Master Plan, and \$250,000 from the Contra Costa Transit Authority for the Downtown Corridor Plan, as well as \$50,000 for Salvio Streetscape Project design phase from MTC.
- ✓ Initiated the Bicycle and Pedestrian and Safe Routes to Transit Master Plan development process, including significant outreach to the community.
- ✓ Managed over 477 land use applications through permitting and entitlement processes, and/or condition compliance during construction and on pace to average 40 new applications per month in 2015.
- ✓ Issued 400 business licenses and 154 home based business permits.
- ✓ Completed Development Code amendments correcting or revising use regulations, including, micro-breweries/micro-distilleries, mobile food truck group sites, banning roosters, temporary signage, zoning for transitional housing, video games and smoking prohibitions.

## COMMUNITY AND ECONOMIC DEVELOPMENT

*Department Summary*

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- ✓ Managed the City's franchise agreement with Concord Disposal Service and began management and implementation of the City's Climate Action Plan.

### **Initiatives for FY 2015-16 & FY 2016-17**

- Finalize the Local California Environmental Quality Act (CEQA) Guidelines.
- Coordinate with the LRA for the CNWS Reuse Plan development through the Specific Plan process.
- Prepare a Corridor Study to implement the Downtown Specific Plan.
- Market the former Redevelopment Agency properties to maximize the development opportunity for each of the four vacant sites in a manner consistent with City goals, Downtown Specific Plan Strategy and General Plan.
- Refine the City's procedures for reviewing Design and Site Development permits.
- Update and gain adoption of the Subdivision Ordinance.
- Manage to adoption the Bicycle, Pedestrian and Safe Routes to Transit Master Plan.
- Market the Concord Reuse Project to attract large anchor tenants in partnership with the Master Developer.
- Work in collaboration with the US Coast Guard to facilitate the sales and transfer of the 58-acre site to the City and prepare a Specific Plan for development.
- Develop Phase 2 of a Traffic Sign System Master Plan.
- Design and begin development of significant Roadway improvements from funding achieved through Measure Q.
- Implement Traffic Signal System master Plan.
- Create a revised Inspection/Building Code Enforcement Program for Affordable Multi-Family Housing Units.
- Initiate the Monument Neighborhood Shuttle program in partnership with Monument Impact.
- Facilitate State Route 4 Operational Improvements.
- Continue to design and implement Development Review process technologies and related improvements.
- Study methods to improve and meet new and existing Storm Water/Clean Water Program requirements.

### **Significant Changes for FY 2015-16 & FY 2016-17**

- For the FY 2015-16 Budget, the City of Concord implemented a new Cost Allocation Plan, which resulted in the redistribution of Internal Service Charges from the non-departmental program to other programs throughout the City. Consequently, individual department and programs may have a significant increase in their Internal Service Charge budget from FY 2015-14 to FY 2015-16. These are primarily offset by reductions in the non-departmental program.

## COMMUNITY AND ECONOMIC DEVELOPMENT

*Department Summary*

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- Incorporated seamlessly the CDBG Program, Concord/Pleasant Hill Health Care District and associated Program Manager into the Community and Economic Development Department to ensure funds are allocated to meet the priority needs of the community, respective Boards and HUD.
- Surge the Economic Development Program by adding additional staff and funding resources to significantly increase business attraction and expansion opportunities and related economic development programs.
- Proposed addition of one, new, full-time Economic Development Manager position and one, new, full-time Administrative Secretary position.

**COMMUNITY AND ECONOMIC DEVELOPMENT**

*Department Summary*

**The Finance Department is funded from the following sources:**

<b>SOURCES</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
100 - General Fund				
Charges for Services	4,060,236	4,246,313	4,184,738	4,204,738
Other Revenues	58,176	5,000	7,000	7,000
General Sources	1,748,800	1,881,026	3,178,698	3,432,482
<b>SUB-TOTAL</b>	<b>5,867,212</b>	<b>6,132,339</b>	<b>7,370,436</b>	<b>7,644,220</b>
125 - Measure Q Fund				
General Sources	-	-	250,000	250,000
<b>SUB-TOTAL</b>	<b>-</b>	<b>-</b>	<b>250,000</b>	<b>250,000</b>
245 - Concord Housing Admin				
Charges for Services	225	-	-	-
Other Revenues	2,159,637	140,000	10,998	10,998
Transfers In	-	119,478	119,478	119,478
General Sources	(1,994,284)	(122,860)	76,524	21,524
<b>SUB-TOTAL</b>	<b>165,578</b>	<b>136,618</b>	<b>207,000</b>	<b>152,000</b>
260 - State Gas Tax				
General Sources	12,523	12,523	12,523	12,523
<b>SUB-TOTAL</b>	<b>12,523</b>	<b>12,523</b>	<b>12,523</b>	<b>12,523</b>
270 - Storm Water Management				
Charges for Services	0	0	35,000	35,000
Other Revenues	33,117	30,000	26,993	26,993
Property Taxes	2,038,440	1,983,000	2,000,000	2,000,000
General Sources	(845,716)	(681,626)	(326,339)	(222,814)
<b>SUB-TOTAL</b>	<b>1,225,841</b>	<b>1,331,374</b>	<b>1,735,654</b>	<b>1,839,178</b>
280 - Traffic Systems Management				
General Sources	51,200	49,529	49,529	49,529
<b>Sub-Total:</b>	<b>51,200</b>	<b>49,529</b>	<b>49,529</b>	<b>49,529</b>
460 - Childcare				
Other Revenues	88,084	43,000	41,094	41,094
General Sources	(61,692)	(3,000)	(1,094)	(1,094)
<b>Sub-Total:</b>	<b>26,393</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>
475 - Measure J Local				

**COMMUNITY AND ECONOMIC DEVELOPMENT**

*Department Summary*

General Sources	89,957	154,263	154,263	154,263
<b>Sub-Total:</b>	<b>89,957</b>	<b>154,263</b>	<b>154,263</b>	<b>154,263</b>
500 - RDA Successor Agency				
Other Revenues	47,849	0	0	0
Transfers In	2,447,205	0	794,195	796,000
General Sources	(1,343,770)	1,279,750	7,355	14,779
<b>Sub-Total:</b>	<b>1,151,284</b>	<b>1,279,750</b>	<b>801,550</b>	<b>810,779</b>
530 - Concord/Pleasant Hill Health Care Dist.				
Other Revenues	4,777	25,200	25,522	25,522
Property Taxes	222,791	262,650	300,000	300,000
General Sources	44,584	23,512	(26,386)	(61,736)
<b>Sub-Total:</b>	<b>272,152</b>	<b>311,362</b>	<b>299,136</b>	<b>263,787</b>
710 - Sewer Operating				
General Sources	11,807,909	14,548,893	19,398,359	21,274,755
<b>Sub-Total:</b>	<b>11,807,909</b>	<b>14,548,893</b>	<b>19,398,359</b>	<b>21,274,755</b>
<b>TOTAL SOURCES</b>	<b>21,991,926</b>	<b>24,848,038</b>	<b>31,661,341</b>	<b>33,560,786</b>

These funds are budgeted to the following programs:

EXPENDITURES [By Program]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
5220 - CCCSD	11,807,909	14,548,893	19,398,359	21,274,755
5310 - Transportation Planning & Administration	560,012	638,082	663,232	673,959
5330 - Traffic Operations	119,701	110,190	128,516	131,953
5400 - Storm Water Administration	1,225,841	1,331,374	1,735,654	1,839,178
6100 - Engineering Administration	216,292	198,750	169,323	174,564
6200 - Engineering Current Development	485,429	544,363	715,656	747,493
6300 - Capital Improvement Program	321,811	261,996	294,734	307,394
6400 - Construction	0	0	23,898	24,310
6900 - CIP/TIP Engineering Support	(111,516)	(95,882)	(63,413)	(66,559)
8100 - Community & Economic Development Administration	611,816	631,103	1,256,262	1,291,809
8150 - Successor Agency Admin	291,274	308,658	257,355	264,779
8200 - Planning	1,109,151	1,139,492	1,322,201	1,376,367
8300 - RDA	1,012,519	971,092	546,445	548,250

**COMMUNITY AND ECONOMIC DEVELOPMENT**

*Department Summary*

8310 - Economic Development	304,507	515,953	937,695	962,709
8320 - Downtown Events	10,182	0	277,476	283,558
8600 - Building	1,828,010	2,097,105	1,850,999	1,941,535
8710 - Multi-Family Housing Inspection Program	417,196	387,331	247,731	248,721
8800 - Community Services	601,616	934,368	1,576,946	1,264,665
8850 - Concord/Pleasant Hill Health Care Dist.	68,152	10,529	42,136	43,787
8900 - Housing	206,342	298,750	280,135	227,560
<b>TOTAL EXPENDITURES</b>	<b>21,086,245</b>	<b>24,832,146</b>	<b>31,661,341</b>	<b>33,560,786</b>

**These funds are distributed to the following expenditure categories:**

<b>EXPENDITURES [By Category]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Salaries & Benefits	4,759,033	5,136,150	5,851,512	6,124,608
Operating Expenses	15,530,928	18,422,970	24,259,956	25,857,972
Internal Service Charges	510,407	493,813	1,339,648	1,373,481
Other Financing Uses	285,877	779,213	210,225	204,725
<b>TOTAL EXPENDITURES</b>	<b>21,086,245</b>	<b>24,832,146</b>	<b>31,661,341</b>	<b>33,560,786</b>

**The Finance Department has the following authorized positions by program:**

<b>FULL-TIME FTEs [By Program]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
5310 - Transportation Planning & Administration	1.50	1.50	1.50
5330 - Traffic Operations	0.50	0.50	0.50
5400 - Storm Water Administration	1.40	1.90	1.90
6100 - Engineering Administration	1.00	0.90	0.90
6200 - Engineering Current Development	3.60	4.20	4.20
6300 - Capital Improvement Program	1.15	1.25	1.25

**COMMUNITY AND ECONOMIC DEVELOPMENT**

*Department Summary*

6900 - CIP/TIP Engineering Support	0.95	1.25	1.25
8100 - Community & Economic Development Administration	1.30	1.30	1.30
8150 - Successor Agency Admin	1.20	1.20	1.20
8200 - Planning	6.50	6.50	6.50
8310 - Economic Development	2.05	2.05	2.05
8320 - Downtown Events	-	1.00	1.00
8600 - Building	9.90	9.75	9.75
8710 - Multi-Family Housing Inspection Program	1.10	1.25	1.25
8800 - Community Services	1.00	0.90	0.90
8850 - Concord/Pleasant Hill Health Care Dist.	-	0.10	0.10
8900 - Housing	0.25	0.25	0.25
<b>FULL-TIME FTEs</b>	<b>33.40</b>	<b>35.80</b>	<b>35.80</b>

<b>PART-TIME AND OVER-TIME FTEs [By Program]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
6100-Engineering Administration	0.01	0.01	0.01
6200-Eng. Current Development	0.02	0.02	0.02
6900-CIP/TIP Engineering Support	0.96	0.97	0.96
8100-CED Administration	0.02	0.02	0.02
8200-Planning	0.09	0.09	0.09
8600-Building	0.01	0.01	0.01
8800-Community Services	0.29	0.29	0.29
8850-MDHCD Administration	1.19	0.19	0.19
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>2.61</b>	<b>1.62</b>	<b>1.60</b>

<b>TOTAL DEPARTMENTAL FTEs</b>	<b>36.01</b>	<b>37.42</b>	<b>37.40</b>
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COMMUNITY AND ECONOMIC DEVELOPMENT

**Building - 8600**

Manager: Robert Woods

Program Summary

**Program Outcome Statement**

To ensure that buildings are constructed and maintained in accordance with adopted codes, standards, and policies.

The Building Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 - General Fund				
Charges for Services	2,388,022	2,504,738	2,516,238	2,516,238
Other Revenues	51,068	0	0	0
General Sources	(611,080)	(407,633)	(665,239)	(574,703)
<b>SUB-TOTAL:</b>	<b>1,828,010</b>	<b>2,097,105</b>	<b>1,850,999</b>	<b>1,941,535</b>
<b>TOTAL SOURCES</b>	<b>1,828,010</b>	<b>2,097,105</b>	<b>1,850,999</b>	<b>1,941,535</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	846,826	1,310,075	1,324,123	1,395,403
Operating Expenses	895,704	691,645	398,680	415,480
Internal Service Charges	85,480	95,385	128,196	130,651
<b>TOTAL EXPENDITURES</b>	<b>1,828,010</b>	<b>2,097,105</b>	<b>1,850,999</b>	<b>1,941,535</b>

The Building Program has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Building Inspection Supervisor	1.00	1.00	1.00
Building Inspector	3.00	3.00	3.00
Building Plans Engineer	1.00	-	-
Chief Building Official	0.90	0.90	0.90
Permit Center Technician I	1.00	1.00	1.00
Permit Center Technician III	3.00	2.85	2.85

COMMUNITY AND ECONOMIC DEVELOPMENT

**Building – 8600**

*Program Summary*

Plan Check Engineer	-	1.00	1.00
<b>FULL-TIME FTEs</b>	<b>9.90</b>	<b>9.75</b>	<b>9.75</b>
<b>PART-TIME AND OVER-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Building Inspector	0.01	0.01	0.01
Permit Center Technician III	0.01	0.01	0.01
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.02</b>	<b>0.02</b>	<b>0.02</b>
<b>TOTAL PROGRAM FTEs</b>	<b>9.92</b>	<b>9.77</b>	<b>9.77</b>

COMMUNITY AND ECONOMIC DEVELOPMENT

**Capital Improvement Program - 6300**

Manager: Robert Ovadia

*Program Summary*

**Program Outcome Statement**

To ensure that Capital projects are designed and constructed in conformance with applicable standards, codes and policies, on time and under budget.

The Capital Improvement Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 - General Fund				
General Sources	321,811	261,996	294,734	307,394
<b>SUB-TOTAL:</b>	<b>321,811</b>	<b>261,996</b>	<b>294,734</b>	<b>307,394</b>
<b>TOTAL SOURCES</b>	<b>321,811</b>	<b>261,996</b>	<b>294,734</b>	<b>307,394</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	271,782	205,320	228,022	238,837
Operating Expenses	20,490	25,800	31,000	32,000
Internal Service Charges	29,539	30,876	35,712	36,557
<b>TOTAL EXPENDITURES</b>	<b>321,811</b>	<b>261,996</b>	<b>294,734</b>	<b>307,394</b>

The Capital Improvement Program has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Public Works Engineer III	0.50	-	-
Senior Civil Engineer	0.65	0.50	0.50
Associate Civil Engineer	-	0.75	0.75
<b>FULL-TIME FTEs</b>	<b>1.15</b>	<b>1.25</b>	<b>1.25</b>
<b>TOTAL PROGRAM FTEs</b>	<b>1.15</b>	<b>1.25</b>	<b>1.25</b>

# COMMUNITY AND ECONOMIC DEVELOPMENT

## CCCSD - 5220

Manager: Robert Ovadia

Program Summary

### Program Outcome Statement

Manage yearly payments to Central Contra Costa Sanitary District for treatment Capital Improvement and plan operations and maintenance to ensure Concord ratepayers pay the appropriate amount of expense.

The CCCSD Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
710 - Sewer Operating				
General Sources	11,807,909	14,548,893	19,398,359	21,274,755
<b>SUB-TOTAL</b>	<b>11,807,909</b>	<b>14,548,893</b>	<b>19,398,359</b>	<b>21,274,755</b>
<b>TOTAL SOURCES</b>	<b>11,807,909</b>	<b>14,548,893</b>	<b>19,398,359</b>	<b>21,274,755</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Operating Expenses	11,807,909	14,548,893	19,398,359	21,274,755
<b>TOTAL EXPENDITURES</b>	<b>11,807,909</b>	<b>14,548,893</b>	<b>19,398,359</b>	<b>21,274,755</b>

COMMUNITY AND ECONOMIC DEVELOPMENT

**Administration - 8100**

Manager: Victoria Walker

*Program Summary*

**Program Outcome Statement**

To organize, direct, and coordinate the efficient delivery of Planning, Economic Development, Redevelopment, and Housing services.

The Administration Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 - General Fund				
General Sources	611,816	631,103	1,256,262	1,291,809
<b>SUB-TOTAL:</b>	<b>611,816</b>	<b>631,103</b>	<b>1,256,262</b>	<b>1,291,809</b>
<b>TOTAL SOURCES</b>	<b>611,816</b>	<b>631,103</b>	<b>1,256,262</b>	<b>1,291,809</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	276,709	248,674	264,037	273,653
Operating Expenses	95,513	170,602	93,900	93,900
Internal Service Charges	239,594	211,827	898,324	924,256
<b>TOTAL EXPENDITURES</b>	<b>611,816</b>	<b>631,103</b>	<b>1,256,262</b>	<b>1,291,809</b>

The Administration Program has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Administrative Secretary	0.50	0.50	0.50
Dir. Planning & Economic Dev.	0.80	-	-
Dir. of Community/Econ Dev Svc	-	0.80	0.80
<b>FULL-TIME FTEs</b>	<b>1.30</b>	<b>1.30</b>	<b>1.30</b>

COMMUNITY AND ECONOMIC DEVELOPMENT

**Administration – 8100**

*Program Summary*

PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Administrative Assistant	0.02	0.02	0.02
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.02</b>	<b>0.02</b>	<b>0.02</b>
<b>TOTAL PROGRAM FTEs</b>	<b>1.32</b>	<b>1.32</b>	<b>1.32</b>

COMMUNITY AND ECONOMIC DEVELOPMENT

**CIP/TIP Engineering Support - 6900**

Manager: Robert Ovadia

*Program Summary*

**Program Outcome Statement**

Engineering based technical and administrative support of the CIP/TIP program.

**The CIP/TIP Engineering Support Program is funded from the following sources:**

<b>SOURCES</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
100 - General Fund				
General Sources	(111,516)	(95,882)	(63,413)	(66,559)
<b>SUB-TOTAL:</b>	<b>(111,516)</b>	<b>(95,882)</b>	<b>(63,413)</b>	<b>(66,559)</b>
<b>TOTAL SOURCES</b>	<b>(111,516)</b>	<b>(95,882)</b>	<b>(63,413)</b>	<b>(66,559)</b>

**These funds are distributed to the following expenditure categories:**

<b>EXPENDITURES [By Category]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Salaries & Benefits	170,630	152,254	179,104	180,801
Operating Expenses	3,341	1,000	1,000	1,000
Internal Service Charges	811	864	6,483	6,639
Other Financing Uses	(286,298)	(250,000)	(250,000)	(255,000)
<b>TOTAL EXPENDITURES</b>	<b>(111,516)</b>	<b>(95,882)</b>	<b>(63,413)</b>	<b>(66,559)</b>

**The CIP/TIP Engineering Support Program has the following authorized positions:**

<b>FULL-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Administrative Clerk II	0.35	0.50	0.50
Administrative Secretary	-	0.25	0.25
Confidential Secretary	0.60	0.50	0.50
<b>FULL-TIME FTEs</b>	<b>0.95</b>	<b>1.25</b>	<b>1.25</b>

COMMUNITY AND ECONOMIC DEVELOPMENT

**CIP/TIP Engineering Support - 6900**

*Program Summary*

<b>PART-TIME AND OVER-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Ltd Ser-Admin Support	0.48	0.49	0.48
Ltd Ser-Technician	0.48	0.49	0.48
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.96</b>	<b>0.97</b>	<b>0.96</b>
<b>TOTAL PROGRAM FTEs</b>	<b>1.91</b>	<b>2.22</b>	<b>2.21</b>

COMMUNITY AND ECONOMIC DEVELOPMENT

**Community Services Program - 8800**

Manager: Brenda Kain

Program Summary

**Program Outcome Statement**

To provide community services assistance to low-and-moderate income Concord residents, provide program funding to aid in the prevention of slums and blight, and address urgent community needs such as disaster relief through the administration of the City of Concord's Community Development Block Grant (CDBG) and General Fund Grant Programs.

**The Community Services Inspection Program is funded from the following sources:**

<b>SOURCES</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
<b>252 - Housing Conservation</b>				
Other Revenues	0	0	312,038	289,046
General Sources	74,506	270,547	(4,609)	(3,279)
<b>SUB-TOTAL:</b>	<b>74,506</b>	<b>270,547</b>	<b>307,429</b>	<b>285,767</b>
<b>254 - Comm. Develop. Block Grant</b>				
Other Revenues	741,777	871,573	583,346	605,838
General Sources	(445,059)	(548,585)	389,171	113,061
<b>SUB-TOTAL:</b>	<b>296,717</b>	<b>322,988</b>	<b>972,517</b>	<b>718,899</b>
<b>460 - Childcare</b>				
Other Revenues	88,084	43,000	41,094	41,094
General Sources	(61,692)	(3,000)	(1,094)	(1,094)
<b>SUB-TOTAL:</b>	<b>26,393</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>
<b>530 - Concord/Pleasant Hill Health Care Dist.</b>				
Other Revenues	4,777	25,200	25,522	25,522
Property Taxes	222,791	262,650	250,000	250,000
General Sources	(23,568)	12,983	(18,522)	(55,522)
<b>SUB-TOTAL:</b>	<b>204,000</b>	<b>300,833</b>	<b>257,000</b>	<b>220,000</b>
<b>TOTAL SOURCES</b>	<b>601,616</b>	<b>934,368</b>	<b>1,576,946</b>	<b>1,264,665</b>

**These funds are distributed to the following expenditure categories:**

<b>EXPENDITURES [By Category]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Salaries & Benefits	142,316	184,943	158,615	170,334
Operating Expenses	458,682	748,602	1,416,508	1,093,008
Internal Service Charges	618	823	823	823

COMMUNITY AND ECONOMIC DEVELOPMENT

**Community Services Program – 8800**

*Program Summary*

Other Financing Uses	0	0	1,000	500
<b>TOTAL EXPENDITURES</b>	<b>601,616</b>	<b>934,368</b>	<b>1,576,946</b>	<b>1,264,665</b>

The Community Services Inspection Program has the following authorized positions:

<b>FULL-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Recreation Program Manager	1.00	-	-
Program Manager	-	0.90	0.90
<b>FULL-TIME FTEs</b>	<b>1.00</b>	<b>0.90</b>	<b>0.90</b>

<b>PART-TIME AND OVER-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Ltd Ser-Admin Support	0.29	0.29	0.29
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.29</b>	<b>0.29</b>	<b>0.29</b>

<b>TOTAL PROGRAM FTEs</b>	<b>1.29</b>	<b>1.19</b>	<b>1.19</b>
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COMMUNITY AND ECONOMIC DEVELOPMENT

**Construction Program - 6400**

Manager: Robert Ovadia

*Program Summary*

**Program Outcome Statement**

To ensure that Capital projects are designed and constructed in conformance with applicable standards, codes and policies, on time and under budget.

The Construction Program is funded from the following sources:

<b>SOURCES</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
100 - General Fund				
General Sources	0	0	23,898	24,310
<b>SUB-TOTAL:</b>	<b>0</b>	<b>0</b>	<b>23,898</b>	<b>24,310</b>
<b>TOTAL SOURCES</b>	<b>0</b>	<b>0</b>	<b>23,898</b>	<b>24,310</b>

These funds are distributed to the following expenditure categories:

<b>EXPENDITURES [By Category]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Internal Service Charges	0	0	23,898	24,310
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>0</b>	<b>23,898</b>	<b>24,310</b>

COMMUNITY AND ECONOMIC DEVELOPMENT  
**Concord/Pleasant Hill Health Care District - 8850**

Manager: Brenda Kain

*Program Summary*

**Program Outcome Statement**

To provide administration and funding through a grant application process to community organizations for needed health programs that serve residents in the Mt. Diablo Health Care District.

**The Concord/Pleasant Hill Health Care District Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
530 - Concord/Pleasant Hill Health Care Dist.				
Property Taxes	0	0	50,000	50,000
General Sources	68,152	10,529	(7,864)	(6,213)
<b>SUB-TOTAL:</b>	<b>68,152</b>	<b>10,529</b>	<b>42,136</b>	<b>43,787</b>
<b>TOTAL SOURCES</b>	<b>68,152</b>	<b>10,529</b>	<b>42,136</b>	<b>43,787</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	52,936	10,529	24,636	26,287
Operating Expenses	15,062	0	17,500	17,500
Internal Service Charges	154	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>68,152</b>	<b>10,529</b>	<b>42,136</b>	<b>43,787</b>

**The Concord/Pleasant Hill Health Care District Program has the following authorized positions:**

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Program Manager	-	0.10	0.10
<b>FULL-TIME FTEs</b>	<b>0.00</b>	<b>0.10</b>	<b>0.10</b>

PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Ltd Ser-Admin Support	1.19	0.19	0.19
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>1.19</b>	<b>0.19</b>	<b>0.19</b>

COMMUNITY AND ECONOMIC DEVELOPMENT  
**Concord/Pleasant Hill Health Care District – 8850**

*Program Summary*

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<b>TOTAL PROGRAM FTEs</b>	<b>1.19</b>	<b>0.29</b>	<b>0.29</b>
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COMMUNITY AND ECONOMIC DEVELOPMENT

**Downtown Events - 8320**

Manager: Florence Weiss

*Program Summary*

**Program Outcome Statement**

Promote the downtown as the social, cultural, and entertainment center of the community.

**The Downtown Events Program is funded from the following sources:**

<b>SOURCES</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
100 - General Fund				
Other Revenues	250	0	0	0
General Sources	9,341	0	277,476	283,558
<b>SUB-TOTAL:</b>	<b>9,591</b>	<b>0</b>	<b>277,476</b>	<b>283,558</b>
500 - RDA Successor Agency				
General Sources	591	0	0	0
<b>SUB-TOTAL:</b>	<b>591</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL SOURCES</b>	<b>10,182</b>	<b>0</b>	<b>277,476</b>	<b>283,558</b>

**These funds are distributed to the following expenditure categories:**

<b>EXPENDITURES [By Category]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Salaries & Benefits	7,665	0	186,276	192,358
Operating Expenses	2,518	0	91,200	91,200
<b>TOTAL EXPENDITURES</b>	<b>10,182</b>	<b>0</b>	<b>277,476</b>	<b>283,558</b>

**The Downtown Events Program has the following authorized positions:**

<b>FULL-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Program Manager	-	1.00	1.00
<b>FULL-TIME FTEs</b>	<b>0</b>	<b>1.00</b>	<b>1.00</b>
<b>TOTAL PROGRAM FTEs</b>	<b>0</b>	<b>1.00</b>	<b>1.00</b>

COMMUNITY AND ECONOMIC DEVELOPMENT

**Economic Development - 8310**

Manager: John Montag

Program Summary

**Program Outcome Statement**

Implement Concord's Economic Vitality Strategy by coordinating activities that encourage a healthy, stable business environment and a strong City revenue base. Coordinate economic development services and activities at a level that promotes business activity in the City and its downtown and retains and creates jobs and revenue.

**The Economic Development Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 - General Fund				
Charges for Services	11,020	0	0	0
General Sources	293,487	515,953	687,695	712,709
<b>SUB-TOTAL:</b>	<b>304,507</b>	<b>515,953</b>	<b>687,695</b>	<b>712,709</b>
125 - Measure Q Fund				
General Sources	0	0	250,000	250,000
<b>SUB-TOTAL:</b>	<b>0</b>	<b>0</b>	<b>250,000</b>	<b>250,000</b>
<b>TOTAL SOURCES</b>	<b>304,507</b>	<b>515,953</b>	<b>937,695</b>	<b>962,709</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	198,339	296,468	338,869	363,516
Operating Expenses	104,585	217,797	583,950	583,950
Internal Service Charges	1,583	1,688	14,876	15,243
<b>TOTAL EXPENDITURES</b>	<b>304,507</b>	<b>515,953</b>	<b>937,695</b>	<b>962,709</b>

**The Economic Development Program has the following authorized positions:**

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Recreation Program Manager	1.00	-	-
Economic Development & Housing Manager	0.05	0.05	0.05
Economic Development Manager	-	1.00	1.00

COMMUNITY AND ECONOMIC DEVELOPMENT

**Economic Development – 8310**

*Program Summary*

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Economic Development Specialist	1.00	1.00	1.00
<b>FULL-TIME FTEs</b>	<b>2.05</b>	<b>2.05</b>	<b>2.05</b>
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<b>TOTAL PROGRAM FTEs</b>	<b>2.05</b>	<b>2.05</b>	<b>2.05</b>

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COMMUNITY AND ECONOMIC DEVELOPMENT

**Engineering Administration - 6100**

Manager: Robert Ovadia

*Program Summary*

**Program Outcome Statement**

To provide oversight to ensure the cost-effective and timely delivery of services related to the Capital Improvement Program (CIP), Current Development, Storm Water Operations and Sewer Enterprise.

The Engineering Administration Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 - General Fund				
General Sources	216,292	198,750	169,323	174,564
<b>SUB-TOTAL:</b>	<b>216,292</b>	<b>198,750</b>	<b>169,323</b>	<b>174,564</b>
<b>TOTAL SOURCES</b>	<b>216,292</b>	<b>198,750</b>	<b>169,323</b>	<b>174,564</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	143,728	144,075	137,661	142,553
Operating Expenses	53,654	42,433	25,493	25,693
Internal Service Charges	18,910	12,242	6,170	6,318
<b>TOTAL EXPENDITURES</b>	<b>216,292</b>	<b>198,750</b>	<b>169,323</b>	<b>174,564</b>

The Engineering Administration Program has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Administrative Clerk II	0.35	0.30	0.30
City Engineer	0.30	0.30	0.30
Confidential Secretary	0.35	0.30	0.30
<b>FULL-TIME FTEs</b>	<b>1.00</b>	<b>0.90</b>	<b>0.90</b>

PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Administrative Clerk II	0.005	0.005	0.005

COMMUNITY AND ECONOMIC DEVELOPMENT

**Engineering Administration - 6100**

*Program Summary*

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Confidential Secretary	0.005	0.005	0.005
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.005</b>	<b>0.005</b>	<b>0.005</b>
<b>TOTAL PROGRAM FTEs</b>	<b>1.005</b>	<b>0.905</b>	<b>0.905</b>

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COMMUNITY AND ECONOMIC DEVELOPMENT

**Engineering Current Development - 6200**

Manager: Robert Ovadia

Program Summary

**Program Outcome Statement**

To review and inspect land developments for compliance with the State Subdivision Map Act, Floodplain requirements, the Federal Clean Water Act, applicable codes, policies, standards, and/or permit requirements.

The Engineering Current Development Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 - General Fund				
Charges for Services	889,367	1,044,000	893,000	913,000
General Sources	(403,938)	(499,637)	(177,344)	(165,507)
<b>Sub-Total:</b>	<b>485,429</b>	<b>544,363</b>	<b>715,656</b>	<b>747,493</b>
<b>TOTAL SOURCES</b>	<b>485,429</b>	<b>544,363</b>	<b>715,656</b>	<b>747,493</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	402,811	464,805	595,397	626,305
Operating Expenses	53,012	49,850	77,100	77,100
Internal Service Charges	29,607	29,708	43,159	44,088
<b>TOTAL EXPENDITURES</b>	<b>485,429</b>	<b>544,363</b>	<b>715,656</b>	<b>747,493</b>

The Engineering Current Development Program has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Construction Inspection Sprvsr	0.80	0.60	0.60
Construction Inspector	1.50	1.80	1.80
Permit Center Technician III	0.60	0.60	0.60
Public Works Engineer II	0.65	-	-
Senior Civil Engineer	0.05	0.55	0.55
Junior Engineer	-	0.65	0.65
<b>FULL-TIME FTEs</b>	<b>3.60</b>	<b>4.20</b>	<b>4.20</b>

COMMUNITY AND ECONOMIC DEVELOPMENT

**Engineering Current Development - 6200**

*Program Summary*

PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Construction Inspector	0.02	0.02	0.02
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.02</b>	<b>0.02</b>	<b>0.02</b>
<b>TOTAL PROGRAM FTEs</b>	<b>3.62</b>	<b>4.22</b>	<b>4.22</b>

COMMUNITY AND ECONOMIC DEVELOPMENT

**Housing - 8900**

Manager: John Montagh

Program Summary

**Program Outcome Statement**

To provide financial and technical assistance to improve housing stock and provide opportunities for safe and affordable housing in accordance with the Housing Element of the City's General Plan, CDBG Program guidelines, and Redevelopment Agency Housing Set-Aside requirements.

**The Housing Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 - General Fund				
General Sources	10,701	0	10,190	10,473
<b>SUB-TOTAL:</b>	<b>10,701</b>	<b>0</b>	<b>10,190</b>	<b>10,473</b>
245 - Concord Housing Admin				
Charges for Services	225	0	0	0
Other Revenues	2,159,637	140,000	10,998	10,998
Transfers In	0	119,478	119,478	119,478
General Sources	(1,994,284)	(122,860)	76,524	21,524
<b>SUB-TOTAL:</b>	<b>165,578</b>	<b>136,618</b>	<b>207,000</b>	<b>152,000</b>
251 - Housing Inclusionary Fees				
Charges for Services	20,494	0	0	0
Other Revenues	16,570	20,000	14,160	14,160
General Sources	(7,803)	37,132	48,785	50,927
<b>SUB-TOTAL:</b>	<b>29,261</b>	<b>57,132</b>	<b>62,946</b>	<b>65,087</b>
252 - Housing Conservation				
Property Taxes	48,789	299,351	1,584	1,584
General Sources	(47,987)	(194,351)	(1,584)	(1,584)
<b>SUB-TOTAL:</b>	<b>802</b>	<b>105,000</b>	<b>0</b>	<b>0</b>
<b>TOTAL SOURCES</b>	<b>206,342</b>	<b>298,750</b>	<b>280,135</b>	<b>227,560</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	47,185	56,926	62,740	64,881
Operating Expenses	158,578	241,618	207,000	152,000

COMMUNITY AND ECONOMIC DEVELOPMENT

**Housing – 8900**

*Program Summary*

Internal Service Charges	579	206	10,396	10,679
<b>TOTAL EXPENDITURES</b>	<b>206,342</b>	<b>298,750</b>	<b>280,135</b>	<b>227,560</b>

**The Housing Program has the following authorized positions:**

<b>FULL-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Economic Development & Housing Manager	0.25	0.25	0.25
<b>FULL-TIME FTEs</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>
<b>TOTAL PROGRAM FTEs</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>

COMMUNITY AND ECONOMIC DEVELOPMENT  
**Multi-Family Housing Inspection Program - 8710**

Manager: Robert Woods

*Program Summary*

**Program Outcome Statement**

To ensure that all multi-family housing units in the City are safe to occupy and meet the Building Code standards that were in effect at the time the units were constructed.

**The Multi-Family Housing Inspection Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 - General Fund				
Charges for Services	292,535	195,975	223,000	223,000
General Sources	109,751	111,528	24,731	25,721
<b>SUB-TOTAL:</b>	<b>402,286</b>	<b>307,503</b>	<b>247,731</b>	<b>248,721</b>
254 - Comm. Develop. Block Grant				
General Sources	14,910	79,828	0	0
<b>SUB-TOTAL:</b>	<b>14,910</b>	<b>79,828</b>	<b>0</b>	<b>0</b>
<b>TOTAL SOURCES</b>	<b>417,196</b>	<b>387,331</b>	<b>247,731</b>	<b>248,721</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	187,065	160,753	189,663	195,139
Operating Expenses	230,054	226,496	57,440	52,940
Internal Service Charges	77	82	627	642
<b>TOTAL EXPENDITURES</b>	<b>417,196</b>	<b>387,331</b>	<b>247,731</b>	<b>248,721</b>

**The Multi-Family Housing Inspection Program has the following authorized positions:**

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Building Inspector	1.00	1.00	1.00
Chief Building Official	0.10	0.10	0.10
Permit Center Technician III	-	0.15	0.15
<b>FULL-TIME FTEs</b>	<b>1.10</b>	<b>1.25</b>	<b>1.25</b>

COMMUNITY AND ECONOMIC DEVELOPMENT  
**Multi-Family Housing Inspection Program – 8710**

*Program Summary*

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<b>TOTAL PROGRAM FTEs</b>	<b>1.10</b>	<b>1.25</b>	<b>1.25</b>
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COMMUNITY AND ECONOMIC DEVELOPMENT

**Planning - 8200**

Manager: Laura Simpson

*Program Summary*

**Program Outcome Statement**

To provide planning services in accordance with the General Plan which enhance and preserve the physical, social, and economic quality of the City.

**The Planning Program is funded from the following sources:**

<b>SOURCES</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
100 - General Fund				
Charges for Services	479,293	501,600	552,500	552,500
Other Revenues	6,733	5,000	7,000	7,000
General Sources	623,126	632,892	762,701	816,867
<b>SUB-TOTAL:</b>	<b>1,109,151</b>	<b>1,139,492</b>	<b>1,322,201</b>	<b>1,376,367</b>
<b>TOTAL SOURCES</b>	<b>1,109,151</b>	<b>1,139,492</b>	<b>1,322,201</b>	<b>1,376,367</b>

**These funds are distributed to the following expenditure categories:**

<b>EXPENDITURES [By Category]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Salaries & Benefits	954,094	1,015,237	1,135,525	1,187,868
Operating Expenses	134,888	105,373	115,385	115,385
Internal Service Charges	20,169	18,882	71,291	73,114
<b>TOTAL EXPENDITURES</b>	<b>1,109,151</b>	<b>1,139,492</b>	<b>1,322,201</b>	<b>1,376,367</b>

**The Planning Program has the following authorized positions:**

<b>FULL-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Administrative Coordinator	1.00	1.00	1.00
Associate Planner	1.00	1.00	1.00
Planning Manager	1.00	1.00	1.00
Principal Planner	1.00	1.00	1.00
Senior Planner	2.50	2.50	2.50
<b>FULL-TIME FTEs</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>

COMMUNITY AND ECONOMIC DEVELOPMENT

**Planning – 8200**

*Program Summary*

<b>PART-TIME AND OVER-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Administrative Coordinator	0.01	0.01	0.01
Ltd Ser-Public Safety Asst	0.06	0.06	0.06
Senior Planner	0.02	0.02	0.02
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.09</b>	<b>0.09</b>	<b>0.09</b>
<b>TOTAL PROGRAM FTEs</b>	<b>6.59</b>	<b>6.59</b>	<b>6.59</b>

COMMUNITY AND ECONOMIC DEVELOPMENT

**RDA - 8300**

Manager: John Montag

*Program Summary*

**Program Outcome Statement**

To provide planning services in accordance with the General Plan which enhance and preserve the physical, social, and economic quality of the City.

**The RDA Program is funded from the following sources:**

<b>SOURCES</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
<b>100 - General Fund</b>				
Other Revenues	125	0	0	0
General Sources	152,976	0	2,250	2,250
<b>SUB-TOTAL:</b>	<b>153,101</b>	<b>0</b>	<b>2,250</b>	<b>2,250</b>
<b>500 - RDA Successor Agency</b>				
Other Revenues	(56,746)	0	0	0
Transfers In	2,447,205	0	544,195	546,000
General Sources	(1,531,040)	971,092	0	0
<b>SUB-TOTAL:</b>	<b>859,419</b>	<b>971,092</b>	<b>544,195</b>	<b>546,000</b>
<b>TOTAL SOURCES</b>	<b>1,012,519</b>	<b>971,092</b>	<b>546,445</b>	<b>548,250</b>

**These funds are distributed to the following expenditure categories:**

<b>EXPENDITURES [By Category]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Salaries & Benefits	195,464	0	0	0
Operating Expenses	704,105	401,104	546,445	548,250
Other Financing Uses	112,950	569,988	0	0
<b>TOTAL EXPENDITURES</b>	<b>1,012,519</b>	<b>971,092</b>	<b>546,445</b>	<b>548,250</b>

COMMUNITY AND ECONOMIC DEVELOPMENT

**Successor Agency Administration - 8150**

Manager: John Montag

*Program Summary*

**Program Outcome Statement**

The Successor Agency Administration Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
500 - RDA Successor Agency				
Other Revenues	104,595	0	0	0
Transfers In	0	0	250,000	250,000
General Sources	186,679	308,658	7,355	14,779
<b>SUB-TOTAL:</b>	<b>291,274</b>	<b>308,658</b>	<b>257,355</b>	<b>264,779</b>
<b>TOTAL SOURCES</b>	<b>291,274</b>	<b>308,658</b>	<b>257,355</b>	<b>264,779</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	187,594	213,603	235,960	245,769
Operating Expenses	89,782	78,532	20,407	18,022
Internal Service Charges	13,898	16,523	988	988
<b>TOTAL EXPENDITURES</b>	<b>291,274</b>	<b>308,658</b>	<b>257,355</b>	<b>264,779</b>

The Successor Agency Administration Program has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Administrative Secretary	0.50	0.50	0.50
Dir. Planning & Economic Dev.	0.20	-	-
Economic/Redevelopment Manager	0.50	-	-
Dir. of Community/Econ Dev Svc	-	0.20	0.20
Economic Development & Housing Manager	-	0.50	0.50
Administrative Secretary	0.50	0.50	0.50

COMMUNITY AND ECONOMIC DEVELOPMENT

**Successor Agency Administration – 8150**

*Program Summary*

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<b>FULL-TIME FTEs</b>	<b>1.20</b>	<b>1.20</b>	<b>1.20</b>
<b>TOTAL PROGRAM FTEs</b>	<b>1.32</b>	<b>1.32</b>	<b>1.32</b>

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COMMUNITY AND ECONOMIC DEVELOPMENT

**Storm Water Administration - 5400**

Manager: Robert Ovadia

*Program Summary*

**Program Outcome Statement**

To reduce storm water pollution to the maximum extent practicable by implementing Concord's National Pollutant Discharge Elimination System (NPDES) permit, thereby enhancing the environment of local waterways and the San Francisco Bay.

**The Storm Water Administration Program is funded from the following sources:**

<b>SOURCES</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
270 - Storm Water Management				
Charges for Services	0	0	35,000	35,000
Other Revenues	33,117	30,000	26,993	26,993
Property Taxes	2,038,440	1,983,000	2,000,000	2,000,000
General Sources	(845,716)	(681,626)	(326,339)	(222,814)
<b>SUB-TOTAL:</b>	<b>1,225,841</b>	<b>1,331,374</b>	<b>1,735,654</b>	<b>1,839,178</b>
<b>TOTAL SOURCES</b>	<b>1,225,841</b>	<b>1,331,374</b>	<b>1,735,654</b>	<b>1,839,178</b>

**These funds are distributed to the following expenditure categories:**

<b>EXPENDITURES [By Category]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Salaries & Benefits	230,740	230,839	323,420	339,745
Operating Expenses	545,295	650,781	960,200	1,047,400
Internal Service Charges	1,081	1,029	3,309	3,309
Other Financing Uses	448,725	448,725	448,725	448,725
<b>TOTAL EXPENDITURES</b>	<b>1,225,841</b>	<b>1,331,374</b>	<b>1,735,654</b>	<b>1,839,178</b>

**The Storm Water Administration Program has the following authorized positions:**

<b>FULL-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
City Engineer	0.35	0.35	0.35
Construction Inspection Sprvsr	0.10	0.20	0.20
Construction Inspector	0.20	0.60	0.60
Permit Center Technician III	0.15	0.15	0.15

COMMUNITY AND ECONOMIC DEVELOPMENT

**Storm Water Administration - 5400**

*Program Summary*

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Public Works Engineer II	0.20	-	-
Senior Civil Engineer	0.40	0.40	0.40
Junior Engineer	-	0.20	0.20
City Engineer	0.35	0.35	0.35
<b>FULL-TIME FTEs</b>		<b>1.40</b>	<b>1.90</b>

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<b>TOTAL PROGRAM FTEs</b>		<b>1.40</b>	<b>1.90</b>
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COMMUNITY AND ECONOMIC DEVELOPMENT

**Transportation Operations - 5330**

Manager: Abul Hossain

*Program Summary*

**Program Outcome Statement**

Provide efficient and effective traffic signal systems within the City.

The Transportation Operations Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 - General Fund				
General Sources	119,701	110,190	128,516	131,953
<b>SUB-TOTAL:</b>	<b>119,701</b>	<b>110,190</b>	<b>128,516</b>	<b>131,953</b>
<b>TOTAL SOURCES</b>	<b>119,701</b>	<b>110,190</b>	<b>128,516</b>	<b>131,953</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	110,265	103,573	108,583	111,785
Operating Expenses	9,051	6,205	6,205	6,205
Internal Service Charges	386	412	13,729	13,963
<b>TOTAL EXPENDITURES</b>	<b>119,701</b>	<b>110,190</b>	<b>128,516</b>	<b>131,953</b>

The Transportation Operations Program has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Transportation Program Mgr. II	0.50	0.5	0.5
<b>FULL-TIME FTEs</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>
<b>TOTAL PROGRAM FTEs</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>

COMMUNITY AND ECONOMIC DEVELOPMENT  
**Transportation Planning & Administration - 5310**

Manager: Ray Kuzbari

*Program Summary*

**Program Outcome Statement**

Coordinate effectively with neighboring jurisdictions on regional transportation planning issues and maintain a safe and efficient multi-modal transportation system within the City.

**The Transportation Planning & Administration Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 - General Fund				
General Sources	406,332	421,767	446,917	457,644
<b>SUB-TOTAL:</b>	<b>406,332</b>	<b>421,767</b>	<b>446,917</b>	<b>457,644</b>
260 - State Gas Tax				
General Sources	12,523	12,523	12,523	12,523
<b>SUB-TOTAL:</b>	<b>12,523</b>	<b>12,523</b>	<b>12,523</b>	<b>12,523</b>
280 - Traffic Systems Management				
General Sources	51,200	49,529	49,529	49,529
<b>SUB-TOTAL:</b>	<b>51,200</b>	<b>49,529</b>	<b>49,529</b>	<b>49,529</b>
475 - Measure J Local				
General Sources	89,957	154,263	154,263	154,263
<b>SUB-TOTAL:</b>	<b>89,957</b>	<b>154,263</b>	<b>154,263</b>	<b>154,263</b>
<b>TOTAL SOURCES</b>	<b>560,012</b>	<b>638,082</b>	<b>663,232</b>	<b>673,959</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	332,884	338,076	358,882	369,375
Operating Expenses	148,706	216,240	212,184	212,184
Internal Service Charges	67,922	73,266	81,667	81,900
Other Financing Uses	10,500	10,500	10,500	10,500
<b>TOTAL EXPENDITURES</b>	<b>560,012</b>	<b>638,082</b>	<b>663,232</b>	<b>673,959</b>

**The Transportation Planning & Administration Program has the following authorized positions:**

COMMUNITY AND ECONOMIC DEVELOPMENT  
**Transportation Planning and Administration - 5310**

*Program Summary*

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Transportation Manager	1.00	1.00	1.00
Transportation Program Mgr. II	0.50	0.5	0.5
<b>FULL-TIME FTEs</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>
<hr/>			
<b>TOTAL PROGRAM FTEs</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>

Finance

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## FINANCE DEPARTMENT

Director: Karan Reid

*Department Summary*

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The **Finance Department** provides services through the following programs:

- Finance Administration - 3100
- Financial Analysis & Reporting - 3200
- Budget & Financial Planning - 3300
- Purchasing - 3400
- City Treasury - 3600
- Revenue Generation - 3610

### **Major Accomplishments in FY 2014-15**

- ✓ Completed fiscal year 2013-14 financial audit and received an unqualified audit opinion.
- ✓ Received the following: Government Financial Officer's Association (GFOA) Certificate of Achievement in Financial Reporting for fiscal year 2012-13, GFOA Distinguished Budget Award for fiscal year 2013-14, and National Procurement Institute's Achievement of Excellence in Procurement Award for 2014.
- ✓ Continued to provide outreach and training on the City's purchasing procedures.
- ✓ Completed banking services request for proposal process. Established an ongoing process of monitoring banking services including evaluation of new technologies to improve efficiencies in banking services.
- ✓ Completed an update to the City's Cost Allocation Plan.
- ✓ Implemented new budget software; modified budgeting system to improve efficiency of budget development process.
- ✓ Continued department focus on providing high quality customer service, problem solving and collaboration; received stellar feedback from all departments.
- ✓ Completed two debt financings: \$38.4 million in redevelopment refunding bonds that will save Contra Costa taxing entities \$1.0 million on average through 2025, with the City's General Fund receiving annual savings of about \$100,000 a year; \$22.6 million private placement lease financing to fund street and road improvements at an extremely favorable interest rate of 1.91%.

### **Initiatives for FY 2015-16 & FY 2016-17**

- Develop a quarterly financial reporting model to provide the City Council will regular updates on the status of the City's revenues and expenditures.
- Complete review of the City's user fees to determine the current cost of services and present policy options on setting user fees to City Council.
- Develop, maintain and monitor a database for all city franchise agreements to ensure compliance with all annual required covenants, contract dates, and payment requirements.
- Develop a systematic schedule of city-wide public outreach and business license compliance site audits
- Implement a comprehensive and efficient system to manage all leases in collaboration with internal Lease Management Team.

## FINANCE DEPARTMENT

*Department Summary*

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- Implement State mandated sick leave benefit for part-time employees into the payroll system
- Continue customer service focus by documenting customer service standards and practices, incorporating customer service measures into performance plans, and soliciting feedback through surveys.

### **Significant Changes for FY 2015-16 & FY 2016-17**

- For the FY 2015-16 Budget, the City of Concord implemented a new Cost Allocation Plan, which resulted in the redistribution of Internal Service Charges from the non-departmental program to other programs throughout the City. Consequently, individual department and programs may have a significant increase in their Internal Service Charge budget from FY 2015-14 to FY 2015-16. These are primarily offset by reductions in the non-departmental program.

**FINANCE DEPARTMENT**

*Department Summary*

**The Finance Department is funded from the following sources:**

<b>SOURCES</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
100 - General Fund				
Business License Fees	3,324,299	3,057,971	3,145,000	3,145,000
Charges for Services	25,755	25,500	21,000	21,500
Other Revenues	16,454	20,000	12,000	12,000
General Sources	(573,776)	(236,399)	39,346	186,098
<b>TOTAL SOURCES</b>	<b>2,792,732</b>	<b>2,867,072</b>	<b>3,217,346</b>	<b>3,364,598</b>

**These funds are budgeted to the following programs:**

<b>EXPENDITURES [By Program]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
3100 - Finance Administration	488,267	329,383	658,710	674,776
3200 - Financial Analysis & Reporting	878,767	1,287,452	1,228,181	1,314,267
3210 - Disbursements	457,276	0	0	0
3300 - Budget & Financial Planning	249,397	358,617	399,402	408,457
3400 - Purchasing	183,618	259,610	282,869	299,428
3600 - City Treasury	255,374	184,569	174,156	177,275
3610 - Revenue Generation	280,034	447,442	474,029	490,395
<b>TOTAL EXPENDITURES</b>	<b>2,792,732</b>	<b>2,867,072</b>	<b>3,217,346</b>	<b>3,364,598</b>

**These funds are distributed to the following expenditure categories:**

<b>EXPENDITURES [By Category]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Salaries & Benefits	2,046,171	2,348,463	2,483,593	2,634,739
Operating Expenses	642,413	404,617	327,035	312,065
Internal Service Charges	104,148	113,992	406,718	417,794
<b>TOTAL EXPENDITURES</b>	<b>2,792,732</b>	<b>2,867,072</b>	<b>3,217,346</b>	<b>3,364,598</b>

**FINANCE DEPARTMENT**

*Department Summary*

**The Finance Department has the following authorized positions by program:**

<b>FULL-TIME FTEs [By Program]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
3100 - Finance Administration	1.00	1.00	1.00
3200 - Financial Analysis & Reporting	9.00	9.00	9.00
3210 - Disbursements	-	-	-
3300 - Budget & Financial Planning	2.00	2.00	2.00
3400 - Purchasing	2.00	2.00	2.00
3600 - City Treasury	1.50	1.50	1.50
3610 - Revenue Generation	3.50	3.50	3.50
<b>FULL-TIME FTEs</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>

<b>PART-TIME AND OVER-TIME FTEs [By Program]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
3200-Financial Analysis & Report	0.19	0.20	0.19
3610-Revenue Generation	0.60	0.61	0.60
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.80</b>	<b>0.80</b>	<b>0.80</b>

<b>TOTAL DEPARTMENTAL FTEs</b>	<b>19.80</b>	<b>19.80</b>	<b>19.80</b>
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FINANCE DEPARTMENT  
**Budget & Financial Planning - 3300**

Manager: Karan Reid

*Program Summary*

**Program Outcome Statement**

To provide and administer a City budget and a ten year financial forecast document.

**The Budget & Financial Planning Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 - General Fund				
General Sources	249,397	358,617	399,402	408,457
<b>TOTAL SOURCES</b>	<b>249,397</b>	<b>358,617</b>	<b>399,402</b>	<b>408,457</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	290,133	347,532	365,330	389,385
Operating Expenses	(45,616)	6,550	32,425	17,425
Internal Service Charges	4,880	4,535	1,647	1,647
<b>TOTAL EXPENDITURES</b>	<b>249,397</b>	<b>358,617</b>	<b>399,402</b>	<b>408,457</b>

**The Budget & Financial Planning Program has the following authorized positions:**

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Accountant II	1.00	1.00	1.00
Budget Officer	1.00	1.00	1.00
<b>FULL-TIME FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>TOTAL PROGRAM FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

FINANCE DEPARTMENT

**City Treasury - 3600**

Manager: Deborah Yamamoto

*Program Summary*

**Program Outcome Statement**

To manage the cash flow of the city efficiently keeping the financial assets safe and available for use in accordance with the requirements of California Government code and the City's adopted investment policy.

**The City Treasury Program is funded from the following sources:**

<b>SOURCES</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
100 - General Fund				
Charges for Services	7,980	8,000	3,500	4,000
Other Revenues	16,454	20,000	12,000	12,000
General Sources	230,940	156,569	158,656	161,275
<b>TOTAL SOURCES</b>	<b>255,374</b>	<b>184,569</b>	<b>174,156</b>	<b>177,275</b>

**These funds are distributed to the following expenditure categories:**

<b>EXPENDITURES [By Category]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Salaries & Benefits	188,286	116,067	111,240	114,359
Operating Expenses	61,758	64,474	62,500	62,500
Internal Service Charges	5,329	4,028	416	416
<b>TOTAL EXPENDITURES</b>	<b>255,374</b>	<b>184,569</b>	<b>174,156</b>	<b>177,275</b>

**The City Treasury Program has the following authorized positions:**

<b>FULL-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
City Treasurer	1.00	1.00	1.00
Senior Financial Analyst	1.00	1.00	1.00
<b>FULL-TIME FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>TOTAL PROGRAM FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

FINANCE DEPARTMENT  
**Finance Administration - 3100**

Manager: Karan Reid

*Program Summary*

**Program Outcome Statement**

To direct the City's financial activities by ensuring that funds are safe and available for use; to ensure that customers, both internal and external, have the financial information they need in a timely manner to use in their decision-making.

The Finance Administration Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
General Sources	488,267	329,383	658,710	674,776
<b>TOTAL SOURCES</b>	<b>488,267</b>	<b>329,383</b>	<b>658,710</b>	<b>674,776</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	389,114	215,624	230,320	235,310
Operating Expenses	34,041	36,050	34,850	34,850
Internal Service Charges	65,112	77,709	393,540	404,616
<b>TOTAL EXPENDITURES</b>	<b>488,267</b>	<b>329,383</b>	<b>658,710</b>	<b>674,776</b>

The Finance Administration has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Director of Finance	1.00	1.00	1.00
<b>FULL-TIME FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>TOTAL PROGRAM FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

FINANCE DEPARTMENT

**Financial Analysis & Reporting - 3200**

Manager: Suzanne McDonald

*Program Summary*

**Program Outcome Statement**

Monitor, record and audit the City's financial activities so that all transactions comply with the requirements of the Governmental Accounting Standards Board (GASB), the City Council and Federal and State regulations.

**The Financial Analysis & Reporting Program is funded from the following sources:**

<b>SOURCES</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
100 - General Fund				
General Sources	249,397	358,617	399,402	408,457
<b>TOTAL SOURCES</b>	<b>249,397</b>	<b>358,617</b>	<b>399,402</b>	<b>408,457</b>

**These funds are distributed to the following expenditure categories:**

<b>EXPENDITURES [By Category]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Salaries & Benefits	290,133	347,532	365,330	389,385
Operating Expenses	(45,616)	6,550	32,425	17,425
Internal Service Charges	4,880	4,535	1,647	1,647
<b>TOTAL EXPENDITURES</b>	<b>249,397</b>	<b>358,617</b>	<b>399,402</b>	<b>408,457</b>

**The Financial Analysis & Reporting Program has the following authorized positions:**

<b>FULL-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Account Clerk III	2.00	2.00	2.00
Accountant II	3.00	3.00	3.00
Accounts Payable Team Leader	1.00	1.00	1.00
Financial Operations Manager	1.00	1.00	1.00
Payroll Specialist	1.00	1.00	1.00
Payroll Technician	1.00	1.00	1.00
<b>FULL-TIME FTEs</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

FINANCE DEPARTMENT  
**Financial Analysis & Reporting - 3200**

*Program Summary*

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PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Limited Service -Administrative Support	0.19	0.20	0.19
<b>PART-TIME AND OVER-TIME FTEs</b>	0.19	0.20	0.19
<b>TOTAL PROGRAM FTEs</b>	<b>9.19</b>	<b>9.20</b>	<b>9.19</b>

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FINANCE DEPARTMENT

**Purchasing - 3400**

Manager: Debbie Wellnitz

*Program Summary*

**Program Outcome Statement**

To provide high quality procurement standards and practices; to process procurements in a timely and efficient manner and ensure that products and services are delivered when required at the most reasonable price; and to obtain the best value for the City, attain the maximum value for each tax dollar while meeting the needs of City departments, and giving all qualified vendors a fair opportunity.

**The Purchasing Program is funded from the following sources:**

<b>SOURCES</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
100 - General Fund				
General Sources	183,618	259,610	282,869	299,428
<b>TOTAL SOURCES</b>	<b>183,618</b>	<b>259,610</b>	<b>282,869</b>	<b>299,428</b>

**These funds are distributed to the following expenditure categories:**

<b>EXPENDITURES [By Category]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Salaries & Benefits	173,283	249,544	273,746	290,305
Operating Expenses	7,897	7,800	8,300	8,300
Internal Service Charges	2,438	2,266	823	823
<b>TOTAL EXPENDITURES</b>	<b>183,618</b>	<b>259,610</b>	<b>282,869</b>	<b>299,428</b>

**The Purchasing Program has the following authorized positions:**

<b>FULL-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Central Storekeeper	1.00	1.00	1.00
Purchasing Agent	1.00	1.00	1.00
<b>FULL-TIME FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>TOTAL PROGRAM FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

FINANCE DEPARTMENT  
**Revenue Generation - 3610**

Manager: Deborah Yamamoto

*Program Summary*

**Program Outcome Statement**

To provide revenue billing and collection services for the City of Concord.

**The Revenue Generation Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 - General Fund				
Business License Fees	3,324,299	3,057,971	3,145,000	3,145,000
Charges for Services	17,775	17,500	17,500	17,500
General Sources	(3,062,041)	(2,628,029)	(2,688,471)	(2,672,105)
<b>TOTAL SOURCES</b>	<b>280,034</b>	<b>447,442</b>	<b>474,029</b>	<b>490,395</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	186,791	391,448	421,647	438,013
Operating Expenses	86,369	49,500	49,500	49,500
Internal Service Charges	6,874	6,494	2,882	2,882
<b>TOTAL EXPENDITURES</b>	<b>280,034</b>	<b>447,442</b>	<b>474,029</b>	<b>490,395</b>

**The Revenue Generation Program has the following authorized positions:**

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Account Clerk III	1.00	1.00	1.00
Revenue Generation Team Leader	1.00	1.00	1.00
Treasury Manager	0.50	-	-
Treasury Technician	1.00	1.00	1.00
Senior Financial Analyst	-	0.50	0.50
<b>FULL-TIME FTEs</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>

FINANCE DEPARTMENT  
**Revenue Generation - 3610**

*Program Summary*

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PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Limited Service -Administrative Support	0.60	0.61	0.60
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.60</b>	<b>0.61</b>	<b>0.60</b>
<hr/>			
<b>TOTAL PROGRAM FTEs</b>	<b>4.10</b>	<b>4.11</b>	<b>4.10</b>

Human Resources

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# HUMAN RESOURCES DEPARTMENT

Director: Laura Brunson

*Department Summary*

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The **Human Resources Department** provides services through the following programs:

- Human Resources Administration - 2000
- Labor Relations - 2010
- Recruitment and Selection - 2020
- Workers' Compensation - 2030
- Benefits Administration - 2040
- Organizational Training and Development - 2050
- Classification & Compensation - 2060

## **Major Accomplishments in FY 2014-15**

- ✓ Achieved a one-year rollover agreement with Teamsters Local 856, and a 10-month rollover agreement with OPEIU Local 29.
- ✓ Implemented change to PERS and PEMCHA contracts for newly elected officials (no retirement pension benefits, and stringent vesting policy for retiree health benefits).
- ✓ Revised compensation policies for Executives, Managers and Confidential employees.
- ✓ Created Leave Task Force between HR and Payroll to track and administer the City's leave policies.
- ✓ Created new classifications of "Public Works Supervisor" and "Deputy City Manager."
- ✓ Facilitated a job analysis/specification review process that focuses on updating essential job functions, as well as physical and mental standards, that will result in updated job descriptions for all personnel and provide useful guidance for hiring criteria and accommodation issues. Drafted changes to 125 job descriptions based upon job analyses performed by DMG and other updates.
- ✓ Facilitated the review of all independent contractors working for the City to assure the City's compliance with state and federal regulations.
- ✓ Successfully recruited and filled 51 full-time and part-time City positions, and completed 7 promotional recruitments for current employees.
- ✓ Coordinated multiple training sessions for employees to provide professional growth opportunities as well as maintain compliance with State-mandated training.
- ✓ Coordinated a very successful Employee Wellness Program that included wellness screenings, nutrition and weight loss workshops, wellness webinars, quarterly blood pressure and weigh-ins, and fitness activities.

## **Initiatives for FY 2015-16 & FY 2016-17**

- The Human Resources Department is tasked with managing the labor negotiations process so that it results in achievement of the City Council's negotiation objectives within Council-set parameters.
- Review and update current Personnel Policies and Procedures/Administrative Directives to ensure they meet today's business needs and organizational practices.
- Coordinate Sit Safe/Back Safe Safety Training for all employees that results in employees being educated in ways to prevent low back and repetitive motion injuries.

## HUMAN RESOURCES DEPARTMENT

*Department Summary*

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- Coordinate a workers' compensation claims audit to assure the City's third party administrator (York) is complying with the terms of its contract with the City, and is providing excellent services to the City's employees.
- Perform a recruitment process audit to identify bottlenecks in the process that results in the creation and implementation of changes in the process that will expedite the time from which an employment requisition is received in HR to date of hire.
- Complete Job Analysis Project which will result in updated job descriptions for all City classifications.
- Work collaboratively with labor groups to address the City's concerns and objectives over OPEB liabilities.

### **Significant Changes for FY 2015-16 & FY 2016-17**

- For the FY 2015-16 Budget, the City of Concord implemented a new Cost Allocation Plan, which resulted in the redistribution of Internal Service Charges from the non-departmental program to other programs throughout the City. Consequently, individual department and programs may have a significant increase in their Internal Service Charge budget from FY 2015-14 to FY 2015-16. These are primarily offset by reductions in the non-departmental program.

## HUMAN RESOURCES DEPARTMENT

*Department Summary*

**The Human Resources Department is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 - General Fund				
Other Revenues	32,779	-	-	-
General Sources	1,223,836	1,393,737	1,555,425	1,611,144
<b>SUB-TOTAL</b>	<b>1,256,615</b>	<b>1,393,737</b>	<b>1,555,425</b>	<b>1,611,144</b>
610 - Workers' Compensation Internal Service Fund				
Charges for Services	3,002,545	2,378,834	2,308,779	2,436,558
Other Revenues	101,103	45,000	60,833	60,833
Transfers In	-	76,923	76,923	76,923
General Sources	(1,245,696)	50,573	124,009	(95,400)
<b>SUB-TOTAL</b>	<b>1,857,951</b>	<b>2,551,330</b>	<b>2,570,544</b>	<b>2,478,915</b>
<b>TOTAL SOURCES</b>	<b>3,114,565</b>	<b>3,945,067</b>	<b>4,125,969</b>	<b>4,090,058</b>

**These funds are budgeted to the following programs:**

EXPENDITURES [By Program]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
2000 - HR Administration	547,489	494,478	555,014	572,709
2010 - Labor Relations	29,572	135,971	240,333	244,957
2020 - Recruitment and Selection	294,949	266,633	270,005	282,055
2030 - Workers' Compensation	1,907,529	2,568,409	2,587,347	2,497,024
2040 - Benefits Administration	129,580	162,483	162,243	168,194
2050 - Organizational Training and Dev.	58,930	163,181	163,738	171,347
2060 - Classification & Compensation	146,515	153,912	147,290	153,773
<b>TOTAL EXPENDITURES</b>	<b>3,114,565</b>	<b>3,945,067</b>	<b>4,125,969</b>	<b>4,090,058</b>

## HUMAN RESOURCES DEPARTMENT

*Department Summary*

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	1,004,056	1,037,600	1,020,045	1,080,479
Operating Expenses	1,992,055	2,784,931	2,822,612	2,821,112
Internal Service Charges	18,454	22,536	183,312	188,467
Other Financing Uses	100,000	100,000	100,000	-
<b>TOTAL EXPENDITURES</b>	<b>3,114,565</b>	<b>3,945,067</b>	<b>4,125,969</b>	<b>4,090,058</b>

**The Human Resources Department has the following authorized positions by program:**

FULL-TIME FTEs [By Program]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
2000 - Human Resources Administration	1.90	1.90	1.90
2010 - Labor Relations	0.45	0.45	0.45
2020 - Recruitment and Selection	1.20	1.20	1.20
2030 - Workers' Compensation	0.75	0.75	0.75
2040 - Benefits Administration	0.95	0.95	0.95
2050 - Organizational Training and Development	0.75	0.75	0.75
2060 - Classification & Compensation	1.00	1.00	1.00
<b>FULL-TIME FTEs</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>TOTAL DEPARTMENTAL FTEs</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

HUMAN RESOURCES DEPARTMENT

**Benefits Administration - 2040**

Manager: Joanna Malberty

*Program Summary*

**Program Outcome Statement**

To support the Organization's efforts to attract and retain qualified employees by effectively managing a comprehensive benefits program in compliance with labor union agreements, legal requirements and City policies.

**The Benefits Administration Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 - General Fund				
General Sources	129,581	162,483	162,243	168,194
<b>TOTAL SOURCES</b>	<b>129,581</b>	<b>162,483</b>	<b>162,243</b>	<b>168,194</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	98,548	128,237	120,797	126,748
Operating Expenses	30,816	33,464	40,664	40,664
Internal Service Charges	216	782	782	782
<b>TOTAL EXPENDITURES</b>	<b>129,581</b>	<b>162,483</b>	<b>162,243</b>	<b>168,194</b>

**The Benefits Administration Program has the following authorized positions:**

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Director of Human Resources	0.05	0.05	0.05
Human Resources Technician I	0.05	0.05	0.05
Human Resources Technician II	0.45	0.45	0.45
Senior Human Resources Analyst	0.40	-	-
Human Resources Analyst I	-	0.40	0.40
<b>FULL-TIME FTEs</b>	<b>0.95</b>	<b>0.95</b>	<b>0.95</b>
<b>TOTAL PROGRAM FTEs</b>	<b>0.95</b>	<b>0.95</b>	<b>0.95</b>

HUMAN RESOURCES DEPARTMENT  
**Classification and Compensation - 2060**

Manager: Teresa Fairbanks

*Program Summary*

**Program Outcome Statement**

Design and administer compensation and classification systems and pay and performance recognition programs that advance the organization's culture and enhance the contributions of employees toward achieving the City's Mission Vision and Values.

**The Classification and Compensation Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 - General Fund				
General Sources	146,515	153,912	147,290	153,773
<b>TOTAL SOURCES</b>	<b>146,515</b>	<b>153,912</b>	<b>147,290</b>	<b>153,773</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	144,093	142,052	135,430	141,913
Operating Expenses	1,310	11,037	11,037	11,037
Internal Service Charges	1,112	823	823	823
<b>TOTAL EXPENDITURES</b>	<b>146,515</b>	<b>153,912</b>	<b>147,290</b>	<b>153,773</b>

**The Classification and Compensation Program has the following authorized positions:**

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Director of Human Resources	0.10	0.10	0.10
Human Resources Technician I	0.05	0.05	0.05
Human Resources Technician II	0.45	0.45	0.45
Senior Human Resources Analyst	0.40	-	-
Human Resources Analyst I	-	0.40	0.40
<b>FULL-TIME FTEs</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>TOTAL PROGRAM FTEs</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

HUMAN RESOURCES DEPARTMENT

**HR Administration - 2000**

Manager: Laura Brunson

*Program Summary*

**Program Outcome Statement**

To deliver exceptional services to the organization on a wide range of human resources issues in a responsive, cost effective and innovative manner.

**The HR Administration Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 - General Fund				
Other Revenues	32,779	-	-	-
General Sources	514,710	494,478	555,014	572,709
<b>TOTAL SOURCES</b>	<b>547,489</b>	<b>494,478</b>	<b>555,014</b>	<b>572,709</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	374,411	264,779	253,676	267,716
Operating Expenses	158,252	211,360	122,222	120,722
Internal Service Charges	14,826	18,339	179,115	184,270
<b>TOTAL EXPENDITURES</b>	<b>547,489</b>	<b>494,478</b>	<b>555,014</b>	<b>572,709</b>

**The HR Administration Program has the following authorized positions:**

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Director of Human Resources	0.40	0.4	0.4
Human Resources Analyst II	0.10	0.1	0.1
Human Resources Specialist	0.30	0.3	0.3
Human Resources Technician I	0.80	0.8	0.8
Human Resources Technician II	0.10	0.1	0.1
Senior Human Resources Analyst	0.20	0.1	0.1
Human Resources Analyst I	0.00	0.1	0.1
<b>FULL-TIME FTEs</b>	<b>1.90</b>	<b>1.90</b>	<b>1.90</b>

HUMAN RESOURCES DEPARTMENT

**HR Administration - 2000**

*Program Summary*

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<b>TOTAL PROGRAM FTEs</b>	<b>1.90</b>	<b>1.90</b>	<b>1.90</b>
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HUMAN RESOURCES DEPARTMENT

**Labor Relations - 2010**

Manager: Laura Brunson

*Program Summary*

**Program Outcome Statement**

Establish and maintain positive, cooperative employer-employee relations to reduce conflicts, improve employee morale, and encourage employee involvement in achieving organizational effectiveness.

**The Labor Relations Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 - General Fund				
General Sources	29,572	135,971	240,333	244,957
<b>TOTAL SOURCES</b>	<b>29,572</b>	<b>135,971</b>	<b>240,333</b>	<b>244,957</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	19,936	105,601	109,963	114,587
Operating Expenses	9,320	30,000	130,000	130,000
Internal Service Charges	317	370	370	370
<b>TOTAL EXPENDITURES</b>	<b>29,572</b>	<b>135,971</b>	<b>240,333</b>	<b>244,957</b>

**The Labor Relations Program has the following authorized positions:**

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Director of Human Resources	0.30	0.30	0.30
Human Resources Analyst II	0.05	0.05	0.05
Senior Human Resources Analyst	0.10	0.05	0.05
Human Resources Analyst I	0.00	0.05	0.05
<b>FULL-TIME FTEs</b>	<b>0.45</b>	<b>0.45</b>	<b>0.45</b>
<b>TOTAL PROGRAM FTEs</b>	<b>0.45</b>	<b>0.45</b>	<b>0.45</b>

HUMAN RESOURCES DEPARTMENT

**Recruitment & Selection - 2020**

Manager: Laura Brunson

*Program Summary*

**Program Outcome Statement**

To improve the organization's most valuable asset, its work force and promote the City's image as a premier organization by providing effective recruitment and selection programs designed to attract and employ qualified, service oriented, performance driven employees.

**The Recruitment and Selection Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 - General Fund				
General Sources	294,949	266,633	270,005	282,055
<b>TOTAL SOURCES</b>	<b>294,949</b>	<b>266,633</b>	<b>270,005</b>	<b>282,055</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	198,706	155,815	161,893	173,943
Operating Expenses	95,200	109,830	107,124	107,124
Internal Service Charges	1,042	988	988	988
<b>TOTAL EXPENDITURES</b>	<b>294,949</b>	<b>266,633</b>	<b>270,005</b>	<b>282,055</b>

**The Recruitment and Selection Program has the following authorized positions:**

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Director of Human Resources	0.05	0.05	0.05
Human Resources Analyst II	0.60	0.60	0.60
Human Resources Specialist	0.50	0.50	0.50
Human Resources Technician I	0.05	0.05	0.05
<b>FULL-TIME FTEs</b>	<b>1.20</b>	<b>1.20</b>	<b>1.20</b>
<b>TOTAL PROGRAM FTEs</b>	<b>1.20</b>	<b>1.20</b>	<b>1.20</b>

HUMAN RESOURCES DEPARTMENT

**Workers' Compensation - 2030**

Manager: Joanna Malberty

Program Summary

**Program Outcome Statement**

To protect the Organization's resources by providing a workers' compensation insurance program to ensure compliance with established legal requirements and foster a safe and healthy work environment.

The Workers' Compensation Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 - General Fund				
General Sources	49,578	17,079	16,803	18,109
<b>SUB-TOTAL</b>	<b>49,578</b>	<b>17,079</b>	<b>16,803</b>	<b>18,109</b>
610 - Workers' Comp. Int. Srv. F				
Charges for Services	3,002,545	2,378,834	2,308,779	2,436,558
Other Revenues	101,103	45,000	60,833	60,833
Transfers In	0	76,923	76,923	76,923
General Sources	(1,245,696)	50,573	124,009	(95,400)
<b>SUB-TOTAL</b>	<b>1,857,951</b>	<b>2,551,330</b>	<b>2,570,544</b>	<b>2,478,915</b>
<b>TOTAL SOURCES</b>	<b>1,907,529</b>	<b>2,568,409</b>	<b>2,587,347</b>	<b>2,497,024</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	145,641	132,792	129,405	139,082
Operating Expenses	1,661,193	2,335,000	2,357,325	2,357,325
Other Financing Uses	100,000	100,000	100,000	0
Internal Service Charges	695	617	617	617
<b>TOTAL EXPENDITURES</b>	<b>1,907,529</b>	<b>2,568,409</b>	<b>2,587,347</b>	<b>2,497,024</b>

The Workers' Compensation Program has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget

HUMAN RESOURCES DEPARTMENT

**Workers' Compensation - 2030**

*Program Summary*

Director of Human Resources	0.05	0.05	0.05
Senior Human Resources Analyst	0.70	0.7	0.7
<b>FULL-TIME FTEs</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>
<b>TOTAL PROGRAM FTEs</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>

Information Technology

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# INFORMATION TECHNOLOGY DEPARTMENT

Director: Jeff Lewis

*Department Summary*

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The **Information Technology Department** provides services through the following programs:

- Information Technology Administration - 2500
- Project Management Office - 2605
- Operations - 2615
- Customer Service - 2625
- Geographic Information Services - 2710

## **Major Accomplishments in FY 2014-15**

- ✓ Successfully transitioned the City's radios to the new East Bay Regional Communications System (EBRCS).
- ✓ Successfully executed a third amendment to the Astound Institutional Network agreement through July of 2019 with 5 year optional extension.
- ✓ Collaborated with City departments to procure and begin implementation of an Enterprise Content Management System (ECMS).
- ✓ Collaborated with Public Works Department to select an Asset Management System and implemented this system for the City's sewer system.
- ✓ Collaborated with the Police Department to procure and begin implementation of a new Police Records Management System.
- ✓ Replaced and upgraded the City's redundant internet network security system.
- ✓ Established a co-location facility with data backup capabilities in Rocklin to be developed into the City's Disaster Recovery site.
- ✓ Replaced and upgraded end of life server systems at the Astound Data Center.
- ✓ Replaced leased Institutional Network fiber at Baldwin Park and Police Headquarters campuses with City owned fiber resulting in reduced operating costs.
- ✓ Collaborated with Finance to procure and implement a Finance Budget System.
- ✓ Successfully completed a full redesign of the City of Concord's main website that increases communication between the City of Concord and its citizens.
- ✓ Successfully completed selection of the new vendor for Desktop Managed Services.

## **Initiatives for FY 2015-16 & FY 2016-17**

- Collaborate with City Departments, Schools and other County agencies to develop a City wide fiber communications plan.
- Replace City's core network equipment that has reached end-of-life.
- Publish a Request for Proposal for contracting the City's Managed Print Services. Review the results and select a vendor for this service.
- Implement Cyber Security Measures to minimize financial risk to the City.
- Implement Police Records Management System.

## INFORMATION TECHNOLOGY DEPARTMENT

*Department Summary*

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- Implement Phase I of Electronic Content Management System (ECMS).
- Publish a request for proposal for Parks and Recreation scheduling software which has reached its end of life. Select a vendor and begin implementation of a new Parks and Recreation software replacement.
- Upgrade Lawson Financial and HR Enterprise Resource Planning software.
- Collaborate with Finance and other City departments on Time Card replacement. Select a vendor and begin implementation of Time Card software replacement.
- Complete the transition to the new Desktop Managed Services vendor, Axiom Technologies, LLC including automation of desktop software, standardizing on desktop software versions and improving the City's security.

### **Significant Changes for FY 2015-16 & FY 2016-17**

- Addition of a Systems and Programming Manager position in the PMO Division reducing the need for reliance on outside expertise and providing for cross training of City staff.
- For the FY 2015-16 Budget, the City of Concord implemented a new Cost Allocation Plan, which resulted in the redistribution of Internal Service Charges from the non-departmental program to other programs throughout the City. Consequently, individual department and programs may have a significant increase in their Internal Service Charge budget from FY 2015-14 to FY 2015-16. These are primarily offset by reductions in the non-departmental program.

## INFORMATION TECHNOLOGY DEPARTMENT

*Department Summary*

**The Information Technology Department is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
<b>634 - IT Operating Fund</b>				
Charges for Services	6,382,595	6,847,563	6,567,471	6,912,963
Other Revenues	1,323,714	45,000	38,717	38,717
Transfers In	442,103	170,000	-	-
General Sources	(3,557,462)	(899,261)	(47,537)	(65,104)
<b>SUB-TOTAL</b>	<b>4,590,949</b>	<b>6,163,302</b>	<b>6,558,651</b>	<b>6,886,576</b>
<b>225 - PEG Fees Fund</b>				
Franchise Fees	-	-	575,000	575,000
Other Revenues	-	-	7,642	7,642
General Sources	-	-	(442,067)	(442,067)
<b>SUB-TOTAL</b>	<b>-</b>	<b>-</b>	<b>140,575</b>	<b>140,575</b>
<b>TOTAL SOURCES</b>	<b>4,590,949</b>	<b>6,163,302</b>	<b>6,699,226</b>	<b>7,027,151</b>

**These funds are budgeted to the following programs:**

EXPENDITURES [By Program]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
2500 - IT Administration	(59,818)	954,796	1,241,611	1,279,741
2605 - Project Management Office	1,617,538	1,520,583	1,552,363	1,725,334
2615 - Operations	1,726,376	1,857,524	2,050,282	2,089,679
2625 - Customer Service	1,023,940	1,508,015	1,538,000	1,579,079
2710 - Geographic Information Services	282,914	322,384	316,970	353,318
<b>TOTAL EXPENDITURES</b>	<b>4,590,949</b>	<b>6,163,302</b>	<b>6,699,226</b>	<b>7,027,151</b>

## INFORMATION TECHNOLOGY DEPARTMENT

*Department Summary*

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	1,576,036	1,870,784	1,958,576	2,100,333
Operating Expenses	3,528,848	4,266,752	4,273,428	4,446,582
Internal Service Charges	26,839	25,766	467,222	480,236
Debt Service Payments	(540,774)	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>4,590,949</b>	<b>6,163,302</b>	<b>6,558,651</b>	<b>6,886,576</b>

**The Information Technology Department has the following authorized positions by program:**

FULL-TIME FTEs [By Program]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
2500 - Information Technology Administration	2.00	2.00	2.00
2605 - Project Management Office	4.00	4.00	4.00
2615 - Operations	1.00	1.00	1.00
2625 - Customer Service	3.00	3.00	3.00
2710 - Geographic Information Services	2.00	2.00	2.00
<b>FULL-TIME FTEs</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>

PART-TIME AND OVER-TIME FTEs [By Program]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
2605-Project Management Office	0.78	0.78	0.78
2625-Customer Service	0.43	0.43	0.43
2710-Geographic Info Services	0.01	0.01	0.01
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>1.22</b>	<b>1.22</b>	<b>1.22</b>

<b>TOTAL DEPARTMENTAL FTEs</b>	<b>13.22</b>	<b>13.22</b>	<b>13.22</b>
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INFORMATION TECHNOLOGY DEPARTMENT

**Customer Service - 2625**

Manager: Kathie Amoroso

*Program Summary*

**Program Outcome Statement**

To provide high quality, cost effective customer communications, services and support to the City. Strategic goal is to maintain the number of calls closed on first contact to 85%.

**The Customer Service Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
634 - IT Operating Fund				
General Sources	1,023,940	1,508,015	1,538,000	1,579,079
<b>TOTAL SOURCES</b>	<b>1,023,940</b>	<b>1,508,015</b>	<b>1,538,000</b>	<b>1,579,079</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	359,802	451,272	494,270	520,926
Operating Expenses	661,821	1,054,273	1,041,260	1,055,683
Internal Service Charges	2,317	2,470	2,470	2,470
<b>TOTAL EXPENDITURES</b>	<b>1,023,940</b>	<b>1,508,015</b>	<b>1,538,000</b>	<b>1,579,079</b>

**The Customer Service Program has the following authorized positions:**

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Information Technology Manager	1.00	1.00	1.00
Programmer	1.00	-	-
Web Coordinator	1.00	1.00	1.00
Programmer Analyst	-	1.00	1.00
<b>FULL-TIME FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

INFORMATION TECHNOLOGY DEPARTMENT

**Customer Service - 2625**

*Program Summary*

<b>PART-TIME AND OVER-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Limited Service - Professional	0.16	0.16	0.16
Microcomputer Coordinator	0.10	0.10	0.10
Programmer	0.12	0.12	0.12
Senior Programmer Analyst	0.02	0.02	0.02
Web Coordinator	0.04	0.04	0.04
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.43</b>	<b>0.43</b>	<b>0.43</b>
<b>TOTAL PROGRAM FTEs</b>	<b>3.43</b>	<b>3.43</b>	<b>3.43</b>

INFORMATION TECHNOLOGY DEPARTMENT

**Geographic Information Services - 2710**

Manager: Gerald Bowles

*Program Summary*

**Program Outcome Statement**

Assure that city departments can provide services to citizens and use GIS data to make well informed decisions by providing cost effective and accurate geographic information.

**The Geographic Information Services Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
634 - IT Operating Fund				
General Sources	282,914	322,384	316,970	353,318
<b>TOTAL SOURCES</b>	<b>282,914</b>	<b>322,384</b>	<b>316,970</b>	<b>353,318</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	218,183	271,000	265,063	301,028
Operating Expenses	63,187	49,737	50,260	50,643
Internal Service Charges	1,544	1,647	1,647	1,647
<b>TOTAL EXPENDITURES</b>	<b>282,914</b>	<b>322,384</b>	<b>316,970</b>	<b>353,318</b>

**The Geographic Information Services Program has the following authorized positions:**

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
GIS Technician	1.00	-	-
Recreation Program Manager	1.00	-	-
Program Manager	-	1.00	1.00
GIS Program Analyst	-	1.00	1.00
<b>FULL-TIME FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

INFORMATION TECHNOLOGY DEPARTMENT

**Geographic Information Services - 2710**

*Program Summary*

PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
GIS Technician	0.01	0.01	0.01
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.01</b>	<b>0.01</b>	<b>0.01</b>
<b>TOTAL PROGRAM FTEs</b>	<b>2.01</b>	<b>2.01</b>	<b>2.01</b>

**Geographic Information Services - 2710**

*Program Summary*

PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
GIS Technician	0.01	0.01	0.01
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.01</b>	<b>0.01</b>	<b>0.01</b>
<b>TOTAL PROGRAM FTEs</b>	<b>2.01</b>	<b>2.01</b>	<b>2.01</b>

INFORMATION TECHNOLOGY DEPARTMENT  
**Information Technology Administration - 2500**

Manager: Jeff Lewis

*Program Summary*

**Program Outcome Statement**

To provide the City with technological support to enhance its mission and to support the City’s strategic goals and Council priorities. To improve City services through the use of technology to bring as many governmental services to the community as possible while making internal staff more effective and productive. To serve our community by exploring, implementing and supporting effective and innovative use of technology through teamwork, collaboration, innovation, and accountability to our departmental partners to improve the quality of life for the citizens of Concord.

**The IT Administration Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
<b>634 - IT Operating Fund</b>				
Charges for Services	6,382,595	6,847,563	6,567,471	6,912,963
Other Revenues	1,323,714	45,000	38,717	38,717
Transfers In	442,103	170,000	-	-
General Sources	(8,208,230)	(6,107,767)	(5,364,577)	(5,671,939)
<b>SUB-TOTAL</b>	<b>(59,818)</b>	<b>954,796</b>	<b>1,241,611</b>	<b>1,279,741</b>
<b>225 - PEG Fees Fund</b>				
Franchise Fees	-	-	575,000	575,000
Other Revenues	-	-	7,642	7,642
General Sources	-	-	(582,642)	(582,642)
<b>SUB-TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL SOURCES</b>	<b>(59,818)</b>	<b>954,796</b>	<b>1,241,611</b>	<b>1,279,741</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	186,203	311,891	345,345	370,461
Operating Expenses	275,636	625,372	437,277	437,277
Internal Service Charges	19,117	17,533	458,989	472,003
Debt Service Payments	(540,774)	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>(59,818)</b>	<b>954,796</b>	<b>1,241,611</b>	<b>1,279,741</b>

INFORMATION TECHNOLOGY DEPARTMENT

**IT Administration - 2500**

*Program Summary*

The IT Administration Program has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Director of Information Technology	1.00	1.00	1.00
Program Assistant	1.00	1.00	1.00
<b>FULL-TIME FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>TOTAL PROGRAM FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

INFORMATION TECHNOLOGY DEPARTMENT

**IT Operations - 2615**

Manager: Doug Elloway

*Program Summary*

**Program Outcome Statement**

To deliver high quality, cost effective, secure and reliable network, desktop and telecommunications services 24 hours a day, 7 days a week by operating and monitoring hardware and software and by responding to user requests for services.

The IT Operations Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
634 - IT Operating Fund				
General Sources	1,726,376	1,857,524	1,909,707	1,949,104
<b>SUB-TOTAL</b>	<b>1,726,376</b>	<b>1,857,524</b>	<b>1,909,707</b>	<b>1,949,104</b>
225 - PEG Fees Fund				
	-	-	140,575	140,575
<b>SUB-TOTAL</b>	<b>-</b>	<b>-</b>	<b>140,575</b>	<b>140,575</b>
<b>TOTAL SOURCES</b>	<b>1,726,376</b>	<b>1,857,524</b>	<b>2,050,282</b>	<b>2,089,679</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	204,077	194,630	214,815	230,705
Operating Expenses	1,521,527	1,662,071	1,834,644	1,858,151
Internal Service Charges	772	823	823	823
<b>TOTAL EXPENDITURES</b>	<b>1,726,376</b>	<b>1,857,524</b>	<b>2,050,282</b>	<b>2,089,679</b>

The IT Operations Program has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Information Technology Manager	1.00	1.00	1.00
<b>FULL-TIME FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>TOTAL PROGRAM FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

INFORMATION TECHNOLOGY DEPARTMENT

**Project Management Office - 2605**

Manager: Tim Stuart

*Program Summary*

**Program Outcome Statement**

To provide the City with a Project Management Office for delivery of technology enabled projects that meet stated requirements and benefits within predictable timeframes, budgets, and provide communications to project sponsors and stakeholders. To provide ongoing support for applications and database systems implemented by the City and used by the public and city departments 24 hours a day, 7 days and week.

**The Project Management Office Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
634 - IT Operating Fund				
General Sources	1,617,538	1,520,583	1,552,363	1,725,334
<b>TOTAL SOURCES</b>	<b>1,617,538</b>	<b>1,520,583</b>	<b>1,552,363</b>	<b>1,725,334</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	607,773	641,991	639,083	677,213
Operating Expenses	1,006,677	875,299	909,987	1,044,828
Internal Service Charges	3,089	3,293	3,293	3,293
<b>TOTAL EXPENDITURES</b>	<b>1,617,538</b>	<b>1,520,583</b>	<b>1,552,363</b>	<b>1,725,334</b>

**The Project Management Office Program has the following authorized positions:**

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Information Technology Manager	1.00	1.00	1.00
Microcomputer Coordinator	1.00	1.00	1.00
Senior Programmer Analyst	1.00	1.00	1.00
Systems & Programming Manager	1.00	1.00	1.00
<b>FULL-TIME FTEs</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

INFORMATION TECHNOLOGY DEPARTMENT

**Project Management Office - 2605**

*Program Summary*

PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Limited Service - Professional	0.78	0.79	0.78
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.78</b>	<b>0.78</b>	<b>0.78</b>
<b>TOTAL PROGRAM FTEs</b>	<b>4.78</b>	<b>4.78</b>	<b>4.78</b>

Local Reuse Authority

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## LOCAL REUSE AUTHORITY

Director: Michael Wright

*Department Summary*

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The **Local Reuse Authority** provides services through the following programs:

- Reuse Project - 1800

### **Major Accomplishments in FY 2014-15**

- ✓ Short listed two Master Developer candidates to commence initial negotiations.
- ✓ Submitted draft Economic Development Conveyance application to U.S. Navy.
- ✓ Advanced transfer land parcels to finding of suitability for transfer by state Federal regulators.

### **Initiatives for FY 2015-16 & FY 2016-17**

- Select a Master Developer and complete value negotiations with U.S. Navy.
- Complete Section 7 Consultation with the U.S. Fish and Wildlife Service and receive biologic opinion.
- Select financial advisor to the Local Reuse Authority.
- Select insurance broker for environmental risk management.
- Finalize Economic Development Conveyance application/commence land transfer in the third quarter of 2016.

### **Significant Changes for FY 2015-16 & FY 2016-17**

- Addition of a Concord Reuse Project Director position.
- Conversion of a full-time contract Reuse Project Executive Assistant to a permanent full-time position.
- For the FY 2015-16 Budget, the City of Concord implemented a new Cost Allocation Plan, which resulted in the redistribution of Internal Service Charges from the non-departmental program to other programs throughout the City. Consequently, individual department and programs may have a significant increase in their Internal Service Charge budget from FY 2015-14 to FY 2015-16. These are primarily offset by reductions in the non-departmental program.

**LOCAL REUSE AUTHORITY**

*Department Summary*

**The Local Reuse Authority is funded from the following sources:**

<b>SOURCES</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
403 - Concord Reuse Project				
Loan from the General Fund	1,100,000	2,113,983	2,219,575	1,798,587
General Sources	(128,975)	-	15,352	31,551
<b>TOTAL SOURCES</b>	<b>971,025</b>	<b>2,113,983</b>	<b>2,234,927</b>	<b>1,830,138</b>

**These funds are budgeted to the following programs:**

<b>EXPENDITURES [By Program]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
1800 - Reuse Project	971,025	2,113,983	2,234,927	1,830,138
<b>TOTAL EXPENDITURES</b>	<b>971,025</b>	<b>2,113,983</b>	<b>2,234,927</b>	<b>1,830,138</b>

**These funds are distributed to the following expenditure categories:**

<b>EXPENDITURES [By Category]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Salaries & Benefits	213,864	601,983	860,327	890,538
Operating Expenses	757,161	1,512,000	1,374,600	939,600
<b>TOTAL EXPENDITURES</b>	<b>971,025</b>	<b>2,113,983</b>	<b>2,234,927</b>	<b>1,830,138</b>

**The Local Reuse Authority has the following authorized positions by program:**

<b>FULL-TIME FTEs [By Program]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
1800 – Reuse Project Administration	2.70	3.60	3.60
<b>FULL-TIME FTEs</b>	<b>2.70</b>	<b>3.60</b>	<b>3.60</b>
<b>TOTAL DEPARTMENTAL FTEs</b>	<b>2.70</b>	<b>3.60</b>	<b>3.60</b>

LOCAL REUSE AUTHORITY

**Reuse Project - 1800**

Manager: Michael Wright

*Program Summary*

**Program Outcome Statement**

To obtain land transfer from the U.S. Navy in the third quarter of 2016 and oversee development on the former Concord Naval Weapons Station.

**The Reuse Project Program is funded from the following sources:**

<b>SOURCES</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
403 - Concord Reuse Project				
Loan from the General Fund	1,100,000	2,113,983	2,219,575	1,798,587
General Sources	(128,975)	-	15,352	31,551
<b>TOTAL SOURCES</b>	<b>971,025</b>	<b>2,113,983</b>	<b>2,234,927</b>	<b>1,830,138</b>

**These funds are distributed to the following expenditure categories:**

<b>EXPENDITURES [By Category]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Salaries & Benefits	213,864	601,983	860,327	890,538
Operating Expenses	757,161	1,512,000	1,374,600	939,600
<b>TOTAL EXPENDITURES</b>	<b>971,025</b>	<b>2,113,983</b>	<b>2,234,927</b>	<b>1,830,138</b>

**The Reuse Project Program has the following authorized positions:**

<b>FULL-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Concord Reuse Project Director	1.00	1.00	1.00
Reuse Project Exec. Assistant	1.00	0.95	0.95
Economic Development & Housing Manager	0.20	0.20	0.20
LRA Project Manager	0.30	1.00	1.00
Associate Civil Engineer	0.20	-	-
Deputy City Manager	-	0.20	0.20
Parks Manager	-	0.25	0.25
<b>FULL-TIME FTEs</b>	<b>2.70</b>	<b>3.60</b>	<b>3.60</b>
<b>TOTAL PROGRAM FTEs</b>	<b>2.70</b>	<b>3.60</b>	<b>3.60</b>

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Office of the City Manager

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## CITY MANAGER'S OFFICE

Director: Valerie Barone

*Department Summary*

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The **City Manager's Office** provides services through the following programs:

- City Council Services - 1000
- City Management - 1200
- Community Relations - 1300
- Administrative Services & City Clerk - 1400
- Elections - 1410
- Printing Services - 1500
- Franchise Management - 1600

### **Major Accomplishments in FY 2014-15**

- ✓ Completed fiscal year 2013-14 financial audit and received an unqualified audit opinion.
- ✓ Maintained communication with residents, businesses and employees by conducting the 2014 Citizen Priorities Survey and producing 3 issues of the City News & Activity Guide, 12 eNewsletters, 12 electronic versions of City Talk (employee newsletter) and several news releases.
- ✓ Supported educational outreach efforts for the Measure Q ballot extension.
- ✓ Successfully planned and held a dinner to honor the volunteers serving on our various Boards and Commissions.
- ✓ Approved a balanced budget for FY 2014-15.

### **Initiatives for FY 2015-16 & FY 2016-17**

- Work with the Information Technology Department to assess and recommend improvements to the audio/visual and communication equipment in the City Council Chambers.
- Review and update current Policies and Procedures/Administrative Directives to ensure they meet today's business needs and organizational practices.
- Streamline the City Council agenda packet development and posting processes.
- Improve and increase the efficiency of the boards and commissions recruitment process.

### **Significant Changes for FY 2015-16 & FY 2016-17**

- Reduction of a contract Program Aide position in the City Clerk's program (1400).
- For the FY 2015-16 Budget, the City of Concord implemented a new Cost Allocation Plan, which resulted in the redistribution of Internal Service Charges from the non-departmental program to other programs throughout the City. Consequently, individual department and programs may have a significant increase in their Internal Service Charge budget from FY 2015-14 to FY 2015-16. These are primarily offset by reductions in the non-departmental program.

**CITY MANAGER'S OFFICE**

*Department Summary*

**The City Manager's Office is funded from the following sources:**

<b>SOURCES</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
100 - General Fund				
Charges for Services	141,086	145,000	147,500	150,000
General Sources	2,699,597	3,003,795	3,200,567	3,432,853
<b>TOTAL SOURCES</b>	<b>2,840,683</b>	<b>3,148,795</b>	<b>3,348,067</b>	<b>3,582,853</b>

**These funds are budgeted to the following programs:**

<b>EXPENDITURES [By Program]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
1000 - City Council Services	351,076	366,987	545,354	554,398
1200 - City Management	1,037,120	1,019,127	1,300,246	1,337,373
1300 - Community Relations	271,324	293,750	274,737	310,354
1400 - Administrative Serv. & City Clerk	608,976	697,998	721,222	752,272
1410 - Elections	-	240,000	-	110,000
1500 - Printing Services	451,154	400,482	367,915	378,528
1600 - Franchise Management	121,033	130,451	138,593	139,928
<b>TOTAL EXPENDITURES</b>	<b>2,840,683</b>	<b>3,148,795</b>	<b>3,348,067</b>	<b>3,582,853</b>

**These funds are distributed to the following expenditure categories:**

<b>EXPENDITURES [By Category]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Salaries & Benefits	2,046,171	2,348,463	2,483,593	2,634,739
Operating Expenses	642,413	404,617	327,035	312,065
Internal Service Charges	104,148	113,992	406,718	417,794
<b>TOTAL EXPENDITURES</b>	<b>2,792,732</b>	<b>2,867,072</b>	<b>3,217,346</b>	<b>3,364,598</b>

**CITY MANAGER'S OFFICE**

*Department Summary*

**The City Manager's Office has the following authorized positions by program:**

<b>FULL-TIME FTEs [By Program]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
1000 - City Council Services	5.71	5.71	5.71
1200 - City Management	3.13	2.98	2.98
1300 - Community Relations	1.06	1.06	1.06
1400 - Administrative Serv. & City Clerk	5.00	4.00	4.00
1410 - Elections	-	-	-
1500 - Printing Services	2.00	2.00	2.00
1600 - Franchise Management	0.20	0.30	0.30
<b>FULL-TIME FTEs</b>	<b>17.10</b>	<b>16.05</b>	<b>16.05</b>

<b>PART-TIME AND OVER-TIME FTEs [By Program]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
1200-City Management	0.07	0.07	0.07
1300-Community Relations	0.54	0.55	0.54
1400-Admin Services & City Clerk	0.55	0.55	0.55
1500-Printing Services	0.13	0.13	0.13
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>1.29</b>	<b>1.30</b>	<b>1.29</b>

<b>TOTAL DEPARTMENTAL FTEs</b>	<b>18.39</b>	<b>17.35</b>	<b>17.34</b>
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CITY MANAGER'S OFFICE

**Administrative Services & City Clerk - 1400**

Manager: Joelle Fockler

*Program Summary*

**Program Outcome Statement**

To provide public information, conduct municipal elections, and maintain the public record as required by the City Clerk to comply with Municipal, State, and Federal laws; to provide effective administrative and support services to City operating departments by delivering, mail services, records management, forms management, flow process analysis; and to administer the boards, committees, and commissions process for the City Council.

**The Administrative Services and City Clerk Program is funded from the following sources:**

<b>SOURCES</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
100 – General Fund				
General Sources	608,976	697,998	721,222	752,272
<b>TOTAL SOURCES</b>	<b>608,976</b>	<b>697,998</b>	<b>721,222</b>	<b>752,272</b>

**These funds are distributed to the following expenditure categories:**

<b>EXPENDITURES [By Category]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Salaries & Benefits	493,391	538,452	519,908	548,732
Operating Expenses	93,166	137,000	112,160	112,160
Internal Service Charges	22,419	22,546	89,154	91,380
<b>TOTAL EXPENDITURES</b>	<b>608,976</b>	<b>697,998</b>	<b>721,222</b>	<b>752,272</b>

**The Administrative Services and City Clerk Program has the following authorized positions:**

<b>FULL-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Administrative Clerk II	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00
City Clerk	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00
Program Aide	1.00	-	-
<b>FULL-TIME FTEs</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>

CITY MANAGER'S OFFICE

**Administrative Services & City Clerk - 1400**

*Program Summary*

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<b>PART-TIME AND OVER-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Limited Service -Administrative Support	0.55	0.55	0.55
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.55</b>	<b>0.55</b>	<b>0.55</b>
<b>TOTAL PROGRAM FTEs</b>	<b>5.55</b>	<b>4.55</b>	<b>4.44</b>

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CITY MANAGER'S OFFICE

**City Management - 1200**

Manager: Valerie Barone

*Program Summary*

**Program Outcome Statement**

To support and implement City Council polices to make Concord a City of the highest quality.

The City Management Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
General Sources	1,037,120	1,019,127	1,300,246	1,337,373
<b>TOTAL SOURCES</b>	<b>1,037,120</b>	<b>1,019,127</b>	<b>1,300,246</b>	<b>1,337,373</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	838,772	783,041	706,693	731,721
Operating Expenses	102,610	123,195	115,495	115,495
Internal Service Charges	95,739	112,891	478,058	490,157
<b>TOTAL EXPENDITURES</b>	<b>1,037,120</b>	<b>1,019,127</b>	<b>1,300,246</b>	<b>1,337,373</b>

The City Management Services has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Assistant City Manager	1.00	-	-
City Manager	1.00	1.00	1.00
Confidential Secretary	0.69	0.69	0.69
Deputy City Manager	-	0.80	0.80
Executive Assistant	0.44	0.44	0.44
Reuse Project Exec. Assistant	-	0.05	0.05
<b>FULL-TIME FTEs</b>	<b>3.13</b>	<b>2.98</b>	<b>2.98</b>

CITY MANAGER'S OFFICE

**City Management - 1200**

*Program Summary*

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<b>PART-TIME AND OVER-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Limited Service -Administrative Support	0.07	0.07	0.07
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.07</b>	<b>0.07</b>	<b>0.07</b>
<b>TOTAL PROGRAM FTEs</b>	<b>3.20</b>	<b>3.05</b>	<b>3.05</b>

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CITY MANAGER'S OFFICE  
**Community Relations - 1300**

Manager: Leslye Asera

*Program Summary*

**Program Outcome Statement**

To provide information to internal and external communities about City programs and policies in order to encourage two-way communication and participation in making Concord a city of the highest quality.

**The Community Relations Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
General Sources	271,324	293,750	274,737	310,354
<b>TOTAL SOURCES</b>	<b>271,324</b>	<b>293,750</b>	<b>274,737</b>	<b>310,354</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	197,525	214,677	223,664	229,281
Operating Expenses	72,981	78,200	50,200	80,200
Internal Service Charges	819	873	873	873
<b>TOTAL EXPENDITURES</b>	<b>271,324</b>	<b>293,750</b>	<b>274,737</b>	<b>310,354</b>

**The Community Relations Program has the following authorized positions:**

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Community Relations Manager	1.00	1.00	1.00
Confidential Secretary	0.06	0.06	0.06
<b>FULL-TIME FTEs</b>	<b>1.06</b>	<b>1.06</b>	<b>1.06</b>

PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Limited Service - Technician	0.54	0.55	0.54
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.54</b>	<b>0.55</b>	<b>0.54</b>
<b>TOTAL PROGRAM FTEs</b>	<b>1.60</b>	<b>1.61</b>	<b>1.60</b>

CITY MANAGER'S OFFICE  
**City Council Services - 1000**

Manager: Valerie Barone

*Program Summary*

**Program Outcome Statement**

Establish policies and ensure the City's long term financial stability for provision of effective and efficient public services so that Concord is recognized as a city of the highest quality in which to live and do business.

**The City Council Services Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
General Sources	351,076	366,987	545,354	554,398
<b>TOTAL SOURCES</b>	<b>351,076</b>	<b>366,987</b>	<b>545,354</b>	<b>554,398</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	239,678	242,510	268,486	273,339
Operating Expenses	77,255	98,120	109,220	108,460
Internal Service Charges	34,143	26,357	167,648	172,599
<b>TOTAL EXPENDITURES</b>	<b>351,076</b>	<b>366,987</b>	<b>545,354</b>	<b>554,398</b>

**The City Council Services Program has the following authorized positions:**

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Confidential Secretary	0.15	0.15	0.15
Councilmember	4.00	3.00	3.00
Executive Assistant	0.56	0.56	0.56
Mayor	1.00	1.00	1.00
Vice Mayor	-	1.00	1.00
<b>FULL-TIME FTEs</b>	<b>5.71</b>	<b>5.71</b>	<b>5.71</b>
<b>TOTAL PROGRAM FTEs</b>	<b>5.71</b>	<b>5.71</b>	<b>5.71</b>

CITY MANAGER'S OFFICE

**Elections - 1410**

Manager: Joelle Fockler

*Program Summary*

**Program Outcome Statement**

To effectively conduct municipal elections and ensure processes are completed according to schedule and as prescribed by State and local laws.

**The Elections Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
Charges for Services	870	-	-	-
General Sources	(870)	240,000	-	110,000
<b>TOTAL SOURCES</b>	-	<b>240,000</b>	-	<b>110,000</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Operating Expenses	-	240,000	-	110,000
<b>TOTAL EXPENDITURES</b>	-	<b>240,000</b>	-	<b>110,000</b>

CITY MANAGER'S OFFICE  
**Franchise Management - 1600**

Manager: Valerie Barone

*Program Summary*

**Program Outcome Statement**

To negotiate and manage franchises so that services to Concord's 38,000 cable television and 28,000 solid waste/recycling franchise customers are delivered at the lowest cost with an appropriate range of service type and quality in compliance with local, State and federal laws and regulations. As electricity deregulation is implemented by the California Public Utilities Commission, Franchise Management shall facilitate the lowest possible electrical and natural gas rates to residences, businesses, and industries located in Concord.

**The Franchise Management Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
General Sources	121,033	130,451	138,593	139,928
<b>TOTAL SOURCES</b>	<b>121,033</b>	<b>130,451</b>	<b>138,593</b>	<b>139,928</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	21,213	26,820	44,961	46,296
Operating Expenses	99,742	103,549	93,550	93,550
Internal Service Charges	77	82	82	82
<b>TOTAL EXPENDITURES</b>	<b>121,033</b>	<b>130,451</b>	<b>138,593</b>	<b>139,928</b>

**The Franchise Management Program has the following authorized positions:**

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Confidential Secretary	0.10	0.10	0.10
Senior Planner	0.10	0.20	0.20
<b>FULL-TIME FTEs</b>	<b>0.20</b>	<b>0.30</b>	<b>0.30</b>
<b>TOTAL PROGRAM FTEs</b>	<b>0.20</b>	<b>0.30</b>	<b>0.30</b>

CITY MANAGER'S OFFICE

**Printing Services - 1500**

Manager: Craig Tanner

*Program Summary*

**Program Outcome Statement**

To provide graphic design, printing and bindery services, user consultation for composition and materials, and brokering services for outsourced printing.

**The Printing Services Program is funded from the following sources:**

<b>SOURCES</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
100 – General Fund				
Charges for Services	140,215	145,000	147,500	150,000
General Sources	310,939	255,482	220,415	228,528
<b>TOTAL SOURCES</b>	<b>451,154</b>	<b>400,482</b>	<b>367,915</b>	<b>378,528</b>

**These funds are distributed to the following expenditure categories:**

<b>EXPENDITURES [By Category]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Salaries & Benefits	228,712	234,926	246,255	253,364
Operating Expenses	164,992	105,300	108,390	111,571
Internal Service Charges	57,450	60,256	13,270	13,593
<b>TOTAL EXPENDITURES</b>	<b>451,154</b>	<b>400,482</b>	<b>367,915</b>	<b>378,528</b>

**The Printing Services Program has the following authorized positions:**

<b>FULL-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Desktop Publishing Specialist	1.00	-	-
Printing Services Supervisor	1.00	1.00	1.00
Graphic Designer	-	1.00	1.00
<b>FULL-TIME FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

CITY MANAGER'S OFFICE

**Printing Services - 1500**

*Program Summary*

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PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Limited Service -Administrative Support	0.13	0.13	0.13
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.13</b>	<b>0.13</b>	<b>0.13</b>
<b>TOTAL PROGRAM FTEs</b>	<b>2.13</b>	<b>2.13</b>	<b>2.13</b>

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## Parks and Recreation

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# PARKS & RECREATION DEPARTMENT

Director: Joan Carrico

*Department Summary*

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The **Parks & Recreation Department** provides services through the following programs:

- Parks & Recreation Administration – 4100
- Camp Concord – 4200
- Recreation Services Administration – 4210
- Willow Pass Center – 4211
- Centre Concord – 4212
- Aquatics – 4213
- Recreational Classes – 4214
- Teen Programs – 4215
- Youth Programs – 4216
- Preschool – 4217
- Sports & Events – 4220
- Youth and Family Services – 4230
- Senior & Special Recreation Services – 4240
- Diablo Creek - Administration – 4900
- Golf Course Operations – 4910

## **Major Accomplishments in FY 2014-15**

- ✓ Provided Elder Abuse Workshop for Senior Center staff, volunteers and independent contractors in collaboration with the Concord Police Department Special Victims Unit.
- ✓ Added new special event Mid-Summer Tea at the Senior Center with over 160 in attendance.
- ✓ Implemented Facebook “Like your Instructor Contest” to increase awareness of the department’s Facebook page.
- ✓ Implemented the taxi scrip program for seniors 65+ to help seniors remain independent and socially connected with the community.
- ✓ Secured five Silver Sponsors to enhance and support the Senior Center Special Events.
- ✓ Successfully brought the new and growing sport of Pickleball to Concord by transforming four tennis courts at Willow Pass Park into multi-use courts and through the addition of clinics, classes, and an equipment rental program. It is anticipated an Adult Pickleball league will be introduced in the fall of 2015.
- ✓ In partnership with Public Works and the City Attorney’s office, staff successfully negotiated a new Lease Agreement with Pixieland Amusement Park, Inc. with new terms that are beneficial to both the City and Pixieland.
- ✓ Entered into a new Lease Agreement with MJL Enterprises, Inc. for the operation of the Payless Batting Cages in Willow Pass Park.
- ✓ Hired a Community Services Program Manager to manage Community Development Block Grant (CDBG) and Concord-Pleasant Hill Health Care District (CPHHCD) grant funds.
- ✓ Transferred the oversight of the CDBG and CPHHCD grant programs to the Community & Economic Development Department in an effort to create better coordination and collaboration with the CED housing programs and Engineering project management.

## PARKS & RECREATION DEPARTMENT

*Department Summary*

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- ✓ Staffs at community facilities developed an inventory of FF&E (Furniture, Fixtures & Equipment) noting condition, descriptions, value and life expectancy. This project collected data and developed a spreadsheet for each facility and a cumulative spreadsheet for the department in order to identify future repair and replacement needs.
- ✓ In collaboration with Fleet Management, Parks & Recreation worked together to purchase a new 30 passenger bus with a wheel chair lift that will accommodate up to 2 wheel chair passengers at one time. This vehicle replaces two 15 passenger vans that were due for replacement.
- ✓ The Aquatics program successfully transitioned to the American Red Cross Examiner program to take on risk management audits.
- ✓ Two Parks & Recreation Coordinators completed a certified instructor course through the American Red Cross allowing them to teach and train staff to be certified in First Aid/CPR/AED.
- ✓ Secured grant funding to replace the playground equipment at Baldwin Park.
- ✓ Purchased two aquatic inflatables for Concord Community Pool that will be featured attractions during Rec Swim and ultimately boost attendance producing additional revenue.
- ✓ Aquatics Coordinator completed the Lifeguarding module for “Aquatic Attractions” in preparation of the new inflatables at Concord Community Pool.
- ✓ In compliance with Title 22, the Aquatics Coordinator completed First Aid for Public Safety Personnel.
- ✓ The Aquatics program secured two new medium sized Swim Meets.
- ✓ Developed roles and criteria for the recruitment of members to the newly formed Concord Pavilion Community Outreach Committee and successfully filled the Committee positions.
- ✓ Received a grant to purchase six new Automated External Defibrillators (AED) along with a donation of two refurbished AED’s to be placed at additional Parks & Recreation facilities and programs.
- ✓ In partnership with Public Works, staff completed a major ball field refurbishment project at Willow Pass Park as well as organizing a community volunteer work project day to repair, replace and paint wooden ballfield backstops.

### **Initiatives for FY 2015-16 & FY 2016-17**

- Provide Senior Citizens Produce Market where seniors will have easy access to fresh fruits and vegetables at wholesale prices.
- Replace moveable walls at Centre Concord and upgrade bathrooms for ADA compliance.
- Analyze options and feasibility of entering into an Operations Agreement with an outside entity to operate Camp Concord on the City’s behalf to reduce the General Fund subsidy.
- Establish a Small Equipment Replacement Fund.
- Analysis of Golf Course Infrastructure, Deferred Maintenance Conditions.
- Create a Preschool Teacher Succession Plan.
- Implement a software replacement program for Parks & Recreation program registrations, facility reservations, memberships, point of sale and league registrations.
- Identify and implement a new golf course point of sale/tee time software system.

**Significant Changes for FY 2015-16 & FY 2016-17**

- For the FY 2015-16 Budget, the Recreation Services Administration Program (4210) has been divided into several individual programs to allow for improved fiscal management and monitoring of recreation specific programs and facilities. As such, this budget includes the following new programs that were previously part of the Recreation Services Administration Program (4210):
  - Willow Pass Center – 4211
  - Centre Concord – 4212
  - Aquatics – 4213
  - Recreational Classes – 4214
  - Teen Programs – 4215
  - Youth Programs – 4216
  - Preschool – 4217
  
- For the FY 2015-16 Budget, the City of Concord implemented a new Cost Allocation Plan, which resulted in the redistribution of Internal Service Charges from the non-departmental program to other programs throughout the City. Consequently, individual department and programs may have a significant increase in their Internal Service Charge budget from FY 2015-14 to FY 2015-16. These are primarily offset by reductions in the non-departmental program.

**PARKS & RECREATION DEPARTMENT**

*Department Summary*

**The Parks & Recreation Department is funded from the following sources:**

<b>SOURCES</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
100 - General Fund				
Charges for Services	2,866,340	2,668,350	2,641,295	2,682,970
Other Revenues	4,020	-	-	-
General Sources	1,457,810	1,773,460	2,450,687	2,568,251
<b>SUB-TOTAL</b>	<b>4,328,170</b>	<b>4,441,810</b>	<b>5,091,982</b>	<b>5,251,221</b>
402 - Capital Projects- Reimbursable				
Other Revenues	803,811	-	-	-
General Sources	(44,398)	-	-	-
<b>SUB-TOTAL</b>	<b>759,413</b>	<b>-</b>	<b>-</b>	<b>-</b>
700 - Golf Course				
Charges for Services	1,409,768	1,375,000	1,254,537	1,177,000
Other Revenues	131,852	82,605	87,816	38,191
General Sources	(193,653)	(118,626)	23,270	153,258
<b>SUB-TOTAL</b>	<b>1,347,968</b>	<b>1,338,979</b>	<b>1,365,623</b>	<b>1,368,449</b>
<b>TOTAL SOURCES</b>	<b>6,435,550</b>	<b>5,780,789</b>	<b>6,457,605</b>	<b>6,619,670</b>

**PARKS & RECREATION DEPARTMENT**

*Department Summary*

**These funds are budgeted to the following programs:**

<b>EXPENDITURES [By Program]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
4100 – P & R Administration	499,488	421,919	774,990	791,619
4200 - Camp Concord	498,490	550,826	517,132	526,605
4210 - Recreation Services Admin	2,359,127	2,407,226	38,955	39,848
4211 - Willow Pass Center	-	-	360,324	376,598
4212 - Centre Concord	-	-	644,765	689,890
4213 - Aquatics	-	-	655,567	669,770
4214 - Recreational Classes	-	-	416,817	426,082
4215 - Teen Programs	-	-	73,957	76,072
4216 - Youth Programs	-	-	125,329	129,257
4217 - Preschool	-	-	283,137	290,570
4220 - Sports & Events	294,977	367,382	360,294	373,331
4230 - Youth and Family Services	764,054	-	-	-
4240 - Senior & Special Recreation Serv.	671,448	694,457	840,715	861,579
4900 - Diablo Creek - Administration	1,114,123	1,112,254	1,142,840	1,145,074
4910 - Golf Course Operations	233,845	226,725	222,783	223,375
<b>TOTAL EXPENDITURES</b>	<b>6,435,550</b>	<b>5,780,789</b>	<b>6,457,605</b>	<b>6,619,670</b>

**These funds are distributed to the following expenditure categories:**

<b>EXPENDITURES [By Category]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Salaries & Benefits	3,110,958	2,442,903	2,627,147	2,738,229
Operating Expenses	2,616,733	2,512,618	2,462,194	2,480,794
Internal Service Charges	657,308	600,543	1,147,481	1,179,272
Debt Service Payments	49,815	224,725	220,783	221,375
Other Financing Uses	736	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>2,792,732</b>	<b>2,867,072</b>	<b>3,217,346</b>	<b>3,364,598</b>

## PARKS & RECREATION DEPARTMENT

*Department Summary*

**The Parks & Recreation Department has the following authorized positions by program:**

FULL-TIME FTEs [By Program]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
4100 - Parks & Recreation Administration	0.75	0.75	0.75
4200 - Camp Concord	2.25	2.25	2.25
4210 - Recreation Services Admin	6.00	-	-
4211 - Willow Pass Center	-	1.00	1.00
4212 - Centre Concord	-	2.00	2.00
4213 - Aquatics	-	1.30	1.30
4214 - Recreational Classes	-	0.45	0.45
4215 - Teen Programs	-	0.25	0.25
4216 - Youth Programs	-	0.25	0.25
4217 - Preschool	-	0.75	0.75
4220 - Sports & Events	0.75	0.75	0.75
4240 - Senior & Special Recreation Services	3.00	3.00	3.00
4900 - Diablo Creek - Administration	0.25	0.25	0.25
<b>FULL-TIME FTEs</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>

PART-TIME AND OVER-TIME FTEs [By Program]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
4200-Camp Concord	4.77	4.52	4.47
4210-Facility Operations Programs	20.93	-	-
4211-Williow Pass Center	-	1.92	1.90
4212-Centre Concord	-	2.50	2.73
4213-Aquatics	-	7.60	7.53
4214-Recreation Classes	-	0.83	0.82
4214-Teen Programs	-	0.81	0.80
4215-Youth Programs	-	2.13	2.11
4217-Preschool	-	4.70	4.65
4220-Sports & Events	0.68	1.57	1.56
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>28.93</b>	<b>29.16</b>	<b>29.13</b>

<b>TOTAL DEPARTMENTAL FTEs</b>	<b>41.93</b>	<b>42.16</b>	<b>42.13</b>
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PARKS & RECREATION DEPARTMENT

**Aquatics - 4213**

Manager: Christopher Roke

*Program Summary*

**Program Outcome Statement**

To promote health and wellness through water safety instruction, lap and recreational swimming, aquatics programming and group rentals while meeting or exceeding cost recovery goals.

**The Aquatics Program is funded from the following sources:**

<b>SOURCES</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
100 – General Fund				
Charges for Services	-	-	345,000	350,000
General Sources	-	-	310,567	319,770
<b>TOTAL SOURCES</b>	<b>-</b>	<b>-</b>	<b>655,567</b>	<b>669,770</b>

**These funds are distributed to the following expenditure categories:**

<b>EXPENDITURES [By Category]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Salaries & Benefits	-	-	391,412	405,615
Operating Expenses	-	-	264,155	264,155
<b>TOTAL EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>655,567</b>	<b>669,770</b>

**The Aquatics Program has the following authorized positions:**

<b>FULL-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Recreation Program Coordinator	-	0.95	0.95
Recreation Program Manager	-	0.35	0.35
<b>FULL-TIME FTEs</b>	<b>-</b>	<b>1.30</b>	<b>1.30</b>

PARKS & RECREATION DEPARTMENT

**Aquatics - 4213**

*Program Summary*

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PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Limited Service - Recreation Specialist	-	7.60	7.53
<b>PART-TIME AND OVER-TIME FTEs</b>	-	<b>7.60</b>	<b>7.53</b>
<b>TOTAL PROGRAM FTEs</b>	-	<b>8.90</b>	<b>8.83</b>

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PARKS & RECREATION DEPARTMENT

**Camp Concord - 4200**

Manager: Kathie Leavitt

*Program Summary*

**Program Outcome Statement**

To contribute to the mental and physical well-being of children and adults by providing safe, organized camping programs and rental facilities in a well maintained environment while meeting or exceeding cost recovery goals.

**The Camp Concord Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
Charges for Services	248,642	261,820	238,500	238,500
General Sources	249,848	289,006	278,632	288,105
<b>TOTAL SOURCES</b>	<b>498,490</b>	<b>550,826</b>	<b>517,132</b>	<b>526,605</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	218,653	292,591	313,223	321,972
Operating Expenses	197,607	183,824	165,783	165,783
Internal Service Charges	82,230	74,411	38,126	38,851
<b>TOTAL EXPENDITURES</b>	<b>498,490</b>	<b>550,826</b>	<b>517,132</b>	<b>526,605</b>

**The Camp Concord Administration has the following authorized positions:**

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Camp Director	1.00	1.00	1.00
Camp Facility Specialist	1.00	1.00	1.00
Recreation Program Manager	0.25	0.25	0.25
<b>FULL-TIME FTEs</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>

PARKS & RECREATION DEPARTMENT

**Camp Concord - 4200**

*Program Summary*

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PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Limited Service - Camp Specialist	4.77	4.52	4.47
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>4.77</b>	<b>4.52</b>	<b>4.47</b>
<b>TOTAL PROGRAM FTEs</b>	<b>7.02</b>	<b>6.77</b>	<b>6.72</b>

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PARKS & RECREATION DEPARTMENT

**Centre Concord - 4212**

Manager: Marla Parada

*Program Summary*

**Program Outcome Statement**

To provide a high quality, well maintained facility for use by the community for a variety of rental activities and events, preschool classes, and recreational programs and classes.

**The Centre Concord Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
Charges for Services	-	-	265,000	280,000
General Sources	-	-	379,765	409,890
<b>TOTAL SOURCES</b>	-	-	<b>644,765</b>	<b>689,890</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	-	-	384,214	411,457
Operating Expenses	-	-	117,250	130,850
Internal Service Charges	-	-	143,301	147,583
<b>TOTAL EXPENDITURES</b>	-	-	<b>644,765</b>	<b>689,890</b>

**The Centre Concord Program has the following authorized positions:**

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Recreation Program Coordinator	-	1.00	1.00
Recreation Program Manager	-	1.00	1.00
<b>FULL-TIME FTEs</b>	-	<b>2.00</b>	<b>2.00</b>

PARKS & RECREATION DEPARTMENT

**Centre Concord - 4212**

*Program Summary*

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PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Limited Service - Recreation Specialist	-	2.50	2.73
<b>PART-TIME AND OVER-TIME FTEs</b>	-	<b>2.50</b>	<b>2.73</b>
<b>TOTAL PROGRAM FTEs</b>	-	<b>4.50</b>	<b>4.73</b>

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PARKS & RECREATION DEPARTMENT

**Diablo Creek Administration - 4900**

Manager: Joan Carrico

*Program Summary*

**Program Outcome Statement**

To manage the Diablo Creek Golf Course in order to maximize revenues while providing an affordable, high quality golf experience.

The Diablo Creek Administration Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
700 – Golf Course				
Charges for Services	33,068	30,000	33,972	33,972
General Sources	1,081,055	1,082,254	1,108,868	1,111,102
<b>TOTAL SOURCES</b>	<b>1,114,123</b>	<b>1,112,254</b>	<b>1,142,840</b>	<b>1,145,074</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	59,719	66,516	70,121	72,324
Operating Expenses	1,054,212	1,045,532	1,071,402	1,071,402
Internal Service Charges	193	206	1,317	1,348
<b>TOTAL EXPENDITURES</b>	<b>1,114,123</b>	<b>1,112,254</b>	<b>1,142,840</b>	<b>1,145,074</b>

The Diablo Creek Administration Program has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Director of Parks & Recreation	0.25	0.25	0.25
<b>FULL-TIME FTEs</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>
<b>TOTAL PROGRAM FTEs</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>

PARKS & RECREATION DEPARTMENT

**Golf Course Operations - 4910**

Manager: Joan Carrico

*Program Summary*

**Program Outcome Statement**

To manage the revenue and debt service payments related to the Diablo Creek Golf Course.

The Golf Course Operations Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
700 – Golf Course				
Charges for Services	1,409,768	1,375,000	1,254,537	1,177,000
Other Revenue	98,784	52,605	53,844	4,219
General Sources	(1,274,708)	(1,200,880)	(1,085,598)	(957,844)
<b>TOTAL SOURCES</b>	<b>233,845</b>	<b>226,725</b>	<b>222,783</b>	<b>223,375</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Debt Service Payments	49,815	224,725	220,783	221,375
Operating Expenses	184,030	2,000	2,000	2,000
<b>TOTAL EXPENDITURES</b>	<b>233,845</b>	<b>226,725</b>	<b>222,783</b>	<b>223,375</b>

PARKS & RECREATION DEPARTMENT  
**Parks & Recreation Administration - 4100**

Manager: Joan Carrico

*Program Summary*

**Program Outcome Statement**

To facilitate and direct the effective delivery of programs and services by supporting Departmental operations.

**The Parks & Recreation Administration Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
Charges for Services	160,422	111,187	130,000	135,000
General Sources	339,066	310,732	644,990	656,619
<b>TOTAL SOURCES</b>	<b>499,488</b>	<b>421,919</b>	<b>774,990</b>	<b>791,619</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	247,813	166,393	157,773	161,169
Operating Expenses	100,608	100,603	121,524	121,524
Internal Service Charges	151,066	154,923	495,693	508,927
<b>TOTAL EXPENDITURES</b>	<b>499,488</b>	<b>421,919</b>	<b>774,990</b>	<b>791,619</b>

**The Parks & Recreation Administration has the following authorized positions:**

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Director of Parks and Recreation	0.75	0.75	0.75
<b>FULL-TIME FTEs</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>
<b>TOTAL PROGRAM FTEs</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>

PARKS & RECREATION DEPARTMENT

**Preschool - 4217**

Manager: Christopher Roke

*Program Summary*

**Program Outcome Statement**

To provide supervised preschool programs that offer a safe and fun learning environment in which children gain self-esteem and confidence, develop listening, language and social skills, and prepare for kindergarten through activities both structured and unstructured, while meeting or exceeding cost recovery goals.

**The Preschool Program is funded from the following sources:**

<b>SOURCES</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
100 – General Fund				
Charges for Services	-	-	392,000	395,000
General Sources	-	-	(108,863)	(104,430)
<b>TOTAL SOURCES</b>	<b>-</b>	<b>-</b>	<b>283,137</b>	<b>290,570</b>

**These funds are distributed to the following expenditure categories:**

<b>EXPENDITURES [By Category]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Salaries & Benefits	-	-	255,074	262,507
Operating Expenses	-	-	28,063	28,063
<b>TOTAL EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>283,137</b>	<b>290,570</b>

**The Preschool Program has the following authorized positions:**

<b>FULL-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Recreation Program Coordinator	-	0.65	0.65
Recreation Program Manager	-	0.10	0.10
<b>FULL-TIME FTEs</b>	<b>-</b>	<b>0.75</b>	<b>0.75</b>

PARKS & RECREATION DEPARTMENT

**Preschool - 4217**

*Program Summary*

<b>PART-TIME AND OVER-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Limited Service - Recreation Specialist	-	4.70	4.65
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>-</b>	<b>4.70</b>	<b>4.65</b>
<b>TOTAL PROGRAM FTEs</b>	<b>-</b>	<b>5.45</b>	<b>5.40</b>

PARKS & RECREATION DEPARTMENT  
**Recreation Services Administration - 4210**

Manager: Joan Carrico

*Program Summary*

**Program Outcome Statement**

For the FY 2015-16 Budget, the Recreation Services Administration Program (4210) has been divided into several individual programs to allow for improved fiscal management and monitoring of recreation specific programs and facilities. As such, this budget includes the following new programs that were previously apart of the Recreation Services Administration Program (4210):

- Willow Pass Center – 4211
- Centre Concord – 4212
- Aquatics – 4213
- Recreational Classes – 4214
- Teen Programs – 4215
- Youth Programs – 4216
- Preschool – 4217

**The Recreation Services Administration Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
Charges for Services	1,775,724	1,624,650	37,575	37,575
Other Revenues	20	-	-	-
General Sources	583,383	782,576	1,380	2,273
<b>TOTAL SOURCES</b>	<b>2,359,127</b>	<b>2,407,226</b>	<b>38,955</b>	<b>39,848</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	1,332,590	1,354,629	-	-
Operating Expenses	688,327	759,425	1,915	1,915
Internal Service Charges	337,473	293,172	37,040	37,933
Other Financing Uses	736	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>2,359,127</b>	<b>2,407,226</b>	<b>38,955</b>	<b>39,848</b>

PARKS & RECREATION DEPARTMENT  
**Recreation Services Administration - 4210**

*Program Summary*

The Recreation Services Administration has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Recreation Program Coordinator	3.75	-	-
Recreation Program Manager	2.25	-	-
<b>FULL-TIME FTEs</b>	<b>6.00</b>	-	-

PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Limited Service - Recreation Specialist	20.93	-	-
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>20.93</b>	-	-

<b>TOTAL PROGRAM FTEs</b>	<b>26.93</b>	-	-
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PARKS & RECREATION DEPARTMENT

**Recreational Classes - 4214**

Manager: Christopher Roke

*Program Summary*

**Program Outcome Statement**

To provide a wide variety of high quality, affordable recreational classes that appeal to the community while maximizing the use of facilities and meeting projected revenue goals.

**The Recreational Classes Program is funded from the following sources:**

<b>SOURCES</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
100 – General Fund				
Charges for Services	-	-	324,500	327,500
General Sources	-	-	92,317	98,582
<b>TOTAL SOURCES</b>	<b>-</b>	<b>-</b>	<b>416,817</b>	<b>426,082</b>

**These funds are distributed to the following expenditure categories:**

<b>EXPENDITURES [By Category]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Salaries & Benefits	-	-	110,830	116,395
Operating Expenses	-	-	182,600	182,600
Internal Service Charges	-	-	123,387	127,086
<b>TOTAL EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>416,817</b>	<b>426,082</b>

**The Recreational Classes Program has the following authorized positions:**

<b>FULL-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Recreation Program Coordinator	-	0.10	0.10
Recreation Program Manager	-	0.35	0.35
<b>FULL-TIME FTEs</b>	<b>-</b>	<b>0.45</b>	<b>0.45</b>

PARKS & RECREATION DEPARTMENT

**Recreational Classes - 4214**

*Program Summary*

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<b>PART-TIME AND OVER-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Limited Service - Recreation Specialist	-	1.64	1.63
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>-</b>	<b>1.64</b>	<b>1.63</b>
<b>TOTAL PROGRAM FTEs</b>	<b>-</b>	<b>2.09</b>	<b>2.08</b>

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PARKS & RECREATION DEPARTMENT  
**Senior & Special Recreation Services - 4240**

Manager: Avis Connolly

*Program Summary*

**Program Outcome Statement**

To promote the health, wellness and independence of older adults and persons with disabilities through the collaborative delivery of programs, services, events and activities.

**The Senior & Special Recreation Services Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
Charges for Services	277,657	264,200	272,000	273,000
General Sources	393,790	430,257	568,715	588,579
<b>TOTAL SOURCES</b>	<b>671,448</b>	<b>694,457</b>	<b>840,715</b>	<b>861,579</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	425,687	444,126	458,133	472,949
Operating Expenses	170,030	183,617	176,526	176,526
Internal Service Charges	75,730	66,714	206,057	212,104
<b>TOTAL EXPENDITURES</b>	<b>671,448</b>	<b>694,457</b>	<b>840,715</b>	<b>861,579</b>

**The Senior & Special Recreation Services Program has the following authorized positions:**

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Recreation Program Aide	1.00	1.00	1.00
Recreation Program Coordinator	1.00	1.00	1.00
Recreation Program Manager	1.00	1.00	1.00
<b>FULL-TIME FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

PARKS & RECREATION DEPARTMENT  
**Senior & Special Recreation Services - 4240**

*Program Summary*

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PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Limited Service - Recreation Specialist	2.55	2.58	2.55
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>2.55</b>	<b>2.58</b>	<b>2.55</b>
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<b>TOTAL PROGRAM FTEs</b>	<b>5.55</b>	<b>5.58</b>	<b>5.55</b>

PARKS & RECREATION DEPARTMENT

**Sports & Events - 4220**

Manager: Kathie Leavitt

*Program Summary*

**Program Outcome Statement**

To provide and facilitate youth and adult sports and events by offering multi-sport leagues, sport field rentals and tournament play while meeting or exceeding cost recovery goals.

The Sports & Events Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
Charges for Services	404,010	406,493	397,220	400,395
General Sources	(109,033)	(39,111)	(36,926)	(27,064)
<b>TOTAL SOURCES</b>	<b>294,977</b>	<b>367,382</b>	<b>360,294</b>	<b>373,331</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	97,061	118,648	156,802	166,728
Operating Expenses	187,301	237,617	194,507	197,507
Internal Service Charges	10,616	11,117	8,985	9,096
<b>TOTAL EXPENDITURES</b>	<b>294,977</b>	<b>367,382</b>	<b>360,294</b>	<b>373,331</b>

The Sports & Events Program has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Recreation Program Coordinator	0.25	0.25	0.25
Recreation Program Manager	0.50	0.50	0.50
<b>FULL-TIME FTEs</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>

PARKS & RECREATION DEPARTMENT

**Sports & Events - 4220**

*Program Summary*

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PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Limited Service - Recreation Specialist	0.68	1.57	1.56
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.68</b>	<b>1.57</b>	<b>1.56</b>
<b>TOTAL PROGRAM FTEs</b>	<b>1.43</b>	<b>2.32</b>	<b>2.31</b>

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PARKS & RECREATION DEPARTMENT

**Teen Programs - 4215**

Manager: Christopher Roke

*Program Summary*

**Program Outcome Statement**

To provide a safe program for youth ages 11 to 14, where they experience challenging activities and weekly excursions that stimulate their minds, keep them active and promote the benefits of health and nutrition, diversity, cooperation and respect.

**Teen Programs is funded from the following sources:**

<b>SOURCES</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
100 – General Fund				
Charges for Services	-	-	37,500	38,000
General Sources	-	-	36,457	38,072
<b>TOTAL SOURCES</b>	<b>-</b>	<b>-</b>	<b>73,957</b>	<b>76,072</b>

**These funds are distributed to the following expenditure categories:**

<b>EXPENDITURES [By Category]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Salaries & Benefits	-	-	59,447	61,562
Operating Expenses	-	-	14,510	14,510
<b>TOTAL EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>73,957</b>	<b>76,072</b>

**Teen Programs has the following authorized positions:**

<b>FULL-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Recreation Program Coordinator	-	0.15	0.15
Recreation Program Manager	-	0.10	0.10
<b>FULL-TIME FTEs</b>	<b>-</b>	<b>0.25</b>	<b>0.25</b>

PARKS & RECREATION DEPARTMENT

**Teen Programs - 4215**

*Program Summary*

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PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Limited Service - Recreation Specialist	-	2.13	2.11
<b>PART-TIME AND OVER-TIME FTEs</b>	-	<b>2.13</b>	<b>2.11</b>
<b>TOTAL PROGRAM FTEs</b>	-	<b>2.38</b>	<b>2.36</b>

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PARKS & RECREATION DEPARTMENT

**Willow Pass Center - 4211**

Manager: Kathie Leavitt

*Program Summary*

**Program Outcome Statement**

To create community and promote healthy lifestyles for youth and adults by providing and facilitating use of the Willow Pass Community Center.

**The Willow Pass Center Program is funded from the following sources:**

<b>SOURCES</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
100 – General Fund				
Charges for Services	-	-	92,000	94,000
General Sources	-	-	268,324	282,598
<b>TOTAL SOURCES</b>	<b>-</b>	<b>-</b>	<b>360,324</b>	<b>376,598</b>

**These funds are distributed to the following expenditure categories:**

<b>EXPENDITURES [By Category]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Salaries & Benefits	-	-	177,579	189,084
Operating Expenses	-	-	89,170	91,170
Internal Service Charges	-	-	93,575	96,345
<b>TOTAL EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>360,324</b>	<b>376,598</b>

**The Willow Pass Center Program has the following authorized positions:**

<b>FULL-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Recreation Program Coordinator	-	0.75	0.75
Recreation Program Manager	-	0.25	0.25
<b>FULL-TIME FTEs</b>	<b>-</b>	<b>1.00</b>	<b>1.00</b>

PARKS & RECREATION DEPARTMENT

**Willow Pass Center - 4211**

*Program Summary*

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PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Limited Service - Recreation Specialist	-	1.92	1.90
<b>PART-TIME AND OVER-TIME FTEs</b>	-	<b>1.92</b>	<b>1.90</b>
<b>TOTAL PROGRAM FTEs</b>	-	<b>2.92</b>	<b>2.90</b>

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PARKS & RECREATION DEPARTMENT

**Youth and Family Services - 4230**

Manager: Joan Carrico

*Program Summary*

**Program Outcome Statement**

This program oversaw the Cares Afterschool Program. Beginning in FY 2014-15, the City of Concord transferred the administration of the Cares Afterschool Program to the Mt. Diablo United School District and Bay Area Community Resources.

**The Cares Afterschool Program was funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
Charges for Services	(114)	-	-	-
Other Revenues	4,000	-	-	-
General Sources	756	-	-	-
<b>SUB-TOTAL</b>	<b>4,641</b>	-	-	-
402 - Capital Projects- Reimbursable				
Other Revenues	803,811	-	-	-
General Sources	(44,398)	-	-	-
<b>SUB-TOTAL</b>	<b>759,413</b>	-	-	-
<b>TOTAL SOURCES</b>	<b>764,054</b>	-	-	-

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	729,435	-	-	-
Operating Expenses	34,619	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>764,054</b>	-	-	-

PARKS & RECREATION DEPARTMENT

**Youth Programs - 4216**

Manager: Christopher Roke

*Program Summary*

**Program Outcome Statement**

To provide a fun, safe, organized and unique outdoor summer day camp experience, as well as to explore kid friendly attractions throughout the Bay Area for children in the 1<sup>st</sup> through 6<sup>th</sup> grades, while meeting or exceeding cost recovery goals.

**Youth Programs is funded from the following sources:**

<b>SOURCES</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
100 – General Fund				
Charges for Services	-	-	110,000	114,000
General Sources	-	-	15,329	15,257
<b>TOTAL SOURCES</b>	<b>-</b>	<b>-</b>	<b>125,329</b>	<b>129,257</b>

**These funds are distributed to the following expenditure categories:**

<b>EXPENDITURES [By Category]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Salaries & Benefits	-	-	92,540	96,468
Operating Expenses	-	-	32,789	32,789
<b>TOTAL EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>125,329</b>	<b>129,257</b>

**Youth Programs has the following authorized positions:**

<b>FULL-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Recreation Program Coordinator	-	0.15	0.15
Recreation Program Manager	-	0.10	0.10
<b>FULL-TIME FTEs</b>	<b>-</b>	<b>0.25</b>	<b>0.25</b>
<b>TOTAL PROGRAM FTEs</b>	<b>-</b>	<b>0.25</b>	<b>0.25</b>

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Police

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# POLICE DEPARTMENT

Chief: Guy Swanger

*Department Summary*

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The **Police Department** provides services through the following programs:

- Police Internal Affairs (IA) - 7110
- Police Parking - 7120
- Police Abatement - 7125
- Police Emergency Prepared - 7130
- Police Volunteer - 7135
- Police Administration - 7190
- Field Ops Patrol – 7310
- Field Ops K9 - 7315
- Field Ops Detentions - 7330
- Field Operations Traffic - 7340
- Field Operations Community Service Desk - 7360
- Field Operations Dispatch - 7370
- Field Operations Community Policing - 7380
- Field Operations Code Enforcement - 7385
- Field Operations Administration - 7390
- Support Special Victim Unit - 7420
- Support Crime Scene Investigations (CSI) - 7430
- Support Property - 7435
- Support Financial Crimes - 7440
- Violence Suppression Unit - 7445
- Support Special Investigations Bureau (SIB) - 7450
- Support Major Crimes - 7455
- Support Training - 7460
- Support Records - 7470
- Support Administration - 7490

## **Major Accomplishments in FY 2014-15**

- ✓ Established and opened the Central County Family Justice Center in downtown Concord to provide wrap around service for victims of domestic violence. A grand was held on March 19, 2015.
- ✓ Created a Community Service Desk Volunteer Program to augment the Police Department staff with trained volunteers who will serve as the first level of contact, or “greeters”, for customers.
- ✓ Selected a vendor to replace the Law Enforcement Records Management System (RMS).

## **Initiatives for FY 2015-16 & FY 2016-17**

- Oversee implementation of a new Records Management System. A new Records Management System will position the Police Department to better respond statistically to outside inquiries on crime and crime trends, as well as automate our obligatory reporting on Uniform Crime Reports.
- There are two major initiatives involving License Plate Recognition (LPR). One involves full implantation of the LPR system into parking enforcement. This will improve efficiency, reduce injuries, and allow permit parking to be streamlined through on-line purchase. The second involves LPR

## POLICE DEPARTMENT

*Department Summary*

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placement at key crime locations to improve arrest and conviction rates. As auto thefts rise, the ability to determine time of theft and suspect information becomes paramount. Develop strategic plan to address false alarm service and increase revenue.

- Work with the Community Oriented Government team to develop a long term solution to the consistent problems at Markham Park.
- Develop strategic plan to address false alarm service and revenue, following the implementation of a new Records Management System.
- Improve staff development. Professional police careers are compressed into relatively short time frames, while diversity of experience and exposure has become more essential to provide professional service to the community at all ranks. The Administrative Services Section has embarked on a staff development program to enhance legacy learning, task expertise, personal ethics development, and diversity of context and experience for all ranks. Development pathways will be identified as well as administrative and testing processes measure and monitor results of the program.

### **Significant Changes for FY 2015-16 & FY 2016-17**

- Inclusion of a contract Forensic Specialist I position, which was approved by the City Council in November 2014.
- For the FY 2015-16 Budget, the City of Concord implemented a new Cost Allocation Plan, which resulted in the redistribution of Internal Service Charges from the non-departmental program to other programs throughout the City. Consequently, individual department and programs may have a significant increase in their Internal Service Charge budget from FY 2015-14 to FY 2015-16. These are primarily offset by reductions in the non-departmental program.

**POLICE DEPARTMENT**

*Department Summary*

**The Police Department is funded from the following sources:**

<b>SOURCES</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
<b>100 - General Fund</b>				
Charges for Services	1,414,359	1,341,800	1,461,574	1,461,574
Other Revenues	600,796	185,000	227,500	227,500
Sales Taxes	636,119	582,400	690,300	718,500
General Sources	41,277,958	44,078,129	47,778,892	50,191,196
<b>SUB-TOTAL</b>	<b>43,929,232</b>	<b>46,187,329</b>	<b>50,158,266</b>	<b>52,598,770</b>
<b>220 - Vehicle Abatement</b>				
Charges for Services	-	120,000	100,000	100,000
General Sources	-	(22,601)	888	2,957
<b>SUB-TOTAL</b>	<b>-</b>	<b>97,399</b>	<b>100,888</b>	<b>102,957</b>
<b>254 - Comm. Develop. Block Grant</b>				
General Sources	668	-	-	-
<b>SUB-TOTAL</b>	<b>668</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>405-Federal Asset Forfeiture</b>				
Other Revenues	49,363	-	-	-
Transfers In	16,285	-	-	-
General Sources	(58,648)	302,799	-	-
<b>SUB-TOTAL</b>	<b>7,000</b>	<b>302,799</b>	<b>-</b>	<b>-</b>
<b>406-Local Asset Forfeiture</b>				
Other Revenues	42,955	-	-	-
Transfers In	465,942	102,799	-	-
General Sources	(431,937)	(102,799)	200,000	-
<b>SUB-TOTAL</b>	<b>76,959</b>	<b>-</b>	<b>200,000</b>	<b>-</b>
<b>TOTAL SOURCES</b>	<b>44,013,859</b>	<b>46,587,527</b>	<b>50,459,154</b>	<b>52,701,726</b>

**POLICE DEPARTMENT**

*Department Summary*

**These funds are budgeted to the following programs:**

<b>EXPENDITURES [By Program]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
7100 - Office of the Chief	626,411	-	-	-
7110 - Police IA	122,307	247,402	245,215	259,500
7120 - Police Parking	208,501	271,989	233,050	237,683
7125 - Police Abatement	54,657	97,399	100,888	102,957
7130 - PD Emergency Prepared	76,248	100,026	111,699	117,926
7135 - Police Volunteer	108,992	106,943	120,890	127,267
7190 - Police Administration	1,205,657	1,955,481	5,432,727	5,690,985
7200 - PD Admin Services	83,959	302,799	200,000	-
7300 - PD Field Operations	1,380,670	-	50,913	51,887
7310 - Field Ops Patrol	15,926,647	15,315,095	15,282,933	16,258,735
7315 - Field Ops K9	479	1,140,846	1,382,183	1,423,031
7320 - Field Ops SWAT	-	-	-	-
7330 - Field Ops Detentions	546,652	606,519	659,383	679,737
7335 - Field Ops Reserves	15,518	20,000	17,741	17,761
7340 - Field Ops Traffic	1,871,047	2,304,366	2,305,527	2,441,201
7345 - Field Ops Special Events	218,337	121,849	159,190	159,190
7350 - Field Ops SET	920,316	-	32,252	33,294
7360 - Field Ops Community Serv. Desk	309,359	355,335	383,309	407,881
7370 - Field Ops Dispatch	2,082,979	2,408,240	2,723,730	2,825,146
7380 - Field Ops Community Policing	443,030	1,027,367	1,852,201	1,937,692
7385 - Field Ops Code Enforcement	995,957	1,070,168	916,844	956,413
7390 - Field Ops Administration	4,613,051	6,176,414	5,280,990	5,409,808
7400 - PD Investigations	2,291,640	-	-	-
7410 - Support SRO	138,245	-	-	-
7420 - Support Special Victim Unit	1,447,096	1,477,856	1,747,799	1,806,341
7430 - Support CSI	1,227,209	1,516,532	1,763,302	1,812,381
7435 - Support Property	123,081	182,920	211,576	217,284
7440 - Support Financial Crimes	1,101,683	1,410,061	1,463,848	1,519,189
7445 - Violence Suppression Unit	759	1,060,357	1,073,132	1,110,734
7450 - Support SIB	1,504,691	1,512,617	1,460,968	1,584,594
7455 - Support Major Crimes	1,250,507	1,313,563	1,355,081	1,432,367
7460 - Support Training	793,899	544,184	545,090	651,448

**City of Concord**

**POLICE DEPARTMENT**

*Department Summary*

7465 - SWAT	316,162	195,497	144,787	132,425
7470 - Support Records	332,267	926,988	1,070,801	1,076,793
7480 - Support Recruiting	177,999	93,596	78,150	78,150
7490 - Support Administration	1,493,234	2,725,119	2,052,956	2,141,926
8720 - Neighborhood Preservation	4,613	-	-	-
7465 - SWAT	-	174,057	140,230	127,730
<b>TOTAL EXPENDITURES</b>	<b>44,013,859</b>	<b>46,587,527</b>	<b>50,459,154</b>	<b>52,701,726</b>

These funds are distributed to the following expenditure categories:

<b>EXPENDITURES [By Category]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Salaries & Benefits	37,417,687	39,292,313	40,266,606	42,361,980
Operating Expenses	2,840,315	3,290,501	3,252,990	3,111,573
Internal Service Charges	3,755,857	3,901,914	6,939,558	7,228,174
Other Financing Uses	-	102,799	-	-
<b>TOTAL EXPENDITURES</b>	<b>44,013,859</b>	<b>46,587,527</b>	<b>50,459,154</b>	<b>52,701,726</b>

**POLICE DEPARTMENT**

*Department Summary*

**The Police Department has the following authorized positions by program:**

<b>FULL-TIME FTEs [By Program]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
7110 - Police Internal Affairs (IA)	1.00	1.00	1.00
7120 - Police Parking	2.00	2.00	2.00
7125 - Police Abatement	1.00	1.00	1.00
7130 - PD Emergency Prepared	0.50	0.50	0.50
7135 - Police Volunteer	0.50	0.50	0.50
7190 - Police Administration	7.00	7.00	7.00
7310 - Field Operations Patrol	80.00	77.00	77.00
7315 - Field Operations K9	6.00	7.00	7.00
7330 - Field Operations Detentions	6.00	5.00	5.00
7340 - Field Operations Traffic	11.00	10.00	10.00
7360 - Field Operations Community Service Desk	2.00	2.00	2.00
7370 - Field Operations Dispatch	18.00	18.00	18.00
7380 - Field Operations Community Policing	5.00	9.00	9.00
7385 - Field Operations Code Enforcement	7.00	6.00	6.00
7390 - Field Operations Administration	7.00	7.00	7.00
7420 - Support Special Victim Unit	7.00	9.00	9.00
7430 - Support Crime Scene Investigations (CSI)	5.00	6.00	6.00
7435 - Support Property	2.00	2.00	2.00
7440 - Support Financial Crimes	8.00	8.00	8.00
7445 - Violence Suppression Unit	5.00	5.00	5.00
7450 - Support Special Investigations Bureau (SIB)	7.00	7.00	7.00
7455 - Support Major Crimes	6.00	6.00	6.00
7460 - Support Training	1.00	1.00	1.00
7470 - Support Records	10.00	10.00	10.00
7490 - Support Administration	6.00	5.00	5.00
<b>FULL-TIME FTEs</b>	<b>211.00</b>	<b>212.00</b>	<b>212.00</b>

**POLICE DEPARTMENT**

*Department Summary*

<b>PART-TIME AND OVER-TIME FTEs [By Program]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
7110-Police IA	0.05	0.05	0.05
7120-Police Parking	1.50	1.51	1.50
7125-Police Abatement	0.50	0.51	0.50
7135-Police Volunteer	0.48	0.49	0.48
7190-Police Administration	0.50	0.50	0.50
7310-Field Ops Patrol	1.97	1.99	1.97
7330-Field Ops Detentions	1.75	1.77	1.75
7340-Field Ops Traffic	0.28	0.28	0.28
7345-Field Ops Special Events	0.72	0.73	0.72
7360-Field Ops Comm Serv Desk	1.55	1.57	1.55
7370-Field Ops Dispatch	3.09	3.12	3.09
7385-Field Ops Code Enforcement	0.01	0.01	0.01
7390-Field Ops Administration	1.07	1.08	1.07
7420-Support Special Victim Unit	1.81	1.83	1.81
7430-Support CSI	1.12	1.13	1.12
7435-Support Property	0.02	0.02	0.02
7440-Support Financial Crimes	0.22	0.22	0.22
7445-Violence Suppression Unit	0.47	0.47	0.47
7450-Support SIB	0.58	0.59	0.58
7455-Support Major Crimes	0.46	0.47	0.46
7460-Support Training	0.97	0.98	0.97
7465-SWAT	0.71	0.71	0.71
7470-Support Records	0.14	0.15	0.14
7480-Support Recruiting	0.06	0.06	0.06
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>20.03</b>	<b>20.23</b>	<b>20.03</b>
<b>TOTAL DEPARTMENTAL FTEs</b>	<b>231.03</b>	<b>232.23</b>	<b>232.03</b>

POLICE DEPARTMENT  
**Police Abatement - 7125**

Manager: Cheryl Owens

*Program Summary*

**Program Outcome Statement**

Abate inoperable and unregistered vehicles.

**The Police Abatement Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
General Sources	54,657	-	-	-
<b>SUB-TOTAL</b>	<b>54,657</b>	<b>-</b>	<b>-</b>	<b>-</b>
220 - Vehicle Abatement				
Charges for Services	-	120,000	100,000	100,000
General Sources	-	(22,601)	888	2,957
<b>SUB-TOTAL</b>	<b>-</b>	<b>97,399</b>	<b>100,888</b>	<b>102,957</b>
<b>TOTAL SOURCES</b>	<b>54,657</b>	<b>97,399</b>	<b>100,888</b>	<b>102,957</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	53,302	94,076	97,565	99,634
Operating Expenses	1,355	2,500	2,500	2,500
Internal Service Charges	-	823	823	823
<b>TOTAL EXPENDITURES</b>	<b>54,657</b>	<b>97,399</b>	<b>100,888</b>	<b>102,957</b>

**The Police Abatement Program has the following authorized positions:**

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Vehicle Abatement Officer	1.00	1.00	1.00
<b>FULL-TIME FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

POLICE DEPARTMENT  
**Police Abatement - 7125**

*Program Summary*

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<b>PART-TIME AND OVER-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Community Service Officer	0.01	0.01	0.01
Limited Service -Public Safety Asst	0.49	0.50	0.49
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.50</b>	<b>0.51</b>	<b>0.50</b>
<hr/>			
<b>TOTAL PROGRAM FTEs</b>	<b>1.50</b>	<b>1.51</b>	<b>1.50</b>

POLICE DEPARTMENT

**Police Emergency Preparedness Summary- 7130**

Manager: Margaret Romiti

*Program Summary*

**Program Outcome Statement**

Provide emergency preparedness training for city employees and the community.

The Police Emergency Preparedness Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
General Sources	76,248	100,026	111,699	117,926
<b>TOTAL SOURCES</b>	<b>76,248</b>	<b>100,026</b>	<b>111,699</b>	<b>117,926</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	55,925	71,904	80,893	87,046
Operating Expenses	19,938	27,710	27,710	27,710
Internal Service Charges	386	412	3,096	3,170
<b>TOTAL EXPENDITURES</b>	<b>76,248</b>	<b>100,026</b>	<b>111,699</b>	<b>117,926</b>

The Police Emergency Preparedness Program has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Program Manager	0.50	0.50	0.50
<b>FULL-TIME FTEs</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>
<b>TOTAL PROGRAM FTEs</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>

POLICE DEPARTMENT  
**Field Operations - 7300**

Manager: Garrett Voerge

*Program Summary*

**Program Outcome Statement**

Support field operation services and programs.

The Field Operations Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
General Sources	1,380,670	-	50,913	51,887
<b>TOTAL SOURCES</b>	<b>1,380,670</b>	<b>-</b>	<b>50,913</b>	<b>51,887</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	1,365,751	-	-	-
Operating Expenses	14,919	-	15,884	15,884
Internal Service Charges	-	-	35,029	36,003
<b>TOTAL EXPENDITURES</b>	<b>1,380,670</b>	<b>-</b>	<b>50,913</b>	<b>51,887</b>

POLICE DEPARTMENT  
**Field Operations Administration - 7390**

Manager: Garrett Voerge

*Program Summary*

**Program Outcome Statement**

Administrative support of Field Operations program's objectives and resources.

**The Field Operations Administration Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
General Sources	4,613,051	6,176,414	5,280,990	5,409,808
<b>TOTAL SOURCES</b>	<b>4,613,051</b>	<b>6,176,414</b>	<b>5,280,990</b>	<b>5,409,808</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	1,868,898	3,293,330	3,249,342	3,354,012
Operating Expenses	279,560	360,875	353,919	348,669
Internal Service Charges	2,464,593	2,522,209	1,677,729	1,707,126
<b>TOTAL EXPENDITURES</b>	<b>4,613,051</b>	<b>6,176,414</b>	<b>5,280,990</b>	<b>5,409,808</b>

**The Field Operations Administration Program has the following authorized positions:**

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Administrative Secretary	1.00	1.00	1.00
Police Captain	1.00	1.00	1.00
Police Lieutenant	5.00	5.00	5.00
<b>FULL-TIME FTEs</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

POLICE DEPARTMENT  
**Field Operations Administration - 7390**

*Program Summary*

PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Administrative Secretary	0.005	0.005	0.005
Police Captain	0.98	0.98	0.98
Police Sergeant	0.09	0.09	0.09
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>1.07</b>	<b>1.08</b>	<b>1.07</b>
<b>TOTAL PROGRAM FTEs</b>	<b>8.07</b>	<b>8.08</b>	<b>8.07</b>

POLICE DEPARTMENT

**Field Operations Code Enforcement - 7385**

Manager: Robert Zywicki

*Program Summary*

**Program Outcome Statement**

Preserve and enhance the quality and appearance of the City's neighborhoods.

**The Field Operations Code Enforcement Program is funded from the following sources:**

<b>SOURCES</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
100 – General Fund				
General Sources	995,957	1,070,168	916,844	956,413
<b>TOTAL SOURCES</b>	<b>995,957</b>	<b>1,070,168</b>	<b>916,844</b>	<b>956,413</b>

**These funds are distributed to the following expenditure categories:**

<b>EXPENDITURES [By Category]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Salaries & Benefits	903,740	982,162	816,829	856,294
Operating Expenses	29,517	25,833	24,925	23,675
Internal Service Charges	62,701	62,173	75,090	76,445
<b>TOTAL EXPENDITURES</b>	<b>995,957</b>	<b>1,070,168</b>	<b>916,844</b>	<b>956,413</b>

**The Field Operations Code Enforcement Program has the following authorized positions:**

<b>FULL-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Administrative Clerk III	1.00	1.00	1.00
Neighborhood Preservation Spec	4.00	-	-
Police Officer	1.00	-	-
Police Sergeant	1.00	1.00	1.00
Code Enforcement Officer	-	4.00	4.00
<b>FULL-TIME FTEs</b>	<b>7.00</b>	<b>6.00</b>	<b>6.00</b>

POLICE DEPARTMENT

**Field Operations Code Enforcement - 7385**

*Program Summary*

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PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Neighborhood Preservation Spec	0.01	0.01	0.01
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.01</b>	<b>0.01</b>	<b>0.01</b>
<b>TOTAL PROGRAM FTEs</b>	<b>7.01</b>	<b>6.01</b>	<b>6.01</b>

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POLICE DEPARTMENT

**Field Operations Community Service Desk - 7360**

Manager: Timothy Runyon

*Program Summary*

**Program Outcome Statement**

Provide public assistance at the Community Service Desk.

The Field Operations Community Service Desk Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
General Sources	309,359	355,335	383,309	407,881
<b>TOTAL SOURCES</b>	<b>309,359</b>	<b>355,335</b>	<b>383,309</b>	<b>407,881</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	301,804	347,688	360,692	384,847
Operating Expenses	5,393	6,000	6,000	6,000
Internal Service Charges	2,162	1,647	16,617	17,034
<b>TOTAL EXPENDITURES</b>	<b>309,359</b>	<b>355,335</b>	<b>383,309</b>	<b>407,881</b>

The Field Operations Community Service Desk Program has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Community Service Officer	1.00	1.00	1.00
Police Officer	1.00	1.00	1.00
<b>FULL-TIME FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

POLICE DEPARTMENT

**Field Operations Community Service Desk - 7360**

*Program Summary*

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<b>PART-TIME AND OVER-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Community Service Officer	0.11	0.11	0.11
Limited Service – Public Safety Asst	1.44	1.46	1.44
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>1.55</b>	<b>1.57</b>	<b>1.55</b>
<b>TOTAL PROGRAM FTEs</b>	<b>2.55</b>	<b>2.57</b>	<b>2.55</b>

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POLICE DEPARTMENT

**Field Operations Community Policing - 7380**

Manager: Jeff Krieger

*Program Summary*

**Program Outcome Statement**

Promote crime prevention, community awareness and community partnerships.

**The Field Operations Community Policing Program is funded from the following sources:**

<b>SOURCES</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
100 – General Fund				
General Sources	443,030	1,027,367	1,852,201	1,937,692
<b>TOTAL SOURCES</b>	<b>443,030</b>	<b>1,027,367</b>	<b>1,852,201</b>	<b>1,937,692</b>

**These funds are distributed to the following expenditure categories:**

<b>EXPENDITURES [By Category]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Salaries & Benefits	435,869	1,021,251	1,819,331	1,901,579
Operating Expenses	3,300	2,000	2,000	4,500
Internal Service Charges	3,861	4,116	30,870	31,614
<b>TOTAL EXPENDITURES</b>	<b>443,030</b>	<b>1,027,367</b>	<b>1,852,201</b>	<b>1,937,692</b>

**The Field Operations Community Policing Program has the following authorized positions:**

<b>FULL-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Police Officer	3.00	7.00	7.00
Police Sergeant	2.00	2.00	2.00
<b>FULL-TIME FTEs</b>	<b>5.00</b>	<b>9.00</b>	<b>9.00</b>
<b>TOTAL PROGRAM FTEs</b>	<b>5.00</b>	<b>9.00</b>	<b>9.00</b>

POLICE DEPARTMENT  
**Field Operations Detention - 7330**

Manager: Timothy Runyon

*Program Summary*

**Program Outcome Statement**

Provide detention services.

The Field Operations Detention Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
General Sources	546,652	606,519	659,383	679,737
<b>TOTAL SOURCES</b>	<b>546,652</b>	<b>606,519</b>	<b>659,383</b>	<b>679,737</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	495,855	548,479	578,888	598,617
Operating Expenses	47,555	53,100	53,100	53,100
Internal Service Charges	3,243	4,940	27,395	28,020
<b>TOTAL EXPENDITURES</b>	<b>546,652</b>	<b>606,519</b>	<b>659,383</b>	<b>679,737</b>

The Field Operations Detention Program has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Community Service Officer	6.00	5.00	5.00
<b>FULL-TIME FTEs</b>	<b>6.00</b>	<b>5.00</b>	<b>5.00</b>

PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Community Service Officer - Detention	0.76	0.76	0.76
Limited Service – Public Safety Asst	0.99	1.00	0.99
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>1.75</b>	<b>1.77</b>	<b>1.75</b>

<b>TOTAL PROGRAM FTEs</b>	<b>7.75</b>	<b>6.77</b>	<b>6.75</b>
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POLICE DEPARTMENT  
**Field Operations Dispatch - 7370**

Manager: William Roche

*Program Summary*

**Program Outcome Statement**

Answer emergency telephone lines and dispatch police officers to incidents within the City.

**The Field Operations Dispatch Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
General Sources	2,082,979	2,408,240	2,723,730	2,825,146
<b>TOTAL SOURCES</b>	<b>2,082,979</b>	<b>2,408,240</b>	<b>2,723,730</b>	<b>2,825,146</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	2,052,874	2,365,921	2,600,982	2,700,161
Operating Expenses	18,522	27,500	27,500	27,500
Internal Service Charges	11,583	14,819	95,248	97,485
<b>TOTAL EXPENDITURES</b>	<b>2,082,979</b>	<b>2,408,240</b>	<b>2,723,730</b>	<b>2,825,146</b>

**The Field Operations Dispatch Program has the following authorized positions:**

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Lead Dispatcher	2.00	3.00	3.00
Police Dispatcher I	2.00	5.00	5.00
Police Dispatcher II	13.00	9.00	9.00
Police Sergeant	1.00	1.00	1.00
<b>FULL-TIME FTEs</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>

POLICE DEPARTMENT  
**Field Operations Dispatch - 7370**

*Program Summary*

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PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Lead Dispatcher	0.96	0.97	0.96
Limited Service – Public Safety Asst	2.13	2.15	2.13
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>3.09</b>	<b>3.12</b>	<b>3.09</b>
<b>TOTAL PROGRAM FTEs</b>	<b>21.09</b>	<b>21.12</b>	<b>21.09</b>

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POLICE DEPARTMENT  
**Field Operations K9 - 7315**

Manager:

*Program Summary*

**Program Outcome Statement**

Support K9 related law enforcement activities.

The Field Operations K9 Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
General Sources	479	1,140,846	1,382,183	1,423,031
<b>TOTAL SOURCES</b>	<b>479</b>	<b>1,140,846</b>	<b>1,382,183</b>	<b>1,423,031</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	479	1,115,846	1,315,183	1,370,031
Operating Expenses	-	25,000	67,000	53,000
<b>TOTAL EXPENDITURES</b>	<b>479</b>	<b>1,140,846</b>	<b>1,382,183</b>	<b>1,423,031</b>

The Field Operations K9 Program has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Police Officer	6.00	7.00	7.00
<b>FULL-TIME FTEs</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>
<b>TOTAL PROGRAM FTEs</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>

POLICE DEPARTMENT  
**Field Operations Patrol - 7310**

Manager: Garrett Voerge

*Program Summary*

**Program Outcome Statement**

Provide effective and efficient police services to the City of Concord, 24 hours a day including: protection of life and property, maintenance of order, and a myriad of assigned municipal services.

**The Field Operations Patrol Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
General Sources	15,926,647	15,315,095	15,282,933	16,258,735
<b>TOTAL SOURCES</b>	<b>15,926,647</b>	<b>15,315,095</b>	<b>15,282,933</b>	<b>16,258,735</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	15,792,021	15,195,069	14,686,246	15,648,785
Operating Expenses	68,987	49,223	49,000	49,000
Internal Service Charges	65,639	70,803	547,687	560,951
<b>TOTAL EXPENDITURES</b>	<b>15,926,647</b>	<b>15,315,095</b>	<b>15,282,933</b>	<b>16,258,735</b>

**The Field Operations Patrol Program has the following authorized positions:**

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Police Lieutenant	1.00	-	-
Police Officer	73.00	70.00	70.00
Police Sergeant	6.00	7.00	7.00
<b>FULL-TIME FTEs</b>	<b>80.00</b>	<b>77.00</b>	<b>77.00</b>

POLICE DEPARTMENT  
**Field Operations Patrol - 7310**

*Program Summary*

PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Police Officer	1.53	1.54	1.53
Police Sergeant	0.44	0.45	0.44
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>1.97</b>	<b>1.99</b>	<b>1.97</b>
<b>TOTAL PROGRAM FTEs</b>	<b>81.97</b>	<b>78.99</b>	<b>78.97</b>

POLICE DEPARTMENT  
**Field Operations Reserves - 7335**

Manager: Timothy Runyon

*Program Summary*

**Program Outcome Statement**

Volunteer program of sworn officers used to augment police services.

**The Field Operations Reserves Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
General Sources	15,518	20,000	17,741	17,761
<b>TOTAL SOURCES</b>	<b>15,518</b>	<b>20,000</b>	<b>17,741</b>	<b>17,761</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Operating Expenses	15,518	20,000	17,000	17,000
Internal Service Charges	-	-	741	761
<b>TOTAL EXPENDITURES</b>	<b>15,518</b>	<b>20,000</b>	<b>17,741</b>	<b>17,761</b>

POLICE DEPARTMENT  
**Field Operations SET - 7350**

Manager:

*Program Summary*

**Program Outcome Statement**

Provide flexible teams of officers that are a resource to other work units to address community problems. Beginning in FY 2014-15, the operations of this program was spread to other programs within the department. The Internal Service charges are based upon the Cost Allocation Plan, which uses prior year budgets in order to allocate the costs.

**The Field Operations SET Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
General Sources	920,316	-	32,252	33,294
<b>TOTAL SOURCES</b>	<b>920,316</b>	<b>-</b>	<b>32,252</b>	<b>33,294</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	906,081	-	-	-
Operating Expenses	8,829	-	-	-
Internal Service Charges	5,406	-	32,252	33,294
<b>TOTAL EXPENDITURES</b>	<b>920,316</b>	<b>-</b>	<b>32,252</b>	<b>33,294</b>

POLICE DEPARTMENT

**Field Operations Special Events - 7345**

Manager: William Roche

*Program Summary*

**Program Outcome Statement**

Sworn officers providing police services for community/private events.

The Field Operations Special Events Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
General Sources	218,337	121,849	159,190	159,190
<b>TOTAL SOURCES</b>	<b>218,337</b>	<b>121,849</b>	<b>159,190</b>	<b>159,190</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	218,184	120,349	157,690	157,690
Operating Expenses	152	1,500	1,500	1,500
<b>TOTAL EXPENDITURES</b>	<b>218,337</b>	<b>121,849</b>	<b>159,190</b>	<b>159,190</b>

The Field Operations Special Events Program has the following authorized positions:

PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Community Service Officer	0.05	0.05	0.05
Police Officer	0.56	0.57	0.56
Police Sergeant	0.11	0.11	0.11
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.72</b>	<b>0.73</b>	<b>0.72</b>
<b>TOTAL PROGRAM FTEs</b>	<b>0.72</b>	<b>0.73</b>	<b>0.72</b>

POLICE DEPARTMENT  
**Field Operations Traffic - 7340**

Manager: William Roche

*Program Summary*

**Program Outcome Statement**

Ensure safety of pedestrians, bicycle and vehicular traffic by providing patrol and radar enforcement to achieve a 0% increase per year in accidents.

The Field Operations Traffic Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
General Sources	1,871,047	2,304,366	2,305,527	2,441,201
<b>TOTAL SOURCES</b>	<b>1,871,047</b>	<b>2,304,366</b>	<b>2,305,527</b>	<b>2,441,201</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	1,699,178	2,122,259	2,025,962	2,155,452
Operating Expenses	163,375	108,399	128,772	132,772
Internal Service Charges	8,494	73,708	150,793	152,977
<b>TOTAL EXPENDITURES</b>	<b>1,871,047</b>	<b>2,304,366</b>	<b>2,305,527</b>	<b>2,441,201</b>

The Field Operations Traffic Program has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Police Officer	10.00	9.00	9.00
Police Sergeant	1.00	1.00	1.00
<b>FULL-TIME FTEs</b>	<b>11.00</b>	<b>10.00</b>	<b>10.00</b>

POLICE DEPARTMENT  
**Field Operations Traffic - 7340**

*Program Summary*

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PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Police Officer	0.23	0.23	0.23
Police Sergeant	0.05	0.05	0.05
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.28</b>	<b>0.28</b>	<b>0.28</b>
<b>TOTAL PROGRAM FTEs</b>	<b>11.28</b>	<b>10.28</b>	<b>10.28</b>

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POLICE DEPARTMENT  
**Police Investigations - 7400**

Manager:

*Program Summary*

**Program Outcome Statement**

Beginning in FY 2014-15, the operations of this program was spread amongst the other programs within the Investigations division.

**The Police Investigations Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
General Sources	2,291,640	-	-	-
<b>TOTAL SOURCES</b>	<b>2,291,640</b>	<b>-</b>	<b>-</b>	<b>-</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	2,227,150	-	-	-
Operating Expenses	64,490	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>2,291,640</b>	<b>-</b>	<b>-</b>	<b>-</b>

POLICE DEPARTMENT  
**Neighborhood Preservation - 8720**

Manager:

*Program Summary*

**Program Outcome Statement**

Beginning in FY 2014-15, the operations of this program was move to Program #7385, Foe;d Ops Code Enforcement.

**The Neighborhood Preservation Summary Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 - General Fund				
Charges for Services	(175)	-	-	-
Other Revenues	(188)	-	-	-
General Sources	4,308	-	-	-
<b>SUB-TOTAL</b>	<b>3,945</b>	-	-	-
254 - Comm. Develop. Block Grant				
General Sources	668	-	-	-
<b>SUB-TOTAL</b>	<b>668</b>	-	-	-
<b>TOTAL SOURCES</b>	<b>4,613</b>	-	-	-

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	137,215	-	-	-
Operating Expenses	1,030	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>138,245</b>	-	-	-

POLICE DEPARTMENT  
**Office of the Chief - 7100**

Manager: Guy Swanger

*Program Summary*

**Program Outcome Statement**

Beginning in FY 2014-15, the Office of the Chief Program was transferred to the Police Administration Program (7190).

**The Office of the Chief Program was funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
General Sources	626,411	-	-	-
<b>TOTAL SOURCES</b>	<b>626,411</b>	<b>-</b>	<b>-</b>	<b>-</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	617,438	-	-	-
Operating Expenses	8,973	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>626,411</b>	<b>-</b>	<b>-</b>	<b>-</b>

POLICE DEPARTMENT

**Police Parking - 7120**

Manager: Cheryl Ownes

*Program Summary*

**Program Outcome Statement**

Enforcement of parking violations.

The Police Parking Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
General Sources	208,501	271,989	233,050	237,683
<b>TOTAL SOURCES</b>	<b>208,501</b>	<b>271,989</b>	<b>233,050</b>	<b>237,683</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	138,625	209,661	202,629	206,816
Operating Expenses	67,559	60,681	12,734	12,734
Internal Service Charges	2,317	1,647	17,687	18,133
<b>TOTAL EXPENDITURES</b>	<b>208,501</b>	<b>271,989</b>	<b>233,050</b>	<b>237,683</b>

The Police Parking Program has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Parking Services Officer	2.00	2.00	2.00
<b>FULL-TIME FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Community Service Officer	0.04	0.04	0.04
Limited Service -Public Safety Asst	1.46	1.48	1.46
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>1.50</b>	<b>1.51</b>	<b>1.50</b>
<b>TOTAL PROGRAM FTEs</b>	<b>3.50</b>	<b>3.51</b>	<b>3.50</b>

POLICE DEPARTMENT  
**Police Administration - 7190**

Manager: Guy Swanger

*Program Summary*

**Program Outcome Statement**

Support and maintain the effectiveness of the Police Department by maintaining a qualified work force, responding to requests for materials and deficiencies in the department facility and vehicle fleet, developing and monitoring the department budget and providing the exchange of meaningful information to individuals inside and outside the department.

**The Police Administration Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
General Sources	1,205,657	1,955,481	5,432,727	5,690,985
<b>TOTAL SOURCES</b>	<b>1,205,657</b>	<b>1,955,481</b>	<b>5,432,727</b>	<b>5,690,985</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	571,687	1,031,134	1,150,051	1,186,426
Operating Expenses	460,679	738,371	730,113	730,113
Internal Service Charges	173,291	185,976	3,552,563	3,774,446
<b>TOTAL EXPENDITURES</b>	<b>1,205,657</b>	<b>1,955,481</b>	<b>5,432,727</b>	<b>5,690,985</b>

**The Police Administration Program has the following authorized positions:**

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Administrative Secretary	2.00	2.00	2.00
Administrative Services Manager	1.00	1.00	1.00
Chief of Police	1.00	1.00	1.00
Community Service Officer	1.00	1.00	1.00
Exec. Secretary	1.00	-	-
Program Assistant	1.00	1.00	1.00
Executive Secretary	-	1.00	1.00
<b>FULL-TIME FTEs</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

POLICE DEPARTMENT  
**Police Administration - 7190**

*Program Summary*

<b>PART-TIME AND OVER-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Administrative Secretary	0.005	0.005	0.005
Exec. Secretary	0.01	0.01	0.01
Limited Service - Public Safety Asst	0.48	0.49	0.48
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>
<b>TOTAL PROGRAM FTEs</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>

POLICE DEPARTMENT  
**Police Administration Services - 7200**

Manager: Cheryl Owens

*Program Summary*

**Program Outcome Statement**

This program is used for the tracking of Police Department revenue and Asset Forfeiture Funds.

**The Police Administration Services Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
<b>100 - General Fund</b>				
Charges for Services	1,414,534	1,341,800	1,461,574	1,461,574
Other Revenues	600,985	185,000	227,500	227,500
Sales Taxes	636,119	582,400	690,300	718,500
General Sources	(2,651,638)	(2,109,200)	(2,379,374)	(2,407,574)
<b>SUB-TOTAL</b>	-	-	-	-
<b>405-Federal Asset Forfeiture</b>				
Other Revenues	49,363	-	-	-
Transfers In	16,285	-	-	-
General Sources	(58,648)	302,799	-	-
<b>SUB-TOTAL</b>	<b>7,000</b>	<b>302,799</b>	-	-
<b>406-Local Asset Forfeiture</b>				
Other Revenues	42,955	-	-	-
Transfers In	465,942	102,799	-	-
General Sources	(431,937)	(102,799)	200,000	-
<b>SUB-TOTAL</b>	<b>76,959</b>	-	<b>200,000</b>	-
<b>TOTAL SOURCES</b>	<b>83,959</b>	<b>302,799</b>	<b>200,000</b>	-

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Operating Expenses	83,993	200,000	200,000	-
Other Financing Uses	482,227	102,799	-	-
<b>TOTAL EXPENDITURES</b>	<b>566,221</b>	<b>302,799</b>	<b>200,000</b>	-

POLICE DEPARTMENT  
**Police Internal Affairs - 7110**

Manager: Guy Swanger

*Program Summary*

**Program Outcome Statement**

Provide quality control of Police Services by assuring the department is responsive to all expressions of public concern.

**The Police Internal Affairs Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
General Sources	122,307	247,402	245,215	259,500
<b>TOTAL SOURCES</b>	<b>122,307</b>	<b>247,402</b>	<b>245,215</b>	<b>259,500</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	120,299	244,079	236,545	250,681
Operating Expenses	1,236	2,500	2,500	2,500
Internal Service Charges	772	823	6,170	6,318
<b>TOTAL EXPENDITURES</b>	<b>122,307</b>	<b>247,402</b>	<b>245,215</b>	<b>259,500</b>

**The Police Internal Affairs Program has the following authorized positions:**

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Police Sergeant	1.00	1.00	1.00
<b>FULL-TIME FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Police Sergeant	0.05	0.05	0.05
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.05</b>	<b>0.05</b>	<b>0.05</b>

<b>TOTAL PROGRAM FTEs</b>	<b>1.05</b>	<b>1.05</b>	<b>1.05</b>
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POLICE DEPARTMENT  
**Support Administration - 7490**

Manager: Daniel Siri

*Program Summary*

**Program Outcome Statement**

Administrative support for Investigations Bureau.

The Support Administration Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
General Sources	1,493,234	2,725,119	2,052,956	2,141,926
<b>TOTAL SOURCES</b>	<b>1,493,234</b>	<b>2,725,119</b>	<b>2,052,956</b>	<b>2,141,926</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	306,301	1,500,095	1,458,581	1,529,962
Operating Expenses	269,908	309,605	275,838	288,338
Internal Service Charges	917,025	915,419	318,536	323,627
<b>TOTAL EXPENDITURES</b>	<b>1,493,234</b>	<b>2,725,119</b>	<b>2,052,956</b>	<b>2,141,926</b>

The Support Administration Program has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Administrative Clerk II	1.00	-	-
Administrative Secretary	1.00	1.00	1.00
Police Captain	1.00	1.00	1.00
Police Lieutenant	3.00	3.00	3.00
<b>FULL-TIME FTEs</b>	<b>6.00</b>	<b>5.00</b>	<b>5.00</b>
<b>TOTAL PROGRAM FTEs</b>	<b>6.00</b>	<b>5.00</b>	<b>5.00</b>

POLICE DEPARTMENT

**Support Crime Scene Investigations - 7430**

Manager: David Hughes

*Program Summary*

**Program Outcome Statement**

Respond to crime scenes for the collection and preservation of physical evidence.

The Support Crime Scene Investigations Program is funded from the following sources:

<b>SOURCES</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
100 – General Fund				
General Sources	1,227,209	1,516,532	1,763,302	1,812,381
<b>TOTAL SOURCES</b>	<b>1,227,209</b>	<b>1,516,532</b>	<b>1,763,302</b>	<b>1,812,381</b>

These funds are distributed to the following expenditure categories:

<b>EXPENDITURES [By Category]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Salaries & Benefits	662,059	794,424	935,986	975,530
Operating Expenses	562,061	717,992	750,027	757,413
Internal Service Charges	3,089	4,116	77,289	79,438
<b>TOTAL EXPENDITURES</b>	<b>1,227,209</b>	<b>1,516,532</b>	<b>1,763,302</b>	<b>1,812,381</b>

The Support Crime Scene Investigations Program has the following authorized positions:

<b>FULL-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Forensic Specialist I	2.00	2.00	2.00
Forensic Specialist II	1.00	2.00	2.00
Police Officer	2.00	2.00	2.00
<b>FULL-TIME FTEs</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>

POLICE DEPARTMENT  
**Support Crime Scene Investigations - 7430**

*Program Summary*

PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Forensic Specialist I	0.19	0.19	0.19
Limited Service - Public Safety Asst	0.92	0.93	0.92
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>1.12</b>	<b>1.13</b>	<b>1.12</b>
<b>TOTAL PROGRAM FTEs</b>	<b>6.12</b>	<b>7.13</b>	<b>7.12</b>

POLICE DEPARTMENT  
**Support Financial Crimes - 7440**

Manager: David Hughes

*Program Summary*

**Program Outcome Statement**

Conduct burglary, auto theft and felony financial/fraud crimes investigations.

The Support Financial Crimes Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
General Sources	1,101,683	1,410,061	1,463,848	1,519,189
<b>TOTAL SOURCES</b>	<b>1,101,683</b>	<b>1,410,061</b>	<b>1,463,848</b>	<b>1,519,189</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	1,083,106	1,384,975	1,401,315	1,455,615
Operating Expenses	13,171	18,500	18,500	18,500
Internal Service Charges	5,406	6,586	44,033	45,074
<b>TOTAL EXPENDITURES</b>	<b>1,101,683</b>	<b>1,410,061</b>	<b>1,463,848</b>	<b>1,519,189</b>

The Support Financial Crimes Program has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Administrative Clerk II	1.00	1.00	1.00
Crime Analyst	1.00	-	-
Police Officer	5.00	5.00	5.00
Police Sergeant	1.00	1.00	1.00
Senior Crimes Analyst	-	1.00	1.00
<b>FULL-TIME FTEs</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

POLICE DEPARTMENT  
**Support Financial Crimes - 7440**

*Program Summary*

PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Police Officer	0.36	0.36	0.36
Police Sergeant	0.11	0.11	0.11
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.47</b>	<b>0.47</b>	<b>0.47</b>
<b>TOTAL PROGRAM FTEs</b>	<b>5.47</b>	<b>5.47</b>	<b>5.47</b>

POLICE DEPARTMENT  
**Support Major Crimes - 7455**

Manager: David Hughes

*Program Summary*

**Program Outcome Statement**

Conduct murder, robbery, domestic violence and felony assault investigations.

The Support Major Crimes Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
General Sources	1,250,507	1,313,563	1,355,081	1,432,367
<b>TOTAL SOURCES</b>	<b>1,250,507</b>	<b>1,313,563</b>	<b>1,355,081</b>	<b>1,432,367</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	1,233,549	1,304,673	1,314,091	1,390,484
Operating Expenses	12,325	3,950	3,950	3,950
Internal Service Charges	4,633	4,940	37,040	37,933
<b>TOTAL EXPENDITURES</b>	<b>1,250,507</b>	<b>1,313,563</b>	<b>1,355,081</b>	<b>1,432,367</b>

The Support Major Crimes Program has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Police Officer	5.00	5.00	5.00
Police Sergeant	1.00	1.00	1.00
<b>FULL-TIME FTEs</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Police Officer	0.35	0.36	0.35
Police Sergeant	0.11	0.11	0.11
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.46</b>	<b>0.47</b>	<b>0.46</b>

POLICE DEPARTMENT  
**Support Major Crimes - 7455**

*Program Summary*

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<b>TOTAL PROGRAM FTEs</b>	<b>6.46</b>	<b>6.47</b>	<b>6.46</b>
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POLICE DEPARTMENT  
**Support Property - 7435**

Manager: David Hughes

*Program Summary*

**Program Outcome Statement**

Receiving, storing, controlling and disposing of physical evidence and property collected and seized.

The Support Property Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
General Sources	123,081	182,920	211,576	217,284
<b>TOTAL SOURCES</b>	<b>123,081</b>	<b>182,920</b>	<b>211,576</b>	<b>217,284</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	97,776	167,273	185,236	190,646
Operating Expenses	23,761	14,000	14,000	14,000
Internal Service Charges	1,544	1,647	12,340	12,638
<b>TOTAL EXPENDITURES</b>	<b>123,081</b>	<b>182,920</b>	<b>211,576</b>	<b>217,284</b>

The Support Property Program has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Community Service Officer	2.00	2.00	2.00
<b>FULL-TIME FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Community Service Officer	0.02	0.02	0.02
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.02</b>	<b>0.02</b>	<b>0.02</b>

<b>TOTAL PROGRAM FTEs</b>	<b>2.02</b>	<b>2.02</b>	<b>2.02</b>
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POLICE DEPARTMENT  
**Support Records - 7470**

Manager: Joseph Surges

*Program Summary*

**Program Outcome Statement**

Provide police record management, including processing State and Federally mandated report submissions.

**The Support Records Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
General Sources	332,267	926,988	1,070,801	1,076,793
<b>TOTAL SOURCES</b>	<b>332,267</b>	<b>926,988</b>	<b>1,070,801</b>	<b>1,076,793</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	307,336	895,255	946,503	980,754
Operating Expenses	17,210	23,500	53,500	23,500
Internal Service Charges	7,722	8,233	70,798	72,538
<b>TOTAL EXPENDITURES</b>	<b>332,267</b>	<b>926,988</b>	<b>1,070,801</b>	<b>1,076,793</b>

**The Support Records Program has the following authorized positions:**

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Administrative Clerk II	6.00	6.00	6.00
Administrative Clerk III	3.00	3.00	3.00
Police Records Manager	1.00	1.00	1.00
<b>FULL-TIME FTEs</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>

PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Administrative Clerk II	0.14	0.15	0.14
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.14</b>	<b>0.15</b>	<b>0.14</b>

POLICE DEPARTMENT  
**Support Records - 7470**

*Program Summary*

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<b>TOTAL PROGRAM FTEs</b>	<b>10.14</b>	<b>10.15</b>	<b>10.14</b>
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POLICE DEPARTMENT  
**Support Recruiting - 7480**

Manager: Robert Zywicki

*Program Summary*

**Program Outcome Statement**

Recruit and select new department employees.

The Support Recruiting Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
General Sources	177,999	93,596	78,150	78,150
<b>TOTAL SOURCES</b>	<b>177,999</b>	<b>93,596</b>	<b>78,150</b>	<b>78,150</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	73,852	9,442	12,650	12,650
Operating Expenses	104,147	84,154	65,500	65,500
<b>TOTAL EXPENDITURES</b>	<b>177,999</b>	<b>93,596</b>	<b>78,150</b>	<b>78,150</b>

The Support Recruiting Program has the following authorized positions:

PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Police Officer	0.06	0.06	0.06
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.06</b>	<b>0.06</b>	<b>0.06</b>
<b>TOTAL PROGRAM FTEs</b>	<b>0.06</b>	<b>0.06</b>	<b>0.06</b>

POLICE DEPARTMENT

**Support Special Investigations Bureau - 7450**

Manager: Steven Dyer

*Program Summary*

**Program Outcome Statement**

Initiate and conduct drug and vice investigations.

The Support Special Investigations Bureau Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
General Sources	1,504,691	1,512,617	1,460,968	1,584,594
<b>TOTAL SOURCES</b>	<b>1,504,691</b>	<b>1,512,617</b>	<b>1,460,968</b>	<b>1,584,594</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	1,370,131	1,413,824	1,394,441	1,517,026
Operating Expenses	129,154	93,030	23,317	23,317
Internal Service Charges	5,406	5,763	43,210	44,251
<b>TOTAL EXPENDITURES</b>	<b>1,504,691</b>	<b>1,512,617</b>	<b>1,460,968</b>	<b>1,584,594</b>

The Support Special Investigations Bureau Program has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Police Officer	6.00	6.00	6.00
Police Sergeant	1.00	1.00	1.00
<b>FULL-TIME FTEs</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Police Officer	0.44	0.44	0.44
Police Sergeant	0.14	0.15	0.14
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.58</b>	<b>0.59</b>	<b>0.58</b>

POLICE DEPARTMENT  
**Support Special Investigations Bureau - 7450**

*Program Summary*

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<b>TOTAL PROGRAM FTEs</b>	<b>7.58</b>	<b>7.59</b>	<b>7.58</b>
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POLICE DEPARTMENT

**Support Special Victims Unit - 7420**

Manager: David Hughes

*Program Summary*

**Program Outcome Statement**

Conduct thorough investigation of abuse cases so that criminal charges are filed by the District Attorney's.

**The Support Special Victims Unit Program is funded from the following sources:**

<b>SOURCES</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
100 – General Fund				
General Sources	1,447,096	1,477,856	1,747,799	1,806,341
<b>TOTAL SOURCES</b>	<b>1,447,096</b>	<b>1,477,856</b>	<b>1,747,799</b>	<b>1,806,341</b>

**These funds are distributed to the following expenditure categories:**

<b>EXPENDITURES [By Category]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Salaries & Benefits	1,403,512	1,459,343	1,659,839	1,717,340
Operating Expenses	38,179	12,750	44,750	44,750
Internal Service Charges	5,406	5,763	43,210	44,251
<b>TOTAL EXPENDITURES</b>	<b>1,447,096</b>	<b>1,477,856</b>	<b>1,747,799</b>	<b>1,806,341</b>

**The Support Special Victims Unit Program has the following authorized positions:**

<b>FULL-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Administrative Clerk II	-	1.00	1.00
Police Officer	6.00	6.00	6.00
Police Sergeant	1.00	1.00	1.00
Victim Advocate	-	1.00	1.00
<b>FULL-TIME FTEs</b>	<b>7.00</b>	<b>9.00</b>	<b>9.00</b>

POLICE DEPARTMENT  
**Support Special Victims Unit - 7420**

*Program Summary*

PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Limited Service - Public Safety Asst	1.56	1.58	1.56
Police Officer	0.19	0.19	0.19
Police Sergeant	0.06	0.06	0.06
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>1.81</b>	<b>1.83</b>	<b>1.81</b>
<b>TOTAL PROGRAM FTEs</b>	<b>8.81</b>	<b>10.83</b>	<b>10.81</b>

POLICE DEPARTMENT

**Support SRO - 7410**

Manager:

*Program Summary*

**Program Outcome Statement**

Beginning in FY 2014-15, the operations of this program was spread amongst the other programs with in the department.

**The Support SRO Program is funded from the following sources:**

<b>SOURCES</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
100 – General Fund				
General Sources	138,245	-	-	-
<b>TOTAL SOURCES</b>	<b>138,245</b>	<b>-</b>	<b>-</b>	<b>-</b>

**These funds are distributed to the following expenditure categories:**

<b>EXPENDITURES [By Category]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Salaries & Benefits	137,215	-	-	-
Operating Expenses	1,030	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>138,245</b>	<b>-</b>	<b>-</b>	<b>-</b>

POLICE DEPARTMENT

**Support Violence Suppression Unit - 7445**

Manager: Steven Dyer

*Program Summary*

**Program Outcome Statement**

The Support Violence Suppression Unit Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
General Sources	759	1,060,357	1,073,132	1,110,734
<b>TOTAL SOURCES</b>	<b>759</b>	<b>1,060,357</b>	<b>1,073,132</b>	<b>1,110,734</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	759	1,043,441	1,063,016	1,100,618
Operating Expenses	-	12,800	6,000	6,000
Internal Service Charges	-	4,116	4,116	4,116
<b>TOTAL EXPENDITURES</b>	<b>759</b>	<b>1,060,357</b>	<b>1,073,132</b>	<b>1,110,734</b>

The Support Violence Suppression Unit Program has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Police Officer	4.00	4.00	4.00
Police Sergeant	1.00	1.00	1.00
<b>FULL-TIME FTEs</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Police Officer	0.36	0.36	0.36
Police Sergeant	0.11	0.11	0.11
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.47</b>	<b>0.47</b>	<b>0.47</b>

POLICE DEPARTMENT

**Support Special Violence Suppression Unit - 7445**

*Program Summary*

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<b>TOTAL PROGRAM FTEs</b>	<b>5.47</b>	<b>5.47</b>	<b>5.47</b>
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POLICE DEPARTMENT  
**Support Training - 7460**

Manager: Robert Zywicki

*Program Summary*

**Program Outcome Statement**

Provide In-service training and professional development to sworn and non-sworn personnel so that mandatory training requirements are accomplished.

**The Support Training Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
General Sources	793,899	544,184	545,090	651,448
<b>TOTAL SOURCES</b>	<b>793,899</b>	<b>544,184</b>	<b>545,090</b>	<b>651,448</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	607,572	342,124	339,221	350,234
Operating Expenses	185,555	201,237	199,699	294,896
Internal Service Charges	772	823	6,170	6,318
<b>TOTAL EXPENDITURES</b>	<b>793,899</b>	<b>544,184</b>	<b>545,090</b>	<b>651,448</b>

**The Support Training Program has the following authorized positions:**

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Police Sergeant	1.00	1.00	1.00
<b>FULL-TIME FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Limited Service -Public Safety Asst	0.48	0.49	0.48
Police Officer	0.42	0.42	0.42
Police Sergeant	0.07	0.07	0.07
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.97</b>	<b>0.98</b>	<b>0.97</b>

POLICE DEPARTMENT  
**Support Training - 7460**

*Program Summary*

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<b>TOTAL PROGRAM FTEs</b>	<b>1.97</b>	<b>1.98</b>	<b>1.97</b>
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POLICE DEPARTMENT

**SWAT - 7465**

Manager: Steve Dyer

*Program Summary*

**Program Outcome Statement**

Respond to and handle SWAT/Tactical incidents.

The SWAT Program is funded from the following sources:

<b>SOURCES</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
100 – General Fund				
General Sources	316,162	195,497	144,787	132,425
<b>TOTAL SOURCES</b>	<b>316,162</b>	<b>195,497</b>	<b>144,787</b>	<b>132,425</b>

These funds are distributed to the following expenditure categories:

<b>EXPENDITURES [By Category]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Salaries & Benefits	225,401	124,057	77,730	77,730
Operating Expenses	90,761	71,440	62,500	50,000
Internal Service Charges	-	-	4,557	4,695
<b>TOTAL EXPENDITURES</b>	<b>316,162</b>	<b>195,497</b>	<b>144,787</b>	<b>132,425</b>

The SWAT Program has the following authorized positions:

<b>PART-TIME AND OVER-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Police Officer	0.55	0.56	0.55
Police Sergeant	0.15	0.16	0.15
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.71</b>	<b>0.71</b>	<b>0.71</b>
<b>TOTAL PROGRAM FTEs</b>	<b>0.71</b>	<b>0.71</b>	<b>0.71</b>

POLICE DEPARTMENT  
**Police Volunteer Summary- 7135**

Manager: Margaret Romiti

*Program Summary*

**Program Outcome Statement**

Provide citizen volunteer support to successfully augment police programs.

The Police Volunteer Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 – General Fund				
General Sources	108,992	106,943	120,890	127,267
<b>TOTAL SOURCES</b>	<b>108,992</b>	<b>106,943</b>	<b>120,890</b>	<b>127,267</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	79,487	90,179	99,168	105,321
Operating Expenses	29,098	16,352	13,252	13,252
Internal Service Charges	408	412	8,470	8,694
<b>TOTAL EXPENDITURES</b>	<b>108,992</b>	<b>106,943</b>	<b>120,890</b>	<b>127,267</b>

The Police Volunteer Program has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Program Manager	0.50	0.50	0.50
<b>FULL-TIME FTEs</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>

PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Limited Service -Public Safety Asst	0.48	0.49	0.48
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.48</b>	<b>0.49</b>	<b>0.48</b>
<b>TOTAL PROGRAM FTEs</b>	<b>0.98</b>	<b>0.99</b>	<b>0.98</b>

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Public Works

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# PUBLIC WORKS DEPARTMENT

Director: Justin Ezell

*Department Summary*

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The **Public Works Department** provides services through the following programs:

- Public Works Administration - 5100
- Pump Station - 5200
- Sewer Operations - 5210
- Signs & Markings - 5320
- Traffic Signals Maintenance - 5340
- City-wide Street Light District - 5350
- Drainage Management - 5410
- Street Cleaning - 5420
- Fleet Management - 5500
- Street Maintenance - 5600
- Curbs, Gutters, and Sidewalk Maintenance - 5610
- Parks Maintenance Services - 5700
- City Maintained Medians, Trees, Open Space - 5710
- Landscape Maintenance - 5720
- Building Maintenance - 5730
- Custodial Services - 5740
- Graffiti Removal - 5750

## **Major Accomplishments in FY 2014-15**

- ✓ Completed a Parks System Infrastructure Condition Assessment. The project included a comprehensive inventory and conditional assessment of park assets, including: playgrounds, irrigation systems, pathway/hardscapes, sports facilities (courts/ball fields/athletic fields), ornamental landscapes, natural areas, landscaped medians, and other special amenities.
- ✓ Fully implemented the Council approved Memorial and Commemorative Items Policy & Procedure number 169. Public Works now administers the application process using a consistent and customer service oriented approach. Full cost recovery is now achieved for any installation of memorial benches and trees in City parks or open space.
- ✓ Completed relocation of pesticide storage and program staff from the City's Pump Station to the Public Works Corporation Yard and achieved Department of Agriculture permitting requirements without interruption to Spray Crew program operations.
- ✓ Increased use of technology in the Parks Division by installing computer workstations in maintenance buildings, allowing staff full access to primary software systems such as timecard and email. All Parks Division employees now have the ability to complete electronic timecards and receive/assign work orders through email and other electronic means. The ability to check email and complete/enter timecards from field locations eliminated the need to drive to the Public Works Corporation Yard which increased efficiency for staff.
- ✓ Public Works partnered with the Information Technology Department to create GIS maps of all city-owned properties requiring weed abatement and v-ditch cleaning. The consolidation of information into the GIS database plays an integral role in succession planning. Doing so also increased staff efficiencies with the annual bidding and contractor selection process.
- ✓ Public Works placed a major emphasis on customer service. The department set a goal to answer 95% of incoming phone calls using a human voice. All phone calls and voicemails to

## PUBLIC WORKS DEPARTMENT

*Department Summary*

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the Public Works main lines were tracked for the year. The department exceeded its goal by answering nearly 99% of all phone calls made to the Public Works main lines during regular business using a live staff person.

- ✓ Public Works partnered with the Information Technology Department to finalize the conversion of the sewer levy calculation and billing process to Accela Automation software. The previous software was outdated and no longer serviced by the vendor. Accela Automation is more efficient, requiring less staff time to produce the nearly 40,000 levies for the tax assessor.
- ✓ Completed removal of the unused modular classroom building at Sun Terrace Elementary School and restored area to MDUSD standards.
- ✓ Public Works partnered with the Police Department to build and deploy the first Ford SUV Interceptors as Concord's next generation law enforcement vehicle in place of the Ford Crown Victoria sedans which are no longer manufactured.
- ✓ Completion of the Certified Playground Safety Inspector (CPSI) Certification program by several Public Works staff. The CPSI certification program provides comprehensive training on playground safety issues including hazard identification, equipment specifications, surfacing requirements and risk management methods. Having certified in-house staff, Concord positions itself as a leader and role model in public playground safety

### **Initiatives for FY 2015-16 & FY 2016-17**

- Partner with the Contra Costa Water District to create water budgets for City medians, streetscapes and parks using domestic potable water sources. Water budgets are utilized by leading agencies as the best methodology for identifying and maximizing landscape irrigation efficiency. The budgets are created using site specific characteristics and real time weather conditions. Water budgets will assist the City in ensuring the most efficient and sustainable use of finite resources and will play an integral role during periods of drought related water use restrictions.
- Pursue additional funding sources for trash capture device purchase and installations to meet trash capture requirements while helping to prevent storm water pollution from used oil byproducts.
- Continue working with the Central Contra Costa Sanitary District (CCCSD) to expand CCCSD's recycled water distribution system to provide tertiary-treated recycled water for irrigation in landscape medians in the Downtown Landscape Maintenance District Collector Median Zone.
- Continuation of the prioritization and replacement of regulatory, warning, and guide signs that do not meet the minimum California Manual on Uniform Traffic Control Devices standards for retro-reflectivity.
- Completion of the Sidewalk Inspection and Repair Policy in collaboration with the City Attorney's Office.
- Addition of a Recreation Program Coordinator position to improve service delivery and maintenance levels of City parks and the enhanced coordination of City special events. The position will take on special event coordination (the City has over 60 each year, including the Music and Market series), arrange City public works support for the events (labor and materials), handle athletic field permits, schedule athletic fields for youth sport programs and coordinate volunteer activity and Adopt a Park programs in City parks and other maintenance areas. The addition of this position will allow Parks Division maintenance staff to concentrate their time on parks maintenance activities.

**Significant Changes for FY 2015-16 & FY 2016-17**

- Assumed maintenance responsibility for the Monument Corridor Trail from Monument Blvd to Market Street and collaborated with the community to address needs such as increased signage, dog waste stations and trash receptacles. Seasonal maintenance now includes annual weed abatement, which was previously a County responsibility.
- Implemented the use of a local temporary staffing agency to provide the majority of seasonal part time staff necessary to maintain current service levels in City parks, open space, medians and streetscapes. This increased efficiency by reducing work tasks associated with the recruitment and selection of new staff while reducing workers compensation and unemployment costs.
- Creation of a new Recreation Program Coordinator position. The creation of the position will improve service delivery and maintenance levels of City parks and the enhanced coordination of City special events. The position will focus primarily on: arranging Public Works support for special events (labor and materials); administering athletic field permits and scheduling athletic fields for youth sport programs; and coordinating volunteer activities and Adopt a Park programs in City parks and other maintenance areas. The addition of this position will allow Parks Division maintenance staff to better concentrate their time on parks maintenance activities. Additionally, this will position will create additional capacity within the Parks function to support the Local Reuse Authority as it plans for and builds the park features on the former Concord Naval Weapons Station and aid in coordination with the East Bay Regional Parks District.
- Initial Public Works reorganizational changes took effect:
- Exchanged one (1) Parks Program Manager position to Parks Manager and two (2) Maintenance Team Leader positions to Public Works Supervisor and successfully completed promotional recruitments for all three positions. Doing so improved the span of control for managers and increased the level of supervision and accountability of daily field activities. Introduction of the classifications created new promotional opportunities for internal staff and allowed for better succession planning.
- Reclassified one (1) Lead Custodian and one (1) Custodian to Maintenance Worker I, exchanged one (1) General Laborer for Maintenance Worker I, and eliminated seasonal full time equivalent positions assigned to the Facilities Maintenance Division. These changes allowed Public Works to backfill seasonal positions with permanent full time staff to focus on graffiti abatement and other facilities maintenance needs, while privatizing the remaining custodial work using the City's existing custodial contractor
- For the FY 2015-16 Budget, the City of Concord implemented a new Cost Allocation Plan, which resulted in the redistribution of Internal Service Charges from the non-departmental program to other programs throughout the City. Consequently, individual department and programs may have a significant increase in their Internal Service Charge budget from FY 2015-14 to FY 2015-16. These are primarily offset by reductions in the non-departmental program.

**PUBLIC WORKS DEPARTMENT**

*Department Summary*

**The Public Works Department is funded from the following sources:**

<b>SOURCES</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
100 - General Fund				
Charges for Services	45,787	0	0	0
Other Revenues	45,327	0	0	0
General Sources	6,074,964	6,450,939	7,248,643	7,414,574
<b>SUB-TOTAL</b>	<b>6,166,078</b>	<b>6,450,939</b>	<b>7,248,643</b>	<b>7,414,574</b>
125 - Measure Q Fund				
General Sources	0	0	508,489	227,500
<b>SUB-TOTAL</b>	<b>-</b>	<b>-</b>	<b>508,489</b>	<b>227,500</b>
200 - Street Lighting Maint. Dis				
Other Revenues	22,064	20,000	18,416	18,416
Property Taxes	1,044,027	1,044,427	1,043,546	1,043,546
General Sources	(665,476)	(335,919)	(323,599)	(301,813)
<b>SUB-TOTAL</b>	<b>400,615</b>	<b>728,508</b>	<b>738,363</b>	<b>760,149</b>
210 - Downtown Maint. District				
Other Revenues	11,444	10,000	15,641	15,641
Property Taxes	352,821	360,004	360,004	360,004
Transfers In	0	343,384	343,384	343,384
General Sources	(215,473)	(117,900)	(188,545)	(183,882)
<b>SUB-TOTAL</b>	<b>148,792</b>	<b>595,488</b>	<b>530,484</b>	<b>535,147</b>
211 - Pinehollow Landscape Maint				
Other Revenues	5,906	5,000	5,018	5,018
Property Taxes	61,677	61,667	61,667	61,667
General Sources	(16,073)	11,300	15,460	15,490
Other Revenues	5,906	5,000	5,018	5,018
<b>SUB-TOTAL</b>	<b>51,510</b>	<b>77,967</b>	<b>82,145</b>	<b>82,175</b>
212 - Kirkwood Landscape Maint.				
Other Revenues	1,765	2,000	1,651	1,651
Property Taxes	61,638	59,020	59,020	59,020
General Sources	(12,158)	5,272	9,657	9,657
<b>SUB-TOTAL</b>	<b>51,245</b>	<b>66,292</b>	<b>70,328</b>	<b>70,328</b>
213 - Ygnacio Woods Landscape Ma				

**PUBLIC WORKS DEPARTMENT**

*Department Summary*

Other Revenues	394	320	430	430
Property Taxes	7,544	9,104	9,286	9,471
General Sources	(5,731)	(1,860)	(150)	(335)
<b>SUB-TOTAL</b>	<b>2,207</b>	<b>7,564</b>	<b>9,566</b>	<b>9,566</b>
214 - Balhan Terrace Landscape M				
Other Revenues	137	125	133	133
Property Taxes	796	762	762	762
General Sources	(918)	(168)	(176)	(176)
<b>SUB-TOTAL</b>	<b>15</b>	<b>719</b>	<b>719</b>	<b>719</b>
215 - Valley Terrace Landscape M				
Other Revenues	1,448	1,400	1,395	1,395
Property Taxes	2,958	2,300	2,300	2,300
General Sources	(4,350)	(2,973)	(2,968)	(2,968)
<b>SUB-TOTAL</b>	<b>55</b>	<b>727</b>	<b>727</b>	<b>727</b>
260 - State Gas Tax				
Other Revenues	1,354,094	1,238,342	1,387,241	1,387,241
General Sources	(961,348)	(260,788)	(383,700)	(346,833)
<b>SUB-TOTAL</b>	<b>392,746</b>	<b>977,554</b>	<b>1,003,541</b>	<b>1,040,408</b>
261 - State Gas Tax - Prop. 111				
Other Revenues	856,651	614,666	728,091	728,091
General Sources	(227,700)	(109,810)	(252,103)	(252,103)
<b>SUB-TOTAL</b>	<b>628,951</b>	<b>504,856</b>	<b>475,988</b>	<b>475,988</b>
262 - State Gas Tax-Section 2103				
Other Revenues	1,761,632	1,330,748	570,110	456,088
General Sources	(204,245)	98,826	881,336	1,061,007
<b>SUB-TOTAL</b>	<b>1,557,387</b>	<b>1,429,574</b>	<b>1,451,446</b>	<b>1,517,095</b>
270 - Storm Water Management				
General Sources	618,184	741,911	614,959	621,681
<b>SUB-TOTAL</b>	<b>618,184</b>	<b>741,911</b>	<b>614,959</b>	<b>621,681</b>
475 - Measure J Local				
Other Revenues	1,639,886	0	1,378,642	1,500,000
General Sources	(1,618,748)	13,492	(1,365,150)	(1,486,508)
<b>SUB-TOTAL</b>	<b>21,138</b>	<b>13,492</b>	<b>13,492</b>	<b>13,492</b>
485 - Measure J 28(a)				
Other Revenues	0	889,866	266,590	286,748

**PUBLIC WORKS DEPARTMENT**

*Department Summary*

General Sources	0	(689,866)	(266,590)	(286,748)
<b>SUB-TOTAL</b>	<b>0</b>	<b>200,000</b>	<b>0</b>	<b>0</b>
630 - Building Maintenance Fund				
Charges for Services	2,943,731	2,547,679	2,729,070	2,816,268
Other Revenues	4,025,329	28,000	7,359	7,359
Transfers In	200,000	145,000	0	0
General Sources	(3,613,980)	63,256	(182,648)	(194,903)
<b>SUB-TOTAL</b>	<b>3,555,080</b>	<b>2,783,935</b>	<b>2,553,781</b>	<b>2,628,724</b>
633 - Fleet Maintenance Fund				
Charges for Services	2,888,358	3,258,819	3,508,471	3,569,709
Other Revenues	214,502	68,215	54,831	54,831
General Sources	(874,968)	564,170	(616,816)	(375,126)
<b>SUB-TOTAL</b>	<b>2,227,892</b>	<b>3,891,204</b>	<b>2,946,486</b>	<b>3,249,414</b>
710 - Sewer Operating				
Charges for Services	22,099,344	24,255,000	0	0
Other Revenues	277,149	131,111	0	0
Transfers In	0	141,383	141,383	141,383
General Sources	(8,365,489)	(13,235,614)	5,286,815	5,399,638
<b>Sub-Total:</b>	<b>14,011,004</b>	<b>11,291,880</b>	<b>5,428,198</b>	<b>5,541,021</b>
<b>TOTAL SOURCES</b>	<b>29,832,897</b>	<b>29,762,610</b>	<b>23,677,356</b>	<b>24,188,709</b>

These funds are budgeted to the following programs:

EXPENDITURES [By Program]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
5100 - Public Works Administration	1,545,013	584,159	1,026,945	1,053,824
5200 - Pump Station	5,086,361	1,610,063	1,587,184	1,583,971
5210 - Sewer Operations	8,924,643	9,681,817	3,841,014	3,957,050
5320 - Signs & Markings	660,950	805,414	740,907	768,548
5340 - Traffic Signals Maintenance	521,579	704,648	584,456	594,601
5350 - City-wide Street Light District	400,615	728,508	738,363	760,149
5410 - Drainage Management	121,051	200,853	168,500	166,039
5420 - Street Cleaning	497,133	541,058	446,458	455,642
5500 - Fleet Management	2,227,892	3,891,204	2,946,486	3,249,414
5600 - Street Maintenance	982,245	987,949	883,137	911,725

**PUBLIC WORKS DEPARTMENT**

*Department Summary*

5610 - Curbs, Gutters, and Sidewalk Maintenance	59,381	116,006	258,008	272,264
5700 - Parks Maintenance Services	3,589,760	3,984,968	4,341,889	4,436,295
5710 - City Maintained Medians, Trees, Open Space	2,022,967	1,996,531	1,922,538	1,964,799
5720 - Landscape Maintenance	253,824	748,757	693,969	698,662
5730 - Building Maintenance	1,974,337	2,125,670	2,636,538	2,414,925
5740 - Custodial Services	604,861	658,265	425,732	441,300
5750 - Graffiti Removal	360,285	396,740	435,231	459,500
<b>TOTAL EXPENDITURES</b>	<b>29,832,897</b>	<b>29,762,610</b>	<b>23,677,356</b>	<b>24,188,709</b>

**These funds are distributed to the following expenditure categories:**

<b>EXPENDITURES [By Category]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Salaries & Benefits	8,799,093	9,110,954	9,290,223	9,695,920
Operating Expenses	18,048,775	16,114,466	9,574,313	9,637,880
Internal Service Charges	2,255,682	2,608,122	2,882,252	2,927,553
Other Financing Uses	52,093	343,384	343,384	343,384
Debt Service Payments	677,255	1,585,684	1,587,184	1,583,971
<b>TOTAL EXPENDITURES</b>	<b>29,832,897</b>	<b>29,762,610</b>	<b>23,677,356</b>	<b>24,188,709</b>

**The Public Works Department has the following authorized positions by program:**

<b>FULL-TIME FTEs [By Program]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
5100 - Public Works Administration	3.05	2.40	2.40
5210 - Sewer Operations	17.40	15.25	15.25
5320 - Signs & Markings	4.00	5.00	5.00
5340 - Traffic Signals Maintenance	1.50	1.50	1.50
5350 - City-wide Street Light District	1.60	1.60	1.60
5410 - Drainage Management	1.70	1.20	1.20

**PUBLIC WORKS DEPARTMENT**

*Department Summary*

5420 - Street Cleaning	2.40	2.40	2.40
5500 - Fleet Management	4.95	4.95	4.95
5600 - Street Maintenance	4.00	4.50	4.50
5610 - Curbs, Gutters, and Sidewalk Maintenance	0.90	2.55	2.55
5700 - Parks Maintenance Services	14.80	17.00	17.00
5710 - City Maintained Medians,Trees,Open Space	9.40	8.65	8.65
5720 - Landscape Maintenance	0.80	0.80	0.80
5730 - Building Maintenance	5.90	7.64	7.64
5740 - Custodial Services	3.30	0.43	0.43
5750 - Graffiti Removal	2.80	2.93	2.93
<b>FULL-TIME FTEs</b>	<b>78.50</b>	<b>78.80</b>	<b>78.80</b>

<b>PART-TIME AND OVER-TIME FTEs [By Program]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
5100-PW Administration	0.05	0.05	0.05
5210-Sewer Operations	0.41	0.42	0.41
5320-Signs & Markings	0.18	0.09	0.09
5340-Traffic Signals Maintenance	0.29	0.18	0.18
5410-Drainage Management	0.06	0.11	-
5420-Street Cleaning	0.05	-	-
5600-Street Maintenance	3.26	0.07	0.07
5700-Parks & Medians Services	2.76	2.78	2.76
5710-City Maintained Trees & Open Space	0.69	0.69	0.69
5720-Landscape Maintenance	0.13	0.14	0.13
5730-Building Maintenance	0.95	0.28	-
5740-Custodial Services	0.06	-	-
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>9.66</b>	<b>4.81</b>	<b>4.38</b>
<b>TOTAL DEPARTMENTAL FTEs</b>	<b>88.16</b>	<b>83.61</b>	<b>83.18</b>

PUBLIC WORKS DEPARTMENT

**Public Works Administration - 5100**

Manager: Justin Ezell

Program Summary

**Program Outcome Statement**

Develop and provide a variety of customer driven maintenance services and programs. Protect the City's investment of infrastructure and public facilities. Ensure the health and safety of Concord's community in the most efficient and cost effective manner.

**The Public Works Administration Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 - General Fund				
Other Revenues	3,188	0	0	0
General Sources	565,944	584,159	1,026,945	1,053,824
<b>SUB-TOTAL:</b>	<b>569,131</b>	<b>584,159</b>	<b>1,026,945</b>	<b>1,053,824</b>
630 - Building Maintenance Fund				
Other Revenues	4,003,942	0	0	0
General Sources	(3,028,060)	0	0	0
<b>SUB-TOTAL:</b>	<b>975,882</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL SOURCES</b>	<b>1,545,013</b>	<b>584,159</b>	<b>1,026,945</b>	<b>1,053,824</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	424,366	447,427	373,691	384,015
Operating Expenses	1,037,227	47,741	47,741	47,741
Internal Service Charges	83,420	88,991	605,512	622,067
<b>TOTAL EXPENDITURES</b>	<b>1,545,013</b>	<b>584,159</b>	<b>1,026,945</b>	<b>1,053,824</b>

**The Public Works Administration Program has the following authorized positions:**

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Administrative Clerk III	1.20	1.20	1.20
Administrative Secretary	0.65	-	-
Dir. P.W.-Engineering Services	1.00	-	-

PUBLIC WORKS DEPARTMENT  
**Public Works Administration – 5100**

*Program Summary*

Senior Administrative Analyst	0.20	0.20	0.20
Director of Public Works	-	1.00	1.00
<b>FULL-TIME FTEs</b>	<b>3.05</b>	<b>2.40</b>	<b>2.40</b>
<b>PART-TIME AND OVER-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Administrative Secretary	0.05	0.05	0.05
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.05</b>	<b>0.05</b>	<b>0.05</b>
<b>TOTAL PROGRAM FTEs</b>	<b>3.10</b>	<b>2.45</b>	<b>2.45</b>

PUBLIC WORKS DEPARTMENT

**Building Maintenance - 5730**

Manager: Bob Hardie

Program Summary

**Program Outcome Statement**

Concord Landscape Maintenance Districts provide the highest quality service level to landscaped areas as specified in maintenance contract specifications and annual budget documents. Deliver building maintenance services to 156 buildings and structures with 738,210 square feet of building area, which preserve and protect the City's investment in public facilities and meet the needs of internal and external customers for safe, functional, and presentable public facilities.

**The Building Maintenance Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
125 - Measure Q Fund				
General Sources	0	0	508,489	227,500
<b>SUB-TOTAL:</b>	<b>0</b>	<b>0</b>	<b>508,489</b>	<b>227,500</b>
630 - Building Maintenance Fund				
Charges for Services	2,943,731	2,547,679	2,729,070	2,816,268
Other Revenues	21,387	28,000	7,359	7,359
Transfers In	200,000	145,000	0	0
General Sources	(1,190,781)	(595,009)	(608,380)	(636,203)
<b>SUB-TOTAL:</b>	<b>1,974,337</b>	<b>2,125,670</b>	<b>2,128,049</b>	<b>2,187,425</b>
<b>TOTAL SOURCES</b>	<b>1,974,337</b>	<b>2,125,670</b>	<b>2,636,538</b>	<b>2,414,925</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	883,921	817,995	958,286	1,000,337
Operating Expenses	980,912	1,188,672	1,467,495	1,199,506
Internal Service Charges	109,504	119,003	210,757	215,082
<b>TOTAL EXPENDITURES</b>	<b>1,974,337</b>	<b>2,125,670</b>	<b>2,636,538</b>	<b>2,414,925</b>

**The Building Maintenance Program has the following authorized positions:**

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Facilities Maintenance Manager	0.80	0.80	0.80

PUBLIC WORKS DEPARTMENT

**Building Maintenance – 5730**

*Program Summary*

Facilities Maintenance Tech	1.00	1.00	1.00
Maintenance Electrician	1.00	1.00	1.00
Maintenance Painter	0.50	0.50	0.50
Maintenance Utility Mechanic	2.00	2.00	2.00
Maintenance Worker I	0.10	2.00	2.00
Senior Maintenance Team Leader	0.50	-	-
Public Works Supervisor	-	0.34	0.34
<b>FULL-TIME FTEs</b>	<b>5.90</b>	<b>7.64</b>	<b>7.64</b>

<b>PART-TIME AND OVER-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Ltd Ser-Maint. Laborer	<b>0.67</b>	<b>0.00</b>	<b>0.00</b>
Maintenance Electrician	<b>0.02</b>	<b>0.02</b>	<b>0.00</b>
Maintenance Painter	<b>0.09</b>	<b>0.09</b>	<b>0.00</b>
Maintenance Utility Mechanic	<b>0.09</b>	<b>0.09</b>	<b>0.00</b>
Maintenance Worker I	<b>0.09</b>	<b>0.09</b>	<b>0.00</b>
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.95</b>	<b>0.28</b>	<b>0.00</b>

<b>TOTAL PROGRAM FTEs</b>	<b>6.85</b>	<b>7.64</b>	<b>7.65</b>
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PUBLIC WORKS DEPARTMENT

**City Maintained Medians, Trees, Open Space - 5710**

Manager: Steve Voorhies

*Program Summary*

**Program Outcome Statement**

Provide a variety of programs to maintain streetscapes; including street trees and traffic medians, open space areas and public right-of-way in an aesthetically pleasing condition and achieve mandated requirements for public safety in the most cost effective and efficient manner.

**The City Maintained Medians, Trees, Open Spaces Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 - General Fund				
General Sources	1,241,504	888,401	883,715	891,714
<b>SUB-TOTAL:</b>	<b>1,241,504</b>	<b>888,401</b>	<b>883,715</b>	<b>891,714</b>
260 - State Gas Tax				
General Sources	321,451	845,865	780,322	814,585
<b>SUB-TOTAL:</b>	<b>321,451</b>	<b>845,865</b>	<b>780,322</b>	<b>814,585</b>
261 - State Gas Tax - Prop. 111				
General Sources	8,219	258,500	258,500	258,500
<b>SUB-TOTAL:</b>	<b>8,219</b>	<b>258,500</b>	<b>258,500</b>	<b>258,500</b>
262 - State Gas Tax-Section 2103				
General Sources	451,794	3,765	0	0
<b>SUB-TOTAL:</b>	<b>451,794</b>	<b>3,765</b>	<b>0</b>	<b>0</b>
<b>TOTAL SOURCES</b>	<b>2,022,967</b>	<b>1,996,531</b>	<b>1,922,538</b>	<b>1,964,799</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	1,065,001	1,061,052	1,011,711	1,051,397
Operating Expenses	746,447	707,262	712,242	712,242
Internal Service Charges	211,519	228,217	198,585	201,160
<b>TOTAL EXPENDITURES</b>	<b>2,022,967</b>	<b>1,996,531</b>	<b>1,922,538</b>	<b>1,964,799</b>

**The City Maintained Medians, Trees, Open Spaces Program has the following authorized positions:**

PUBLIC WORKS DEPARTMENT

**City Maintained Medians, Trees, Open Space – 5710**

*Program Summary*

<b>FULL-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Environmental Maintenance Tech	1.15	1.15	1.15
General Laborer	2.00	2.00	2.00
Heavy Equipment Operator I	0.05	0.05	0.05
Horticultural Advisor	0.50	-	-
Landscape Gardener	3.00	3.00	3.00
Maintenance Team Leader	0.50	0.50	0.50
Parks Program Manager	0.50	-	-
Senior Maintenance Team Leader	0.85	-	-
Tree Lead Worker	0.85	0.85	0.85
Parks Manager	-	0.25	0.25
Public Works Supervisor	-	0.85	0.85
<b>FULL-TIME FTEs</b>	<b>9.40</b>	<b>8.65</b>	<b>8.65</b>

<b>PART-TIME AND OVER-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Environmental Maintenance Tech	0.24	0.24	0.24
General Laborer	0.01	0.01	0.01
Heavy Equipment Operator I	0.01	0.01	0.01
Landscape Gardener	0.01	0.01	0.01
Ltd Ser-Maint. Laborer	0.34	0.35	0.34
Maintenance Gardener	0.02	0.02	0.02
Maintenance Team Leader	0.05	0.05	0.05
Tree Lead Worker	0.01	0.01	0.01
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.69</b>	<b>0.69</b>	<b>0.69</b>

<b>TOTAL PROGRAM FTEs</b>	<b>10.09</b>	<b>9.34</b>	<b>9.34</b>
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PUBLIC WORKS DEPARTMENT  
**City-wide Street Light District - 5350**

Manager: Justin Ezell

*Program Summary*

**Program Outcome Statement**

Provide efficient and cost-effective maintenance and repair of City-owned streetlights.

**The City-wide Street Light District Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
200 - Street Lighting Maint. Dis				
Other Revenues	22,064	20,000	18,416	18,416
Property Taxes	1,044,027	1,044,427	1,043,546	1,043,546
General Sources	(665,476)	(335,919)	(323,599)	(301,813)
<b>SUB-TOTAL:</b>	<b>400,615</b>	<b>728,508</b>	<b>738,363</b>	<b>760,149</b>
<b>TOTAL SOURCES</b>	<b>400,615</b>	<b>728,508</b>	<b>738,363</b>	<b>760,149</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	112,398	162,618	200,338	214,613
Operating Expenses	247,742	521,891	514,500	522,000
Internal Service Charges	40,475	43,999	23,526	23,536
<b>TOTAL EXPENDITURES</b>	<b>400,615</b>	<b>728,508</b>	<b>738,363</b>	<b>760,149</b>

**The City-wide Street Light District Program has the following authorized positions:**

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Senior Administrative Analyst	0.10	0.10	0.10
Senior Traffic Signal Tech	0.10	0.10	0.10
Traffic Signal Technician	0.40	1.40	1.40
Traffic Signal Trainee	1.00	-	-
<b>FULL-TIME FTEs</b>	<b>1.60</b>	<b>1.60</b>	<b>1.60</b>
<b>TOTAL PROGRAM FTEs</b>	<b>1.60</b>	<b>1.60</b>	<b>1.60</b>

PUBLIC WORKS DEPARTMENT

**Curbs, Gutters, and Sidewalk Maintenance - 5610**

Manager: Justin Ezell

Program Summary

**Program Outcome Statement**

Maintain curbs, gutters, and sidewalks to ensure safe walking surfaces and efficient surface runoff on the 875 curb miles of City frontage improvements.

The Curbs, Gutters, and Sidewalk Maintenance Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
262 - State Gas Tax-Section 2103				
General Sources	59,381	116,006	258,008	272,264
<b>SUB-TOTAL:</b>	<b>59,381</b>	<b>116,006</b>	<b>258,008</b>	<b>272,264</b>
<b>TOTAL SOURCES</b>	<b>59,381</b>	<b>116,006</b>	<b>258,008</b>	<b>272,264</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	31,252	86,977	228,979	243,235
Operating Expenses	27,434	28,288	28,288	28,288
Internal Service Charges	695	741	741	741
<b>TOTAL EXPENDITURES</b>	<b>59,381</b>	<b>116,006</b>	<b>258,008</b>	<b>272,264</b>

The Curbs, Gutters, and Sidewalk Maintenance Program has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Heavy Equipment Operator I	0.10	0.05	0.05
Heavy Equipment Operator II	0.05	0.05	0.05
Maintenance Worker I	-	2.00	2.00
Maintenance Worker II	0.65	0.35	0.35
Senior Maintenance Team Leader	0.10	-	-
Public Works Supervisor	-	0.10	0.10
<b>FULL-TIME FTEs</b>	<b>0.90</b>	<b>2.55</b>	<b>2.55</b>
<b>TOTAL PROGRAM FTEs</b>	<b>0.90</b>	<b>2.55</b>	<b>2.55</b>

PUBLIC WORKS DEPARTMENT

**Custodial Services - 5740**

Manager: Bob Hardie

*Program Summary*

**Program Outcome Statement**

Provide custodial services for a healthy and safe environment to our diverse customer base in the most cost effective and efficient manner.

The Custodial Services Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
630 - Building Maintenance Fund				
General Sources	604,861	658,265	425,732	441,300
<b>SUB-TOTAL:</b>	<b>604,861</b>	<b>658,265</b>	<b>425,732</b>	<b>441,300</b>
<b>TOTAL SOURCES</b>	<b>604,861</b>	<b>658,265</b>	<b>425,732</b>	<b>441,300</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	295,348	316,019	69,747	74,856
Operating Expenses	285,115	315,764	335,784	345,784
Internal Service Charges	24,398	26,482	20,201	20,660
<b>TOTAL EXPENDITURES</b>	<b>604,861</b>	<b>658,265</b>	<b>425,732</b>	<b>441,300</b>

The Custodial Services Program has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Custodian	1.00	-	-
Facilities Maintenance Manager	0.10	0.10	0.10
Lead Custodian	2.00	-	-
Senior Maintenance Team Leader	0.20	-	-
Public Works Supervisor	-	0.33	0.33
<b>FULL-TIME FTEs</b>	<b>3.30</b>	<b>0.43</b>	<b>0.43</b>

PUBLIC WORKS DEPARTMENT

**Custodial Services – 5740**

*Program Summary*

<b>PART-TIME AND OVER-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Custodian	0.02	0.00	0.00
Lead Custodian	0.04	0.00	0.00
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.06</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL PROGRAM FTEs</b>	<b>3.36</b>	<b>0.43</b>	<b>0.43</b>

PUBLIC WORKS DEPARTMENT

**Drainage Management - 5410**

Manager: Justin Ezell

*Program Summary*

**Program Outcome Statement**

Provide storm drainage maintenance operations to reduce pollutants from entering into the storm drain system and major waterways in compliance with the Federal Clean Water Act.

The Drainage Management Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
270 - Storm Water Management				
General Sources	121,051	200,853	168,500	166,039
<b>SUB-TOTAL:</b>	<b>121,051</b>	<b>200,853</b>	<b>168,500</b>	<b>166,039</b>
<b>TOTAL SOURCES</b>	<b>121,051</b>	<b>200,853</b>	<b>168,500</b>	<b>166,039</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	104,764	179,644	143,450	139,989
Operating Expenses	14,974	19,809	23,650	24,650
Internal Service Charges	1,313	1,400	1,400	1,400
<b>TOTAL EXPENDITURES</b>	<b>121,051</b>	<b>200,853</b>	<b>168,500</b>	<b>166,039</b>

The Drainage Management Program has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Heavy Equipment Operator I	0.60	0.40	0.40
Heavy Equipment Operator II	0.25	0.25	0.25
Maintenance Worker II	0.65	0.35	0.35
Senior Maintenance Team Leader	0.20	-	-
Public Works Supervisor	-	0.20	0.20
<b>FULL-TIME FTEs</b>	<b>1.70</b>	<b>1.20</b>	<b>1.20</b>

PUBLIC WORKS DEPARTMENT  
**Drainage Management – 5410**

*Program Summary*

PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Heavy Equipment Operator I	0.02	0.02	-
Maintenance Worker II	0.03	0.03	-
Senior Maintenance Team Leader	0.01	0.01	-
Sweeper Operator		0.05	-
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.06</b>	<b>0.11</b>	<b>0.00</b>
<b>TOTAL PROGRAM FTEs</b>	<b>1.76</b>	<b>1.31</b>	<b>1.20</b>

PUBLIC WORKS DEPARTMENT

**Fleet Management - 5500**

Manager: Jeff Roubal

Program Summary

**Program Outcome Statement**

To provide efficient and timely maintenance of City vehicles to ensure staff has vehicles available when necessary.

The Fleet Management Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
633 - Fleet Maintenance Fund				
Charges for Services	2,888,358	3,258,819	3,508,471	3,569,709
Other Revenues	214,502	68,215	54,831	54,831
General Sources	(874,968)	564,170	(616,816)	(375,126)
<b>SUB-TOTAL:</b>	<b>2,227,892</b>	<b>3,891,204</b>	<b>2,946,486</b>	<b>3,249,414</b>
<b>TOTAL SOURCES</b>	<b>2,227,892</b>	<b>3,891,204</b>	<b>2,946,486</b>	<b>3,249,414</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	564,601	559,534	603,310	624,080
Operating Expenses	1,544,624	3,264,035	2,107,542	2,384,568
Internal Service Charges	118,668	67,635	235,634	240,766
<b>TOTAL EXPENDITURES</b>	<b>2,227,892</b>	<b>3,891,204</b>	<b>2,946,486</b>	<b>3,249,414</b>

The Fleet Management Program has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Automotive Parts Worker	-	1.00	1.00
Equipment Mechanic	3.00	3.00	3.00
Program Manager	-	0.95	0.95
Equipment Maint. Storekeeper	1.00	-	-
<b>FULL-TIME FTEs</b>	<b>4.00</b>	<b>4.95</b>	<b>4.95</b>
<b>TOTAL PROGRAM FTEs</b>	<b>4.00</b>	<b>4.95</b>	<b>4.95</b>

PUBLIC WORKS DEPARTMENT

**Graffiti Removal - 5750**

Manager: Bob Hardie

*Program Summary*

**Program Outcome Statement**

Provide an environment of zero tolerance for graffiti by removing an annual average of 450,000 SF of tags to illustrate Concord's uniqueness and define Concord as California's premier community.

The Graffiti Removal Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 - General Fund				
General Sources	360,285	396,740	435,231	459,500
<b>SUB-TOTAL:</b>	<b>360,285</b>	<b>396,740</b>	<b>435,231</b>	<b>459,500</b>
<b>TOTAL SOURCES</b>	<b>360,285</b>	<b>396,740</b>	<b>435,231</b>	<b>459,500</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	205,071	279,885	307,148	325,227
Operating Expenses	108,146	60,290	65,000	70,000
Internal Service Charges	47,068	56,565	63,083	64,273
<b>TOTAL EXPENDITURES</b>	<b>360,285</b>	<b>396,740</b>	<b>435,231</b>	<b>459,500</b>

The Graffiti Removal Program has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Facilities Maintenance Manager	0.10	0.10	0.10
Maintenance Painter	0.50	0.50	0.50
Maintenance Worker I	1.90	1.00	1.00
Maintenance Worker II	-	1.00	1.00
Senior Maintenance Team Leader	0.30	-	-
Public Works Supervisor	-	0.33	0.33
<b>FULL-TIME FTEs</b>	<b>2.80</b>	<b>2.93</b>	<b>2.93</b>

PUBLIC WORKS DEPARTMENT

**Graffiti Removal – 5750**

*Program Summary*

PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Ltd Ser-Maint. Laborer	0.77	0.00	0.00
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.77</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL PROGRAM FTEs</b>	<b>3.57</b>	<b>2.93</b>	<b>2.93</b>

PUBLIC WORKS DEPARTMENT  
**Landscape Maintenance - 5720**

Manager: Steve Voorhies

*Program Summary*

**Program Outcome Statement**

Concord Landscape Maintenance Districts provide the highest quality service level to landscaped areas as specified in maintenance contract specifications and annual budget documents.

**The Landscape Maintenance Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
210 - Downtown Maint. District				
Other Revenues	11,444	10,000	15,641	15,641
Property Taxes	352,821	360,004	360,004	360,004
Transfers In	0	343,384	343,384	343,384
General Sources	(215,473)	(117,900)	(188,545)	(183,882)
<b>SUB-TOTAL:</b>	<b>148,792</b>	<b>595,488</b>	<b>530,484</b>	<b>535,147</b>
211 - Pinehollow Landscape Maint				
Other Revenues	5,906	5,000	5,018	5,018
Property Taxes	61,677	61,667	61,667	61,667
General Sources	(16,073)	11,300	15,460	15,490
<b>SUB-TOTAL:</b>	<b>51,510</b>	<b>77,967</b>	<b>82,145</b>	<b>82,175</b>
212 - Kirkwood Landscape Maint.				
Other Revenues	1,765	2,000	1,651	1,651
Property Taxes	61,638	59,020	59,020	59,020
General Sources	(12,158)	5,272	9,657	9,657
<b>SUB-TOTAL:</b>	<b>51,245</b>	<b>66,292</b>	<b>70,328</b>	<b>70,328</b>
213 - Ygnacio Woods Landscape Ma				
Other Revenues	394	320	430	430
Property Taxes	7,544	9,104	9,286	9,471
General Sources	(5,731)	(1,860)	(150)	(335)
<b>SUB-TOTAL:</b>	<b>2,207</b>	<b>7,564</b>	<b>9,566</b>	<b>9,566</b>
214 - Balhan Terrace Landscape M				
Other Revenues	137	125	133	133
Property Taxes	796	762	762	762
General Sources	(918)	(168)	(176)	(176)
<b>SUB-TOTAL:</b>	<b>15</b>	<b>719</b>	<b>719</b>	<b>719</b>
215 - Valley Terrace Landscape M				

PUBLIC WORKS DEPARTMENT  
**Landscape Maintenance – 5720**

*Program Summary*

Other Revenues	1,448	1,400	1,395	1,395
Property Taxes	2,958	2,300	2,300	2,300
General Sources	(4,350)	(2,973)	(2,968)	(2,968)
<b>SUB-TOTAL:</b>	<b>55</b>	<b>727</b>	<b>727</b>	<b>727</b>
<b>TOTAL SOURCES</b>	<b>253,824</b>	<b>748,757</b>	<b>693,969</b>	<b>698,662</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	91,425	84,150	96,806	101,469
Operating Expenses	161,781	320,564	253,120	253,150
Internal Service Charges	618	659	659	659
Other Financing Uses	0	343,384	343,384	343,384
<b>TOTAL EXPENDITURES</b>	<b>253,824</b>	<b>748,757</b>	<b>693,969</b>	<b>698,662</b>

**The Landscape Maintenance Program has the following authorized positions:**

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Landscape Gardener	0.70	0.70	0.70
Senior Maintenance Team Leader	0.10	-	-
Public Works Supervisor	-	0.10	0.10
<b>FULL-TIME FTEs</b>	<b>0.80</b>	<b>0.80</b>	<b>0.80</b>

PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Ltd Ser-Maint. Laborer	0.13	0.14	0.13
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.13</b>	<b>0.14</b>	<b>0.13</b>

<b>TOTAL PROGRAM FTEs</b>	<b>0.93</b>	<b>0.94</b>	<b>0.93</b>
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PUBLIC WORKS DEPARTMENT  
**Parks Maintenance Services - 5700**

Manager: Steve Voorhies

*Program Summary*

**Program Outcome Statement**

Provide safe, aesthetically pleasing parks designed and maintained to meet the diverse needs for active and passive recreation and leisure activities.

**The Parks Maintenance Services Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 - General Fund				
Charges for Services	27,985	0	0	0
Other Revenues	34,946	0	0	0
General Sources	3,526,830	3,984,968	4,341,889	4,436,295
<b>SUB-TOTAL:</b>	<b>3,589,760</b>	<b>3,984,968</b>	<b>4,341,889</b>	<b>4,436,295</b>
<b>TOTAL SOURCES</b>	<b>3,589,760</b>	<b>3,984,968</b>	<b>4,341,889</b>	<b>4,436,295</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	1,912,878	1,758,013	2,091,374	2,178,165
Operating Expenses	1,239,591	1,746,818	1,711,578	1,711,578
Internal Service Charges	437,292	480,137	538,937	546,552
<b>TOTAL EXPENDITURES</b>	<b>3,589,760</b>	<b>3,984,968</b>	<b>4,341,889</b>	<b>4,436,295</b>

**The Parks Maintenance Services Program has the following authorized positions:**

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Administrative Clerk II	-	0.70	0.70
Environmental Maintenance Tech	0.85	0.85	0.85
General Laborer	2.00	2.00	2.00
Heavy Equipment Operator I	0.95	0.95	0.95
Horticultural Advisor	0.50	-	-
Landscape Gardener	3.30	4.30	4.30
Maintenance Gardener	2.00	1.00	1.00

PUBLIC WORKS DEPARTMENT  
**Parks Maintenance Services – 5700**

*Program Summary*

Maintenance Team Leader	2.50	2.50	2.50
Parks Lead Worker	1.00	1.00	1.00
Parks Program Manager	0.50	-	-
Recreation Program Coordinator	-	1.00	1.00
Senior Maintenance Team Leader	1.05	1.00	1.00
Tree Lead Worker	0.15	0.15	0.15
Parks Manager	-	0.50	0.50
Public Works Supervisor	-	1.05	1.05
<b>FULL-TIME FTEs</b>	<b>14.80</b>	<b>17.00</b>	<b>17.00</b>

PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Environmental Maintenance Tech	0.03	0.03	0.03
General Laborer	0.10	0.10	0.10
Heavy Equipment Operator I	0.04	0.04	0.04
Landscape Gardener	0.01	0.01	0.01
Ltd Ser-Maint. Laborer	1.81	1.83	1.81
Ltd Ser-Recreation Specialist	0.46	0.47	0.46
Maintenance Gardener	0.02	0.02	0.02
Maintenance Team Leader	0.08	0.08	0.08
Maintenance Worker I	0.02	0.02	0.02
Maintenance Worker II	0.02	0.02	0.02
Parks Lead Worker	0.01	0.01	0.01
Senior Maintenance Team Leader	0.14	0.15	0.14
Tree Lead Worker	0.01	0.01	0.01
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>2.76</b>	<b>2.78</b>	<b>2.76</b>
<b>TOTAL PROGRAM FTEs</b>	<b>17.56</b>	<b>19.78</b>	<b>19.76</b>

PUBLIC WORKS DEPARTMENT

**Pump Station - 5200**

Manager: Justin Ezell

*Program Summary*

**Program Outcome Statement**

Develop and provide a variety of customer driven maintenance services and programs. Protect the City's investment of infrastructure and public facilities. Ensure the health and safety of Concord's community in the most efficient and cost effective manner.

**The Pump Station Program is funded from the following sources:**

<b>SOURCES</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
710 - Sewer Operating				
Charges for Services, Licenses, and Permits	22,099,344	24,255,000	0	0
Other Revenues	277,149	131,111	0	0
Transfers In	0	141,383	141,383	141,383
General Sources	(17,290,131)	(22,917,431)	1,445,801	1,442,588
<b>SUB-TOTAL:</b>	<b>5,086,361</b>	<b>1,610,063</b>	<b>1,587,184</b>	<b>1,583,971</b>
<b>TOTAL SOURCES</b>	<b>5,086,361</b>	<b>1,610,063</b>	<b>1,587,184</b>	<b>1,583,971</b>

**These funds are distributed to the following expenditure categories:**

<b>EXPENDITURES [By Category]</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Salaries & Benefits	24,402	0	0	0
Operating Expenses	4,384,705	24,379	0	0
Debt Service Payments	677,255	1,585,684	1,587,184	1,583,971
<b>TOTAL EXPENDITURES</b>	<b>5,086,361</b>	<b>1,610,063</b>	<b>1,587,184</b>	<b>1,583,971</b>

PUBLIC WORKS DEPARTMENT

**Sewer Operations - 5210**

Manager: Justin Ezell

Program Summary

**Program Outcome Statement**

Perform preventive maintenance and make routine repairs to the sewer system to provide a safe and healthy environment in the cities of Clayton and Concord in an efficient cost effective manner.

The Sewer Operations Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
710 - Sewer Operating				
General Sources	8,924,643	9,681,817	3,841,014	3,957,050
<b>SUB-TOTAL:</b>	<b>8,924,643</b>	<b>9,681,817</b>	<b>3,841,014</b>	<b>3,957,050</b>
<b>TOTAL SOURCES</b>	<b>8,924,643</b>	<b>9,681,817</b>	<b>3,841,014</b>	<b>3,957,050</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	1,694,402	1,924,182	1,752,984	1,840,497
Operating Expenses	6,713,053	7,035,508	1,766,550	1,792,550
Internal Service Charges	465,095	722,127	321,480	324,002
Other Financing Uses	52,093	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>8,924,643</b>	<b>9,681,817</b>	<b>3,841,014</b>	<b>3,957,050</b>

The Sewer Operations Program has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Administrative Clerk II	0.30	0.50	0.50
Administrative Clerk III	0.80	0.80	0.80
Administrative Secretary	0.35	-	-
City Engineer	0.35	0.35	0.35
Confidential Secretary	0.05	0.20	0.20
Construction Inspection Sprvsr	0.10	0.20	0.20
Construction Inspector	1.30	0.60	0.60

PUBLIC WORKS DEPARTMENT

**Sewer Operations – 5210**

*Program Summary*

Heavy Equipment Operator I	0.05	0.05	0.05
Heavy Equipment Operator II	0.35	0.35	0.35
Maintenance Worker I	3.00	1.00	1.00
Maintenance Worker II	6.65	7.00	7.00
Manager-Infrastructure Maint.	1.00	-	-
Permit Center Technician III	0.25	0.25	0.25
Public Works Engineer II	0.15	-	-
Public Works Lead Wkr-Infra Mn	1.00	-	-
Senior Administrative Analyst	0.70	0.70	0.70
Senior Civil Engineer	-	0.10	0.10
Senior Maintenance Team Leader	1.00	-	-
Junior Engineer	-	0.15	0.15
Infrastructure Maint. Manager	-	1.00	1.00
Public Works Supervisor	-	1.00	1.00
Public Works Lead Wkr	-	1.00	1.00
<b>FULL-TIME FTEs</b>	<b>17.40</b>	<b>15.25</b>	<b>15.25</b>
<b>PART-TIME AND OVER-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Maintenance Worker II	0.32	0.33	0.32
Public Works Lead Wkr-Infra Mn	0.05	0.05	0.05
Senior Maintenance Team Leader	0.04	0.04	0.04
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.41</b>	<b>0.42</b>	<b>0.41</b>
<b>TOTAL PROGRAM FTEs</b>	<b>17.81</b>	<b>15.67</b>	<b>15.66</b>

PUBLIC WORKS DEPARTMENT

**Signs & Markings - 5320**

Manager: Justin Ezell

*Program Summary*

**Program Outcome Statement**

Install and maintain all roadway signs and markings so that regulatory, warning and guide messages are conveyed efficiently and effectively to drivers, pedestrians and bicyclists.

The Signs & Markings Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 - General Fund				
General Sources	102,695	218,379	191,407	193,640
<b>        SUB-TOTAL:</b>	<b>102,695</b>	<b>218,379</b>	<b>191,407</b>	<b>193,640</b>
261 - State Gas Tax - Prop. 111				
General Sources	395,859	0	500	500
<b>        SUB-TOTAL:</b>	<b>395,859</b>	<b>0</b>	<b>500</b>	<b>500</b>
262 - State Gas Tax-Section 2103				
General Sources	162,396	467,035	549,000	574,408
<b>        SUB-TOTAL:</b>	<b>162,396</b>	<b>467,035</b>	<b>549,000</b>	<b>574,408</b>
485 - Measure J 28(a)				
General Sources	0	120,000	0	0
<b>        SUB-TOTAL:</b>	<b>0</b>	<b>120,000</b>	<b>0</b>	<b>0</b>
<b>        TOTAL SOURCES</b>	<b>660,950</b>	<b>805,414</b>	<b>740,907</b>	<b>768,548</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	416,787	430,273	535,890	557,760
Operating Expenses	162,178	276,994	149,600	154,600
Internal Service Charges	81,986	98,147	55,417	56,189
<b>        TOTAL EXPENDITURES</b>	<b>660,950</b>	<b>805,414</b>	<b>740,907</b>	<b>768,548</b>

The Signs & Markings Program has the following authorized positions:

PUBLIC WORKS DEPARTMENT

**Signs & Markings – 5320**

*Program Summary*

<b>FULL-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Maintenance Worker II	2.00	3.00	3.00
Public Works Lead Worker	1.00	1.00	1.00
Senior Maintenance Team Leader	1.00	1.00	1.00
<b>FULL-TIME FTEs</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>
<b>PART-TIME AND OVER-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Ltd Ser-Maint. Laborer	0.09	0.00	0.00
Public Works Lead Worker	0.09	0.09	0.09
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.18</b>	<b>0.09</b>	<b>0.09</b>
<b>TOTAL PROGRAM FTEs</b>	<b>4.18</b>	<b>5.09</b>	<b>5.09</b>

PUBLIC WORKS DEPARTMENT

**Street Cleaning - 5420**

Manager: Justin Ezell

*Program Summary*

**Program Outcome Statement**

Provide Street Sweeping Operations that enhance the community environment and reduce pollutants from entering into the storm drain system in compliance with the Federal Clean Water Act.

The Street Cleaning Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
270 - Storm Water Management				
General Sources	497,133	541,058	446,458	455,642
<b>SUB-TOTAL:</b>	<b>497,133</b>	<b>541,058</b>	<b>446,458</b>	<b>455,642</b>
<b>TOTAL SOURCES</b>	<b>497,133</b>	<b>541,058</b>	<b>446,458</b>	<b>455,642</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	235,183	259,548	263,609	272,039
Operating Expenses	24,532	22,645	22,930	22,930
Internal Service Charges	237,418	258,865	159,919	160,673
<b>TOTAL EXPENDITURES</b>	<b>497,133</b>	<b>541,058</b>	<b>446,458</b>	<b>455,642</b>

The Street Cleaning Program has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Maintenance Worker II	0.30	0.30	0.30
Recreation Program Manager	0.05	-	-
Senior Maintenance Team Leader	0.05	-	-
Sweeper Operator	2.00	2.00	2.00
Program Manager	-	0.05	0.05
Public Works Supervisor	-	0.05	0.05
<b>FULL-TIME FTEs</b>	<b>2.40</b>	<b>2.40</b>	<b>2.40</b>

PUBLIC WORKS DEPARTMENT

**Street Cleaning – 5420**

*Program Summary*

PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Sweeper Operator	0.05	-	-
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.05</b>	<b>-</b>	<b>-</b>
<b>TOTAL PROGRAM FTEs</b>	<b>2.45</b>	<b>2.40</b>	<b>2.40</b>

PUBLIC WORKS DEPARTMENT

**Street Maintenance - 5600**

Manager: Justin Ezell

Program Summary

**Program Outcome Statement**

Provide preventative maintenance programs to ensure rehabilitation/reconstructs are at the optimal program level on the City's 305 street miles per year.

The Street Maintenance Program is funded from the following sources:

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
260 - State Gas Tax				
General Sources	63,427	131,689	223,219	225,823
<b>SUB-TOTAL:</b>	<b>63,427</b>	<b>131,689</b>	<b>223,219</b>	<b>225,823</b>
261 - State Gas Tax - Prop. 111				
General Sources	13,866	0	1,988	1,988
<b>SUB-TOTAL:</b>	<b>13,866</b>	<b>0</b>	<b>1,988</b>	<b>1,988</b>
262 - State Gas Tax-Section 2103				
General Sources	883,815	842,768	644,439	670,422
<b>SUB-TOTAL:</b>	<b>883,815</b>	<b>842,768</b>	<b>644,439</b>	<b>670,422</b>
475 - Measure J Local				
General Sources	21,138	13,492	13,492	13,492
<b>SUB-TOTAL:</b>	<b>21,138</b>	<b>13,492</b>	<b>13,492</b>	<b>13,492</b>
<b>TOTAL SOURCES</b>	<b>982,245</b>	<b>987,949</b>	<b>883,137</b>	<b>911,725</b>

These funds are distributed to the following expenditure categories:

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	531,107	514,665	417,683	443,666
Operating Expenses	85,349	75,173	63,065	63,065
Internal Service Charges	365,790	398,111	402,390	404,994
<b>TOTAL EXPENDITURES</b>	<b>982,245</b>	<b>987,949</b>	<b>883,137</b>	<b>911,725</b>

The Street Maintenance Program has the following authorized positions:

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget

PUBLIC WORKS DEPARTMENT

**Street Maintenance – 5600**

*Program Summary*

Recreation Program Manager	0.95	-	-
Heavy Equipment Operator I	1.25	0.50	0.50
Heavy Equipment Operator II	0.35	0.35	0.35
Maintenance Worker I	-	1.00	1.00
Maintenance Worker II	1.75	2.00	2.00
Senior Maintenance Team Leader	0.65	-	-
Public Works Supervisor	-	0.65	0.65
<b>FULL-TIME FTEs</b>	<b>4.95</b>	<b>4.50</b>	<b>4.50</b>

<b>PART-TIME AND OVER-TIME FTEs [By Position]</b>	<b>FY 2014-15 Adjusted Budget</b>	<b>FY 2015-16 Proposed Budget</b>	<b>FY 2016-17 Proposed Budget</b>
Heavy Equipment Operator II	0.05	0.00	0.00
Ltd Ser-Maint. Laborer	3.04	0.00	0.00
Maintenance Worker I	0.03	0.00	0.00
Maintenance Worker II	0.11	0.07	0.07
Senior Maintenance Team Leader	0.03	0.00	0.00
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>3.26</b>	<b>0.07</b>	<b>0.07</b>

<b>TOTAL PROGRAM FTEs</b>	<b>8.21</b>	<b>4.57</b>	<b>4.57</b>
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PUBLIC WORKS DEPARTMENT  
**Traffic Signals Maintenance - 5340**

Manager: Justin Ezell

*Program Summary*

**Program Outcome Statement**

Provide preventative maintenance of all traffic signals on a regular basis and perform timely troubleshooting of reported signal malfunctions.

**The Traffic Signals Maintenance Program is funded from the following sources:**

SOURCES	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
100 - General Fund				
Charges for Services, Licenses, and Permits	17,802	0	0	0
Other Revenues	7,194	0	0	0
General Sources	277,707	378,292	369,456	379,601
<b>SUB-TOTAL:</b>	<b>302,703</b>	<b>378,292</b>	<b>369,456</b>	<b>379,601</b>
260 - State Gas Tax				
General Sources	7,868	0	0	0
<b>SUB-TOTAL:</b>	<b>7,868</b>	<b>0</b>	<b>0</b>	<b>0</b>
261 - State Gas Tax - Prop. 111				
General Sources	211,008	246,356	215,000	215,000
<b>SUB-TOTAL:</b>	<b>211,008</b>	<b>246,356</b>	<b>215,000</b>	<b>215,000</b>
485 - Measure J 28(a)				
General Sources	0	80,000	0	0
<b>SUB-TOTAL:</b>	<b>0</b>	<b>80,000</b>	<b>0</b>	<b>0</b>
<b>TOTAL SOURCES</b>	<b>521,579</b>	<b>704,648</b>	<b>584,456</b>	<b>594,601</b>

**These funds are distributed to the following expenditure categories:**

EXPENDITURES [By Category]	FY 2013-14 Actual	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Salaries & Benefits	206,188	228,972	235,215	244,575
Operating Expenses	284,966	458,633	305,228	305,228
Internal Service Charges	30,425	17,043	44,013	44,799
<b>TOTAL EXPENDITURES</b>	<b>521,579</b>	<b>704,648</b>	<b>584,456</b>	<b>594,601</b>

**The Traffic Signals Maintenance Program has the following authorized positions:**

PUBLIC WORKS DEPARTMENT  
**Traffic Signals Maintenance – 5340**

*Program Summary*

FULL-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Senior Traffic Signal Tech	0.90	0.90	0.90
Traffic Signal Technician	0.60	0.60	0.60
<b>FULL-TIME FTEs</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>
PART-TIME AND OVER-TIME FTEs [By Position]	FY 2014-15 Adjusted Budget	FY 2015-16 Proposed Budget	FY 2016-17 Proposed Budget
Senior Traffic Signal Tech	0.12	0.08	0.08
Traffic Signal Technician	0.17	0.10	0.10
<b>PART-TIME AND OVER-TIME FTEs</b>	<b>0.29</b>	<b>0.18</b>	<b>0.18</b>
<b>TOTAL PROGRAM FTEs</b>	<b>1.79</b>	<b>1.68</b>	<b>1.68</b>

## Special Revenue

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### **Concord's Historic Galindo House**

This home was built in 1856 for Don Francisco Galindo and his wife, Maria Dolores Manuela (Pacheco) Galindo, Don Salvio's second daughter. At that time, it was one of the few Victorian ranch houses in the county. When their oldest son, Juan "John" Galindo and his bride Marina "Sarah" (Amador) Galindo took up residence in 1880, the original six-room house was expanded to ten rooms. After their eldest child Frederick and Catherine (Hittman) Galindo were married in 1911, title was transferred to the next generation. Since Mrs. Catherine Galindo's death in 1966, the home was maintained by her children. After the death of Ms. Ruth Galindo, the home became the property of the City of Concord. It is presently being restored as the Galindo House and Gardens.

**CITY OF CONCORD  
SPECIAL REVENUE FUNDS  
FOR THE YEARS ENDING JUNE 30, 2016 AND 2017**

Special Revenue Funds are used to account for revenue sources that are restricted by law or administrative action for a specific purpose. The City of Concord has the following Special Revenue Funds:

State Gas Tax – Revenue apportioned to the City from State collected gasoline taxes. Funds are to be used for construction and maintenance of City Streets.

Storm Water Management and Storm Water Infrastructure Fund. -To account for activities necessary to comply with the Federal Clean Water Act.

Maintenance Districts - Revenue from property tax and annual assessments against property owners within districts used for maintenance.

Citywide Street Lighting District – Formed in 1988 for the purpose of funding the installation and maintenance of public lighting facilities in public places. In 2005, the City consummated the purchase of the street lighting system from the local utility and included its operations in this district.

Downtown Landscape Maintenance District – Formed in 1983 to maintain and service landscaping in the public places of the downtown area.

Pine Hollow Landscape Maintenance District – Formed in 1986 to maintain and service landscaping in the public places of the Pine Hollow subdivision.

Landscaping & Lighting District #3 – This district is comprised of four subdivisions, Kirkwood, Ygnacio Woods, Balhan and Valley Terrace.

Art in Public Places – To account for fees applied to new construction and expended for the purchase and installation of art objects in the City. This fee is no longer assessed.

Traffic System Management (TSM) - Monies from in-lieu parking fees used for traffic system management facilities.

Housing & Community Services – Monies received from the Federal Department of Housing and Urban Development and other sources used for development of jobs and suitable housing for low-income residents.

Housing Assistance – Funds from developers' contributions used for low-income housing loans.

Community Development Block Grant (CDBG) – Monies received from the Department of Housing & Urban Development used for programs assisting low and moderate income residents.

Housing Conservation – Funds from CDBG and repayments of previous loans used for loans rehabilitating housing.

**CITY OF CONCORD  
SPECIAL REVENUE FUNDS  
FOR THE YEARS ENDING JUNE 30, 2016 AND 2017**

Special Revenue Funds (continued)

Childcare – Monies from developers' fees committed to the Concord Childcare program.

Concord Housing Fund- Assets retained as part of the dissolution of the City of Concord Redevelopment Agency in 2012 will preserve some of the Agency's existing housing programs.

Concord/Pleasant Hill Health Care District (formerly Mt. Diablo Health Care District) - Became a subsidiary district of the City in 2012. Property tax revenues will provide for health care services pursuant to the Health and Safety Code throughout the District's jurisdictional boundaries which include the cities of Concord and Pleasant Hill.

**CITY OF CONCORD**  
**REVENUE / EXPENDITURE SUMMARY - SPECIAL REVENUE FUNDS**  
**FOR THE YEARS ENDING JUNE 30, 2016 AND 2017**

	Actual 2011-12	Actual 2012-13	Actual 2013-14	Estimated Actual 2014-15	Proposed Budget 2015-16	Proposed Budget 2016-17
<b>REVENUES:</b>						
Taxes	\$ 3,598,129	\$ 3,810,486	\$ 3,779,628	\$ 3,782,934	\$ 3,836,585	\$ 3,836,770
Licenses and permits	-	-	-	-	-	-
Intergovernmental	4,562,073	3,802,804	4,703,523	4,299,680	3,865,285	3,438,725
Charges for current services	6,876	6,876	27,595	137,000	710,000	710,000
Fines and forfeitures	-	-	-	-	-	-
Use of money and property	230,986	139,741	322,509	177,133	142,262	142,784
Other	277,649	90,172	756,730	185,000	65,000	65,000
Total Revenues	<u>\$ 8,675,713</u>	<u>\$ 7,850,079</u>	<u>\$ 9,589,985</u>	<u>\$ 8,581,747</u>	<u>\$ 8,619,132</u>	<u>\$ 8,193,279</u>
<b>EXPENDITURES:</b>						
Current:						
Salaries and benefits	\$ 1,476,737	\$ 2,226,965	\$ 2,620,941	\$ 3,006,828	\$ 3,212,338	\$ 3,365,513
Operating expenditures	2,780,619	2,649,414	3,464,007	3,403,626	4,241,896	3,944,126
Internal Service Charges	690,323	997,904	1,094,636	1,119,180	751,137	758,612
Capital projects	454,258	1,025,163	1,192,641	662,427	150,000	0
Debt Services	23,850	55,845	915,900	-	-	-
Total Expenditures	<u>\$ 5,425,787</u>	<u>\$ 6,955,291</u>	<u>\$ 9,288,125</u>	<u>\$ 8,192,061</u>	<u>\$ 8,355,371</u>	<u>\$ 8,068,251</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	<u>\$ 3,249,926</u>	<u>\$ 894,788</u>	<u>\$ 301,860</u>	<u>\$ 389,686</u>	<u>\$ 263,761</u>	<u>\$ 125,028</u>
<b>OTHER FINANCING SOURCES (USES):</b>						
Conversion to unallocated reserve balance	\$ (8,555,155)	\$ (1,685,355)	\$ 1,698,999	\$ 2,626,857	\$ -	\$ -
Transfers in	0	29,285	40,710	554,287	550,312	546,337
Transfers (out)	<u>(1,007,265)</u>	<u>(714,468)</u>	<u>(730,590)</u>	<u>(1,173,777)</u>	<u>(1,188,406)</u>	<u>(1,192,851)</u>
Total Other Financing Sources (Uses)	<u>\$ (9,562,420)</u>	<u>\$ (2,370,538)</u>	<u>\$ 1,009,119</u>	<u>\$ 2,007,367</u>	<u>\$ (638,094)</u>	<u>\$ (646,514)</u>
EXCESS (DEFICIENCY) OF REVENUES AND OTHER SOURCES OVER EXPENDITURES AND OTHER USES	<u>\$ (6,312,494)</u>	<u>\$ (1,475,750)</u>	<u>\$ 1,310,979</u>	<u>\$ 2,397,053</u>	<u>\$ (374,333)</u>	<u>\$ (521,486)</u>
Fund balance at beginning of year	<u>18,180,153</u>	<u>11,867,659</u>	<u>10,391,909</u>	<u>11,702,888</u>	<u>14,099,941</u>	<u>13,725,608</u>
Fund balance at end of year	<u>\$ 11,867,659</u>	<u>\$ 10,391,909</u>	<u>\$ 11,702,888</u>	<u>\$ 14,099,941</u>	<u>\$ 13,725,608</u>	<u>\$ 13,204,122</u>

Note: 2011-12 excludes Extraordinary Items from RDA Dissolution

**CITY OF CONCORD  
SPECIAL REVENUE FUNDS  
FOR THE YEAR ENDING JUNE 30, 2016**

<u>Fund</u>	<u>State Gas Tax</u>	<u>Storm Water Management</u>	<u>Art in Public Places</u>	<u>Maintenance Districts</u>
FUND BALANCE AS OF JULY 1, 2014	\$ 3,709,628	\$ 2,868,208	\$ 10,764	\$ 4,188,654
REVENUE				
Taxes	\$ -	\$ 2,000,000	\$ -	\$ 1,536,585
Licenses & Permits	-	-	-	-
Use of Money & Property	27,578	26,993	108	42,684
Intergovernmental	2,657,863	-	-	-
Fees	-	-	-	-
Other	-	35,000	-	343,384
Total Revenues	<u>\$ 2,685,441</u>	<u>\$ 2,061,993</u>	<u>\$ 108</u>	<u>\$ 1,922,653</u>
EXPENDITURES				
Operating	\$ 3,047,755	\$2,295,290	\$ -	\$ 1,342,970
Contractual Services	-	30,000	-	-
Capital Projects	-	-	-	-
Loan/Rebates	-	-	-	-
Incidental Expenses/Debt Services	-	-	-	399,204
Total Expenditures	<u>\$ 3,047,755</u>	<u>\$ 2,325,290</u>	<u>\$ -</u>	<u>\$ 1,742,174</u>
OTHER FINANCING SOURCES (USES)				
Transfer In	\$ -	\$ -	\$ -	\$ -
Transfer Out	-	-	-	(87,450)
Total Other Financing Sources (Uses)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (87,450)</u>
Excess (Deficiency) of Revenues and Other Financing Sources over/(under) expenditures and Other Financing Uses	(362,314)	(263,297)	108	(2,034,297) 93,029
FUND BALANCE - JUNE 30	<u>\$ 3,347,314</u>	<u>\$ 2,604,911</u>	<u>\$ 10,872</u>	<u>\$ 4,281,683</u>
OPERATING CONTINGENCY RESERVE (Included in fund balance)	\$ -	\$ 233,000	\$ -	\$ 145,000
PROJECT CARRYOVER (These numbers represent projects which have been allocated in prior years but have not been spent as of May 1, 2015)	\$ 2,230,666	\$ 46,612	\$ 33,720	\$ 19,233

**CITY OF CONCORD  
SPECIAL REVENUE FUNDS  
FOR THE YEAR ENDING JUNE 30, 2016**

<u>Fund</u>	<u>Traffic System Management</u>	<u>Concord / Pleasant Hill Health Care District</u>	<u>Housing &amp; Community Services</u>
FUND BALANCE AS OF JULY 1, 2014	\$ 223,401	\$ 39,730	\$ 3,694,800
REVENUE			
Taxes	\$ -	\$ 300,000	\$ -
Licenses & Permits	-	-	-
Use of Money & Property	2,424	522	33,174
Intergovernmental	-	-	1,207,422
Fees	-	-	40,000
Other	-	25,000	-
Total Revenues	<u>\$ 2,424</u>	<u>\$ 325,522</u>	<u>\$ 1,280,596</u>
EXPENDITURES			
Operating	\$ 39,029	\$ 300,298	\$ 1,360,406
Contractual Services	-	-	239,000
Capital Projects	-	-	150,000
Loan/Rebates	-	-	-
Incidental Expenses	-	-	-
Total Expenditures	<u>\$ 39,029</u>	<u>\$ 300,298</u>	<u>\$ 1,749,406</u>
OTHER FINANCING SOURCES (USES)			
Transfer In	\$ 87,450	\$ -	\$ 119,478
Transfer Out	(10,500)	-	-
Total Other Financing Sources (Uses)	<u>\$ 76,950</u>	<u>\$ -</u>	<u>\$ 119,478</u>
	10,500		
Excess (Deficiency) of Revenues and Other Financing Sources over/(under) expenditures and Other Financing Uses	40,345	25,224	(349,332)
FUND BALANCE - JUNE 30	<u>\$ 263,746</u>	<u>\$ 64,954</u>	<u>\$ 3,345,468</u>
OPERATING CONTINGENCY RESERVE (Included in fund balance)	\$ -	\$ -	\$ -
PROJECT CARRYOVER (These numbers represent projects which have been allocated in prior years but have not been spent as of April 27, 2014)	\$ -	\$ -	\$ 179,949

**CITY OF CONCORD  
SPECIAL REVENUE FUNDS  
FOR THE YEAR ENDING JUNE 30, 2017**

<u>Fund</u>	<u>State Gas Tax</u>	<u>Storm Water Management</u>	<u>Art in Public Places</u>	<u>Maintenance Districts</u>
FUND BALANCE AS OF JULY 1, 2014	\$ 3,347,314	\$ 2,604,910	\$ 10,872	\$ 4,136,683
REVENUE				
Taxes	\$ -	\$ 2,000,000	\$ -	\$ 1,536,770
Licenses & Permits	-	-	-	-
Use of Money & Property	27,578	26,993	108	42,684
Intergovernmental	2,543,841	-	-	-
Fees	-	-	-	-
Other	-	35,000	-	343,384
Total Revenues	<u>\$ 2,571,419</u>	<u>\$ 2,061,993</u>	<u>\$ 108</u>	<u>\$ 1,922,838</u>
EXPENDITURES				
Operating	\$ 3,153,169	\$2,386,467	\$ -	\$ 1,367,017
Contractual Services	-	30,000	-	-
Capital Projects	-	-	-	-
Loan/Rebates	-	-	-	-
Incidental Expenses/Debt Services	-	-	-	410,975
Total Expenditures	<u>\$ 3,153,169</u>	<u>\$ 2,416,467</u>	<u>\$ -</u>	<u>\$ 1,777,992</u>
OTHER FINANCING SOURCES (USES)				
Transfer In	\$ -	\$ -	\$ -	\$ -
Transfer Out	-	-	-	(83,475)
Total Other Financing Sources (Uses)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (83,475)</u>
Excess (Deficiency) of Revenues and Other Financing Sources over/(under) expenditures and Other Financing Uses	(581,750)	(354,474)	108	61,371
FUND BALANCE - JUNE 30	<u>\$ 2,765,564</u>	<u>\$ 2,250,436</u>	<u>\$ 10,980</u>	<u>\$ 4,198,054</u>
OPERATING CONTINGENCY RESERVE (Included in fund balance)	\$ -	\$ 242,000	\$ -	\$ 147,000
PROJECT CARRYOVER (These numbers represent projects which have been allocated in prior years but have not been spent as of May 1, 2015)	\$ 2,230,666	\$ 46,612	\$ 33,720	\$ 19,233

**CITY OF CONCORD  
SPECIAL REVENUE FUNDS  
FOR THE YEAR ENDING JUNE 30, 2017**

<u>Fund</u>	<u>Traffic System Management</u>	<u>Concord / Pleasant Hill Health Care District</u>	<u>Housing &amp; Community Services</u>
FUND BALANCE AS OF JULY 1, 2014	\$ 263,746	\$ 64,954	\$ 3,345,468
REVENUE			
Taxes	\$ -	\$ 300,000	\$ -
Licenses & Permits	-	-	-
Use of Money & Property	2,424	522	33,174
Intergovernmental	-	-	894,884
Fees	-	-	40,000
Other	-	25,000	-
Total Revenues	<u>\$ 2,424</u>	<u>\$ 325,522</u>	<u>\$ 968,058</u>
EXPENDITURES			
Operating	\$ 39,029	\$ 264,983	\$ 1,087,540
Contractual Services	-	-	184,000
Capital Projects	-	-	-
Loan/Rebates	-	-	-
Incidental Expenses	-	-	-
Total Expenditures	<u>\$ 39,029</u>	<u>\$ 264,983</u>	<u>\$ 1,271,540</u>
OTHER FINANCING SOURCES (USES)			
Transfer In	\$ 83,475	\$ -	\$ 119,478
Transfer Out	(10,500)	-	-
Total Other Financing Sources (Uses)	<u>\$ 72,975</u>	<u>\$ -</u>	<u>\$ 119,478</u>
	10,500		
Excess (Deficiency) of Revenues and Other Financing Sources over/(under) expenditures and Other Financing Uses	36,370	60,539	(184,004)
FUND BALANCE - JUNE 30	<u>\$ 300,116</u>	<u>\$ 125,493</u>	<u>\$ 3,161,464</u>
OPERATING CONTINGENCY RESERVE (Included in fund balance)	\$ -	\$ -	\$ -
PROJECT CARRYOVER (These numbers represent projects which have been allocated in prior years but have not been spent as of April 27, 2014)	\$ -	\$ -	\$ 179,949

**City of Concord  
Special Revenue Fund  
State Gas Tax Fund  
Ten Year Projection  
For the Years Ending June 30, 2016 and 2017**

**Includes gradual  
implementation of  
\$800,000 in Budget  
Stabilization.**

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>
FUND BALANCE - 7/1*	\$ 3,709,628	\$ 3,347,314	\$ 2,765,564	\$ 2,114,809	\$ 1,511,577	\$ 966,972	\$ 602,019	\$ 312,306	\$ 144,144	\$ 101,941
Add Revenues:										
Intergovernmental	\$ 2,657,863	\$ 2,543,841	\$ 2,569,279	\$ 2,594,972	\$ 2,620,922	\$ 2,647,131	\$ 2,673,602	\$ 2,700,339	\$ 2,727,341	\$ 2,754,616
Use of Money & Property	27,578	27,578	38,259	52,985	66,947	80,304	87,459	91,709	95,975	100,254
Total Revenue	\$ 2,685,441	\$ 2,571,419	\$ 2,607,538	\$ 2,647,957	\$ 2,687,869	\$ 2,727,435	\$ 2,761,061	\$ 2,792,048	\$ 2,823,316	\$ 2,854,870
Less Appropriations:										
Operating	\$ 3,047,755	\$ 3,153,169	\$ 3,258,293	\$ 3,351,189	\$ 3,432,474	\$ 3,492,388	\$ 3,550,774	\$ 3,610,210	\$ 3,615,519	\$ 3,676,433
On-going Budger Stabilization	-	-	-	(100,000)	(200,000)	(400,000)	(500,000)	(650,000)	(750,000)	(800,000)
Capital Projects	-	-	-	-	-	-	-	-	-	-
Total Appropriations	\$ 3,047,755	\$ 3,153,169	\$ 3,258,293	\$ 3,251,189	\$ 3,232,474	\$ 3,092,388	\$ 3,050,774	\$ 2,960,210	\$ 2,865,519	\$ 2,876,433
Excess (Deficiency) of Revenue Over (Under) Expenditures	\$ (362,314)	\$ (581,750)	\$ (650,755)	\$ (603,232)	\$ (544,605)	\$ (364,953)	\$ (289,713)	\$ (168,162)	\$ (42,203)	\$ (21,563)
FUND BALANCE - 6/30	\$ 3,347,314	\$ 2,765,564	\$ 2,114,809	\$ 1,511,577	\$ 966,972	\$ 602,019	\$ 312,306	\$ 144,144	\$ 101,941	\$ 80,378

\* Beginning Fund Balance assumes adoption of the Proposed FY 2015-16 Capital Improvement Budget, which includes reallocation of \$808,700 in Gas Tax project budget.

**CITY OF CONCORD  
SPECIAL REVENUE FUNDS  
HOUSING & COMMUNITY SERVICES  
FOR THE YEAR ENDING JUNE 30, 2016**

	<u>Housing Assistance</u>	<u>Housing Conservation</u>	<u>CDBG</u>	<u>Housing Inclusionary Fees</u>	<u>Concord Housing Fund</u>	<u>Childcare</u>	<u>Total</u>
FUND BALANCE - 7/1	\$533,825	\$156,275	\$302,618	\$1,449,129	\$1,143,549	\$109,404	\$ 3,694,800
REVENUES							
Use of Money & Property Licenses & Permits	\$ 5,338	\$ 1,584	\$ -	\$ 14,160	\$ 10,998	\$ 1,094	\$ 33,174
Grants		312,038	895,384				1,207,422
Fees						40,000	40,000
Other	-	-	-	-	-	-	-
Total Revenues	<u>\$ 5,338</u>	<u>\$ 313,622</u>	<u>\$ 895,384</u>	<u>\$ 14,160</u>	<u>\$ 10,998</u>	<u>\$ 41,094</u>	<u>\$ 1,280,596</u>
APPROPRIATIONS							
Operating	\$ -	\$ 308,067	\$ 977,011	\$ 67,328	\$ -	\$ 8,000	\$ 1,360,406
Contracting Services			-		207,000	32,000	239,000
Capital Projects			150,000				150,000
Loan/Rebates	-	-	-	-	-	-	-
Total Expenditures	<u>\$ -</u>	<u>\$ 308,067</u>	<u>\$ 1,127,011</u>	<u>\$ 67,328</u>	<u>\$ 207,000</u>	<u>\$ 40,000</u>	<u>\$ 1,749,406</u>
OTHER FINANCING SOURCES (USES)							
Transfer in		\$ -	\$ -	\$ -	\$ 119,478	\$ -	\$ 119,478
Transfer out	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 119,478</u>	<u>\$ -</u>	<u>\$ 119,478</u>
Excess (Deficiency) of Revenues over (under) expenditures and Other Financing Source (Uses)	\$ 5,338	\$ 5,555	\$ (231,627)	\$ (53,168)	\$ (76,524)	\$ 1,094	\$ (349,332)
FUND BALANCE - 6/30	<u>\$ 539,163</u>	<u>\$ 161,830</u>	<u>\$ 70,991</u>	<u>\$ 1,395,961</u>	<u>\$ 1,067,025</u>	<u>\$ 110,498</u>	<u>\$ 3,345,468</u>

**CITY OF CONCORD  
SPECIAL REVENUE FUNDS  
HOUSING & COMMUNITY SERVICES  
FOR THE YEAR ENDING JUNE 30, 2017**

	<u>Housing Assistance</u>	<u>Housing Conservation</u>	<u>CDBG</u>	<u>Housing Inclusionary Fees</u>	<u>Concord Housing Fund</u>	<u>Childcare</u>	<u>Total</u>
FUND BALANCE - 7/1	\$539,163	\$161,830	\$70,991	\$1,395,962	\$1,067,025	\$110,498	\$ 3,345,468
REVENUES							
Use of Money & Property Licenses & Permits	\$ 5,338	\$ 1,584	\$ -	\$ 14,160	\$ 10,998	\$ 1,094	\$ 33,174
Grants		289,046	895,384				1,184,430
Fees						40,000	40,000
Other	-	-	-	-			-
Total Revenues	<u>\$ 5,338</u>	<u>\$ 290,630</u>	<u>\$ 895,384</u>	<u>\$ 14,160</u>	<u>\$ 10,998</u>	<u>\$ 41,094</u>	<u>\$ 1,257,604</u>
APPROPRIATIONS							
Operating	\$ -	\$ 286,424	\$ 723,534	\$ 69,582	\$ -	\$ 8,000	\$ 1,087,540
Contracting Services			-		152,000	32,000	184,000
Capital Projects							-
Loan/Rebates	-	-	-	-	-	-	-
Total Expenditures	<u>\$ -</u>	<u>\$ 286,424</u>	<u>\$ 723,534</u>	<u>\$ 69,582</u>	<u>\$ 152,000</u>	<u>\$ 40,000</u>	<u>\$ 1,271,540</u>
OTHER FINANCING SOURCES (USES)							
Transfer in		\$ -	\$ -	\$ -	\$ 119,478	\$ -	\$ 119,478
Transfer out	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 119,478</u>	<u>\$ -</u>	<u>\$ 119,478</u>
Excess (Deficiency) of Revenues over (under) expenditures and Other Financing Source (Uses)	\$ 5,338	\$ 4,206	\$ 171,850	\$ (55,422)	\$ (21,524)	\$ 1,094	\$ 105,542
FUND BALANCE - 6/30	<u>\$ 544,501</u>	<u>\$ 166,036</u>	<u>\$ 242,841</u>	<u>\$ 1,340,540</u>	<u>\$ 1,045,501</u>	<u>\$ 111,592</u>	<u>\$ 3,451,010</u>

**City of Concord  
Special Revenue Fund  
Maintenance Districts  
For the Year Ending June 30, 2016**

	<b>Street Lighting Maintenance District</b>	<b>Downtown Maintenance District</b>	<b>Pine Hollow Maintenance District</b>	<b>Maintenance District #3</b>	<b>Total Maintenance District</b>
FUND BALANCE - 7/1	\$ 1,884,401	\$ 1,431,376	\$ 509,951	\$ 362,926	\$ 4,188,654
REVENUE					
Taxes	\$ 1,043,546	\$ 360,004	\$ 61,667	\$ 71,368	\$ 1,536,585
Other Revenues	-	343,384	-	-	343,384
Use of Money & Property	<u>18,416</u>	<u>15,641</u>	<u>5,018</u>	<u>3,609</u>	<u>42,684</u>
Total Revenues	<u>\$ 1,061,962</u>	<u>\$ 719,029</u>	<u>\$ 66,685</u>	<u>\$ 74,977</u>	<u>\$ 1,922,653</u>
APPROPRIATIONS					
Operating	\$ 666,500	\$ 523,917	\$ 78,253	\$ 74,300	\$ 1,342,970
Incidental Expenses	466,377	11,347	3,892	5,038	486,654
Contingency	75,000	54,000	8,000	8,000	145,000
Capital Projects	-	-	-	-	-
Total Expenditures	<u>\$ 1,207,877</u>	<u>\$ 589,264</u>	<u>\$ 90,145</u>	<u>\$ 87,338</u>	<u>\$ 1,974,624</u>
Excess (Deficiency) of Revenues over (under) expenditures	\$ (145,915)	\$ 129,765	\$ (23,460)	\$ (12,361)	\$ (51,971)
FUND BALANCE - 6/30	<u>\$ 1,738,486</u>	<u>\$ 1,561,141</u>	<u>\$ 486,491</u>	<u>\$ 350,565</u>	<u>\$ 4,136,683</u>

**City of Concord  
Special Revenue Fund  
Maintenance Districts  
For the Year Ending June 30, 2017**

	<b>Street Lighting Maintenance District</b>	<b>Downtown Maintenance District</b>	<b>Pine Hollow Maintenance District</b>	<b>Maintenance District #3</b>	<b>Total Maintenance District</b>
FUND BALANCE - 7/1	\$ <u>1,738,486</u>	\$ <u>1,561,141</u>	\$ <u>486,491</u>	\$ <u>350,565</u>	\$ <u>4,136,683</u>
REVENUE					
Taxes	\$ 1,043,546	\$ 360,004	\$ 61,667	\$ 71,553	\$ 1,536,770
Other Revenues	-	343,384	-	-	343,384
Use of Money & Property	<u>18,416</u>	<u>15,641</u>	<u>5,018</u>	<u>3,609</u>	<u>42,684</u>
Total Revenues	\$ <u>1,061,962</u>	\$ <u>719,029</u>	\$ <u>66,685</u>	\$ <u>75,162</u>	\$ <u>1,922,838</u>
APPROPRIATIONS					
Operating	\$ 685,824	\$ 528,711	\$ 78,181	\$ 74,301	\$ 1,367,017
Incidental Expenses	474,071	11,347	3,994	5,038	494,450
Contingency	77,000	54,000	8,000	8,000	147,000
Capital Projects	-	-	-	-	-
Total Expenditures	\$ <u>1,236,895</u>	\$ <u>594,058</u>	\$ <u>90,175</u>	\$ <u>87,339</u>	\$ <u>2,008,467</u>
Excess (Deficiency) of Revenues over (under) expenditures	\$ (174,933)	\$ 124,971	\$ (23,490)	\$ (12,177)	\$ (85,629)
FUND BALANCE - 6/30	\$ <u>1,563,553</u>	\$ <u>1,686,112</u>	\$ <u>463,001</u>	\$ <u>338,388</u>	\$ <u>4,051,054</u>

**City of Concord  
Special Revenue Fund  
Street Lighting Maintenance District  
Ten Year Projection  
For the Fiscal Years Ending June 30, 2016 and 2017**

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>
Fund Balance 7/01	\$ 1,884,401	\$ 1,813,486	\$ 1,715,553	\$ 1,667,410	\$ 1,588,607	\$ 1,478,996	\$ 1,336,545	\$ 1,159,977	\$ 947,987	\$ 702,919
<b>Revenues</b>										
Taxes	\$ 1,043,546	\$ 1,043,546	\$ 1,043,546	\$ 1,043,546	\$ 1,043,546	\$ 1,043,546	\$ 1,043,546	\$ 1,043,546	\$ 1,043,546	\$ 1,043,546
Use of Money & Property	18,416	18,416	16,831	16,032	14,935	13,532	11,810	9,760	7,389	4,690
Total Revenue	<u>\$ 1,061,962</u>	<u>\$ 1,061,962</u>	<u>\$ 1,060,377</u>	<u>\$ 1,059,578</u>	<u>\$ 1,058,481</u>	<u>\$ 1,057,078</u>	<u>\$ 1,055,356</u>	<u>\$ 1,053,306</u>	<u>\$ 1,050,935</u>	<u>\$ 1,048,236</u>
<b>Expenditures</b>										
Street Lighting (Electricity)	\$ 400,000	\$ 400,000	\$ 410,000	\$ 420,250	\$ 430,756	\$ 441,525	\$ 452,563	\$ 463,877	\$ 475,474	\$ 487,361
Street Lighting (Consult./Contract)	30,000	30,000	30,750	31,519	32,307	33,114	33,942	34,791	35,661	36,552
Street Lighting (Personnel)	201,500	215,824	225,020	231,379	236,508	239,800	243,150	246,541	243,293	246,683
Street Lighting (Supplies)	35,000	40,000	41,000	42,025	43,076	44,153	45,256	46,388	47,547	48,736
Assessment Engineering	16,500	17,000	17,425	17,861	18,307	18,765	19,234	19,715	20,208	20,713
County Collection Fees	33,000	35,000	35,875	36,772	37,691	38,633	39,599	40,589	41,604	42,644
Other Internal Service Charges	32,080	32,329	32,995	33,656	34,327	35,014	35,714	36,430	37,158	37,900
Debt Service Lease Purchase Agree	297,347	306,267	315,455	324,919	335,120	348,525	362,466	376,965	395,058	410,198
Loan Repayment w/Interest	87,450	83,475	-	-	-	-	-	-	-	-
Total Expenditures	<u>\$ 1,132,877</u>	<u>\$ 1,159,895</u>	<u>\$ 1,108,520</u>	<u>\$ 1,138,381</u>	<u>\$ 1,168,092</u>	<u>\$ 1,199,529</u>	<u>\$ 1,231,924</u>	<u>\$ 1,265,296</u>	<u>\$ 1,296,003</u>	<u>\$ 1,330,787</u>
Revenues Over (Under)	\$ (70,915)	\$ (97,933)	\$ (48,143)	\$ (78,803)	\$ (109,611)	\$ (142,451)	\$ (176,568)	\$ (211,990)	\$ (245,068)	\$ (282,551)
Contingency Reserve	<u>\$ 75,000</u>	<u>\$ 77,000</u>	<u>\$ 79,000</u>	<u>\$ 81,000</u>	<u>\$ 83,000</u>	<u>\$ 85,000</u>	<u>\$ 87,000</u>	<u>\$ 89,000</u>	<u>\$ 90,000</u>	<u>\$ 92,000</u>
Fund Balance 6/30	<u>\$ 1,738,486</u>	<u>\$ 1,638,553</u>	<u>\$ 1,588,410</u>	<u>\$ 1,507,607</u>	<u>\$ 1,395,996</u>	<u>\$ 1,251,545</u>	<u>\$ 1,072,977</u>	<u>\$ 858,987</u>	<u>\$ 612,919</u>	<u>\$ 328,368</u>

**City of Concord  
Special Revenue Fund  
Downtown Landscape Maintenance District  
Ten Year Projection  
For the Fiscal Years Ending June 30, 2016 and 2017**

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>
Fund Balance 7/01	\$ 1,431,376	\$ 1,615,141	\$ 1,794,112	\$ 1,971,419	\$ 2,145,215	\$ 2,315,749	\$ 2,483,681	\$ 2,648,874	\$ 2,811,201	\$ 2,973,340
<b>Revenue</b>										
Taxes	360,004	360,004	360,004	360,004	360,004	360,004	360,004	360,004	360,004	360,004
Other Revenues	343,384	343,384	343,384	343,384	343,384	343,384	343,384	343,384	343,384	343,384
Use of Money & Property	15,641	15,641	19,210	20,766	22,272	23,735	25,156	26,535	27,885	29,206
Total Revenue	\$ 719,029	\$ 719,029	\$ 722,598	\$ 724,154	\$ 725,660	\$ 727,123	\$ 728,544	\$ 729,923	\$ 731,273	\$ 732,594
<b>Expenditures</b>										
Landscape Maintenance	\$ 125,570	\$ 130,245	\$ 133,833	\$ 137,224	\$ 140,274	\$ 142,580	\$ 144,936	\$ 147,333	\$ 146,978	\$ 149,420
Gas & Electricity	6,956	6,956	7,130	7,308	7,491	7,678	7,870	8,067	8,268	8,475
Water & Miscellaneous	37,607	37,607	38,547	39,511	40,499	41,511	42,549	43,613	44,703	45,820
City Provided Admin. & General Services	343,384	343,384	343,384	343,384	343,384	343,384	343,384	343,384	343,384	343,384
Assessment Engineering	10,000	10,000	10,250	10,506	10,769	11,038	11,314	11,597	11,887	12,184
County Collection Fees	773	773	792	812	832	853	875	896	919	942
Postage & Mailing	574	574	588	603	618	634	649	666	682	699
Consultant/Contract Services	5,464	5,464	5,601	5,741	5,884	6,031	6,182	6,337	6,495	6,657
Other Internal Service Charges	4,936	5,055	5,166	5,269	5,375	5,482	5,592	5,703	5,818	5,934
Total Expenditures	\$ 535,264	\$ 540,058	\$ 545,291	\$ 550,358	\$ 555,126	\$ 559,191	\$ 563,351	\$ 567,596	\$ 569,134	\$ 573,515
Revenue Over (Under) Expenditures	\$ 183,765	\$ 178,971	\$ 177,307	\$ 173,796	\$ 170,534	\$ 167,932	\$ 165,193	\$ 162,327	\$ 162,139	\$ 159,079
Contingency Reserve	\$ 54,000	\$ 54,000	\$ 55,000	\$ 55,000	\$ 56,000	\$ 56,000	\$ 56,000	\$ 57,000	\$ 57,000	\$ 57,000
<b>Capital Projects</b>										
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance 6/30	\$ 1,561,141	\$ 1,740,112	\$ 1,916,419	\$ 2,090,215	\$ 2,259,749	\$ 2,427,681	\$ 2,592,874	\$ 2,754,201	\$ 2,916,340	\$ 3,075,419

**City of Concord  
Special Revenue Fund  
Pine Hollow Landscape Maintenance District  
Ten Year Projections  
For the Fiscal Years Ending June 30, 2016 and 2017**

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>
Fund Balance 7/01	\$ 509,951	\$ 494,491	\$ 479,001	\$ 461,116	\$ 440,890	\$ 418,248	\$ 393,113	\$ 365,408	\$ 335,055	\$ 301,973
<b>Revenue</b>										
Taxes	\$ 61,667	\$ 61,667	\$ 61,667	\$ 61,667	\$ 61,667	\$ 61,667	\$ 61,667	\$ 61,667	\$ 61,667	\$ 61,667
Use of Money & Property	5,018	5,018	4,677	4,441	4,184	3,904	3,603	3,278	2,930	2,557
Total Revenue	\$ 66,685	\$ 66,685	\$ 66,344	\$ 66,108	\$ 65,851	\$ 65,571	\$ 65,270	\$ 64,945	64,597	64,224
<b>Expenditures</b>										
Landscape Contract	\$ 25,800	\$ 25,728	\$ 26,374	\$ 27,037	\$ 27,715	\$ 28,412	\$ 29,126	\$ 29,857	\$ 30,607	\$ 31,376
Landscape Extra Work	10,612	10,612	10,877	11,149	11,428	11,714	12,007	12,307	12,614	12,930
Contract Administration	1,437	1,437	1,473	1,510	1,547	1,586	1,626	1,666	1,708	1,751
Gas & Electricity	1,012	1,012	1,037	1,063	1,090	1,117	1,145	1,174	1,203	1,233
Capital Replacement Reserve	15,270	15,270	15,652	16,043	16,444	16,855	17,277	17,709	18,151	18,605
Water & Miscellaneous	24,122	24,122	24,725	25,343	25,977	26,626	27,292	27,974	28,673	29,390
Assessment Engineering	3,000	3,072	3,146	3,221	3,299	3,378	3,459	3,542	3,627	3,714
Printing, Publishing & Mailing	481	481	493	505	518	531	544	558	572	586
County Collection Fees	411	441	452	463	475	487	499	511	524	537
Total Expenditures	\$ 82,145	\$ 82,175	\$ 84,229	\$ 86,334	\$ 88,493	\$ 90,706	\$ 92,975	\$ 95,298	\$ 97,679	\$ 100,122
Revenue Over (Under) Expenditures	\$ (15,460)	\$ (15,490)	\$ (17,885)	\$ (20,226)	\$ (22,642)	\$ (25,135)	\$ (27,705)	\$ (30,353)	\$ (33,082)	\$ (35,898)
Contingency Reserve	\$ 8,000	\$ 8,000	\$ 8,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 10,000	9,000	10,000
Fund Balance 6/30	\$ 486,491	\$ 471,001	\$ 453,116	\$ 431,890	\$ 409,248	\$ 384,113	\$ 356,408	\$ 325,055	\$ 292,973	\$ 256,075

**City of Concord  
Special Revenue Fund  
Landscape & Lighting Maintenance District No. 3  
Ten Year Projection  
For the Years Ending June 30, 2016 and 2017**

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>
Fund Balance 7/01	\$ 362,926	\$ 358,565	\$ 354,388	\$ 348,948	\$ 342,259	\$ 334,277	\$ 324,952	\$ 314,241	\$ 302,100	\$ 288,471
<b>Revenue</b>										
Taxes	\$ 71,368	\$ 71,553	\$ 72,414	\$ 73,293	\$ 74,189	\$ 75,103	\$ 76,034	\$ 76,985	\$ 77,955	\$ 78,945
Other Revenues	-	-	-	-	-	-	-	-	-	-
Use of Money & Property	3,609	3,609	3,450	3,334	3,209	3,068	2,916	2,753	2,575	2,384
Total Revenue	\$ 74,977	\$ 75,162	\$ 75,864	\$ 76,627	\$ 77,398	\$ 78,171	\$ 78,950	\$ 79,738	\$ 80,530	\$ 81,329
<b>Expenditures</b>										
Landscape Contract & Maintenance	\$ 27,040	\$ 27,040	\$ 27,761	\$ 28,501	\$ 29,259	\$ 30,036	\$ 30,831	\$ 31,646	\$ 32,481	\$ 33,336
Non Schedule Repairs	5,202	5,203	5,334	5,468	5,606	5,747	5,892	6,040	6,192	6,347
Landscape Extra Work										
Landscape Supplies	1,104	1,104	1,132	1,160	1,189	1,219	1,249	1,280	1,312	1,345
Water	36,725	36,725	37,643	38,584	39,549	40,538	41,551	42,589	43,655	44,746
Gas & Electricity	2,229	2,229	2,286	2,342	2,401	2,460	2,522	2,585	2,650	2,716
Capital Replacement Reserve	2,000	2,000	2,050	2,101	2,154	2,208	2,263	2,319	2,377	2,437
Assessment Engineering	3,028	3,028	3,038	3,048	3,058	3,069	3,079	3,090	3,102	3,114
Printing, Publishing & Mailing	1,159	1,159	1,188	1,218	1,248	1,280	1,311	1,343	1,378	1,412
County Collection Fees	851	851	872	894	916	939	963	987	1,012	1,037
Other Internal Service Charges	-	-	-	-	-	-	-	-	-	-
Total Expenditures	\$ 79,338	\$ 79,339	\$ 81,304	\$ 83,316	\$ 85,380	\$ 87,496	\$ 89,661	\$ 91,879	\$ 94,159	\$ 96,490
Revenue Over (Under) Expenditures	\$ (4,361)	\$ (4,177)	\$ (5,440)	\$ (6,689)	\$ (7,982)	\$ (9,325)	\$ (10,711)	\$ (12,141)	\$ (13,629)	\$ (15,161)
Contingency Reserve	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 10,000
Fund Balance 6/30	\$ 350,565	\$ 346,388	\$ 340,948	\$ 334,259	\$ 325,277	\$ 315,952	\$ 305,241	\$ 293,100	\$ 279,471	\$ 263,310

**City of Concord  
Special Revenue Fund  
Storm Water Fund Ten Year Projection  
For the Years Ending June 30, 2016 and 2017**

**Includes gradual implementation of  
\$650,000 in Budget Stabilization  
Strategies**

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>
Fund Balance - 7/01	\$ 2,868,208	\$ 2,604,910	\$ 2,250,436	\$ 1,804,165	\$ 1,609,296	\$ 1,405,841	\$ 1,199,449	\$ 996,658	\$ 796,601	\$ 620,138
<b>Revenues</b>										
Taxes - Parcel Fees	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Other Revenue	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Use of Money & Property	<u>26,993</u>	<u>26,993</u>	<u>19,998</u>	<u>14,271</u>	<u>7,570</u>	<u>381</u>	<u>250</u>	<u>250</u>	<u>250</u>	<u>250</u>
Total Revenues	<u>\$ 2,061,993</u>	<u>\$ 2,061,993</u>	<u>\$ 2,054,998</u>	<u>\$ 2,049,271</u>	<u>\$ 2,042,570</u>	<u>\$ 2,035,381</u>	<u>\$ 2,035,250</u>	<u>\$ 2,035,250</u>	<u>\$ 2,035,250</u>	<u>\$ 2,035,250</u>
<b>Expenditures</b>										
Operations	\$1,680,332	\$1,764,785	\$1,832,777	\$1,959,281	\$1,995,462	\$2,029,505	\$2,064,363	\$2,100,024	\$2,126,137	\$2,163,335
On-going Budget Stabilization	-	-	-	(400,000)	(450,000)	(500,000)	(550,000)	(600,000)	(650,000)	(650,000)
MRP Requirement	30,000	30,000	30,000	30,750	31,519	32,307	33,114	33,942	34,791	35,661
Drainage System	168,500	166,039	172,467	177,506	181,891	184,804	187,578	190,394	189,132	191,985
Street Cleaning	<u>446,458</u>	<u>455,642</u>	<u>466,026</u>	<u>476,603</u>	<u>487,153</u>	<u>495,157</u>	<u>502,987</u>	<u>510,947</u>	<u>511,653</u>	<u>519,790</u>
Total Expenditures	<u>\$ 2,325,291</u>	<u>\$ 2,416,467</u>	<u>\$ 2,501,270</u>	<u>\$ 2,244,140</u>	<u>\$ 2,246,025</u>	<u>\$ 2,241,773</u>	<u>\$ 2,238,042</u>	<u>\$ 2,235,307</u>	<u>\$ 2,211,713</u>	<u>\$ 2,260,771</u>
<b>Capital Projects</b>										
Grant Infrastructure	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Capital Projects	<u>\$ -</u>									
Surplus (Deficit)	\$ (263,298)	\$ (354,474)	\$ (446,272)	\$ (194,869)	\$ (203,455)	\$ (206,392)	\$ (202,792)	\$ (200,057)	\$ (176,463)	\$ (225,521)
Less 10% Reserves	\$ 233,000	\$ 242,000	\$ 250,000	\$ 224,000	\$ 225,000	\$ 224,000	\$ 224,000	\$ 224,000	\$ 246,000	\$ 246,000
Fund Balance 6/30	<u>\$ 2,371,910</u>	<u>\$ 2,008,436</u>	<u>\$ 1,554,165</u>	<u>\$ 1,385,296</u>	<u>\$ 1,180,841</u>	<u>\$ 975,449</u>	<u>\$ 772,658</u>	<u>\$ 572,601</u>	<u>\$ 374,138</u>	<u>\$ 148,616</u>

Debt Service

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**Concord's Historic Bibber House**

This house was built in 1912-13 by L.V. Perry for Charles and Carrie (Beebe) Bibber at a cost of \$3,733. In addition to its large size and prominent architecture, the house is known for its exquisite wood paneling and beautifully finished staircase. Charles Bibber was the Deputy County Assessor. The house remained in his family for two generations. It has since been reconfigured for commercial purposes and is used as professional offices.

**CITY OF CONCORD  
DEBT SERVICE FUNDS  
FOR THE YEARS ENDING JUNE 30, 2016 AND 2017**

Debt Service Funds are used to account for accumulation of resources for payment of interest and principal on the City's general bond debt. Debt Service Funds include:

REVENUE BONDS

Performing Arts Revenue Bonds - To account for the accumulation of revenue provided by Live Nation for payment of interest and principal on the Pavilion lease revenue bonds issued in 1995.

CERTIFICATES OF PARTICIPATION

ABAG Fund - To account for transfers of revenue from the General Fund for payment of interest and principal on Association of Bay Area Governments (ABAG) certificates of participation.

ASSESSMENT DISTRICTS

Assessment Districts Fund - To account for the accumulation of special assessment taxes for payment of special assessment bond interest and principal.

LEASE AGREEMENTS

Refunding Lease - To account for the accumulation of resources for payment of interest and principal for a lease repurchase secured by the Corporation Yard. The proceeds of the Refunding Lease, issued in 2010, retired a portion of the Police Facilities Revenue Bonds and retired the 1999 Judgment Obligation Bonds.

Lease Purchase - To account for the accumulation of resources for payment of interest and principal for a lease issued to fund various energy efficiency improvements in 2011.

**CITY OF CONCORD**  
**REVENUE / EXPENDITURE SUMMARY - DEBT SERVICE FUNDS**  
**FOR THE YEARS ENDING JUNE 30, 2016 AND 2017**

	Actual 2011-12	Actual 2012-13	Actual 2013-14	Estimated Actual 2014-15	Proposed Budget 2015-16	Proposed Budget 2016-17
<b>REVENUES:</b>						
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and permits	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-
Charges for current services	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Use of money and property	654,820	11,124	(3,060)	-	-	-
Other	11,621	163,596	1,347,356	-	567,379	568,667
<b>Total Revenues</b>	<b>\$ 666,441</b>	<b>\$ 174,720</b>	<b>\$ 1,344,296</b>	<b>\$ -</b>	<b>\$ 567,379</b>	<b>\$ 568,667</b>
<b>EXPENDITURES:</b>						
Current:						
Salaries and benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating expenditures	-	8,479	-	-	-	-
Internal Service Charges	-	-	-	-	-	-
Capital projects	-	-	-	-	-	-
Debt service	2,870,220	3,236,203	3,157,089	3,062,868	4,340,270	4,297,335
<b>Total Expenditures</b>	<b>\$ 2,870,220</b>	<b>\$ 3,244,682</b>	<b>\$ 3,157,089</b>	<b>\$ 3,062,868</b>	<b>\$ 4,340,270</b>	<b>\$ 4,297,335</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>\$ (2,203,779)</b>	<b>\$ (3,069,962)</b>	<b>\$ (1,812,793)</b>	<b>\$ (3,062,868)</b>	<b>\$ (3,772,891)</b>	<b>\$ (3,728,668)</b>
<b>OTHER FINANCING SOURCES (USES):</b>						
Conversion to unallocated reserve balance	\$ 281,589	\$ 606,814	\$ -	\$ -	\$ -	\$ -
Transfers in	1,538,099	4,174,073	1,820,996	3,061,369	3,769,691	3,725,468
Transfers (out)	-	-	(8,479)	-	-	-
<b>Total Other Financing Sources (Uses)</b>	<b>\$ 1,819,688</b>	<b>\$ 4,780,887</b>	<b>\$ 1,812,517</b>	<b>\$ 3,061,369</b>	<b>\$ 3,769,691</b>	<b>\$ 3,725,468</b>
<b>EXCESS (DEFICIENCY) OF REVENUES AND OTHER SOURCES OVER EXPENDITURES AND OTHER USES</b>	<b>\$ (384,091)</b>	<b>\$ 1,710,925</b>	<b>\$ (276)</b>	<b>\$ (1,499)</b>	<b>\$ (3,200)</b>	<b>\$ (3,200)</b>
Fund balance at beginning of year	107,850	(276,241)	1,434,684	1,434,408	1,434,408	1,432,909
Fund balance at end of year	<u>\$ (276,241)</u>	<u>\$ 1,434,684</u>	<u>\$ 1,434,408</u>	<u>\$ 1,432,909</u>	<u>\$ 1,431,208</u>	<u>\$ 1,429,709</u>

Note: 2011-12 excludes Extraordinary Items from RDA Dissolution

**CITY OF CONCORD  
DEBT SERVICE FUNDS  
FOR THE YEARS ENDING JUNE 30, 2016 and 2017**

Annual debt service requirements to maturity for long-term debt, including interest payments, are as follow:

YEAR ENDING JUNE 30	<u>Revenue Bonds</u> Concord Pavilion	<u>Lease Agreements</u>		<u>Total</u>
		<u>Lease</u> <u>Purchase</u>		
2015-16	553,114	-	721,004	1,274,118
2016-17	490,978	-	736,858	1,227,836
2017-18	431,314	-	755,010	1,186,324
2018-19	374,122	-	782,534	1,156,656
2019-20	324,196	-	811,356	1,135,552
2020-21	281,124	-	841,533	1,122,657
2021-22	-	-	873,102	873,102
2022-23	-	-	906,115	906,115
2023-24	-	-	940,614	940,614
2024-25	-	-	976,663	976,663
Thereafter	\$ -	\$ -	\$ 1,531,056	\$ 1,531,056
<b>Total</b>	<u>\$ 2,454,848</u>	<u>\$ -</u>	<u>\$ 9,875,845</u>	<u>\$ 12,330,693</u>

**Funding Sources:**

Concord Pavilion Revenue Bonds will continue to be paid from operating revenues as part of the management agreement between the City of Concord and Live Nation.

Refunding Lease is paid by the General Fund.

Lease Purchase is paid by a number of funds in the City.

Note: Tax Allocation Bonds, 1993 Lease Revenue Bonds, Parking Structure Lease Revenue Bonds and the RDA portion of the Refunding Lease Agreement were transferred to the Successor Agency during fiscal year 2012.

**CITY OF CONCORD  
REVENUE BONDS  
FOR THE YEARS ENDING JUNE 30, 2016 and 2017**

**Performing Arts Center Lease Revenue Bonds**

Performing Arts Center Lease Revenue Bonds were issued in 1995 to finance a portion of the renovation and expansion of Concord Pavilion leased by the City. A portion of these bonds were called in September, 2009.

Principal Borrowed

Series 1995 due 8/1/2020	\$ 18,700,000
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Payment Required

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Series 1995, FY 2015-2016	\$ 405,000	\$ 148,114	\$ 553,114
Series 1995, FY 2016-2017	375,000	115,978	490,978

Principal Outstanding as of June 30, 2016

Series 1995	\$ 1,220,000
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**CITY OF CONCORD  
 CERTIFICATES OF PARTICIPATION  
 FOR THE YEARS ENDING JUNE 30, 2016 and 2017**

**City of Concord Certificates of Participation**

ABAG 41 - Certificates of Participation were issued in 1998 to fund Diablo Creek Golf Course improvements (Enterprise Fund) and to defease outstanding ABAG 23 Certificates of Participation (Debt Service Fund) for renovation of Centre Concord.

Principal Borrowed

ABAG 41 - Centre Concord due 8/1/2011	\$ 810,000
ABAG 41 - Diablo Creek Golf Course due 8/1/2018	<u>2,750,000</u>
Total ABAG 41	<u>\$ 3,560,000</u>

Payment Required

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
ABAG 41 - Centre Concord	\$ -	\$ -	\$ -
ABAG 41 - Diablo Creek Golf Course, FY 2015-2016	185,000	35,783	220,783
ABAG 41 - Diablo Creek Golf Course, FY 2016-2017	<u>195,000</u>	<u>26,375</u>	<u>221,375</u>
Total	<u>\$ 380,000</u>	<u>\$ 62,158</u>	<u>\$ 442,158</u>

Principal Outstanding as of June 30, 2017

ABAG 41 - Centre Concord	\$ -
ABAG 41 - Diablo Creek Golf Course	<u>430,000</u>
Total principal outstanding - ABAG 41	<u>\$ 430,000</u>

**CITY OF CONCORD  
LEASE AGREEMENTS  
FOR THE YEARS ENDING JUNE 30, 2016 and 2017**

**Infrastructure Lease Agreement**

In 2015, the City entered into a Lease Financing Agreement to fund street and other infrastructure improvements throughout the City.

<u>Principal Borrowed</u>			
Refunding Lease Agreement due 9/1/2019	\$ 22,635,000		
<u>Payment Required</u>			
	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
FY 2015-2016	\$ 2,095,000	\$ 400,573	\$ 2,495,573
FY 2016-2017	2,110,000	387,632	2,497,632
<u>Principal Outstanding as of June 30, 2015</u>			
Refunding Lease Agreement	\$ 18,430,000		

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**Lease Purchase Agreement**

The City entered into a Lease Purchase Agreement in 2011 to finance various energy efficiency improvements.

<u>Principal Borrowed</u>			
Lease Purchase Agreement due 12/1/2026	\$ 8,384,040		
<u>Payment Required</u>			
	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Lease Purchase Agreement, FY 2015-2016	\$ 373,457	\$ 347,547	\$ 721,004
Lease Purchase Agreement, FY 2016-2017	\$ 407,525	\$ 329,333	\$ 736,858
<u>Principal Outstanding as of June 30, 2017</u>			
Lease Purchase Agreement	\$ 6,625,319		



**COMPUTATION OF DIRECT AND  
OVERLAPPING BONDED DEBT  
June 30, 2016 (a)**

JURISDICTION	Net Debt Outstanding	Percentage Applicable to City of Concord	Amount Applicable to City of Concord
2012-13 Assessed Valuation			\$ 11,316,676,118
<b><u>OVERLAPPING TAX AND ASSESSMENT DEBT</u></b>			
Bay Area Rapid Transit District	\$ 410,690,000	2.251%	\$ 9,244,632
Contra Costa Community College District	209,930,000	8.011%	16,817,492
Mt. Diablo Unified School District	449,305,057	39.174%	176,010,763
Mt. Diablo Unified School District Community Facilities District No. 1	48,770,000	39.174%	19,105,160
Contra Costa County Reassessment District	1,705,000	7.513%	128,097
East Bay Regional Park District	135,565,000	3.479%	4,716,306
<b>TOTAL DIRECT AND OVERLAPPING TAX AND ASSESSMENT DEBT</b>	<b>\$ 1,255,965,057</b>		<b>\$ 226,022,450</b>
<b><u>DIRECT AND OVERLAPPING GENERAL FUND OBLIGATION DEBT</u></b>			
City of Concord General Fund Obligations	\$4,080,000	100.000%	\$4,080,000
Contra Costa County General Fund Obligations	282,641,006	7.981%	22,557,579
Contra Costa County Pension Obligations	310,110,000	7.981%	24,749,879
Contra Costa County Fire Protection District Pension Obligations	106,185,000	17.682%	18,775,632
Contra Costa Community College District Certificates of Participation	780,000	8.011%	62,486
<b>TOTAL GROSS DIRECT AND OVERLAPPING GENERAL FUND OBLIGATION DEBT</b>	<b>\$ 703,796,006</b>		<b>\$ 70,225,576</b>
Less: Contra Costa County self supporting obligations			8,379,470
City of Concord Certificate of Participation (100% supported from Golf Course Revenues)			1,160,000
<b>TOTAL NET DIRECT AND OVERLAPPING GENERAL FUND OBLIGATION DEBT</b>			<b>\$ 60,686,106</b>
<b><u>Overlapping Tax Increment &amp; General Fund Obligation Debt</u></b>			
Concord Redevelopment Agency Central Redevelopment Project Area	\$55,550,000	100.000%	55,550,000
Total Overlapping Tax Increment Debt			\$55,550,000
Total Direct Debt			\$4,080,000
Total Gross Overlapping Debt			\$ 347,718,026
Total Net Overlapping Debt			\$ 338,178,556
Gross Combined Total Debt			\$ 351,798,026
Net Combined Total Debt			<b>\$ 342,258,556</b>

(b)

(a) Actual through June 30, 2013.

(b) Excludes tax and revenue anticipation notes, Enterprise revenue, and mortgage revenue.

Ratio to Assessed Valuation: Total Overlapping Tax and Assessment Debt 2.00%.

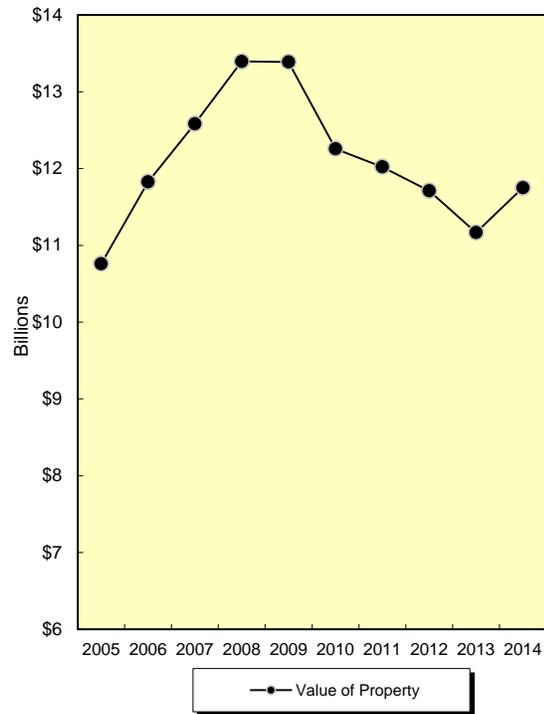
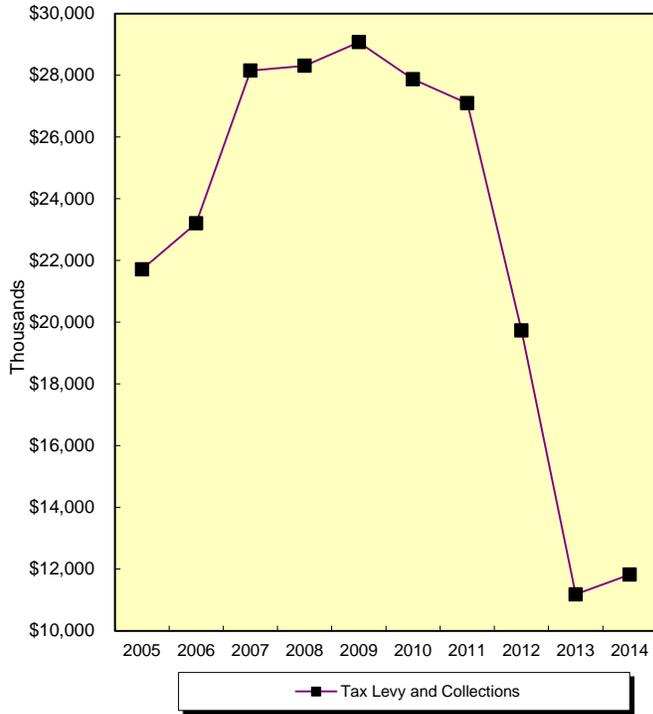
Ratio to Adjusted Assessed Valuation: Total Direct Debt .04%, Gross Combined Total Debt 3.11%,

Net Combined Total Debt 3.02%.

SOURCE: California Municipal Statistics, Inc. and CAFR FY2013, Statistical Section



**Property Tax Levies and Collections  
Last Ten Fiscal Years**



Fiscal Year	Total Secured Tax Levy	General Fund Tax Collections	Debt Service Fund Tax Collections	Redevelopment Agency Fund Tax Collections	Total Tax Collections	Percent of Total Tax Collections to Tax Levy	Value of City Property Subject to Local Tax Rate
2005	21,710,945 (A)	10,652,549	-	11,058,396	21,710,945	100.00%	10,758,352,096
2006	23,202,024 (A)	11,773,593	-	11,428,431	23,202,024	100.00%	11,825,275,824
2007	28,151,765 (A)	14,247,381	-	13,904,384	28,151,765	100.00%	12,581,572,120
2008	28,304,789 (A)	13,706,176	-	14,598,613	28,304,789	100.00%	13,394,577,419
2009	29,074,531 (A)	12,987,563	-	16,086,968	29,074,531	100.00%	13,388,154,607
2010	27,872,031 (A)	11,379,519	-	16,492,512	27,872,031	100.00%	12,254,962,478
2011	27,093,100 (A)	11,393,346	-	15,699,754	27,093,100	100.00%	12,020,887,030
2012	19,731,365 (A)	11,404,500	-	8,326,865 (B)	19,731,365	100.00%	11,710,527,901
2013 *	11,178,462 (A)	11,178,462	-	- (B)	11,178,462	100.00%	11,167,273,118
2014	\$11,822,968	\$ 11,822,968	-	\$ -	\$ 11,822,968	100.00%	\$11,748,714,138

\* Source: Contra Costa County Auditor-Controller's Office and the City of Concord's Finance Department. Tax collections estimated.

Note: A reserve is established by the County of Contra Costa under Revenue and Taxation Code Section 4701-4716 to cover all secured delinquencies, thus providing the City of Concord with 100% collection of its annual tax levy.

(A) Tax collections in FY2005 to FY2013 are net of pass-thru payment and educational revenue augmentation fund withholding.

(B) Redevelopment Agency dissolved in mid FY2012 resulting in no further tax collections henceforth.

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## Capital Projects

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### **Concord's Historic Elworthy House**

The house was built in 1912-13 for Herbert H. Elworthy, who was then Mayor of Concord, his wife Annie (Brawand) Elworthy, and their four sons. During the 1970s and 1980s, it was converted for use as a church and child-care facility, but was restored to its original configuration in 1988-89 and is currently used for commercial purposes.

**CITY OF CONCORD  
CAPITAL PROJECTS FUNDS  
FOR THE YEARS ENDING JUNE 30, 2016 AND 2017**

Capital Projects Funds are used to account for resources used for the acquisition and construction of capital facilities or major capital equipment, except for capital facilities financed by Proprietary or Special Revenue Funds. Capital Projects Funds include:

Measure J – Accounts for transportation improvements funded by Contra Costa County's ½% sales tax. Measure J was approved in 2004. Measure J continues the ½% sales tax approved in 1988 by Measure C for 2010 and beyond.

Special Developers Fund - To account for capital projects within the City funded by various fees collected from developers.

Parkland Fee – Residential developers are responsible for providing park land and recreation sources for Concord's citizens (Chapter 3 (2), Article IV of the City Concord Municipal Code).

Off-site Street Improvement Program (OSIP) – the method used by the City to fund base-level General Plan street improvements.

Storm Drain Zones/Traffic Mitigation – The ongoing development of real property in the city has placed a serious demand upon existing storm drains and certain streets. In order to provide an equitable manner of apportionment of the cost of future development of these facilities, the city has established local drainage areas and traffic mitigation areas.

Traffic Congestion Relief - Accounts for sales tax revenues used for local streets and roads construction projects.

Proposition 1B (LSR) - Accounts for projects financed by the State of California Transportation Bond Act passed in 2006. It includes a Local Streets and Roads (LSR) component to help relieve traffic congestion, facilitate movement of goods, improve air quality, and enhance safety and security of the transportation system.

General Reimbursable Projects – Accounts for projects financed by grants, donations, or reimbursed to the City from developers and for General Fund transfers expended for acquisition and construction of general purpose public facilities and improvements.

Measure WW – Accounts for the projects financed by bonds approved by voters in 2008 issued by the East Bay Regional Parks District.

**CITY OF CONCORD  
CAPITAL PROJECTS FUNDS  
FOR THE YEAR ENDING JUNE 30, 2016**

<u>Fund</u>	<u>Measure J</u>	<u>Measure J-1680 / J (Other)</u>	<u>Dev Fees O.S.I.P.</u>	<u>Dev. Fees Parkland</u>
FUND BALANCE AS OF JULY 1, 2015	\$ 2,957,999	\$ 9,946	\$ (176,492)	\$64,667
REVENUES				
Licenses and Fees	\$ -	\$ -	\$ 50,000	\$ 175,000
Use of Money & Property	23,096	-	554	1,522
Intergovernmental	1,378,642	-	-	-
Other	-	-	-	-
Total Revenues	<u>\$ 1,401,738</u>	<u>\$ -</u>	<u>\$ 50,554</u>	<u>\$ 176,522</u>
EXPENDITURES				
Capital Projects	\$ 2,407,710	\$ -	\$ -	\$ -
Other	267,755	-	-	-
Total Expenditures	<u>\$ 2,675,465</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
OTHER FINANCING SOURCES (USES)				
Transfer In/Proceeds from Debt	\$ -	\$ -	\$ -	\$ -
Transfer Out	-	-	-	-
Total Other Financing Sources (Uses)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Excess (Deficiency) of Revenues and Other Financing Sources over (under) expenditures and Other Financing Uses	(1,273,727)	-	50,554	176,522
FUND BALANCE - JUNE 30	<u>\$ 1,684,272</u>	<u>\$ 9,946</u>	<u>\$ (125,938)</u>	<u>\$ 241,189</u>
PROJECT CARRYOVER (These numbers represent funds which have been allocated but have not been spent as May 1, 2015)	\$ 3,624,521	\$ 5,819,174	\$ 173,422	\$ 150,937

**CITY OF CONCORD  
CAPITAL PROJECTS FUNDS  
FOR THE YEAR ENDING JUNE 30, 2016**

<u>Fund</u>	<u>Storm Drainage Zones</u>	<u>Traffic Mitigation</u>	<u>Reimbursable Projects</u>	<u>General Fund Projects</u>
FUND BALANCE AS OF JULY 1, 2015	\$ 531,507	\$ 48,244	\$ -	\$ -
REVENUES				
Licenses and Fees	\$ 1,000	\$ -	\$ -	\$ -
Use of Money & Property	1,000	497	-	-
Intergovernmental	-	-	2,093,059	-
Other	-	-	-	-
Total Revenues	<u>\$ 2,000</u>	<u>\$ 497</u>	<u>\$ 2,093,059</u>	<u>\$ -</u>
EXPENDITURES				
Capital Projects	\$ -	\$ -	\$ 2,093,059	\$ 2,185,074
Other	-	-	-	-
Total Expenditures	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,093,059</u>	<u>\$ 2,185,074</u>
OTHER FINANCING SOURCES (USES)				
Transfer In/Proceeds from Debt	\$ -	\$ -	\$ -	\$ 2,185,074
Transfer Out	-	-	-	-
Total Other Financing Sources (Uses)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,185,074</u>
Excess (Deficiency) of Revenues and Other Financing Sources over (under) expenditures and Other Financing Uses	2,000	497	-	-
FUND BALANCE - JUNE 30	<u>\$ 533,507</u>	<u>\$ 48,741</u>	<u>\$ -</u>	<u>\$ -</u>
PROJECT CARRYOVER (These numbers represent funds which have been allocated but have not been spent as June 30 ,2013	\$ 37,778	\$ 242,000	\$ 4,330,204	\$ 2,660,878

**CITY OF CONCORD  
CAPITAL PROJECTS FUNDS  
FOR THE YEAR ENDING JUNE 30, 2017**

<u>Fund</u>	<u>Measure J</u>	<u>Measure J-1680 / J (Other)</u>	<u>Dev Fees O.S.I.P.</u>	<u>Dev. Fees Parkland</u>
FUND BALANCE AS OF JULY 1, 2016	\$ 1,684,272	\$ 9,946	\$ (125,938)	\$241,189
REVENUES				
Licenses and Fees	\$ -	\$ -	\$ 52,500	\$ 180,000
Use of Money & Property	12,350	-	1,067	3,297
Intergovernmental	1,500,000	-	-	-
Other	-	-	-	-
Total Revenues	<u>\$ 1,512,350</u>	<u>\$ -</u>	<u>\$ 53,567</u>	<u>\$ 183,297</u>
EXPENDITURES				
Capital Projects	\$ 2,084,504	\$ -	\$ -	\$ -
Other	267,755	-	-	-
Total Expenditures	<u>\$ 2,352,259</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
OTHER FINANCING SOURCES (USES)				
Transfer In/Proceeds from Debt	\$ -	\$ -	\$ -	\$ -
Transfer Out	-	-	-	-
Total Other Financing Sources (Uses)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Excess (Deficiency) of Revenues and Other Financing Sources over (under) expenditures and Other Financing Uses	(839,909)	-	53,567	183,297
FUND BALANCE - JUNE 30	<u>\$ 844,363</u>	<u>\$ 9,946</u>	<u>\$ (72,371)</u>	<u>\$ 424,486</u>
PROJECT CARRYOVER (These numbers represent funds which have been allocated but have not been spent as May 1, 2015)	\$ 3,624,521	\$ 5,819,174	\$ 173,422	\$ 150,937

**CITY OF CONCORD  
CAPITAL PROJECTS FUNDS  
FOR THE YEAR ENDING JUNE 30, 2017**

<u>Fund</u>	<u>Storm Drainage Zones</u>	<u>Traffic Mitigation</u>	<u>Reimbursable Projects</u>	<u>General Fund Projects</u>
FUND BALANCE AS OF JULY 1, 2016	\$ 533,507	\$ 48,741	\$ -	\$ -
REVENUES				
Licenses and Fees	\$ 1,015	\$ -	\$ -	\$ -
Use of Money & Property	1,000	526	-	-
Intergovernmental	-	275,500	382,615	-
Other	-	-	-	-
Total Revenues	<u>\$ 2,015</u>	<u>\$ 276,026</u>	<u>\$ 382,615</u>	<u>\$ -</u>
EXPENDITURES				
Capital Projects	\$ -	\$ 275,500	\$ 382,615	\$ 200,000
Other	-	-	-	-
Total Expenditures	<u>\$ -</u>	<u>\$ 275,500</u>	<u>\$ 382,615</u>	<u>\$ 200,000</u>
OTHER FINANCING SOURCES (USES)				
Transfer In/Proceeds from Debt	\$ -	\$ -	\$ -	\$ 200,000
Transfer Out	-	-	-	-
Total Other Financing Sources (Uses)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 200,000</u>
Excess (Deficiency) of Revenues and Other Financing Sources over (under) expenditures and Other Financing Uses	2,015	526	-	-
FUND BALANCE - JUNE 30	<u>\$ 535,522</u>	<u>\$ 49,267</u>	<u>\$ -</u>	<u>\$ -</u>
PROJECT CARRYOVER (These numbers represent funds which have been allocated but have not been spent as June 30 ,2013	\$ 37,778	\$ 242,000	\$ 4,330,204	\$ 2,660,878

**CITY OF CONCORD**  
**REVENUE / EXPENDITURE SUMMARY - CAPITAL PROJECTS FUNDS**  
**FOR THE YEARS ENDING JUNE 30, 2016 AND 2017**

	Actual 2011-12	Actual 2012-13	Actual 2013-14	Estimated Actual 2014-15	Proposed Budget 2015-16	Proposed Budget 2016-17
<b>REVENUES:</b>						
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental	6,211,446	8,320,532	12,172,560	3,809,733	1,378,642	1,500,000
Charges for current services	82,369	101,954	627,558	321,470	2,445,575	2,032,102
Fines and forfeitures	-	-	-	-	-	-
Use of money and property	84,121	26,724	50,057	37,947	26,669	18,240
Other	101,018	50,973	(913,052)	889,866	266,590	286,748
<b>Total Revenues</b>	<b>\$ 6,478,954</b>	<b>\$ 8,500,183</b>	<b>\$ 11,937,123</b>	<b>\$ 5,059,016</b>	<b>\$ 4,117,476</b>	<b>\$ 3,837,090</b>
<b>EXPENDITURES:</b>						
Current:						
Salaries and benefits	\$ 839,670	\$ 931,707	\$ 1,859,355	\$ 100,000	\$ 1,863,181	\$ 1,935,284
Operating expenditures	144,521	337,758	5,283,080	367,755	1,542,355	1,107,355
Internal Service Charges	123,214	207,134	19,430	-	27,005	27,756
Capital Projects	13,610,762	10,262,486	6,017,324	7,974,762	100,902	-
Debt Services	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 14,718,167</b>	<b>\$ 11,739,085</b>	<b>\$ 13,179,189</b>	<b>\$ 8,442,517</b>	<b>\$ 3,533,443</b>	<b>\$ 3,070,395</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>\$ (8,239,213)</b>	<b>\$ (3,238,902)</b>	<b>\$ (1,242,066)</b>	<b>\$ (3,383,501)</b>	<b>\$ 584,033</b>	<b>\$ 766,695</b>
<b>OTHER FINANCING SOURCES (USES):</b>						
Conversion to unallocated reserve balance	\$ 10,929,205	\$ 120,237	\$ 2,451,180	\$ (2,676,911)		
Transfers in	373,493	1,248,955	2,074,665	3,438,983	2,185,074	200,000
Transfers (out)	(7,437)	(124,283)	(814,710)	0	0	0
<b>Total Other Financing Sources (Uses)</b>	<b>\$ 11,295,261</b>	<b>\$ 1,244,909</b>	<b>\$ 3,711,135</b>	<b>\$ 762,072</b>	<b>\$ 2,185,074</b>	<b>\$ 200,000</b>
<b>EXCESS (DEFICIENCY) OF REVENUES AND OTHER SOURCES OVER EXPENDITURES AND OTHER USES</b>	<b>\$ 3,056,048</b>	<b>\$ (1,993,993)</b>	<b>\$ 2,469,069</b>	<b>\$ (2,621,429)</b>	<b>\$ 2,769,107</b>	<b>\$ 966,695</b>
Fund balance at beginning of year	(464,168)	2,591,880	597,887	3,066,956	3,066,956	445,527
<b>Fund balance at end of year</b>	<b>\$ 2,591,880</b>	<b>\$ 597,887</b>	<b>\$ 3,066,956</b>	<b>\$ 445,527</b>	<b>\$ 5,836,063</b>	<b>\$ 1,412,222</b>

**CITY OF CONCORD  
CAPITAL PROJECTS FUNDS**

<b>Measure J</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
Fund Balance - 7/1*	\$ 2,957,999	\$ 1,684,272	\$ 844,363	\$ 990,499	\$ 1,156,951	\$ 1,344,122	\$ 1,049,924	\$ 772,268	\$ 511,571	\$ 268,252
Add Revenues										
Intergovernmental	\$ 1,378,642	\$ 1,500,000	\$ 1,526,250	\$ 1,552,959	\$ 1,580,136	\$ 1,607,789	\$ 1,635,925	\$ 1,664,554	\$ 1,693,683	\$ 1,723,323
Use of Money & Property	23,096	12,350	8,757	10,169	11,731	10,946	7,814	4,837	2,016	1,000
Total Revenues	\$ 1,401,738	\$ 1,512,350	\$ 1,535,007	\$ 1,563,128	\$ 1,591,867	\$ 1,618,735	\$ 1,643,739	\$ 1,669,391	\$ 1,695,699	\$ 1,724,323
Less Appropriations										
Capital Projects	\$ 2,407,710	\$ 2,084,504	\$ 1,116,922	\$ 1,120,429	\$ 1,124,042	\$ 1,627,763	\$ 1,631,595	\$ 1,635,544	\$ 1,639,610	\$ 1,643,798
CIP Support	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Operations	167,755	167,755	171,949	176,248	180,654	185,170	189,799	194,544	199,408	204,393
Total Appropriations	\$ 2,675,465	\$ 2,352,259	\$ 1,388,871	\$ 1,396,677	\$ 1,404,696	\$ 1,912,933	\$ 1,921,394	\$ 1,930,088	\$ 1,939,018	\$ 1,948,191
Excess (Deficiency) of Revenues Over (Under) Expenditures	\$ (1,273,727)	\$ (839,909)	\$ 146,136	\$ 166,451	\$ 187,171	\$ (294,198)	\$ (277,655)	\$ (260,697)	\$ (243,319)	\$ (223,868)
Fund Balance - 6/30	\$ 1,684,272	\$ 844,363	\$ 990,499	\$ 1,156,951	\$ 1,344,122	\$ 1,049,924	\$ 772,268	\$ 511,571	\$ 268,252	\$ 44,384

\* Beginning Fund Balance assumes adoption of the Proposed FY 2015-16 Capital Improvement Budget, which includes reallocation of \$3.6 million in Measure J project budget.

<b>Measure J-1680/ J (Other)</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
Fund Balance - 7/1	\$ 9,946	\$ 9,946	\$ 9,946	\$ 9,946	\$ 9,946	\$ 9,946	\$ 9,946	\$ 9,946	\$ 9,946	\$ 9,946
Add Revenues										
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use of Money & Property	-	-	-	-	-	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Less Appropriations										
Capital Projects	\$ -	\$ -	\$ -	0	0	0	0	0	0	0
Other	-	-	-	-	-	-	-	-	-	-
Total Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Excess (Deficiency) of Revenues Over (Under) Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance - 6/30	\$ 9,946	\$ 9,946	\$ 9,946	\$ 9,946	\$ 9,946	\$ 9,946	\$ 9,946	\$ 9,946	\$ 9,946	\$ 9,946

**CITY OF CONCORD  
CAPITAL PROJECTS FUNDS**

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>
<b>Developer Fees OSIP</b>										
Fund Balance - 7/1	\$ (176,492)	\$ (125,938)	\$ (72,371)	\$ (17,487)	\$ 38,733	\$ 96,309	\$ 155,262	\$ 215,611	\$ 277,379	\$ 340,586
Add Revenues										
Licenses & Permits	\$ 50,000	\$ 52,500	\$ 53,288	\$ 54,087	\$ 54,898	\$ 55,722	\$ 56,557	\$ 57,406	\$ 58,267	\$ 59,141
Use of Money & Property	554	1,067	1,596	2,133	2,678	3,231	3,792	4,362	4,940	5,527
Total Revenues	\$ 50,554	\$ 53,567	\$ 54,884	\$ 56,220	\$ 57,576	\$ 58,953	\$ 60,349	\$ 61,768	\$ 63,207	\$ 64,668
Less Appropriations										
Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	-	-	-	-	-	-	-	-	-	-
Total Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Excess (Deficiency) of Revenues Over (Under) Expenditures	\$ 50,554	\$ 53,567	\$ 54,884	\$ 56,220	\$ 57,576	\$ 58,953	\$ 60,349	\$ 61,768	\$ 63,207	\$ 64,668
Fund Balance - 6/30	\$ (125,938)	\$ (72,371)	\$ (17,487)	\$ 38,733	\$ 96,309	\$ 155,262	\$ 215,611	\$ 277,379	\$ 340,586	\$ 405,254

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>
<b>Developer Fees Parkland</b>										
Fund Balance - 7/1	\$ 64,667	\$ 241,189	\$ 424,486	\$ 611,383	\$ 801,021	\$ 768,440	\$ 723,682	\$ 681,790	\$ 642,807	\$ 606,776
Add Revenues										
Licenses & Permits	\$ 175,000	\$ 180,000	\$ 182,700	\$ 185,441	\$ 188,222	\$ 191,045	\$ 193,911	\$ 196,820	\$ 199,772	\$ 202,769
Loan from GF	-	-	-	-	-	-	-	-	-	-
Use of Money & Property	1,522	3,297	4,197	4,197	4,197	4,197	4,197	4,197	4,197	4,197
Total Revenues	\$ 176,522	\$ 183,297	\$ 186,897	\$ 189,638	\$ 192,419	\$ 195,242	\$ 198,108	\$ 201,017	\$ 203,969	\$ 206,966
Less Appropriations										
GF Repayment	\$ -	\$ -	\$ -	\$ -	\$ 225,000	\$ 240,000	\$ 240,000	\$ 240,000	\$ 240,000	\$ 240,000
Capital Projects	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Appropriations	\$ -	\$ -	\$ -	\$ -	\$ 225,000	\$ 240,000	\$ 240,000	\$ 240,000	\$ 240,000	\$ 240,000
Excess (Deficiency) of Revenues Over (Under) Expenditures	\$ 176,522	\$ 183,297	\$ 186,897	\$ 189,638	\$ (32,581)	\$ (44,758)	\$ (41,892)	\$ (38,983)	\$ (36,031)	\$ (33,034)
Fund Balance - 6/30	\$ 241,189	\$ 424,486	\$ 611,383	\$ 801,021	\$ 768,440	\$ 723,682	\$ 681,790	\$ 642,807	\$ 606,776	\$ 573,742

**CITY OF CONCORD  
CAPITAL PROJECTS FUNDS**

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>
<b>Storm Drainage Zones</b>										
Fund Balance - 7/1	\$ 531,507	\$ 533,507	\$ 535,522	\$ 537,552	\$ 539,598	\$ 541,659	\$ 543,736	\$ 545,829	\$ 547,939	\$ 550,065
Add Revenues										
Licenses & Permits	\$ 1,000	\$ 1,015	\$ 1,030	\$ 1,046	\$ 1,061	\$ 1,077	\$ 1,093	\$ 1,110	\$ 1,126	\$ 1,143
Use of Money & Property	<u>1,000</u>									
Total Revenues	\$ 2,000	\$ 2,015	\$ 2,030	\$ 2,046	\$ 2,061	\$ 2,077	\$ 2,093	\$ 2,110	\$ 2,126	\$ 2,143
Less Appropriations										
Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Financing Sources										
Proceeds from Debt Issuance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Excess (Deficiency) of Revenues Over (Under) Expenditures	\$ 2,000	\$ 2,015	\$ 2,030	\$ 2,046	\$ 2,061	\$ 2,077	\$ 2,093	\$ 2,110	\$ 2,126	\$ 2,143
Fund Balance - 6/30	<u>\$ 533,507</u>	<u>\$ 535,522</u>	<u>\$ 537,552</u>	<u>\$ 539,598</u>	<u>\$ 541,659</u>	<u>\$ 543,736</u>	<u>\$ 545,829</u>	<u>\$ 547,939</u>	<u>\$ 550,065</u>	<u>\$ 552,208</u>

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>
<b>Traffic Mitigation</b>										
Fund Balance - 7/1	\$ 48,244	\$ 48,741	\$ 49,267	\$ 49,807	\$ 50,347	\$ 50,887	\$ 51,427	\$ 51,967	\$ 52,507	\$ 53,047
Add Revenues										
Intergovernmental	\$ -	\$ 275,500	\$ 275,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use of Money & Property	<u>497</u>	<u>526</u>	<u>540</u>							
Total Revenues	\$ 497	\$ 276,026	\$ 276,040	\$ 540	\$ 540	\$ 540	\$ 540	\$ 540	\$ 540	\$ 540
Less Appropriations										
Capital Projects	\$ -	\$ 275,500	\$ 275,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Appropriations	\$ -	\$ 275,500	\$ 275,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Excess (Deficiency) of Revenues Over (Under) Expenditures	\$ 497	\$ 526	\$ 540	\$ 540	\$ 540	\$ 540	\$ 540	\$ 540	\$ 540	\$ 540
Fund Balance - 6/30	<u>\$ 48,741</u>	<u>\$ 49,267</u>	<u>\$ 49,807</u>	<u>\$ 50,347</u>	<u>\$ 50,887</u>	<u>\$ 51,427</u>	<u>\$ 51,967</u>	<u>\$ 52,507</u>	<u>\$ 53,047</u>	<u>\$ 53,587</u>

**CITY OF CONCORD  
CAPITAL PROJECTS FUNDS**

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>
<b><u>Reimbursable Projects</u></b>										
Fund Balance - 7/1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Add Revenues										
Intergovernmental	\$ 2,093,059	\$ 382,615	\$ 2,423,615	\$ 382,615	\$ 382,615	\$ 382,615	\$ 382,615	\$ 382,615	\$ 382,615	\$ 382,615
Use of Money & Property	-	-	-	-	-	-	-	-	-	-
Total Revenues	\$ 2,093,059	\$ 382,615	\$ 2,423,615	\$ 382,615	\$ 382,615	\$ 382,615	\$ 382,615	\$ 382,615	\$ 382,615	\$ 382,615
Less Appropriations										
Capital Projects	\$ 2,093,059	\$ 382,615	\$ 2,423,615	\$ 382,615	\$ 382,615	\$ 382,615	\$ 382,615	\$ 382,615	\$ 382,615	\$ 382,615
Other	-	-	-	-	-	-	-	-	-	-
Total Appropriations	\$ 2,093,059	\$ 382,615	\$ 2,423,615	\$ 382,615	\$ 382,615	\$ 382,615	\$ 382,615	\$ 382,615	\$ 382,615	\$ 382,615
Other Financing Uses										
Transfers Out	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Excess (Deficiency) of Revenues Over (Under) Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance - 6/30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**CITY OF CONCORD  
CAPITAL PROJECTS FUNDS**

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>
<b><u>General Fund</u></b>										
Fund Balance - 7/1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Add Revenues										
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use of Money & Property	-	-	-	-	-	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Less Appropriations										
Capital Projects	\$ 2,185,074	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Appropriations	\$ 2,185,074	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Financing Uses										
Transfers In	\$ 2,185,074	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Excess (Deficiency) of Revenues Over (Under) Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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Enterprise

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### **Concord's Historic Keller House**

Built in 1902-03 by L.V. Perry for Henry (Harry) and Elodia Keller, the house was initially located at the southeast corner of Galindo and Clayton Rd. Paul and Marie Keller acquired the house in 1912 when his brother, Harry, purchased a large ranch in Clayton. Paul was founder of the P.L. Keller Hardware store, was City Clerk (1910-1914), and was very active in civic and cultural affairs. In the late 1970s, the house was converted to a real estate office and restored. In 1984, it was moved to its current Ellis Lake Park location where it is used for community service activities.

**CITY OF CONCORD  
ENTERPRISE FUNDS  
FOR THE YEARS ENDING JUNE 30, 2016 AND 2017**

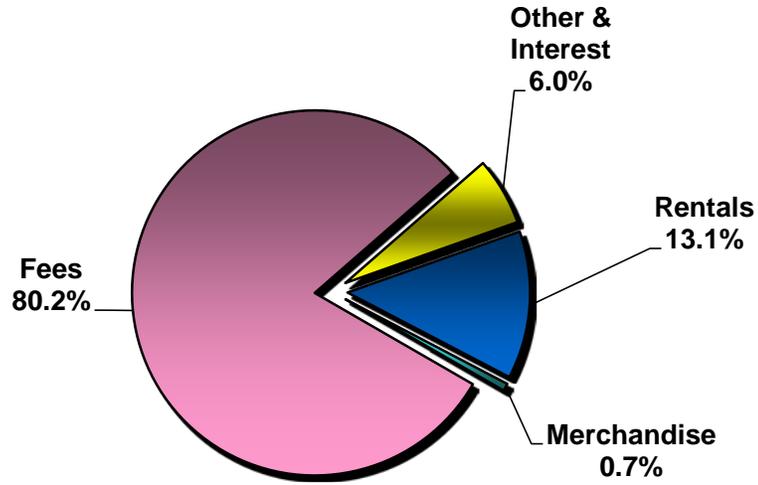
Enterprise Funds are used to account for the City Of Concord operations which provide services to the public and are financed and operated like private business enterprises. Revenues are generated through user fees and are used to pay for all costs, including depreciation, on a continuing basis. Enterprise funds include:

Golf Course Fund – To account for activities associated with the development, operations, and maintenance of the Diablo Creek Golf Course.

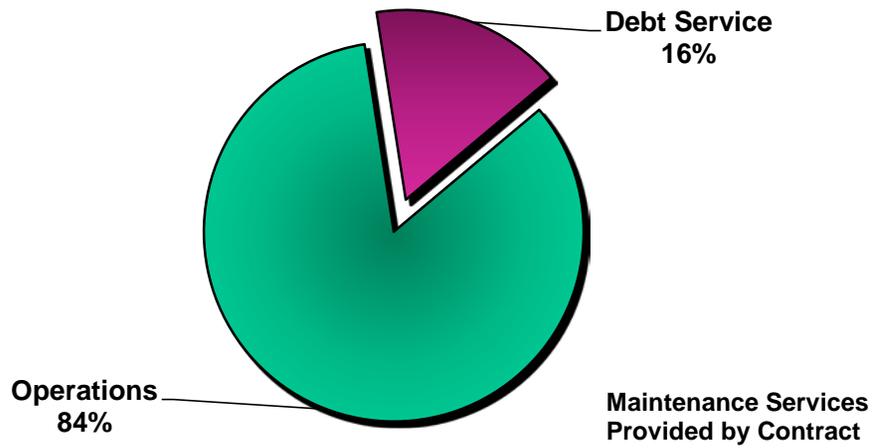
Sewer Fund – Accounts for activities pertaining to sewage collection, transmission and treatment.

**City of Concord  
Golf Course  
Revenues and Expenses  
For the Year Ending June 30, 2016**

**Revenue by Source**

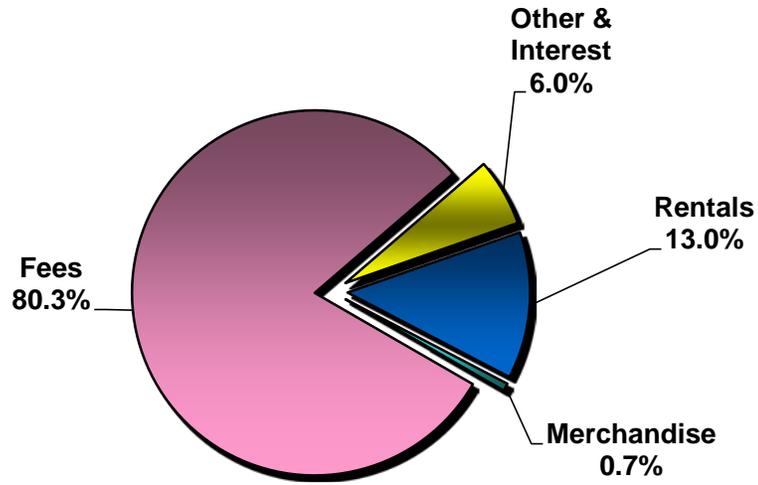


**Expenses by Program**

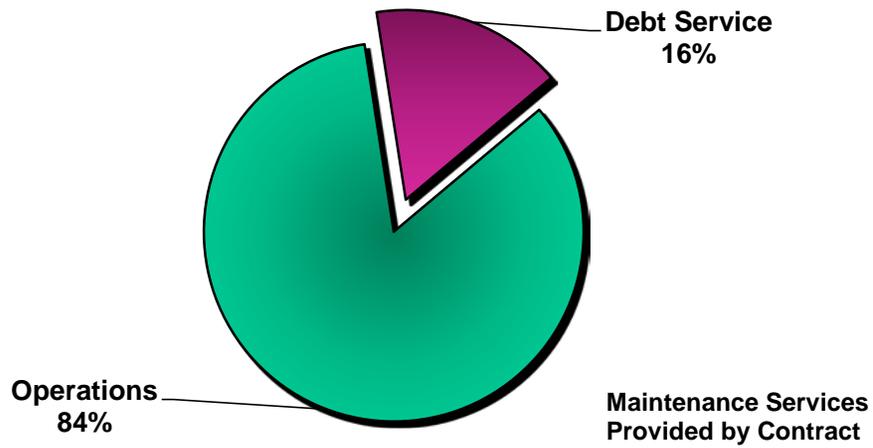


**City of Concord  
Golf Course  
Revenues and Expenses  
For the Year Ending June 30, 2017**

**Revenue by Source**



**Expenses by Program**

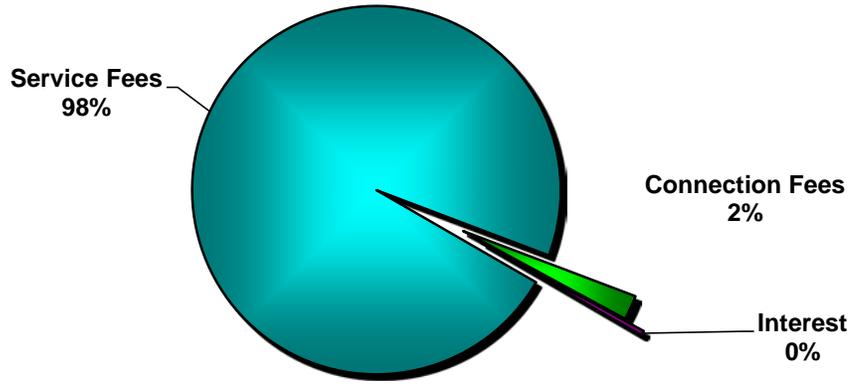


**City of Concord  
Golf Course  
Ten Year Projection  
For the Fiscal Years Ending June 30, 2016 and 2017**

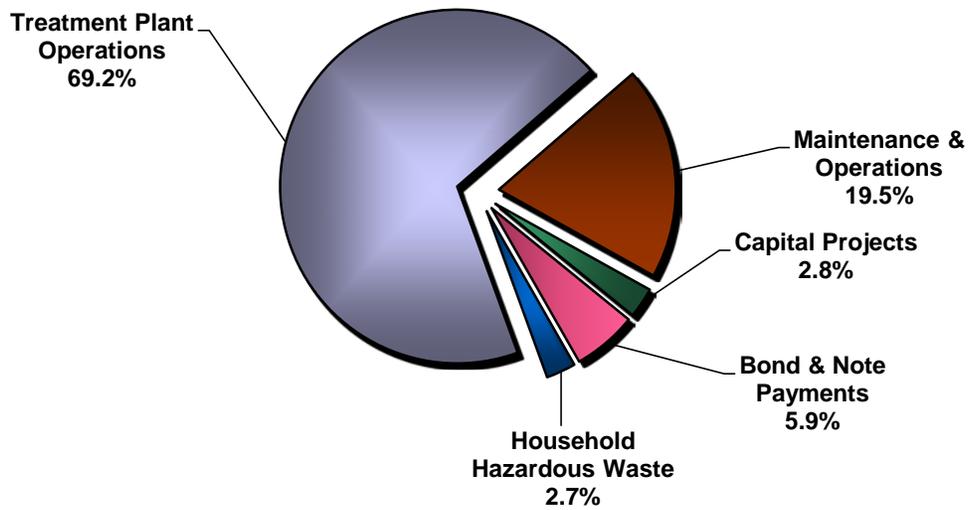
	Fee Inc. <u>2015-16</u>	<u>2016-17</u>	Fee Inc. <u>2017-18</u>	<u>2018-19</u>	Fee Inc. <u>2019-20</u>	<u>2020-21</u>	Fee Inc. <u>2021-22</u>	<u>2022-23</u>	Fee Inc. <u>2023-24</u>	Fee Inc. <u>2024-25</u>
Fund Balance 7/01	\$ 135,890	\$ 178,778	\$ 231,551	\$ 168,214	\$ 28,889	\$ 102,840	\$ 109,531	\$ 124,691	\$ 294,981	\$ 448,576
Add Revenues:										
Fees	\$ 1,174,288	\$ 1,186,000	\$ 1,197,485	\$ 1,209,083	\$ 1,220,795	\$ 1,232,622	\$ 1,244,566	\$ 1,256,627	\$ 1,268,807	\$ 1,281,107
Rentals	\$ 191,538	\$ 192,000	\$ 192,960	\$ 193,925	\$ 194,895	\$ 195,869	\$ 196,848	\$ 197,832	\$ 198,822	\$ 199,815
Merchandise Sales	\$ 9,711	\$ 10,000	\$ 10,050	\$ 10,100	\$ 10,151	\$ 10,202	\$ 10,253	\$ 10,304	\$ 10,355	\$ 10,407
Other Revenues	\$ 86,597	\$ 86,972	\$ 86,987	\$ 87,002	\$ 87,017	\$ 87,032	\$ 87,048	\$ 87,063	\$ 87,079	\$ 87,094
Interest	\$ 1,219	\$ 1,219	\$ 1,219	\$ 1,219	\$ 1,219	\$ 1,219	\$ 1,219	\$ 1,219	\$ 1,219	\$ 1,219
Total Revenues	<u>\$ 1,463,353</u>	<u>\$ 1,476,191</u>	<u>\$ 1,488,701</u>	<u>\$ 1,501,329</u>	<u>\$ 1,514,077</u>	<u>\$ 1,526,944</u>	<u>\$ 1,539,934</u>	<u>\$ 1,553,045</u>	<u>\$ 1,566,282</u>	<u>\$ 1,579,642</u>
Operating Expenditures										
Operations	\$ 1,149,682	\$ 1,152,043	\$ 1,180,663	\$ 1,210,029	\$ 1,240,126	\$ 1,270,253	\$ 1,301,126	\$ 1,332,755	\$ 1,362,687	\$ 1,395,855
Debt Service	220,783	221,375	221,375	230,625	-	-	-	-	-	-
Total Expenditures	<u>\$ 1,370,465</u>	<u>\$ 1,373,418</u>	<u>\$ 1,402,038</u>	<u>\$ 1,440,654</u>	<u>\$ 1,240,126</u>	<u>\$ 1,270,253</u>	<u>\$ 1,301,126</u>	<u>\$ 1,332,755</u>	<u>\$ 1,362,687</u>	<u>\$ 1,395,855</u>
Net Income (Loss)	\$ 92,888	\$ 102,773	\$ 86,663	\$ 60,675	\$ 273,951	\$ 256,691	\$ 238,808	\$ 220,290	\$ 203,595	\$ 183,787
Less Capital Expenses:										
Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Projects Reserve	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Total Capital Expenses	<u>\$ 50,000</u>	<u>\$ 50,000</u>								
Fund Balance 6/30	<u>\$ 178,778</u>	<u>\$ 231,551</u>	<u>\$ 268,214</u>	<u>\$ 178,889</u>	<u>\$ 252,840</u>	<u>\$ 309,531</u>	<u>\$ 298,339</u>	<u>\$ 294,981</u>	<u>\$ 448,576</u>	<u>\$ 582,363</u>

**City of Concord  
Sewer Enterprise  
Revenues and Expenses  
For the Year Ending June 30, 2016**

**Revenues by Source**

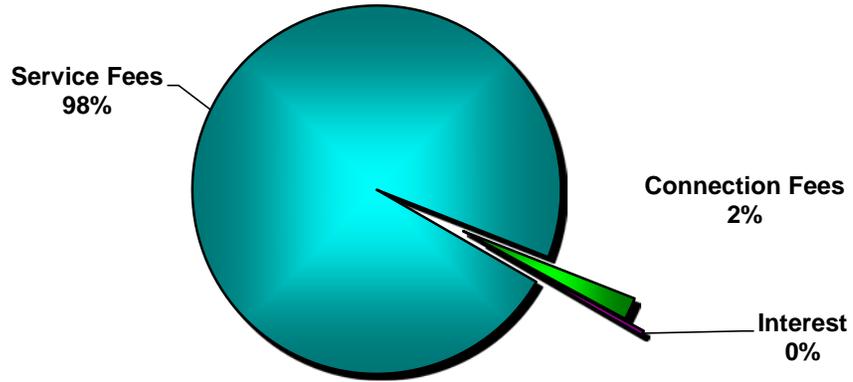


**Expenses by Program**

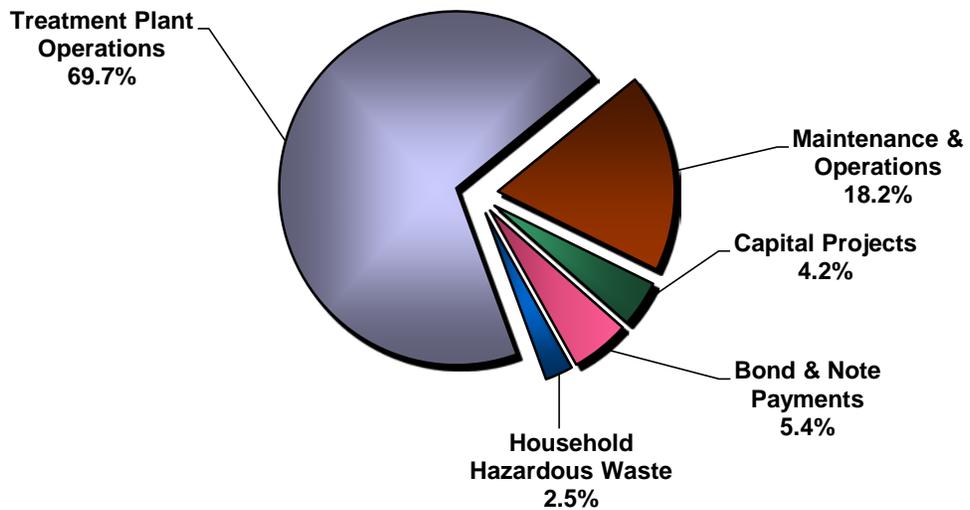


**City of Concord  
Sewer Enterprise  
Revenues and Expenses  
For the Year Ending June 30, 2017**

**Revenues by Source**



**Expenses by Program**



**Sewer Enterprise  
Ten Year Projection  
For the Years Ending June 30, 2016 and 2017**

	Estimated Fee Inc. \$50 <u>2015-16</u>	Estimated Fee Inc. \$50 <u>2016-17</u>	Estimated Fee Inc. \$50 <u>2017-18</u>	Estimated Fee Inc. \$50 <u>2018-19</u>	Estimated Fee Inc. \$40 <u>2019-20</u>	Estimated Fee Inc. \$20 <u>2020-21</u>	Estimated Fee Inc. \$20 <u>2021-22</u>	Estimated Fee Inc. \$20 <u>2022-23</u>	Estimated Fee Inc. \$20 <u>2023-24</u>	Estimated Fee Inc. \$20 <u>2024-25</u>
Fund Balance 7/01	\$ 840,779	\$ 1,840,230	\$ 3,377,982	\$ 4,525,991	\$ 6,564,441	\$ 7,900,808	\$ 10,342,963	\$ 13,131,057	\$ 17,317,863	\$ 20,556,962
<b>Revenues</b>										
Sewer Service Fees	\$ 27,138,014	\$ 30,140,006	\$ 32,841,800	\$ 35,543,593	\$ 38,245,387	\$ 40,046,582	\$ 41,847,778	\$ 43,648,973	\$ 45,450,169	\$ 47,251,364
Sewer Connection Fees	600,000	600,000	800,000	824,000	849,000	874,000	900,000	927,000	927,000	927,000
Interest	115,993	132,045	196,608	170,584	169,232	136,100	58,195	299,036	333,020	320,107
Loan Repayment	132,496	132,841	133,186	133,533	133,880	134,228	134,577	134,927	135,278	135,629
Total Revenues	\$ 27,986,503	\$ 31,004,892	\$ 33,971,594	\$ 36,671,710	\$ 39,397,499	\$ 41,190,910	\$ 42,940,550	\$ 45,009,936	\$ 46,845,467	\$ 48,634,100
<b>Operating Expenditures</b>										
<b>City of Concord Costs:</b>										
Maintenance & Operations	\$ 4,982,031	\$ 5,088,938	\$ 5,197,546	\$ 5,307,831	\$ 5,419,770	\$ 5,533,346	\$ 5,648,540	\$ 5,766,268	\$ 5,886,585	\$ 5,886,585
Sanitary Sewer Repairs	269,475	269,475	269,475	269,475	269,475	269,475	269,475	269,475	269,475	269,475
Subtotal City of Concord Costs	5,251,506	5,358,413	5,467,021	5,577,306	5,689,245	5,802,821	5,918,015	6,035,743	6,156,060	6,156,060
	3,939,272	4,058,027								
<b>City of Concord Debt Service</b>										
Rehab Bond Payment-Priority 1 Refunding	751,831	749,181	753,581	751,981	749,581	752,981	756,081	752,356	751,856	755,188
Bond Payment-Gravity Connection In Lieu of Pumping To CCCSD	835,353	834,790	838,665	836,790	838,190	838,790	838,590	837,065	834,175	835,163
Subtotal City of Concord Debt Service	1,587,184	1,583,971	1,592,246	1,588,771	1,587,771	1,591,771	1,594,671	1,589,421	1,586,031	1,590,351
<b>CCCSD Costs:</b>										
CCCSD- Household Hazardous Waste	728,164	750,008	772,509	795,684	812,555	844,141	869,465	895,549	922,416	950,088
CCCSD Capital Projects 30% Reimbursement	3,840,974	4,505,973	4,180,189	4,901,737	7,889,891	7,046,742	7,749,993	8,742,370	10,227,995	11,557,634
CCCSD - Treatment Plant Operations	14,829,225	16,018,774	16,311,620	16,719,762	17,181,670	17,713,280	18,270,311	17,310,046	17,963,866	18,394,999
Subtotal CCCSD Costs	19,398,363	21,274,755	21,264,318	22,417,182	25,884,116	25,604,163	26,889,770	26,947,966	29,114,277	30,902,721
Total Operating Expenditures	\$ 26,237,053	\$ 28,217,140	\$ 28,323,585	\$ 29,583,259	\$ 33,161,132	\$ 32,998,755	\$ 34,402,456	\$ 34,573,129	\$ 36,856,368	\$ 38,649,132
Net Income(Loss)	\$ 1,749,451	\$ 2,787,752	\$ 5,648,009	\$ 7,088,450	\$ 6,236,367	\$ 8,192,155	\$ 8,538,094	\$ 10,436,806	\$ 9,989,099	\$ 9,984,968
<b>Capital Projects:</b>										
City Projects	\$ 750,000	\$ 1,250,000	\$ 4,500,000	\$ 3,550,000	\$ 3,400,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000
Reserve for Future CCCSD Capital Projects				\$ 1,500,000	\$ 1,500,000	\$ 3,500,000	\$ 3,500,000	\$ 4,000,000	\$ 4,500,000	\$ 4,500,000
Total Capital Projects	\$ 750,000	\$ 1,250,000	\$ 4,500,000	\$ 5,050,000	\$ 4,900,000	\$ 5,750,000	\$ 5,750,000	\$ 6,250,000	\$ 6,750,000	\$ 6,750,000
<b>Other Financing Sources (Uses)</b>										
Transfers In	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers Out	-	-	-	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance - 6/30 with Contingency	\$ 1,840,230	\$ 3,377,982	\$ 4,525,991	\$ 6,564,441	\$ 7,900,808	\$ 10,342,963	\$ 13,131,057	\$ 17,317,863	\$ 20,556,962	\$ 23,791,930
Less: 10% Operations/Maintenance Contingency Reserve	2,438,000	2,636,000	2,646,000	2,773,000	3,130,000	3,114,000	3,254,000	3,271,000	3,500,000	3,679,000
Fund Balance - 6/30 without Contingency	\$ (597,770)	\$ 741,982	\$ 1,879,991	\$ 3,791,441	\$ 4,770,808	\$ 7,228,963	\$ 9,877,057	\$ 14,046,863	\$ 17,056,962	\$ 20,112,930

Internal Service

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### **Concord's Historic Maltby McKinnon House**

Built in the 1890's off what was then the east end of Bonifacio St, this wood-frame house was used as the original, local residence for the A. W. Maltby family while their "mansion" at 3033 Bonifacio St. was being constructed. The house was moved to 2390 East St. circa 1915, then to its current site in 1979. The house now provides office space for a social service agency.

**CITY OF CONCORD  
INTERNAL SERVICE FUNDS  
FOR THE YEARS ENDING JUNE 30, 2016 AND 2017**

Internal Service Funds are used to finance and account for goods and/or services provided by one City department to other City departments on a fee for service basis. The City of Concord has the following internal service funds:

Workers' Compensation Fund - Accounts for workers' compensation expenses.

Risk Management/Liability Fund - To account for the non-reimbursable portion of insurance claims and judgments.

Post Retirement Healthcare Benefits Fund - Accounts for the contributions and benefits paid in relation to the Post-Retirement Health Care Program.

Fleet Maintenance Replacement Fund - Accumulates resources to fund the operations and replacement of City licensed vehicles and motorized equipment.

Information Technology Replacement Fund - Accumulates resources to fund the operations and replacement of computers, software and office equipment used by City staff.

Building Maintenance Replacement Fund - Accumulates resources required to maintain City facilities. Also includes facility upkeep, repair and custodial services.

**CITY OF CONCORD**  
**REVENUE / EXPENDITURE SUMMARY - INTERNAL SERVICE FUNDS**  
**FOR THE YEARS ENDING JUNE 30, 2016 AND 2017**

	Actual 2011-12	Actual 2012-13	Actual 2013-14	Estimated Actual 2014-15	Proposed Budget 2015-16	Proposed Budget 2016-17
<b>REVENUES:</b>						
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and permits	-	-	-	-	-	-
Intergovernmental	-	34,890	35,215	35,215	-	-
Charges for current services	14,285,960	14,986,149	16,411,857	16,322,608	17,276,056	17,897,763
Fines and forfeitures	-	-	-	-	-	-
Use of money and property	126,184	104,301	259,856	173,000	368,092	376,059
Other	3,233,148	2,922,146	13,606,308	5,146,568	5,134,835	2,757,629
<b>Total Revenues</b>	<b>\$17,645,292</b>	<b>\$18,047,486</b>	<b>\$30,313,236</b>	<b>\$21,677,391</b>	<b>\$22,778,983</b>	<b>\$21,031,451</b>
<b>EXPENDITURES:</b>						
Current:						
Salaries and benefits	\$ 3,431,907	\$ 3,470,132	\$ 3,419,933	\$ 3,680,127	\$ 3,907,099	\$ 4,139,714
Operating expenditures	15,118,575	19,700,244	19,431,979	16,217,003	16,219,338	14,626,555
Internal Service Charges	435,853	413,486	486,370	447,405	938,102	961,136
Capital projects	859,536	1,389,976	751,133	770,353	0	0
Debt service	109,204	66,750	81,100	0	-	-
<b>Total Expenditures</b>	<b>\$ 19,955,075</b>	<b>\$ 25,040,588</b>	<b>\$ 24,170,515</b>	<b>\$ 21,114,888</b>	<b>\$ 21,064,539</b>	<b>\$ 19,727,405</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>(\$2,309,783)</b>	<b>(\$6,993,102)</b>	<b>\$6,142,721</b>	<b>\$562,503</b>	<b>\$1,714,444</b>	<b>\$1,304,046</b>
<b>OTHER FINANCING SOURCES (USES):</b>						
Conversion to unallocated reserve balance	\$ 974,247	\$ 450,176	\$ (3,013,071)	\$ (720,413)		
Transfers in	100,000	230,000	742,103	491,923	176,923	76,923
Transfers (out)	(1,772,682)	(676,672)	(834,872)	(692,861)	(273,041)	(176,846)
<b>Total Other Financing Sources (Uses)</b>	<b>\$ (698,435)</b>	<b>\$ 3,504</b>	<b>\$ (3,105,840)</b>	<b>\$ (921,351)</b>	<b>\$ (96,118)</b>	<b>\$ (99,923)</b>
<b>EXCESS (DEFICIENCY) OF REVENUES AND OTHER SOURCES OVER EXPENDITURES AND OTHER USES</b>	<b>(\$3,008,218)</b>	<b>(\$6,989,598)</b>	<b>\$3,036,881</b>	<b>(\$358,848)</b>	<b>\$1,618,326</b>	<b>\$1,204,123</b>
Fund balance at beginning of year	22,029,082	19,020,864	12,031,266	15,068,147	14,709,299	16,327,625
<b>Fund balance at end of year</b>	<b>\$ 19,020,864</b>	<b>\$ 12,031,266</b>	<b>\$ 15,068,147</b>	<b>\$ 14,709,299</b>	<b>\$ 16,327,625</b>	<b>\$ 17,531,748</b>

Note: 2011-12 excludes Extraordinary Items from RDA Dissolution

**CITY OF CONCORD  
WORKERS' COMPENSATION  
INTERNAL SERVICE FUND (610)  
FOR THE YEARS ENDING JUNE 30, 2016 AND 2017**

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>
Fund Balance 7/01	\$ 6,091,305	\$ 5,962,840	\$ 6,053,649	\$ 6,137,821	\$ 6,205,466	\$ 6,248,531	\$ 6,265,284	\$ 6,253,809	\$ 6,212,623	\$ 6,144,634
Add Revenues:										
Interest	\$ 60,833	\$ 60,833	\$ 60,654	\$ 60,806	\$ 60,752	\$ 60,445	\$ 59,870	\$ 59,012	\$ 57,881	\$ 56,468
Supplemental Service Fees	-	-	-	-	-	-	-	-	-	-
Service Fees	2,308,779	2,436,558	2,497,141	2,548,350	2,589,986	2,629,484	2,668,961	2,708,890	2,749,404	2,790,529
Total Revenue	\$ 2,369,612	\$ 2,497,391	\$ 2,557,795	\$ 2,609,156	\$ 2,650,738	\$ 2,689,929	\$ 2,728,831	\$ 2,767,902	\$ 2,807,285	\$ 2,846,997
Less Appropriations:										
Operations	\$ 382,753	\$ 397,895	\$ 412,796	\$ 427,240	\$ 438,623	\$ 447,976	\$ 457,553	\$ 467,343	\$ 473,062	\$ 483,240
Med. Benefits/Pmts.	1,867,247	1,860,610	1,907,125	1,954,803	2,003,673	2,053,765	2,105,109	2,157,737	2,211,681	2,266,973
Insurance	225,000	225,000	230,625	236,391	242,300	248,358	254,567	260,931	267,454	274,141
Total Appropriations	\$ 2,475,000	\$ 2,483,505	\$ 2,550,546	\$ 2,618,434	\$ 2,684,596	\$ 2,750,099	\$ 2,817,229	\$ 2,886,011	\$ 2,952,197	\$ 3,024,354
Revenue Over (Under) Appropriations	\$ (105,388)	\$ 13,886	\$ 7,249	\$ (9,278)	\$ (33,858)	\$ (60,170)	\$ (88,398)	\$ (118,109)	\$ (144,912)	\$ (177,357)
Other Finance Source										
Transfers In	\$ 76,923	\$ 76,923	\$ 76,923	\$ 76,923	\$ 76,923	\$ 76,923	\$ 76,923	\$ 76,923	\$ 76,923	\$ 76,923
Transfers Out	100,000	-	-	-	-	-	-	-	-	-
Fund Balance 6/30	\$ 5,962,840	\$ 6,053,649	\$ 6,137,821	\$ 6,205,466	\$ 6,248,531	\$ 6,265,284	\$ 6,253,809	\$ 6,212,623	\$ 6,144,634	\$ 6,044,200
Reserve for Liability on Open Claims	\$ 4,689,000	\$ 4,933,000	\$ 5,190,000	\$ 5,460,000	\$ 5,744,000	\$ 6,043,000	\$ 6,357,000	\$ 6,688,000	\$ 7,036,000	\$ 7,402,000
Fund Balance 6/30 Adjusted after Reserve for Liability on Open Claims	\$ 1,273,840	\$ 1,120,649	\$ 947,821	\$ 745,466	\$ 504,531	\$ 222,284	\$ (103,191)	\$ (475,377)	\$ (891,366)	\$ (1,357,800)

**CITY OF CONCORD  
LIABILITY  
INTERNAL SERVICE FUND (620)  
FOR THE YEARS ENDING JUNE 30, 2016 AND 2017**

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>
Fund Balance 7/01	\$ 1,127,319	\$ 1,670,955	\$ 2,114,591	\$ 2,571,914	\$ 3,037,870	\$ 3,512,479	\$ 3,995,755	\$ 4,487,707	\$ 4,988,342	\$ 5,497,665
Add Revenues:										
Interest	\$ 13,923	\$ 13,923	\$ 23,316	\$ 27,677	\$ 32,081	\$ 36,528	\$ 41,016	\$ 45,546	\$ 50,118	\$ 54,730
Service Fees	<u>1,289,713</u>	<u>1,289,713</u>	<u>1,315,507</u>	<u>1,341,817</u>	<u>1,368,654</u>	<u>1,396,027</u>	<u>1,423,947</u>	<u>1,452,426</u>	<u>1,481,475</u>	<u>1,511,104</u>
Total Revenue	<u>\$ 1,303,636</u>	<u>\$ 1,303,636</u>	<u>\$ 1,338,823</u>	<u>\$ 1,369,494</u>	<u>\$ 1,400,735</u>	<u>\$ 1,432,555</u>	<u>\$ 1,464,963</u>	<u>\$ 1,497,972</u>	<u>\$ 1,531,593</u>	<u>\$ 1,565,834</u>
Less Appropriations:										
Premium Payments	\$ 360,000	\$ 360,000	\$ 369,000	\$ 378,225	\$ 387,681	\$ 397,373	\$ 407,307	\$ 417,490	\$ 427,927	\$ 438,625
Claims and Judgments	500,000	500,000	512,500	525,313	538,445	551,906	565,704	579,847	594,343	609,201
Total Appropriations	<u>\$ 860,000</u>	<u>\$ 860,000</u>	<u>\$ 881,500</u>	<u>\$ 903,538</u>	<u>\$ 926,126</u>	<u>\$ 949,279</u>	<u>\$ 973,011</u>	<u>\$ 997,337</u>	<u>\$ 1,022,270</u>	<u>\$ 1,047,826</u>
Revenue Over (Under) Appropriations	\$ 443,636	\$ 443,636	\$ 457,323	\$ 465,956	\$ 474,609	\$ 483,276	\$ 491,952	\$ 500,635	\$ 509,323	\$ 518,008
Liability on Open Claims	\$ 3,672,000	\$ 3,745,000	\$ 3,820,000	\$ 3,896,000	\$ 3,974,000	\$ 4,053,000	\$ 4,134,000	\$ 4,217,000	\$ 4,301,000	\$ 4,387,000
Other Finance Source										
Transfers In	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers Out	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Other Finance Source	<u>\$ 100,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Fund Balance 6/30	<u>\$ (2,001,045)</u>	<u>\$ (1,630,409)</u>	<u>\$ (1,248,086)</u>	<u>\$ (858,130)</u>	<u>\$ (461,521)</u>	<u>\$ (57,245)</u>	<u>\$ 353,707</u>	<u>\$ 771,342</u>	<u>\$ 1,196,665</u>	<u>\$ 1,628,673</u>

**City of Concord  
Post Retirement Healthcare (OPEB) Obligation  
10-Year Projection  
For the Years Ending June 30, 2015 and 2016**

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>
Fund Balance 7/01	\$ 3,005,700	\$ 3,218,178	\$ 3,453,314	\$ 3,687,375	\$ 3,954,114	\$ 4,221,158	\$ 4,523,689	\$ 4,828,385	\$ 5,171,797	\$ 5,508,167
Add Revenues:										
Interest	\$ 225,428	\$ 233,395	\$ 250,181	\$ 267,776	\$ 286,556	\$ 306,573	\$ 327,932	\$ 350,703	\$ 363,581	\$ 387,621
Service Fees	5,031,835	2,653,929	2,727,039	2,786,462	2,833,915	2,878,573	2,922,684	2,966,545	3,010,994	3,055,962
Other Revenue	70,000	70,700	71,407	72,121	72,842	73,571	74,306	75,049	75,800	76,558
Total Revenue	\$ 5,327,263	\$ 2,958,024	\$ 3,048,627	\$ 3,126,359	\$ 3,193,313	\$ 3,258,717	\$ 3,324,922	\$ 3,392,297	\$ 3,450,375	\$ 3,520,141
Less Appropriations:										
Benefit Payments	\$ 5,031,835	\$ 2,653,929	\$ 2,727,039	\$ 2,786,462	\$ 2,833,915	\$ 2,878,573	\$ 2,922,684	\$ 2,966,545	\$ 3,010,994	\$ 3,055,962
Administrative Costs	82,950	68,959	87,527	73,158	92,353	77,613	97,542	82,340	103,010	87,355
Total Appropriations	\$ 5,114,785	\$ 2,722,888	\$ 2,814,566	\$ 2,859,620	\$ 2,926,268	\$ 2,956,186	\$ 3,020,226	\$ 3,048,885	\$ 3,114,004	\$ 3,143,317
Revenue Over (Under) Appropriations	\$ 212,478	\$ 235,136	\$ 234,061	\$ 266,739	\$ 267,045	\$ 302,531	\$ 304,696	\$ 343,412	\$ 336,371	\$ 376,824
Other Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Other Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance 6/30	\$ 3,218,178	\$ 3,453,314	\$ 3,687,375	\$ 3,954,114	\$ 4,221,158	\$ 4,523,689	\$ 4,828,385	\$ 5,171,797	\$ 5,508,167	\$ 5,884,991

**CITY OF CONCORD  
FLEET  
INTERNAL SERVICE FUND (633)  
FOR THE YEARS ENDING JUNE 30, 2016 AND 2017**

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>
Fund Balance 7/01	\$ 1,883,285	\$ 2,496,673	\$ 2,868,348	\$ 3,351,341	\$ 3,792,748	\$ 4,356,511	\$ 4,872,385	\$ 5,309,851	\$ 6,032,767	\$ 6,157,300
Add Revenues:										
Interest	\$ 21,831	\$ 21,831	\$ 30,944	\$ 35,235	\$ 39,885	\$ 44,860	\$ 49,156	\$ 54,440	\$ 58,115	\$ 61,133
Service Fees	3,408,471	3,469,709	3,539,103	3,609,886	3,682,084	3,755,725	3,830,840	3,907,457	3,985,605	4,065,318
Other Revenues	<u>133,000</u>	<u>133,000</u>	<u>135,500</u>	<u>138,063</u>	<u>140,689</u>	<u>143,381</u>	<u>146,141</u>	<u>148,969</u>	<u>151,869</u>	<u>154,840</u>
Total Revenue	<u>\$ 3,563,302</u>	<u>\$ 3,624,540</u>	<u>\$ 3,705,547</u>	<u>\$ 3,783,184</u>	<u>\$ 3,862,658</u>	<u>\$ 3,943,966</u>	<u>\$ 4,026,137</u>	<u>\$ 4,110,866</u>	<u>\$ 4,195,589</u>	<u>\$ 4,281,291</u>
Less Appropriations:										
Maintenance & Operation	\$ 1,848,707	\$ 1,904,712	\$ 1,952,901	\$ 1,998,821	\$ 2,045,147	\$ 2,087,076	\$ 2,129,943	\$ 2,173,734	\$ 2,199,849	\$ 2,245,331
Replacement	<u>1,101,207</u>	<u>1,348,153</u>	<u>1,269,653</u>	<u>1,342,956</u>	<u>1,253,748</u>	<u>1,341,016</u>	<u>1,458,728</u>	<u>1,214,216</u>	<u>1,871,207</u>	<u>1,437,513</u>
Total Appropriations	<u>\$ 2,949,914</u>	<u>\$ 3,252,865</u>	<u>\$ 3,222,554</u>	<u>\$ 3,341,777</u>	<u>\$ 3,298,895</u>	<u>\$ 3,428,092</u>	<u>\$ 3,588,671</u>	<u>\$ 3,387,950</u>	<u>\$ 4,071,056</u>	<u>\$ 3,682,844</u>
Revenues Over (Under)										
Appropriations	\$ 613,388	\$ 371,675	\$ 482,993	\$ 441,407	\$ 563,763	\$ 515,874	\$ 437,466	\$ 722,916	\$ 124,533	\$ 598,447
Other Financing Sources										
Other Transfer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers In (Out)-Replace.	-	-	-	-	-	-	-	-	-	-
Total Financing Sources(Uses)	<u>\$ -</u>									
Fund Balance 6/30	<u>\$ 2,496,673</u>	<u>\$ 2,868,348</u>	<u>\$ 3,351,341</u>	<u>\$ 3,792,748</u>	<u>\$ 4,356,511</u>	<u>\$ 4,872,385</u>	<u>\$ 5,309,851</u>	<u>\$ 6,032,767</u>	<u>\$ 6,157,300</u>	<u>\$ 6,755,747</u>

**CITY OF CONCORD  
INFORMATION TECHNOLOGY  
INTERNAL SERVICE FUND (634)  
FOR THE YEARS ENDING JUNE 30, 2015 AND 2016**

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>
Fund Balance 7/01	\$ 3,869,871	\$ 1,197,515	\$ 1,251,052	\$ 1,239,489	\$ 1,169,604	\$ 1,051,436	\$ 909,678	\$ 755,359	\$ 755,359	\$ 593,762
Add Revenues:										
Interest	\$ 38,717	\$ 38,717	\$ 61,137	\$ 69,068	\$ 76,568	\$ 83,819	\$ 91,004	\$ 98,208	\$ 105,802	\$ 113,793
Service Fees	6,567,471	6,912,963	7,051,228	7,192,253	7,336,098	7,482,820	7,632,476	7,785,126	7,940,828	8,099,645
Total Revenue	\$ 6,606,188	\$ 6,951,680	\$ 7,112,365	\$ 7,261,321	\$ 7,412,666	\$ 7,566,639	\$ 7,723,480	\$ 7,883,334	\$ 8,046,630	\$ 8,213,438
Less Appropriations:										
Administration	\$ 1,252,595	\$ 1,291,308	\$ 1,329,036	\$ 1,359,671	\$ 1,389,938	\$ 1,417,067	\$ 1,444,793	\$ 1,473,087	\$ 1,488,798	\$ 1,518,106
Project Management Office	1,552,363	1,725,334	1,788,180	1,851,628	1,914,764	1,969,010	2,016,478	2,058,957	2,079,197	2,121,933
Operations	1,909,707	1,949,104	2,005,535	2,057,057	2,107,657	2,157,335	2,208,233	2,260,357	2,306,259	2,360,836
Customer Service	1,538,000	1,579,079	1,626,759	1,668,284	1,707,869	1,744,118	1,781,217	1,819,145	1,843,176	1,882,637
Geographic Information Services	316,970	353,318	374,418	394,566	410,606	420,866	427,079	433,385	429,782	436,155
Capital Projects										
Replacement										
Total Appropriations	\$ 6,569,634	\$ 6,898,143	\$ 7,123,928	\$ 7,331,206	\$ 7,530,834	\$ 7,708,397	\$ 7,877,799	\$ 8,044,931	\$ 8,147,211	\$ 8,319,667
Revenues Over (Under)										
Appropriations	\$ 36,554	\$ 53,537	\$ (11,563)	\$ (69,885)	\$ (118,168)	\$ (141,758)	\$ (154,319)	\$ (161,597)	\$ (100,581)	\$ (106,229)
Other Uses of Funds										
Transfer to Replacement Fund	\$ 2,708,910	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	-	-	-	-	-	-	-	-	-	-
Total Other Funding Sources	\$ 2,708,910	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance 6/30	\$ 1,197,515	\$ 1,251,052	\$ 1,239,489	\$ 1,169,604	\$ 1,051,436	\$ 909,678	\$ 755,359	\$ 593,762	\$ 654,777	\$ 487,532

**CITY OF CONCORD  
 INFORMATION TECHNOLOGY REPLACEMENT  
 INTERNAL SERVICE FUND (635)  
 FOR THE YEARS ENDING JUNE 30, 2016 AND 2017**

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>
Fund Balance 7/01	\$ -	\$ 3,045,491	\$ 3,042,338	\$ 1,468,798	\$ 1,477,239	\$ (706,775)	\$ 18,672	\$ (80,728)	\$ (80,728)	\$ (1,464,683)
Add Revenues:										
Replacement Fees	\$ 872,552	\$ 872,552	\$ 890,003	\$ 907,803	\$ 925,959	\$ 944,478	\$ 963,368	\$ 982,635	\$ 1,002,288	\$ 1,022,333
Total Revenue	\$ 872,552	\$ 872,552	\$ 890,003	\$ 907,803	\$ 925,959	\$ 944,478	\$ 963,368	\$ 982,635	\$ 1,002,288	\$ 1,022,333
Less Appropriations:										
Replacement	\$ 535,971	\$ 875,705	\$ 2,463,543	\$ 899,362	\$ 3,109,973	\$ 219,031	\$ 1,062,768	\$ 2,366,590	\$ 1,439,653	\$ 260,291
Total Appropriations	\$ 535,971	\$ 875,705	\$ 2,463,543	\$ 899,362	\$ 3,109,973	\$ 219,031	\$ 1,062,768	\$ 2,366,590	\$ 1,439,653	\$ 260,291
Revenues Over (Under) Appropriations	\$ 336,581	\$ (3,153)	\$ (1,573,540)	\$ 8,441	\$ (2,184,014)	\$ 725,447	\$ (99,400)	\$ (1,383,955)	\$ (437,365)	\$ 762,042
Other Uses of Funds										
Transfer from Operating Fund	\$ 2,708,910	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Other Funding Sources	\$ 2,708,910	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance 6/30	\$ 3,045,491	\$ 3,042,338	\$ 1,468,798	\$ 1,477,239	\$ (706,775)	\$ 18,672	\$ (80,728)	\$ (1,464,683)	\$ (518,093)	\$ (702,641)

**CITY OF CONCORD  
BUILDING MAINTENANCE  
INTERNAL SERVICE FUND (630)  
FOR THE YEARS ENDING JUNE 30, 2016 AND 2017**

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>
Fund Balance 7/01	\$ 815,243	\$ 819,400	\$ 831,883	\$ 819,301	\$ 786,941	\$ 739,504	\$ 687,525	\$ 631,539	\$ 571,185	\$ 537,150
Add Revenues:										
Interest	\$ 7,359	\$ 7,359	\$ 8,215	\$ 7,910	\$ 7,434	\$ 6,865	\$ 6,260	\$ 5,619	\$ 5,093	\$ 4,682
Supplemental Service Fees	-	-	-	-	-	-	-	-	-	-
Service Fees	2,729,070	2,816,268	2,872,594	2,930,046	2,988,648	3,048,421	3,109,389	3,171,576	3,235,007	3,299,708
Total Revenue	<u>\$ 2,736,429</u>	<u>\$ 2,823,627</u>	<u>\$ 2,880,809</u>	<u>\$ 2,937,956</u>	<u>\$ 2,996,082</u>	<u>\$ 3,055,286</u>	<u>\$ 3,115,649</u>	<u>\$ 3,177,195</u>	<u>\$ 3,240,100</u>	<u>\$ 3,304,390</u>
Less Appropriations:										
Building Maintenance	\$ 1,723,499	\$ 1,782,998	\$ 1,836,643	\$ 1,883,959	\$ 1,928,192	\$ 1,962,790	\$ 1,997,139	\$ 2,032,142	\$ 2,039,278	\$ 2,075,275
Custodial Services	425,732	441,300	455,296	467,793	479,077	489,944	501,074	512,465	521,749	533,653
Building Component Repl.	410,000	410,000	420,250	430,756	441,525	452,563	463,877	475,474	487,361	499,545
Capital Projects	-	-	-	-	-	-	-	-	-	-
Total Appropriations	<u>\$ 2,559,231</u>	<u>\$ 2,634,298</u>	<u>\$ 2,712,189</u>	<u>\$ 2,782,508</u>	<u>\$ 2,848,794</u>	<u>\$ 2,905,297</u>	<u>\$ 2,962,090</u>	<u>\$ 3,020,081</u>	<u>\$ 3,048,388</u>	<u>\$ 3,108,473</u>
Revenues Over (Under) Appropriations	\$ 177,198	\$ 189,329	\$ 168,620	\$ 155,448	\$ 147,288	\$ 149,989	\$ 153,559	\$ 157,114	\$ 191,712	\$ 195,917
Other Financing Sources										
Other Transfer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers In (Out)	(173,041)	(176,846)	(181,202)	(187,808)	(194,725)	(201,968)	(209,545)	(217,468)	(225,747)	(234,399)
Total Financing Sources(Uses)	<u>\$ (173,041)</u>	<u>\$ (176,846)</u>	<u>\$ (181,202)</u>	<u>\$ (187,808)</u>	<u>\$ (194,725)</u>	<u>\$ (201,968)</u>	<u>\$ (209,545)</u>	<u>\$ (217,468)</u>	<u>\$ (225,747)</u>	<u>\$ (234,399)</u>
Fund Balance 6/30	<u>\$ 819,400</u>	<u>\$ 831,883</u>	<u>\$ 819,301</u>	<u>\$ 786,941</u>	<u>\$ 739,504</u>	<u>\$ 687,525</u>	<u>\$ 631,539</u>	<u>\$ 571,185</u>	<u>\$ 537,150</u>	<u>\$ 498,668</u>

Fiduciary

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### **Concord's Historic Nunez House**

Built in the 1890s on the south side of Salvio Street between Grant and Colfax Streets, this home was adjacent to the Nunez family's saloon in the original Todos Santos Village. When that block was reconstructed during the late 1930s to accommodate the new Enea Theater, the Nunez house was moved to this location. The architecture of the house distinguishes it as the most prominent expression of the popular Queen Anne-style which still exists in Concord. The house is a private residence

**CITY OF CONCORD  
FIDUCIARY FUNDS  
FOR THE YEARS ENDING JUNE 30, 2016 AND 2017**

Fiduciary Funds - Trust funds are used to account for assets held by the City as trustee or agent for other governmental units, private organizations or individuals. The financial activities of these funds are excluded from the City-wide financial statements, but are presented in separate Fiduciary financial statements. The City has two fiduciary funds.

City of Concord Retirement System Plan – The retirement system is a closed plan and is a single employer defined benefit pension plan covering all full-time employees of the City retired prior to June 28, 1999. The plan provides retirement and death benefits for general and police employees as well as disability benefits for police employees. General employees are eligible for retirement benefits at age 50, provided the employee has completed 20 years of service or has accumulated contributions in excess of \$500 and as was employed before June 30, 1990 or has completed 5 years of service and was terminated after July 1, 1991. Sworn police employees are eligible for retirement at age 50, provided the employee has completed 20 years of service or has accumulated contributions exceeding \$500. Retirement benefits are determined based on the employee's length of service, highest one-year compensation upon retirement, and age at retirement.

Successor Agency – The Redevelopment Agency of the City of Concord was dissolved on January 31, 2012 as per State of California adoption of ABx1 26 and AB1484. The City will serve as the Successor Agency and it has assumed ownership and responsibility for all remaining assets, properties, contracts, leases and records of the Redevelopment Agency, and will be responsible for winding down the Agency's contractual and legal obligations and affairs. The activities of the Successor Agency are subject to the review and approval of the Oversight Board.

**CITY OF CONCORD  
FIDUCIARY FUNDS  
FOR THE YEAR ENDING JUNE 30, 2016**

	<b>Retirement System Pension * <u>Trust</u></b>	<b>Successor Agency ** <u>Trust Fund</u></b>
FUND BALANCE AS JULY 1, 2015	\$ 38,535,260	\$ -
<b>REVENUES</b>		
Contributions	\$ 2,045,000	\$ -
Property Taxes, Net of Pass Through Payments		6,983,749
Administrative Allowance		250,000
Investment Income	<u>2,977,000</u>	<u>-</u>
Total Revenues	\$ 5,022,000	\$ 7,233,749
<b>EXPENSES</b>		
Retirement and other benefits	\$ 5,754,000	\$ -
Management and Custodial expenses	199,000	
Property Taxes (Annual Assessment Districts)		28,195
Agency Staffing and Other Admin Costs		250,000
Debt Service		6,402,829
Other	<u>-</u>	<u>552,725</u>
Total Expenses	\$ 5,953,000	\$ 7,233,749
<b>OTHER FINANCING SOURCES</b>		
Transfers out	<u>-</u>	<u>-</u>
Excess of Revenues and Other Financing sources Over (Under) Expenses	(931,000)	-
FUND BALANCE AS JULY 1, 2016	<u>\$ 37,604,260</u>	<u>\$ -</u>

\* The pension trust assets are for the City of Concord Retirement System. As of June 20, 1993, Concord entered the California Public Employees Retirement System (PERS) on a prospective basis. In May, 1999 the City purchased from PERS prior service credit for all active employees. The funds shown on this page represent funding of benefit payments for retirees under the City of Concord Retirement System and for those terminated employees who have left deposits and will be entitled to retirement benefits.

\*\* In February 2012 the Redevelopment Agency of the City of Concord was dissolved and the remaining assets were distributed to and liabilities were assumed by the Successor Agency. The activities of the Successor Agency are reported in the Successor Agency Private-Purpose Trust Fund and subject to the review and approval of the Oversight Board and State of California.

**CITY OF CONCORD  
FIDUCIARY FUNDS  
FOR THE YEAR ENDING JUNE 30, 2017**

	<b>Retirement System Pension * <u>Trust</u></b>	<b>Successor Agency ** <u>Trust Fund</u></b>
FUND BALANCE AS JULY 1, 2015	\$ 37,604,260	\$ -
<b>REVENUES</b>		
Contributions	\$ 2,045,000	\$ -
Property Taxes, Net of Pass Through Payments		7,001,634
Administrative Allowance		250,000
Investment Income	<u>3,037,000</u>	<u>-</u>
Total Revenues	\$ 5,082,000	\$ 7,251,634
<b>EXPENSES</b>		
Retirement and other benefits	\$ 5,754,000	\$ -
Management and Custodial expenses	205,000	
Property Taxes (Annual Assessment Districts)		30,000
Agency Staffing and Other Admin Costs		250,000
Debt Service		6,410,917
Other	<u>-</u>	<u>560,717</u>
Total Expenses	\$ 5,959,000	\$ 7,251,634
<b>OTHER FINANCING SOURCES</b>		
Transfers out	<u>-</u>	<u>-</u>
Excess of Revenues and Other Financing sources Over (Under) Expenses	(877,000)	-
FUND BALANCE AS JULY 1, 2016	<u>\$ 36,727,260</u>	<u>\$ -</u>

\* The pension trust assets are for the City of Concord Retirement System. As of June 20, 1993, Concord entered the California Public Employees Retirement System (PERS) on a prospective basis. In May, 1999 the City purchased from PERS prior service credit for all active employees. The funds shown on this page represent funding of benefit payments for retirees under the City of Concord Retirement System and for those terminated employees who have left deposits and will be entitled to retirement benefits.

\*\* In February 2012 the Redevelopment Agency of the City of Concord was dissolved and the remaining assets were distributed to and liabilities were assumed by the Successor Agency. The activities of the Successor Agency are reported in the Successor Agency Private-Purpose Trust Fund and subject to the review and approval of the Oversight Board and State of California.

Positions

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**CITY OF CONCORD  
PROPOSED FULL-TIME POSITIONS  
BY CLASSIFICATION WITHIN DEPARTMENT  
FOR THE YEARS ENDING JUNE 30, 2016 AND 2017**

	Number of Authorized Positions				
	2012-2013 Budget	2013-2014 Budget	2014-2015 Adopted	2015-2016 Proposed	2016-2017 Proposed
<b>City Attorney</b>					
Assistant City Attorney	1.0		1.0	1.0	1.0
City Attorney	1.0	1.0	1.0	1.0	1.0
Executive Legal Secretary				1.0	1.0
Paralegal	1.0	1.0	1.0		
Senior Assistant City Attorney	1.0	2.0	1.0	1.0	1.0
Total City Attorney	4.0	4.0	4.0	4.0	4.0
<b>City Council</b>					
Confidential Secretary	1.0	1.0	1.0	1.0	1.0
Councilmember	3.0	3.0	3.0	3.0	3.0
Mayor	1.0	1.0	1.0	1.0	1.0
Vice Mayor	1.0	1.0	1.0	1.0	1.0
Total City Council	6.0	6.0	6.0	6.0	6.0
<b>Community and Economic Development</b>					
Administrative Assistant	1.0				
Administrative Clerk II	1.0	1.0	1.0	1.0	1.0
Administrative Coordinator	1.0	1.0	1.0	1.0	1.0
Administrative Secretary		1.0	1.0	2.0	2.0
Associate Planner	1.0	1.0	1.0	1.0	1.0
Associate Civil Engineer	3.0	3.0	2.0	3.0	3.0
Building Inspection Supervisor			1.0	1.0	1.0
Building Inspector	4.0	4.0	4.0	4.0	4.0
Chief Building Official	1.0	1.0	1.0	1.0	1.0
City Engineer	1.0	1.0	1.0	1.0	1.0
Confidential Secretary	1.0	1.0	1.0	1.0	1.0
Construction Inspector	2.0	3.0	3.0	3.0	3.0
Construction Inspector Supervisor	1.0	1.0	1.0	1.0	1.0
Director of Community & Economic Development	1.0	1.0	1.0	1.0	1.0
Economic Development & Housing Manager	1.0	1.0	1.0	1.0	1.0
Economic Development Manager				1.0	1.0
Economic/Development Specialist	1.0	1.0	1.0	1.0	1.0
Junior Engineer		1.0	1.0	1.0	1.0
Permit Center Technician I	1.0	1.0	1.0	1.0	1.0
Permit Center Technician III	4.0	3.0	4.0	4.0	4.0
Plan Check Engineer		1.0	1.0	1.0	1.0
Planning Manager	1.0	1.0	1.0	1.0	1.0
Principal Planner	1.0	1.0	1.0	1.0	1.0
Program Manager	1.0	1.0	1.0	2.0	2.0
Senior Civil Engineer	2.0	2.0	3.0	3.0	3.0
Senior Planner	3.0	3.0	3.0	3.0	3.0
Transportation Manager	1.0	1.0	1.0	1.0	1.0
Transportation Program Manager II	1.0	1.0	1.0	1.0	1.0
Total Community & Economic Development	35.0	37.0	39.0	43.0	43.0

**CITY OF CONCORD  
PROPOSED FULL-TIME POSITIONS  
BY CLASSIFICATION WITHIN DEPARTMENT  
FOR THE YEARS ENDING JUNE 30, 2016 AND 2017**

	<u>Number of Authorized Positions</u>				
	2012-2013 Budget	2013-2014 Budget	2014-2015 Adopted	2015-2016 Proposed	2016-2017 Proposed
<b>Concord Community Reuse Project</b>					
Concord Weapons Station Reuse Executive Assistant	1.0	1.0	1.0	1.0	1.0
Concord Weapons Station Reuse Senior Manager				1.0	1.0
Concord Weapons Station Reuse Director	1.0	1.0	1.0	1.0	1.0
Total Concord Weapons Station Reuse	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	<u>3.0</u>	<u>3.0</u>
<b>Finance</b>					
Account Clerk II					
Account Clerk III	3.0	3.0	3.0	3.0	3.0
Accountant II	4.0	4.0	4.0	4.0	4.0
Accounts Payable Team Leader		1.0	1.0	1.0	1.0
Budget Officer	1.0	1.0	1.0	1.0	1.0
Central Storekeeper	1.0	1.0	1.0	1.0	1.0
City Treasurer	1.0	1.0	1.0	1.0	1.0
Director of Finance	1.0	1.0	1.0	1.0	1.0
Financial Operations Manager	1.0	1.0	1.0	1.0	1.0
Payroll Specialist	1.0	1.0	1.0	1.0	1.0
Payroll Technician	1.0	1.0	1.0	1.0	1.0
Purchasing Agent	1.0	1.0	1.0	1.0	1.0
Revenue Generation Team Leader	1.0	1.0	1.0	1.0	1.0
Senior Financial Analyst	1.0	1.0	1.0	1.0	1.0
Treasury Technician	1.0	1.0	1.0	1.0	1.0
Total Finance	<u>18.0</u>	<u>19.0</u>	<u>19.0</u>	<u>19.0</u>	<u>19.0</u>
<b>Human Resources</b>					
Director of Human Resources	1.0	1.0	1.0	1.0	1.0
Human Resources Analyst I	1.0	1.0			
Human Resources Analyst I I			1.0	1.0	1.0
Human Resources Specialist			1.0	1.0	1.0
Senior Human Resources Analyst	2.0	2.0	2.0	2.0	2.0
Human Resources Technician II	2.0	2.0	2.0	2.0	2.0
Total Human Resources	<u>6.0</u>	<u>6.0</u>	<u>7.0</u>	<u>7.0</u>	<u>7.0</u>
<b>Information Technology</b>					
Director of Information Technology	1.0	1.0	1.0	1.0	1.0
GIS Program Analyst				1.0	1.0
GIS Technician	1.0	1.0	1.0		
Information Analyst		1.0			
Information Technology Manager	3.0	3.0	3.0	3.0	3.0
Microcomputer Coordinator	1.0	1.0	1.0	1.0	1.0
Program Assistant			1.0	1.0	1.0
Programmer Analyst	1.0	1.0	1.0	1.0	1.0
Program Manager	1.0	1.0	1.0	1.0	1.0
Senior Programmer Analyst	1.0	1.0	1.0	1.0	1.0
Systems & Programming Manager	1.0	1.0	1.0	2.0	2.0
Web Coordinator	1.0	1.0	1.0	1.0	1.0
Total Information Technology	<u>11.0</u>	<u>12.0</u>	<u>12.0</u>	<u>13.0</u>	<u>13.0</u>
<b>Office of the City Manager</b>					
Administrative Assistant	1.0	1.0			
Administrative Clerk II	1.0	1.0	1.0	1.0	1.0
Administrative Secretary	1.0	1.0	1.0	1.0	1.0
Assistant City Manager	1.0	1.0	1.0		
City Clerk	1.0	1.0	1.0	1.0	1.0
City Manager	1.0	1.0	1.0	1.0	1.0

**CITY OF CONCORD  
PROPOSED FULL-TIME POSITIONS  
BY CLASSIFICATION WITHIN DEPARTMENT  
FOR THE YEARS ENDING JUNE 30, 2016 AND 2017**

	Number of Authorized Positions				
	2012-2013 Budget	2013-2014 Budget	2014-2015 Adopted	2015-2016 Proposed	2016-2017 Proposed
<b>Office of the City Manager (continued)</b>					
Community Relations Manager	1.0	1.0	1.0	1.0	1.0
Deputy City Clerk			1.0	1.0	1.0
Deputy City Manager				1.0	1.0
Executive Assistant-Council/City Manager	1.0	1.0	1.0	1.0	1.0
Graphic Designer	1.0	1.0	1.0	1.0	1.0
Printing Services Supervisor	1.0	1.0	1.0	1.0	1.0
Program Coordinator			1.0		
Total City Management	10.0	10.0	11.0	10.0	10.0
<b>Parks and Recreation</b>					
Administrative Secretary/Assistant					
Camp Director (Contract)	1.0	1.0	1.0	1.0	1.0
Camp Facility Specialist (Contract)	1.0	1.0	1.0	1.0	1.0
Director of Parks and Recreation (1)	1.0	1.0	1.0	1.0	1.0
Recreation Program Aide		1.0	1.0	1.0	1.0
Recreation Program Coordinator (Contract)	1.0	1.0	0.0	0.0	0.0
Recreation Program Coordinator	5.0	5.0	5.0	5.0	5.0
Recreation Program Manager	4.0	4.0	4.0	4.0	4.0
Senior Recreation Program Manager	1.0	1.0	1.0		
Total Parks and Recreation	14.0	15.0	14.0	13.0	13.0
<b>Police Department</b>					
Administrative Clerk II	8.0	8.0	9.0	9.0	9.0
Administrative Clerk III	4.0	4.0	4.0	4.0	4.0
Administrative Secretary	4.0	4.0	3.0	3.0	3.0
Administrative Services Manager	1.0	1.0	1.0	1.0	1.0
Chief of Police	1.0	1.0	1.0	1.0	1.0
Code Enforcement Officer	4.0	4.0	4.0	4.0	4.0
Community Service Officer	7.0	5.0	5.0	5.0	5.0
Community Service Officer/Detention	4.0	4.0	4.0	4.0	4.0
Executive Secretary	1.0	1.0	1.0	1.0	1.0
Forensic Specialist I	1.0	1.0	1.0	2.0	2.0
Forensic Specialist II	2.0	2.0	2.0	2.0	2.0
Lead Dispatcher	2.0	2.0	2.0	2.0	2.0
Parking Services Officer (Contract)	2.0	2.0	2.0	2.0	2.0
Police Captain	2.0	2.0	2.0	2.0	2.0
Police Dispatcher I	2.0	3.0	3.0	3.0	3.0
Police Dispatcher II	9.0	9.0	12.0	12.0	12.0
Police Lieutenant	8.0	8.0	8.0	8.0	8.0
Police Officer (2)	122.0	122.0	122.0	122.0	122.0
Police Records Manager	1.0	1.0	1.0	1.0	1.0
Police Sergeant	19.0	19.0	19.0	19.0	19.0
Program Assistant		1.0	1.0	1.0	1.0
Program Manager	1.0	1.0	1.0	1.0	1.0
Recycling Theft Prevention Specialist			1.0	1.0	1.0
Senior Crimes Analyst			0.8	0.8	0.8
Vehicle Abatement Officer			1.0	1.0	1.0
Violence Victim Advocate				1.0	1.0
Total Police	205.0	205.0	210.8	212.8	212.8
<b>Public Works</b>					
Administrative Analyst					
Administrative Clerk II					
Administrative Clerk III	2.0	2.0	3.0	3.0	3.0
Administrative Secretary	1.0	1.0	0.0	0.0	0.0
Associate Civil Engineer					

(1) Twenty-five percent of this position is funded by the Golf Course Enterprise Fund.

**CITY OF CONCORD  
PROPOSED FULL-TIME POSITIONS  
BY CLASSIFICATION WITHIN DEPARTMENT  
FOR THE YEARS ENDING JUNE 30, 2016 AND 2017**

	<u>Number of Authorized Positions</u>				
	<u>2012-2013 Budget</u>	<u>2013-2014 Budget</u>	<u>2014-2015 Adopted</u>	<u>2015-2016 Proposed</u>	<u>2016-2017 Proposed</u>
<b>Public Works (continued)</b>					
Automotive Parts Worker	1.0	1.0	1.0	1.0	1.0
City Engineer					
Confidential Secretary					
Construction Inspection Supervisor					
Custodian	1.0	1.0	1.0		
Director of Public Works	1.0	1.0	1.0	1.0	1.0
Director of Public Works & Engineering					
Environmental Maintenance Technician		2.0	2.0	2.0	2.0
Equipment Mechanic	3.0	3.0	3.0	3.0	3.0
Facilities Maintenance Manager	1.0	1.0	1.0	1.0	1.0
Facilities Maintenance Technician	1.0	1.0	1.0	1.0	1.0
Fleet Manager					
General Laborer	5.0	5.0	5.0	4.0	4.0
Heavy Equipment Operator I	3.0	3.0	3.0	2.0	2.0
Heavy Equipment Operator II	1.0	1.0	1.0	1.0	1.0
Horticultural Advisor	1.0	1.0	1.0		
Landscape Gardener	6.0	6.0	7.0	8.0	8.0
Lead Custodian	2.0	2.0	2.0		
Maintenance Carpenter					
Maintenance Electrician	1.0	1.0	1.0	1.0	1.0
Maintenance Gardener	3.0	3.0	2.0	1.0	1.0
Maintenance Painter	1.0	1.0	1.0	1.0	1.0
Maintenance Team Leader	3.0	3.0	3.0	1.0	1.0
Maintenance Utility Mechanic	2.0	2.0	2.0	2.0	2.0
Maintenance Worker I	3.0	2.0	2.0	8.0	8.0
Maintenance Worker II	5.0	7.0	7.0	5.0	5.0
Parks Lead Worker	1.0	1.0	1.0	1.0	1.0
Parks Program Manager	1.0	1.0	1.0	1.0	1.0
Program Coordinator Position				1.0	1.0
Program Manager	1.0	1.0	1.0	1.0	1.0
Public Works Lead Worker	1.0	1.0	1.0	1.0	1.0
Public Works Supervisor				4.0	4.0
Senior Administrative Analyst (1)	1.0	1.0	1.0	1.0	1.0
Senior Maintenance Team Leader	5.0	5.0	5.0	4.0	4.0
Senior Traffic Signal Technician (1)	1.0	1.0	1.0	1.0	1.0
Traffic Signal Technician (1)	2.0	2.0	1.0	2.0	2.0
Traffic Signal Trainee (1)			1.0		
Tree Lead Worker	1.0	1.0	1.0	1.0	1.0
Total Public Works (2)	<u>63.0</u>	<u>64.0</u>	<u>64.0</u>	<u>64.0</u>	<u>64.0</u>
 <b>TOTAL GENERAL CITY</b>	 <u>374.0</u>	 <u>380.0</u>	 <u>388.8</u>	 <u>394.8</u>	 <u>394.8</u>

(1) Positions partially funded by Lighting District.  
(2) Some of these positions are funded by Storm Water Management.

**CITY OF CONCORD  
 PROPOSED FULL-TIME POSITIONS  
 BY CLASSIFICATION WITHIN DEPARTMENT  
 FOR THE YEARS ENDING JUNE 30, 2016 AND 2017**

	<u>Number of Authorized Positions</u>				
	<u>2012-2013 Budget</u>	<u>2013-2014 Budget</u>	<u>2014-2015 Adopted</u>	<u>2015-2016 Proposed</u>	<u>2016-2017 Proposed</u>
<b>Storm Water Management</b>					
Senior Administrative Analyst					
Sweeper Operator	2.0	2.0	2.0	2.0	2.0
Total Storm Water Management	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>
<b>Sewer Enterprise</b>					
Infrastructure Maintenance Manager	1.0	1.0	1.0	1.0	1.0
Maintenance Worker I	2.0	2.0	2.0	2.0	2.0
Maintenance Worker II	6.0	5.0	5.0	6.0	6.0
Public Works Lead Worker - Infrastructure	1.0	1.0	1.0	1.0	1.0
Public Works Supervisor				1.0	1.0
Senior Maintenance Team Leader	1.0	1.0	1.0		
Total Sewer	<u>11.0</u>	<u>10.0</u>	<u>10.0</u>	<u>11.0</u>	<u>11.0</u>
<b>TOTAL STORM WATER AND ENTERPRISE FUNDS</b>	<u>13.0</u>	<u>12.0</u>	<u>12.0</u>	<u>13.0</u>	<u>13.0</u>
<b>GRAND TOTAL CITY</b>	<u><u>387.0</u></u>	<u><u>392.0</u></u>	<u><u>400.8</u></u>	<u><u>407.8</u></u>	<u><u>407.8</u></u>

**CITY OF CONCORD  
PROPOSED PART-TIME HOURS  
BY CLASSIFICATION WITHIN DEPARTMENT  
FOR THE YEARS ENDING JUNE 30, 2016 AND 2017**

	2012-2013		2013-2014		2014-2015		2015-2016		2016-2017	
	Hours	FTE								
<b>City Attorney</b>										
Administrative Support	-	-	60	0.03	-	-	-	-	-	-
Total City Attorney	-	-	60	0.03	-	-	-	-	-	-
<b>Community and Economic Development</b>										
Administrative Support	2,000	0.96	2,120	1.02	1,120	0.54	1,120	0.54	1,120	0.54
Craft Worker	-	-	-	-	-	-	-	-	-	-
Professional	1,000	0.48	1,000	0.48	-	-	-	-	-	-
Technician	3,000	1.44	1,000	0.48	1,000	0.48	1,000	0.48	1,000	0.48
Total Community Development	6,000	2.88	4,120	1.98	2,120	1.02	2,120	1.02	2,120	1.02
<b>Parks and Recreation</b>										
Administrative Support	-	-	600	0.29	3,080	1.49	990	0.48	990	0.48
Camp Specialist	10,000	4.81	9,928	4.77	9,928	4.76	9,304	4.47	9,304	4.47
Professional	-	-	-	-	-	-	-	-	-	-
Recreation Specialist	112,889	54.29	107,768	51.81	50,253	24.18	50,767	24.41	51,290	24.66
Total Community & Recreation Serv.	122,889	59.10	118,296	56.87	63,261	30.43	61,061	29.36	61,584	29.61
<b>Finance</b>										
Administrative Support	2,460	1.18	2,150	1.03	1,655	0.79	1,655	0.79	1,655	0.79
Professional	-	-	-	-	-	-	-	-	-	-
Total Finance	2,460	1.18	2,150	1.03	1,655	0.79	1,655	0.79	1,655	0.79
<b>Human Resources</b>										
Administrative Support	1,040	0.50	1,040	0.50	-	-	-	-	-	-
Professional	405	0.19	405	0.20	-	-	-	-	-	-
Total Human Resources	1,445	0.69	1,445	0.70	-	-	-	-	-	-
<b>Information Technology</b>										
Technician	-	-	-	-	-	-	-	-	-	-
Professional	2,010	0.97	1,950	0.94	1,950	0.93	1,950	0.93	1,950	0.93
Total Information Technology	2,010	0.97	1,950	0.94	1,950	0.93	1,950	0.93	1,950	0.93
<b>Office of the City Manager</b>										
Administrative Support	1,604	0.77	3,780	1.82	1,550	0.75	1,550	0.75	1,550	0.75
Technician	1,123	0.54	1,123	0.54	1,123	0.54	1,123	0.54	1,123	0.54
Total City Manager	2,727	1.31	4,903	2.36	2,673	1.29	2,673	1.29	2,673	1.29

**CITY OF CONCORD  
PROPOSED PART-TIME HOURS  
BY CLASSIFICATION WITHIN DEPARTMENT  
FOR THE YEARS ENDING JUNE 30, 2016 AND 2017**

	2012-2013		2013-2014		2014-2015		2015-2016		2016-2017	
	Hours	FTE	Hours	FTE	Hours	FTE	Hours	FTE	Hours	FTE
<b>Police</b>										
Public Safety Assistant	28,100	13.51	21,653	11.28	21,653	10.40	21,653	10.40	21,653	10.40
Total Police	28,100	13.51	21,653	11.28	21,653	10.40	21,653	10.40	21,653	10.40
<b>Public Works</b>										
Administrative Support	-	-	-	-	-	-	-	-	-	-
Maintenance Laborer (Parks)	50,453	24.26	4,766	25.66	14,286	6.86	4,766	2.29	4,766	2.29
Technician	500	0.24	-	-	-	-	-	-	-	-
Maintenance Laborer	8,833	4.25	-	4.79	-	-	-	-	-	-
Professional	-	-	-	-	-	-	-	-	-	-
Recreation Specialist	960	0.46	960	0.46	960	0.46	960	0.46	960	0.46
Total Public Works	60,746	29.21	5,726	30.91	15,246	7.32	5,726	2.75	5,726	2.75
<b>TOTAL GENERAL CITY</b>	<u>226,377</u>	<u>108.85</u>	<u>160,303</u>	<u>106.10</u>	<u>108,558</u>	<u>81.63</u>	<u>96,838</u>	<u>47.61</u>	<u>97,361</u>	<u>46.54</u>
<b>Storm Water</b>	-	-	-	-	-	-	-	-	-	-
<b>Sewer Enterprise</b>										
Maintenance Laborer	1,518	0.73	1,528	0.73	-	-	-	-	-	-
<b>TOTAL STORM WATER AND ENTERPRISE FUNDS</b>	<u>1,518</u>	<u>0.73</u>	<u>1,528</u>	<u>0.73</u>						
<b>GRAND TOTAL CITY</b>	<u>227,895</u>	<u>109.58</u>	<u>161,831</u>	<u>106.83</u>	<u>108,558</u>	<u>81.63</u>	<u>96,838</u>	<u>47.61</u>	<u>97,361</u>	<u>46.54</u>

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## Glossary

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## Glossary of Terms

**Accrual Basis** - A basis of accounting in which transactions are recorded when the underlying event occurs, as opposed to when the cash is received or when the bill is paid.

**ADA** - Acronym used to denote the American Disabilities Act.

**Appropriation** – Represents the legal authorization granted by the legislative body (i.e., City Council) to incur obligations and to make expenditures for specific purposes.

**Assessed Valuation** - The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes.

**Assets** - Resources having monetary value which are owned or held by a government.

**Available (Undesignated) Fund Balance** - Funds remaining at the end of the prior year, which are available for use in the current year.

**Balanced Budget** – A budget in which current revenues in combination with current fund balances equal or exceed current expenditures.

**Benefits Reserve Fund** – Reserve fund intended to support unplanned costs and obligations determined in the current negotiated employment benefits.

**Bond** - A written promise to pay a specified sum of money (called the face value or principal amount), at a specified date or dates in the future called the maturity date(s), together with periodic interest at a specified rate.

**BGP** – Acronym us to refer to the company known as Bill Graham Presents. BGP has been consolidated into Live Nation, Inc.

**Budget** - A plan of financial activity for a specified period of time (fiscal year or bi-annual) indicating all estimated revenues and appropriated expenditures for that time period.

**Budget Calendar** - The schedule of key dates followed in the preparation and adoption of the City budget.

**Budgetary Control** - The control or management of the government finances to keep expenditures in accordance with the limitations of available appropriations and resources.

**CALEA** – Acronym used to denote the Commission on Accreditation for Law Enforcement Agenices.

**CalPERS** – Acronym used to denote the California Public Employees Retirement System.

**Capital Assets** - Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

## **GLOSSARY OF TERMS (cont.)**

**Capital Budget** – A plan of proposed capital outlay projects and the means to finance them.

**Capital Improvement Program (CIP)** – An appropriation plan for expenditures for capital outlay projects to be incurred each year over a fixed period of years. The City of Concord prepares a ten year CIP.

**Capital/Maintenance Reserve** – Funds available for Council appropriation to meet unanticipated and unscheduled capital and maintenance needs of City infrastructure and facilities. This reserve is to be used for major capital repair where facility failure, unexpected hazards or destruction of City property has occurred and where repair or replacement is not planned with the established capital, operations, or internal replacement funds.

**Capital Outlay** – The expenditures for capital projects and equipment with a value of \$7,500 or more and a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

**Capital Project** – A major construction, acquisition, or renovation activity which adds value to fixed assets or which significantly increases its useful life. Can also be called a capital improvement.

**Cash Basis** - A basis of accounting in which transactions is recognized only when cash is received or disbursed.

**CCE** – Acronym used to refer to the Clear Channel Entertainment Company, a subsidiary of Live Nation, Inc.

**CCCSD** – Acronym used to refer to the Contra Costa County Sanitary District.

**CCCWP** – Acronym used to denote Contra Costa County Water Pollution.

**CDBG** – Acronym used to denote the Community Development Block Grant.

**COG** – Acronym used to refer to Community Oriented Government.

**COPS** - Acronym used to refer to a grant for Citizens Options for Public Safety.

**CPI** – Acronym used to refer to the Consumer Priced Index.

**CSC** – Acronym used to denote the Community Services Commission.

**CSMFO** – Acronym used to denote the California Society of Municipal Finance Officers.

**Debt Service** - The cost of paying principal and interest on borrowed money (bonds) according to a predetermined payment schedule.

## **GLOSSARY OF TERMS (cont.)**

**Department** - The basic organizational unit of government which is functionally unique in its delivery of services.

**Depreciation** – Portion of the cost of a fixed asset used up each year of its useful life.

**Disbursement** – Payment in cash from the City Treasury.

**Distinguished Budget Presentation Awards Program** - A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

**Economic Contingency Reserve** – Funds available for Council appropriation to meet unanticipated needs caused by State or Federal redirection of City resources, general economic downturns, or reductions in operating revenues.

**Employee (or Fringe) Benefits** – Compensation to employees provided in addition to salary and wages. Benefits include, but are not limited to retirement plan contributions and health insurance.

**Encumbrance** – The estimated amount of expenditures ultimately to result if what has been committed is completed.

**Entitlements** - Payments to which local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually the state or the federal government.

**Expenditure** - The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service, or settling a loss.

**Expense** - Costs incurred (whether paid immediately or unpaid) for operations, maintenance, interest, or other charges.

**Fiscal Year** - A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization.

**Fixed Assets** - Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

**FTE** – Refer to the description shown below.

**Full-time Equivalent Position (FTE)** - A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year.

**Function** - A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

## **GLOSSARY OF TERMS (cont.)**

**Fund** - A fiscal subdivision of the governmental entity financial records including assets, liabilities, and fund balance, held apart for the accounting of a specific purpose or activity.

**Fund Balance** - The excess of the assets of a fund over its liabilities. Fund balance may be restricted as to its use or it may be available for any use within the fund specific purpose.

**GAAP** - Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles

**GASB** – Acronym used to refer to the Governmental Accounting Standards Board.

**GFOA** – Acronym used to refer to the Government Finance Officers Association.

**General Fund** – Used to account for all financial resources except for those required to be accounted for in other funds.

**Goal** - A statement of broad direction, purpose, or intent based on the needs of the community. A goal is general and timeless.

**Grants** - A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee or the project.

**Indirect Cost** - A cost necessary for the functioning of the organization as a whole, but which is not directly assigned to one service.

**Interfund Transfers** - The movement of monies between funds of the same governmental entity.

**Intergovernmental Revenue** - Funds received from federal, state, and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

**Internal Service Charges** - The charges to user departments for services provided by another department, such as fleet maintenance or information technology.

**Lapsing Appropriation** - An appropriation made for a certain period of time, generally for the budget year. At the end of the specified period, any unexpected or unencumbered balances lapse or end, unless otherwise provided by law.

**LSR** - Acronym used to denote the Local Streets and Roads component of California Proposition 1B, the Transportation Bond Act passed in 2006

## **GLOSSARY OF TERMS (cont.)**

**Materials and Supplies** – The expendable materials and operating supplies required facilitating departmental operations.

**MOU** – Acronym used to denote Memorandum of Understanding. This is a contract between the City and employee union.

**NPDES** – Acronym used to denote the National Pollutant Discharge Elimination System.

**OPEB** – Acronym used to denote other post employment benefits. For the City of Concord “OPEB” refers to retiree health insurance.

**Objective** - Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

**Operating Expenses** - The cost for personnel, materials, and equipment required for a department to function.

**Operating Revenue** - Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

**PBB** – Acronym used to denote Performance Based Budget.

**Performance Based Budget** - A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

**Performance Indicators** - Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

**Performance Measure** - Data collected to determine how effective or efficient a program is in achieving its objectives.

**Personnel Services** - Expenditures for salaries, wages, and fringe benefits of a government's employees.

**Program** - A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

**Program Budget** - A budget that allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments.

**RDA** – Acronym used to denote the Redevelopment Agency.

**Revenue** – Refers to the sources of income received to finance the operations of government.

## **GLOSSARY OF TERMS (cont.)**

**RFP** – Acronym used to refer to a “Request for Proposal.”

**SFRWQCB** – Acronym used to refer to the San Francisco Regional Water Quality Control Board.

**Taxes** - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

**Transfers In/Out** – See Interfund Transfers.

**Unencumbered Balance** - The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

**Unforecasted Reserve Fund** – Funds available for Council appropriation to continue services if State, Federal, or other grant funding sources are lost, and to offset the costs of unanticipated, unfunded governmental mandates.

**VLF** – Acronym used to refer to the Vehicle License Fees.