

**City of Concord  
General Fund  
Ten Year Projection  
For the Year Ending June 30, 2007**

	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>
Fund Balance 7/01	\$ 9,029,440	\$ 8,705,975	\$ 9,159,174	\$ 8,774,348	\$ 8,184,577	\$ 8,544,531	\$ 9,090,758	\$ 9,585,562	\$ 9,995,731	\$ 10,439,759
Add:										
Revenues	71,785,944	74,198,430	77,008,651	79,250,953	82,665,769	85,895,254	88,982,021	92,320,061	95,995,697	99,614,204
Less:										
Operating Expenditures	71,202,751	73,216,818	76,914,154	79,435,782	81,648,475	84,689,217	87,174,863	90,594,916	94,233,995	97,857,050
Revenue Over(Under) Expenditures	583,193	981,612	94,497	(184,829)	1,017,294	1,206,037	1,807,158	1,725,145	1,761,702	1,757,154
10% Contingency Reserve	7,120,275	7,321,682	7,691,415	7,943,578	8,164,848	8,468,922	8,717,486	9,059,492	9,423,400	9,785,705
Less:										
Capital Improvement Projects (CIP)	906,658	653,413	604,323	504,942	457,340	459,810	462,354	464,975	467,674	470,455
Other Financing Sources:										
Intra-fund Transfers In	200,000	125,000	125,000	100,000	0	0	0	0	0	0
Intra-fund Transfers Out	200,000	0	0	0	200,000	200,000	850,000	850,000	850,000	850,000
Total Intra-fund Transfers	0	125,000	125,000	100,000	(200,000)	(200,000)	(850,000)	(850,000)	(850,000)	(850,000)
Fund Balance 6/30	<u>\$ 1,585,700</u>	<u>\$ 1,837,492</u>	<u>\$ 1,082,933</u>	<u>\$ 240,999</u>	<u>\$ 379,683</u>	<u>\$ 621,836</u>	<u>\$ 868,076</u>	<u>\$ 936,239</u>	<u>\$ 1,016,359</u>	<u>\$ 1,090,754</u>

**Notes:**

Meets all standards contained in the Budget and Fiscal Policies adopted by the Council. This policy can be found on page 40.

**Revenues:**

Major revenue projections based on FY2005-06 estimated and inflated 3% to 4% based on historical trends.

Fee based revenues in Building, Engineering, Planning and Police increased 3% over the planning period.

**Operating Expenditures:**

Salaries and benefits have been budgeted per current labor agreements adjusted for step increases and assuming a full staffing level.

FY2006-07 includes a reduction of 4 position<sup>2</sup>. The planning period includes an additional reduction of 3 positions; 2 overfill and 1 through attrition.

Employee benefits expenses for medical insurance and retirement reflect recent higher than CPI increases.

Operating and maintenance costs for new capital projects are included throughout this plan. Details of those costs are located in the Capital Projects section of this budget document.

Employee post-retirement health expenses includes adjustment for GASB Statement No. 45.

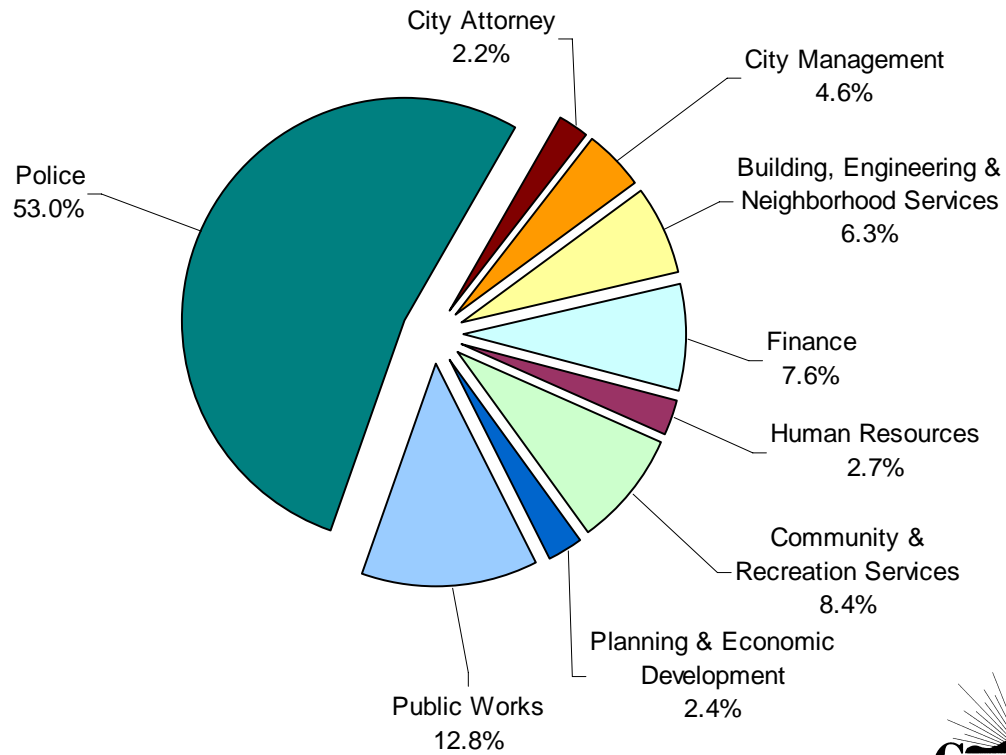
Non-labor operating expenditures for FY 2007 and the remainder of the 10-Year planning period, depending on the category, include increases between 2 and 3% for inflation.

Operational programs include internal service fund charges for vehicles, computer and office equipment, buildings, workers' compensation and liability.

Intrafund Transfers: Includes contributions to unforecasted and maintenance and capital reserves.

**City of Concord**  
**General Fund Operating & Capital Expenditures by Department**  
**June 30, 2007**

**Total Operating and Capital Expenditures**  
**\$72,309,409**



City of Concord  
General Fund  
Summary of Program Expenditures  
For Year Ending June 30, 2007

	Salaries & Benefits	Operating Expenditures	Fixed Charges	Other Financing Uses	Totals
<b>CITY MANAGEMENT</b>					
City Council	\$ 229,196	\$ 83,583	\$ 44,468		\$ 357,247
City Management	938,062	171,687	174,779		1,284,528
Administrative Services	800,541	305,899	281,204		1,387,644
Franchise Management	58,417	31,665	6,044		96,126
<b>Total City Management</b>	<u>2,026,216</u>	<u>592,834</u>	<u>506,495</u>	<u>-</u>	<u>3,125,545</u>
<b>CITY ATTORNEY</b>	<u>1,088,559</u>	<u>381,765</u>	<u>83,680</u>		<u>1,554,004</u>
<b>HUMAN RESOURCES</b>					
Administration	427,957	153,303	337,458		918,718
Recruitment and Selection	161,404	36,560	17,889		215,853
Risk Management	68,820	95,550	33,815		198,185
Benefit Administration	209,887	52,428			262,315
Organizational Training and Development	87,020	52,644			139,664
Classification and Compensation	191,516	10,404			201,920
<b>Total Human Resources</b>	<u>1,146,604</u>	<u>400,889</u>	<u>389,162</u>	<u>-</u>	<u>1,936,655</u>
<b>FINANCE</b>					
Administration	305,190	5,839	38,913		349,942
Revenue Generation	294,302	13,910	37,572		345,784
Disbursements	518,172	7,946	46,796		572,914
Financial Analysis & Reporting	598,412	119,174	41,684		759,270
Budget & Financial Planning	294,405	9,278	28,496		332,179
Purchasing & Materials Management	395,731	19,124	142,089		556,944
City Treasurer	278,889	18,693	28,098		325,680
<b>Total Department Expenditures</b>	<u>2,685,101</u>	<u>193,964</u>	<u>363,648</u>	<u>-</u>	<u>3,242,713</u>

continued

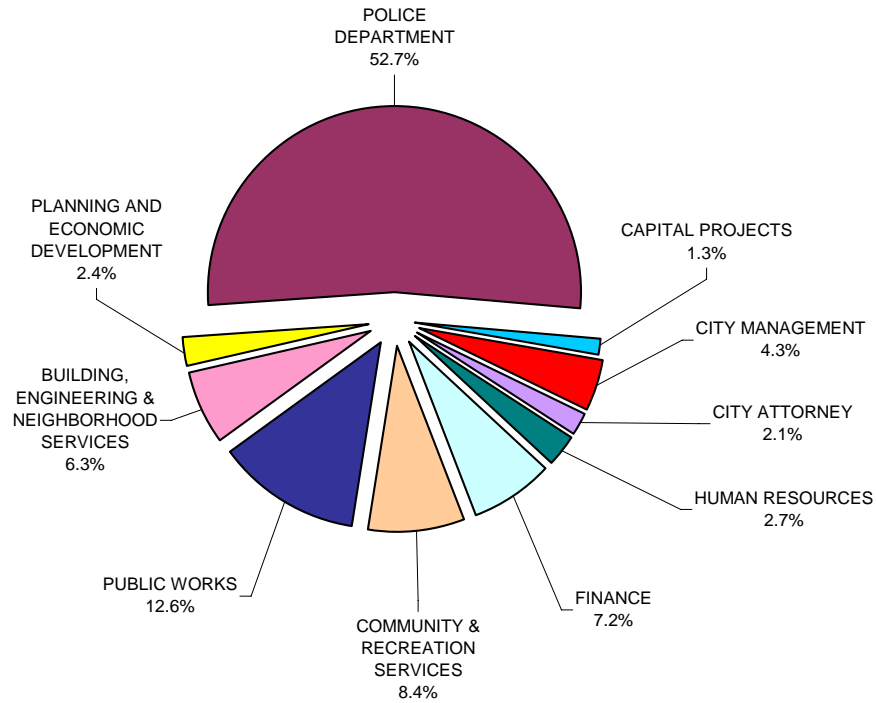
City of Concord  
General Fund  
Summary of Program Expenditures  
For Year Ending June 30, 2007

	Salaries & Benefits	Operating Expenditures	Fixed Charges	Other Financing Uses	Totals
<b>FINANCE - NON-DEPARTMENTAL</b>					
Miscellaneous Payments	-	567,977	1,159,571		1,727,548
Capital Projects				906,658	906,658
Reserve Funds				200,000	200,000
<b>Total Finance</b>	<u>2,685,101</u>	<u>761,941</u>	<u>1,523,219</u>	<u>1,106,658</u>	<u>6,076,919</u>
<b>COMMUNITY &amp; RECREATION SERVICES</b>					
Administration	277,150	118,678	304,108		699,936
Camp Concord	273,382	213,478	41,776		528,636
Facility Operations and Programs	1,439,305	630,791	578,361	99,859	2,748,316
Sports and Events	126,995	204,660	14,908		346,563
Youth Services	444,961	61,693	269,324		775,978
Senior Center	390,009	191,979	213,400		795,388
Community Services		168,975			168,975
<b>Total Community &amp; Recreation</b>	<u>2,951,802</u>	<u>1,590,254</u>	<u>1,421,877</u>	<u>99,859</u>	<u>6,063,792</u>
<b>PUBLIC WORKS</b>					
Administration	487,590	35,117	332,890		855,597
Parks Services, Street Trees and Medians	4,050,810	1,552,209	489,373		6,092,392
Graffiti Removal/Lease Management	173,802	27,778	44,109		245,689
Transportation	1,466,878	273,444	209,514		1,949,836
<b>Total Public Works</b>	<u>6,179,080</u>	<u>1,888,548</u>	<u>1,075,886</u>	<u>-</u>	<u>9,143,514</u>
					continued

City of Concord  
General Fund  
Summary of Program Expenditures  
For Year Ending June 30, 2007

	Salaries & Benefits	Operating Expenditures	Fixed Charges	Other Financing Uses	Totals
<b>BUILDING, ENGINEERING &amp; NEIGHBORHOOD SERVICES</b>					
Administration	306,711	89,939	87,994		484,644
Engineering Services	781,253	60,489	132,448		974,190
Building	1,452,841	271,781	166,593		1,891,215
Multi-Family Inspection Program	305,966	10,366	8,534		324,866
Neighborhood Preservation	797,010	50,195	47,096		894,301
<b>Total Building, Engineering &amp; N.S.</b>	<u>3,643,781</u>	<u>482,770</u>	<u>442,665</u>	<u>-</u>	<u>4,569,216</u>
<b>PLANNING AND ECONOMIC DEVELOPMENT</b>					
Administration	193,789	5,440	42,483		241,712
Planning	1,415,860	46,805	57,697		1,520,362
<b>Total Planning and Economic Development</b>	<u>1,609,649</u>	<u>52,245</u>	<u>100,180</u>		<u>1,762,074</u>
<b>POLICE DEPARTMENT</b>					
Office of the Chief of Police	697,902	81,778	535,388		1,315,068
Administrative Services	4,651,846	1,433,056	483,017		6,567,919
Field Operations	18,138,403	989,616	2,276,416		21,404,435
Support Operations	7,070,504	626,855	773,326	319,583	8,790,268
<b>Total Police Department</b>	<u>30,558,655</u>	<u>3,131,305</u>	<u>4,068,147</u>	<u>319,583</u>	<u>38,077,690</u>
<b>GENERAL FUND TOTALS</b>	<u>\$51,889,447</u>	<u>\$ 9,282,551</u>	<u>\$ 9,611,311</u>	<u>\$ 1,526,100</u>	<u>\$72,309,409</u>

**City of Concord  
General Fund  
Comparison of Expenditures by Department  
For Year Ending June 30, 2007**



CITY MANAGEMENT	\$ 3,125,545
CITY ATTORNEY	1,554,004
HUMAN RESOURCES	1,936,655
FINANCE	5,170,261
COMMUNITY & RECREATION SERVICES	6,063,792
PUBLIC WORKS	9,143,514
BUILDING, ENGINEERING & NEIGHBORHOOD SERVICES	4,569,216
PLANNING AND ECONOMIC DEVELOPMENT	1,762,074
POLICE DEPARTMENT	38,077,690
CAPITAL PROJECTS	906,658
<b>GENERAL FUND TOTALS</b>	<b><u><u>\$ 72,309,409</u></u></b>



City of Concord  
General Fund  
Expenditures by Program  
For Year Ending June 30, 2007

	Budget 2005-06	Adopted 2006-07	Projected 2007-08	Projected 2008-09	Projected 2009-10	Projected 2010-11	Projected 2011-12	Projected 2012-13	Projected 2013-14	Projected 2014-15	Projected 2015-16
<b>CITY MANAGEMENT</b>											
City Council	\$ 344,126	\$ 357,247	\$ 376,190	\$ 385,871	\$ 398,788	\$ 414,000	\$ 429,817	\$ 442,998	\$ 458,711	\$ 475,268	\$ 493,203
City Management	1,349,984	1,284,528	1,330,558	1,384,782	1,437,791	1,485,662	1,533,632	1,584,722	1,639,819	1,698,578	1,763,341
Administrative Services	1,233,286	1,387,644	1,347,836	1,488,753	1,433,398	1,596,916	1,545,109	1,706,272	1,641,258	1,825,544	1,761,576
Franchise Management	86,425	96,126	100,700	103,413	106,961	110,294	115,519	118,422	122,472	126,717	131,364
<i>Total City Management</i>	<u>3,013,821</u>	<u>3,125,545</u>	<u>3,155,284</u>	<u>3,362,819</u>	<u>3,376,938</u>	<u>3,606,872</u>	<u>3,624,077</u>	<u>3,852,414</u>	<u>3,862,260</u>	<u>4,126,107</u>	<u>4,149,484</u>
<b>CITY ATTORNEY</b>	1,368,535	1,554,004	1,618,542	1,670,744	1,726,283	1,785,274	1,844,045	1,905,997	1,972,665	2,043,673	2,121,763
		1,387,644	1,347,836	1,488,753	1,433,398	1,596,916	6,990,109	1,706,272	1,641,258	1,825,544	1,761,576
<b>HUMAN RESOURCES</b>											
Administration	467,913	918,718	949,980	970,178	998,787	1,024,688	1,057,757	1,084,533	1,117,063	1,151,228	1,188,267
Recruitment and Selection	217,348	215,853	223,811	233,333	242,122	249,827	257,960	266,716	275,995	285,908	296,829
Risk Management	373,401	198,185	202,718	212,749	221,942	228,447	235,446	242,804	250,464	258,507	267,087
Benefits Administration	266,006	262,315	273,194	281,903	290,520	299,578	309,126	319,312	330,156	341,773	354,659
Organizational Training and Development	124,411	139,664	144,887	149,222	153,521	158,021	162,739	167,737	173,023	178,649	184,814
Classification and Compensation	115,940	201,920	211,403	218,894	226,279	234,064	242,292	251,101	260,507	270,609	281,868
<i>Total Human Resources</i>	<u>1,565,019</u>	<u>1,936,655</u>	<u>2,005,993</u>	<u>2,066,279</u>	<u>2,133,171</u>	<u>2,194,625</u>	<u>2,265,320</u>	<u>2,332,203</u>	<u>2,407,208</u>	<u>2,486,674</u>	<u>2,573,524</u>
<b>FINANCE</b>											
Administration	340,703	349,942	365,220	377,781	391,519	404,881	419,491	433,477	449,103	465,832	484,388
Revenue Generation	342,835	345,784	361,190	376,673	391,624	405,441	420,330	434,972	451,273	468,671	487,875
Disbursements	548,646	572,914	522,430	540,850	559,098	578,900	598,900	618,947	641,735	666,208	693,625
Financial Analysis & Reporting	727,220	759,270	790,719	820,564	849,877	878,815	908,507	940,505	974,484	1,010,800	1,050,905
Budget & Financial Planning	316,115	332,179	345,043	358,772	372,479	384,811	397,925	411,808	426,598	442,481	460,187
Purchasing & Materials Management	534,726	556,944	582,537	599,006	615,000	641,872	662,336	684,101	708,562	734,524	762,959
Non-Departmental Miscellaneous Payments	1,284,074	1,727,548	1,200,177	2,311,175	2,802,448	2,200,269	2,496,016	2,519,925	3,244,630	3,645,055	3,983,703
City Treasurer	299,610	325,680	340,313	354,503	367,671	381,026	393,749	408,181	423,522	439,924	458,015
<i>Total Finance</i>	<u>4,393,929</u>	<u>4,970,261</u>	<u>4,507,629</u>	<u>5,739,324</u>	<u>6,349,716</u>	<u>5,876,015</u>	<u>6,297,254</u>	<u>6,451,916</u>	<u>7,319,907</u>	<u>7,873,495</u>	<u>8,381,657</u>
<b>COMMUNITY &amp; RECREATION SERVICES</b>											
Administration	667,373	699,936	724,069	743,614	763,321	789,477	818,150	840,916	867,361	895,087	923,962
Camp Concord	498,668	528,636	543,015	553,306	579,159	594,554	611,668	630,202	649,496	669,726	691,317
Community Facility and Programs	2,544,102	2,748,316	2,856,593	2,902,859	2,996,572	3,113,930	3,191,768	3,189,209	3,291,407	3,398,527	3,512,719
Sports and Events	342,349	346,563	358,533	369,818	381,707	393,809	405,680	418,411	431,696	445,605	460,392
Youth Services	844,494	775,978	809,633	817,859	845,954	885,907	904,297	933,025	963,222	994,943	1,028,897
Senior Center	614,216	795,388	826,776	836,980	864,358	902,124	923,668	952,975	983,693	1,015,910	1,050,305
Community Services	164,312	168,975	174,044	179,265	184,643	190,182	195,887	201,764	207,817	214,052	220,474
<i>Total Community &amp; Recreation</i>	<u>\$ 5,675,514</u>	<u>\$ 6,063,792</u>	<u>\$ 6,292,663</u>	<u>\$ 6,403,701</u>	<u>\$ 6,615,714</u>	<u>\$ 6,869,983</u>	<u>\$ 7,051,118</u>	<u>\$ 7,166,502</u>	<u>\$ 7,394,692</u>	<u>\$ 7,633,850</u>	<u>\$ 7,888,066</u>

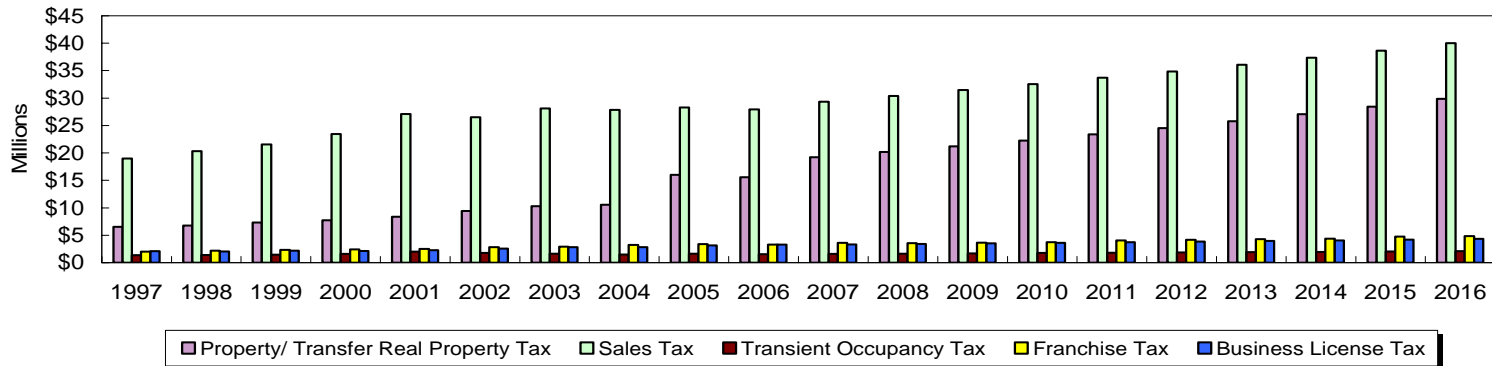
continued

City of Concord  
General Fund  
Expenditures by Program  
For Year Ending June 30, 2007

	Budget 2005-06	Adopted 2006-07	Projected 2007-08	Projected 2008-09	Projected 2009-10	Projected 2010-11	Projected 2011-12	Projected 2012-13	Projected 2013-14	Projected 2014-15	Projected 2015-16
<b>PUBLIC WORKS</b>											
Administration	\$ 835,932	\$ 855,597	885,905	921,340	952,442	984,437	1,015,522	1,045,730	1,080,168	1,116,622	1,155,123
Parks Services, Street Trees and Medians	5,762,839	6,092,392	6,316,190	6,529,258	6,686,135	6,901,843	7,124,215	7,353,189	7,595,935	7,852,471	8,131,580
Graffiti Removal/Lease Management	244,261	245,689	255,290	264,164	271,522	282,602	288,762	298,739	308,995	319,864	331,697
Transportation	1,900,754	1,949,836	2,022,189	2,085,124	2,142,163	2,216,656	2,299,032	2,372,755	2,455,520	2,543,357	2,639,730
<b>Total Public Works</b>	<b>8,743,786</b>	<b>9,143,514</b>	<b>9,479,574</b>	<b>9,799,886</b>	<b>10,052,262</b>	<b>10,385,538</b>	<b>10,727,531</b>	<b>11,070,413</b>	<b>11,440,618</b>	<b>11,832,314</b>	<b>12,258,130</b>
<b>BUILDING, ENGINEERING &amp; NEIGHBORHOOD SERVICES</b>											
Administration	442,049	484,644	500,800	522,006	541,830	558,904	576,865	596,150	616,388	637,905	661,185
Engineering Services/Miscellaneous	1,097,226	974,190	1,121,083	1,187,100	1,294,740	1,354,973	1,407,157	1,407,290	1,461,379	1,519,587	1,597,588
Building	1,727,161	1,891,215	1,959,218	2,029,868	2,006,124	2,074,899	2,144,614	2,220,022	2,300,202	2,385,867	2,480,397
Multi-Family Inspection Program	253,501	324,866	339,470	352,198	362,519	374,922	387,517	401,500	416,459	432,502	450,328
Neighborhood Preservation	1,003,560	894,301	933,828	968,103	999,469	1,033,048	1,069,773	1,107,796	1,148,086	1,191,182	1,238,838
<b>Total Building, Engineering &amp; N.S.</b>	<b>4,523,497</b>	<b>4,569,216</b>	<b>4,854,399</b>	<b>5,059,275</b>	<b>5,204,682</b>	<b>5,396,746</b>	<b>5,585,926</b>	<b>5,732,758</b>	<b>5,942,514</b>	<b>6,167,043</b>	<b>6,428,336</b>
<b>PLANNING AND ECONOMIC DEVELOPMENT</b>											
Administration	243,915	241,712	251,548	261,267	270,442	279,758	288,672	298,750	309,389	320,775	333,215
Economic Development	-	-	-	-	-	-	-	-	-	-	-
Planning	1,468,666	1,520,362	1,486,312	1,539,543	1,592,213	1,645,685	1,703,396	1,762,203	1,826,622	1,895,849	1,973,295
<b>Total Planning and Economic Dev.</b>	<b>1,712,581</b>	<b>1,762,074</b>	<b>1,737,860</b>	<b>1,800,810</b>	<b>1,862,655</b>	<b>1,925,443</b>	<b>1,992,068</b>	<b>2,060,953</b>	<b>2,136,011</b>	<b>2,216,624</b>	<b>2,306,510</b>
<b>BUILDING &amp; NEIGHBORHOOD SERVICES</b>											
Administration	274,485	-	-	-	-	-	-	-	-	-	-
<b>Total Building &amp; Neighborhood Serv.</b>	<b>274,485</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>POLICE DEPARTMENT</b>											
Office of the Chief of Police	1,282,657	1,315,068	1,325,035	1,423,918	1,456,556	1,510,497	1,514,032	1,560,837	1,612,227	1,666,409	1,725,090
Administrative Services	6,078,997	6,567,919	6,725,628	6,931,239	7,144,368	7,385,163	7,962,449	7,968,898	8,133,145	8,418,220	8,728,717
Field Operations	20,005,676	21,404,435	22,345,379	23,180,866	23,743,003	24,585,753	25,360,852	26,243,571	27,153,283	28,146,463	29,236,462
Support Operations	8,197,891	8,790,268	9,168,832	9,475,293	9,770,434	10,126,566	10,464,545	10,828,401	11,220,386	11,623,123	12,059,311
<b>Total Police Department</b>	<b>35,565,221</b>	<b>38,077,690</b>	<b>39,564,874</b>	<b>41,011,316</b>	<b>42,114,361</b>	<b>43,607,979</b>	<b>45,301,878</b>	<b>46,601,707</b>	<b>48,119,041</b>	<b>49,854,215</b>	<b>51,749,580</b>
<b>INFORMATION TECHNOLOGY</b>											
Network Systems	91,892	-	-	-	-	-	-	-	-	-	-
<b>Total Information Technology</b>	<b>91,892</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>INTRA FUND TRANSFERS OUT</b>											
Reserve Funds	400,000	200,000	-	-	-	200,000	200,000	850,000	850,000	850,000	850,000
Capital Improvement Projects	1,384,326	906,658	653,413	604,323	504,942	457,340	459,810	462,354	464,975	467,674	470,455
<b>Total Intra Fund Transfers Out</b>	<b>1,784,326</b>	<b>1,106,658</b>	<b>653,413</b>	<b>604,323</b>	<b>504,942</b>	<b>657,340</b>	<b>659,810</b>	<b>1,312,354</b>	<b>1,314,975</b>	<b>1,317,674</b>	<b>1,320,455</b>
<b>GENERAL FUND TOTALS</b>	<b>\$ 68,712,606</b>	<b>\$ 72,309,409</b>	<b>\$ 73,870,231</b>	<b>\$ 77,518,477</b>	<b>\$ 79,940,724</b>	<b>\$ 82,305,815</b>	<b>\$ 85,349,027</b>	<b>\$ 88,487,217</b>	<b>\$ 91,909,891</b>	<b>\$ 95,551,669</b>	<b>\$ 99,177,505</b>



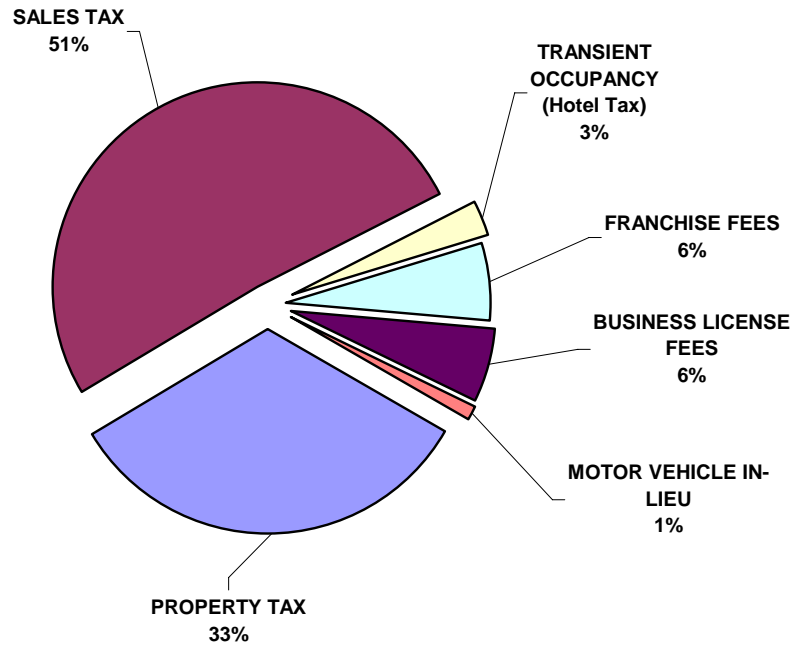
**CITY OF CONCORD MAJOR GENERAL FUND TAX REVENUE BY TYPE  
ACTUAL AND PROJECTED**



Fiscal Year	Property/ Transfer Real Property Tax	Sales Tax	Transient Occupancy Tax	Franchise Tax	Business License Tax	Total
1997	\$6,529,582	\$19,002,965	\$1,374,807	\$1,995,628	\$2,109,785	\$31,012,767
1998	6,788,131	20,305,068	1,433,414	2,197,537	2,076,812	32,800,962
1999	7,334,299	21,538,765	1,484,983	2,320,171	2,180,838	34,859,056
2000	7,754,533	23,455,167	1,587,366	2,413,327	2,154,257	37,364,650
2001	8,373,732	27,094,748	1,993,080	2,533,097	2,289,256	42,283,913
2002	9,415,843	26,502,378	1,786,852	2,838,336	2,573,401	43,116,810
2003	10,320,110	28,089,988	1,630,747	2,950,503	2,836,339	45,827,687
2004	10,593,083	27,817,974	1,528,836	3,256,347	2,817,342	46,013,582
2005	16,005,210	28,313,462	1,629,388	3,368,778	3,153,959	52,470,797
2006	15,550,775	27,945,000	1,565,600	3,290,078	3,316,600	51,668,053
2007	19,236,025	29,350,000	1,613,000	3,618,400	3,320,000	57,137,425
2008	20,197,826	30,377,250	1,661,390	3,577,890	3,419,600	59,233,956
2009	21,207,718	31,440,454	1,711,232	3,662,255	3,522,189	61,543,848
2010	22,268,104	32,540,870	1,762,569	3,749,740	3,627,854	63,949,137
2011	23,381,510	33,679,800	1,815,446	4,090,462	3,736,689	66,703,907
2012	24,550,585	34,858,593	1,869,909	4,184,543	3,848,789	69,312,419
2013	25,778,114	36,078,644	1,926,006	4,282,108	3,964,253	72,029,125
2014	27,067,020	37,341,397	1,983,786	4,383,291	4,083,181	74,858,675
2015	28,420,372	38,648,346	2,043,300	4,738,227	4,205,676	78,055,921
2016	\$29,841,391	\$40,001,038	\$2,104,599	\$4,847,056	\$4,331,846	\$81,125,930

Actual shown through Fiscal Year 2005 and Planned through Fiscal Year 2016 . Source: City Concord Financial Statements  
In Fiscal Year 2002 the City restated sales tax revenues in accordance with GASB33.

**City of Concord  
General Fund Revenue  
Comparison of Tax Revenue by Source  
For the Year Ending June 30, 2007**



PROPERTY TAX	\$ 19,236,025
SALES TAX	29,861,807
TRANSIENT OCCUPANCY	1,613,000
FRANCHISE FEES	3,618,400
BUSINESS LICENSE FEES	3,320,000
MOTOR VEHICLE IN-LIEU	696,000
	<u>\$ 58,345,232</u>

City of Concord  
General Fund  
Comparison of Revenues by Source  
For Year Ending June 30, 2007

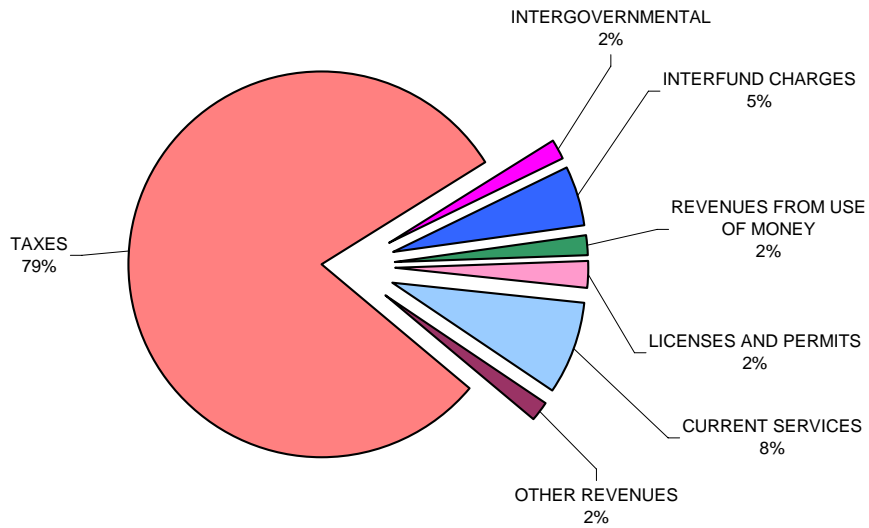
	<u>Actual</u> <u>2004-05</u>	<u>Budget</u> <u>2005-06</u>	<u>Adopted</u> <u>2006-07</u>	<u>Projected</u> <u>2007-08</u>	<u>Projected</u> <u>2008-09</u>	<u>Projected</u> <u>2009-10</u>	<u>Projected</u> <u>2010-11</u>	<u>Projected</u> <u>2011-12</u>	<u>Projected</u> <u>2012-13</u>	<u>Projected</u> <u>2013-14</u>	<u>Projected</u> <u>2014-15</u>	<u>Projected</u> <u>2015-16</u>
<b>TAXES</b>												
Property	\$15,106,890	\$15,035,775	\$18,586,025	\$19,515,326	\$20,491,093	\$21,515,648	\$22,591,431	\$23,721,002	\$24,907,052	\$26,152,405	\$27,460,026	\$28,833,028
Sales	28,313,462	27,945,000	29,350,000	30,377,250	31,440,454	32,540,870	33,679,800	34,858,593	36,078,644	37,341,397	38,648,346	40,001,038
Public Safety Sales Tax Augmentation	589,339	499,372	511,807	529,707	548,201	567,343	587,155	607,698	628,961	650,967	673,772	697,302
Transient Occupancy	1,629,388	1,565,600	1,613,000	1,661,390	1,711,232	1,762,569	1,815,446	1,869,909	1,926,006	1,983,786	2,043,300	2,104,599
Franchises	3,368,778	3,290,078	3,618,400	3,577,890	3,662,255	3,749,740	4,090,462	4,184,543	4,282,108	4,383,291	4,738,227	4,847,056
Business License	3,153,959	3,316,600	3,320,000	3,419,600	3,522,189	3,627,854	3,736,689	3,848,789	3,964,253	4,083,181	4,205,676	4,331,846
Real Property Transfer	898,320	515,000	650,000	682,500	716,625	752,456	790,079	829,583	871,062	914,615	960,346	1,008,363
<b>Total Taxes</b>	<u>53,060,136</u>	<u>52,167,425</u>	<u>57,649,232</u>	<u>59,763,663</u>	<u>62,092,049</u>	<u>64,516,480</u>	<u>67,291,062</u>	<u>69,920,117</u>	<u>72,658,086</u>	<u>75,509,642</u>	<u>78,729,693</u>	<u>81,823,232</u>
<b>LICENSES AND PERMITS</b>												
Building Permits	1,094,720	853,851	1,095,000	1,127,850	1,161,686	1,077,057	1,109,369	1,142,650	1,176,930	1,212,238	1,248,605	1,286,063
Plumbing Permits	104,213	103,654	104,000	107,120	110,334	102,314	105,383	108,544	111,800	115,154	118,609	122,167
Mechanical Permits	84,430	96,372	84,000	86,520	89,116	82,519	84,995	87,545	90,171	92,876	95,662	98,532
Electrical Permits	110,411	116,858	110,000	113,300	116,699	108,870	112,136	115,500	118,965	122,534	126,210	129,996
Other	144,293	155,526	157,764	162,497	167,372	163,801	168,715	173,775	178,988	184,359	189,890	195,587
<b>Total Licenses and Permits</b>	<u>1,538,067</u>	<u>1,326,261</u>	<u>1,550,764</u>	<u>1,597,287</u>	<u>1,645,207</u>	<u>1,534,561</u>	<u>1,580,598</u>	<u>1,628,014</u>	<u>1,676,854</u>	<u>1,727,161</u>	<u>1,778,976</u>	<u>1,832,345</u>
<b>FINES AND FORFEITURES</b>												
Vehicle Code Fines/Other	575,372	630,961	581,863	599,319	617,299	635,817	654,891	674,538	694,774	715,617	737,086	759,198
<b>Total Fines and Forfeitures</b>	<u>575,372</u>	<u>630,961</u>	<u>581,863</u>	<u>599,319</u>	<u>617,299</u>	<u>635,817</u>	<u>654,891</u>	<u>674,538</u>	<u>694,774</u>	<u>715,617</u>	<u>737,086</u>	<u>759,198</u>
<b>REVENUES FROM USE OF MONEY AND PROPERTY</b>												
Investment Earnings	492,401	522,100	752,100	777,100	777,100	802,100	802,100	802,100	802,100	802,100	802,100	802,100
Other Rents/Concessions	511,445	334,800	364,696	370,190	375,794	381,510	387,340	393,287	399,353	405,540	411,851	418,288
<b>Total Use of Money and Property</b>	<u>1,003,846</u>	<u>856,900</u>	<u>1,116,796</u>	<u>1,147,290</u>	<u>1,152,894</u>	<u>1,183,610</u>	<u>1,189,440</u>	<u>1,195,387</u>	<u>1,201,453</u>	<u>1,207,640</u>	<u>1,213,951</u>	<u>1,220,388</u>
<b>INTERGOVERNMENTAL</b>												
Motor Vehicle In-Lieu	2,825,429	624,561	696,000	720,360	745,573	771,668	798,676	826,630	855,562	885,507	916,500	948,578
Homeowners' Property Tax Relief	149,536	162,240	168,730	175,479	182,498	189,798	197,390	205,286	213,497	222,037	230,918	240,155
Peace Officers Standards & Training (POST)	62,771	51,500	53,045	54,636	56,275	57,963	59,702	61,493	63,338	65,238	67,195	69,211
Citizens Option for Public Safety (COPS)	184,464	196,818	180,069	180,069	180,069	180,069	180,069	180,069	180,069	180,069	180,069	180,069
Off-Highway Vehicle Tax	4,441	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800
Other	608	-	-	-	-	-	-	-	-	-	-	-
<b>Total Intergovernmental</b>	<u>3,227,249</u>	<u>1,036,919</u>	<u>1,099,644</u>	<u>1,132,344</u>	<u>1,166,215</u>	<u>1,201,298</u>	<u>1,237,637</u>	<u>1,275,278</u>	<u>1,314,266</u>	<u>1,354,651</u>	<u>1,396,482</u>	<u>1,439,813</u>

continued

City of Concord  
General Fund  
Comparison of Revenues by Source  
For Year Ending June 30, 2007

	Actual 2004-05	Budget 2005-06	Adopted 2006-07	Projected 2007-08	Projected 2008-09	Projected 2009-10	Projected 2010-11	Projected 2011-12	Projected 2012-13	Projected 2013-14	Projected 2014-15	Projected 2015-16
<b>CURRENT SERVICES</b>												
Police Department Services	828,421	635,998	637,608	656,737	676,439	696,732	717,633	739,162	761,336	784,176	807,699	831,930
Zoning and Subdivision Fees	112,459	64,778	66,721	68,722	70,784	72,908	75,096	77,349	79,670	82,060	84,522	87,058
Plan Check Fees	1,265,525	940,609	1,062,705	1,094,586	1,127,423	1,048,329	1,079,778	1,112,170	1,145,534	1,179,899	1,215,295	1,251,754
Environmental Impact Fee	24,788	11,019	11,350	11,691	12,042	12,403	12,775	13,158	13,553	13,960	14,379	14,810
Design Review	55,558	43,837	45,153	46,508	47,903	49,340	50,820	52,345	53,915	55,533	57,199	58,914
Map and Filing Fees	442,095	256,741	313,658	323,067	332,758	310,014	319,315	328,894	338,760	348,923	359,390	370,172
Construction Inspections Fees	771,791	464,596	604,060	622,182	640,848	581,256	598,694	616,655	635,155	654,211	673,837	694,052
Multi-Family Inspection Fees	103,961	198,000	205,000	211,150	217,485	224,010	230,730	237,652	244,782	252,125	259,689	267,480
Other Miscellaneous	215,061	173,828	196,254	201,596	207,099	210,252	216,013	221,949	228,063	234,358	240,842	240,996
Community & Recreation												
Aquatics	277,799	283,883	340,150	350,355	360,865	371,692	382,844	394,329	406,159	418,343	430,894	443,820
Fee Programs	740,786	703,770	764,655	787,265	810,555	834,540	859,245	884,693	910,904	937,902	965,708	994,349
Summer Camp	501,054	518,565	512,886	528,197	543,967	560,211	576,942	594,175	611,925	630,208	649,039	668,435
Youth and Family Services	14,677	18,000	18,400	18,952	19,521	20,107	20,710	21,331	21,971	22,630	23,309	24,008
League Fees	247,334	280,401	276,729	285,031	293,582	302,390	311,462	320,806	330,431	340,344	350,554	361,071
Facility Rental	395,463	400,089	408,993	413,913	418,981	424,201	429,578	435,115	440,819	446,694	452,745	458,978
Seniors	157,716	128,000	164,000	169,240	174,650	180,235	186,003	191,957	198,105	204,453	211,007	217,775
Other Miscellaneous	55,988	42,864	44,150	45,475	46,839	48,244	49,691	51,182	52,717	54,299	55,928	57,606
<b>Interfund Charges</b>												
Golf Course	71,635	433,380	391,579	397,051	487,039	266,796	484,671	648,743	546,648	567,213	541,323	575,052
Redevelopment Agency	1,008,879	1,049,234	1,379,626	1,433,496	1,488,444	1,545,397	1,604,615	1,666,193	1,730,282	1,796,979	1,866,419	1,938,899
Sewer Enterprise	2,160,491	2,333,511	1,577,662	1,632,768	1,689,887	1,749,094	1,810,468	1,874,090	1,940,047	2,008,425	2,079,317	2,152,818
Storm Water Management	341,207	356,856	383,130	398,455	414,393	430,969	448,208	466,136	484,781	504,172	524,339	545,313
<b>Total Current Services</b>	<b>9,792,688</b>	<b>9,337,959</b>	<b>9,404,469</b>	<b>9,696,437</b>	<b>10,081,504</b>	<b>9,939,120</b>	<b>10,465,291</b>	<b>10,948,084</b>	<b>11,175,557</b>	<b>11,536,907</b>	<b>11,863,434</b>	<b>12,255,290</b>
<b>OTHER REVENUES</b>												
Sale of Real/Personal Property	6,979	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Other	151,053	129,010	130,479	183,343	172,793	157,377	162,099	166,963	171,972	177,132	182,445	187,919
<b>Total Other Revenues</b>	<b>158,032</b>	<b>139,010</b>	<b>140,479</b>	<b>193,343</b>	<b>182,793</b>	<b>167,377</b>	<b>172,099</b>	<b>176,963</b>	<b>181,972</b>	<b>187,132</b>	<b>192,445</b>	<b>197,919</b>
<b>TOTAL REVENUES</b>	<b>69,355,390</b>	<b>65,495,435</b>	<b>71,543,247</b>	<b>74,129,683</b>	<b>76,937,961</b>	<b>79,178,263</b>	<b>82,591,018</b>	<b>85,818,381</b>	<b>88,902,962</b>	<b>92,238,750</b>	<b>95,912,067</b>	<b>99,528,185</b>
<b>OTHER FINANCING SOURCES</b>												
Traffic Safety	-	-	-	-	-	-	-	-	-	-	-	-
Graffiti	15,054	15,506	15,971	16,450	16,944	17,452	17,976	18,515	19,070	19,642	20,231	20,838
Parking/Traffic Safety Management	7,959	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Metroplex/Other	11,313	221,360	222,726	48,297	49,746	51,238	52,775	54,358	55,989	57,669	59,399	61,161
Reserve Funds	953,204	200,000	200,000	125,000	125,000	100,000	-	-	-	-	-	-
<b>Total Other Financing Sources</b>	<b>987,530</b>	<b>440,866</b>	<b>442,697</b>	<b>193,747</b>	<b>195,690</b>	<b>172,690</b>	<b>74,751</b>	<b>76,873</b>	<b>79,059</b>	<b>81,311</b>	<b>83,630</b>	<b>86,019</b>
<b>TOTAL GENERAL FUND</b>	<b>\$70,342,920</b>	<b>\$65,936,301</b>	<b>\$71,985,944</b>	<b>\$74,323,430</b>	<b>\$77,133,651</b>	<b>\$79,350,953</b>	<b>\$82,665,769</b>	<b>\$85,895,254</b>	<b>\$88,982,021</b>	<b>\$92,320,061</b>	<b>\$95,995,697</b>	<b>\$99,614,204</b>

**City of Concord  
General Fund Revenue  
Comparison of Revenue by Source  
For the Year Ending June 30, 2007**



TAXES	\$ 57,649,232
INTERGOVERNMENTAL	1,099,644
INTERFUND CHARGES	3,731,997
REVENUES FROM USE OF MONEY	1,116,796
LICENSES AND PERMITS	1,550,764
CURRENT SERVICES	5,672,472
OTHER REVENUES	1,165,039
	<u>\$ 71,985,944</u>

**City of Concord**  
**General Fund Intra Fund Transfer for Reserve Funds**  
**Ten Year Projection**  
**For the Year Ending June 30, 2007**

	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>
<b><u>Benefits Reserve</u></b>										
Fund Balance 7/01	\$ 981,962	\$ 812,831	\$ 714,092	\$ 615,156	\$ 799,664	\$ 1,095,897	\$ 1,406,942	\$ 1,733,539	\$ 2,076,466	\$ 2,436,539
Interest Earnings	30,869	26,262	26,064	34,508	46,233	61,045	76,597	92,927	110,073	128,077
Intra-Fund Transfers										
Transfers In				250,000	250,000	250,000	250,000	250,000	250,000	250,000
Transfers Out	200,000	125,000	125,000	100,000						
Total Intra-Fund Transfers	(200,000)	(125,000)	(125,000)	150,000	250,000	250,000	250,000	250,000	250,000	250,000
Fund Balance 6/30	\$ 812,831	\$ 714,092	\$ 615,156	\$ 799,664	\$ 1,095,897	\$ 1,406,942	\$ 1,733,539	\$ 2,076,466	\$ 2,436,539	\$ 2,814,616

	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>
<b><u>Economic Contingency</u></b>										
Fund Balance 7/01	\$11,512,802	\$11,512,802	\$11,512,802	\$11,512,802	\$11,512,802	\$11,512,802	\$11,512,802	\$11,512,802	\$11,512,802	\$11,512,802
Interest Earnings	0	0	0	0	0	0	0	0	0	0
Intra-Fund Transfers										
Transfers In										
Transfers Out										
Total Intra-Fund Transfers	0	0	0	0	0	0	0	0	0	0
Fund Balance 6/30	\$11,512,802	\$11,512,802	\$11,512,802	\$11,512,802	\$11,512,802	\$11,512,802	\$11,512,802	\$11,512,802	\$11,512,802	\$11,512,802

City of Concord  
Reserve Funds  
Ten Year Projection  
For the Year Ending June 30, 2007

	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>
<b><u>Unforecasted Reserve</u></b>										
Fund Balance 7/01	\$ 1,201,043	\$ 1,301,043	\$ 1,301,043	\$ 1,301,043	\$ 1,301,043	\$ 1,401,043	\$ 1,501,043	\$ 1,926,043	\$ 2,351,043	\$ 2,776,043
Interest Earnings	0	0	0	0	0	0	0	0	0	0
Intra-Fund Transfers										
Transfers In	100,000	0			100,000	100,000	425,000	425,000	425,000	425,000
Transfers Out										
Total Intra-Fund Transfers	100,000	0	0	0	100,000	100,000	425,000	425,000	425,000	425,000
Fund Balance 6/30	<u>\$ 1,301,043</u>	<u>\$ 1,301,043</u>	<u>\$ 1,301,043</u>	<u>\$ 1,301,043</u>	<u>\$ 1,401,043</u>	<u>\$ 1,501,043</u>	<u>\$ 1,926,043</u>	<u>\$ 2,351,043</u>	<u>\$ 2,776,043</u>	<u>\$ 3,201,043</u>

	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>
<b><u>Maintenance &amp; Capital</u></b>										
Fund Balance 7/01	\$ 900,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,100,000	\$ 1,200,000	\$ 1,625,000	\$ 2,050,000	\$ 2,475,000
Interest Earnings	0	0	0	0	0	0	0	0	0	0
Intra-Fund Transfers										
Transfers In	100,000	0			100,000	100,000	425,000	425,000	425,000	425,000
Transfers Out										
Total Intra-Fund Transfers	100,000	0	0	0	100,000	100,000	425,000	425,000	425,000	425,000
Fund Balance 6/30	<u>\$ 1,000,000</u>	<u>\$ 1,000,000</u>	<u>\$ 1,000,000</u>	<u>\$ 1,000,000</u>	<u>\$ 1,100,000</u>	<u>\$ 1,200,000</u>	<u>\$ 1,625,000</u>	<u>\$ 2,050,000</u>	<u>\$ 2,475,000</u>	<u>\$ 2,900,000</u>

**City of Concord**  
**Summary of General Fund Adopted Budgets**  
**Assessed Valuations, and Tax Rates**  
**For Year Ending June 30, 2007**

Year	Population	Adopted Budget	Net Assessed Values	Population Increase	Budget Increase
1996-1997	111,800	\$ 43,412,844	\$ 5,737,704	0.0%	5.3%
1997-1998	113,400	44,801,294	5,766,362	1.4%	3.2%
1998-1999	114,500	46,628,329	5,954,815	1.0%	4.1%
1999-2000	121,780	49,496,183	6,289,379	6.4%	6.2%
2000-2001	123,272	58,464,438	6,762,369	1.2%	18.1%
2001-2002	123,935	59,071,610	7,396,628	0.5%	1.0%
2002-2003	124,655	69,422,375	7,905,764	0.6%	17.5%
2003-2004	124,856	60,336,793	8,578,526	0.2%	-13.1%
2004-2005	124,798	64,965,066	10,272,699	0.0%	7.7%
2005-2006	125,600	68,712,606	\$ 11,289,315	0.6%	5.8%
2006-2007 *	126,400	\$ 72,309,409			

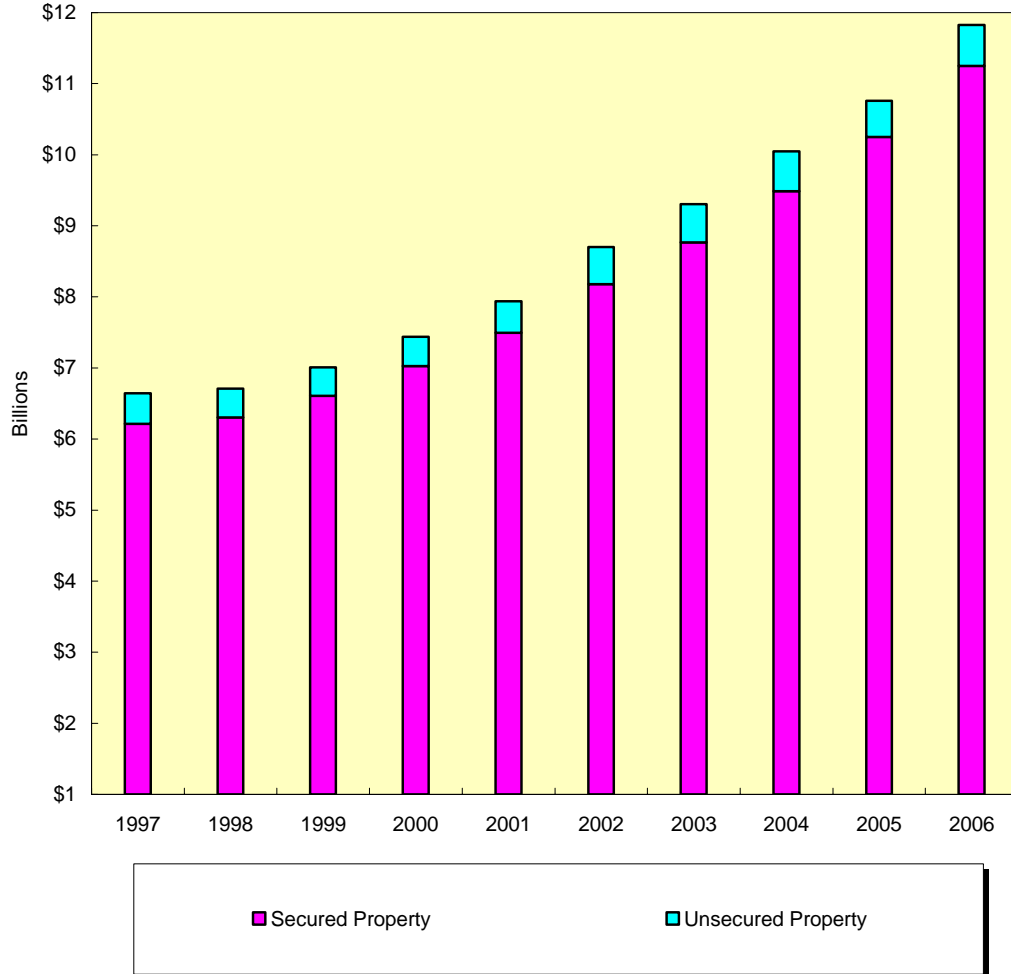
**ASSESSED VALUATIONS**

(in \$1,000)

	<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
<b>Land</b>	\$3,277,864	\$3,620,266	\$4,023,336	\$ 4,546,994
<b>Improvements</b>	5,665,602	6,048,715	6,385,317	6,848,922
<b>Personal Property</b>	360,120	377,439	349,699	429,359
	<u>9,303,586</u>	<u>10,046,420</u>	<u>10,758,352</u>	<u>11,825,275</u>
<b>Exemptions:</b>				
<b>Redevelopment</b>	1,094,129	1,144,591	172,343	170,714
<b>Other</b>	303,693	323,303	313,309	365,246
	<u>1,397,822</u>	<u>1,467,894</u>	<u>485,652</u>	<u>535,960</u>
<b>Net Total</b>	<u>\$7,905,764</u>	<u>\$8,578,526</u>	<u>\$10,272,700</u>	<u>\$11,289,315</u>

\* Information not available until October, 2006

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



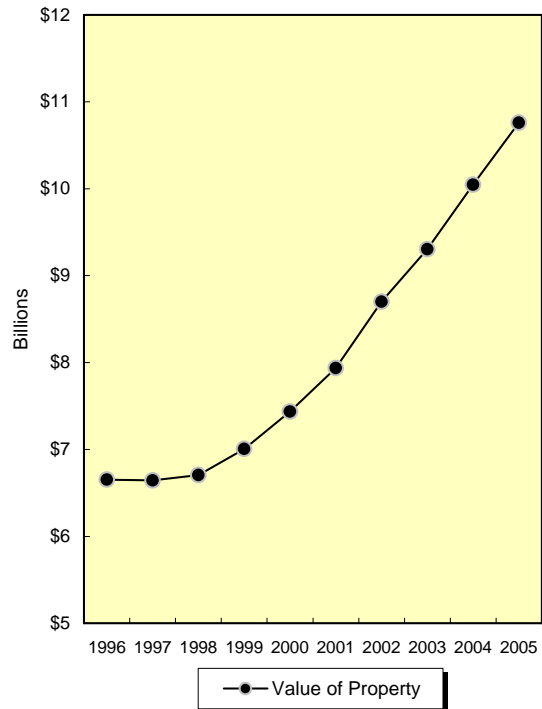
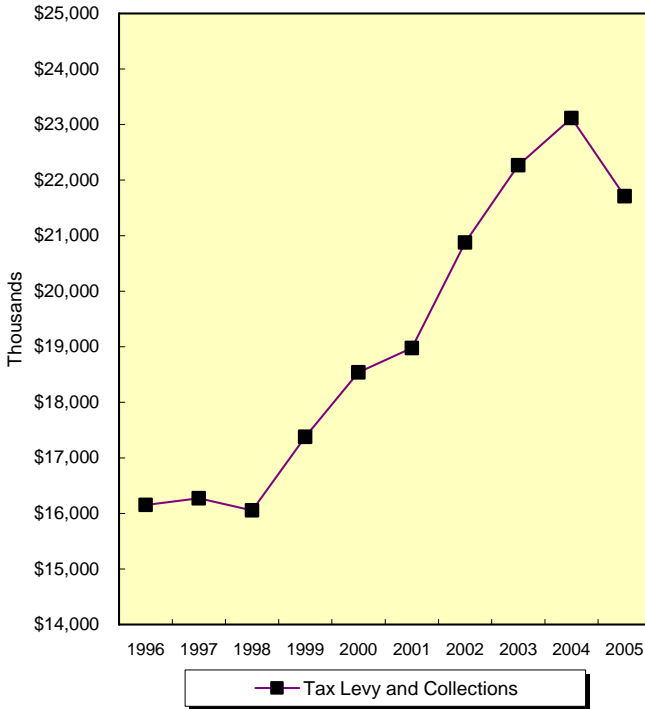
Fiscal Year	Secured Property	Unsecured Property	Total Assessed Valuation	Estimated Full Market Valuation
1997	\$ 6,213,907,862	\$ 430,028,066	\$ 6,643,935,928	\$ 6,643,935,928
1998	6,303,510,032	403,046,960	6,706,556,992	6,706,556,992
1999	6,607,185,481	399,320,065	7,006,505,546	7,006,505,546
2000	7,027,092,078	408,400,178	7,435,492,256	7,435,492,256
2001	7,493,043,008	444,462,619	7,937,505,627	7,937,505,627
2002	8,178,122,205	520,828,043	8,698,950,248	8,698,950,248
2003	8,765,865,678	537,720,228	9,303,585,906	9,303,585,906
2004	9,485,673,075	560,749,296	10,046,422,371	10,046,422,371
2005	10,250,194,759	508,157,337	10,758,352,096	10,758,352,096
2006	\$11,249,270,301	\$ 576,005,523	\$11,825,275,824	\$11,825,275,824
2007 *				

The assessed value represents 100% of the full value of the property

\* Source: Contra Costa County Auditor-Controller's Office and information not available until October, 2006



### 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
1996	\$ 16,150,211	\$ 6,410,401	\$ 131,997	\$ 9,607,813	\$ 16,150,211	100.00%	\$ 6,651,854,123
1997	16,271,924	6,529,582	-	9,742,342	16,271,924	100.00%	6,643,935,928
1998	16,054,020	6,788,131	-	9,265,889	16,054,020	100.00%	6,706,556,992
1999	17,378,653	7,334,299	-	10,044,354	17,378,653	100.00%	7,006,505,546
2000	18,539,359	7,754,533	-	10,784,826	18,539,359	100.00%	7,435,492,886
2001	18,978,753	8,373,732	-	10,605,020	18,978,752	100.00%	7,937,505,627
2002	20,874,360	9,415,843	-	11,458,517	20,874,360	100.00%	8,698,950,248
2003	22,268,670	10,320,110	-	11,948,560	22,268,670	100.00%	9,303,585,906
2004	23,117,284	10,743,130	-	12,374,154	23,117,284	100.00%	10,046,422,371
2005	\$ 21,710,945 (A)	10,652,549	-	11,058,396 (A)	21,710,945 (A)	100.00%	10,758,352,096
2006 *							\$ 11,825,275,824

\* Source: Contra Costa County Auditor-Controller's Office and the City of Concord's Finance Department. Information available in October, 2006.

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 are net of pass-thru payment and educational revenue augmentation fund withholding.