

**City of Concord  
General Fund  
Ten Year Projection  
For the Year Ending June 30, 2008**

	<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>	<u>2016-17</u>
Fund Balance 7/01	\$ 9,913,563	\$ 8,361,883	\$ 8,043,293	\$ 8,505,552	\$ 8,811,740	\$ 9,110,430	\$ 9,448,685	\$ 9,771,305	\$ 10,068,709	\$ 10,440,622
Add:										
Revenues	\$ 76,777,312	\$ 79,759,818	\$ 82,717,028	\$ 85,455,671	\$ 88,605,702	\$ 91,706,718	\$ 95,055,804	\$ 98,299,727	\$ 102,246,516	\$ 106,011,180
Less:										
Operating Expenditures	\$ 77,397,379	\$ 79,256,085	\$ 81,546,827	\$ 84,489,143	\$ 87,644,202	\$ 90,703,109	\$ 93,865,209	\$ 97,131,649	\$ 101,001,148	\$ 104,742,013
Revenue Over(Under) Expenditures	\$ (620,067)	\$ 503,733	\$ 1,170,201	\$ 966,528	\$ 961,500	\$ 1,003,609	\$ 1,190,595	\$ 1,168,078	\$ 1,245,368	\$ 1,269,167
10% Contingency Reserve	\$ 7,739,738	\$ 7,925,609	\$ 8,154,683	\$ 8,448,914	\$ 8,764,420	\$ 9,070,311	\$ 9,386,521	\$ 9,713,165	\$ 10,100,115	\$ 10,474,201
Less:										
Capital Improvement Projects (CIP)	\$ 731,613	\$ 622,323	\$ 507,942	\$ 460,340	\$ 462,810	\$ 465,354	\$ 467,975	\$ 470,674	\$ 473,455	\$ 476,319
Other Financing Sources:										
Intra-fund Transfers In	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intra-fund Transfers Out	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
Total Intra-fund Transfers	\$ (200,000)	\$ (200,000)	\$ (200,000)	\$ (200,000)	\$ (200,000)	\$ (200,000)	\$ (400,000)	\$ (400,000)	\$ (400,000)	\$ (400,000)
Fund Balance 6/30	\$ 622,145	\$ 117,684	\$ 350,869	\$ 362,826	\$ 346,010	\$ 378,374	\$ 384,784	\$ 355,544	\$ 340,507	\$ 359,269

**Notes:**

Meets all standards contained in the Budget and Fiscal Policies adopted by the Council. This policy can be found on page 36.

Revenues:

Major revenue projections based on FY2006-07 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.

FY2007-08 includes 3 positions that will be eliminated in subsequent years.

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 25-Year amortization of accrued OPEB liability.

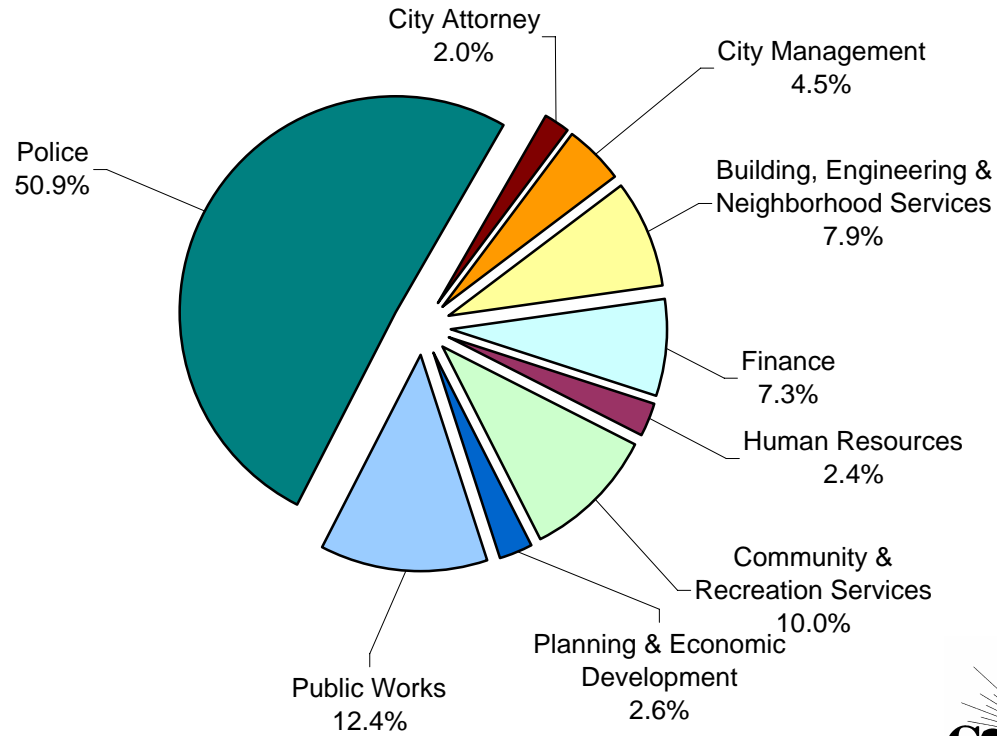
Non-labor operating expenditures for FY 2008 and the remainder of the 10-Year planning period, depending on the category, include increases between 2 and 3% for inflation.

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, 2008**

**Total Operating and Capital Expenditures  
\$78,328,992**



**City of Concord  
General Fund  
Summary of Program Expenditures  
For Year Ending June 30, 2008**

	<b>Salaries &amp; Benefits</b>	<b>Operating Expenditures</b>	<b>Fixed Charges</b>	<b>Other Financing Uses</b>	<b>Totals</b>
<b>BUILDING, ENGINEERING &amp; NEIGHBORHOOD SERVICES</b>					
Administration	\$ 361,364	\$ 92,594	\$ 174,395		\$ 628,353
Engineering Services	1,063,225	74,483	452,977		1,590,685
Building	1,499,829	553,198	394,132		2,447,159
Multi-Family Inspection Program	337,456	10,584	56,094		404,134
Neighborhood Preservation	829,534	51,430	232,552	-	1,113,516
<b>Total Building, Engineering &amp; N.S.</b>	<u>\$ 4,091,408</u>	<u>\$ 782,289</u>	<u>\$ 1,310,150</u>	<u>\$ -</u>	<u>\$ 6,183,847</u>
<b>CITY ATTORNEY</b>	<u>\$ 1,070,997</u>	<u>\$ 392,872</u>	<u>\$ 118,579</u>	<u>\$ -</u>	<u>\$ 1,582,448</u>
<b>CITY MANAGEMENT</b>					
City Council	\$ 190,782	\$ 105,255	\$ 78,970		\$ 375,007
City Management	1,053,915	196,440	81,853		1,332,208
Administrative Services	863,045	210,812	571,938		1,645,795
Franchise Management	58,185	32,591	1,800	-	92,576
<b>Total City Management</b>	<u>\$ 2,165,927</u>	<u>\$ 545,098</u>	<u>\$ 734,561</u>	<u>\$ -</u>	<u>\$ 3,445,586</u>
<b>COMMUNITY &amp; RECREATION SERVICES</b>					
Administration	\$ 280,517	\$ 177,075	\$ 180,188		\$ 637,780
Camp Concord	283,262	225,978	179,310		688,550
Facility Operations and Programs	1,551,562	774,524	934,553	\$ 99,713	3,360,352
Sports and Events	131,233	210,894	15,721		357,848
Youth Services	454,050	59,079	720,248		1,233,377
Senior & Special Recreation Services	454,670	198,240	299,988		952,898
Community Services	-	174,044	-	-	174,044
<b>Total Community &amp; Recreation</b>	<u>\$ 3,155,294</u>	<u>\$ 1,819,834</u>	<u>\$ 2,330,008</u>	<u>\$ 99,713</u>	<u>\$ 7,404,849</u>

continued

**City of Concord  
General Fund  
Summary of Program Expenditures  
For Year Ending June 30, 2008**

	<b>Salaries &amp; Benefits</b>	<b>Operating Expenditures</b>	<b>Fixed Charges</b>	<b>Other Financing Uses</b>	<b>Totals</b>
<b>FINANCE</b>					
Administration	\$ 301,129	\$ 7,996	\$ 92,208		\$ 401,333
Financial Analysis & Reporting	628,579	122,694	151,715		902,988
Disbursements	539,096	8,129	195,011		742,236
Budget & Financial Planning	342,548	9,464	61,506		413,518
Purchasing & Materials Management	385,537	17,507	243,366		646,410
City Treasury	257,461	19,214	103,631	-	380,306
Revenue Generation	340,796	14,746	105,812	-	461,354
<b>Total Department Expenditures</b>	<u>\$ 2,795,146</u>	<u>\$ 199,750</u>	<u>\$ 953,249</u>	<u>\$ -</u>	<u>\$ 3,948,145</u>
<b>FINANCE - NON-DEPARTMENTAL</b>					
Miscellaneous Payments	\$ -	\$ 1,596,951	\$ -		\$ 1,596,951
Capital Projects	-	-	-	\$ 731,613	731,613
Reserve Funds	-	-	-	200,000	200,000
<b>Total Finance</b>	<u>\$ 2,795,146</u>	<u>\$ 1,796,701</u>	<u>\$ 953,249</u>	<u>\$ 931,613</u>	<u>\$ 6,476,709</u>
<b>HUMAN RESOURCES</b>					
Employee Relations	\$ 441,906	\$ 156,785	\$ 78,667		\$ 677,358
Recruitment and Selection	144,835	37,292	31,807		213,934
Risk Management	63,469	167,570	18,603		249,642
Benefit Administration	240,001	53,311	36,607		329,919
Organizational Training and Development	75,983	53,697	11,402		141,082
Classification and Compensation	193,537	10,716	22,804	-	227,057
<b>Total Human Resources</b>	<u>\$ 1,159,731</u>	<u>\$ 479,371</u>	<u>\$ 199,890</u>	<u>\$ -</u>	<u>\$ 1,838,992</u>

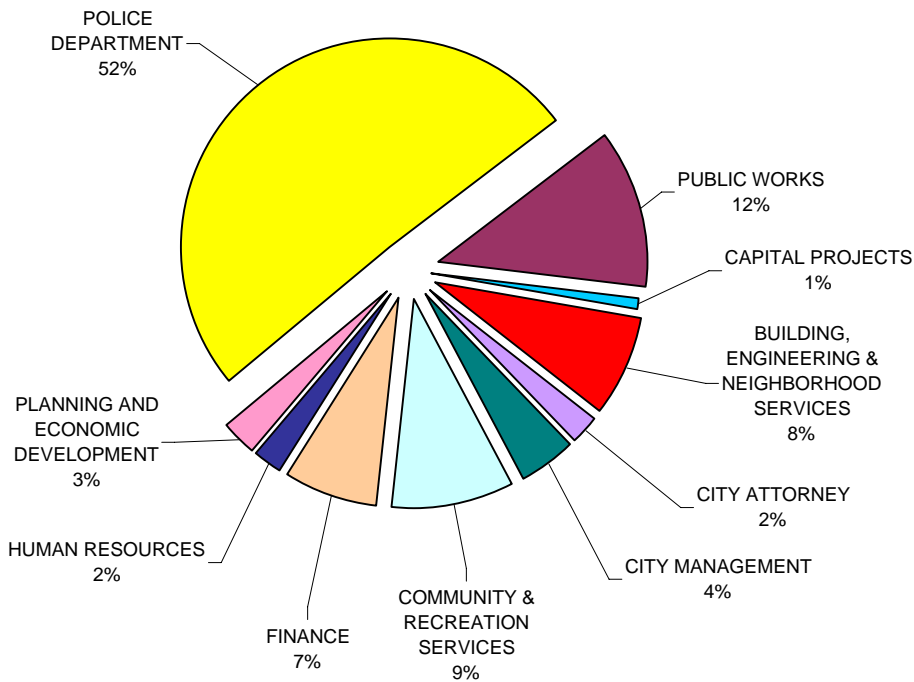
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**City of Concord  
General Fund  
Summary of Program Expenditures  
For Year Ending June 30, 2008**

	<b>Salaries &amp; Benefits</b>	<b>Operating Expenditures</b>	<b>Fixed Charges</b>	<b>Other Financing Uses</b>	<b>Totals</b>
<b>PLANNING AND ECONOMIC DEVELOPMENT</b>					
Administration	\$ 160,216	\$ 5,556	\$ 40,631		\$ 206,403
Planning	1,470,869	47,840	315,359		1,834,068
Economic Development & Housing	-	-	-	-	-
<b><i>Total Planning and Economic Development</i></b>	<u>\$ 1,631,085</u>	<u>\$ 53,396</u>	<u>\$ 355,990</u>	<u>\$ -</u>	<u>\$ 2,040,471</u>
<b>POLICE DEPARTMENT</b>					
Office of the Chief of Police	\$ 702,155	\$ 62,914	\$ 85,835		\$ 850,904
Administrative Services	4,568,273	1,162,622	1,084,022		6,814,917
Field Operations	19,227,992	1,054,350	2,368,673		22,651,015
Support Operations	7,706,394	618,790	1,175,518	-	9,500,702
<b><i>Total Police Department</i></b>	<u>\$32,204,814</u>	<u>\$ 2,898,676</u>	<u>\$ 4,714,048</u>	<u>\$ -</u>	<u>\$39,817,538</u>
<b>PUBLIC WORKS</b>					
Administration	\$ 511,620	\$ 44,213	\$ 87,191		\$ 643,024
Transportation	1,343,852	350,043	364,957		2,058,852
Parks Services, Street Trees and Medians	4,017,122	1,590,351	998,068		6,605,541
Graffiti Removal	181,220	20,175	29,740	-	231,135
<b><i>Total Public Works</i></b>	<u>\$ 6,053,814</u>	<u>\$ 2,004,782</u>	<u>\$ 1,479,956</u>	<u>\$ -</u>	<u>\$ 9,538,552</u>
<b>GENERAL FUND TOTALS</b>	<u>\$54,328,216</u>	<u>\$10,773,019</u>	<u>\$12,196,431</u>	<u>\$ 1,031,326</u>	<u>\$78,328,992</u>

**City of Concord  
General Fund  
Comparison of Expenditures by Department  
For Year Ending June 30, 2008**

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BUILDING, ENGINEERING & NEIGHBORHOOD SERVICES	\$ 6,183,847
CITY ATTORNEY	1,582,448
CITY MANAGEMENT	3,445,586
COMMUNITY & RECREATION SERVICES	7,404,849
FINANCE	5,745,096
HUMAN RESOURCES	1,838,992
PLANNING AND ECONOMIC DEVELOPMENT	2,040,471
POLICE DEPARTMENT	39,817,538
PUBLIC WORKS	9,538,552
CAPITAL PROJECTS	731,613
<b>GENERAL FUND TOTALS</b>	<b><u>\$ 78,328,992</u></b>



**City of Concord  
General Fund  
Expenditures by Program  
For Year Ending June 30, 2008**

	<u>Actual 2003-04</u>	<u>Actual 2004-05</u>	<u>Actual 2005-06</u>	<u>Budget 2006-07</u>	<u>Adopted 2007-08</u>	<u>Projected 2008-09</u>	<u>Projected 2009-10</u>	<u>Projected 2010-11</u>	<u>Projected 2011-12</u>	<u>Projected 2012-13</u>	<u>Projected 2013-14</u>	<u>Projected 2014-15</u>	<u>Projected 2015-16</u>	<u>Projected 2016-17</u>
<b>BUILDING, ENGINEERING &amp; NEIGHBORHOOD SERVICES</b>														
Administration	\$ 141,228	\$ 173,268	\$ 446,322	\$ 484,644	\$ 628,353	\$ 648,568	\$ 666,257	\$ 687,309	\$ 709,147	\$ 729,994	\$ 753,404	\$ 777,620	\$ 802,166	\$ 827,533
Engineering Services	1,009,285	1,130,399	1,278,302	974,190	1,590,685	1,641,793	1,761,775	1,837,111	1,899,699	1,908,717	1,973,979	2,040,864	2,121,275	2,203,658
Building	1,558,671	1,589,439	1,806,079	1,891,215	2,447,159	2,517,985	2,486,572	2,562,175	2,640,456	2,714,581	2,798,233	2,884,804	2,974,234	3,066,850
Multi-Family Inspection Program	293,493	265,522	228,630	324,866	404,134	418,409	430,662	445,327	460,502	474,871	491,072	507,826	525,154	543,089
Neighborhood Preservation	527,047	892,207	829,394	894,301	1,113,516	1,153,135	1,186,807	1,227,295	1,269,206	1,308,824	1,353,605	1,399,936	1,447,789	1,497,348
<b>Total Building, Engineering &amp; N.S.</b>	<b>\$ 3,529,724</b>	<b>\$ 4,050,835</b>	<b>\$ 4,588,727</b>	<b>\$ 4,569,216</b>	<b>\$ 6,183,847</b>	<b>\$ 6,379,890</b>	<b>\$ 6,532,073</b>	<b>\$ 6,759,217</b>	<b>\$ 6,979,010</b>	<b>\$ 7,136,987</b>	<b>\$ 7,370,293</b>	<b>\$ 7,611,050</b>	<b>\$ 7,870,618</b>	<b>\$ 8,138,478</b>
<b>BUILDING &amp; NEIGHBORHOOD SERVICES</b>														
Administration	\$ 208,212	\$ 284,473	\$ 102,597	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Building &amp; Neighborhood Serv.</b>	<b>\$ 208,212</b>	<b>\$ 284,473</b>	<b>\$ 102,597</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>CITY ATTORNEY</b>														
	\$ 2,009,199	\$ 1,104,394	\$ 1,483,487	\$ 1,554,004	\$ 1,582,448	\$ 1,635,904	\$ 1,681,786	\$ 1,738,043	\$ 1,796,221	\$ 1,850,468	\$ 1,912,462	\$ 1,976,529	\$ 2,042,721	\$ 2,111,206
<b>CITY MANAGEMENT</b>														
City Council	\$ 279,449	\$ 298,266	\$ 300,809	\$ 357,247	\$ 375,007	\$ 440,011	\$ 451,350	\$ 464,615	\$ 478,306	\$ 491,846	\$ 506,339	\$ 521,269	\$ 537,617	\$ 553,274
City Management	1,212,125	1,361,494	1,241,766	1,284,528	1,332,208	1,357,808	1,416,770	1,443,193	1,515,010	1,537,786	1,614,261	1,644,794	1,726,352	1,759,237
Administrative Services	1,115,789	1,243,974	1,185,143	1,387,644	1,645,795	1,807,988	1,751,831	1,921,927	1,868,866	2,045,775	1,989,790	2,182,007	2,123,056	2,327,493
Franchise Management	79,369	97,084	89,489	96,126	92,576	95,684	98,381	101,649	105,028	108,198	111,803	115,523	119,362	123,333
<b>Total City Management</b>	<b>\$ 2,686,732</b>	<b>\$ 3,000,818</b>	<b>\$ 2,817,207</b>	<b>\$ 3,125,545</b>	<b>\$ 3,445,586</b>	<b>\$ 3,701,491</b>	<b>\$ 3,718,332</b>	<b>\$ 3,931,384</b>	<b>\$ 3,967,210</b>	<b>\$ 4,183,605</b>	<b>\$ 4,222,193</b>	<b>\$ 4,463,593</b>	<b>\$ 4,506,387</b>	<b>\$ 4,763,337</b>
<b>COMMUNITY &amp; RECREATION SERVICES</b>														
Administration	\$ 751,766	\$ 996,122	\$ 767,990	\$ 699,936	\$ 637,780	\$ 658,137	\$ 676,465	\$ 697,500	\$ 719,267	\$ 740,422	\$ 763,683	\$ 787,715	\$ 812,249	\$ 837,583
Camp Concord	419,573	489,746	474,339	528,636	688,550	709,644	729,637	751,516	774,078	796,484	820,436	845,133	870,603	896,866
Facility Operations and Programs	1,640,486	2,155,503	2,670,062	2,748,316	3,360,352	3,462,890	3,560,062	3,666,579	3,780,948	3,791,153	3,909,410	4,031,405	4,157,241	4,287,118
Sports and Events	299,476	310,467	327,797	346,563	357,848	369,259	379,942	391,799	404,041	416,112	429,126	442,557	456,418	470,726
Youth Services	1,030,441	1,094,017	738,115	775,978	1,233,377	1,272,803	1,310,616	1,351,781	1,394,261	1,436,642	1,481,821	1,528,427	1,576,513	1,626,154
Senior & Special Recreation Services	559,163	639,431	674,574	795,388	952,898	984,134	1,013,310	1,045,632	1,079,004	1,111,992	1,147,518	1,184,197	1,222,058	1,261,162
Community Services	234,275	253,115	161,899	168,975	174,044	179,265	184,643	190,182	195,887	201,764	207,817	214,052	220,474	227,088
<b>Total Community &amp; Recreation</b>	<b>\$ 4,935,180</b>	<b>\$ 5,938,401</b>	<b>\$ 5,814,776</b>	<b>\$ 6,063,792</b>	<b>\$ 7,404,849</b>	<b>\$ 7,636,132</b>	<b>\$ 7,854,675</b>	<b>\$ 8,094,989</b>	<b>\$ 8,347,486</b>	<b>\$ 8,494,569</b>	<b>\$ 8,759,811</b>	<b>\$ 9,033,486</b>	<b>\$ 9,315,556</b>	<b>\$ 9,606,697</b>
<b>FINANCE</b>														
Administration	\$ 254,252	\$ 326,740	\$ 274,136	\$ 349,942	\$ 401,333	\$ 415,228	\$ 426,803	\$ 441,166	\$ 456,049	\$ 469,879	\$ 485,793	\$ 502,257	\$ 519,177	\$ 536,692
Financial Analysis & Reporting	606,886	563,262	706,399	759,270	902,988	934,207	961,097	993,728	1,027,483	1,059,162	1,095,153	1,132,369	1,170,838	1,210,649
Disbursements	436,434	489,532	528,533	572,914	742,236	700,057	721,443	746,832	773,126	798,190	826,321	855,454	885,607	916,864
Budget & Financial Planning	290,076	346,051	300,403	332,179	413,518	427,850	439,778	454,845	470,435	484,740	501,367	518,566	536,345	554,755
Purchasing & Materials Management	448,649	481,597	503,802	556,944	646,410	674,187	693,542	716,500	740,235	762,843	788,134	814,263	841,362	869,258
City Treasury	284,756	300,837	299,430	325,680	380,306	394,364	406,143	420,131	434,626	448,430	463,933	479,984	496,598	513,816
Revenue Generation	256,056	281,040	282,761	345,784	461,354	478,652	493,100	510,375	528,272	545,260	564,404	584,232	604,752	625,973
Non-Departmental Miscellaneous Payments	711,998	571,944	654,640	1,727,548	1,596,951	982,816	1,194,790	1,342,458	1,488,527	2,230,537	2,647,935	2,790,730	3,583,933	3,977,555
<b>Total Finance</b>	<b>\$ 3,289,107</b>	<b>\$ 3,361,003</b>	<b>\$ 3,550,104</b>	<b>\$ 4,970,261</b>	<b>\$ 5,545,096</b>	<b>\$ 5,007,361</b>	<b>\$ 5,336,696</b>	<b>\$ 5,626,035</b>	<b>\$ 5,918,753</b>	<b>\$ 6,799,041</b>	<b>\$ 7,373,040</b>	<b>\$ 7,677,855</b>	<b>\$ 8,638,612</b>	<b>\$ 9,205,562</b>

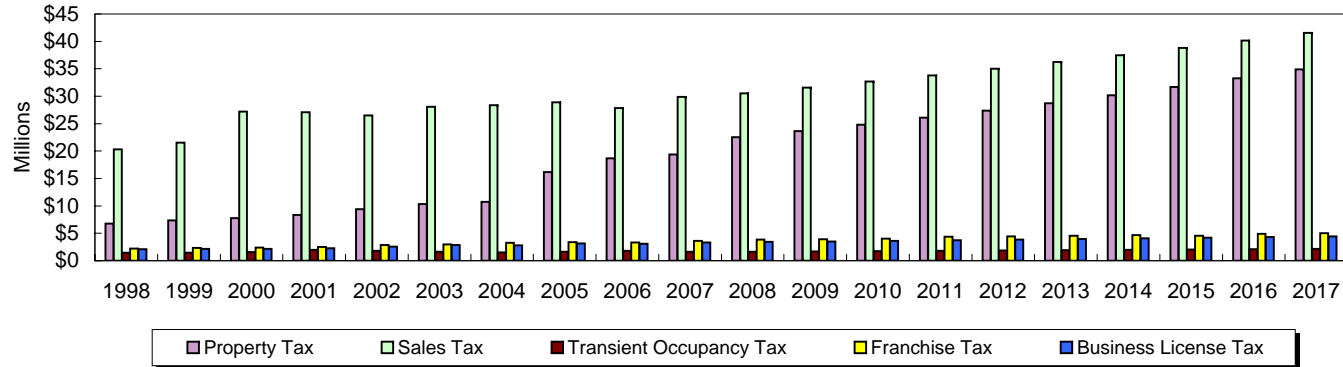
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City of Concord  
General Fund  
Expenditures by Program  
For Year Ending June 30, 2008

	<u>Actual 2003-04</u>	<u>Actual 2004-05</u>	<u>Actual 2005-06</u>	<u>Budget 2006-07</u>	<u>Adopted 2007-08</u>	<u>Projected 2008-09</u>	<u>Projected 2009-10</u>	<u>Projected 2010-11</u>	<u>Projected 2011-12</u>	<u>Projected 2012-13</u>	<u>Projected 2013-14</u>	<u>Projected 2014-15</u>	<u>Projected 2015-16</u>	<u>Projected 2016-17</u>
<b>HUMAN RESOURCES</b>														
Employee Relations	\$ 1,139,226	\$ 378,909	\$ 457,273	\$ 918,718	\$ 677,358	\$ 699,264	\$ 717,954	\$ 740,863	\$ 764,542	\$ 786,599	\$ 811,799	\$ 837,830	\$ 864,692	\$ 892,464
Recruitment and Selection	244,321	327,268	278,374	215,853	213,934	220,958	226,996	234,311	241,872	248,966	257,009	265,322	273,909	282,792
Risk Management	363,018	341,296	318,001	198,185	249,642	257,325	264,688	272,762	281,087	289,345	298,190	307,309	316,708	326,402
Benefits Administration	1,019,966	115,682	203,189	262,315	329,919	340,598	349,558	360,729	372,276	382,940	395,245	407,954	421,084	434,668
Organizational Training and Development	69,022	83,953	52,214	139,664	141,082	145,225	148,853	153,196	157,676	161,888	166,632	171,528	176,569	181,769
Classification and Compensation	124,471	99,667	178,793	201,920	227,057	235,040	241,650	250,021	258,681	266,626	275,870	285,434	295,324	305,566
<b>Total Human Resources</b>	<b>\$ 2,960,024</b>	<b>\$ 1,346,775</b>	<b>\$ 1,487,844</b>	<b>\$ 1,936,655</b>	<b>\$ 1,838,992</b>	<b>\$ 1,898,410</b>	<b>\$ 1,949,699</b>	<b>\$ 2,011,882</b>	<b>\$ 2,076,134</b>	<b>\$ 2,136,364</b>	<b>\$ 2,204,745</b>	<b>\$ 2,275,377</b>	<b>\$ 2,348,286</b>	<b>\$ 2,423,661</b>
<b>PLANNING AND ECONOMIC DEVELOPMENT</b>														
Administration	\$ 205,760	\$ 269,803	\$ 262,005	\$ 241,712	\$ 206,403	\$ 213,642	\$ 219,697	\$ 227,213	\$ 234,992	\$ 242,204	\$ 250,506	\$ 259,093	\$ 267,965	\$ 277,156
Planning	1,313,585	1,332,708	1,251,782	1,520,362	1,834,068	1,794,497	1,845,836	1,909,903	1,976,237	2,038,125	2,108,980	2,182,319	2,258,153	2,336,719
Economic Development & Housing	-	59,675	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Planning and Economic Dev.</b>	<b>\$ 1,519,345</b>	<b>\$ 1,662,186</b>	<b>\$ 1,513,787</b>	<b>\$ 1,762,074</b>	<b>\$ 2,040,471</b>	<b>\$ 2,008,139</b>	<b>\$ 2,065,533</b>	<b>\$ 2,137,116</b>	<b>\$ 2,211,229</b>	<b>\$ 2,280,329</b>	<b>\$ 2,359,486</b>	<b>\$ 2,441,412</b>	<b>\$ 2,526,118</b>	<b>\$ 2,613,875</b>
<b>POLICE DEPARTMENT</b>														
Office of the Chief of Police	\$ 1,248,859	\$ 1,137,245	\$ 1,215,835	\$ 1,315,068	\$ 850,904	\$ 879,940	\$ 903,230	\$ 933,791	\$ 965,406	\$ 993,781	\$ 1,027,452	\$ 1,062,268	\$ 1,098,258	\$ 1,135,509
Administrative Services	3,249,365	5,374,906	5,807,991	6,567,919	6,814,917	7,003,189	7,202,874	7,438,608	8,032,292	8,019,036	8,174,216	8,442,557	8,743,067	9,006,153
Field Operations	16,249,087	19,990,253	20,317,602	21,404,435	22,651,015	23,402,427	24,041,599	24,862,642	25,712,576	26,508,540	27,416,073	28,331,590	29,300,538	30,303,777
Support Operations	8,111,805	8,102,547	8,363,703	8,790,268	9,500,702	9,840,661	10,115,496	10,463,652	10,824,086	11,154,725	11,539,536	11,937,745	12,349,382	12,775,719
<b>Total Police Department</b>	<b>\$ 28,859,116</b>	<b>\$ 34,604,951</b>	<b>\$ 35,705,131</b>	<b>\$ 38,077,690</b>	<b>\$ 39,817,538</b>	<b>\$ 41,126,217</b>	<b>\$ 42,263,199</b>	<b>\$ 43,698,693</b>	<b>\$ 45,534,360</b>	<b>\$ 46,676,082</b>	<b>\$ 48,157,277</b>	<b>\$ 49,774,160</b>	<b>\$ 51,491,245</b>	<b>\$ 53,221,158</b>
<b>PUBLIC WORKS</b>														
Administration	\$ 684,707	\$ 874,993	\$ 946,172	\$ 855,597	\$ 643,024	\$ 665,639	\$ 684,422	\$ 707,764	\$ 731,937	\$ 754,366	\$ 780,198	\$ 806,926	\$ 834,485	\$ 863,024
Transportation	1,581,046	1,688,971	1,813,800	1,949,836	2,058,852	2,129,063	2,190,209	2,262,870	2,337,257	2,409,687	2,489,207	2,571,422	2,655,993	2,743,469
Parks Services, Street Trees and Medians	5,291,757	5,153,659	5,360,204	6,092,392	6,605,541	6,828,333	7,023,596	7,266,170	7,480,961	7,709,680	7,955,308	8,209,072	8,470,449	8,740,600
Graffiti Removal/Lease Management	139,266	172,205	197,794	245,689	231,135	239,506	246,607	254,980	263,644	271,931	281,189	290,767	300,678	310,946
<b>Total Public Works</b>	<b>\$ 7,696,776</b>	<b>\$ 7,889,828</b>	<b>\$ 8,317,970</b>	<b>\$ 9,143,514</b>	<b>\$ 9,538,552</b>	<b>\$ 9,862,541</b>	<b>\$ 10,144,834</b>	<b>\$ 10,491,784</b>	<b>\$ 10,813,799</b>	<b>\$ 11,145,664</b>	<b>\$ 11,505,902</b>	<b>\$ 11,878,187</b>	<b>\$ 12,261,605</b>	<b>\$ 12,658,039</b>
<b>INTRA FUND TRANSFERS OUT</b>														
Reserve Funds	\$ 2,960,115	\$ 100,000	\$ 1,512,944	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
Capital Improvement Projects	2,106,681	1,307,215	1,731,378	906,658	731,613	622,323	507,942	460,340	462,810	465,354	467,975	470,674	473,455	476,319
<b>Total Intra Fund Transfers Out</b>	<b>\$ 5,066,796</b>	<b>\$ 1,407,215</b>	<b>\$ 3,244,322</b>	<b>\$ 1,106,658</b>	<b>\$ 931,613</b>	<b>\$ 822,323</b>	<b>\$ 707,942</b>	<b>\$ 660,340</b>	<b>\$ 662,810</b>	<b>\$ 665,354</b>	<b>\$ 867,975</b>	<b>\$ 870,674</b>	<b>\$ 873,455</b>	<b>\$ 876,319</b>
<b>GENERAL FUND TOTALS</b>	<b>\$ 62,760,211</b>	<b>\$ 64,650,879</b>	<b>\$ 68,625,952</b>	<b>\$ 72,309,409</b>	<b>\$ 78,328,992</b>	<b>\$ 80,078,408</b>	<b>\$ 82,254,769</b>	<b>\$ 85,149,483</b>	<b>\$ 88,307,012</b>	<b>\$ 91,368,463</b>	<b>\$ 94,733,184</b>	<b>\$ 98,002,323</b>	<b>\$ 101,874,603</b>	<b>\$ 105,618,332</b>



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

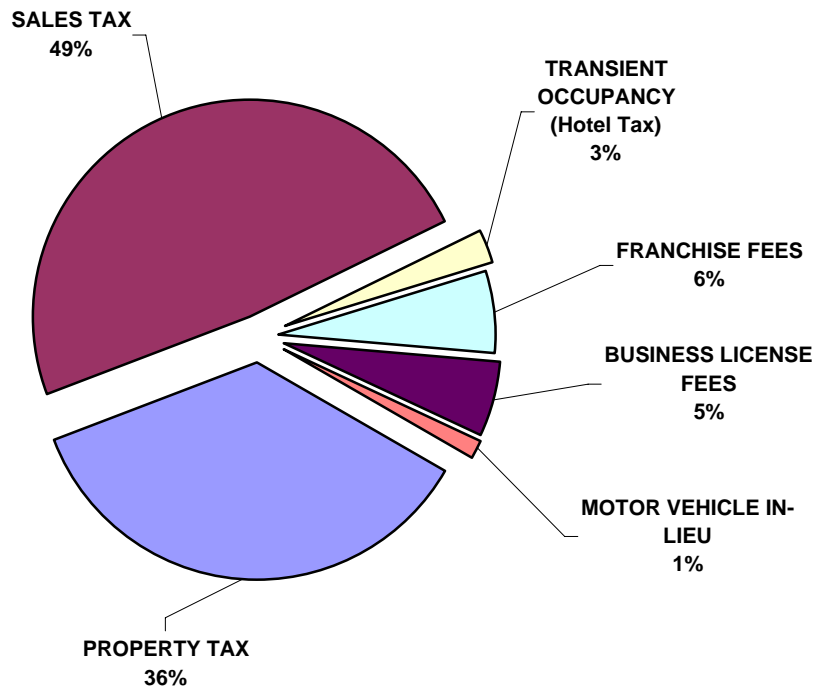


■ Property Tax    
 ■ Sales Tax    
 ■ Transient Occupancy Tax    
 ■ Franchise Tax    
 ■ Business License Tax

Fiscal Year	Property Tax	Sales Tax	Transient Occupancy Tax	Franchise Tax	Business License Tax	Total
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	27,201,612	1,587,366	2,413,327	2,154,257	41,111,095
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	10,743,130	28,377,531	1,528,836	3,256,347	2,815,574	46,721,418
2005	16,154,746	28,893,867	1,629,388	3,368,778	3,153,959	53,200,738
2006	18,681,188	27,832,962	1,834,582	3,347,905	3,107,600	54,804,237
2007	19,404,755	29,860,540	1,613,000	3,618,400	3,320,000	57,816,695
2008	22,527,669	30,504,210	1,661,390	3,830,426	3,419,600	61,943,295
2009	23,652,298	31,571,857	1,711,232	3,920,491	3,522,189	64,378,067
2010	24,833,088	32,676,873	1,762,569	4,013,905	3,627,854	66,914,289
2011	26,072,845	33,820,564	1,815,446	4,360,793	3,736,689	69,806,337
2012	27,374,514	35,004,284	1,869,909	4,461,286	3,848,789	72,558,782
2013	28,741,186	36,229,434	1,926,006	4,565,521	3,964,253	75,426,400
2014	30,176,111	37,497,464	1,983,786	4,673,641	4,083,181	78,414,183
2015	31,682,696	38,809,875	2,043,300	4,539,728	4,205,676	81,281,275
2016	33,264,522	40,168,220	2,104,599	4,896,218	4,331,846	84,765,405
2017	\$ 34,925,346	\$ 41,574,107	\$2,167,737	\$5,006,655	\$4,461,801	\$88,135,646

Actual shown through Fiscal Year 2006 and Planned through Fiscal Year 2017. 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 Fiscal Year Ending June 30, 2008**



PROPERTY TAX	\$ 22,527,669
SALES TAX	30,504,210
TRANSIENT OCCUPANCY	1,661,390
FRANCHISE FEES	3,830,426
BUSINESS LICENSE FEES	3,419,600
MOTOR VEHICLE IN-LIEU	875,000
	<u>\$ 62,818,295</u>

**City of Concord  
General Fund  
Comparison of Revenues by Source  
For the Fiscal Year Ending June 30, 2008**

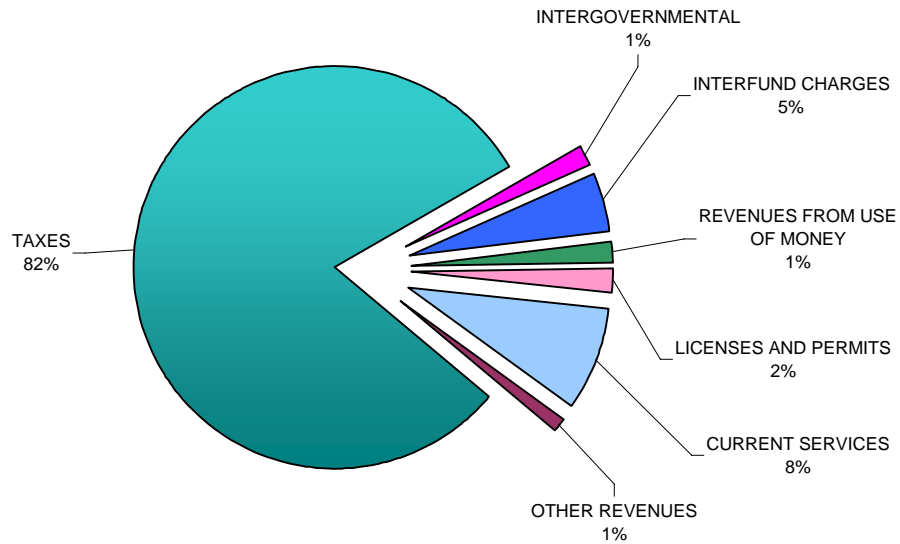
	<u>Actual 2003-04</u>	<u>Actual 2004-05</u>	<u>Actual 2005-06</u>	<u>Budget 2006-07</u>	<u>Adopted 2007-08</u>	<u>Projected 2008-09</u>	<u>Projected 2009-10</u>	<u>Projected 2010-11</u>	<u>Projected 2011-12</u>	<u>Projected 2012-13</u>	<u>Projected 2013-14</u>	<u>Projected 2014-15</u>	<u>Projected 2015-16</u>	<u>Projected 2016-17</u>
<b>TAXES</b>														
Property	\$ 9,739,079	\$ 16,154,746	\$ 18,681,188	\$ 19,404,755	\$ 22,527,669	\$ 23,652,298	\$ 24,833,088	\$ 26,072,845	\$ 27,374,514	\$ 28,741,186	\$ 30,176,111	\$ 31,682,696	\$ 33,264,522	\$ 34,925,346
Sales	28,377,531	28,893,867	27,832,962	29,860,540	30,504,210	31,571,857	32,676,873	33,820,564	35,004,284	36,229,434	37,497,464	38,809,875	40,168,220	41,574,107
Transient Occupancy Tax	1,528,836	1,629,388	1,836,002	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	2,167,737
Business License	2,817,343	3,153,959	3,107,600	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	4,461,801
Franchise	<u>3,256,347</u>	<u>3,368,778</u>	<u>3,347,905</u>	<u>3,618,400</u>	<u>3,830,426</u>	<u>3,920,491</u>	<u>4,013,905</u>	<u>4,360,793</u>	<u>4,461,286</u>	<u>4,565,521</u>	<u>4,673,641</u>	<u>4,539,728</u>	<u>4,896,218</u>	<u>5,006,655</u>
Total Taxes	\$ <u>45,719,136</u>	\$ <u>53,200,738</u>	\$ <u>54,805,657</u>	\$ <u>57,816,695</u>	\$ <u>61,943,295</u>	\$ <u>64,378,067</u>	\$ <u>66,914,289</u>	\$ <u>69,806,337</u>	\$ <u>72,558,782</u>	\$ <u>75,426,400</u>	\$ <u>78,414,183</u>	\$ <u>81,281,275</u>	\$ <u>84,765,405</u>	\$ <u>88,135,646</u>
<b>LICENSES AND PERMITS</b>														
Building Permits	\$ 1,152,804	\$ 1,094,720	\$ 1,145,417	\$ 1,095,000	\$ 1,127,850	\$ 1,161,686	\$ 1,196,537	\$ 1,076,883	\$ 1,109,189	\$ 1,142,465	\$ 1,176,739	\$ 1,212,041	\$ 1,248,402	\$ 1,285,854
Plumbing Permits	93,262	104,213	112,409	104,000	107,120	110,334	113,644	102,280	105,348	108,508	111,763	115,116	118,569	122,126
Mechanical Permits	92,012	84,430	109,732	84,000	86,520	89,116	91,789	82,610	85,088	87,641	90,270	92,978	95,767	98,640
Electrical Permits	119,949	110,411	144,953	110,000	113,300	116,699	120,200	108,180	111,425	114,768	118,211	121,757	125,410	129,172
Other	<u>82,331</u>	<u>144,293</u>	<u>158,642</u>	<u>157,764</u>	<u>180,497</u>	<u>185,912</u>	<u>191,489</u>	<u>188,383</u>	<u>194,033</u>	<u>199,854</u>	<u>205,851</u>	<u>212,027</u>	<u>218,388</u>	<u>224,940</u>
Total Licenses and Permits	\$ <u>1,540,358</u>	\$ <u>1,538,067</u>	\$ <u>1,671,153</u>	\$ <u>1,550,764</u>	\$ <u>1,615,287</u>	\$ <u>1,663,747</u>	\$ <u>1,713,659</u>	\$ <u>1,558,336</u>	\$ <u>1,605,083</u>	\$ <u>1,653,236</u>	\$ <u>1,702,834</u>	\$ <u>1,753,919</u>	\$ <u>1,806,536</u>	\$ <u>1,860,732</u>
<b>FINES AND FORFEITURES</b>														
Vehicle Code & Parking	\$ 447,419	\$ 575,372	\$ 567,769	\$ 581,863	\$ 446,569	\$ 459,966	\$ 473,765	\$ 487,978	\$ 502,618	\$ 517,696	\$ 533,227	\$ 549,224	\$ 565,700	\$ 582,671
Neighborhood Services	62,436	95,765	127,223	58,000	59,740	61,533	63,379	65,280	67,238	69,255	71,332	73,472	69,151	69,268
Other	-	-	92,605	-	-	-	-	-	-	-	-	-	-	-
Total Fines and Forfeitures	\$ <u>509,855</u>	\$ <u>671,137</u>	\$ <u>787,597</u>	\$ <u>639,863</u>	\$ <u>506,309</u>	\$ <u>521,499</u>	\$ <u>537,144</u>	\$ <u>553,258</u>	\$ <u>569,856</u>	\$ <u>586,951</u>	\$ <u>604,559</u>	\$ <u>622,696</u>	\$ <u>634,851</u>	\$ <u>651,939</u>
<b>USE OF MONEY AND PROPERTY</b>														
Investment Earnings	\$ 179,176	\$ 695,874	\$ 965,027	\$ 753,367	\$ 778,398	\$ 778,398	\$ 803,398	\$ 803,398	\$ 803,436	\$ 803,476	\$ 803,517	\$ 803,588	\$ 803,588	\$ 803,588
Property Rentals	<u>300,386</u>	<u>317,984</u>	<u>363,645</u>	<u>364,696</u>	<u>370,190</u>	<u>375,794</u>	<u>381,510</u>	<u>387,340</u>	<u>393,287</u>	<u>399,353</u>	<u>405,540</u>	<u>411,851</u>	<u>418,288</u>	<u>424,854</u>
Total Use of Money and Property	\$ <u>479,562</u>	\$ <u>1,013,858</u>	\$ <u>1,328,672</u>	\$ <u>1,118,063</u>	\$ <u>1,148,588</u>	\$ <u>1,154,192</u>	\$ <u>1,184,908</u>	\$ <u>1,190,738</u>	\$ <u>1,196,723</u>	\$ <u>1,202,829</u>	\$ <u>1,209,057</u>	\$ <u>1,215,439</u>	\$ <u>1,221,876</u>	\$ <u>1,228,442</u>
<b>INTERGOVERNMENTAL</b>														
Motor Vehicle In-Lieu	\$ 5,684,928	\$ 2,825,429	\$ 858,124	\$ 696,000	\$ 875,000	\$ 905,625	\$ 937,322	\$ 970,128	\$ 1,004,082	\$ 1,039,225	\$ 1,075,598	\$ 1,113,244	\$ 1,152,208	\$ 1,192,535
Off-Highway Vehicle Tax	4,080	4,441	1,903	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800
State Mandated Costs	-	608	266,277	-	-	-	-	-	-	-	-	-	-	-
Police Officers Standards&Training (POST)	30,140	62,771	86,648	53,045	54,636	56,275	57,963	59,702	61,493	63,338	65,238	67,195	69,211	71,287
Citizens Option for Public Safety (COPS)	186,055	183,386	180,069	180,069	180,069	180,069	180,069	180,069	180,069	180,069	180,069	180,069	180,069	180,069
Other Grants	<u>2,909</u>	-	<u>10,022</u>	-	-	-	-	-	-	-	-	-	-	-
Total Intergovernmental	\$ <u>5,908,112</u>	\$ <u>3,076,635</u>	\$ <u>1,403,043</u>	\$ <u>930,914</u>	\$ <u>1,111,505</u>	\$ <u>1,143,769</u>	\$ <u>1,177,154</u>	\$ <u>1,211,699</u>	\$ <u>1,247,444</u>	\$ <u>1,284,432</u>	\$ <u>1,322,705</u>	\$ <u>1,362,308</u>	\$ <u>1,403,288</u>	\$ <u>1,445,691</u>

continued

**City of Concord  
General Fund  
Comparison of Revenues by Source  
For the Fiscal Year Ending June 30, 2008**

	<u>Actual 2003-04</u>	<u>Actual 2004-05</u>	<u>Actual 2005-06</u>	<u>Budget 2006-07</u>	<u>Adopted 2007-08</u>	<u>Projected 2008-09</u>	<u>Projected 2009-10</u>	<u>Projected 2010-11</u>	<u>Projected 2011-12</u>	<u>Projected 2012-13</u>	<u>Projected 2013-14</u>	<u>Projected 2014-15</u>	<u>Projected 2015-16</u>	<u>Projected 2016-17</u>
<b>CURRENT SERVICES</b>														
City Management	\$ 40,877	\$ 44,979	\$ 109,952	\$ 42,100	\$ 47,000	\$ 51,180	\$ 52,559	\$ 53,980	\$ 55,443	\$ 56,950	\$ 58,503	\$ 60,102	\$ 61,749	\$ 63,445
Finance Department	18,136	11,983	13,230	12,657	12,917	13,185	13,461	13,745	14,037	14,338	14,648	14,968	15,297	15,636
CR&S-Summer Camp	500,986	557,042	491,895	557,036	518,885	534,301	550,180	566,536	583,382	600,734	618,606	637,014	655,974	675,503
CR&S-Aquatics	128,487	232,718	257,567	247,488	254,913	262,560	270,438	278,552	286,908	295,515	304,380	313,512	322,917	332,604
CR&S-Facility Rental	632,262	705,638	817,518	723,595	850,135	867,689	885,770	904,394	923,576	943,334	963,685	984,645	1,006,235	1,028,472
CR&S-Youth & Family Services	416,021	436,291	495,445	504,246	609,530	627,457	645,920	664,937	684,525	704,701	725,482	746,887	768,933	791,640
CR&S-League Fees	293,738	301,412	313,367	333,598	340,753	350,976	361,505	372,350	383,520	395,026	406,876	419,082	431,655	444,606
CR&S-Senior Services	126,510	157,716	149,162	164,000	177,000	182,700	188,586	194,665	200,943	207,428	214,125	221,043	228,187	235,566
Public Works-Special Event Services	-	-	4,223	-	-	-	-	-	-	-	-	-	-	-
BE&NS-Engineering	1,004,017	1,473,431	2,003,918	1,048,300	1,079,749	1,112,140	1,145,505	1,030,957	1,061,886	1,093,742	1,126,554	1,160,350	1,195,160	1,231,016
BE&NS-Building	641,688	776,399	1,003,481	770,000	1,208,100	1,234,743	1,262,185	1,167,967	1,193,406	1,219,609	1,246,597	1,274,396	1,303,028	1,332,519
BE&NS-Neighborhood Services	215,756	152,608	190,636	246,060	253,172	260,498	268,044	275,815	283,820	292,065	300,557	309,304	318,313	327,592
Public Safety Services	893,211	828,421	640,079	637,608	642,709	659,290	676,369	693,959	712,078	730,739	749,961	769,758	790,151	811,156
Planning	339,574	436,073	534,576	327,784	307,472	316,697	326,202	335,988	346,069	356,451	367,143	378,158	389,504	401,189
<b>Total Current Services</b>	<b>\$ 5,251,263</b>	<b>\$ 6,114,711</b>	<b>\$ 7,025,049</b>	<b>\$ 5,614,472</b>	<b>\$ 6,302,335</b>	<b>\$ 6,473,416</b>	<b>\$ 6,646,724</b>	<b>\$ 6,553,845</b>	<b>\$ 6,729,593</b>	<b>\$ 6,910,632</b>	<b>\$ 7,097,117</b>	<b>\$ 7,289,219</b>	<b>\$ 7,487,103</b>	<b>\$ 7,690,944</b>
<b>INTERFUND SERVICE CHARGES</b>														
Golf Course Enterprise	\$ 374,881	\$ 71,635	\$ 380	\$ 391,579	\$ 279,680	\$ 285,967	\$ 338,366	\$ 289,057	\$ 316,150	\$ 291,338	\$ 337,411	\$ 310,598	\$ 364,304	\$ 338,327
Sewer Enterprise	1,965,935	2,160,491	2,333,511	1,577,662	1,632,768	1,667,471	1,702,918	1,739,124	1,776,105	1,813,879	1,852,462	1,891,872	1,932,127	1,973,245
Redevelopment Agency	970,076	1,008,879	1,184,376	1,295,948	1,293,696	1,319,571	1,345,963	1,372,881	1,400,339	1,428,346	1,456,913	1,486,052	1,515,772	1,546,087
Stormwater	326,161	341,207	356,856	383,130	398,455	406,424	414,552	422,843	431,300	439,926	448,725	457,700	466,854	476,191
Maintenance Districts	-	-	-	-	197,470	203,394	209,496	215,781	222,254	228,922	235,790	242,864	250,150	257,655
<b>Total Interfund Service Charges</b>	<b>\$ 3,637,053</b>	<b>\$ 3,582,212</b>	<b>\$ 3,875,123</b>	<b>\$ 3,648,319</b>	<b>\$ 3,802,069</b>	<b>\$ 3,882,827</b>	<b>\$ 4,011,295</b>	<b>\$ 4,039,686</b>	<b>\$ 4,146,148</b>	<b>\$ 4,202,411</b>	<b>\$ 4,331,301</b>	<b>\$ 4,389,086</b>	<b>\$ 4,529,207</b>	<b>\$ 4,591,505</b>
<b>OTHER REVENUES</b>														
Other	\$ 87,851	\$ 151,053	\$ 293,455	\$ 130,479	\$ 181,597	\$ 170,995	\$ 155,525	\$ 160,191	\$ 164,998	\$ 169,948	\$ 175,047	\$ 180,297	\$ 185,707	\$ 191,278
Sale of Real/Personal Property	3,523	6,979	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
<b>Total Other Revenues</b>	<b>\$ 91,374</b>	<b>\$ 158,032</b>	<b>\$ 293,455</b>	<b>\$ 140,479</b>	<b>\$ 191,597</b>	<b>\$ 180,995</b>	<b>\$ 165,525</b>	<b>\$ 170,191</b>	<b>\$ 174,998</b>	<b>\$ 179,948</b>	<b>\$ 185,047</b>	<b>\$ 190,297</b>	<b>\$ 195,707</b>	<b>\$ 201,278</b>
<b>OTHER FINANCING SOURCES</b>														
Graffiti	\$ 14,759	\$ 15,054	\$ 15,506	\$ 15,971	\$ 16,450	\$ 16,944	\$ 17,452	\$ 17,976	\$ 18,515	\$ 19,070	\$ 19,642	\$ 20,231	\$ 20,838	\$ 21,463
Traffic Safety Management	17,195	7,959	5,398	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Metroplex/Parklands/Other	244,017	814,517	673,157	306,404	135,877	340,362	344,878	349,605	354,560	236,809	165,359	171,257	177,705	179,540
Reserve Funds	100,476	150,000	200,000	200,000	-	-	-	-	-	-	-	-	-	-
<b>Total Other Financing Sources</b>	<b>\$ 376,447</b>	<b>\$ 987,530</b>	<b>\$ 894,061</b>	<b>\$ 526,375</b>	<b>\$ 156,327</b>	<b>\$ 361,306</b>	<b>\$ 366,330</b>	<b>\$ 371,581</b>	<b>\$ 377,075</b>	<b>\$ 259,879</b>	<b>\$ 189,001</b>	<b>\$ 195,488</b>	<b>\$ 202,543</b>	<b>\$ 205,003</b>
<b>TOTAL GENERAL FUND</b>	<b>\$ 63,513,160</b>	<b>\$ 70,342,920</b>	<b>\$ 72,083,810</b>	<b>\$ 71,985,944</b>	<b>\$ 76,777,312</b>	<b>\$ 79,759,818</b>	<b>\$ 82,717,028</b>	<b>\$ 85,455,671</b>	<b>\$ 88,605,702</b>	<b>\$ 91,706,718</b>	<b>\$ 95,055,804</b>	<b>\$ 98,299,727</b>	<b>\$ 102,246,516</b>	<b>\$ 106,011,180</b>

**City of Concord  
General Fund Revenue  
Comparison of Revenue by Source  
For the Year Ending June 30, 2008**



TAXES	\$61,943,295
INTERGOVERNMENTAL	1,111,505
INTERFUND CHARGES	3,802,069
REVENUES FROM USE OF MONEY	1,148,588
LICENSES AND PERMITS	1,615,287
CURRENT SERVICES	6,302,335
OTHER REVENUES	854,233
	<u>\$76,777,312</u>

**City of Concord  
General Fund Reserve Funds  
Ten Year Projection  
For the Year Ending June 30, 2008**

	<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>	<u>2016-17</u>
<b><u>Benefits Reserve</u></b>										
Fund Balance 7/01	\$ 825,684	\$ 854,583	\$ 888,767	\$ 1,138,205	\$ 1,400,115	\$ 1,675,121	\$ 1,963,877	\$ 2,267,071	\$ 2,585,424	\$ 2,919,696
Interest Earnings	\$ 28,899	\$ 34,183	\$ 49,438	\$ 61,910	\$ 75,006	\$ 88,756	\$ 103,194	\$ 118,354	\$ 134,271	\$ 150,985
Fund Transfers										
Inter-Fund Transfers In	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Transfers Out	-	-	-	-	-	-	-	-	-	-
Total Intra-Fund Transfers	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Fund Balance 6/30	\$ 854,583	\$ 888,767	\$ 1,138,205	\$ 1,400,115	\$ 1,675,121	\$ 1,963,877	\$ 2,267,071	\$ 2,585,424	\$ 2,919,696	\$ 3,270,680

	<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>	<u>2016-17</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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intra-Fund Transfers										
Transfers In	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers Out	-	-	-	-	-	-	-	-	-	-
Total Intra-Fund Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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  
General Fund Reserve Funds  
Ten Year Projection  
For the Year Ending June 30, 2008**

	<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>	<u>2016-17</u>
<b><u>Unforcasted Reserve</u></b>										
Fund Balance 7/01	\$ 1,801,043	\$ 1,901,043	\$ 2,001,043	\$ 2,101,043	\$ 2,201,043	\$ 2,301,043	\$ 2,401,043	\$ 2,601,043	\$ 2,801,043	\$ 3,001,043
Interest Earnings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intra-Fund Transfers										
Transfers In	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Transfers Out	-	-	-	-	-	-	-	-	-	-
Total Intra-Fund Transfers	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Fund Balance 6/30	\$ 1,901,043	\$ 2,001,043	\$ 2,101,043	\$ 2,201,043	\$ 2,301,043	\$ 2,401,043	\$ 2,601,043	\$ 2,801,043	\$ 3,001,043	\$ 3,201,043
<b><u>Maintenance &amp; Capital</u></b>										
Fund Balance 7/01	\$ 1,500,000	\$ 1,600,000	\$ 1,700,000	\$ 1,800,000	\$ 1,900,000	\$ 2,000,000	\$ 2,100,000	\$ 2,300,000	\$ 2,500,000	\$ 2,700,000
Interest Earnings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intra-Fund Transfers										
Transfers In	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Transfers Out	-	-	-	-	-	-	-	-	-	-
Total Intra-Fund Transfers	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Fund Balance 6/30	\$ 1,600,000	\$ 1,700,000	\$ 1,800,000	\$ 1,900,000	\$ 2,000,000	\$ 2,100,000	\$ 2,300,000	\$ 2,500,000	\$ 2,700,000	\$ 2,900,000

**City of Concord**  
**Summary of Population, General Fund Adopted Budgets**  
**and Net Assessed Values**  
**For Year Ending June 30, 2008**

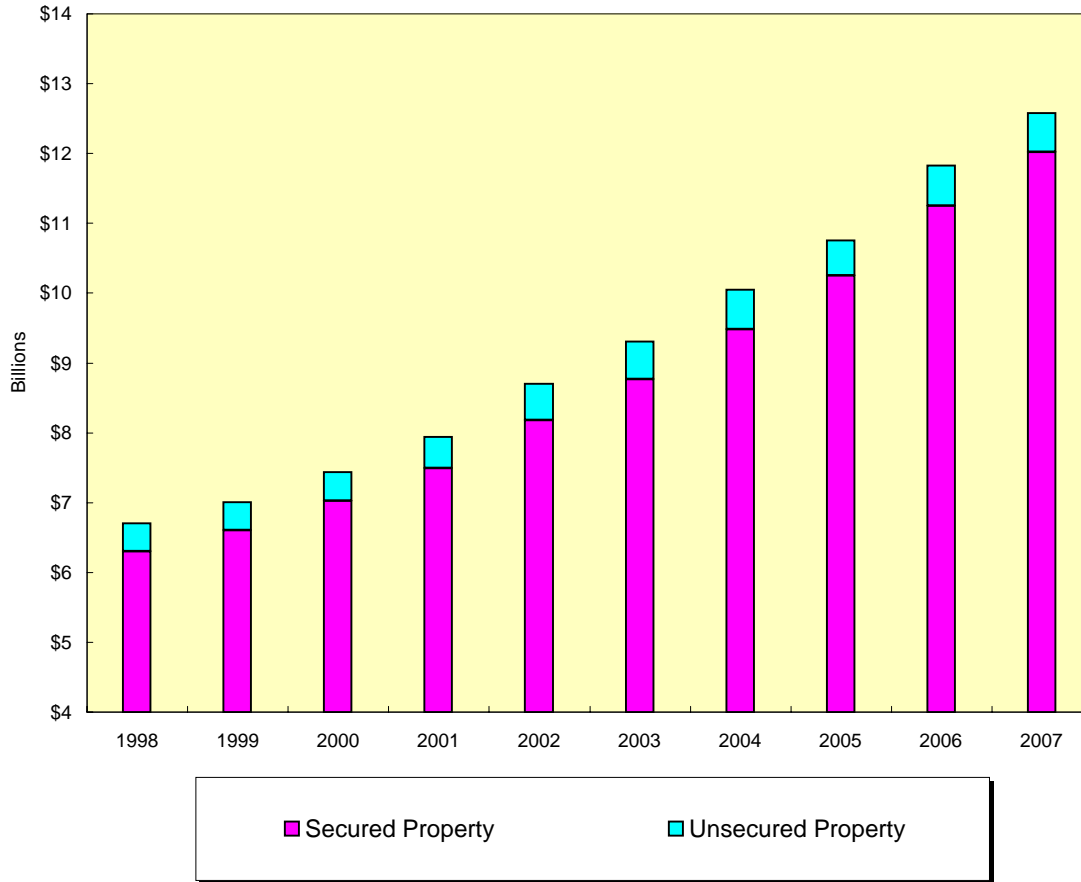
Year	Population	Adopted Budget	Net Assessed Values	Population Increase	Budget Increase
1997-1998	113,400	\$ 44,801,294	\$ 5,766,362	1.4%	3.2%
1998-1999	114,500	46,628,329	5,954,815	1.0%	4.1%
1999-2000	121,780	49,496,183	6,289,379	6.4%	6.2%
2000-2001	123,272	58,464,438	6,762,369	1.2%	18.1%
2001-2002	123,935	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	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 *		\$ 78,328,992			

**ASSESSED VALUATIONS**

(in \$1,000)	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>	<u>2006-07</u>
<b>Land</b>	\$ 3,620,266	\$ 4,023,336	\$ 4,546,994	\$ 5,242,291
<b>Improvements</b>	6,048,715	6,385,317	6,848,922	7,486,126
<b>Personal Property</b>	<u>377,439</u>	<u>349,699</u>	<u>429,359</u>	<u>409,664</u>
	<u>\$ 10,046,420</u>	<u>\$ 10,758,352</u>	<u>\$ 11,825,275</u>	<u>\$13,138,081</u>
<b>Exemptions:</b>				
<b>Redevelopment</b>	\$ 1,144,591	\$ 172,343	\$ 170,714	\$ 168,059
<b>Other</b>	<u>323,303</u>	<u>313,309</u>	<u>365,246</u>	<u>388,449</u>
<b>Net Total</b>	<u>\$ 8,578,526</u>	<u>\$ 10,272,700</u>	<u>\$ 11,289,315</u>	<u>\$12,581,573</u>

\* Information not available until October, 2007

**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)
1998	\$ 6,303,510,032	\$ 403,046,960	\$ 6,706,556,992	\$ 6,706,556,992	1%
1999	6,607,185,481	399,320,065	7,006,505,546	7,006,505,546	1%
2000	7,027,092,078	408,400,178	7,435,492,256	7,435,492,256	1%
2001	7,493,043,008	444,462,619	7,937,505,627	7,937,505,627	1%
2002	8,178,122,205	520,828,043	8,698,950,248	8,698,950,248	1%
2003	8,765,865,678	537,720,228	9,303,585,906	9,303,585,906	1%
2004	9,485,673,075	560,749,296	10,046,422,371	10,046,422,371	1%
2005	10,250,194,759	508,157,337	10,758,352,096	10,758,352,096	1%
2006	11,249,270,301	576,005,523	11,825,275,824	11,825,275,824	1%
2007	\$ 12,022,446,652	\$ 559,125,468	\$ 12,581,572,120	\$ 12,581,572,120	1%
2008	*				

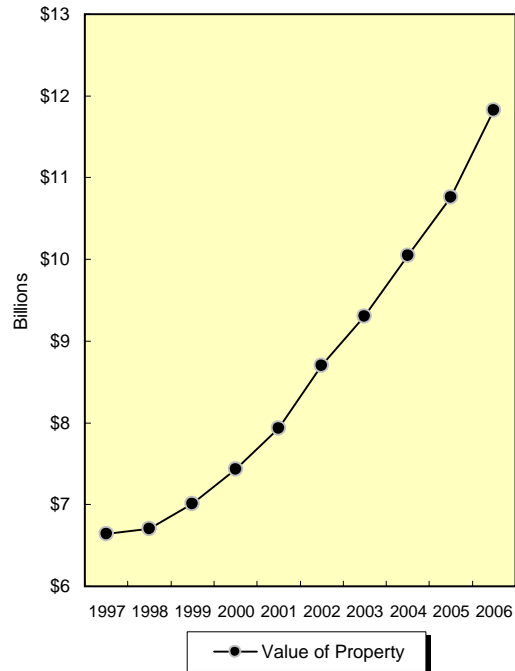
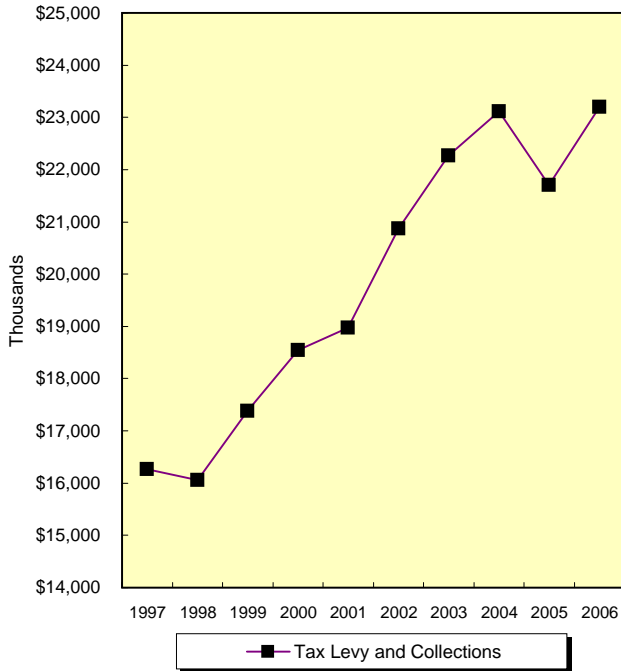
\* Source: Contra Costa County Auditor-Controller's Office and information not available until October, 2007.

(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 rate areas.



### 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
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	100.00%	10,758,352,096
2006	\$23,202,024 (A)	\$ 11,773,593	\$ -	\$ 11,428,431 (A)	\$ 23,202,024	100.00%	11,825,275,824
2007 *							\$12,581,572,120

\* Source: Contra Costa County Auditor-Controller's Office and the City of Concord's Finance Department. Information available in October, 2007.

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 and FY2006 are net of pass-thru payment and educational revenue augmentation fund withholding.