

# Adopted Operating Budget

**CITY COUNCIL**

Guy S. Bjerke, Mayor  
Helen M. Allen, Vice Mayor  
Laura M. Hoffmeister  
Mark A. Peterson  
William D. Shinn

**Prepared by**

Daniel E. Keen, City Manager



## **On the Cover**

Clockwise from top left: Concord Senior Center hosts hundreds of visitors every day; Concord unfolds at the foot of Mt. Diablo; Bank of America Business Park near the Concord BART station; new homes near the downtown area; City parking garage providing service to businesses near Salvio Pacheco Square and Todos Santos Plaza.

# TABLE OF CONTENTS

## **INTRODUCTION**

Principal Officers .....	iii
Mission Statement, Vision and Organizational Values .....	iv
Corporate Goals .....	vi
City Manager Budget Transmittal Memorandum .....	viii
Adopted Budget Staff Report (6/22/10).....	xxxvi
Adopted Budget Resolutions .....	lxii

## **CITY ORGANIZATION, FUNCTIONS, AND STATISTICS**

Organizational Charts .....	1
Comparative Summary of Authorized Full-Time Positions .....	13
City Maps .....	14
An Early History of Concord.....	16
Miscellaneous Statistics .....	18
Demographics .....	19
Annual Budget Preparation (Administrative Directive No. 91).....	23
Budget Appropriation Transfer Controls (Policy & Procedure No. 31) .....	26
Budget and Fiscal Policy (Policy & Procedure No. 129).....	30
Annual Appropriation Limit & Legal Debt Margin .....	35

## **GENERAL FUND TEN YEAR**

Revenue/Expenditure Summary - General Fund.....	37
Ten-Year Projection for the Year Ending June 30, 2011 .....	38
General Fund Operating & Capital Expenditures by Department.....	39
Summary of Program Expenditures FY2010-11 .....	40
Expenditures by Program FY2006-07 – FY2019-2020.....	44
Major Tax Revenue by Type .....	46
Revenue by Source FY2006-07 – FY2019-20.....	48
Summary of Population, Adopted Budgets & Net Assessed Values .....	51

## **SUMMARY BY FUND & DEPARTMENT**

Accounting Basis & Program Structure.....	54
Fund Structure Description .....	55
Revenue/Expenditure Summary - Total City.....	57
Fund Balance Summary by Fund for the Year Ending June 30, 2011 .....	58
Revenue Summary by Fund for the Year Ending June 30, 2011 .....	59
Expenditure Summary by Fund for the Year Ending June 30, 2011 .....	60
Operating Expenditures Summary by Organization for the Year Ending June 30, 2011 .....	61
Departmental Budget Summaries by Department (All Funding Sources) .....	62
General Fund & Enterprise Funds Operating Budgets .....	74

## **DETAIL OF FY 2010-11 DEPARTMENTAL BUDGETS**

City Attorney.....	76
Community Development.....	80
Community & Recreation Services .....	107
Finance .....	133
Human Resources .....	150
Information Technology.....	166
Office of the City Manager .....	178
Police Department.....	191
Public Works & Engineering .....	204

# TABLE OF CONTENTS

(Continued)

## **SPECIAL REVENUE FUNDS**

Description and Funds Summary.....	264
Revenue/Expenditure Summary - Special Revenue Funds .....	265
State Gas Tax Ten Year Projection .....	268
Housing & Community Services .....	269
Redevelopment Agency (RDA) Housing Set-Aside Fund Ten Year Projection.....	270
Maintenance Districts	
Street Lighting Ten Year Projection .....	271
Downtown Landscape Ten Year Projection.....	272
Pine Hollow Landscape Ten Year Projection .....	273
Landscape & Lighting District No. 3 Ten Year Projection.....	274
Storm Water Management Ten Year Projection.....	275

<b>DEBT SERVICE FUNDS</b> .....	277
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## **CAPITAL PROJECTS**

Description and Funds Summary.....	287
Revenue/Expenditure Summary - Capital Projects Funds .....	288
Ten Year Projections.....	291
Capital Projects Descriptions .....	297
General Fund Capital Projects and Operating and Maintenance Costs.....	300

## **ENTERPRISE FUNDS**

Description.....	303
Revenue/Expenditure Summary - Enterprise Funds .....	304
Diablo Creek Golf Course Ten Year Projection .....	306
Sewer Twenty Year Projection.....	308

## **INTERNAL SERVICE FUNDS**

Description.....	311
Revenue/Expenditure Summary - Internal Service Funds.....	312
Workers' Compensation Ten Year Projection.....	313
Liability Fund Ten Year Projection .....	314
Post Retirement Healthcare Benefits Thirty-Year Projection.....	315
Fleet Ten Year Projections .....	318
Information Technology Ten Year Projections.....	319
Building Maintenance Ten Year Projections .....	320

<b>FIDUCIARY FUND</b> .....	322
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<b>REDEVELOPMENT AGENCY</b> .....	326
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## **AUTHORIZED POSITIONS BY DEPARTMENT AND CLASSIFICATION**

Full-Time .....	330
Part-Time .....	335

<b>GLOSSARY OF TERMS</b> .....	337
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<b>INDEX</b> .....	343
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**Mayor**

HONORABLE GUY S. BJERKE

**Vice Mayor**

HELEN M. ALLEN

**City Council Members**

LAURA M. HOFFMEISTER

MARK A. PETERSON

WILLIAM D. SHINN

**City Clerk**

MARY RAE LEHMAN

**City Treasurer**

THOMAS J. WENTLING

**City Manager**

Daniel E. Keen

Valerie Barone ..... Assistant City Manager  
Joan Carrico..... Director of Community and Recreation  
Danea Gemmell ..... Acting Director of Public Works & Engineering  
Kathy Ito ..... Director of Human Resources  
Craig Labadie..... City Attorney  
Margaret Lefebvre..... Director of Finance  
David Livingston..... Chief of Police  
Ron Puccinelli ..... Director of Information Technology



## **Mission Statement for the Organization**

### **Adopted January 31, 1996**

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**

**Adopted June 23, 1998**

- 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.



*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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## ***BUDGET TRANSMITTAL MEMORANDUM***

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**DATE:** May 11, 2010

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

**FROM:** Daniel E. Keen, City Manager

**SUBJECT:** **Budget Message for Fiscal Year 2010-2011 and Ten-Year Financial Plan for Fiscal Year 2010-2011 through Fiscal Year 2019-2020**

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With this transmittal memo we present the recommended City of Concord proposed budget for Fiscal Year (FY) 2010-11. Accompanying the recommended budget are the Ten-Year Financial Plans for FY 2010-11 through FY 2019-20 for each of the City of Concord's major funds. Staff will present this recommended budget, including all budget cuts and revenue enhancements, to the Council and the public at the Council's May 11 Budget Workshop. The Council will further consider and take action on the budget at its budget hearings on June 8th and 22nd.

The FY 2010-11 Budget continues the City's efforts to strategically address the City's budget shortfall. Our effort began in 2009 when the Council approved a three year plan to address the budget deficit. The FY 2010-11 Budget represents the second year of our three year plan. This budget proposal reflects the outcomes of the City's recent very successful "Living Within Our Means" workshops, our telephone and web surveys, the leadership of the Department Heads, and the numerous ideas received from our employees.

The City's structural budget deficit is currently projected at \$12.7 to \$13 Million dollars, assuming that we maintain a 15% reserve and that we solve the deficit over two fiscal years (FYs 2010-11 and 2011-12)<sup>1</sup>. The recommended budget for FY 2010-11 addresses \$6.4 million of this deficit, through a combination of expenditure cuts and new revenues (64 in all, described in more detail later in this memo), and through assumptions about employee wage and benefits concessions that are currently being negotiated through the collective bargaining process. Staff's recommended budget proposal includes no layoffs of regular, full-time staff, but would result in the elimination or reduction of a number of part time, seasonal and limited service positions and/or hours.

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<sup>1</sup> It is important to note that the current projected reserve will drop below 15%, to approximately 6.3%, due to the rapid, unexpected declines in revenues experienced this year. However, in the recommended 10-year plan a 15% reserve is restored by FY 2015-16.

The remaining \$6.6 million structural deficit will be resolved over the next two fiscal years (Fiscal Years 2010-11 and 2011-12) through negotiations with employee organizations on salary and benefits, additional service cuts, and in revenue increases. The exact mix of these three methods is still being explored by the community, staff and the City Council.

To aid your review of this transmittal memo, the information has been organized into the following topics:

1. BACKGROUND (pg. 2)
2. GENERAL FUND REVENUES (pg. 4)
  - a. Sales Tax
  - b. Property Tax
  - c. Franchise Tax
  - d. Business License Tax
  - e. Transient Occupancy Tax
  - f. Fees and Charges for Current Services
  - g. Interfund Charges (Transfers from other Funds)
  - h. Licenses, Permits, Fines & Forfeitures
  - i. Use of Money and Intergovernmental
3. EXPENDITURE ASSUMPTIONS (pg. 11)
4. PROPOSED PROGRAM REDUCTIONS (pg. 12)
5. SUMMATION (pg. 26)

## **1. BACKGROUND**

The Bay Area economy continues to be pressured by changes in the financial and real estate markets and high unemployment rates. Credit standards have tightened, primarily due to significant losses experienced by financial institutions holding subprime mortgages and securities backed by these mortgages. Efforts by the U.S. Treasury, the Federal Reserve, Congress, and the White House to free up credit have yet to succeed. Tighter credit and excess housing inventories due to foreclosures have negatively impacted the real estate market. In Contra Costa County, median home prices have declined more than 50% from peaks experienced in 2006. Many economists believe that the housing market is still correcting and further price declines are likely. Increasing unemployment is a major concern; the State unemployment level is more than 12% and Concord's unemployment rate is at 13%, the highest it has been in 20 years. The housing slump and the increasing unemployment rates are exerting significant downward pressure on the City's primary sources of General Fund revenues: property and sales taxes. These fiscal challenges place even greater importance on the City's reliance on Ten-Year Financial Planning, so decisions can be made along the way to prepare proactively to address issues and make the difficult decisions regarding services to be provided.

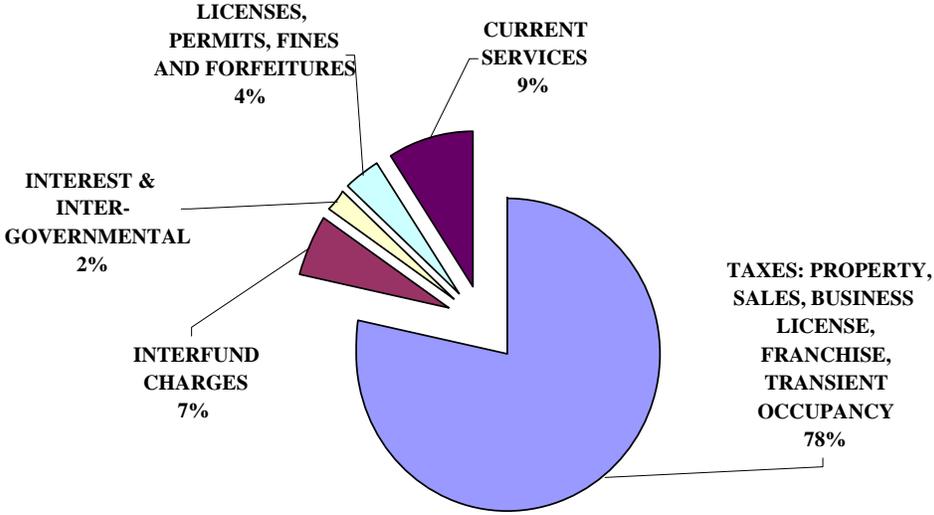
Council and the City Staff have been working diligently to address the services to be provided in light of declining revenues. Because the City has a tradition of long range fiscal planning, the City Council and staff began to immediately address the budget challenges when they first appeared in FY 2008-2009. Below is an explanation of the steps the City has taken to date:

- The FY 2008-2009 budget was developed recognizing that a recession was beginning to occur and that measures would be necessary for the budget to remain in balance. As a result, \$2.3 million was cut from the budget, and, for the first time, \$1.8 million in reserves was used to balance the budget. While these measures were a good start, the recession soon proved to be much deeper than anyone originally anticipated.
- In November 2008, City Staff began work addressing the budget deficit. City department heads were asked to make budget reduction recommendations. Administratively, most non-labor operating expenditure budgets were immediately lowered to FY 2007-08 levels. Additionally, a budget reduction task force composed of City employees was created and charged with looking for ways to reduce expenditures, increase revenues and/or enhance efficiencies.
- In January 2009, City Staff recommended and Council adopted approximately \$4.0 million in revenue enhancements and budget reductions. Additionally, the Council modified its budget and fiscal policy to lower the City's operating contingency and other reserves to 15% of operating expenditures; previously it had been 30%. At the time, updated revenue and expenditure projections indicated that an additional \$5.2 million in revenue enhancements or expenditures reductions would be required in FY 2009-10 to achieve the new 15% reserve target by the end of the Ten-Year planning period. To allow additional time for staff and Council to strategically assess revenue and expenditure projections, Staff recommended, and the Council approved, a three year phase-in of budget reductions. Due to the time value of money, this approach effectively increased the required additional budget reductions from \$5.2 million to \$6.2 million.
- In April 2009, the budget reduction task force completed its work and produced the task force report, which consolidated over 1,000 ideas into 250 actionable items. The vast majority of these ideas have already been implemented or are being considered for implementation with this proposed budget. A handful of the ideas can only be addressed through negotiations, and the remaining were found to be infeasible at this time.
- In June 2009, the City recognized that revenues had decreased further than projected and that its remaining structural deficit had climbed from \$6.2 million to \$13.7 million. The Council adopted a budget reduction phase-in strategy of \$4.0 million in cuts for FY 2009-10, an additional \$5.0 million in FY 2010-11, and \$4.7 million in FY 2011-12. The proposed budget reductions are cumulative. The \$4.0 million in FY 2009-10 cuts included non-sworn staff furloughs, benefit concessions by non-sworn management and an early retirement incentive program. The early retirement program was the primary tool for creating the vacant positions included in the budget reduction strategy. The early retirement program was successful, with 64 individual retiring, significantly limiting the number of layoffs to just eight.

- In April 2010, the City implemented an extensive outreach effort to ascertain the community’s service priorities. The outreach effort incorporated a statistically valid telephone survey, a web survey and five “Living Within Our Means” Community Workshops. The information obtained through those efforts has been used by staff to guide the decisions regarding the budget cuts and revenue enhancements incorporated into this proposed FY 2010-11 budget.
- As of May 2010, the national and local economies continue to be in recession, resulting in further revenue declines beyond those previously projected. General Fund revenues are expected to be \$3.8 million less in FY 2010-11 than projected last year for the same time period. Reduced sales and property tax revenues, the City’s primary sources of General Fund revenues, make up the lion’s share of this reduction. As a result the estimated remaining budget deficit for the 10-Year planning period has increased to approximately \$12.7 million from the \$9.7 million projected last year.

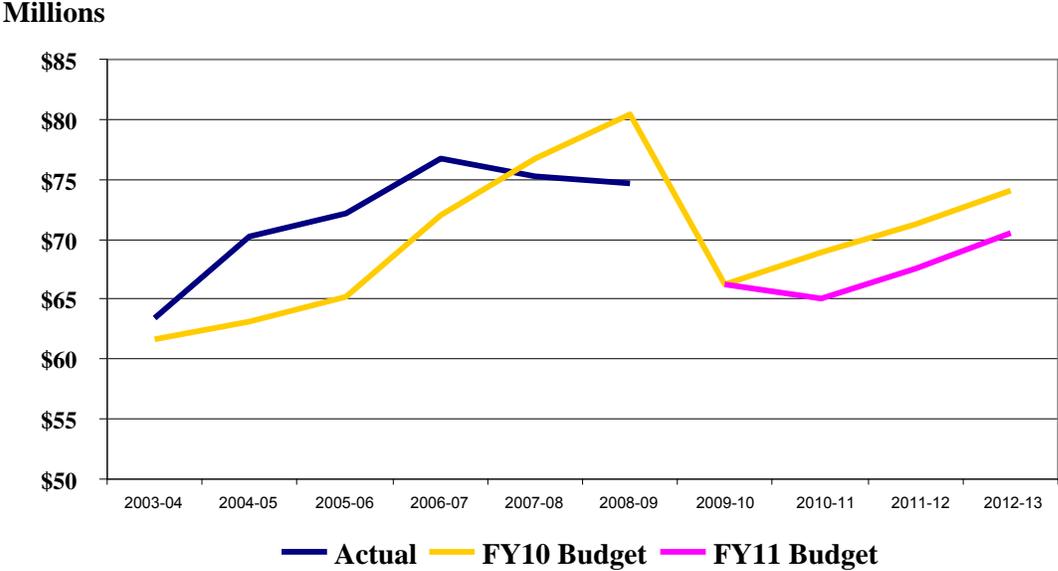
**2. GENERAL FUND REVENUES**

Taxes provide the majority of General Fund revenues. Charges for services received is the next largest revenue source followed by interfund service charges, licenses and permits, fines, intergovernmental, and interest income.



The current state of the economy has negatively affected the City’s General Fund revenues. The proposed General Fund revenue projection for FY 2010-11 is \$65.1 million. As noted above, this is \$3.8 million less than last year’s projection for FY 2010-11. The graph below provides a comparison of actual and forecasted General Fund revenues, and shows that the slowdown in the economy will reduce revenues for FY 2009-10 and FY 2010-11. The graph also anticipates a gradual recovery beginning in FY 2010-11 that is projected to continue throughout the remainder of the Ten-Year planning period.

**General Fund Revenues**



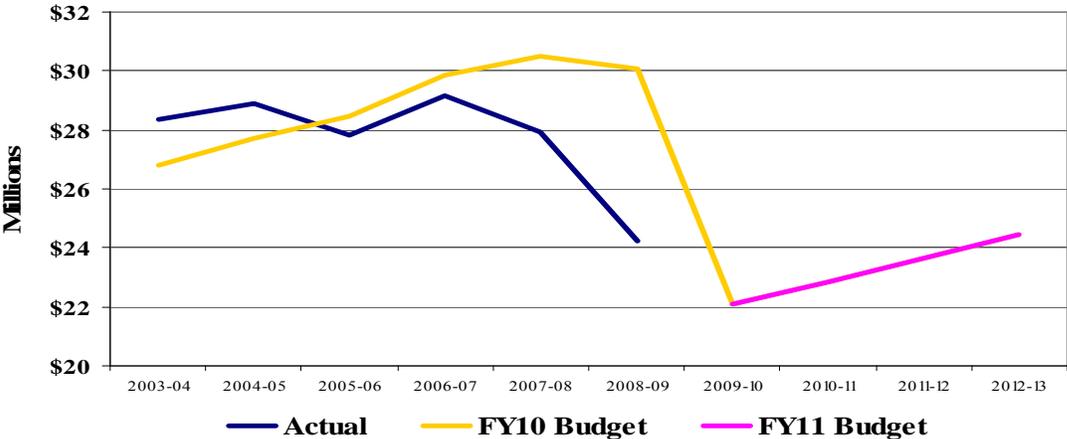
Further explanation and analysis of the City’s General Fund revenues follows.

**a. Sales Tax**

Sales tax, estimated to be \$22.8 million for FY 2010-11, makes up approximately 34% of General Fund revenue. This is the largest single source of revenue in the General Fund. The graph below shows that the current state of the local economy has significantly impacted the City’s sales tax revenues, particularly over the last two years. The reduction can be attributed to lower revenues from auto sales and transportation, fuel and service stations, building and construction and general consumer goods.

The projection for sales tax revenues in the coming years is the same as projected in last year’s Ten-Year Plan. It is assumed that the economy will incrementally improve beginning in FY 2010-11, with sales tax growth assumed to be 3.5%. This represents a conservative but realistic estimate of what will be generated over the time period given the overall history of this revenue source.

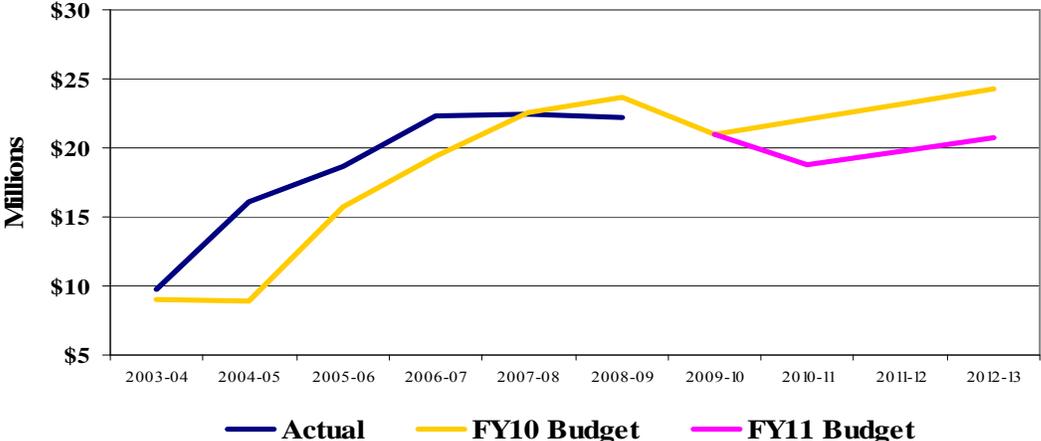
### Sales Taxes



### b. Property Tax

Property tax revenues represent 28% of projected General Fund revenues, and are estimated to be \$18.8 million for FY 2010-11. This projection is \$3.2 million less than was forecast in last year’s Ten-Year Plan. The decrease is primarily due to an 8.4% reduction in the assessed value of property in the City of Concord for FY 2009-10 and an anticipated 5.5% reduction in 2010-11. In the following years, growth in property taxes is projected at 5% throughout the Ten-Year plan, based upon previous historical trends. However, recent changes in the regional and local housing market, where the median prices for homes have decreased 50%, need to be monitored carefully to ascertain if more conservative growth estimates are appropriate in the future.

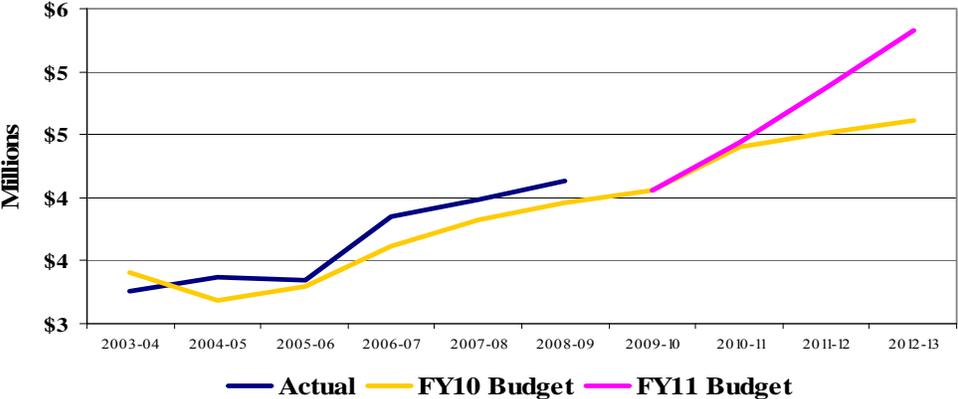
### Property Taxes



**c. Franchise Tax**

Franchise Tax revenue is estimated to be \$4.5 million or 7% of General Fund revenues in FY 2010-11. This is consistent with last year’s projection. Franchise tax revenues are provided by waste management, cable franchise, electric and gas utility and oil pipeline franchise agreements. Electric and gas utility franchise revenues are projected to grow 3% annually. Cable franchise revenues are projected to grow 4% each year until FY 2014-15 when this revenue source is projected to decrease approximately 6% due to renegotiation of the Astound franchise agreement. The waste management franchise projection reflects the new contractual agreement which calculates franchise fees based on a percentage of gross revenues. Due to the waste management agreement, franchise taxes are projected to grow faster than last year’s plan.

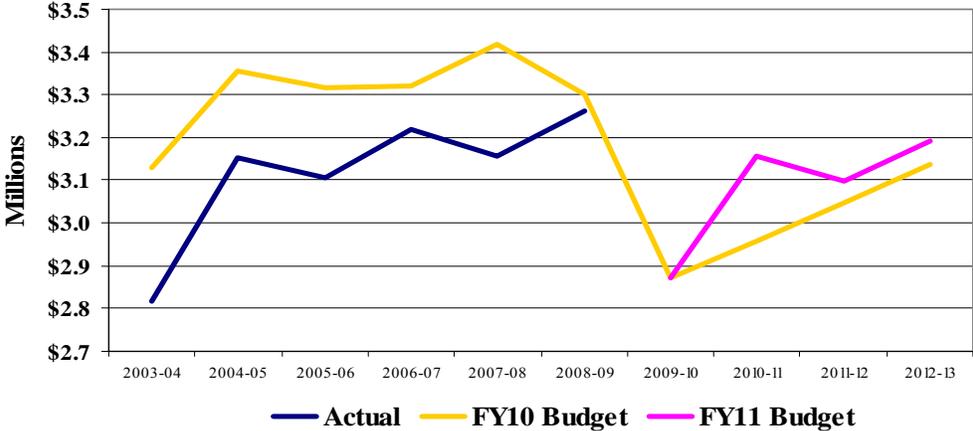
**Franchise Tax**



**d. Business License Tax**

Business License tax revenue is estimated to be \$3.2 million or 5% of General Fund revenues in FY 2010-11. The business license tax is primarily based upon gross receipts, and therefore has been very sensitive to the economic downturn. Business tax revenues are projected to be \$200,000 more than the \$3.0 million projected in last year’s Ten-Year Plan, primarily due to accelerated collection efforts. This projection incorporates more current business gross receipts information. A 3.0% growth rate is anticipated; this rate represents a conservative estimate of what will be generated given the overall history of this revenue source.

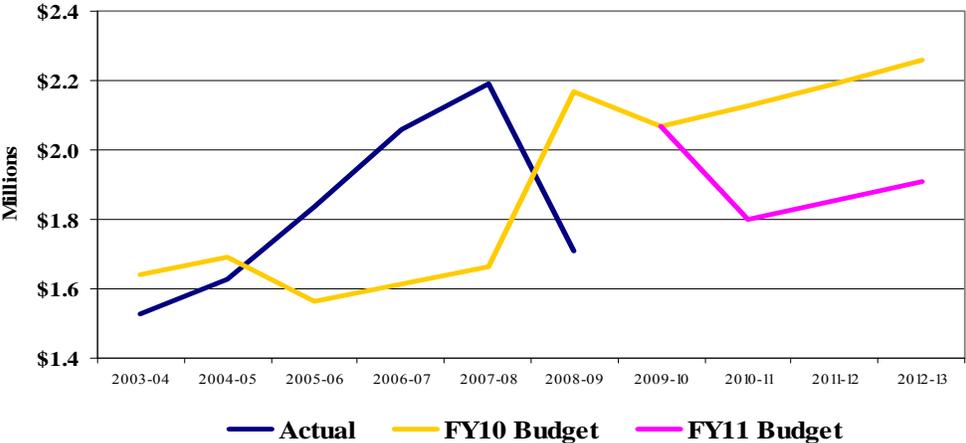
**Business License**



**e. Transient Occupancy Tax**

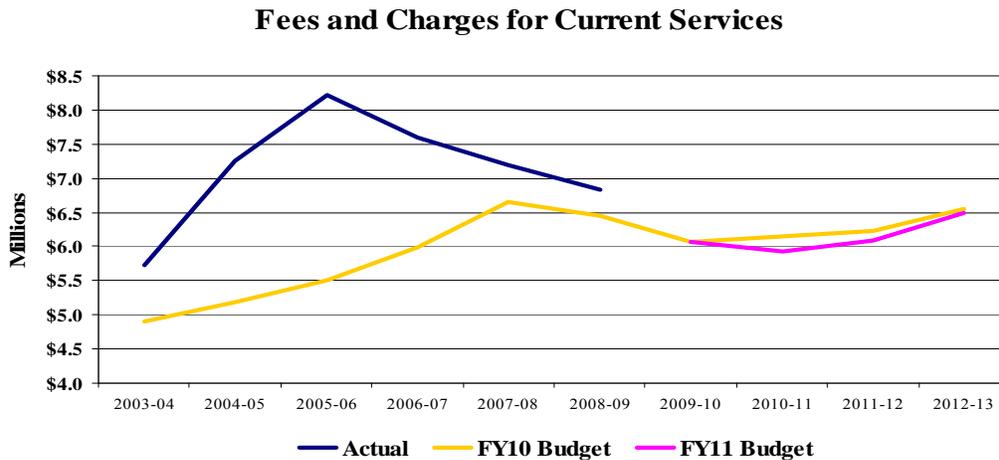
The budget for FY 2010-11 anticipates the receipt of \$1.8 million from Transient Occupancy Tax (commonly referred to as the “hotel” tax, charged to guests staying in hotels and motels). This revenue source provides about 3% of General Fund revenues. Transient Occupancy Tax revenues are projected to be \$300,000 less than the \$2.1 million projected in last year’s Ten-Year Plan. This projection anticipates a slight reduction in order to reflect reductions in business and pleasure travel due to the current state of the economy. As long as the number of available rooms in the hotels within the City remains static, the increase in the Transient Occupancy Tax after this year’s adjustment will remain largely inflationary and is therefore projected at 3% per year throughout the remainder of the Ten-Year Plan.

**Transient Occupancy Tax**



**f. Fees and Charges for Services**

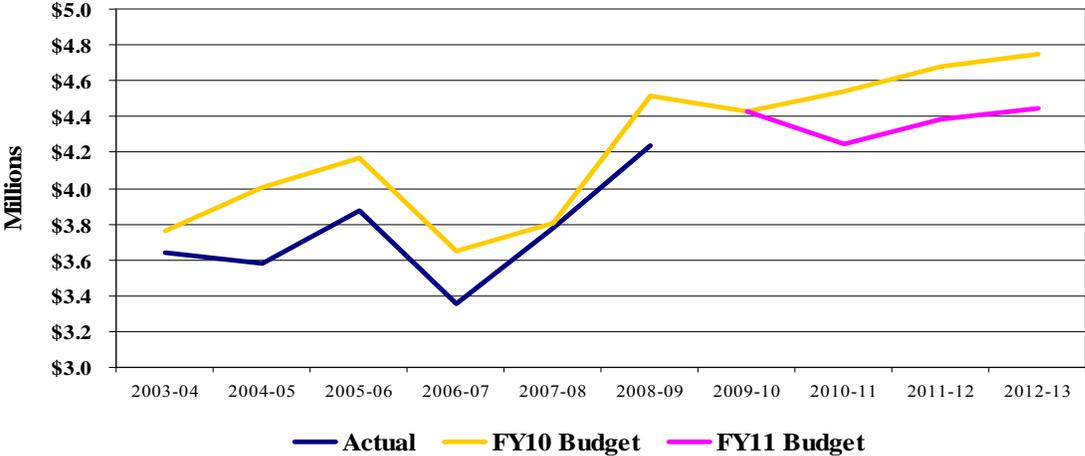
This General Fund revenue category includes the revenues generated by all City departments for services provided. Examples include fees for use of community pools, building plan check, abandoned vehicles, and zoning administration permits. For analysis purposes this category also includes other financing and revenue sources. Current services revenues of \$5.9 million are estimated for FY 2010-11. This represents approximately 9% of projected General Fund revenues. This is \$200,000 less than projected in last year's Ten-Year Plan. The decrease is primarily due to a further reduction in services requested from the Engineering, Building, and Community & Recreation Services divisions of the City due to the slowdown in the construction industry and reduced participation in recreation programs and classes. Fees and charges are reviewed each year to ensure the City is recouping most of its cost of doing business, where feasible. The Finance Department continues to work with each department to ensure that fees are calculated appropriately by including all the costs for providing the services received. Services that have been subsidized by the General Fund in the past are assumed to maintain these subsidies at current levels. In the meantime, under separate cover in the Fees and Charges Resolution, increases in fees generally reflect the Consumer Price Index (CPI). Where the charge is based upon "per hour" cost basis, the fee or charge will include the full cost of that hour. Below is graph of revenues in this category.



**g. Interfund Charges (Transfers from Other Funds)**

Transfers are made from other funds (e.g., Enterprise Funds, Redevelopment, etc.) under a Cost Allocation Plan to pay for the support provided by General Fund departments to their operations. In FY 2010-11, \$4.2 million is budgeted for transfer to repay the General Fund for services provided. This represents approximately 76% of projected General Fund revenues. Revenues are projected to decrease \$200,000 primarily due to fewer paid golf rounds at the Golf Course and a continuing General Fund subsidy of this operation.

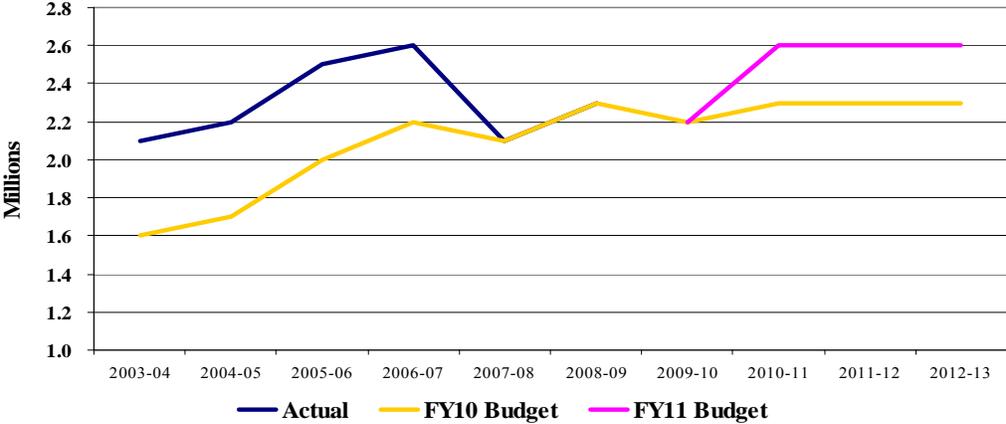
Interfund Charges



h. Licenses, Permits, Fines & Forfeitures

This revenue category is estimated to be \$2.6 million or 4% of General Fund revenues in FY 2010-11. It consists of all types of permit fees (e.g. building, plumbing, electrical) and fines assessed for vehicle moving violations, parking violations and public nuisance fines. This category is projected to increase \$300,000 when compared to last year’s projection, primarily due to additional revenues from new tow revenues and parking meters. A 3.0% growth rate is anticipated in future years.

Licenses, Permits, Fines and Forfeitures



### **i. Use of Money and Intergovernmental**

Examples of this category are investment earnings, property rentals (e.g. Waterworld lease), Motor Vehicle In-lieu funds, and grants (e.g. Citizens Option for Public Safety (COPS)). Revenues from the Use of Money and Intergovernmental revenues provide approximately 3% of General Fund revenues. Combined, they are projected to provide \$1.3 million. This is \$200,000 less than was projected last year. The reduction in these revenues can be attributed primarily to lower investment earnings due to the low interest rate environment, and a reduction in the Motor Vehicle In-Lieu projection. A 3% growth in Motor Vehicle In-lieu and property rentals is anticipated in future years.

### **3. EXPENDITURE ASSUMPTIONS**

The Ten Year Fiscal Plan assumes each year starts from the base of the year before; which results in the budget for FY 2010-11 using as a base the wage and benefit costs from FY 2009-10. All known labor agreement Memorandum of Understanding (MOU) adjustments are then included in the base. Presently, the Office & Professional Employees International Union, Local 29 and the Administrative, Technical & Clerical Unit Public Employees' Union, Local One, and the Field & Operations Representation Unit Public Employees' Union, Local One are under negotiation. It is important to note here that additional deficit reduction is anticipated this year through employee salary and benefit concessions. The ultimate savings will be determined through the collective bargaining process. For the remaining Ten-Year planning period, wage adjustments have been estimated either as required by an MOU or using a 3% CPI inflator. The Ten Year Fiscal Plan assumes that the CPI inflator will be delayed until FY 2013-14 for sworn personnel. The Fiscal Year 2010-11 recommended budget also eliminates all currently vacant positions, with only a few exceptions.

Non-labor operating expenditures were rolled back to FY 2007-08 levels. However, exceptions were made for utility services and expenditures subject to contractual commitments. CPI inflators of 2–3% for non-labor operating expenses have been included in the Ten-Year Plan projections for planning purposes unless a specific change is known. Assumptions for medical benefits and post-retirement medical benefits (OPEB) have been made in accordance with the actuarial projection prepared in 2008. Retirement related expenses, including the City's payment of its employees' PERS contribution, assume CalPERS will increase current rates from approximately 26% of wages in FY 2010-11 to approximately 36% of wages by FY 2019-20 for non-safety employees, and from approximately 37% of wages in FY 2010-11 to approximately 49% of wages by FY 2019-20 for safety employees. All additional operating costs expected due to the construction of new capital projects have been included in the Ten-Year Plan.

Service fees charged by internal service funds have been adjusted to reflect current services received and/or equipment provided. The internal service fees charged to users include the proposed budget reductions and are sufficient to meet known needs for the FY 2010-11 budget and the remainder of the Ten-Year planning period.

**4. FY 2010-11 PROPOSED PROGRAM REDUCTIONS**

In light of the continuing recession and its impact on the City of Concord, staff has spent the past several months identifying opportunities to bring expenditures in line with ever decreasing revenues. As a result of this effort, staff has identified expenditure reductions and revenue enhancements which total more than \$500,000 in one-time savings and approximately \$4.8 million in ongoing General Fund relief. Staff has also identified savings from other funds totaling \$900,000, which is also discussed later in this report.

Because the Internal Service Funds (e.g., Information Technology, Fleet Services) support the General Fund for the most part, reductions attributable to these functions are listed below. The impact is reflected in the General Fund by a reduction in Internal Service Fees.

The following summary table gives a high level preview of the reductions by department and the number of regular employee staff positions being eliminated. This recommended budget does not include any layoffs of regular staff; however, a number of limited service staff would be laid off as a result of the budget, some provisional assignments would be discontinued, and there is one demotion.

Starting below the summary table is a list of proposed reductions by department. The proposals have been numbered only to assist with discussions at the Council meeting and do not reflect any prioritization of the reductions. At this time, all changes included in the list below are proposed to be included in the FY 2010-11 budget, although the City Council will ultimately decide which remain and at what levels the reductions will occur.

**Summary of General Fund Budget Proposals**

<b>Department</b>	<b>Vacant Regular Positions</b>	<b>One Time</b>	<b>Ongoing</b>	<b>Total</b>
City Attorney	0	0	\$33,400	\$33,400
Community Development	3	0	\$201,000	201,000
Community & Recreation	2	\$86,000	711,000	797,000
Finance	2	150,000	199,000	349,000
Human Resources	2	43,000	281,000	324,000
Information Technology	0	0	503,000	503,000
Office of the City Manager	1	0	96,000	96,000
Police	3	0	1,047,000	1,047,000
Public Works & Engineering	7	273,000	1,742,000	2,015,000
<b>Total</b>	<b>20</b>	<b>\$552,000</b>	<b>\$4,813,000</b>	<b>\$5,365,400</b>

## Police Department

### 1. Reduction in Community Service Desk Hours – \$38,000

The Community Service Desk (CSD - front desk) of the police headquarters building is currently staffed with two full time Community Service Officers and several part-time police assistants. The part time staff allows the desk to be open on Saturdays and evenings until 8 pm. This budget reduction will reduce the part time staff hours and thereby reduce the number of hours the CSD will be available for public use. The desk will operate during normal business hours, 8 am to 5 pm, Monday through Friday. However, in order to mitigate the service reductions, citizens will continue to be able to access the Records lobby area 24 hours a day and make reports using the self-serve computer kiosk.

### 2. Reduce Part Time Hours in the Jail – \$12,000

The Jail continues to operate with approximately 1,200 part time hours to provide partial coverage during day shift hours of operation. This reduction of approximately 700 hours will reduce the remaining part-time hours and require cross-training of other Community Service Officer staff to provide booking services as necessary during day shift. One full time Community Service Officer Jail staff position was eliminated in the FY 2009-10 budget; however, the police department was able to obtain a Federal Justice Administration Grant to pay for this position through November, 2010. This full time position is anticipated to receive grant funding again this year.

### 3. Crime Analysis Part Time – \$9,000

In the prior year's budget reductions the police department has essentially eliminated all Crime Analysis Staff. However, approximately 500 hours of part time hours remained available for basic crime analysis operations (.25 FTE). This budget reduction item eliminates those remaining hours and results in the cessation of all Crime Analysis operations. Any analysis necessary for the investigation of criminal cases or crime trends will be shifted to sworn police investigators.

### 4. Citation Sign-Offs – \$12,000 (revenue)

Many cities now charge a nominal fee to complete sign-offs of mechanical violations, which are often called "Fix-it" tickets. Therefore, this budget item brings Concord into consistency with the practices of neighboring jurisdictions and will increase revenue by authorizing a fee of \$15.00 for residents and \$20.00 for non residents. Sign-offs will only be authorized at the main police building, and staff estimates approximately 775 citations will be signed off in FY 2010-11.

### 5. Community Room Rental Fees – \$20,000 (revenue)

The City has historically allowed use of the Community Service Room in the Police building free of charge. This proposal will bring use of this room into conformity with the

use of other city facilities by charging an hourly rental fee. The proposed fee is \$35 per hour. Staff estimates the Community Service Room is used approximately 600 hours per year.

**6. Reductions in Crossing Guard Contract – \$32,000**

Last year's budget reduced the crossing guard contract by 25% in FY 2009-10 through improved efficiencies and elimination of locations with little or no student crossings. Prior to the recent reduction, the contract amount was \$174,000 per year and supported crossing guards at 22 locations throughout the city. This proposal would further reduce the contract to \$97,000, through careful review of crossing guard deployment and pedestrian patterns. Where safe and appropriate, staff would work with schools to reduce crossing guard locations or consolidate multiple locations at particular school sites.

**7. Reduce Canine Team by One Canine & Handler – \$21,000**

Currently the Police Department operates a canine team of eight officers and eight dogs. However, there is one dog vacancy. This proposal would eliminate the one dog vacancy, reducing the canine team to 7. This would eliminate coverage on one day shift assignment. The cost savings result from avoidance of canine acquisition costs, veterinarian bills, training expenses, officer incentive pay and other miscellaneous expenses. If a canine is required during a shift when one isn't available, Concord will request support from a neighboring agency.

**8. Elimination of SWAT pagers – \$5,000**

Staff reviewed all call out options for Special Weapons and Tactics (SWAT) team members and found that pagers were no longer necessary. Normal cell phone and other call out options will be utilized in the future. All pagers will be discontinued and this item will be removed from the budget.

**9. Establish a Franchise Fee for Tow Operators Within the City – \$200,000 (revenue)**

The Police Department maintains a list of tow operators who are used when an officer needs to have a car towed. Given the exclusive access which these tow operators enjoy for this activity, the staff costs of facilitating tows, as well as the wear and tear of the tow vehicles on the City's roadways, staff believes it is appropriate to establish a franchise fee for tow operators that operate within the City. This would be similar in concept to our franchise with our solid waste hauler. While staff would need to do more analysis to set the appropriate franchise rate, it is likely to be between \$25,000 and \$30,000 a year per operator. Should Council support this franchise fee, staff will bring the enabling documents back to Council within the first four months of the new Fiscal Year.

**10. Police Officer Trainee Part Time Hours – \$50,000**

Present economic conditions have resulted in a number of qualified and fully trained police officers looking for employment with the City of Concord. These officers are commonly referred to as "lateral" police officers. If and when the City of Concord begins to again hire

police officers, those new hires will likely be from the pool of lateral officers. With the increased availability of lateral officers, it is unlikely the City will need to send newly hired (entry level) police officers to a basic police academy. As such, the monies currently budgeted to pay part time wages to new hires who are attending an academy will not be necessary for the foreseeable future. Accordingly, this proposal eliminates \$50,000 ordinarily used to pay these academy trainees.

**11. Reduce Overtime – \$100,000**

The department has reduced overtime by \$200,000 in the last two fiscal years. This proposal continues the effort to reduce overtime expenditures by modifying overtime policies, seeking reimbursement for special events and other demands for police overtime, and carefully deploying existing resources so backfill overtime is reduced.

**12. Manage Dispatch Hours – \$22,000**

The department will continue to deploy injured or “light duty” personnel to Dispatch whenever practical in order to reduce the costs of backfill overtime in the dispatch center. Accordingly, 15% of the currently allocated part time hours may be eliminated from the dispatch budget without adversely affecting operational readiness.

**13. Manage Parking Downtown with On-Street Meters – \$97,000 (revenue)**

In order to increase turnover of limited on-street parking stalls in the Downtown area, and in order to generate operating revenue for the City, staff is recommending that the Council consider installation of parking meters within a limited area of downtown Concord. If 60 on-street spaces were metered, staff anticipates revenue of just under \$100,000 a year, with additional revenues after the costs of purchase and installation are fully paid off. All equipment acquisition, maintenance and replacement are included in the net revenue projections. This proposal assumes all of the parking garage spaces would remain free.

**14. Elimination of Vacant Community Action & Awareness Corporal Position – \$126,000**

This position has been vacant for over 18 months due to an extended disability leave of the incumbent. The incumbent is now taking a disability retirement. The position may be eliminated with minimal impact on front-line law enforcement service delivery. The position’s duties included providing community support and facilitating problem solving. The position also assisted with recruitment, hiring and training of new police officers.

**15. Indefinite Freeze of Two Vacant Police Officer Positions – \$265,000**

Two vacant police officer positions would be indefinitely frozen and not filled. At this time, freezing these positions would have minimal impact on front-line law enforcement service delivery.

**16. Closure of the Southern Field Office – \$38,000**

The Northern and Valley Field Offices were closed as part of the FY 09-10 budget reductions. This proposal would close the last remaining field office, the Southern Field Office, located on Monument Blvd. Due to heavier usage, this field office was not part of the initial list recommended for closure. However, with the continuing budget deficit, staff believes it is now necessary to close the office and bring the operations within the main police building, which is just 1.5 miles away. The savings are the result of the reduction in part-time staff and rent.

**Public Works and Engineering**

**17. Cost Recovery for Services Provided by Transportation Staff – \$30,000 (revenue)**

This proposal allows Transportation staff to charge developers for time spent on the review and inspection of development projects. The staff rates are reflected in the Schedule of Master Fees and Charges.

**18. Eliminate General Fund Subsidy to Stormwater Program – \$379,000**

This proposal recognizes the costs savings due to the reduction in new Municipal Regional Permit water quality requirements. Over the 10-Year Plan, a \$7.8 million savings is projected.

**19. Extend Useful Life of Vehicles by 25,000 Miles – \$273,000 (one-time)**

This proposal would defer vehicle replacements by extending the assumed useful life of City vehicles by 25,000 miles. While this will result in an estimated net savings in capital expenditures due to delayed purchase of new vehicles, repair costs for the existing fleet may rise. However, no City vehicles will be allowed to violate safety standards.

**20. Eliminate all Part-time Custodial Positions – \$79,000**

All custodial work now performed by part-time staff would be performed by an outside contract service obtained through competitive bid.

**21. Defer Building Maintenance Repairs and Replacement – \$51,000**

With last year's budget, scheduled maintenance of many building facilities and assumed repairs were deferred. This proposal continues the deferral of non-essential building repairs and system replacements.

**22. Eliminate the Vacant Administrative Analyst Position (ADA Coordinator) – \$135,000**

In the past, the City funded an Administrative Analyst position to act as Americans with Disabilities Act (ADA) Coordinator. This position is currently vacant, and this proposal

would designate one of the existing Associate Civil Engineers as the ADA Coordinator. Administrative support will be provided by one the department's administrative staff.

**23. Eliminate Two Vacant CIP Construction Inspector Positions – \$117,000**

Two vacant CIP Construction Inspector positions would be replaced by a consultant construction inspector on an as-needed basis.

**24. Eliminate Three Vacant Positions (One Parks Lead Worker & Two Landscape Gardener positions), Reduce Part-time Seasonal Staff by 50%, and Reduce Supplies by 27% – \$858,000**

The frequency of performing maintenance activities in the Parks and Medians (i.e., debris removal, trimming, weed management, turf maintenance, and irrigation repair) would be reduced, with priority placed on the maintenance of high use and high visibility areas. This proposal would result in more debris and weeds, longer turf and a reduction in response times.

**25. Eliminate the Vacant Maintenance Utility Mechanic Position – \$93,000**

A vacant Maintenance Utility Mechanic position would be eliminated, resulting in a reduction in response times for routine mechanical equipment maintenance issues. Specialty work will be contracted out on an as-needed basis.

### **Community and Recreation Services**

**26. Reduce the Number of Umpires Provided per Adult Softball League Game from Two Umpires to One – \$25,000**

This proposal will eliminate one of the two umpires provided to officiate each adult softball game through the Community & Recreation Services softball league program. This reduction in service can be accomplished without sacrificing program safety. Providing one official is consistent with the service level provided by some of the neighboring cities' Parks & Recreation softball leagues.

**27. Eliminate the Contribution to the Mt. Diablo Collaborative for Academics, Recreation & Enrichment for Students (CARES) After School Program – \$96,000**

During FY 2009-10, the General Fund contributed \$96,000 to support the program at Cambridge and Meadow Homes Elementary Schools, and Oak Grove, El Dorado and Glenbrook Middle Schools. The CARES program is funded primarily by state and federal grants. Combined enrollment at all five sites averages 731 students. The after school programs will be able to continue even with the reduction in City of Concord funding, although the ability to provide current staffing ratios and some attractive programming options will be affected. The following is a list of impacts:

- Continued pay freezes implemented during FY 2009-10 may affect staff retention and motivation.
- Non-essential supplies would be eliminated.
- A reduction in the number of on-site program support staff called “floaters” (from seven staff to two). These staff members provide a higher level of supervision and help to cover during staff illnesses across all sites. Student to staff supervision ratios would increase from 17:1 to 20:1 which is still considered safe.
- Staff planning time would be reduced; however, adjustments would be made on a daily basis to ensure adequate preparation and meeting time to the degree possible.

**28. Reduction in General Fund support of Community Grant Program – \$86,000 (one time)**

The City administers Community Development Block Grant (CDBG) funds which it receives from the U.S. Department of Housing and Urban Development (HUD). Because the CDBG funds are limited to a cap of 15% for Public Service activities, the General Fund has historically matched or exceeded the capacity of public service grant funding for organizations that serve low-income people in Concord. The 2010-11 General Fund allocation of \$172,462 is proposed to be split over two years for a total of \$86,231 each year, ending in 2011-12. The proposed cut would decrease the number of agencies by half that will be selected for funding for the 2010-12 grant cycle. Future year General Fund subsidies to the CDBG program would be eliminated following FY 2010-11.

**29. Redesign Camp Concord Operations to Emulate the Business Practices of an Enterprise Operation – \$247,000**

Open since 1969, Camp Concord operates summer resident camping programs for youth, teens, and families on U.S. Forest Service land located near the shore of South Lake Tahoe. This proposal eliminates the General Fund subsidy of \$247,000 and creates a 100% cost recovery program. Modifying Camp Concord programs and business operations to emulate a sustainable enterprise style budget with limited impact to the General Fund will likely require the following:

- Elimination of low cost recovery programs such as the youth and teen resident camping programs serving approximately 400 – 600 campers each summer. Youth and teen programs exponentially increase the level of complexity for resident camp operations and require a major commitment of staffing resources to operate effectively and control risk. Most other Northern California cities do not operate full-scale summer resident camping programs designed to serve youth separate from their families.
- Develop new business models to maximize participation and use of the Camp Concord facility through higher cost recovery operations such as Family Camp and user group rentals. The Family Camp portion of the site is electrified and in a better position to attract consistent participation. During the early and late-season months, approximately 20 groups utilize the Camp facility for a variety of rental uses. The goal is to expand this activity.

- Additional assistance from the non-profit partner Friends of Camp Concord (FOCC), to explore a consistent annual contribution of funds targeted for camping programs and on-going maintenance, with the overall goal of keeping the facility open for future generations to enjoy.

**30. Downgrade one Senior Recreation Program Manager to Program Manager – \$7,000**

During the FY 2009-10 budget reduction process, a number of programs were eliminated or reduced on the community and social service side of the department. Because of these reductions, the Senior Recreation Program Manager's scope of management oversight and day-to-day duties have changed and, therefore, with some additional organizational restructuring, this position will be downgraded to a Program Manager Position.

**31. Eliminate one Program Manager Position with a Pending Retirement in September 2010 - \$130,000**

An existing Program Manager has announced intentions to retire in September 2010. This provides the opportunity to restructure the department, shift a program responsibility to the Parks Division, and redistribute the remaining workload among the CRS management staff. This restructure will result in a heavier workload and additional staff oversight for the department head and the one remaining Senior Recreation Program Manager. Due to the loss of staff from last year's budget cuts and the need to redistribute workload resulting from this additional staff reduction, the Human Relations Commission is proposed for elimination and the Community Services Commission would need to reduce their meeting frequency.

**32. Eliminate Vacant Administrative Assistant Position – \$111,000**

The Administrative Assistant retired as part of the retirement incentive plan in September 2009. Elimination of this position results in elimination of all clerical support to the Community & Recreation Services (CRS) Department. This position also staffed the front reception counter and answered the department main phone lines from 8 a.m. to 5 p.m. Since the retirement of the Administrative Assistant, as well as the retirement of the Customer Service Coordinator, CRS has reduced its customer service office hours to 10 a.m. to noon and 1 p.m. to 3 p.m. Customers will need to continue to self-serve through the internet, on-line registration, and mail-in registration. Staff's ability to respond to customer calls and emails will be reduced and delayed. Reductions in revenue are anticipated as customers who cannot have their requests handled in a timely manner may go to surrounding communities to obtain services. The department's other staff will spend additional time on clerical support functions with the elimination of all clerical support to the department.

**33. Reduce Part-time Registration Clerk Support – \$16,000**

When the Customer Service Coordinator retired as part of the retirement incentive program in September 2009, the department relinquished this position as a budget reduction measure for the FY 2009-10. A small allocation of \$16,000 was retained in the budget to hire part-time customer service support during the busiest spring and summer seasons. This proposal eliminates that additional funding for customer service support and will result in a reduction

in the timely response to program registration, picnic facility rental requests and other public inquiries. A potential reduction in revenues is anticipated if customers do not feel they are receiving timely customer service support and choose to take their business elsewhere.

**34. Closure of Concord Community Pool (CCP) for the Three Months of November through January. Eliminate Part-time Clerical/Customer Service Position at Centre Concord – \$79,000**

The winter months at CCP are the most costly months to operate. Utility costs are at their highest while community use of the pool is at its lowest. This proposal would close the pool for the months of November through January. During these three months the aquatics coordinator would be assigned to support the operations at Centre Concord, and result in the elimination of a part-time customer service staff position at an annual cost savings of \$27,810. This reduction will impact the level of customer service the department is able to provide on a year round basis to Centre Concord rental customers. It will also create a shift in staffing on Saturdays where the department has traditionally scheduled a full-time facility coordinator to work providing a higher level of customer support and oversight. Saturdays will need to be covered by part-time facility staff, potentially impacting customer response, support and troubleshooting.

This proposal would save \$51,190 by reducing utility, chemical and other operational costs during the three month closure of CCP along with a savings in lifeguard costs. This proposal would impact approximately 100 individual lap swimmers who utilize the pool during these months for fitness. The closure would also have a significant impact on the Terrapins Swim Team, who rent the pool year round. The Terrapins would need to relocate to an alternative pool facility for this three month closure period.

## **Community Development**

**35. Cost Allocation – \$124,000**

In reviewing the work of the Planning Division, it has been determined that additional time may be properly allocated to the Redevelopment Agency. Using the premise that each fund pays for the services it receives, this is an appropriate cost allocation.

**36. Reorganize the Department Management Structure – \$415,000 total, \$48,000 General Fund**

The Community Development Department will be reorganized effective for FY 2010-11. Community Development staff will report to the Assistant City Manager and Economic Development staff will report to the City Manager. The Community Development Director position will be eliminated as will the Economic Development Manager position. These positions were allocated among the General Fund, the Redevelopment Agency and the Low/Moderate Income Housing Set Aside funds. The savings generated will be reflected in each respective budget.

**37. Terminate the Provisional Appointment of the Neighborhood Services Supervisor and Revert the Position to a Neighborhood Services Specialist – \$29,000**

The Neighborhood Services Supervisor is provisionally filled with one of the Neighborhood Services Specialists. Given the small size of the Division, and Council's direction to flatten the organizational structure, this change is feasible. The supervisory duties previously performed by this position will be performed by the Division Manager. The Supervisor position which has become vacant will be eliminated and replaced with the specialist position previously held by the incumbent prior to his provisional appointment.

**Information Technology**

**38. Host Maintenance Work Order System in the Cloud (Cloud Computing) – \$5,000**

This is part of the change in approach Council authorized in the FY 2009-10 budget process to explore options for implementing Cloud Computing. Implementing the Cloud hosted version of the Maintenance Work Order system will keep the system under manufacturer support and reduce the IT staff time required to support the Work Order system. There will be no change in service levels to either Maintenance staff or to City staff needing to create work requests as a result of this change.

**39. Replace Existing PBX based Telephone System with Voice Over Internet Protocol – \$70,000**

Continuing to replace the aging PBX based telephone system with a Voice Over Internet Protocol (VOIP) system will eliminate the need for part time telephone support staff and reduce system maintenance and support costs.

**40. Implement Managed Print Services – \$22,000**

This is part of moving desktop support services to a 3<sup>rd</sup> party as approved by Council in the FY 2009-10 budget process. Implementation of Managed Print Services eliminates replacement costs, service and repair costs, and significantly reduces the cost of producing printed information. The vendor charges a fixed rate of 1.8 cents (\$0.018) per printed page which covers toner, repairs including parts, and replacement of the equipment when necessary. As a result of implementing Managed Print Services all City Departments will no longer need to purchase printer toner. When a printer requires toner or needs attention the vendor will be on site within 4 business hours to address the issues.

**41. Reorganize system programming & document services support – \$83,000**

This proposal eliminates a contract position that performs desktop publishing duties and further reduces part time support for Enterprise business systems. As a result of eliminating document services the monthly employee newsletter "City Talk" will either be discontinued or delivered as an on-line publication only. Additionally, the graphic design support this function provides to Printing Services will be eliminated. The reduction in part time support

for Enterprise business systems increases the risk of failure, particularly for Time Card and Performance Based Budget systems.

**42. Simplify desktop management approach – \$132,000**

Changing the tools and methods used to manage the City's desktop computers from an extremely complex system to a less complex system results in significant savings. The new approach preserves the software licensing, management of computers and software, and reporting provided under the original system. There will be minimal, if any, change in the way City staff use computers.

**43. Eliminate Maintenance Services Radios (Public Works & Engineering) – \$33,000**

Under this proposal Public Works staff would no longer use radios for routine communications among and between field staff and administrative staff. Instead, staff would use already existing cell phones with the walkie-talkie feature for communication. The savings results from turning off and discontinuing support for the non-safety radio infrastructure and FCC licensed channels. IT will maintain a cache of radios at the Corporation yard that will allow Public Works staff to communicate with Police Dispatch in the event of an emergency situation where cellular networks have failed.

**44. Change Local and Long Distance Telephone Service Provider – \$3,000**

Switch local and long distance telephone service to AT&T under the statewide CALNET-2 contract. There is no impact to City staff as a result of this change.

**45. Lease Instead of Purchase Mobile Data Computers (MDCs) in Police Vehicles – \$100,000 per Lease, Implemented at \$20,000 per Year**

The current Motorola MDCs are scheduled for replacement. IT has worked with Police command staff to identify viable alternatives to Motorola equipment which carries premium pricing. While a public bid will be required, preliminary analysis reveals that the City can save approximately \$100,000 over the life of an MDC by using a different manufacturer and leasing instead of purchasing replacement MDCs.

**46. Reduce Lawson system replacement value by \$1.5 M. – \$100,000**

Under this proposal the replacement value of the HR and Finance (Lawson) system will be reduced by \$1.5 million, which results in a net annual reduction in replacement costs of \$100,000. Currently Lawson replacement is valued at \$3 million. This reduction may result in additional funding being needed when and if the Lawson software is replaced. However, HR, IT and Finance staff are exploring alternative software which may be less expensive.

47. Extend desktop computer replacement by one year, to 5 years, and lease replacements – \$35,000

Currently, desktop computers are replaced every four years. The computers come standard with a three year warranty and generally operate without problem for four years. Industry standard replacement cycles range from three to five years. Extending computer life one additional year will result in 20% of City staff having a computer that is five years old. Such a computer may be slower than co-workers' computers and may not support the most current versions of an operating system or a business application. Much of this impact would be mitigated by migration of computers among staff so that the complexity of computer needs is matched with available machines. Additionally, the possibility of increased repair and support costs exists on the older machines.

### Finance

48. Business Licenses Compliance and Enhancement – \$150,000 (one time revenue), \$50,000 (ongoing revenue)

The Revenue Generation Program in the Finance Department has developed a more proactive approach to ensure that all Business License revenues are charged and collected. With the support of the Volunteers in Policing, staff is canvassing the City to ensure that businesses not only have licenses, but have their licenses visible to the public in accordance with the Concord Municipal Code. In addition, staff is using a number of databases, including information from the Franchise Tax Board, to update compliance and to increase business license revenue.

49. Eliminate Vacant Account Clerk III Position – \$37,000

With the resignation of an Account Clerk III, Revenue Generation and Treasury staff has reorganized the workload. Part-time funds totaling \$30,000 have been retained to continue the revenue generation business license efforts and to provide support to the Finance front counter. With the elimination of this position the Finance front counter hours will be reduced from 8 a.m. to 5 p.m. to 9 a.m. to 4 p.m., including closure during the lunch hour. To offset this impact, on-line business license renewal will be implemented.

50. Eliminate Vacant Budget Analyst Position – \$112,000

The Budget Analyst has retired and this position will be eliminated. A remaining allocation of \$50,000 has been retained for part-time professional services support. The timeliness of internal and external responses will decrease with the loss of this position.

**Human Resources (HR)****51. Reduce the Employee Assistance Program (EAP) Budget to Reflect Budgeted Full Time Employees (FTEs) – \$8,000**

The Employee Assistance Program is administered by Managed Health Network and provides employees with short-term counseling services in the areas of emotional health and work/ life balance assistance. The fee for EAP services is based on the number of full-time employees and due to the reduction of FTEs the rate charged to the City will be reduced accordingly.

**52. Reduction in Recruitment Budget to Reflect Lower City Staffing Level – \$43,000**

Due to the current budget crisis, hiring freeze, and reduction of City staff, recruitment services are at a minimum. In addition, the amount budgeted for associated pre-employment exams exceed actual usage. Following the proposed reduction, the remaining balance in the Recruitment and Selection budget would allow for one Executive Recruitment and the remaining balance for pre-employment medical exams will cover the limited amount of recruitments being performed. The reductions for recruitment and for pre-employment exams are \$25,000 and \$18,000 respectively.

**53. Reduce Employee Development Training to Fund Mandated Training Only – \$48,000**

Remaining funds will continue to support mandated training, including those required by AB 1825 Prevention of Sexual Harassment and AB 1234 Ethics Training for Local Officials. The City's training philosophy and management practices that were prevalent in times of growth will be revisited once the economy and the City's budget stabilize.

**54. Reduce Employee Service Recognition Awards – \$15,000**

Currently cash awards are provided for employees who reach milestone anniversaries starting with five years. This action will provide cash awards only to those employees achieving 20 or more years of service.

**55. Eliminate Two Vacant Human Resources Analyst II positions – \$210,000**

The Human Resources Department currently has two vacant HR Analyst II positions which have been unoccupied for over twelve months. The work previously performed by these positions has been absorbed by remaining HR staff with support from contract employees. This action formalizes this arrangement; \$80,000 of the position salaries will be made available for limited services support, the remaining \$210,000 would be removed from the budget.

**Office of the City Manager**

**56. Changing Records Storage Vendors – \$14,000**

During FY 2009-10 a Request for Proposal (RFP) was issued to solicit companies who provide hard copy storage. A new contract was issued which will result in the savings as indicated.

**57. Allocate Existing Administrative Staff to Support Grant Funded Base Reuse Efforts – \$37,000**

At the end of the current Office of Economic Adjustment (OEA) Grant cycle in September 2010, staff will rewrite the duties of the funded administrative position to reflect half-time support to the reuse project. The use of current staff will release the need for a contract administrative support position. The affected staff will absorb the duties as necessary which may cause a small reduction in the level of service provided to the City Council, the public, and the base reuse project.

**58. Reduce the City Council Travel Budget – \$20,000**

The members of the City Council will limit their travel to conferences.

**59. Reduce Video Services Coordinator to Half-Time – \$25,000**

The Video Services Coordinator position is currently filled by a provisionally appointed employee. The services provided by this position will be reduced by 50% which will translate into continued live-broadcasting of Council meetings and prioritization and possible reduction of all other functions of the position. In general, time will be cut from some or all of these current services: broadcasts of Commission Meetings, live events in Todos Santos Plaza, graduations, the development of public service announcements, and transferring responsibility for maintaining the electronic bulletin board to other staff.

**City Attorney**

**60. Part-Time Clerical Support – \$28,000**

The City Attorney's office is currently using part-time legal secretarial support two days per week. This support will be discontinued in FY 2010-11.

**61. Staff Development – \$5,400**

The City Attorney's office will reduce the amount of General Fund money supporting training. This amount will be replaced by a non-General Fund source. The attorneys will continue to ensure that all licensure continuing education requirements are met.

As stated above, as departmental staff reviewed all the services provided, some savings opportunities were identified which save resources outside the General Fund. These savings have been built into the Municipal Budget and 10-Year Plans in their respective funds and are as follows:

**Community Development (Outside General Funds)**

**62. Eliminate Vacant Housing Administrative Analyst – \$114,000**

The currently vacant Housing Administrative Analyst position would be eliminated. Minimal impact on the City's Housing program would occur.

**63. Reduce Redevelopment Operating Expenses – \$400,000**

Staff is proposing lowering the spending in a number of categories to reduce the impact on redevelopment funds by \$400,000. Examples include reducing the marketing and promotions budgets, the strategic plan implementation budget, the façade improvement program, staff conferences and training, and support for contract garage security.

In addition, item #4 above describes a management reorganization that results in approximately \$360,000 in savings to other funds.

**Public Works and Engineering (Outside General Funds)**

**64. Various Reductions in Storm Water Fund Program Activities – \$132,500**

By reducing creek maintenance, inspections and cleanups, \$76,500 will be saved each year. In addition, by reducing street sweeping during the dry seasons, an additional \$56,000 will be saved.

**5. SUMMATION**

The recommended budget for FY 2010-11 is a continuation of the effort we embarked upon 18 months ago to bring the City's budget back into balance and return to a sustainable fiscal condition. Although this budget does not completely resolve the structural imbalance between revenues and expenditures, it reduces the budget gap to \$6.6 million. This represents tremendous progress, particularly in light of the precipitous decline which occurred in nearly every General Fund revenue source beginning in 2008. I am confident that over the next two years we will be able to close this gap through a combination of additional service cuts, employee concessions, and potential new revenues.

Although we are clearly making progress in addressing this fiscal challenge, it would be wrong to conclude that any of the proposed changes will be easy, or will not be felt by the residents and businesses of Concord. With this budget, we are proposing fundamental changes to service levels throughout every City department, changes which are likely to be long-term in nature or permanent. The importance of finding greater efficiencies in all City operations and generating

new revenues has never been more important than today. If we are to continue to meet the needs of this growing community and preserve the fiscal health of this organization, we will truly need to develop additional ways to “Live Within Our Means.” With your continued support, support from our employees, and the support of the Concord community, I am sure we are capable of living up to this challenge.



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Daniel E. Keen, City Manager

**City of Concord  
General Fund  
Ten Year Projection  
For the Year Ending June 30, 2011  
With FY 2010-11 Proposed Budget Cuts & Revenues  
(000's)**

	<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>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
<b>Beginning Fund Balance 7/01</b>	\$ 9,619	\$ 4,440	\$ 5,524	\$ 6,963	\$ 8,616	\$ 10,249	\$ 11,697	\$ 12,736	\$ 13,239	\$ 13,375
<b>Operating Revenues</b>	\$ 65,148	\$ 67,600	\$ 70,561	\$ 73,364	\$ 75,765	\$ 78,536	\$ 81,428	\$ 84,431	\$ 87,327	\$ 90,795
<b><u>Appropriations</u></b>										
Operating Expenditures	\$ 72,327	\$ 74,706	\$ 76,990	\$ 79,901	\$ 82,322	\$ 85,278	\$ 88,579	\$ 92,118	\$ 95,381	\$ 98,796
Phase In Expenditure Reductions	(2,000)	(8,190)	(8,190)	(8,190)	(8,190)	(8,190)	(8,190)	(8,190)	(8,190)	(8,190)
Capital Improvement Projects (CIP)	-	-	322	-	-	-	-	-	-	-
Total Appropriations	<u>\$ 70,327</u>	<u>\$ 66,516</u>	<u>\$ 69,122</u>	<u>\$ 71,711</u>	<u>\$ 74,132</u>	<u>\$ 77,088</u>	<u>\$ 80,389</u>	<u>\$ 83,928</u>	<u>\$ 87,191</u>	<u>\$ 90,606</u>
Revenue Over(Under) Appropriations	\$ (5,179)	\$ 1,084	\$ 1,439	\$ 1,653	\$ 1,633	\$ 1,448	\$ 1,039	\$ 503	\$ 136	\$ 189
<b>Ending Fund Balance 6/30</b>	<u>\$ 4,440</u>	<u>\$ 5,524</u>	<u>\$ 6,963</u>	<u>\$ 8,616</u>	<u>\$ 10,249</u>	<u>\$ 11,697</u>	<u>\$ 12,736</u>	<u>\$ 13,239</u>	<u>\$ 13,375</u>	<u>\$ 13,564</u>
General Fund Reserves as a % of Operating Expenditures	6.3%	8.3%	10.1%	12.0%	13.8%	15.2%	15.8%	15.8%	15.3%	15.0%

XXXX

**REPORT TO MAYOR/REDEVELOPMENT AGENCY CHAIR  
AND CITY COUNCIL/AGENCY BOARD****TO THE HONORABLE MAYOR/REDEVELOPMENT AGENCY CHAIR  
AND CITY COUNCIL/AGENCY BOARD:**

DATE:

June 22, 2010

**SUBJECT: ADOPTION OF THE FISCAL YEAR 2010-11 BUDGETS AND TEN-YEAR FINANCIAL PLANS FOR THE CITY OF CONCORD AND CONCORD REDEVELOPMENT AGENCY, AND RELATED ITEMS**

**Report in Brief**

Staff introduced the proposed budget at a public workshop on May 11, 2010. During this workshop staff presented recommended modifications to the budget (64 ideas in total) to help balance it over the ten-year financial planning period (Attachment 1). At the May 11<sup>th</sup> workshop, council members requested additional information which was presented to Council at a public hearing on the City's budgets and 10-year financial plans on June 1, 2010. During the June 1<sup>st</sup> hearing on the Budget, the Council took additional public testimony, asked follow-up questions, and provided direction to staff.

For tonight's hearing (June 22), the City Council is requested to receive staff's brief report, continue the public hearing, receive public testimony, and adopt the budget. The City's remaining structural deficit is \$13 million; however, the proposed budget addresses \$5.6 million of the deficit, leaving \$7.4 million to be addressed in the FY 2011-12 budget.

**Discussion**

The FY 2010-11 Proposed Budget continues the City's efforts to strategically address the City's budget shortfall. These efforts began in FY 2008-09 when the City Council approved a \$4 million General Fund budget reduction at mid-year. For FY 2009-10, the Council approved a three year plan to address the budget deficit. The FY 2010-11 Proposed Budget represents the second year of the three year plan. The Proposed Budget reflects the outcomes of the City's recent very successful "Living Within Our Means" workshops, telephone and web surveys, the leadership of the Department Heads, the numerous ideas received from employees, and Council's direction.

The City's structural budget deficit is currently projected at \$12.7 to \$13 Million dollars, assuming that we solve the deficit over the next two fiscal years (FY 2010-11 and FY 2011-12). The recommended budget for FY 2010-11 addresses \$5.6 million of this deficit, through a combination of expenditure cuts and new revenues (63 in all). Staff anticipates that employee wage and benefit concessions will result in additional budget reductions, though the extent of those savings is not known at the time of the preparation of this report. As negotiations are finalized and Memoranda of Understanding with bargaining units are

**ADOPTION OF THE FISCAL YEAR 2010-11 BUDGETS AND TEN-YEAR  
FINANCIAL PLANS FOR THE CITY OF CONCORD AND CONCORD  
REDEVELOPMENT AGENCY, AND RELATED ITEMS**

June 22, 2010

Page 2 of 26

approved, the results will be identified, calculated and reflected in the final FY 2010-11 budget. In any event, staff's recommended budget proposal includes no layoffs of regular, full-time staff with the exception of the Community Development Director position.

The remaining \$7.4 million structural deficit is proposed to be resolved over the next two fiscal years through negotiations with employee organizations on salary and benefit concessions, additional service cuts, and/or revenue increases. The exact mix of these three methods is being explored by the community, staff, and the City Council. Attachment 2 is the memo Council received at the May 11<sup>th</sup> budget workshop that presents a preliminary set of possible cuts, should the \$7.4 million remaining deficit be resolved through expenditure reductions alone.

In light of the severe economic recession, City Council and the City Staff have been working diligently to address the services to be provided in light of declining revenues. Because the City has a tradition of long range fiscal planning, the City Council and staff began to immediately address the budget challenges when they first appeared in FY 2008-2009. Below is an explanation of the steps the City has taken to date:

- The FY 2008-2009 budget was developed recognizing that a recession was beginning to occur and that measures would be necessary for the budget to remain in balance. As a result, \$2.3 million was cut from the budget, and, for the first time, \$1.8 million in reserves was used to balance the budget. While these measures were a good start, the recession soon proved to be much deeper than anyone originally anticipated.
- In November, 2008, City Staff began work addressing the budget deficit. City department heads were asked to make budget reduction recommendations. Administratively, most non-labor operating expenditure budgets were immediately lowered to FY 2007-08 levels. Additionally, a budget reduction task force composed of City employees was created and charged with looking for ways to reduce expenditures, increase revenues and/or enhance efficiencies.
- In January 2009, City Staff recommended and Council adopted approximately \$4.0 million in revenue enhancements and budget reductions. Additionally, the Council modified its budget and fiscal policy to lower the City's operating contingency and other reserves to 15% of operating expenditures; previously it had been 30%. At the time, updated revenue and expenditure projections indicated that an additional \$5.2 million in revenue enhancements or expenditures reductions would be required in FY 2009-10 to achieve the new 15% reserve target by the end of the Ten-Year planning period. To allow additional time for staff and Council to strategically assess revenue and expenditure projections, staff recommended, and the Council implemented, a three year phase-in of budget reductions. Due to the time value of money, this approach effectively increased the required additional budget reductions from \$5.2 million to \$6.2 million.
- In April, 2009, the budget reduction task force completed its work and produced the task force report, which consolidated over 1,000 ideas into 250 actionable items. The vast majority of these ideas have already been implemented or are being considered for implementation with this

**ADOPTION OF THE FISCAL YEAR 2010-11 BUDGETS AND TEN-YEAR  
FINANCIAL PLANS FOR THE CITY OF CONCORD AND CONCORD  
REDEVELOPMENT AGENCY, AND RELATED ITEMS**

June 22, 2010

Page 3 of 26

proposed budget. A handful of the ideas can only be addressed through negotiations, and the remaining were found to be infeasible at this time.

- In June, 2009, the City recognized that revenues had decreased further than projected and that its remaining structural deficit had climbed from \$6.2 million to \$13.7 million. The Council adopted a budget reduction phase-in strategy of \$4.0 million in cuts for FY 2009-10, an additional \$5.0 million in FY 2010-11, and \$4.7 million in FY 2011-12. The proposed budget reductions are cumulative. The \$4 million in FY 2009-10 cuts included non-sworn staff furloughs, benefit concessions by non-sworn management and an early retirement incentive program. The early retirement program was the primary tool for creating the vacant positions included in the budget reduction strategy. By offering an incentive for employees to retire, it was hoped that most of the vacancies created would be positions that would not need to be filled thereby generating significant budget savings over time. In addition, the early retirement incentive allowed the City to spread the costs of the incentive over a five-year period. The early retirement program was successful, with 64 individuals retiring. As a result, the number of layoffs was significantly reduced to just eight.
- In April, 2010 the City implemented an extensive outreach effort to ascertain the community's service priorities. The outreach effort incorporated a statistically valid telephone survey, a web survey and five "Living Within Our Means" Community Workshops. The information obtained through those efforts has been used by staff to guide the decisions regarding the budget cuts and revenue enhancements incorporated into this proposed FY 2010-11 budget.
- As of May, 2010 the national and local economies continue to be in recession, resulting in further revenue declines beyond those previously projected. General Fund revenues are expected to be \$3.8 million less in FY 2010-11 than projected last year for the same time period. Reduced sales and property tax revenues, the City's primary sources of General Fund revenues, make up the lion's share of this reduction. As a result the estimated remaining budget deficit for the 10-Year planning period has increased to approximately \$12.7 to \$13 million from the \$9.7 million projected last year.

**June 1, 2010 Workshop—Council Direction & Questions**

At the June 1<sup>st</sup> Council hearing on the budget, the Council asked staff to provide additional information on a few topics and provided direction to staff requesting some budget changes that have since been incorporated. Each is briefly discussed below.

- ***Provide More Information on the Proposed Tow Franchise Fee, Work with the Tow Providers, and Remove the Proposed Franchise Fee for Tow Operators from the Fee Resolution:***

California Vehicle Code Section 22850.5 provides authority to the City of Concord to impose a charge "equal to its administrative costs related to the removal, impound, storage, or release" of vehicles. In addition, in Section 12110b, "subdivision (a) does not preclude a public entity

**ADOPTION OF THE FISCAL YEAR 2010-11 BUDGETS AND TEN-YEAR  
FINANCIAL PLANS FOR THE CITY OF CONCORD AND CONCORD  
REDEVELOPMENT AGENCY, AND RELATED ITEMS**

June 22, 2010

Page 4 of 26

*otherwise authorized by law from requiring a fee in connection with the award of a franchise for towing vehicles on behalf of that public entity.”* The franchise fee proposal is to establish a means for the City to recover the costs associated with police-initiated towing of vehicles. The City’s rotational towing program restricts to only certain pre-approved tow operators the opportunity to handle police-initiated vehicle tows.

At the June 1<sup>st</sup> meeting, following testimony by tow operators, the Council directed staff to do more research into the tow operators’ concerns, to explore what other cities are doing for cost recovery related to vehicle tows, and to review any proposed new franchise fee with the Policy Development and Internal Operations (PD&IO) Council Committee before bringing it before Council for consideration. Staff set a meeting for Thursday, June 17, 2010, to seek and receive further input from the tow operators. Staff anticipates going to the Council’s Policy Development and Internal Operations (PD&IO) Committee with a comprehensive report in September. In the meantime, the reference to a specific amount for a franchise fee for tow operators has been removed from the fee schedule. Additionally, the proposed budget has adjusted the revenue estimate for the franchise fee from \$200,000 to \$100,000 for FY 2010-11.

- ***Work with the Apartment Owner’s Association to Develop an Appropriate Fee Increase that Results in the Multi-Family Inspection Program Being a Full Cost Recovery Program:***

As directed by the City Council, staff met with the Apartment Owner’s Association to discuss the increases, recommended by staff, to the Multi-Family Dwelling Unit Inspection fees. The proposed adjustments included increasing annual inspection fees from \$41.00 per unit to \$51.00 (\$153.00 spread over three years), and an increase in the self certification application fee from \$58.00 to \$108.00.

At the meeting with the Apartment Owners Association, their task force strongly objected to the increase in the self certification application fee, but reluctantly accepted the overall inspection cost. As a result of that meeting, staff is recommending reducing the original proposed increase in the self certification application fee to \$60.00 per application.

- ***Working with the Downtown Property Owners and Business Operators, Study the Use of Parking Meters as a Tool for Managing Parking Demand and Supporting the Downtown Businesses; Until This Analysis is Complete and the Council has Considered the Item, Remove Anticipated Parking Meter Revenue From the Proposed Budget:***

As part of FY 2010-11’s work program, staff will conduct an analysis of the pros and cons of using parking meters to manage parking around Todos Santos Plaza. Staff will work with all affected businesses and bring any proposal to use parking meters forward to the PD&IO Council Committee for consideration prior to bringing the item before the full Council for consideration. In the meantime, the proposed budget has been modified to remove anticipated parking meter revenues.

**ADOPTION OF THE FISCAL YEAR 2010-11 BUDGETS AND TEN-YEAR  
FINANCIAL PLANS FOR THE CITY OF CONCORD AND CONCORD  
REDEVELOPMENT AGENCY, AND RELATED ITEMS**

June 22, 2010  
Page 5 of 26

- ***Find a Way to Broadcast High School Graduations:***

Staff will work with the videographer to ensure that high school graduations at the Pavilion continue to be broadcast. This can be accommodated without modifying the proposal to reduce the videographer position from a full-time regular employee position to a half-time, non-benefited, position.

- ***Provide More Information on the Impacts if the Proposed Reduction to Funding for Parks and Medians Maintenance is Approved:***

For parks and medians maintenance, the change in frequency resulting from the reduced budget is based on average frequency. However, medians in highly traveled arterials or in high visibility locations will be given higher priority, as will heavily used areas of parks.

Service or Activity	Current Frequency	Proposed Frequency	Impact/Comments
<b>Litter/Trash Removal</b>			
Emptying of trash cans	Daily	No change	None
Litter removal in high use areas	Daily	No change	None
Litter removal in Downtown District	As needed	No change	No impact – funded by Assessment District
Creek and Lake clean-up at Hillcrest, Ellis, Newhall, Markham & Willow Pass Parks	Once a week	Every other week	More litter will accumulate and stay longer in the creeks and lakes
Litter removal in low use areas	3 times a week	Every other week	More litter will accumulate
<b>Mowing</b>			
Mow active use areas (sports fields)	Once a week	No change	None
Mow light or passive use areas	Every week	Every other week	Taller grass
<b>Irrigation</b>			
Repair irrigation in high use areas	As needed	No change	None
Repair irrigation in light use areas	As needed	Priority basis	Slower response time will result in lower quality turf and landscaping
<b>Other</b>			
Clean bathrooms	Daily	No change	None
Inspect and clean Tot-lots	Daily	No change	None

**ADOPTION OF THE FISCAL YEAR 2010-11 BUDGETS AND TEN-YEAR  
FINANCIAL PLANS FOR THE CITY OF CONCORD AND CONCORD  
REDEVELOPMENT AGENCY, AND RELATED ITEMS**

June 22, 2010

Page 6 of 26

<b>Service or Activity</b>	<b>Current Frequency</b>	<b>Proposed Frequency</b>	<b>Impact/Comments</b>
Maintain turf in passive use areas	As needed	Priority basis	Resources are shifted to high use areas, which will substantially reduce funding for this work, resulting in lower quality (color/density) turf in non-active areas
Planting of annuals around park signs and high use areas	Twice a year	Discontinued	No flowers around park signs
Special projects in Parks	As needed	Depends on Budget	Budget has been reduced by 60%. Special projects such as new landscaping and park signs will be curtailed. Work to be done will depend on budget.
<b>Medians</b>			
Downtown District	As needed	No change	No impact – funded by Assessment District
Litter removal in street medians	Weekly	Every week and a half	Litter will remain on medians ½ week longer
Median maintenance	Every two months	Every three months	Medians due for weeding and trimming and irrigation checks will wait one month longer.
Special projects in medians	As needed	Depends on budget	Budget has been reduced by 64%. Special projects such as new landscaping will be curtailed. Work to be done will depend on the budget.
Annual Planting	Twice a year in various locations	Discontinued – except Downtown and Logo	Medians will have less color throughout year.

• ***Describe the Impacts of Reducing the RDA Marketing and Promotion Budget:***

Staff's proposed reduction will not have an impact on the Agency's abilities to market and promote economic development or downtown programs. Economic Development marketing and special events promotion will continue as in previous years. Reduction in these programs will come from funds that are typically held in reserve in the event new activities or programs are initiated. Staff estimates that approximately \$30,000 from Economic Development and \$20,000 from downtown events can be reduced without impacting either program.

**ADOPTION OF THE FISCAL YEAR 2010-11 BUDGETS AND TEN-YEAR FINANCIAL PLANS FOR THE CITY OF CONCORD AND CONCORD REDEVELOPMENT AGENCY, AND RELATED ITEMS**

June 22, 2010  
Page 7 of 26

To further clarify the proposed \$400,000 reductions, \$150,000 is proposed to be reduced from consultant services for strategic planning leaving approximately \$300,000 for this activity. Staff is also proposing reductions in the façade improvement program, staff conferences and training, and support for downtown garage security. Not all of the proposed reductions may occur to the extent proposed as there are sufficient funds to allow flexibility within RDA operating budget. The following reflects the estimated line item amounts proposed to be reduced:

<b>Program</b>	<b>Amount Proposed to be Reduced</b>
Strategic Plan Implementation <i>(Budget before reduction is approx. \$450,000)</i>	\$150,000
Concord Police Summer events program <i>(This was a trial program and is no longer needed. It did not occur summer 2009 and is not scheduled for 2010)</i>	\$ 63,000
California Symphony <i>(This program is funded from Art in Public Places Account)</i>	\$ 40,000
Economic Development <i>(Budget before reduction is approx. \$160,000)</i>	\$ 30,000
Downtown events <i>(These funds are held in reserve for new events. Budget before reduction is approx. \$195,000)</i>	\$ 20,000
Other reductions include façade improvement program, garage security, property management, collateral material, and staff development.	\$ 97,000
<b>Total</b>	<b>\$400,000</b>

- ***Outline Alternative Funding Options that Would Support Maintaining our Current Street Sweeping Levels:***

The Proposed FY 2010-11 Budget anticipates a \$146,000 savings as a result of changing the street sweeping operation. Of this savings, approximately \$6,000 is attributed to downtown sweeping and the remaining \$140,000 to the residential, collector, and arterial streets. It would cost about \$5 per account per year to fund the proposed reduction in services (\$146,000) and about \$15 per year per account to fund the entire street sweeping program. In some communities, a fee is added to waste disposal bills as a means of recovering the costs of street sweeping activities. No such fee is charged in Concord today.

At this time, staff continues to recommend that the previously proposed reduction in street sweeping activity – from weekly to biweekly in the downtown, and from 12 times per year to 8

**ADOPTION OF THE FISCAL YEAR 2010-11 BUDGETS AND TEN-YEAR  
FINANCIAL PLANS FOR THE CITY OF CONCORD AND CONCORD  
REDEVELOPMENT AGENCY, AND RELATED ITEMS**

June 22, 2010

Page 8 of 26

times per year in all other areas – be implemented in the upcoming year. However, if the City Council prefers the alternative described above, it is recommended that the Council direct staff to delay implementation of the reduction in service, and more thoroughly research the logistics of implementing a new fee for street sweeping activities. The issue would be referred to PD&IO Council subcommittee for analysis and further direction prior to returning to the Council for a final decision.

- ***Incorporate a Capital Improvement Program Project for (1) Improvements on Farm Bureau Road (i.e., sidewalks) and (2) the Grinding and Resurfacing of Denkinger, between Concord and Wilson, into a future CIP:***

**Farm Bureau Road Sidewalk**

The City Council requested that staff apply for grants, such as Safe Routes to School (SR2S), to fund the construction of sidewalk at gap locations along Farm Bureau Road (Willow Pass Road to Clayton Road). Last year, staff applied for a SR2S grant for the segment of Farm Bureau Road between Willow Pass Road and Wren Ave. Caltrans informed staff that the application scored well. However, they did not recommend funding for the project because of the unusually large number of applications. Caltrans encouraged staff to re-submit the application. Recently, staff resubmitted the grant application (about \$500,000).

At this time, the City does not have the right-of-way in most of the sidewalk gaps. Cumulatively, the sidewalk gaps comprise about half the total frontage length along Farm Bureau Road. Sidewalk grant applications do not compete well for SR2S grants when project sponsors do not own the right-of-way. The City owns the right-of-way for the segment of Farm Bureau Road discussed in the preceding paragraph.

To construct the sidewalk in areas where the City does not have the right-of-way requires widening Farm Bureau Road to its ultimate width. To provide a funding mechanism for the widening, Farm Bureau Road will be included along with other roadway widening projects in the Offsite Street Improvement Program (OSIP) Study update that will be conducted in FY 2010-11. The projects identified in the OSIP Study are eligible for OSIP funds. The OSIP is the City's traffic mitigation fee. Future widening of Farm Bureau Road will include construction of the sidewalk, undergrounding of overhead utilities, and drainage improvements. OSIP funds could be supplemented with grants (once the City acquires the needed right-of-way) and street funds. When staff presents the Citywide Pavement Study to the Council Committee on Infrastructure & Franchising in September, staff will include a discussion on the cost of Farm Bureau Road improvements and how it may impact funding for street maintenance if street funds are used to supplement the OSIP funds. If the Council Committee ultimately decides that this project is appropriate for inclusion in the City's Capital Improvement Program, this item will be returned to the Council for a decision at a later date.

**ADOPTION OF THE FISCAL YEAR 2010-11 BUDGETS AND TEN-YEAR  
FINANCIAL PLANS FOR THE CITY OF CONCORD AND CONCORD  
REDEVELOPMENT AGENCY, AND RELATED ITEMS**

June 22, 2010

Page 9 of 26

**Denkinger Road Pavement Rehabilitation**

Due to the “washboard” (bumpy) surface condition of Denkinger Road between Farm Bureau Road and Wilson Lane, the City Council requested that staff look into resurfacing Denkinger Road as a future project. As a non-federal highway aid road, Denkinger Road does not qualify for the traditional grant that the City receives for pavement rehabilitation.

The recent Citywide Pavement Assessment Study included a more detailed assessment of Denkinger Road and Whitman Road, which resulted in staff recommending to, and receiving approval from, the City Council for the reconstruction of Whitman Road.

As part of staff’s report to the Council Committee on Franchise and Infrastructure on the Citywide Pavement Assessment Study in September, staff will discuss how the street maintenance work, which includes pavement resurfacing, will be prioritized. Denkinger Road will be included in this report.

- ***Provide Information on Position Reductions by Department, Referencing Total Number of Positions, the Dollar Value of the Positions, and the Percentages of Both:***

This information has been presented in a table format, as Attachment 3.

- ***Additional Information Regarding Funding for Camp Concord Youth Camp***

The possibility of a donation of approximately \$142,000 to support the 2011 season of Camp Concord Youth and Teen Camp has arisen. This is extremely good news in light of the contribution that the camp provides to many children who otherwise would not experience the great outdoors in the beautiful El Dorado National Forest. In the event that the anticipated donation occurs, an adjustment will be made this budget at mid-year. In the meantime, staff will continue to explore other alternatives for serving youth and teens at Camp Concord into the future.

**ADOPTION OF THE FISCAL YEAR 2010-11 BUDGETS AND TEN-YEAR  
FINANCIAL PLANS FOR THE CITY OF CONCORD AND CONCORD  
REDEVELOPMENT AGENCY, AND RELATED ITEMS**

June 22, 2010  
Page 10 of 26

**FY 2010-11 PROPOSED PROGRAM REDUCTIONS**

The following summary table has been updated to reflect the current proposed budget. It is followed by an updated list of proposed reductions by department.

**Summary of General Fund Budget Proposals**

Department	Vacant Regular Positions	One-Time	Ongoing	Total
Police	3	0	\$830,000	\$830,000
Public Works & Engineering	7	\$273,000	2,040,000	2,313,000
Community & Recreation Services	2	\$86,000	632,000	718,000
Community Development	3	0	190,000	190,000
Information Technology	0	0	503,000	503,000
Finance	2	150,000	199,000	349,000
Human Resources	2	43,000	281,000	324,000
Office of the City Manager	1	0	96,000	96,000
City Attorney	0	0	33,400	33,400
Citywide	0		234,000	234,000
<b>Total</b>	<b>20</b>	<b>\$552,000</b>	<b>\$5,038,400</b>	<b>\$5,590,400</b>

**Police Department – Total Reductions of \$830,000**

1. Reduction in Community Service Desk Hours – \$38,000

The Community Service Desk (CSD - front desk) of the police headquarters building is currently staffed with two full time Community Service Officers and several part-time police assistants. The part time staff allows the desk to be open on Saturdays and evenings until 8 pm. This budget reduction will reduce the part time staff hours and thereby reduce the number of hours the CSD will be available for public use. The desk will operate during normal business hours, 8 am to 5 pm, Monday through Friday. However, in order to mitigate the service reductions, citizens will continue to be able to access the Records lobby area 24 hours a day and make reports using the self-serve computer kiosk.

2. Reduce Part Time Hours in the Jail – \$12,000

The Jail continues to operate with approximately 1,200 part time hours to provide partial coverage during day shift hours of operation. This reduction of approximately 700 hours will reduce the remaining part-time hours and require cross-training of other Community Service Officer staff to provide booking services as necessary during day shift. One full time Community Service Officer Jail staff position was eliminated in the FY 2009-10 budget; however, the police department was able to obtain a Federal Justice Administration

**ADOPTION OF THE FISCAL YEAR 2010-11 BUDGETS AND TEN-YEAR  
FINANCIAL PLANS FOR THE CITY OF CONCORD AND CONCORD  
REDEVELOPMENT AGENCY, AND RELATED ITEMS**

June 22, 2010

Page 11 of 26

Grant to pay for this position through November, 2010. This full time position is anticipated to receive grant funding again this year.

3. Crime Analysis Part Time – \$9,000

In the prior year's budget reductions the police department has essentially eliminated all crime analysis staff. However, approximately 500 hours of part time hours remained available for basic crime analysis operations (.25 FTE). This budget reduction item eliminates those remaining hours and results in the cessation of all Crime Analysis operations. Any analysis necessary for the investigation of criminal cases or crime trends will be shifted to sworn police investigators.

4. Citation Sign-Offs – \$12,000 (revenue)

Many cities now charge a nominal fee to complete sign-offs of mechanical violations, which are often called "Fix-it" tickets. Therefore, this budget item brings Concord into consistency with the practices of neighboring jurisdictions and will increase revenue by authorizing a fee of \$15.00 for residents and \$20.00 for non residents. Sign-offs will only be authorized at the main police building, and staff estimates approximately 775 citations will be signed off in FY 2010-11.

5. Reductions in Crossing Guard Contract – \$32,000

Last year's budget reduced the crossing guard contract by 25% in FY 2009-10 through improved efficiencies and elimination of locations with little or no student crossings. Prior to the recent reduction, the contract amount was \$174,000 per year and supported crossing guards at 22 locations throughout the city. This proposal would further reduce the contract to \$97,000, through careful review of crossing guard deployment and pedestrian patterns. Where safe and appropriate, staff would work with schools to reduce crossing guard locations or consolidate multiple locations at particular school sites.

6. Reduce Canine Team by One Canine & Handler – \$21,000

Currently the Police Department operates a canine team of eight officers and eight dogs. However, there is one dog vacancy. This proposal would eliminate the one dog vacancy, reducing the canine team to 7. This would eliminate coverage on one day shift assignment. The cost savings result from avoidance of canine acquisition costs, veterinarian bills, training expenses, officer incentive pay and other miscellaneous expenses. If a canine is required during a shift when one isn't available, Concord will request support from a neighboring agency.

**ADOPTION OF THE FISCAL YEAR 2010-11 BUDGETS AND TEN-YEAR  
FINANCIAL PLANS FOR THE CITY OF CONCORD AND CONCORD  
REDEVELOPMENT AGENCY, AND RELATED ITEMS**

June 22, 2010

Page 12 of 26

7. Elimination of SWAT pagers – \$5,000

Staff reviewed all call out options for Special Weapons and Tactics (SWAT) team members and found that pagers were no longer necessary. Normal cell phone and other call out options will be utilized in the future. All pagers will be discontinued and this item will be removed from the budget.

8. Establish a Franchise Fee for Tow Operators Within the City – \$100,000 (partial year revenue, \$200,000 ongoing)

As described above on page 3, the City is allowed to recoup its costs for managing the Police Department's tow operation by charging a "Franchise Fee." This fee, in actuality, is cost recovery charges for service. Staff is meeting with tow operators and will bring a more definitive report to the Council's PD&IO Committee during FY 2010-11.

9. Police Officer Trainee Part Time Hours – \$50,000

Present economic conditions have resulted in a number of qualified and fully trained police officers looking for employment with the City of Concord. These officers are commonly referred to as "lateral" police officers. If and when the City of Concord begins to again hire police officers, those new hires will likely be from the pool of lateral officers. With the increased availability of lateral officers, it is unlikely the City will need to send newly hired (entry level) police officers to a basic police academy. As such, the monies currently budgeted to pay part time wages to new hires who are attending an academy will not be necessary for the foreseeable future. Accordingly, this proposal eliminates \$50,000 ordinarily used to pay these academy trainees.

10. Reduce Overtime – \$100,000

The department has reduced overtime by \$200,000 in the last two fiscal years. This proposal continues the effort to reduce overtime expenditures by modifying overtime policies, seeking reimbursement for special events and other demands for police overtime, and carefully deploying existing resources so backfill overtime is reduced.

11. Manage Dispatch Hours – \$22,000

The department will continue to deploy injured or "light duty" personnel to Dispatch whenever practical in order to reduce the costs of backfill overtime in the dispatch center. Accordingly, 15% of the currently allocated part time hours may be eliminated from the dispatch budget without adversely affecting operational readiness.

**ADOPTION OF THE FISCAL YEAR 2010-11 BUDGETS AND TEN-YEAR  
FINANCIAL PLANS FOR THE CITY OF CONCORD AND CONCORD  
REDEVELOPMENT AGENCY, AND RELATED ITEMS**

June 22, 2010  
Page 13 of 26

12. Elimination of Vacant Community Action & Awareness Corporal position – \$126,000

This position has been vacant for over 18 months due to an extended disability leave of the incumbent. The incumbent is now taking a disability retirement. The position may be eliminated with minimal impact on front-line law enforcement service delivery. The position's duties included providing community support and facilitating problem solving. The position also assisted with recruitment, hiring and training of new police officers.

13. Indefinite Freeze of Two Vacant Police Officer Positions – \$265,000

Two vacant police officer positions would be indefinitely frozen and not filled. At this time, freezing these positions would have minimal impact on front-line law enforcement service delivery.

14. Closure of the Southern Field Office – \$38,000

The Northern and Valley Field Offices were closed as part of the FY 09-10 budget reductions. This proposal would close the last remaining field office, the Southern Field Office, located on Monument Blvd. Due to heavier usage, this field office was not part of the initial list recommended for closure. However, with the continuing budget deficit, staff believes it is now necessary to close the office and bring the operations within the main police building, which is just 1.5 miles away. The savings are the result of the reduction in part-time staff and rent.

**Public Works and Engineering – Total Reduction of \$2,313,000**

15. Cost Recovery for Services Provided by Transportation Staff – \$30,000 (revenue)

This proposal allows Transportation staff to charge developers for time spent on the review and inspection of development projects. The staff rates are reflected in the Schedule of Master Fees and Charges.

16. Eliminate General Fund Subsidy to Stormwater Program – \$379,000

This proposal recognizes the cost savings due to the reduction in new Municipal Regional Permit water quality requirements. Over the 10-Year Plan, a \$7.8 million savings is projected.

17. Extend Useful Life of Vehicles by 25,000 Miles – \$273,000 (one-time)

This proposal would defer vehicle replacements by extending the assumed useful life of City vehicles by 25,000 miles. While this will result in an estimated net savings in capital expenditures due to delayed purchase of new vehicles, repair costs for the existing fleet may rise. However, no City vehicles will be allowed to violate safety standards.

**ADOPTION OF THE FISCAL YEAR 2010-11 BUDGETS AND TEN-YEAR  
FINANCIAL PLANS FOR THE CITY OF CONCORD AND CONCORD  
REDEVELOPMENT AGENCY, AND RELATED ITEMS**

June 22, 2010

Page 14 of 26

18. Eliminate all Part-time Custodial Positions – \$79,000

All custodial work now performed by part-time staff would be performed by an outside contract service obtained through competitive bid.

19. Defer Building Maintenance Repairs and Replacement – \$51,000

With last year's budget, scheduled maintenance of many building facilities and assumed repairs were deferred. This proposal continues the deferral of non-essential building repairs and system replacements.

20. Eliminate the Vacant Administrative Analyst Position (ADA Coordinator) – \$135,000

In the past, the City funded an Administrative Analyst position to act as Americans with Disabilities Act (ADA) Coordinator. This position is currently vacant, and this proposal would designate one of the existing Associate Civil Engineers as the ADA Coordinator. Administrative support will be provided by one of the department's administrative staff.

21. Eliminate two Vacant CIP Construction Inspector Positions – \$117,000

Two vacant CIP Construction Inspector positions would be replaced by a consultant construction inspector on an as-needed basis.

22. Eliminate three Vacant Positions (One Parks Lead Worker & Two Landscape Gardener positions), Reduce Part-time Seasonal Staff by 50%, and Reduce Supplies by 27% – \$858,000

The frequency of performing maintenance activities in the Parks and Medians (i.e., debris removal, trimming, weed management, turf maintenance, and irrigation repair) would be reduced, with priority placed on the maintenance of high use and high visibility areas. This proposal would result in more debris and weeds, longer turf and a reduction in response times.

23. Eliminate the Vacant Maintenance Utility Mechanic Position – \$93,000

A vacant Maintenance Utility Mechanic position would be eliminated, resulting in a reduction in response times for routine mechanical equipment maintenance issues. Specialty work will be contracted out on an as-needed basis.

24. Reallocation of Costs to Other Funds -- \$298,000

There are several tasks performed by staff who charge their time to the General Fund for work that is done for which other, more restricted yet eligible funding exists. Examples include clerical and data entry support for Sewer Operations, replacing street markings after a resurfacing project for the Street program, creek maintenance, and current development activities for stormwater and sewer operations. In each of these cases the costs are eligible and meet the criteria for special revenue funding rather than for General Fund subsidy. As a

**ADOPTION OF THE FISCAL YEAR 2010-11 BUDGETS AND TEN-YEAR  
FINANCIAL PLANS FOR THE CITY OF CONCORD AND CONCORD  
REDEVELOPMENT AGENCY, AND RELATED ITEMS**

June 22, 2010

Page 15 of 26

General Fund preservation measure, these costs will be shifted, as appropriate, to the funding source which is available specifically for this purpose.

**Community and Recreation Services – Total Reduction of \$718,000**

25. Reduce the Number of Umpires Provided per Adult Softball League Game from Two Umpires to One – \$25,000

This proposal will eliminate one of the two umpires provided to officiate each adult softball game through the Community & Recreation Services softball league program. This reduction in service can be accomplished without sacrificing program safety. Providing one official is consistent with the service level provided by some of the neighboring cities' Parks & Recreation softball leagues.

26. Eliminate the Contribution to the Mt. Diablo Collaborative for Academics, Recreation & Enrichment for Students (CARES) After School Program – \$96,000

During FY 2009-10, the General Fund contributed \$96,000 to support the program at Cambridge and Meadow Homes Elementary Schools, and Oak Grove, El Dorado and Glenbrook Middle Schools. The CARES program is funded primarily by state and federal grants. Combined enrollment at all five sites averages 731 students. The after school programs will be able to continue even with the reduction in City of Concord funding, although the ability to provide current staffing ratios and some attractive programming options will be affected. The following is a list of impacts:

- Continued pay freezes implemented during FY 2009-10 may affect staff retention and motivation.
- Non-essential supplies would be eliminated.
- A reduction in the number of on-site program support staff called "floaters" (from seven staff to two). These staff members provide a higher level of supervision and help to cover during staff illnesses across all sites. Student to staff supervision ratios would increase from 17:1 to 20:1 which is still considered safe.
- Staff planning time would be reduced; however, adjustments would be made on a daily basis to ensure adequate preparation and meeting time to the degree possible.

27. Reduction in General Fund Support of Community Grant Program – \$86,000 (one time)

The City administers Community Development Block Grant (CDBG) funds which it receives from the U.S. Department of Housing and Urban Development (HUD). Because the CDBG funds are limited to a cap of 15% for Public Service activities, the General Fund has historically matched or exceeded the capacity of public service grant funding for organizations that serve low-income people in Concord. The 2010-11 General Fund allocation of \$172,462 is proposed to be split over two years for a total of \$86,231 each year, ending in 2011-12. The proposed cut would decrease the number of agencies by half that will be selected for funding

**ADOPTION OF THE FISCAL YEAR 2010-11 BUDGETS AND TEN-YEAR  
FINANCIAL PLANS FOR THE CITY OF CONCORD AND CONCORD  
REDEVELOPMENT AGENCY, AND RELATED ITEMS**

June 22, 2010

Page 16 of 26

for the 2010-12 grant cycle. Future year General Fund subsidies to the CDBG program would be eliminated following FY 2010-11.

28. Redesign Camp Concord Operations to Emulate the Business Practices of an Enterprise Operation – \$247,000

Open since 1969, Camp Concord operates summer resident camping programs for youth, teens, and families on U.S. Forest Service land located near the shore of South Lake Tahoe. This proposal eliminates the General Fund subsidy of \$247,000 and creates a 100% cost recovery program. Modifying Camp Concord programs and business operations to emulate a sustainable enterprise style budget with limited impact to the General Fund will likely require the following:

- Elimination of low cost recovery programs such as the youth and teen resident camping programs serving approximately 400 – 600 campers each summer. Youth and teen programs exponentially increase the level of complexity for resident camp operations and require a major commitment of staffing resources to operate effectively and control risk. Most other Northern California cities do not operate full-scale summer resident camping programs designed to serve youth separate from their families.
- Develop new business models to maximize participation and use of the Camp Concord facility through higher cost recovery operations such as Family Camp and user group rentals. The Family Camp portion of the site is electrified and in a better position to attract consistent participation. During the early and late-season months, approximately 20 groups utilize the Camp facility for a variety of rental uses. The goal is to expand this activity.
- Additional assistance from the non-profit partner Friends of Camp Concord (FOCC), to explore a consistent annual contribution of funds targeted for camping programs and on-going maintenance, with the overall goal of keeping the facility open for future generations to enjoy.

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As discussed above, staff has recently learned of a possible donation in the amount of \$142,000 to fund the youth and teen programs at Camp Concord for next year.

29. Downgrade one Senior Recreation Program Manager to Program Manager – \$7,000

During the FY 2009-10 budget reduction process, a number of programs were eliminated or reduced on the community and social service side of the department. Because of these reductions, the Senior Recreation Program Manager's scope of management oversight and day-to-day duties have changed and, therefore, with some additional organizational restructuring, this position will be downgraded to a Program Manager Position.

**ADOPTION OF THE FISCAL YEAR 2010-11 BUDGETS AND TEN-YEAR  
FINANCIAL PLANS FOR THE CITY OF CONCORD AND CONCORD  
REDEVELOPMENT AGENCY, AND RELATED ITEMS**

June 22, 2010

Page 17 of 26

30. Eliminate one Program Manager Position with a Pending Retirement in September 2010 - \$130,000

An existing Program Manager has announced intentions to retire in September 2010. This provides the opportunity to restructure the department, shift a program responsibility to the Parks Division, and redistribute the remaining workload among the CRS management staff. This restructure will result in a heavier workload and additional staff oversight for the department head and the one remaining Senior Recreation Program Manager. Due to the loss of staff from last year's budget cuts and the need to redistribute workload resulting from this additional staff reduction, the Human Relations Commission is proposed for elimination and the Community Services Commission would need to reduce their meeting frequency.

31. Eliminate Vacant Administrative Assistant Position – \$111,000

The Administrative Assistant retired as part of the retirement incentive plan in September 2009. Elimination of this position results in elimination of all clerical support to the Community & Recreation Services (CRS) Department. This position also staffed the front reception counter and answered the department main phone lines from 8 a.m. to 5 p.m. Since the retirement of the Administrative Assistant, as well as the retirement of the Customer Service Coordinator, CRS has reduced its customer service office hours to 10 a.m. to noon and 1 p.m. to 3 p.m. Customers will need to continue to self-serve through the internet, on-line registration, and mail-in registration. Staff's ability to respond to customer calls and emails will be reduced and delayed. Reductions in revenue are anticipated as customers who cannot have their requests handled in a timely manner may go to surrounding communities to obtain services. The department's other staff will spend additional time on clerical support functions with the elimination of all clerical support to the department.

32. Reduce Part-time Registration Clerk Support – \$16,000

When the Customer Service Coordinator retired as part of the retirement incentive program in September 2009, the department relinquished this position as a budget reduction measure for the FY 2009-10. A small allocation of \$16,000 was retained in the budget to hire part-time customer service support during the busiest spring and summer seasons. This proposal eliminates that additional funding for customer service support and will result in a reduction in the timely response to program registration, picnic facility rental requests and other public inquiries. A potential reduction in revenues is anticipated if customers do not feel they are receiving timely customer service support and choose to take their business elsewhere.

**ADOPTION OF THE FISCAL YEAR 2010-11 BUDGETS AND TEN-YEAR  
FINANCIAL PLANS FOR THE CITY OF CONCORD AND CONCORD  
REDEVELOPMENT AGENCY, AND RELATED ITEMS**

June 22, 2010

Page 18 of 26

**Community Development – Total Reduction of \$190,000**

33. Cost Allocation – \$124,000

In reviewing the work of the Planning Division, it has been determined that additional time may be properly allocated to the Redevelopment Agency. Using the premise that each fund pays for the services it receives, this is an appropriate cost allocation.

34. Reorganize the Department Management Structure – \$415,000 total, \$48,000 General Fund

The Community Development Department will be reorganized effective for FY 2010-11. Community Development staff will report to the Assistant City Manager and Economic Development staff will report to the City Manager. The Community Development Director position will be eliminated as will the Economic Development Manager position. These positions were allocated among the General Fund, the Redevelopment Agency and the Low/Moderate Income Housing Set Aside funds. The savings generated will be reflected in each respective budget.

35. Terminate the Provisional Appointment of the Neighborhood Services Supervisor and Revert the Position to a Neighborhood Services Specialist – \$18,000

The Neighborhood Services Supervisor is provisionally filled with one of the Neighborhood Services Specialists. Given the small size of the Division, and Council's direction to flatten the organizational structure, this change is feasible. The supervisory duties previously performed by this position will be performed by the Division Manager. The Supervisor position which has become vacant will be eliminated and replaced with the specialist position previously held by the incumbent prior to his provisional appointment.

**Information Technology – Total Reduction of \$503,000**

36. Host Maintenance Work Order System in the Cloud (Cloud Computing) – \$5,000

This is part of the change in approach Council authorized in the FY 2009-10 budget process to explore options for implementing Cloud Computing. Implementing the Cloud hosted version of the Maintenance Work Order system will keep the system under manufacturer support and reduce the IT staff time required to support the Work Order system. There will be no change in service levels to either Maintenance staff or to City staff needing to create work requests as a result of this change.

37. Replace Existing PBX based Telephone System with Voice Over Internet Protocol – \$70,000

Continuing to replace the aging PBX based telephone system with a Voice Over Internet Protocol (VOIP) system will eliminate the need for part time telephone support staff and reduce system maintenance and support costs.

**ADOPTION OF THE FISCAL YEAR 2010-11 BUDGETS AND TEN-YEAR  
FINANCIAL PLANS FOR THE CITY OF CONCORD AND CONCORD  
REDEVELOPMENT AGENCY, AND RELATED ITEMS**

June 22, 2010  
Page 19 of 26

38. Implement Managed Print Services – \$22,000

This is part of moving desktop support services to a 3<sup>rd</sup> party as approved by Council in the FY 2009-10 budget process. Implementation of Managed Print Services eliminates replacement costs, service and repair costs, and significantly reduces the cost of producing printed information. The vendor charges a fixed rate of 1.8 cents (\$ 0.018) per printed page which covers toner, repairs including parts, and replacement of the equipment when necessary. As a result of implementing Managed Print Services all City Departments will no longer need to purchase printer toner. When a printer requires toner or needs attention the vendor will be on site within 4 business hours to address the issues.

39. Reorganize System Programming & Document Services Support – \$83,000

This proposal eliminates a contract position that performs desktop publishing duties and further reduces part time support for Enterprise business systems. As a result of eliminating document services the monthly employee newsletter “City Talk” will either be discontinued or delivered as an on-line publication only. Additionally, the graphic design support this function provides to Printing Services will be eliminated. The reduction in part time support for Enterprise business systems increases the risk of failure, particularly for Time Card and Performance Based Budget systems.

40. Simplify Desktop Management Approach – \$132,000

Changing the tools and methods used to manage the City’s desktop computers from an extremely complex system to a less complex system results in significant savings. The new approach preserves the software licensing, management of computers and software, and reporting provided under the original system. There will be minimal, if any, change in the way City staff use computers.

41. Eliminate Maintenance Services Radios (Public Works & Engineering) – \$33,000

Under this proposal Public Works staff would no longer use radios for routine communications among and between field staff and administrative staff. Instead, staff would use already existing cell phones with the walkie-talkie feature for communication. The savings results from turning off and discontinuing support for the non-safety radio infrastructure and FCC licensed channels. IT will maintain a cache of radios at the Corporation yard that will allow Public Works staff to communicate with Police Dispatch in the event of an emergency situation where cellular networks have failed.

42. Change Local and Long Distance Telephone Service Provider – \$3,000

Switch local and long distance telephone service to AT&T under the statewide CALNET-2 contract. There is no impact to City staff as a result of this change.

**ADOPTION OF THE FISCAL YEAR 2010-11 BUDGETS AND TEN-YEAR  
FINANCIAL PLANS FOR THE CITY OF CONCORD AND CONCORD  
REDEVELOPMENT AGENCY, AND RELATED ITEMS**

June 22, 2010

Page 20 of 26

43. Lease Instead of Purchase Mobile Data Computers (MDCs) in Police Vehicles – \$100,000 per Lease, Implemented at \$20,000 per Year

The current Motorola MDCs are scheduled for replacement. IT has worked with Police command staff to identify viable alternatives to Motorola equipment which carries premium pricing. While a public bid will be required, preliminary analysis reveals that the City can save approximately \$100,000 over the life of an MDC by using a different manufacturer and leasing instead of purchasing replacement MDCs.

44. Reduce Lawson System Replacement Value by \$1.5 M. – \$100,000

Under this proposal the replacement value of the HR and Finance (Lawson) system will be reduced by \$1.5 million, which results in a net annual reduction in replacement costs of \$100,000. Currently Lawson replacement is valued at \$3 million. This reduction may result in additional funding being needed when and if the Lawson software is replaced. However, HR, IT and Finance staff are exploring alternative software which may be less expensive.

45. Extend Desktop Computer Replacement by One Year, to 5 years, and Lease Replacements – \$35,000

Currently, desktop computers are replaced every four years. The computers come standard with a three year warranty and generally operate without problem for four years. Industry standard replacement cycles range from three to five years. Extending computer life one additional year will result in 20% of City staff having a computer that is five years old. Such a computer may be slower than co-workers' computers and may not support the most current versions of an operating system or a business application. Much of this impact would be mitigated by migration of computers among staff so that the complexity of computer needs is matched with available machines. Additionally, the possibility of increased repair and support costs exists on the older machines.

**Finance – Total Reduction of \$349,000**

46. Business Licenses Compliance and Enhancement – \$150,000 (one time revenue), \$50,000 (ongoing revenue)

The Revenue Generation Program in the Finance Department has developed a more proactive approach to ensure that all Business License revenues are charged and collected. With the support of the Volunteers in Policing, staff is canvassing the City to ensure that businesses not only have licenses, but have their licenses visible to the public in accordance with the Concord Municipal Code. In addition, staff is using a number of databases, including information from the Franchise Tax Board, to update compliance and to increase business license revenue.

**ADOPTION OF THE FISCAL YEAR 2010-11 BUDGETS AND TEN-YEAR  
FINANCIAL PLANS FOR THE CITY OF CONCORD AND CONCORD  
REDEVELOPMENT AGENCY, AND RELATED ITEMS**

June 22, 2010  
Page 21 of 26

47. Eliminate Vacant Account Clerk III Position – \$37,000

With the resignation of an Account Clerk III, Revenue Generation and Treasury staff has reorganized the workload. Part-time funds totaling \$30,000 have been retained to continue the revenue generation business license efforts and to provide support to the Finance front counter. With the elimination of this position the Finance front counter hours will be reduced from 8 a.m. to 5 p.m. to 9 a.m. to 4 p.m., including closure during the lunch hour. To offset this impact, on-line business license renewal will be implemented.

48. Eliminate Vacant Budget Analyst Position – \$112,000

The Budget Analyst has retired and this position will be eliminated. A remaining allocation of \$50,000 has been retained for part-time professional services support. The timeliness of internal and external responses will decrease with the loss of this position.

**Human Resources – Total Reduction of \$324,000**

49. Reduce the Employee Assistance Program (EAP) Budget to Reflect Budgeted Full Time Employees (FTEs) – \$8,000

The Employee Assistance Program is administered by Managed Health Network and provides employees with short-term counseling services in the areas of emotional health and work/ life balance assistance. The fee for EAP services is based on the number of full-time employees and due to the reduction of FTEs the rate charged to the City will be reduced accordingly.

50. Reduction in Recruitment Budget to Reflect Lower City Staffing Level – \$43,000 (one-time)

Due to the current budget crisis, hiring freeze, and reduction of City staff, recruitment services are at a minimum. In addition, the amount budgeted for associated pre-employment exams exceed actual usage. Following the proposed reduction, the remaining balance in the Recruitment and Selection budget would allow for one Executive Recruitment and the remaining balance for pre-employment medical exams will cover the limited amount of recruitments being performed. The reductions for recruitment and for pre-employment exams are \$25,000 and \$18,000 respectively.

51. Reduce Employee Development Training to Fund Mandated Training Only – \$48,000

Remaining funds will continue to support mandated training, including those required by AB 1825 Prevention of Sexual Harassment and AB 1234 Ethics Training for Local Officials. The City's training philosophy and management practices that were prevalent in times of growth will be revisited once the economy and the City's budget stabilize.

**ADOPTION OF THE FISCAL YEAR 2010-11 BUDGETS AND TEN-YEAR  
FINANCIAL PLANS FOR THE CITY OF CONCORD AND CONCORD  
REDEVELOPMENT AGENCY, AND RELATED ITEMS**

June 22, 2010

Page 22 of 26

52. Reduce Employee Service Recognition Awards – \$15,000

Currently cash awards are provided for employees who reach milestone anniversaries starting with five years. This action will provide cash awards only to those employees achieving 20 or more years of service.

53. Eliminate Two Vacant Human Resources Analyst II positions – \$210,000

The Human Resources Department currently has two vacant HR Analyst II positions which have been unoccupied for over twelve months. The work previously performed by these positions has been absorbed by remaining HR staff with support from contract employees. This action formalizes this arrangement; \$80,000 of the position salaries will be made available for limited services support, the remaining \$210,000 would be removed from the budget.

**Office of the City Manager – Total Reduction of \$96,000**

54. Changing Records Storage Vendors – \$14,000

During FY 2009-10 a Request for Proposal (RFP) was issued to solicit companies who provide hard copy storage. A new contract was issued which will result in the savings as indicated.

55. Allocate Existing Administrative Staff to Support Grant Funded Base Reuse Efforts – \$37,000

At the end of the current Office of Economic Adjustment (OEA) Grant cycle in September 2010, staff will rewrite the duties of the funded administrative position to reflect half-time support to the reuse project. The use of current staff will release the need for a contract administrative support position. The affected staff will absorb the duties as necessary which may cause a small reduction in the level of service provided to the City Council, the public, and the base reuse project.

56. Reduce the City Council Travel Budget – \$20,000

The members of the City Council will limit their travel to conferences.

57. Reduce Video Services Coordinator to Half-Time – \$25,000

The Video Services Coordinator position is currently filled by a provisionally appointed employee. The services provided by this position will be reduced by 50% which will translate into continued live-broadcasting of Council meetings and prioritization and possible reduction of all other functions of the position. In general, time will be cut from some or all of these current services: broadcasts of Commission Meetings, live events in Todos Santos Plaza, graduations, the development of public service announcements, and transferring responsibility for maintaining the electronic bulletin board to other staff. As indicated above, upon City

**ADOPTION OF THE FISCAL YEAR 2010-11 BUDGETS AND TEN-YEAR  
FINANCIAL PLANS FOR THE CITY OF CONCORD AND CONCORD  
REDEVELOPMENT AGENCY, AND RELATED ITEMS**

June 22, 2010

Page 23 of 26

Council's direction, this position will continue to maintain the broadcasting of high school graduations.

**City Attorney – Total Reduction of \$33,400**

58. Part-Time Clerical Support – \$28,000

The City Attorney's office is currently using part-time legal secretarial support two days per week. This support will be discontinued in FY 2010-11.

59. Staff Development – \$5,400

The City Attorney's office will reduce the amount of General Fund money supporting training. This amount will be replaced by a non-General Fund source. The attorneys will continue to ensure that all licensure continuing education requirements are met.

**Citywide**

60. Miscellaneous Operating Expenditure Reductions -- \$234,000

In developing the information reflecting additional expenditure reductions necessary should the City be required to close the deficit by expenditure reduction alone (presented to the City Council on May 11, 2010), additional miscellaneous savings were identified. Because of the nature of these adjustments, they are enumerated here but have been reflected throughout the FY 2010-11 General Fund Budget.

Finally, as of the preparation of this report, negotiations with Local 1 and Local 29 are continuing, and the results of these negotiations are not yet included in the budget. Staff anticipates that these negotiations will be resolved before the end of the Fiscal Year (June 30), and that additional budget reductions based upon concessions will be forthcoming. The FY 2010-11 budget will be adjusted for these amounts once they are identified and calculated.

**Other Funds**

As stated above, as departmental staff reviewed all the services provided, some savings opportunities were identified which save resources outside the General Fund. These savings have been built into the Municipal Budget and 10-Year Plans in their respective funds and are as follows:

**Community Development**

61. Eliminate Vacant Housing Administrative Analyst - \$114,000

The currently vacant Housing Administrative Analyst position would be eliminated. Minimal impact on the City's Housing program would occur.

**ADOPTION OF THE FISCAL YEAR 2010-11 BUDGETS AND TEN-YEAR  
FINANCIAL PLANS FOR THE CITY OF CONCORD AND CONCORD  
REDEVELOPMENT AGENCY, AND RELATED ITEMS**

June 22, 2010

Page 24 of 26

62. Reduce Redevelopment Operating Expenses – \$400,000

Staff is proposing to lower the spending in a number of categories to reduce the impact on redevelopment funds by \$400,000. Examples include reducing the marketing and promotions budgets, the strategic plan implementation budget, the façade improvement program, staff conferences and training, and support for contract garage security. A further discussion of this proposal is presented on page 6 of this report.

In addition, item #34 above describes a management reorganization that results in approximately \$367,000 in savings to other funds.

**Public Works and Engineering**

63. Various Reductions in Storm Water Fund Program Activities – \$132,500

By reducing creek maintenance, inspections and cleanups, \$76,500 will be saved each year. In addition, by reducing street sweeping during the dry seasons, an additional \$56,000 will be saved.

**Other Issues**

Downtown Lighting and Landscaping Program

Todos Santos Plaza and the downtown area were surveyed based on maintenance needs and tripping hazards for the sidewalks & brick areas. In order to repair the bricks and sidewalks in the area, \$15,000 for repairs and rehabilitation (operations) is being requested. Since the walkways are located in the downtown area, and the problems are caused primarily by tree roots, funds from the Downtown Lighting and Landscaping Program Assessment District is the appropriate resource to complete the work.

**Capital Improvement Program**

Two additional projects have been developed and added to the Capital Improvement Program for City Council approval:

**Project No. LSR-1105, Concord Blvd. Pavement Rehabilitation (Sixth St. to Glazier Dr.)** – will rehabilitate the Concord Blvd. pavement. This project would be mainly funded with \$2,146,872 Congestion Management Agency (CMA) block grant (a federal grant recently awarded to the City) with \$532,628 street fund local match. At the minimum, the pavement rehabilitation will cover the segment from Sixth St. to Landana Dr. and a portion of the segment from Landana Dr. to Glazier Dr. Staff will set the project limits from Sixth St. to Glazier Dr. in preparing the environmental documents to ensure that the City maximizes the use of the federal grant in the event the bids come in low.

**ADOPTION OF THE FISCAL YEAR 2010-11 BUDGETS AND TEN-YEAR  
FINANCIAL PLANS FOR THE CITY OF CONCORD AND CONCORD  
REDEVELOPMENT AGENCY, AND RELATED ITEMS**

June 22, 2010

Page 25 of 26

**Project No. TS-1101, Clayton Rd./The Alameda Intersection Traffic Signal** – will install a traffic signal. A recent study by Transportation Division indicates that a traffic signal at this intersection is warranted per the State Guidelines. In view of the accident history along the segment of Clayton Rd. between Cowell Rd. and Oakland Ave., staff considers this intersection a priority intersection. To fund this proposed project, staff proposes to defer the implementation (placed in the unfunded list) Project No. 2156, Bates Avenue/Commercial Circle Traffic Signal (a lower priority project) and move this project's funding to the proposed project. Supplemental funding for the proposed project is detailed in the project information sheet.

**SUMMATION**

The recommended budget for FY 2010-11 is a continuation of the effort we embarked upon 18 months ago to bring the City's budget back into balance and return to a sustainable fiscal condition. As is evident by the presentations made both at the Budget Workshop on May 11, 2010, and at the first Public Hearing on June 1, 2010, the plans to resolve the structural deficit remain fluid, always taking the opportunity to find additional funding or adjust programs in more effective ways. Although this budget does not completely resolve the structural imbalance between revenues and expenditures, it reduces the budget gap to \$7.4 million. This represents tremendous progress, particularly in light of the precipitous decline which occurred in nearly every General Fund revenue source beginning in 2008. I am confident that over the next two years we will be able to close this gap through a combination of additional service cuts, employee concessions, and potential new revenues.

Although we are clearly making progress in addressing this fiscal challenge, it would be wrong to conclude that any of the proposed changes will be easy, or will not be felt by the residents and businesses of Concord. With this budget, we are proposing fundamental changes to service levels throughout every City department, changes which are likely to be long-term in nature or permanent. The importance of finding greater efficiencies in all City operations and generating new revenues has never been more important than today. If we are to continue to meet the needs of this growing community and preserve the fiscal health of this organization, we will truly need to develop additional ways to "Live Within Our Means." With your continued support, support from our employees, and the support of the Concord community, I am sure we are capable of living up to this challenge.

**Public Contact**

This item has been announced by a public hearing notice. Public workshops were held on May 11, 2010, June 1, 2010 and June 22, 2010. In addition to the public hearing notice, announcements have been placed in the *Concord Transcript* and *Contra Costa Times*. The Budget Workshops were televised on Channel 28 (Com cast) and Channel 29 (Astound!) following its original live telecast. The proposed operating and capital budgets are also posted on the City's website at [www.cityofconcord.org](http://www.cityofconcord.org).

**ADOPTION OF THE FISCAL YEAR 2010-11 BUDGETS AND TEN-YEAR  
FINANCIAL PLANS FOR THE CITY OF CONCORD AND CONCORD  
REDEVELOPMENT AGENCY, AND RELATED ITEMS**

June 22, 2010  
Page 26 of 26

**Recommendation for Action**

At the June 1, 2010, public hearing, the City Council was requested to open the public hearing, receive public testimony, and continue the hearing to its regularly scheduled meeting on June 22, 2010.

It is recommended that the City Council and the Agency take the following actions at their June 22, 2009 meeting.

1. Adopt City Council Resolution No. 10-6042.1 amending the Master Fees and Charges.
2. Adopt City Council Resolution No. 10-48 approving the Appropriation Limit and Adjustment Factors for FY 2010-2011.
3. Adopt City Council Resolution No. 10-47 approving the FY 2010-11 City Budget, Ten-Year Financial Plan, and Capital Improvement Program and reaffirming Policy & Procedure No. 129, "Budget and Fiscal Policies" in order to ensure the City's continued financial health.
4. Adopt Redevelopment Agency Resolution No. 10-747 approving the FY 2010-11 Redevelopment Agency Budget.

Prepared by: Ron Buck  
Budget Officer  
[rbuck@ci.concord.ca.us](mailto:rbuck@ci.concord.ca.us)

Contributions to this report were made by the entire Executive Team.



Daniel E. Keen  
City Manager/Executive Director  
[DanKeen@ci.concord.ca.us](mailto:DanKeen@ci.concord.ca.us)

Reviewed by: Peggy Lefebvre  
Director of Finance  
[MLefebvre@ci.concord.ca.us](mailto:MLefebvre@ci.concord.ca.us)

Reviewed by: Valerie Barone  
Assistant City Manager  
[Valerie.Barone@ci.concord.ca.us](mailto:Valerie.Barone@ci.concord.ca.us)

**Attachments:**

1. Budget Transmittal Memorandum Dated May 11, 2010 – Budget Message for Fiscal Year 2010-2011 and Ten-Year Financial Plan for Fiscal Year 2010-2011 through Fiscal Year 2019-2020
2. Additional Budget Reductions Necessary to Resolve Remaining Budget Deficit Solely through Expenditure Reductions
3. Analysis of Full Time Employees, Wages and Benefits, July 1, 2007 – July 1, 2010
4. Resolution No. 10-6042.1- Master Fees and Charges
5. Resolution No. 10-48 - Appropriation Limit and Adjustment Factors for FY 2010-2011.
6. Resolution No. 10-47 - FY 2010-11 City Budget, Ten-Year Financial Plan, and Capital Improvement Program
7. Redevelopment Agency Resolution No. 10-747 - FY 2010-11 Redevelopment Agency Budget.

BEFORE THE CITY COUNCIL OF THE CITY OF CONCORD  
COUNTY OF CONTRA COSTA, STATE OF CALIFORNIA

**A Resolution Adopting the Municipal Budget,  
Including a Ten-Year Financial Plan and the Fiscal  
Year 2010-2011 Capital Improvement Program,  
Including a Ten-Year Capital Improvement Plan, for  
Fiscal Year 2010-2011 and Reconfirming  
Authorization to Use Redevelopment Agency Set-  
Aside Funds for Housing- Related Activities Under  
the City's Neighborhood Improvement Program**

Resolution No. 10-47

**WHEREAS**, the City Manager has recommended a Municipal Budget for Fiscal Year 2010-2011 and a Ten-Year Financial Plan; and

**WHEREAS**, the City Manager has recommended a Capital Improvement Program Budget for Fiscal Year 2010-2011 and a Ten-Year Capital Improvement Plan; and

**WHEREAS**, all of the operating budgets, with the exception of the General Fund, are balanced without using reserves. The General Fund budget for Fiscal Year 2010-2011 is proposed to be balanced by using a portion of the City's reserves. For the General Fund, the operating budget provides the starting point to which future budget deficit reduction proposals adopted by the City Council will be applied, so as to avoid additional use of the City's reserves; and

**WHEREAS**, the Municipal Budget for Fiscal Year 2010-2011 and the Ten-Year Financial Plan without budget adjustment would include an annual budget deficit of \$12.7 to \$13 million in Fiscal Year 2010-2011; and

**WHEREAS**, at the budget workshop held on May 11, 2010, the City Manager provided a list of \$5,365,400 of one time and ongoing budget deficit reduction recommendations that were incorporated in the proposed General Fund Ten-Year Financial Plan; and

**WHEREAS**, at the May 11, 2010 workshop, the City Manager received comment and direction from Council regarding the proposed budget deficit reduction recommendations and strategy; and

**WHEREAS**, at the June 1, 2010 public hearing, modifications to the proposed budget totaling \$225,000 were made, bringing the total deficit reduction measures for Fiscal Year 2010-2011 to \$5,590,400 as shown in Exhibit A attached hereto; and

1           **WHEREAS**, at the June 1, 2010 hearing, staff presented modifications to the proposed Capital  
2 Improvement Program Budget as reflected in Exhibit B attached hereto; and

3           **WHEREAS**, at the June 22, 2010 hearing the Council conducted its final review of the budget  
4 reduction list of recommendations totaling \$5,590,400; and

5           **WHEREAS**, the expenditures provided in said Budget, together with any revisions to it, are  
6 within the expenditure limitations imposed by Article XIII B of the California Constitution; and

7           **WHEREAS**, the City Manager has recommended reaffirmation of Policy & Procedure No.  
8 129, Budget and Fiscal Policies, which provides the concepts and processes that help protect City  
9 resources and long-term fiscal health; and

10           **WHEREAS**, the City Council, pursuant to Resolution No. 92-28, authorized the use of  
11 Redevelopment Agency Set-Aside Funds for housing-related activities under the City's Neighborhood  
12 Improvement Program.

13           **NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF CONCORD DOES**  
14 **RESOLVE AS FOLLOWS:**

15           **Section 1.** The City Council approves the Municipal Budget as modified per Council direction  
16 for Fiscal Year 2010-2011 and a Ten-Year Financial Plan submitted by the City Manager as adjusted  
17 by adopted City Council budget reduction measures.

18           **Section 2.** The budget deficit reduction measures adopted by the City Council totaling  
19 \$5,590,400 are reflected in Exhibit A attached hereto.

20           **Section 3.** The City Council approves the use of existing reserves to provide the funds  
21 necessary to balance the Fiscal Year 2010-2011 General Fund operating budget.

22           **Section 4.** The City Council accepts the Planning Commission's determination that the Fiscal  
23 Year 2010-2011 Capital Improvement Program Budget complies with the goals and objectives of the  
24 General Plan.

25           **Section 5.** The City Council approves the Capital Improvement Program Budget for Fiscal  
26 Year 2010-2011 and a Ten-Year Capital Improvement Plan as modified as reflected in Exhibit B.

27 //

28 //

1           **Section 6.** A copy of the Municipal Budget and Ten-Year Financial Plan as modified by the  
2 \$5,590,400 budget deficit reduction measures and a copy of the Capital Improvement Program Budget  
3 and Ten-Year Capital Improvement Plan for Fiscal Year 2010-2011 as modified during the hearings  
4 are on file with the City Clerk.

5           **Section 7.** The City Council reaffirms Policy & Procedure No. 129, Budget and Fiscal  
6 Policies.

7           **Section 8.** The City Council reconfirms the authorization pursuant to Resolution 92-28 to use  
8 Redevelopment Agency Housing Set-Aside Funds for housing-related activities under the City's  
9 Neighborhood Improvement Program.

10          **Section 9.** This resolution shall become effective immediately upon its passage and adoption.

11          **PASSED AND ADOPTED** by the City Council of the City of Concord on June 22, 2010, by  
12 the following vote:

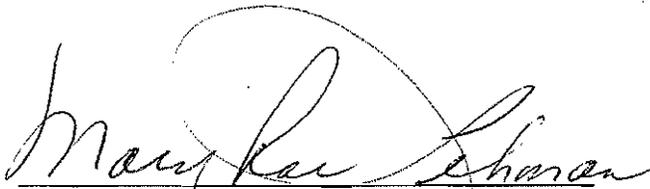
13 **AYES:**           Councilmembers - H. Allen, L. Hoffmeister, M. Peterson, W. Shinn, G. Bjerke

14 **NOES:**           Councilmembers - None

15 **ABSTAIN:**       Councilmembers - None

16 **ABSENT:**        Councilmembers - None

17          **I HEREBY CERTIFY** that the foregoing Resolution No. 10-47 was duly and regularly  
18 adopted at a regular joint meeting of the City Council and the Redevelopment Agency of the City of  
19 Concord on June 22, 2010.

20  
21   
22 Mary Rae Lehman, CMC  
23 City Clerk

24 **APPROVED AS TO FORM:**

25   
26 Craig Labadie  
27 City Attorney

28 Exhibit A: Total deficit reduction measures for Fiscal Year 2010-2011  
Exhibit B: Adjustments to the Capital Improvement Plan/Transportation Improvement Plan

Resolution No. 10-47

A Resolution Adopting the Municipal budget Including a Ten-Year Financial Plan and the 2010-2011 Capital Improvement Plan, for Fiscal Year 2010-2011 and Reconfirming authorization to Use Redevelopment Agency Set-Aside Funds for Housing-related Activities Under the City's Neighborhood Improvement Program

Exhibit A

Summary of the Budget Deficit Reduction Measures Included in the Fiscal Year 2010-2011 Municipal Budget

<b>Department</b>	<b>Vacant Regular Positions</b>	<b>One Time</b>	<b>Ongoing</b>	<b>Total</b>
City Attorney	0	0	\$33,400	\$33,400
Community Development	3	0	190,000	190,000
Community & Recreation	2	\$86,000	632,000	718,000
Finance	2	150,000	199,000	349,000
Human Resources	2	43,000	281,000	324,000
Information Technology	0	0	503,000	503,000
Office of the City Manager	1	0	96,000	96,000
Police	3	0	830,000	830,000
Public Works & Engineering	7	273,000	2,040,000	2,313,000
<i>Citywide</i>			234,000	234,000
<b>Total</b>	<b>20</b>	<b>\$552,000</b>	<b>\$5,038,400</b>	<b>\$5,590,400</b>

Other Non-General Fund Adjustments

Downtown Lighting and Landscaping Assessment District \$15,000

Resolution No. 10-47

A Resolution Adopting the Municipal budget Including a Ten-Year Financial Plan and the 2010-2011 Capital Improvement Plan, for Fiscal Year 2010-2011 and Reconfirming authorization to Use Redevelopment Agency Set-Aside Funds for Housing-related Activities Under the City's Neighborhood Improvement Program

**Exhibit B**

Summary of Adjustments to the Capital Improvement Plan/Transportation Improvement Plan for Fiscal Year 2010-2011

New Projects

Concord Boulevard Pavement Rehabilitation (Sixth Street to Glazier Drive)

Clayton Road and The Alameda Intersection Traffic Signal

Deferred Projects

Project No. 2156 – Bates Avenue and Commercial Circle Intersection Traffic Signal

COPY

REDEVELOPMENT AGENCY OF THE CITY OF CONCORD

RESOLUTION NO. 10-747

**A RESOLUTION ADOPTING THE REDEVELOPMENT AGENCY BUDGET FOR FISCAL YEAR 2010-2011 AND RECONFIRMING THE USE OF REDEVELOPMENT AGENCY HOUSING SET-ASIDE FUNDS FOR HOUSING-RELATED ACTIVITIES UNDER THE CITY'S NEIGHBORHOOD IMPROVEMENT PROGRAM**

**WHEREAS**, the Redevelopment Agency Executive Director has recommended an Agency Budget for Fiscal Year 2010-2011; and

**WHEREAS**, the appropriations of \$12,634,338 provided in the budget are necessary to forward the goals of the Redevelopment Agency; and

**WHEREAS**, the administrative expenditures of \$4,806,058 include the provision for services provided to the Agency by the City through a Services Agreement approved by the Agency on June 22, 2010; and

**WHEREAS**, the value of the services provided to the Agency by the City is estimated to be \$1,038,328; and

**WHEREAS**, the Agency has debt and other payment obligations estimated to be \$7,828,280; and

**WHEREAS**, the Redevelopment Agency Budget recognizes the importance and need to support low to moderate-income housing citywide through a \$3,130,368 budget transfer to the Low and Moderate-Income Housing Fund which includes \$540,771 for services provided to the Agency by the City; and

**WHEREAS**, pursuant to Section 33334.3(d) of the California Community Redevelopment Law (Health and Safety Code Section 33000 et seq.) it is the intent of the California State Legislature that the amount of money spent for planning and general administration from the Low and Moderate-Income Housing Fund not be disproportionate to the amount actually spent for the cost of production; and

1           **WHEREAS**, the Project and Program recommendations reflect the current priorities for the  
2 Agency; and

3           **WHEREAS**, the Capital expenditures and other financing uses of \$1,838,951 reflect the  
4 current priorities for the Agency; and

5           **WHEREAS**, estimated existing unallocated reserves of \$8,888,379 and projected revenues of  
6 \$10,891,505 are sufficient to cover budget expenses for Fiscal Year 2010-2011, with an estimated  
7 balance of \$5,306,595 left in the unallocated reserve fund for the Agency at the end of the fiscal year;  
8 and

9           **WHEREAS**, the recommended Agency Budget is in compliance with the adopted  
10 Redevelopment Agency's Ten-Year Implementation Plan; and

11           **WHEREAS**, the Redevelopment Agency held public hearings on the budget on June 1, 2010,  
12 and June 22, 2010, at which time any and all members of the public were afforded an opportunity to  
13 comment on the budget; and

14           **WHEREAS**, the Redevelopment Agency adopted Resolution 92-506 authorizing the use of  
15 Redevelopment Agency Housing Set-Aside Funds for the City's Neighborhood Improvement  
16 Program.

17           **NOW, THEREFORE, THE REDEVELOPMENT AGENCY OF THE CITY OF**  
18 **CONCORD DOES RESOLVE AS FOLLOWS:**

19           **Section 1.** Approves the Redevelopment Agency's Operating Budget, including debt  
20 allocation and low and moderate-income housing payments, Projects and Programs, the Capital  
21 expenditures for Fiscal Year 2010-2011, anticipated revenues, work program and comparison between  
22 the previous year's achievements and goals as submitted by the Executive Director.

23           **Section 2.** Determines that it is necessary to allocate \$1,057,430 of the estimated \$3,547,971  
24 2010-2011 Affordable Housing Budget for the planning and administrative expenses necessary for the  
25 citywide production, improvement, and/or preservation of low and moderate-income housing during  
26 Fiscal Year 2010-2011.

27           **Section 3.** A copy of the Redevelopment Agency's Budget for Fiscal Year 2010-2011 is on  
28 file in the Office of the City Clerk.

1           **Section 4.** Reconfirms the authority pursuant to Resolution 92-506 to use Redevelopment  
2 Agency Housing Set-Aside Funds for housing-related activities under the City's Neighborhood  
3 Improvement Program.

4           **Section 5.** This Resolution shall become effective immediately upon its passage and adoption.

5           **PASSED AND ADOPTED** by the Redevelopment Agency of the City of Concord  
6 June 22, 2010, by the following vote:

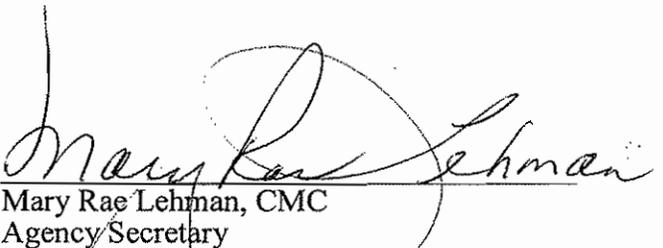
7 **AYES:**           Agencymembers - H. Allen, G. Bjerke, L. Hoffmeister, W. Shinn, M. Peterson

8 **NOES:**           Agencymembers - None

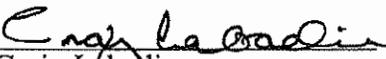
9 **ABSTAIN:**       Agencymembers - None

10 **ABSENT:**       Agencymembers - None

11           **I HEREBY CERTIFY** that the foregoing Resolution No. 10-747 was duly and regularly  
12 adopted at a regular joint meeting of the City Council and Redevelopment Agency of the City of  
13 Concord on June 22, 2010.

14  
15  
16   
17 Mary Rae Lehman, CMC  
18 Agency Secretary

19 **APPROVED AS TO FORM:**

20  
21   
22 Craig Labadie  
23 Agency Counsel

## **City Organization & Functions**



# **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.**

**Adopted Budget July 1, 2010**



Elected Officials

Appointive Advisory Boards,  
Committees or Commissions

**The People of the City of Concord**

**City Treasurer**  
Assessment Districts  
Bond Service  
Deposits  
Investments

**City Council/Redevelopment Agency**  
Mayor and Four Council Members

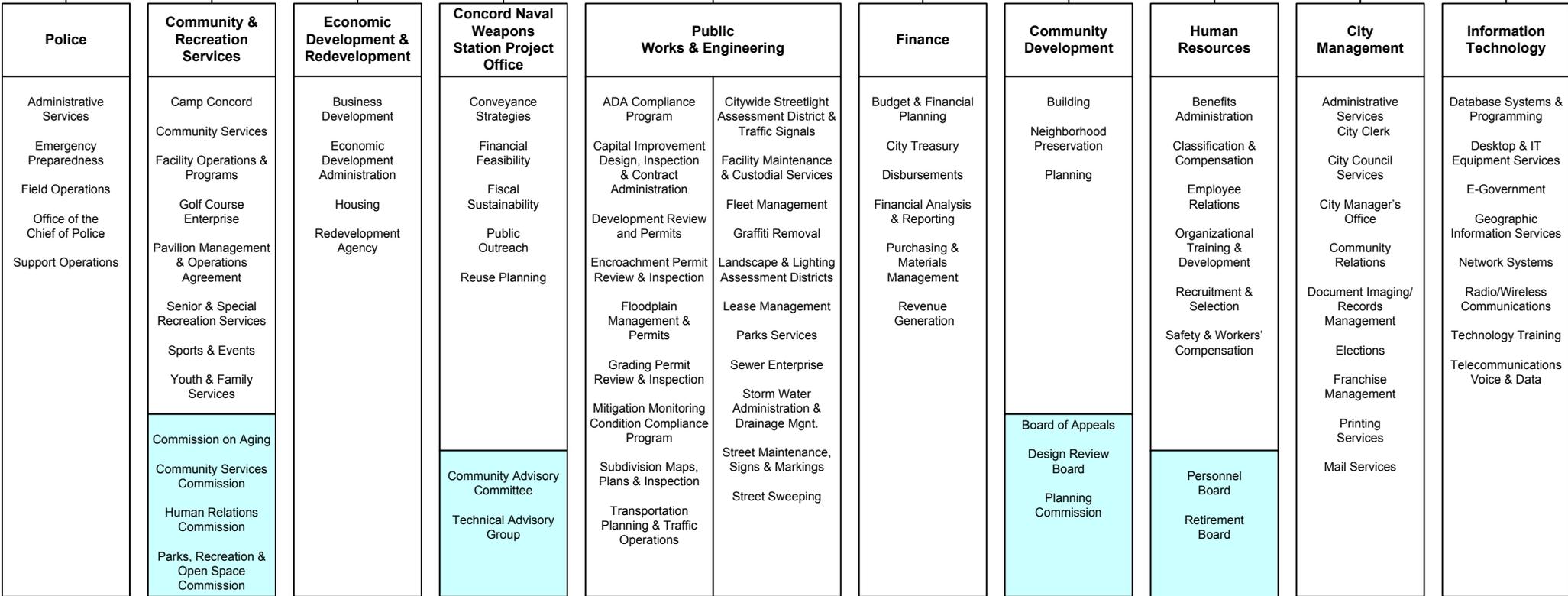
**City Attorney**  
Claims Processing  
Legal Council to City Council, Commissions & Committees  
Liability Defense  
Municipal Code Violation Prosecution  
Ordinances, Resolutions, Contracts

**City Manager**

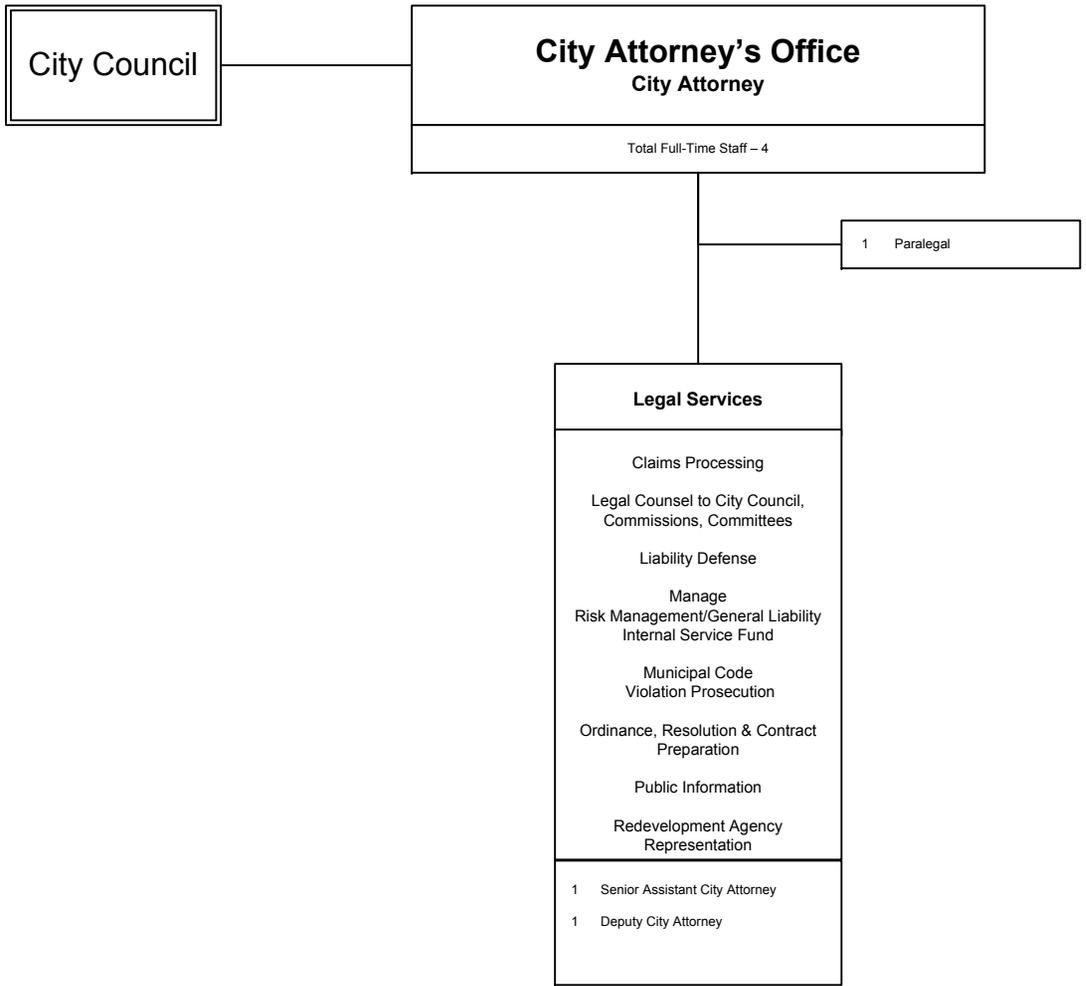
**City Clerk**  
Council Proceedings  
Municipal Elections  
Oaths  
Public Notices

**Assistant City Manager**

N



The City of Concord has a City Council/City Manager form of government. Five Council Members and the City Treasurer are elected. The Council appoints the City Manager and the City Attorney. The City Manager appoints the City Clerk and department heads and hires employees to carry out program services. The City Council appoints qualified citizens from the community to serve on advisory boards and commissions.

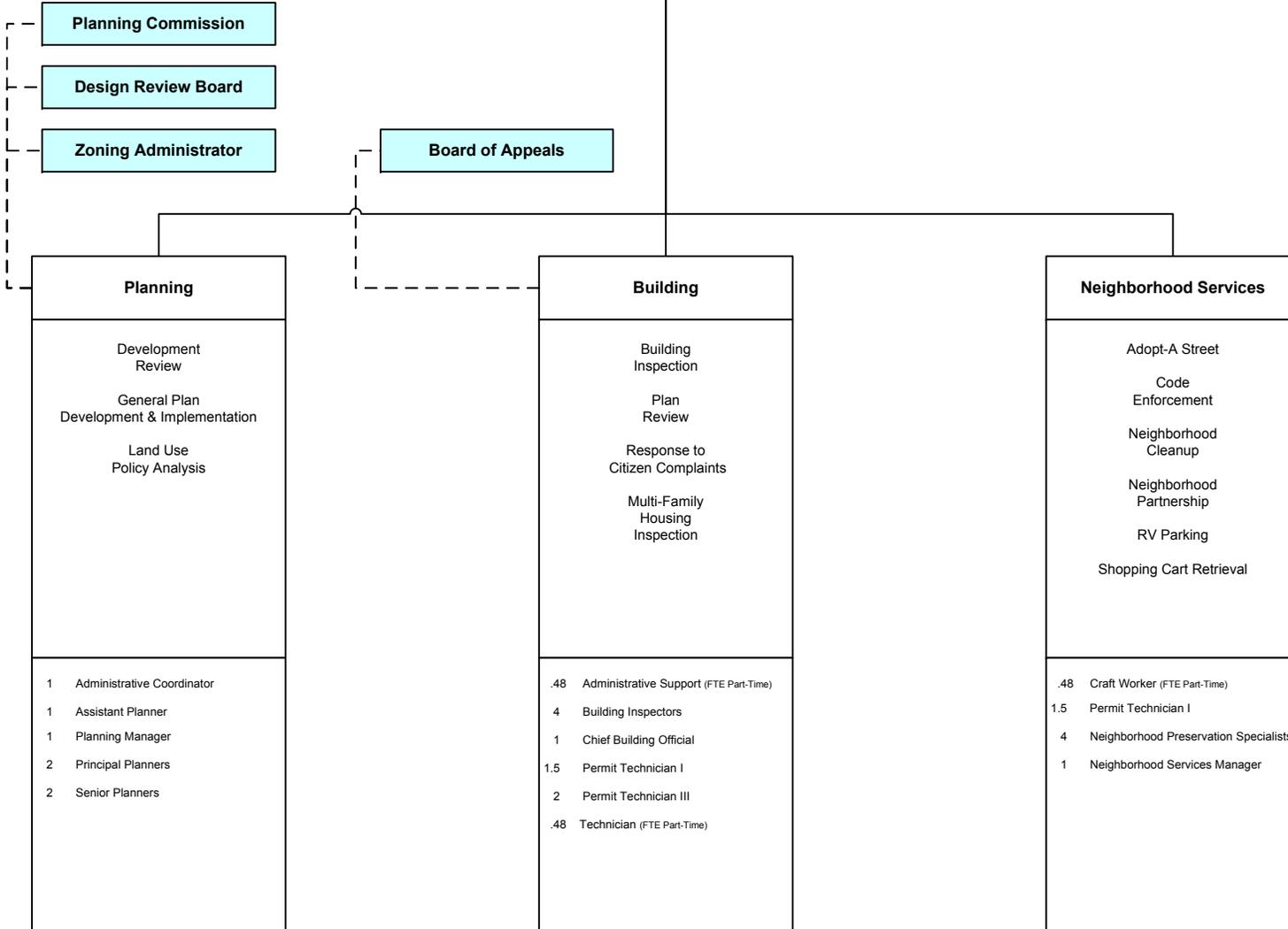




**Community Development**  
Assistant City Manager

---

Total Full-Time Staff – 22  
FTE Part-Time Staff – 1.44





**Community & Recreation Services**  
 Director of Community & Recreation Services

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Total Full-Time Staff - 15  
 FTE Part-Time Staff - 54.7

Commission on Aging

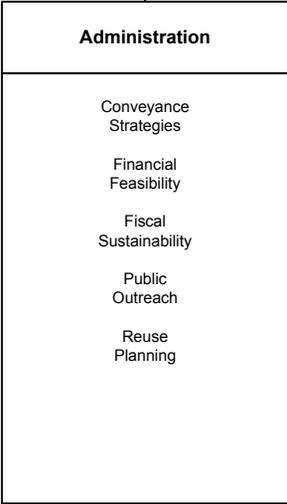
Community Services  
 Commission

Parks, Recreation and Open  
 Space Commission

Community Services	
Community Development Block Grant (CDBG) Administration	
1	Recreation Program Manager
.48	Administrative Support (FTE Part-Time)
.10	Professional (FTE Part-Time)

Recreation Services	
Adult Sports Aquatics Camp Concord Centre Concord Willow Pass Community Center Recreation Classes Senior Center Youth and Teen Programs	
1	Camp Director (Contractual)
1	Camp Facility Specialist (Contractual)
6.32	Camp Specialist (FTE Part-Time)
1	Program Aides
5	Program Coordinators
1	Recreation Program Coordinator (Contractual)
3	Recreation Program Managers
47.80	Recreation Specialist (FTE Part-Time)
1	Senior Program Managers

Golf Course & Pavilion Management	
Administration Golf Course Food/Beverage Services Agreement Golf Professional Services Agreement Golf Course Maintenance Agreement Pavilion Contract Management	





**Finance**  
Director of Finance

---

Total Full-Time Staff – 17  
FTE Part-Time Staff - 2.76

City Treasurer

**Treasury**

Accounts Receivable

Assessment District Administration

Bond Service Program

Business License/Permits

Investments

Revenue Collection

Small Claims Administration

---

1 Account Clerk III

1 Revenue Generation Team Leader

1 Treasury Manager

1 Treasury Technician

2.30 Administrative Support (FTE Part-Time)

**Financial Operations**

Accounting

Accounts Payable

Financial Reporting

Grants

Payroll

---

3 Accountant II

2 Account Clerk III

1 Financial Operations Manager

1 Payroll Specialist

1 Payroll Technician

**Purchasing & Materials Management**

Goods & Services Procurement

Public Project Procurement

Surplus Property Storage & Disposal

---

1 Central Storekeeper

1 Purchasing Agent

**Budget & Financial Planning**

10-Year Financial Plan

Capital Improvement Program (CIP) & Traffic Improvement Program (TIP) Support

Financial Analysis

Operating Budget

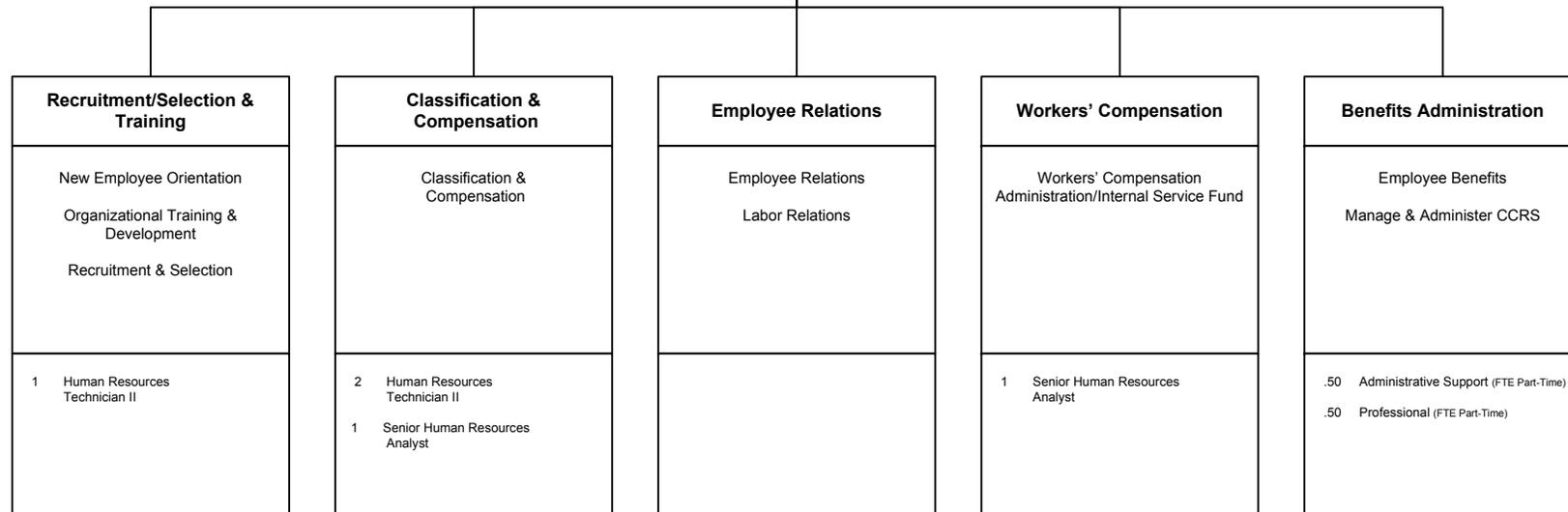
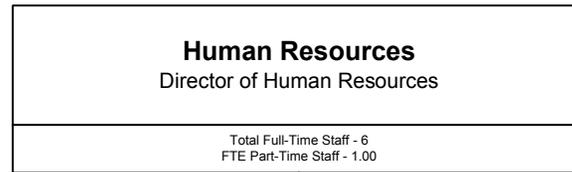
Performance-Based Budget

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1 Accountant II

1 Budget Officer

.46 Technician (FTE Part-Time)

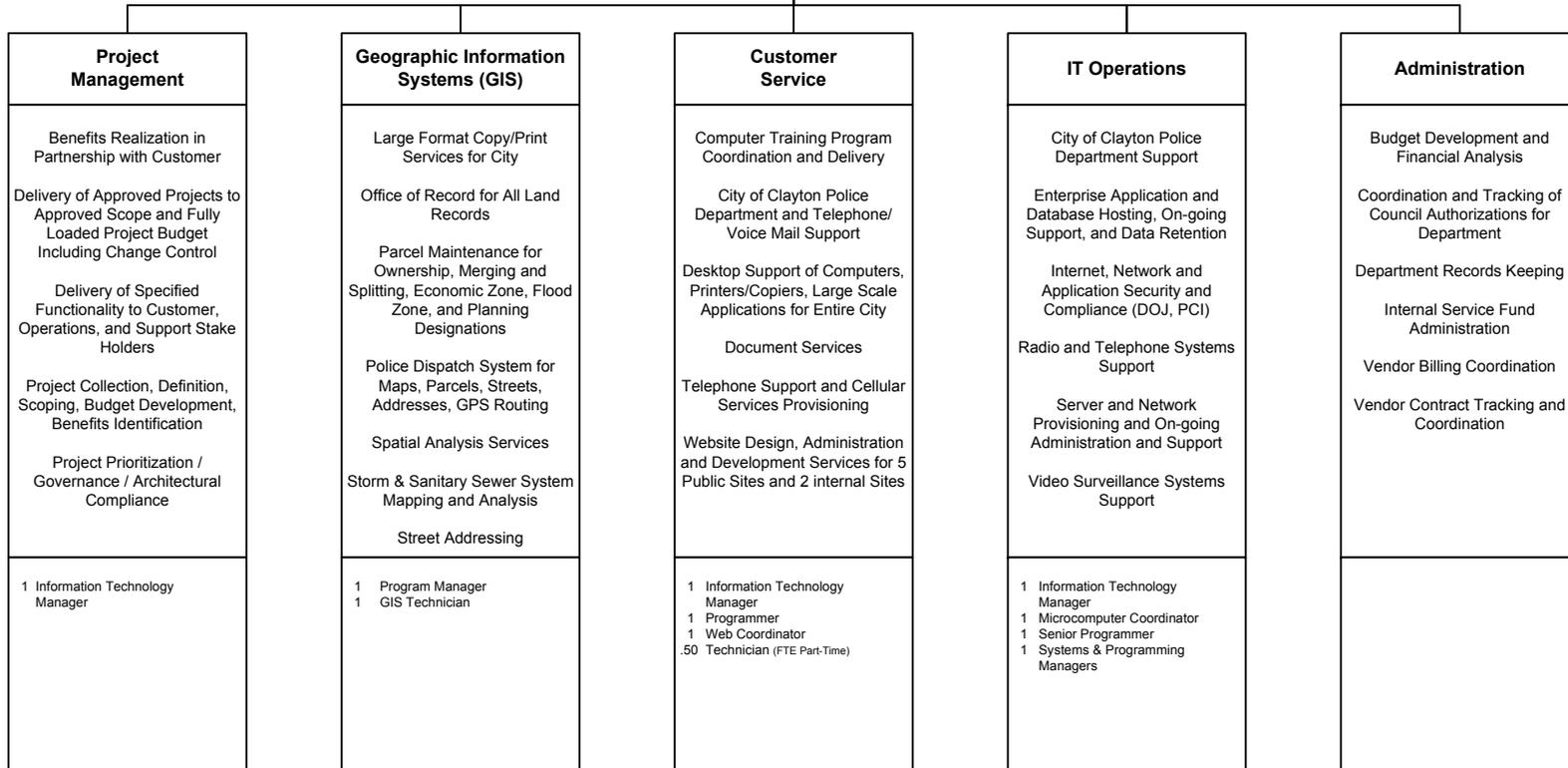




**Information Technology**  
 Director of Information Technology

---

Total Full-Time Staff - 11  
 FTE Part-Time Staff - .50



City Council

**Office of the City Manager**  
City Manager

Total Full-Time Staff – 18  
FTE Part-Time Staff – 2.52



1 Executive Assistant  
Council/City Manager

City Clerk

Assistant City Manager

10

**Administrative Services**

- Bid Openings
- Boards & Commissions Administration
- Campaign Disclosure Filing
- Citywide Records Management
- Contracts/Agreements Processing
- Council Agenda Packet/Mailings
- Council Meeting Notification
- Council Minute Preparation
- Document Imaging
- Elections
- Historical Action Tracking/Research
- Legal Notices
- Mail Services
- Oaths of Office
- Proclamations
- Public Records
- Public Information
- Resolutions & Ordinances
- Sister City Program

1 Administrative Assistant  
.98 Administrative Clerk II  
.48 Administrative Support (FTE Part-Time)  
1 Administrative Secretary  
1 Program Manager

**Community Relations**

- City Publications
- City Website Content Management
- Community Relations
- Employee Communication
- Government Access Programming
- Intranet Content Management
- Media Relations
- Video Services

1 Community Relations Manager  
.06 Confidential Secretary  
.54 Video Technician (FTE Part-Time)

**Printing Services**

- Artwork Composition
- Copier Service
- Document Assembly
- Offset Printing
- Project Cost Estimates
- User Consultation

.13 Administrative Support (FTE Part-Time)  
1 Graphic Designer  
1 Printing Services Supervisor

**City Council/ City Manager's Office**

- Budget Management
- Citizen Complaint Intervention
- Council Committee System
- Council Correspondence
- Event Coordination/ Ceremonies
- Interdepartmental Coordination
- Legislative Advocacy
- Long Range Planning
- Organizational Initiatives

.02 Administrative Clerk II  
.17 Administrative Support (FTE Part-Time)  
.84 Confidential Secretary

**Franchise Management**

- Cable Television Liaison/ Customer Service
- Energy Services Management
- Franchise Administration
- Solid Waste/ Recycling Management

.10 Confidential Secretary

**Community Development**

- Adopt-A Street
- Building Inspection
- Code Enforcement
- Development Review
- General Plan Development & Implementation
- Land Use
- Multi-Family Housing Inspection
- Neighborhood Cleanup
- Neighborhood Partnership
- Policy Analysis
- Plan Review
- Response to Citizen Complaints
- RV Parking
- Shopping Cart Retrieval

**Economic Development & Redevelopment**

- Assisted Housing Development
- Economic Development Strategy
- Housing Rehabilitation
- Redevelopment Ten-Year Implementation Plan

1 Administrative Assistant  
1 Administrative Secretary  
1.2 Administrative Support (FTE Part-Time)  
1 Community Services Officer  
1 Econ. Development Spec.  
1 Senior Planner  
1 Downtown Program Manager  
1 Redevelopment & Housing Manager



**Police**  
Chief of Police

---

Total Full-Time Staff - 200  
FTE Part-Time Staff - 8.72

1 Executive Secretary

**Field Operations**

---

1 Captain

**Professional Standards**

---

1 Sergeant

**Internal Operations**

---

1 Administrative Services Manager

**Administrative Services & Investigations**

---

1 Captain

**Volunteer/ Emergency Services**

---

1 Volunteer Services Coordinator

.5 Administrative Secretary

1 Administrative Secretary

**District Command**

**Operations Command**

**Special Operations**

---

1 Lieutenant

**Northern Command (Patrol)**

---

1 Lieutenant

**Southern Command**

---

1 Community Service Officer  
1 Sergeant

**Valley Command (Patrol)**

---

1 Sergeant

**Community Service Desk**

---

Differential  
Police Responses

2 Community Service Officer  
1 Police Officer  
.48 Public Safety Assistants (FTE Part-Time)

**Patrol Operations & Response**

---

Corporal Program  
Detention  
Field Training Program  
K-9  
SET  
SWAT

4 Community Serv. Officers  
4 Detention Lieutenants  
79 Police Officers  
29 Public Safety Assistant (FTE Part-Time)  
9 Sergeants

**Communications**

---

Dispatch

2 Dispatcher I  
9 Dispatcher II  
2 Lead Dispatchers  
2.13 Public Safety Assistant (FTE Part-Time)  
1 Sergeant

**Traffic**

---

Selective Enforcement  
Special Events

1 Administrative Clerk III  
11 Police Officers  
1 Sergeant

**Internal Operations**

---

Budget & Purchasing  
Building Maintenance  
Equipment & Alarms  
Parking Services  
Taxi  
Tow  
Vehicle Abatement

1.5 Administrative Secretary  
2 Community Service Officer  
2 Parking Serv. Officers  
2.96 Public Safety Assistants (FTE Part-Time)

**Records**

---

Public Information  
Records  
Warrants

6 Administrative Clerk II  
2 Administrative Clerk III  
1 Administrative Secretary  
1 Police Records Manager

**Training**

---

Personnel  
Reserves

1.44 Public Safety Assistants (FTE Part-Time)  
1 Sergeant

**Community Action & Awareness**

---

Crime Prevention/ Neighborhood Watch  
Public Information

1 Police Officer

**Crime Scene Investigations/ Property Control**

---

Crime Scene Investigation  
Property and Evidence Control

2 Community Service Officer  
1 Forensic Specialist I  
2 Forensic Specialist II  
1 Police Officers  
.46 Public Safety Assistant (FTE Part-Time)

**Detectives**

---

Crime Analysis & Intelligence  
Major Crimes Unit  
Special Victims Unit  
Street Gangs Unit

1 Administrative Clerk II  
1 Lieutenant  
18 Police Officers  
2 Sergeants

**Detectives**

---

Financial Crimes Unit  
Special Investigations Bureau

1 Administrative Clerk II  
1 Lieutenant  
11 Police Officers  
.96 Public Safety Assistant (FTE Part-Time)  
2 Sergeants

**Volunteer/ Emergency Services**

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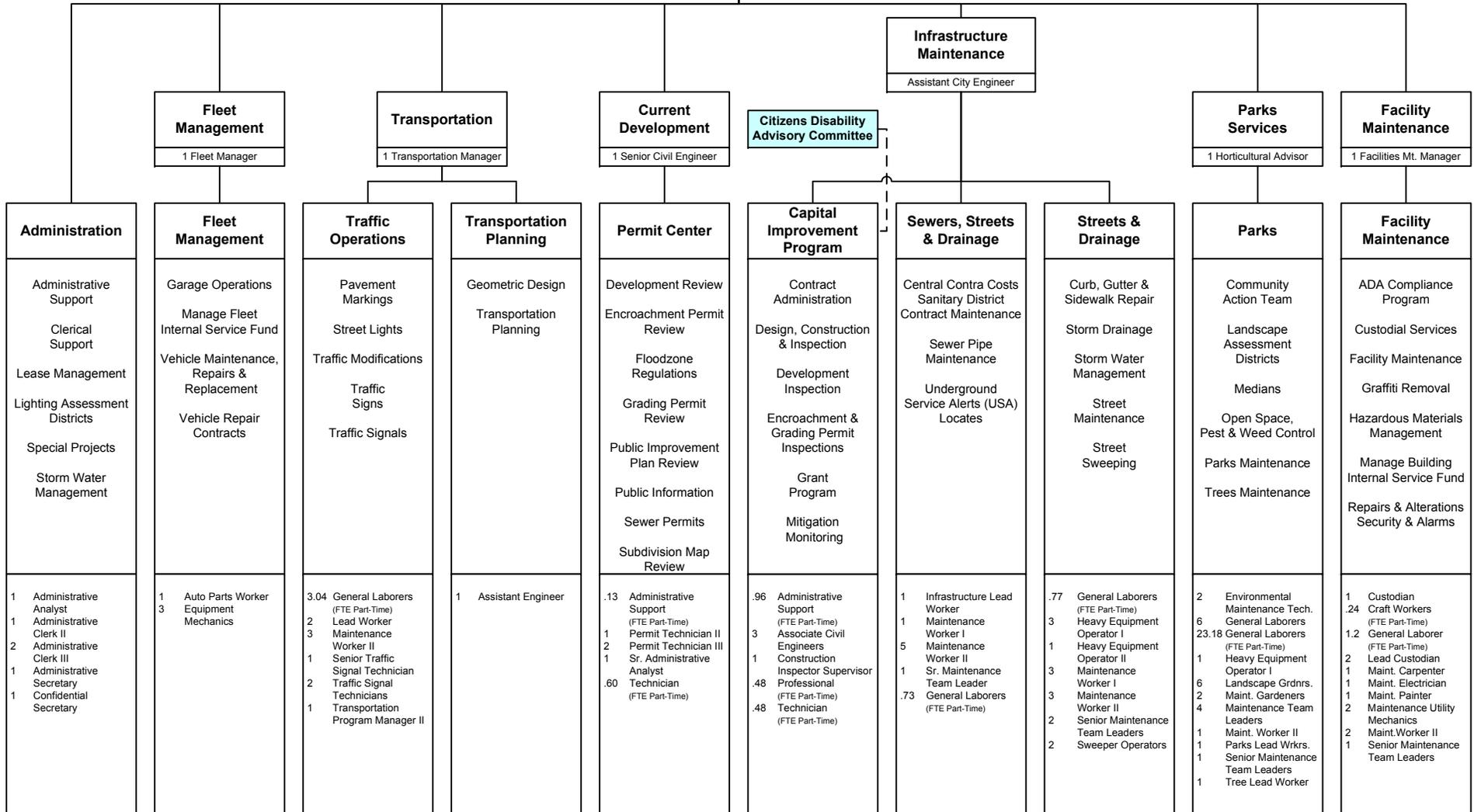
Emergency Preparedness  
Volunteers in Police Services

11

**Public Works & Engineering**  
 Director of Public Works & Engineering

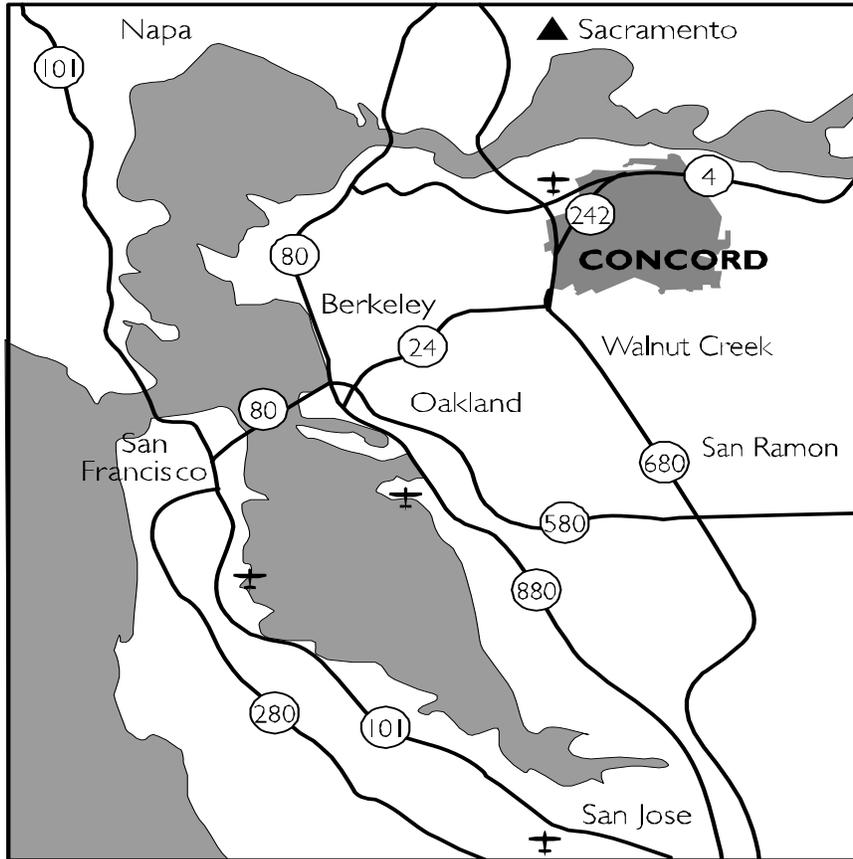
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Total Full-Time Staff - 93  
 FTE Part-Time Staff - 31.81



**CITY OF CONCORD  
COMPARATIVE SUMMARY OF  
AUTHORIZED FULL-TIME POSITIONS  
FOR THE YEAR ENDING JUNE 30, 2011**

	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>2010-2011</b>	<b>Incr.</b>
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>&lt;Decr.&gt;</u>
	A	B	C	D	E = D - C
<b>GENERAL FUND</b>					
City Attorney	6.0	6.0	4.0	4.0	0.0
City Council	6.0	6.0	6.0	6.0	0.0
City Management	15.0	14.5	12.0	11.0	(1.0)
Community Development	43.0	37.5	25.0	23.0	(2.0)
Community & Recreation Services	20.0	20.0	17.0	15.0	(2.0)
Concord Community Reuse Project	3.0	4.0	0.0	0.0	0.0
Finance	27.0	27.0	21.0	18.0	(3.0)
Human Resources	9.0	8.0	8.0	6.0	(2.0)
Information Technology	18.0	18.0	12.0	11.0	(1.0)
Police	219.0	220.0	203.0	200.0	(3.0)
Public Works & Engineering	120.0	119.0	89.0	82.0	(7.0)
Total General Fund	<u>486.0</u>	<u>480.0</u>	<u>397.0</u>	<u>376.0</u>	<u>(21.0)</u>
<b>ENTERPRISE FUNDS</b>					
Storm Water Management	4.0	4.0	3.0	3.0	0.0
Sewer	9.0	9.0	8.0	8.0	0.0
Total Enterprise Funds	<u>13.0</u>	<u>13.0</u>	<u>11.0</u>	<u>11.0</u>	<u>0.0</u>
<b>GRAND TOTAL CITY AUTHORIZED POSITIONS</b>	499.0	493.0	408.0	387.0	(21.0)
<b>REDEVELOPMENT AGENCY</b>	<u>6.0</u>	<u>6.0</u>	<u>7.0</u>	<u>6.0</u>	<u>(1.0)</u>
<b>TOTAL CITY AND REDEVELOPMENT AGENCY</b>	<u>505.0</u>	<u>499.0</u>	<u>415.0</u>	<u>393.0</u>	<u>(22.0)</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.

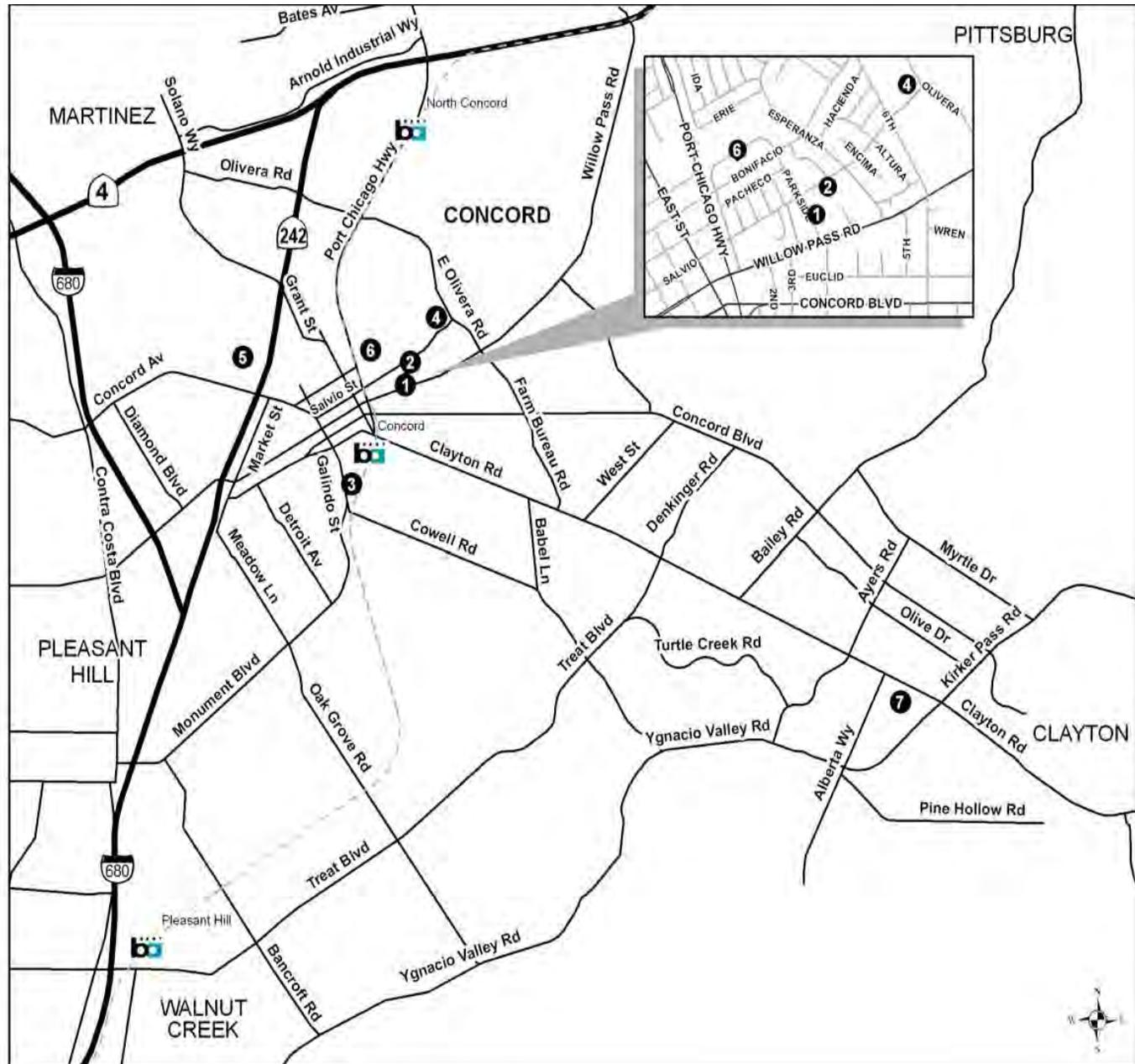
Concord has attracted some of the country's leading financial and commercial businesses. Affordability, accessibility and a proficient workforce contribute to Concord's appeal. Concord's varied housing choices include new homes, apartments, established neighborhoods and townhouses in a broad spectrum 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, Community & Recreation Services, Finance, Human Resources, Information Technology, Office of the City Manager, 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 known 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.

## **On the Cover**

Clockwise from top left: Concord Senior Center hosts hundreds of visitors every day; Concord unfolds at the foot of Mt. Diablo; Bank of America Business Park near the Concord BART station; new homes near the downtown area; City parking garage providing service to businesses near Salvio Pacheco Square and Todos Santos Plaza.



**MISCELLANEOUS STATISTICS  
June 30, 2011**

Population			
Population	125,864	Date of incorporation	February 9, 1905
Registered voters	56,468	Form of government	Council-City Manager (General Law)
		Area	31.13

Police Protection	
Number of stations	4
Number of sworn personnel	152

Fire Protection	
The City of Concord is part of Contra Costa County Fire Protection District	
Number of stations	5
Number of firefighters	45

Sewer Services	
Sewer system in miles	502
Number of households	38,683
Average daily pumping in gallons	9.64 Million

Education	
Number of public schools (Elementary/Jr. High)	23
Number of public schools (High School)	5
Number of Universities/Colleges(California State East Bay,Chapman&Heald)	3
Number of students in public schools	17,407

Culture and Leisure	
Number of theaters	2
Number of performing arts centers	1
Number of libraries	1
Number of City parks	18
Number of art galleries	1
Number of swimming pools	2
Golf Course	1

City Employees	
Full-time	393
Part-time (varies seasonally)	166-399

SOURCE: VARIOUS CITY, STATE AND MT. DIABLO UNIFIED SCHOOL DISTRICTS RECORDS



## Demographic Characteristics for Concord FY2010-2011

### What is the total population of...?

Concord?	125,864
Contra Costa County?	1,073,055
California?	38,648,090

### What percentage of the total population in Concord is under 18?

23.4% (29,427)

### What is the total number of people age 55 and older?

29,565 people (23.5%)

### What is the total number of people age 65 and older?

14,764 people (11.7%)

### What is the median age in the City of Concord?

37.34 years

### What percentage of the total population is Hispanic or Latino?

29.5% (37,142)

### What is the breakdown of males and females for the total population of Concord?

62,529 male (49.7%)/ 63,335 female (50.3%)

### What is the total number of...?

Households?	43,732
Families?	29,765
Families with Children?	14,913

### What is the average...?

Household size?	2.71
Family size?	3.30

### What is the total number of housing units?

46,706

### What is the breakdown of owner occupied vs. renter occupied?

Owner	26,985	61.7%
Renter	16,747	38.3%

Sources: 2000 Census and 2009 Claritas Inc. Site Report.



## City of Concord Labor Force

### Labor Force Participation

There is above average labor force participation in the Concord trade area.

	1 mile ring	3 mile ring	5 mile ring
Percent of population 16+ Years in Labor Force	51.9%	50.3%	52.1%

### Percent of Total Workers by Occupation

Over two-thirds of the Concord trade area labor force is white collar.

White Collar:	1 mile ring	3 mile ring	5 mile ring	Blue Collar:	1 mile ring	3 mile ring	5 mile ring
Managerial/Executive	13.4%	15.5%	19.0%	Craftsmen	11.7%	11.2%	9.2%
Professional	14.2%	17.8%	21.6%	Services	19.7%	18.4%	14.3%
Sales	28.8%	27.8%	28.2%	Other Blue Collar	12.0%	9.3%	7.6%
Percent White Collar	56.4%	61.1%	68.8%	Percent Blue Collar	43.6%	38.9%	31.2%

### Education

Over half of Concord's trade area residents have a college education.

	1 mile ring	3 mile ring	5 mile ring
Percent of Population with college education	56.2%	59.9%	67.7%

### Tenure

The stability of Concord's trade area labor force is evidenced in high rates of home ownership.

	1 mile ring	3 mile ring	5 mile ring
Percentage of total homes owner-occupied	49.3%	58.6%	64.8%
Percentage of total homes renter-occupied	50.7%	41.4%	35.2%

### City of Concord Age Distribution - 2009

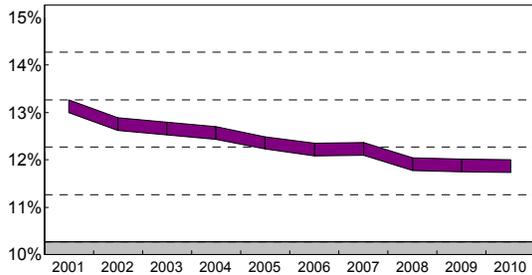
The majority of Concord residents are in the prime employment age between 25 and 54 years.

	Number	Percent
Under 5 Years	7,974	6.40%
6 to 17 Years	21,145	16.97%
18 to 24 years	11,189	8.98%
25 to 34 years	17,568	14.10%
35 to 44 years	18,940	15.20%
45 to 54 years	18,515	14.86%
55 to 64 years	14,653	11.76%
65 years and above	14,615	11.73%
Total Population	124,599	100.00%

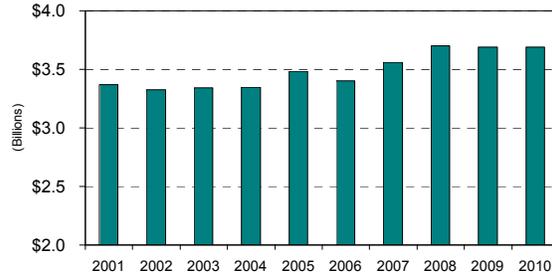
\*All statistics except for age distribution are based on 3, 5, and 10 mile rings from the intersection of Concord Avenue and Salvio Streets. Age distribution counts residents within the city boundary. Sources: 2000 Census and 2009 Claritas Inc. Site Report.



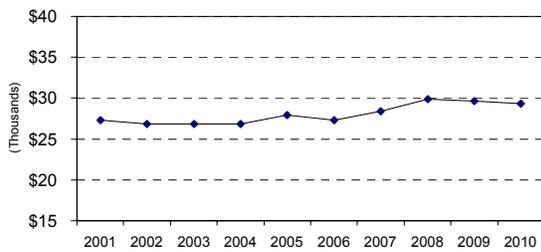
**CITY OF CONCORD  
DEMOGRAPHIC AND ECONOMIC STATISTICS  
LAST TEN FISCAL YEARS**



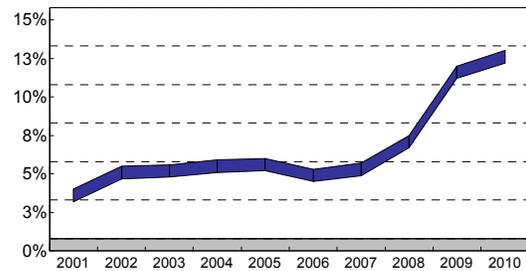
■ City Population % of County



■ Total Personal Income



◆ Per Capita Personal Income



■ Unemployment Rate (%)

Fiscal Year	City Population	Total Personal Income	Per Capita Personal Income	Unemployment Rate (%)	Contra Costa County Population	City Population % of County
2001	123,272	3,367,555,656	27,318	3.2%	948,816	12.99%
2002	123,935	3,324,533,759	26,825	4.7%	981,600	12.63%
2003	124,655	3,343,847,628	26,825	4.8%	994,900	12.53%
2004	124,856	3,349,239,416	26,825	5.1%	1,003,800	12.44%
2005	124,798	3,484,323,723	27,920	5.2%	1,020,898	12.22%
2006	124,436	3,400,903,754	27,331	4.5%	1,029,377	12.09%
2007	125,203	3,559,134,392	28,427	4.9%	1,034,874	12.10%
2008	123,776	3,699,669,661	29,890	6.7%	1,051,674	11.77%
2009	124,599	3,692,159,331	29,632	11.2%	1,060,435	11.75%
2010	125,864 (E)	3,692,159,331 (E)	29,335 (E)	12.2%	1,073,055	11.73%

Source: California State Department of Finance. 2010 is estimated.



**Jurisdictional Comparison  
Fiscal Year 2011**

	<b>City of Concord</b>	<b>City of Walnut Creek</b>	<b>City of Pleasant Hill</b>
<b><i>Year Incorporated</i></b>	1905	1914	1961
<b><i>Form of Government</i></b>	Council/Manager General Law City	Council/Manager General Law City	Council/Manager General Law City
<b><i>Physical Area</i></b>	31.13 square miles	19.5 square miles	8.2 square miles
<b><i>Population</i></b>	125,864	66,584	33,844
Full Time Employees	393	373	118
Population per Employee	320	179	287
Sworn Personnel	152	78	45
Population per Sworn Personnel	828	854	752
<b><i>Ethnic Make-up of Population</i></b>			
White	62,668	51,270	23,589
Hispanic or Latino (of any race)	37,709	4,861	2,504
Asian and Native Hawaiian and Pacific Islander	14,978	7,923	4,772
Black or African American	3,889	1,132	1,117
American Indian and Alaska Native	642	133	102
Some Other Race	5,978	1,265	1,760
<b><i>Registered Voters</i></b>	56,468	41,625	19,017
<b><i>Party Affiliation</i></b>			
Democrat	27,538	18,640	9,065
Republican	14,775	13,425	4,930
Other	14,155	9,560	5,022
<b><i>Number of Housing Units</i></b>	46,706	32,572	14,507
<b><i>Median Household Income</i></b>	\$68,109	\$76,522	\$81,352
<b><i>Persons per Household</i></b>	2.73	2.08	2.35
<b><i>Financial Comparisons</i></b>			
Budgeted General Fund Revenues	\$64,866,677	\$69,730,774	\$20,935,563
Budgeted General Fund Expenditures	\$70,992,070	\$81,181,117	\$21,149,985
Expenditures per Capita	\$564	\$1,219	\$625



## **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

- 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.



## **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 Planning**

- 3.11 City Manager will present a budget (Capital and Operating) that is balanced over the 10-year planning period for all funds.
- 3.12 Utilize the 10-Year Plan 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 planning period.
- 3.18 Document all assumptions for revenue and expenditure forecasts each year.
- 3.19 Establish a financial plan for the Redevelopment Agency that ensures a positive cash balance at the end of the life of the Agency.
- 3.110 Seek reimbursement for State and Federal mandated programs and projects.
- 3.111 Conduct periodic audits for sales tax (point-of-sale), franchises and concessions, and transient occupancy tax (TOT).

- 3.112 Carefully review and discourage grants that may expand or add services without a reliable replacement revenue after the grant period ends.
  - 3.113 Maintain an aggressive collection system for all accounts receivable.
  - 3.114 Be alert to potential development of new revenue sources.
- 3.2 Performance-Based Budgeting (PBB)
- 3.21 Establish the PBB as the City Council's service delivery policy document.
  - 3.22 Establish a PBB that measures service levels, efficiency and effectiveness.
  - 3.23 Follow the principles of outcome management in utilizing the PBB.
  - 3.24 Ensure all costs (direct and indirect) are charged against each program budget.
  - 3.25 Measure work efficiency and effectiveness to ensure an optimal allocation of human and fiscal resources to budget approved services and programs.
  - 3.26 Ensure all operating programs have measurable performance objectives which identify the service and level of service, and the resources required to accomplish the objectives.
  - 3.27 Complete year-end reports and audits to measure the work accomplished against what was planned at the beginning of the fiscal year and evaluate future service levels.
- 3.3 Capital Improvement Program (CIP)
- 3.31 Develop a 10-year plan for CIP.
  - 3.32 Seek grants for needed capital projects which can offset use of other City funds, which can then be utilized for other needed projects.
  - 3.33 Maintain capital improvements to the level required to adequately protect the City's capital investment and to minimize future maintenance and replacement costs.
  - 3.34 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 Plan.
  - 3.35 Ensure capital budgets contain all costs to complete the project (design, right-of-way, construction, inspection, contract management, contingency).
  - 3.36 Ensure all proposed projects in the 10-Year Plan have a viable source of funding for both construction and maintenance.
  - 3.37 Fund projects proposed for Enterprise programs by revenues derived from user fees.
  - 3.37 Encourage pay-as-you-go financing of capital improvements where feasible.

### 3.4 Internal Service Funds

- 3.41 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.
- 3.42 Maintain a 10-year financial plan for all Internal Service Funds.
- 3.43 Include cost of operation, maintenance and replacement in the 10-year financial plans.
- 3.44 All costs (operation, maintenance and replacement) associated with each Internal Service Fund will be charged to the appropriate user department.
- 3.45 Maintain equipment and facilities to the level required to adequately protect the City's investment and to minimize future maintenance and replacement costs.

### 3.5 Enterprise Funds

- 3.51 Maintain a 10-year financial plan for all Enterprise Funds.
- 3.52 All costs associated with providing administrative support (finance, personnel, legal, etc.) shall be charged to the appropriate Enterprise Fund.
- 3.53 Periodically review market driven enterprise operations for partnerships, sponsorships and other mutually beneficial business development opportunities.
- 3.54 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.
- 3.55 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.
- 3.56 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.

### 3.6 Investment Policies/Financial Practices

- 3.61 Maintain an Investment Policy consistent with established regulations and guidelines. Said policy is to be reviewed each year by the City Council.
- 3.62 The Investment Policy shall address safety, liquidity and yield.
- 3.63 Limit use of debt to minimize future commitment of the fiscal resources of the City and its taxpayers.
- 3.64 Debt payment should not exceed the anticipated useful life of an improvement, and in no case should it exceed 30 years.
- 3.65 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.

### 3.7 Review and Adopt a Performance Based Budget

- 3.71 The budget will be adopted as shown in the operating and Performance Based Budget document annually.
- 3.72 Full review of revenue assumptions and preparation of the Capital Improvement Program and Ten-Year Plans on all funds will be done annually.
- 3.73 The City Council will hold public hearings and formally approve a budget for the City annually.

### 3.8 Reserve Funds

- 3.81 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 Plan.
- 3.82 As economic conditions warrant the 10% operating contingency and the aggregate 20% reserves will be re-instituted.
- 3.83 Reserve funds will have four subaccounts: the Economic Contingency Reserve, the Unforecasted Reserve, the Capital/Maintenance Reserve, and the Benefits Reserve.
- 3.84 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.
- 3.85 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.
- 3.86 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.
- 3.87 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.
- 3.88 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.

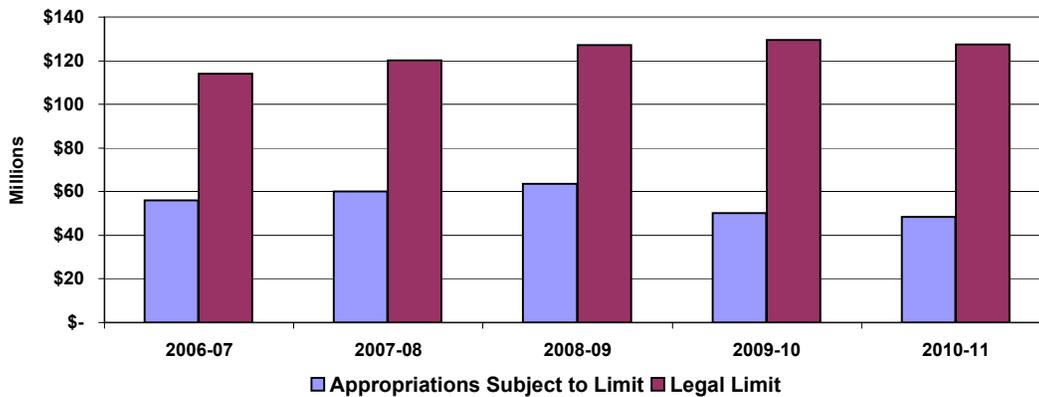
In exceptional circumstances and where adequate funding sources are not available, the City Council may consider appropriation of Capital/Maintenance Reserve funds for a new capital improvement. When making such an appropriation, the City Council will first determine that the maintenance and operating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

- 3.89 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.



Article XIIB of the State Constitution, more commonly referred to as the Gann Initiative or Gann Limit, and subsequent implementation legislation requires that the City of Concord limit each fiscal year's appropriations of the proceeds of taxes to the amount of such appropriations in Fiscal Year 1978-79 as adjusted by growth in per California per capita income and the greater of the growth in City or County population. Government Code Section 37200 requires that the appropriation limit and the total appropriations subject to the limitation be published in the annual budget. The City's limitation is calculated every year and it is established by City Council resolution as part of the Annual Operating Budget Process. Resolution No. 10-48 was approved on June 22, 2010 establishing the City of Concord's appropriation limit. Below is the calculation.

<b>City of Concord Spending Limit Calculation Fiscal Year 2010-2011</b>	
<b>Appropriations subject to limit</b>	
Fiscal Year 2010-2011 Revenues (all funds)	\$ 79,450,799
Less: Non proceeds of tax	(28,277,023)
Less: Exclusions	(2,774,762)
Plus User Fees in excess of costs	-
<b>Total appropriations subject to limit</b>	<b>\$ 48,399,014</b>
<b>Appropriation limit</b>	
Fiscal Year 2009-2010 appropriation limit	\$ 129,372,528
A = Cost of living adjustment - CPI	0.9746
(Based on change in California per capita income)	
B = Population adjustment	1.0111
(Based on Contra Costa County's population growth change)	
<b>Change Factor = (A multiplied by B)</b>	<b>0.98541806</b>
Decrease in appropriation limit	(1,886,502)
<b>Fiscal Year 2010-2011 appropriation limit</b>	<b>\$ 127,486,026</b>
Remaining appropriation capacity (deficit)	\$ 79,087,012
<b>Available capacity as a percent of appropriation limit</b>	<b>62.04%</b>



Appropriations subject to the limit in the FY 2010-11 budget total \$48,399,014. This is \$79,087,012 less than the computed limit. Additional appropriations to the budget funded by non-tax sources such as beginning fund balances, grants or service charges are unaffected by the appropriations limit. However, any supplemental appropriations funded through increased tax sources are subject to the appropriations limit and could not exceed the \$79,087,012 variance. Any overall actual receipts from tax sources greater than the variance would result in taxes in excess of the appropriations limit and would require refunds of the excess in the next two years or voter approval of an increase in the appropriations limit. A request of voters to authorize an increase in the appropriations limit is not anticipated in the future due to the significant margin between the limit and tax revenue.

**General Fund Ten Year Plan**



### **Concord's Historic Beebe House**

The Beebe House was built circa 1870 as the residence of Benjamin and Fannie Beebe and their children. It was originally located about a quarter of a mile west of the town of Todos Santos (Concord) on "The Road to Pacheco", now Concord Ave. Water for farm irrigation was raised by a windmill, and the water used by the family was stored in an adjacent Tank House. Success at farming allowed Mr. Beebe to finance the Navas and Beebe General Merchandise Store, which opened in Todos Santos in 1871. The City of Concord took temporary possession of the house in 1992, when the location was needed for expansion of Highway 242. The house was moved to 2401 Bisso Lane, where it remained until 1996, when a buyer was found and the current location selected. It has been restored and is used for commercial purposes.

**CITY OF CONCORD**  
**REVENUE / EXPENDITURE SUMMARY - GENERAL FUND**  
**FOR THE YEAR ENDING JUNE 30, 2011**

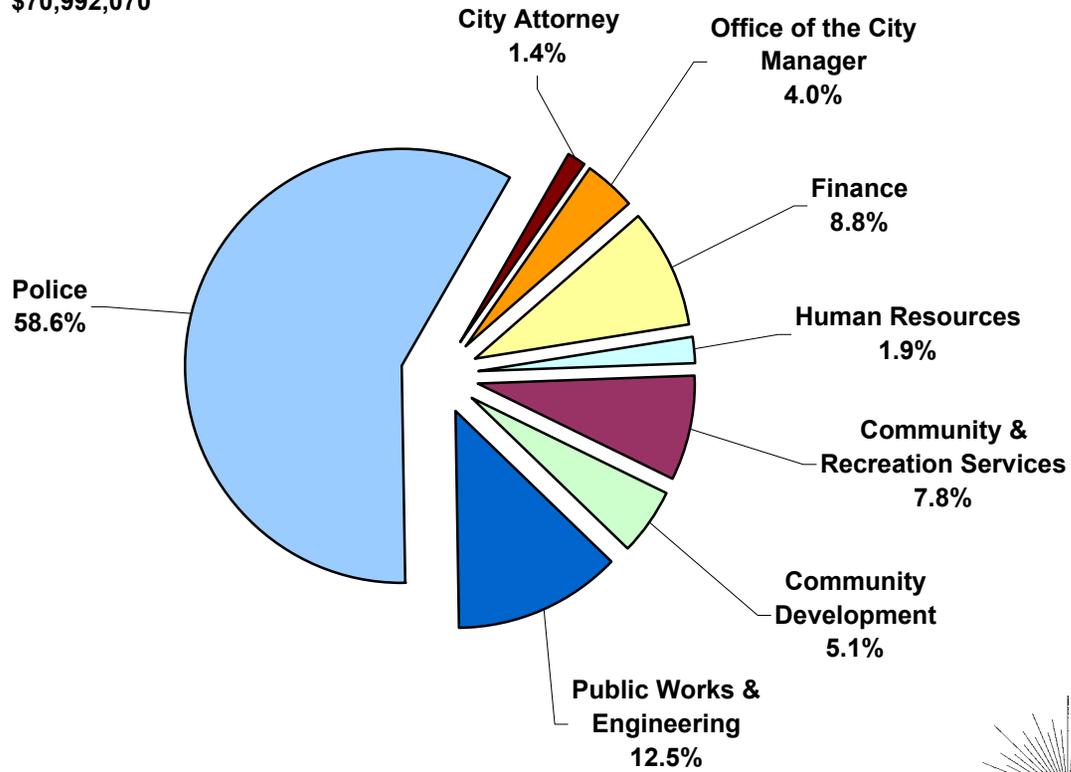
	Actual 2006-2007	Actual 2007-08	Actual 2008-09	Adopted Budget 2009-10	Adopted Budget 2010-11
<b>REVENUES:</b>					
Taxes	\$ 60,559,439	\$ 59,653,471	\$ 55,544,816	\$ 52,051,800	\$ 51,027,000
Licenses and permits	1,661,706	1,149,753	1,262,916	1,140,487	1,214,799
Intergovernmental	1,105,917	959,923	808,849	723,800	687,500
Charges for current services	8,456,957	8,140,100	8,217,030	10,161,915	7,482,733
Fines and forfeitures	920,845	993,105	1,044,448	1,040,223	1,096,392
Use of money and property	1,533,722	1,532,614	1,040,208	773,686	646,100
Other	3,530,887	4,292,399	2,358,356	274,573	2,695,103
<b>Total Revenues</b>	<b>\$ 77,769,473</b>	<b>\$ 76,721,365</b>	<b>\$ 70,276,623</b>	<b>\$ 66,166,484</b>	<b>\$ 64,849,627</b>
<b>EXPENDITURES:</b>					
Current:					
Salaries and benefits	\$ 51,828,200	\$ 54,671,333	\$ 56,159,797	\$ 53,781,019	\$ 51,351,574
Operating expenditures	11,088,537	11,477,918	8,932,889	10,700,753	9,370,393
Fixed charges	9,814,664	12,404,731	12,553,730	11,215,884	10,174,619
Capital projects	0	-	-	-	-
Debt services	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 72,731,401</b>	<b>\$ 78,553,982</b>	<b>\$ 77,646,416</b>	<b>\$ 75,697,656</b>	<b>\$ 70,896,586</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>\$ 5,038,072</b>	<b>\$ (1,832,617)</b>	<b>\$ (7,369,793)</b>	<b>\$ (9,531,172)</b>	<b>\$ (6,046,959)</b>
<b>OTHER FINANCING SOURCES (USES):</b>					
Conversion to unallocated reserve balance	\$ (1,276,990)	\$ 4,609,991	\$ 1,193,540	\$ (1,168,540)	\$ -
Transfers in	166,562	174,856	2,482,510	57,282	17,050
Transfers (out)	(3,682,786)	(2,339,427)	(1,136,854)	(607,273)	(95,484)
<b>Total Other Financing Sources (Uses)</b>	<b>\$ (4,793,214)</b>	<b>\$ 2,445,420</b>	<b>\$ 2,539,196</b>	<b>\$ (1,718,531)</b>	<b>\$ (78,434)</b>
<b>EXCESS (DEFICIENCY) OF REVENUES AND OTHER SOURCES OVER EXPENDITURES AND OTHER USES</b>	<b>\$ 244,858</b>	<b>\$ 612,803</b>	<b>\$ (4,830,597)</b>	<b>\$ (11,249,703)</b>	<b>\$ (6,125,393)</b>
Fund balance at beginning of year	24,841,639	25,086,497	25,699,300	20,868,703	9,619,000
<b>Fund balance at end of year</b>	<b>\$ 25,086,497</b>	<b>\$ 25,699,300</b>	<b>\$ 20,868,703</b>	<b>\$ 9,619,000</b>	<b>\$ 3,493,607</b>

**City of Concord  
General Fund  
Ten Year Projection  
For the Year Ending June 30, 2011  
(000's)**

	<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>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
<b>Beginning Fund Balance 7/01</b>	\$ 9,619	\$ 3,494	\$ 3,100	\$ 3,434	\$ 5,269	\$ 6,829	\$ 8,428	\$ 9,854	\$ 10,989	\$ 12,025
<b>Operating Revenues</b>	\$ 64,867	\$ 67,265	\$ 70,217	\$ 73,008	\$ 75,399	\$ 78,159	\$ 81,040	\$ 84,032	\$ 86,915	\$ 90,371
<b><u>Appropriations</u></b>										
Operating Expenditures	\$ 70,992	\$ 72,539	\$ 74,441	\$ 76,053	\$ 78,719	\$ 81,440	\$ 84,494	\$ 87,777	\$ 90,759	\$ 93,895
Phase In Expenditure Reductions	-	(4,880)	(4,880)	(4,880)	(4,880)	(4,880)	(4,880)	(4,880)	(4,880)	(4,880)
Capital Improvement Projects (CIP)	-	-	322	-	-	-	-	-	-	-
<b>Total Appropriations</b>	<u>\$ 70,992</u>	<u>\$ 67,659</u>	<u>\$ 69,883</u>	<u>\$ 71,173</u>	<u>\$ 73,839</u>	<u>\$ 76,560</u>	<u>\$ 79,614</u>	<u>\$ 82,897</u>	<u>\$ 85,879</u>	<u>\$ 89,015</u>
Revenue Over(Under) Appropriations	\$ (6,125)	\$ (394)	\$ 334	\$ 1,835	\$ 1,560	\$ 1,599	\$ 1,426	\$ 1,135	\$ 1,036	\$ 1,356
<b>Ending Fund Balance 6/30</b>	<u>\$ 3,494</u>	<u>\$ 3,100</u>	<u>\$ 3,434</u>	<u>\$ 5,269</u>	<u>\$ 6,829</u>	<u>\$ 8,428</u>	<u>\$ 9,854</u>	<u>\$ 10,989</u>	<u>\$ 12,025</u>	<u>\$ 13,381</u>
General Fund Reserves as a % of Operating Expenditures	4.9%	4.6%	4.9%	7.4%	9.3%	11.0%	12.4%	13.3%	14.0%	15.0%

**City of Concord  
General Fund Operating & Capital Expenditures by Department  
June 30, 2011**

**Total Operating and Capital Expenditures  
\$70,992,070**



**City of Concord  
General Fund  
Summary of Program Expenditures  
For Year Ending June 30, 2011**

	<b>Salaries &amp; Benefits</b>	<b>Operating Expenditures</b>	<b>Fixed Charges</b>	<b>Other Financing Uses</b>	<b>Totals</b>
<b>CITY ATTORNEY</b>	<u>\$ 762,829</u>	<u>\$ 326,550</u>	<u>\$ 92,079</u>	<u>\$ (174,723)</u>	<u>\$ 1,006,735</u>
<b>COMMUNITY DEVELOPMENT</b>					
Administration	\$ 23,587	\$ 5,626	\$ 31,819		\$ 61,032
Planning	979,309	65,047	253,837	(200,843)	1,097,350
Building	790,172	248,743	323,434		1,362,349
Multi-Family Inspection Program	182,770	10,670	47,427		240,867
Neighborhood Preservation	650,851	32,086	192,602	-	875,539
<b><i>Total Planning and Economic Development</i></b>	<u>\$ 2,626,689</u>	<u>\$ 362,172</u>	<u>\$ 849,119</u>	<u>\$ (200,843)</u>	<u>\$ 3,637,137</u>
<b>COMMUNITY &amp; RECREATION SERVICES</b>					
Administration	\$ 168,028	\$ 113,480	\$ 148,032		\$ 429,540
Camp Concord	273,603	263,479	138,698	(247,000)	428,780
Facility Operations and Programs	1,330,546	818,885	698,076	\$ 96,984	2,944,491
Sports and Events	53,096	199,882	12,387		265,365
Youth Services	-	2,115	557,536		559,651
Senior & Special Recreation Services	386,240	181,439	224,639		792,318
Community Services	-	86,231	-	-	86,231
<b><i>Total Community &amp; Recreation</i></b>	<u>\$ 2,211,513</u>	<u>\$ 1,665,511</u>	<u>\$ 1,779,368</u>	<u>\$ (150,016)</u>	<u>\$ 5,506,376</u>

continued

**City of Concord  
General Fund  
Summary of Program Expenditures  
For Year Ending June 30, 2011**

	<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	\$ 290,796	\$ 5,497	\$ 73,377		\$ 369,670
Financial Analysis & Reporting	488,774	121,694	123,198		733,666
Disbursements	470,125	8,129	157,859		636,113
Budget & Financial Planning	337,507	8,924	50,001	(48,239)	348,193
Purchasing & Materials Management	159,862	24,307	189,305		373,474
City Treasury	250,441	17,714	83,899	-	352,054
Revenue Generation	258,379	18,706	86,065	-	363,150
<b>Total Department Expenditures</b>	<u>\$ 2,255,884</u>	<u>\$ 204,971</u>	<u>\$ 763,704</u>	<u>\$ (48,239)</u>	<u>\$ 3,176,320</u>
<b>FINANCE - NON-DEPARTMENTAL</b>					
Miscellaneous Payments	\$ 1,307,643	\$ 1,316,483	\$ -	\$ 425,300	\$ 3,049,426
Capital Projects	-	-	-	\$ -	-
Reserve Funds	-	-	-	-	-
<b>Total Finance</b>	<u>\$ 3,563,527</u>	<u>\$ 1,521,454</u>	<u>\$ 763,704</u>	<u>\$ 377,061</u>	<u>\$ 6,225,746</u>
<b>HUMAN RESOURCES</b>					
Employee Relations	\$ 272,859	\$ 233,003	\$ 61,237		\$ 567,099
Labor Relations	91,704	60,000	-		151,704
Recruitment and Selection	139,137	56,984	26,028		222,149
Risk Management	39,382	-	15,251		54,633
Benefit Administration	32,541	37,017	30,016		99,574
Organizational Training and Development	40,842	14,755	9,322		64,919
Classification and Compensation	151,821	10,716	18,645	-	181,182
<b>Total Human Resources</b>	<u>\$ 768,286</u>	<u>\$ 412,475</u>	<u>\$ 160,499</u>	<u>\$ -</u>	<u>\$ 1,341,260</u>

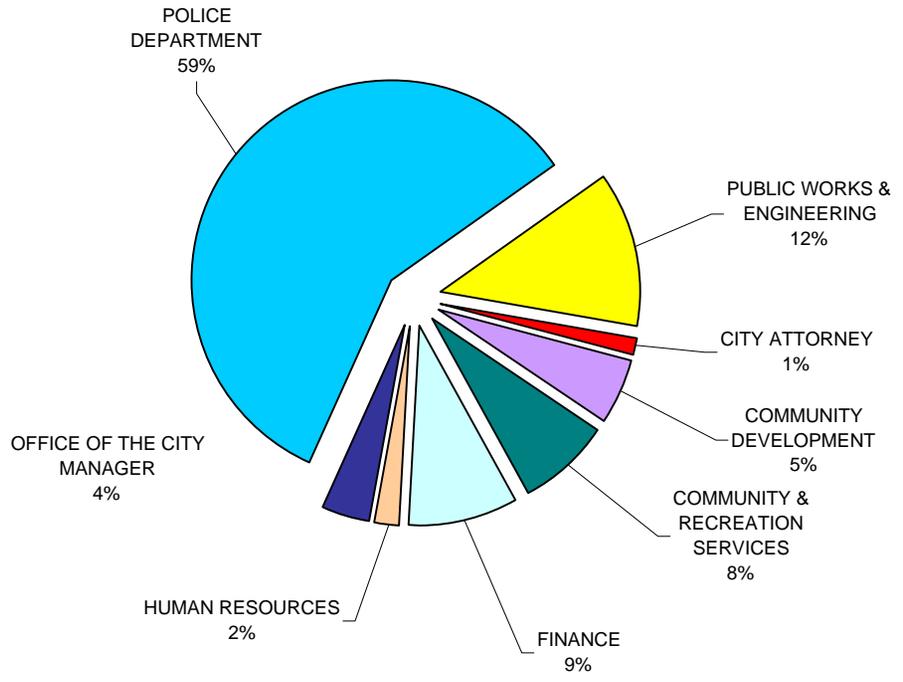
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**City of Concord  
General Fund  
Summary of Program Expenditures  
For Year Ending June 30, 2011**

	<b>Salaries &amp; Benefits</b>	<b>Operating Expenditures</b>	<b>Fixed Charges</b>	<b>Other Financing Uses</b>	<b>Totals</b>
<b>OFFICE OF THE CITY MANAGER</b>					
City Council	\$ 222,343	\$ 71,601	\$ 61,192		\$ 355,136
City Management	759,972	200,668	63,312	(120,829)	903,123
Administrative Services	642,089	343,891	463,626		1,449,606
Franchise Management	25,543	83,648	2,190	-	111,381
<b>Total Office of the City Manager</b>	<u>\$ 1,649,947</u>	<u>\$ 699,808</u>	<u>\$ 590,320</u>	<u>\$ (120,829)</u>	<u>\$ 2,819,246</u>
<b>POLICE DEPARTMENT</b>					
Office of the Chief of Police	\$ 1,440,460	\$ 828,825	\$ 1,265,819		\$ 3,535,104
Field Operations	24,275,500	696,440	1,954,480		26,926,420
Investigations and Administrative Services	9,068,606	1,100,424	957,845	-	11,126,875
<b>Total Police Department</b>	<u>\$34,784,566</u>	<u>\$ 2,625,689</u>	<u>\$ 4,178,144</u>	<u>\$ -</u>	<u>\$41,588,399</u>
<b>PUBLIC WORKS &amp; ENGINEERING</b>					
Administration	\$ 452,692	\$ 134,786	\$ 206,253		\$ 793,731
Engineering Services	398,134	87,176	373,150		\$ 858,460
Transportation	1,062,804	223,028	290,516		1,576,348
Parks Services, Street Trees and Medians	2,898,399	1,674,652	864,474	(28,560)	5,408,965
Graffiti Removal	172,188	30,486	26,993	-	229,667
<b>Total Public Works</b>	<u>\$ 4,984,217</u>	<u>\$ 2,150,128</u>	<u>\$ 1,761,386</u>	<u>\$ (28,560)</u>	<u>\$ 8,867,171</u>
<b>GENERAL FUND TOTALS</b>	<u>\$51,351,574</u>	<u>\$ 9,763,787</u>	<u>\$10,174,619</u>	<u>\$ (297,910)</u>	<u>\$70,992,070</u>

**City of Concord  
General Fund  
Comparison of Expenditures by Department  
For Year Ending June 30, 2011**

43



CITY ATTORNEY	\$ 1,006,735
COMMUNITY DEVELOPMENT	3,637,137
COMMUNITY & RECREATION SERVICES	5,506,376
FINANCE	6,225,746
HUMAN RESOURCES	1,341,260
OFFICE OF THE CITY MANAGER	2,819,246
POLICE DEPARTMENT	41,588,399
PUBLIC WORKS & ENGINEERING	8,867,171
<b>GENERAL FUND TOTALS</b>	<b><u>\$ 70,992,070</u></b>



City of Concord  
General Fund  
Expenditures by Program  
For Year Ending June 30, 2011

	Actual 2006-07	Actual 2007-08	Actual 2008-09	Adopted Budget 2009-10	Adopted Budget 2010-11	Projected 2011-12	Projected 2012-13	Projected 2013-14	Projected 2014-15	Projected 2015-16	Projected 2016-17	Projected 2017-18	Projected 2018-19	Projected 2019-20
<b>CITY ATTORNEY</b>	\$ 1,369,632	\$ 1,440,000	\$ 1,551,835	\$ 1,191,138	\$ 1,006,735	\$ 1,030,321	\$ 1,070,252	\$ 1,100,994	\$ 1,152,826	\$ 1,197,932	\$ 1,244,828	\$ 1,293,198	\$ 1,343,427	\$ 1,395,607
<b>COMMUNITY DEVELOPMENT</b>														
Administration	\$ 298,787	\$ 193,096	\$ 233,719	\$ 79,428	\$ 61,032	\$ 62,482	\$ 64,423	\$ 66,201	\$ 68,639	\$ 70,899	\$ 73,240	\$ 75,598	\$ 78,092	\$ 80,670
Planning	1,445,823	1,644,905	1,502,937	1,546,180	1,097,350	1,105,601	1,148,950	1,181,144	1,239,397	1,289,266	1,341,151	1,394,195	1,449,798	1,507,607
Building	1,817,747	2,159,765	1,851,488	1,516,068	1,362,349	1,366,583	1,409,781	1,447,441	1,504,489	1,556,328	1,610,034	1,664,601	1,721,874	1,781,183
Multi-Family Inspection Program	294,312	364,052	372,850	258,786	240,867	246,131	255,066	261,868	273,560	283,717	294,260	305,000	316,276	327,978
Neighborhood Preservation	690,177	880,399	990,321	882,392	875,539	893,785	923,883	948,149	988,999	1,024,976	1,062,321	1,100,383	1,140,285	1,181,679
<b>Total Community Development</b>	\$ 4,546,846	\$ 5,242,217	\$ 4,951,315	\$ 4,282,854	\$ 3,637,137	\$ 3,674,582	\$ 3,802,103	\$ 3,904,803	\$ 4,075,084	\$ 4,225,186	\$ 4,381,006	\$ 4,539,777	\$ 4,706,325	\$ 4,879,117
<b>COMMUNITY &amp; RECREATION SERVICES</b>														
Administration	\$ 814,621	\$ 653,714	\$ 636,485	\$ 586,461	\$ 429,540	\$ 435,700	\$ 445,542	\$ 457,858	\$ 474,887	\$ 490,501	\$ 506,660	\$ 523,010	\$ 540,209	\$ 558,000
Camp Concord	516,713	683,202	672,363	701,997	428,780	444,296	463,047	480,379	503,832	526,450	549,778	573,638	598,398	623,945
Facility Operations and Programs	2,837,751	3,421,320	3,372,218	3,054,661	2,944,491	3,015,245	2,998,319	3,074,489	3,180,082	3,281,473	3,386,219	3,493,873	3,605,269	3,720,328
Sports and Events	339,091	367,137	382,773	356,388	265,365	272,482	280,429	288,176	297,252	306,260	315,552	325,101	334,962	345,129
Youth Services	713,271	1,175,795	1,099,246	999,139	559,651	576,438	593,732	611,542	629,890	648,788	668,254	687,424	708,045	729,286
Senior & Special Recreation Services	746,100	889,315	897,230	795,633	792,318	811,737	837,715	860,367	892,606	922,604	953,651	985,596	1,018,682	1,052,909
Community Services	166,475	162,805	137,232	140,866	86,231	86,231	-	-	-	-	-	-	-	-
<b>Total Community &amp; Recreation</b>	\$ 6,134,022	\$ 7,353,288	\$ 7,197,547	\$ 6,635,145	\$ 5,506,376	\$ 5,642,129	\$ 5,618,784	\$ 5,772,811	\$ 5,978,549	\$ 6,176,076	\$ 6,380,114	\$ 6,588,642	\$ 6,805,565	\$ 7,029,597
<b>FINANCE</b>														
Administration	\$ 291,790	\$ 369,084	\$ 387,699	\$ 347,080	\$ 369,670	\$ 375,899	\$ 387,861	\$ 398,109	\$ 416,056	\$ 431,529	\$ 447,602	\$ 464,080	\$ 481,269	\$ 499,117
Financial Analysis & Reporting	715,150	798,706	850,328	767,041	733,666	750,619	777,765	799,123	833,911	864,548	896,354	928,876	962,869	998,141
Disbursements	555,385	725,098	760,560	715,059	636,113	650,430	673,533	691,615	721,261	747,306	774,339	801,837	830,711	860,667
Budget & Financial Planning	255,423	344,800	410,131	513,202	348,193	355,297	368,641	378,277	396,756	412,589	429,066	445,976	463,630	481,983
Purchasing & Materials Management	519,030	646,900	654,213	523,563	373,474	367,171	379,900	390,656	406,127	420,231	434,845	449,629	465,213	481,355
City Treasury	291,106	395,195	420,529	392,029	352,054	360,074	372,941	383,049	399,420	413,817	428,761	443,976	459,938	476,493
Revenue Generation	264,541	366,146	385,314	360,615	363,150	371,107	382,662	392,236	407,658	421,705	436,260	451,037	466,559	482,630
Non-Departmental Miscellaneous Payments	1,923,178	1,098,221	(1,299)	3,160,690	3,049,426	(1,680,166)	(1,807,651)	(1,842,635)	(2,447,402)	(2,375,414)	(2,300,585)	(2,223,834)	(2,144,074)	(2,062,219)
<b>Total Finance</b>	\$ 4,815,603	\$ 4,744,150	\$ 3,867,475	\$ 6,779,279	\$ 6,225,746	\$ 1,550,431	\$ 1,535,652	\$ 1,590,430	\$ 1,133,787	\$ 1,336,311	\$ 1,546,642	\$ 1,761,577	\$ 1,986,115	\$ 2,218,167
<b>HUMAN RESOURCES</b>														
Employee Relations	\$ 1,079,405	\$ 848,689	\$ 518,503	\$ 471,480	\$ 567,099	\$ 579,614	\$ 596,177	\$ 610,937	\$ 632,203	\$ 652,093	\$ 672,654	\$ 693,749	\$ 715,606	\$ 738,191
Labor Relations	88	88	54,700	165,461	151,704	112,226	116,289	119,244	124,655	129,253	134,023	138,947	144,032	149,306
Recruitment and Selection	239,355	404,300	233,976	240,032	222,149	188,067	194,854	199,932	208,784	216,412	224,333	232,442	240,910	249,699
Risk Management	262,623	287,616	56,035	54,950	54,633	55,869	57,918	59,498	62,120	64,408	66,788	69,201	71,745	74,385
Benefits Administration	204,278	219,516	190,301	208,630	99,574	101,860	104,807	107,426	110,907	114,157	117,515	120,878	124,439	128,111
Organizational Training and Development	47,718	48,277	56,921	140,305	64,919	66,299	68,517	70,253	73,084	75,568	78,142	80,774	83,518	86,364
Classification and Compensation	192,799	241,679	251,100	265,242	181,182	185,056	191,842	196,928	205,801	213,452	221,400	229,562	238,062	246,889
<b>Total Human Resources</b>	\$ 2,026,178	\$ 2,050,165	\$ 1,361,536	\$ 1,546,100	\$ 1,341,260	\$ 1,288,991	\$ 1,330,404	\$ 1,364,218	\$ 1,417,554	\$ 1,465,343	\$ 1,514,855	\$ 1,565,553	\$ 1,618,312	\$ 1,672,945

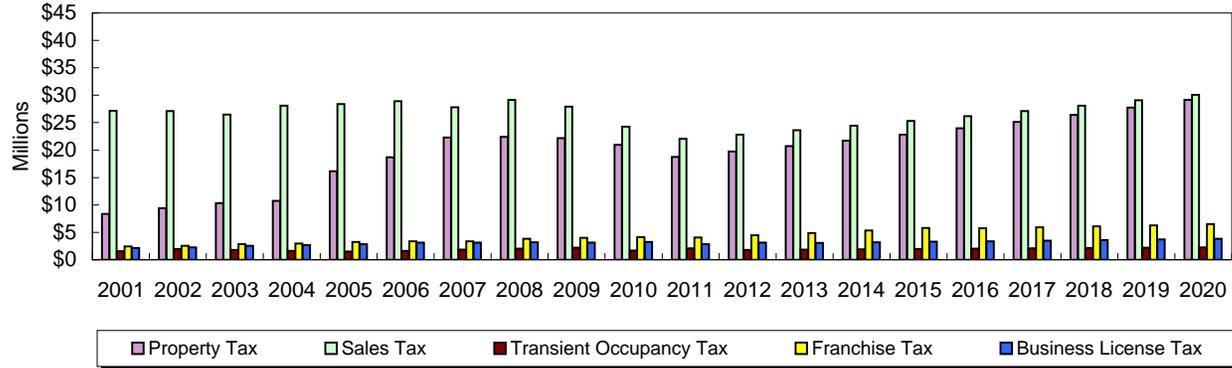
continued

City of Concord  
General Fund  
Expenditures by Program  
For Year Ending June 30, 2011

	<u>Actual 2006-07</u>	<u>Actual 2007-08</u>	<u>Actual 2008-09</u>	<u>Adopted Budget 2009-10</u>	<u>Adopted Budget 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>	<u>Projected 2017-18</u>	<u>Projected 2018-19</u>	<u>Projected 2019-20</u>
<b>OFFICE OF THE CITY MANAGER</b>														
City Council	\$ 331,302	\$ 335,368	\$ 309,388	\$ 373,545	\$ 355,136	\$ 362,708	\$ 373,953	\$ 383,355	\$ 397,651	\$ 410,490	\$ 423,785	\$ 437,395	\$ 451,540	\$ 466,178
City Management	1,256,552	1,449,300	1,499,010	1,005,142	903,123	911,506	925,515	970,694	996,876	1,056,104	1,077,497	1,139,639	1,163,966	1,229,427
Administrative Services	1,292,005	1,618,843	1,728,660	1,432,342	1,449,606	1,349,433	1,515,857	1,432,026	1,613,455	1,536,509	1,720,454	1,640,425	1,833,205	1,752,625
Franchise Management	73,565	81,325	92,390	213,010	111,381	114,429	118,088	121,505	125,682	129,707	133,870	138,155	142,579	147,148
<b>Total Office of the City Manager</b>	<b>\$ 2,953,424</b>	<b>\$ 3,484,836</b>	<b>\$ 3,629,448</b>	<b>\$ 3,024,039</b>	<b>\$ 2,819,246</b>	<b>\$ 2,738,076</b>	<b>\$ 2,933,413</b>	<b>\$ 2,907,580</b>	<b>\$ 3,133,664</b>	<b>\$ 3,132,810</b>	<b>\$ 3,355,606</b>	<b>\$ 3,355,614</b>	<b>\$ 3,591,290</b>	<b>\$ 3,595,378</b>
<b>POLICE DEPARTMENT</b>														
Office of the Chief of Police	\$ 1,137,845	\$ 925,973	\$ 981,690	\$ 1,048,596	\$ 3,535,104	\$ 3,981,359	\$ 3,851,648	\$ 3,850,202	\$ 3,991,471	\$ 4,122,719	\$ 4,258,494	\$ 4,782,190	\$ 4,656,823	\$ 4,808,619
Administrative Services	6,834,342	6,489,690	7,598,057	6,929,431	-	-	-	-	-	-	-	-	-	-
Field Operations	21,521,027	22,642,949	24,418,165	24,232,527	26,926,420	27,406,271	28,407,491	29,130,619	30,495,787	31,651,042	32,852,142	34,088,233	35,372,891	36,707,687
Support Operations	8,822,597	9,931,758	9,606,428	9,080,174	11,126,875	11,349,552	11,764,335	12,070,149	12,617,724	13,086,719	13,574,024	14,075,643	14,596,562	15,137,500
<b>Total Police Department</b>	<b>\$ 38,315,811</b>	<b>\$ 39,990,370</b>	<b>\$ 42,604,340</b>	<b>\$ 41,290,728</b>	<b>\$ 41,588,399</b>	<b>\$ 42,737,182</b>	<b>\$ 44,023,474</b>	<b>\$ 45,050,970</b>	<b>\$ 47,104,982</b>	<b>\$ 48,860,480</b>	<b>\$ 50,684,660</b>	<b>\$ 52,946,066</b>	<b>\$ 54,626,276</b>	<b>\$ 56,653,806</b>
<b>PUBLIC WORKS &amp; ENGINEERING</b>														
Administration	\$ 1,570,387	\$ 1,320,749	\$ 1,428,641	\$ 1,077,240	\$ 793,731	\$ 803,153	\$ 821,938	\$ 843,916	\$ 878,114	\$ 908,374	\$ 939,747	\$ 971,897	\$ 1,005,357	\$ 1,040,027
Engineering Services	1,340,836	2,207,011	1,638,470	1,433,975	\$ 858,460	\$ 848,331	\$ 877,848	\$ 902,507	\$ 938,685	\$ 971,423	\$ 1,005,356	\$ 1,039,218	\$ 1,075,395	\$ 1,112,870
Transportation	1,550,547	1,742,014	1,923,089	1,832,931	1,576,348	1,592,880	1,639,000	1,680,998	1,758,190	1,819,046	1,888,273	1,953,112	2,020,607	2,090,542
Parks Services, Street Trees and Medians	5,411,551	6,147,946	6,176,418	6,500,407	5,408,965	5,518,174	5,666,837	5,806,581	6,010,406	6,200,567	6,397,136	6,597,245	6,806,221	7,022,189
Graffiti Removal/Lease Management	202,203	240,943	265,181	199,795	229,667	234,402	241,730	247,581	257,412	266,208	275,321	284,635	294,354	304,418
<b>Total Public Works &amp; Engineering</b>	<b>\$ 10,075,524</b>	<b>\$ 11,658,663</b>	<b>\$ 11,431,799</b>	<b>\$ 11,044,348</b>	<b>\$ 8,867,171</b>	<b>\$ 8,996,940</b>	<b>\$ 9,247,353</b>	<b>\$ 9,481,583</b>	<b>\$ 9,842,807</b>	<b>\$ 10,165,618</b>	<b>\$ 10,505,833</b>	<b>\$ 10,846,107</b>	<b>\$ 11,201,934</b>	<b>\$ 11,570,046</b>
<b>INTRA FUND TRANSFERS OUT</b>														
Reserve Funds	\$ 1,200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Improvement Projects	906,658	756,069	-	511,298	-	-	322,000	-	-	-	-	-	-	-
<b>Total Intra Fund Transfers Out</b>	<b>\$ 2,106,658</b>	<b>\$ 956,069</b>	<b>\$ -</b>	<b>\$ 511,298</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 322,000</b>	<b>\$ -</b>						
<b>GENERAL FUND TOTALS</b>	<b>\$ 72,343,698</b>	<b>\$ 76,919,758</b>	<b>\$ 76,595,295</b>	<b>\$ 76,304,929</b>	<b>\$ 70,992,070</b>	<b>\$ 67,658,652</b>	<b>\$ 69,883,435</b>	<b>\$ 71,173,389</b>	<b>\$ 73,839,253</b>	<b>\$ 76,559,756</b>	<b>\$ 79,613,544</b>	<b>\$ 82,896,534</b>	<b>\$ 85,879,244</b>	<b>\$ 89,014,663</b>



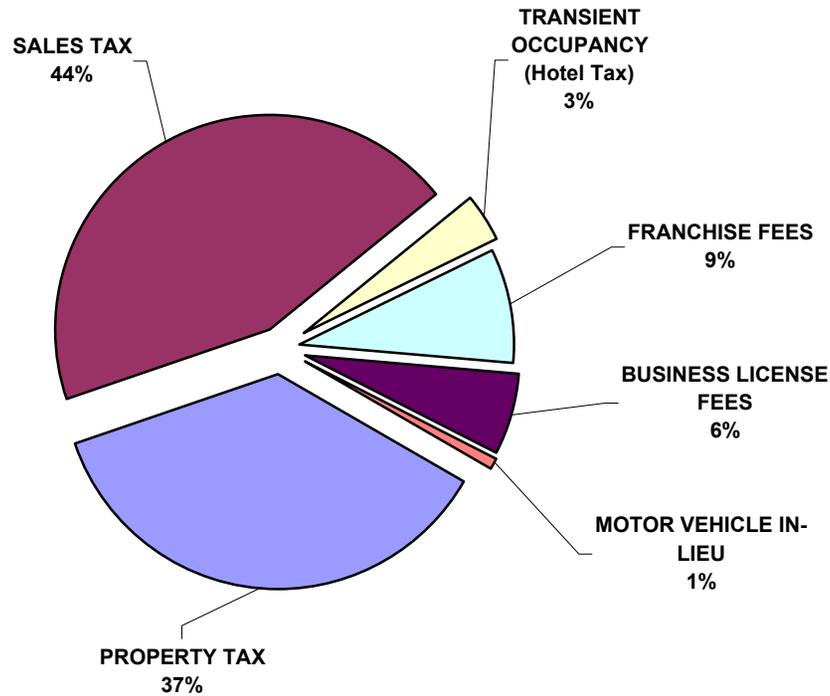
**CITY OF CONCORD MAJOR GENERAL FUND TAX REVENUE BY TYPE  
ACTUAL AND PROJECTED**



Fiscal Year	Property Tax	Sales Tax	Transient Occupancy Tax	Franchise Tax	Business License Tax	Total
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	2,682,819	45,674,167
2004	10,743,130	28,377,531	1,528,836	3,256,347	2,817,342	46,723,186
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	1,836,002	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	20,980,000	22,072,000	2,067,000	4,060,800	2,872,000	52,051,800
2011	18,780,000	22,844,000	1,800,000	4,445,000	3,158,000	51,027,000
2012	19,719,000	23,644,000	1,854,000	4,877,000	3,098,000	53,192,000
2013	20,704,000	24,472,000	1,910,000	5,323,000	3,191,000	55,600,000
2014	21,738,000	25,328,000	1,967,000	5,779,000	3,287,000	58,099,000
2015	22,823,000	26,215,000	2,026,000	5,733,000	3,385,000	60,182,000
2016	23,964,000	27,133,000	2,087,000	5,915,000	3,486,000	62,585,000
2017	25,162,000	28,083,000	2,150,000	6,102,000	3,591,000	65,088,000
2018	26,418,000	29,066,000	2,215,000	6,296,000	3,699,000	67,694,000
2019	27,737,000	30,083,000	2,281,000	6,497,000	3,810,000	70,408,000
2020	\$ 29,124,000	\$ 31,137,000	\$ 2,349,000	\$ 6,704,000	\$ 3,925,000	\$ 73,239,000

Actual shown through Fiscal Year 2009 and Planned through Fiscal Year 2020. 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, 2011**



PROPERTY TAX	\$ 18,780,000
SALES TAX	22,844,000
TRANSIENT OCCUPANCY	1,800,000
FRANCHISE FEES	4,445,000
BUSINESS LICENSE FEES	3,158,000
MOTOR VEHICLE IN-LIEU	424,000
	<u>\$ 51,451,000</u>

**City of Concord  
General Fund  
Comparison of Revenues by Source  
For the Fiscal Year Ending June 30, 2011**

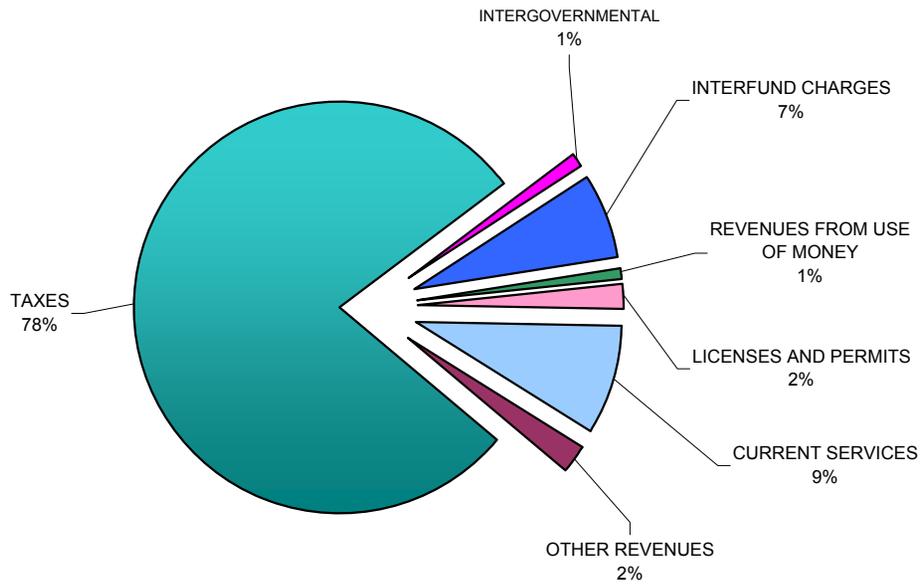
	<u>Actual 2006-07</u>	<u>Actual 2007-08</u>	<u>Actual 2008-09</u>	<u>Adopted Budget 2009-10</u>	<u>Adopted Budget 2010-11</u>	<u>Projected 2011-12</u>	<u>Projected 2012-13</u>	<u>Projected 2013-14</u>	<u>Projected 2014-15</u>	<u>Projected 2015-16</u>	<u>Projected 2016-17</u>	<u>Projected 2017-18</u>	<u>Projected 2018-19</u>	<u>Projected 2019-20</u>
<b>TAXES</b>														
Property	\$ 22,290,227	\$ 22,400,621	\$ 22,188,774	\$ 20,980,000	\$ 18,780,000	\$ 19,719,000	\$ 20,704,000	\$ 21,738,000	\$ 22,823,000	\$ 23,964,000	\$ 25,162,000	\$ 26,418,000	\$ 27,737,000	\$ 29,124,000
Sales	29,139,858	27,911,233	24,253,987	22,072,000	22,844,000	23,644,000	24,472,000	25,328,000	26,215,000	27,133,000	28,083,000	29,066,000	30,083,000	31,137,000
Transient Occupancy Tax	2,057,241	2,193,085	1,710,768	2,067,000	1,800,000	1,854,000	1,910,000	1,967,000	2,026,000	2,087,000	2,150,000	2,215,000	2,281,000	2,349,000
Business License	3,218,553	3,157,176	3,262,762	2,872,000	3,158,000	3,098,000	3,191,000	3,287,000	3,385,000	3,486,000	3,591,000	3,699,000	3,810,000	3,925,000
Franchise	3,853,558	3,991,357	4,128,526	4,060,800	4,445,000	4,877,000	5,323,000	5,779,000	5,733,000	5,915,000	6,102,000	6,296,000	6,497,000	6,704,000
Total Taxes	<u>\$ 60,559,437</u>	<u>\$ 59,653,472</u>	<u>\$ 55,544,817</u>	<u>\$ 52,051,800</u>	<u>\$ 51,027,000</u>	<u>\$ 53,192,000</u>	<u>\$ 55,600,000</u>	<u>\$ 58,099,000</u>	<u>\$ 60,182,000</u>	<u>\$ 62,585,000</u>	<u>\$ 65,088,000</u>	<u>\$ 67,694,000</u>	<u>\$ 70,408,000</u>	<u>\$ 73,239,000</u>
<b>LICENSES AND PERMITS</b>														
Building Permits	\$ 1,147,638	\$ 777,831	\$ 828,032	\$ 780,000	\$ 757,000	\$ 734,000	\$ 712,000	\$ 712,000	\$ 712,000	\$ 733,000	\$ 755,000	\$ 778,000	\$ 801,000	\$ 825,000
Plumbing Permits	125,747	72,757	83,418	60,000	58,200	56,454	54,760	54,760	54,760	56,403	58,095	59,838	61,633	63,482
Mechanical Permits	100,141	62,952	89,623	70,000	67,900	65,863	63,887	63,887	63,887	65,804	67,778	69,811	71,905	74,062
Electrical Permits	144,377	80,530	89,347	65,000	63,050	61,159	59,324	59,324	59,324	61,104	62,937	64,825	66,770	68,773
Other	143,805	155,682	172,496	165,487	268,649	375,853	386,284	397,450	408,936	421,162	433,840	447,170	460,898	475,035
Total Licenses and Permits	<u>\$ 1,661,708</u>	<u>\$ 1,149,752</u>	<u>\$ 1,262,916</u>	<u>\$ 1,140,487</u>	<u>\$ 1,214,799</u>	<u>\$ 1,293,329</u>	<u>\$ 1,276,255</u>	<u>\$ 1,287,421</u>	<u>\$ 1,298,907</u>	<u>\$ 1,337,473</u>	<u>\$ 1,377,650</u>	<u>\$ 1,419,644</u>	<u>\$ 1,462,206</u>	<u>\$ 1,506,352</u>
<b>FINES AND FORFEITURES</b>														
Vehicle Code & Parking	\$ 635,319	\$ 804,985	\$ 951,876	\$ 976,844	\$ 1,031,112	\$ 1,042,583	\$ 1,077,105	\$ 1,089,274	\$ 1,125,309	\$ 1,138,219	\$ 1,175,840	\$ 1,189,537	\$ 1,228,820	\$ 1,243,351
Neighborhood Services	258,026	115,470	83,572	63,379	65,280	67,238	69,255	71,332	73,472	75,676	69,268	69,389	69,514	69,642
Other	27,500	72,650	9,000	-	-	-	-	-	-	-	-	-	-	-
Total Fines and Forfeitures	<u>\$ 920,845</u>	<u>\$ 993,105</u>	<u>\$ 1,044,448</u>	<u>\$ 1,040,223</u>	<u>\$ 1,096,392</u>	<u>\$ 1,109,821</u>	<u>\$ 1,146,360</u>	<u>\$ 1,160,606</u>	<u>\$ 1,198,781</u>	<u>\$ 1,213,895</u>	<u>\$ 1,245,108</u>	<u>\$ 1,258,926</u>	<u>\$ 1,298,334</u>	<u>\$ 1,312,993</u>
<b>USE OF MONEY AND PROPERTY</b>														
Investment Earnings	\$ 1,143,529	\$ 1,168,107	\$ 776,298	\$ 483,686	\$ 352,100	\$ 352,100	\$ 352,100	\$ 352,100	\$ 352,100	\$ 352,100	\$ 352,100	\$ 352,100	\$ 352,100	\$ 352,100
Property Rentals	379,334	275,023	239,472	290,000	294,000	298,080	302,242	306,487	310,817	315,233	319,738	324,333	329,020	333,800
Total Use of Money and Property	<u>\$ 1,522,863</u>	<u>\$ 1,443,130</u>	<u>\$ 1,015,770</u>	<u>\$ 773,686</u>	<u>\$ 646,100</u>	<u>\$ 650,180</u>	<u>\$ 654,342</u>	<u>\$ 658,587</u>	<u>\$ 662,917</u>	<u>\$ 667,333</u>	<u>\$ 671,838</u>	<u>\$ 676,433</u>	<u>\$ 681,120</u>	<u>\$ 685,900</u>
<b>INTERGOVERNMENTAL</b>														
Motor Vehicle In-Lieu	\$ 724,022	\$ 553,386	\$ 424,423	\$ 470,000	\$ 424,000	\$ 439,000	\$ 454,000	\$ 470,000	\$ 486,000	\$ 503,000	\$ 521,000	\$ 539,000	\$ 558,000	\$ 578,000
Off-Highway Vehicle Tax	-	-	-	1,800	-	-	-	-	-	-	-	-	-	-
State Mandated Costs	97,780	85,887	58,087	80,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Police Officers Standards&Training (POST)	41,918	83,134	117,174	50,000	81,500	53,045	84,636	56,275	87,963	59,702	91,493	63,338	95,238	67,195
Citizens Option for Public Safety (COPS)	242,198	237,516	209,165	122,000	122,000	122,000	122,000	122,000	122,000	122,000	122,000	122,000	122,000	122,000
Other Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Intergovernmental	<u>\$ 1,105,918</u>	<u>\$ 959,923</u>	<u>\$ 808,849</u>	<u>\$ 723,800</u>	<u>\$ 687,500</u>	<u>\$ 674,045</u>	<u>\$ 720,636</u>	<u>\$ 708,275</u>	<u>\$ 755,963</u>	<u>\$ 744,702</u>	<u>\$ 794,493</u>	<u>\$ 784,338</u>	<u>\$ 835,238</u>	<u>\$ 827,195</u>

continued

**City of Concord  
General Fund  
Comparison of Revenues by Source  
For the Fiscal Year Ending June 30, 2011**

	<u>Actual 2006-07</u>	<u>Actual 2007-08</u>	<u>Actual 2008-09</u>	<u>Adopted Budget 2009-10</u>	<u>Adopted Budget 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>	<u>Projected 2017-18</u>	<u>Projected 2018-19</u>	<u>Projected 2019-20</u>
<b>CURRENT SERVICES</b>														
City Management	\$ 146,358	\$ 52,741	\$ 102,279	\$ 52,559	\$ 53,780	\$ 55,243	\$ 56,750	\$ 58,303	\$ 59,902	\$ 61,549	\$ 63,245	\$ 64,992	\$ 66,792	\$ 68,646
Finance Department	14,494	18,720	16,117	13,225	13,577	13,939	14,312	14,696	15,092	15,500	15,920	16,353	16,799	17,258
CR&S-Summer Camp	493,832	511,149	341,305	553,465	456,035	469,636	483,525	497,711	512,202	527,008	542,138	557,602	573,410	590,572
CR&S-Aquatics	243,348	265,228	262,447	266,935	261,086	268,919	276,987	285,296	293,855	302,671	311,751	321,103	330,736	340,658
CR&S-Facility Rental	879,577	1,020,320	981,934	947,626	1,088,140	967,604	988,682	1,010,394	1,032,755	1,055,789	1,079,513	1,103,949	1,129,117	1,155,040
CR&S-Youth & Family Services	538,206	614,882	636,428	633,822	601,456	619,289	637,658	656,578	676,066	696,138	716,813	738,107	760,041	782,632
CR&S-League Fees	340,969	362,505	371,209	374,371	381,883	393,340	405,140	417,294	429,812	442,706	455,986	469,665	483,755	498,266
CR&S-Senior Services	148,344	184,687	202,830	175,954	219,000	226,170	233,579	241,236	249,148	257,324	265,774	274,507	283,531	292,858
Public Works-Special Event Services	4,180	1,605	-	-	-	-	-	-	-	-	-	-	-	-
PW-Engineering	1,450,061	1,240,809	1,142,535	755,200	670,696	720,096	794,447	801,449	808,661	832,920	857,907	895,548	934,912	976,084
Building	835,194	651,685	718,368	711,556	641,238	623,742	606,770	606,770	606,770	620,844	637,731	655,123	673,037	691,488
Neighborhood Services	396,287	271,826	340,251	268,044	275,815	283,820	292,065	300,557	309,304	318,313	327,592	337,150	346,995	357,134
Public Safety Services	904,761	601,442	612,216	706,621	673,930	691,148	708,882	727,149	745,962	765,342	785,302	805,862	827,039	848,850
Planning	332,177	451,606	382,695	277,148	277,148	283,951	291,002	299,021	307,280	316,497	325,992	336,273	346,889	357,852
<b>Total Current Services</b>	<b>\$ 6,727,788</b>	<b>\$ 6,249,205</b>	<b>\$ 6,110,614</b>	<b>\$ 5,729,968</b>	<b>\$ 5,613,784</b>	<b>\$ 5,616,897</b>	<b>\$ 5,789,799</b>	<b>\$ 5,916,454</b>	<b>\$ 6,046,809</b>	<b>\$ 6,212,601</b>	<b>\$ 6,385,664</b>	<b>\$ 6,576,234</b>	<b>\$ 6,773,053</b>	<b>\$ 6,977,338</b>
<b>INTERFUND SERVICE CHARGES</b>														
Golf Course Enterprise	\$ 151,513	\$ 279,680	\$ 335,328	\$ 169,645	\$ (98,224)	\$ (33,498)	\$ (74,272)	\$ (42,241)	\$ (70,592)	\$ (33,590)	\$ (62,325)	\$ 34,644	\$ 41,367	\$ 291,369
Sewer Enterprise	1,577,662	1,611,215	1,771,089	1,928,601	1,967,173	2,006,516	2,046,646	2,087,579	2,129,331	2,171,918	2,215,356	2,259,663	2,304,856	2,350,953
Redevelopment Agency	1,243,547	1,291,943	1,517,782	1,604,290	1,636,375	1,669,103	1,702,485	1,736,535	1,771,266	1,806,691	1,842,825	1,879,682	1,917,276	1,955,899
Stormwater	383,130	398,455	406,424	414,552	422,843	431,300	439,926	448,725	457,700	466,854	476,191	485,715	495,429	505,338
Maintenance Districts	-	197,470	203,394	314,859	321,163	312,886	336,495	343,384	350,479	357,787	365,314	310,812	274,175	282,400
<b>Total Interfund Service Charges</b>	<b>\$ 3,355,852</b>	<b>\$ 3,778,763</b>	<b>\$ 4,234,017</b>	<b>\$ 4,431,947</b>	<b>\$ 4,249,330</b>	<b>\$ 4,386,307</b>	<b>\$ 4,451,280</b>	<b>\$ 4,573,982</b>	<b>\$ 4,638,184</b>	<b>\$ 4,769,660</b>	<b>\$ 4,837,361</b>	<b>\$ 4,970,516</b>	<b>\$ 5,033,103</b>	<b>\$ 5,385,959</b>
<b>OTHER REVENUES</b>														
Other	\$ 152,145	\$ 246,173	\$ 434,108	\$ 155,525	\$ 160,191	\$ 164,998	\$ 169,948	\$ 175,047	\$ 180,297	\$ 185,707	\$ 191,278	\$ 197,016	\$ 202,927	\$ 209,014
Sale of Real/Personal Property	8,617	-	-	10,000	-	-	-	-	-	-	-	-	-	-
<b>Total Other Revenues</b>	<b>\$ 160,762</b>	<b>\$ 246,173</b>	<b>\$ 434,108</b>	<b>\$ 165,525</b>	<b>\$ 160,191</b>	<b>\$ 164,998</b>	<b>\$ 169,948</b>	<b>\$ 175,047</b>	<b>\$ 180,297</b>	<b>\$ 185,707</b>	<b>\$ 191,278</b>	<b>\$ 197,016</b>	<b>\$ 202,927</b>	<b>\$ 209,014</b>
<b>OTHER FINANCING SOURCES</b>														
Graffiti	\$ 15,971	\$ 16,450	\$ -	\$ 17,452	\$ 17,976	\$ 18,515	\$ 19,070	\$ 19,642	\$ 20,231	\$ 20,838	\$ 21,463	\$ 22,107	\$ 22,770	\$ 23,453
Traffic Safety Management	6,319	5,948	2,881	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Metrolplex/Parklands/Other	227,949	675,980	2,276,250	144,878	149,605	154,560	384,809	405,359	411,257	417,705	423,036	428,526	194,181	200,007
Reserve Funds	459,763	-	1,824,256	-	-	-	-	-	-	-	-	-	-	-
<b>Total Other Financing Sources</b>	<b>\$ 710,002</b>	<b>\$ 698,378</b>	<b>\$ 4,103,387</b>	<b>\$ 166,330</b>	<b>\$ 171,581</b>	<b>\$ 177,075</b>	<b>\$ 407,879</b>	<b>\$ 429,001</b>	<b>\$ 435,488</b>	<b>\$ 442,543</b>	<b>\$ 448,499</b>	<b>\$ 454,633</b>	<b>\$ 220,951</b>	<b>\$ 227,460</b>
<b>TOTAL GENERAL FUND</b>	<b>\$ 76,725,175</b>	<b>\$ 75,171,901</b>	<b>\$ 74,558,926</b>	<b>\$ 66,223,766</b>	<b>\$ 64,866,677</b>	<b>\$ 67,264,652</b>	<b>\$ 70,216,499</b>	<b>\$ 73,008,373</b>	<b>\$ 75,399,346</b>	<b>\$ 78,158,914</b>	<b>\$ 81,039,891</b>	<b>\$ 84,031,740</b>	<b>\$ 86,914,932</b>	<b>\$ 90,371,211</b>

**City of Concord  
General Fund Revenue  
Comparison of Revenue by Source  
For the Year Ending June 30, 2011**



TAXES	\$ 51,027,000
INTERGOVERNMENTAL	687,500
INTERFUND CHARGES	4,249,330
REVENUES FROM USE OF MONEY	646,100
LICENSES AND PERMITS	1,214,799
CURRENT SERVICES	5,613,784
OTHER REVENUES	1,428,164
	<u>\$ 64,866,677</u>

**City of Concord**  
**Summary of General Fund Adopted Budgets**  
**Population and Assessed Valuations**  
**For Year Ending June 30, 2011**

Year	Population	Adopted Budget	Net Assessed Values	Population Increase	Budget Increase
2000-2001	123,272	\$ 58,464,438	\$ 6,762,369	7.7%	25.4%
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	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 *	125,864	\$ 70,992,070	\$ 12,020,887		-7.0%

**ASSESSED VALUATIONS**

(in \$1,000)	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>
<b>Land</b>	\$ 5,754,088	\$ 5,606,769	\$ 4,954,168	\$ 4,920,605
<b>Improvements</b>	7,841,998	7,927,892	7,562,783	7,453,490
<b>Personal Property</b>	406,704	429,845	393,568	339,414
	<u>\$ 14,002,790</u>	<u>\$ 13,964,506</u>	<u>\$ 12,910,519</u>	<u>\$12,713,509</u>
<b>Exemptions:</b>				
<b>Homeowners</b>	\$ 166,367	\$ 165,082	\$ 162,848	\$ 158,984
<b>Other</b>	<u>441,846</u>	<u>411,269</u>	<u>492,709</u>	<u>533,638</u>
<b>Net Total</b>	<u>\$ 13,394,577</u>	<u>\$ 13,388,155</u>	<u>\$ 12,254,962</u>	<u>\$12,020,887</u>

\* Estimated Population

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



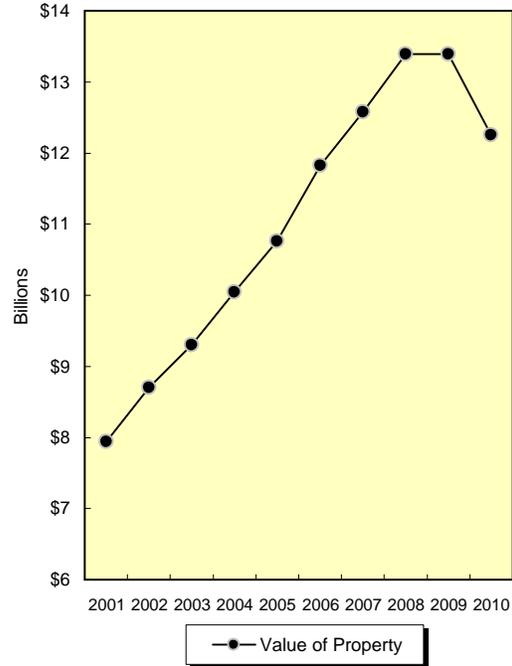
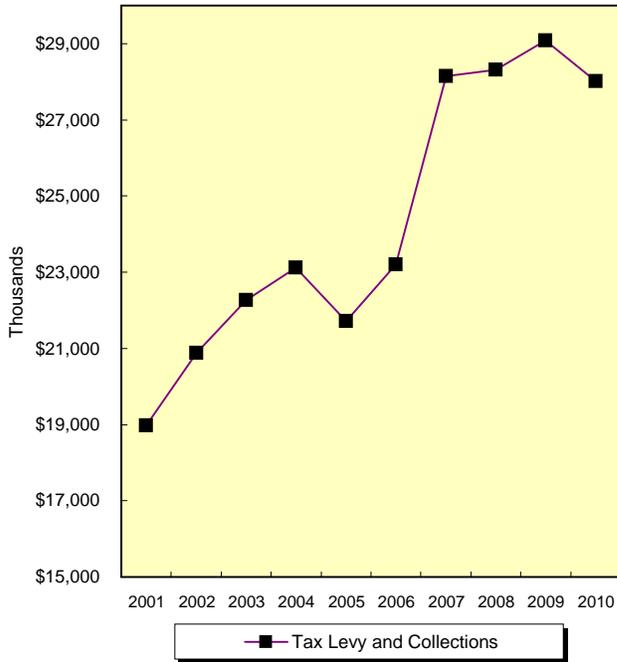
Fiscal Year	Secured Property	Unsecured Property	Total Assessed Valuation (a)	Estimated Full Market Valuation (a)	Total Direct Tax Rate (b)
2001	\$ 7,493,043,008	\$ 444,462,619	\$ 7,937,505,627	\$ 7,937,505,627	1%
2002	8,178,122,205	520,828,043	8,698,950,248	8,698,950,248	1%
2003	8,765,865,678	537,720,228	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	12,570,797,655	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	\$ 12,189,029,059	\$ 524,036,274	\$ 12,713,065,333	\$ 12,713,065,333	1%

(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
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	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	\$28,017,154 (A)	\$ 11,329,082		\$ 16,688,072	\$ 28,017,154	100.00%	\$12,254,962,478

\* Source: Contra Costa County Auditor-Controller's Office and the City of Concord's Finance Department. Information available in October, 2005

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 FY2009 are net of pass-thru payment and educational revenue augmentation fund withholding.

**Summary by Fund & Department**

**CITY OF CONCORD  
DEPARTMENTAL SUMMARIES  
ALL FUNDING SOURCES  
FOR YEAR ENDING JUNE 30, 2011**

**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 2010-11 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 & Engineering 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 YEAR ENDING JUNE 30, 2011**

**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 eight 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. RDA Housing Set-Aside - Tax increment allocations set aside 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.
- **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. Tax Allocation Bonds - Accounts for accumulation of property taxes for payment of principal and interest on the Redevelopment Agency tax allocation bonds.
  2. Revenue Bonds - Accounts for payment of principal and interest of the Police Facility, Parking Structure and the Performing Arts Structure.
  3. 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.
  4. Assessment Districts - Accounts for accumulation of special assessment taxes for payment of principal and interest on special assessment bonds.
- **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.

**CITY OF CONCORD  
DEPARTMENTAL SUMMARIES  
FUND STRUCTURE  
FOR YEAR ENDING JUNE 30, 2011**

- **Capital Projects Funds Continued**

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.

**FIDUCIARY FUNDS**

To account for assets held by the City as a trustee agent for other governmental units, private organizations, other or individuals. The Employee Retirement System Trust Fund, the only Fiduciary fund of the City, accounts for accumulation of resources to be used for retirement annuity payments at appropriate amounts and times in the future.

**CITY OF CONCORD**  
**REVENUE / EXPENDITURE SUMMARY - ALL FUNDS**  
**FOR THE YEAR ENDING JUNE 30, 2011**

	Actual 2006-2007	Actual 2007-08	Actual 2008-09	Adopted Budget 2009-10	Adopted Budget 2010-11
<b>REVENUES:</b>					
Taxes	\$ 77,785,781	\$ 77,692,324	\$ 75,189,695	\$ 70,534,841	\$ 68,089,597
Licenses and permits	2,964,758	1,599,886	3,552,004	1,218,051	1,377,891
Intergovernmental	10,335,061	8,265,306	12,411,998	13,416,827	18,795,549
Charges for current services	42,096,001	44,289,939	44,748,197	46,659,711	43,854,381
Fines and forfeitures	989,426	1,055,807	1,108,677	1,040,223	1,096,392
Use of money and property	11,543,120	11,710,574	7,889,953	6,090,988	6,027,345
Other	23,955,040	9,323,598	5,939,904	2,398,832	4,354,382
<b>Total Revenues</b>	<b>\$ 169,669,187</b>	<b>\$ 153,937,434</b>	<b>\$ 150,840,428</b>	<b>\$ 141,359,473</b>	<b>\$ 143,595,537</b>
<b>EXPENDITURES:</b>					
Current:					
Salaries and benefits	\$ 65,983,002	\$ 69,956,019	\$ 74,363,419	\$ 68,257,116	\$ 65,628,472
Operating expenditures	43,534,212	54,113,128	35,128,093	48,552,547	51,567,427
Fixed charges	11,174,184	14,449,901	14,593,929	12,760,161	11,618,240
Capital projects	20,766,621	21,638,676	31,119,301	24,701,616	17,605,063
Debt services	10,441,816	10,903,210	11,014,657	20,104,376	11,151,302
<b>Total Expenditures</b>	<b>\$ 151,899,835</b>	<b>\$ 171,060,934</b>	<b>\$ 166,219,399</b>	<b>\$ 174,375,816</b>	<b>\$ 157,570,504</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>\$ 17,769,352</b>	<b>\$ (17,123,500)</b>	<b>\$ (15,378,971)</b>	<b>\$ (33,016,343)</b>	<b>\$ (13,974,967)</b>
<b>OTHER FINANCING SOURCES (USES):</b>					
Conversion to unallocated reserve balance	\$ (1,658,626)	\$ 10,999,797	\$ 12,589,257	\$ (1,265,044)	\$ -
Transfers in	15,448,571	14,085,217	15,166,374	21,085,576	11,188,135
Transfers (out)	(15,448,571)	(14,085,217)	(15,166,374)	(21,085,576)	(11,188,135)
<b>Total Other Financing Sources (Uses)</b>	<b>\$ (1,658,626)</b>	<b>\$ 10,999,797</b>	<b>\$ 12,589,257</b>	<b>\$ (1,265,044)</b>	<b>\$ -</b>
<b>EXCESS (DEFICIENCY) OF REVENUES AND OTHER SOURCES OVER EXPENDITURES AND OTHER USES</b>	<b>\$ 16,110,726</b>	<b>\$ (6,123,703)</b>	<b>\$ (2,789,714)</b>	<b>\$ (34,281,387)</b>	<b>\$ (13,974,967)</b>
Fund balance at beginning of year	151,803,808	167,914,534	161,790,831	159,001,117	124,719,730
Fund balance at end of year	<u>\$167,914,534</u>	<u>\$161,790,831</u>	<u>\$159,001,117</u>	<u>\$124,719,730</u>	<u>\$110,744,763</u>



CITY OF CONCORD

FUND BALANCE SUMMARY BY FUND  
FOR THE YEAR ENDING JUNE 30, 2011

	Estimated		Transfers		Estimated	
	Fund Balance 07/01/2010	Revenues	Expenditures	In	Out	Fund Balance 06/30/2011
<b>GENERAL FUND</b>	\$ 9,619,000	\$ 64,849,627	\$ 70,896,586	\$ 17,050	\$ 95,484	\$ 3,493,607
<b>PAVILION FUND</b>	\$ 185,789	\$ 214,371	\$ 78,886	\$ -	\$ -	\$ 321,274
<b>SPECIAL REVENUE FUNDS</b>						
Gas Tax	\$ 1,149,663	\$ 2,023,000	\$ 1,626,160	\$ -	\$ -	\$ 1,546,503
Storm Water Management	1,866,017	1,986,330	1,807,496	-	-	2,044,851
Maintenance Districts	2,720,463	1,767,607	1,624,081	-	-	2,863,989
Art in Public Places	129,519	2,000	-	-	-	131,519
Traffic System Management	55,856	4,000	44,646	-	4,000	11,210
RDA Housing Set-Aside	2,704,611	193,000	3,488,863	3,130,368	-	2,539,116
Monument Community Partnership	588	2,000	-	-	-	2,588
Housing & Community Services	2,372,033	1,227,802	1,047,931	43,346	13,050	2,582,200
Total Special Revenue	\$ 10,998,750	\$ 7,205,739	\$ 9,639,177	\$ 3,173,714	\$ 17,050	\$ 11,721,976
<b>DEBT SERVICE FUNDS</b>						
RDA Tax Allocation Bonds	\$ 3,484,248	\$ 19,000	\$ 6,354,171	\$ 6,434,783		\$ 3,583,860
RDA Revenue Bonds	728,767	5,000	629,083	629,083		733,767
RDA Parking Structure Bonds	766,918	15,000	738,021	738,021		781,918
Concord Pavilion Revenue Bonds	2,149,023	1,101,000	964,732	-	-	2,285,291
Assessment Districts	187,716	67,500	37,240	-	-	217,976
Certifications of Participation	64,938	-	95,484	95,484	-	64,938
Total Debt Service	\$ 7,381,610	\$ 1,207,500	\$ 8,818,731	\$ 7,897,371	\$ -	\$ 7,667,750
<b>CAPITAL PROJECTS FUNDS</b>						
Measure C/J	\$ 610,841	\$ 1,322,000	\$ 462,930	\$ -	\$ -	\$ 1,469,911
Measure J Streets/Ramps	-	1,342,400	1,342,400	-	-	-
Measure WW	3,320,013	-	1,511,333	-	-	1,808,680
Developers' Fees Parkland	66,100	298,525	188,885	-	-	175,740
Developers' Fees O.S.I.P.	777,786	34,452	217,955	-	-	594,283
Developers' Fees Storm Drain/TM	501,293	7,190	-	-	-	508,483
Traffic Congest. Relief/Prop. 1B	98,983	3,130,838	2,042,794	-	-	1,187,027
Federal Grants	-	-	-	-	-	-
General Reimbursable Projects	-	9,246,944	9,246,944	-	-	-
Total Capital	\$ 5,375,016	\$ 15,382,349	\$ 15,013,241	\$ -	\$ -	\$ 5,744,124
<b>ENTERPRISE FUNDS</b>						
Sewer	\$ 13,321,649	\$ 18,674,000	\$ 22,136,843	\$ -	\$ -	\$ 9,858,806
Golf Course	104,000	1,542,705	1,521,705	-	-	125,000
Total Enterprise	\$ 13,425,649	\$ 20,216,705	\$ 23,658,548	\$ -	\$ -	\$ 9,983,806
<b>INTERNAL SERVICE FUNDS</b>						
Workers' Compensation	\$ 3,571,752	\$ 2,933,628	\$ 2,483,260	\$ -	\$ 100,000	\$ 3,922,120
Risk Management/ Liability	2,600,690	1,075,631	1,257,228	100,000	-	2,519,093
Post Retirement Healthcare	11,689,144	2,379,767	3,147,476	-	-	10,921,435
Fleet Maintenance	2,121,318	2,642,596	2,245,570	-	-	2,518,344
Information Technology	4,950,606	5,287,733	5,619,891	-	-	4,618,448
Building Maintenance	1,770,004	3,129,018	3,320,746	-	-	1,578,276
Total Internal Service	\$ 26,703,514	\$ 17,448,373	\$ 18,074,171	\$ 100,000	\$ 100,000	\$ 26,077,716
<b>FIDUCIARY FUNDS</b>						
Pension Trust	\$ 42,142,023	\$ 3,047,000	\$ 5,510,000	\$ -	\$ -	\$ 39,679,023
<b>REDEVELOPMENT AGENCY</b>	\$ 8,888,379	\$ 14,023,873	\$ 5,881,164	\$ -	\$ 10,975,601	\$ 6,055,487
<b>TOTAL CITY</b>	\$ 124,719,730	\$ 143,595,537	\$ 157,570,504	\$ 11,188,135	\$ 11,188,135	\$ 110,744,763

**CITY OF CONCORD**  
**REVENUE SUMMARY BY FUND (INCLUDES TRANSFERS IN)**  
**FOR THE YEAR ENDING JUNE 30, 2011**

	Actual <u>2006-07</u>	Actual <u>2007-08</u>	Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Adopted Budget <u>2010-11</u>
<b>GENERAL FUND</b>	\$ 76,276,275	\$ 74,696,220	\$ 72,759,133	\$ 66,223,766	\$ 64,866,677
<b>PAVILION FUND</b>	\$ 86,087	\$ 318,663	\$ 149,565	\$ 214,371	\$ 214,371
<b>SPECIAL REVENUE FUNDS</b>					
Gas Tax	\$ 2,358,091	\$ 2,291,064	\$ 2,052,686	\$ 2,207,395	\$ 2,023,000
Storm Water Management	2,023,680	2,037,338	2,108,112	2,354,611	1,986,330
Maintenance Districts	1,441,790	1,583,558	1,772,233	1,766,213	1,767,607
Art in Public Places	5,039	6,159	3,426	2,000	2,000
Traffic System Management	6,319	6,367	2,573	4,000	4,000
RDA Housing Set-Aside	3,190,842	3,380,393	3,712,684	3,472,226	3,323,368
Monument Community Partnership	239,867	262,230	277,696	2,000	2,000
Housing & Community Services	1,877,258	1,504,047	1,913,688	1,311,999	1,271,148
Total Special Revenue	<u>\$ 11,142,886</u>	<u>\$ 11,071,156</u>	<u>\$ 11,843,098</u>	<u>\$ 11,120,444</u>	<u>\$ 10,379,453</u>
<b>DEBT SERVICE FUNDS</b>					
RDA Tax Allocation Bonds	\$ 6,353,115	\$ 6,481,844	\$ 5,522,516	\$ 6,304,134	\$ 6,453,783
RDA Revenue Bonds	646,431	706,193	698,865	692,694	634,083
RDA Parking Structure Bonds	740,056	729,757	757,924	754,691	753,021
Concord Pavilion Revenue Bonds	1,772,766	1,820,681	1,729,537	10,220,473	1,101,000
Assessment Districts	75,624	69,535	68,954	60,000	67,500
Certifications of Participation	101,770	99,981	91,245	96,775	95,484
Total Debt Service	<u>\$ 9,689,762</u>	<u>\$ 9,907,991</u>	<u>\$ 8,869,041</u>	<u>\$ 18,128,767</u>	<u>\$ 9,104,871</u>
<b>CAPITAL PROJECTS FUNDS</b>					
Measure C/J	\$ 1,522,269	\$ 16,332	\$ 1,488,379	\$ 1,353,778	\$ 1,322,000
Measure C I-680	192,108	259	167,881	-	-
Measure J Streets/Ramps	-	-	-	3,800,000	1,342,400
Measure WW	-	-	-	-	-
Developers' Fees Parkland	687,178	216,187	12,742	373,159	298,525
Developers' Fees O.S.I.P.	928,017	223,388	1,938,333	22,475	34,452
Developers' Fees Storm Drain/TM	91,119	33,346	90,899	25,568	7,190
Federal Street Assistance	12,947	(78,214)	41,447	-	-
Traffic Congestion Relief/Prop 1B	49,729	2,015,295	1,122,714	1,182,680	3,130,838
General Reimbursable Projects	5,035,974	3,144,928	6,367,334	3,575,017	9,246,944
Total Capital	<u>\$ 8,519,341</u>	<u>\$ 5,571,521</u>	<u>\$ 11,229,729</u>	<u>\$ 10,332,677</u>	<u>\$ 15,382,349</u>
<b>ENTERPRISE FUNDS</b>					
Sewer	\$ 17,338,521	\$ 19,408,949	\$ 19,221,102	\$ 18,584,000	\$ 18,674,000
Golf Course	1,656,648	1,656,296	1,502,299	1,835,852	1,542,705
Total Enterprise	<u>\$ 18,995,169</u>	<u>\$ 21,065,245</u>	<u>\$ 20,723,401</u>	<u>\$ 20,419,852</u>	<u>\$ 20,216,705</u>
<b>INTERNAL SERVICE FUNDS</b>					
Workers' Compensation	\$ 2,152,738	\$ 2,289,443	\$ 2,208,949	\$ 2,110,270	\$ 2,933,628
Risk Management/ Liability	1,549,145	1,556,193	2,353,433	1,572,037	1,175,631
Post Retirement Healthcare	6,958,769	3,235,889	1,543,525	1,736,514	2,379,767
Fleet Maintenance	2,635,232	2,986,915	2,968,727	2,738,911	2,642,596
Information Technology	3,760,314	6,486,963	7,038,696	5,901,758	5,287,733
Building Maintenance	4,269,623	5,309,390	4,265,483	3,376,478	3,129,018
Total Internal Service	<u>\$ 21,325,821</u>	<u>\$ 21,864,793</u>	<u>\$ 20,378,813</u>	<u>\$ 17,435,968</u>	<u>\$ 17,548,373</u>
<b>FIDUCIARY FUNDS</b>					
Pension Trust	\$ 4,371,210	\$ 4,284,349	\$ 3,047,365	\$ 3,001,000	\$ 3,047,000
<b>REDEVELOPMENT AGENCY</b>	<u>\$ 33,011,294</u>	<u>\$ 16,641,485</u>	<u>\$ 17,106,730</u>	<u>\$ 15,568,204</u>	<u>\$ 14,023,873</u>
<b>TOTAL CITY</b>	<u>\$ 183,417,845</u>	<u>\$ 165,421,423</u>	<u>\$ 166,106,875</u>	<u>\$ 162,445,049</u>	<u>\$ 154,783,672</u>

**CITY OF CONCORD**  
**EXPENDITURES SUMMARY BY FUND (INCLUDES TRANSFERS OUT)**  
**FOR THE YEAR ENDING JUNE 30, 2011**

	Actual <u>2006-07</u>	Actual <u>2007-08</u>	Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Adopted Budget <u>2010-11</u>
<b>GENERAL FUND</b>	\$ 74,754,425	\$ 78,693,410	\$ 78,783,267	\$ 76,304,929	\$ 70,992,070
<b>PAVILION FUND</b>	\$ 115,696	\$ 124,997	\$ 61,125	\$ 352,604	\$ 78,886
<b>SPECIAL REVENUE FUNDS</b>					
Gas Tax	\$ 2,052,510	\$ 3,290,481	\$ 2,130,984	\$ 2,211,832	\$ 1,626,160
Storm Water Management	1,715,981	2,009,636	2,067,887	2,559,292	1,807,496
Maintenance Districts	1,105,992	1,119,152	1,359,330	1,516,278	1,624,081
Art in Public Places	-	-	-	-	-
Traffic System Management	46,260	12,131	63,388	63,615	48,646
RDA Housing Set-Aside	2,017,276	1,676,442	2,057,300	6,991,832	3,488,863
Monument Community Partnership	248,510	262,350	277,696	-	-
Housing & Community Services	1,882,784	1,253,818	1,479,752	1,602,516	1,060,981
Total Special Revenue	<u>\$ 9,069,313</u>	<u>\$ 9,624,010</u>	<u>\$ 9,436,337</u>	<u>\$ 14,945,365</u>	<u>\$ 9,656,227</u>
<b>DEBT SERVICE FUNDS</b>					
RDA Tax Allocation Bonds	\$ 6,363,035	\$ 6,385,537	\$ 6,435,170	\$ 6,348,771	\$ 6,354,171
RDA Revenue Bonds	688,978	694,120	690,659	685,194	629,083
RDA Parking Structure Bonds	740,554	744,340	743,224	739,361	738,021
Concord Pavilion Revenue Bonds	1,786,642	1,784,417	1,782,514	9,849,399	964,732
Assessment Districts	41,541	108,613	39,292	40,120	37,240
Certifications of Participation	98,460	98,915	98,374	96,775	95,484
Total Debt Service	<u>\$ 9,719,210</u>	<u>\$ 9,815,942</u>	<u>\$ 9,789,233</u>	<u>\$ 17,759,620</u>	<u>\$ 8,818,731</u>
<b>CAPITAL PROJECTS FUNDS</b>					
Measure C/J	\$ 982,217	\$ 2,121,040	\$ 894,024	\$ 1,223,314	\$ 462,930
Measure C I-680	192,304	82,334	235,081	-	-
Measure J Streets/Ramps	-	-	296,056	3,800,000	1,342,400
Measure WW	-	-	84,092	3,022,200	1,511,333
Developers' Fees Parkland	2,008,679	389,561	398,176	306,395	188,885
Developers' Fees O.S.I.P.	1,470,860	1,295,180	1,468,817	814,758	217,955
Developers' Fees Storm Drain/TM	248,021	-	14,566	70,000	-
Federal Street Assistance	4,618	15,183	52,366	-	-
Traffic Congestion Relief	681,727	834,950	3,032,687	1,159,250	2,042,794
Assessment Districts	-	23,343	-	-	-
General Reimbursable Projects	5,467,570	4,422,560	5,702,821	3,615,017	9,246,944
Total Capital	<u>\$ 11,055,996</u>	<u>\$ 9,184,151</u>	<u>\$ 12,178,686</u>	<u>\$ 14,010,934</u>	<u>\$ 15,013,241</u>
<b>ENTERPRISE FUNDS</b>					
Sewer	\$ 20,803,449	\$ 24,868,475	\$ 18,697,498	\$ 23,586,338	\$ 22,136,843
Golf Course	1,769,623	1,601,983	1,679,995	1,773,182	1,521,705
Total Enterprise	<u>\$ 22,573,072</u>	<u>\$ 26,470,458</u>	<u>\$ 20,377,493</u>	<u>\$ 25,359,520</u>	<u>\$ 23,658,548</u>
<b>INTERNAL SERVICE FUNDS</b>					
Workers' Compensation	\$ 2,295,484	\$ 1,962,481	\$ 2,830,383	\$ 5,049,559	\$ 2,583,260
Risk Management/ Liability	844,997	760,219	1,820,515	1,312,903	1,257,228
Post Retirement Healthcare	1,769,922	5,264,441	4,778,922	2,903,431	3,147,476
Fleet Maintenance	2,455,771	2,438,794	2,711,986	2,640,061	2,245,570
Information Technology	4,022,579	5,569,306	7,082,748	5,832,771	5,619,891
Building Maintenance	6,162,341	6,048,596	5,730,184	3,480,067	3,320,746
Total Internal Service	<u>\$ 17,551,094</u>	<u>\$ 22,043,837</u>	<u>\$ 24,954,738</u>	<u>\$ 21,218,792</u>	<u>\$ 18,174,171</u>
<b>FIDUCIARY FUNDS</b>					
Pension Trust	\$ 4,765,038	\$ 5,724,465	\$ 7,599,549	\$ 6,066,000	\$ 5,510,000
<b>REDEVELOPMENT AGENCY</b>	<u>\$ 16,044,642</u>	<u>\$ 20,868,153</u>	<u>\$ 18,300,919</u>	<u>\$ 19,443,628</u>	<u>\$ 16,856,765</u>
<b>TOTAL CITY</b>	<u>\$ 165,648,486</u>	<u>\$ 182,549,423</u>	<u>\$ 181,481,347</u>	<u>\$ 195,461,392</u>	<u>\$ 168,758,639</u>



**OPERATING EXPENDITURES SUMMARY BY ORGANIZATION  
FOR THE YEAR ENDING JUNE 30, 2011**

	<u>Actual</u> <u>2006-07</u>	<u>Actual</u> <u>2007-08</u>	<u>Actual</u> <u>2008-09</u>	<u>Adopted</u> <u>Budget</u> <u>2009-10</u>	<u>Adopted</u> <u>Budget</u> <u>2010-11</u>
<b>General Government:</b>					
City Attorney	1,369,632	1,440,000	1,551,835	1,191,138	1,006,735
Community Development	21,318,679	21,495,450	21,439,117	24,764,841	22,947,731
Community & Recreation Services	7,771,185	8,672,225	8,642,369	8,028,266	6,784,737
Finance	4,815,603	4,546,080	5,038,723	6,019,625	5,848,685
Reserve Funds-Intra Fund Transfers	1,200,000	398,070	-	759,654	377,061
General Fund Capital Projects	906,658	756,069	759,511	511,298	-
Human Resources	2,074,756	2,073,163	1,454,988	1,635,059	1,439,520
Information Technology	2,921,019	4,283,411	6,057,924	5,186,550	5,619,891
Office of the City Manager	2,953,424	3,484,835	3,629,448	3,024,039	2,819,246
Police	38,056,048	39,990,371	42,604,339	41,290,728	41,588,399
Public Works and Engineering	18,441,872	22,319,792	21,392,095	21,002,269	18,853,209
Storm Water Management	1,703,665	2,007,058	2,067,887	2,559,292	1,807,496
Total General Government	<u>\$ 103,532,541</u>	<u>\$ 111,466,524</u>	<u>\$ 114,638,236</u>	<u>\$ 115,972,759</u>	<u>\$ 109,092,710</u>
<b>Enterprise Funds:</b>					
Golf Course Enterprise	\$ 1,606,062	\$ 1,078,326	\$ 1,399,456	\$ 1,723,182	\$ 1,471,705
Sewer Enterprise	<u>13,112,614</u>	<u>13,562,650</u>	<u>13,283,066</u>	<u>15,450,200</u>	<u>19,036,842</u>
Total Enterprise Fund	<u>\$ 14,718,676</u>	<u>\$ 14,640,976</u>	<u>\$ 14,682,522</u>	<u>\$ 17,173,382</u>	<u>\$ 20,508,547</u>
Total Operating Budget by Organization	<u>\$ 118,251,217</u>	<u>\$ 126,107,500</u>	<u>\$ 129,320,758</u>	<u>\$ 133,146,141</u>	<u>\$ 129,601,257</u>
Add:					
Capital Improvement Projects (1)	\$ 32,913,021	\$ 40,901,516	\$ 34,771,807	\$ 38,489,631	\$ 24,828,651
Debt Service Payment	9,719,210	9,815,942	9,789,233	17,759,620	8,818,731
Pension Trust	<u>4,765,038</u>	<u>5,724,465</u>	<u>7,599,549</u>	<u>6,066,000</u>	<u>5,510,000</u>
Total Organization	<u>\$ 165,648,486</u>	<u>\$ 182,549,423</u>	<u>\$ 181,481,347</u>	<u>\$ 195,461,392</u>	<u>\$ 168,758,639</u>

(1) Not all Capital Improvement Projects, Debt Service payments and book depreciation were included in the the department's operating budget.

**City of Concord**  
**Departmental Budget Summary**  
**All Funding Sources**  
**For the Year Ending June 30, 2011**  
**City Attorney**

	Actual <u>2006-07</u>	Actual <u>2007-08</u>	Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Adopted Budget <u>2010-11</u>
Expenditures					
Personnel:					
Full-time	\$ 678,987	\$ 679,956	\$ 683,534	\$ 634,314	\$ 507,624
Part-time	139	3,653	406	26,085	-
Overtime	-	-	-	-	-
Benefits	<u>363,282</u>	<u>319,153</u>	<u>346,836</u>	<u>268,444</u>	<u>255,205</u>
Total Salaries and Benefits	<u>\$ 1,042,408</u>	<u>\$ 1,002,762</u>	<u>\$ 1,030,776</u>	<u>\$ 928,843</u>	<u>\$ 762,829</u>
Operating Expenses	<u>\$ 243,544</u>	<u>\$ 318,659</u>	<u>\$ 399,110</u>	<u>\$ 331,950</u>	<u>\$ 326,550</u>
Fixed Charges:					
Fleet	\$ -	\$ -	\$ -	\$ -	\$ -
Information Technology	34,078	60,012	61,813	55,042	49,145
Buildings	47,406	55,609	53,084	43,738	40,662
Risk Mgmt./Liability	<u>2,196</u>	<u>2,958</u>	<u>7,052</u>	<u>2,862</u>	<u>2,272</u>
Total Fixed Charges	<u>\$ 83,680</u>	<u>\$ 118,579</u>	<u>\$ 121,949</u>	<u>\$ 101,642</u>	<u>\$ 92,079</u>
Other Financing Uses	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (171,297)</u>	<u>\$ (174,723)</u>
Total Expenditures	<u>\$ 1,369,632</u>	<u>\$ 1,440,000</u>	<u>\$ 1,551,835</u>	<u>\$ 1,191,138</u>	<u>\$ 1,006,735</u>
Funding Sources					
General Fund	\$ 1,369,632	\$ 1,440,000	\$ 1,551,835	\$ 1,191,138	\$ 1,006,735
RDA Set Aside	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 1,369,632</u>	<u>\$ 1,440,000</u>	<u>\$ 1,551,835</u>	<u>\$ 1,191,138</u>	<u>\$ 1,006,735</u>
Personnel Allocation					
Full-time	6.00	6.00	6.00	4.00	4.00
Part-time (FTE)	0.00	0.00	0.05	0.36	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 Year Ending June 30, 2011**  
**Community Development**

	Actual <u>2006-07</u>	Actual <u>2007-08</u>	Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Adopted Budget <u>2010-11</u>
<b>Expenditures</b>					
<b>Personnel:</b>					
Full-time	\$ 3,287,122	\$ 3,125,721	\$ 3,468,607	\$ 3,007,839	\$ 2,272,067
Part-time	270,650	315,648	126,399	73,511	165,611
Overtime	32,722	65,433	45,754	20,715	19,035
Benefits	<u>1,923,090</u>	<u>1,776,108</u>	<u>1,928,287</u>	<u>1,531,868</u>	<u>1,357,314</u>
<b>Total Salaries and Benefits</b>	<b>\$ 5,513,584</b>	<b>\$ 5,282,910</b>	<b>\$ 5,569,047</b>	<b>\$ 4,633,933</b>	<b>\$ 3,814,027</b>
<b>Operating Expenses</b>	<b>\$ 2,352,832</b>	<b>\$ 2,275,019</b>	<b>\$ 1,870,506</b>	<b>\$ 5,530,529</b>	<b>\$ 4,666,737</b>
<b>Fixed Charges:</b>					
Fleet	\$ 52,270	\$ 89,318	\$ 80,302	\$ 75,937	\$ 73,491
Information Technology	349,486	1,177,438	1,212,761	1,080,765	965,031
Buildings	67,659	198,663	189,644	156,256	145,266
Risk Mgmt./Liability	<u>40,429</u>	<u>62,653</u>	<u>59,345</u>	<u>60,629</u>	<u>48,121</u>
<b>Total Fixed Charges</b>	<b>\$ 509,844</b>	<b>\$ 1,528,072</b>	<b>\$ 1,542,052</b>	<b>\$ 1,373,587</b>	<b>\$ 1,231,909</b>
<b>Other Financing Uses</b>	<b>\$ 12,942,419</b>	<b>\$ 12,409,449</b>	<b>\$ 12,457,512</b>	<b>\$ 13,226,792</b>	<b>\$ 13,235,058</b>
<b>Total Expenditures</b>	<b>\$ 21,318,679</b>	<b>\$ 21,495,450</b>	<b>\$ 21,439,117</b>	<b>\$ 24,764,841</b>	<b>\$ 22,947,731</b>
<b>Funding Sources</b>					
General Fund	\$ 4,546,846	\$ 5,242,217	\$ 4,951,315	\$ 4,282,854	\$ 3,637,137
RDA Set Aside	1,892,683	1,535,646	1,537,961	3,768,591	3,272,159
Housing Assistance	8,492	45,716	24,865	44,330	41,201
Housing Conservation	149,146	115,264	93,620	143,062	91,003
Cal HFA HEIP Program	443,167	26,667	30,000	-	-
C.D.B.G.	106,533	95,280	101,500	102,187	38,678
RDA Programs	<u>14,171,812</u>	<u>14,434,660</u>	<u>14,699,856</u>	<u>16,423,817</u>	<u>15,867,553</u>
	<b>\$ 21,318,679</b>	<b>\$ 21,495,450</b>	<b>\$ 21,439,117</b>	<b>\$ 24,764,841</b>	<b>\$ 22,947,731</b>
<b>Personnel Allocation</b>					
Full-time	48.00	49.00	43.50	32.00	29.00
Part-time (FTE)	2.64	2.18	1.92	2.64	2.64

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 Year Ending June 30, 2011**  
**Community & Recreation Services**

	Actual <u>2006-07</u>	Actual <u>2007-08</u>	Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Adopted Budget <u>2010-11</u>
<b>Expenditures</b>					
<b>Personnel:</b>					
Full-time	\$ 1,316,315	\$ 1,384,630	\$ 1,434,802	\$ 1,393,790	\$ 1,040,990
Part-time	1,521,339	1,254,357	1,368,347	1,369,107	1,233,954
Overtime	3,328	3,721	2,896	-	-
Benefits	<u>999,289</u>	<u>1,013,063</u>	<u>1,076,301</u>	<u>949,284</u>	<u>834,305</u>
<b>Total Salaries and Benefits</b>	<b>\$ 3,840,271</b>	<b>\$ 3,655,771</b>	<b>\$ 3,882,346</b>	<b>\$ 3,712,181</b>	<b>\$ 3,109,249</b>
<b>Operating Expenses</b>	<b>\$ 2,370,021</b>	<b>\$ 2,554,607</b>	<b>\$ 2,367,027</b>	<b>\$ 2,185,522</b>	<b>\$ 1,958,241</b>
<b>Fixed Charges:</b>					
Fleet	\$ 55,166	\$ 60,855	\$ 60,959	\$ 57,927	\$ 56,276
Computer/Equipment	224,700	643,887	669,434	597,624	534,131
Buildings	1,023,382	1,579,539	1,507,848	1,242,381	1,155,002
Liability	<u>148,600</u>	<u>67,090</u>	<u>63,547</u>	<u>64,921</u>	<u>51,528</u>
<b>Total Fixed Charges</b>	<b>\$ 1,451,848</b>	<b>\$ 2,351,371</b>	<b>\$ 2,301,788</b>	<b>\$ 1,962,853</b>	<b>\$ 1,796,937</b>
<b>Other Financing Uses</b>	<b>\$ 109,045</b>	<b>\$ 110,476</b>	<b>\$ 91,208</b>	<b>\$ 167,710</b>	<b>\$ (79,690)</b>
<b>Total Expenditures</b>	<b>\$ 7,771,185</b>	<b>\$ 8,672,225</b>	<b>\$ 8,642,369</b>	<b>\$ 8,028,266</b>	<b>\$ 6,784,737</b>
<b>Funding Sources</b>					
General Fund	\$ 6,134,022	\$ 7,353,288	\$ 7,197,547	\$ 6,635,145	\$ 5,506,376
C.D.B.G.	426,220	518,602	437,059	590,946	483,014
GF Reimbursable Project	886,295	483,486	674,178	722,483	730,097
First Five	248,419	262,350	277,696	-	-
Child Care	<u>76,229</u>	<u>54,499</u>	<u>55,889</u>	<u>79,692</u>	<u>65,250</u>
	<b>\$ 7,771,185</b>	<b>\$ 8,672,225</b>	<b>\$ 8,642,369</b>	<b>\$ 8,028,266</b>	<b>\$ 6,784,737</b>
<b>Personnel Allocation</b>					
Full-time	20.00	20.00	20.00	17.00	15.00
Part-time (FTE)	72.62	79.11	63.73	58.92	54.70

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 Year Ending June 30, 2011**  
**Finance**

	Actual <u>2006-07</u>	Actual <u>2007-08</u>	Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Adopted Budget <u>2010-11</u>
<b>Expenditures</b>					
<b>Personnel:</b>					
Full-time	\$ 1,480,117	\$ 1,608,881	\$ 1,719,612	\$ 1,706,824	\$ 1,462,591
Part-time	12,543	46	7,047	31,584	106,011
Overtime	11,879	9,937	799	-	-
Benefits	<u>817,161</u>	<u>875,627</u>	<u>973,991</u>	<u>1,978,391</u>	<u>1,994,925</u>
Total Salaries and Benefits	<u>\$ 2,321,700</u>	<u>\$ 2,494,491</u>	<u>\$ 2,701,449</u>	<u>\$ 3,716,799</u>	<u>\$ 3,563,527</u>
Operating Expenses	<u>\$ 803,184</u>	<u>\$ 1,008,340</u>	<u>\$ 1,371,599</u>	<u>\$ 1,451,444</u>	<u>\$ 1,521,454</u>
<b>Fixed Charges:</b>					
Fleet	\$ 130,464	\$ 96,591	\$ 6,892	\$ 6,518	\$ 6,308
Information Technology	643,602	732,751	754,772	672,087	600,063
Buildings	904,857	188,899	180,324	148,578	138,126
Risk Mgmt./Liability	<u>11,796</u>	<u>25,008</u>	<u>23,687</u>	<u>24,199</u>	<u>19,207</u>
Total Fixed Charges	<u>\$ 1,690,719</u>	<u>\$ 1,043,249</u>	<u>\$ 965,675</u>	<u>\$ 851,382</u>	<u>\$ 763,704</u>
Total Department Expenditures	<u>\$ 4,815,603</u>	<u>\$ 4,546,080</u>	<u>\$ 5,038,723</u>	<u>\$ 6,019,625</u>	<u>\$ 5,848,685</u>
<b>Other Financing Uses</b>					
Fund Transfers Out	\$ -	\$ 198,070	\$ -	\$ 759,654	\$ 377,061
Reserve Funds	1,200,000	200,000	-	-	-
Capital Projects	<u>906,658</u>	<u>756,069</u>	<u>759,511</u>	<u>511,298</u>	<u>-</u>
Total Other Financing Uses	<u>\$ 2,106,658</u>	<u>\$ 1,154,139</u>	<u>\$ 759,511</u>	<u>\$ 1,270,952</u>	<u>\$ 377,061</u>
Total Expenditures	<u>\$ 6,922,261</u>	<u>\$ 5,700,219</u>	<u>\$ 5,798,234</u>	<u>\$ 7,290,577</u>	<u>\$ 6,225,746</u>
<b>Funding Sources</b>					
General Fund	\$ 6,922,261	\$ 5,700,219	\$ 5,798,324	\$ 7,290,577	\$ 6,225,746
C.D.B.G.	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 6,922,261</u>	<u>\$ 5,700,219</u>	<u>\$ 5,798,324</u>	<u>\$ 7,290,577</u>	<u>\$ 6,225,746</u>
<b>Personnel Allocation</b>					
Full-time	26.00	27.00	27.00	21.00	18.00
Part-time (FTE)				1.07	2.76

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 Year Ending June 30, 2011  
Human Resources**

	Actual <u>2006-07</u>	Actual <u>2007-08</u>	Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Adopted Budget <u>2010-11</u>
<b>Expenditures</b>					
<b>Personnel:</b>					
Full-time	\$ 726,447	\$ 775,784	\$ 557,328	\$ 647,733	\$ 488,009
Part-time	3,725	32,821	30,148	-	73,580
Overtime	443	1,486	-	-	-
Benefits	<u>410,673</u>	<u>370,103</u>	<u>308,462</u>	<u>380,951</u>	<u>294,666</u>
<b>Total Salaries and Benefits</b>	<b>\$ 1,141,288</b>	<b>\$ 1,180,194</b>	<b>\$ 895,938</b>	<b>\$ 1,028,684</b>	<b>\$ 856,255</b>
<b>Operating Expenses</b>	<b>\$ 543,696</b>	<b>\$ 680,477</b>	<b>\$ 343,064</b>	<b>\$ 415,735</b>	<b>\$ 412,475</b>
<b>Fixed Charges:</b>					
Information Technology	\$ 83,885	\$ 174,633	\$ 179,875	\$ 160,157	\$ 142,963
Buildings	29,579	33,960	32,418	26,710	24,832
Risk Mgmt./Liability	<u>276,308</u>	<u>3,899</u>	<u>3,693</u>	<u>3,773</u>	<u>2,995</u>
<b>Total Fixed Charges</b>	<b>\$ 389,772</b>	<b>\$ 212,492</b>	<b>\$ 215,986</b>	<b>\$ 190,640</b>	<b>\$ 170,790</b>
<b>Total Expenditures</b>	<b>\$ 2,074,756</b>	<b>\$ 2,073,163</b>	<b>\$ 1,454,988</b>	<b>\$ 1,635,059</b>	<b>\$ 1,439,520</b>
<b>Funding Resources</b>					
General Fund	\$ 2,026,178	\$ 2,050,165	\$ 1,361,537	\$ 1,546,100	\$ 1,341,260
Post Retirement Health	3,727	-	-	-	-
Workers' Compensation	<u>44,851</u>	<u>22,998</u>	<u>93,451</u>	<u>88,959</u>	<u>98,260</u>
	<b>\$ 2,074,756</b>	<b>\$ 2,073,163</b>	<b>\$ 1,454,988</b>	<b>\$ 1,635,059</b>	<b>\$ 1,439,520</b>
<b>Personnel Allocation</b>					
Full-time	9.00	9.00	8.00	8.00	6.00
Part-time (FTE)					1.00

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 Year Ending June 30, 2011**  
**Information Technology**

	Actual <u>2006-07</u>	Actual <u>2007-08</u>	Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Adopted Budget <u>2010-11</u>
<b>Expenditures</b>					
<b>Personnel:</b>					
Full-time	\$ 710,685	\$ 963,409	\$ 1,259,108	\$ 1,103,366	\$ 994,593
Part-time	91,539	95,450	93,665	78,816	15,444
Overtime	29,895	12,940	14,541	22,452	26,083
Benefits	<u>403,435</u>	<u>637,550</u>	<u>736,444</u>	<u>652,085</u>	<u>637,182</u>
<b>Total Salaries and Benefits</b>	<b>\$ 1,235,554</b>	<b>\$ 1,709,349</b>	<b>\$ 2,103,758</b>	<b>\$ 1,856,719</b>	<b>\$ 1,673,302</b>
<b>Operating Expenses</b>	<b>\$ 1,505,650</b>	<b>\$ 2,501,818</b>	<b>\$ 2,884,629</b>	<b>\$ 3,270,840</b>	<b>\$ 3,893,322</b>
<b>Fixed Charges:</b>					
Information Technology	\$ 130,092	\$ -	\$ -	\$ -	\$ -
Buildings	49,723	60,278	57,542	47,412	44,077
Risk Mgmt./Liability	<u>-</u>	<u>11,966</u>	<u>11,334</u>	<u>11,579</u>	<u>9,190</u>
<b>Total Fixed Charges</b>	<b>\$ 179,815</b>	<b>\$ 72,244</b>	<b>\$ 68,876</b>	<b>\$ 58,991</b>	<b>\$ 53,267</b>
<b>Other Financing Uses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000,661</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Expenditures</b>	<b>\$ 2,921,019</b>	<b>\$ 4,283,411</b>	<b>\$ 6,057,924</b>	<b>\$ 5,186,550</b>	<b>\$ 5,619,891</b>
<b>Funding Sources</b>					
Information Tech. ISF	\$ 2,921,019	\$ 4,283,411	\$ 6,057,924	\$ 5,186,550	\$ 5,619,891
	<u>\$ 2,921,019</u>	<u>\$ 4,283,411</u>	<u>\$ 6,057,924</u>	<u>\$ 5,186,550</u>	<u>\$ 5,619,891</u>
<b>Personnel Allocation</b>					
Full-time	14.00	18.00	18.00	12.00	11.00
Part-time (FTE)	1.33	1.99	2.14	1.54	0.50

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 Year Ending June 30, 2011**  
**Office of the City Manager**

	Actual <u>2006-07</u>	Actual <u>2007-08</u>	Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Adopted Budget <u>2010-11</u>
<b>Expenditures</b>					
<b>Personnel:</b>					
Full-time	\$ 1,165,351	\$ 1,453,340	\$ 1,466,654	\$ 1,079,544	\$ 991,851
Part-time	33,843	62,890	34,959	18,373	60,635
Overtime	12,112	6,269	2,700	-	-
Benefits	<u>708,418</u>	<u>686,687</u>	<u>761,446</u>	<u>630,343</u>	<u>597,461</u>
<b>Total Salaries and Benefits</b>	<b>\$ 1,919,724</b>	<b>\$ 2,209,186</b>	<b>\$ 2,265,759</b>	<b>\$ 1,728,260</b>	<b>\$ 1,649,947</b>
<b>Operating Expenses</b>	<b>\$ 527,205</b>	<b>\$ 541,088</b>	<b>\$ 617,511</b>	<b>\$ 720,920</b>	<b>\$ 699,808</b>
<b>Fixed Charges:</b>					
Fleet	\$ 2,721	\$ 4,071	\$ 4,250	\$ 4,055	\$ 3,952
Information Technology	322,785	571,917	590,639	526,145	469,987
Buildings	171,479	146,876	140,209	115,525	107,397
Risk Mgmt./Liability	<u>9,510</u>	<u>11,697</u>	<u>11,080</u>	<u>11,319</u>	<u>8,984</u>
<b>Total Fixed Charges</b>	<b>\$ 506,495</b>	<b>\$ 734,561</b>	<b>\$ 746,178</b>	<b>\$ 657,044</b>	<b>\$ 590,320</b>
<b>Other Financing Uses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (82,185)</b>	<b>\$ (120,829)</b>
<b>Total Expenditures</b>	<b>\$ 2,953,424</b>	<b>\$ 3,484,835</b>	<b>\$ 3,629,448</b>	<b>\$ 3,024,039</b>	<b>\$ 2,819,246</b>
<b>Funding Sources</b>					
General Fund	<u>\$ 2,953,424</u>	<u>\$ 3,484,835</u>	<u>\$ 3,629,448</u>	<u>\$ 3,024,039</u>	<u>\$ 2,819,246</u>
<b>Personnel Allocation</b>					
Full-time	21.00	21.00	20.50	18.00	17.00
Part-time (FTE)	0.90	0.90	0.90	0.82	1.32

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 Year Ending June 30, 2011  
Police**

	Actual <u>2006-07</u>	Actual <u>2007-08</u>	Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Adopted Budget <u>2010-11</u>
<b>Expenditure</b>					
<b>Personnel:</b>					
Full-time	\$ 16,818,307	\$ 17,799,269	\$ 19,275,323	\$ 19,401,194	\$ 19,785,932
Part-time	704,371	871,928	814,163	538,143	327,071
Overtime	1,420,682	1,708,304	1,399,738	1,451,645	1,430,763
Benefits	<u>12,070,910</u>	<u>12,591,904</u>	<u>13,659,392</u>	<u>12,687,339</u>	<u>13,240,800</u>
Total Salaries and Benefits	<u>\$ 31,014,270</u>	<u>\$ 32,971,405</u>	<u>\$ 35,148,616</u>	<u>\$ 34,078,321</u>	<u>\$ 34,784,566</u>
Operating Expenses	<u>\$ 2,938,261</u>	<u>\$ 2,141,034</u>	<u>\$ 2,380,994</u>	<u>\$ 2,628,605</u>	<u>\$ 2,625,689</u>
<b>Fixed Charges:</b>					
Fleet	\$ 1,188,757	\$ 1,223,081	\$ 1,282,570	\$ 1,215,994	\$ 1,179,184
Information Technology	1,288,664	1,679,862	1,941,238	1,759,985	1,569,070
Buildings	1,214,407	1,437,758	1,372,504	1,130,865	1,051,328
Risk Mgmt./Liability	<u>411,689</u>	<u>492,892</u>	<u>466,860</u>	<u>476,958</u>	<u>378,562</u>
Total Fixed Charges	<u>\$ 4,103,517</u>	<u>\$ 4,833,593</u>	<u>\$ 5,063,172</u>	<u>\$ 4,583,802</u>	<u>\$ 4,178,144</u>
Other Financing Uses	\$ -	\$ 44,339	\$ 11,557	\$ -	\$ -
<b>Total Expenditures</b>	<u><b>\$ 38,056,048</b></u>	<u><b>\$ 39,990,371</b></u>	<u><b>\$ 42,604,339</b></u>	<u><b>\$ 41,290,728</b></u>	<u><b>\$ 41,588,399</b></u>
<b>Funding Sources</b>					
General Fund	\$ 38,056,048	\$ 39,990,371	\$ 42,604,339	\$ 41,290,728	\$ 41,588,399
Proposition 172	-	-	-	-	-
Supplemental Law Enforcement	-	-	-	-	-
	<u>\$ 38,056,048</u>	<u>\$ 39,990,371</u>	<u>\$ 42,604,339</u>	<u>\$ 41,290,728</u>	<u>\$ 41,588,399</u>
<b>Personnel Allocation</b>					
Full-time	223.00	219.00	220.00	203.00	200.00
Part-time (FTE)	23.41	23.06	23.40	14.22	8.72

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 Year Ending June 30, 2011**  
**Public Works and Engineering**

	Actual <u>2006-07</u>	Actual <u>2007-08</u>	Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Adopted Budget <u>2010-11</u>
<b>Expenditures</b>					
<b>Personnel:</b>					
Full-time	\$ 5,104,280	\$ 5,464,994	\$ 5,616,630	\$ 5,198,692	\$ 3,616,503
Part-time	1,150,681	1,230,111	948,015	1,119,417	942,046
Overtime	250,329	292,426	238,468	198,318	156,639
Benefits	<u>4,129,816</u>	<u>4,274,041</u>	<u>4,388,491</u>	<u>3,625,369</u>	<u>3,308,269</u>
<b>Total Salaries and Benefits</b>	<b>\$ 10,635,106</b>	<b>\$ 11,261,572</b>	<b>\$ 11,191,604</b>	<b>\$ 10,141,796</b>	<b>\$ 8,023,457</b>
<b>Operating Expenses</b>	<b>\$ 5,975,578</b>	<b>\$ 7,842,586</b>	<b>\$ 6,512,110</b>	<b>\$ 7,889,864</b>	<b>\$ 8,117,724</b>
<b>Fixed Charges:</b>					
Fleet	\$ 548,799	\$ 962,450	\$ 995,567	\$ 946,696	\$ 920,170
Information Technology	331,794	956,661	987,123	880,228	785,781
Buildings	704,093	508,117	485,054	399,657	371,549
Risk Mgmt./Liability	<u>240,183</u>	<u>577,193</u>	<u>546,708</u>	<u>558,533</u>	<u>443,308</u>
<b>Total Fixed Charges</b>	<b>\$ 1,824,869</b>	<b>\$ 3,004,421</b>	<b>\$ 3,014,452</b>	<b>\$ 2,785,114</b>	<b>\$ 2,520,808</b>
<b>Other Financing Uses</b>	<b>\$ 6,319</b>	<b>\$ 211,213</b>	<b>\$ 673,929</b>	<b>\$ 185,495</b>	<b>\$ 191,220</b>
<b>Total Expenditures</b>	<b>\$ 18,441,872</b>	<b>\$ 22,319,792</b>	<b>\$ 21,392,095</b>	<b>\$ 21,002,269</b>	<b>\$ 18,853,209</b>
<b>Funding Sources</b>					
General Fund	\$ 10,075,523	\$ 11,658,662	\$ 11,431,799	\$ 11,044,348	\$ 8,867,171
State Gas Tax	888,678	2,365,559	1,321,887	1,403,496	1,335,594
State Gas Tax-Prop 111	671,200	435,729	388,462	309,588	519,482
Street Lighting	791,078	758,627	836,480	829,603	932,723
Traffic Systems Mgmt.	46,260	12,130	63,388	47,555	48,646
Measure C & J Local	543,546	752,426	623,275	908,223	84,353
Traffic Congestion Relief	414,493	782,251	934,591	931,250	464,628
Prop 1B LSR	-	-	-	-	616,938
Fleet Maintenance	1,697,269	1,905,832	2,028,961	1,765,036	2,245,570
Maintenance Districts	314,914	557,996	522,850	672,361	691,358
Building Maintenance Fund	<u>2,998,911</u>	<u>3,090,580</u>	<u>3,240,402</u>	<u>3,090,809</u>	<u>3,046,746</u>
	<b>\$ 18,441,872</b>	<b>\$ 22,319,792</b>	<b>\$ 21,392,095</b>	<b>\$ 21,002,269</b>	<b>\$ 18,853,209</b>
<b>Personnel Allocation</b>					
Full-time	121.00	120.00	119.00	89.00	82.00
Part-time (FTE)	40.64	43.14	42.74	41.19	31.08

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 Year Ending June 30, 2011**  
**Storm Water Management**

	Actual <u>2006-07</u>	Actual <u>2007-08</u>	Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Adopted Budget <u>2010-11</u>
<b>Expenditures</b>					
<b>Personnel:</b>					
Full-time	\$ 438,327	\$ 451,027	\$ 461,923	\$ 372,363	\$ 380,796
Part-time	12,899	10,830	13,663	-	-
Overtime	14,433	15,636	15,612	8,673	8,816
Benefits	<u>282,080</u>	<u>302,721</u>	<u>315,026</u>	<u>259,330</u>	<u>299,928</u>
<b>Total Salaries and Benefits</b>	<b>\$ 747,739</b>	<b>\$ 780,214</b>	<b>\$ 806,224</b>	<b>\$ 640,366</b>	<b>\$ 689,540</b>
<b>Operating Expenses</b>	<b>\$ 460,158</b>	<b>\$ 554,466</b>	<b>\$ 597,273</b>	<b>\$ 1,256,696</b>	<b>\$ 460,793</b>
<b>Fixed Charges:</b>					
Fleet	\$ 100,683	\$ 172,482	\$ 179,589	\$ 174,034	\$ 171,619
Information Technology	11,955	47,409	48,832	43,460	38,744
Risk Mgmt./Liability	<u>-</u>	<u>31,192</u>	<u>29,545</u>	<u>30,184</u>	<u>23,957</u>
<b>Total Fixed Charges</b>	<b>\$ 112,638</b>	<b>\$ 251,083</b>	<b>\$ 257,966</b>	<b>\$ 247,678</b>	<b>\$ 234,320</b>
<b>Other Financing Uses</b>	<b>\$ 383,130</b>	<b>\$ 421,295</b>	<b>\$ 406,424</b>	<b>\$ 414,552</b>	<b>\$ 422,843</b>
<b>Total Expenditures</b>	<b>\$ 1,703,665</b>	<b>\$ 2,007,058</b>	<b>\$ 2,067,887</b>	<b>\$ 2,559,292</b>	<b>\$ 1,807,496</b>
<b>Funding Sources</b>					
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -
Storm Water Parcel Tax	<u>1,703,665</u>	<u>2,007,058</u>	<u>2,067,887</u>	<u>2,559,292</u>	<u>1,807,496</u>
	<b>\$ 1,703,665</b>	<b>\$ 2,007,058</b>	<b>\$ 2,067,887</b>	<b>\$ 2,559,292</b>	<b>\$ 1,807,496</b>
<b>Personnel Allocation</b>					
Full-time	4.00	4.00	4.00	3.00	3.00
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 Year Ending June 30, 2011  
 Golf Course**

	Actual <u>2006-07</u>	Actual <u>2007-08</u>	Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Adopted Budget <u>2010-11</u>
<b>Expenditures</b>					
<b>Personnel:</b>					
Full-time	\$ 37,937	\$ 37,201	\$ 40,267	\$ 41,323	\$ 39,849
Part-time	70	1,128	-	-	-
Overtime	253	-	-	-	-
Benefits	<u>20,183</u>	<u>18,665</u>	<u>20,668</u>	<u>22,805</u>	<u>19,969</u>
<b>Total Salaries and Benefits</b>	<b>\$ 58,443</b>	<b>\$ 56,994</b>	<b>\$ 60,935</b>	<b>\$ 64,128</b>	<b>\$ 59,818</b>
<b>Operating Expenses</b>	<b>\$ 1,394,979</b>	<b>\$ 873,884</b>	<b>\$ 1,205,844</b>	<b>\$ 1,289,706</b>	<b>\$ 1,047,879</b>
<b>Fixed Charges:</b>					
Fleet	\$ -	\$ -	\$ -	\$ -	\$ -
Information Technology	4,584	31,207	32,142	28,616	25,540
Risk Mgmt./Liability	<u>42,404</u>	<u>15,462</u>	<u>14,645</u>	<u>14,962</u>	<u>11,875</u>
<b>Total Fixed Charges</b>	<b>\$ 46,988</b>	<b>\$ 46,669</b>	<b>\$ 46,787</b>	<b>\$ 43,578</b>	<b>\$ 37,415</b>
<b>Other Financing Uses</b>	<b>\$ 105,652</b>	<b>\$ 100,779</b>	<b>\$ 85,890</b>	<b>\$ 325,770</b>	<b>\$ 326,593</b>
<b>Total Expenditures</b>	<b>\$ 1,606,062</b>	<b>\$ 1,078,326</b>	<b>\$ 1,399,456</b>	<b>\$ 1,723,182</b>	<b>\$ 1,471,705</b>
<b>Funding Sources</b>					
User Fees	<u>\$ 1,606,062</u>	<u>\$ 1,078,326</u>	<u>\$ 1,399,456</u>	<u>\$ 1,723,182</u>	<u>\$ 1,471,705</u>
<b>Personnel Allocation</b>					
Full-time	0.00	0.00	0.00	0.00	0.00
Part-time (FTE)	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.

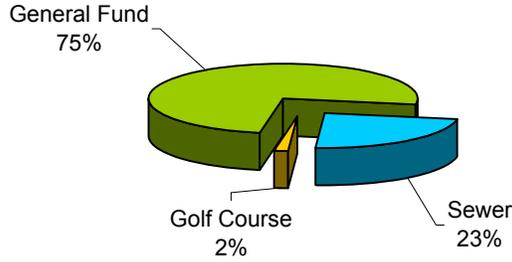
**City of Concord  
Departmental Budget Summary  
All Funding Sources  
For the Year Ending June 30, 2011  
Sewer Enterprise**

	Actual <u>2006-07</u>	Actual <u>2007-08</u>	Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Adopted Budget <u>2010-11</u>
<b>Expenditures</b>					
<b>Personnel:</b>					
Full-time	\$ 599,324	\$ 636,325	\$ 684,654	\$ 564,385	\$ 625,813
Part-time	-	-	-	18,336	18,336
Overtime	35,868	50,112	70,809	41,977	31,105
Benefits	<u>451,097</u>	<u>459,173</u>	<u>462,798</u>	<u>390,568</u>	<u>536,997</u>
Total Salaries and Benefits	<u>\$ 1,086,289</u>	<u>\$ 1,145,610</u>	<u>\$ 1,218,261</u>	<u>\$ 1,015,266</u>	<u>\$ 1,212,251</u>
Operating Expenses	<u>\$ 11,281,801</u>	<u>\$ 10,766,451</u>	<u>\$ 11,362,353</u>	<u>\$ 12,515,787</u>	<u>\$ 15,667,837</u>
<b>Fixed Charges:</b>					
Fleet	\$ 111,954	\$ 132,039	\$ 130,049	\$ 126,218	\$ 124,596
Information Technology	19,438	43,809	45,123	40,289	36,278
Buildings	-	35,233	33,635	27,712	25,771
Risk Mgmt./Liability	<u>142,006</u>	<u>42,486</u>	<u>40,240</u>	<u>41,118</u>	<u>32,632</u>
Total Fixed Charges	<u>\$ 273,398</u>	<u>\$ 253,567</u>	<u>\$ 249,047</u>	<u>\$ 235,337</u>	<u>\$ 219,277</u>
Other Financing Uses	<u>\$ 471,126</u>	<u>\$ 1,397,022</u>	<u>\$ 453,405</u>	<u>\$ 1,683,810</u>	<u>\$ 1,937,477</u>
Total Expenditures	<u>\$ 13,112,614</u>	<u>\$ 13,562,650</u>	<u>\$ 13,283,066</u>	<u>\$ 15,450,200</u>	<u>\$ 19,036,842</u>
<b>Funding Sources</b>					
Sewer Service Fees	<u>\$ 13,112,614</u>	<u>\$ 13,562,650</u>	<u>\$ 13,283,066</u>	<u>\$ 15,450,200</u>	<u>\$ 19,036,842</u>
<b>Personnel Allocation</b>					
Full-time	9.00	9.00	9.00	8.00	8.00
Part-time (FTE)				0.73	0.73

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.



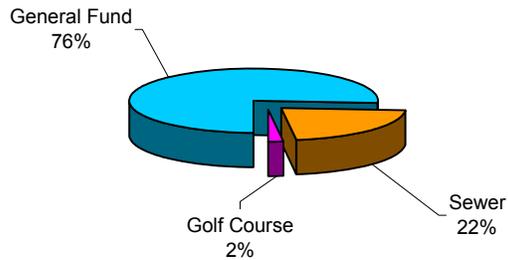
**General Fund & Enterprises  
Budgeted Capital & Operating Expenditures  
June 30, 2011**



**Total Capital & Operating Budget**

General Fund	\$	70,992,070
Sewer		22,136,843
Golf Course		1,521,705
<b>Total</b>	<b>\$</b>	<b><u>94,650,618</u></b>

**General Fund & Enterprises  
Total Revenues  
June 30, 2011**



**Total Revenues**

General Fund	\$	64,866,677
Sewer		18,675,000
Golf Course		1,542,705
<b>Total</b>	<b>\$</b>	<b><u>85,084,382</u></b>

**City of Concord**  
**Operating Budgets**  
**For the General Fund and the Enterprise Funds**

	<u>General Fund</u>	<u>Sewer Operations</u>	<u>Golf Course</u>	<u>Total</u>
<b>ESTIMATED FUND BALANCE AS OF JUNE 30, 2010</b>	\$ 9,619,000	\$ 13,321,649	\$ 104,000	\$ 23,044,649
<b>REVENUES</b>				
Taxes	\$ 51,027,000			\$ 51,027,000
Licenses & Permits	1,214,799			1,214,799
Fines & Forfeitures	1,096,392			1,096,392
Use of Money & Property	646,100	173,000	1,705	820,805
Intergovernmental	687,500			687,500
Service Charges	9,863,114	18,501,000	1,491,000	29,855,114
Other	<u>160,191</u>	<u>-</u>	<u>50,000</u>	<u>210,191</u>
Total Revenues	<u>\$ 64,695,096</u>	<u>\$ 18,674,000</u>	<u>\$ 1,542,705</u>	<u>\$ 84,911,801</u>
<b>EXPENDITURES</b>				
Salaries & Benefits	\$ 51,351,574	\$ 1,212,251	\$ 59,818	\$ 52,623,643
Operating Expenditures	9,763,787	15,667,837	1,047,879	26,479,503
Fixed Charges	<u>10,174,619</u>	<u>219,278</u>	<u>37,415</u>	<u>10,431,312</u>
Total Expenditures	<u>\$ 71,289,980</u>	<u>\$ 17,099,366</u>	<u>\$ 1,145,112</u>	<u>\$ 89,534,458</u>
<b>OTHER FINANCING SOURCES &amp; (USES)</b>				
Transfers In (Inter & Intra)	\$ 171,581			\$ 171,581
Transfers Out (Inter & Intra)	297,910			297,910
Lease/Bond Payment	<u>-</u>	<u>(1,937,477)</u>	<u>(326,593)</u>	<u>(2,264,070)</u>
Total Other Financing Sources and Uses	<u>\$ 469,491</u>	<u>\$ (1,937,477)</u>	<u>\$ (326,593)</u>	<u>\$ (1,794,579)</u>
Revenues and Other Financing Sources Over (Under) Expenditures	<u>\$ (6,125,393)</u>	<u>\$ (362,843)</u>	<u>\$ 71,000</u>	<u>\$ (6,417,236)</u>
Less: Contingency Reserve	\$ -	\$ 1,315,000	\$ 125,000	\$ 1,440,000
<b>CAPITAL IMPROVEMENT PROJECTS</b>	<u>\$ -</u>	<u>\$ 3,100,000</u>	<u>\$ 50,000</u>	<u>\$ 3,150,000</u>
<b>ESTIMATED FUND BALANCE AT JUNE 30, 2011</b>	<u>\$ 3,493,607</u>	<u>\$ 8,543,806</u>	<u>\$ -</u>	<u>\$ 12,037,413</u>

**Department Programs & Budget Summaries**

**DEPARTMENT SERVICES**

**The City Attorney Department Provides Service Through the Following Programs.**

- City Attorney

**INITIATIVES FOR 2010-11**

- 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.
- Ongoing provision of legal advice and assistance relating to Concord Naval Weapons Station Reuse Project, including General Plan Amendments and Redevelopment Project Area formation.
- Make necessary adjustments in the provision of legal services by the City Attorney's Office to reflect reduced staff resources due to budget cutbacks.

**SIGNIFICANT CHANGES FOR 2010-11**

- None anticipated at this time.

**The City Attorney Department Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	1,006,735	 100%
Total Funding	<u>1,006,735</u>	

**These Funds are Budgeted to the Following Programs**

<u>Program</u>	<u>Total Budget</u>
City Attorney	1,006,735
Total Program Budget	<u>1,006,735</u>

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$1,030,776	\$928,843	\$762,829
Operating Expenses	\$399,110	\$331,950	\$326,550
Internal Service Charges	\$121,949	\$101,642	\$92,079
Other Financing Uses		\$-171,297	\$-174,723
Total Expenditures	<u>\$1,551,835</u>	<u>\$1,191,138</u>	<u>\$1,006,735</u>

**The City Attorney Department has the following Authorized Positions By Program**

<u>Program</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
City Attorney	4.00	4.00	0.36		4.36	4.00
	<u>4.00</u>	<u>4.00</u>	<u>0.36</u>		<u>4.36</u>	<u>4.00</u>

**Program Outcome**

To protect the City of Concord from liability for actions or activities by effectively and efficiently managing various complex legal issues. In addition, to assist the City in developing programs or projects essential to the economic and social well-being of its citizens.

**Program Objectives**

- 1A Provide legal advice and assistance on City programs and projects within agreed time frame 90% of the time.
- 1B Provide representation of the City in litigation and administrative proceedings.
- 1Z Provide service delivery in support of program objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	1,006,735	100%
Total Funding	<u>1,006,735</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$1,030,776	\$928,843	\$762,829
Operating Expenses	\$399,110	\$331,950	\$326,550
Internal Service Charges	\$121,949	\$101,642	\$92,079
Other Financing Uses		\$-171,297	\$-174,723
Total Expenditures	<u>\$1,551,835</u>	<u>\$1,191,138</u>	<u>\$1,006,735</u>

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Assistant City Attorney	1.00				1.00	
City Attorney	1.00	1.00			1.00	1.00
Deputy City Attorney	1.00	1.00			1.00	1.00
Ltd Ser-Admin Support			0.36		0.36	
Paralegal	1.00	1.00			1.00	1.00
Senior Assistant City Attorney		1.00				1.00
	<u>4.00</u>	<u>4.00</u>	<u>0.36</u>	<u></u>	<u>4.36</u>	<u>4.00</u>

### **DEPARTMENT SERVICES**

#### **The Community Development Department Provides Service Through the Following Programs.**

- Administration
- Planning
- Econ. Dev., Redev. & Housing Admin.
- Economic Development
- Redevelopment
- Housing
- Building
- Multi-Family Housing Inspection Program
- Neighborhood Preservation

### **MAJOR ACCOMPLISHMENTS**

- Answered approximately 5,867 phone calls for service and assisted approximately 1,829 customers at the Permit Center.
- Currently processing or completed approximately 104 land use applications, including approximately 72 Administrative Approvals such as Burger King at Olivera Crossings, Lexus on Market Street, Kelly Moore Paint Store on Clayton Road, Carondelet High School Gymnasium, St. Mary's/St. Mina's Church, BJ's Brewery at Sunvalley Mall, UFC Gym at the Willows; Petco and Direct Buy at Heritage Square, John Muir Medical Center Master Sign Program, Solano Plaza Master Sign Program, BP/Arco Gas Station/Car Wash/Mini-mart Use Permit Extension, Concord Chevrolet on Concord Avenue, Clayton Gardens Apartments Use Permit Extension, and 99 Ranch at Park & Shop.
- Currently processing or completed development review of approximately 56 residential units including the Enclave, Anthony Estates, Copperleaf, Chestnut Grove Subdivision, and Summit Ridge 120 unit condominium conversion.
- Currently processing or completed development review of 15 Zoning Administrator Permits including 13 telecom applications.
- Conducted 2 pre-application reviews including Ordaz Minor Subdivision on Landana and Hidden Glen Duets on Clayton Road.
- Participated in neighborhood meetings for telecommunication permits, a proposed subdivision at Farm Bureau & Wren Avenue (two meetings), Hidden Glen Duets, Kelly-Moore Paints, Summit Ridge Condominium conversion, and Carondelet High School Expansion.
- Provided plan check review and condition compliance inspections for Lowe's Shopping Center, Lexus Dealership on Market Street, Clayton Gardens Apartments, Conco-Cement on Commercial Circle, Seafood City and individual tenants at former Circuit City, 99 Ranch at Park & Shop, Noroozi-Bahai Dental Office, Heritage Square Ground Sign, Petco tenancy, Port Chicago Plaza, La Clinica, John Muir Medical Center Expansion, CVS Drive-through at Terminal Center, and for the Skyler Estates, Centre Pointe, Wisteria, Ridgeview Estates, Villa De La Vista, Palm Terrace Condominium conversion, and Sendera Residential subdivisions.

**MAJOR ACCOMPLISHMENTS Cont'd**

- Participated in code enforcement efforts for signs, fencing, illegal uses, garages, parking, and landscaping issues including Danny's Recycling @ Vista Del Monte, used tire sales and storage at Monument and Meadow Lane, illegal U-Haul businesses at Galindo/Laguna and at Clayton/Treat, Concord Recycling Center on Galaxy Way, Pebble Creek Convalescent Hospital at 4367 Concord Boulevard, and recycling facility at Dianda Plaza.
- Implemented the new zoning provisions for home based businesses (home occupations) including issuance of 485 HBB permits.
- Continued work on the Zoning Ordinance Update, including completion and distribution of Administrative Draft Zoning Ordinance for comment by other City Departments and Divisions. Continued ongoing work on the Public Review Draft.
- Coordinated with Police Department on procedures for processing entertainment permits, second hand dealers, and FOPCN's.
- Coordinated and implemented with Concord Disposal Service a residential program to remove sharps (needles) and pharmaceuticals.
- Initiated and coordinated with Concord Disposal Service on a Commercial and Multifamily recycling program.
- Coordinated with Concord Disposal Service on a household battery removal program.
- Completed a Solid Waste Base-Rate application review of new residential solid waste rates.
- Continued work on the Housing Element Update project, which included conducting focus group meetings with housing developers and providers and special interest groups, City Council and Planning Commission public hearing and study sessions, and preparation of a Draft Housing Element for the submittal to the State Department of Housing and Community Development.
- Completed and submitted the 2007 Annual Report to CalRecycle (Department of Resources Recycling and Recovery).
- Facilitated the creation of 488 new jobs in Concord by attracting office and commercial uses in Concord and facilitating expansion projects.
- Implemented City retention strategies including conducting 38 business retention visits and 16 Goodwill visits with Concord businesses, mailing welcome letters to new Concord businesses, producing business events (including the Business Recognition Awards), and providing facilitative and liaison services with existing businesses and local groups throughout the year.
- Developed and implemented comprehensive business marketing and branding strategy for the City's Economic Development efforts, including radio advertising, a 12-page insert in the San Francisco Business Times, other print advertising, and the planning of year-round press strategy.
- Completed the upgrade and updating of the City's Economic Development website with IT staff, including an overhaul of the City's "Property Locator" search engine to facilitate business development.
- Aggressively marketed the City to potential businesses at several industry trade shows, including SemiCon West, BiomeDevice, ICSC, Bay Bio, and other business conferences.
- Partnered with East Bay Works, the Contra Costa Small Business Development Center, and other organizations to provide urgent services to local businesses that have been coping with the severe 2008-2010 recession.

**MAJOR ACCOMPLISHMENTS Cont'd**

- Assisted in the attraction of Lowe's, 99 Ranch, Seafood City, BJ's Brewery, Fin's on the Square, and many other new retail tenants, as well as the deal to relocate and expand Harris & Associates headquarters.
- Conducted a successful small business seminar through the City's "Cash-in-on-Concord" program, by partnering with the Federal Technology Center.
- Participated in numerous business related functions to position Concord as a premier business destination including: 10 Chamber of Commerce business events, Contra Costa USA, Concord's Auto Showcase Event, the Concord Green Business Expo, the Five Chambers Expo, Mt. Diablo High School's Innovation Fair, presentations to Women's Initiative and the Women in Business Luncheon, and many other events.
- Redesigned the Economic Insight newsletter and converted it to a monthly online publication, providing important information for the local business community.
- Collaborated with other government agencies to develop and implement web-based marketing strategy to promote business in Central Contra Costa County.
- Launched the City's first ever partnership with the East Bay EDA, which has given the City access to key business attraction and retention services.
- Worked with Finance on amendments to Policy and Procedure #142 "Local Vendor Policy". Changes provide Concord based businesses a better opportunity to access City procurement and services contracts.
- Conducted City Council Study session on Monument Boulevard Urban Design Plan and Design Guideline effort and moved forward on additional studies with Engineering staff per Council direction.
- Continued to support tenant landlord relations through funding Housing Rights consultants.
- Initiated and received approval of a \$250,000 rehabilitation loan to retain the Chevrolet dealership in Concord resulting in retaining a major sales tax generator and employer in Concord.
- Received approval for amending Lehmer's Promissory Note thereby assisting the dealership maintain its cash flow and retain the dealership.
- Received approval on a new five year Redevelopment Agency Implementation Plan for the Central Concord Project Area.
- Renewed negotiations with the Concord Historical Society to develop an agreement where under certain conditions CHS would obtain ownership of the Galindo House, Galindo Property and Masonic Temple.
- Initiated and received approval on the Preliminary Plan for the Concord Community Reuse Redevelopment Project.
- Completed and submitted the Annual Redevelopment Fiscal Report.
- Continued to pursue development opportunity at various strategic sites in Concord.
- Initiated the creation of CIP for demolition and improvements on the Town Center site.
- Installation of Downtown Way Finding Signs (directional as well as kiosks).
- Increased attendance for downtown events, including Thursday night record for Music and Market of 5,500 for "Best Intentions Motown Show".
- Charlie Brown Tree/Linus Blanket Drive - nationwide print and television coverage: \$3 million worth of free publicity for the City.
- PBID Feasibility Study Phase One completed.
- Two Facade Projects - Swagat Building block completed; Fins/Taqueria Los Gallos underway.

**MAJOR ACCOMPLISHMENTS Cont'd**

- Nine additional facade applications reviewed; seven grants to be awarded totaling \$202,000 which creates a \$448,000 of total investment in the downtown.
- Transitioned 4th of July Parade to TSBA; worked with Tesoro for TSBA grant of \$10,000 to help defray costs to City General Fund.
- Transitioned Citywide events process to the Downtown Program staff.
- Received approval on First Time Home Buyer Program (FTHB) changes to improve the effectiveness of the program and make it more attractive to First Time Buyers.
- Developed contract and scope of work for outsourcing FTHB Administration to HomeBricks resulting in a seamless continuation of the program's activities at a reduced cost to the Agency.
- Coordinated and received approval of revised FTHB documents by CALHFA.
- Updated brochures and website with new FTHB program requirements.
- Revised Administrative Guidelines, consistent with program changes for HomeBricks.
- Retained consultant to provide monthly HUD-certified FTHB classes.
- Increased monitoring program through occupancy checks, insurance certification, 1098 interest statements and site visits.
- Monitored foreclosures, trustee sales for reporting of uncollectable loans at year end.
- Implemented new outreach event targeted to lender/brokers promoting FTHB program.
- Collaborated with local realtors in creation of monthly lender/broker forum.
- Increased the number of loans processed by 40% over prior fiscal year.
- Increased the number of Grants awarded by 81% over prior fiscal year.
- Increased the dollar amount of total disbursements for loans and grants by approximately 65% as of December 2009.
- Increased the number of loans/grants to seniors by 336% over last fiscal year through a more targeted marketing effort.
- Initiated marketing program concerning Mobile Home Grant and Loans to Mobile Home Property Managers.
- Initiated outreach to Mobile Home Property Managers to educate them as certified owner for each respective park to provide coordination and protect City funds.
- Conducted Survey of FY08-09, FY 09-10 Loan and Grant recipients with 88.9% rated as City and County services as Excellent and 94.4% would recommend to friends/family.
- Coordinated revisions to Inclusionary Housing Agreements to be consistent with the First Time Home Buyer documents.
- Prepared Inclusionary Agreements for Poetry Gardens, Villa De La Vista, and Enclave.
- Monitored the collection of \$1.2 million in inclusionary fees for the Sendera Project.
- Maintained monthly updates of the AB987 listing on the City's website.
- Coordinated with U.S. Communities to monitor eligible occupancy of affordable Multi Family apartments within the City's inventory.
- Worked with City's Multi-Family inspectors to establish inspection schedule based on priority properties.

**MAJOR ACCOMPLISHMENTS Cont'd**

- Coordinated with RCD for potential funding of improvements on Riley Court apartment project.
- Contributed and participated in the five year Consolidated Plan to obtain CDBG funding for City and Concord community based organizations.
- Prepared CDBG grant submittal for Housing Conservation Program for \$100,000.
- Continued to administer HUD Lead Base Paint Grant resulting in 122 residential units being evaluated and 16 units being remediate for lead.
- Created forms/database for EPA Lead Renovation Training and registration with contractors and CALINC, Alameda County Lead Poisoning Program, and Environmental Safety Training Professionals.
- Prepared Housing portion of HUD CAPER for reporting requirements.
- Participated in review and preparation of 5-year Consolidated Plan.
- Assisted in Annual HCD Report updates.
- Created complete file inventory of Housing files to prepare for scanning.
- Trained new Senior Planner-Housing to take on Housing Program responsibilities.
- Trained Housing Admin. Secretary to replace transferred Admin. Secretary.
- Completed over 95% of inspection requests within 24 hours of request.
- Completed the third full (3 year) inspection cycle, which was also the second inspection cycle that included the self-certification program.
- Inspected 1,610 units to date and 6,965 violations identified.
- Further defined and streamlined the billing and self certification process by revising the cover letter regarding self certification requirements that accompany billing for Multi Family Inspection fees, and also implemented the inclusion of a return envelope for billing and application materials. The need for this became apparent when a number of checks and application materials were misrouted when returned to either the Finance Department or the bank.
- Restructured/grouped together billings for several properties that have the same ownership or management or have previously been billed separately during various months throughout the year. This allows properties that apply for self-certification to be inspected during the same time period, which in many cases has proven to be a more efficient use of City staff and apartment staff time.
- Implemented the new RV Storage Ordinance.
- Developed policy, procedures, and data base requirements for the implementation of the new RV Storage Ordinance.
- Trained staff on the RV Storage Ordinance and incorporated new duties into staff's current duties, eliminating the need to hire additional staff and saving the City money.
- Created an informational packet explaining the details of the new RV Ordinance.
- Implemented a priority case program to address response time issues on high priority cases. Included a monitoring system to ensure that all incoming telephone calls are responded to within 24 hours of receipt.
- Implemented a training program for Neighborhood Services staff.

**MAJOR ACCOMPLISHMENTS Cont'd**

- Researched the State's Powers of Arrest Course 832 P.C. and had one staff member successfully attend and pass the state certification for this important course instructs a code enforcement officer on his/her authority, liability, and responsibility in relation to the protections and rights included in the U.S. and California Constitutions.
- Implemented a new procedure that requires the documentation of a violation with actual photographs. Each case is now documented with photos of the violation at the time we first initiated our case and a photo after the successful abatement of the case.
- Initiated a three-week monitoring process for unfounded complaints to assure that each complaint is thoroughly investigated and we are certain that no violation exists. The past practice involved only one site visit.
- Collaborated with Finance Department staff to develop a cooperative and efficient procedure for dealing with the lien list.
- Implemented new procedures for investigating illegal Home-Based Businesses. This included a new process and a new form letter for this specific type of violation.
- Implemented a new "status letter" from the Neighborhood Service Specialist to complaining parties. This letter provides the complainant with a summary of the steps being taken by the City to abate the violation, or in the alternative, provides a reason as to why the Neighborhood Services Division is not able to provide assistance. Each letter is reviewed by the Division Manager.
- Re-implemented the N.I.C.E. Program with no need for additional staff.
- Increased customer service while at the same time saving the City the cost of one city vehicle by having Neighborhood Service Specialists share vehicles. This assures that there is always an experienced specialist in the office to either meet with the public at the counter or answer telephone calls that require the specialist's actual knowledge of the Municipal Code. This practice also avoids paying for one vehicle that is parked and not in use, at least half of every business day.
- Implemented a Code Enforcement Task Force, which meets to discuss difficult cases with staff representing the Planning, Building, CIP divisions, Police Department, and City Attorney's Office.

**INITIATIVES FOR 2010-11**

- Complete the Zoning Ordinance Update and public review process.
- Incorporate the State Mandated Water Efficiency in Landscaping Requirements into the new Zoning Ordinance.
- Initiate and complete Citywide General Plan Amendment to refine the 2030 General Plan Land Use classifications.
- Complete the General Plan Amendment to incorporate the Concord Community Reuse Plan into the Concord 2030 General Plan.
- Complete and submit the Housing Element Update to the State Department of Housing and Community Development.
- Complete the CEQA Local Review Procedures.
- Complete and submit the 2009 Annual Report to Cal Recycle (Department of Resources Recycling and Recovery).
- Complete an Economic Development District Strategy for the Clayton Road commercial district.

**INITIATIVES FOR 2010-11 Cont'd**

- Continue the next phases of the City's business marketing and branding strategy, including advertising via radio, BART signage, web-based marketing and email blasts, and other media.
- Conduct focused outreach to key brokerage houses that are not currently active in Concord, in order to build awareness of Concord's advantages as a business location.
- Design and implement a focused strategy to target key industries (e.g. health care, applied sciences, medical device manufacturing, etc.) for business development.
- Develop and establish procedures for processing citywide special events involving multiple departments.
- Evaluate Agency assets to determine how best to position these assets for future sale and development.
- Evaluate whether to move forward with extending eminent domain project area term in the older project area.
- Develop inventory of Multi Family complexes that are potential candidates for loans, grants or acquisition rehabilitation.
- Re-evaluate Multi Family loans and grant program to determine if it can be fine tuned to increase participation.
- Scan Rehabilitation files to make access more accessible via electronic files.
- Analyze and implement with City Attorney's office revisions to the Inclusionary Ordinance based on recent court decision.
- Update website to make the housing pages more user friendly.
- Research the possibility of recouping the full costs involved in preparing and holding administrative hearings.
- Continue to work cooperative with the Police Department by meeting on a monthly basis with Division managers and Neighborhood Services Specialists.
- Implemented the 2008 State Energy regulations for construction.
- Building Division staff participated in the State Building Standards Commission Code Development Process that adopted the 2010 California Building Codes that will take effect on January 1, 2011. The new State codes will include mandatory fire sprinklers in all new single family dwellings, green building regulations for all construction and gray water regulations.
- Building division experienced a significant increase in stop work orders and other construction related violations due to a high number of foreclosures. New owners of foreclosed properties were completing remodels without permits. Inspection staff issued an average of 2 stop work notices a week during the first half of the fiscal year related to these types of construction projects.
- In light of the current economy, insure that properties are maintained at the level that they have been brought up to through the program and inspections thus far. It is becoming apparent that even some properties that are typically very well maintained are showing signs of a lower standard of maintenance. A higher vacancy rate is naturally a by-product of the economic condition, which impacts the property maintenance budget.
- Self certify properties during this cycle that did not qualify last cycle due to deferred maintenance. Several properties were denied self certification during the last cycle for varying conditions due to lack of proper maintenance, in a number of cases large amounts of dry rot were found to exist, and as a result were required to make repairs and improvements to bring them up to a higher standard. These properties should now qualify.

**INITIATIVES FOR 2010-11 Cont'd**

- Analyze more closely the billing process, possibly streamline by billing only once, or perhaps two times per year, rather than monthly. Currently Multi Family Inspection fees are "batched" and billed monthly. In the past, bills have been sent out on an annual basis by Finance, along with business license billing. This may be a more efficient use of staff time, both for Multi Family Permit Tech as well as Finance staff. This may also give a clearer picture of the budget earlier on in the year. Currently, each month of the first year of the three year cycle, property owners can apply for self certification. At that point, an inspection occurs, and a property is either passed or denied, which means that fees are either rebated or not. Billing annually could shorten the waiting period during which it is unknown how much in fees may be rebated.
- Look into implementing a new step in the self certification process. Currently properties that pass self certification are required to "self inspect" and return an affidavit annually, confirming that the property still meets the self certification criteria. No reminder is currently being mailed out to owners, and time has not allowed for follow up. If a "tickler" letter could be generated to remind owners to make inspections and return the affidavit, this could serve as a tool to reinforce the point that properties are constantly well maintained, not only during the self certification application period. This could also serve as documentation at a time when self certification may have to be revoked, if the property falls below the level required for self certification.

**SIGNIFICANT CHANGES FOR 2010-11**

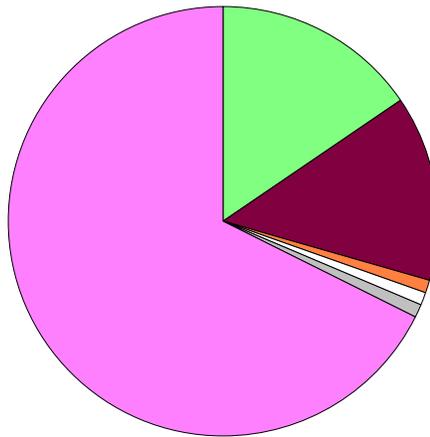
- Primary effect from reduced Planning staff and lack of Planning Manager has been a delay to the completion of the Zoning Ordinance Update.
- An additional effect has been increased counter duty for everyone in the Planning Division resulting in longer processing times for pending permits.
- Building Division was part of the reorganization of departments and was moved into the Community Development Department.
- The number of Building Division staff was reduced by 4 retirements and 1 layoff. These staff reductions created significant work load impacts to the plan check and inspection processes. The most significant impact was the near complete elimination of the over-the-counter plan check process. The remaining inspectors have maintained the 24 hour response for more than 95% of the inspections scheduled. A contract was issued for a plan check company to complete plan checks and provide office coverage 12 to 20 hours a week.
- Began utilizing a Notice of Violation, rather than Notice and Order to Repair document where applicable. This has proven to be much simpler to prepare, and a lot more user friendly for our customer. The format and language are far less complicated and verbose, easier for owners, managers, and maintenance persons to work with. When necessary the Notice and Order to Repair is still utilized.
- Sent packet of color photos documenting violations along with Notices in some instances on a trial basis. This helps demonstrate the need for repairs, and eliminates the tendency for reading a Notice and downplaying or arguing the severity of certain conditions. In situations where an owner, or owners of a property may not physically visit the property regularly, due to living in another area, or relying on management, this allows them to see in great visual detail the condition of a property. So far this seems to be helpful and successful.

**SIGNIFICANT CHANGES FOR 2010-11 Cont'd**

- A slightly different approach is being used in responding to both multi family and single family tenant complaint cases. Staff has created a process to follow, and a letter to utilize that puts some responsibility back on tenants to notify owners/managers, and give them a chance to respond to their complaints before City staff gets involved. Oftentimes tenants call us before even making a formal request or complaint with owners and managers. Many times eviction is underway, and tenants contact the City with the hopes that city involvement will stave off an eviction, or at least delay it. In these situations, staff also provides contact information and the recommendation that they contact Housing Rights, Inc. to answer questions regarding their rights and for possible landlord/tenant mediation. In some of these cases, the issues the tenant is complaining about stem from their own action or inaction. By giving the tenant and owner time to work together and holding each accountable for doing their part, most of these issues are worked through without City involvement. A letter that notifies an owner of the issues and advises them that they have X amount of time to take action is sent. A copy is also sent to the tenant advising them that they must cooperate and accommodate the repairs. In cases where serious violations exist, this process is not utilized. In those instances staff responds right away to see that conditions such as lack of heat, sewer backup, etc are addressed immediately.

**The Community Development Department Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	3,637,137	15.85%
240-Rda Set-Aside	3,272,159	14.26%
250-Housing Assistance	41,201	.18%
252-Housing Conservation	91,003	.40%
254-Community Dev Block Grant	38,678	.17%
500-Rda Operating & Capital	15,867,553	69.14%
<b>Total Funding</b>	<b>22,947,731</b>	

**These Funds are Budgeted to the Following Programs**

<u>Program</u>	<u>Total Budget</u>
Administration	61,032
Planning	1,097,350
Econ. Dev., Redev. & Housing Admin.	14,938,312
Economic Development	301,407
Redevelopment	627,834
Housing	3,329,211
Building	1,411,497
Multi-Family Housing Inspection Program	266,871
Neighborhood Preservation	914,217
<b>Total Program Budget</b>	<b>22,947,731</b>

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$5,569,048	\$4,526,121	\$3,814,027
Operating Expenses	\$1,870,506	\$5,096,762	\$4,666,737
Internal Service Charges	\$1,542,052	\$1,373,587	\$1,231,909
Other Financing Uses	\$12,457,511	\$13,226,792	\$13,235,058
Total Expenditures	\$21,439,117	\$24,223,262	\$22,947,731

**The Community Development Department has the following Authorized Positions By Program**

<u>Program</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Administration	0.25	0.25			0.25	0.25
Planning	8.03	6.90	0.09	0.08	8.12	6.98
Econ. Dev., Redev. & Housing Admin.	3.08	2.01	0.03	0.50	3.11	2.51
Economic Development	1.25	0.97	0.02	0.02	1.27	0.99
Redevelopment	2.17	1.87	0.72	0.72	2.89	2.59
Housing	2.75	2.40		0.01	2.75	2.41
Building	7.00	6.75	0.50	0.98	7.50	7.73
Multi-Family Housing Inspection Program	1.53	2.00			1.53	2.00
Neighborhood Preservation	6.30	6.25	0.49	0.49	6.79	6.74
	<u>32.36</u>	<u>29.40</u>	<u>1.85</u>	<u>2.80</u>	<u>34.21</u>	<u>32.20</u>

**Program Outcome**

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

**Program Objectives**

1Z Administrative support for program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	61,032	100%
Total Funding	<u>61,032</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits	\$190,468	\$38,501	\$23,587
Operating Expenses	\$2,665	\$5,602	\$5,626
Internal Service Charges	\$40,586	\$35,325	\$31,819
Total Expenditures	<u>\$233,719</u>	<u>\$79,428</u>	<u>\$61,032</u>

**Position Authorization By Classification**

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Administrative Assistant	0.15	0.25			0.15	0.25
Dir. Of Community Development	0.10				0.10	
	<u>0.25</u>	<u>0.25</u>			<u>0.25</u>	<u>0.25</u>

**Program Outcome**

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

**Program Objectives**

- 1A Provide professional planning review of applications so the City Council, the Planning Commission, the Design Review Board, and the Zoning Administrator are provided high quality information and advice upon which they can make decisions for the betterment of the community within established time frames. Achieve a customer service rating of excellent or good in 90% of customer service surveys.
- 1B Provide public information, education and technical assistance within the established time frames 90% of the time. Achieve a customer service rating of excellent or good in 90% of customer service surveys.
- 1C Maintain consistency with the General Plan, both internally and with other planning documents, to ensure that all plans and policies that are developed by the City of Concord as well as by other responsible agencies, preserve and enhance the built environment, open space amenities, improve the residential and economic vitality of the community, and comply with State mandated General Plan policies and objectives, 100% of the time.
- 1Z Administrative support for program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	1,097,350	100%
Total Funding	<u>1,097,350</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$1,148,772	\$1,267,859	\$979,309
Operating Expenses	\$33,469	\$70,047	\$65,047
Internal Service Charges	\$320,763	\$283,610	\$253,837
Other Financing Uses		\$-75,336	\$-200,843
<b>Total Expenditures</b>	<b>\$1,503,004</b>	<b>\$1,546,180</b>	<b>\$1,097,350</b>

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Administrative Coordinator	1.00	1.00	0.01	0.01	1.01	1.01
Assistant Planner	1.00	1.00	0.01	0.01	1.01	1.01
Planning Manager	1.00	1.00			1.00	1.00
Principal Planner	2.00	1.90			2.00	1.90
Senior Planner	3.00	2.00	0.07	0.06	3.07	2.06
Video Services Coordinator	0.03				0.03	
	<u>8.03</u>	<u>6.90</u>	<u>0.09</u>	<u>0.08</u>	<u>8.12</u>	<u>6.98</u>

**Program Outcome**

To administer the Economic Development, Redevelopment and Housing Programs efficiently and effectively so as to promote the Economic Vitality of the City of Concord.

**Program Objectives**

1Z To administer the Economic Development, Redevelopment and Housing programs.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
500-Rda Operating & Capital	14,938,312	100%
Total Funding	14,938,312	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits	\$950,733	\$602,934	\$454,842
Operating Expenses	\$946,003	\$1,521,832	\$1,543,339
Internal Service Charges	\$117,428	\$105,047	\$93,416
Other Financing Uses	\$11,869,692	\$12,725,140	\$12,846,715
Total Expenditures	\$13,883,856	\$14,954,953	\$14,938,312

**Position Authorization By Classification**

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Administrative Assistant	0.65	0.55	0.02	0.02	0.67	0.57
Administrative Secretary			0.01		0.01	
City Manager	0.50	0.50			0.50	0.50
Dir. Of Community Development	0.60				0.60	
Economic Development Manager	0.43				0.43	
Economic/Redevelopment Spec	0.27	0.13			0.27	0.13
Ltd Ser-Admin Support				0.48		0.48
Program Manager	0.23	0.13			0.23	0.13
Redevelopment/Housing Manager	0.40	0.70			0.40	0.70
	<u>3.08</u>	<u>2.01</u>	<u>0.03</u>	<u>0.50</u>	<u>3.11</u>	<u>2.51</u>

**Program Outcome**

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.

**Program Objectives**

- 1A Implement the attraction, retention and expansion element of the Economic Development Strategy such that 80% of the businesses contacted or surveyed rate City services as satisfactory or better.
- 1Z Administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
500-Rda Operating & Capital	301,407	100%
<b>Total Funding</b>	<b>301,407</b>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits	\$162,646	\$180,683	\$122,563
Operating Expenses	\$86,258	\$155,727	\$155,727
Internal Service Charges	\$29,051	\$25,876	\$23,117
<b>Total Expenditures</b>	<b>\$277,955</b>	<b>\$362,286</b>	<b>\$301,407</b>

**Position Authorization By Classification**

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Economic Development Manager	0.52				0.52	
Economic/Redevelopment Spec	0.63	0.87	0.02	0.02	0.65	0.89
Redevelopment/Housing Manager	0.10	0.10			0.10	0.10
	<b>1.25</b>	<b>0.97</b>	<b>0.02</b>	<b>0.02</b>	<b>1.27</b>	<b>0.99</b>

**Program Outcome**

To revitalize Concord's downtown and central business district.

**Program Objectives**

- 1A Improve the quality and mix of uses in the downtown and encourage business growth, development, and investment so that property values increase by the growth rate projected in the 10-Year Plan, sales revenues meet City projections and new business and property investment exceeds a baseline rate of investment over a five year period. (The baseline rate would be established in the first year of measurement.)
- 1B Promote the downtown as the social, cultural, and entertainment center of the community so that the annual number of visitors to the downtown meets or exceeds projected attendance goals, so that sales growth in the downtown main street area exceeds the previous year's growth rate, and promote customer satisfaction with the downtown so that 75% of downtown customers surveyed through the annual City-wide survey are satisfied with the mix of businesses and services in the downtown and feel the downtown is safe, clean, and accessible.
- 1Z Administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
500-Rda Operating & Capital	627,834	100%
Total Funding	627,834	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits	\$248,325	\$272,634	\$236,839
Operating Expenses	\$160,459	\$290,774	\$290,774
Internal Service Charges	\$129,196	\$109,403	\$100,221
Total Expenditures	\$537,980	\$672,811	\$627,834

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Community Service Officer	1.00	1.00			1.00	1.00
Economic/Redevelopment Spec	0.10				0.10	
Ltd Ser-Admin Support			0.72	0.72	0.72	0.72
Program Manager	0.77	0.87			0.77	0.87
Redevelopment/Housing Manager	0.30				0.30	
	<u>2.17</u>	<u>1.87</u>	<u>0.72</u>	<u>0.72</u>	<u>2.89</u>	<u>2.59</u>

**Program Outcome**

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.

**Program Objectives**

- 1A Provide loans and grants so that the supply of safe and affordable housing in the City is improved, increased and/or enhanced by annually approving single family loans (single family and mobile home), grants, down payment assistance to first time homebuyers.
- 1B Provide grants and rebates so that the supply of safe and affordable housing in the City is improved, increased and enhanced by approving emergency, accessibility, weatherization and lead based paint grants.
- 1D Provide loans to qualified first time homebuyers.
- 1H Provide loans for multi-family acquisition/rehabilitation, and new multi-family construction so that the supply of safe and affordable housing in the City is increased and enhanced by approving multi-family rehabilitation loans.
- 1Z Administrative support for program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
240-Rda Set-Aside	3,197,007	96.03%
250-Housing Assistance	41,201	1.24%
252-Housing Conservation	91,003	2.73%
Total Funding	<u>3,329,211</u>	

80-Community Development  
8900-Housing

Performance Based  
Budget Summary  
For Council  
2010-11

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$352,980	\$326,414	\$277,758
Operating Expenses	\$504,661	\$2,764,836	\$2,314,725
Internal Service Charges	\$185,647	\$165,771	\$147,542
Other Financing Uses	\$587,820	\$576,988	\$589,186
<b>Total Expenditures</b>	<b>\$1,631,108</b>	<b>\$3,834,009</b>	<b>\$3,329,211</b>

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Administrative Analyst	1.00				1.00	
Administrative Assistant	0.20	0.20			0.20	0.20
Administrative Secretary	1.00	1.00		0.01	1.00	1.01
Dir. Of Community Development	0.30				0.30	
Economic Development Manager	0.05				0.05	
Redevelopment/Housing Manager	0.20	0.20			0.20	0.20
Senior Planner		1.00				1.00
	<u>2.75</u>	<u>2.40</u>		<u>0.01</u>	<u>2.75</u>	<u>2.41</u>

**Program Outcome**

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

**Program Objectives**

- 1A Review all plans for compliance with applicable building and fire codes, provide advice, and issue permits. Ensure that plan submittals are checked by all reviewing divisions and agencies and corrections or permits are issued in accordance with the established time frames from date of submittal of a complete application, 90% of the time. Achieve a customer service rating of "Excellent" or "Good" in 90% of customer service surveys and random surveys of customers.
- 1B Make called construction inspections to review compliance with approved plans, applicable building and fire codes, and issue Certificates of Occupancy. Ensure that inspections are made within 24 hours of the request 90% of the time. Achieve a customer service rating of "Excellent" or "Good" in 90% of customer service surveys and random surveys of customers.
- 1H Accurately forecast building revenues so that the fees for building services meet or exceed the direct cost of the program. Actual revenue received should equal 100% to 110% of the amount projected.
- 1Z Administrative support for program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	1,362,349	96.52%
240-Rda Set-Aside	49,148	3.48%
<b>Total Funding</b>	<b>1,411,497</b>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$1,419,467	\$959,196	\$831,938
Operating Expenses	\$77,114	\$238,124	\$248,743
Internal Service Charges	\$410,245	\$368,689	\$330,816
<b>Total Expenditures</b>	<b>\$1,906,826</b>	<b>\$1,566,009</b>	<b>\$1,411,497</b>

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Building Inspector	3.00	3.00	0.01	0.01	3.01	3.01
Chief Building Official	1.00	0.75			1.00	0.75
Ltd Ser-Admin Support			0.48	0.48	0.48	0.48
Ltd Ser-Professional				0.48		0.48
Permit Center Technician I	1.00	1.00			1.00	1.00
Permit Center Technician III	2.00	2.00	0.01	0.01	2.01	2.01
	<u>7.00</u>	<u>6.75</u>	<u>0.50</u>	<u>0.98</u>	<u>7.50</u>	<u>7.73</u>

**Program Outcome**

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.

**Program Objectives**

- 1A Administer the Multi-Family Housing Inspection Program in order to rehabilitate deteriorated housing stock that does not meet minimum health and safety standards.
- 1Z Administrative support for program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	240,867	90.26%
240-Rda Set-Aside	26,004	9.74%
Total Funding	<u>266,871</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits	\$310,813	\$213,653	\$208,774
Operating Expenses	\$4,117	\$10,636	\$10,670
Internal Service Charges	\$57,920	\$52,210	\$47,427
Total Expenditures	<u>\$372,850</u>	<u>\$276,499</u>	<u>\$266,871</u>

**Position Authorization By Classification**

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Building Inspector	0.73	1.00			0.73	1.00
Chief Building Official		0.25				0.25
Neighborhood Services Manager	0.20				0.20	
Neighborhood Services Supv	0.20				0.20	
Permit Center Technician I	0.40	0.75			0.40	0.75
	<u>1.53</u>	<u>2.00</u>			<u>1.53</u>	<u>2.00</u>

**Program Outcome**

To preserve and enhance the quality and appearance of the City's neighborhoods.

**Program Objectives**

- 1A Conduct clean-up projects within neighborhoods, removing trash and debris so that the number of code complaints from targeted neighborhoods and the amount of accumulated debris on property is reduced on a neighborhood basis.
- 1B Provide code enforcement and respond to complaints within two work days 90% of the time; a satisfactory level of compliance is obtained on violations within 30 days of the complaint 50% of the time and within 60 days of the complaint 75% of the time.
- 1Z Administrative support for program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	875,539	95.77%
254-Community Dev Block Grant	38,678	4.23%
Total Funding	<u>914,217</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$784,843	\$664,247	\$678,417
Operating Expenses	\$55,761	\$39,184	\$32,086
Internal Service Charges	\$251,216	\$227,656	\$203,714
Total Expenditures	<u>\$1,091,820</u>	<u>\$931,087</u>	<u>\$914,217</u>

**Position Authorization By Classification**

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Building Inspector	0.10				0.10	
Ltd Ser-Craft Worker			0.48	0.48	0.48	0.48
Neighborhood Services Manager	0.80	1.00			0.80	1.00
Neighborhood Services Spec	3.00	4.00	0.01	0.01	3.01	4.01
Neighborhood Services Supv	0.80				0.80	
Permit Center Technician I	1.60	1.25			1.60	1.25
	<u>6.30</u>	<u>6.25</u>	<u>0.49</u>	<u>0.49</u>	<u>6.79</u>	<u>6.74</u>

### **DEPARTMENT SERVICES**

**The Community & Recreation Services Department Provides Service Through the Following Programs.**

- Administration
- Camp Concord
- Facility Operations & Programs
- Willow Pass Center
- Centre Concord
- Aquatics
- Lifelong Learning & Enrichment
- Middle School Youth Programs
- Summer Day Camp Programs
- Preschool
- Sports & Events
- Youth and Family Services
- Senior & Special Recreation Services
- Community Services
- Diablo Creek - Administration

### **MAJOR ACCOMPLISHMENTS**

- Consolidated marketing efforts for senior center programs to reduce costs and staff time to one publication and incorporated senior news articles into the Activity Guide.
- Provided a Public-Private Partnership Healthy Aging Senior Resource Expo in collaboration with the Concord Chamber of Commerce, Commission on Aging and Senior Center.
- Provided team building special event "Hollywood Casting Call" for 100 senior volunteers in collaboration with the Concord Senior Citizens Club.
- Senior Center increased cost recovery by 9% through increased revenue and expenditure reduction.
- The CARES After School program reached a milestone this year, by celebrating 10 years of service in the Concord and Bay Point communities.
- Successfully completed the design process and purchase of 450 chairs for Centre Concord
- Collaborated with an internet start-up to adapt the softball scheduling needs. The system has already proven to be a more efficient method to schedule leagues and update standings. It has decreased staff time, paper costs and postage. It has also streamlined how information is provided by making all information accessible by internet.
- Despite the down economy, the Adult Softball Program increased participation by over fifteen teams this year. This is attributed to targeted marketing campaigns, streamlined registration procedures and a new scheduling system.
- Awarded the Silver International Aquatic Safety Award from E&A (top 25%) of all aquatics programs using Ellis & Associates as a risk management consultant.
- Successfully changed chlorination systems from gas chlorine to liquid chlorine.

**MAJOR ACCOMPLISHMENTS Cont'd**

- Successfully renegotiated the Terrapin Swim Team contract for the next 3 years.
- Expanded the Spring and Fall Swim Lesson programs as a result of new Terrapin contract freeing up prime time pool hours.
- Program Manager successfully completed a 2 year term in office on the CPRS District 3 Board as Administrators Section Rep.
- Friends of Camp Concord donated \$60K for youth and family scholarships to attend summer resident camp at Lake Tahoe.
- Re-evaluated and reduced camp programs as a cost savings measure at Camp Concord.
- Forest Service approved the design and concept of deck off the Green Room at Camp Concord.
- Transitioned CRS staff out of Keller House and executed lease agreement with Monument Community Partnership.
- Coordinated Monument Community Health Fair with reduction of staff and transitioned lead responsibility of the Health Fair to Monument Community Partnership for FY2010-11
- Assumed responsibility of Monumental Toy Drive to serve 1958 children with reduced staff and will transition the program to a nonprofit organization for FY2010-11.
- A department Program Manager was elected and installed on the CPRS State Board of Directors representing Region 1 which includes a significant portion of Northern California. The CPRS Board contributes significantly to the Parks and Recreation profession and in working to establish Parks and Recreation as an essential public service.
- Completed research of New Media and Web 2.0 strategies including social networking and consumer review sites, blogs, YouTube and other interactive and participative marketing tools for use by the CRS Department. The ground work has been laid for implementation and will work with other City departments in establishing usage policies prior to fully rolling out these applications.
- Implemented online survey tool for programs which will help the department to streamline the evaluation process and save both staff time and money for preparation of mailings. We also expect a higher response rate as well from this convenient survey tool.
- Completed transition of the centralized registration process function from the CRS Administration office to the Willow Pass and Centre Concord Community Centers. This was a result of cost-saving measures and the early retirement program.
- Successfully completed transition of Mt. Diablo Unified School District use of the Markham Nature Science Center from the district to the City.

**INITIATIVES FOR 2010-11**

- Increase knowledge of CDBG program and HUD requirements to successfully oversee the CDBG program. Will participate in HUD trainings.
- Implementation of research based CPRS branding campaign Parks Make Life Better! This involves communication of the brand promise through various marketing media that the CRS Department uses for promoting programs.
- Research and propose potential uses for the Markham Nature Science Center building during the school year between the months of September through May that may include expansion of existing programs, creation of new programs or use of partnerships that will generate new revenue for the City.

**INITIATIVES FOR 2010-11 Cont'd**

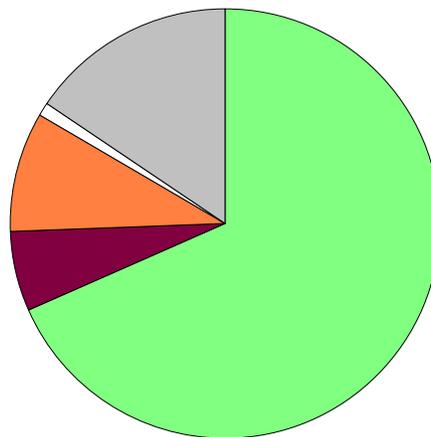
- Seek volunteers to increase marketing efforts by distributing activity guides and flyers to businesses, churches and service providers.
- Closely monitor budgeted expenditures to maintain cost recovery targets and seek creative strategies to increase revenues.
- Assist with the successful transition of Athletic Field Reservations administration and oversight to the Public Works Department.
- Develop alternatives to consider for the scholarship program.
- Develop and implement 100% cost recovery business models for Camp Concord.

**SIGNIFICANT CHANGES FOR 2010-11**

- Reorganize Community & Recreation Services Department as necessary to meet anticipated budget/service level reductions.

**The Community & Recreation Services Department Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	5,506,376	68.53%
254-Community Dev Block Grant	483,014	6.01%
402-Capital Projects- Reimburs	730,097	9.09%
460-Childcare	65,250	.81%
700-Golf Course	1,249,839	15.56%
<b>Total Funding</b>	<b>8,034,576</b>	



**These Funds are Budgeted to the Following Programs**

<u>Program</u>	<u>Total Budget</u>
Administration	429,540
Camp Concord	428,780
Facility Operations & Programs	1,643,070
Willow Pass Center	71,998
Centre Concord	142,606
Aquatics	491,943
Lifelong Learning & Enrichment	266,580
Middle School Youth Programs	50,041
Summer Day Camp Programs	94,382
Preschool	183,871
Sports & Events	265,365
Youth and Family Services	1,289,748
Senior & Special Recreation Services	792,318
Community Services	634,495
Diablo Creek - Administration	1,249,839

Total Program Budget

8,034,576

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$3,943,281	\$3,748,739	\$3,169,067
Operating Expenses	\$3,730,977	\$3,400,228	\$3,006,120
Internal Service Charges	\$2,348,575	\$2,006,431	\$1,834,352
Other Financing Uses	\$91,208	\$272,437	\$25,037
Total Expenditures	\$10,114,041	\$9,427,835	\$8,034,576

**The Community & Recreation Services Department has the following Authorized Positions By Program**

<u>Program</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Administration	1.78	0.75			1.78	0.75
Camp Concord	2.30	2.45	1.02	0.80	3.32	3.25
Facility Operations & Programs	5.90	6.24	21.01		26.91	6.24
Willow Pass Center				2.21		2.21
Centre Concord				2.69		2.69
Aquatics				6.87		6.87
Lifelong Learning & Enrichment				1.13		1.13
Middle School Youth Programs				0.87		0.87
Summer Day Camp Programs				2.30		2.30
Preschool				4.85		4.85
Sports & Events	0.82	0.31	0.61	0.61	1.43	0.92
Youth and Family Services	3.20	1.00	28.40	25.28	31.60	26.28
Senior & Special Recreation Services	2.80	3.00	2.28	2.31	5.08	5.31
Community Services		1.00	0.72	0.58	0.72	1.58
Diablo Creek - Administration	0.30	0.28			0.30	0.28
	17.10	15.03	54.04	50.50	71.14	65.53

**Program Outcome**

To facilitate and direct the effective delivery of programs and services by supporting Departmental operations.

**Program Objectives**

1Z Provide service delivery in support of program objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	429,540	100%
Total Funding	429,540	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$303,766	\$306,451	\$168,028
Operating Expenses	\$156,126	\$113,452	\$113,480
Internal Service Charges	\$176,592	\$166,558	\$148,032
Total Expenditures	\$636,484	\$586,461	\$429,540

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Administrative Assistant	1.00				1.00	
Dir Community/Recreation Svcs	0.75	0.75			0.75	0.75
Video Services Coordinator	0.03				0.03	
	1.78	0.75			1.78	0.75

**Program Outcome**

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.

**Program Objectives**

- 1A Facilitate and conduct a residential camping program in accordance with American Camp Association standards to achieve a 90% good or excellent customer satisfaction rating.
- 1Z Provide service delivery in support of program objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	428,780	100%
Total Funding	<u>428,780</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$243,118	\$294,412	\$273,603
Operating Expenses	\$251,548	\$255,993	\$263,479
Internal Service Charges	\$177,698	\$151,592	\$138,698
Other Financing Uses			\$-247,000
Total Expenditures	<u>\$672,364</u>	<u>\$701,997</u>	<u>\$428,780</u>

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Camp Director	1.00	1.00			1.00	1.00
Camp Facility Specialist	1.00	1.00			1.00	1.00
Ltd Ser-Camp Specialist			1.02	0.80	1.02	0.80
Program Manager	0.25	0.40			0.25	0.40
Senior Recreation Program Mgr	0.05	0.05			0.05	0.05
	<u>2.30</u>	<u>2.45</u>	<u>1.02</u>	<u>0.80</u>	<u>3.32</u>	<u>3.25</u>

**Program Outcome**

To achieve high customer response in volume of use and satisfaction and meet or exceed cost recovery goals by providing safe, organized recreation programs and well-maintained, attractive facilities.

**Program Objectives**

- 1A Facilitate use and maintain Centre Concord and Willow Pass Community Center to achieve a 90% user satisfaction rating.
- 1D Facilitate use of Concord Community and Meadow Homes Pools through water safety instruction, lap and recreational swimming, aquatics programming and user group rentals to achieve 90% good to excellent customer satisfaction ratings.
- 1G Provide recreational classes for all ages to achieve a 90% customer satisfaction rating.
- 1H Provide supervised program activities for middle school youth which promotes positive behavior and improves physical fitness and academic performance as targeted below.
- 1I Provide organized summer day camp activities to achieve a 90% good or excellent customer satisfaction rating.
- 1J Provide a supervised pre-school program at two sites and achieve a 90% good to excellent customer satisfaction rating based on a survey.
- 1Z Provide service delivery in support of program objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	1,643,070	100%
Total Funding	<u>1,643,070</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$1,582,068	\$1,390,326	\$744,368
Operating Expenses	\$794,272	\$810,035	\$103,642
Internal Service Charges	\$904,670	\$756,025	\$698,076
Other Financing Uses	\$91,208	\$98,275	\$96,984
<b>Total Expenditures</b>	<b>\$3,372,218</b>	<b>\$3,054,661</b>	<b>\$1,643,070</b>

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Ltd Ser-Recreation Specialist			21.01		21.01	
Program Manager	2.26	1.60			2.26	1.60
Recreation Program Coordinator	2.74	3.74			2.74	3.74
Senior Recreation Program Mgr	0.90	0.90			0.90	0.90
	<u>5.90</u>	<u>6.24</u>	<u>21.01</u>		<u>26.91</u>	<u>6.24</u>

**Program Outcome**

Facilitate use and maintain Willow Pass Community Center to achieve a 90% user satisfaction rating.

**Program Objectives**

1Z Administrative Support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	71,998	100%
Total Funding	<u>71,998</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	* 2008-09 <u>Actual</u>	* 2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	N/A	N/A	\$58,778
Operating Expenses			\$13,220
Total Expenditures			<u>\$71,998</u>

*\*Program Reconfigured-No Comparable Data*

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	* <u>2009-10</u>	<u>2010-11</u>	* <u>2009-10</u>	<u>2010-11</u>	* <u>2009-10</u>	<u>2010-11</u>
Ltd Ser-Recreation Specialist	N/A		N/A	2.21	N/A	2.21
				<u>2.21</u>		<u>2.21</u>

*\*Program Reconfigured-No Comparable Data*

**Program Outcome**

Facilitate use and maintain Centre Concord to achieve a 90% user satisfaction rating.

**Program Objectives**

1Z Administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	142,606	100%
Total Funding	142,606	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits			\$79,606
Operating Expenses			\$63,000
Total Expenditures			\$142,606

**Position Authorization By Classification**

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Ltd Ser-Recreation Specialist				2.69		2.69
				2.69		2.69

**Program Outcome**

Facilitate use of Concord Community and Meadow Homes Pools through water safety instruction, lap and recreational swimming, aquatics programming and user group rentals to achieve 90% good to excellent customer satisfaction ratings.

**Program Objectives**

1Z Administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	491,943	100%
Total Funding	491,943	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits			\$180,754
Operating Expenses			\$311,189
Total Expenditures			\$491,943

**Position Authorization By Classification**

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Ltd Ser-Recreation Specialist				6.87		6.87
				6.87		6.87

**Program Outcome**

Provide recreational classes for all ages to achieve a 90% customer satisfaction rating.

**Program Objectives**

1Z Administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	266,580	100%
Total Funding	<u>266,580</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	* 2008-09 <u>Actual</u>	* 2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	N/A	N/A	\$31,999
Operating Expenses			\$234,581
Total Expenditures			<u>\$266,580</u>

*\*Program Reconfigured-No Comparable Data*

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	* <u>2009-10</u>	<u>2010-11</u>	* <u>2009-10</u>	<u>2010-11</u>	* <u>2009-10</u>	<u>2010-11</u>
Ltd Ser-Recreation Specialist	N/A		N/A	1.13	N/A	1.13
				1.13		1.13

*\*Program Reconfigured-No Comparable Data*

**Program Outcome**

Provide supervised program activities for middle school youth which promotes positive behavior and improves physical fitness and academic performance as targeted below.

**Program Objectives**

1Z Administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	50,041	100%
Total Funding	50,041	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits			\$23,717
Operating Expenses			\$26,324
Total Expenditures			\$50,041

**Position Authorization By Classification**

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Ltd Ser-Recreation Specialist				0.87		0.87
				0.87		0.87

**Program Outcome**

Provide organized summer day camp activities to achieve a 90% good or excellent customer satisfaction rating.

**Program Objectives**

1Z Administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	94,382	100%
Total Funding	94,382	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits			\$57,672
Operating Expenses			\$36,710
Total Expenditures			\$94,382

**Position Authorization By Classification**

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Ltd Ser-Recreation Specialist				2.30		2.30
				2.30		2.30

**Program Outcome**

Provide a supervised pre-school program at two sites and achieve a 90% good to excellent customer satisfaction rating based on a survey.

**Program Objectives**

1Z Administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	183,871	100%
Total Funding	183,871	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits			\$153,652
Operating Expenses			\$30,219
Total Expenditures			\$183,871

**Position Authorization By Classification**

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Ltd Ser-Recreation Specialist				4.85		4.85
				4.85		4.85

**Program Outcome**

To provide and facilitate sports and events by offering multi sport leagues and reserved use of athletic facilities while meeting or exceeding cost recovery goals.

**Program Objectives**

1A Conduct adult athletic programs to achieve a 90% good or excellent customer satisfaction rating.

1Z Provide service delivery in support of program objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	265,365	100%
Total Funding	265,365	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits	\$137,748	\$130,199	\$53,096
Operating Expenses	\$229,250	\$212,493	\$199,882
Internal Service Charges	\$15,775	\$13,696	\$12,387
Total Expenditures	\$382,773	\$356,388	\$265,365

**Position Authorization By Classification**

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Ltd Ser-Recreation Specialist			0.61	0.61	0.61	0.61
Program Manager	0.51				0.51	
Recreation Program Coordinator	0.26	0.26			0.26	0.26
Senior Recreation Program Mgr	0.05	0.05			0.05	0.05
	0.82	0.31	0.61	0.61	1.43	0.92

**Program Outcome**

To improve the wellness of youth and families through the collaborative delivery of services, programs, events and activities.

**Program Objectives**

- 1A Provide supervised program activities for elementary and middle school age youth in targeted neighborhoods and achieve measurable improvement in skills which promote positive behavior in 50% of participants.
- 1G Involve Monument Corridor residents at the Monument Community & First 5 Centers in coordinated health, education, public safety, social and recreation activities as targeted.
- 1Z Administrative support for program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	559,651	43.39%
402-Capital Projects- Reimburs	730,097	56.61%
Total Funding	<u>1,289,748</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits	\$1,012,615	\$1,067,487	\$713,205
Operating Expenses	\$325,543	\$41,852	\$19,007
Internal Service Charges	\$712,962	\$612,283	\$557,536
Total Expenditures	<u>\$2,051,120</u>	<u>\$1,721,622</u>	<u>\$1,289,748</u>

**Position Authorization By Classification**

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Ltd Ser-Recreation Specialist			28.40	25.28	28.40	25.28
Program Coordinator	1.00	1.00			1.00	1.00
Program Manager	1.00				1.00	
Recreation Program Coordinator	1.00				1.00	
Senior Recreation Program Mgr	0.20				0.20	
	<u>3.20</u>	<u>1.00</u>	<u>28.40</u>	<u>25.28</u>	<u>31.60</u>	<u>26.28</u>

**Program Outcome**

To promote the health, wellness and independence of older adults and persons with disabilities through the collaborative delivery of programs, services, events and activities.

**Program Objectives**

- 1A Facilitate human services so that customers will obtain critical services.
- 1B Facilitate inclusive activities to achieve a 90% customer satisfaction rating.
- 1C Facilitate activities and events in collaboration with the Senior Club to achieve an 80% good to excellent rating from participating Club members.
- 1D Provide supervised activities for the developmentally disabled participants.
- 1Z Administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	792,318	100%
Total Funding	<u>792,318</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$427,409	\$375,927	\$386,240
Operating Expenses	\$178,982	\$176,881	\$181,439
Internal Service Charges	\$290,839	\$242,825	\$224,639
Total Expenditures	<u>\$897,230</u>	<u>\$795,633</u>	<u>\$792,318</u>

**Position Authorization By Classification**

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Ltd Ser-Recreation Specialist			2.28	2.31	2.28	2.31
Program Manager		1.00				1.00
Recreation Program Aide	1.00	1.00			1.00	1.00
Recreation Program Coordinator	1.00	1.00			1.00	1.00
Senior Recreation Program Mgr	0.80				0.80	
	<u>2.80</u>	<u>3.00</u>	<u>2.28</u>	<u>2.31</u>	<u>5.08</u>	<u>5.31</u>

**Program Outcome**

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.

**Program Objectives**

- 1A Develop an annual Community Service program that meets all HUD regulations, annually expends all eligible funds, and achieves a customer service rating of excellent or good, 90% of the time, from agencies and customers served.
- 1Z Administrative support for program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	86,231	13.59%
254-Community Dev Block Grant	483,014	76.13%
460-Childcare	65,250	10.28%
Total Funding	634,495	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$175,622	\$119,809	\$184,531
Operating Expenses	\$424,212	\$499,816	\$362,069
Internal Service Charges	\$23,252	\$19,874	\$17,569
Other Financing Uses		\$69,435	\$70,326
Total Expenditures	\$623,086	\$708,934	\$634,495

**Position Authorization By Classification**

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Ltd Ser-Admin Support			0.48	0.48	0.48	0.48
Ltd Ser-Professional			0.24	0.10	0.24	0.10
Program Manager		1.00				1.00
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
		1.00	0.72	0.58	0.72	1.58

**Program Outcome**

To manage the Diablo Creek Golf Course in order to maximize revenues while providing an affordable, high quality golf experience.

**Program Objectives**

1Z Administrative support for program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
700-Golf Course	1,249,839	100%
Total Funding	<u>1,249,839</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$60,935	\$64,128	\$59,818
Operating Expenses	\$1,309,920	\$1,289,706	\$1,047,879
Internal Service Charges	\$46,787	\$43,578	\$37,415
Other Financing Uses		\$104,727	\$104,727
Total Expenditures	<u>\$1,417,642</u>	<u>\$1,502,139</u>	<u>\$1,249,839</u>

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Dir Community/Recreation Svcs	0.25	0.25			0.25	0.25
Horticultural Advisor	0.05	0.03			0.05	0.03
	<u>0.30</u>	<u>0.28</u>			<u>0.30</u>	<u>0.28</u>

### DEPARTMENT SERVICES

#### **The Finance Department Provides Service Through the Following Programs.**

- Finance Administration
- Financial Analysis & Reporting
- Disbursements
- Budget & Financial Planning
- Purchasing & Materials Management
- City Treasury
- Revenue Generation

### MAJOR ACCOMPLISHMENTS

- Received the Government Finance Officer Association (GFOA) award for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR) for the year ended June 30, 2009. This is the 18th consecutive year the City has received this award.
- Successfully reorganized the Accounts Payable Division due to the early retirement of the entire Accounts Payable Team. New procedures were established to streamline operations and to improve efficiency.
- The City received over \$57,000 in revenue from the State as the result of unfunded mandate claims processed and filed during the year.
- Negotiated a contract to perform a public art appraisal to ensure that these valuable assets are property insured.
- Worked collaboratively with the Information Technology Department and the Human Resources Department to upgrade the Lawson system, an intensive work effort that spanned over four months.
- Provided financial and statistical support used in negotiations with Local One and with OPEIU Local 29.
- Successfully conducted classes involving performance based budgeting and how to use the computer software that reports on progress in achieving program outcomes with effectiveness and efficiency measures.
- Refined and continued to develop financial reports based on the Lawson Financial System.
- Completed and submitted all mandated reports on time, including the State Controller's Reports for all agencies, Statement of Indebtedness, Redevelopment Agency Annual report, Annual Street Report and AB2788 Maintenance of Effort Report.
- Audited hotels and motels for Transient Occupancy Tax (TOT) compliance.
- Successfully issued tender offer and purchased over \$8.2 million in Pavilion Lease Revenue Bonds which has significantly lowered the debt service payment for the Sleep Train Pavilion at Concord.
- Designed a new accounting system to re-integrate the CIP/TIP into the General Ledger, rather than using "activity" module.
- Closed Warehouse and Central Receiving as a budget reduction measure. Relocated remaining staff to space in the Finance Department (Wing C) at the Civic Center Complex.
- Increase compliance audits for Revenue Generation (Business License) to ensure that all business citizens of the City have valid current business licenses.

**MAJOR ACCOMPLISHMENTS Cont'd**

- Provide budget and analytical support to the decision makers by using the 10-Year Plan as a modeling tool to understand the impacts of various proposals.

**INITIATIVES FOR 2010-11**

- Update the allocation factors of the Cost Allocation Plan. This is necessary because of the early retirement and the significant reduction in staff throughout the City.
- Implement the new CalPERS pension reporting requirements
- To improve efficiency and to save time on data entry, Finance will complete testing and implement a direct upload of financial data from the Lawson General Ledger to the financial statement programs for the FY 2009-10 audit.
- Develop Memorandum of Understanding for logistical support as a part of disaster response.
- Upgrade Finance information on website.
- Continue work with Finance Committee of CCRS to oversee management of retirement plan assets.
- Continue efforts in revenue generation to ensure that all appropriate business licenses are issued.
- Explore potential of a possible update of the business license ordinance.
- Develop a long range plan for the financial system to meet needs determined at large, but in a simpler format.
- Continue to provide financial and budgetary analysis as economic conditions change.
- Issue a request for proposal for banking services.

**SIGNIFICANT CHANGES FOR 2010-11**

- As a result of position reductions both from the Supplemental Retirement Plan and from program reductions, the following changes in levels of service have occurred in the Finance Department:
- Closed the Warehouse and Central Receiving activities in the Purchasing program.
- With less staff, vendor invoices are paid on average within two weeks of receipt in Finance rather than in one week.
- With the reduction in staff in the Revenue Generation program (Business License), the front counter in the Finance Department will be open from 9am to 4pm and closed at lunch. While this reduction has an impact, staff is implementing renewal software to mitigate its effect. The dedicated and focused effort will continue to ensure business license and transient occupancy tax compliance.
- The CIP/TIP has been refined with the movement of program costs reflected to departmental operations. This change has been necessary in part because of the retirement of the Budget analyst whose main function was the preparation of the document.
- Accounting staff will take more time to respond to customer requests for information.

**The Finance Department Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	3,176,320	 100%
Total Funding	<u>3,176,320</u>	

**These Funds are Budgeted to the Following Programs**

<u>Program</u>	<u>Total Budget</u>
Finance Administration	369,670
Financial Analysis & Reporting	733,666
Disbursements	636,113
Budget & Financial Planning	348,193
Purchasing & Materials Management	373,474
City Treasury	352,054
Revenue Generation	363,150
Total Program Budget	<u>3,176,320</u>

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$2,701,449	\$2,595,626	\$2,164,141
Operating Expenses	\$201,650	\$218,874	\$296,714
Internal Service Charges	\$965,675	\$851,382	\$763,704
Other Financing Uses		\$-47,293	\$-48,239
Total Expenditures	<u>\$3,868,774</u>	<u>\$3,618,589</u>	<u>\$3,176,320</u>

**The Finance Department has the following Authorized Positions By Program**

<u>Program</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Finance Administration	1.03	1.97			1.03	1.97
Financial Analysis & Reporting	3.96	3.74			3.96	3.74
Disbursements	5.12	4.12			5.12	4.12
Budget & Financial Planning	2.90	1.90	0.04	0.46	2.94	2.36
Purchasing & Materials Management	2.00	1.07			2.00	1.07
City Treasury	3.34	2.96			3.34	2.96
Revenue Generation	2.65	2.25	1.07	2.30	3.72	4.55
	<u>21.00</u>	<u>18.01</u>	<u>1.11</u>	<u>2.76</u>	<u>22.11</u>	<u>20.77</u>

**Program Outcome**

To manage the Finance Department to safeguard the City financial assets in order to provide continuity of services and to provide information to internal and external customers in a timely manner.

**Program Objectives**

1Z Administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	369,670	100%
Total Funding	<u>369,670</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$287,034	\$254,572	\$290,796
Operating Expenses	\$8,531	\$7,997	\$5,497
Internal Service Charges	\$92,134	\$84,511	\$73,377
Total Expenditures	<u>\$387,699</u>	<u>\$347,080</u>	<u>\$369,670</u>

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Central Storekeeper		0.94				0.94
Director Of Finance	1.00	1.00			1.00	1.00
Financial Operations Manager	0.03	0.03			0.03	0.03
	<u>1.03</u>	<u>1.97</u>			<u>1.03</u>	<u>1.97</u>

**Program Outcome**

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.

**Program Objectives**

- 1A Monitor, audit and record the City's financial transactions following the guidelines of the adopted budget and Federal and State regulations for financial reporting.
- 1B The books for the City shall be closed at the end of each fiscal year and all financial reports shall be completed as required by law.
- 1C Administer all grants, mandated costs and other outside funds, submitting applications, accounting and reports so full payments will be received by the City and no audit findings will be reported.
- 1Z Administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	733,666	100%
Total Funding	733,666	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$573,616	\$506,752	\$488,774
Operating Expenses	\$121,341	\$122,694	\$121,694
Internal Service Charges	\$155,371	\$137,595	\$123,198
Total Expenditures	\$850,328	\$767,041	\$733,666

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Account Clerk III	0.02				0.02	
Accountant II	3.09	2.89			3.09	2.89
Financial Operations Manager	0.85	0.85			0.85	0.85
	<u>3.96</u>	<u>3.74</u>			<u>3.96</u>	<u>3.74</u>

**Program Outcome**

To provide payment for all the City bills.

**Program Objectives**

- 1A Administer bi-weekly payroll so that all City employees are paid by the pay dates, 98% of the time. All reporting of gross pay and benefits shall meet the requirements of Federal and State regulations, PERS's and City MOU's, 100% of the time.
- 1B Administer accounts payable so that 95% of all bills are paid according to the City's Policy & Procedures and on time, taking discounts whenever possible.
- 1Z Administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	636,113	100%
Total Funding	<u>636,113</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$555,135	\$530,747	\$378,382
Operating Expenses	\$6,101	\$8,129	\$99,872
Internal Service Charges	\$199,324	\$176,183	\$157,859
Total Expenditures	<u>\$760,560</u>	<u>\$715,059</u>	<u>\$636,113</u>

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Account Clerk III	2.00	2.00			2.00	2.00
Accounts Payable Team Leader	1.00				1.00	
Financial Operations Manager	0.12	0.12			0.12	0.12
Payroll Specialist	1.00	1.00			1.00	1.00
Payroll Technician	1.00	1.00			1.00	1.00
	<u>5.12</u>	<u>4.12</u>			<u>5.12</u>	<u>4.12</u>

**Program Outcome**

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

**Program Objectives**

- 1A Present a budget for adoption under the direction of the City Manager. Record changes in the budget throughout the fiscal year as directed by the City Council or designee.
- 1B Prepare the Construction Improvement Plan (CIP)/Transportation Improvement Plan (TIP) document in conjunction with direction given by the City Manager and the CIP committee. Record changes in the CIP/TIP throughout the fiscal year as directed by the City Council.
- 1Z Administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	348,193	100%
Total Funding	348,193	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits	\$335,410	\$495,274	\$337,507
Operating Expenses	\$11,714	\$9,424	\$8,924
Internal Service Charges	\$63,007	\$55,797	\$50,001
Other Financing Uses		\$-47,293	\$-48,239
Total Expenditures	\$410,131	\$513,202	\$348,193

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Accountant II	0.90	0.90			0.90	0.90
Budget Analyst	1.00				1.00	
Budget Officer	1.00	1.00			1.00	1.00
Ltd Ser-Professional			0.04	0.46	0.04	0.46
	<u>2.90</u>	<u>1.90</u>	<u>0.04</u>	<u>0.46</u>	<u>2.94</u>	<u>2.36</u>

**Program Outcome**

To provide purchasing and materials management services in a timely and efficient manner, ensure that products and services are delivered when required at the most reasonable price. To provide warehouse storage and delivery services to ensure that required stock is available and delivered when needed.

**Program Objectives**

- 1A Issue or amend a minimum of 90% of all purchase orders within 10 working days of their receipt, complete with all documentation, and 75% of all bids within 4 weeks of their receipt so that products and services are delivered when required at a reasonable price.
- 1Z Administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	373,474	100%
Total Funding	373,474	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$402,577	\$283,275	\$159,862
Operating Expenses	\$10,209	\$32,807	\$24,307
Internal Service Charges	\$241,427	\$207,481	\$189,305
Total Expenditures	\$654,213	\$523,563	\$373,474

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Central Storekeeper	1.00	0.06			1.00	0.06
Purchasing Agent	1.00	1.01			1.00	1.01
	<u>2.00</u>	<u>1.07</u>			<u>2.00</u>	<u>1.07</u>

**Program Outcome**

To manage the investment portfolio by meeting the California Government code and the City's adopted investment policy so that sufficient investment liquidity and anticipated revenue are available to meet projected estimated expenditures. To process returned checks and receivables in an expedient manner so that a greater percentage of funds are collected. To maintain assessment and bond districts according to California law by following proper accounting procedures .

**Program Objectives**

- 1A To Invest the surplus cash so that sufficient investment liquidity and anticipated revenue are available to meet projected estimated expenditures, without selling an investment at a loss.
- 1B Expedient processing of all collections resulting in a higher percentage of funds collected.
- 1Z Administrative support for program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	352,054	100%
Total Funding	<u>352,054</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits	\$290,965	\$279,163	\$250,441
Operating Expenses	\$23,626	\$19,214	\$17,714
Internal Service Charges	\$105,938	\$93,652	\$83,899
Total Expenditures	<u>\$420,529</u>	<u>\$392,029</u>	<u>\$352,054</u>

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Account Clerk III	0.38				0.38	
City Treasurer	1.00	1.00			1.00	1.00
Treasury Manager	0.96	0.96			0.96	0.96
Treasury Technician	1.00	1.00			1.00	1.00
	<u>3.34</u>	<u>2.96</u>			<u>3.34</u>	<u>2.96</u>

**Program Outcome**

**Program Objectives**

- 1A Administer the Business License Ordinance such that 95% of all eligible businesses have a current business license.
- 1C All revenue is processed correctly within 48 hours of receipt, 95% of the time. All customers inquiries and/or questions are responded to in a timely manner.
- 1Z Administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	363,150	100%
Total Funding	<u>363,150</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits	\$256,713	\$245,843	\$258,379
Operating Expenses	\$20,127	\$18,609	\$18,706
Internal Service Charges	\$108,474	\$96,163	\$86,065
Total Expenditures	<u>\$385,314</u>	<u>\$360,615</u>	<u>\$363,150</u>

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Account Clerk III	1.60	1.00			1.60	1.00
Accountant II	0.01	0.21			0.01	0.21
Ltd Ser-Admin Support			1.07	2.30	1.07	2.30
Revenue Generation Team Leader	1.00	1.00			1.00	1.00
Treasury Manager	0.04	0.04			0.04	0.04
	<u>2.65</u>	<u>2.25</u>	<u>1.07</u>	<u>2.30</u>	<u>3.72</u>	<u>4.55</u>

### **DEPARTMENT SERVICES**

**The Human Resources Department Provides Service Through the Following Programs.**

- Human Resources Administration
- Labor Relations
- Recruitment and Selection
- Workers' Compensation
- Benefits Administration
- Organizational Training and Development
- Classification & Compensation

### **MAJOR ACCOMPLISHMENTS**

- Implemented budget reduction strategies including negotiation of 5% salary reduction via furloughs with represented non-sworn employees.
- Implemented PARS Supplemental Retirement Program and subsequent retirement of 64 employees.
- Planned and implemented a layoff process which included establishment of seniority lists, identification of vacant positions available for transfer, preparation and delivery of 16 layoff notifications, obtainment of employment resources for affected employees, and coordination of developmental training for enduring managers and staff.
- Hired a new insurance broker and transitioned to new dental, vision, life and disability, employee assistance and flexible spending account carriers saving the City \$130,000 per year in insurance premiums.

### **INITIATIVES FOR 2010-11**

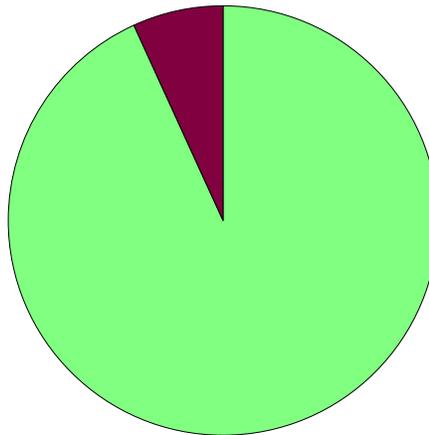
- Implement budget reduction strategies as directed by the City Council.
- Successfully complete labor contract negotiations with PEU, Local One, and OPEIU, Local 29.
- Introduce an injury prevention program including back safety and workers' compensation training to promote wellness and safer working habits among all city employees and reduce workers' compensation costs.
- Research, evaluate, select and install a full service on-line employment application process to enhance the City's image as an innovative organization emphasizing customer service and minimize HR staff paper processing.

### **SIGNIFICANT CHANGES FOR 2010-11**

- Two management positions have been vacant since January of 2009. These positions will be eliminated and the remaining two (2) Managers and (1) Executive will have encumbered all additional responsibilities. While service delivery dates will be effected, due to the nature of the work performed by the Human Resources Department, impacts on service delivery are minimally tolerable.
- During FY 2009-2010, many of the Human Resources Department's initiatives for the year were put on hold to implement budget reduction strategies. To the extent the City Council directs further reduction strategies this fiscal year, the implementation of these measures will be this department's primary focus and the department will continue to be the change agent.

**The Human Resources Department Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	1,341,260	93.17%
610-Workers' Compensation	98,260	6.83%
<b>Total Funding</b>	<b>1,439,520</b>	



**These Funds are Budgeted to the Following Programs**

<u>Program</u>	<u>Total Budget</u>
Human Resources Administration	567,099
Labor Relations	151,704
Recruitment and Selection	222,149
Workers' Compensation	152,893
Benefits Administration	99,574
Organizational Training and Development	64,919
Classification & Compensation	181,182
<b>Total Program Budget</b>	<b>1,439,520</b>

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$895,938	\$1,028,684	\$856,255
Operating Expenses	\$348,023	\$415,735	\$412,475
Internal Service Charges	\$215,986	\$190,640	\$170,790
Other Financing Uses	\$600,000		
Total Expenditures	\$2,059,947	\$1,635,059	\$1,439,520

**The Human Resources Department has the following Authorized Positions By Program**

<u>Program</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Human Resources Administration	1.69	1.31		1.00	1.69	2.31
Labor Relations	0.52	0.43			0.52	0.43
Recruitment and Selection	1.32	1.32			1.32	1.32
Workers' Compensation	0.85	0.90			0.85	0.90
Benefits Administration	1.03	0.28			1.03	0.28
Organizational Training and Development	0.52	0.32			0.52	0.32
Classification & Compensation	2.07	1.44			2.07	1.44
	8.00	6.00		1.00	8.00	7.00

**Program Outcome**

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

**Program Objectives**

- 1D Provide general consulting services to Management, confidential employees and individuals to create and maintain an organizational structure and a climate to provide all employees and the organization the guidance needed to maximize all aspects of MVV, COG and PBB .
- 1Z Provide administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	567,099	100%
Total Funding	<u>567,099</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$241,623	\$240,818	\$272,859
Operating Expenses	\$198,736	\$162,753	\$233,003
Internal Service Charges	\$78,144	\$67,909	\$61,237
Total Expenditures	<u>\$518,503</u>	<u>\$471,480</u>	<u>\$567,099</u>

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Director Of Human Resources	0.42	0.42			0.42	0.42
Human Resources Analyst II	0.33				0.33	
Human Resources Technician II	0.65	0.60			0.65	0.60
Ltd Ser-Admin Support				0.50		0.50
Ltd Ser-Professional				0.50		0.50
Senior Human Resources Analyst	0.29	0.29			0.29	0.29
	<u>1.69</u>	<u>1.31</u>		<u>1.00</u>	<u>1.69</u>	<u>2.31</u>

**Program Outcome**

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

**Program Objectives**

- 1A Provide managers and employees with accurate interpretations of the various MOUs and general City Policies and Procedures to assure consistent, fair and equitable treatment of all employees, and to assist departments in addressing their employee relations needs.
- 1B Provide advice and support to management regarding discipline, disciplinary appeals, and grievance appeals arising under various MOUs and Personnel Rules to assure appropriate, equitable, and consistent treatment of the work force.
- 1Z Provide administrative support for program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	151,704	100%
Total Funding	151,704	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits	\$45,479	\$105,461	\$91,704
Operating Expenses	\$9,221	\$60,000	\$60,000
Total Expenditures	\$54,700	\$165,461	\$151,704

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Director Of Human Resources	0.34	0.34			0.34	0.34
Human Resources Analyst II	0.09				0.09	
Senior Human Resources Analyst	0.09	0.09			0.09	0.09
	<u>0.52</u>	<u>0.43</u>	<u>          </u>	<u>          </u>	<u>0.52</u>	<u>0.43</u>

**Program Outcome**

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.

**Program Objectives**

- 1A Design, plan and conduct recruitment campaigns that provide a sufficient number of highly qualified applicants for the hiring department's needs. Ensure the selection process measures job-related knowledge, skills and abilities, as well as other pertinent characteristics supportive of the City's MVV that results in a highly qualified pool of candidates from which the hiring authority can choose. Provide employment lists to the hiring department within 85 days of approval to fill the position. Achieve a 90% or better rating in customer surveys.
- 1Z Provide administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	222,149	100%
Total Funding	<u>222,149</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$125,560	\$136,371	\$139,137
Operating Expenses	\$75,656	\$74,494	\$56,984
Internal Service Charges	\$32,761	\$29,167	\$26,028
Total Expenditures	<u>\$233,977</u>	<u>\$240,032</u>	<u>\$222,149</u>

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Director Of Human Resources	0.02	0.02			0.02	0.02
Human Resources Technician II	0.80	0.80			0.80	0.80
Senior Human Resources Analyst	0.50	0.50			0.50	0.50
	<u>1.32</u>	<u>1.32</u>			<u>1.32</u>	<u>1.32</u>

**Program Outcome**

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.

**Program Objectives**

- 1D To protect the City's resources by administering an effective Workers' Compensation Program so that legal compliance is ensured and lost hours for work-related injuries or illnesses are reduced.
- 1Z Provide administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	54,633	35.73%
610-Workers' Compensation	98,260	64.27%
Total Funding	<u>152,893</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits	\$115,297	\$115,292	\$127,351
Operating Expenses	\$7,007		
Internal Service Charges	\$32,142	\$28,617	\$25,542
Other Financing Uses	\$600,000		
Total Expenditures	<u>\$754,446</u>	<u>\$143,909</u>	<u>\$152,893</u>

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Director Of Human Resources	0.05	0.05			0.05	0.05
Human Resources Technician II		0.05				0.05
Senior Human Resources Analyst	0.80	0.80			0.80	0.80
	<u>0.85</u>	<u>0.90</u>			<u>0.85</u>	<u>0.90</u>

**Program Outcome**

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.

**Program Objectives**

- 1A Provide benefits assistance and respond to benefit questions quickly and accurately by Human Resources staff members. Receive a 90% or better rating in customer surveys. Accurately process 95% of retirement health and benefit enrollment/changes.
- 1Z Provide administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	99,574	100%
Total Funding	99,574	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$110,835	\$130,028	\$32,541
Operating Expenses	\$41,762	\$45,017	\$37,017
Internal Service Charges	\$37,705	\$33,585	\$30,016
Total Expenditures	\$190,302	\$208,630	\$99,574

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Director Of Human Resources	0.05	0.05			0.05	0.05
Human Resources Analyst II	0.75				0.75	
Human Resources Technician II	0.23	0.23			0.23	0.23
	1.03	0.28			1.03	0.28

**Program Outcome**

To support the Organization's Mission, Vision, Values by providing training modules that develop the skills and competencies needed by City employees to increase the efficiency and effectiveness of service delivery.

**Program Objectives**

- 1A Administer an effective New Employee Orientation Program so that 90% of new hires indicate program participation helped them transition into the organization, understand our MVV and customer service philosophy.
- 1C Provide general and safety training so that organizational initiatives are supported and advanced.
- 1Z Provide administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	64,919	100%
Total Funding	64,919	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits	\$30,334	\$67,096	\$40,842
Operating Expenses	\$14,842	\$62,755	\$14,755
Internal Service Charges	\$11,745	\$10,454	\$9,322
Total Expenditures	\$56,921	\$140,305	\$64,919

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Director Of Human Resources	0.05	0.05			0.05	0.05
Human Resources Analyst II	0.20				0.20	
Human Resources Technician II	0.15	0.15			0.15	0.15
Senior Human Resources Analyst	0.12	0.12			0.12	0.12
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	0.52	0.32			0.52	0.32

**Program Outcome**

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 MVV.

**Program Objectives**

- 1A Develop and implement compensation and performance recognition programs that promote job performance, performance feedback, and performance accountability and encourage desired organizational outcomes. Conduct and present compensation analysis in support of grade assignment, pay adjustment recommendations, labor negotiations, and staffing levels. Achieve a 90% or better rating in customer surveys. Accurately process 95% of compensation analysis and data report requests within established deadlines.
- 1B Develop classifications and conduct classification reviews. Complete 90% of classification reviews within 90 days of requests received, measured as completed.
- 1Z Provide administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	181,182	100%
Total Funding	<u>181,182</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits	\$226,811	\$233,618	\$151,821
Operating Expenses	\$800	\$10,716	\$10,716
Internal Service Charges	\$23,489	\$20,908	\$18,645
Total Expenditures	<u>\$251,100</u>	<u>\$265,242</u>	<u>\$181,182</u>

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Director Of Human Resources	0.07	0.07			0.07	0.07
Human Resources Analyst II	0.63				0.63	
Human Resources Technician II	1.17	1.17			1.17	1.17
Senior Human Resources Analyst	0.20	0.20			0.20	0.20
	<u>2.07</u>	<u>1.44</u>			<u>2.07</u>	<u>1.44</u>

### **DEPARTMENT SERVICES**

**The Information Technology Department Provides Service Through the Following Programs.**

- Administration
- Project Management Office
- Operations
- Customer Service
- Geographic Information Services

### **INITIATIVES FOR 2010-11**

- Cisco Clean Access
- Class Software Upgrade to 7.0 for PCI (credit card) Compliance.
- Dispatch remodel/Vesta 911 Replacement
- Wiring Upgrades for Corp Yard
- HVAC upgrade for PD Data Center
- Microsoft Office 2007 upgrade
- NetApp for PD
- SQL 2008
- Windows 7 training
- PCI / DOJ / Records Retention Compliance
- ARC Server Upgrade
- GIS General Plan Amendment
- Upgrade to ArcIMS Mapping Application
- GIS FEMA Flood Zone map updates
- GIS Housing element map updates
- Sanitary sewer and storm drain system maps
- GIS Zoning maps
- Reuse planning maps.
- New police records management system requirements
- New Golf Course system
- Interactive Voice Response (IVR) for buildings.
- Web based business license renewal
- Intranet redesign
- SharePoint workflow for ops and pmo
- Emergency Notification

**INITIATIVES FOR 2010-11 Cont'd**

- Emergency Operations Center
- East Bay Regional Communications System (EBRCS)
- Voice over Internet Protocol (VoIP)
- Software as a Service (SaaS), Accela Solutions Implementation (hosted)
- City wide wireless Pilot (Hurricane Electric)
- Wireless network access
- Seat Management Implementation
- Who to Call - New administrative tool with SQL server express
- eNews expansion to city departments
- Replacement & deployment of 25% of the city's computer fleet.
- Replacement & deployment of PD's MDCs
- Employee Telephone Directory
- eNews Training to department administrators
- Intranet Redesign
- Agenda administration tool to update agenda schedules, and upload agendas.
- TSBA administration training on web updates.
- GIS complete sanitary sewer update process and issue new 300 scale map books.
- Complete Storm Sewer update process and issue new 300 scale map books.
- Complete synchronization of the GBA Master database with the Sanitary Sewer Update
- Make sewer system data available on Accela GIS and Concord GIS web based mapping systems.
- Provide maps and graphics in support of the Reuse Project in conjunction with ARUP.
- Fine tune the GIS layers in support of Police CAD system.
- Publish layer naming conventions for electronic final map submission to City Engineering and Public Works Department.

**The Information Technology Department Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
634-Computer Replacement Fund	5,619,891	 100%
Total Funding	<u>5,619,891</u>	

**These Funds are Budgeted to the Following Programs**

<u>Program</u>	<u>Total Budget</u>
Administration	1,529,996
Project Management Office	1,274,874
Operations	1,671,533
Customer Service	879,695
Geographic Information Services	263,793
Total Program Budget	<u>5,619,891</u>

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits	\$2,112,387	\$1,856,719	\$1,550,258
Operating Expenses	\$2,839,712	\$3,270,840	\$4,016,366
Internal Service Charges	\$68,876	\$58,991	\$53,267
Other Financing Uses	\$530		
Total Expenditures	<u>\$5,021,505</u>	<u>\$5,186,550</u>	<u>\$5,619,891</u>

**The Information Technology Department has the following Authorized Positions By Program**

<u>Program</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Administration	2.00	1.00			2.00	1.00
Project Management Office	0.90	4.00		0.12	0.90	4.12
Operations	4.50	1.00	1.33		5.83	1.00
Customer Service	2.60	3.00	0.56	0.68	3.16	3.68
Geographic Information Services	2.00	2.00	0.01		2.01	2.00
	<u>12.00</u>	<u>11.00</u>	<u>1.90</u>	<u>0.80</u>	<u>13.90</u>	<u>11.80</u>

**Program Outcome**

To provide cost effective and effective administrative support services to the Information Technology Department.

**Program Objectives**

- 1A Maintain vendor agreements, conduct on-going audits of records and invoices for accuracy and payment.
- 1Z Administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
634-Computer Replacement Fund	1,529,996	100%
<b>Total Funding</b>	<b>1,529,996</b>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits	\$390,218	\$459,757	\$298,227
Operating Expenses	\$98,380	\$149,909	\$1,178,502
Internal Service Charges	\$68,876	\$58,991	\$53,267
Other Financing Uses	\$530		
<b>Total Expenditures</b>	<b>\$558,004</b>	<b>\$668,657</b>	<b>\$1,529,996</b>

**Position Authorization By Classification**

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Á Administrative Analyst	1.00				1.00	
Director Of Info. Technology	1.00	1.00			1.00	1.00
	<u>2.00</u>	<u>1.00</u>			<u>2.00</u>	<u>1.00</u>

**Program Outcome**

To provide the City with a Project Management Office to centralize and coordinate projects under the approval of the City's governance process. The Project Management Office outcome is to implement projects that meet project requirements within predictable timeframes, within budget and provide communications to project sponsors and stakeholders.

**Program Objectives**

- 1A To provide predictable cost effective solutions for new project initiatives.
- 1Z Administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
634-Computer Replacement Fund	1,274,874	100%
Total Funding	<u>1,274,874</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$202,580	\$154,304	\$502,261
Operating Expenses	\$17,377	\$133,648	\$772,613
Total Expenditures	<u>\$219,957</u>	<u>\$287,952</u>	<u>\$1,274,874</u>

**Position Authorization By Classification**

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Information Technology Manager	0.90	1.00			0.90	1.00
Microcomputer Coordinator		1.00		0.10		1.10
Senior Programmer Analyst		1.00		0.02		1.02
Systems & Programming Manager		1.00				1.00
	<u>0.90</u>	<u>4.00</u>	<u>          </u>	<u>0.12</u>	<u>0.90</u>	<u>4.12</u>

**Program Outcome**

To deliver high quality, cost effective 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.

**Program Objectives**

- 1A Conduct systems operations to deliver continuously available business support systems.
- 1Z Administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
634-Computer Replacement Fund	1,671,533	100%
Total Funding	<u>1,671,533</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$872,629	\$669,402	\$159,806
Operating Expenses	\$1,721,869	\$2,367,832	\$1,511,727
Total Expenditures	<u>\$2,594,498</u>	<u>\$3,037,234</u>	<u>\$1,671,533</u>

**Position Authorization By Classification**

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Information Technology Manager	1.10	1.00			1.10	1.00
Ltd Ser-Professional			0.14		0.14	
Ltd Ser-Technician			1.00		1.00	
Microcomputer Coordinator	1.00		0.10		1.10	
Programmer	0.40		0.05		0.45	
Senior Programmer Analyst	1.00		0.04		1.04	
Systems & Programming Manager	1.00				1.00	
	<u>4.50</u>	<u>1.00</u>	<u>1.33</u>		<u>5.83</u>	<u>1.00</u>

**Program Outcome**

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

**Program Objectives**

- 1A Provide Help Desk Services
- 1B Web services.
- 1C Business Systems Training.
- 1D Document services
- 1Z Administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
634-Computer Replacement Fund	879,695	100%
Total Funding	<u>879,695</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$421,514	\$359,524	\$378,865
Operating Expenses	\$969,048	\$559,608	\$500,830
Total Expenditures	<u>\$1,390,562</u>	<u>\$919,132</u>	<u>\$879,695</u>

**Position Authorization By Classification**

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Information Technology Manager	1.00	1.00			1.00	1.00
Ltd Ser-Technician			0.50	0.50	0.50	0.50
Programmer	0.60	1.00	0.05	0.12	0.65	1.12
Web Coordinator	1.00	1.00	0.01	0.06	1.01	1.06
	<u>2.60</u>	<u>3.00</u>	<u>0.56</u>	<u>0.68</u>	<u>3.16</u>	<u>3.68</u>

**Program Outcome**

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.

**Program Objectives**

- 1A 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 Services.
- 1Z Administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
634-Computer Replacement Fund	263,793	100%
Total Funding	<u>263,793</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits	\$225,447	\$213,732	\$211,099
Operating Expenses	\$33,039	\$59,843	\$52,694
Total Expenditures	<u>\$258,486</u>	<u>\$273,575</u>	<u>\$263,793</u>

**Position Authorization By Classification**

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Gis Technician	1.00	1.00	0.01		1.01	1.00
Program Manager	1.00	1.00			1.00	1.00
	<u>2.00</u>	<u>2.00</u>	<u>0.01</u>		<u>2.01</u>	<u>2.00</u>

### **DEPARTMENT SERVICES**

**The Office of the City Manager Department Provides Service Through the Following Programs.**

- City Council Services
- City Management
- Community Relations
- Administrative Services & City Clerk
- Elections
- Printing Services
- Franchise Management

### **MAJOR ACCOMPLISHMENTS**

- Supported efforts to reduce deficit through early retirements, program changes, innovative operational changes and creative efficiencies.
- Solicited input from the community by hosting nine workshops entitled "Living Within Our Means" which included an original, innovative "Penny for your Thoughts" game designed to identify the residents' service priorities.
- Hosted a scientifically valid telephone survey and a web survey to identify resident service priorities in an effort to address a \$10 million shortfall.
- Provided media coordination and promotional support for the Charlie Brown tribute Holiday Tree which garnered national new coverage at an estimated value to the City of \$3 million.
- Conducted meetings with small groups of employees within each department to gain insight into morale and workloads, and to seek input to address current budget deficits.
- Reduced overhead expenditures and expanded capabilities in Print Services through the negotiation of a lower cost equipment lease.
- Completed a Pavilion study to determine options to enhance revenue which resulted in the negotiation of a contract renewal with Live Nation.
- Partnered with the Greater Concord Chamber of Commerce to produce the 2010 Mayor's Luncheon and State of the City address.
- Improved efficiencies in process workflow by automating and integrating the Insurance Tracking and Agreement Tracking databases, reducing staff task time.
- Finalized the Sister City Anniversary Trip to Kitakami, Japan for nearly 40 travelers at a minimal cost to the City through partnership with Concord Ambassadors.
- Developed an update of the City Manager's "Budget Stability Task Force" report consolidating newly gathered information and disseminating the information.
- Negotiated with non-sworn employee units.
- Supported the 2010 Census effort and provided public outreach for Phase III of the CNWS Reuse Project.
- Through the use of digital technology, produced Reuse Environmental Impact Binders at a cost savings over last year of over \$7,000.

**MAJOR ACCOMPLISHMENTS Cont'd**

- Partnered with Mt. Diablo Unified School District's Workability Program for the use of students under their work training program.
- Changed record storage vendors for a 50% cost savings.
- Increased document input into the imaging system by 10%.
- Finalized the Environmental Impact Report and adopted the Clustered Village Reuse Plan.
- Successfully researched and bought back Pavilion bonds reducing the City debt and creating flexibility in the repayment schedule.
- Used an e-mail marketing effort to generate three additional revenue accounts for Print Services.
- Successfully negotiated a Franchise renewal with Concord Disposal Company that improved community services.

**INITIATIVES FOR 2010-11**

- Community Relations will continue to provide public outreach concerning the budget deficit and program changes, and will monitor for areas of improved functionality on the City's Intranet.
- Printing Services will assess for increased revenue generating opportunities and potential savings, continue with marketing efforts to stimulate additional revenue accounts, and promote efficiencies to reduce costs.
- Administrative Services/City Clerk Division will continue to seek the opportunity to convert older microfilm to digital media; will explore the ability to post agendas, agenda packets, annotated agendas and minutes directly to the web; and will conduct the 2010 Consolidated Municipal Election.
- The City Manager's Division will continue to successfully manage the organization during the economic downturn; will continue negotiations with employee groups; and will conduct contract negotiations with Live Nation.

**SIGNIFICANT CHANGES FOR 2010-11**

- Staff will continue to seek ways to reduce expenditures, increase revenues and improve efficiencies to achieve a balanced 10-year Financial Plan.

**The Office of the City Manager Department Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	2,819,246	 100%
Total Funding	<u>2,819,246</u>	

**These Funds are Budgeted to the Following Programs**

<u>Program</u>	<u>Total Budget</u>
City Council Services	355,136
City Management	587,562
Community Relations	315,561
Administrative Services & City Clerk	880,264
Elections	135,738
Printing Services	433,604
Franchise Management	111,381
Total Program Budget	<u>2,819,246</u>

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$2,265,759	\$1,728,260	\$1,649,947
Operating Expenses	\$617,511	\$720,920	\$699,808
Internal Service Charges	\$746,178	\$657,044	\$590,320
Other Financing Uses		\$-82,185	\$-120,829
Total Expenditures	<u>\$3,629,448</u>	<u>\$3,024,039</u>	<u>\$2,819,246</u>

**The Office of the City Manager Department has the following Authorized Positions By Program**

<u>Program</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
City Council Services	5.66	5.69			5.66	5.69
City Management	2.66	2.66	0.09	0.09	2.75	2.75
Community Relations	1.87	1.06	0.04	0.54	1.91	1.60
Administrative Services & City Clerk	4.02	4.00	0.48	0.57	4.50	4.57
Elections	1.00	1.00			1.00	1.00
Printing Services	2.00	2.00	0.04	0.13	2.04	2.13
Franchise Management	0.10	0.20			0.10	0.20
	<u>17.31</u>	<u>16.61</u>	<u>0.65</u>	<u>1.33</u>	<u>17.96</u>	<u>17.94</u>

**Program Outcome**

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.

**Program Objectives**

1Z Administrative support for the program.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	355,136	100%
Total Funding	355,136	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits	\$199,208	\$214,347	\$222,343
Operating Expenses	\$31,966	\$91,605	\$71,601
Internal Service Charges	\$78,214	\$67,593	\$61,192
Total Expenditures	\$309,388	\$373,545	\$355,136

**Position Authorization By Classification**

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Confidential Secretary	0.15	0.15			0.15	0.15
Council Member	3.00	3.00			3.00	3.00
Exec.assistant - Council/Mgr.	0.51	0.54			0.51	0.54
Mayor	1.00	1.00			1.00	1.00
Vice Mayor	1.00	1.00			1.00	1.00
	5.66	5.69			5.66	5.69

**Program Outcome**

To support and implement City Council polices to make Concord a City of the highest quality.

**Program Objectives**

- 1A Assist and support the City Council in developing and implementing its policy decisions and other related functions, so that 95% of Council policy and action items can be accomplished as initially scheduled, and so that 90% of City Manager recommended actions are approved by the City Council.
- 1Z Administrative support for the program to provide responsive follow-up to citizen contacts and accountability of City services.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	587,562	100%
Total Funding	<u>587,562</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$942,594	\$579,219	\$568,077
Operating Expenses	\$182,123	\$86,715	\$86,810
Internal Service Charges	\$68,471	\$59,724	\$53,504
Other Financing Uses		\$-82,185	\$-120,829
Total Expenditures	<u>\$1,193,188</u>	<u>\$643,473</u>	<u>\$587,562</u>

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Assistant City Manager	1.00	1.00			1.00	1.00
City Manager	0.50	0.50			0.50	0.50
Confidential Secretary	0.69	0.69			0.69	0.69
Exec.assistant - Council/Mgr.	0.47	0.47			0.47	0.47
Ltd Ser-Admin Support			0.09	0.09	0.09	0.09
	<u>2.66</u>	<u>2.66</u>	<u>0.09</u>	<u>0.09</u>	<u>2.75</u>	<u>2.75</u>

**Program Outcome**

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.

**Program Objectives**

- 1A Provide information to the public to maintain the City's image as a community of the highest quality so that 50% of citizens surveyed recognize City publications and other informational programming.
- 1Z Administrative support for the program.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	315,561	100%
<b>Total Funding</b>	<b>315,561</b>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits	\$225,939	\$247,824	\$191,895
Operating Expenses	\$67,520	\$102,844	\$113,858
Internal Service Charges	\$12,363	\$11,001	\$9,808
<b>Total Expenditures</b>	<b>\$305,822</b>	<b>\$361,669</b>	<b>\$315,561</b>

**Position Authorization By Classification**

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Community Relations Manager	1.00	1.00			1.00	1.00
Confidential Secretary	0.06	0.06			0.06	0.06
Ltd Ser-Technician			0.04	0.54	0.04	0.54
Video Services Coordinator	0.81				0.81	
	<b>1.87</b>	<b>1.06</b>	<b>0.04</b>	<b>0.54</b>	<b>1.91</b>	<b>1.60</b>

**Program Outcome**

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.

**Program Objectives**

- 1A Respond to research requests from the City's internal and external customers by providing public information in a timely manner for overall customer satisfaction 90% of the time.
- 1B To ensure that all processes and support activities are completed to effectively create, preserve, access, and maintain the public record and official City documents in conjunction with City Clerk guidelines 95% of the time, and with legal requirements as established by State, Federal and local laws, 100% of the time.
- 1H To administer a records management system that includes the analysis, retention, preservation, storage, destruction and retrieval of City-wide records that complies with State, Federal and local laws and meets the internal customer's needs for storage and retrieval at least 85% of the time.
- 1Z Administrative support for the program.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	880,264	100%
Total Funding	<u>880,264</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits	\$474,320	\$471,903	\$436,071
Operating Expenses	\$131,912	\$151,819	\$137,257
Internal Service Charges	\$386,940	\$341,865	\$306,936
Total Expenditures	<u>\$993,172</u>	<u>\$965,587</u>	<u>\$880,264</u>

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Administrative Assistant	1.00	1.00			1.00	1.00
Administrative Clerk II	1.00	1.00			1.00	1.00
Administrative Secretary	1.00	1.00			1.00	1.00
Exec.assistant - Council/Mgr.	0.02				0.02	
Ltd Ser-Admin Support			0.48	0.57	0.48	0.57
Program Manager	1.00	1.00			1.00	1.00
	<u>4.02</u>	<u>4.00</u>	<u>0.48</u>	<u>0.57</u>	<u>4.50</u>	<u>4.57</u>

**Program Outcome**

To effectively conduct municipal elections and ensure processes are completed according to schedule and as prescribed by State and local laws.

**Program Objectives**

- 1A To effectively conduct bi-annual municipal elections and ensure processes are completed according to schedule and as prescribed by State and local laws 100% of the time. The activities in this objective include ordinances, legal publications, oaths of office; legal filings for statements of economic interests, municipal election nominations, candidate statements, campaign filings, petitions, and initiatives. Oversee other activities performed by the County Elections Office for consolidated elections.
- 1Z Administrative support for the program.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	135,738	100%
Total Funding	135,738	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits	\$1,499	\$10,249	\$10,293
Operating Expenses	\$111,316		\$120,000
Internal Service Charges	\$6,799	\$6,065	\$5,445
Total Expenditures	\$119,614	\$16,314	\$135,738

**Position Authorization By Classification**

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
City Clerk	1.00	1.00			1.00	1.00
	1.00	1.00			1.00	1.00

**Program Outcome**

To provide graphic design, printing and bindery services, user consultation for composition and materials, and brokering services for outsourced printing.

**Program Objectives**

- 1A To provide graphic design, printing and bindery services, user consultation for composition and materials, and brokering services for outsourced printing to the customer's satisfaction, at least 85% of the time.
- 1Z Administrative support for the program.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	433,604	100%
Total Funding	<u>433,604</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$344,846	\$195,369	\$195,725
Operating Expenses	\$80,185	\$86,634	\$86,634
Internal Service Charges	\$190,843	\$168,438	\$151,245
Total Expenditures	<u>\$615,874</u>	<u>\$450,441</u>	<u>\$433,604</u>

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Graphic Designer	1.00	1.00			1.00	1.00
Ltd Ser-Admin Support			0.04	0.13	0.04	0.13
Printing Services Supervisor	1.00	1.00			1.00	1.00
	<u>2.00</u>	<u>2.00</u>	<u>0.04</u>	<u>0.13</u>	<u>2.04</u>	<u>2.13</u>

**Program Outcome**

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.

**Program Objectives**

1Z Administrative support for the program.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	111,381	100%
<b>Total Funding</b>	<b>111,381</b>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits	\$77,354	\$9,349	\$25,543
Operating Expenses	\$12,488	\$201,303	\$83,648
Internal Service Charges	\$2,548	\$2,358	\$2,190
<b>Total Expenditures</b>	<b>\$92,390</b>	<b>\$213,010</b>	<b>\$111,381</b>

**Position Authorization By Classification**

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Confidential Secretary	0.10	0.10			0.10	0.10
Principal Planner		0.10				0.10
	<b>0.10</b>	<b>0.20</b>			<b>0.10</b>	<b>0.20</b>

### **DEPARTMENT SERVICES**

#### **The Police Department Provides Service Through the Following Programs.**

- Office of the Chief of Police
- Field Operations
- Investigations & Administrative Services

### **MAJOR ACCOMPLISHMENTS**

- Federal Recovery Act: The Police Department was able to secure \$240k of the Federal Recovery Act grant funds, which is being used to fund two part-time CSI positions and miscellaneous equipment purchases.
- FTB Tax Intercept: Began utilizing the Franchise Tax Board (FTB) tax intercept program as another option to collect delinquent parking citation payments.
- School Crossing Guards: Surveyed 19 intersections to determine the proper utilization of the school crossing guards. This will help the PD to eliminate approximately 25% (\$45k) of the crossing guard expense.
- Development of two new PD fees: One is ticket sign off and the other is Community Room use fees. These additional fees will allow the PD to continue to offer these services to the community for a minimal cost.
- Emergency Services:
  1. Held H1N1 Vaccination Clinic which served 1500 citizens.
  2. Held Emergency Preparedness Fair with 2000 attendees. This is now an annual event.
  3. Began organizing (10) non-profit community-based and faith-based organizations to become emergency prepared and better serve citizens in disaster situations. Will hold County-wide Summit in Concord 2010.
  4. 37 PD staff of Sergeants and above completed ICS 300/400 course for Field Operations.
  5. Assisted with completion of 5 yr. Local Hazard Mitigation Plan for city.
  6. Metropolitan Transportation Planning for Emergency Parking Plan.
  7. Wrote Emergency Operation Plan for Mass Care & Shelter Functional Needs Annex.
- Volunteer In Police Services Program:
  1. Contributed 15,040. hours in 2009.
  2. Brought on 20 new volunteers.
  3. Developed new Business License Program. Citing businesses out of compliance and updating all city records of current businesses. 30k in revenue this FY09/10.
- Community Emergency Response Team (CERT)
  1. Held 5 CERT classes, trained 80 citizens.
  2. Developed Team Captain training and trained 32 captains to organize neighborhoods. Held three classes.

**MAJOR ACCOMPLISHMENTS Cont'd**

- Elimination of Positions: Total FY2010 budget reduction at the PD was \$1.6 million. This reduction included elimination of (8 non-sworn and 4 sworn) positions:  
Violence Victim Advocate  
Community Service Officer Detention  
Youth Violence Prevention Specialist  
2 Records Administrative Clerk II  
2 Community Service Officers  
Sr. Crime Analysis  
Administrative Captain  
Administrative Lieutenant  
Special Enforcement Team Police Officer  
Special Investigations Bureau Police Officer  
Closed the Northern and Valley Field offices and eliminated all non-sworn positions.
- Traffic Safety Grants: The Traffic Unit successfully competed and fulfilled the objectives of two traffic safety grants awarded by the State of California - Office of Traffic Safety (OTS). Objectives of the grants were developed around DUI and drivers license enforcement as well as seat belt compliance. One grant alone as the result of 5 DUI/Drivers License checkpoints, 21 DUI saturation patrol operations, 5 DUI warrant sweep operations, 2 DUI "worst of the worst" stakeout operations and 2 traffic courts "sting" operations yielded 110 DUI arrests, 248 vehicles impounded, 155 arrests of unlicensed drivers and drivers with suspended licenses, 19 warrant arrests, 9 criminal arrests and 767 vehicle code citations issued. Two new grants were also awarded to the Traffic Unit from OTS with similar enforcement campaign strategies planned monthly until September 2010. The Traffic Unit was also recently informally congratulated for early submission of a new grant it hopes to be awarded for 2011. The monies awarded in these grants pay all personnel costs related to the campaign and enforcement efforts.
- Terrorism Liaison Officer: The Police Department has developed a Terrorism Liaison Officer (TLO) role for one of its managers in support of the national model for a liaison officer in every municipality to communicate with the Northern California Regional Intelligence Center (NCRIC). The purpose of the TLO is to provide a direct communication link between terrorism threat analysis work being done by NCRIC, and local jurisdictions, providing local law enforcement the insight and background necessary to recognize potential national, international and domestic terrorism indicators in our communities.
- Nixle: The Communications Center supervisor at the direction of the Police Chief has identified and begun the process of implementing a community messaging mechanism in order to enhance public safety, community awareness of significant events, investigations and changing police strategies. Nixle is a free web based networking site which will allow the distribution of information via text and email to residents who choose to sign up for the free service.
- Cellular 911 Calls: The Communications Center is near complete compliance (total compliance expected by April 2010) with California State expectations that it receives, handles and responds to all cellular 911 calls that originate within our jurisdiction. Previously these calls were received and then transferred to our communications center by the California Highway Patrol resulting in a delay in response.
- DUI Arrests: In April 2010, Officer Kenneth Trimble currently assigned to patrol duties will be recognized by Mothers Against Drunk Driving for his individual efforts and commitment to stopping the crime of driving under the influence and the prevention of underage drinking. Officer Trimble was recommended for the award by his supervisor. He has been a police officer for three and one half years. While balancing his assigned everyday duties as a patrol officer, in 2009 Officer Trimble made more than 60 DUI arrests, the most by any one officer in our department.

**MAJOR ACCOMPLISHMENTS Cont'd**

- Jail: The department identified a need to reduce lost time for patrol officers who were losing patrol time while transporting prisoners to the Martinez Detention Facility (MDF). Existing Jailers were scheduled to have set times of daily overlap to facilitate regular transports to MDF. The Community Service Officer assigned to Alarms and Equipment was cross trained to complete transports when jail staff could not accommodate the need for a transport.
- On-Line Reporting: The department fully implemented on-line reporting and the program has been successful. Criteria for expanding on-line reporting have been established. Work is being completed to have data from on-line reports merge to the current police records system.
- SWAT/ Negotiations: The Special Weapons and Tactics team has been reconfigured under a singular unified command structure consisting of two subgroups (Tactical Operations and Negotiations). Both SWAT subgroups are supervised by Team Leaders as well as Assistant Team Leaders and managed by one Lieutenant.
- K9 Team: The Concord Police Department K9 team responded to over 1200 individual calls for service during the year where a K9 was requested by members of the police department or an outside agency. The K9 teams combined for saving well over 2400 hours of manpower time by assisting with labor intensive searches for suspects and narcotics/dangerous drugs. They also participated in over 30 K9 demonstrations for various local youth groups, schools, businesses and city functions.
- Tobacco Enforcement: In the past fiscal year we have performed two "sting" operations against tobacco retailers to ensure compliance as well as to educate them concerning current laws and licensing requirements. We will continue to do these in the future and are trying to develop a resource pool of underage teens that we can use, under appropriate supervision, to make tobacco purchases.
- Arrest of Child Molest Fugitive: A detective assigned to the Special Victims Unit located via the internet a suspect who had been wanted for a series of child molest incidents that occurred back in the 1980's. The victims in this case were the biological daughters of the suspect. The suspect fled jurisdiction prior to sentencing. The suspect in this case tried to make contact with one of his victims via internet social networking site. The case detective assumed the identity of the victim and made contact with the suspect via the social networking site. The detective was able to locate the suspect's address and arrested the fugitive.
- Back-up CSI Position: Re-established the back-up CSI position to be filled by officers assigned to the Field Operations Division. These assignments went to four officers initially and will assist the CSI bureau in completing CSI that takes place outside of the regular CSI shift schedule. This will be beneficial to both the Field Operations and the Investigations and Administrative Services Division.
- Grant Funding for CSI: A grant was secured which funded two positions within the CSI bureau, one lab technician as well as one field investigator. In addition, an Intern was moved from the Administration Division in Training, to CSI as an Intern Evidence Technician.
- Copper/Metal Theft: Financial Crimes Detectives successfully investigated three different cases involving the theft of copper and other recyclable metal from city property. These cases resulted in the arrests of suspects as well as the partial recovery of the stolen property.
- Internet Crimes Against Children Task Force: Assignment of a Special Victim's Unit detective to Internet Crimes Against Children task force (ICAC). This task force is a grant funded initiative that is sponsored by the San Jose Police Department in our area. Being part of ICAC grants us access to free training and computer technical expertise as well as expertise in computer crimes against children and other victims.

**MAJOR ACCOMPLISHMENTS Cont'd**

- **Records Bureau Staffing:** The Records Bureau reorganized shift schedules to provide maximum coverage due to elimination of two positions due to budget reductions. This involved reorganizing the shift schedule and having all effected employees sign-up for shifts.
- **Document Archives:** Recruited and trained new volunteers to assist with scanning and archiving of documents in the Records Bureau. This is necessary due to a reduction in staff associated with the budget and streamlining of records retention using newly acquired equipment.
- **Cross Training:** Due to a retirement of the warrant desk employee in the Records Bureau we have now cross-trained all employees to handle warrants functions.
- **Drug Sales Arrests:** Special Investigations Bureau (SIB) detectives began an investigation into an upper level, local drug dealer. Controlled buys were conducted, along with lengthy, detailed surveillance operations. The investigation culminated in the three search warrants served simultaneously. Three individuals were taken into custody for drug sales; 19 pounds of cocaine was seized, along with  $\frac{3}{4}$  of a pound of methamphetamine and \$20,000 in cash. A rifle and 4 handguns were also seized, along with 2 vehicles and 2 flat screen televisions.
- **Arrest of Drug Dealer:** SIB detectives identified a local, upper level drug dealer. After a lengthy investigation, three were taken into custody for drug sales; over  $\frac{1}{4}$  pound of methamphetamine was seized, along with \$9,200 in cash.
- **OCDETF Cases:** SIB entered into two contracts with the federal Organized Crime Drug Enforcement Task Force (OCTETF). Each contract was good for one year, based on the activity of the case. SIB gets a certain percentage of all assets seized, based on the number of agencies involved.
- **DEA Cases:** SIB assisted the DEA with an investigation into a large scale, methamphetamine transportation and sales operation. The investigation culminated in the execution of simultaneous search warrants. In the end, 18 pounds of methamphetamine was seized, along with \$40,000 in cash and 14 guns. SIB assisted the DEA with an investigation into another, large scale methamphetamine transportation and sales case. This case involved a federal wire tap, coupled with numerous, complex and lengthy surveillance operations. The investigation resulted in numerous arrests; approximately 40 pounds of methamphetamine and 20 pounds of cocaine were seized, along with \$300,000 to \$400,000 in cash.
- **Federal Probation Agent:** The Investigations Division has assigned a workspace to a Federal Probation Agent who will work part-time from CPD Investigations Division and with Detectives. Agent Rich Brown is assigned out of the Oakland Office, however, has an increasing caseload of individuals that are assigned in Contra Costa County, including Concord.

**INITIATIVES FOR 2010-11**

- **Dispatch Remodel:** Complete the remodel of the Dispatch Center. Primarily funded by the State of California, Redevelopment and Federal Recovery Grant funds.
- **Parking Services Officer:** Continuing to try to fill open contract Parking Services Officer position. This position will help support parking enforcement coverage on the streets.

**INITIATIVES FOR 2010-11 Cont'd**

- **Traffic Summit:** The Traffic Unit will be conducting an outreach "Traffic Summit" initiative intended to heighten community awareness, especially during the summer months, of traffic safety programs and provide educational opportunities. In addition, the summit provides an outreach opportunity to the Hispanic community, who may not be familiar with domestic traffic safety programs and the services available. The program will consist of two sessions, each lasting approximately 2.5 hours. The first session will be in English, the second session in Spanish. Interest in the program will be garnered via advertisement on the city website, local informational websites, news media and flyers distributed to interested community groups.
- **Tactical Negotiations Team:** The Tactical Negotiations Team will fill a current team vacancy with a bilingual officer in order to enhance the team's ability to communicate with a large portion of our community.
- **Special Enforcement Team (SET):** CPD is remaining proactive when dealing with criminal street gangs, continued drug activity and prostitution. In this budget cycle, SET has refocused to impact these problem areas and is employing a strategy including preventative measures, targeted enforcement, enhanced intelligence gathering and performance analysis of the efficacy toward dynamic impact goals.

SET's flexible schedule and ability to change focus on a moment's notice has afforded every investigative unit the necessary resources with assistance in the arena of search/arrest warrants, critical follow up, and intelligence gathering. SET's presence plays a key role in day to day staffing shortages as well as schedule adaptability for requisite personnel in major planned events such as large demonstrations and potentially volatile entertainment events. These critical roles would otherwise be filled with overtime resources.

- **K9 Unit:** The Concord Police Department K9 Unit historically has maintained 8 working K9 teams, one for each patrol squad. Due to recent economic issues facing the city, the police department will reduce the number of K9 teams from 8 to 7, while maintaining nearly the same levels of service and safety. Work loads vary between shifts, however historically the two dayshift K9 teams tend to have less K9 deployments than the other shifts. Operating 7 K9 teams will leave only one shift open which will have K9 teams on each shift around it. The Contra Costa County Sheriff's Department, as well as police departments in Pleasant Hill, Martinez, Walnut Creek, Pittsburg and Antioch all currently have working K9 teams and are available to assist if need be.
- **Offender Watch:** The launch of the Offender Watch which is a registered sex offender information site available to members of the public via the city's website. The Offender Watch program is online and working. However, this is a work in progress with potential modifications in the future as well as data entry. This is an on-going initiative for this reason.
- **Succession Plan:** Work continued on a Formal Succession Plan for the agency. There are several components weaved into the overall plan. To date the following have been completed and are ready for staff review:

Career Paths or career ladders have been completed for both vertical and lateral advancement within the organization.

The sergeant training program has been written with lesson plans developed and associated positional expertise identified and included for newly promoted sergeants.

A mentoring program involving Master Officers is already in place.

**SIGNIFICANT CHANGES FOR 2010-11**

- Consolidation of Administration Division: Managed consolidation of administrative division into the investigations division, under one Captain (provisional). This was a significant change in our departmental chain of command and structure, and resulted in sharing an Administrative Secretary between the Field Operations Division and the Administrative Division. In addition, due to a staff shortage within the Investigations Division, the Captain assumed the dual role of overseeing the division while also maintaining operational command over specific investigative workgroups.

**The Police Department Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	41,588,399	100%
Total Funding	41,588,399	

**These Funds are Budgeted to the Following Programs**

<u>Program</u>	<u>Total Budget</u>
Office of the Chief of Police	3,535,104
Field Operations	26,926,420
Investigations & Administrative Services	11,126,875
Total Program Budget	41,588,399

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$35,148,616	\$34,078,321	\$34,784,566
Operating Expenses	\$2,380,994	\$2,628,605	\$2,625,689
Internal Service Charges	\$5,063,172	\$4,583,802	\$4,178,144
Other Financing Uses	\$80		
Total Expenditures	\$42,592,862	\$41,290,728	\$41,588,399

**The Police Department has the following Authorized Positions By Program**

<u>Program</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Office of the Chief of Police	4.15	10.10	0.11	3.13	4.26	13.23
Administrative Services (700207200)	32.22		9.67		41.89	
Field Operations	122.95	134.90	13.45	10.19	136.40	145.09
Investigations & Administrative Services	43.82	55.00	2.98	5.91	46.80	60.91
	203.14	200.00	26.21	19.23	229.35	219.23

**Program Outcome**

The Office of the Chief of Police is responsible for the effective and efficient management and direction of the department in providing an environment of safety in the City of Concord.

**Program Objectives**

- 1C Professional Standards - Provide quality control of Police Services by assuring the department is responsive to all expressions of public concern.
- 1D Provide emergency preparedness training, such that 90% of all new City employees are trained, and increase community awareness by responding to 80% of all neighborhood requests received.
- 1G Ensure safety of pedestrians, bicycle and vehicular traffic by providing patrol and radar enforcement to achieve a 0% increase per year in accidents; Parking Enforcement & Vehicle Abatement.
- 1Z Administrative support for program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	3,535,104	100%
Total Funding	3,535,104	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits	\$871,408	\$917,921	\$1,440,460
Operating Expenses	\$27,664	\$61,983	\$828,825
Internal Service Charges	\$82,618	\$68,692	\$1,265,819
Total Expenditures	\$981,690	\$1,048,596	\$3,535,104

**Position Authorization By Classification**

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Administrative Secretary		1.00				1.00
Administrative Svcs Manager	0.06	1.00			0.06	1.00
Chief Of Police	1.00	1.00			1.00	1.00
Community Service Officer		2.00		0.05		2.05
Exec Secretary - Confidential	1.00	1.00	0.01	0.01	1.01	1.01
Ltd Ser-Public Safety Asst				2.99		2.99
Parking Services Officer		2.00				2.00
Police Captain	0.05	0.10			0.05	0.10
Police Lieutenant	1.06				1.06	
Police Sergeant	0.98	1.00	0.10	0.08	1.08	1.08
Volunteer Services Coordinator		1.00				1.00
	<u>4.15</u>	<u>10.10</u>	<u>0.11</u>	<u>3.13</u>	<u>4.26</u>	<u>13.23</u>

**Program Outcome**

To provide effective and efficient police services to the City of Concord 24 hours a day including: protection of life and property; maintenance of order; investigation of criminal events; prevention of crime; orderly flow and parking of vehicles in the City; field evidence collection; support services for all emergency communications between department and community; and delivery of a myriad of assigned municipal services.

**Program Objectives**

- 1A Operate the Southern District so that 85% of those citizens and business owners surveyed rate the district as safe.
- 1D Provide police services for the protection of life and property by handling of citizen demands.
- 1F Provide flexible teams of officers (SET team) that are a resource to other work units to address community problems.
- 1G Ensure safety of pedestrians, bicycle and vehicular traffic by providing patrol and radar enforcement to achieve a 0% increase per year in accidents; Parking Enforcement & Vehicle Abatement
- 1I Provide Community Services Desk services so that 40% of the total number of incidents requiring a police report are handled by taking telephone reports or using other alternatives to dispatching a police officer.
- 1K Provide emergency communication services 24 hours per day, so that priority one calls for services are ready for dispatch within 5 minutes, 85% of the time.
- 1Z Administrative support for program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	26,926,420	100%
Total Funding	<u>26,926,420</u>	

70-Police  
7300-Field Operations

Performance Based  
Budget Summary  
For Council  
2010-11

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$21,344,617	\$21,297,247	\$24,275,500
Operating Expenses	\$715,723	\$785,113	\$696,440
Internal Service Charges	\$2,357,825	\$2,150,167	\$1,954,480
Total Expenditures	\$24,418,165	\$24,232,527	\$26,926,420

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Administrative Clerk III	1.00	1.00			1.00	1.00
Administrative Secretary	1.00	1.00			1.00	1.00
Community Service Officer	3.96	3.00	0.20	0.16	4.16	3.16
Community Service Officer-Det	3.96	4.00	0.19	0.19	4.15	4.19
Lead Dispatcher		2.00		0.96		2.96
Ltd Ser-Public Safety Asst			6.70	2.90	6.70	2.90
Parking Services Officer	1.98				1.98	
Police Captain	0.97	0.95			0.97	0.95
Police Dispatcher I		2.00				2.00
Police Dispatcher II	0.51	9.00			0.51	9.00
Police Lieutenant	5.02	6.00			5.02	6.00
Police Officer	92.54	92.00	5.57	5.23	98.11	97.23
Police Sergeant	12.01	13.95	0.79	0.75	12.80	14.70
	<u>122.95</u>	<u>134.90</u>	<u>13.45</u>	<u>10.19</u>	<u>136.40</u>	<u>145.09</u>

**Program Outcome**

To provide essential support services efficiently and effectively for line operations of the Department including Youth Services and Investigations.

**Program Objectives**

- 1B School Resource Officers (SROs) will provide a visible presence at Concord's high schools and middle schools resulting in a reduction in reported incidence of violent crimes and possession of weapons on campus compared to prior fiscal year.
- 1C The Youth Services Unit will conduct thorough investigation of child abuse cases so that criminal charges are filed by the District Attorney's office on no less than 60% of the cases submitted requesting criminal complaints.
- 1D Provide youth crime prevention programs and strategies so that the occurrence of youth/gang related crime is reduced by 10% from a base year (1995).
- 1F Provide crime scene investigations in the collection, identification and presentation of physical evidence so that physical evidence has a direct impact in resolving 50% of cases investigated.
- 1H Achieve clearance rates as noted in Performance Indicators on the four major FBI index crime categories above the national average for cities of population between 100,000 to 250,000.
- 1I Provide In-Service Training and professional development to sworn and non-sworn personnel so that mandatory training requirements are accomplished, 100% of the time.
- 1J Provide Records Management services so that at least 85% of reporting and procedural time deadlines are achieved each month.
- 1K Fill vacant positions.
- 1Z Administrative support for program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	11,126,875	100%
Total Funding	11,126,875	

70-Police  
7400-Investigations & Administrative Services

Performance Based  
Budget Summary  
For Council  
2010-11

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$7,611,046	\$7,292,620	\$9,068,606
Operating Expenses	\$811,492	\$739,612	\$1,100,424
Internal Service Charges	\$1,183,810	\$1,047,942	\$957,845
Other Financing Uses	\$80		
<b>Total Expenditures</b>	<b>\$9,606,428</b>	<b>\$9,080,174</b>	<b>\$11,126,875</b>

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Administrative Clerk II	4.00	8.00		0.14	4.00	8.14
Administrative Clerk III		2.00				2.00
Administrative Secretary	1.00	2.00	0.01		1.01	2.00
Community Service Officer	1.96	2.00			1.96	2.00
Forensic Specialist I	0.98	1.00	0.19	0.19	1.17	1.19
Forensic Specialist II	1.96	2.00			1.96	2.00
Ltd Ser-Public Safety Asst			1.00	2.86	1.00	2.86
Police Captain	0.92	0.95			0.92	0.95
Police Lieutenant	1.71	2.00			1.71	2.00
Police Officer	27.79	30.00	1.78	2.60	29.57	32.60
Police Records Manager		1.00				1.00
Police Sergeant	3.50	4.05		0.12	3.50	4.17
	<u>43.82</u>	<u>55.00</u>	<u>2.98</u>	<u>5.91</u>	<u>46.80</u>	<u>60.91</u>

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### **DEPARTMENT SERVICES**

**The Public Works & Engineering Department Provides Service Through the Following Programs.**

- Administration
- Administration
- Current Development
- Design
- Transportation Planning & Administration
- Traffic Operations
- Traffic Signals Maintenance
- City-wide Street Light District
- Pump Station
- Sewer Operations
- Central Contra Costa Sanitary District
- Signs & Markings
- Storm Water Administration
- Drainage Management
- Street Cleaning
- Street Maintenance
- Curbs, Gutters, and Sidewalk Maintenance
- Construction
- CIP/TIP Engineering Support
- Fleet Management
- Parks Services
- Street Trees, Medians, and Open Space
- Landscape Maintenance
- Building Maintenance
- Custodial Services
- Graffiti Removal

### **MAJOR ACCOMPLISHMENTS**

- Completed the design of 23 capital projects with a total budget of \$10.8 million such as: Monument Corridor Pedestrian Infrastructure Improvements, Concord Blvd. Sidewalk (Farm Bureau Road to Sixth Street), Clayton Road Pavement Rehabilitation (Market Street to Oakland Avenue), Clayton Road Intersection Improvements, Paw Patch Lighting at Newhall Community Park, Treat Blvd. Median Landscape (from Oak Grove Road to San Miguel Road), Clayton Road/Chestnut Avenue Traffic Signal, Arnold Industrial Way/Laura Alice Way/Peralta Traffic Signal, Citywide Entryway and Wayfinder Signs, Demolition of RDA Properties, Clayton Road/Chestnut Avenue Traffic Signal, Commerce Avenue Bridge, Replace Playground Equipment at Cambridge Park and Ygnacio Valley Park, Whitman Road Pavement Rehabilitation, Gateway Blvd. Accessibility Improvements, Shade Structure at Hillcrest Park, Willow Pass Park Sports Field Improvements, Annual Sidewalk Repair Program, Repair of Curb, Gutter, and Sidewalk, PD Dispatch Remodel, Energy Efficient Lighting, and Hillcrest Park Creek Repair/

**MAJOR ACCOMPLISHMENTS Cont'd**

- Completed construction of 26 capital projects with a total budget of \$11.4 million. Completed projects include but are not limited to: Ygnacio Valley Road Permanent Restoration (Phase 2), Galindo Creek Trail Gap Closure, Treat Blvd./Oak Grove Road Plaza Signal, Cart Barn, Landana Sidewalk Improvements, Clayton Road Pavement Rehabilitation (Willcrest Dr. to Latour Lane), Clayton Road Pavement Rehabilitation (Market Street to Oakland Ave.), Clayton Road Intersection Improvements, Construct Handicap Ramps on Clayton Road, Clayton Road/Chestnut Avenue/Traffic Signal, Paw Patch Lighting at Newhall Community Park, Treat Blvd. Median Landscape (from Oak Grove Road to San Miguel Road), Replace Playground Equipment at Cambridge Park, Concord Avenue/Diamond Blvd. Traffic Signal Improvements, Citywide Entryway and Wayfinder Signs, Concord Blvd. Sidewalk (Sattler Drive to Farm Bureau Road), and Citywide Sidewalk Annual Repair.
- Coordinated the preparation of the FY 2010-2011 Ten-Year Capital Improvement and Transportation Improvement Programs (CIP/TIP).
- Obtained grant funds in the amount of \$8.47M (FY09-10) from Measure WW, CMAQ, BPMP, ARRA, STPL, STIP-TE, and TDA.
- Served on the CCTA Task Force for the Growth Management Program (GMP) Review Process.
- Supported CCTA on the preparation of the 2009 Measure J Strategic Plan.
- Prepared engineering economic analysis for optimal replacement of yellow incandescent signal lights with energy-efficient LEDs to reduce operating costs.
- Conducted extensive research on replacing the City's HPS Streetlights with energy-efficient induction lighting to reduce operating costs.
- Provided key support and oversight during construction on the following developments: John Muir Medical Center, Lowe's, Chuck E. Cheese, Ridgeview Estates Subdivision, Centre Pointe Subdivision, Skyler Estates Subdivision, Silverleaf Subdivision, Sendera Subdivision, Bal Minor Subdivision, Cowell Smokestack Demolition, John Muir Health Core Lab, Estates Shopping Center, Palm Terrace Condominium Conversion, Lexus Dealership, and Clayton Valley Shopping Center.
- Reviewed the plans and inspected the AT&T Lightspeed Project, which installed banded technology infrastructures throughout the City.
- Water Conservation:
  - \* Received American Public Works Association (APWA) Project of the Year Award for Water Conservation which reduced water use by over 45% and saved over \$30,000;
  - \* Finished turf conversion for four medians along Clayton Road changing turf to perennial plants to improve appearance, reduce water use and maintenance costs.
  - \* Upgraded irrigation system for four medians along Clayton Road to increase water efficiency.
  - \* Added over 2,000 yards of mulch to medians which will improve water conservation, improve soil, and reduce weeds.
- Received Tree City U.S.A. Growth Award and Tree City U.S.A. designation from the National Arbor Day Foundation.
- Facilitated the approval and supported 128 Special Events conducted at Todos Santos Plaza and other locations; and utilized department staff to support all City sponsored events.

**MAJOR ACCOMPLISHMENTS Cont'd**

- In concert with the other co-permittees of the Contra Costa Clean Water Program, gained a number of concessions from the San Francisco Bay Regional Water Quality Control Board as part of the issuance of the new Municipal Regional Permit. The concessions include:
  - \* Removal of a provision to sweep public parking lots, sports and event venues, and plazas twice a month.
  - \* Removal of a requirement to inspect all commercial and industrial facilities that "could reasonably be considered to cause or contribute to pollution of stormwater runoff" (roughly double the number of inspections currently done).
  - \* Removal of a provision to inspect high-priority facilities annually and medium priority facilities every three years.
  - \* Removal of a proposed requirement to impose C.3 requirements on all road surface replacement projects.
  - \* A fifty percent reduction in water quality monitoring requirements - the singular most expensive element.
  - \* Deletion of a requirement to capture and remove one hundred percent litter.
- The City of Concord achieved all 257 Performance Standards required by the NPDES permit issued by the San Francisco Bay Regional Water Quality Control Board. Several aspects of Concord's Clean Water Program have been lauded as exemplary. Our Construction Inspection Enforcement Response Plan was used as the model for a new Municipal Regional Permit.
- Concord has, independently and in cooperation with other jurisdictions, developed a wide-range of programs for public education and industrial outreach via newspaper ads, cable access TV, newsletters, classes, and public events. Environmental awareness was heightened by a host of education efforts: articles in the City News quarterly mailing, outreach at Music at Noon; advertisement on community access television; pamphlets at City offices; classes in public grade schools; streetlight pole banners; California Coastal Cleanup Day, National Night Out, and more.
- Special weekly Downtown street sweeping enhanced a number of City programs and events including: Halloween Parade and Costume Contest, Christmas Tree Lighting and Mayor's Sing-Along, Santa's Grand Arrival, Concord Historical Walking Tours, Farmers Market, Music at Noon, KidFest, Music and Market Series, July 4th Festival & Parade, Fall Fest, California Symphony, and Brenden Theatre.
- Completed a vehicle and equipment usage study that identified 18 low mileage vehicles. Most of these identified vehicles will be eliminated from the Fleet, which will result in savings.

**INITIATIVES FOR 2010-11**

- Implement cost-effective pavement maintenance strategies per study funded by MTC.
- Coordinate cooperative regional transportation planning for the CNWS Reuse Project.
- Participate on the CCTA task force for the SR-4 Corridor System Management Study in Central Contra Costa County.
- Review the feasibility of upgrading signalized intersections in Concord to Accessible Pedestrian Signals (APS).
- Develop a citywide replacement plan for the City's aged "red" LED signal lights to minimize energy consumption and reduce operating costs.
- Use digital Flood Insurance Rate Map information to establish a floodplain database. Work with IT to incorporate the database into Permits Plus and an online floodzone inquiry site.
- Work with IT to add a function in Permits Plus to track staff plan review or inspection time for a particular project against the permit. Ideally, Permits Plus could automatically generate a notice when time tracked would reduce a particular deposit to 20% the original amount.

**INITIATIVES FOR 2010-11 Cont'd**

- Update Parcel Map, Final Map, Grading Plan and Improvement Plan checklists. Revise standard Conditions of Approval to refer to checklists to minimize number of Engineering related conditions.
- Develop and implement strategies to further reduce water needed for irrigation; including: new technologies, new plant material, and inter-agency partnerships.
- Implement the new National Pollutant Discharge Elimination System (NPDES) Municipal Regional Permit.
- Increase public awareness of litter in problem areas using flyers and educational streetlight pole banners; give away materials; articles in City Talk, and the Contra Costa Times; information booths at Music at Noon; light pole banners; announcements on community access television; outreach at neighborhood partnership meetings; partnerships with creek groups and community organizations; placement of litter receptacles at key locations; and annual creek cleanups.
- Continue implementation of the Diesel Particulate Matter Control Measure for On-Road Heavy-Duty Diesel-Fueled Vehicles Owned or Operated by Public Agencies and Utilities regulation. This regulation requires the installation of the Best Available Control Technology (BACT) to eliminate particulate matter from Diesel-Fueled Vehicle emission systems. There are 10 heavy duty trucks that are affected by this regulation. The estimated cost to comply with this regulation is \$150,000. funding has been included in the 10-year fleet replacement plan. Compliance timeframe is 2007-2011.
- Perform a usage study to identify under utilized vehicles in the fleet.
- Implement the Alternative Fuel Vehicle Strategy.
- Continue to expand the city wide preventative maintenance program, establishing detailed inventory, replacement cost along with estimated age of equipment. The result will add support to the 20-year replacement plan and will allow the City to have a more accurate account for efficient asset management.
- Continue improvements and replacement to the Police Department building management system.
- Continue Security vendor and system consolidation.

**SIGNIFICANT CHANGES FOR 2010-11**

- Budget Reductions:

Related changes will result in \$2M a year in savings to the General Fund

- Admin

Eliminate the vacant Administrative Analyst position (ADA Coordinator). (\$135,000 annual savings; no change to level of service) Designate one of the Associate Civil Engineers as the ADA Coordinator. Administrative support will be provided by one the department's administrative secretaries

- CIP

Eliminate two vacant CIP Construction Inspector positions. (\$117,000 annual savings; no change to level of service) Workload will be performed by a consultant construction inspector on an as-needed basis.

**SIGNIFICANT CHANGES FOR 2010-11 Cont'd**

- Transportation

Cost recovery on traffic impact and parking demand studies, and plan review services provided by Transportation staff. No change in current planning application fees. (\$30,000 new annual revenue; no change to current levels of service) This proposal also allows Transportation staff to charge time spent on the review and inspection of development projects to developers.

- Storm Water, Drainage & Street Cleaning

Reduce stormwater administration budget. (\$379,000 annual savings; 51% budget reduction; no change to level of service) Beginning next FY, the Contra Costa Clean Water Program (CCCWP) will perform certain program requirements that the City would otherwise perform. The recently adopted Municipal Regional Permit (MRP) eliminated or reduced a number of requirements that were included in the adopted 10-year financial plan.

- Fleet

Extend useful life of vehicles by about 25,000 miles. (\$273,000 one-time savings; .08% reduction in level of service based on increase in vehicle repair) By deferring vehicle replacement, there is an estimated net savings in capital expenditures

- Parks & Medians

Eliminate three vacant positions (3 Landscape Gardeners), reduce part-time seasonal staff by 50%, and reduce supplies by 27%. This proposal represents a 32% reduction in labor hours in Parks and Medians maintenance. (\$858,000 annual savings; reduction in level of service) The frequency of performing maintenance activities in the Parks and Medians (i.e., debris removal, trimming, weed management, turf maintenance, and irrigation repair) will be reduced and will result in more debris and weeds, longer turf and a reduction in response times.

**SIGNIFICANT CHANGES FOR 2010-11 Cont'd**

- Facilities & Custodial

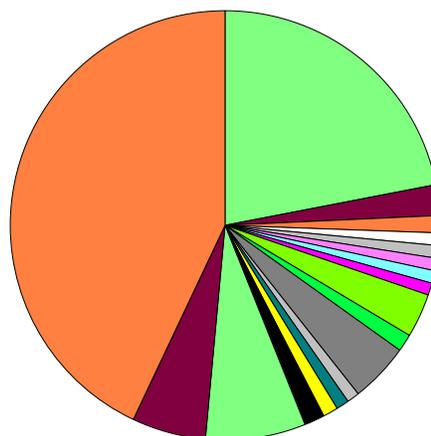
Eliminate all part-time custodial positions. (\$79,000 annual savings; no change to level of service) Work will be performed by an outside contract service.

Defer building maintenance repairs and replacement. (\$51,000 annual savings; change in level of service) Continued deferral of non-essential repair/replacement building improvements.

Eliminate vacant Maintenance Utility Mechanic position. (\$93,000 annual savings; change in level of service) Reduction to response time for routine mechanical equipment maintenance issues. Specialty work will be contracted out on an as-needed basis.

**The Public Works & Engineering Department Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	8,867,171	23.33%
200-Street Lighting Maintenance	932,723	2.45%
210-Downtown Maintenance Distr	538,897	1.42%
211-Pinehollow Landscape Maint	76,475	.20%
212-Kirkwood Landscape Mainten	65,658	.17%
213-Ygnacio Woods Landscape Ma	8,922	.02%
214-Balhan Terrace Landscape M	699	.00%
215-Valley Terrace Landscape M	707	.00%
260-State Gas Tax	1,335,594	3.51%
261-State Gas Tax - Prop. 111	519,482	1.37%
270-Storm Water Management	1,807,496	4.76%
280-Traffic Systems Management	48,646	.13%
475-Measure J Local	84,353	.22%
476-Ab2928 Traffic Congestion	464,628	1.22%
477-Prop 1b Lsr	616,938	1.62%
630-Building Maintenance Fund	3,046,746	8.02%
633-Fleet Maintenance Fund	2,245,570	5.91%
710-Sewer Operating	17,351,365	45.65%
<b>Total Funding</b>	<b>38,012,070</b>	



**These Funds are Budgeted to the Following Programs**

<u>Program</u>	<u>Total Budget</u>
Administration	793,731
Current Development	732,380

60-Public Works & Engineering

Performance Based  
Budget Summary  
For Council  
2010-11

Design	148,741
Transportation Planning & Administration	589,161

**These Funds are Budgeted to the Following Programs cont'd**

Traffic Operations	148,114
Traffic Signals Maintenance	666,799
City-wide Street Light District	932,723
Pump Station	15,300
Sewer Operations	8,054,065
Central Contra Costa Sanitary District	9,282,000
Signs & Markings	723,342
Storm Water Administration	1,104,139
Drainage Management	315,128
Street Cleaning	388,229
Street Maintenance	2,279,361
Curbs, Gutters, and Sidewalk Maintenance	139,212
Construction	185,619
Fleet Management	2,245,570
Parks Services	3,256,624
Street Trees, Medians, and Open Space	2,252,341
Landscape Maintenance	691,358
Building Maintenance	2,430,449
Custodial Services	616,297
Graffiti Removal	229,667
Total Program Budget	<u><u>38,220,350</u></u>

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$13,824,046	\$12,544,545	\$10,492,632
Operating Expenses	\$18,471,737	\$21,662,347	\$24,246,354
Internal Service Charges	\$3,521,465	\$3,268,129	\$2,974,405
Other Financing Uses	\$-33,607	\$-147,070	\$298,679
Total Expenditures	<u>\$35,783,641</u>	<u>\$37,327,951</u>	<u>\$38,012,070</u>

**The Public Works & Engineering Department has the following Authorized Positions By Program**

<u>Program</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Administration	2.25	3.60		0.05	2.25	3.65
Administration	1.94		0.05		1.99	
Current Development	5.35	3.37	0.89	0.73	6.24	4.10
Design	1.17	0.63			1.17	0.63
Transportation Planning & Administration	1.80	1.98	0.01	0.01	1.81	1.99
Traffic Operations	0.70	0.63			0.70	0.63
Traffic Signals Maintenance	2.70	1.71	0.31	0.29	3.01	2.00
City-wide Street Light District	0.79	1.68			0.79	1.68
Sewer Operations	8.98	12.26	1.23	1.13	10.21	13.39
Signs & Markings	5.00	5.12	1.01	0.94	6.01	6.06
Storm Water Administration	0.98	1.53			0.98	1.53
Drainage Management	2.26	2.58	0.06	0.06	2.32	2.64
Street Cleaning	2.52	2.50	0.05	0.05	2.57	2.55
Street Maintenance	5.51	5.73	3.38	3.26	8.89	8.99
Curbs, Gutters, and Sidewalk Maintenance	1.59	1.24			1.59	1.24
Construction	0.92	0.64			0.92	0.64
CIP/TIP Engineering Support	3.35	1.51	1.44	1.92	4.79	3.43
Fleet Management	5.02	5.01			5.02	5.01
Parks Services	16.52	15.10	18.75	14.03	35.27	29.13
Street Trees, Medians, and Open Space	13.07	10.10	9.68	6.48	22.75	16.58
Landscape Maintenance	1.14	1.12	3.64	3.64	4.78	4.76
Building Maintenance	8.81	8.03	0.63	0.57	9.44	8.60
Custodial Services	3.22	3.00	2.67	0.25	5.89	3.25
Graffiti Removal	1.44	1.65	0.77	0.77	2.21	2.42
	<u>97.03</u>	<u>90.72</u>	<u>44.57</u>	<u>34.18</u>	<u>141.60</u>	<u>124.90</u>

**Program Outcome**

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.

**Program Objectives**

1Z Administrative support for program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	793,731	100%
Total Funding	<u>793,731</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$562,941	\$377,282	\$452,692
Operating Expenses	\$37,021	\$39,004	\$134,786
Internal Service Charges	\$86,310	\$77,159	\$206,253
Total Expenditures	<u>\$686,272</u>	<u>\$493,445</u>	<u>\$793,731</u>

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Administrative Analyst		0.20				0.20
Administrative Clerk II		0.35				0.35
Administrative Clerk III	1.40	1.20			1.40	1.20
Administrative Secretary		0.50		0.05		0.55
Confidential Secretary	0.85	0.35			0.85	0.35
Dir. Of Public Works/Engineer		1.00				1.00
	<u>2.25</u>	<u>3.60</u>		<u>0.05</u>	<u>2.25</u>	<u>3.65</u>

**Program Outcome**

To provide oversight to ensure the cost-effective and timely delivery of services related to the Capital Improvement Program (CIP), Current Development, Building, and Neighborhood Services.

**Program Objectives**

- 1B Coordinate the monitoring efforts of various City groups in the implementation of the required mitigation measures and conditions of approval for approved developments, including City projects when applicable, so that the projects substantially comply with said requirements 100% of the time.
- 1Z Administer the Department services so that the objectives of all the programs are achieved 90% of the time.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
Total Funding	0	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$471,139	\$325,106	
Operating Expenses	\$100,581	\$93,173	
Internal Service Charges	\$170,649	\$165,516	
Total Expenditures	\$742,369	\$583,795	

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Administrative Clerk II	0.28				0.28	
Administrative Secretary	0.66		0.05		0.71	
Dir. Of Public Works/Engineer	1.00				1.00	
	<u>1.94</u>	<u>          </u>	<u>0.05</u>	<u>          </u>	<u>1.99</u>	<u>          </u>

**Program Outcome**

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.

**Program Objectives**

- 1A Ensure that review of initial application submittals for regular encroachment permit, grading permit, and building permit applications are completed within 8 working days, and that re-submittals are processed within 5 working days, 90% of the time. Provide public works information to internal and external customers.
- 1B Provide accurate flood zone information within 2 working days of request, 90% of the time and investigate drainage complaints.
- 1C Issue miscellaneous permits such as encroachment oversize load, sewer connection, and banner permits, within 1 work day, 90% of the time.
- 1D Ensure that review of Planning applications are completed, and conditions of approval are prepared within the deadline 90% of the time. Process improvement plans, grading plans and map documents for subdivisions and large developments in accordance with conditions of approval and applicable codes and standards.
- 1H Inspection activities for all non-CIP Grading and Encroachment Permit activity and investigation of flooding and drainage issues.
- 1Z Administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	732,380	100%
Total Funding	<u>732,380</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$1,099,304	\$718,354	\$426,087
Operating Expenses	\$26,719	\$29,315	\$29,470
Internal Service Charges	\$346,542	\$307,848	\$276,823
Other Financing Uses	\$-3,800		
<b>Total Expenditures</b>	<b>\$1,468,765</b>	<b>\$1,055,517</b>	<b>\$732,380</b>

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Administrative Analyst	0.14				0.14	
Administrative Clerk II	0.05				0.05	
Administrative Secretary	0.05				0.05	
Associate Civil Engineer	0.98	0.10			0.98	0.10
Construction Inspection Sprvsr	0.40	0.40			0.40	0.40
Construction Inspector			0.04		0.04	
Ltd Ser-Admin Support			0.25	0.13	0.25	0.13
Ltd Ser-Technician			0.60	0.60	0.60	0.60
Permit Center Technician II	1.87	0.70			1.87	0.70
Permit Center Technician III	0.91	1.47			0.91	1.47
Senior Civil Engineer	0.95	0.70			0.95	0.70
	<u>5.35</u>	<u>3.37</u>	<u>0.89</u>	<u>0.73</u>	<u>6.24</u>	<u>4.10</u>

**Program Outcome**

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

**Program Objectives**

- 1Z Manage the Capital Improvement Program (CIP) projects so that: a) the designs are completed according to the schedule established in the July Monthly Status Report, 90% of the time: b) construction contract change orders resulting from defective plans and specifications do not exceed 5% of the projects' bid award amounts, 90% of the time: c) design costs are within the established design budget, 90% of the time: d) business operators, residents and property owners are satisfied with the design notification process, 85% of the time.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	148,741	100%
Total Funding	148,741	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$52,405	\$274,753	\$93,084
Operating Expenses	\$4,073	\$37,468	\$37,499
Internal Service Charges	\$22,870	\$20,358	\$18,158
Total Expenditures	\$79,348	\$332,579	\$148,741

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Administrative Analyst	0.48				0.48	
Assistant City Engineer	0.21	0.19			0.21	0.19
Associate Civil Engineer	0.48	0.44			0.48	0.44
	<u>1.17</u>	<u>0.63</u>			<u>1.17</u>	<u>0.63</u>

**Program Outcome**

To coordinate and facilitate the movement of goods, motorists, pedestrians, and bicyclists by providing efficient and effective traffic control devices and strategies that are consistent with the Goals & Objectives of the Transportation/ Circulation Element and the Growth Management Element of the General Plan.

**Program Objectives**

- 1A Review the transportation elements of development plans within the scheduled time frame, 95% of the time.
- 1B Respond with the results of an engineering evaluation to 90% of the citizen requests within the scheduled time frame.
- 1C Promote traffic safety by completing 90% of the locations scheduled for accident review.
- 1Z Administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	449,449	76.29%
260-State Gas Tax	12,158	2.06%
280-Traffic Systems Management	48,646	8.26%
475-Measure J Local	78,908	13.39%
Total Funding	589,161	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits	\$359,067	\$336,538	\$327,741
Operating Expenses	\$109,094	\$139,363	\$148,150
Internal Service Charges	\$136,836	\$131,668	\$109,270
Other Financing Uses	\$2,881	\$4,000	\$4,000
Total Expenditures	\$607,878	\$611,569	\$589,161

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Assistant Engineer	0.80	0.98	0.01	0.01	0.81	0.99
Transportation Manager	1.00	1.00			1.00	1.00
	<u>1.80</u>	<u>1.98</u>	<u>0.01</u>	<u>0.01</u>	<u>1.81</u>	<u>1.99</u>

**Program Outcome**

To coordinate and facilitate the safe movement of motorists, pedestrians, bicyclists, and goods by providing efficient and effective traffic control devices, and addressing citizen requests with traffic concerns.

**Program Objectives**

- 1A Accommodate the mobility of the public so that traffic delays at 80% of signalized intersections during peak hours do not increase by more than 60% when compared to off-peak delays.
- 1B Respond to citizen requests so that traffic concerns are reviewed and addressed within 5 weeks, 90% of the time, and receive positive rating from 85% of the citizens.
- 1Z Administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	148,114	100%
Total Funding	148,114	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$134,180	\$122,328	\$110,414
Operating Expenses	\$14,753	\$16,833	\$14,793
Internal Service Charges	\$27,459	\$24,307	\$22,907
Total Expenditures	\$176,392	\$163,468	\$148,114

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Assistant Engineer	0.02	0.02			0.02	0.02
Transportation Program Mgr. II	0.68	0.61			0.68	0.61
	<u>0.70</u>	<u>0.63</u>			<u>0.70</u>	<u>0.63</u>

**Program Outcome**

To provide cost-effective maintenance and repair of all traffic signals and traffic signal systems.

**Program Objectives**

- 1A Maintain and repair traffic signals and traffic signal systems so that malfunctions and unnecessary delays to motorists, bicyclists and pedestrians are minimized, and safety standards are maintained. Respond to reported problems within specified hours, 90% of the time.
- 1Z Administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	432,903	64.92%
260-State Gas Tax	146,883	22.03%
261-State Gas Tax - Prop. 111	87,013	13.05%
<b>Total Funding</b>	<b>666,799</b>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits	\$341,345	\$363,036	\$262,672
Operating Expenses	\$211,753	\$237,166	\$353,702
Internal Service Charges	\$58,939	\$53,330	\$50,425
<b>Total Expenditures</b>	<b>\$612,037</b>	<b>\$653,532</b>	<b>\$666,799</b>

**Position Authorization By Classification**

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Senior Traffic Signal Tech	0.92	0.92	0.12	0.12	1.04	1.04
Traffic Signal Technician	1.60	0.60	0.19	0.17	1.79	0.77
Transportation Program Mgr. II	0.18	0.19			0.18	0.19
	<u>2.70</u>	<u>1.71</u>	<u>0.31</u>	<u>0.29</u>	<u>3.01</u>	<u>2.00</u>

**Program Outcome**

Provide Citywide street lighting services including electrical costs, street light repair and replacement, capital improvements, and Assessment District proceedings through the Citywide Street Light Assessment District.

**Program Objectives**

- 1A Administer the City-wide Street Lighting Assessment District so that the District meets legal requirements of the 1972 Lighting and Landscaping Act and Proposition 218 100% of the time.
- 1B Maintain and repair City-owned street lighting so that traffic/pedestrian safety is maintained at all times. Respond to reported problems within specified hours, 90% of the time.
- 1C Review and Investigate Street Lighting Plans for Development and PG&E plans within 2 weeks, 90% of the time.
- 1Z Administrative support for program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
200-Street Lighting Maintenanc	932,723	100%
Total Funding	<u>932,723</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$136,396	\$100,166	\$191,284
Operating Expenses	\$678,652	\$708,720	\$721,507
Internal Service Charges	\$21,432	\$20,717	\$19,932
Total Expenditures	<u>\$836,480</u>	<u>\$829,603</u>	<u>\$932,723</u>

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Administrative Analyst		0.10				0.10
Assistant Engineer	0.17				0.17	
Senior Traffic Signal Tech	0.08	0.08			0.08	0.08
Traffic Signal Technician	0.40	1.41			0.40	1.41
Transportation Program Mgr. II	0.14	0.09			0.14	0.09
	<u>0.79</u>	<u>1.68</u>			<u>0.79</u>	<u>1.68</u>

**Program Outcome**

Perform preventive maintenance and make routine repairs at the Pump Station to provide uninterrupted sewage flow to the Central Contra Costa Sanitary District (CCCSD) treatment plant. This program will no longer be necessary when the pump station is decommissioned upon completion of the gravity flow connection from our pump station to CCCSD's A-line relief interceptor line along Meridian Park Boulevard.

**Program Objectives**

- 1A Guarantee continuous flow of an average of 12,000,000 gallons of wastewater per day to Central Contra Costa Sanitary District without overflows, 100% of the time.
- 1Z Administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
710-Sewer Operating	15,300	100%
Total Funding	<u>15,300</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$134,049	\$41,406	
Operating Expenses	\$87,711	\$15,300	\$15,300
Internal Service Charges	\$48,587		
Total Expenditures	<u>\$270,347</u>	<u>\$56,706</u>	<u>\$15,300</u>

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
No Staff Assigned	_____	_____	_____	_____	_____	_____

**Program Outcome**

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.

**Program Objectives**

- 1A Maintain sewer collection system to minimize overflows of greater than 1,000 gallons to a maximum of 3 per year. Minimize overflows of under 1,000 gallons to a maximum of 50 per year.
- 1Z Administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
710-Sewer Operating	8,054,065	100%
<b>Total Funding</b>	<b>8,054,065</b>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits	\$1,059,026	\$973,860	\$1,212,251
Operating Expenses	\$2,518,785	\$2,553,487	\$6,370,537
Internal Service Charges	\$200,460	\$235,337	\$219,277
Other Financing Uses			\$252,000
<b>Total Expenditures</b>	<b>\$3,778,271</b>	<b>\$3,762,684</b>	<b>\$8,054,065</b>

60-Public Works & Engineering  
5210-Sewer Operations

Performance Based  
Budget Summary  
For Council  
2010-11

**Position Authorization By Classification**

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Administrative Analyst		0.70			0.70	0.70
Administrative Clerk II		0.30			0.30	0.30
Administrative Clerk III	0.60	0.80			0.60	0.80
Administrative Secretary		0.15			0.15	0.15
Assistant City Engineer		0.10			0.10	0.10
Associate Civil Engineer	0.02				0.02	
Confidential Secretary	0.15	0.50			0.15	0.50
Heavy Equipment Operator I		0.33				0.33
Heavy Equipment Operator II		0.20				0.20
Ltd Ser-Maint. Laborer			0.73	0.73	0.73	0.73
Maintenance Worker I		2.00				2.00
Maintenance Worker II	5.94	4.60	0.32	0.32	6.26	4.92
Permit Center Technician II	0.13	0.10			0.13	0.10
Permit Center Technician III	0.09	0.33			0.09	0.33
Pw Lead Worker-Infra Maint.	1.00	1.00	0.05	0.05	1.05	1.05
Senior Civil Engineer	0.05	0.15			0.05	0.15
Senior Construction Inspector			0.10		0.10	
Senior Maintenance Team Leader	1.00	1.00	0.03	0.03	1.03	1.03
	<u>8.98</u>	<u>12.26</u>	<u>1.23</u>	<u>1.13</u>	<u>10.21</u>	<u>13.39</u>

**Program Outcome**

Manage yearly payments to Central Contra Costa Sanitary District for Treatment Plant Capital Improvements and plant operations and maintenance to ensure Concord ratepayers pay the appropriate amount of shared expenditures.

**Program Objectives**

- 1Z Provide administrative support (administer payments to Central Contra Costa Sanitary District for Capital Improvements and treatment plant operations and maintenance).

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
710-Sewer Operating	9,282,000	100%
<b>Total Funding</b>	<b>9,282,000</b>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Operating Expenses	\$8,755,857	\$9,947,000	\$9,282,000
<b>Total Expenditures</b>	<b>\$8,755,857</b>	<b>\$9,947,000</b>	<b>\$9,282,000</b>

**Position Authorization By Classification**

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
No Staff Assigned						

**Program Outcome**

To install and maintain all roadway signs and markings. The signs and markings provide direction, guidance and specific requirements for drivers, pedestrians and bicyclists.

**Program Objectives**

- 1A Respond by replacing or modifying 90% of the traffic signs that are reported as damaged, deteriorated, or missing within a scheduled time frame.
- 1B Repaint 85% of the pavement markings on arterial and collector street within the scheduled maintenance cycle.
- 1Z Administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	545,882	75.47%
261-State Gas Tax - Prop. 111	177,460	24.53%
Total Funding	<u>723,342</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$464,072	\$450,050	\$476,586
Operating Expenses	\$138,499	\$136,990	\$138,357
Internal Service Charges	\$133,284	\$116,135	\$108,399
Other Financing Uses	\$1,577		
Total Expenditures	<u>\$737,432</u>	<u>\$703,175</u>	<u>\$723,342</u>

**Position Authorization By Classification**

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Ltd Ser-Maint. Laborer			0.77	0.77	0.77	0.77
Maintenance Worker I	1.00	1.00			1.00	1.00
Maintenance Worker II	2.00	2.00	0.08	0.08	2.08	2.08
Public Works Lead Worker	2.00	2.00	0.16	0.09	2.16	2.09
Transportation Program Mgr. II		0.12				0.12
	<u>5.00</u>	<u>5.12</u>	<u>1.01</u>	<u>0.94</u>	<u>6.01</u>	<u>6.06</u>

**Program Outcome**

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.

**Program Objectives**

- 1A Maintain Performance Standards in Concord's Storm Water Management Plan, as required by the NPDES permit.
- 1C Conduct and participate in informational outreach to raise public awareness of the storm water pollution program.
- 1Z Administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
270-Storm Water Management	1,104,139	100%
Total Funding	<u>1,104,139</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$148,594	\$162,793	\$219,228
Operating Expenses	\$540,511	\$1,147,216	\$419,466
Internal Service Charges	\$53,034	\$51,092	\$42,602
Other Financing Uses	\$406,424	\$414,552	\$422,843
Total Expenditures	<u>\$1,148,563</u>	<u>\$1,775,653</u>	<u>\$1,104,139</u>

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Permit Center Technician II		0.20				0.20
Permit Center Technician III		0.20				0.20
Senior Administrative Analyst	0.98	0.98			0.98	0.98
Senior Civil Engineer		0.15				0.15
	<u>0.98</u>	<u>1.53</u>	<u>          </u>	<u>          </u>	<u>0.98</u>	<u>1.53</u>

**Program Outcome**

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.

**Program Objectives**

- 1A Operate and maintain the City's storm drains to carry required flows on the City's 150 miles of storm drain pipe, 11 miles of drainage channels and open roadside ditches, and 2.5 miles of concrete lined swales, 95% of the time.
- 1Z Administrative support for program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
270-Storm Water Management	315,128	100%
Total Funding	<u>315,128</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$327,694	\$209,133	\$241,231
Operating Expenses	\$24,695	\$76,822	\$19,126
Internal Service Charges	\$65,003	\$58,921	\$54,771
Total Expenditures	<u>\$417,392</u>	<u>\$344,876</u>	<u>\$315,128</u>

**Position Authorization By Classification**

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Heavy Equipment Operator I	0.83	0.87	0.02	0.02	0.85	0.89
Heavy Equipment Operator II	0.27	0.39			0.27	0.39
Maintenance Team Leader		0.22				0.22
Maintenance Worker II	0.94	0.87	0.03	0.03	0.97	0.90
Senior Maintenance Team Leader	0.22	0.23	0.01	0.01	0.23	0.24
	<u>2.26</u>	<u>2.58</u>	<u>0.06</u>	<u>0.06</u>	<u>2.32</u>	<u>2.64</u>

**Program Outcome**

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.

**Program Objectives**

- 1A Maintain a regular sweeping program to provide clean streets to minimize debris from entering the City's storm drain system. This program ensures that the City's 689 curb miles are swept, utilizing a standard of 3 sweeping miles per hour.
- 1Z Administrative support for program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
270-Storm Water Management	388,229	100%
Total Funding	<u>388,229</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$329,936	\$268,440	\$229,081
Operating Expenses	\$32,067	\$32,658	\$22,201
Internal Service Charges	\$139,929	\$137,665	\$136,947
Total Expenditures	<u>\$501,932</u>	<u>\$438,763</u>	<u>\$388,229</u>

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Heavy Equipment Operator I	0.08	0.04			0.08	0.04
Maintenance Team Leader		0.02				0.02
Maintenance Worker II	0.40	0.39			0.40	0.39
Senior Administrative Analyst	0.02	0.02			0.02	0.02
Senior Maintenance Team Leader	0.02	0.03			0.02	0.03
Sweeper Operator	2.00	2.00	0.05	0.05	2.05	2.05
	<u>2.52</u>	<u>2.50</u>	<u>0.05</u>	<u>0.05</u>	<u>2.57</u>	<u>2.55</u>

**Program Outcome**

Provide preventative maintenance programs to ensure rehabilitation/reconstructs are at the optimal program level on the City's 305 street miles per year.

**Program Objectives**

- 1A Provide preventive maintenance programs to ensure City streets are kept at an optimum level.
- 1Z Administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
260-State Gas Tax	1,037,341	45.51%
261-State Gas Tax - Prop. 111	155,009	6.80%
475-Measure J Local	5,445	.24%
476-Ab2928 Traffic Congestion	464,628	20.38%
477-Prop 1b Lsr	616,938	27.07%
<b>Total Funding</b>	<b>2,279,361</b>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits	\$751,027	\$673,733	\$668,464
Operating Expenses	\$1,954,541	\$2,089,012	\$1,316,538
Internal Service Charges	\$344,218	\$329,842	\$294,359
<b>Total Expenditures</b>	<b>\$3,049,786</b>	<b>\$3,092,587</b>	<b>\$2,279,361</b>

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Assistant City Engineer		0.10				0.10
Heavy Equipment Operator I	1.89	1.63			1.89	1.63
Heavy Equipment Operator II	0.33	0.36	0.05	0.05	0.38	0.41
Ltd Ser-Maint. Laborer			3.04	3.04	3.04	3.04
Maintenance Team Leader		0.73				0.73
Maintenance Worker I			0.03	0.03	0.03	0.03
Maintenance Worker II	2.66	2.25	0.23	0.11	2.89	2.36
Senior Maintenance Team Leader	0.63	0.66	0.03	0.03	0.66	0.69
	<u>5.51</u>	<u>5.73</u>	<u>3.38</u>	<u>3.26</u>	<u>8.89</u>	<u>8.99</u>

**Program Outcome**

Maintain curbs, gutters, and sidewalks to ensure safe walking surfaces and efficient surface runoff on the 875 curb miles of City frontage improvements.

**Program Objectives**

- 1A Provide an annual Preventative Maintenance Program that identifies and corrects defective curb, gutter, and sidewalk.
- 1Z Administrative support for program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
260-State Gas Tax	139,212	100%
Total Funding	139,212	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits	\$57,730	\$139,500	\$103,423
Operating Expenses	\$4,782	\$61,502	\$28,891
Internal Service Charges	\$8,654	\$7,710	\$6,898
Total Expenditures	\$71,166	\$208,712	\$139,212

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Heavy Equipment Operator I	0.11	0.17			0.11	0.17
Heavy Equipment Operator II	0.36	0.05			0.36	0.05
Maintenance Team Leader		0.04				0.04
Maintenance Worker II	0.99	0.88			0.99	0.88
Senior Maintenance Team Leader	0.13	0.10			0.13	0.10
	<u>1.59</u>	<u>1.24</u>			<u>1.59</u>	<u>1.24</u>

**Program Outcome**

To ensure that Capital Project construction is managed in conformance with budgets and schedules. Provide professional and timely engineering and inspection services to ensure that Capital projects are constructed in conformance with the contract documents.

**Program Objectives**

- 1Z Manage the Capital Improvement Program (CIP) projects so that: a) construction is completed within the established budget, 90% of the time: b) construction contract documents are mailed to the contractor within three working days of Council award, 90% of the time: c) construction management costs are within the established construction management budget, 90% of the time: d) business operators, residents, and property owners are satisfied with the construction notification process, 85% of the time: e) number and percentage of public inquiries responded to within one working day, 90% of the time.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	185,619	100%
Total Funding	<u>185,619</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$84,066	\$222,197	\$94,470
Operating Expenses	\$12,164	\$14,031	\$14,031
Internal Service Charges	\$92,411	\$83,992	\$77,118
Total Expenditures	<u>\$188,641</u>	<u>\$320,220</u>	<u>\$185,619</u>

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Assistant City Engineer	0.21	0.19			0.21	0.19
Associate Civil Engineer		0.24				0.24
Construction Inspection Sprvsr	0.21	0.21			0.21	0.21
Construction Inspector	0.50				0.50	
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	0.92	0.64			0.92	0.64

**Program Outcome**

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

**Program Objectives**

- 1A Administer the CIP/TIP process so that: a) 90% of the customers rate the process as satisfactory or above; b) all schedule dates are met 90% of the time.
- 1Z Administrative support for the program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	-208,280	100%
Total Funding	<u>-208,280</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits	\$489,302	\$465,424	\$351,877
Operating Expenses	\$51,220	\$6,176	\$6,176
Internal Service Charges		\$1,176	\$1,051
Other Financing Uses	\$-645,788	\$-747,117	\$-567,384
Total Expenditures	<u>\$-105,266</u>	<u>\$-274,341</u>	<u>\$-208,280</u>

**Position Authorization By Classification**

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Administrative Analyst	1.40				1.40	
Administrative Clerk II	0.68	0.35			0.68	0.35
Administrative Secretary	0.30	0.35			0.30	0.35
Assistant City Engineer	0.58	0.42			0.58	0.42
Construction Inspection Sprvsr	0.39	0.39			0.39	0.39
Ltd Ser-Admin Support			0.96	0.96	0.96	0.96
Ltd Ser-Professional				0.48		0.48
Ltd Ser-Technician			0.48	0.48	0.48	0.48
	<u>3.35</u>	<u>1.51</u>	<u>1.44</u>	<u>1.92</u>	<u>4.79</u>	<u>3.43</u>

**Program Outcome**

To provide efficient and timely maintenance of City vehicles to ensure staff has vehicles available when necessary.

**Program Objectives**

- 1A Provide maintenance and repair services for a standard City fleet of 163 units and assure overall availability of 97%.
- 1B Provide maintenance and repair services for the heavy duty fleet of 22 units and assure overall availability of 97%.
- 1C Provide maintenance and repair services for the City's emergency vehicles of 135 units and assure overall availability of 98%.
- 1D Provide maintenance, repair and build-up services for outside agency vehicles.
- 1Z Administrative support for program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
633-Fleet Maintenance Fund	2,245,570	100%
Total Funding	<u>2,245,570</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$651,483	\$566,531	\$552,262
Operating Expenses	\$924,219	\$957,819	\$1,468,593
Internal Service Charges	\$272,816	\$240,686	\$224,715
Total Expenditures	<u>\$1,848,518</u>	<u>\$1,765,036</u>	<u>\$2,245,570</u>

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Automotive Parts Worker	1.00	1.00			1.00	1.00
Equipment Mechanic	3.01	3.00			3.01	3.00
Fleet Manager	1.01	1.01			1.01	1.01
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	5.02	5.01			5.02	5.01

**Program Outcome**

Provide safe, aesthetically pleasing parks designed and maintained to meet the diverse needs for active and passive recreation and leisure activities.

**Program Objectives**

- 1A Maintain approximately 379 acres of developed parkland to meet criteria contained in standard operating procedures, 95% of the time.
- 1C Playground equipment, group picnic areas, and other park furnishings such as benches, drinking fountains, wells, and pumps are safe, well maintained and operational, 95% of the time.
- 1D Utilities, including irrigation systems, electrical, and restroom facilities are maintained and monitored so that they are operational, 95% of the time.
- 1F Plant material (trees and shrubs) is maintained in a thriving condition, 95% of the time.
- 1H Vandalism is responded to within 4 hours of observation and graffiti is removed within 24 hours of report or observation, 95% of the time.
- 1Z Administrative support for program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	3,256,624	100%
Total Funding	<u>3,256,624</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$2,459,861	\$2,300,158	\$1,813,836
Operating Expenses	\$799,180	\$953,451	\$835,759
Internal Service Charges	\$757,073	\$702,974	\$635,589
Other Financing Uses		\$-28,000	\$-28,560
Total Expenditures	<u>\$4,016,114</u>	<u>\$3,928,583</u>	<u>\$3,256,624</u>

**Position Authorization By Classification**

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Environmental Maintenance Tech	0.62	0.85	0.06	0.06	0.68	0.91
General Laborer	2.98	3.98	0.16	0.16	3.14	4.14
Heavy Equipment Operator I	1.01	0.98			1.01	0.98
Horticultural Advisor	0.51	0.49			0.51	0.49
Landscape Gardener	2.00	1.00			2.00	1.00
Ltd Ser-Maint. Laborer			17.84	13.29	17.84	13.29
Maintenance Carpenter	0.01	0.01	0.01		0.02	0.01
Maintenance Electrician	0.02	0.02	0.01	0.01	0.03	0.03
Maintenance Gardener	2.00	2.00	0.09	0.09	2.09	2.09
Maintenance Painter	0.13	0.07	0.13	0.08	0.26	0.15
Maintenance Sprinkler Fitter			0.01		0.01	
Maintenance Team Leader	2.28	2.70	0.15	0.08	2.43	2.78
Maintenance Utility Mechanic	0.13	0.06	0.03	0.03	0.16	0.09
Maintenance Worker I	0.03	0.02	0.03	0.03	0.06	0.05
Maintenance Worker II	0.53	0.36	0.03	0.03	0.56	0.39
Parks Lead Worker	1.83	1.00	0.01		1.84	1.00
Recreation Utility Worker			0.02		0.02	
Senior Maintenance Team Leader	2.16	1.08	0.17	0.17	2.33	1.25
Tree Lead Worker	0.28	0.48			0.28	0.48
	<u>16.52</u>	<u>15.10</u>	<u>18.75</u>	<u>14.03</u>	<u>35.27</u>	<u>29.13</u>

**Program Outcome**

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.

**Program Objectives**

- 1A To maintain 15,365 street trees on major arterials and collector streets by providing an annual maintenance program.
- 1C Provide the highest quality of service levels to 52 acres of traffic medians by achieving established maintenance program, 95% of the time.
- 1D Plant materials are maintained in thriving growing condition so they display their optimum design value, 90% of the time.
- 1H Provide a pest and weed abatement program to 1080 acres of open space, 23 acres of creek channel and 306 miles of public right-of-way and all City maintained landscaped areas (436 acres) so that mandated Fire District requirements, public safety standards, and plant disease control objectives are met, 95% of the time.
- 1Z Administrative support for program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	2,152,341	95.56%
261-State Gas Tax - Prop. 111	100,000	4.44%
Total Funding	<u>2,252,341</u>	

60-Public Works & Engineering  
5710-Street Trees, Medians, and Open Space

Performance Based  
Budget Summary  
For Council  
2010-11

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$1,392,399	\$1,489,823	\$1,084,563
Operating Expenses	\$512,734	\$841,883	\$938,893
Internal Service Charges	\$255,172	\$240,118	\$228,885
<b>Total Expenditures</b>	<b>\$2,160,305</b>	<b>\$2,571,824</b>	<b>\$2,252,341</b>

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Environmental Maintenance Tech	1.38	1.15	0.05	0.05	1.43	1.20
General Laborer	2.02	2.02	0.05	0.05	2.07	2.07
Heavy Equipment Operator I	0.08	0.02			0.08	0.02
Heavy Equipment Operator II	0.04				0.04	
Horticultural Advisor	0.46	0.48			0.46	0.48
Landscape Gardener	6.01	4.00			6.01	4.00
Ltd Ser-Maint. Laborer			9.44	6.25	9.44	6.25
Maintenance Gardener			0.02	0.02	0.02	0.02
Maintenance Team Leader	0.72	0.30	0.02	0.09	0.74	0.39
Maintenance Worker II	0.60	0.73			0.60	0.73
Parks Lead Worker	0.17		0.01	0.02	0.18	0.02
Senior Maintenance Team Leader	0.86	0.88			0.86	0.88
Tree Lead Worker	0.73	0.52			0.73	0.52
Tree Trimmer			0.09		0.09	
	<u>13.07</u>	<u>10.10</u>	<u>9.68</u>	<u>6.48</u>	<u>22.75</u>	<u>16.58</u>

**Program Outcome**

Concord Landscape Maintenance Districts provide the highest quality service level to landscaped areas as specified in maintenance contract specifications and annual budget documents.

**Program Objectives**

- 1A Concord's Landscape Maintenance Districts achieve the highest quality service levels by accomplishing established maintenance programs, 90% of the time.
- 1Z Administrative support for program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
210-Downtown Maintenance Distr	538,897	77.95%
211-Pinehollow Landscape Maint	76,475	11.06%
212-Kirkwood Landscape Mainten	65,658	9.50%
213-Ygnacio Woods Landscape Ma	8,922	1.29%
214-Balhan Terrace Landscape M	699	.10%
215-Valley Terrace Landscape M	707	.10%
<b>Total Funding</b>	<b>691,358</b>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	<u>2008-09 Actual</u>	<u>2009-10 Budgeted</u>	<u>2010-11 Proposed</u>
Salaries and Benefits	\$139,885	\$214,182	\$223,425
Operating Expenses	\$159,791	\$231,069	\$236,417
Internal Service Charges	\$19,780	\$17,615	\$15,736
Other Financing Uses	\$203,394	\$209,495	\$215,780
<b>Total Expenditures</b>	<b>\$522,850</b>	<b>\$672,361</b>	<b>\$691,358</b>

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Landscape Gardener	1.00	1.00			1.00	1.00
Ltd Ser-Maint. Laborer			3.64	3.64	3.64	3.64
Senior Maintenance Team Leader	0.14	0.12			0.14	0.12
	<u>1.14</u>	<u>1.12</u>	<u>3.64</u>	<u>3.64</u>	<u>4.78</u>	<u>4.76</u>

**Program Outcome**

Deliver building maintenance services to 69 buildings and 373,539 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.

**Program Objectives**

- 1A Provide building maintenance on City-owned/leased facilities to ensure that they are operational, 95% of the time.
- 1Z Administrative support for program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
630-Building Maintenance Fund	2,430,449	100%
Total Funding	<u>2,430,449</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$1,330,606	\$1,242,943	\$959,850
Operating Expenses	\$541,667	\$923,054	\$1,320,326
Internal Service Charges	\$172,048	\$163,760	\$150,273
Other Financing Uses	\$1,706		
Total Expenditures	<u>\$2,046,027</u>	<u>\$2,329,757</u>	<u>\$2,430,449</u>

**Position Authorization By Classification**

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time &amp; Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Facilities Maintenance Manager	0.98	0.93			0.98	0.93
Ltd Ser-Maint. Laborer			0.24	0.24	0.24	0.24
Ltd Ser-Technician			0.24	0.24	0.24	0.24
Maintenance Carpenter	0.99	0.99	0.05	0.03	1.04	1.02
Maintenance Electrician	0.98	0.98	0.02	0.01	1.00	0.99
Maintenance Painter	0.44	0.43	0.01	0.01	0.45	0.44
Maintenance Utility Mechanic	2.87	1.94	0.02	0.02	2.89	1.96
Maintenance Worker I		0.22				0.22
Maintenance Worker II	1.95	1.94	0.04	0.02	1.99	1.96
Recreation Utility Worker			0.01		0.01	
Senior Maintenance Team Leader	0.60	0.60			0.60	0.60
	<u>8.81</u>	<u>8.03</u>	<u>0.63</u>	<u>0.57</u>	<u>9.44</u>	<u>8.60</u>

**Program Outcome**

Provide custodial services for a healthy and safe environment to our diverse customer base in the most cost effective and efficient manner.

**Program Objectives**

- 1A Provide custodial services on all City-owned/leased facilities so that buildings are cleaned, 95% of the time per standard operating procedures by visual inspection.
- 1Z Administrative support for objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
630-Building Maintenance Fund	616,297	100%
Total Funding	<u>616,297</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$649,305	\$366,140	\$225,923
Operating Expenses	\$194,684	\$343,350	\$343,350
Internal Service Charges	\$56,996	\$51,562	\$47,024
Total Expenditures	<u>\$900,985</u>	<u>\$761,052</u>	<u>\$616,297</u>

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Custodian	1.00	1.00	0.06	0.02	1.06	1.02
Lead Custodian	2.00	2.00	0.05	0.04	2.05	2.04
Ltd Ser-Maint. Laborer			2.56	0.19	2.56	0.19
Maintenance Painter	0.02				0.02	
Maintenance Worker I	0.20				0.20	
	<u>3.22</u>	<u>3.00</u>	<u>2.67</u>	<u>0.25</u>	<u>5.89</u>	<u>3.25</u>

**Program Outcome**

Provide an environment of zero tolerance for graffiti to illustrate Concord's uniqueness and define Concord as California's premier community.

**Program Objectives**

1A Remove graffiti within a 24 hour period.

1Z Administrative support for program's objectives and resources.

**The Program Is Funded As Follows**

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	229,667	100%
Total Funding	<u>229,667</u>	

**These Funds are Distributed to the Following Expenditure Categories**

<u>Expenditure Category</u>	2008-09 <u>Actual</u>	2009-10 <u>Budgeted</u>	2010-11 <u>Proposed</u>
Salaries and Benefits	\$198,236	\$140,669	\$172,188
Operating Expenses	\$35,983	\$30,485	\$30,486
Internal Service Charges	\$30,963	\$28,641	\$26,993
Total Expenditures	<u>\$265,182</u>	<u>\$199,795</u>	<u>\$229,667</u>

60-Public Works & Engineering  
5750-Graffiti Removal

Performance Based  
Budget Summary  
For Council  
2010-11

**Position Authorization By Classification**

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Facilities Maintenance Manager	0.02	0.07			0.02	0.07
Ltd Ser-Maint. Laborer			0.77	0.77	0.77	0.77
Maintenance Painter	0.41	0.50			0.41	0.50
Maintenance Worker I	0.77	0.76			0.77	0.76
Senior Maintenance Team Leader	0.24	0.32			0.24	0.32
	<u>1.44</u>	<u>1.65</u>	<u>0.77</u>	<u>0.77</u>	<u>2.21</u>	<u>2.42</u>

**Special Revenue**



### **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 YEAR ENDING JUNE 30, 2011**

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 -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.

Redevelopment Agency Housing Set-Aside - Funds from the Concord Redevelopment Agency used to support low and moderate income housing.

Monument Community Partnership - Monies for capital projects resulting from the partnership between the Contra Costa First 5 children and Monument community partnership.

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 the Concord Redevelopment Agency and 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.

Childcare – Monies from developers' fees committed to the Concord Childcare program.

**CITY OF CONCORD**  
**REVENUE / EXPENDITURE SUMMARY - SPECIAL REVENUE FUNDS**  
**FOR THE YEAR ENDING JUNE 30, 2011**

	Actual 2006-2007	Actual 2007-08	Actual 2008-09	Adopted Budget 2009-10	Adopted Budget 2010-11
<b>REVENUES:</b>					
Taxes	\$ 3,321,958	\$ 3,440,240	\$ 3,557,910	\$ 3,462,196	\$ 3,464,626
Licenses and permits	-	176,600	335,588	5,000	5,000
Intergovernmental	3,803,847	3,223,925	3,500,399	3,303,869	3,099,867
Charges for current services	18,585	19,211	17,836	77,750	77,750
Fines and forfeitures	-	-	-	-	-
Use of money and property	447,832	668,427	333,874	397,449	311,375
Other	458,870	353,593	202,903	608,651	247,121
<b>Total Revenues</b>	<b>\$ 8,051,092</b>	<b>\$ 7,881,996</b>	<b>\$ 7,948,510</b>	<b>\$ 7,854,915</b>	<b>\$ 7,205,739</b>
<b>EXPENDITURES:</b>					
Current:					
Salaries and benefits	\$ 2,703,748	\$ 2,434,801	\$ 2,507,141	\$ 1,555,789	\$ 2,565,074
Operating expenditures	4,089,037	5,131,398	4,285,873	6,904,909	6,211,294
Fixed charges	378,745	878,074	878,175	492,421	484,605
Capital projects	1,300,150	1,044,703	1,352,466	2,974,964	378,204
Debt Services	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 8,471,680</b>	<b>\$ 9,488,976</b>	<b>\$ 9,023,655</b>	<b>\$ 11,928,083</b>	<b>\$ 9,639,177</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>\$ (420,588)</b>	<b>\$ (1,606,980)</b>	<b>\$ (1,075,145)</b>	<b>\$ (4,073,168)</b>	<b>\$ (2,433,438)</b>
<b>OTHER FINANCING SOURCES (USES):</b>					
Conversion to unallocated reserve balance		\$ (1,836,024)	\$ 2,260,181	\$ 1,744,987	\$ -
Transfers in	3,091,794	3,189,158	3,799,012	3,265,529	3,173,714
Transfers (out)	(597,634)	(135,030)	(317,108)	(3,017,282)	(17,050)
<b>Total Other Financing Sources (Uses)</b>	<b>\$ 2,494,160</b>	<b>\$ 1,218,104</b>	<b>\$ 5,742,085</b>	<b>\$ 1,993,234</b>	<b>\$ 3,156,664</b>
<b>EXCESS (DEFICIENCY) OF REVENUES AND OTHER SOURCES OVER EXPENDITURES AND OTHER USES</b>	<b>\$ 2,073,572</b>	<b>\$ (388,876)</b>	<b>\$ 4,666,940</b>	<b>\$ (2,079,934)</b>	<b>\$ 723,226</b>
Fund balance at beginning of year	6,727,048	8,800,620	8,411,744	13,078,684	10,998,750
<b>Fund balance at end of year</b>	<b>\$ 8,800,620</b>	<b>\$ 8,411,744</b>	<b>\$ 13,078,684</b>	<b>\$ 10,998,750</b>	<b>\$ 11,721,976</b>

**CITY OF CONCORD  
SPECIAL REVENUE FUNDS  
FOR THE YEAR ENDING JUNE 30, 2011**

<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, 2010	\$ 1,149,663	\$ 1,866,017	\$ 129,519	\$ 2,720,463
REVENUE				
Taxes	\$ -	\$ 1,957,330	\$ -	\$ 1,507,296
Licenses & Permits				
Use of Money & Property	27,000	29,000	2,000	43,875
Intergovernmental	1,996,000			
Fees				
Other	-	-	-	216,436
Total Revenues:	<u>\$ 2,023,000</u>	<u>\$ 1,986,330</u>	<u>\$ 2,000</u>	<u>\$ 1,767,607</u>
APPROPRIATIONS				
Operating	\$ 1,589,791	\$ 1,807,496	\$ -	\$ 1,536,618
Capital Projects	36,369	-	-	-
Contractual Services				
Loan/Rebates				
Incidental Expenses:	-	-	-	87,463
Total Expenditures:	<u>\$ 1,626,160</u>	<u>\$ 1,807,496</u>	<u>\$ -</u>	<u>\$ 1,624,081</u>
OTHER FINANCING SOURCES (USES)				
Transfer In	-	-	-	-
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	396,840	178,834	2,000	143,526
FUND BALANCE - 6/30	<u>\$ 1,546,503</u>	<u>\$ 2,044,851</u>	<u>\$ 131,519</u>	<u>\$ 2,863,989</u>
OPERATING CONTINGENCY RESERVE (Included in fund balance)	\$ -	\$ 181,000	\$ -	\$ 141,000
PROJECT CARRYOVER (These numbers represent projects which have been allocated in prior years but have not been spent as of June 30, 2010)	\$ 318,017	\$ 145	\$ 15,827	\$ -

**CITY OF CONCORD  
SPECIAL REVENUE FUNDS  
FOR THE YEAR ENDING JUNE 30, 2011**

<u>Fund</u>	<u>Traffic System Management</u>	<u>RDA Housing Set Aside</u>	<u>Monument Community Partnership</u>	<u>Other Housing &amp; Community Services</u>
FUND BALANCE AS OF JULY 1, 2010	\$ 55,856	\$ 2,704,611	\$ 588	\$ 2,372,033
REVENUE				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits				5,000
Use of Money & Property	4,000	193,000	2,000	10,500
Intergovernmental				1,103,867
Fees				77,750
Other	-	-	-	30,685
Total Revenues:	<u>\$ 4,000</u>	<u>\$ 193,000</u>	<u>\$ 2,000</u>	<u>\$ 1,227,802</u>
APPROPRIATIONS				
Operating	\$ 44,747	\$ 1,367,698	\$ -	\$ 438,488
Capital Projects		-		341,835
Contractual Services		237,149		267,608
Loan/Rebates		1,884,016		-
Incidental Expenses:	-	-	-	-
Total Expenditures:	<u>\$ 44,747</u>	<u>\$ 3,488,863</u>	<u>\$ -</u>	<u>\$ 1,047,931</u>
OTHER FINANCING SOURCES (USES)				
Transfer In		\$ 3,130,368		43,346
Transfer Out	\$ (4,000)	-	-	(13,050)
Total Other Financing Sources (Uses)	<u>\$ (4,000)</u>	<u>\$ 3,130,368</u>	<u>\$ -</u>	<u>\$ 30,296</u>
Excess (Deficiency) of Revenues and Other Financing Sources over/(under) expenditures and Other Financing	(44,747)	(165,495)	2,000	210,167
FUND BALANCE - 6/30	<u>\$ 11,109</u>	<u>\$ 2,539,116</u>	<u>\$ 2,588</u>	<u>\$ 2,582,200</u>
OPERATING CONTINGENCY RESERVE (Included in fund balance)	\$ -	\$ 124,000	\$ -	\$ -
PROJECT CARRYOVER (These numbers represent projects which have been allocated in prior years but have not been spent as of June 30, 2010)	\$ -	\$ 113,332	\$ -	\$ 318,730

**City of Concord  
Special Revenue Fund  
State Gas Tax Fund  
Ten Year Projection  
For the Year Ending June 30, 2011**

268

	<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>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
FUND BALANCE - 7/1	\$ 1,149,663	\$ 1,546,503	\$ 1,679,133	\$ 1,524,394	\$ 1,340,568	\$ 1,475,136	\$ 1,622,561	\$ 1,668,240	\$ 1,322,781	\$ 733,216
Add Revenues:										
Intergovernmental	\$ 1,996,000	\$ 1,996,000	\$ 1,996,000	\$ 1,996,000	\$ 1,996,000	\$ 1,996,000	\$ 1,996,000	\$ 1,996,000	\$ 1,996,000	\$ 1,996,000
Use of Money & Property	27,000	32,000	31,000	28,000	28,000	30,000	32,000	29,000	20,000	9,000
Total Revenue	\$ 2,023,000	\$ 2,028,000	\$ 2,027,000	\$ 2,024,000	\$ 2,024,000	\$ 2,026,000	\$ 2,028,000	\$ 2,025,000	\$ 2,016,000	\$ 2,005,000
Less Appropriations:										
Operating	\$ 1,589,791	\$ 1,892,744	\$ 2,031,168	\$ 2,110,217	\$ 1,736,876	\$ 1,778,772	\$ 1,837,665	\$ 2,274,864	\$ 2,455,634	\$ 2,454,460
Capital Projects	36,369	2,626	150,571	97,609	152,556	99,803	144,656	95,595	149,931	106,602
Total Appropriations	\$ 1,626,160	\$ 1,895,370	\$ 2,181,739	\$ 2,207,826	\$ 1,889,432	\$ 1,878,575	\$ 1,982,321	\$ 2,370,459	\$ 2,605,565	\$ 2,561,062
Excess (Deficiency) of Revenue										
Over (Under) Expenditures	\$ 396,840	\$ 132,630	\$ (154,739)	\$ (183,826)	\$ 134,568	\$ 147,425	\$ 45,679	\$ (345,459)	\$ (589,565)	\$ (556,062)
FUND BALANCE - 6/30	\$ 1,546,503	\$ 1,679,133	\$ 1,524,394	\$ 1,340,568	\$ 1,475,136	\$ 1,622,561	\$ 1,668,240	\$ 1,322,781	\$ 733,216	\$ 177,154

**CITY OF CONCORD  
SPECIAL REVENUE FUNDS  
HOUSING & COMMUNITY SERVICES  
FOR THE YEAR ENDING JUNE 30, 2011**

	<u>Housing Assistance</u>	<u>Housing Conservation</u>	<u>CDBG</u>	<u>Housing Inclusionary Fees</u>	<u>Childcare</u>	<u>Total</u>
FUND BALANCE - 7/1	\$ 348,747	\$ 483,247	\$ 289,639	\$ 1,008,650	\$ 241,750	\$ 2,372,033
REVENUES						
Use of Money & Property Licenses & Permits	\$ 7,500	\$ -	\$ -	\$ -	\$ 3,000	\$ 10,500
Grants		154,541	949,326	-		1,103,867
Fees	2,750	75,000				77,750
Other	-	-	5,685	-	25,000	30,685
Total Revenues	<u>\$ 10,250</u>	<u>\$ 229,541</u>	<u>\$ 955,011</u>	<u>\$ 5,000</u>	<u>\$ 28,000</u>	<u>\$ 1,227,802</u>
APPROPRIATIONS						
Operating	\$ 41,201	\$ 91,003	\$ 306,284	\$ -	\$ -	\$ 438,488
Contracting Services			215,408		52,200	267,608
Capital Projects			341,835			341,835
Loan/Rebates	-	-	-	-	-	-
Total Expenditures	<u>\$ 41,201</u>	<u>\$ 91,003</u>	<u>\$ 863,527</u>	<u>\$ -</u>	<u>\$ 52,200</u>	<u>\$ 1,047,931</u>
OTHER FINANCING SOURCES (USES)						
Transfer in	\$ -	\$ -	\$ 43,346	\$ -	\$ -	\$ 43,346
Transfer out	-	-	-	-	(13,050)	(13,050)
Total Other Financing Sources (Uses)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 43,346</u>	<u>\$ -</u>	<u>\$ (13,050)</u>	<u>\$ 30,296</u>
Excess (Deficiency) of Revenues over (under) expenditures and Other Financing Source (Uses)	(30,951)	138,538	134,830	5,000	(37,250)	210,167
FUND BALANCE - 6/30	<u>\$ 317,796</u>	<u>\$ 621,785</u>	<u>\$ 424,469</u>	<u>\$ 1,013,650</u>	<u>\$ 204,500</u>	<u>\$ 2,582,200</u>

**City of Concord  
Special Revenue Fund  
RDA Housing Set-Aside Fund  
Ten Year Projection  
For The Year Ending June 30, 2011**

	<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>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
<b>Fund Balance 7/01</b>	\$ 2,704,611	\$ 2,539,116	\$ 2,498,169	\$ 2,425,139	\$ 2,321,550	\$ 2,124,640	\$ 1,881,883	\$ 1,702,711	\$ 1,590,485	\$ 1,601,705
<b>Revenue</b>										
Low & Moderate Income Housing Set-Aside	\$ 3,130,368	\$ 3,130,368	\$ 3,130,368	\$ 3,130,368	\$ 3,130,368	\$ 3,130,368	\$ 3,241,568	\$ 3,356,168	\$ 3,535,000	\$ 3,656,600
Use of Money & Property	43,000	55,000	67,000	78,000	85,000	88,000	90,000	93,000	90,000	92,000
Scheduled Loan Repayment-Principal & Interest	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
<b>Total Revenues</b>	<u>\$ 3,323,368</u>	<u>\$ 3,335,368</u>	<u>\$ 3,347,368</u>	<u>\$ 3,358,368</u>	<u>\$ 3,365,368</u>	<u>\$ 3,368,368</u>	<u>\$ 3,481,568</u>	<u>\$ 3,599,168</u>	<u>\$ 3,775,000</u>	<u>\$ 3,898,600</u>
<b>Expenditures</b>										
Operating Expenditures:										
Salary / Staff Dev / Supplies	\$ 458,748	\$ 467,929	\$ 481,661	\$ 492,983	\$ 510,518	\$ 526,420	\$ 542,185	\$ 558,103	\$ 574,788	\$ 592,014
Consultant/Contract Services	237,149	245,664	254,462	263,553	272,946	282,651	292,678	303,036	313,737	324,789
City Provided Admin. & General Services	540,771	551,586	562,618	573,870	585,347	597,054	608,995	621,175	633,599	646,271
Housing Programs:										
Housing Loans	1,884,016	1,734,016	1,734,016	1,734,016	1,784,016	1,784,016	1,784,016	1,784,016	1,784,016	1,784,016
Building Inspection	75,152	76,703	79,640	81,751	85,680	89,016	92,486	96,050	99,765	103,628
Fair Housing Counseling	152,982	157,571	162,298	167,167	172,182	177,347	182,667	188,147	193,791	199,605
Plaza Tower Repayment	140,045	142,846	145,703	148,617	151,589	154,621	157,713	160,867	164,084	167,366
<b>Total Expenditures</b>	<u>\$ 3,488,863</u>	<u>\$ 3,376,315</u>	<u>\$ 3,420,398</u>	<u>\$ 3,461,957</u>	<u>\$ 3,562,278</u>	<u>\$ 3,611,125</u>	<u>\$ 3,660,740</u>	<u>\$ 3,711,394</u>	<u>\$ 3,763,780</u>	<u>\$ 3,817,689</u>
Revenues Over (Under) Expenditures	\$ (165,495)	\$ (40,947)	\$ (73,030)	\$ (103,589)	\$ (196,910)	\$ (242,757)	\$ (179,172)	\$ (112,226)	\$ 11,220	\$ 80,911
Contingency Reserve	\$ 124,000	\$ 127,000	\$ 130,000	\$ 133,000	\$ 137,000	\$ 141,000	\$ 144,000	\$ 148,000	\$ 152,000	\$ 156,000
Other Finance Sources (Uses)										
Transfers In	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers Out	-	-	-	-	-	-	-	-	-	-
<b>Total Other Finance Sources (Uses)</b>	<u>\$ -</u>									
<b>Fund Balance - 6/30</b>	<u>\$ 2,415,116</u>	<u>\$ 2,371,169</u>	<u>\$ 2,295,139</u>	<u>\$ 2,188,550</u>	<u>\$ 1,987,640</u>	<u>\$ 1,740,883</u>	<u>\$ 1,558,711</u>	<u>\$ 1,442,485</u>	<u>\$ 1,449,705</u>	<u>\$ 1,526,616</u>

**City of Concord  
Special Revenue Fund  
Street Lighting Maintenance District  
Ten Year Projection  
For the Year Ending June 30, 2011**

	<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>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
Fund Balance 7/01	\$ 1,603,905	\$ 1,743,609	\$ 1,765,140	\$ 1,770,967	\$ 1,766,297	\$ 1,735,971	\$ 1,691,731	\$ 1,617,567	\$ 1,598,119	\$ 1,542,739
<b>Revenues</b>										
Taxes	\$ 1,047,427	\$ 1,047,427	\$ 1,047,427	\$ 1,047,427	\$ 1,047,427	\$ 1,047,427	\$ 1,047,427	\$ 1,047,427	\$ 1,047,427	\$ 1,047,427
Use of Money & Property	25,000	35,000	44,000	57,000	60,000	74,000	73,000	78,000	77,000	73,000
Total Revenue	\$ 1,072,427	\$ 1,082,427	\$ 1,091,427	\$ 1,104,427	\$ 1,107,427	\$ 1,121,427	\$ 1,120,427	\$ 1,125,427	\$ 1,124,427	\$ 1,120,427
<b>Expenditures</b>										
Street Lighting (Electricity)	\$ 610,000	\$ 628,300	\$ 647,149	\$ 666,563	\$ 686,560	\$ 707,157	\$ 728,372	\$ 750,223	\$ 772,730	\$ 795,912
Street Lighting (Consult./Contract)	30,172	30,775	31,391	32,019	32,658	33,311	33,977	34,657	35,350	36,057
Street Lighting (Personnel)	191,284	195,085	202,133	207,248	216,877	225,101	233,649	242,492	251,642	261,149
Street Lighting (Supplies)	31,212	31,836	32,473	33,122	33,784	34,460	35,149	35,852	36,569	37,300
Assessment Engineering	16,830	17,167	17,510	17,860	18,217	18,581	18,953	19,332	19,718	20,112
County Collection Fees	33,293	33,959	34,638	35,331	36,038	36,758	37,493	38,243	39,008	39,788
Other Fixed Charges	19,932	20,424	20,931	21,554	22,194	22,849	23,523	24,076	24,790	25,522
Loan Repayment w/Interest	-	103,350	99,375	95,400	91,425	87,450	83,475	-	-	-
Total Expenditures	\$ 932,723	\$ 1,060,896	\$ 1,085,600	\$ 1,109,097	\$ 1,137,753	\$ 1,165,667	\$ 1,194,591	\$ 1,144,875	\$ 1,179,807	\$ 1,215,840
Revenues Over (Under)	\$ 139,704	\$ 21,531	\$ 5,827	\$ (4,670)	\$ (30,326)	\$ (44,240)	\$ (74,164)	\$ (19,448)	\$ (55,380)	\$ (95,413)
Contingency Reserve	\$ 93,000	\$ 96,000	\$ 99,000	\$ 101,000	\$ 105,000	\$ 108,000	\$ 111,000	\$ 114,000	\$ 118,000	\$ 122,000
Fund Balance 6/30	\$ 1,650,609	\$ 1,669,140	\$ 1,671,967	\$ 1,665,297	\$ 1,630,971	\$ 1,583,731	\$ 1,506,567	\$ 1,484,119	\$ 1,424,739	\$ 1,325,326

**City of Concord  
Special Revenue Fund  
Downtown Landscape Maintenance District  
Ten Year Projection  
For the Year Ending June 30, 2011**

	<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>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
Fund Balance 7/01	\$ 603,904	\$ 616,011	\$ 634,427	\$ 658,639	\$ 689,862	\$ 723,981	\$ 762,868	\$ 807,478	\$ 857,838	\$ 909,880
<b>Revenue</b>										
Taxes	\$ 326,224	\$ 336,011	\$ 346,091	\$ 356,475	\$ 367,168	\$ 378,183	\$ 389,529	\$ 401,214	\$ 413,251	\$ 425,648
Other Revenues	215,780	222,253	228,921	235,789	242,863	250,149	257,653	265,383	273,344	281,544
Use of Money & Property	9,000	12,000	16,000	20,000	24,000	29,000	35,000	41,000	43,000	46,000
Total Revenue	\$ 551,004	\$ 570,264	\$ 591,012	\$ 612,264	\$ 634,031	\$ 657,332	\$ 682,182	\$ 707,597	\$ 729,595	\$ 753,192
<b>Expenditures</b>										
Landscape Maintenance	\$ 252,036	\$ 256,458	\$ 262,623	\$ 267,817	\$ 277,371	\$ 286,312	\$ 295,557	\$ 305,093	\$ 314,931	\$ 325,102
Gas & Electricity	6,753	6,956	7,165	7,380	7,601	7,829	8,064	8,306	8,555	8,812
Water & Miscellaneous	35,694	36,765	37,868	39,004	40,174	41,379	42,620	43,899	45,216	46,572
City Provided Admin. & General Services	215,780	222,253	228,921	235,789	242,863	250,149	257,653	265,383	273,344	281,544
Assessment Engineering	6,763	6,898	7,036	7,177	7,321	7,467	7,616	7,768	7,923	8,081
County Collection Fees	758	773	788	804	820	836	853	870	887	905
Postage & Mailing	557	574	591	609	627	646	665	685	706	727
Consultant/Contract Services	5,305	5,464	5,628	5,797	5,971	6,150	6,335	6,525	6,721	6,923
Other Fixed Charges	15,251	15,707	16,180	16,664	17,164	17,677	18,209	18,708	19,270	19,849
Total Expenditures	\$ 538,897	\$ 551,848	\$ 566,800	\$ 581,041	\$ 599,912	\$ 618,445	\$ 637,572	\$ 657,237	\$ 677,553	\$ 698,515
Revenue Over (Under) Expenditures	\$ 12,107	\$ 18,416	\$ 24,212	\$ 31,223	\$ 34,119	\$ 38,887	\$ 44,610	\$ 50,360	\$ 52,042	\$ 54,677
Contingency Reserve	\$ 32,000	\$ 33,000	\$ 34,000	\$ 35,000	\$ 36,000	\$ 37,000	\$ 38,000	\$ 39,000	\$ 40,000	\$ 42,000
Fund Balance 6/30	\$ 584,011	\$ 601,427	\$ 624,639	\$ 654,862	\$ 687,981	\$ 725,868	\$ 769,478	\$ 818,838	\$ 869,880	\$ 922,557

**City of Concord  
Special Revenue Fund  
Pine Hollow Landscape Maintenance District  
Ten Year Projections  
For the Year Ending June 30, 2011**

	<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>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
Fund Balance 7/01	\$ 266,890	\$ 257,092	\$ 247,822	\$ 239,042	\$ 229,716	\$ 220,804	\$ 212,265	\$ 203,058	\$ 194,142	\$ 183,474
<b>Revenue</b>										
Taxes	\$ 61,677	\$ 61,677	\$ 61,677	\$ 61,677	\$ 61,677	\$ 61,677	\$ 61,677	\$ 61,677	\$ 61,677	\$ 61,677
Use of Money & Property	5,000	7,000	9,000	10,000	12,000	14,000	15,000	17,000	17,000	16,000
Total Revenue	\$ 66,677	\$ 68,677	\$ 70,677	\$ 71,677	\$ 73,677	\$ 75,677	\$ 76,677	\$ 78,677	\$ 78,677	\$ 77,677
<b>Expenditures</b>										
Landscape Contract	\$ 20,970	\$ 21,389	\$ 21,817	\$ 22,253	\$ 22,698	\$ 23,152	\$ 23,615	\$ 24,087	\$ 24,569	\$ 25,060
Landscape Extra Work	10,404	10,612	10,824	11,040	11,261	11,486	11,716	11,950	12,189	12,433
Contract Administration	1,409	1,437	1,466	1,495	1,525	1,556	1,587	1,619	1,651	1,684
Gas & Electricity	983	1,012	1,042	1,073	1,105	1,138	1,172	1,207	1,243	1,280
Capital Replacement Reserve	15,270	15,270	15,270	15,270	15,270	15,270	15,270	15,270	15,270	15,270
Water & Miscellaneous	23,419	24,122	24,846	25,591	26,359	27,150	27,965	28,804	29,668	30,558
Assessment Engineering	3,121	3,183	3,247	3,312	3,378	3,446	3,515	3,585	3,657	3,730
Printing, Publishing & Mailing	467	481	495	510	525	541	557	574	591	609
County Collection Fees	432	441	450	459	468	477	487	497	507	517
Total Expenditures	\$ 76,475	\$ 77,947	\$ 79,457	\$ 81,003	\$ 82,589	\$ 84,216	\$ 85,884	\$ 87,593	\$ 89,345	\$ 91,141
Revenue Over (Under) Expenditures	\$ (9,798)	\$ (9,270)	\$ (8,780)	\$ (9,326)	\$ (8,912)	\$ (8,539)	\$ (9,207)	\$ (8,916)	\$ (10,668)	\$ (13,464)
Contingency Reserve	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000
Fund Balance 6/30	\$ 249,092	\$ 239,822	\$ 231,042	\$ 221,716	\$ 212,804	\$ 204,265	\$ 194,058	\$ 185,142	\$ 174,474	\$ 161,010

**City of Concord  
Special Revenue Fund  
Landscape & Lighting Maintenance District No. 3  
Ten Year Projection  
For the Year Ending June 30, 2011**

	<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>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
Fund Balance 7/01	\$ 245,764	\$ 247,277	\$ 248,456	\$ 249,255	\$ 249,623	\$ 249,454	\$ 248,675	\$ 247,188	\$ 243,694	\$ 238,042
<b>Revenue</b>										
Taxes	\$ 71,968	\$ 72,217	\$ 72,473	\$ 72,736	\$ 73,009	\$ 73,289	\$ 73,577	\$ 73,874	\$ 74,180	\$ 74,494
Other Revenues	656	676	695	717	739	760	783	806	829	855
Use of Money & Property	4,875	6,112	7,345	8,568	9,771	10,945	12,075	11,953	11,729	11,397
Total Revenue	\$ 77,499	\$ 79,005	\$ 80,513	\$ 82,021	\$ 83,519	\$ 84,994	\$ 86,435	\$ 86,633	\$ 86,738	\$ 86,746
<b>Expenditures</b>										
Landscape Contract	\$ 23,309	\$ 23,761	\$ 24,222	\$ 24,691	\$ 25,217	\$ 25,753	\$ 26,301	\$ 26,862	\$ 27,435	\$ 28,020
Landscape Extra Work	5,466	5,575	5,686	5,800	5,916	6,034	6,155	6,278	6,403	6,532
Landscape Supplies	1,082	1,104	1,126	1,149	1,172	1,195	1,219	1,243	1,268	1,293
Water	35,655	36,725	37,827	38,962	40,131	41,335	42,575	43,853	45,168	46,523
Gas & Electricity	2,164	2,229	2,295	2,365	2,436	2,510	2,586	2,664	2,744	2,827
Capital Replacement Reserve	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Assessment Engineering	3,127	3,190	3,254	3,319	3,385	3,452	3,522	3,593	3,665	3,738
Printing, Publishing & Mailing	1,126	1,159	1,193	1,228	1,264	1,301	1,340	1,380	1,421	1,463
County Collection Fees	572	584	596	608	620	633	646	659	672	686
Other Fixed Charges	485	499	515	531	547	560	578	595	614	632
Total Expenditures	\$ 75,986	\$ 77,826	\$ 79,714	\$ 81,653	\$ 83,688	\$ 85,773	\$ 87,922	\$ 90,127	\$ 92,390	\$ 94,714
Revenue Over (Under) Expenditures	\$ 1,513	\$ 1,179	\$ 799	\$ 368	\$ (169)	\$ (779)	\$ (1,487)	\$ (3,494)	\$ (5,652)	\$ (7,968)
Contingency Reserve	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000
Fund Balance 6/30	\$ 239,277	\$ 240,456	\$ 241,255	\$ 241,623	\$ 241,454	\$ 239,675	\$ 238,188	\$ 234,694	\$ 229,042	\$ 221,074

**City of Concord**  
**Special Revenue Fund**  
**Storm Water Fund Ten Year Projection**  
**For the Year Ending June 30, 2011**

	<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>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
Fund Balance - 7/01	\$ 1,866,017	\$ 2,044,851	\$ 2,198,945	\$ 2,316,787	\$ 2,402,570	\$ 2,462,897	\$ 2,477,558	\$ 2,442,551	\$ 2,355,211	\$ 2,197,356
<b>Revenues</b>										
Taxes - Parcel Fees	\$ 1,957,330	\$ 1,959,330	\$ 1,961,330	\$ 1,963,330	\$ 1,965,330	\$ 1,967,330	\$ 1,969,330	\$ 1,971,330	\$ 1,973,330	\$ 1,975,330
Other Revenue	-	-	-	-	-	-	-	-	-	-
Use of Money & Property	<u>29,000</u>	<u>42,000</u>	<u>56,000</u>	<u>70,000</u>	<u>84,000</u>	<u>97,000</u>	<u>108,000</u>	<u>117,000</u>	<u>111,000</u>	<u>101,000</u>
Total Revenues	\$ <u>1,986,330</u>	\$ <u>2,001,330</u>	\$ <u>2,017,330</u>	\$ <u>2,033,330</u>	\$ <u>2,049,330</u>	\$ <u>2,064,330</u>	\$ <u>2,077,330</u>	\$ <u>2,088,330</u>	\$ <u>2,084,330</u>	\$ <u>2,076,330</u>
<b>Expenditures</b>										
Operations	\$ 1,104,139	\$ 1,127,965	\$ 1,156,609	\$ 1,185,316	\$ 1,196,493	\$ 1,229,903	\$ 1,264,316	\$ 1,299,658	\$ 1,336,070	\$ 1,373,582
Drainage System	315,128	321,927	332,682	341,183	355,332	367,862	380,859	394,255	408,133	422,521
Street Cleaning	<u>388,229</u>	<u>397,344</u>	<u>410,197</u>	<u>421,048</u>	<u>437,178</u>	<u>451,904</u>	<u>467,162</u>	<u>481,757</u>	<u>497,982</u>	<u>514,773</u>
Total Expenditures	\$ <u>1,807,496</u>	\$ <u>1,847,236</u>	\$ <u>1,899,488</u>	\$ <u>1,947,547</u>	\$ <u>1,989,003</u>	\$ <u>2,049,669</u>	\$ <u>2,112,337</u>	\$ <u>2,175,670</u>	\$ <u>2,242,185</u>	\$ <u>2,310,876</u>
Excess of Revenue										
Over (Under) Expenditures	\$ 178,834	\$ 154,094	\$ 117,842	\$ 85,783	\$ 60,327	\$ 14,661	\$ (35,007)	\$ (87,340)	\$ (157,855)	\$ (234,546)
Less 10% Reserves	\$ 181,000	\$ 185,000	\$ 190,000	\$ 195,000	\$ 199,000	\$ 205,000	\$ 211,000	\$ 218,000	\$ 224,000	\$ 231,000
<b>Capital Projects</b>										
Drainage Improvement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CCCWP Requirements	-	-	-	-	-	-	-	-	-	-
Total Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance 6/30	\$ <u>1,863,851</u>	\$ <u>2,013,945</u>	\$ <u>2,126,787</u>	\$ <u>2,207,570</u>	\$ <u>2,263,897</u>	\$ <u>2,272,558</u>	\$ <u>2,231,551</u>	\$ <u>2,137,211</u>	\$ <u>1,973,356</u>	\$ <u>1,731,810</u>

## Debt Service



### **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 YEAR ENDING JUNE 30, 2011**

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:

TAX ALLOCATION BONDS

Redevelopment Agency Fund - Accounts for the accumulation of property taxes for payment of interest and principal on the Redevelopment Agency tax allocation bonds issued in 2004.

REVENUE BONDS

Police Facilities Revenue Bonds - To account for the accumulation of lease revenue for payment of interest and principal on the Police Facility lease revenue bonds issued in 1993 by the Redevelopment Agency.

Parking Structure Revenue Bonds - To account for the accumulation of resources for payment of interest and principal on the Parking Structure lease revenue bonds issued in 2001 by the Redevelopment Agency.

Performing Arts Revenue Bonds - To account for the accumulation of revenue provided by Bill Graham Presents (a subsidiary of Clear Channel) 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.

**CITY OF CONCORD**  
**REVENUE / EXPENDITURE SUMMARY - DEBT SERVICE FUNDS**  
**FOR THE YEAR ENDING JUNE 30, 2011**

	Actual 2006-2007	Actual 2007-08	Actual 2008-09	Adopted Budget 2009-10	Adopted Budget 2010-11
<b>REVENUES:</b>					
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for current services	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-
Use of money and property	1,973,443	1,798,787	1,544,335	1,207,300	1,141,500
Other	72,523	65,610	67,052	60,000	66,000
<b>Total Revenues</b>	<b>\$ 2,045,966</b>	<b>\$ 1,864,397</b>	<b>\$ 1,611,387</b>	<b>\$ 1,267,300</b>	<b>\$ 1,207,500</b>
<b>EXPENDITURES:</b>					
Current:					
Salaries and benefits	\$ -	\$ -	\$ -	\$ -	\$ -
Operating expenditures	0	11,087	-	-	-
Fixed charges	-	-	-	-	-
Capital projects	-	-	-	-	-
Debt service	9,719,210	9,804,857	9,789,232	17,759,620	8,818,731
<b>Total Expenditures</b>	<b>\$ 9,719,210</b>	<b>\$ 9,815,944</b>	<b>\$ 9,789,232</b>	<b>\$ 17,759,620</b>	<b>\$ 8,818,731</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>\$ (7,673,244)</b>	<b>\$ (7,951,547)</b>	<b>\$ (8,177,845)</b>	<b>\$ (16,492,320)</b>	<b>\$ (7,611,231)</b>
<b>OTHER FINANCING SOURCES (USES):</b>					
Conversion to unallocated reserve balance	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers in	7,643,795	8,043,593	7,257,654	16,861,467	7,897,371
Transfers (out)	-	-	-	-	-
<b>Total Other Financing Sources (Uses)</b>	<b>\$ 7,643,795</b>	<b>\$ 8,043,593</b>	<b>\$ 7,257,654</b>	<b>\$ 16,861,467</b>	<b>\$ 7,897,371</b>
<b>EXCESS (DEFICIENCY) OF REVENUES AND OTHER SOURCES OVER EXPENDITURES AND OTHER USES</b>	<b>\$ (29,449)</b>	<b>\$ 92,046</b>	<b>\$ (920,191)</b>	<b>\$ 369,147</b>	<b>\$ 286,140</b>
Fund balance at beginning of year	7,870,057	7,840,608	7,932,654	7,012,463	7,381,610
Fund balance at end of year	<b>\$ 7,840,608</b>	<b>\$ 7,932,654</b>	<b>\$ 7,012,463</b>	<b>\$ 7,381,610</b>	<b>\$ 7,667,750</b>

**CITY OF CONCORD  
DEBT SERVICE FUNDS  
FOR THE YEAR ENDING JUNE 30, 2011**

Annual debt service requirements to maturity for long-term debt, including interest payments, are as follow:

	Tax Allocation <u>Bonds</u>	Redevelopment <u>Agency</u>	Revenue Bonds <u>Parking Structure</u>	Concord <u>Pavilion</u>	Certificates of <u>Participation</u>	<u>Total</u>
YEAR ENDING JUNE 30						
2010-11	\$ 6,354,171	\$ 629,083	\$ 738,021	\$ 964,732	\$ 95,484	\$ 8,781,491
2011-12	6,348,671	611,837	740,641	866,528	98,622	8,666,299
2012-13	6,342,271	613,081	741,966	782,032	-	8,479,350
2013-14	6,339,671	608,143	736,956	700,832	-	8,385,602
2014-15	6,337,774	569,988	740,581	622,928	-	8,271,271
2015-16	6,329,888	567,379	737,425	553,114	-	8,187,806
2016-17	6,315,585	568,667	737,675	490,978	-	8,112,905
2017-18	6,312,473	568,780	741,675	431,314	-	8,054,242
2018-19	6,310,500	566,754	738,488	374,122	-	7,989,864
2019-20	6,293,928	568,044	739,019	324,196	-	7,925,187
Thereafter	<u>\$ 18,911,461</u>	<u>\$ -</u>	<u>\$ 2,219,612</u>	<u>\$ 281,124</u>	<u>\$ -</u>	<u>\$ 21,412,197</u>
Total	<u>\$ 82,196,393</u>	<u>\$ 5,871,756</u>	<u>\$ 9,612,059</u>	<u>\$ 6,391,900</u>	<u>\$ 194,106</u>	<u>\$ 104,266,214</u>

Funding Sources:

Tax Allocation Bonds are paid by the incremental property taxes received by the Redevelopment Agency Capital Projects Fund.

Redevelopment Agency and Parking Structure Revenue Bonds are paid by the lease revenue received by the Redevelopment Agency Capital Project Fund.

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.

Certificates of Participation are paid by General Fund revenues (\$95,484) in the ABAG Debt Service Fund.

**CITY OF CONCORD  
TAX ALLOCATION BONDS  
FOR THE YEAR ENDING JUNE 30, 2011**

**Redevelopment Agency Tax Allocation Bonds**

Resolution 04-430 of the City of Concord and Resolution 04-667 of the Redevelopment Agency of the City of Concord approved the Issuance of Tax Allocation Bonds by The Redevelopment Agency to defease the 1988 Current Interest Term Bonds, and the 1993 Subordinate Term Bonds.

Principal Borrowed

Series 2004 due 7/1/2025	\$ 72,310,000
--------------------------	---------------

Payment Required

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Series 2004	\$ 3,690,000	\$ 2,664,171	\$ 6,354,171
Total	\$ 3,690,000	\$ 2,664,171	\$ 6,354,171

Principal Outstanding as of June 30, 2011

Series 2004	\$ 57,205,000
Total	\$ 57,205,000

**CITY OF CONCORD  
REVENUE BONDS  
FOR THE YEAR ENDING JUNE 30, 2011**

**Redevelopment Agency Revenue Bonds**

Redevelopment Agency Lease Revenue Bonds were issued in 1993 to finance a portion of the Police Facilities Project leased by the City. A portion of these bonds were refinanced in June, 2010.

<u>Principal Borrowed</u>			
Series 1993 due 8/1/2019	\$	9,700,000	
<u>Payment Required</u>			
Series 1993	\$	<u>Principal</u> 469,000	<u>Interest</u> \$ 160,083
			<u>Total</u> \$ 629,083
<u>Principal Outstanding as of June 30, 2011</u>			
Series 1993	\$	4,457,000	

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**Redevelopment Agency Parking Structure Bonds**

Redevelopment Agency Lease Revenue Bonds were issued in 2001 to finance the Todos Santos Parking Center in the downtown area.

<u>Principal Borrowed</u>			
Series 2001 due 3/1/2023	\$	9,580,000	
<u>Payment Required</u>			
Series 2001	\$	<u>Principal</u> 395,000	<u>Interest</u> \$ 343,021
			<u>Total</u> \$ 738,021
<u>Principal Outstanding as of June 30, 2011</u>			
Series 2001	\$	6,530,000	

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**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 March, 2009.

<u>Principal Borrowed</u>			
Series 1995 due 8/1/2020	\$	18,700,000	
<u>Payment Required</u>			
Series 1995	\$	<u>Principal</u> 610,000	<u>Interest</u> \$ 354,732
			<u>Total</u> \$ 964,732
<u>Principal Outstanding as of June 30, 2011</u>			
Series 1995	\$	4,000,000	

**CITY OF CONCORD  
 CERTIFICATES OF PARTICIPATION  
 FOR THE YEAR ENDING JUNE 30, 2011**

**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 8/1/2018	\$ 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	\$ 90,000	\$ 5,484	\$ 95,484
ABAG 41 - Diablo Creek Golf Course	<u>145,000</u>	<u>71,866</u>	<u>\$ 216,866</u>
Total	<u>\$ 235,000</u>	<u>\$ 77,350</u>	<u>\$ 312,350</u>

Principal Outstanding as of June 30, 2011

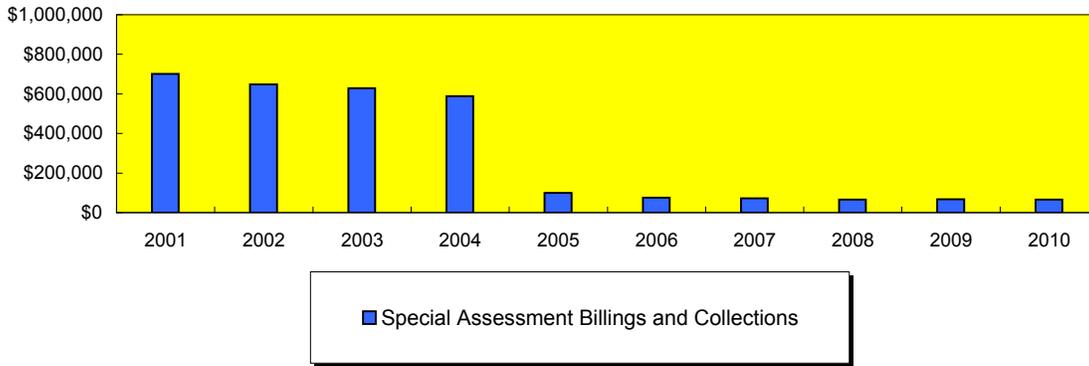
ABAG 41 - Centre Concord	\$ 95,000
ABAG 41 - Diablo Creek Golf Course	<u>1,375,000</u>
Total principal outstanding - ABAG 41	<u>\$ 1,470,000</u>

**CITY OF CONCORD  
SPECIAL ASSESSMENT DISTRICTS DEBT  
FOR THE YEAR ENDING JUNE 30, 2011**

Special Assessment Districts within the City have issued debt repayable out of special assessments levied on property. Under the terms of the special assessment bond indentures, the City is obligated to be the purchaser of last resort of property on which any delinquent special assessments have been levied. The City has two assessment districts. The due date for district nos. 80 & 81 debt is 9/2/2014.

<b>Assessment Districts</b>	<u>Balance July 1, 2009</u>
ASSETS - Cash and Investments	<u>\$ 167,835</u>
LIABILITIES - Payable	<u>\$ 167,835</u>

**SPECIAL ASSESSMENT  
BILLINGS AND COLLECTIONS  
LAST TEN FISCAL YEARS**



Fiscal Year	Special Assessment Billings and Collections
2001	\$ 701,531
2002	648,564
2003	628,420
2004	587,663
2005	99,623
2006	75,021
2007	72,524
2008	65,610
2009	67,052
2010	\$ 65,889

Source: City of Concord Financial Statements



**COMPUTATION OF DIRECT AND  
OVERLAPPING BONDED DEBT  
June 30, 2011 (1)**

JURISDICTION	Net Debt Outstanding	Percentage Applicable to City of Concord	Amount Applicable to City of Concord
2008-09 Assessed Valuation, Direct and Overlapping Bonded Debt			<u>\$ 13,553,237,007</u>
<u>DIRECT AND OVERLAPPING TAX AND ASSESSMENT DEBT</u>			
Bay Area Rapid Transit District	\$ 441,360,000	2.714%	\$ 11,978,510
Contra Costa Community College District	176,050,000	8.669%	15,261,775
Mt. Diablo Unified School District	212,965,000	41.468%	88,312,326
Mt. Diablo Unified School District Community Facilities District No. 1	63,600,000	41.468%	26,373,648
Contra Costa County Reassessment District	3,260,000	7.513%	244,924
East Bay Regional Park District	125,850,000	4.002%	5,036,517
City of Concord Special Assessment District 1915 Act Bonds	<u>140,000</u>	100.000%	<u>140,000</u>
TOTAL DIRECT AND OVERLAPPING TAX AND ASSESSMENT DEBT	\$ 1,023,225,000		\$ 147,347,700
<u>OVERLAPPING GENERAL FUND OBLIGATION DEBT</u>			
City of Concord General Fund Obligations	28,495,000	100.000%	28,495,000
City of Concord Judgment Obligations	2,230,000	100.000%	2,230,000
Contra Costa County General Fund Obligations	285,315,000	8.641%	24,654,069
Contra Costa County Pension Obligations	465,455,000	8.641%	40,219,967
Contra Costa County Fire Protection District Pension Obligations	123,465,000	19.288%	23,813,929
Contra Costa Community College District Certificates of Participation	1,050,000	8.669%	91,025
Mt. Diablo Unified School District Certificates of Participation	<u>5,670,000</u>	41.468%	<u>2,351,236</u>
TOTAL OVERLAPPING GENERAL FUND OBLIGATION DEBT	\$ 911,680,000		\$ 121,855,226
TOTAL DIRECT AND OVERLAPPING DEBT	<u>\$ 1,934,905,000</u> (2)		<u>\$ 269,202,926</u>

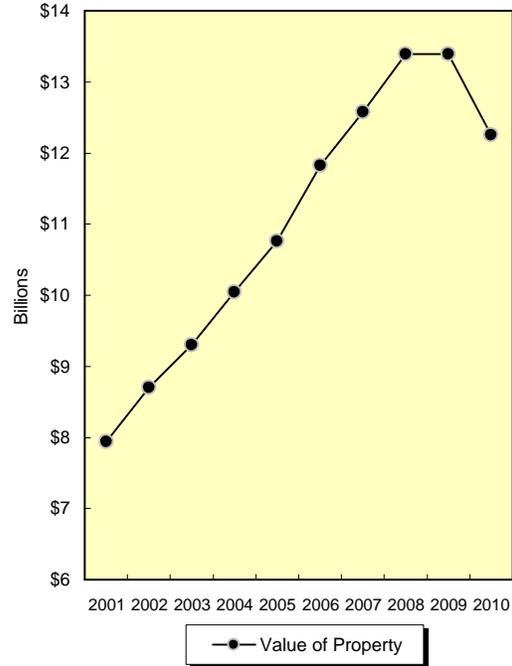
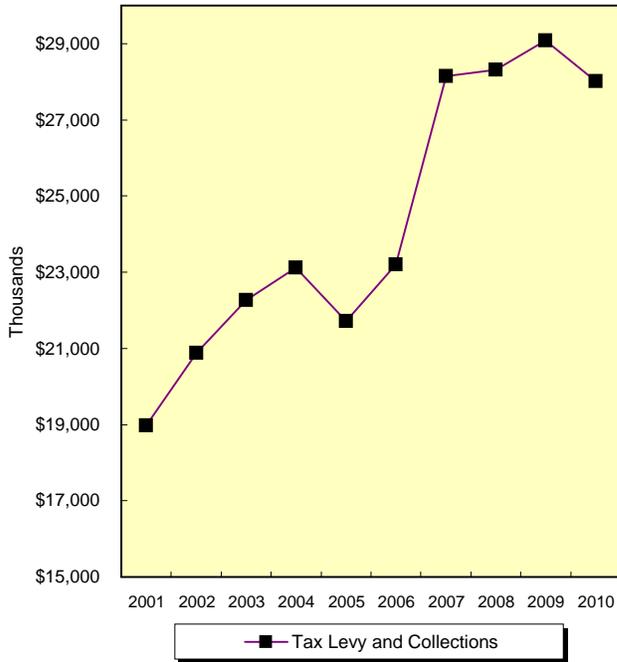
(1) Actual through June 30, 2009.

(2) Excludes tax and revenue anticipation notes, revenue, mortgage revenue and tax allocation bonds and non-bonded capital lease obligations.  
Ratios to Assessed Valuation: Direct Debt %.23%-Total Gross Debt % 1.09%.

SOURCE: California Municipal Statistics, Inc.



### 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
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	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	\$28,017,154 (A)	\$ 11,329,082	-	\$ 16,688,072	\$ 28,017,154	100.00%	\$12,254,962,478

\* Source: Contra Costa County Auditor-Controller's Office and the City of Concord's Finance Department. Information available in October, 2005

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 FY2009 are net of pass-thru payment and educational revenue augmentation fund withholding.

**Capital Projects**



### **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 YEAR ENDING JUNE 30, 2011**

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 C/Measure C I-680/Measure J – Accounts for transportation improvements funded by Contra Costa County's ½% sales tax. Measure C was approved in 1988 and Measure J in 2004. Measure C authorizes the ½% sales tax through 2009 and Measure J continues the ½% sales tax in 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.

Federal Street Assistance Fund - To account for approved capital projects funded by federal revenues.

Intermodal Surface Transportation Efficiency Act (ISTEA) – Federal monies signed into law in 1991 that calls for broad changes in the way transportation decisions are made. ISTEA emphasizes diversity and balance of transportation modes as well as the preservation of existing systems before the construction of new facilities.

Transportation Equity Act for the 21<sup>st</sup> Century (TEA-21) – The most recent Federal highway funding program for streets and roads.

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.

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.

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.

**CITY OF CONCORD**  
**REVENUE / EXPENDITURE SUMMARY - CAPITAL PROJECTS FUNDS**  
**FOR THE YEAR ENDING JUNE 30, 2011**

	Actual 2006-2007	Actual 2007-08	Actual 2008-09	Adopted Budget 2009-10	Adopted Budget 2010-11
<b>REVENUES:</b>					
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and permits	1,303,052	273,533	1,953,500	72,564	158,092
Intergovernmental	5,425,297	4,081,458	8,102,750	9,389,158	15,008,182
Charges for current services	174,910	8,923	(71,094)	-	-
Fines and forfeitures	68,581	62,702	64,229	-	-
Use of money and property	253,208	223,795	166,375	53,262	56,190
Other	387,687	422,672	22,998	306,395	159,885
<b>Total Revenues</b>	<b>\$ 7,612,735</b>	<b>\$ 5,073,083</b>	<b>\$ 10,238,758</b>	<b>\$ 9,821,379</b>	<b>\$ 15,382,349</b>
<b>EXPENDITURES:</b>					
Current:					
Salaries and benefits	\$ 916,582	\$ 522,165	\$ 724,361	\$ 705,922	\$ 713,205
Operating expenditures	927,752	1,489,396	1,500,883	1,648,747	1,486,388
Fixed charges	-	6,602	6,799	6,065	-
Capital Projects	9,086,725	6,868,060	9,230,080	11,610,200	12,813,648
Debt Services	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 10,931,059</b>	<b>\$ 8,886,223</b>	<b>\$ 11,462,123</b>	<b>\$ 13,970,934</b>	<b>\$ 15,013,241</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>\$ (3,318,324)</b>	<b>\$ (3,813,140)</b>	<b>\$ (1,223,365)</b>	<b>\$ (4,149,555)</b>	<b>\$ 369,108</b>
<b>OTHER FINANCING SOURCES (USES):</b>					
Conversion to unallocated reserve balance	\$ 384,513	\$ 4,632,599	\$ 5,514,853	\$ 1,372,279	\$ -
Transfers in	906,658	875,005	990,972	511,298	-
Transfers (out)	(124,990)	(674,498)	(716,561)	(40,000)	-
<b>Total Other Financing Sources (Uses)</b>	<b>\$ 1,166,181</b>	<b>\$ 4,833,106</b>	<b>\$ 5,789,264</b>	<b>\$ 1,843,577</b>	<b>\$ -</b>
<b>EXCESS (DEFICIENCY) OF REVENUES AND OTHER SOURCES OVER EXPENDITURES AND OTHER USES</b>	<b>\$ (2,152,143)</b>	<b>\$ 1,019,966</b>	<b>\$ 4,565,899</b>	<b>\$ (2,305,978)</b>	<b>\$ 369,108</b>
Fund balance at beginning of year	4,247,272	2,095,129	3,115,095	7,680,994	5,375,016
Fund balance at end of year	<b>\$ 2,095,129</b>	<b>\$ 3,115,095</b>	<b>\$ 7,680,994</b>	<b>\$ 5,375,016</b>	<b>\$ 5,744,124</b>

**CITY OF CONCORD  
CAPITAL PROJECTS FUNDS  
FOR THE YEAR ENDING JUNE 30, 2011**

<u>Fund</u>	<u>Measure C &amp; J</u>	<u>Measure J Ramps/Streets</u>	<u>Dev Fees Parkland</u>	<u>Storm Drain &amp; Traffic Mit.</u>	<u>Dev. Fees O.S.I.P.</u>
FUND BALANCE AS OF JULY 1, 2010	\$ 610,841	\$ -	\$ 66,100	\$ 501,293	\$ 777,786
REVENUES					
Taxes	\$ -	\$ -	\$ 137,640	\$ -	\$ 20,452
Use of Money & Property	21,000	-	1,000	7,190	14,000
Intergovernmental	1,301,000	1,342,400	-	-	-
Other	-	-	159,885	-	-
Total Revenues	<u>\$ 1,322,000</u>	<u>\$ 1,342,400</u>	<u>\$ 298,525</u>	<u>\$ 7,190</u>	<u>\$ 34,452</u>
EXPENDITURES					
Capital Projects	\$ 75,000	\$ 1,342,400	\$ 179,885	\$ -	\$ 112,200
Other	387,930	-	9,000	-	105,755
Total Expenditures	<u>\$ 462,930</u>	<u>\$ 1,342,400</u>	<u>\$ 188,885</u>	<u>\$ -</u>	<u>\$ 217,955</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>	<u>\$ -</u>
Excess (Deficiency) of Revenues and Other Financing Sources over (under) expenditures and Other Financing Uses	859,070	-	109,640	7,190	(183,503)
FUND BALANCE JUNE 30, 2011	<u>\$ 1,469,911</u>	<u>\$ -</u>	<u>\$ 175,740</u>	<u>\$ 508,483</u>	<u>\$ 594,283</u>
PROJECT CARRYOVER (These numbers represent funds which have been allocated but have not been spent as June 30,2010	\$ 393,922	\$ 1,885,282	\$ 154,773	\$ 378,615	\$ 995,501

**CITY OF CONCORD  
CAPITAL PROJECTS FUNDS  
FOR THE YEAR ENDING JUNE 30, 2011**

<u>Fund</u>	<u>Measure WW</u>	<u>Traffic Congest. Relief &amp; Prop 1B (LSR)</u>	<u>Federal Grants</u>	<u>General Reimbursable Projects</u>
FUND BALANCE AS OF JULY 1, 2010	\$ 3,320,013	\$ 98,983	\$ -	\$ -
REVENUES				
Taxes	\$ -	\$ -	\$ -	\$ -
Use of Money & Property	-	13,000	-	-
Intergovernmental	-	3,117,838	-	9,246,944
Other	-	-	-	-
Total Revenues	<u>\$ -</u>	<u>\$ 3,130,838</u>	<u>\$ -</u>	<u>\$ 9,246,944</u>
EXPENDITURES				
Capital Projects	\$ 1,511,333	\$ 961,228	\$ -	\$ 9,246,944
Other	-	1,081,566	-	-
Total Expenditures	<u>\$ 1,511,333</u>	<u>\$ 2,042,794</u>	<u>\$ -</u>	<u>\$ 9,246,944</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	(1,511,333)	1,088,044	-	-
FUND BALANCE JUNE 30, 2011	<u>\$ 1,808,680</u>	<u>\$ 1,187,027</u>	<u>\$ -</u>	<u>\$ -</u>
PROJECT CARRYOVER (These numbers represent funds which have been allocated but have not been spent as June 30,2010	\$ 2,182,146	\$ 871,601	\$ -	\$ 8,771,913

**CITY OF CONCORD  
CAPITAL PROJECTS FUNDS**

	<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>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
<b>Measure C</b>										
Fund Balance - 7/1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Add Revenues										
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use of Money & Property	-	-	-	-	-	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Less Appropriations										
Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Excess (Deficiency) of Revenues Over (Under) Expenditures	-	-	-	-	-	-	-	-	-	-
Fund Balance - 6/30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

	<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>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
<b>Measure J</b>										
Fund Balance - 7/1	\$ 610,841	\$ 1,469,911	\$ 1,694,461	\$ 1,642,755	\$ 1,602,349	\$ 1,027,619	\$ 445,757	\$ 138,744	\$ 140,351	\$ 160,919
Add Revenues										
Intergovernmental	\$ 1,301,000	\$ 1,347,000	\$ 1,394,000	\$ 1,443,000	\$ 1,494,000	\$ 1,546,000	\$ 1,600,000	\$ 1,656,000	\$ 1,714,000	\$ 1,774,000
Use of Money & Property	21,000	31,000	33,000	32,000	26,000	15,000	6,000	3,000	3,000	3,000
Total Revenues	\$ 1,322,000	\$ 1,378,000	\$ 1,427,000	\$ 1,475,000	\$ 1,520,000	\$ 1,561,000	\$ 1,606,000	\$ 1,659,000	\$ 1,717,000	\$ 1,777,000
Less Appropriations										
Capital Projects	\$ 75,000	\$ 267,475	\$ 104,388	\$ 107,797	\$ 110,210	\$ 113,516	\$ 116,922	\$ 120,429	\$ 124,042	\$ 127,763
Other	387,930	885,975	1,374,318	1,407,609	1,984,520	2,029,346	1,796,091	1,536,964	1,572,390	1,628,258
Total Appropriations	\$ 462,930	\$ 1,153,450	\$ 1,478,706	\$ 1,515,406	\$ 2,094,730	\$ 2,142,862	\$ 1,913,013	\$ 1,657,393	\$ 1,696,432	\$ 1,756,021
Excess (Deficiency) of Revenues Over (Under) Expenditures	859,070	224,550	(51,706)	(40,406)	(574,730)	(581,862)	(307,013)	1,607	20,568	20,979
Fund Balance - 6/30	\$ 1,469,911	\$ 1,694,461	\$ 1,642,755	\$ 1,602,349	\$ 1,027,619	\$ 445,757	\$ 138,744	\$ 140,351	\$ 160,919	\$ 181,898

**CITY OF CONCORD  
CAPITAL PROJECTS FUNDS**

	<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>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
<b>Measure J Major Ramps/Streets</b>										
Fund Balance - 7/1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Add Revenues										
Intergovernmental	\$ 1,342,400	\$ 4,443,000	\$ -	\$ -	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -
Use of Money & Property	-	-	-	-	-	-	-	-	-	-
Total Revenues	\$ 1,342,400	\$ 4,443,000	\$ -	\$ -	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -
Less Appropriations										
Capital Projects	\$ 1,342,400	\$ 4,443,000	\$ -	\$ -	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -
Total Appropriations	\$ 1,342,400	\$ 4,443,000	\$ -	\$ -	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -
Excess (Deficiency) of Revenues Over (Under) Expenditures	-	-	-	-	-	-	-	-	-	-
Fund Balance - 6/30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

	<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>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
<b>Developer Fees Parkland</b>										
Fund Balance - 7/1	\$ 66,100	\$ 175,740	\$ 304,240	\$ 252,540	\$ 209,087	\$ 209,087	\$ 207,087	\$ 186,087	\$ 174,087	\$ 439,087
Add Revenues										
Licenses & Permits	\$ 137,640	\$ 200,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 325,000	\$ 350,000	\$ 375,000	\$ 375,000
Loan from GF	159,885	-	-	-	-	-	-	-	-	-
Use of Money & Property	1,000	5,000	6,000	5,000	4,000	4,000	4,000	4,000	6,000	12,000
Total Revenues	\$ 298,525	\$ 205,000	\$ 306,000	\$ 305,000	\$ 304,000	\$ 304,000	\$ 329,000	\$ 354,000	\$ 381,000	\$ 387,000
Less Appropriations										
GF Repayment	\$ -	\$ -	\$ 225,000	\$ 240,000	\$ 240,000	\$ 240,000	\$ 240,000	\$ 240,000	\$ -	\$ -
Capital Projects	179,885	13,500	89,700	80,453	50,000	50,000	100,000	100,000	100,000	-
Other	9,000	63,000	43,000	28,000	14,000	16,000	10,000	26,000	16,000	16,000
Total Appropriations	\$ 188,885	\$ 76,500	\$ 357,700	\$ 348,453	\$ 304,000	\$ 306,000	\$ 350,000	\$ 366,000	\$ 116,000	\$ 16,000
Excess (Deficiency) of Revenues Over (Under) Expenditures	109,640	128,500	(51,700)	(43,453)	-	(2,000)	(21,000)	(12,000)	265,000	371,000
Fund Balance - 6/30	\$ 175,740	\$ 304,240	\$ 252,540	\$ 209,087	\$ 209,087	\$ 207,087	\$ 186,087	\$ 174,087	\$ 439,087	\$ 810,087

**CITY OF CONCORD  
CAPITAL PROJECTS FUNDS**

	<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>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
<b><u>Storm Drainage Zone</u></b>										
Fund Balance - 7/1	\$ 488,624	\$ 495,624	\$ 502,624	\$ 510,624	\$ 518,624	\$ 526,624	\$ 534,624	\$ 542,624	\$ 550,624	\$ 558,624
Add Revenues										
Licenses & Permits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use of Money & Property	7,000	7,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Total Revenues	\$ 7,000	\$ 7,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
Less Appropriations										
Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Financing Sources										
Proceeds from Debt Issuance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Excess (Deficiency) of Revenues Over (Under) Expenditures	7,000	7,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Fund Balance - 6/30	\$ 495,624	\$ 502,624	\$ 510,624	\$ 518,624	\$ 526,624	\$ 534,624	\$ 542,624	\$ 550,624	\$ 558,624	\$ 566,624

	<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>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
<b><u>Traffic Mitigation</u></b>										
Fund Balance - 7/1	\$ 12,669	\$ 12,859	\$ 13,052	\$ 13,248	\$ 13,447	\$ 13,649	\$ 13,854	\$ 14,062	\$ 14,273	\$ 14,487
Add Revenues										
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ 275,251	\$ 275,251	\$ -	\$ -	\$ -	\$ -
Use of Money & Property	190	193	196	199	202	205	208	211	214	217
Total Revenues	\$ 190	\$ 193	\$ 196	\$ 199	\$ 275,453	\$ 275,456	\$ 208	\$ 211	\$ 214	\$ 217
Less Appropriations										
Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ 275,251	\$ 275,251	\$ -	\$ -	\$ -	\$ -
Total Appropriations	\$ -	\$ -	\$ -	\$ -	\$ 275,251	\$ 275,251	\$ -	\$ -	\$ -	\$ -
Excess (Deficiency) of Revenues Over (Under) Expenditures	190	193	196	199	202	205	208	211	214	217
Fund Balance - 6/30	\$ 12,859	\$ 13,052	\$ 13,248	\$ 13,447	\$ 13,649	\$ 13,854	\$ 14,062	\$ 14,273	\$ 14,487	\$ 14,704

**CITY OF CONCORD  
CAPITAL PROJECTS FUNDS**

	<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>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
<b>Developer Fees OSIP</b>										
Fund Balance - 7/1	\$ 777,786	\$ 594,283	\$ 97,119	\$ 97,456	\$ 214,671	\$ 185,269	\$ 266,171	\$ 135,403	\$ 164,271	\$ 148,484
Add Revenues										
Licenses & Permits	\$ 20,452	\$ 36,408	\$ 350,000	\$ 400,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 500,000	\$ 550,000	\$ 550,000
Use of Money & Property	14,000	7,000	2,000	3,000	4,000	4,000	4,000	3,000	3,000	3,000
Total Revenues	\$ 34,452	\$ 43,408	\$ 352,000	\$ 403,000	\$ 454,000	\$ 454,000	\$ 454,000	\$ 503,000	\$ 553,000	\$ 553,000
Less Appropriations										
Capital Projects	\$ 112,200	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	105,755	90,572	351,663	285,785	483,402	373,098	584,768	474,132	568,787	563,787
Total Appropriations	\$ 217,955	\$ 540,572	\$ 351,663	\$ 285,785	\$ 483,402	\$ 373,098	\$ 584,768	\$ 474,132	\$ 568,787	\$ 563,787
Excess (Deficiency) of Revenues Over (Under) Expenditures	(183,503)	(497,164)	337	117,215	(29,402)	80,902	(130,768)	28,868	(15,787)	(10,787)
Fund Balance - 6/30	\$ 594,283	\$ 97,119	\$ 97,456	\$ 214,671	\$ 185,269	\$ 266,171	\$ 135,403	\$ 164,271	\$ 148,484	\$ 137,697

	<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>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
<b>Measure WW Projects</b>										
Fund Balance - 7/1	\$ 3,320,013	\$ 1,808,680	\$ 1,551,680	\$ 661,680	\$ 31,680	\$ 31,680	\$ 31,680	\$ 31,680	\$ 31,680	\$ 31,680
Add Revenues										
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use of Money & Property	-	-	-	-	-	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Less Appropriations										
Capital Projects	\$ 1,511,333	\$ 257,000	\$ 890,000	\$ 630,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Appropriations	\$ 1,511,333	\$ 257,000	\$ 890,000	\$ 630,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Financing Sources										
Transfers In	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Excess (Deficiency) of Revenues Over (Under) Expenditures	(1,511,333)	(257,000)	(890,000)	(630,000)	-	-	-	-	-	-
Fund Balance - 6/30	\$ 1,808,680	\$ 1,551,680	\$ 661,680	\$ 31,680	\$ 31,680	\$ 31,680	\$ 31,680	\$ 31,680	\$ 31,680	\$ 31,680

**CITY OF CONCORD  
CAPITAL PROJECTS FUNDS**

	<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>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
<b>Traffic Congestion Relief (AB2928)</b>										
Fund Balance - 7/1	\$ -	\$ 193,805	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Add Revenues										
Intergovernmental	\$ 1,243,361	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use of Money & Property	2,000	2,000	-	-	-	-	-	-	-	-
Total Revenues	\$ 1,245,361	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Less Appropriations										
Capital Projects	\$ 586,928	\$ 93,494	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	464,628	102,311	-	-	-	-	-	-	-	-
Total Appropriations	\$ 1,051,556	\$ 195,805	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Excess (Deficiency) of Revenues Over (Under) Expenditures	193,805	(193,805)	-	-	-	-	-	-	-	-
Fund Balance - 6/30	\$ 193,805	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

	<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>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
<b>Prop. 1B LSR</b>										
Fund Balance - 7/1	\$ 98,983	\$ 993,222	\$ 90,330	\$ 92,330	\$ 94,330	\$ 96,330	\$ 98,330	\$ 100,330	\$ 102,330	\$ 104,330
Add Revenues										
Intergovernmental	\$ 1,874,477	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use of Money & Property	11,000	11,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Total Revenues	\$ 1,885,477	\$ 11,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Less Appropriations										
Capital Projects	\$ 374,300	\$ 387,392	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	616,938	526,500	-	-	-	-	-	-	-	-
Total Appropriations	\$ 991,238	\$ 913,892	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Excess (Deficiency) of Revenues Over (Under) Expenditures	894,239	(902,892)	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Fund Balance - 6/30	\$ 993,222	\$ 90,330	\$ 92,330	\$ 94,330	\$ 96,330	\$ 98,330	\$ 100,330	\$ 102,330	\$ 104,330	\$ 106,330

**CITY OF CONCORD  
CAPITAL PROJECTS FUNDS**

	<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>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
<b><u>General Fund Projects</u></b>										
Fund Balance - 7/1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Add Revenues										
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use of Money & Property	-	-	-	-	-	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Less Appropriations										
Capital Projects	\$ -	\$ -	\$ 322,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Appropriations	\$ -	\$ -	\$ 322,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Financing Sources/Uses										
Transfers In	\$ -	\$ -	\$ 322,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers Out	-	-	-	-	-	-	-	-	-	-
Total Financing Sources/Uses	\$ -	\$ -	\$ 322,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Excess (Deficiency) of Revenues Over (Under) Expenditures	-	-	-	-	-	-	-	-	-	-
Fund Balance - 6/30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

	<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>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
<b><u>Reimbursable Projects</u></b>										
Fund Balance - 7/1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Add Revenues										
Intergovernmental	\$ 9,246,944	\$ 2,332,057	\$ 1,911,493	\$ 1,875,000	\$ 3,650,026	\$ 2,989,993	\$ 775,000	\$ 775,000	\$ 1,375,000	\$ 775,000
Use of Money & Property	-	-	-	-	-	-	-	-	-	-
Total Revenues	\$ 9,246,944	\$ 2,332,057	\$ 1,911,493	\$ 1,875,000	\$ 3,650,026	\$ 2,989,993	\$ 775,000	\$ 775,000	\$ 1,375,000	\$ 775,000
Less Appropriations										
Capital Projects	\$ 9,246,944	\$ 2,332,057	\$ 1,911,493	\$ 1,875,000	\$ 3,650,026	\$ 2,989,993	\$ 775,000	\$ 775,000	\$ 1,375,000	\$ 775,000
Total Appropriations	\$ 9,246,944	\$ 2,332,057	\$ 1,911,493	\$ 1,875,000	\$ 3,650,026	\$ 2,989,993	\$ 775,000	\$ 775,000	\$ 1,375,000	\$ 775,000
Excess (Deficiency) of Revenues Over (Under) Expenditures	-	-	-	-	-	-	-	-	-	-
Fund Balance - 6/30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**CITY OF CONCORD  
CAPITAL PROJECTS FUNDS  
FOR THE YEAR ENDING JUNE 30, 2011**

A detailed description of each capital project can be found in the Capital Improvement Program (CIP) budget that is provided under separate cover. Below are projects receiving funding appropriations in FY 2011 with a brief description of their purpose. Additional detail regarding funding sources, future operating costs, and prior and future appropriations can be found in the CIP Budget document. The indexes located in the back of the CIP Budget document will direct you to project data via project number or project name. Projects have been prioritized in accordance with the City's Mission, Vision and Values criteria: (1) public safety, (2) neighborhood preservation and enhancement, (3) revenue enhancement, and (4) infrastructure preservation-enhancement.

**The projects listed below are by funding source and include the new allocations for Fiscal Year 2011**

**Measure J**

2189	<b>Clayton Road/The Alameda Traffic Signal</b>	\$	75,000
	Install a traffic signal at the intersection of Clayton Road and The Alameda with actuated pedestrian push buttons to facilitate pedestrian crossing across Clayton Road.		
<b>Total Measure C &amp; Measure J</b>			\$ 75,000

**Measure J - Ramps**

2145	<b>Willow Pass Road / SR 4 Freeway Ramp Reconstruction Study</b>	\$	-
	Conduct studies to properly scope an implementing project to accommodate traffic growth including the CNWS.		

**Measure J - Major Streets**

2053	<b>Waterworld Parkway Bridge over Walnut Creek</b>	\$	-
	Construct a two-lane bridge over Walnut Creek connecting Waterworld Parkway with Meridian Park Boulevard.		
2085	<b>Commerce Avenue Pavement Rehabilitation</b>	\$	830,000
	Project will reconstruct approximately 2,000 linear feet of 40-44 ft wide roadway from Concord Ave to the end of Commerce Ave. The project will also include the reconstruction of 4 existing curb ramps to comply with ADA requirements.		
2144	<b>Clayton Road/Treat Blvd. Intersection Capacity Improvements</b>	\$	362,400
	Upgrade the traffic signal at the Clayton Rd./Treat Blvd. intersection to an 8-phase design and construct related geometric improvements to improve the handling capacity and maximize the operational efficiency of the intersection during peak periods.		
2175	<b>Ygnacio Valley Phase 3</b>	\$	150,000
	Complete grading on hillside above Ygnacio Valley Road (Phase III).		
<b>Total Measure J - Major Ramps &amp; Streets</b>			\$ 1,342,400

**Developer Fee - Parkland**

2146	<b>Replace Irrigation Main Line, Valves and Irrigation Controller at Sun Terrace Park</b>	\$	10,000
	Replace approximately 600' of 3" irrigation water main, valves and controller. The controller is to connect to existing base computer controller.		
2171	<b>Dave Brubeck Park Accessibility Improvements</b>		50,000
	Remove asphalt concrete trail and replace with ten-foot wide concrete walkway.		
2176	<b>Install New Playground Equipment at Newhall Park</b>		15,600
	A playground design on the size and scale of similar playgrounds in other parks in the Concord park system should include defined areas for young toddlers that are distinctly separate from play apparatus for older children.		
2177	<b>Construct Bocce Courts at Baldwin Park</b>		69,285
	Construct bocce ball courts at Baldwin Park and associated 150 SF equipment storage building. The project would also include lighting, shade structures and security fencing.		
2178	<b>Replacement of Electrical Pull Boxes at Several City Parks</b>		15,000
	Replace approximately 135 existing electrical pull boxes at Willow Pass, Hillcrest, Cambridge, Brubeck and Len Hester Parks with new vandal/entrance resistant boxes.		
2179	<b>ADA Barrier Removal for Baldwin Park</b>		20,000
	Modify restrooms; provide accessible paths of travel in sports areas, bleachers, and picnic areas. Construct ADA curb ramps; improve accessibility to parking lot. Remove overhanging or protruding objects and install signage.		
<b>Total Developer Fee - Parkland</b>			\$179,885

**Developer Fees - Traffic Mitigation Fees**

2049	<b>Bailey Road Traffic Improvements</b>	\$	-
	Project will construct traffic improvements at the intersections of Bailey Road/Myrtle Drive and Bailey Road/Concord Blvd.		

**CITY OF CONCORD  
CAPITAL PROJECTS FUNDS  
FOR THE YEAR ENDING JUNE 30, 2011**

**Developer Fees - Offsite Street Improvement Program (OSIP)**

2133	<b>Arnold Industrial Way/SR 4 Westbound Ramps</b> Install new traffic signal on Arnold Industrial Way at the Highway 4 westbound on and off-ramps.	\$ 77,200
2101	<b>Highway 680/Burnett Avenue Off Ramp Right Of Way Closeout</b> Completion of the right-of-way acquisition and transfer to Caltrans following the installation of an off ramp at Burnett avenue and Interstate 680.	35,000
<b>Total Developer Fees - Offsite Street Improvement Program (OSIP)</b>		<b>\$ 112,200</b>

**Measure WW**

2081	<b>Pave Loop Road at Camp Concord</b> (Phase II/III) Pave approximately 900 feet of existing dirt road and four parking areas at Camp Concord. Install the required number of drainage structures.	\$ 550,000
2146	<b>Replace Irrigation Main Line, Valves and Irrigation Controller at Sun Terrace Park</b> Replace approximately 600' of 3" irrigation water main, valves and controller. The controller is to connect to existing base computer controller.	20,000
2148	<b>Install Back-up Pump at Concord Community Pool</b> Install a Back-up Pump at the Concord Community Pool with associated piping.	128,033
2149	<b>Willow Pass Community Park - Sports Field Improvements</b> Project includes the replacement of bleachers at Bundy Field (WPP1); as well as the replacement of scoreboards Fields 1 and 4; all in Willow Pass Park.	20,685
2176	<b>Install New Playground Equipment at Newhall Park</b> A playground design on the size and scale of similar playgrounds in other parks in the Concord park system should include defined areas for young toddlers that are distinctly separate from play apparatus for older children.	150,000
2177	<b>Construct Bocce Courts at Baldwin Park</b> Construct bocce ball courts at Baldwin Park and associated 150 SF equipment storage building. The project would also include lighting, shade structures and security fencing.	392,615
2178	<b>Replacement of Electrical Pull Boxes at Several City Parks</b> Replace approximately 135 existing electrical pull boxes at Willow Pass, Hillcrest, Cambridge, Brubeck and Len Hester Parks with new vandal/entrance resistant boxes.	150,000
2179	<b>ADA Barrier Removal for Baldwin Park</b> Modify restrooms; provide accessible paths of travel in sports areas, bleachers, and picnic areas. Construct ADA curb ramps; improve accessibility to parking lot. Remove overhanging or protruding objects and install signage.	100,000
<b>Total Measure WW</b>		<b>\$ 1,511,333</b>

**Traffic Congestion Relief (AB2928)**

1173	<b>Citywide Sidewalk Improvement Annual Program</b>  Permanent sidewalk repair is prioritized based on results of the Citywide GPS sidewalk inventory of City facilities and sidewalks, for pedestrian access that is in compliance with State and Federal disability laws.	\$ 54,300
2188	<b>Concord Boulevard Pavement Rehabilitation (Sixth to Glazier)</b>  Rehabilitate approximately 12,000 linear feet of roadway on Concord Boulevard between Sixth Street and Glazier Drive by grinding and replacing the top 2.5 inches of asphalt concrete from gutter lip to gutter lip.	532,628

**Proposition 1B - Local Streets & Roads (LSR)**

1173	<b>Citywide Sidewalk Improvement Annual Program</b>  Permanent sidewalk repair is prioritized based on results of the Citywide GPS sidewalk inventory of City facilities and sidewalks, for pedestrian access that is in compliance with State and Federal disability laws.	\$ 54,300
2060	<b>Citywide Bridge Repair Program</b> Project will provide maintenance work to 22 of 31 local bridges identified in the BPMP submitted to Caltrans in 2006. Work may include replacing joint seals and unsound concrete, repairing concrete spalling and slope protection and performing deck sealing.	-
2085	<b>Commerce Avenue Pavement Rehabilitation</b> Project will reconstruct approximately 2,000 linear feet of 40-44 ft wide roadway from Concord Ave to the end of Commerce Ave. The project will also include the reconstruction of 4 existing curb ramps to comply with ADA requirements.	185,000
2157	<b>Arterial Pavement Overlay Holding Account</b> Develop a long-range program of specific pavement repair/construction projects.	135,000
<b>Total Proposition 1B LSR and Traffic Congestion Relief</b>		<b>\$ 961,228</b>

**CITY OF CONCORD  
CAPITAL PROJECTS FUNDS  
FOR THE YEAR ENDING JUNE 30, 2011**

**General Fund Projects**

General Fund Capital Reserves contributed toward:

2173	<b>Remodel CitiArts Building</b>	\$ -
	This is the design phase of the project. When funds are available the project will include interior renovation, exterior wall paint, parking lot improvements, electrical and ADA-related work.	
<b>Total General Fund Projects</b>		\$ -

**Reimbursable Projects (Other Fees, Grants and Donations)**

**California Proposition 84 (Park Development Program)**

2171	<b>Dave Brubeck Park Accessibility Improvements</b>	\$ 675,000
	Remove asphalt concrete trail and replace with ten-foot wide concrete walkway.	
2172	<b>Monument Corridor Shared Use Trail Project</b>	1,538,000
	This project will extend the shared use trail (Class I bikeway) from Mayette Avenue to Market Street at Meadow Lane, along the abandoned Market Street right-of-way until it joins the Iron Horse Trail at Willow Pass.	

**Congestion Management Agency Block Grant**

2188	<b>Concord Boulevard Pavement Rehabilitation (Sixth to Glazier)</b>	\$ 2,146,872
	Rehabilitate approximately 12,000 linear feet of roadway on Concord Boulevard between Sixth Street and Glazier Drive by grinding and replacing the top 2.5 inches of asphalt concrete from gutter lip to gutter lip.	

**Federal Jobs for Main Street Act**

2170	<b>Clayton Road Pavement Rehabilitation (Treat to Ygnacio Valley)</b>	\$ 1,359,000
	The project will rehabilitate approximately 1.6 miles of the 2 mile long segment of Clayton Road from Treat Boulevard to Ygnacio Valley Road, by grinding and replacing the top 4 inches of asphalt concrete pavement from gutter-lip to gutter-lip.	

**Federal Seismic Funds**

1854	<b>Marsh Dr Bridge Over Walnut Creek Channel Seismic Retrofit</b>	\$ 1,983,072
	Retrofit bridge to meet current seismic standards.	

**Grant Funds (Appropriated When Received)**

2050	<b>Downtown Streetscape and Lighting</b>	\$ 660,000
	Remove and replace existing bricks in sand with new bricks set in concrete, remove bricks in driveways, construct new concrete driveways, and enlarge tree wells within the nine block area around Todos Santos Plaza.	

**Rule 20 A (Utility Company Provided Funds, not appropriated)**

1228	<b>Utility Undergrounding Project</b>	\$ 775,000
	Identify specific project locations and determine revenue source to supplement Rule 20A funds.	

**State Transportation Improvement Program STIP**

2157	<b>Arterial Pavement Overlay Holding Account</b>	\$ -
	Develop a long-range program of specific projects.	

**State Transportation Improvement Program STIP- TE**

2169	<b>Monument Corridor Pedestrian and Bikeway Network Improvements</b>	\$ -
	Construct a 1.1-mile long, 12-foot wide, asphalt-paved pedestrian and Class 1 Bikeway within the County right-of-way starting at Monument Blvd., just west of Carey Drive, and ending at Mayette Avenue.	

**Transportation Development Act Grant**

2169	<b>Monument Corridor Pedestrian and Bikeway Network Improvements</b>	\$ 110,000
	Construct a 1.1-mile long, 12-foot wide, asphalt-paved pedestrian and Class 1 Bikeway within the County right-of-way starting at Monument Blvd., just west of Carey Drive, and ending at Mayette Avenue.	

**Total Reimbursable Projects (Other Fees, Grants and Donations) \$ 9,246,944**



**City of Concord  
Capital Project Operating & Maintenance Costs  
For the Year Ending June 30, 2011**

301

**Operating Costs:**

	<b>Project #</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>Total</b>
Civic Center Security Improvements	2182	\$ -	\$ 5,600	\$ 5,600	\$ 5,600	\$ 5,600	\$ 5,600	\$ 5,600	\$ 5,600	\$ 5,600	\$ 5,600	\$ 50,400
Meadow Homes Spray Park	1288	-	8,487	8,742	9,004	9,274	9,552	9,839	10,134	10,438	10,751	86,221
Commerce Bridge at Pine Creek	1761	-	4,456	4,589	4,727	4,869	5,015	5,165	5,320	5,480	5,644	45,265
Baily Road Traffic Improvements	2049	-	-	-	-	-	-	6,144	6,328	6,518	6,714	25,704
Arnold Industrial Way/ Laura Alice Way/ Peralta Drive Traffic Signal	2054	-	-	-	-	4,637	4,776	4,919	5,067	5,219	5,376	29,994
Monument Blvd Pedestrian Improvements	2064	-	5,150	5,305	5,464	5,627	5,796	5,970	6,150	6,336	6,527	52,325
Citywide Entryway Signage & Downtown Wayfinder Program	2067	2,060	2,122	2,185	2,251	2,319	2,388	2,460	2,534	2,610	2,688	23,617
Clayton Road/ Chestnut Avenue Traffic Signal	2110	4,120	4,244	4,371	4,502	4,637	4,776	4,919	5,067	5,219	5,376	47,231
Arnold Industrial Way/SR4 Westbound	2133	-	-	-	-	4,502	4,637	4,776	4,919	5,067	5,219	29,120
Install Shade Structure at Hillcrest Park	2151	-	2,060	2,121	2,185	2,251	2,318	2,388	2,460	2,534	2,610	20,927
<b>Total Operating Cost</b>		<b>\$ 6,180</b>	<b>\$ 32,119</b>	<b>\$ 32,913</b>	<b>\$ 33,733</b>	<b>\$ 43,716</b>	<b>\$ 44,858</b>	<b>\$ 52,180</b>	<b>\$ 53,579</b>	<b>\$ 55,021</b>	<b>\$ 56,505</b>	<b>\$ 410,804</b>

**Enterprise**



### **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 YEAR ENDING JUNE 30, 2011**

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.

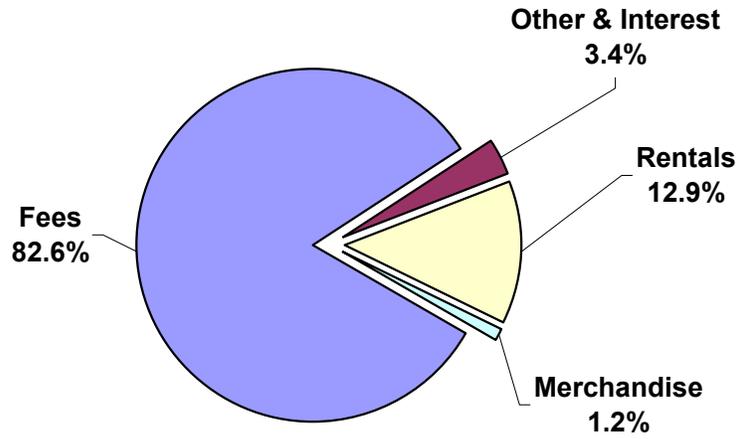
Sewer Fund – Accounts for activities pertaining to sewage collection, transmission and treatment.

**CITY OF CONCORD**  
**REVENUE / EXPENDITURE SUMMARY - ENTERPRISE FUNDS**  
**FOR THE YEAR ENDING JUNE 30, 2011**

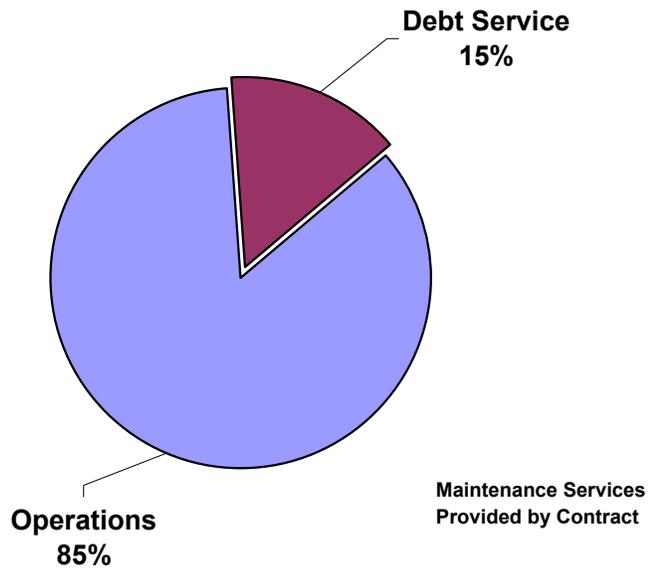
	Actual 2006-2007	Actual 2007-08	Actual 2008-09	Adopted Budget 2009-10	Adopted Budget 2010-11
<b>REVENUES:</b>					
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for current services	17,561,288	19,453,653	19,718,232	20,048,502	19,992,000
Fines and forfeitures	-	-	-	-	-
Use of money and property	1,190,637	1,535,066	861,609	321,350	174,705
Other	243,244	76,526	117,915	50,000	50,000
<b>Total Revenues</b>	<b>\$ 18,995,169</b>	<b>\$ 21,065,245</b>	<b>\$ 20,697,756</b>	<b>\$ 20,419,852</b>	<b>\$ 20,216,705</b>
<b>EXPENDITURES:</b>					
Current:					
Salaries and benefits	\$ 1,081,708	\$ 1,202,602	\$ 1,279,197	\$ 1,079,394	\$ 1,272,069
Operating expenditures	15,948,977	15,610,304	7,168,665	13,910,221	17,072,444
Fixed charges	320,386	300,236	295,834	278,915	256,692
Capital projects	4,642,973	8,436,121	10,561,727	5,186,137	3,150,000
Debt service	579,028	921,196	1,062,828	1,904,853	1,907,343
<b>Total Expenditures</b>	<b>\$ 22,573,072</b>	<b>\$ 26,470,459</b>	<b>\$ 20,368,251</b>	<b>\$ 22,359,520</b>	<b>\$ 23,658,548</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>\$ (3,577,903)</b>	<b>\$ (5,405,214)</b>	<b>\$ 329,505</b>	<b>\$ (1,939,668)</b>	<b>\$ (3,441,843)</b>
<b>OTHER FINANCING SOURCES (USES):</b>					
Conversion to unallocated reserve balance	\$ (766,149)	\$ 5,313,484	\$ 2,763,095	\$ 1,189,759	\$ -
Transfers in	-	-	25,645	-	-
Transfers (out)	-	-	(9,244)	(3,000,000)	-
<b>Total Other Financing Sources (Uses)</b>	<b>\$ (766,149)</b>	<b>\$ 5,313,484</b>	<b>\$ 2,779,496</b>	<b>\$ (1,810,241)</b>	<b>\$ -</b>
<b>EXCESS (DEFICIENCY) OF REVENUES AND OTHER SOURCES OVER EXPENDITURES AND OTHER USES</b>	<b>\$ (4,344,052)</b>	<b>\$ (91,730)</b>	<b>\$ 3,109,001</b>	<b>\$ (3,749,909)</b>	<b>\$ (3,441,843)</b>
Fund balance at beginning of year	18,502,339	14,158,287	14,066,557	17,175,558	13,425,649
Fund balance at end of year	<u>\$ 14,158,287</u>	<u>\$ 14,066,557</u>	<u>\$ 17,175,558</u>	<u>\$ 13,425,649</u>	<u>\$ 9,983,806</u>

**City of Concord  
Golf Course  
Revenues and Expenses  
For the Year Ending June 30, 2011**

**Revenue by Source**



**Expenses by Program**

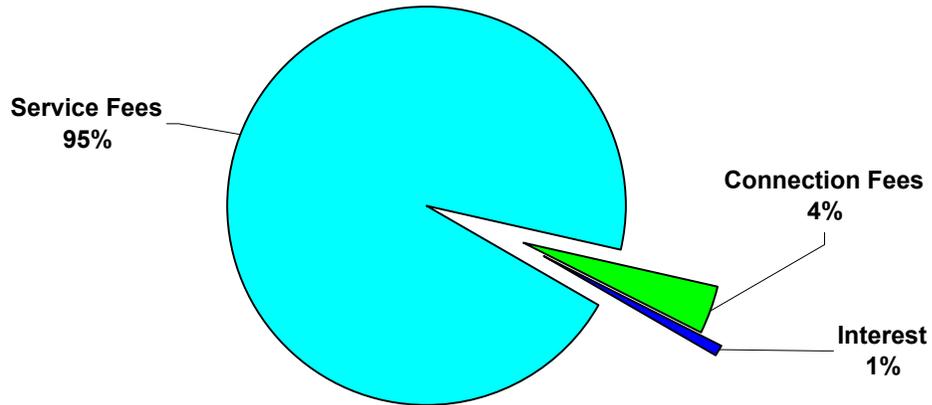


**City of Concord  
Golf Course  
Ten Year Projection  
For the Year Ending June 30, 2011**

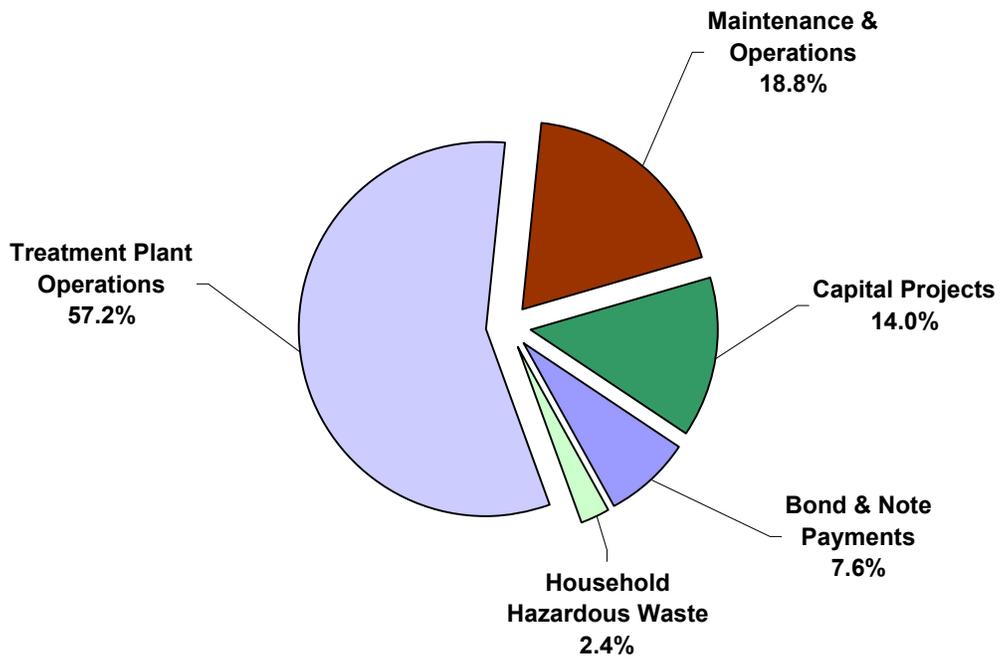
	<u>2010-11</u>	Fee Inc. <u>2011-12</u>	<u>2012-13</u>	Fee Inc. <u>2013-14</u>	<u>2014-15</u>	Fee Inc. <u>2015-16</u>	<u>2016-17</u>	Fee Inc. <u>2017-18</u>	<u>2018-19</u>	Fee Inc. <u>2019-20</u>
Fund Balance 7/01	\$ 104,000	\$ 125,000	\$ 133,000	\$ 134,000	\$ 141,000	\$ 142,000	\$ 150,000	\$ 151,000	\$ 159,000	\$ 159,000
Add Revenues:										
Fees	\$ 1,274,000	\$ 1,338,000	\$ 1,338,000	\$ 1,405,000	\$ 1,405,000	\$ 1,475,000	\$ 1,475,000	\$ 1,549,000	\$ 1,549,000	\$ 1,626,000
Rentals	199,000	207,000	211,000	219,000	223,000	231,000	235,000	243,000	248,000	258,000
Merchandise Sales	18,000	19,000	20,000	21,000	22,000	23,000	24,000	25,000	26,000	27,000
Other Revenues	50,000	243,925	151,520	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Interest	1,705	2,554	2,644	4,064	4,182	4,315	4,448	4,581	4,700	5,143
Total Revenues	\$ 1,542,705	\$ 1,810,479	\$ 1,723,164	\$ 1,699,064	\$ 1,704,182	\$ 1,783,315	\$ 1,788,448	\$ 1,871,581	\$ 1,877,700	\$ 1,966,143
Operating Expenditures										
Operations	\$ 1,346,331	\$ 1,364,478	\$ 1,415,851	\$ 1,451,570	\$ 1,489,900	\$ 1,528,714	\$ 1,568,721	\$ 1,547,606	\$ 1,545,443	\$ 1,589,204
General Fund Admin. Services	306,318	312,444	318,693	325,067	331,568	338,200	344,964	351,863	358,900	366,078
General Fund (Subsidy)/Payback	(402,810)	(343,166)	(389,995)	(362,788)	(398,011)	(367,382)	(402,612)	(312,263)	(312,268)	(69,139)
Maintenance	-	-	-	-	-	-	-	-	-	-
Debt Service	221,866	224,798	226,095	228,215	229,725	225,783	226,375	226,375	235,625	-
Total Expenditures	\$ 1,471,705	\$ 1,558,554	\$ 1,570,644	\$ 1,642,064	\$ 1,653,182	\$ 1,725,315	\$ 1,737,448	\$ 1,813,581	\$ 1,827,700	\$ 1,886,143
Net Income (Loss)	\$ 71,000	\$ 251,925	\$ 152,520	\$ 57,000	\$ 51,000	\$ 58,000	\$ 51,000	\$ 58,000	\$ 50,000	\$ 80,000
10 % Contingency Reserves	\$ 125,000	\$ 133,000	\$ 134,000	\$ 141,000	\$ 142,000	\$ 150,000	\$ 151,000	\$ 159,000	\$ 159,000	\$ 189,000
Less Capital Expenses:										
Projects	\$ -	\$ 193,925	\$ 101,520	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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	\$ 50,000	\$ 243,925	\$ 151,520	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Fund Balance 6/30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**City of Concord  
Sewer Enterprise  
Revenues and Expenses  
For the Year Ending June 30, 2011**

**Revenues by Source**



**Expenses by Program**



**Sewer Enterprise  
Twenty Year Projection  
for the Year Ending June 30, 2011**

Page 1 of 2

		Fee Inc \$20		Fee Inc. \$30		Fee Inc \$36		Fee Inc \$36		Fee Inc \$36
	<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>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
Fund Balance 7/01	\$ 13,321,649	\$ 9,858,806	\$ 9,320,751	\$ 8,523,902	\$ 8,790,003	\$ 8,554,884	\$ 9,198,085	\$ 6,120,986	\$ 2,528,086	\$ 2,369,867
<b>Revenues</b>										
Sewer Service Fees	\$ 17,801,000	\$ 18,970,000	\$ 19,008,000	\$ 20,746,000	\$ 20,787,000	\$ 22,869,000	\$ 22,915,000	\$ 25,001,000	\$ 25,051,000	\$ 27,141,000
Sewer Connection Fees	700,000	900,000	900,000	900,000	927,000	955,000	984,000	1,014,000	1,044,000	1,075,000
Interest	173,000	190,000	220,000	256,000	298,000	382,000	337,000	211,000	119,000	140,000
Loan Repayment	-	-	-	-	100,000	100,000	100,000	100,000	100,000	50,000
Total Revenues	\$ 18,674,000	\$ 20,060,000	\$ 20,128,000	\$ 21,902,000	\$ 22,112,000	\$ 24,306,000	\$ 24,336,000	\$ 26,326,000	\$ 26,314,000	\$ 28,406,000
<b>Operating Expenditures</b>										
Maintenance & Operations	\$ 3,867,311	\$ 3,900,693	\$ 4,038,785	\$ 4,100,028	\$ 4,215,214	\$ 4,296,325	\$ 4,458,685	\$ 4,543,533	\$ 4,715,292	\$ 4,807,161
Household Hazardous Waste	524,031	539,752	555,945	572,623	589,802	607,496	625,721	644,493	663,828	683,743
Sanitary Sewer Replacement	299,023	230,647	255,538	269,475	277,372	302,289	410,815	380,413	385,087	397,000
Capital Facility Contingency & Reserve	900,000	921,000	943,000	965,000	988,000	1,012,000	1,036,000	1,061,000	1,087,000	1,114,000
CCCSD Capital Projects										
Reimbursements	2,479,000	3,423,000	3,034,000	3,147,000	3,147,000	3,729,000	6,618,000	8,320,000	4,059,000	4,181,000
Rehab Bond Payment-Priority 1	835,126	834,186	836,775	833,069	833,188	836,920	834,406	835,860	836,028	834,872
Bond Paymnt-Gravity Connectio In Lieu of Pumping To CCCSD	850,352	846,777	847,806	848,704	848,543	847,769	847,472	851,601	849,984	851,648
Payment to CCCSD for Treatment Plant Operations	9,282,000	9,902,000	10,413,000	10,900,000	11,448,000	12,031,000	12,582,000	13,282,000	13,876,000	14,550,000
Tota Operating Expenditures	\$ 19,036,843	\$ 20,598,055	\$ 20,924,849	\$ 21,635,899	\$ 22,347,119	\$ 23,662,799	\$ 27,413,099	\$ 29,918,900	\$ 26,472,219	\$ 27,419,424
Net Income(Loss)	\$ (362,843)	\$ (538,055)	\$ (796,849)	\$ 266,101	\$ (235,119)	\$ 643,201	\$ (3,077,099)	\$ (3,592,900)	\$ (158,219)	\$ 986,576
10% Contingency Reserves	\$ 1,315,000	\$ 1,380,000	\$ 1,445,000	\$ 1,500,000	\$ 1,566,000	\$ 1,633,000	\$ 1,704,000	\$ 1,783,000	\$ 1,859,000	\$ 1,936,000
<b>Capital Projects:</b>										
City Projects	\$ 3,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Capital Projects	\$ 3,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Other Financing Sources (Uses)</b>										
Transfers In	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers Out	-	-	-	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance 6/30	\$ 8,543,806	\$ 7,940,751	\$ 7,078,902	\$ 7,290,003	\$ 6,988,884	\$ 7,565,085	\$ 4,416,986	\$ 745,086	\$ 510,867	\$ 1,420,443

**Sewer Enterprise  
Twenty Year Projection  
for the Year Ending June 30, 2011**

Page 2 of 2

		Fee Inc \$36								
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>	<u>2025-26</u>	<u>2026-27</u>	<u>2027-28</u>	<u>2028-29</u>	<u>2029-30</u>
Fund Balance 7/01	\$ 3,356,443	\$ 3,693,575	\$ 5,122,222	\$ 5,566,209	\$ 7,021,136	\$ 7,394,211	\$ 8,669,467	\$ 8,753,305	\$ 9,616,825	\$ 9,153,228
<b>Revenues</b>										
Sewer Service Fees	\$ 27,195,000	\$ 29,289,000	\$ 29,348,000	\$ 31,447,000	\$ 31,510,000	\$ 33,613,000	\$ 33,680,000	\$ 35,787,000	\$ 35,859,000	\$ 35,931,000
Sewer Connection Fees	1,107,000	1,140,000	1,174,000	1,209,000	1,245,000	1,282,000	1,320,000	1,360,000	1,401,000	1,443,000
Interest	172,000	215,000	261,000	307,000	352,000	392,000	425,000	448,000	458,000	442,000
Loan Repayment	-	-	-	-	-	-	-	-	-	-
Total Revenues	<u>\$ 28,474,000</u>	<u>\$ 30,644,000</u>	<u>\$ 30,783,000</u>	<u>\$ 32,963,000</u>	<u>\$ 33,107,000</u>	<u>\$ 35,287,000</u>	<u>\$ 35,425,000</u>	<u>\$ 37,595,000</u>	<u>\$ 37,718,000</u>	<u>\$ 37,816,000</u>
<b>Operating Expenditures</b>										
Maintenance & Operations	\$ 4,951,000	\$ 5,100,000	\$ 5,253,000	\$ 5,411,000	\$ 5,573,000	\$ 5,740,000	\$ 5,912,000	\$ 6,089,000	\$ 6,272,000	\$ 6,460,000
Household Hazardous Waste	704,000	725,000	747,000	769,000	792,000	816,000	840,000	865,000	891,000	918,000
Sanitary Sewer Replacement	409,000	421,000	434,000	447,000	460,000	474,000	488,000	503,000	518,000	534,000
Capital Facility Contingency & Reserv	1,141,000	1,169,000	1,198,000	1,228,000	1,259,000	1,291,000	1,324,000	1,358,000	1,393,000	1,429,000
CCCSD Capital Projects	-	-	-	-	-	-	-	-	-	-
Reimbursements	3,979,000	4,098,000	4,221,000	4,348,000	4,478,000	4,612,000	4,750,000	4,893,000	5,040,000	5,191,000
Rehab Bond Payment-Priority 1	837,351	838,761	838,666	837,331	839,903	840,500	839,753	836,762	837,389	-
Bond Paymnt-Gravity Connectio In	-	-	-	-	-	-	-	-	-	-
Lieu of Pumping To CCCSD	852,517	852,592	851,347	848,742	850,022	850,244	849,409	851,718	850,208	-
Payment to CCCSD for	-	-	-	-	-	-	-	-	-	-
Treatment Plant Operations	15,263,000	16,011,000	16,796,000	17,619,000	18,482,000	19,388,000	20,338,000	21,335,000	22,380,000	23,477,000
Tota Operating Expenditures	<u>\$ 28,136,868</u>	<u>\$ 29,215,353</u>	<u>\$ 30,339,013</u>	<u>\$ 31,508,073</u>	<u>\$ 32,733,925</u>	<u>\$ 34,011,744</u>	<u>\$ 35,341,162</u>	<u>\$ 36,731,480</u>	<u>\$ 38,181,597</u>	<u>\$ 38,009,000</u>
Net Income(Loss)	\$ 337,132	\$ 1,428,647	\$ 443,987	\$ 1,454,927	\$ 373,075	\$ 1,275,256	\$ 83,838	\$ 863,520	\$ (463,597)	\$ (193,000)
10% Contingency Reserves	\$ 2,021,000	\$ 2,111,000	\$ 2,205,000	\$ 2,303,000	\$ 2,406,000	\$ 2,513,000	\$ 2,625,000	\$ 2,742,000	\$ 2,865,000	\$ 2,994,000
<b>Capital Projects:</b>										
City Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Capital Projects	<u>\$ -</u>									
<b>Other Financing Sources (Uses)</b>										
Transfers In	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers Out	-	-	-	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	<u>\$ -</u>									
Fund Balance 6/30	<u>\$ 1,672,575</u>	<u>\$ 3,011,222</u>	<u>\$ 3,361,209</u>	<u>\$ 4,718,136</u>	<u>\$ 4,988,211</u>	<u>\$ 6,156,467</u>	<u>\$ 6,128,305</u>	<u>\$ 6,874,825</u>	<u>\$ 6,288,228</u>	<u>\$ 5,966,228</u>

**Internal Service**



### **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 YEAR ENDING JUNE 30, 2011**

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 YEAR ENDING JUNE 30, 2011**

	Actual 2006-2007	Actual 2007-08	Actual 2008-09	Adopted Budget 2009-10	Adopted Budget 2010-11
<b>REVENUES:</b>					
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for current services	15,884,261	16,668,052	16,866,193	16,371,544	16,301,898
Fines and forfeitures	-	-	-	-	-
Use of money and property	1,327,412	1,500,584	418,734	578,943	1,074,475
Other	474,385	2,696,158	2,478,806	95,481	72,000
<b>Total Revenues</b>	<b>\$ 17,686,058</b>	<b>\$ 20,864,794</b>	<b>\$ 19,763,733</b>	<b>\$ 17,045,968</b>	<b>\$ 17,448,373</b>
<b>EXPENDITURES:</b>					
Current:					
Salaries and benefits	\$ 3,924,450	\$ 4,554,083	\$ 4,828,270	\$ 4,109,741	\$ 3,499,306
Operating expenditures	10,441,976	14,658,869	15,727,407	11,032,094	13,390,067
Fixed charges	555,009	585,803	583,716	526,550	485,570
Capital projects	2,486,081	2,063,423	1,539,194	1,910,504	274,000
Debt service	143,578	177,157	162,597	439,903	425,228
<b>Total Expenditures</b>	<b>\$ 17,551,094</b>	<b>\$ 22,039,335</b>	<b>\$ 22,841,184</b>	<b>\$ 18,018,792</b>	<b>\$ 18,074,171</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>\$ 134,964</b>	<b>\$ (1,174,541)</b>	<b>\$ (3,077,451)</b>	<b>\$ (972,824)</b>	<b>\$ (625,798)</b>
<b>OTHER FINANCING SOURCES (USES):</b>					
Conversion to unallocated reserve balance	\$ -	\$ -	\$ 2,972,179	\$ 1,335,076	\$ -
Transfers in	3,639,762	1,000,000	610,581	390,000	100,000
Transfers (out)	-	-	(2,113,554)	(3,200,000)	(100,000)
<b>Total Other Financing Sources (Uses)</b>	<b>\$ 3,639,762</b>	<b>\$ 1,000,000</b>	<b>\$ 1,469,206</b>	<b>\$ (1,474,924)</b>	<b>\$ -</b>
<b>EXCESS (DEFICIENCY) OF REVENUES AND OTHER SOURCES OVER EXPENDITURES AND OTHER USES</b>	<b>\$ 3,774,726</b>	<b>\$ (174,541)</b>	<b>\$ (1,608,245)</b>	<b>\$ (2,447,748)</b>	<b>\$ (625,798)</b>
Fund balance at beginning of year	27,159,322	30,934,048	30,759,507	29,151,262	26,703,514
<b>Fund balance at end of year</b>	<b>\$ 30,934,048</b>	<b>\$ 30,759,507</b>	<b>\$ 29,151,262</b>	<b>\$ 26,703,514</b>	<b>\$ 26,077,716</b>

**CITY OF CONCORD  
WORKERS' COMPENSATION  
INTERNAL SERVICE FUND (610)  
FOR THE YEAR ENDING JUNE 30, 2011**

	<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>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
Fund Balance 7/01	\$ 3,571,752	\$ 3,922,120	\$ 4,237,168	\$ 4,512,770	\$ 4,748,660	\$ 4,983,809	\$ 5,218,689	\$ 5,552,915	\$ 5,891,243	\$ 6,204,439
Add Revenues:										
Interest	\$ 57,000	\$ 82,000	\$ 109,000	\$ 138,000	\$ 169,000	\$ 202,000	\$ 237,000	\$ 279,000	\$ 295,000	\$ 310,000
Supplemental Service Fees	-	-	-	-	-	-	-	-	-	-
Service Fees	2,876,628	2,920,352	2,964,739	3,009,797	3,100,090	3,193,095	3,288,890	3,387,558	3,489,185	3,593,857
Total Revenue	\$ 2,933,628	\$ 3,002,352	\$ 3,073,739	\$ 3,147,797	\$ 3,269,090	\$ 3,395,095	\$ 3,525,890	\$ 3,666,558	\$ 3,784,185	\$ 3,903,857
Less Appropriations:										
Operations	\$ 227,260	\$ 232,304	\$ 239,137	\$ 244,907	\$ 252,941	\$ 260,215	\$ 267,664	\$ 275,230	\$ 282,989	\$ 290,934
Med. Benefits/Pmts.	2,117,000	2,212,000	2,312,000	2,416,000	2,525,000	2,639,000	2,758,000	2,882,000	3,012,000	3,148,000
Insurance	139,000	143,000	147,000	151,000	156,000	161,000	166,000	171,000	176,000	181,000
Total Appropriations	\$ 2,483,260	\$ 2,587,304	\$ 2,698,137	\$ 2,811,907	\$ 2,933,941	\$ 3,060,215	\$ 3,191,664	\$ 3,328,230	\$ 3,470,989	\$ 3,619,934
Revenue Over (Under) Appropriations	450,368	415,048	375,602	335,890	335,149	334,880	334,226	338,328	313,196	283,923
Reserve for Liability on Open Claims	\$ 3,640,000	\$ 3,780,000	\$ 3,925,000	\$ 4,076,000	\$ 4,233,000	\$ 4,396,000	\$ 4,565,000	\$ 4,741,000	\$ 4,923,000	\$ 5,112,000
Other Finance Source										
Transfers In	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers Out	100,000	100,000	100,000	100,000	100,000	100,000	-	-	-	-
Fund Balance 6/30	\$ 282,120	\$ 457,168	\$ 587,770	\$ 672,660	\$ 750,809	\$ 822,689	\$ 987,915	\$ 1,150,243	\$ 1,281,439	\$ 1,376,362

**CITY OF CONCORD  
LIABILITY  
INTERNAL SERVICE FUND (620)  
FOR THE YEAR ENDING JUNE 30, 2011**

	<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>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
Fund Balance 7/01	\$ 2,600,690	\$ 2,519,093	\$ 2,352,588	\$ 2,101,750	\$ 1,855,484	\$ 1,601,555	\$ 1,768,156	\$ 1,839,950	\$ 1,914,323	\$ 1,980,663
Add Revenues:										
Interest	\$ 43,000	\$ 55,000	\$ 63,000	\$ 69,000	\$ 71,000	\$ 71,000	\$ 86,000	\$ 99,000	\$ 102,000	\$ 106,000
Service Fees	<u>1,032,631</u>	<u>963,798</u>	<u>898,240</u>	<u>919,137</u>	<u>940,786</u>	<u>959,601</u>	<u>978,794</u>	<u>998,373</u>	<u>1,018,340</u>	<u>1,038,708</u>
Total Revenue	\$ 1,075,631	\$ 1,018,798	\$ 961,240	\$ 988,137	\$ 1,011,786	\$ 1,030,601	\$ 1,064,794	\$ 1,097,373	\$ 1,120,340	\$ 1,144,708
Less Appropriations:										
Debt Service	\$ 425,228	\$ 428,303	\$ 430,078	\$ 425,403	\$ 429,715	\$ -	\$ -	\$ -	\$ -	\$ -
Premium Payments	238,000	245,000	252,000	260,000	268,000	276,000	284,000	293,000	302,000	311,000
Claims and Judgments	<u>594,000</u>	<u>612,000</u>	<u>630,000</u>	<u>649,000</u>	<u>668,000</u>	<u>688,000</u>	<u>709,000</u>	<u>730,000</u>	<u>752,000</u>	<u>775,000</u>
Total Appropriations	\$ 1,257,228	\$ 1,285,303	\$ 1,312,078	\$ 1,334,403	\$ 1,365,715	\$ 964,000	\$ 993,000	\$ 1,023,000	\$ 1,054,000	\$ 1,086,000
Revenue Over (Under) Appropriations	(181,597)	(266,505)	(350,838)	(346,266)	(353,929)	66,601	71,794	74,373	66,340	58,708
Liability on Open Claims	\$ 987,000	\$ 1,017,000	\$ 1,048,000	\$ 1,079,000	\$ 1,111,000	\$ 1,144,000	\$ 1,178,000	\$ 1,213,000	\$ 1,249,000	\$ 1,286,000
Other Finance Source										
Transfers In	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 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	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Fund Balance 6/30	\$ 1,532,093	\$ 1,335,588	\$ 1,053,750	\$ 776,484	\$ 490,555	\$ 624,156	\$ 661,950	\$ 701,323	\$ 731,663	\$ 753,371

**City of Concord**  
**Post Retirement Healthcare (OPEB) Obligation**  
**Thirty Year Projection (7.75% Discount Rate/30 Year Amortization)**  
**For the Year Ending June 30, 2010**

315

	<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>	<u>2017-18</u>
Fund Balance 7/01	\$ 12,849,326	\$ 11,689,144	\$ 10,921,435	\$ 10,107,259	\$ 9,248,257	\$ 8,330,760	\$ 7,424,451	\$ 6,549,289	\$ 5,716,220
Add Revenues:									
Interest	\$ 598,499	\$ 843,475	\$ 784,464	\$ 722,047	\$ 655,776	\$ 587,740	\$ 521,283	\$ 457,558	\$ 398,422
Service Fees	1,281,335	1,536,292	1,846,109	2,164,990	2,493,138	2,871,643	3,270,537	3,690,701	4,133,052
Total Revenue	\$ 1,879,834	\$ 2,379,767	\$ 2,630,573	\$ 2,887,037	\$ 3,148,914	\$ 3,459,383	\$ 3,791,820	\$ 4,148,259	\$ 4,531,474
Less Appropriations:									
Benefit Payments	\$ 3,027,000	\$ 3,134,000	\$ 3,430,000	\$ 3,730,000	\$ 4,049,000	\$ 4,347,000	\$ 4,647,000	\$ 4,960,000	\$ 5,261,000
Administrative Costs	13,016	13,476	14,749	16,039	17,411	18,692	19,982	21,328	22,622
Total Appropriations	\$ 3,040,016	\$ 3,147,476	\$ 3,444,749	\$ 3,746,039	\$ 4,066,411	\$ 4,365,692	\$ 4,666,982	\$ 4,981,328	\$ 5,283,622
Revenue Over (Under) Appropriations	\$ (1,160,182)	\$ (767,709)	\$ (814,176)	\$ (859,002)	\$ (917,497)	\$ (906,309)	\$ (875,162)	\$ (833,069)	\$ (752,148)
Net OPEB Obligation	\$ 6,821,097	\$ 8,013,798	\$ 8,976,265	\$ 9,705,498	\$ 10,183,512	\$ 10,498,709	\$ 10,653,136	\$ 10,637,958	\$ 10,469,469
Other Funding Sources									
General Fund Transfer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Other Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance Adjusted for Net OPEB Obligation	\$ 4,868,047	\$ 2,907,637	\$ 1,130,994	\$ (457,241)	\$ (1,852,752)	\$ (3,074,258)	\$ (4,103,847)	\$ (4,921,738)	\$ (5,505,397)

**City of Concord**  
**Post Retirement Healthcare (OPEB) Obligation**  
**Thirty Year Projection (7.75% Discount Rate/30 Year Amortization)**  
**For the Year Ending June 30, 2010**

316

	<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>	<u>2025-26</u>	<u>2026-27</u>	<u>2027-28</u>
Fund Balance 7/01	\$ 4,964,072	\$ 4,346,106	\$ 4,058,438	\$ 3,816,423	\$ 3,627,739	\$ 3,500,916	\$ 3,445,407	\$ 3,471,673	\$ 3,591,267	\$ 3,815,890
Add Revenues:										
Interest	\$ 347,311	\$ 313,527	\$ 293,767	\$ 277,700	\$ 265,931	\$ 259,129	\$ 258,038	\$ 263,479	\$ 276,320	\$ 297,517
Service Fees	4,598,545	5,088,165	5,281,124	5,481,081	5,688,283	5,902,983	6,125,447	6,355,945	6,594,760	6,842,184
Total Revenue	<u>\$ 4,945,856</u>	<u>\$ 5,401,692</u>	<u>\$ 5,574,891</u>	<u>\$ 5,758,781</u>	<u>\$ 5,954,214</u>	<u>\$ 6,162,112</u>	<u>\$ 6,383,485</u>	<u>\$ 6,619,424</u>	<u>\$ 6,871,080</u>	<u>\$ 7,139,701</u>
Less Appropriations:										
Benefit Payments	\$ 5,540,000	\$ 5,665,000	\$ 5,792,000	\$ 5,922,000	\$ 6,055,000	\$ 6,191,000	\$ 6,330,000	\$ 6,472,000	\$ 6,618,000	\$ 6,767,000
Administrative Costs	23,822	24,360	24,906	25,465	26,037	26,621	27,219	27,830	28,457	29,098
Total Appropriations	<u>\$ 5,563,822</u>	<u>\$ 5,689,360</u>	<u>\$ 5,816,906</u>	<u>\$ 5,947,465</u>	<u>\$ 6,081,037</u>	<u>\$ 6,217,621</u>	<u>\$ 6,357,219</u>	<u>\$ 6,499,830</u>	<u>\$ 6,646,457</u>	<u>\$ 6,796,098</u>
Revenue Over (Under) Appropriations	\$ (617,966)	\$ (287,668)	\$ (242,015)	\$ (188,684)	\$ (126,823)	\$ (55,509)	\$ 26,266	\$ 119,594	\$ 224,623	\$ 343,603
Net OPEB Obligation	\$ 10,174,090	\$ 9,910,373	\$ 9,681,695	\$ 9,489,916	\$ 9,337,044	\$ 9,225,236	\$ 9,156,804	\$ 9,134,219	\$ 9,159,116	\$ 9,234,300
Other Funding Sources										
General Fund Transfer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Other Funding	<u>\$ -</u>									
Fund Balance Adjusted for Net OPEB Obligation	<u>\$ (5,827,984)</u>	<u>\$ (5,851,935)</u>	<u>\$ (5,865,272)</u>	<u>\$ (5,862,177)</u>	<u>\$ (5,836,128)</u>	<u>\$ (5,779,829)</u>	<u>\$ (5,685,131)</u>	<u>\$ (5,542,952)</u>	<u>\$ (5,343,226)</u>	<u>\$ (5,074,807)</u>

**City of Concord**  
**Post Retirement Healthcare (OPEB) Obligation**  
**Thirty Year Projection (7.75% Discount Rate/30 Year Amortization)**  
**For the Year Ending June 30, 2010**

	<u>2028-29</u>	<u>2029-30</u>	<u>2030-31</u>	<u>2031-32</u>	<u>2032-33</u>	<u>2033-34</u>	<u>2034-35</u>	<u>2035-36</u>	<u>2036-37</u>
Fund Balance 7/01	\$ 4,159,493	\$ 4,637,423	\$ 5,265,497	\$ 6,062,137	\$ 7,046,494	\$ 8,180,901	\$ 9,480,223	\$ 10,960,697	\$ 11,922,391
Add Revenues:									
Interest	\$ 328,164	\$ 369,423	\$ 422,571	\$ 489,010	\$ 568,050	\$ 658,839	\$ 762,537	\$ 853,641	\$ 916,663
Service Fees	7,098,518	7,364,074	7,639,175	7,924,154	8,161,878	8,406,735	8,658,937	8,227,819	8,113,579
Total Revenue	\$ 7,426,682	\$ 7,733,497	\$ 8,061,746	\$ 8,413,164	\$ 8,729,928	\$ 9,065,574	\$ 9,421,474	\$ 9,081,460	\$ 9,030,242
Less Appropriations:									
Benefit Payments	\$ 6,919,000	\$ 7,075,000	\$ 7,234,000	\$ 7,397,000	\$ 7,563,000	\$ 7,733,000	\$ 7,907,000	\$ 8,085,000	\$ 8,267,000
Administrative Costs	29,752	30,423	31,106	31,807	32,521	33,252	34,000	34,766	35,548
Total Appropriations	\$ 6,948,752	\$ 7,105,423	\$ 7,265,106	\$ 7,428,807	\$ 7,595,521	\$ 7,766,252	\$ 7,941,000	\$ 8,119,766	\$ 8,302,548
Revenue Over (Under) Appropriations	\$ 477,930	\$ 628,074	\$ 796,640	\$ 984,357	\$ 1,134,407	\$ 1,299,322	\$ 1,480,474	\$ 961,694	\$ 727,694
Net OPEB Obligation	\$ 9,362,749	\$ 9,546,622	\$ 9,789,261	\$ 10,093,199	\$ 10,462,165	\$ 10,899,090	\$ 11,407,113	\$ 11,989,587	\$ 12,650,085
Other Funding Sources									
General Fund Transfer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Other Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance Adjusted for Net OPEB Obligation	\$ (4,725,326)	\$ (4,281,125)	\$ (3,727,124)	\$ (3,046,705)	\$ (2,281,264)	\$ (1,418,867)	\$ (446,416)	\$ (67,196)	\$ -

**CITY OF CONCORD  
FLEET  
INTERNAL SERVICE FUND (633)  
FOR THE YEAR ENDING JUNE 30, 2011**

	<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>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
Fund Balance 7/01	\$ 2,121,318	\$ 2,518,344	\$ 2,036,044	\$ 1,328,137	\$ 798,449	\$ 352,146	\$ 549,957	\$ 724,125	\$ 947,679	\$ 930,086
Add Revenues:										
Interest	\$ 35,000	\$ 45,000	\$ 42,000	\$ 31,000	\$ 20,000	\$ 18,000	\$ 28,000	\$ 41,000	\$ 46,000	\$ 55,000
Service Fees	2,535,596	2,611,668	2,690,016	2,770,710	2,853,836	2,939,452	3,027,636	3,106,190	3,199,385	3,295,363
Other Revenues	72,000	74,160	76,385	78,677	81,037	83,468	85,972	88,551	91,208	93,944
Total Revenue	\$ 2,642,596	\$ 2,730,828	\$ 2,808,401	\$ 2,880,387	\$ 2,954,873	\$ 3,040,920	\$ 3,141,608	\$ 3,235,741	\$ 3,336,593	\$ 3,444,307
Less Appropriations:										
Maintenance & Operation	\$ 1,747,070	\$ 1,782,728	\$ 1,828,908	\$ 1,870,775	\$ 1,916,676	\$ 1,968,909	\$ 2,022,740	\$ 2,077,587	\$ 2,134,486	\$ 2,193,115
Replacement	498,500	1,430,400	1,687,400	1,539,300	1,484,500	874,200	944,700	934,600	1,219,700	844,100
Total Appropriations	\$ 2,245,570	\$ 3,213,128	\$ 3,516,308	\$ 3,410,075	\$ 3,401,176	\$ 2,843,109	\$ 2,967,440	\$ 3,012,187	\$ 3,354,186	\$ 3,037,215
Revenues Over (Under)										
Appropriations	397,026	(482,300)	(707,907)	(529,688)	(446,303)	197,811	174,168	223,554	(17,593)	407,092
Other Financing Sources										
Other Transfer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers In (Out)-Replace.	-	-	-	-	-	-	-	-	-	-
Total Financing Sources(Uses)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance 6/30	\$ 2,518,344	\$ 2,036,044	\$ 1,328,137	\$ 798,449	\$ 352,146	\$ 549,957	\$ 724,125	\$ 947,679	\$ 930,086	\$ 1,337,178

**CITY OF CONCORD  
INFORMATION TECHNOLOGY  
INTERNAL SERVICE FUND (634)  
FOR THE YEAR ENDING JUNE 30, 2011**

	<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>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
Fund Balance 7/01	\$ 4,950,606	\$ 4,618,448	\$ 4,648,199	\$ 4,862,703	\$ 4,850,000	\$ 4,791,415	\$ 4,831,280	\$ 4,142,113	\$ 4,071,724	\$ 4,345,730
Add Revenues:										
Interest	\$ 71,000	\$ 92,000	\$ 117,000	\$ 144,000	\$ 166,000	\$ 189,000	\$ 197,000	\$ 200,000	\$ 205,000	\$ 189,000
Supplemental Service Fees	-	-	-	-	-	-	-	-	-	-
Service Fees	5,216,733	5,373,251	5,534,450	5,700,480	5,871,511	6,047,636	6,229,067	6,400,759	6,592,802	6,790,580
Total Revenue	<u>\$ 5,287,733</u>	<u>\$ 5,465,251</u>	<u>\$ 5,651,450</u>	<u>\$ 5,844,480</u>	<u>\$ 6,037,511</u>	<u>\$ 6,236,636</u>	<u>\$ 6,426,067</u>	<u>\$ 6,600,759</u>	<u>\$ 6,797,802</u>	<u>\$ 6,979,580</u>
Less Appropriations:										
Administration	\$ 745,053	\$ 760,894	\$ 784,242	\$ 804,320	\$ 773,366	\$ 800,338	\$ 828,295	\$ 857,171	\$ 887,004	\$ 917,914
Project Management Office	1,274,874	1,307,740	1,351,548	1,389,887	1,442,482	1,491,351	1,541,939	1,594,163	1,648,088	1,703,890
Operations	1,671,533	1,725,525	1,778,591	1,831,055	1,889,164	1,947,310	2,007,279	2,069,081	2,132,778	2,198,469
Customer Service	879,695	901,926	931,193	956,975	992,377	1,025,425	1,059,617	1,094,904	1,131,330	1,169,010
Geographic Information Services	263,793	269,516	279,334	286,772	299,514	310,544	322,001	333,842	346,090	358,804
Capital Equipment Replacement	784,943	469,899	312,038	588,174	699,193	621,803	1,356,103	721,987	378,506	1,569,083
Total Appropriations	<u>\$ 5,619,891</u>	<u>\$ 5,435,500</u>	<u>\$ 5,436,946</u>	<u>\$ 5,857,183</u>	<u>\$ 6,096,096</u>	<u>\$ 6,196,771</u>	<u>\$ 7,115,234</u>	<u>\$ 6,671,148</u>	<u>\$ 6,523,796</u>	<u>\$ 7,917,170</u>
Revenues Over (Under)										
Appropriations	(332,158)	29,751	214,504	(12,703)	(58,585)	39,865	(689,167)	(70,389)	274,006	(937,590)
Other Funding Sources										
Other Transfer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(Transfer to)/from Replacement	-	-	-	-	-	-	-	-	-	-
Total Other Funding Sources	<u>\$ -</u>									
Fund Balance 6/30	<u>\$ 4,618,448</u>	<u>\$ 4,648,199</u>	<u>\$ 4,862,703</u>	<u>\$ 4,850,000</u>	<u>\$ 4,791,415</u>	<u>\$ 4,831,280</u>	<u>\$ 4,142,113</u>	<u>\$ 4,071,724</u>	<u>\$ 4,345,730</u>	<u>\$ 3,408,140</u>

**CITY OF CONCORD  
BUILDING MAINTENANCE  
INTERNAL SERVICE FUND (630)  
FOR THE YEAR ENDING JUNE 30, 2011**

	<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>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
Fund Balance 7/01	\$ 1,770,004	\$ 1,578,276	\$ 1,445,098	\$ 939,062	\$ 741,395	\$ 909,329	\$ 1,177,852	\$ 1,378,444	\$ 1,462,994	\$ 1,631,124
Add Revenues:										
Interest	\$ 25,000	\$ 30,000	\$ 35,000	\$ 29,000	\$ 32,000	\$ 46,000	\$ 62,000	\$ 69,000	\$ 75,000	\$ 84,000
Service Fees	3,104,018	3,197,130	3,293,048	3,391,832	3,493,594	3,598,403	3,706,354	3,817,537	3,932,066	4,050,033
Total Revenue	<u>\$ 3,129,018</u>	<u>\$ 3,227,130</u>	<u>\$ 3,328,048</u>	<u>\$ 3,420,832</u>	<u>\$ 3,525,594</u>	<u>\$ 3,644,403</u>	<u>\$ 3,768,354</u>	<u>\$ 3,886,537</u>	<u>\$ 4,007,066</u>	<u>\$ 4,134,033</u>
Less Appropriations:										
Building Maintenance	\$ 2,006,486	\$ 2,004,110	\$ 2,063,516	\$ 2,117,062	\$ 2,127,636	\$ 2,197,486	\$ 2,269,754	\$ 2,343,733	\$ 2,420,679	\$ 2,500,265
Custodial Services	616,297	631,879	651,399	669,101	692,410	714,518	737,364	760,760	785,059	810,161
Building Component Repl.	\$ 697,963	\$ 724,319	\$ 1,119,169	\$ 832,336	\$ 537,614	\$ 463,876	\$ 560,644	\$ 697,494	\$ 633,199	\$ 648,662
Total Appropriations	<u>\$ 3,320,746</u>	<u>\$ 3,360,308</u>	<u>\$ 3,834,084</u>	<u>\$ 3,618,499</u>	<u>\$ 3,357,660</u>	<u>\$ 3,375,880</u>	<u>\$ 3,567,762</u>	<u>\$ 3,801,987</u>	<u>\$ 3,838,937</u>	<u>\$ 3,959,088</u>
Revenues Over (Under)										
Appropriations	(191,728)	(133,178)	(506,036)	(197,667)	167,935	268,523	200,592	84,550	168,130	174,945
Other Financing Sources										
Other Transfer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers In (Out)-Replace.	-	-	-	-	-	-	-	-	-	-
Total Financing Sources(Uses)	<u>\$ -</u>									
Fund Balance 6/30	<u>\$ 1,578,276</u>	<u>\$ 1,445,098</u>	<u>\$ 939,062</u>	<u>\$ 741,395</u>	<u>\$ 909,329</u>	<u>\$ 1,177,852</u>	<u>\$ 1,378,444</u>	<u>\$ 1,462,994</u>	<u>\$ 1,631,124</u>	<u>\$ 1,806,069</u>

**Fiduciary**



### **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 YEAR ENDING JUNE 30, 2011**

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 one fiduciary fund.

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.

**CITY OF CONCORD**  
**REVENUE / EXPENDITURE SUMMARY - FIDUCIARY FUNDS**  
**FOR THE YEAR ENDING JUNE 30, 2011**

	Actual 2006-2007	Actual 2007-08	Actual 2008-09	Adopted Budget 2009-10	Adopted Budget 2010-11
<b>REVENUES:</b>					
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for current services	-	-	-	-	-
Fines and forfeitures					
Use of money and property	3,081,856	2,963,605	2,507,470	2,507,000	2,507,000
Other	1,329,458	1,345,406	539,895	494,000	540,000
<b>Total Revenues</b>	<b>\$ 4,411,314</b>	<b>\$ 4,309,011</b>	<b>\$ 3,047,365</b>	<b>\$ 3,001,000</b>	<b>\$ 3,047,000</b>
<b>EXPENDITURES:</b>					
Current:					
Salaries and benefits	\$ 4,765,038	\$ 5,724,465	\$ 7,502,883	\$ 5,969,000	\$ 5,413,000
Operating expenditures	40,104	24,663	96,666	97,000	97,000
Fixed charges	-	-	-	-	-
Capital projects	-	-	-	-	-
Debt service	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 4,805,142</b>	<b>\$ 5,749,128</b>	<b>\$ 7,599,549</b>	<b>\$ 6,066,000</b>	<b>\$ 5,510,000</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>\$ (393,828)</b>	<b>\$ (1,440,117)</b>	<b>\$ (4,552,184)</b>	<b>\$ (3,065,000)</b>	<b>\$ (2,463,000)</b>
<b>OTHER FINANCING SOURCES (USES):</b>					
Conversion to unallocated reserve balance	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers in	-	-	-	-	-
Transfers (out)	-	-	-	-	-
<b>Total Other Financing Sources (Uses)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXCESS (DEFICIENCY) OF REVENUES AND OTHER SOURCES OVER EXPENDITURES AND OTHER USES</b>	<b>\$ (393,828)</b>	<b>\$ (1,440,117)</b>	<b>\$ (4,552,184)</b>	<b>\$ (3,065,000)</b>	<b>\$ (2,463,000)</b>
Fund balance at beginning of year	51,593,152	51,199,324	49,759,207	45,207,023	42,142,023
Fund balance at end of year	<b>\$ 51,199,324</b>	<b>\$ 49,759,207</b>	<b>\$ 45,207,023</b>	<b>\$ 42,142,023</b>	<b>\$ 39,679,023</b>

**CITY OF CONCORD  
FIDUCIARY FUNDS  
FOR THE YEAR ENDING JUNE 30, 2011**

	<b><u>Pension*</u> <u>Trust</u></b>
FUND BALANCE - EMPLOYEES RETIREMENT SYSTEM AS JULY 1, 2010	\$ 42,142,023
 REVENUES	
Contributions	\$ 540,000
Use of Money & property	<u>2,507,000</u>
Total Revenues	\$ 3,047,000
 EXPENSES	
Retirement and other benefits	\$ 5,413,000
Management and Custodial expenses	<u>97,000</u>
Total Expenses	\$ 5,510,000
 OTHER FINANCING SOURCES	
Transfers out	<u>-</u>
Excess of Revenues and Other Financing sources Over (Under) Expenses	(2,463,000)
 FUND BALANCE - EMPLOYEES RETIREMENT SYSTEM AS JULY 1, 2011	 <u>\$ 39,679,023</u>

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\* Assets shown on this page 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.

**Redevelopment Agency**



### **Concord's Historic Perry House**

Built in 1911 by its original owner, the well-known contractor Laurence V. Perry, the building faced Clayton Rd. off Colfax St., near the present location of the Tishman Building. Constructed as a wood-frame, two-flat structure, Laurence and Isabelle (Nunez) Perry and their daughter Laurine occupied the upstairs; the lower flat was rented to local high school teachers. The house was moved to its present location in 1981. It has been restored and remodeled, and is currently in use as a law office.

**CITY OF CONCORD  
REDEVELOPMENT AGENCY  
FOR THE YEAR ENDING JUNE 30, 2011**

The Central Concord Redevelopment Area was activated on March 12, 1973 by adoption of Ordinance No. 923 of the City Council pursuant to the California Community Redevelopment Law. The Redevelopment Agency is a locally controlled public entity, governed by the Concord City Council that serves as the Agency's Board of Directors. The original project area encompassed Downtown Concord east of State Highway 242. Subsequent amendments in 1976 and 1979 added the area between State Highway 242 and Interstate 680, expanding the Redevelopment Area to include all of Central Concord and incorporating the City's Central Business District, the downtown Concord BART station, 2 major shopping centers, 2 hotels, and approximately 4 million square feet of office space. A Plan Amendment approved in October 2006 added an additional 400 acres to the Project Area in portions of North Concord, Willow Pass Road corridor, and Monument Boulevard Corridor. The Redevelopment Project Area now consists of a total of 1,072 acres.

The Central Concord Redevelopment Plan is governed by state mandated time limits governing the receipt of tax increment and the limit on Redevelopment Plan activities. These time limits within the Redevelopment Area correspond to the phasing of amendments that added area to the Plan and are summarized below.

Redevelopment Plan Sub-Area	Time Limit on Activities	Time Limit on Debt Issuance	Time Limit on Receipt of Tax Increment	Time Limit for Eminent Domain
Parcel I - Central Concord –Downtown Business District	11/24/2017	None	11/24/2027	11/22/2010
Parcel II and III - Central Concord –West Concord and small parcel adjacent to Parcel	11/21/2019	None	11/21/2029	11/22/2010
Parcel IV - Central Concord –Commerce Avenue Area	7/8/2022	None	7/8/2032	11/22/2010
Parcel V - 2006 Added Area –North Concord, Willow Pass Road, Monument Corridor Sub-Areas	10/24/2026	10/24/2036	10/24/2051	10/24/2018

Concord's redevelopment program was formed with the goal of removing blighting influences in the Redevelopment Area and alleviating adverse conditions. The Agency's annual budget that is submitted separately includes the Redevelopment Agency's goals and objectives and identifies the programs and projects that are planned to meet these goals and objectives. The budget sets forth a statement of estimated fund sources, appropriations, and fund balance for Fiscal Year 2010-11.

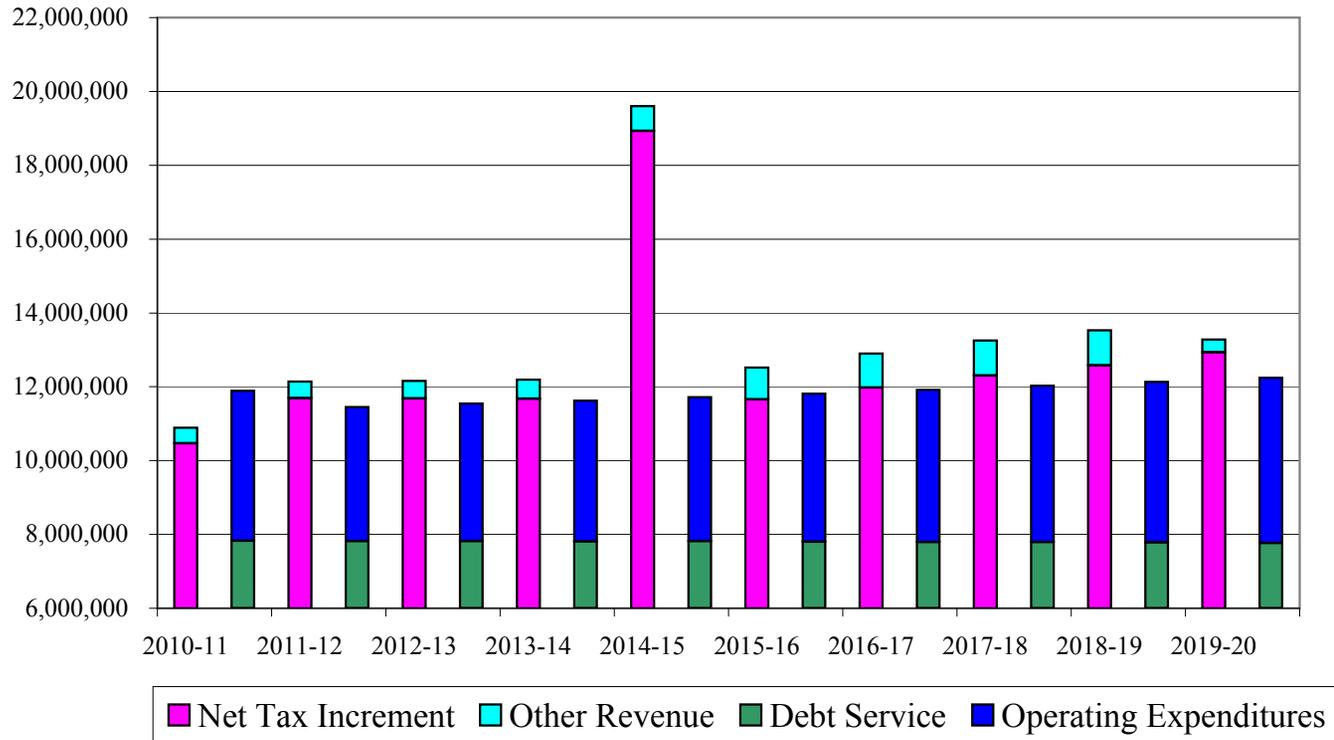
**CITY OF CONCORD**  
**REVENUE SUMMARY - REDEVELOPMENT AGENCY FUNDS**  
**FOR THE YEAR ENDING JUNE 30, 2011**

	Actual 2006-2007	Actual 2007-08	Actual 2008-09	Adopted Budget 2009-10	Adopted Budget 2010-11
<b>REVENUES:</b>					
Taxes	\$ 13,904,384	\$ 14,598,613	\$ 16,086,969	\$ 15,020,845	\$ 13,597,971
Licenses and permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for current services	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-
Use of money and property	1,691,270	1,448,823	974,215	251,998	116,000
Other	17,415,639	157,886	45,547	295,361	309,902
<b>Total Revenues</b>	<b>\$ 33,011,293</b>	<b>\$ 16,205,322</b>	<b>\$ 17,106,731</b>	<b>\$ 15,568,204</b>	<b>\$ 14,023,873</b>
<b>EXPENDITURES:</b>					
Current:					
Salaries and benefits	\$ 763,276	\$ 846,570	\$ 1,361,770	\$ 1,056,251	\$ 814,244
Operating expenditures	922,634	5,587,496	(2,645,415)	4,023,692	3,860,955
Fixed charges	105,380	274,455	275,675	240,326	216,754
Capital projects	3,210,191	3,223,369	8,435,834	3,019,811	989,211
Debt service	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 5,001,481</b>	<b>\$ 9,931,890</b>	<b>\$ 7,427,864</b>	<b>\$ 8,340,080</b>	<b>\$ 5,881,164</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>\$ 28,009,812</b>	<b>\$ 6,273,432</b>	<b>\$ 9,678,867</b>	<b>\$ 7,228,124</b>	<b>\$ 8,142,709</b>
<b>OTHER FINANCING SOURCES (USES):</b>					
Conversion to unallocated reserve balance		\$ (1,720,253)	\$ (2,914,591)	\$ (5,738,605)	\$ -
Transfers in	-	436,163	-	-	-
Transfers (out)	(11,043,161)	(10,936,262)	(10,873,053)	(11,103,548)	(10,975,601)
<b>Total Other Financing Sources (Uses)</b>	<b>\$ (11,043,161)</b>	<b>\$ (12,220,352)</b>	<b>\$ (13,787,644)</b>	<b>\$ (16,842,153)</b>	<b>\$ (10,975,601)</b>
<b>EXCESS (DEFICIENCY) OF REVENUES AND OTHER SOURCES OVER EXPENDITURES AND OTHER USES</b>	<b>\$ 16,966,651</b>	<b>\$ (5,946,920)</b>	<b>\$ (4,108,777)</b>	<b>\$ (9,614,029)</b>	<b>\$ (2,832,892)</b>
Fund balance at beginning of year	11,591,454	28,558,105	22,611,185	18,502,408	8,888,379
<b>Fund balance at end of year</b>	<b>\$ 28,558,105</b>	<b>\$ 22,611,185</b>	<b>\$ 18,502,408</b>	<b>\$ 8,888,379</b>	<b>\$ 6,055,487</b>

**City of Concord  
Redevelopment Agency  
Ten Year Projection  
For the Year Ending June 30, 2011**

	<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>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
Fund Balance 7/01	\$ 8,888,379	\$ 6,055,487	\$ 5,207,999	\$ 4,733,194	\$ 4,156,866	\$ 10,842,747	\$ 10,295,030	\$ 10,012,477	\$ 9,886,668	\$ 7,863,021
Operating Revenues										
Net Tax Increment	\$ 10,467,603	\$ 11,696,793	\$ 11,686,747	\$ 11,676,458	\$ 18,927,372	\$ 11,655,661	\$ 11,975,488	\$ 12,305,227	\$ 12,583,941	\$ 12,933,972
Use of Money & Property	116,000	112,000	123,000	131,000	258,000	414,000	447,000	438,000	391,000	327,000
Other	309,902	334,041	349,653	382,741	417,872	455,156	481,578	512,066	555,805	20,736
Total Operating Revenue	<u>\$ 10,893,505</u>	<u>\$ 12,142,834</u>	<u>\$ 12,159,400</u>	<u>\$ 12,190,199</u>	<u>\$ 19,603,244</u>	<u>\$ 12,524,817</u>	<u>\$ 12,904,066</u>	<u>\$ 13,255,293</u>	<u>\$ 13,530,746</u>	<u>\$ 13,281,708</u>
Less Appropriations:										
Operations	\$ 4,908,906	\$ 4,517,474	\$ 4,657,246	\$ 4,792,513	\$ 4,937,356	\$ 5,095,293	\$ 5,258,348	\$ 5,426,730	\$ 7,601,603	\$ 6,201,473
Capital Projects	989,211	649,078	156,055	164,573	164,184	174,131	137,308	162,169	166,948	171,867
Debt Service	7,828,280	7,823,770	7,820,904	7,809,441	7,815,823	7,803,110	7,790,963	7,792,203	7,785,842	7,771,817
Total Appropriations	<u>\$ 13,726,397</u>	<u>\$ 12,990,322</u>	<u>\$ 12,634,205</u>	<u>\$ 12,766,527</u>	<u>\$ 12,917,363</u>	<u>\$ 13,072,534</u>	<u>\$ 13,186,619</u>	<u>\$ 13,381,102</u>	<u>\$ 15,554,393</u>	<u>\$ 14,145,157</u>
Excess (Deficiency) of Revenues Over (Under) Expenditures	\$ (2,832,892)	\$ (847,488)	\$ (474,805)	\$ (576,328)	\$ 6,685,881	\$ (547,717)	\$ (282,553)	\$ (125,809)	\$ (2,023,647)	\$ (863,449)
10% Contingency Reserve	\$ 406,000	\$ 363,000	\$ 372,000	\$ 381,000	\$ 391,000	\$ 401,000	\$ 412,000	\$ 423,000	\$ 435,000	\$ 447,000
Fund Balance - 6/30	<u>\$ 5,649,487</u>	<u>\$ 4,844,999</u>	<u>\$ 4,361,194</u>	<u>\$ 3,775,866</u>	<u>\$ 10,451,747</u>	<u>\$ 9,894,030</u>	<u>\$ 9,600,477</u>	<u>\$ 9,463,668</u>	<u>\$ 7,428,021</u>	<u>\$ 6,552,572</u>

### RDA Comparison of Operating Revenue to Operating Expense



## Positions

**CITY OF CONCORD**  
**AUTHORIZED FULL-TIME POSITIONS**  
**BY CLASSIFICATION WITHIN DEPARTMENT**  
**FOR THE YEAR ENDING JUNE 30, 2011**

	Number of Authorized Positions			
	2007-2008 Budget	2008-2009 Budget	2009-2010 Budget	2010-2011 Budget
<b>City Attorney</b>				
Assistant City Attorney	2.0	1.0	1.0	
City Attorney	1.0	1.0	1.0	1.0
Deputy City Attorney	1.0	1.0	1.0	1.0
Executive Legal Secretary	1.0	1.0		
Legal Secretary	1.0			
Paralegal		1.0	1.0	1.0
Senior Assistant City Attorney		1.0		1.0
Total City Attorney	6.0	6.0	4.0	4.0
<b>City Council</b>				
Confidential Secretary	1.0	1.0	1.0	1.0
Councilmember	3.0	3.0	3.0	3.0
Mayor	1.0	1.0	1.0	1.0
Vice Mayor	1.0	1.0	1.0	1.0
Total City Council	6.0	6.0	6.0	6.0
<b>City Management</b>				
Administrative Assistant	1.0	1.0	1.0	1.0
Administrative Clerk II	1.0	1.0	1.0	1.0
Administrative Secretary	1.0	1.5	1.0	1.0
Administrative Service Coordinator	1.0			
Assistant City Manager	1.0	1.0	1.0	1.0
City Clerk	1.0	1.0	1.0	1.0
City Manager	1.0	1.0	1.0	1.0
Community Relations Manager	1.0	1.0	1.0	1.0
Director of City Management Department	1.0			
Duplicating/Offset Printing Operator	1.0	1.0		
Executive Assistant-Council/City Manager	1.0	1.0	1.0	1.0
Graphic Designer	1.0	1.0	1.0	1.0
Printing Services Supervisor	1.0	1.0	1.0	1.0
Program Manager		1.0	1.0	1.0
Senior Offset Duplicating Machine Operator	1.0	1.0		
Video Services Coordinator	1.0	1.0	1.0	
Total City Management	15.0	14.5	12.0	11.0
<b>Community Development (1)</b>				
Administrative Analyst		1	1	
Administrative Assistant	1	1	1	1
Administrative Clerk III	2	1		
Administrative Coordinator		1	1	1
Administrative Secretary	3	1.5	1	1
Assistant Planner	1	1	1	1
Building Inspector	4	5	4	4
Building Inspector Supervisor	1	1		
Building Plans Engineer	1	1		
Chief Building Official	1	1	1	1
Community Service Officer	1	1	1	1
Economic Development Manager	1	1	1	
Director of Planning and Economic Development	1	1	1	
Downtown Coordinator	1	1		
Economic/Redevelopment Specialist	1	1	1	1
Housing Manager	1			
Housing Program Analyst	1			
Housing Rehabilitation Coordinator	1			
Housing Rehabilitation Specialist	1			

(1) The Redevelopment Agency funds 6 positions assigned to this department.

**CITY OF CONCORD  
 AUTHORIZED FULL-TIME POSITIONS  
 BY CLASSIFICATION WITHIN DEPARTMENT  
 FOR THE YEAR ENDING JUNE 30, 2011**

	<u>Number of Authorized Positions</u>			
	2007-2008 <u>Budget</u>	2008-2009 <u>Budget</u>	2009-2010 <u>Budget</u>	20010-2011 <u>Budget</u>
<b>Community Development (Continued)</b>				
Neighborhood Preservation Specialist	4	4	3	4
Neighborhood Preservation Supervisor	2	2	1	
Neighborhood Services Manager	1	1	1	1
Permit Center Technician I	2	2	3	3
Permit Center Technician III	4	3	2	2
Planning Manager	1	1	1	1
Planning Technician	1	1		
Program Manager			1	1
Principal Planner	2	2	2	2
Redevelopment & Housing Manager	1	1	1	1
Senior Administrative Analyst		1		
Senior Building Inspector	3	3		
Senior Housing Rehabilitation Specialist	1			
Senior Planner	4	3	3	3
Total Community Development	<u>49.0</u>	<u>43.5</u>	<u>32.0</u>	<u>29.0</u>
<b>Community &amp; Recreation Services</b>				
Administrative Secretary/Assistant	1.0	1.0	1.0	
Camp Director (Contract)	1.0	1.0	1.0	1.0
Camp Facility Specialist (Contract)	1.0	1.0	1.0	1.0
Community Services Manager	1.0	1.0		
Director of Community & Recreation Services (1)	1.0	1.0	1.0	1.0
Recreation Customer Service Coordinator	1.0	1.0		
Recreation Program Aide	2.0	2.0	1.0	1.0
Recreation Program Coordinator (Contract)	1.0	1.0	1.0	1.0
Recreation Program Coordinator	5.0	5.0	5.0	5.0
Recreation Program Manager	4.0	4.0	4.0	4.0
Senior Recreation Program Manager	2.0	2.0	2.0	1.0
Total Community & Recreation Services	<u>20.0</u>	<u>20.0</u>	<u>17.0</u>	<u>15.0</u>
<b>Concord Community Reuse Project</b>				
Concord Weapons Station Reuse Executive Assistant	1.0	1.0		
Concord Weapons Station Reuse Director	1.0	1.0		
Concord Weapons Station Reuse Manager	1.0	1.0		
Concord Weapons Station Reuse Planner		1.0		
Total Concord Weapons Station Reuse	<u>3.0</u>	<u>4.0</u>		
<b>Finance</b>				
Account Clerk II	1.0	1.0		
Account Clerk III	5.0	5.0	4.0	3.0
Accountant I	1.0	1.0		
Accountant II	4.0	4.0	4.0	4.0
Accounts Payable Team Leader	1.0	1.0	1.0	
Administrative Clerk II	1.0	1.0		
Administrative Clerk III	1.0	1.0		
Budget Analyst	1.0	1.0	1.0	
Budget Officer	1.0	1.0	1.0	1.0
Buyer	1.0	1.0		
Central Storekeeper	1.0	1.0	1.0	1.0
City Treasurer	1.0	1.0	1.0	1.0
Director of Finance	1.0	1.0	1.0	1.0
Financial Operations Manager	1.0	1.0	1.0	1.0
Payroll Specialist	1.0	1.0	1.0	1.0
Payroll Technician	1.0	1.0	1.0	1.0
Purchasing Agent	1.0	1.0	1.0	1.0
Revenue Generation Team Leader	1.0	1.0	1.0	1.0
Treasury Manager	1.0	1.0	1.0	1.0
Treasury Technician	1.0	1.0	1.0	1.0
Total Finance	<u>27.0</u>	<u>27.0</u>	<u>21.0</u>	<u>18.0</u>

(1) Twenty-five percent of this position is funded by the Golf Course Enterprise Fund.

**CITY OF CONCORD**  
**AUTHORIZED FULL-TIME POSITIONS**  
**BY CLASSIFICATION WITHIN DEPARTMENT**  
**FOR THE YEAR ENDING JUNE 30, 2011**

	<u>Number of Authorized Positions</u>			
	<u>2007-2008</u> <u>Budget</u>	<u>2008-2009</u> <u>Budget</u>	<u>2009-2010</u> <u>Budget</u>	<u>20010-2011</u> <u>Budget</u>
<b>Human Resources</b>				
Confidential Secretary	1.0			
Director of Human Resources	1.0	1.0	1.0	1.0
Employment Services Manager	2.0	1.0		
Human Resources Analyst I	1.0			
Human Resources Analyst II	1.0	1.0	2.0	
Senior Human Resources Analyst	1.0	2.0	2.0	2.0
Human Resources Technician I		3.0		
Human Resources Technician II	2.0		3.0	3.0
Total Human Resources	<u>9.0</u>	<u>8.0</u>	<u>8.0</u>	<u>6.0</u>
<b>Information Technology</b>				
Administrative Analyst	1.0	1.0	1.0	
Director of Information Technology	1.0	1.0	1.0	1.0
GIS Program Supervisor	1.0			
GIS Technician	1.0	1.0	1.0	1.0
Information Systems Technician I	1.0			
Information Systems Technician II	1.0			
Information Technology Manager		3.0	3.0	3.0
Microcomputer Coordinator	2.0	1.0	1.0	1.0
Network and Telecommunications System Manager	1.0	1.0		
Network Engineer	1.0	1.0		
Programmer			1.0	1.0
Program Manager		2.0	1.0	1.0
Senior Network System Engineer	1.0	1.0		
Senior Programmer Analyst	3.0	2.0	1.0	1.0
Senior Systems Analyst	1.0	1.0		
Systems & Programming Manager	2.0	2.0	1.0	1.0
Web Coordinator	1.0	1.0	1.0	1.0
Total Information Technology	<u>18.0</u>	<u>18.0</u>	<u>12.0</u>	<u>11.0</u>
<b>Police Department</b>				
Administrative Clerk II	10.0	9.0	9.0	8.0
Administrative Clerk III	5.0	5.0	2.0	3.0
Administrative Secretary	4.0	4.0	4.0	4.0
Administrative Services Manager			1.0	1.0
Chief of Police	1.0	1.0	1.0	1.0
Community Service Officer	9.0	11.0	7.0	7.0
Community Service Officer/Detention	5.0	5.0	4.0	4.0
Executive Secretary	1.0	1.0	1.0	1.0
Financial Analyst	1.0	1.0		
Forensic Specialist I	4.0	4.0	1.0	1.0
Forensic Specialist II		1.0	2.0	2.0
Lead Forensic Specialist	1.0			
Lead Dispatcher	4.0	4.0	2.0	2.0
Parking Services Officer (Contract)			2.0	2.0
Police Captain	3.0	3.0	2.0	2.0
Police Dispatcher I	2.0	2.0	1.0	2.0
Police Dispatcher II	10.0	10.0	10.0	9.0
Police Lieutenant	9.0	9.0	8.0	8.0
Police Officer	127.0	127.0	125.0	122.0
Police Records Manager	1.0	1.0	1.0	1.0
Police Sergeant	19.0	19.0	19.0	19.0
Senior Police Crimes Analyst	1.0	1.0		
Domestic Violence-Victim Advocate (Contract)	1.0	1.0		
Volunteer Services Coordinator (Contract)			1.0	1.0
Youth Violence Prevention Specialist	1.0	1.0		
Total Police	<u>219.0</u>	<u>220.0</u>	<u>203.0</u>	<u>200.0</u>

**CITY OF CONCORD  
 AUTHORIZED FULL-TIME POSITIONS  
 BY CLASSIFICATION WITHIN DEPARTMENT  
 FOR THE YEAR ENDING JUNE 30, 2011**

	<u>Number of Authorized Positions</u>			
	<u>2007-2008 Budget</u>	<u>2008-2009 Budget</u>	<u>2009-2010 Budget</u>	<u>20010-2011 Budget</u>
<b>Public Works &amp; Engineering</b>				
Administrative Analyst	2.0	3.0	2.0	1.0
Administrative Clerk II	1.0	1.0	1.0	1.0
Administrative Clerk III	3.0	3.0	2.0	2.0
Administrative Secretary	2.0	1.0	1.0	1.0
Assistant City Engineer			1.0	1.0
Assistant Engineer	1.0	2.0	1.0	1.0
Associate Civil Engineer	3.0	3.0	3.0	3.0
Auto Parts Worker		1.0	1.0	1.0
City Engineer		1.0		
Confidential Secretary		1.0	1.0	1.0
Construction Inspector	6.0	4.0	2.0	
Construction Inspection Supervisor	1.0	1.0	1.0	1.0
Custodian	6.0	6.0	1.0	1.0
Director of Public Works	1.0	1.0		
Director of Public Works & Engineering	1.0	1.0	1.0	1.0
Environmental Maintenance Technician	2.0	2.0	2.0	2.0
Equipment Mechanic	4.0	4.0	3.0	3.0
Facilities Maintenance Supervisor	1.0	1.0		
Facilities Maintenance Manager	1.0	1.0	1.0	1.0
Fleet Manager	1.0	1.0	1.0	1.0
General Laborer	6.0	6.0	5.0	6.0
Heavy Equipment Operator I	4.0	4.0	4.0	4.0
Heavy Equipment Operator II	1.0	1.0	1.0	1.0
Horticultural Advisor	1.0	1.0	1.0	1.0
Infrastructure Maintenance Manager	1.0	1.0		
Landscape Gardener	5.0	6.0	9.0	6.0
Lead Custodian	2.0	2.0	2.0	2.0
Maintenance Carpenter	3.0	3.0	1.0	1.0
Maintenance Electrician	3.0	2.0	1.0	1.0
Maintenance Gardener	5.0	5.0	2.0	2.0
Maintenance Painter	2.0	2.0	1.0	1.0
Maintenance Sprinkler Fitter	1.0	1.0		
Maintenance Team Leader	4.0	4.0	3.0	4.0
Maintenance Utility Mechanic	2.0	3.0	3.0	2.0
Maintenance Worker I	1.0	2.0	2.0	3.0
Maintenance Worker II	11.0	11.0	10.0	9.0
Parks Lead Worker	3.0	2.0	2.0	1.0
Parks Manager	1.0	1.0		
Permit Center Technician II	2.0	2.0	2.0	1.0
Permit Center Technician III	1.0	1.0	1.0	2.0
Public Works Lead Worker	2.0	1.0	2.0	2.0
Recreation Utility Worker	2.0	1.0		
Senior Civil Engineer	3.0	1.0	1.0	1.0
Senior Construction Inspector	1.0	1.0		
Senior Maintenance Team Leader	6.0	6.0	5.0	4.0
Senior Traffic Signal Technician	1.0	1.0	1.0	1.0
Traffic Signal Technician (1)	3.0	3.0	2.0	2.0
Transportation Manager	1.0	1.0	1.0	1.0
Transportation Program Coordinator	2.0	2.0		
Transportation Program Manager II	1.0	1.0	1.0	1.0
Tree Lead Worker	1.0	1.0	1.0	1.0
Tree Trimmer	2.0	2.0		
Total Public Works & Engineering (2)	120.0	119.0	89.0	82.0
<b>TOTAL GENERAL CITY AND REDEVELOPMENT AGENCY</b>	492.0	486.0	404.0	384.0

(1) Positions partially funded by Lighting Districts.  
 (2) Some of these positions funded by Storm Water Management.

**CITY OF CONCORD  
 AUTHORIZED FULL-TIME POSITIONS  
 BY CLASSIFICATION WITHIN DEPARTMENT  
 FOR THE YEAR ENDING JUNE 30, 2011**

	<u>Number of Authorized Positions</u>			
	<u>2007-2008 Budget</u>	<u>2008-2009 Budget</u>	<u>2009-2010 Budget</u>	<u>20010-2011 Budget</u>
<b>Storm Water Management</b>				
Senior Administrative Analyst	1.0	1.0	1.0	1.0
Sweeper Operator	3.0	3.0	2.0	2.0
Total Storm Water Management	<u>4.0</u>	<u>4.0</u>	<u>3.0</u>	<u>3.0</u>
<b>Sewer Enterprise</b>				
Public Works Lead Worker - Infrastructure	1.0	1.0	1.0	1.0
Maintenance Team Leader	1.0			
Maintenance Worker I				1.0
Maintenance Worker II	6.0	6.0	6.0	5.0
Pump Station Operator	1.0	1.0		
Senior Maintenance Team Leader		1.0	1.0	1.0
Total Sewer	<u>9.0</u>	<u>9.0</u>	<u>8.0</u>	<u>8.0</u>
<b>TOTAL STORM WATER AND ENTERPRISE FUNDS</b>	<u>13.0</u>	<u>13.0</u>	<u>11.0</u>	<u>11.0</u>
<b>GRAND TOTAL CITY</b>	<u>505.0</u>	<u>499.0</u>	<u>415.0</u>	<u>393.0</u>

**CITY OF CONCORD  
 AUTHORIZED PART-TIME HOURS  
 BY CLASSIFICATION WITHIN DEPARTMENT  
 FOR THE YEAR ENDING JUNE 30, 2011**

	2007-2008		2008-2009		2009-2010		2010-2011	
	Hours	FTE	Hours	FTE	Hours	FTE	Hours	FTE
<b>City Attorney</b>								
Administrative Support	-	-	104	0.05	749	0.36	-	-
<b>City Management</b>								
Administrative Support	1,789	0.86	1,789	0.86	1,622	0.78	1,622	0.78
Technician	83	0.04	83	0.04	83	0.04	1,123	0.54
Total City Manager	1,872	0.90	1,872	0.90	1,706	0.82	2,746	1.32
<b>Community Development</b>								
Administrative Support	3,037	1.46	2,496	1.20	3,494	1.68	3,494	1.68
Craft Worker	998	0.48	998	0.48	998	0.48	998	0.48
Professional	499	0.24	499	0.24	998	0.48	998	0.48
Total Community Development	4,534	2.18	3,994	1.92	5,491	2.64	5,491	2.64
<b>Community &amp; Recreation Services</b>								
Administrative Support	998	0.48	998	0.48	1,206	0.58	1,206	0.58
Camp Specialist	17,139	8.24	17,160	8.25	13,146	6.32	13,146	6.32
Recreation Specialist	146,411	70.39	114,400	55.00	108,202	52.02	99,424	47.80
Total Community & Recreation Serv.	164,549	79.11	132,558	63.73	122,554	58.92	113,776	54.70
<b>Finance</b>								
Administrative Support					2,226	1.07	4,784	2.30
Professional	-	-	-	-	-	-	957	0.46
Total Finance	-	-	-	-	2,226	1.07	5,741	2.76
<b>Human Resources</b>								
Administrative Support							1,040	0.50
Professional	-	-	-	-	-	-	1,040	0.50
Total Human Resources	-	-	-	-	-	-	2,080	1.00
<b>Information Technology</b>								
Technician	2,995	1.44	3,120	1.50	1,040	0.50	1,040	0.50
Professional	1,144	0.55	1,331	0.64	2,163	1.04	-	-
Total Information Technology	4,139	1.99	4,451	2.14	3,203	1.54	1,040	0.50

**CITY OF CONCORD  
 AUTHORIZED PART-TIME HOURS  
 BY CLASSIFICATION WITHIN DEPARTMENT  
 FOR THE YEAR ENDING JUNE 30, 2011**

	2007-2008		2008-2009		2009-2010		2010-2011	
	Hours	FTE	Hours	FTE	Hours	FTE	Hours	FTE
<b>Police</b>								
Administrative Support	-	-	-	-	-	-	-	-
Crime Analyst	1,560	0.75	1,560	0.75	-	-	-	-
Manager of Volunteer Services	1,581	0.76	2,080	1.00	-	-	-	-
Public Safety Assistant	42,224	20.30	43,992	21.15	29,578	14.22	18,138	8.72
Technician	1,560	0.75	-	-	-	-	-	-
Violence Victim Advocate	1,040	0.50	1,040	0.50	-	-	-	-
<b>Total Police</b>	<b>47,965</b>	<b>23.06</b>	<b>48,672</b>	<b>23.40</b>	<b>29,578</b>	<b>14.22</b>	<b>18,138</b>	<b>8.72</b>
<b>Public Works &amp; Engineering</b>								
Administrative Support	1,997	0.96	3,037	1.46	3,515	1.69	2,267	1.09
Maintenance Laborer (Parks)	72,821	35.01	64,314	30.92	64,314	30.92	48,214	23.18
Technician	3,786	1.82	2,746	1.32	2,746	1.32	2,746	1.32
Maintenance Laborer	8,216	3.95	16,411	7.89	14,102	6.78	10,421	5.01
Professional	1,456	0.70	1,352	0.65	998	0.48	998	0.48
Project Manager	1,456	0.70	1,040	0.50	-	-	-	-
<b>Total Public Works &amp; Engineering</b>	<b>89,731</b>	<b>43.14</b>	<b>88,899</b>	<b>42.74</b>	<b>85,675</b>	<b>41.19</b>	<b>64,646</b>	<b>31.08</b>
<b>TOTAL GENERAL CITY AND REDEVELOPMENT</b>	<b>312,790</b>	<b>150.38</b>	<b>280,550</b>	<b>134.88</b>	<b>251,181</b>	<b>120.76</b>	<b>213,658</b>	<b>102.72</b>
<b>Storm Water</b>								
Maintenance Laborer								
<b>Sewer Enterprise</b>								
Maintenance Laborer	-	-	-	-	1,518	0.73	1,518	0.73
<b>TOTAL STORM WATER AND ENTERPRISE FUNDS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,518</b>	<b>0.73</b>	<b>1,518</b>	<b>0.73</b>
<b>GRAND TOTAL CITY</b>	<b>312,790</b>	<b>150.38</b>	<b>280,550</b>	<b>134.88</b>	<b>252,699</b>	<b>121.49</b>	<b>215,176</b>	<b>103.45</b>

## 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.

**CITY OF CONCORD  
FISCAL YEAR 2010-2011 ANNUAL OPERATING BUDGET**

**TEN YEAR FINANCIAL PLANS INDEX**

Building Maintenance.....	320
Capital Projects Fund.....	291
Diablo Creek Golf Course .....	306
Downtown Landscape Maintenance District.....	272
Fleet .....	318
General Fund .....	38
Information Technology.....	319
Landscape and Lighting Maintenance District No. 3 .....	274
Liability Fund .....	314
Pine Hollow Landscape Maintenance District.....	273
Post Retirement Healthcare (OPEB) .....	315
Redevelopment Agency .....	328
Redevelopment Agency Housing Set-Aside Fund.....	270
Sewer Enterprise.....	308
State Gas Tax Fund .....	268
Storm Water Management.....	275
Street Lighting Maintenance District .....	271
Workers' Compensation.....	313

**REVENUE/EXPENDITURE SUMMARY INDEX**

Capital Funds .....	288
Debt Service Funds.....	278
Enterprise Funds .....	304
Fiduciary Fund .....	323
General Fund .....	38
Internal Service Funds .....	312
Redevelopment Agency Fund.....	327
Special Revenue Funds .....	265
Total City .....	57

**CITY OF CONCORD  
FISCAL YEAR 2010-2011 ANNUAL OPERATING BUDGET**

**DEPARTMENTAL FUNDING BY SOURCE INDEX**

City Attorney.....	62
Community Development.....	63
Community & Recreation Services .....	64
Diablo Creek Golf Course .....	72
Finance .....	65
Human Resources .....	66
Information Technology.....	67
Office of the City Manager .....	68
Police Department.....	69
Public Works & Engineering.....	70
Sewer Enterprise.....	73
Storm Water Management.....	71

**CITY OF CONCORD  
FISCAL YEAR 2010-2011 ANNUAL OPERATING BUDGET**

**GENERAL INDEX**

Accounting Basis.....	54
Adopted Budget Resolutions .....	Ixii
Adopted Budget Staff Report (6/22/10).....	xxxvi
Administrative Services & City Clerk.....	186
Annual Appropriation Limit.....	35
Assessed Valuations Summary .....	51
Authorized Full-time Positions by Classification within Department .....	330
Authorized Part-time Hours by Classification within Department .....	335
Benefits Administration .....	161
Budget Appropriation Transfer Controls .....	26
Budget & Financial Planning.....	142
Budget & Fiscal Policies.....	30
Budget Message .....	viii
Budget Preparation Directive .....	23
Building Maintenance.....	258
Building Division.....	101
Camp Concord .....	114
Capital Project Funds – Definition.....	287
Capital Projects Descriptions .....	297
Capital Projects Operating and Maintenance Costs .....	301
Central Contra Costa Sanitary District.....	233
Certificates of Participation .....	282
CIP/TIP Engineering Support.....	248
City Attorney – Services, Accomplishments, Initiatives .....	76
City Attorney.....	78
City Council Services .....	182
City Management .....	183
City Manager Budget Transmittal Memorandum .....	viii
City Organization and Functions Charts .....	1
City Treasury.....	146
City-wide Street Light District.....	227
Classification and Compensation.....	164
Community Development – Services, Accomplishments, Initiatives .....	80
Community Development – Administration.....	91
Community & Recreation Services- Services, Accomplishments, Initiatives.....	107
Community & Recreation Services-Administration .....	113
Community Relations.....	185
Community Services .....	130
Comparative Summary – Full-Time Positions.....	13
Construction .....	246
Corporate Goals.....	vi
Curbs, Gutters, and Sidewalk Maintenance.....	244
Current Development.....	218
Custodial Services .....	260
Customer Service - Information Technology.....	175
Debt Service Funds – Definition .....	277
Debt Service Requirements .....	279
Demographics .....	19

**CITY OF CONCORD  
FISCAL YEAR 2010-2011 ANNUAL OPERATING BUDGET**

**GENERAL INDEX**

Design .....	220
Diablo Creek Golf Course – Administration .....	132
Diablo Creek Golf Course – Revenues and Expenses .....	305
Direct and Overlapping Bonded Debt .....	284
Disbursements .....	140
Drainage Management.....	238
Economic Development, Redevelopment & Housing Administration .....	94
Economic Development .....	96
Elections.....	188
Enterprise Funds – Definition.....	303
Expenditure Summary by Fund .....	60
Facility Operations & Programs .....	116
Fiduciary Funds Definition.....	322
Finance – Services, Accomplishments, Initiatives .....	133
Finance – Administration.....	137
Financial Analysis & Reporting .....	138
Fleet Management .....	250
Fleet .....	318
Franchise Management .....	190
Fund Balance Summary by Fund .....	58
Fund Structure .....	55
General Fund Expenditures by Program – Actual/Budget/10-Year Projection.....	44
General Fund Expenditure Summary by Program.....	40
General Fund Revenues by Source – Actual/Budget/10-Year Projection .....	48
General Fund Revenues by Source - Graph .....	50
Geographic Information Services.....	177
Glossary of Terms.....	337
Graffiti Removal .....	262
History of Concord .....	16
Housing & Community Services Special Revenue Funds .....	269
Housing .....	99
Human Resources - Administration .....	153
Human Resources - Labor Relations.....	155
Human Resources - Services, Accomplishments, Initiatives.....	150
Information Technology – Services, Accomplishments, Initiatives .....	166
Information Technology – Administration.....	170
Information Technology Fund .....	319
Internal Service Funds – Definition .....	311
Jurisdictional Comparison .....	22
Landscape Maintenance .....	256
Legal Debt Margin.....	35
Liability Fund .....	314

**CITY OF CONCORD  
FISCAL YEAR 2010-2011 ANNUAL OPERATING BUDGET**

**GENERAL INDEX**

Map .....	15
Mission Statement.....	iv
Multi-Family Housing Inspection Program .....	103
Neighborhood Preservation Program .....	105
Office of the City Manager – Services, Accomplishments, Initiatives .....	178
On the Cover .....	17
Operating Budgets – General & Enterprise Funds .....	75
Operating Expenditures Summary by Organization .....	61
Operations - Information Technology.....	173
Organizational Training and Development.....	162
Organizational Values .....	v
Parks Services .....	252
Planning .....	92
Police Department – Investigations & Administrative Services .....	202
Police Department – Office of the Chief of Police.....	198
Police Department – Services, Accomplishments, Initiatives .....	191
Police Department – Field Operations .....	200
Printing Services .....	189
Program Structure.....	54
Project Management Office - Information Technology .....	171
Property Tax Levies and Collections .....	53
Public Works & Engineering – Services, Accomplishments, Initiatives .....	204
Public Works & Engineering – Administration.....	214
Purchasing & Materials Management .....	144
Recruitment and Selection .....	157
Redevelopment Agency .....	326
Redevelopment .....	97
Retirement Fund-City of Concord .....	324
Revenue Bonds.....	281
Revenue Generation .....	148
Revenue Summary by Fund .....	59
Senior & Special Recreation Services .....	128
Sewer Collection Systems .....	231
Sewer Enterprise – Revenues & Expenses .....	307
Sewer Enterprise Pump Station .....	229
Signs & Markings .....	234
Special Assessment Districts Debt .....	283
Special Revenue Funds – Definition.....	264
Sports & Events .....	125
Statistics .....	18
Storm Water Management - Administration.....	236
Street Cleaning .....	240
Street Maintenance .....	242
Street Trees, Medians, and Open Space.....	254

**CITY OF CONCORD  
FISCAL YEAR 2010-2011 ANNUAL OPERATING BUDGET**

**GENERAL INDEX**

Tax Allocation Bonds .....	280
Traffic Operations.....	224
Traffic Signals Maintenance.....	226
Transportation Planning & Administration.....	222
Vision for the Future.....	iv
Workers' Compensation.....	159
Youth and Family Services .....	126

**CITY OF CONCORD  
FISCAL YEAR 2010-2011 ANNUAL OPERATING BUDGET**

**GRAPH INDEX**

Assessed and Estimated Value of all Property .....	52
Demographic and Economic Statistics .....	21
General Fund-Comparison of Expenditures by Department.....	43
General Fund-Operating & Capital Expenditures by Department.....	39
General Fund Revenue-Comparison of Revenue by Source .....	50
General Fund Revenue-Comparison of Tax Revenue by Source .....	47
General Fund & Enterprises-Budgeted Capital & Operating Expenditures .....	74
Golf Course-Revenues and Expenses.....	305
Major General Fund Tax Revenue by Type-Actual and Projected .....	46
Property Tax Levies and Collections .....	285
Redevelopment Agency-Comparison of Operating Revenue to Operating Expense.....	329
Sewer Enterprise-Revenues and Expenses .....	307
Special Assessment-Billings and Collections .....	283