



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.

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General Fund 10-Year Financial Forecast FY 2014-15 through FY 2023-24

INTRODUCTION

The City of Concord has been using a 10-Year General Fund Financial Forecast since FY 1995-96. The use of the Forecast has been instrumental in helping the Council, staff, and community understand the future impacts of current decisions and spot fiscal trends.

The 10-Year Financial Forecast for Concord's General Fund provides a long-term view of revenues and expenditures to assist in evaluating the impact of policy choices on the City's long-term fiscal health. The General Fund accounts for the majority of City services that residents and businesses rely on each day. These include everything from police services to recreation programs as well as internal services, such as financial management and information technology that keep the City and its programs running. The restrictions imposed by the State that limit local governments' ability to raise revenues adds to the importance of understanding the long-term fiscal impact of current policy decisions.

A 10-year financial forecast projects the future impact from continuing the City's current service levels and policies, and helps to illustrate what the City's financial future will look like as a result of the historic trends and decisions made in the recent past. A 10-year financial forecast is also useful in identifying potential issues that may arise in the future, which require financial modeling and fiscal planning. The projected revenues and expenditures in future years of the 10-year forecast should be viewed differently from the projected revenues and expenditures included in the proposed FY 2014-15 budget due to the increasing uncertainty attached to projections beyond the immediate budget cycle. The financial forecast is a valuable planning and decision-making tool; however, it is not a financial plan. It sets the stage for the budgeting process and provides context to aid the City Council in establishing priorities and allocating City resources.

This year's update to the General Fund 10-year financial forecast is comprised of the following items:

- A summary description and list of major assumptions (below)
- A table showing projected annual revenue and expenditure activity from FY 2014-15 to FY 2023-24 (page 23)
- A graph showing projected annual revenues, expenditures and unfunded needs from FY 2014-15 to FY 2023-24 (page 25)
- A graph showing the projected General Fund and Measure Q reserves (as a percent of expenditures) at the beginning of each fiscal year from FY 2014-15 to FY 2023-24 (page 27)

SUMMARY OF THE PROPOSED FY 2014-15 GENERAL FUND 10-YEAR FINANCIAL FORECAST

At the January 28, 2014 City Council meeting, staff presented the magnitude of the known unfunded long-term financial liabilities and infrastructure maintenance challenges that face the General Fund. With the exception of infrastructure needs in the City's Park's system¹, the unfunded long-term liabilities and infrastructure needs that are illustrated in the forecast are:

¹ On February 11, 2014, Council authorized \$150,000 to fund a comprehensive Park System Infrastructure Condition Assessment to obtain an accurate assessment on the level of deferred maintenance in the park system. The study will include playgrounds, irrigation systems, pathways/hardscapes, sports facilities, landscapes and other special amenities. The results of this study are expected during the 2014-15 fiscal year.

- Roadways & Sign Improvements: \$5.9 million average annual un-met need
- Building Maintenance: \$1.2 million average annual un-met need
- Post-Employment Medical Benefits: \$1.2 million average annual un-met need

The inclusion of the above unfunded long-term financial needs in the 10-year forecast can be seen on the graph that shows projected annual revenues, expenditures and unfunded needs on page 25. Unfortunately, given the continuing impacts of the Great Recession and slow recovery as well as the pending expiration of Measure Q, these costs cannot be funded during the 10-year forecast. Further, given the City’s revenue projections, service levels, and cost structure, and without any significant changes to projections or operations, the City would begin to gradually deplete its Measure Q and General Fund reserves in 2016, and by FY 2021-22 the General Fund reserve would drop below 15%². The 10-year forecast avoids this by including \$4 million of unidentified budget cuts to be implemented, beginning in FY 2015-16, the first year following the expiration of Measure Q. The forecast assumes \$2 million in expenditure/service cuts in FY 2015-16 and an additional \$2 million the following year. However, even with this service reduction approach, the forecast relies on using \$16 million of reserves over the next 10-years.

MAJOR ASSUMPTIONS

Below is a list of the major general fund revenue and expenditure assumptions in the 10-year financial forecast. Other general fund revenue and expenditure categories not listed below are projected to increase by 2.4% annually to reflect the 20-year average annual change in the Consumer Price Index for the West Urban Area, as defined by the U.S. Bureau of Labor Statistics. Debt payments, rental income, and other contractual commitments are projected as per the agreements. The following table provides an index for the abbreviation of each of the ten fiscal years included in the 10-year financial forecast.

Fiscal Year	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Abbreviation	Y1	Y2	Y3	Y4	Y5	Y5	Y7	Y8	Y9	Y10

Major General Fund Revenue Assumptions

- Property Tax: Average annual increase of 2.6% (Y1: 5.5%, Y2: 4%, Y3-Y10: 2%)
- Sales Tax: Average annual increase of 2.7% (Y1: 2.3%, Y2-Y3: 2%, Y4-Y10: 3%)
- Measure Q: Y1 increase of 6.7%, Y2 decrease of 22% (expires March 2016), zero thereafter
- Development Review and Inspection Fees: Annual increase of 3% from Y1 to Y10
- Transient Occupancy Tax: Annual increase of 3% from Y1 to Y10
- Business License Tax: Annual increase of 1.5% from Y1 to Y10

General Fund Expenditure Assumptions

- Salaries: Annual increase of 1.5% from Y1 to Y10
- Healthcare Premiums: Average annual increase of 3.2%³ (Y1-Y3: 4%, Y4-Y7 3%, Y8-Y10: 2.5%)
- Pension Costs: Average annual increase of 2.7% from Y1 to Y10
- Operating Expenses: Regular operating expenditures are adjusted annually by 2.4% to reflect the 20-year average in the Consumer Price Index.

² The Council has set 15% as the City’s minimum desired reserve level and stated a desire to return to a 30% reserve level as soon as the economy can support it. A 15% reserve level represents just under 2 months of operating expenditures.

³ Per current employee MOUs the City and employees split all health insurance premium increases 50/50; therefore this number represents 50% of the expected increase.

City of Concord
General Fund Ten Year Forecast with Measure Q Reserve
For the Year Ending June 30, 2015
(000's)

\$4 Million in Budget Stabilization*

FY 2015-16: \$2.0 Million

FY 2016-17: \$2.0 Million

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Basic General Fund Activity										
Beginning Fund Balance 7/01	\$ 8,684	\$ 10,298	\$ 9,098	\$ 10,509	\$ 13,020	\$ 13,020	\$ 13,020	\$ 13,020	\$ 13,020	\$ 13,020
General Fund Revenues	\$ 73,648	\$ 75,532	\$ 77,113	\$ 78,710	\$ 80,806	\$ 82,743	\$ 84,716	\$ 86,742	\$ 88,822	\$ 90,957
Measure Q Revenues Used	7,723	5,532	3,491	3,311	2,749	2,263	1,861	1,315	802	312
TOTAL Resources Used	\$ 81,371	\$ 81,064	\$ 80,604	\$ 82,021	\$ 83,555	\$ 85,006	\$ 86,577	\$ 88,057	\$ 89,624	\$ 91,269
Appropriations										
Operating Expenditures (Baseline)	\$ 80,521	\$ 82,458	\$ 84,028	\$ 85,523	\$ 87,138	\$ 88,671	\$ 90,325	\$ 91,891	\$ 93,546	\$ 95,283
Capital Improvement Projects (CIP)	850	606	624	643	662	682	703	724	745	768
On-going Budget Stabilization	-	(2,000)	(4,048)	(4,145)	(4,245)	(4,347)	(4,451)	(4,558)	(4,667)	(4,779)
Total Appropriations	\$ 81,371	\$ 81,064	\$ 80,604	\$ 82,021	\$ 83,555	\$ 85,006	\$ 86,577	\$ 88,057	\$ 89,624	\$ 91,272
Revenue Over(Under) Appropriations	\$ (7,723)	\$ (5,532)	\$ (3,491)	\$ (3,311)	\$ (2,749)	\$ (2,263)	\$ (1,861)	\$ (1,315)	\$ (802)	\$ (315)
Measure Q Revenue Needed to Maintain 15% GF Reserve	3,120									
Ending Fund Balance 6/30	\$ 11,804	\$ 10,298	\$ 9,098	\$ 10,509	\$ 13,020	\$ 13,017				
General Fund Reserves as a										
% of Operating Expenditures	15%	13%	11%	13%	16%	15%	15%	15%	15%	14%

General Fund Activity w/ Loan to Local Reuse Authority

Loan	1,506	1,200	1,100							
Repayment			2,511	2,511						
Ending Fund Balance 6/30	\$ 10,298	\$ 9,098	\$ 10,509	\$ 13,020	\$ 13,017					
General Fund Reserves w/ Reuse Loan as a										
% of Operating Expenditures	13%	11%	13%	16%	16%	15%	15%	15%	15%	14%

Measure Q Reserve

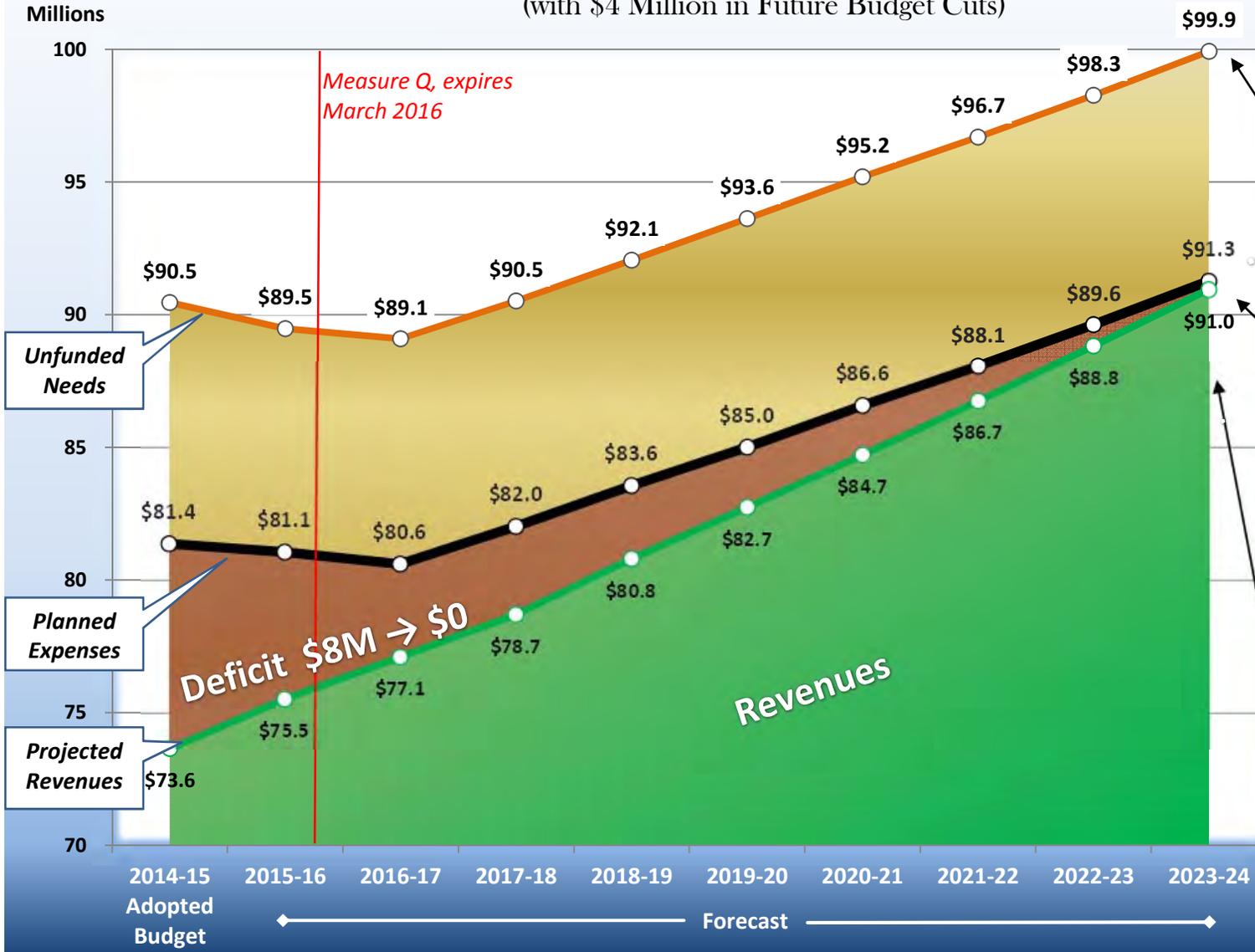
Prior Year Balance	\$ 11,816	\$ 12,582	\$ 16,105	\$ 12,614	\$ 9,303	\$ 6,554	\$ 4,290	\$ 2,429	\$ 1,114	\$ 312
Measure Q Tax Revenue	11,609	9,055								
Measure Q Rev. Used to Support Operations	(7,723)	(5,532)	(3,491)	(3,311)	(2,749)	(2,263)	(1,861)	(1,315)	(802)	(312)
Measure Q Rev. Allocated to GF Reserve	(3,120)									
Measure Q Rev. Allocation to Measure Q Reserve	766	3,523								
Ending Measure Q Reserve	\$ 12,582	\$ 16,105	\$ 12,614	\$ 9,303	\$ 6,554	\$ 4,290	\$ 2,429	\$ 1,114	\$ 312	\$ -
Total GF and Measure Q Reserves	\$ 22,880	\$ 25,203	\$ 23,123	\$ 22,323	\$ 19,574	\$ 17,310	\$ 15,449	\$ 14,134	\$ 13,332	\$ 13,017
Measure Q Reserves as a										
% of Operating Expenditures	15%	20%	16%	11%	8%	5%	3%	1%	0%	0%
General Fund and Measure Q Reserves as a										
% of Operating Expenditures	28%	31%	29%	27%	23%	20%	18%	16%	15%	14%

*Adjusted annually to reflect the 20 year average change in the Consumer Price Index (2.4%).

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General Fund 10-Year Forecast FY 2014-15 Adopted Budget (with \$4 Million in Future Budget Cuts)



Unfunded Needs

Total cumulative expenses, with average annual funding for:

- Roadways & Signs, \$5.9M
- Building Maint., \$1.5M
- Retiree Medical, \$1.2M
- Park System, TBD

Total: \$90.5 - 99.9M

Expenses w/ \$4.0M in Budget Cuts

- Deficit covered by Measure Q revenues/reserves
- Includes additional funding for CCRS, \$1.2 M annually
- \$4.0M budget cuts, beginning in FY 15-16

Total: \$81.4 - 91.3M

Baseline Revenues

Recurring revenue sources, excluding Measure Q.

Major revenues assumptions:

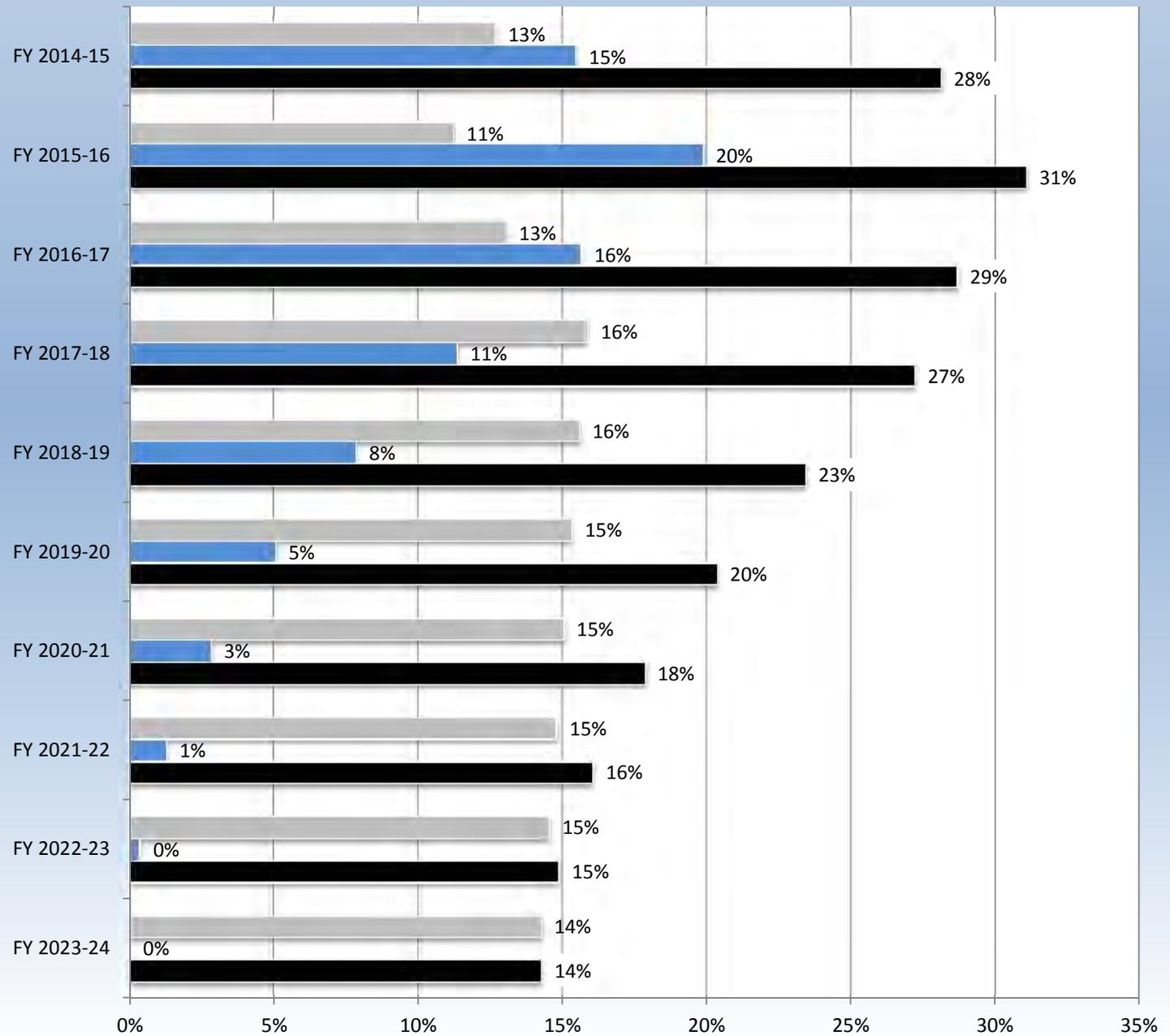
- Property Tax, 2% avg.
- Sales Tax, 3% avg.

Total: \$73.4 - 91.0M

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**General Fund
& Measure Q
Reserves as a %
of Expenditures**

- General Fund, only
- Measure Q, only
- General Fund & Measure Q



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**City of Concord
General Fund
Operating Expenditures
For Year Ending June 30, 2015**

	Salaries & Benefits	Operating Expenditures	Fixed Charges	Other Financing Uses	Totals
CITY ATTORNEY	\$ 925,868	\$ 287,499	\$ 14,791	\$ -	\$ 1,228,158
COMMUNITY & ECONOMIC DEVELOPMENT					
Administration	\$ 248,675	\$ 145,652	\$ 211,827		\$ 606,154
Planning	1,015,237	96,005	18,882		1,130,124
Engineering Services	706,454	95,750	73,690	\$ -	875,894
Transportation	441,648	16,630	73,678		531,956
Building	1,310,075	564,400	95,385		1,969,860
Multi-Family Inspection Program	160,753	45,880	82		206,715
Economic Development	296,466	191,410	1,688		489,564
Total Community & Economic Development	<u>\$ 4,179,308</u>	<u>\$ 1,155,727</u>	<u>\$ 475,232</u>	<u>\$ -</u>	<u>\$ 5,810,267</u>
PARKS & RECREATION					
Administration	\$ 166,392	\$ 100,603	\$ 154,923	\$ -	\$ 421,918
Camp Concord	292,592	183,824	74,411		550,827
Facility Operations and Programs	1,354,630	590,270	293,172		2,238,072
Sports and Events	118,648	227,651	11,117		357,416
Senior & Special Recreation Services	444,126	178,017	66,714		688,857
Community Services	-	-	-	-	-
Total Parks & Recreation	<u>\$ 2,376,387</u>	<u>\$ 1,280,365</u>	<u>\$ 600,337</u>	<u>\$ -</u>	<u>\$ 4,257,089</u>

continued

**City of Concord
General Fund
Operating Expenditures
For Year Ending June 30, 2015**

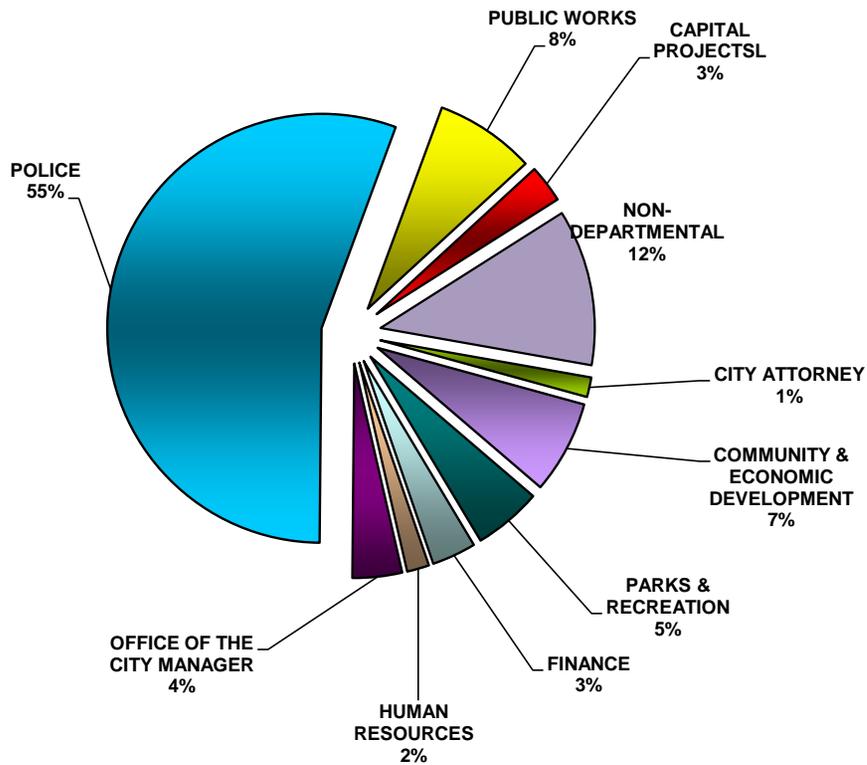
	Salaries & Benefits	Operating Expenditures	Fixed Charges	Other Financing Uses	Totals
FINANCE					
Administration	\$ 215,625	\$ 35,050	\$ 77,709	\$ -	\$ 328,384
Financial Analysis & Reporting	1,028,249	133,500	18,960		1,180,709
Disbursements	-		-		-
Budget & Financial Planning	347,530	6,550	4,535		358,615
Purchasing & Materials Management	249,544	7,800	2,266		259,610
City Treasury	116,067	62,500	4,028		182,595
Revenue Generation	391,446	49,500	6,494	-	447,440
Total Department Expenditures	<u>\$ 2,348,460</u>	<u>\$ 294,900</u>	<u>\$ 113,992</u>	<u>\$ -</u>	<u>\$ 2,757,352</u>
FINANCE - NON-DEPARTMENTAL					
Miscellaneous Payments	\$ 2,666,958	\$ 1,256,500	\$ 5,228,115	\$ 595,152	\$ 9,746,725
Capital Projects	-	-	-	2,355,983	2,355,983
Reserve Funds	-	-	-	-	-
Total Non-Department Expenditures	<u>\$ 2,666,958</u>	<u>\$ 1,256,500</u>	<u>\$ 5,228,115</u>	<u>\$ 2,951,135</u>	<u>\$ 12,102,708</u>
Total Finance	<u>\$ 5,015,418</u>	<u>\$ 1,551,400</u>	<u>\$ 5,342,107</u>	<u>\$ 2,951,135</u>	<u>\$ 14,860,060</u>
HUMAN RESOURCES					
Employee Relations	\$ 264,780	\$ 208,360	\$ 18,339	\$ -	\$ 491,479
Labor Relations	105,600	30,000	370		135,970
Recruitment and Selection	155,815	107,124	988		263,927
Risk Management	16,997		82		17,079
Benefit Administration	128,236	33,464	782		162,482
Organizational Training and Development	108,324	54,240	617		163,181
Classification and Compensation	142,051	11,037	823	-	153,911
Total Human Resources	<u>\$ 921,803</u>	<u>\$ 444,225</u>	<u>\$ 22,001</u>	<u>\$ -</u>	<u>\$ 1,388,029</u>

continued

**City of Concord
General Fund
Operating Expenditures
For Year Ending June 30, 2015**

	Salaries & Benefits	Operating Expenditures	Fixed Charges	Other Financing Uses	Totals
OFFICE OF THE CITY MANAGER					
City Council	\$ 242,509	\$ 73,120	\$ 26,357	\$ -	\$ 341,986
City Management	997,717	188,395	113,764		1,299,876
Administrative Services	768,377	482,300	82,802		1,333,479
Franchise Management	26,820	93,550	82	-	120,452
Total Office of the City Manager	<u>\$ 2,035,424</u>	<u>\$ 837,365</u>	<u>\$ 223,005</u>	<u>\$ -</u>	<u>\$ 3,095,794</u>
POLICE					
Office of the Chief of Police	\$ 1,741,030	\$ 726,375	\$ 190,093	\$ -	\$ 2,657,498
Field Operations	27,112,352	624,216	2,754,415		30,490,983
Investigations and Administrative Services	10,438,924	1,436,047	957,406	-	12,832,377
Total Police	<u>\$ 39,292,306</u>	<u>\$ 2,786,638</u>	<u>\$ 3,901,914</u>	<u>\$ -</u>	<u>\$ 45,980,858</u>
PUBLIC WORKS					
Administration	\$ 422,427	\$ 47,741	\$ 88,991	\$ -	\$ 559,159
Transportation	355,954	144,024	96,695		596,673
Parks Services, Street Trees and Medians	1,980,445	2,022,172	701,109		4,703,726
Graffiti Removal	279,886	60,290	56,565	-	396,741
Total Public Works	<u>\$ 3,038,712</u>	<u>\$ 2,274,227</u>	<u>\$ 943,360</u>	<u>\$ -</u>	<u>\$ 6,256,299</u>
GENERAL FUND TOTALS	<u>\$ 57,785,226</u>	<u>\$ 10,617,446</u>	<u>\$ 11,522,747</u>	<u>\$ 2,951,135</u>	<u>\$ 82,876,554</u>

**City of Concord
General Fund
Comparison of Expenditures by Department
For Year Ending June 30, 2015**



CITY ATTORNEY	\$ 1,228,158
COMMUNITY & ECONOMIC DEVELOPMENT	5,810,267
PARKS & RECREATION	4,257,089
FINANCE	2,757,352
HUMAN RESOURCES	1,388,029
OFFICE OF THE CITY MANAGER	3,095,794
POLICE	45,980,858
PUBLIC WORKS	6,256,299
CAPITAL PROJECTS	2,355,983
NON-DEPARTMENTAL	9,746,725
GENERAL FUND TOTALS	<u>\$ 82,876,554</u>



**City of Concord
General Fund
Expenditures by Program
For Year Ending June 30, 2015**

	<u>Actual 2010-11</u>	<u>Actual 2011-12</u>	<u>Actual 2012-13</u>	<u>Estimated Actual 2013-14</u>	<u>Adopted Budget 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>	<u>Projected 2020-21</u>	<u>Projected 2021-22</u>	<u>Projected 2022-23</u>	<u>Projected 2023-24</u>
CITY ATTORNEY	\$ 1,107,130	\$ 974,964	\$ 938,436	\$ 1,240,951	\$ 1,228,158	\$ 1,254,050	\$ 1,279,530	\$ 1,303,618	\$ 1,329,840	\$ 1,354,566	\$ 1,381,504	\$ 1,406,843	\$ 1,433,684	\$ 1,462,107
COMMUNITY & ECONOMIC DEVELOPMENT														
Administration	\$ 195,919	\$ 347,635	\$ 513,087	\$ 618,671	\$ 606,154	\$ 618,994	\$ 631,832	\$ 644,387	\$ 657,673	\$ 670,653	\$ 684,392	\$ 697,799	\$ 711,768	\$ 726,325
Planning	1,164,819	1,139,305	1,014,732	1,129,959	1,130,124	1,153,269	1,175,859	1,196,856	1,219,966	1,241,366	1,264,950	1,286,704	1,309,917	1,334,670
Engineering Services	1,113,795	1,140,585	1,256,416	945,108	875,895	899,196	922,039	943,553	966,809	988,621	1,012,217	1,034,253	1,057,581	1,082,272
Transportation	566,021	455,156	392,596	498,667	531,956	541,316	550,421	558,823	568,119	576,661	586,126	594,783	604,052	613,968
Building	1,398,098	1,182,933	1,333,761	1,971,117	1,969,860	2,080,462	2,123,996	2,165,801	2,210,370	2,253,046	2,298,551	2,341,999	2,387,614	2,435,506
Multi-Family Inspection Program	198,444	129,126	180,719	91,760	206,715	211,277	215,764	220,019	224,592	228,912	233,556	237,927	242,541	247,413
Economic Development	-	239,257	480,387	420,890	489,564	375,250	382,800	389,913	397,658	404,935	412,865	420,293	428,169	436,516
Neighborhood Preservation	842,638	-	15,166	-	-	-	-	-	-	-	-	-	-	-
Total Community Development	\$ 5,479,734	\$ 4,633,997	\$ 5,186,863	\$ 5,676,172	\$ 5,810,267	\$ 5,879,764	\$ 6,002,709	\$ 6,119,352	\$ 6,245,188	\$ 6,364,194	\$ 6,492,658	\$ 6,613,758	\$ 6,741,642	\$ 6,876,670
PARKS & RECREATION														
Administration	\$ 424,703	\$ 440,738	\$ 391,485	\$ 385,301	\$ 421,918	\$ 430,309	\$ 438,683	\$ 446,822	\$ 455,522	\$ 463,972	\$ 473,008	\$ 481,778	\$ 490,952	\$ 500,550
Camp Concord	630,110	454,915	461,490	520,001	550,827	562,118	573,435	584,560	596,290	607,812	619,964	631,890	644,285	657,169
Facility Operations and Programs	2,914,913	2,488,843	1,986,527	2,323,612	2,238,072	2,282,939	2,327,912	2,372,236	2,418,637	2,464,312	2,512,128	2,559,142	2,607,863	2,658,362
Sports and Events	320,421	309,421	305,479	368,649	357,416	365,459	373,581	381,690	390,125	398,541	407,295	416,022	425,041	434,362
Senior & Special Recreation Services	1,299,187	1,059,302	622,040	712,705	688,857	703,295	717,654	731,580	746,334	760,614	775,745	790,360	805,627	821,577
Community Services	29,495	84,191	-	-	-	-	-	-	-	-	-	-	-	-
Total Parks & Recreation	\$ 5,618,829	\$ 4,837,410	\$ 3,767,021	\$ 4,310,268	\$ 4,257,089	\$ 4,344,119	\$ 4,431,265	\$ 4,516,887	\$ 4,606,909	\$ 4,695,252	\$ 4,788,140	\$ 4,879,192	\$ 4,973,767	\$ 5,072,020
FINANCE														
Administration	\$ 341,732	\$ 330,454	\$ 340,362	\$ 352,934	\$ 328,384	\$ 334,877	\$ 341,246	\$ 347,201	\$ 353,792	\$ 359,945	\$ 366,761	\$ 373,113	\$ 379,884	\$ 387,097
Financial Analysis & Reporting	745,411	643,205	743,548	838,440	1,180,709	1,205,780	1,230,301	1,253,268	1,278,219	1,301,483	1,326,781	1,350,259	1,375,196	1,401,674
Disbursements	583,524	455,770	370,800	590,830	-	-	-	-	-	-	-	-	-	-
Budget & Financial Planning	310,435	161,618	192,328	288,678	358,615	366,054	373,284	379,955	387,304	394,051	401,495	408,291	415,564	423,341
Purchasing & Materials Management	422,075	269,504	200,184	203,933	259,610	265,037	270,319	275,214	280,576	285,519	290,941	295,912	301,218	306,878
City Treasury	354,324	226,847	265,590	151,568	182,595	186,729	190,827	194,782	198,969	202,996	207,259	211,347	215,629	220,112
Revenue Generation	330,825	323,528	297,436	407,790	447,440	456,899	466,162	474,869	484,288	493,102	502,645	511,533	520,953	530,934
RDA Land Transfer	-	11,416,332	-	-	-	-	-	-	-	-	-	-	-	-
Non-Departmental Miscellaneous Payments	3,148,278	5,363,514	8,255,128	11,697,181	9,746,725	10,183,150	10,319,978	10,460,172	10,606,331	10,755,597	10,908,044	11,063,738	11,226,552	11,385,160
Total Finance	\$ 6,236,604	\$ 19,190,772	\$ 10,665,377	\$ 14,531,354	\$ 12,504,078	\$ 12,998,525	\$ 13,192,116	\$ 13,385,462	\$ 13,589,478	\$ 13,792,693	\$ 14,003,925	\$ 14,214,194	\$ 14,434,997	\$ 14,655,197
HUMAN RESOURCES														
Employee Relations	\$ 367,694	\$ 459,150	\$ 612,503	\$ 501,356	\$ 491,479	\$ 502,545	\$ 513,554	\$ 524,228	\$ 535,559	\$ 546,521	\$ 558,159	\$ 569,396	\$ 581,156	\$ 593,464
Labor Relations	48,474	88,460	124,671	159,376	135,970	138,827	141,637	144,288	147,177	149,896	152,861	155,645	158,596	161,723
Recruitment and Selection	204,250	242,863	308,220	300,849	263,927	269,736	275,511	281,101	287,050	292,796	298,912	304,809	310,985	317,455
Risk Management	45,702	11,405	162	29,464	17,079	17,437	17,785	18,106	18,458	18,781	19,136	19,460	19,806	20,176
Benefits Administration	173,560	107,876	99,058	69,620	162,482	165,914	169,287	172,474	175,930	179,186	182,719	186,036	189,549	193,266
Organizational Training and Development	31,036	98,512	68,113	128,458	163,181	166,732	170,247	173,621	177,234	180,694	184,399	187,939	191,659	195,570
Classification and Compensation	202,236	163,305	151,516	175,731	153,911	157,084	160,177	163,048	166,203	169,119	172,328	175,281	178,432	181,795
Total Human Resources	\$ 1,072,952	\$ 1,171,571	\$ 1,364,243	\$ 1,364,854	\$ 1,388,029	\$ 1,418,275	\$ 1,448,199	\$ 1,476,865	\$ 1,507,611	\$ 1,536,991	\$ 1,568,516	\$ 1,598,565	\$ 1,630,183	\$ 1,663,449

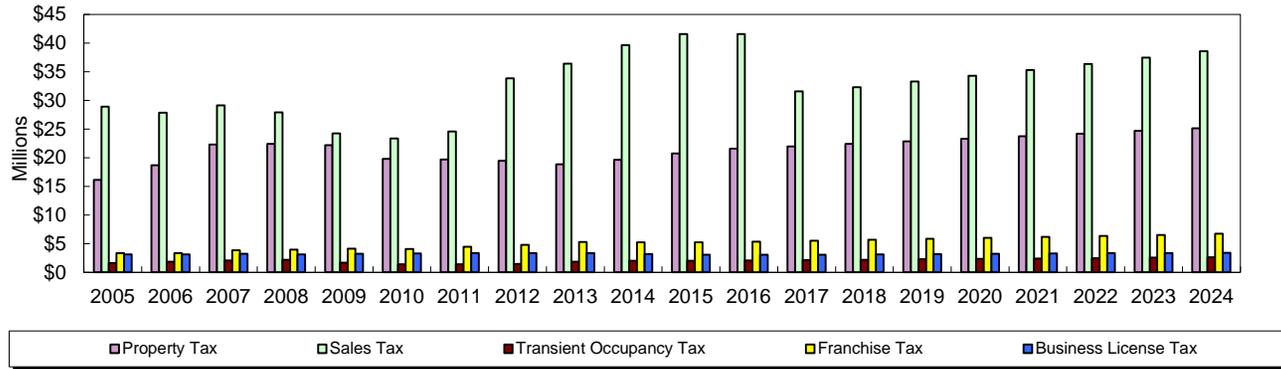
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**City of Concord
General Fund
Expenditures by Program
For Year Ending June 30, 2015**

	<u>Actual 2010-11</u>	<u>Actual 2011-12</u>	<u>Actual 2012-13</u>	<u>Estimated Actual 2013-14</u>	<u>Adopted Budget 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>	<u>Projected 2020-21</u>	<u>Projected 2021-22</u>	<u>Projected 2022-23</u>	<u>Projected 2023-24</u>
OFFICE OF THE CITY MANAGER														
City Council	\$ 365,251	\$ 333,495	\$ 365,967	\$ 357,044	\$ 341,986	\$ 349,659	\$ 357,299	\$ 364,804	\$ 372,484	\$ 379,996	\$ 387,666	\$ 395,138	\$ 402,854	\$ 410,825
City Management	985,591	1,080,088	948,971	1,282,483	1,299,876	1,326,400	1,352,469	1,377,027	1,403,887	1,429,131	1,456,769	1,482,684	1,510,176	1,539,330
Administrative Services	1,384,409	1,001,343	1,063,811	1,002,067	1,333,479	1,363,367	1,392,993	1,421,488	1,451,947	1,481,175	1,512,423	1,542,338	1,573,764	1,606,777
Franchise Management	38,895	111,448	71,232	110,917	120,452	123,254	126,093	128,944	131,903	134,873	137,956	141,049	144,240	147,533
Total Office of the City Manager	\$ 2,774,146	\$ 2,526,374	\$ 2,449,982	\$ 2,752,511	\$ 3,095,794	\$ 3,162,680	\$ 3,228,854	\$ 3,292,264	\$ 3,360,221	\$ 3,425,176	\$ 3,494,813	\$ 3,561,208	\$ 3,631,034	\$ 3,704,465
POLICE														
Office of the Chief of Police	\$ 3,115,530	\$ 2,827,354	\$ 2,136,733	\$ 2,657,669	\$ 2,657,497	\$ 2,713,578	\$ 2,769,152	\$ 2,822,564	\$ 2,879,736	\$ 2,934,564	\$ 2,993,274	\$ 3,049,455	\$ 3,108,455	\$ 3,170,415
Administrative Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Field Operations	26,001,588	27,748,207	28,580,338	29,085,491	30,490,983	31,188,934	31,787,979	32,345,439	32,957,815	33,525,503	34,149,928	34,726,494	35,341,093	35,995,858
Support Operations	10,989,866	11,341,316	11,284,060	11,047,902	12,832,377	13,093,431	13,349,349	13,589,550	13,851,860	14,097,280	14,365,564	14,615,757	14,881,427	15,163,423
Total Police	\$ 40,106,984	\$ 41,916,877	\$ 42,001,131	\$ 42,791,061	\$ 45,980,857	\$ 46,995,944	\$ 47,906,480	\$ 48,757,552	\$ 49,689,411	\$ 50,557,347	\$ 51,508,765	\$ 52,391,706	\$ 53,330,975	\$ 54,329,696
PUBLIC WORKS														
Administration	\$ 787,959	\$ 655,440	\$ 542,652	\$ 493,836	\$ 559,159	\$ 570,910	\$ 582,407	\$ 593,164	\$ 604,909	\$ 615,856	\$ 627,821	\$ 638,927	\$ 650,740	\$ 663,299
Transportation	894,689	635,119	404,993	902,634	596,672	605,715	617,900	629,746	642,240	654,358	667,138	679,507	692,406	705,862
Parks Services, Street Trees and Medians	4,880,840	4,228,483	4,375,394	4,629,392	4,703,726	4,847,757	4,950,751	5,052,493	5,158,637	5,263,331	5,372,522	5,480,070	5,591,548	5,707,123
Graffiti Removal/Lease Management	267,465	258,142	231,667	311,975	396,741	380,099	387,935	395,437	403,429	411,055	419,180	426,907	435,022	443,545
Total Public Works	\$ 6,830,953	\$ 5,777,184	\$ 5,554,707	\$ 6,337,837	\$ 6,256,298	\$ 6,404,481	\$ 6,538,993	\$ 6,670,841	\$ 6,809,215	\$ 6,944,602	\$ 7,086,662	\$ 7,225,411	\$ 7,369,717	\$ 7,519,828
INTRA FUND TRANSFERS OUT														
Reserve Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Improvement Projects	235,000	373,493	1,138,172	1,436,000	2,355,983	1,806,000	1,724,180	642,905	662,193	682,058	702,520	723,596	745,304	767,663
Total Intra Fund Transfers Out	\$ 235,000	\$ 373,493	\$ 1,138,172	\$ 1,436,000	\$ 2,355,983	\$ 1,806,000	\$ 1,724,180	\$ 642,905	\$ 662,193	\$ 682,058	\$ 702,520	\$ 723,596	\$ 745,304	\$ 767,663
BUDGET STABILIZATION	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (800,000)	\$ (1,800,000)						
GENERAL FUND TOTALS	\$ 69,462,332	\$ 81,402,642	\$ 73,065,932	\$ 80,441,008	\$ 82,876,554	\$ 84,263,837	\$ 84,952,326	\$ 84,365,747	\$ 86,000,065	\$ 87,552,879	\$ 89,227,502	\$ 90,814,472	\$ 92,491,302	\$ 94,251,096



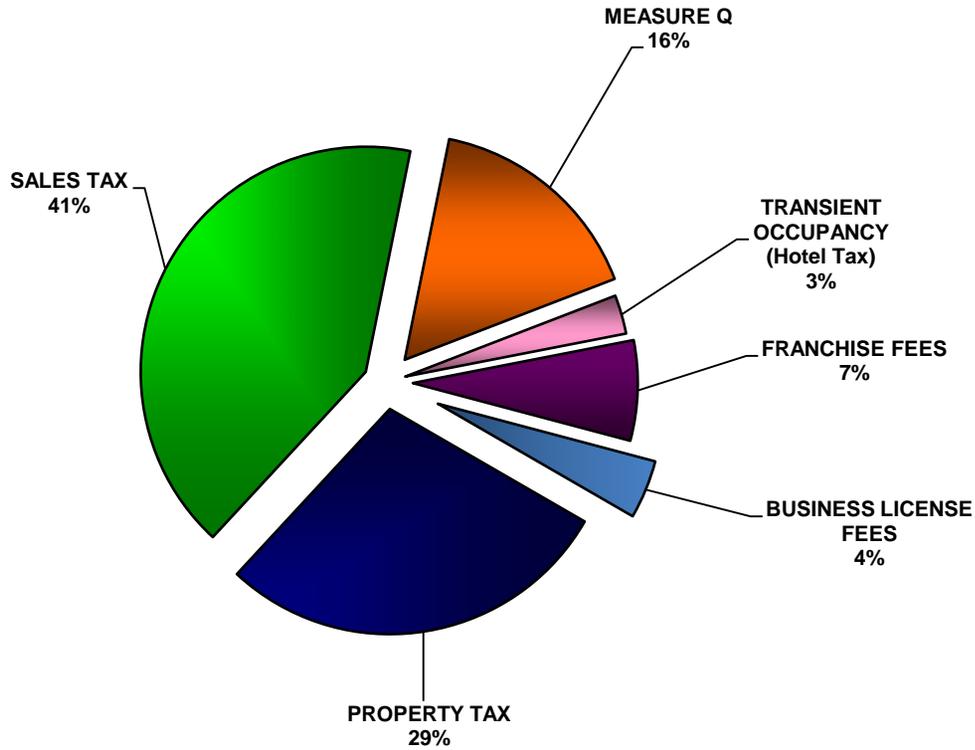
**CITY OF CONCORD MAJOR GENERAL FUND TAX REVENUE BY TYPE
ACTUAL AND PROJECTED**



Fiscal Year	Property Tax	Sales Tax	Transient Occupancy Tax	Franchise Tax	Business License Tax	Total
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	19,809,805	23,370,649	1,427,813	4,097,706	3,324,011	52,029,984
2011	19,662,098	24,585,811	1,391,107	4,438,806	3,347,429	53,425,251
2012	19,459,693	33,855,151	1,478,874	4,779,135	3,377,278	62,950,131
2013	18,861,202	36,423,806	1,832,615	5,269,956	3,365,317	65,752,896
2014	19,653,985	39,637,737	2,008,000	5,223,000	3,200,337	69,723,059
2015	20,755,243	41,606,400	2,026,000	5,223,000	3,057,971	72,668,614
2016	21,585,453	41,606,400	2,086,240	5,370,198	3,057,971	73,706,262
2017	21,987,834	31,597,011	2,148,287	5,521,733	3,100,841	64,355,706
2018	22,413,220	32,313,146	2,212,196	5,677,734	3,144,353	65,760,649
2019	22,847,113	33,282,540	2,278,022	5,838,332	3,188,518	67,434,525
2020	23,289,685	34,281,016	2,345,822	6,003,663	3,233,346	69,153,532
2021	23,741,108	35,309,447	2,415,657	6,173,868	3,278,846	70,918,926
2022	24,201,559	36,368,730	2,487,587	6,349,090	3,325,029	72,731,995
2023	24,671,220	37,459,792	2,561,674	6,529,478	3,371,905	74,594,069
2024	25,150,274	38,583,586	2,637,985	6,715,185	3,419,483	76,506,513

Actual shown through Fiscal Year 2013 and Planned through Fiscal Year 2024. Source: City Concord Financial Statements

**City of Concord
General Fund Revenue
Comparison of Tax Revenue by Source
For the Fiscal Year Ending June 30, 2015**



PROPERTY TAX	\$20,755,243
SALES TAX	29,997,400
MEASURE Q	11,609,000
TRANSIENT OCCUPANCY	2,026,000
FRANCHISE FEES	5,223,000
BUSINESS LICENSE FEES	3,057,971
	<u>\$ 72,668,614</u>

**City of Concord
General Fund
Comparison of Revenues by Source
For the Fiscal Year Ending June 30, 2015**

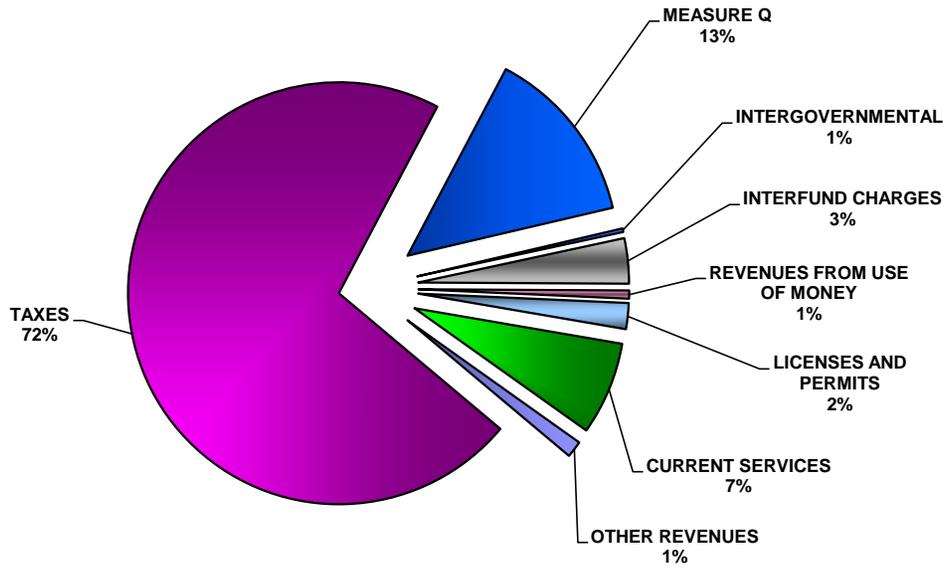
	<u>Actual 2010-11</u>	<u>Actual 2011-12</u>	<u>Actual 2012-13</u>	<u>Estimated Actual 2013-14</u>	<u>Adopted Budget 2014-15</u>	<u>Projected 2015-16</u>	<u>Projected 2016-17</u>	<u>Projected 2017-18</u>	<u>Projected 2018-19</u>	<u>Projected 2019-20</u>	<u>Projected 2020-21</u>	<u>Projected 2021-22</u>	<u>Projected 2022-23</u>
TAXES													
Property	\$ 19,662,098	\$ 19,459,693	\$ 18,861,202	\$ 19,653,985	\$20,755,243	\$21,585,453	\$21,987,834	\$22,413,220	\$22,847,113	\$23,289,685	\$23,741,108	\$24,201,559	\$24,671,220
Sales	22,442,298	23,884,453	25,783,080	28,759,737	29,997,400	32,551,380	31,597,011	32,313,146	33,282,540	34,281,016	35,309,447	36,368,730	37,459,792
Measure Q	2,143,513	9,970,698	10,640,725	10,878,000	11,609,000	9,055,020	-	-	-	-	-	-	-
Transient Occupancy Tax	1,391,107	1,478,874	1,832,614	2,008,000	2,026,000	2,086,240	2,148,287	2,212,196	2,278,022	2,345,822	2,415,657	2,487,587	2,561,674
Business License	3,347,429	3,377,278	3,364,879	3,200,337	3,057,971	3,057,971	3,100,841	3,144,353	3,188,518	3,233,346	3,278,846	3,325,029	3,371,905
Franchise	4,438,806	4,779,134	5,269,955	5,223,000	5,223,000	5,370,198	5,521,733	5,677,734	5,838,332	6,003,663	6,173,868	6,349,090	6,529,478
Total Taxes	<u>\$ 53,425,251</u>	<u>\$ 62,950,130</u>	<u>\$ 65,752,455</u>	<u>\$ 69,723,059</u>	<u>\$72,668,614</u>	<u>\$ 73,706,262</u>	<u>\$ 64,355,706</u>	<u>\$65,760,649</u>	<u>\$ 67,434,525</u>	<u>\$ 69,153,532</u>	<u>\$ 70,918,926</u>	<u>\$ 72,731,995</u>	<u>\$ 74,594,069</u>
LICENSES AND PERMITS													
Building Permits	\$ 772,852	\$ 824,450	\$ 993,608	\$ 1,018,080	\$1,075,000	\$1,107,250	\$1,140,468	\$1,174,682	\$1,209,922	\$1,246,220	\$1,283,606	\$1,322,114	\$1,361,778
Plumbing Permits	59,589	88,629	99,452	99,452	137,000	141,110	145,343	149,704	154,195	158,821	163,585	168,493	173,548
Mechanical Permits	73,191	77,828	84,332	84,332	129,000	132,870	136,856	140,962	145,191	149,546	154,033	158,654	163,413
Electrical Permits	97,256	107,922	130,512	130,512	143,000	147,290	151,709	156,260	160,948	165,776	170,749	175,872	181,148
Other	191,259	183,968	186,104	226,811	211,187	217,523	224,048	230,770	237,693	244,824	252,168	259,733	267,525
Total Licenses and Permits	<u>\$ 1,194,147</u>	<u>\$ 1,282,817</u>	<u>\$ 1,494,008</u>	<u>\$ 1,559,187</u>	<u>\$ 1,695,187</u>	<u>\$ 1,746,043</u>	<u>\$ 1,798,424</u>	<u>\$ 1,852,378</u>	<u>\$ 1,907,949</u>	<u>\$ 1,965,187</u>	<u>\$ 2,024,141</u>	<u>\$ 2,084,866</u>	<u>\$ 2,147,412</u>
FINES AND FORFEITURES													
Vehicle Code & Parking	\$ 734,603	\$ 737,515	\$ 731,093	\$ 820,000	\$770,000	\$770,000	\$770,000	\$770,000	\$770,000	\$770,000	\$770,000	\$770,000	\$770,000
Neighborhood Services	30,481	58,212	(92,723)	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Other	10,113	26,000	-	-	-	-	-	-	-	-	-	-	-
Total Fines and Forfeitures	<u>\$ 775,197</u>	<u>\$ 821,727</u>	<u>\$ 638,370</u>	<u>\$ 820,000</u>	<u>\$ 780,000</u>	<u>\$ 780,000</u>	<u>\$ 780,000</u>	<u>\$ 780,000</u>	<u>\$ 780,000</u>	<u>\$ 780,000</u>	<u>\$ 780,000</u>	<u>\$ 780,000</u>	<u>\$ 780,000</u>
USE OF MONEY AND PROPERTY													
Investment Earnings	\$ (107,389)	\$ (70,117)	\$ 140,502	\$ 80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,800	\$81,608	\$82,424	\$83,248
Property Rentals	253,715	410,151	457,122	317,749	450,569	450,569	450,569	450,569	450,569	450,969	451,373	451,781	452,193
Total Use of Money and Property	<u>\$ 146,326</u>	<u>\$ 340,034</u>	<u>\$ 597,624</u>	<u>\$ 397,749</u>	<u>\$ 530,569</u>	<u>\$ 530,569</u>	<u>\$ 530,569</u>	<u>\$ 530,569</u>	<u>\$ 530,569</u>	<u>\$ 531,769</u>	<u>\$ 532,981</u>	<u>\$ 534,205</u>	<u>\$ 535,441</u>
INTERGOVERNMENTAL													
Motor Vehicle In-Lieu	\$ 574,609	\$ 62,268	\$ 64,520	-	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000
Off-Highway Vehicle Tax	-	-	-	-	-	-	-	-	-	-	-	-	-
State Mandated Costs	81,463	59,104	133,981	60,000	-	-	-	-	-	-	-	-	-
Police Officers Standards&Training (POST)	38,635	76,145	97,101	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
Citizens Option for Public Safety (COPS)	234,386	166,995	355,020	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Other Grants	10,871	(2,881)	15,134	-	-	-	-	-	-	-	-	-	-
Total Intergovernmental	<u>\$ 939,964</u>	<u>\$ 361,631</u>	<u>\$ 665,756</u>	<u>\$ 230,000</u>	<u>\$ 235,000</u>	<u>\$ 235,000</u>	<u>\$ 235,000</u>	<u>\$ 235,000</u>	<u>\$ 235,000</u>	<u>\$ 235,000</u>	<u>\$ 235,000</u>	<u>\$ 235,000</u>	<u>\$ 235,000</u>

continued

**City of Concord
General Fund
Comparison of Revenues by Source
For the Fiscal Year Ending June 30, 2015**

	Actual 2010-11	Actual 2011-12	Actual 2012-13	Estimated Actual 2013-14	Adopted Budget 2014-15	Projected 2015-16	Projected 2016-17	Projected 2017-18	Projected 2018-19	Projected 2019-20	Projected 2020-21	Projected 2021-22	Projected 2022-23
CURRENT SERVICES													
City Management	\$ 141,328	\$ 144,431	\$ 180,458	\$ 140,000	\$145,000	\$149,350	\$153,831	\$156,907	\$160,045	\$163,246	\$166,511	\$169,841	\$173,238
Finance Department	2,885	5,348	5,663	9,500	9,500	9,530	9,561	9,592	9,624	9,656	9,689	9,723	9,757
Parks & Recreation-Summer Camp	275,852	215,929	271,390	261,820	261,820	268,104	274,538	281,127	287,874	294,783	301,858	309,102	316,521
Parks & Recreation-Aquatics	279,802	250,530	243,031	275,528	252,000	258,048	264,241	270,583	277,077	283,727	290,536	297,509	304,649
Parks & Recreation-Facility Rental	901,272	885,826	821,340	864,071	841,650	861,850	882,534	903,715	925,404	947,614	970,356	993,645	1,017,492
Parks & Recreation-Youth & Family Service	543,607	517,222	548,892	557,776	542,000	555,008	568,328	581,968	595,935	610,238	624,883	639,881	655,238
Parks & Recreation-League Fees	389,687	399,153	415,344	395,100	406,493	416,249	426,239	436,469	446,944	457,670	468,655	479,902	491,420
Parks & Recreation-Senior Services	239,872	277,058	266,954	253,965	253,200	259,277	265,499	271,871	278,396	285,078	291,920	298,926	306,100
Public Works-Special Event Services	-	12,877	18,547	4,000	-	-	-	-	-	-	-	-	-
Engineering	836,525	884,244	931,370	1,130,323	1,024,000	1,054,720	1,086,362	1,108,089	1,130,251	1,152,856	1,175,913	1,199,431	1,223,420
Building	739,271	759,102	1,079,639	1,039,346	1,020,738	1,051,360	1,082,901	1,104,559	1,126,650	1,149,183	1,172,167	1,195,610	1,219,522
Neighborhood Services	185,150	141,717	182,856	195,500	195,975	201,854	207,910	212,068	216,309	220,636	225,048	229,549	234,140
Public Safety Services	640,721	692,249	516,254	671,013	631,800	650,514	669,784	683,347	697,186	711,305	725,712	740,410	755,408
Planning	300,034	335,363	441,772	288,651	501,600	515,448	529,711	539,506	549,496	559,686	570,079	580,681	591,495
Total Current Services	<u>\$ 5,476,006</u>	<u>\$ 5,521,049</u>	<u>\$ 5,923,510</u>	<u>\$ 6,086,593</u>	<u>\$ 6,085,776</u>	<u>\$ 6,251,312</u>	<u>\$ 6,421,439</u>	<u>\$ 6,559,801</u>	<u>\$ 6,701,191</u>	<u>\$ 6,845,678</u>	<u>\$ 6,993,327</u>	<u>\$ 7,144,210</u>	<u>\$ 7,298,400</u>
INTERFUND SERVICE CHARGES													
Golf Course Enterprise	\$ -	\$ -	-	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sewer Enterprise	1,967,173	2,006,516	2,006,516	2,087,579	2,087,579	2,087,579	2,087,579	2,087,579	2,087,579	2,087,579	2,087,579	2,087,579	2,087,579
Redevelopment Agency	1,579,099	973,643	-	76,271	76,271	76,271	76,271	76,271	76,271	76,271	76,271	76,271	76,271
Stormwater	422,843	431,300	439,926	448,725	448,725	448,725	448,725	448,725	448,725	448,725	448,725	448,725	448,725
Maintenance Districts	30,422	-	-	336,495	343,384	343,384	343,384	343,384	568,384	583,384	583,384	583,384	583,384
Total Interfund Service Charges	<u>\$ 3,999,537</u>	<u>\$ 3,411,459</u>	<u>\$ 2,446,442</u>	<u>\$ 2,949,070</u>	<u>\$ 2,955,959</u>	<u>\$ 2,955,959</u>	<u>\$ 2,955,959</u>	<u>\$ 2,955,959</u>	<u>\$ 3,180,959</u>	<u>\$ 3,195,959</u>	<u>\$ 3,195,959</u>	<u>\$ 3,195,959</u>	<u>\$ 3,195,959</u>
OTHER REVENUES													
Other	\$ 431,008	\$ 577,736	\$ 2,350,195	\$ 676,852	\$295,000	\$295,000	\$295,000	\$295,000	\$295,000	\$295,000	\$295,000	\$295,000	\$295,000
Sale of Real/Personal Property	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Other Revenues	<u>\$ 431,008</u>	<u>\$ 577,736</u>	<u>\$ 2,350,195</u>	<u>\$ 676,852</u>	<u>\$ 295,000</u>	<u>\$ 295,000</u>	<u>\$ 295,000</u>	<u>\$ 295,000</u>	<u>\$ 295,000</u>	<u>\$ 295,000</u>	<u>\$ 295,000</u>	<u>\$ 295,000</u>	<u>\$ 295,000</u>
OTHER FINANCING SOURCES													
Graffiti	\$ -	\$ -	-	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Traffic Safety Management	573	-	-	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500
Parklands/Other	13,816,070	1,473,787	254,824	-	-	-	-	-	-	-	-	-	-
Reserve Funds	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Other Financing Sources	<u>\$ 13,816,643</u>	<u>\$ 1,473,787</u>	<u>\$ 254,824</u>	<u>\$ 10,500</u>	<u>\$ 10,500</u>	<u>\$ 10,500</u>	<u>\$ 10,500</u>	<u>\$ 10,500</u>	<u>\$ 10,500</u>	<u>\$ 10,500</u>	<u>\$ 10,500</u>	<u>\$ 10,500</u>	<u>\$ 10,500</u>
TOTAL GENERAL FUND	<u>\$ 80,204,079</u>	<u>\$ 76,740,370</u>	<u>\$ 80,123,184</u>	<u>\$ 82,453,010</u>	<u>\$85,256,605</u>	<u>\$86,510,645</u>	<u>\$ 77,382,597</u>	<u>\$78,979,856</u>	<u>\$ 81,075,693</u>	<u>\$ 83,012,625</u>	<u>\$ 84,985,834</u>	<u>\$ 87,011,735</u>	<u>\$ 89,091,781</u>

**City of Concord
General Fund Revenue
Comparison of Revenue by Source
For the Year Ending June 30, 2015**



TAXES	\$ 61,059,614
MEASURE Q	11,609,000
INTERGOVERNMENTAL	235,000
INTERFUND CHARGES	2,955,959
REVENUES FROM USE OF MONEY	530,569
LICENSES AND PERMITS	1,695,187
CURRENT SERVICES	\$6,085,776
OTHER REVENUES	1,085,500
	<u>\$ 85,256,605</u>

City of Concord
Summary of General Fund Adopted Budgets
Population and Assessed Valuations
For Year Ending June 30, 2014

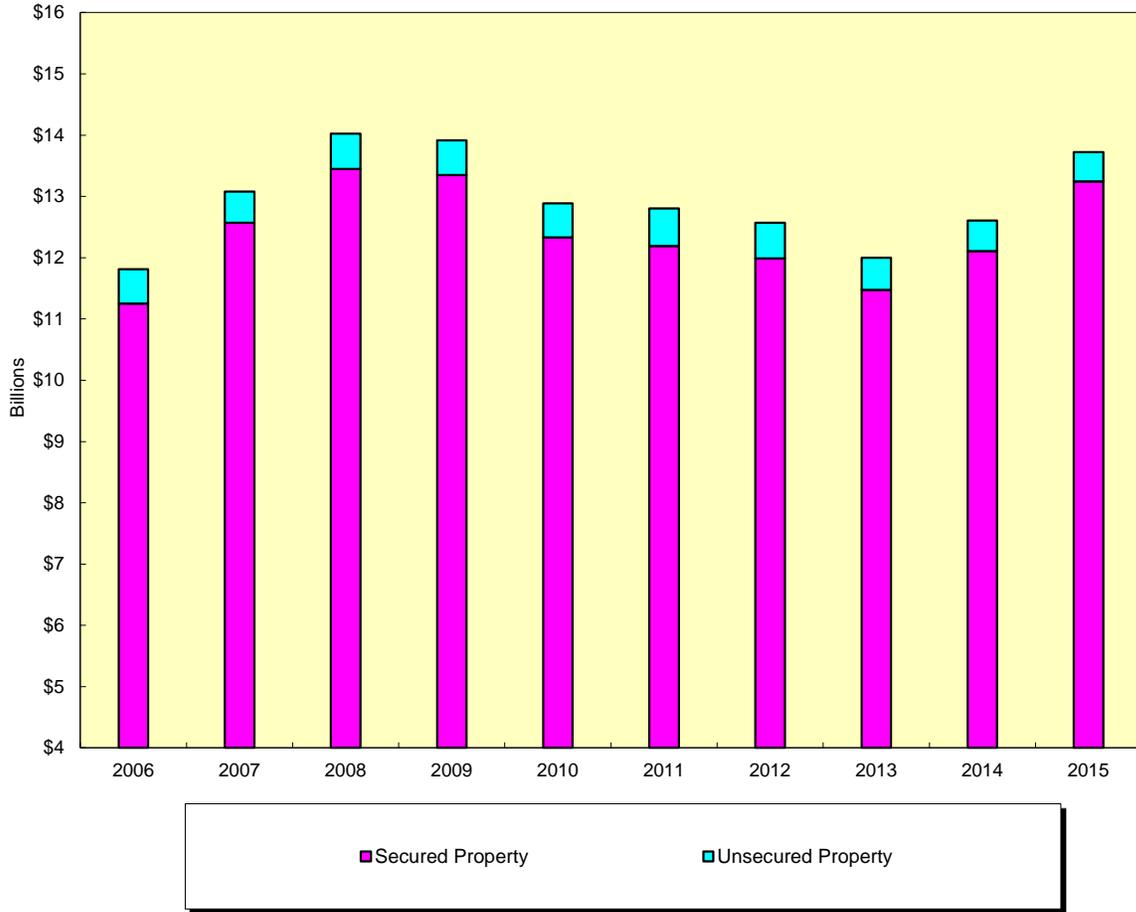
Year	Population	Adopted Budget	Net Assessed Values	Population Increase	Budget Increase
2004-2005	124,798	64,965,066	10,272,699	0.0%	7.7%
2005-2006	124,463	68,712,606	11,289,315	-0.3%	5.8%
2006-2007	125,203	72,309,409	12,581,573	0.6%	5.2%
2007-2008	123,776	78,328,992	13,394,577	-1.1%	8.3%
2008-2009	124,599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

ASSESSED VALUATIONS

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

* Estimated Population

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



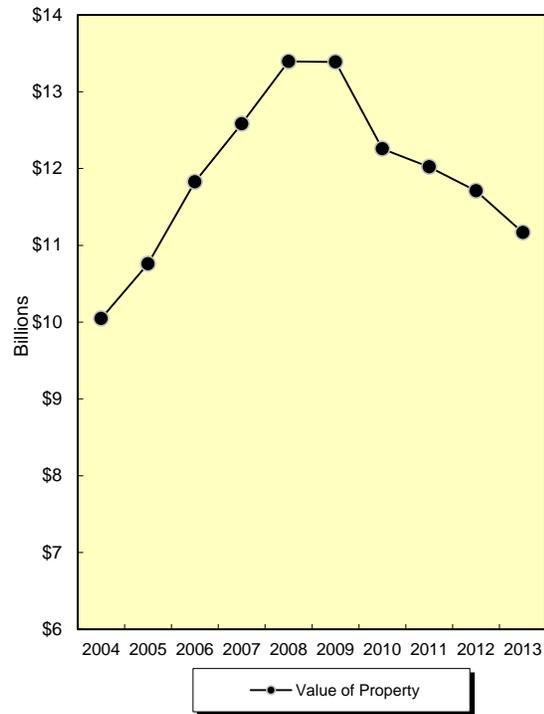
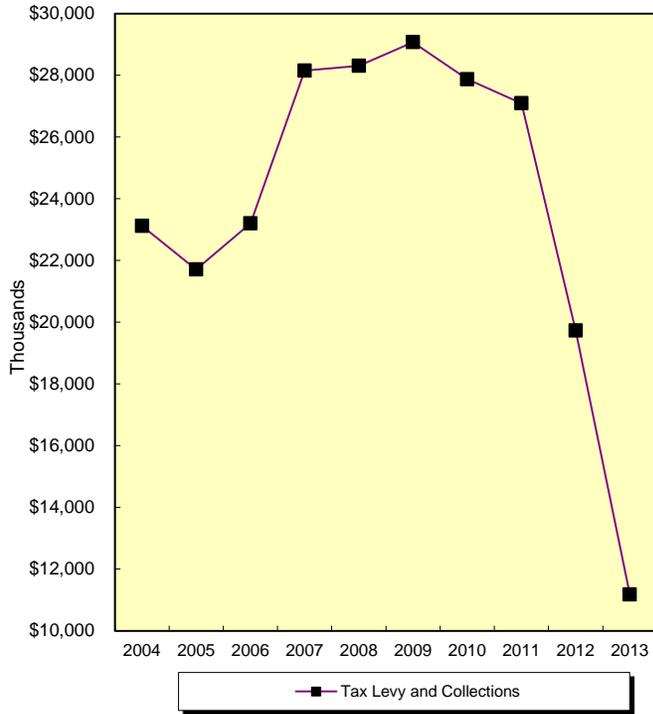
Fiscal Year	Secured Property	Unsecured Property	Total Assessed Valuation (a)	Estimated Full Market Valuation (a)	Total Direct Tax Rate (b)
2006	11,249,270,301	576,005,523	11,825,275,824	11,825,275,824	1%
2007	12,570,797,655	567,282,828	13,138,080,483	13,138,080,483	1%
2008	13,446,070,714	556,719,852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

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

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



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



Fiscal Year	Total Secured Tax Levy	General Fund Tax Collections	Debt Service Fund Tax Collections	Redevelopment Agency Fund Tax Collections	Total Tax Collections	Percent of Total Tax Collections to Tax Levy	Value of City Property Subject to Local Tax Rate
2005	21,710,945 (A)	10,652,549	-	11,058,396	21,710,945	100.00%	10,758,352,096
2006	23,202,024 (A)	11,773,593	-	11,428,431	23,202,024	100.00%	11,825,275,824
2007	28,151,765 (A)	14,247,381	-	13,904,384	28,151,765	100.00%	12,581,572,120
2008	28,304,789 (A)	13,706,176	-	14,598,613	28,304,789	100.00%	13,394,577,419
2009	29,074,531 (A)	12,987,563	-	16,086,968	29,074,531	100.00%	13,388,154,607
2010	27,872,031 (A)	11,379,519	-	16,492,512	27,872,031	100.00%	12,254,962,478
2011	27,093,100 (A)	11,393,346	-	15,699,754	27,093,100	100.00%	12,020,887,030
2012	19,731,365 (A)	11,404,500	-	8,326,865 (B)	19,731,365	100.00%	11,710,527,901
2013 *	11,178,462 (A)	11,178,462	-	- (B)	11,178,462	100.00%	11,167,273,118
2014	\$11,877,041	\$ 11,877,041	-	\$ -	\$ 11,877,041	100.00%	\$11,748,714,138

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

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

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

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