



Proposed Operating Budget



City Council

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Mayor

HONORABLE TIMOTHY S. GRAYSON

Vice Mayor

RONALD E. LEONE

City Council Members

EDI E. BIRSAN

LAURA M. HOFFMEISTER

DANIEL C. HELIX

City Clerk

MARY RAE LEHMAN

City Treasurer

THOMAS J. WENTLING

City Manager

Valerie J. Barone

Joan Carrico.....Director of Parks and Recreation
Mark Coon City Attorney
Laura BrunsonDirector of Human Resources
Karan ReidDirector of Finance
Justin Ezell..... Director of Public Works
Tom Kuhlman.....Interim Director of Information Technology
Guy Swanger Chief of Police
Victoria Walker..... Director of Community and Economic Development
Scott Johnson Assistant City Manager



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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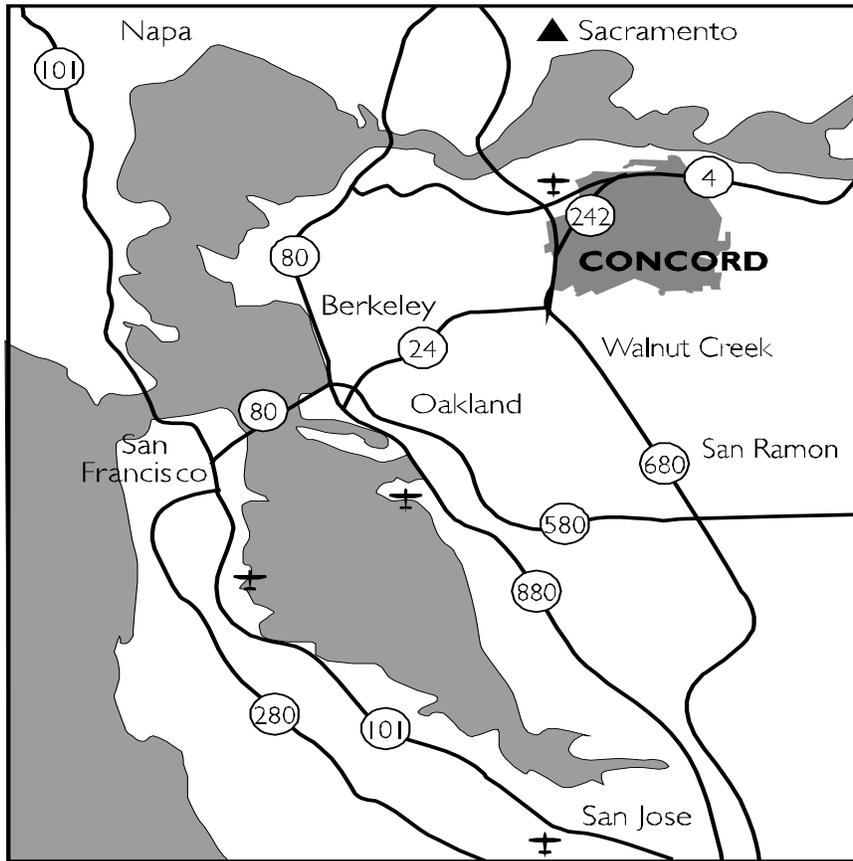


City Organization and Programs

Our mission is to join with our community to make Concord a city of the highest quality. We do this by providing responsive, cost-effective, and innovative local government services.

**CITY OF CONCORD
COMPARATIVE SUMMARY OF
AUTHORIZED FULL-TIME POSITIONS
FOR THE YEAR ENDING JUNE 30, 2015**

| | <u>2011-2012</u> <u>Budget</u> B | <u>2012-2013</u> <u>Budget</u> C | <u>2013-2014</u> <u>Budget</u> D | <u>2014-15</u> <u>Budget</u> D | <u>Incr.</u> <u><Decr.></u> E = D - C |
|--|--|--|--|--------------------------------------|---|
| GENERAL CITY | | | | | |
| City Attorney | 4.0 | 4.0 | 4.0 | 4.0 | 0.0 |
| City Council | 6.0 | 6.0 | 6.0 | 6.0 | 0.0 |
| Community and Economic Development | 22.0 | 35.0 | 37.0 | 39.0 | 2.0 |
| Concord Community Reuse Project | 2.0 | 2.0 | 2.0 | 2.0 | 0.0 |
| Finance | 18.0 | 18.0 | 19.0 | 19.0 | 0.0 |
| Human Resources | 6.0 | 6.0 | 6.0 | 7.0 | 1.0 |
| Information Technology | 11.0 | 11.0 | 12.0 | 12.0 | 0.0 |
| Office of the City Manager | 10.0 | 10.0 | 10.0 | 11.0 | 1.0 |
| Parks and Recreation | 15.0 | 14.0 | 15.0 | 15.0 | 0.0 |
| Police | 200.0 | 205.0 | 206.8 | 210.8 | 4.0 |
| Public Works | 79.0 | 63.0 | 64.0 | 64.0 | 0.0 |
| Total General City | 373.0 | 374.0 | 381.8 | 389.8 | 8.0 |
| ENTERPRISE FUNDS | | | | | |
| Storm Water Management | 2.0 | 2.0 | 2.0 | 2.0 | 0.0 |
| Sewer | 10.0 | 11.0 | 10.0 | 10.0 | 0.0 |
| Total Enterprise Funds | 12.0 | 13.0 | 12.0 | 12.0 | 0.0 |
| GRAND TOTAL CITY AUTHORIZED POSITIONS | 385.0 | 387.0 | 393.8 | 401.8 | 8.0 |
| SUCCESSOR AGENCY (FORMER REDEVELOPMENT AGENCY) | 6.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| TOTAL CITY AND SUCCESSOR AGENCY (FORMER REDEVELOPMENT AGENCY) | 391.0 | 387.0 | 393.8 | 401.8 | 8.0 |



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

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

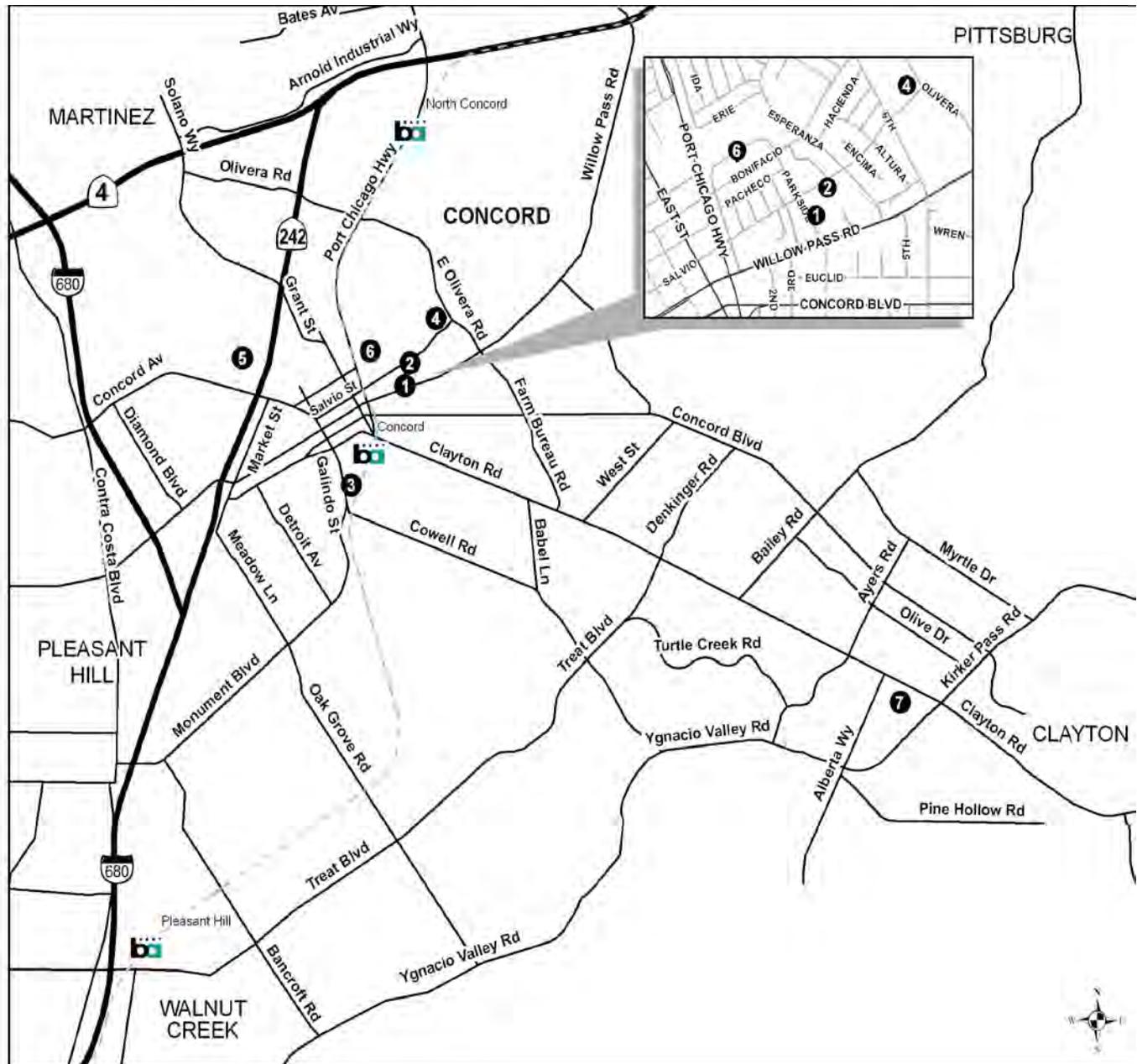
Concord is a General Law City and operates under the Council-Manager form of government. The five members of the City Council are elected at large for four-year staggered terms. The Council selects representatives to serve as Mayor and Vice-Mayor for what has traditionally been a one-year term. Under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





Location of City of Concord Offices

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





An Early History of Concord, California

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

- A small tribelet of Chupcan (Bay Miwok) Indians were the first 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.



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

BUDGET PREPARATION

1. PURPOSE

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

2. GENERAL

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

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

3. PROCEDURE

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

3.1 Budget Kickoff

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

3.2 Personnel Services

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

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

3.22 Position allocations for full-time employees must be submitted to the Finance Department by mid-November. Position allocations shall be in accordance with the tasks in the Performance Based Budget (PBB) system.

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

3.3 Operating Expenditures and Capital Equipment Requests

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

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

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

3.4 Internal Service Funds

3.41 Capital equipment requests which impact any of the internal service funds shall be submitted to the Finance Department with copies to the appropriate fund manager so those requests can be included in the internal service fund manager's proposal to the City Manager. Such requests must be submitted by September 15th 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 31st 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.

**This page is reserved for the FY 2014-2015 Annual Appropriation Limit
Calculation required by the State of California**

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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 | \$ 73,378 | \$ 75,532 | \$ 77,113 | \$ 78,710 | \$ 80,806 | \$ 82,743 | \$ 84,716 | \$ 86,742 | \$ 88,822 | \$ 90,957 |
| Measure Q Revenues Used | 8,035 | 5,532 | 3,491 | 3,311 | 2,749 | 2,263 | 1,861 | 1,315 | 802 | - |
| TOTAL Resources Used | \$ 81,413 | \$ 81,064 | \$ 80,604 | \$ 82,021 | \$ 83,555 | \$ 85,006 | \$ 86,577 | \$ 88,057 | \$ 89,624 | \$ 90,957 |
| Appropriations | | | | | | | | | | |
| Operating Expenditures (Baseline) | \$ 80,563 | \$ 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 | \$ 81,413 | \$ 81,064 | \$ 80,604 | \$ 82,021 | \$ 83,555 | \$ 85,006 | \$ 86,577 | \$ 88,057 | \$ 89,624 | \$ 91,272 |
| Revenue Over(Under) Appropriations | \$ (8,035) | \$ (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 | \$ 12,705 |
| 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 | \$ 12,705 |
| General Fund Reserves w/ Reuse Loan as a % of Operating Expenditures | 13% | 11% | 13% | 16% | 16% | 15% | 15% | 15% | 15% | 14% |

Measure Q Reserve

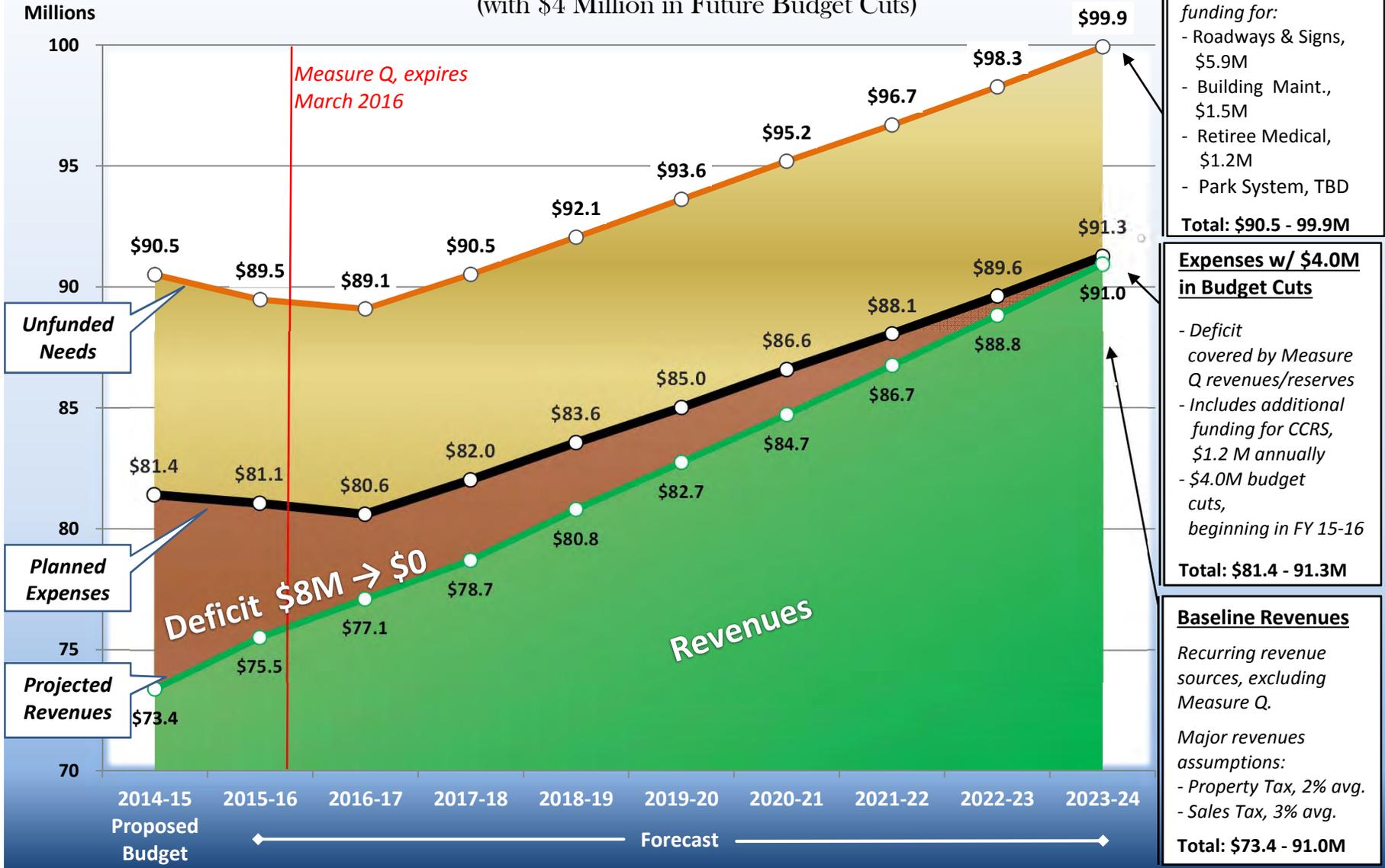
| | | | | | | | | | | |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Prior Year Balance | \$ 11,816 | \$ 12,270 | \$ 15,793 | \$ 12,302 | \$ 8,991 | \$ 6,242 | \$ 3,978 | \$ 2,117 | \$ 802 | \$ - |
| Measure Q Tax Revenue | 11,609 | 9,055 | | | | | | | | |
| Measure Q Rev. Used to Support Operations | (8,035) | (5,532) | (3,491) | (3,311) | (2,749) | (2,263) | (1,861) | (1,315) | (802) | - |
| Measure Q Rev. Allocated to GF Reserve | (3,120) | | | | | | | | | |
| <i>Measure Q Rev. Allocation to Measure Q Reserve</i> | 454 | 3,523 | | | | | | | | |
| Ending Measure Q Reserve | \$ 12,270 | \$ 15,793 | \$ 12,302 | \$ 8,991 | \$ 6,242 | \$ 3,978 | \$ 2,117 | \$ 802 | \$ - | \$ - |
| Total GF and Measure Q Reserves | \$ 22,568 | \$ 24,891 | \$ 22,811 | \$ 22,011 | \$ 19,262 | \$ 16,998 | \$ 15,137 | \$ 13,822 | \$ 13,020 | \$ 12,705 |
| Measure Q Reserves as a % of Operating Expenditures | 15% | 19% | 15% | 11% | 7% | 5% | 2% | 1% | 0% | 0% |
| General Fund and Measure Q Reserves as a % of Operating Expenditures | 28% | 31% | 28% | 27% | 23% | 20% | 17% | 16% | 15% | 14% |

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

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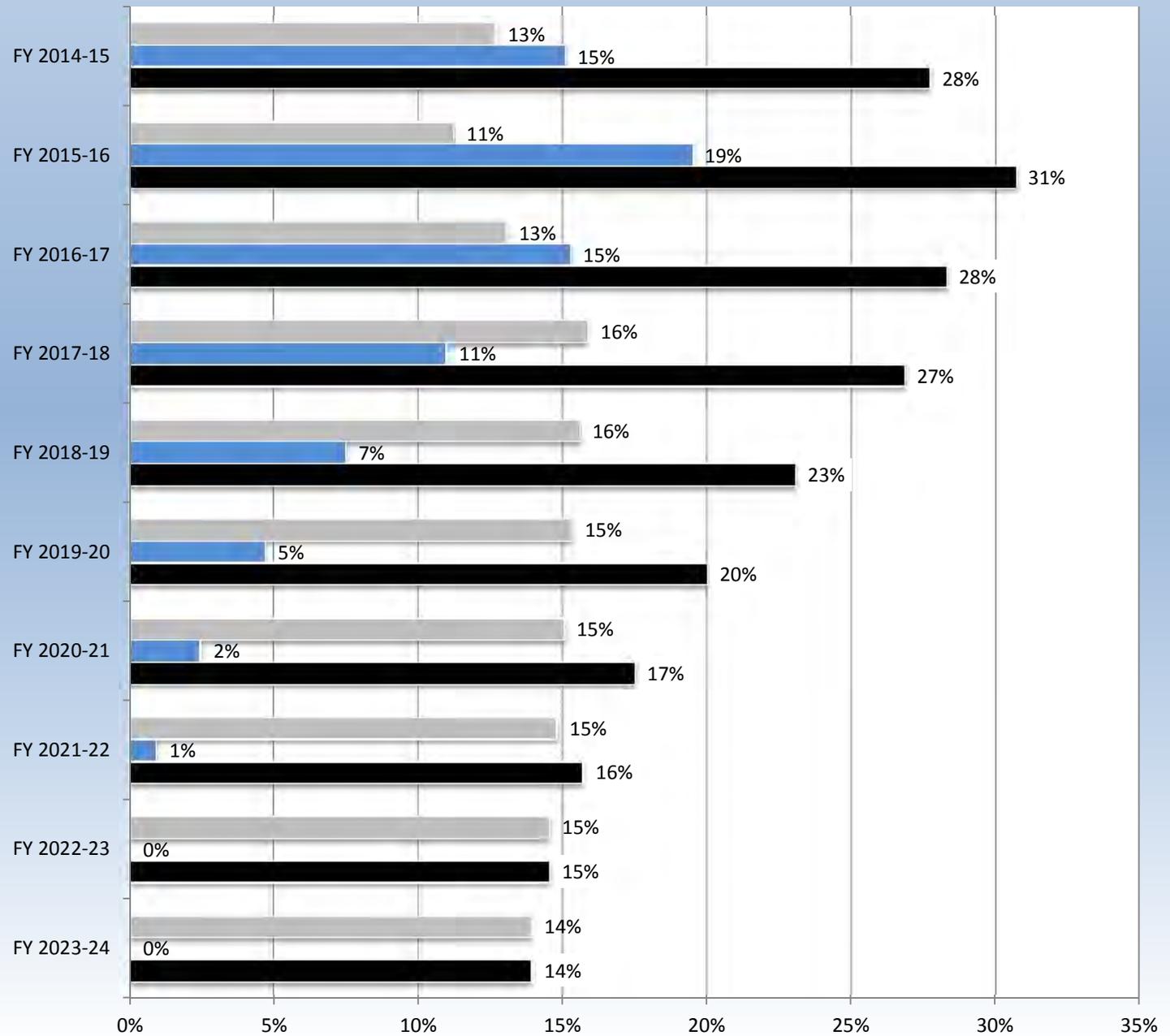
General Fund 10-Year Forecast FY 2014-15 Proposed Budget (with \$4 Million in Future Budget Cuts)



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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 | 706,455 | 95,750 | 73,690 | \$ - | 875,895 |
| Transportation | 441,648 | 16,630 | 73,678 | | 531,956 |
| Building | 1,376,688 | 564,400 | 95,385 | | 2,036,473 |
| Multi-Family Inspection Program | 160,753 | 45,880 | 82 | | 206,715 |
| Economic Development | 296,466 | 69,410 | 1,688 | | 367,564 |
| Total Community & Economic Development | <u>\$ 4,245,921</u> | <u>\$ 1,033,727</u> | <u>\$ 475,232</u> | <u>\$ -</u> | <u>\$ 5,754,880</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**

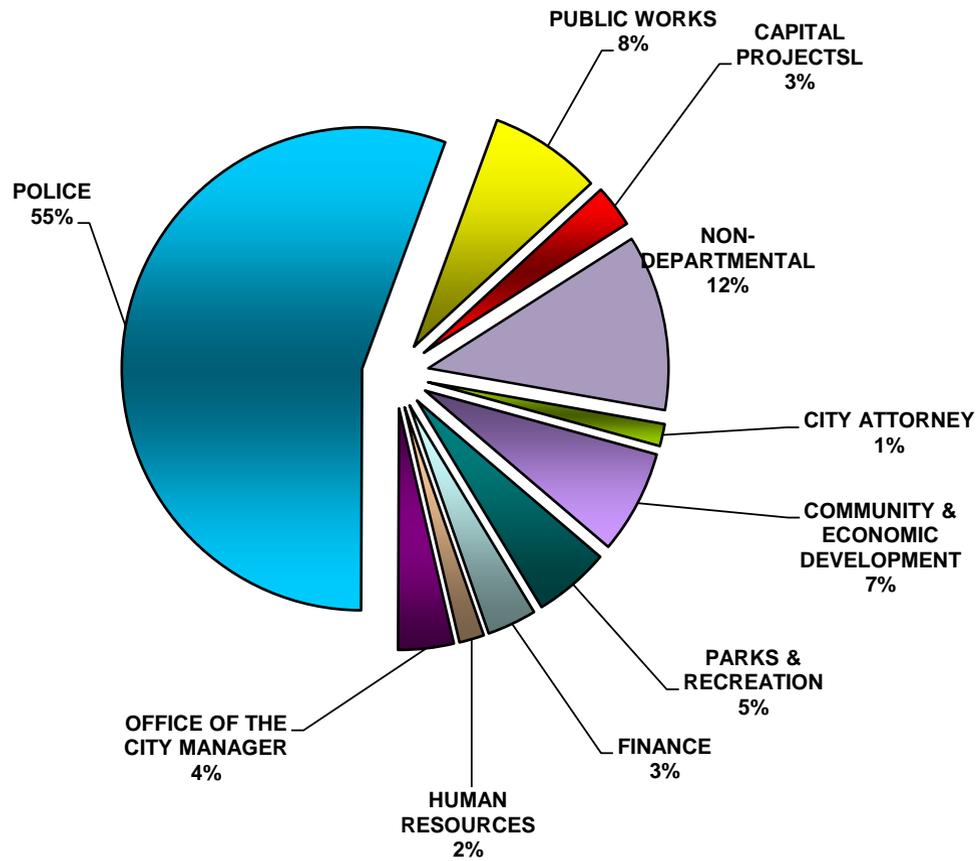
| | Salaries & Benefits | Operating Expenditures | Fixed Charges | Other Financing Uses | Totals |
|--|------------------------------------|-----------------------------------|--------------------------|-------------------------------------|----------------------|
| FINANCE | | | | | |
| Administration | \$ 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 | \$ 1,741,029 | \$ 726,375 | \$ 190,093 | \$ - | \$ 2,657,497 |
| Field Operations | 27,196,730 | 624,216 | 2,754,415 | | 30,575,361 |
| Investigations and Administrative Services | 10,438,924 | 1,436,047 | 957,406 | - | 12,832,377 |
| Total Police | <u>\$ 39,376,683</u> | <u>\$ 2,786,638</u> | <u>\$ 3,901,914</u> | <u>\$ -</u> | <u>\$ 46,065,235</u> |
| PUBLIC WORKS | | | | | |
| Administration | \$ 422,427 | \$ 47,741 | \$ 88,991 | \$ - | \$ 559,159 |
| Transportation | 352,752 | 144,024 | 96,695 | | 593,471 |
| Parks Services, Street Trees and Medians | 1,980,445 | 2,063,553 | 701,109 | | 4,745,107 |
| Graffiti Removal | 255,311 | 60,290 | 56,565 | - | 372,166 |
| Total Public Works | <u>\$ 3,010,935</u> | <u>\$ 2,315,608</u> | <u>\$ 943,360</u> | <u>\$ -</u> | <u>\$ 6,269,903</u> |
| GENERAL FUND TOTALS | <u>\$ 57,908,439</u> | <u>\$ 10,536,827</u> | <u>\$ 11,522,747</u> | <u>\$ 2,951,135</u> | <u>\$ 82,919,148</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 | 5,754,880 |
| PARKS & RECREATION | 4,257,089 |
| FINANCE | 2,757,352 |
| HUMAN RESOURCES | 1,388,029 |
| OFFICE OF THE CITY MANAGER | 3,095,794 |
| POLICE | 46,065,235 |
| PUBLIC WORKS | 6,269,903 |
| CAPITAL PROJECTS | 2,355,983 |
| NON-DEPARTMENTAL | 9,746,725 |
| GENERAL FUND TOTALS | <u><u>\$ 82,919,148</u></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>Proposed 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 | 2,036,473 | 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 | 367,564 | 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 | \$ 5,754,880 | \$ 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 |

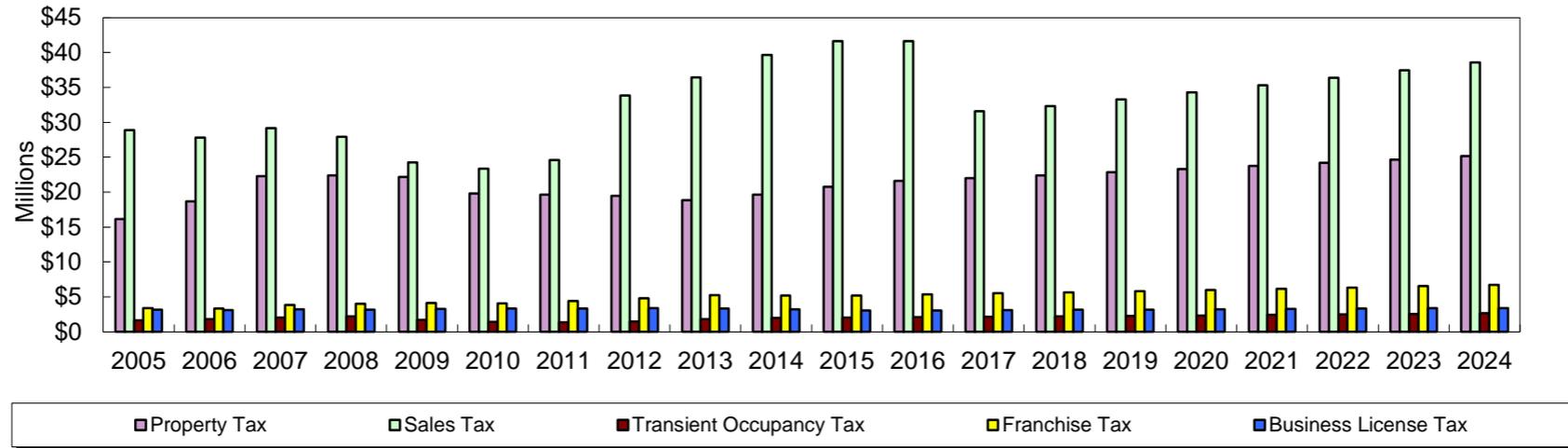
continued continued

**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>Proposed 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 | 30,575,361 | 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 | \$ 46,065,235 | \$ 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 | 593,471 | 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 | 4,745,107 | 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 | 372,166 | 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 | \$ 6,269,903 | \$ 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 | \$ 82,919,148 | \$ 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 |



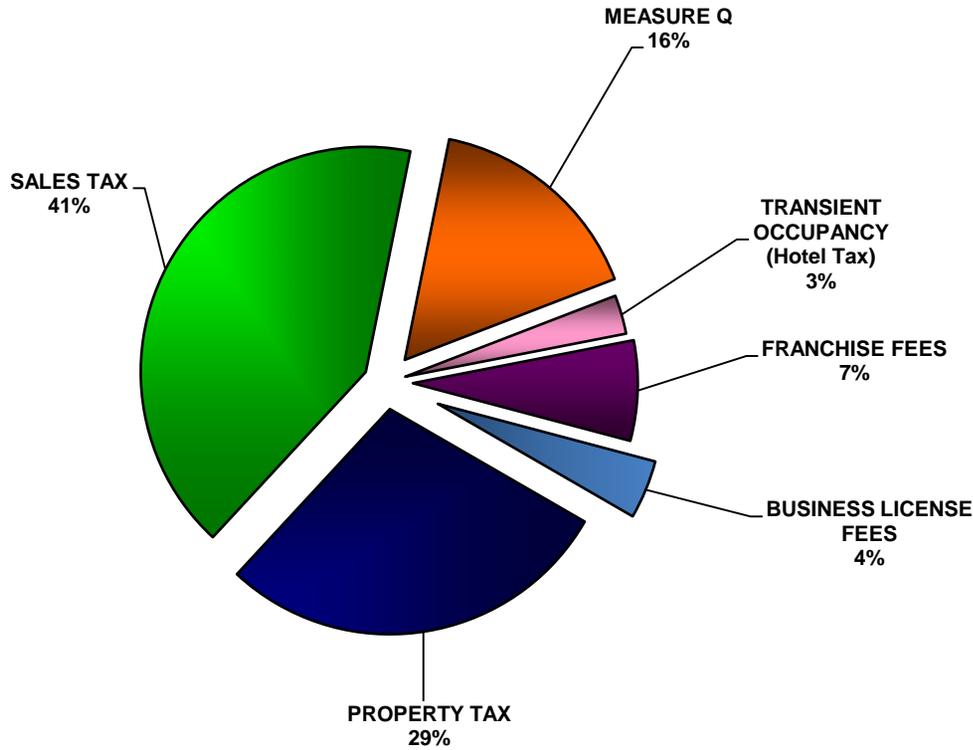
**CITY OF CONCORD MAJOR GENERAL FUND TAX REVENUE BY TYPE
ACTUAL AND PROJECTED**



| 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 2012 and Planned through Fiscal Year 2023. 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**

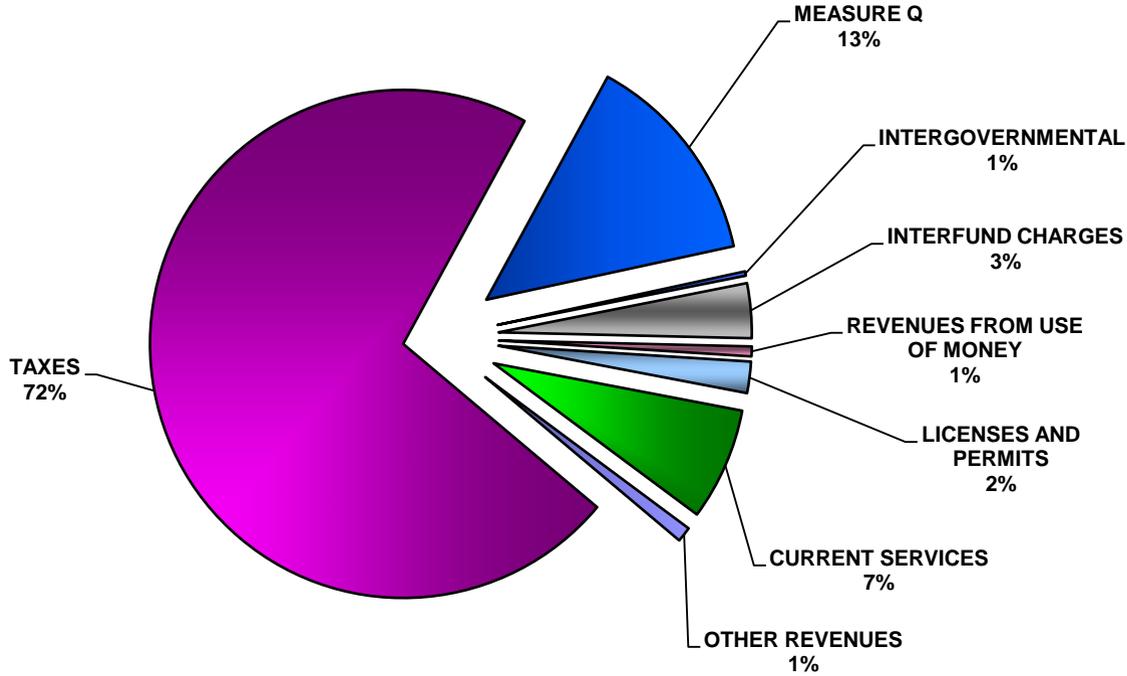
| | <u>Actual 2010-11</u> | <u>Actual 2011-12</u> | <u>Actual 2012-13</u> | <u>Estimated Actual 2013-14</u> | <u>Proposed Budget 2014-15</u> | <u>Projected 2015-16</u> | <u>Projected 2016-17</u> | <u>Projected 2017-18</u> | <u>Projected 2018-19</u> | <u>Projected 2019-20</u> | <u>Projected 2020-21</u> | <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 | 183,988 | 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**

| | <u>Actual 2010-11</u> | <u>Actual 2011-12</u> | <u>Actual 2012-13</u> | <u>Estimated Actual 2013-14</u> | <u>Proposed 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> |
|---|---------------------------|---------------------------|---------------------------|---|--|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| 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 Services: | 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 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 |
| 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>\$ 25,000</u> | <u>\$ 25,000</u> | <u>\$ 25,000</u> | <u>\$ 25,000</u> | <u>\$ 25,000</u> | <u>\$ 25,000</u> | <u>\$ 25,000</u> | <u>\$ 25,000</u> | <u>\$ 25,000</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>\$ 84,986,605</u> | <u>\$ 86,240,645</u> | <u>\$ 77,112,597</u> | <u>\$ 78,709,856</u> | <u>\$ 80,805,693</u> | <u>\$ 82,742,625</u> | <u>\$ 84,715,834</u> | <u>\$ 86,741,735</u> | <u>\$ 88,821,781</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 | 815,500 |
| | <u>\$ 84,986,605</u> |

City of Concord
Summary of General Fund Adopted Budgets
Population and Assessed Valuations
For Year Ending June 30, 2015

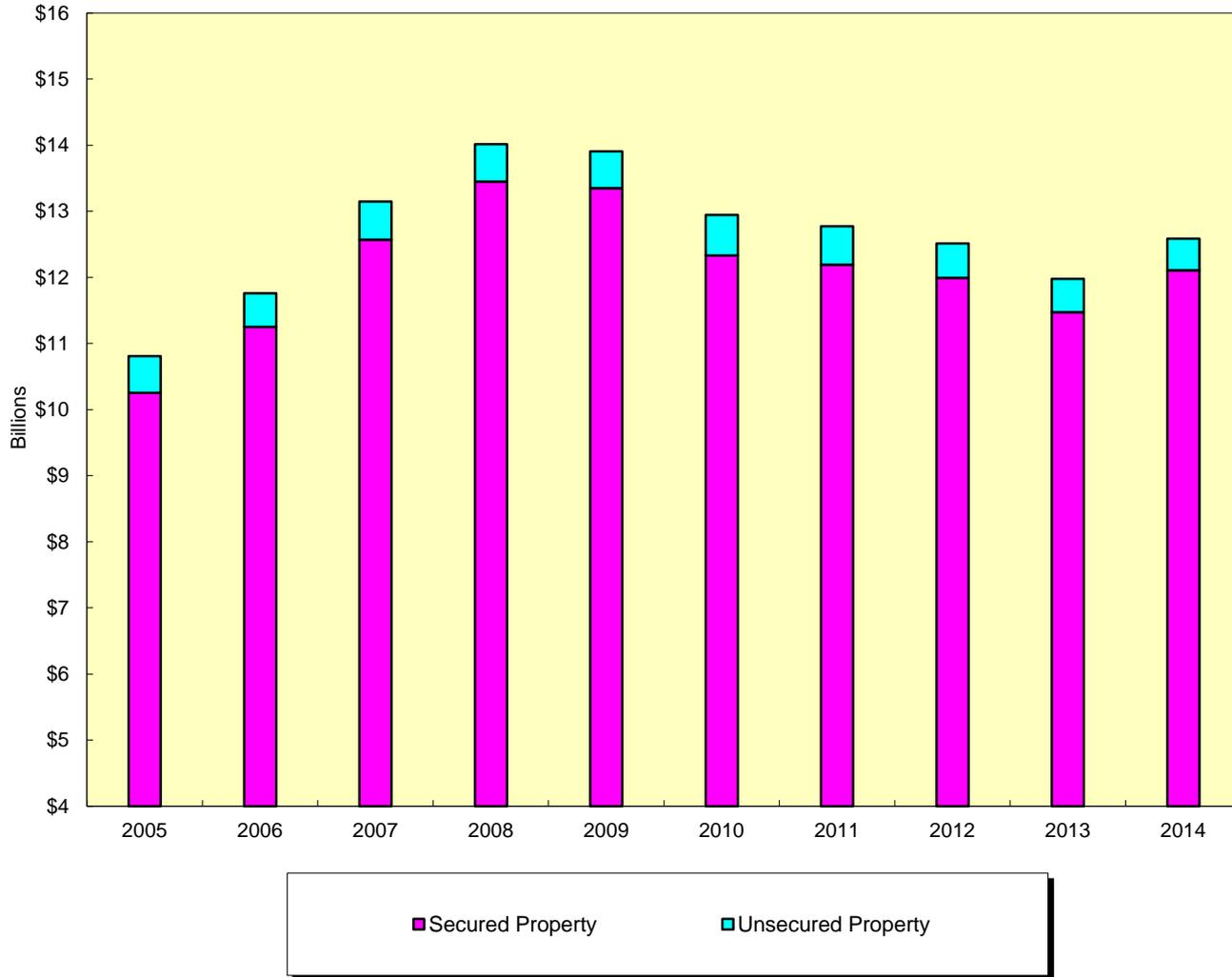
| Year | Population | Adopted Budget | Net Assessed Values | Population Increase | Budget Increase |
|-------------|------------|----------------|---------------------|---------------------|-----------------|
| 2003-2004 | 124,856 | \$ 60,336,793 | \$ 8,578,526 | 0.2% | -13.1% |
| 2004-2005 | 124,798 | 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 | 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 * | 123,812 | \$ 75,454,351 | \$ 11,748,714 | | 6.2% |

ASSESSED VALUATIONS

| (in \$1,000) | <u>2010-11</u> | <u>2011-12</u> | <u>2012-13</u> | <u>2013-14</u> |
|--------------------------|----------------------|----------------------|----------------------|----------------------|
| Land | \$ 4,920,605 | \$ 4,822,639 | \$ 4,704,943 | \$ 5,018,555 |
| Improvements | 7,453,490 | 7,327,549 | 6,938,011 | 7,239,614 |
| Personal Property | 339,414 | 342,462 | 311,951 | 299,369 |
| | <u>\$ 12,713,509</u> | <u>\$ 12,492,650</u> | <u>\$ 11,954,905</u> | <u>\$ 12,557,538</u> |
| Exemptions: | | | | |
| Homeowners | \$ 158,984 | \$ 154,772 | \$ 149,403 | \$ 143,902 |
| Other | <u>533,638</u> | <u>627,350</u> | <u>638,228</u> | <u>664,922</u> |
| Net Total | <u>\$ 12,020,887</u> | <u>\$ 11,710,528</u> | <u>\$ 11,167,274</u> | <u>\$ 11,748,714</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) |
|-------------|------------------|--------------------|------------------------------|-------------------------------------|---------------------------|
| 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 | 12,189,473,098 | 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% |

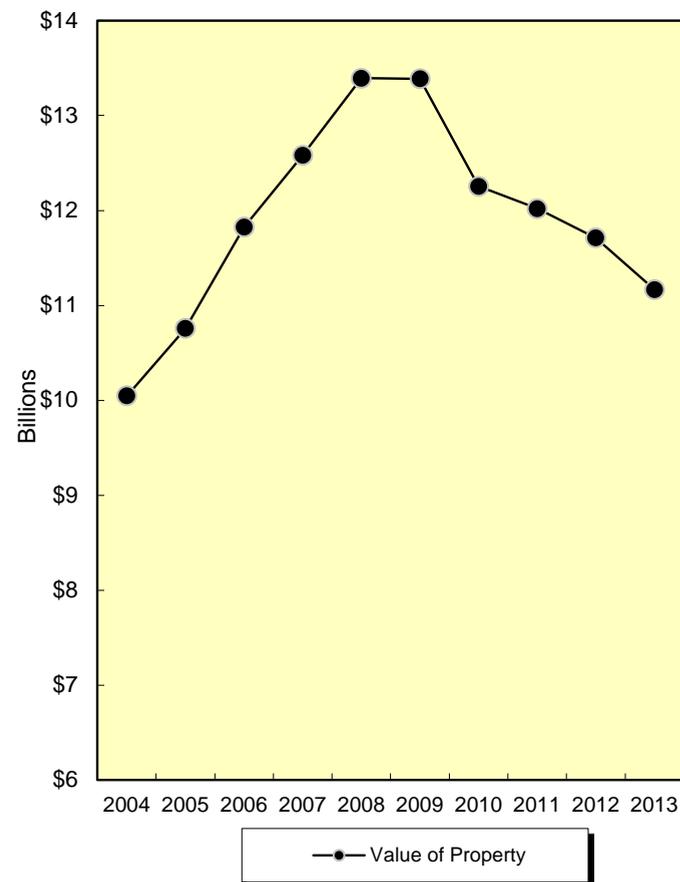
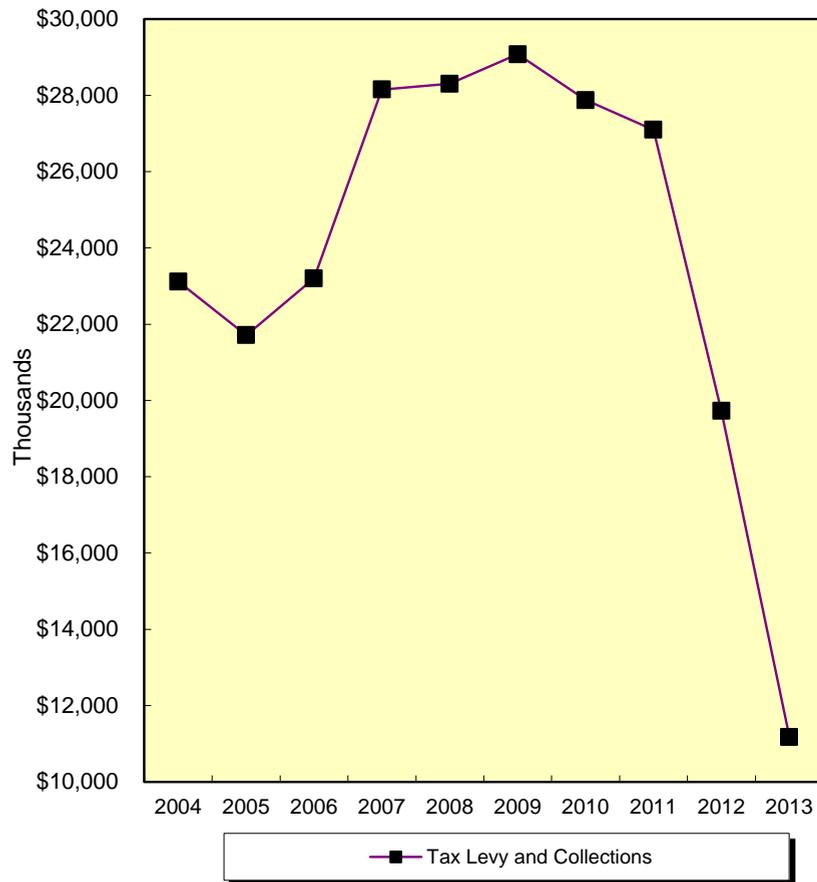
* Source: Contra Costa County Auditor-Controller's Office

(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 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 |
|-------------|------------------------|------------------------------|-----------------------------------|---|-----------------------|--|--|
| 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 | 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 |

* 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.

**CITY OF CONCORD
DEPARTMENTAL SUMMARIES
ALL FUNDING SOURCES
FOR YEAR ENDING JUNE 30, 2015**

ACCOUNTING BASIS

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

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

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

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

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

PROGRAM STRUCTURE

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

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

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

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

**CITY OF CONCORD
DEPARTMENTAL SUMMARIES
FUND STRUCTURE
FOR YEAR ENDING JUNE 30, 2015**

GOVERNMENTAL FUNDS

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

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

**CITY OF CONCORD
DEPARTMENTAL SUMMARIES
FUND STRUCTURE
FOR YEAR ENDING JUNE 30, 2015**

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

PROPRIETARY FUNDS/ENTERPRISE FUNDS

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

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

INTERNAL SERVICE FUNDS

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

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

**CITY OF CONCORD
DEPARTMENTAL SUMMARIES
FUND STRUCTURE
FOR YEAR ENDING JUNE 30, 2015**

FIDUCIARY FUNDS

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

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



CITY OF CONCORD

FUND BALANCE SUMMARY BY FUND
FOR THE YEAR ENDING JUNE 30, 2015

| | Estimated | Transfers | | | | Estimated |
|---------------------------------------|--------------------------|----------------|----------------|--------------|--------------|---------------------------|
| | Fund Balance 7/1/2014 | Revenues | Expenditures | In | Out | Fund Balance 6/30/2015 |
| GENERAL FUND | \$ 20,500,000 | \$ 84,107,725 | \$ 80,218,013 | \$ 878,880 | \$ 2,701,135 | \$ 22,567,457 |
| PAVILION FUND | \$ 292,212 | \$ 855,387 | \$ 124,800 | \$ - | \$ 960,712 | \$ 62,087 |
| SPECIAL REVENUE FUNDS | | | | | | |
| Gas Tax | \$ 2,002,864 | \$ 3,183,756 | \$ 3,329,212 | \$ - | \$ - | \$ 1,857,408 |
| Storm Water Management | 2,931,833 | 2,013,000 | 2,157,980 | - | - | 2,786,853 |
| Maintenance Districts | 3,789,645 | 1,919,513 | 2,042,433 | - | - | 3,666,725 |
| Art in Public Places | 3,451 | - | - | - | - | 3,451 |
| Traffic System Management | 183,578 | 1,088 | 39,029 | 91,425 | 10,500 | 226,562 |
| Concord Pleasant Hill Health Care Dis | 313,086 | 287,850 | 272,172 | - | - | 328,764 |
| Housing & Community Services | 3,302,653 | 1,373,924 | 1,276,507 | 119,478 | 13,000 | 3,506,548 |
| Total Special Revenue | \$ 12,527,110 | \$ 8,779,131 | \$ 9,117,333 | \$ 210,903 | \$ 23,500 | \$ 12,376,311 |
| DEBT SERVICE FUNDS | | | | | | |
| Concord Pavilion Revenue Bonds | - | 622,928 | 622,928 | - | - | - |
| Lease Agreements | - | 1,124,371 | 1,124,371 | - | - | - |
| Certifications of Participation | - | 224,725 | 224,725 | - | - | - |
| Total Debt Service | \$ - | \$ 1,972,024 | \$ 1,972,024 | \$ - | \$ - | \$ - |
| CAPITAL PROJECTS FUNDS | | | | | | |
| Measure J | \$ 1,845,537 | \$ 1,684,751 | \$ 2,675,465 | \$ - | \$ - | \$ 854,823 |
| Measure J-I680/ J (Other) | - | 1,024,013 | 1,024,013 | - | - | - |
| Developers' Fees Parkland | 150,801 | 51,000 | 144,000 | - | - | 57,801 |
| Developers' Fees O.S.I.P. | 527,924 | 273,472 | 712,389 | - | - | 89,007 |
| Developers' Fees Storm Drain | 496,764 | 2,000 | - | - | - | 498,764 |
| Traffic Mitigation | 45,930 | 1,837 | - | - | - | 47,767 |
| General Reimbursable Projects | - | 7,778,581 | 7,778,581 | - | - | - |
| Total Capital | \$ 3,066,956 | \$ 10,815,654 | \$ 12,334,448 | \$ - | \$ - | \$ 1,548,162 |
| ENTERPRISE FUNDS | | | | | | |
| Sewer | \$ 2,691,787 | \$ 24,465,242 | \$ 26,417,597 | \$ - | \$ - | \$ 739,432 |
| Golf Course | 71,677 | 1,459,605 | 1,388,978 | - | - | 142,304 |
| Total Enterprise | \$ 2,763,464 | \$ 25,924,847 | \$ 27,806,575 | \$ - | \$ - | \$ 881,736 |
| INTERNAL SERVICE FUNDS | | | | | | |
| Workers' Compensation | \$ 6,980,944 | \$ 2,423,834 | \$ 2,460,295 | \$ 76,923 | \$ 100,000 | \$ 881,736 |
| Risk Management/ Liability | \$2,325,030 | 1,314,713 | 1,289,715 | 100,000 | - | \$2,450,028 |
| Post Retirement Healthcare | 13,696,248 | 4,020,368 | 3,886,000 | - | - | 13,830,616 |
| Fleet Maintenance | \$1,441,793 | 3,327,034 | 3,329,272 | - | - | 1,439,555 |
| Information Technology | \$4,025,127 | 6,892,563 | 6,727,431 | 170,000 | - | 4,360,259 |
| Building Maintenance | 1,496,984 | 2,576,679 | 2,684,543 | - | 167,846 | 1,221,274 |
| Total Internal Service | \$ 29,966,126 | \$ 20,555,191 | \$ 20,377,256 | \$ 346,923 | \$ 267,846 | \$ 23,301,732 |
| FIDUCIARY FUNDS | | | | | | |
| Pension Trust | \$ 38,535,260 | \$ 4,677,000 | \$ 5,831,000 | \$ - | \$ - | 37,381,260 |
| Successor Agency | - | 8,176,787 | 7,895,267 | - | 281,520 | - |
| Total Fiduciary | \$ 38,535,260 | \$ 12,853,787 | \$ 13,726,267 | \$ - | \$ 281,520 | \$ 37,381,260 |
| TOTAL CITY | \$ 107,651,128 | \$ 165,863,746 | \$ 165,676,715 | \$ 1,436,706 | \$ 4,234,713 | \$ 98,118,745 |

CITY OF CONCORD
REVENUE SUMMARY BY FUND (INCLUDES TRANSFERS IN)
FOR THE YEAR ENDING JUNE 30, 2015

| | Actual <u>2010-11</u> | Actual <u>2011-12</u> | Actual <u>2012-13</u> | Estimated Actual <u>2013-14</u> | Proposed Budget <u>2014-15</u> |
|--|--------------------------|--------------------------|--------------------------|---------------------------------------|--------------------------------------|
| GENERAL FUND | \$ 80,227,968 | \$ 76,754,336 | \$ 80,129,629 | \$ 81,190,099 | \$ 84,986,605 |
| PAVILION FUND | \$ 295,312 | \$ 352,774 | \$ 836,893 | \$ 845,387 | \$ 855,387 |
| SPECIAL REVENUE FUNDS | | | | | |
| Gas Tax | \$ 3,200,763 | \$ 3,566,026 | \$ 2,871,157 | \$ 3,689,446 | \$ 3,183,756 |
| Storm Water Management | 2,098,255 | 2,074,299 | 2,063,167 | 2,013,000 | 2,013,000 |
| Maintenance Districts | 1,768,703 | 1,608,590 | 1,534,558 | 1,916,402 | 1,919,513 |
| Art in Public Places | 2,211 | 1,854 | 596 | - | - |
| Traffic System Management | 450 | 24,713 | 19,586 | 96,388 | 92,513 |
| Former RDA Housing Set-Aside | 3,555,048 | 47,388 | 53,326 | - | - |
| Monument Community Partnership | 369,107 | 352,510 | 2,042,433 | - | - |
| Concord Pleasant Hill Health Care District | - | - | 301,445 | 255,200 | 287,850 |
| Housing & Community Services | 1,988,763 | 1,047,720 | (805,231) | 1,242,190 | 1,493,402 |
| Total Special Revenue | <u>\$ 12,983,300</u> | <u>\$ 8,723,100</u> | <u>\$ 8,081,038</u> | <u>\$ 9,212,626</u> | <u>\$ 8,990,034</u> |
| DEBT SERVICE FUNDS | | | | | |
| Former RDA Tax Allocation Bonds | \$ 6,371,818 | \$ 6,256,419 | \$ 5,449,777 | \$ 6,339,671 | \$ - |
| Former RDA Revenue Bonds | 507,424 | 506,071 | 708,578 | 497,731 | - |
| Former RDA Parking Structure Bonds | 740,820 | 278,106 | 1,491,533 | 736,956 | - |
| Concord Pavilion Revenue Bonds | 814,208 | 508,693 | 789,883 | 700,832 | 622,928 |
| Lease Agreements | 735,857 | 800,560 | 1,195,503 | 1,210,049 | 1,124,371 |
| Assessment Districts | (1,039) | 11,729 | 162,561 | - | - |
| Certifications of Participation | 97,154 | 102,489 | 734 | - | 224,725 |
| Total Debt Service | <u>\$ 9,266,242</u> | <u>\$ 8,464,067</u> | <u>\$ 9,798,570</u> | <u>\$ 9,485,239</u> | <u>\$ 1,972,024</u> |
| CAPITAL PROJECTS FUNDS | | | | | |
| Measure J | \$ 1,363,779 | \$ 1,447,607 | \$ - | \$ - | \$ 1,684,751 |
| Measure J-I680/ J (Other) | 129,790 | 62,933 | - | - | 1,024,013 |
| Measure J Streets/Ramps | 335,588 | 106,847 | 1,515,852 | 42,512 | - |
| Measure WW | 1,170,878 | 1,813,616 | 6,566 | - | - |
| Developers' Fees Parkland | 26,203 | 4,516 | 137,951 | - | 51,000 |
| Developers' Fees O.S.I.P. | 52,269 | 97,044 | 92,046 | 40,803 | 273,472 |
| Developers' Fees Storm Drain/TM | 96,856 | 16,873 | 9,180 | 10,000 | 3,837 |
| Federal Street Assistance | - | - | 5,913 | - | - |
| Traffic Congestion Relief/Prop 1B | 35,434 | 18,952 | 8,770 | - | - |
| General Reimbursable Projects | 19,114,722 | 3,319,320 | 7,880,306 | 4,841,115 | 7,778,581 |
| Total Capital | <u>\$ 22,325,519</u> | <u>\$ 6,887,708</u> | <u>\$ 9,656,585</u> | <u>\$ 4,934,430</u> | <u>\$ 10,815,654</u> |
| ENTERPRISE FUNDS | | | | | |
| Sewer | \$ 18,634,919 | \$ 19,645,294 | \$ 19,526,769 | \$ 22,172,171 | \$ 24,465,242 |
| Golf Course | 1,292,735 | 1,420,966 | 1,501,493 | 1,435,605 | 1,459,605 |
| Total Enterprise | <u>\$ 19,927,654</u> | <u>\$ 21,066,260</u> | <u>\$ 21,028,262</u> | <u>\$ 23,607,776</u> | <u>\$ 25,924,847</u> |
| INTERNAL SERVICE FUNDS | | | | | |
| Workers' Compensation | \$ 2,924,935 | \$ 3,113,049 | \$ 3,016,002 | \$ 2,639,463 | \$ 2,500,757 |
| Risk Management/ Liability | 1,875,214 | 1,194,562 | 1,336,065 | 1,335,401 | 1,414,713 |
| Post Retirement Healthcare | 1,664,758 | 2,853,488 | 2,427,471 | 4,668,690 | 4,020,368 |
| Fleet Maintenance | 2,774,976 | 2,884,509 | 2,631,012 | 2,944,859 | 3,327,034 |
| Information Technology | 38,535,260 | 4,677,000 | 5,831,000 | - | - |
| Building Maintenance | 3,150,832 | 8,176,787 | 7,895,267 | 3,170,742 | 281,520 |
| Total Internal Service | <u>\$ 50,925,975</u> | <u>\$ 22,899,395</u> | <u>\$ 23,136,817</u> | <u>\$ 14,759,155</u> | <u>\$ 11,544,392</u> |
| FIDUCIARY FUNDS | | | | | |
| Pension Trust | \$ 4,812,620 | \$ 2,852,842 | \$ 3,479,941 | \$ 1,656,000 | \$ 4,677,000 |
| Successor Agency | - | 3,389,152 | 16,416,049 | 10,363,221 | 8,176,787 |
| Total Fiduciary | <u>\$ 4,812,620</u> | <u>\$ 6,241,994</u> | <u>\$ 19,895,990</u> | <u>\$ 12,019,221</u> | <u>\$ 12,853,787</u> |
| FORMER REDEVELOPMENT AGENCY | \$ 15,951,438 | \$ 19,691,416 | \$ - | \$ - | \$ - |
| TOTAL CITY | <u>\$ 216,716,028</u> | <u>\$ 171,081,050</u> | <u>\$ 172,563,784</u> | <u>\$ 156,053,933</u> | <u>\$ 157,942,730</u> |

CITY OF CONCORD
EXPENDITURES SUMMARY BY FUND (INCLUDES TRANSFERS OUT)
FOR THE YEAR ENDING JUNE 30, 2015

| | Actual 2010-11 | Actual * 2011-12 | Actual 2012-13 | Estimated Actual 2013-14 | Proposed Budget 2014-15 |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|-------------------------------|
| GENERAL FUND | \$ 69,462,364 | \$ 81,402,617 | \$ 73,065,932 | \$ 80,441,008 | \$ 82,919,148 |
| PAVILION FUND | \$ 119,358 | \$ 117,865 | \$ 901,820 | \$ 825,632 | \$ 1,085,512 |
| SPECIAL REVENUE FUNDS | | | | | |
| Gas Tax | \$ 1,227,227 | \$ 2,463,048 | \$ 2,846,265 | \$ 3,306,844 | \$ 3,329,212 |
| Storm Water Management | 1,617,816 | 1,754,432 | 1,916,107 | 2,006,530 | 2,157,980 |
| Maintenance Districts | 1,466,094 | 1,178,511 | 1,410,415 | 1,910,539 | 2,042,433 |
| Art in Public Places | 5,999 | - | - | - | - |
| Traffic System Management | 7,002 | 27,925 | 59,726 | 49,671 | 49,529 |
| Former RDA Housing Set-Aside | 1,467,752 | 903,280 | 8,593,100 | 9,148 | - |
| Monument Community Partnership | 369,107 | 353,098 | 2,042,433 | - | - |
| Concord Pleasant Hill Health Care Distri | - | - | 132,526 | 305,056 | 272,172 |
| Housing & Community Services | 1,591,386 | 656,261 | 1,304,720 | 980,242 | 1,289,507 |
| Total Special Revenue | <u>\$ 7,752,383</u> | <u>\$ 7,336,555</u> | <u>\$ 18,305,292</u> | <u>\$ 8,568,030</u> | <u>\$ 9,140,833</u> |
| DEBT SERVICE FUNDS | | | | | 0 |
| Former RDA Tax Allocation Bonds | \$ 6,358,371 | \$ 6,352,872 | \$ 6,346,472 | \$ 6,339,671 | \$ - |
| Former RDA Revenue Bonds | 508,531 | 505,857 | 511,101 | 497,731 | - |
| Former RDA Parking Structure Bonds | 741,521 | 329,141 | 743,967 | 736,956 | - |
| Concord Pavilion Revenue Bonds | 967,700 | 869,448 | 785,067 | 700,832 | 622,928 |
| Lease Agreements | 471,128 | 1,066,501 | 1,195,503 | 1,210,049 | 1,124,371 |
| Assessment Districts | 366,063 | - | 8,479 | - | - |
| Certifications of Participation | 96,149 | 102,381 | 566 | - | 224,725 |
| Total Debt Service | <u>\$ 9,509,463</u> | <u>\$ 9,226,200</u> | <u>\$ 9,591,152</u> | <u>\$ 9,485,239</u> | <u>\$ 1,972,024</u> |
| CAPITAL PROJECTS FUNDS | | | | | |
| Measure J | \$ 631,660 | \$ 523,457 | \$ - | \$ - | \$ 2,675,465 |
| Measure J-l680/ J (Other) | 82,942 | 38,112 | - | - | 1,024,013 |
| Measure J Streets/Ramps | 206,234 | 2,682 | 1,159,702 | 222,658 | - |
| Measure WW | 1,333,227 | 1,843,936 | 604,991 | - | - |
| Developers' Fees Parkland | 183,268 | 159,631 | 146,655 | - | 144,000 |
| Developers' Fees O.S.I.P. | 217,146 | 503,494 | 437,643 | - | 712,389 |
| Developers' Fees Storm Drain/TM | - | - | 14,563 | - | - |
| Traffic Mitigation | - | - | - | - | - |
| Traffic Congestion Relief/Prop 1B | 1,735,884 | 370 | 1,504,880 | - | - |
| Assessment Districts | - | - | 8,479 | - | - |
| General Reimbursable Projects | 10,006,231 | 11,662,926 | 7,354,962 | 4,841,115 | 7,778,581 |
| Total Capital | <u>\$ 14,396,592</u> | <u>\$ 14,734,608</u> | <u>\$ 11,231,874</u> | <u>\$ 5,063,773</u> | <u>\$ 12,334,448</u> |
| ENTERPRISE FUNDS | | | | | 0 |
| Sewer | \$ 21,717,550 | \$ 23,196,677 | \$ 25,264,809 | \$ 23,491,648 | \$ 26,417,597 |
| Golf Course | 1,305,929 | 1,313,458 | 2,190,316 | 1,341,101 | 1,388,978 |
| Total Enterprise | <u>\$ 23,023,479</u> | <u>\$ 24,510,135</u> | <u>\$ 27,455,125</u> | <u>\$ 24,832,749</u> | <u>\$ 27,806,575</u> |
| INTERNAL SERVICE FUNDS | | | | | |
| Workers' Compensation | \$ 2,467,755 | \$ 2,053,830 | \$ 2,394,035 | \$ 2,561,295 | \$ 2,560,295 |
| Risk Management/ Liability | 2,887,097 | 928,729 | 3,870,532 | 1,195,403 | 1,289,715 |
| Post Retirement Healthcare | 3,954,057 | 4,103,507 | 6,017,055 | 3,613,000 | 3,886,000 |
| Fleet Maintenance | 38,535,260 | 4,677,000 | 5,831,000 | - | - |
| Information Technology | 5,355,190 | 8,176,787 | 7,895,267 | 7,736,598 | 281,520 |
| Building Maintenance | 5,376,967 | 5,034,339 | 4,277,834 | 2,937,565 | 2,852,389 |
| Total Internal Service | <u>\$ 58,576,326</u> | <u>\$ 24,974,192</u> | <u>\$ 30,285,724</u> | <u>\$ 18,043,861</u> | <u>\$ 10,869,919</u> |
| FIDUCIARY FUNDS | | | | | - |
| Pension Trust | \$ 5,708,841 | \$ 5,732,776 | \$ 5,658,940 | \$ - | \$ 5,831,000 |
| Successor Agency | - | 1,858,002 | 8,449,272 | 10,285,963 | 8,176,787 |
| Total Fiduciary | <u>\$ 5,708,841</u> | <u>\$ 7,590,778</u> | <u>\$ 14,108,213</u> | <u>\$ 10,285,963</u> | <u>\$ 14,007,787</u> |
| FORMER REDEVELOPMENT AGENCY | <u>\$ 31,633,000</u> | <u>\$ 10,022,433</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> |
| TOTAL CITY | <u>\$ 220,181,806</u> | <u>\$ 179,915,383</u> | <u>\$ 184,945,132</u> | <u>\$ 157,546,255</u> | <u>\$ 160,136,245</u> |

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



**OPERATING EXPENDITURES SUMMARY BY ORGANIZATION
FOR THE YEAR ENDING JUNE 30, 2015**

| | <u>Actual</u> <u>2010-11</u> | <u>Actual</u> <u>2011-12</u> | <u>Actual</u> <u>2012-13</u> | <u>Estimated</u> <u>Actual</u> <u>2013-14</u> | <u>Proposed</u> <u>Budget</u> <u>2014-15</u> |
|---|---------------------------------|---------------------------------|---------------------------------|---|--|
| General Government: | | | | | |
| City Attorney | \$ 1,107,127 | \$ 974,962 | \$ 938,436 | \$ 1,240,941 | \$ 1,228,158 |
| Community & Economic Development | 21,054,608 | 16,390,970 | 6,001,384 | 6,206,386 | 6,248,157 |
| Parks & Recreation | 7,792,946 | 6,377,256 | 5,219,841 | 6,021,164 | 5,157,694 |
| Finance | 5,546,457 | 7,652,561 | 10,108,202 | 13,845,274 | 11,908,925 |
| Reserve Funds - Fund Transfers | 925,146 | 121,875 | 459,666 | 786,060 | 595,152 |
| General Fund Capital Projects | - | 373,493 | 1,235,682 | 1,436,000 | 2,355,983 |
| Human Resources | 1,165,785 | 1,240,168 | 1,429,342 | 1,471,927 | 1,504,360 |
| Information Technology | 4,312,697 | 5,320,623 | 5,071,994 | 5,860,626 | 6,005,074 |
| Office of the City Manager | 2,774,143 | 2,623,019 | 2,449,982 | 2,752,511 | 3,095,794 |
| Police | 41,052,268 | 41,976,489 | 42,058,931 | 42,888,125 | 46,265,235 |
| Public Works | 14,855,347 | 15,557,904 | 13,966,844 | 17,868,357 | 16,269,873 |
| Storm Water Management | 1,616,285 | 1,752,622 | 1,952,461 | 1,940,419 | 2,050,200 |
| Total General Government | <u>\$ 102,202,809</u> | <u>\$ 100,361,942</u> | <u>\$ 90,892,766</u> | <u>\$ 102,317,791</u> | <u>\$ 102,684,604</u> |
| Enterprise Funds: | | | | | |
| Golf Course Enterprise | \$ 1,148,861 | \$ 1,313,458 | \$ 1,086,074 | \$ 1,341,101 | \$ 1,338,978 |
| Sewer Enterprise | 17,079,759 | 18,585,323 | 20,425,142 | 23,491,648 | 25,667,597 |
| Total Enterprise Fund | <u>\$ 18,228,620</u> | <u>\$ 19,898,781</u> | <u>\$ 21,511,216</u> | <u>\$ 24,832,749</u> | <u>\$ 27,006,575</u> |
| | | | | | |
| Total Operating Budget by Organization | <u>\$ 120,431,429</u> | <u>\$ 120,260,723</u> | <u>\$ 112,403,981</u> | <u>\$ 127,150,540</u> | <u>\$ 129,691,179</u> |
| | | | | | |
| Add: | | | | | |
| Capital Improvement Projects, Other (1) | \$ 48,292,353 | \$ 40,704,828 | \$ 32,285,628 | \$ 19,255,532 | \$ 17,740,446 |
| Debt Service Payment | 9,509,463 | 9,226,200 | 9,559,647 | 9,636,067 | 9,485,239 |
| Pension Trust | 5,708,841 | 5,732,776 | 5,825,000 | 5,850,000 | 5,850,000 |
| Total Organization | <u>\$ 183,942,086</u> | <u>\$ 175,924,527</u> | <u>\$ 160,074,256</u> | <u>\$ 161,892,139</u> | <u>\$ 162,766,865</u> |

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

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

**City of Concord
 Departmental Budget Summary
 All Funding Sources
 For the Year Ending June 30, 2015
 City Attorney**

| | <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> |
|--------------------------------|---------------------------|---------------------------|---------------------------|---|---------------------------------------|
| Expenditures | | | | | |
| Personnel: | | | | | |
| Full-time | \$ 526,524 | \$ 413,820 | \$ 507,103 | \$ 589,852 | \$ 575,755 |
| Part-time | 3,417 | 6,272 | 3,342 | 1,800 | - |
| Overtime | - | - | - | - | - |
| Benefits | <u>249,778</u> | <u>255,391</u> | <u>269,860</u> | <u>338,537</u> | <u>350,113</u> |
| Total Salaries and Benefits | <u>\$ 779,719</u> | <u>\$ 675,483</u> | <u>\$ 780,305</u> | <u>\$ 930,189</u> | <u>\$ 925,868</u> |
| Operating Expenses | <u>\$ 235,329</u> | <u>\$ 251,736</u> | <u>\$ 139,766</u> | <u>\$ 294,889</u> | <u>\$ 287,499</u> |
| Internal Service Charges: | | | | | |
| Fleet | \$ - | \$ - | \$ - | \$ - | \$ - |
| Information Technology | 49,145 | - | 2,101 | 2,112 | 2,265 |
| Buildings | 40,662 | 42,653 | 10,334 | 10,662 | 9,233 |
| Risk Mgmt./Liability | <u>2,272</u> | <u>5,090</u> | <u>5,930</u> | <u>3,089</u> | <u>3,293</u> |
| Total Internal Service Charges | <u>\$ 92,079</u> | <u>\$ 47,743</u> | <u>\$ 18,365</u> | <u>\$ 15,863</u> | <u>\$ 14,791</u> |
| Other Financing Uses | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> |
| Total Expenditures | <u>\$ 1,107,127</u> | <u>\$ 974,962</u> | <u>\$ 938,436</u> | <u>\$ 1,240,941</u> | <u>\$ 1,228,158</u> |
| Funding Sources | | | | | |
| General Fund | <u>\$ 1,107,127</u> | <u>\$ 974,962</u> | <u>\$ 938,436</u> | <u>\$ 1,240,941</u> | <u>\$ 1,228,158</u> |
| Personnel Allocation | | | | | |
| Full-time | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| Part-time (FTE) | 0.00 | 0.00 | 0.00 | 0.03 | 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, 2015
Community & Economic Development**

| | Actual <u>2010-11</u> | Actual <u>2011-12</u> | Actual <u>2012-13</u> | Estimated Actual <u>2013-14</u> | Adopted Budget <u>2014-15</u> |
|--------------------------------|--------------------------|--------------------------|--------------------------|---------------------------------------|-------------------------------------|
| Expenditures | | | | | |
| Personnel: | | | | | |
| Full-time | \$ 1,992,086 | \$ 2,086,508 | \$ 2,248,098 | \$ 2,273,909 | \$ 2,345,928 |
| Part-time | 465,146 | 501,769 | 252,150 | 114,456 | 114,456 |
| Overtime | 69,681 | 62,637 | 38,689 | 15,684 | 15,683 |
| Benefits | <u>1,619,777</u> | <u>1,677,952</u> | <u>1,573,278</u> | <u>1,638,470</u> | <u>1,826,782</u> |
| Total Salaries and Benefits | \$ 4,146,690 | \$ 4,328,866 | \$ 4,112,216 | \$ 4,042,519 | \$ 4,302,849 |
| Operating Expenses | \$ 3,535,387 | \$ 1,651,469 | \$ 1,427,997 | \$ 1,658,710 | \$ 1,459,370 |
| Internal Service Charges: | | | | | |
| Fleet | \$ 103,389 | \$ 101,324 | \$ 69,521 | \$ 78,879 | \$ 90,276 |
| Information Technology | 1,122,127 | 165,378 | 63,946 | 82,002 | 84,630 |
| Buildings | 197,410 | 207,080 | 203,944 | 222,984 | 179,337 |
| Risk Mgmt./Liability | <u>110,596</u> | <u>114,351</u> | <u>113,261</u> | <u>110,792</u> | <u>121,195</u> |
| Total Internal Service Charges | \$ 1,533,522 | \$ 588,133 | \$ 450,672 | \$ 494,657 | \$ 475,438 |
| Other Financing Uses | \$ 11,839,009 | \$ 9,822,502 | \$ 10,500 | \$ 10,500 | \$ 10,500 |
| Total Expenditures | \$ 21,054,608 | \$ 16,390,970 | \$ 6,001,384 | \$ 6,206,386 | \$ 6,248,157 |
| Funding Sources | | | | | |
| General Fund | \$ 4,637,098 | \$ 4,633,997 | \$ 5,420,727 | \$ 5,292,533 | \$ 5,754,880 |
| C.D.B.G. | - | - | - | 79,828 | 79,828 |
| RDA Set Aside | 1,342,348 | 835,935 | - | - | - |
| Concord Housing Fund | - | 26,071 | 247,825 | 75,000 | 90,000 |
| Housing Assistance | 19,578 | 6,138 | 181 | - | - |
| Housing Inclusionary Fees | - | - | 29,348 | 130,883 | 57,134 |
| Housing Conservation | 63,738 | 37,670 | 1,887 | - | 50,000 |
| Cal HFA HEIP Program, HUD | - | - | 60,000 | - | - |
| HUD Lead Base Grant | - | - | - | - | - |
| Measure J | 62,800 | 77,188 | 164,988 | 74,263 | 154,263 |
| Gas Tax | 3,293 | 12,110 | 16,703 | 12,523 | 12,523 |
| Traffic Management System | 7,002 | 27,925 | 59,726 | 49,529 | 49,529 |
| RDA Successor Agency | - | - | - | - | - |
| Successor Art in Public Places | - | 2,596 | - | - | - |
| RDA Programs | <u>14,918,751</u> | <u>10,731,340</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| | \$ 21,054,608 | \$ 16,390,970 | \$ 6,001,384 | \$ 5,714,559 | \$ 6,248,157 |
| Personnel Allocation | | | | | |
| Full-time | 29.00 | 30.00 | 37.00 | 39.00 | 39.00 |
| Part-time (FTE) | 2.64 | 3.52 | 2.88 | 1.98 | 1.02 |

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

**City of Concord
Departmental Budget Summary
All Funding Sources
For the Year Ending June 30, 2015
Parks & Recreation**

| | Actual <u>2010-11</u> | Actual <u>2011-12</u> | Actual <u>2012-13</u> | Estimated Actual <u>2013-14</u> | Adopted Budget <u>2014-15</u> |
|---------------------------------------|----------------------------|----------------------------|----------------------------|---------------------------------------|-------------------------------------|
| Expenditures | | | | | |
| Personnel: | | | | | |
| Full-time | \$ 1,072,434 | \$ 1,004,239 | \$ 908,025 | \$ 1,056,427 | \$ 1,065,682 |
| Part-time | 1,243,955 | 1,191,254 | 1,287,579 | 1,357,762 | 715,755 |
| Overtime | 22,077 | 2,786 | 3,067 | - | - |
| Benefits | <u>849,818</u> | <u>885,425</u> | <u>859,012</u> | <u>974,645</u> | <u>835,022</u> |
| Total Salaries and Benefits | <u>\$ 3,188,284</u> | <u>\$ 3,083,704</u> | <u>\$ 3,057,683</u> | <u>\$ 3,388,834</u> | <u>\$ 2,616,460</u> |
| Operating Expenses | <u>\$ 2,211,829</u> | <u>\$ 1,931,847</u> | <u>\$ 1,564,779</u> | <u>\$ 1,960,544</u> | <u>\$ 1,926,920</u> |
| Internal Service Charges: | | | | | |
| Fleet | \$ 56,276 | \$ 55,858 | \$ 64,724 | \$ 82,936 | \$ 85,773 |
| Computer/Equipment | 534,131 | 19,906 | 39,543 | 55,034 | 46,296 |
| Buildings | 1,155,002 | 1,187,369 | 486,609 | 501,053 | 433,878 |
| Liability | <u>51,528</u> | <u>53,553</u> | <u>30,904</u> | <u>32,763</u> | <u>35,367</u> |
| Total Internal Service Charges | <u>\$ 1,796,937</u> | <u>\$ 1,316,686</u> | <u>\$ 621,780</u> | <u>\$ 671,786</u> | <u>\$ 601,314</u> |
| Other Financing Uses | <u>\$ 595,896</u> | <u>\$ 45,019</u> | <u>\$ (24,401)</u> | <u>\$ -</u> | <u>\$ 13,000</u> |
| Total Expenditures | <u>\$ 7,792,946</u> | <u>\$ 6,377,256</u> | <u>\$ 5,219,841</u> | <u>\$ 6,021,164</u> | <u>\$ 5,157,694</u> |
| Funding Sources | | | | | |
| General Fund | \$ 5,618,840 | \$ 4,837,408 | \$ 3,767,021 | \$ 4,310,268 | \$ 4,257,089 |
| Housing Conservation | \$ - | \$ - | \$ 161,519 | - | \$ 248,834 |
| C.D.B.G. | 971,948 | 333,430 | 298,181 | 539,457 | 335,989 |
| GF Reimbursable Project | 781,151 | 820,596 | 834,032 | 839,008 | - |
| First Five | 369,106 | 353,098 | - | - | - |
| Mt. Diablo Health Care District | - | - | 132,526 | 302,431 | 275,782 |
| Child Care | <u>51,901</u> | <u>32,751</u> | <u>26,563</u> | <u>30,000</u> | <u>40,000</u> |
| | <u>\$ 7,792,946</u> | <u>\$ 6,377,283</u> | <u>\$ 5,219,841</u> | <u>\$ 6,021,164</u> | <u>\$ 5,157,694</u> |
| Personnel Allocation | | | | | |
| Full-time | 17.00 | 15.00 | 14.00 | 15.00 | 15.00 |
| Part-time (FTE) | 58.92 | 54.70 | 59.10 | 56.87 | 30.41 |

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, 2015
Finance**

| | Actual <u>2010-11</u> | Actual <u>2011-12</u> | Actual <u>2012-13</u> | Estimated Actual <u>2013-14</u> | Adopted Budget <u>2014-15</u> |
|---------------------------------------|--------------------------|--------------------------|--------------------------|---------------------------------------|-------------------------------------|
| Expenditures | | | | | |
| Personnel: | | | | | |
| Full-time | \$ 1,166,723 | \$ 1,102,441 | \$ 1,094,624 | \$ 1,404,948 | \$ 1,412,860 |
| Part-time | 30,886 | 56,783 | 150,853 | 40,500 | 30,600 |
| Overtime | 25,456 | 4,712 | 30,889 | - | - |
| Benefits | <u>1,906,712</u> | <u>2,052,301</u> | <u>2,940,694</u> | <u>5,746,369</u> | <u>3,571,959</u> |
| Total Salaries and Benefits | \$ 3,129,777 | \$ 3,216,237 | \$ 4,217,059 | \$ 7,191,817 | \$ 5,015,418 |
| Operating Expenses | \$ 1,652,976 | \$ 1,415,954 | \$ 1,597,976 | \$ 1,616,507 | \$ 1,551,400 |
| Internal Service Charges: | | | | | |
| Fleet | \$ 6,308 | \$ 36,166 | \$ 3,928 | \$ 43,588 | \$ 120,856 |
| Information Technology | 600,063 | 2,819,528 | 3,760,909 | 4,116,121 | 4,428,057 |
| Buildings | 138,126 | 144,889 | 411,798 | 775,479 | 683,576 |
| Risk Mgmt./Liability | <u>19,207</u> | <u>19,787</u> | <u>116,532</u> | <u>101,762</u> | <u>109,618</u> |
| Total Internal Service Charges | \$ 763,704 | \$ 3,020,370 | \$ 4,293,167 | \$ 5,036,950 | \$ 5,342,107 |
| Total Department Expenditures | \$ 5,546,457 | \$ 7,652,561 | \$ 10,108,202 | \$ 13,845,274 | \$ 11,908,925 |
| Other Financing Uses | | | | | |
| Fund Transfers Out | \$ 925,146 | \$ 121,875 | \$ 459,666 | \$ 786,060 | \$ 595,152 |
| Reserve Funds | - | - | - | - | - |
| Capital Projects | <u>-</u> | <u>373,493</u> | <u>1,235,682</u> | <u>1,436,000</u> | <u>2,355,983</u> |
| Total Other Financing Uses | \$ 925,146 | \$ 495,368 | \$ 1,695,348 | \$ 2,222,060 | \$ 2,951,135 |
| Total Expenditures | \$ 6,471,603 | \$ 8,147,929 | \$ 11,803,550 | \$ 16,067,334 | \$ 14,860,060 |
| Funding Sources | | | | | |
| General Fund | <u>\$ 6,471,603</u> | <u>\$ 8,147,929</u> | <u>\$ 11,803,550</u> | <u>\$ 12,292,024</u> | <u>\$ 14,860,060</u> |
| Personnel Allocation | | | | | |
| Full-time | 18.00 | 18.00 | 18.00 | 19.00 | 19.00 |
| Part-time (FTE) | 2.76 | 0.60 | 1.18 | 1.03 | 0.77 |

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

**City of Concord
Departmental Budget Summary
All Funding Sources
For the Year Ending June 30, 2015
Human Resources**

| | Actual 2010-11 | Actual 2011-12 | Actual 2012-13 | Estimated Actual 2013-14 | Adopted Budget 2014-15 |
|---------------------------------------|----------------------------|----------------------------|----------------------------|--------------------------------|------------------------------|
| Expenditures | | | | | |
| Personnel: | | | | | |
| Full-time | \$ 444,911 | \$ 471,007 | \$ 505,218 | \$ 532,749 | \$ 611,457 |
| Part-time | 54,132 | 48,607 | 12,861 | 43,576 | - |
| Overtime | 3 | - | - | - | - |
| Benefits | <u>251,136</u> | <u>299,159</u> | <u>313,690</u> | <u>328,255</u> | <u>426,143</u> |
| Total Salaries and Benefits | \$ <u>750,182</u> | \$ <u>818,773</u> | \$ <u>831,769</u> | \$ <u>904,580</u> | \$ <u>1,037,599</u> |
| Operating Expenses | \$ <u>244,813</u> | \$ <u>386,413</u> | \$ <u>580,645</u> | \$ <u>548,892</u> | \$ <u>444,225</u> |
| Internal Service Charges: | | | | | |
| Information Technology | \$ 142,963 | \$ 5,850 | \$ 8,097 | \$ 9,592 | \$ 13,112 |
| Buildings | 24,832 | 26,047 | 4,099 | 4,230 | 3,663 |
| Risk Mgmt./Liability | <u>2,995</u> | <u>3,085</u> | <u>4,732</u> | <u>4,633</u> | <u>5,761</u> |
| Total Internal Service Charges | \$ <u>170,790</u> | \$ <u>34,982</u> | \$ <u>16,928</u> | \$ <u>18,455</u> | \$ <u>22,536</u> |
| Total Expenditures | \$ <u>1,165,785</u> | \$ <u>1,240,168</u> | \$ <u>1,429,342</u> | \$ <u>1,471,927</u> | \$ <u>1,504,360</u> |
| Funding Sources | | | | | |
| General Fund | \$ 1,072,955 | \$ 1,171,570 | \$ 1,364,243 | \$ 1,364,854 | \$ 1,388,029 |
| Post Retirement Health | - | - | - | - | - |
| Workers' Compensation | <u>92,829</u> | <u>68,598</u> | <u>65,099</u> | <u>107,073</u> | <u>116,332</u> |
| | \$ <u>1,165,784</u> | \$ <u>1,240,168</u> | \$ <u>1,429,342</u> | \$ <u>1,471,927</u> | \$ <u>1,504,360</u> |
| Personnel Allocation | | | | | |
| Full-time | 6.00 | 6.00 | 6.00 | 6.00 | 7.00 |
| Part-time (FTE) | 1.00 | 1.00 | 0.69 | 0.70 | 0.00 |

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

**City of Concord
Departmental Budget Summary
All Funding Sources
For the Year Ending June 30, 2015
Information Technology**

| | Actual 2010-11 | Actual 2011-12 | Actual 2012-13 | Estimated Actual 2013-14 | Adopted Budget 2014-15 |
|---------------------------------------|---------------------|---------------------|---------------------|--------------------------------|------------------------------|
| Expenditures | | | | | |
| Personnel: | | | | | |
| Full-time | \$ 965,028 | \$ 935,993 | \$ 932,888 | \$ 1,072,155 | \$ 1,021,701 |
| Part-time | 130,029 | 52,779 | 106,602 | 108,481 | 108,482 |
| Overtime | 18,045 | 17,203 | 12,203 | 26,749 | 26,749 |
| Benefits | <u>605,778</u> | <u>611,698</u> | <u>646,275</u> | <u>701,758</u> | <u>713,847</u> |
| Total Salaries and Benefits | \$ 1,718,880 | \$ 1,617,673 | \$ 1,697,968 | \$ 1,909,143 | \$ 1,870,780 |
| Operating Expenses | \$ 2,540,550 | \$ 3,374,887 | \$ 3,335,622 | \$ 3,924,644 | \$ 4,108,528 |
| Internal Service Charges: | | | | | |
| Information Technology | \$ - | \$ - | \$ - | \$ - | \$ - |
| Buildings | 44,077 | 53,027 | 17,778 | 18,345 | 15,886 |
| Risk Mgmt./Liability | <u>9,190</u> | <u>9,468</u> | <u>8,676</u> | <u>8,494</u> | <u>9,880</u> |
| Total Internal Service Charges | \$ 53,267 | \$ 62,495 | \$ 26,454 | \$ 26,839 | \$ 25,766 |
| Other Financing Uses | \$ - | \$ 265,568 | \$ 11,950 | \$ - | \$ - |
| Total Expenditures | \$ 4,312,697 | \$ 5,320,623 | \$ 5,071,994 | \$ 5,860,626 | \$ 6,005,074 |
| Funding Sources | | | | | |
| Information Tech. ISF | <u>\$ 4,312,697</u> | <u>\$ 5,320,623</u> | <u>\$ 5,071,994</u> | <u>\$ 5,860,626</u> | <u>\$ 6,005,074</u> |
| | <u>\$ 4,312,697</u> | <u>\$ 5,320,623</u> | <u>\$ 5,071,994</u> | <u>\$ 5,860,626</u> | <u>\$ 6,005,074</u> |
| Personnel Allocation | | | | | |
| Full-time | 11.00 | 11.00 | 11.00 | 12.00 | 12.00 |
| Part-time (FTE) | 0.50 | 0.97 | 0.97 | 0.94 | 0.94 |

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

**City of Concord
Departmental Budget Summary
All Funding Sources
For the Year Ending June 30, 2015
Office of the City Manager**

| | Actual 2010-11 | Actual 2011-12 | Actual 2012-13 | Estimated Actual 2013-14 | Adopted Budget 2013-14 |
|---------------------------------------|----------------------------|----------------------------|----------------------------|--------------------------------|------------------------------|
| Expenditures | | | | | |
| Personnel: | | | | | |
| Full-time | \$ 997,672 | \$ 1,121,224 | \$ 912,315 | \$ 1,160,661 | \$ 1,137,914 |
| Part-time | 49,747 | 97,394 | 141,956 | 63,166 | 63,166 |
| Overtime | 4,448 | 7,929 | 1,672 | - | - |
| Benefits | <u>583,962</u> | <u>667,885</u> | <u>643,886</u> | <u>751,202</u> | <u>834,343</u> |
| Total Salaries and Benefits | <u>\$ 1,635,829</u> | <u>\$ 1,894,432</u> | <u>\$ 1,699,829</u> | <u>\$ 1,975,029</u> | <u>\$ 2,035,424</u> |
| Operating Expenses | <u>\$ 547,994</u> | <u>\$ 544,773</u> | <u>\$ 545,081</u> | <u>\$ 566,835</u> | <u>\$ 837,365</u> |
| Internal Service Charges: | | | | | |
| Fleet | \$ 3,952 | \$ 4,554 | \$ 7,343 | \$ 10,214 | \$ 11,120 |
| Information Technology | 469,987 | 57,350 | 130,138 | 131,167 | 153,282 |
| Buildings | 107,397 | 112,655 | 54,072 | 55,788 | 48,311 |
| Risk Mgmt./Liability | <u>8,984</u> | <u>9,255</u> | <u>13,520</u> | <u>13,478</u> | <u>10,292</u> |
| Total Internal Service Charges | <u>\$ 590,320</u> | <u>\$ 183,814</u> | <u>\$ 205,073</u> | <u>\$ 210,647</u> | <u>\$ 223,005</u> |
| Other Financing Uses | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> |
| Total Expenditures | <u>\$ 2,774,143</u> | <u>\$ 2,623,019</u> | <u>\$ 2,449,982</u> | <u>\$ 2,752,511</u> | <u>\$ 3,095,794</u> |
| Funding Sources | | | | | |
| General Fund | \$ 2,774,143 | \$ 2,526,374 | \$ 2,449,982 | \$ 2,752,511 | \$ 3,095,794 |
| Redevelopment | <u>-</u> | <u>96,645</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| | <u>\$ 2,774,143</u> | <u>\$ 2,623,019</u> | <u>\$ 2,449,982</u> | <u>\$ 2,752,511</u> | <u>\$ 3,095,794</u> |
| Personnel Allocation | | | | | |
| Full-time | 17.00 | 16.00 | 16.00 | 16.00 | 17.00 |
| Part-time (FTE) | 1.32 | 1.32 | 1.31 | 2.36 | 1.29 |

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

**City of Concord
Departmental Budget Summary
All Funding Sources
For the Year Ending June 30, 2015
Police**

| | Actual 2010-11 | Actual 2011-12 | Actual 2012-13 | Estimated Actual 2013-14 | Adopted Budget 2014-15 |
|--------------------------------|----------------------|----------------------|----------------------|--------------------------------|------------------------------|
| Expenditure | | | | | |
| Personnel: | | | | | |
| Full-time | \$ 19,170,591 | \$ 19,398,500 | \$ 19,006,976 | \$ 19,244,464 | \$ 21,464,086 |
| Part-time | 483,586 | 399,217 | 328,228 | 363,341 | 447,341 |
| Overtime | 1,326,451 | 1,535,835 | 1,601,459 | 1,300,405 | 1,300,401 |
| Benefits | <u>13,597,555</u> | <u>15,063,351</u> | <u>15,065,553</u> | <u>15,180,920</u> | <u>16,164,855</u> |
| Total Salaries and Benefits | <u>\$ 34,578,183</u> | <u>\$ 36,396,903</u> | <u>\$ 36,002,217</u> | <u>\$ 36,089,130</u> | <u>\$ 39,376,683</u> |
| Operating Expenses | <u>\$ 2,065,878</u> | <u>\$ 2,386,154</u> | <u>\$ 2,471,280</u> | <u>\$ 3,043,158</u> | <u>\$ 2,986,638</u> |
| Internal Service Charges: | | | | | |
| Fleet | \$ 1,204,518 | \$ 1,072,761 | \$ 748,044 | \$ 962,402 | \$ 1,138,177 |
| Information Technology | 1,737,016 | 589,004 | 1,230,841 | 1,126,434 | 1,222,387 |
| Buildings | 1,051,328 | 1,102,792 | 1,131,588 | 1,199,126 | 1,033,642 |
| Risk Mgmt./Liability | <u>389,714</u> | <u>401,477</u> | <u>474,962</u> | <u>467,875</u> | <u>507,708</u> |
| Total Internal Service Charges | <u>\$ 4,382,576</u> | <u>\$ 3,166,034</u> | <u>\$ 3,585,435</u> | <u>\$ 3,755,837</u> | <u>\$ 3,901,914</u> |
| Other Financing Uses | <u>\$ 25,631</u> | <u>\$ 27,398</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> |
| Total Expenditures | <u>\$ 41,052,268</u> | <u>\$ 41,976,489</u> | <u>\$ 42,058,931</u> | <u>\$ 42,888,125</u> | <u>\$ 46,265,235</u> |
| Funding Sources | | | | | |
| General Fund | \$ 40,949,616 | \$ 41,916,863 | \$ 42,001,131 | \$ 42,888,125 | \$ 46,065,235 |
| C.D.B.G. | 102,652 | 59,626 | 57,800 | - | - |
| Asset Seizure | - | - | - | - | 200,000 |
| | <u>\$ 41,052,268</u> | <u>\$ 41,976,489</u> | <u>\$ 42,058,931</u> | <u>\$ 42,888,125</u> | <u>\$ 46,265,235</u> |
| Personnel Allocation | | | | | |
| Full-time | 203.00 | 200.00 | 205.00 | 205.00 | 210.80 |
| Part-time (FTE) | 8.72 | 8.23 | 13.51 | 11.28 | 10.41 |

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, 2015
Public Works**

| | Actual <u>2010-11</u> | Actual <u>2011-12</u> | Actual <u>2012-13</u> | Estimated Actual <u>2013-14</u> | Adopted Budget <u>2014-15</u> |
|---------------------------------------|--------------------------|--------------------------|--------------------------|---------------------------------------|-------------------------------------|
| Expenditures | | | | | |
| Personnel: | | | | | |
| Full-time | \$ 3,227,578 | \$ 2,739,687 | \$ 3,197,535 | \$ 3,358,844 | \$ 3,400,593 |
| Part-time | 715,592 | 655,255 | 597,286 | 798,937 | 78,308 |
| Overtime | 190,630 | 169,129 | 132,380 | 158,297 | 158,296 |
| Benefits | <u>2,689,319</u> | <u>2,720,794</u> | <u>2,891,877</u> | <u>2,891,598</u> | <u>2,939,226</u> |
| Total Salaries and Benefits | \$ 6,823,119 | \$ 6,284,865 | \$ 6,819,077 | \$ 7,207,676 | \$ 6,576,423 |
| Operating Expenses | \$ 6,066,873 | \$ 6,187,102 | \$ 5,767,704 | \$ 8,772,328 | \$ 7,724,336 |
| Internal Service Charges: | | | | | |
| Fleet | \$ 722,787 | \$ 792,558 | \$ 863,361 | \$ 1,031,245 | \$ 1,087,664 |
| Information Technology | 433,146 | 15,426 | 45,633 | 48,955 | 54,526 |
| Buildings | 319,405 | 352,643 | 141,652 | 137,041 | 123,671 |
| Risk Mgmt./Liability | <u>269,413</u> | <u>380,840</u> | <u>329,417</u> | <u>334,617</u> | <u>359,869</u> |
| Total Internal Service Charges | \$ 1,744,751 | \$ 1,541,467 | \$ 1,380,062 | \$ 1,551,858 | \$ 1,625,730 |
| Other Financing Uses | \$ 220,604 | \$ 1,544,470 | \$ - | \$ 336,495 | \$ 343,384 |
| Total Expenditures | \$ 14,855,347 | \$ 15,557,904 | \$ 13,966,844 | \$ 17,868,357 | \$ 16,269,873 |
| Funding Sources | | | | | |
| General Fund | \$ 6,830,951 | \$ 5,777,179 | \$ 5,554,707 | \$ 6,337,837 | \$ 6,269,903 |
| State Gas Tax | 714,958 | 911,042 | 878,912 | 1,036,314 | 977,553 |
| State Gas Tax-Prop 111 | 374,162 | 690,378 | 609,401 | 486,266 | 474,642 |
| State Gas Tax-Prop 22 | - | 508,572 | 655,196 | 1,522,353 | 1,325,191 |
| Street Lighting | 780,066 | 766,025 | - | 739,324 | 725,207 |
| Traffic Systems Mgmt. | - | - | - | - | - |
| Measure C & J Local | 265,376 | 92,824 | 146,096 | 32,922 | 13,492 |
| Traffic Congestion Relief | 261,677 | - | - | - | - |
| OSIP | 4,824 | - | - | - | - |
| Prop 1B LSR | 616,938 | - | - | - | - |
| Fleet Maintenance | 2,154,197 | 3,107,391 | 2,548,638 | 4,281,568 | 3,259,922 |
| Maintenance Districts | 462,027 | 237,775 | 1,059,962 | 780,635 | 669,095 |
| Building Maintenance Fund | <u>2,390,171</u> | <u>3,466,718</u> | <u>2,513,930</u> | <u>2,651,139</u> | <u>2,554,867</u> |
| | \$ 14,855,347 | \$ 15,557,904 | \$ 13,966,844 | \$ 17,868,357 | \$ 16,269,873 |
| Personnel Allocation | | | | | |
| Full-time | 89.00 | 80.00 | 78.00 | 64.00 | 64.00 |
| Part-time (FTE) | 41.19 | 31.08 | 31.08 | 30.91 | 2.75 |

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

**City of Concord
Departmental Budget Summary
All Funding Sources
For the Year Ending June 30, 2015
Storm Water Management**

| | <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> |
|---------------------------------------|----------------------------|----------------------------|----------------------------|---|---------------------------------------|
| Expenditures | | | | | |
| Personnel: | | | | | |
| Full-time | \$ 241,289 | \$ 189,503 | \$ 218,893 | \$ 382,223 | \$ 359,715 |
| Part-time | 11,829 | 14,141 | 14,326 | - | - |
| Overtime | 2,428 | 5,250 | 8,454 | 9,224 | 9,224 |
| Benefits | <u>208,702</u> | <u>178,962</u> | <u>207,439</u> | <u>287,879</u> | <u>301,088</u> |
| Total Salaries and Benefits | <u>\$ 464,248</u> | <u>\$ 387,856</u> | <u>\$ 626,544</u> | <u>\$ 679,326</u> | <u>\$ 670,027</u> |
| Operating Expenses | <u>\$ 494,874</u> | <u>\$ 641,603</u> | <u>\$ 635,929</u> | <u>\$ 566,476</u> | <u>\$ 670,154</u> |
| Internal Service Charges: | | | | | |
| Fleet | \$ 171,619 | \$ 177,842 | \$ 183,604 | \$ 197,911 | \$ 120,282 |
| Information Technology | 38,744 | 41,220 | - | 6,080 | 95,983 |
| Risk Mgmt./Liability | <u>23,957</u> | <u>24,680</u> | <u>66,459</u> | <u>41,901</u> | <u>45,029</u> |
| Total Internal Service Charges | <u>\$ 234,320</u> | <u>\$ 243,742</u> | <u>\$ 250,063</u> | <u>\$ 245,892</u> | <u>\$ 261,294</u> |
| Other Financing Uses | <u>\$ 422,843</u> | <u>\$ 479,421</u> | <u>\$ 439,926</u> | <u>\$ 448,725</u> | <u>\$ 448,725</u> |
| Total Expenditures | <u>\$ 1,616,285</u> | <u>\$ 1,752,622</u> | <u>\$ 1,952,461</u> | <u>\$ 1,940,419</u> | <u>\$ 2,050,200</u> |
| Funding Sources | | | | | |
| General Fund | \$ - | \$ - | \$ - | \$ - | \$ - |
| Storm Water Parcel Tax | <u>1,616,285</u> | <u>1,752,622</u> | <u>1,952,461</u> | <u>1,940,419</u> | <u>2,050,200</u> |
| | <u>\$ 1,616,285</u> | <u>\$ 1,752,622</u> | <u>\$ 1,952,461</u> | <u>\$ 1,940,419</u> | <u>\$ 2,050,200</u> |
| Personnel Allocation | | | | | |
| Full-time | 3.00 | 3.00 | 2.00 | 2.00 | 2.00 |
| Part-time (FTE) | | | | | |

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

**City of Concord
 Departmental Budget Summary
 All Funding Sources
 For the Year Ending June 30, 2015
 Golf Course**

| | Actual <u>2010-11</u> | Actual <u>2011-12</u> | Actual <u>2012-13</u> | Estimated Actual <u>2013-14</u> | Adopted Budget <u>2014-15</u> |
|--------------------------------|--------------------------|--------------------------|--------------------------|---------------------------------------|-------------------------------------|
| Expenditures | | | | | |
| Personnel: | | | | | |
| Full-time | \$ 41,489 | \$ 442 | \$ 263 | \$ 42,453 | \$ 44,553 |
| Part-time | - | - | - | - | - |
| Overtime | - | - | - | - | - |
| Benefits | <u>19,775</u> | <u>241</u> | <u>239</u> | <u>23,978</u> | <u>21,962</u> |
| Total Salaries and Benefits | <u>\$ 61,264</u> | <u>\$ 683</u> | <u>\$ 502</u> | <u>\$ 66,431</u> | <u>\$ 66,515</u> |
| Operating Expenses | <u>\$ 982,660</u> | <u>\$ 1,150,040</u> | <u>\$ 1,010,410</u> | <u>\$ 1,045,981</u> | <u>\$ 1,045,532</u> |
| Internal Service Charges: | | | | | |
| Fleet | \$ - | \$ - | \$ - | \$ - | \$ - |
| Information Technology | 25,540 | 27,564 | - | 3,281 | - |
| Buildings | - | - | 17,233 | - | - |
| Risk Mgmt./Liability | <u>11,875</u> | <u>12,234</u> | <u>-</u> | <u>193</u> | <u>206</u> |
| Total Internal Service Charges | <u>\$ 37,415</u> | <u>\$ 39,798</u> | <u>\$ 17,233</u> | <u>\$ 3,474</u> | <u>\$ 206</u> |
| Other Financing Uses | <u>\$ 67,522</u> | <u>\$ 122,937</u> | <u>\$ 57,928</u> | <u>\$ 225,215</u> | <u>\$ 226,725</u> |
| Total Expenditures | <u>\$ 1,148,861</u> | <u>\$ 1,313,458</u> | <u>\$ 1,086,074</u> | <u>\$ 1,341,101</u> | <u>\$ 1,338,978</u> |
| Funding Sources | | | | | |
| User Fees | <u>\$ 1,148,861</u> | <u>\$ 1,313,458</u> | <u>\$ 1,086,074</u> | <u>\$ 1,341,101</u> | <u>\$ 1,342,242</u> |
| Personnel Allocation | | | | | |
| 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.

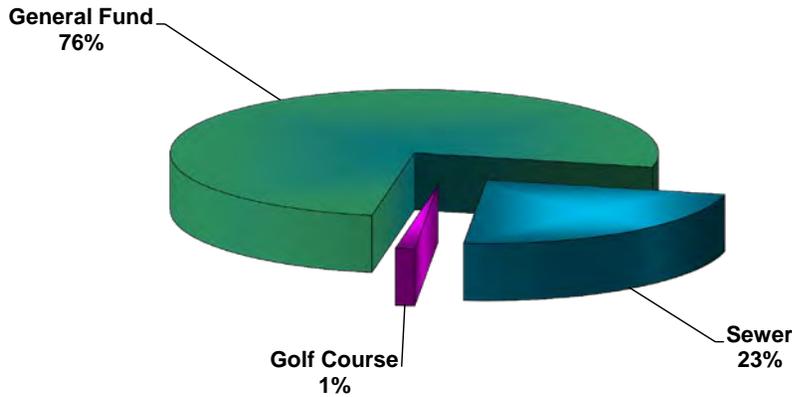
**City of Concord
Departmental Budget Summary
All Funding Sources
For the Year Ending June 30, 2015
Sewer Enterprise**

| | <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> |
|---------------------------------------|---------------------------|---------------------------|---------------------------|---|---------------------------------------|
| Expenditures | | | | | |
| Personnel: | | | | | |
| Full-time | \$ 518,088 | \$ 498,283 | \$ 702,264 | \$ 1,034,648 | \$ 1,015,182 |
| Part-time | 42,557 | 697 | 2,554 | 18,336 | - |
| Overtime | 54,792 | 39,689 | 44,360 | 31,105 | 31,105 |
| Benefits | <u>485,634</u> | <u>484,188</u> | <u>637,468</u> | <u>793,009</u> | <u>877,895</u> |
| Total Salaries and Benefits | \$ 1,101,071 | \$ 1,022,857 | \$ 1,386,646 | \$ 1,877,098 | \$ 1,924,182 |
| Operating Expenses | <u>\$ 15,305,903</u> | <u>\$ 16,089,463</u> | <u>\$ 17,176,495</u> | <u>\$ 19,321,128</u> | <u>\$ 21,411,224</u> |
| Internal Service Charges: | | | | | |
| Fleet | \$ 124,596 | \$ 284,564 | \$ 272,869 | \$ 371,184 | \$ 408,688 |
| Information Technology | 36,278 | 158,811 | 163,047 | 218,542 | 216,296 |
| Buildings | 25,771 | 27,025 | 18,449 | 19,034 | 16,482 |
| Risk Mgmt./Liability | <u>32,632</u> | <u>33,617</u> | <u>66,600</u> | <u>74,877</u> | <u>80,661</u> |
| Total Internal Service Charges | \$ 219,277 | \$ 504,017 | \$ 520,965 | \$ 683,637 | \$ 722,127 |
| Other Financing Uses | <u>\$ 453,508</u> | <u>\$ 968,986</u> | <u>\$ 1,341,036</u> | <u>\$ 1,609,785</u> | <u>\$ 1,610,064</u> |
| Total Expenditures | \$ 17,079,759 | \$ 18,585,323 | \$ 20,425,142 | \$ 23,491,648 | \$ 25,667,597 |
| Total Sewer Funding Sources | \$ 17,079,759 | \$ 18,585,323 | \$ 20,425,142 | \$ 23,491,648 | \$ 25,667,597 |
| Personnel Allocation | | | | | |
| Full-time | 8.00 | 10.00 | 11.00 | 11.00 | 10.00 |
| Part-time (FTE) | 0.73 | 0.73 | 0.73 | 0.73 | 0 |

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



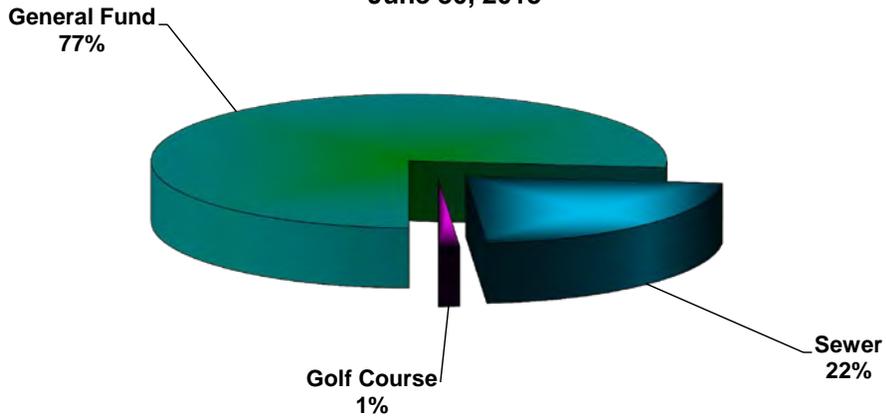
**General Fund & Enterprises
Budgeted Capital & Operating Expenditures
June 30, 2015**



**Total Capital & Operating
Budget**

| | | |
|--------------|-----------|---------------------------|
| General Fund | \$ | 82,919,148 |
| Sewer | | 24,981,518 |
| Golf Course | | 1,388,978 |
| Total | \$ | <u>109,289,644</u> |

**General Fund & Enterprises
Total Revenues
June 30, 2015**



Total Revenues

| | | |
|--------------|-----------|---------------------------|
| General Fund | \$ | 84,986,605 |
| Sewer | | 24,492,012 |
| Golf Course | | 1,459,605 |
| Total | \$ | <u>110,938,222</u> |

City of Concord
Operating Budgets
For the General Fund and the Enterprise Funds
For Year Ending June 30, 2015

| | <u>General Fund</u> | <u>Sewer Operations</u> | <u>Golf Course</u> | <u>Total</u> |
|---|-------------------------|-----------------------------|------------------------|-----------------------|
| ESTIMATED FUND BALANCE AS OF JUNE 30, 2013 | <u>\$ 20,500,000</u> | <u>\$ 2,891,787</u> | <u>\$ 71,677</u> | <u>\$ 23,463,464</u> |
| REVENUES | | | | |
| Taxes | \$ 61,059,614 | \$ - | \$ - | \$ 61,059,614 |
| Measure Q Sales Taxes | 11,609,000 | - | - | 11,609,000 |
| Licenses & Permits | 1,695,187 | - | - | 1,695,187 |
| Fines & Forfeitures | 780,000 | - | - | 780,000 |
| Use of Money & Property | 530,569 | 237,012 | 605 | 768,186 |
| Intergovernmental | 235,000 | - | - | 235,000 |
| Service Charges | 9,041,735 | 24,255,000 | 1,377,000 | 34,673,735 |
| Other | <u>25,000</u> | <u>-</u> | <u>82,000</u> | <u>107,000</u> |
| Total Revenues | <u>\$ 84,976,105</u> | <u>\$ 24,492,012</u> | <u>\$ 1,459,605</u> | <u>\$ 110,927,722</u> |
| EXPENDITURES | | | | |
| Salaries & Benefits | \$ 57,908,439 | \$ 1,924,182 | \$ - | \$ 59,832,620 |
| Operating Expenditures | 10,536,827 | 19,925,145 | 1,110,783 | 31,572,755 |
| Fixed Charges | <u>11,522,747</u> | <u>722,127</u> | <u>3,470</u> | <u>12,248,344</u> |
| Total Expenditures | <u>\$ 79,968,013</u> | <u>\$ 22,571,454</u> | <u>\$ 1,114,253</u> | <u>\$ 103,653,720</u> |
| OTHER FINANCING SOURCES & (USES) | | | | |
| Transfers In (Inter & Intra) | \$ 10,500 | \$ - | \$ - | \$ 10,500 |
| Transfers Out (Inter & Intra) | (595,152) | - | - | (595,152) |
| Lease/Bond Payment | <u>-</u> | <u>(1,610,064)</u> | <u>(224,725)</u> | <u>(1,834,789)</u> |
| Total Other Financing Sources and Uses | <u>\$ (584,652)</u> | <u>\$ (1,610,064)</u> | <u>\$ (224,725)</u> | <u>\$ (2,419,441)</u> |
| Revenues and Other Financing Sources Over (Under) Expenditures | <u>\$ 4,423,440</u> | <u>\$ 310,494</u> | <u>\$ 120,627</u> | <u>\$ 4,854,561</u> |
| Less: Contingency Reserve | \$ - | \$ 2,230,000 | \$ - | \$ 2,230,000 |
| CAPITAL IMPROVEMENT PROJECTS | <u>\$ 2,355,983</u> | <u>\$ 800,000</u> | <u>\$ 50,000</u> | <u>\$ 3,205,983</u> |
| ESTIMATED FUND BALANCE AT JUNE 30, 2014 | <u>\$ 22,567,457</u> | <u>\$ 172,281</u> | <u>\$ 142,304</u> | <u>\$ 22,882,042</u> |

DEPARTMENT SERVICES

The City Attorney Department Provides Service Through the Following Programs.

- City Attorney

MAJOR ACCOMPLISHMENTS

- Successful resolution of multiple high exposure lawsuits without payment of settlement monies.
- Initiation of receivership action against owner of "Greenhouse" and adjacent blighted properties, leading to agreement by owner to demolish all involved structures and facilitating new development.
- Obtained reimbursement from Contra Costa County of \$877,490 plus \$25,819 in interest, resolving City claim that County was inappropriately collecting Property Tax Administration Fees on certain taxes.
- Assisted Planning Division in Development Code update, Climate Action Plan, and Complete Streets Amendment to General Plan.
- Revised and improved standard Public Works bid specifications and contract template.
- Assisted in establishment of Concord Tourism Improvement District.
- Drafted ordinance banning aggressive panhandling.
- Drafted and Implemented Mandated Reporter Policy and Procedure.

INITIATIVES FOR 2014-15

- The City's Attorney's Office will collaborate with the Finance Office/Purchasing Division in following best practices; establishing refinements to purchasing policy, increasing efficiency and enhancing legal protections to City.
- Work with District Attorney's Office in establishing protocol for criminal prosecution of egregious or habitual violators of hazardous waste discharge requirements.
- Revise existing Storm Water Maintenance Agreement to reflect recent statutory changes and create standard conditions of approval for permits issued by Engineering Division.
- Work with PG&E during the course of their Pipeline Pathways project to ensure that PG&E and its contractors comply with the City's Protected Trees Ordinance, that they obtain all City-mandated permits, and that PG&E provides mitigation measures and adequate compensation for any City owned trees that are removed.
- Draft a policy and procedure to address DUI and other Driving- Related Offenses Affecting Employee's Ability to Drive at Work.
- Draft a policy ensures consistency between City's vacation cash-out and compensation time payment procedures and IRS Regulations.

The City Attorney Department Is Funded As Follows

| <u>Funding Source</u> | <u>Amount</u> | <u>Percentage of Funding Source</u> |
|-----------------------|------------------|--|
| 100-General Fund | 1,228,160 |  100% |
| Total Funding | <u>1,228,160</u> | |

These Funds are Budgeted to the Following Programs

| <u>Program</u> | <u>Total Budget</u> |
|----------------------|---------------------|
| City Attorney | 1,228,160 |
| Total Program Budget | <u>1,228,160</u> |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$780,305 | \$930,189 | \$925,870 |
| Operating Expenses | \$139,766 | \$232,499 | \$287,499 |
| Internal Service Charges | \$18,365 | \$15,863 | \$14,791 |
| Total Expenditures | <u>\$938,436</u> | <u>\$1,178,551</u> | <u>\$1,228,160</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>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| City Attorney | 4.00 | 4.00 | 0.03 | | 4.03 | 4.00 |
| | <u>4.00</u> | <u>4.00</u> | <u>0.03</u> | | <u>4.03</u> | <u>4.00</u> |

Program Outcome

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

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 | 1,228,160 | 100% |
| Total Funding | 1,228,160 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$780,305 | \$930,189 | \$925,870 |
| Operating Expenses | \$139,766 | \$232,499 | \$287,499 |
| Internal Service Charges | \$18,365 | \$15,863 | \$14,791 |
| Total Expenditures | \$938,436 | \$1,178,551 | \$1,228,160 |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|--------------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Assistant City Attorney | | 1.00 | | | | 1.00 |
| City Attorney | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Ltd Ser-Admin Support | | | 0.03 | | 0.03 | |
| Paralegal | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Senior Assistant City Attorney | 2.00 | 1.00 | | | 2.00 | 1.00 |
| | 4.00 | 4.00 | 0.03 | | 4.03 | 4.00 |

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DEPARTMENT SERVICES

The Community and Economic Development Department Provides Service Through the Following Programs.

- Engineering Administration
- Administration
- Successor Agency Admin
- Engineering Current Development
- Planning
- Capital Improvement Program
- Economic Development
- Housing
- Transportation Planning & Administration
- Traffic Operations
- Central Contra Costa Sanitary District
- Storm Water Administration
- Building
- CIP/TIP Engineering Support
- Multi-Family Housing Inspection Program
- CPH Health Care District

MAJOR ACCOMPLISHMENTS

- Implemented a streamlined after-hours permitting process that allows a permit holder to obtain after-hours permits without having to come to the Permit Center.
- Created and implemented a Special Events application process utilizing Accela Automation that will help streamline and track special events.
- Modified the Building Division's website information to provide up-to-date information and provide how-to based documents.
- Facilitated formation and launch of Visit Concord, the Tourism Business Improvement District organization charged with implementing marketing programs to increase tourism and transient occupancy tax for the City.
- Facilitated the attraction of Concord Mazda, Fresenius Medical Care and the expansion of Concord Audi resulting in increased revenue and high skilled jobs for Concord.
- Completed the construction of bicycle and pedestrian improvement projects including the 1.6 mile Monument Corridor Pedestrian and Bikeway Project, Chalomar Road Sidewalk Gap Closure Project, and Monument Boulevard Accessibility Improvements.
- Completed the construction of almost 21,000 linear feet of sewer main replacements, including sewer lateral replacements, and almost 240,000 square feet of street resurfacing as part of the Monte Gardens/San Vicente Sanitary Sewer Rehabilitation and Downtown Sewer and Streetscape Improvements.
- Amended the Circulation Element of the Concord 2030 General Plan to incorporate and implement Complete Streets policies, providing compliance with the Complete Streets Act of 2008. As a result, Concord will be eligible to apply for future grants for transportation improvements.

MAJOR ACCOMPLISHMENTS Cont'd

- Adopted the Downtown Concord Specific Plan as Volume IV of the Concord 2030 General Plan bringing to a close 18 months of community involvement, which began in September 2012 with the Downtown Ideas Fair. The Specific Plan is primarily focused on strategies to enliven the Downtown and promote new development, while improving connections between the Concord BART Station and Todos Santos Plaza. (City Council adoption scheduled for 5/27/14)
- Obtained City Council approval to remove Farm Bureau Road from the City's Truck Route system to improve safety and quality of life for area residents, while maintaining mobility and ease of access for commercial trucks in the City.
- Worked closely with Public Works to remove overgrown vegetation within the landscaped island at the Port Chicago Highway/Sunset Avenue intersection in order to improve intersection visibility and reduce the rate of right-angle collisions.

INITIATIVES FOR 2014-15

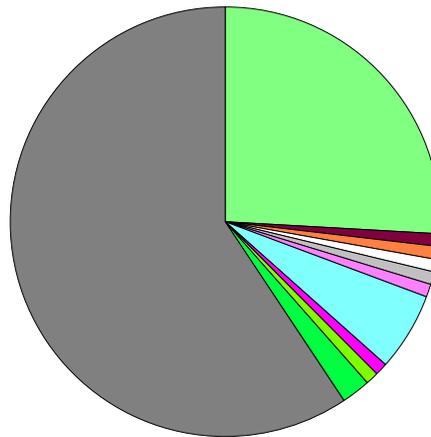
- Refine the City's procedures for reviewing Design and Site Development Review process.
- Conduct citywide Economic Development training to City employees on how they can support and promote the City's economic vitality and increase awareness of their role in economic development resulting in an increase in economic development lead generation, business attraction and retention, as well as higher levels of customer service.
- Develop and market disposition strategies for the former Redevelopment Properties to maximize the development opportunity for each of the four vacant sites in a manner consistent with City goals, Downtown Specific Plan Strategy and General Plan.
- Develop a Sanitary Sewer Rate Study with the assistance of a consultant that will evaluate Sewer Enterprise revenues and expenditure needs for sewer operations and capital needs.
- Initiate an online CIP Project Status document on the City's website to be updated on a monthly basis, which will include general project descriptions, design/construction updates and estimated completion dates for all current and future CIP projects.
- Prepare a new Citywide Bicycle and Pedestrian Master Plan with the assistance of a consultant that focuses on safer access to transit.
- Install Rectangular Rapid Flashing Beacon (RRFB) systems equipped with user-actuated amber LEDs to supplement warning signs and pavement markings at three critical pedestrian crossings with high volumes of pedestrians and cyclists, including children.
- Work cooperatively with the Contra Costa Transportation Authority (CCTA) on project development studies to increase traffic capacity on Hwy 4 through the Concord area, reduce traffic congestion during the commute hours, and support future transportation needs for the Concord Reuse Project.

SIGNIFICANT CHANGES FOR 2014-15

- Converted two part-time support positions into a full-time Permit Center Technician and a full-time Building Inspection Engineer.
- Redefined the role of the Principal Planner (Planning Division) position to focus on coordination of the planning permit process, including enhancements to the Permit Center.

The Community and Economic Development Department Is Funded As Follows

| <u>Funding Source</u> | <u>Amount</u> | <u>Percentage of Funding Source</u> |
|--------------------------------|-------------------|-------------------------------------|
| 100-General Fund | 5,754,882 | 27.14% |
| 245-Concord Housing Fund | 90,000 | .42% |
| 251-Housing Inclusionary Fees | 57,132 | .27% |
| 252-Housing Conservation | 50,000 | .24% |
| 254-Community Dev Block Grant | 79,828 | .38% |
| 260-State Gas Tax | 12,523 | .06% |
| 270-Storm Water Management | 1,308,593 | 6.17% |
| 280-Traffic Systems Management | 49,529 | .23% |
| 475-Measure J Local | 154,263 | .73% |
| 500-Rda Successor Agency | 479,636 | 2.26% |
| 710-Sewer Operating | 13,170,847 | 62.10% |
| Total Funding | 21,207,233 | |



These Funds are Budgeted to the Following Programs

| <u>Program</u> | <u>Total Budget</u> |
|--|---------------------|
| Engineering Administration | 185,417 |
| Administration | 606,153 |
| Successor Agency Admin | 78,532 |
| Engineering Current Development | 534,363 |
| Planning | 1,130,124 |
| Capital Improvement Program | 251,996 |
| 800308300 | 401,104 |
| Economic Development | 367,566 |
| Housing | 197,132 |
| Transportation Planning & Administration | 638,082 |

Traffic Operations

110,190

These Funds are Budgeted to the Following Programs cont'd

| | |
|---|-------------------|
| Central Contra Costa Sanitary District | 13,170,847 |
| Storm Water Administration | 1,308,593 |
| Building | 2,036,473 |
| CIP/TIP Engineering Support | -95,882 |
| Multi-Family Housing Inspection Program | 286,543 |
| Total Program Budget | <u>21,207,233</u> |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$4,413,756 | \$4,555,217 | \$4,783,688 |
| Operating Expenses | \$13,282,852 | \$16,345,922 | \$15,737,853 |
| Internal Service Charges | \$451,958 | \$495,738 | \$476,467 |
| Other Financing Uses | \$35,133,191 | \$209,225 | \$209,225 |
| Total Expenditures | <u>\$53,281,757</u> | <u>\$21,606,102</u> | <u>\$21,207,233</u> |

The Community and Economic Development Department has the following Authorized Positions By Program

| <u>Program</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|--|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Engineering Administration | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Administration | 1.30 | 1.30 | 0.02 | 0.02 | 1.32 | 1.32 |
| Engineering Current Development | 3.82 | 3.62 | 0.02 | 0.02 | 3.84 | 3.64 |
| Planning | 6.51 | 6.51 | 0.09 | 0.09 | 6.60 | 6.60 |
| Capital Improvement Program | 1.00 | 1.15 | | | 1.00 | 1.15 |
| Economic Development | 2.05 | 2.05 | | | 2.05 | 2.05 |
| Housing | 0.75 | 0.25 | | | 0.75 | 0.25 |
| Transportation Planning & Administration | 1.50 | 1.50 | | | 1.50 | 1.50 |
| Traffic Operations | 0.50 | 0.50 | | | 0.50 | 0.50 |
| Storm Water Administration | 1.65 | 1.40 | | | 1.65 | 1.40 |
| Building | 8.70 | 9.90 | 0.98 | 0.98 | 9.68 | 10.88 |
| CIP/TIP Engineering Support | 1.05 | 0.95 | 0.96 | 0.96 | 2.01 | 1.91 |
| Multi-Family Housing Inspection Program | 0.30 | 1.10 | | | 0.30 | 1.10 |
| | <u>30.13</u> | <u>31.23</u> | <u>2.07</u> | <u>2.07</u> | <u>32.20</u> | <u>33.30</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, Storm Water Operations and Sewer Enterprise.

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 | 185,417 | 100% |
| Total Funding | 185,417 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$109,754 | \$134,044 | \$144,075 |
| Operating Expenses | \$149,268 | \$129,900 | \$29,100 |
| Internal Service Charges | \$17,780 | \$18,910 | \$12,242 |
| Total Expenditures | \$276,802 | \$282,854 | \$185,417 |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|-------------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Administrative Clerk II | 0.35 | 0.35 | | | 0.35 | 0.35 |
| City Engineer | 0.30 | 0.30 | | | 0.30 | 0.30 |
| Confidential Secretary | 0.35 | 0.35 | | | 0.35 | 0.35 |
| | 1.00 | 1.00 | | | 1.00 | 1.00 |

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 | 606,153 | 100% |
| Total Funding | 606,153 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$272,192 | \$258,447 | \$248,674 |
| Operating Expenses | \$68,535 | \$92,890 | \$145,652 |
| Internal Service Charges | \$210,137 | \$239,594 | \$211,827 |
| Total Expenditures | \$550,864 | \$590,931 | \$606,153 |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|--------------------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Administrative Assistant | | | | 0.02 | | 0.02 |
| Administrative Secretary | 0.50 | 0.50 | 0.02 | | 0.52 | 0.50 |
| Dir. Of Community/Econ Dev Svc | 0.80 | 0.80 | | | 0.80 | 0.80 |
| | 1.30 | 1.30 | 0.02 | 0.02 | 1.32 | 1.32 |

Program Outcome

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> |
|--------------------------|---------------|-------------------------------------|
| 500-Rda Successor Agency | 78,532 | 100% |
| Total Funding | <u>78,532</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$121,073 | | |
| Operating Expenses | \$631,207 | | \$78,532 |
| Total Expenditures | <u>\$752,280</u> | | <u>\$78,532</u> |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|-----------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| No Staff Assigned | | | | | | |

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 encroachment permit, grading permit, and building permit applications are completed on time , and that re-submittals are processed within 5 working days. Provide public works information to internal and external customers.
- 1B Provide accurate flood zone information; meet Floodplain requirements, and investigate drainage complaints.
- 1D Ensure that review of Planning applications are completed, and conditions of approval are prepared within the deadline. 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 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 | 534,363 | 100% |
| Total Funding | <u>534,363</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$629,807 | \$458,182 | \$464,805 |
| Operating Expenses | \$49,928 | \$31,010 | \$39,850 |
| Internal Service Charges | \$30,032 | \$29,607 | \$29,708 |
| Total Expenditures | \$709,767 | \$518,799 | \$534,363 |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|--------------------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Assistant Engineer | 0.40 | 0.65 | | | 0.40 | 0.65 |
| Construction Inspection Sprvsr | 0.80 | 0.80 | | | 0.80 | 0.80 |
| Construction Inspector | 1.52 | 1.52 | 0.02 | 0.02 | 1.54 | 1.54 |
| Permit Center Technician III | 0.60 | 0.60 | | | 0.60 | 0.60 |
| Senior Civil Engineer | 0.50 | 0.05 | | | 0.50 | 0.05 |
| | <u>3.82</u> | <u>3.62</u> | <u>0.02</u> | <u>0.02</u> | <u>3.84</u> | <u>3.64</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 | 1,130,124 | 100% |
| Total Funding | <u>1,130,124</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$865,587 | \$983,917 | \$1,015,237 |
| Operating Expenses | \$83,994 | \$51,725 | \$96,005 |
| Internal Service Charges | \$20,126 | \$20,169 | \$18,882 |
| Total Expenditures | \$969,707 | \$1,055,811 | \$1,130,124 |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|----------------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Administrative Coordinator | 1.00 | 1.00 | 0.01 | 0.01 | 1.01 | 1.01 |
| Associate Planner | 1.01 | 1.01 | | | 1.01 | 1.01 |
| Ltd Ser-Admin Support | | | 0.06 | | 0.06 | |
| Ltd Ser-Public Safety Asst | | | | 0.06 | | 0.06 |
| Planning Manager | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Principal Planner | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Senior Planner | 2.50 | 2.50 | 0.02 | 0.02 | 2.52 | 2.52 |
| | <u>6.51</u> | <u>6.51</u> | <u>0.09</u> | <u>0.09</u> | <u>6.60</u> | <u>6.60</u> |

Program Outcome

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

Program Objectives

1Z Manage the Capital Improvement Program (CIP) projects within budget and on time.

The Program Is Funded As Follows

| <u>Funding Source</u> | <u>Amount</u> | <u>Percentage of Funding Source</u> |
|-----------------------|----------------|-------------------------------------|
| 100-General Fund | 251,996 | 100% |
| Total Funding | <u>251,996</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$259,217 | \$164,005 | \$195,320 |
| Operating Expenses | \$17,886 | \$21,362 | \$25,800 |
| Internal Service Charges | \$22,379 | \$29,539 | \$30,876 |
| Total Expenditures | <u>\$299,482</u> | <u>\$214,906</u> | <u>\$251,996</u> |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|--------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Associate Civil Engineer | 0.75 | 0.50 | | | 0.75 | 0.50 |
| Senior Civil Engineer | 0.25 | 0.65 | | | 0.25 | 0.65 |
| | <u>1.00</u> | <u>1.15</u> | | | <u>1.00</u> | <u>1.15</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 assisted are satisfied with services provided by Economic Development staff.
- 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 | 367,566 | 100% |
| Total Funding | <u>367,566</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$147,999 | \$318,377 | \$296,468 |
| Operating Expenses | \$48,004 | \$85,310 | \$69,410 |
| Internal Service Charges | | \$1,583 | \$1,688 |
| Total Expenditures | <u>\$196,003</u> | <u>\$405,270</u> | <u>\$367,566</u> |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|-------------------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Economic/Redevelopment Spec | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Program Manager | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Redevelopment/Housing Manager | 0.05 | 0.05 | | | 0.05 | 0.05 |
| | <u>2.05</u> | <u>2.05</u> | | | <u>2.05</u> | <u>2.05</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), and emergency, accessibility, weatherization and lead based paint grants and rebates.
- 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 low and moderate income first time homebuyers. Assist first-time homebuyers by hosting monthly first time homebuyer classes.
- 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> |
|-------------------------------|---------------|-------------------------------------|
| 245-Concord Housing Fund | 90,000 | 45.65% |
| 251-Housing Inclusionary Fees | 57,132 | 28.98% |
| 252-Housing Conservation | 50,000 | 25.37% |
| Total Funding | 197,132 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$55,098 | \$130,304 | \$56,926 |
| Operating Expenses | \$252,403 | \$75,000 | \$140,000 |
| Internal Service Charges | \$418 | \$579 | \$206 |
| Other Financing Uses | \$8,579,587 | | |
| Total Expenditures | \$8,887,506 | \$205,883 | \$197,132 |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|-------------------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Redevelopment/Housing Manager | 0.25 | 0.25 | | | 0.25 | 0.25 |
| Senior Planner | 0.50 | | | | 0.50 | |
| | <u>0.75</u> | <u>0.25</u> | | | <u>0.75</u> | <u>0.25</u> |

Program Outcome

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

Program Objectives

- 1A Provide support for TRANSPAC and CCTA on regional transportation cooperation and conduct transportation review of all development projects with potential impacts to the City.
- 1B Respond promptly to traffic-related citizen requests.
- 1C Maintain traffic safety by reviewing high accident locations and updating traffic speed surveys.
- 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 | 421,767 | 66.10% |
| 260-State Gas Tax | 12,523 | 1.96% |
| 280-Traffic Systems Management | 49,529 | 7.76% |
| 475-Measure J Local | 154,263 | 24.18% |
| Total Funding | 638,082 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$296,036 | \$316,446 | \$338,076 |
| Operating Expenses | \$143,937 | \$133,840 | \$216,240 |
| Internal Service Charges | \$69,902 | \$67,922 | \$73,266 |
| Other Financing Uses | \$10,500 | \$10,500 | \$10,500 |
| Total Expenditures | \$520,375 | \$528,708 | \$638,082 |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|--------------------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Transportation Manager | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Transportation Program Mgr. II | 0.50 | 0.50 | | | 0.50 | 0.50 |
| | <u>1.50</u> | <u>1.50</u> | | | <u>1.50</u> | <u>1.50</u> |

Program Outcome

Provide efficient and effective traffic signal systems within the City.

Program Objectives

- 1A Minimize traffic delays on City streets and monitor safety for all system users.
- 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 | 110,190 | 100% |
| Total Funding | 110,190 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$104,970 | \$99,683 | \$103,573 |
| Operating Expenses | \$8,274 | \$6,205 | \$6,205 |
| Internal Service Charges | \$394 | \$386 | \$412 |
| Total Expenditures | \$113,638 | \$106,274 | \$110,190 |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|--------------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Transportation Program Mgr. II | 0.50 | 0.50 | | | 0.50 | 0.50 |
| | 0.50 | 0.50 | | | 0.50 | 0.50 |

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 | 1,308,593 | 100% |
| Total Funding | <u>1,308,593</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$162,106 | \$262,698 | \$230,839 |
| Operating Expenses | \$574,601 | \$507,050 | \$628,000 |
| Internal Service Charges | \$1,286 | \$1,081 | \$1,029 |
| Other Financing Uses | \$439,926 | \$448,725 | \$448,725 |
| Total Expenditures | <u>\$1,177,919</u> | <u>\$1,219,554</u> | <u>\$1,308,593</u> |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|--------------------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Assistant Engineer | 0.40 | 0.20 | | | 0.40 | 0.20 |
| City Engineer | 0.35 | 0.35 | | | 0.35 | 0.35 |
| Construction Inspection Sprvsr | 0.10 | 0.10 | | | 0.10 | 0.10 |
| Construction Inspector | 0.20 | 0.20 | | | 0.20 | 0.20 |
| Permit Center Technician III | 0.15 | 0.15 | | | 0.15 | 0.15 |
| Program Manager | 0.05 | | | | 0.05 | |
| Senior Civil Engineer | 0.40 | 0.40 | | | 0.40 | 0.40 |
| | <u>1.65</u> | <u>1.40</u> | | | <u>1.65</u> | <u>1.40</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 | 2,036,473 | 100% |
| Total Funding | <u>2,036,473</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$788,242 | \$1,220,752 | \$1,376,688 |
| Operating Expenses | \$468,334 | \$412,969 | \$564,400 |
| Internal Service Charges | \$77,185 | \$85,480 | \$95,385 |
| Total Expenditures | <u>\$1,333,761</u> | <u>\$1,719,201</u> | <u>\$2,036,473</u> |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|--------------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Building Inspection Supervisor | | 1.00 | | | | 1.00 |
| Building Inspector | 4.00 | 3.00 | 0.01 | 0.01 | 4.01 | 3.01 |
| Chief Building Official | 0.90 | 0.90 | | | 0.90 | 0.90 |
| Ltd Ser-Admin Support | | | 0.48 | 0.48 | 0.48 | 0.48 |
| Ltd Ser-Professional | | | 0.48 | 0.48 | 0.48 | 0.48 |
| Permit Center Technician I | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Permit Center Technician III | 1.80 | 3.00 | 0.01 | 0.01 | 1.81 | 3.01 |
| Plan Check Engineer | 1.00 | 1.00 | | | 1.00 | 1.00 |
| | <u>8.70</u> | <u>9.90</u> | <u>0.98</u> | <u>0.98</u> | <u>9.68</u> | <u>10.88</u> |

Program Outcome

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

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 | -95,882 | 100% |
| Total Funding | <u>-95,882</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$194,261 | \$162,379 | \$152,254 |
| Operating Expenses | \$8,636 | \$1,144 | \$1,000 |
| Internal Service Charges | \$1,333 | \$811 | \$864 |
| Other Financing Uses | \$-233,864 | \$-250,000 | \$-250,000 |
| Total Expenditures | <u>\$-29,634</u> | <u>\$-85,666</u> | <u>\$-95,882</u> |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|--------------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Administrative Clerk II | 0.35 | 0.35 | | | 0.35 | 0.35 |
| Associate Civil Engineer | 0.10 | | | | 0.10 | |
| Confidential Secretary | 0.60 | 0.60 | | | 0.60 | 0.60 |
| Ltd Ser-Admin Support | | | 0.48 | 0.48 | 0.48 | 0.48 |
| Ltd Ser-Technician | | | 0.48 | 0.48 | 0.48 | 0.48 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 1.05 | 0.95 | 0.96 | 0.96 | 2.01 | 1.91 |

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 | 206,715 | 72.14% |
| 254-Community Dev Block Grant | 79,828 | 27.86% |
| Total Funding | 286,543 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$178,633 | \$45,983 | \$160,753 |
| Operating Expenses | \$1,100 | \$125,528 | \$125,708 |
| Internal Service Charges | \$986 | \$77 | \$82 |
| Total Expenditures | \$180,719 | \$171,588 | \$286,543 |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|------------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Building Inspector | | 1.00 | | | 1.00 | |
| Chief Building Official | 0.10 | 0.10 | | | 0.10 | 0.10 |
| Permit Center Technician III | 0.20 | | | | 0.20 | |
| | <u>0.30</u> | <u>1.10</u> | | | <u>0.30</u> | <u>1.10</u> |

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DEPARTMENT SERVICES

The Parks and Recreation Department Provides Service Through the Following Programs.

- Administration
- Camp Concord
- Facility Operations Program
- Sports & Events
- Youth and Family Services
- Senior & Special Recreation Services
- Community Services
- Concord/Pleasant Hill Health Care Dist.
- Diablo Creek - Administration

MAJOR ACCOMPLISHMENTS

- Entered into a new, significantly more favorable, lease agreement with Live Nation for the operation of the Concord Pavilion.
- Completed a Request for Interest process to solicit interested third-party proposals for the operation and management of Camp Concord.
- Implemented the first cycle of Concord/Pleasant Hill Health Care District grant awards. Eighteen grant applicants were awarded \$204,000 of Health Care District funds. As a customer service enhancement, an on-line application process was developed through City Data Services to automate the application, reporting, and monitoring of the program.
- Launched a Facebook page for the Parks & Recreation Department and partnered with Factivity-Family Activity Network to promote recreation classes, camps and programs.
- Held a new Summer Programs Expo Event at Centre Concord with informational booths, on-site registration, program demonstrations and hands-on activities.
- Created a new Summer Camps Brochure in order to promote through direct, target market outreach, additional customers earlier in the camp promotion season.
- Partnered with Contra Costa Health Services, MCP/Chavez Center, Central County Regional Group, and Healthy and Active Before 5 to conduct a Monument Community Parks Assessment.
- Partnered with Gurnick Academy of Medical Arts to provide blood pressure screenings, and presentations on health and wellness to seniors at the Concord Senior Center. The partnership also provided an opportunity for the nursing students to gain valuable geriatric client experience.

INITIATIVES FOR 2014-15

- Staffs at community facilities have developed an inventory of FF&E (Furniture, Fixtures & Equipment) noting condition, descriptions, value and life expectancy. This project will take the collected data and develop a spreadsheet for each facility and a cumulative spreadsheet for the department in order to address future repair and replacement needs.
- Concord Community Pool has the capacity to increase small and medium size rental events which could include water polo tournaments, additional swim meets, diving competitions, synchronized swimming competitions, biathlons, cross fit events and more.

INITIATIVES FOR 2014-15 Cont'd

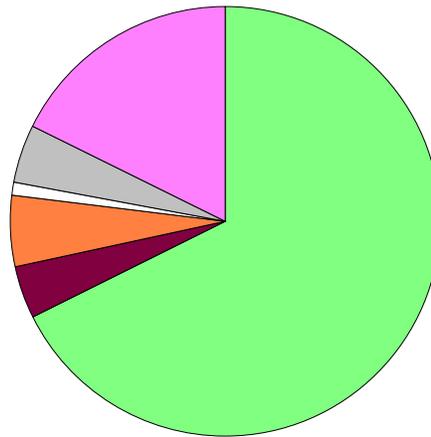
- Pickleball is now one of the fastest growing sports among adults of all ages and is especially popular with adults nearing or in their retirement years. Partnering with the USA Pickleball Association, staff will research and develop a Pickleball program to bring this growing sport to Concord.
- The Commission on Aging will expand the Be a Santa to a Senior program by increasing their outreach and serving three hundred (300) seniors during the 2014 holiday season.
- The new Management Agreement with Live Nation includes a provision to develop a Community Advisory Committee. Staff and Live Nation will work together to develop and implement this new Advisory Committee process.

SIGNIFICANT CHANGES FOR 2014-15

- As of July 1, 2014, the City will no longer serve as an operational partner in the CARES After School Program with Mt. Diablo Unified School District and Bay Area Community Resources.

The Parks and Recreation Department Is Funded As Follows

| <u>Funding Source</u> | <u>Amount</u> | <u>Percentage of Funding Source</u> |
|-------------------------------|------------------|-------------------------------------|
| 100-General Fund | 4,257,089 | 67.90% |
| 252-Housing Conservation | 248,833 | 3.97% |
| 254-Community Dev Block Grant | 335,988 | 5.36% |
| 460-Childcare | 40,000 | .64% |
| 530-Cph Health Care District | 275,782 | 4.40% |
| 700-Golf Course | 1,112,254 | 17.73% |
| Total Funding | 6,269,946 | |



These Funds are Budgeted to the Following Programs

| <u>Program</u> | <u>Total Budget</u> |
|---|---------------------|
| Administration | 421,919 |
| Camp Concord | 550,826 |
| Facility Operations Program | 2,238,071 |
| Sports & Events | 357,416 |
| Senior & Special Recreation Services | 688,857 |
| Community Services | 845,475 |
| Concord/Pleasant Hill Health Care Dist. | 55,128 |
| Diablo Creek - Administration | 1,112,254 |
| Total Program Budget | 6,269,946 |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$3,058,185 | \$3,455,265 | \$2,682,974 |
| Operating Expenses | \$2,622,178 | \$2,919,939 | \$2,972,452 |
| Internal Service Charges | \$644,354 | \$671,979 | \$601,520 |
| Other Financing Uses | \$36,538 | | \$13,000 |
| Total Expenditures | \$6,361,255 | \$7,047,183 | \$6,269,946 |

The Parks and Recreation 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>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Administration | 0.75 | 0.75 | | | 0.75 | 0.75 |
| Camp Concord | 2.25 | 2.25 | 4.77 | 4.76 | 7.02 | 7.01 |
| Facility Operations Program | 6.00 | 6.00 | 21.31 | 20.94 | 27.31 | 26.94 |
| Sports & Events | 0.75 | 0.75 | 0.68 | 0.68 | 1.43 | 1.43 |
| Youth and Family Services | 1.00 | | 27.23 | | 28.23 | |
| Senior & Special Recreation Services | 3.00 | 3.00 | 2.60 | 2.56 | 5.60 | 5.56 |
| Community Services | 0.80 | 1.00 | 0.29 | 0.29 | 1.09 | 1.29 |
| Concord/Pleasant Hill Health Care Dist. | 0.20 | | 1.08 | 1.20 | 1.28 | 1.20 |
| Diablo Creek - Administration | 0.25 | 0.25 | | | 0.25 | 0.25 |
| | 15.00 | 14.00 | 57.96 | 30.43 | 72.96 | 44.43 |

Program Outcome

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

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 | 421,919 | 100% |
| Total Funding | <u>421,919</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$236,509 | \$133,631 | \$166,393 |
| Operating Expenses | \$89,385 | \$100,603 | \$100,603 |
| Internal Service Charges | \$126,530 | \$151,067 | \$154,923 |
| Total Expenditures | <u>\$452,424</u> | <u>\$385,301</u> | <u>\$421,919</u> |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|-------------------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Dir Community/Recreation Svcs | 0.75 | 0.75 | | | 0.75 | 0.75 |
| | <u>0.75</u> | <u>0.75</u> | | | <u>0.75</u> | <u>0.75</u> |

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 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 | 550,826 | 100% |
| Total Funding | <u>550,826</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$192,611 | \$267,447 | \$292,591 |
| Operating Expenses | \$188,210 | \$170,324 | \$183,824 |
| Internal Service Charges | \$80,669 | \$82,230 | \$74,411 |
| Total Expenditures | <u>\$461,490</u> | <u>\$520,001</u> | <u>\$550,826</u> |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|--------------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</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 | | | 4.77 | 4.76 | 4.77 | 4.76 |
| Program Manager | 0.25 | 0.25 | | | 0.25 | 0.25 |
| | <u>2.25</u> | <u>2.25</u> | <u>4.77</u> | <u>4.76</u> | <u>7.02</u> | <u>7.01</u> |

Program Outcome

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 | 2,238,071 | 100% |
| Total Funding | <u>2,238,071</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$1,150,662 | \$1,382,192 | \$1,354,629 |
| Operating Expenses | \$507,946 | \$590,270 | \$590,270 |
| Internal Service Charges | \$327,352 | \$337,473 | \$293,172 |
| Other Financing Uses | \$568 | | |
| Total Expenditures | <u>\$1,986,528</u> | <u>\$2,309,935</u> | <u>\$2,238,071</u> |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|--------------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Ltd Ser-Recreation Specialist | | | 21.31 | 20.94 | 21.31 | 20.94 |
| Program Manager | 2.25 | 2.25 | | | 2.25 | 2.25 |
| Recreation Program Coordinator | 3.75 | 3.75 | | | 3.75 | 3.75 |
| | <u>6.00</u> | <u>6.00</u> | <u>21.31</u> | <u>20.94</u> | <u>27.31</u> | <u>26.94</u> |

Program Outcome

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.
- 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> |
|-----------------------|---------------|-------------------------------------|
| Total Funding | 0 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$812,022 | \$800,800 | |
| Operating Expenses | \$24,175 | \$39,681 | |
| Internal Service Charges | | \$13,898 | |
| Total Expenditures | \$836,197 | \$854,379 | |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|-------------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Ltd Ser-Recreation Specialist | | | 27.23 | | 27.23 | |
| Program Coordinator | 1.00 | | | | 1.00 | |
| | 1.00 | | 27.23 | | 28.23 | |

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 | 688,857 | 100% |
| Total Funding | <u>688,857</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$377,032 | \$443,557 | \$444,126 |
| Operating Expenses | \$169,366 | \$178,047 | \$178,017 |
| Internal Service Charges | \$73,477 | \$75,730 | \$66,714 |
| Total Expenditures | <u>\$619,875</u> | <u>\$697,334</u> | <u>\$688,857</u> |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|--------------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Ltd Ser-Recreation Specialist | | | 2.60 | 2.56 | 2.60 | 2.56 |
| Program Manager | 1.00 | 1.00 | | | 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 |
| | <u>3.00</u> | <u>3.00</u> | <u>2.60</u> | <u>2.56</u> | <u>5.60</u> | <u>5.56</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

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> |
|-------------------------------|----------------|-------------------------------------|
| 252-Housing Conservation | 248,833 | 29.43% |
| 254-Community Dev Block Grant | 335,988 | 39.74% |
| 460-Childcare | 40,000 | 4.73% |
| 530-Cph Health Care District | 220,654 | 26.10% |
| Total Funding | <u>845,475</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$145,501 | \$152,676 | \$184,943 |
| Operating Expenses | \$320,089 | \$586,227 | \$646,555 |
| Internal Service Charges | \$789 | \$618 | \$977 |
| Other Financing Uses | | | \$13,000 |
| Total Expenditures | <u>\$466,379</u> | <u>\$739,521</u> | <u>\$845,475</u> |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|-----------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Ltd Ser-Admin Support | | | 0.29 | 0.29 | 0.29 | 0.29 |
| Program Manager | 0.80 | 1.00 | | | 0.80 | 1.00 |
| | <u>0.80</u> | <u>1.00</u> | <u>0.29</u> | <u>0.29</u> | <u>1.09</u> | <u>1.29</u> |

Program Outcome

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

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> |
|------------------------------|---------------|-------------------------------------|
| 530-Cph Health Care District | 55,128 | 100% |
| Total Funding | 55,128 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$56,246 | \$80,143 | \$55,128 |
| Operating Expenses | \$40,310 | \$18,134 | |
| Internal Service Charges | | \$154 | |
| Other Financing Uses | \$35,970 | | |
| Total Expenditures | \$132,526 | \$98,431 | \$55,128 |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|-----------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Ltd Ser-Admin Support | | | 1.08 | 1.20 | 1.08 | 1.20 |
| Program Manager | 0.20 | | | | 0.20 | |
| | 0.20 | | 1.08 | 1.20 | 1.28 | 1.20 |

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 | 1,112,254 | 100% |
| Total Funding | <u>1,112,254</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$502 | \$66,431 | \$66,516 |
| Operating Expenses | \$999,610 | \$1,030,480 | \$1,045,532 |
| Internal Service Charges | \$17,233 | \$193 | \$206 |
| Total Expenditures | <u>\$1,017,345</u> | <u>\$1,097,104</u> | <u>\$1,112,254</u> |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|-------------------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Dir Community/Recreation Svcs | 0.25 | 0.25 | | | 0.25 | 0.25 |
| | <u>0.25</u> | <u>0.25</u> | | | <u>0.25</u> | <u>0.25</u> |

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DEPARTMENT SERVICES

The Finance Department Provides Service Through the Following Programs.

- Finance Administration
- Financial Analysis & Reporting
- Disbursements
- Budget & Financial Planning
- Purchasing
- City Treasury
- Revenue Generation

MAJOR ACCOMPLISHMENTS

- Completed fiscal year 2012-13 financial audit and received an unqualified audit opinion; completed implementation of GASB 54 with the adoption of the related fund balance policy.
- Received the following: Government Financial Officer's Association (GFOA) Certificate of Achievement in Financial Reporting for fiscal year 2012-13, GFOA Distinguished Budget Award for fiscal year 2013-14, and National Procurement Institute's Achievement of Excellence in Procurement Award for 2013.
- Continued to provide outreach and training on the City's purchasing procedures; implemented on-line vendor registration to streamline the purchasing and bidding process.
- Led team to analyze and present the status of the City's unfunded liabilities and unmet infrastructure needs.
- Emphasized department focus on providing high quality customer service, problem solving, and collaboration. Received stellar feedback from all departments.
- Completed the Asset Transfer Review by the State Controller's Office, indicating that all transfers between the former Redevelopment Agency, the Successor Agency and the City were properly executed. No additional action was recommended.

INITIATIVES FOR 2014-15

- Develop a quarterly financial reporting model to provide the City Council will regular updates on the status of the City's revenues and expenditures.
- Modify budgeting system to improve efficiency of budget development process.
- Improve efficiency of cash management function including a comprehensive review of banking services.
- Complete cost allocation plan update to meet federal and state grant funding guidelines, as well as a review of the City's user fees to determine the current cost of services.
- Continue customer service focus by documenting customer service standards and practices, incorporating customer service measures into performance plans, and soliciting feedback through surveys.

The Finance Department Is Funded As Follows

| <u>Funding Source</u> | <u>Amount</u> | <u>Percentage of Funding Source</u> |
|-----------------------|------------------|--|
| 100-General Fund | 2,757,355 |  100% |
| Total Funding | <u>2,757,355</u> | |

These Funds are Budgeted to the Following Programs

| <u>Program</u> | <u>Total Budget</u> |
|--------------------------------|---------------------|
| Finance Administration | 328,383 |
| Financial Analysis & Reporting | 1,180,708 |
| Budget & Financial Planning | 358,617 |
| Purchasing | 259,610 |
| City Treasury | 182,595 |
| Revenue Generation | 447,442 |
| Total Program Budget | <u>2,757,355</u> |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$1,951,217 | \$2,371,817 | \$2,348,463 |
| Operating Expenses | \$356,259 | \$154,877 | \$294,900 |
| Internal Service Charges | \$102,773 | \$104,149 | \$113,992 |
| Debt Services | \$19,875 | | |
| Total Expenditures | <u>\$2,430,124</u> | <u>\$2,630,843</u> | <u>\$2,757,355</u> |

The Finance Department has the following Authorized Positions By Program

| <u>Program</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|--------------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Finance Administration | 2.00 | 1.00 | | | 2.00 | 1.00 |
| Financial Analysis & Reporting | 3.60 | 9.00 | | 0.19 | 3.60 | 9.19 |
| Disbursements | 5.40 | | 0.43 | | 5.83 | |
| Budget & Financial Planning | 2.00 | 2.00 | | | 2.00 | 2.00 |
| Purchasing | 1.00 | 2.00 | | | 1.00 | 2.00 |
| City Treasury | 1.50 | 0.51 | | | 1.50 | 0.51 |
| Revenue Generation | 3.50 | 3.50 | 0.60 | 0.60 | 4.10 | 4.10 |
| | <u>19.00</u> | <u>18.01</u> | <u>1.03</u> | <u>0.79</u> | <u>20.03</u> | <u>18.80</u> |

Program Outcome

To direct the City's financial activities by ensuring that funds are safe and available for use.

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 | 328,383 | 100% |
| Total Funding | 328,383 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$253,347 | \$265,622 | \$215,624 |
| Operating Expenses | \$22,719 | \$14,450 | \$35,050 |
| Internal Service Charges | \$64,295 | \$65,112 | \$77,709 |
| Total Expenditures | \$340,361 | \$345,184 | \$328,383 |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|-----------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Central Storekeeper | 1.00 | | | | 1.00 | |
| Director Of Finance | 1.00 | 1.00 | | | 1.00 | 1.00 |
| | 2.00 | 1.00 | | | 2.00 | 1.00 |

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

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 | 1,180,708 | 100% |
| | 1,180,708 | |
| Total Funding | 1,180,708 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$556,643 | \$517,937 | \$1,028,248 |
| Operating Expenses | \$178,248 | \$129,050 | \$133,500 |
| Internal Service Charges | \$8,658 | \$8,784 | \$18,960 |
| | \$743,549 | \$655,771 | \$1,180,708 |
| Total Expenditures | \$743,549 | \$655,771 | \$1,180,708 |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|------------------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Account Clerk III | | 2.00 | | | | 2.00 |
| Accountant II | 2.80 | 3.00 | | | 2.80 | 3.00 |
| Accounts Payable Team Leader | | 1.00 | | | | 1.00 |
| Financial Operations Manager | 0.80 | 1.00 | | | 0.80 | 1.00 |
| Ltd Ser-Admin Support | | | | 0.19 | | 0.19 |
| Payroll Specialist | | 1.00 | | | | 1.00 |
| Payroll Technician | | 1.00 | | | | 1.00 |
| | <u>3.60</u> | <u>9.00</u> | <u>0.19</u> | <u>0.19</u> | <u>3.60</u> | <u>9.19</u> |

Program Outcome

To provide payment for all the City bills.

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> |
|-----------------------|---------------|-------------------------------------|
| Total Funding | 0 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$299,780 | \$571,898 | |
| Operating Expenses | \$60,441 | \$8,200 | |
| Internal Service Charges | \$10,579 | \$10,732 | |
| Total Expenditures | \$370,800 | \$590,830 | |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|------------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Account Clerk III | 2.00 | | | | 2.00 | |
| Accountant II | 0.20 | | | | 0.20 | |
| Accounts Payable Team Leader | 1.00 | | | | 1.00 | |
| Financial Operations Manager | 0.20 | | | | 0.20 | |
| Ltd Ser-Admin Support | | | 0.43 | | 0.43 | |
| Payroll Specialist | 1.00 | | | | 1.00 | |
| Payroll Technician | 1.00 | | | | 1.00 | |
| | 5.40 | | 0.43 | | 5.83 | |

Program Outcome

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

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 | 358,617 | 100% |
| Total Funding | 358,617 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$232,294 | \$329,498 | \$347,532 |
| Operating Expenses | \$-44,775 | \$-45,700 | \$6,550 |
| Internal Service Charges | \$4,810 | \$4,880 | \$4,535 |
| Total Expenditures | \$192,329 | \$288,678 | \$358,617 |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|-----------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Accountant II | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Budget Officer | 1.00 | 1.00 | | | 1.00 | 1.00 |
| | 2.00 | 2.00 | | | 2.00 | 2.00 |

Program Outcome

To provide purchasing in a timely and efficient manner, ensuring that products and services are available at the most reasonable price.

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 | 259,610 | 100% |
| Total Funding | <u>259,610</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$190,280 | \$188,296 | \$249,544 |
| Operating Expenses | \$7,499 | \$13,199 | \$7,800 |
| Internal Service Charges | \$2,405 | \$2,438 | \$2,266 |
| Total Expenditures | <u>\$200,184</u> | <u>\$203,933</u> | <u>\$259,610</u> |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|-----------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Central Storekeeper | | 1.00 | | | | 1.00 |
| Purchasing Agent | 1.00 | 1.00 | | | 1.00 | 1.00 |
| | <u>1.00</u> | <u>2.00</u> | | | <u>1.00</u> | <u>2.00</u> |

Program Outcome

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

Program Objectives

- 1A To invest the surplus cash to meet projected estimated expenditures, in accordance with the Investment Policy.
- 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 | 182,595 | 100% |
| Total Funding | <u>182,595</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$211,920 | \$116,828 | \$116,067 |
| Operating Expenses | \$47,657 | \$16,500 | \$62,500 |
| Internal Service Charges | \$6,013 | \$5,329 | \$4,028 |
| Total Expenditures | <u>\$265,590</u> | <u>\$138,657</u> | <u>\$182,595</u> |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|--------------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| City Treasurer | 1.00 | 0.01 | | | 1.00 | 0.01 |
| Senior Financial Analyst | 0.50 | 0.50 | | | 0.50 | 0.50 |
| | <u>1.50</u> | <u>0.51</u> | | | <u>1.50</u> | <u>0.51</u> |

Program Outcome

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

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 | 447,442 | 100% |
| Total Funding | <u>447,442</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$206,953 | \$381,738 | \$391,448 |
| Operating Expenses | \$84,470 | \$19,178 | \$49,500 |
| Internal Service Charges | \$6,013 | \$6,874 | \$6,494 |
| Total Expenditures | <u>\$297,436</u> | <u>\$407,790</u> | <u>\$447,442</u> |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|--------------------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Account Clerk III | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Ltd Ser-Admin Support | | | 0.60 | 0.60 | 0.60 | 0.60 |
| Revenue Generation Team Leader | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Senior Financial Analyst | 0.50 | 0.50 | | | 0.50 | 0.50 |
| Treasury Technician | 1.00 | 1.00 | | | 1.00 | 1.00 |
| | <u>3.50</u> | <u>3.50</u> | <u>0.60</u> | <u>0.60</u> | <u>4.10</u> | <u>4.10</u> |

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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

- Successfully planned and continue to implement the Patient Protection and Affordable Care Act of 2010 into the City's current business guidelines and practices, and created an interdepartmental task force to guide future implementation.
- Transitioned OPEIU Local 29 members from the current algorithmic and cumbersome performance evaluation to the Results Based Performance Management system utilized by City managers and confidential employees.
- Facilitated a job analysis/specification review process that focuses on updating essential job functions, as well as physical and mental standards, that will result in updated job descriptions for all personnel and provide useful guidance for hiring criteria and accommodation issues.
- Successfully recruited and filled 60 full-time and part-time City positions, and completed 15 promotional recruitments for current employees.
- Coordinated multiple training sessions for employees to provide professional growth opportunities as well as maintain compliance with State-mandated training.
- Coordinated a very successful Employee Wellness Program that included wellness screenings, nutrition and weight loss workshops, wellness webinars, book club meetings, quarterly blood pressure and weigh-ins, and fitness activities.

INITIATIVES FOR 2014-15

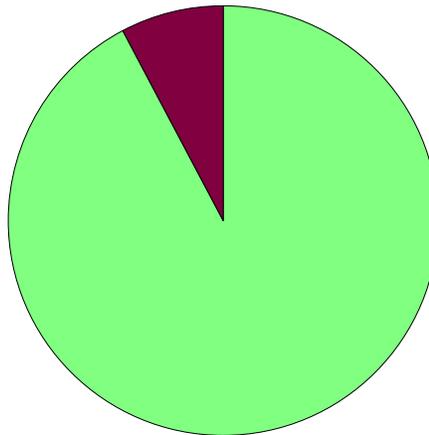
- The Human Resources Department is tasked with managing the labor negotiations process so that it results in achievement of the City Council's negotiation objectives within Council-set parameters.
- Review and update current Personnel Policies and Procedures/Administrative Directives to ensure they meet today's business needs and organizational practices.
- Continued Implementation of the Affordable Care Act. Now that the City has its system in place to comply with the requirements of the Affordable Care Act, we will train managers and monitor the reports required to assure the City's compliance with the Act.
- Complete Job Analysis Project which will result in updated job descriptions for all City classifications.
- Work collaboratively with labor groups to address the City's concerns and objectives over OPEB liabilities.

SIGNIFICANT CHANGES FOR 2014-15

- Proposed addition of one, new, full-time Human Resource Specialist position.

The Human Resources Department Is Funded As Follows

| <u>Funding Source</u> | <u>Amount</u> | <u>Percentage of Funding Source</u> |
|---------------------------|------------------|-------------------------------------|
| 100-General Fund | 1,388,031 | 92.27% |
| 610-Workers' Compensation | 116,330 | 7.73% |
| Total Funding | 1,504,361 | |



These Funds are Budgeted to the Following Programs

| <u>Program</u> | <u>Total Budget</u> |
|---|---------------------|
| Human Resources Administration | 491,478 |
| Labor Relations | 135,971 |
| Recruitment and Selection | 263,927 |
| Workers' Compensation | 133,409 |
| Benefits Administration | 162,483 |
| Organizational Training and Development | 163,181 |
| Classification & Compensation | 153,912 |
| Total Program Budget | 1,504,361 |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$831,769 | \$904,580 | \$1,037,600 |
| Operating Expenses | \$580,645 | \$513,225 | \$444,225 |
| Internal Service Charges | \$16,928 | \$18,455 | \$22,536 |
| Total Expenditures | \$1,429,342 | \$1,436,260 | \$1,504,361 |

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>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Human Resources Administration | 1.30 | 1.90 | 0.69 | | 1.99 | 1.90 |
| Labor Relations | 0.41 | 0.45 | | | 0.41 | 0.45 |
| Recruitment and Selection | 1.35 | 1.20 | | | 1.35 | 1.20 |
| Workers' Compensation | 0.90 | 0.75 | | | 0.90 | 0.75 |
| Benefits Administration | 0.28 | 0.95 | | | 0.28 | 0.95 |
| Organizational Training and Development | 0.32 | 0.75 | | | 0.32 | 0.75 |
| Classification & Compensation | 1.44 | 1.00 | | | 1.44 | 1.00 |
| | <u>6.00</u> | <u>7.00</u> | <u>0.69</u> | | <u>6.69</u> | <u>7.00</u> |

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

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 | 491,478 | 100% |
| Total Funding | <u>491,478</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$341,302 | \$244,301 | \$264,779 |
| Operating Expenses | \$257,972 | \$238,360 | \$208,360 |
| Internal Service Charges | \$13,229 | \$14,826 | \$18,339 |
| Total Expenditures | <u>\$612,503</u> | <u>\$497,487</u> | <u>\$491,478</u> |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|--------------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Director Of Human Resources | 0.42 | 0.40 | | | 0.42 | 0.40 |
| Human Resources Analyst I | 0.15 | | | | 0.15 | |
| Human Resources Analyst II | | 0.10 | | | | 0.10 |
| Human Resources Specialist | | 0.30 | | | | 0.30 |
| Human Resources Technician I | 0.25 | 0.80 | | | 0.25 | 0.80 |
| Human Resources Technician II | 0.20 | 0.10 | | | 0.20 | 0.10 |
| Ltd Ser-Admin Support | | | 0.50 | | 0.50 | |
| Ltd Ser-Professional | | | 0.19 | | 0.19 | |
| Senior Human Resources Analyst | 0.28 | 0.20 | | | 0.28 | 0.20 |
| | <u>1.30</u> | <u>1.90</u> | <u>0.69</u> | | <u>1.99</u> | <u>1.90</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

- 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 | 135,971 | 100% |
| Total Funding | 135,971 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$31,513 | \$99,059 | \$105,601 |
| Operating Expenses | \$92,819 | \$60,000 | \$30,000 |
| Internal Service Charges | \$339 | \$317 | \$370 |
| Total Expenditures | \$124,671 | \$159,376 | \$135,971 |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|--------------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Director Of Human Resources | 0.31 | 0.30 | | | 0.31 | 0.30 |
| Human Resources Analyst II | | 0.05 | | | | 0.05 |
| Senior Human Resources Analyst | 0.10 | 0.10 | | | 0.10 | 0.10 |
| | 0.41 | 0.45 | | | 0.41 | 0.45 |

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 | 263,927 | 100% |
| Total Funding | <u>263,927</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$159,661 | \$178,373 | \$155,815 |
| Operating Expenses | \$147,518 | \$107,124 | \$107,124 |
| Internal Service Charges | \$1,041 | \$1,042 | \$988 |
| Total Expenditures | <u>\$308,220</u> | <u>\$286,539</u> | <u>\$263,927</u> |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|--------------------------------|----------------------------------|----------------|--|-------------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Director Of Human Resources | 0.05 | 0.05 | | | 0.05 | 0.05 |
| Human Resources Analyst I | 0.80 | | | | 0.80 | |
| Human Resources Analyst II | | 0.60 | | | | 0.60 |
| Human Resources Specialist | | 0.50 | | | | 0.50 |
| Human Resources Technician I | | 0.05 | | | | 0.05 |
| Senior Human Resources Analyst | 0.50 | | | | 0.50 | |
| | <u>1.35</u> | <u>1.20</u> | <u> </u> | <u> </u> | <u>1.35</u> | <u>1.20</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 | 17,079 | 12.80% |
| 610-Workers' Compensation | 116,330 | 87.20% |
| Total Funding | 133,409 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$60,946 | \$135,842 | \$132,792 |
| Operating Expenses | \$3,605 | | |
| Internal Service Charges | \$710 | \$695 | \$617 |
| Total Expenditures | \$65,261 | \$136,537 | \$133,409 |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|--------------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Director Of Human Resources | 0.05 | 0.05 | | | 0.05 | 0.05 |
| Human Resources Technician I | 0.05 | | | | 0.05 | |
| Senior Human Resources Analyst | 0.80 | 0.70 | | | 0.80 | 0.70 |
| | 0.90 | 0.75 | | | 0.90 | 0.75 |

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 | 162,483 | 100% |
| Total Funding | 162,483 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$67,930 | \$35,940 | \$128,237 |
| Operating Expenses | \$30,907 | \$33,464 | \$33,464 |
| Internal Service Charges | \$221 | \$216 | \$782 |
| Total Expenditures | \$99,058 | \$69,620 | \$162,483 |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|--------------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Director Of Human Resources | 0.05 | 0.05 | | | 0.05 | 0.05 |
| Human Resources Technician I | 0.05 | 0.05 | | | 0.05 | 0.05 |
| Human Resources Technician II | 0.18 | 0.45 | | | 0.18 | 0.45 |
| Senior Human Resources Analyst | | 0.40 | | | | 0.40 |
| | 0.28 | 0.95 | | | 0.28 | 0.95 |

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 | 163,181 | 100% |
| Total Funding | 163,181 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$23,252 | \$47,483 | \$108,324 |
| Operating Expenses | \$44,608 | \$63,240 | \$54,240 |
| Internal Service Charges | \$252 | \$247 | \$617 |
| Total Expenditures | \$68,112 | \$110,970 | \$163,181 |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|--------------------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Director Of Human Resources | 0.05 | 0.05 | | | 0.05 | 0.05 |
| Human Resources Analyst I | 0.05 | | | | 0.05 | |
| Human Resources Analyst II | | 0.25 | | | | 0.25 |
| Human Resources Specialist | | 0.20 | | | | 0.20 |
| Human Resources Technician I | 0.05 | 0.05 | | | 0.05 | 0.05 |
| Human Resources Technician II | 0.05 | | | | 0.05 | |
| Senior Human Resources Analyst | 0.12 | 0.20 | | | 0.12 | 0.20 |
| | <u>0.32</u> | <u>0.75</u> | | | <u>0.32</u> | <u>0.75</u> |

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 | 153,912 | 100% |
| Total Funding | <u>153,912</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$147,164 | \$163,582 | \$142,052 |
| Operating Expenses | \$3,216 | \$11,037 | \$11,037 |
| Internal Service Charges | \$1,136 | \$1,112 | \$823 |
| Total Expenditures | <u>\$151,516</u> | <u>\$175,731</u> | <u>\$153,912</u> |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|--------------------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Director Of Human Resources | 0.07 | 0.10 | | | 0.07 | 0.10 |
| Human Resources Technician I | 0.60 | 0.05 | | | 0.60 | 0.05 |
| Human Resources Technician II | 0.57 | 0.45 | | | 0.57 | 0.45 |
| Senior Human Resources Analyst | 0.20 | 0.40 | | | 0.20 | 0.40 |
| | <u>1.44</u> | <u>1.00</u> | | | <u>1.44</u> | <u>1.00</u> |

DEPARTMENT SERVICES

The Information Technology Department Provides Service Through the Following Programs.

- Administration
- Project Management Office
- Operations
- Customer Service
- Geographic Information Services

MAJOR ACCOMPLISHMENTS

- Successfully transitioned the City's radios to the new East Bay Regional Communications System (EBRCS).
- Successfully bid and selected a vendor to replace Institutional Network, eliminated by State Cable Franchise.
- Collaborated with City departments to define document management requirements.
- Collaborated with Public Works Department to select an Asset Management System and implemented this system for the City's sewer system.
- Collaborated with the Police Department to define requirements, create request for proposal and select a vendor for a new Police Records Management System.
- Implemented redundant internet connections to support City business applications, connections to Police Cars and connections to city web servers.
- Implemented Card Key access at the Corporation Yard.
- Upgraded the Emergency Operations Center (EOC) to Voice over Internet Protocol (VoIP) phones.

INITIATIVES FOR 2014-15

- Establish a disaster site in a different earthquake zone for providing computer systems to the City if a disaster disrupts the City's computer locations.
- Publish a request for proposal (RFP) for contracting the City's IT Help Desk. Review and results and select a vendor for this service.
- Provide citizen reporting using smart phones to increase communications between the City and citizens.
- Replace Institutional Network eliminated by State Cable Franchise.
- Implement Cyber Security Measures to minimize financial risk to the City.
- Implement Police Records Management System.
- Implement Finance Budgeting System.
- Implement a new Website Redesign to increase communications between the City and citizens.
- Publish a request for proposal for Electronic Document Management System (ECMS), select a vendor and begin implementation of the ECMS.

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 | 6,005,078 |  100% |
| Total Funding | <u>6,005,078</u> | |

These Funds are Budgeted to the Following Programs

| <u>Program</u> | <u>Total Budget</u> |
|---------------------------------|---------------------|
| Administration | 894,245 |
| Project Management Office | 1,439,381 |
| Operations | 1,844,625 |
| Customer Service | 1,504,443 |
| Geographic Information Services | 322,384 |
| Total Program Budget | <u>6,005,078</u> |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$1,707,853 | \$1,909,143 | \$1,870,784 |
| Operating Expenses | \$3,334,520 | \$3,821,498 | \$4,108,528 |
| Internal Service Charges | \$26,454 | \$26,839 | \$25,766 |
| Capital Outlay | \$1,103 | | |
| Other Financing Uses | \$11,950 | | |
| Total Expenditures | <u>\$5,081,880</u> | <u>\$5,757,480</u> | <u>\$6,005,078</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 & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|---------------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Administration | 2.00 | 2.00 | | | 2.00 | 2.00 |
| Project Management Office | 4.00 | 4.00 | 0.78 | 0.78 | 4.78 | 4.78 |
| Operations | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Customer Service | 3.00 | 3.00 | 0.43 | 0.43 | 3.43 | 3.43 |
| Geographic Information Services | 2.00 | 2.00 | 0.01 | 0.01 | 2.01 | 2.01 |
| | <u>12.00</u> | <u>12.00</u> | <u>1.22</u> | <u>1.22</u> | <u>13.22</u> | <u>13.22</u> |

Program Outcome

To provide cost effective, accurate and compliant administrative support services to the Information Technology Department including contract administration, records management, financial analysis supporting projects and asset acquisition.

Program Objectives

- 1A Contract and vendor administration. On time contract renewals/terminations. Records management. Budget administration and invoice coding. Financial/cost analysis.
- 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 | 894,245 | 100% |
| Total Funding | <u>894,245</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$310,231 | \$371,893 | \$311,891 |
| Operating Expenses | \$107,184 | \$564,821 | \$564,821 |
| Internal Service Charges | \$18,567 | \$19,117 | \$17,533 |
| Total Expenditures | <u>\$435,982</u> | <u>\$955,831</u> | <u>\$894,245</u> |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|------------------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Administrative Analyst | 1.00 | | | | 1.00 | |
| Director Of Info. Technology | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Program Assistant | | 1.00 | | | | 1.00 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 2.00 | 2.00 | | | 2.00 | 2.00 |

Program Outcome

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

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 | 1,439,381 | 100% |
| Total Funding | <u>1,439,381</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$568,851 | \$665,372 | \$641,991 |
| Operating Expenses | \$672,781 | \$770,385 | \$794,097 |
| Internal Service Charges | \$3,155 | \$3,089 | \$3,293 |
| Other Financing Uses | \$11,950 | | |
| Total Expenditures | <u>\$1,256,737</u> | <u>\$1,438,846</u> | <u>\$1,439,381</u> |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|--------------------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Information Technology Manager | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Ltd Ser-Professional | | | 0.78 | 0.78 | 0.78 | 0.78 |
| Microcomputer Coordinator | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Senior Programmer Analyst | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Systems & Programming Manager | 1.00 | 1.00 | | | 1.00 | 1.00 |
| | <u>4.00</u> | <u>4.00</u> | <u>0.78</u> | <u>0.78</u> | <u>4.78</u> | <u>4.78</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 | 1,844,625 | 100% |
| Total Funding | <u>1,844,625</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$240,371 | \$184,012 | \$194,630 |
| Operating Expenses | \$1,507,125 | \$1,557,807 | \$1,649,172 |
| Internal Service Charges | \$789 | \$772 | \$823 |
| Capital Outlay | \$1,103 | | |
| Total Expenditures | <u>\$1,749,388</u> | <u>\$1,742,591</u> | <u>\$1,844,625</u> |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|--------------------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Information Technology Manager | 1.00 | 1.00 | | | 1.00 | 1.00 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 1.00 | 1.00 | | | 1.00 | 1.00 |

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 Help Desk Services (Application, Telecom, Desktop Services).
- 1B Web services.
- 1C Business Systems Training.
- 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 | 1,504,443 | 100% |
| Total Funding | <u>1,504,443</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$351,553 | \$444,532 | \$451,272 |
| Operating Expenses | \$1,021,406 | \$878,748 | \$1,050,701 |
| Internal Service Charges | \$2,366 | \$2,317 | \$2,470 |
| Total Expenditures | <u>\$1,375,325</u> | <u>\$1,325,597</u> | <u>\$1,504,443</u> |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|--------------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Information Technology Manager | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Ltd Ser-Professional | | | 0.15 | 0.15 | 0.15 | 0.15 |
| Microcomputer Coordinator | | | 0.10 | 0.10 | 0.10 | 0.10 |
| Programmer Analyst | 1.00 | 1.00 | 0.12 | 0.12 | 1.12 | 1.12 |
| Senior Programmer Analyst | | | 0.02 | 0.02 | 0.02 | 0.02 |
| Web Coordinator | 1.00 | 1.00 | 0.04 | 0.04 | 1.04 | 1.04 |
| | <u>3.00</u> | <u>3.00</u> | <u>0.43</u> | <u>0.43</u> | <u>3.43</u> | <u>3.43</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 | 322,384 | 100% |
| Total Funding | <u>322,384</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$236,847 | \$243,334 | \$271,000 |
| Operating Expenses | \$26,024 | \$49,737 | \$49,737 |
| Internal Service Charges | \$1,577 | \$1,544 | \$1,647 |
| Total Expenditures | <u>\$264,448</u> | <u>\$294,615</u> | <u>\$322,384</u> |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|-----------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Gis Technician | 1.00 | 1.00 | 0.01 | 0.01 | 1.01 | 1.01 |
| Program Manager | 1.00 | 1.00 | | | 1.00 | 1.00 |
| | <u>2.00</u> | <u>2.00</u> | <u>0.01</u> | <u>0.01</u> | <u>2.01</u> | <u>2.01</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

- Managed the City's response to the PG&E Pipeline Pathways Project and led the countywide response.
- Continued focus on leadership teams working to improve our working environment and to provide effective community response and employee training. Specifically, continuation of the Concord Mentoring Leadership Team and the Community Oriented Government Leadership Team as well as reinvigoration of the Management Leadership team, which organized multiple opportunities for training and launched a new group to enhance morale and employee camaraderie through events.
- Successfully narrowed the Base Reuse Project RFQ response list to a limited number to invite to participate in the RFP process.
- Entered into a new, significantly more favorable, lease agreement with Live Nation for the operation of the Concord Pavilion.
- Completed negotiations and obtained an agreement with the Police Officer's Association and the Police Manager's Association that moved the Council's priorities of gaining full payment of the employee share of PERS from employees and making progress towards controlling benefit costs.
- Filled numerous key positions-Assistant City Manager, HR Director, IT Director, Purchasing Manager, City Engineer, and Deputy City Clerk.
- Approved a balanced budget for FY 2014-15.
- Amended Policy & Procedure 2 to change the Mayor's term of office from one year to two years.
- Amended the Municipal Code to expand the existing "No Smoking" boundary in the downtown and passed an ordinance to ban aggressive panhandling in Concord.
- Maintained communication with residents, businesses and employees by conducting the 2014 Citizen Priorities Survey and producing 3 issues of the City News & Activity Guide, 12 eNewsletters, 12 electronic versions of City Talk (employee newsletter) and 90 news releases.
- Successfully planned and held a dinner to honor the volunteers serving on our various Boards and Commissions.

INITIATIVES FOR 2014-15

- Selection of a Master Developer to work with the City for Phase 1 of the Base Redevelopment and agreement with the Navy on property transfer deal terms.

INITIATIVES FOR 2014-15 Cont'd

- Work with employee groups to define methods for reducing long-term retiree health benefit costs to the City.
- Bring forward programs that address the need for long-term budget stabilization.
- Transition to a new City Clerk, upon the retirement of the current Clerk.
- Initiate a leadership training program in partnership with other Contra Costa County cities.

SIGNIFICANT CHANGES FOR 2014-15

- Added one contract Program Coordinator position for 18-months (began in FY 2013-14).

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 | 3,095,796 |  100% |
| Total Funding | <u>3,095,796</u> | |

These Funds are Budgeted to the Following Programs

| <u>Program</u> | <u>Total Budget</u> |
|--------------------------------------|---------------------|
| City Council Services | 341,987 |
| City Management | 1,006,127 |
| Community Relations | 293,750 |
| Administrative Services & City Clerk | 662,998 |
| Elections | 270,000 |
| Printing Services | 400,482 |
| Franchise Management | 120,452 |
| Total Program Budget | <u>3,095,796</u> |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$1,699,829 | \$1,975,029 | \$2,035,426 |
| Operating Expenses | \$545,081 | \$549,995 | \$837,365 |
| Internal Service Charges | \$205,073 | \$210,647 | \$223,005 |
| Total Expenditures | <u>\$2,449,983</u> | <u>\$2,735,671</u> | <u>\$3,095,796</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 & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|--------------------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| City Council Services | 5.71 | 0.76 | | | 5.71 | 0.76 |
| City Management | 3.13 | 3.13 | 0.07 | 0.07 | 3.20 | 3.20 |
| Community Relations | 1.06 | 1.06 | 0.54 | 0.54 | 1.60 | 1.60 |
| Administrative Services & City Clerk | 4.00 | 5.00 | 0.55 | 0.55 | 4.55 | 5.55 |
| Printing Services | 2.00 | 2.00 | 0.13 | 0.13 | 2.13 | 2.13 |
| Franchise Management | 0.10 | 0.20 | | | 0.10 | 0.20 |
| | <u>16.00</u> | <u>12.15</u> | <u>1.29</u> | <u>1.29</u> | <u>17.29</u> | <u>13.44</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 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 | 341,987 | 100% |
| Total Funding | 341,987 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$251,715 | \$255,408 | \$242,510 |
| Operating Expenses | \$80,931 | \$67,493 | \$73,120 |
| Internal Service Charges | \$33,322 | \$34,143 | \$26,357 |
| Total Expenditures | \$365,968 | \$357,044 | \$341,987 |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|-------------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Confidential Secretary | 0.15 | 0.15 | | | 0.15 | 0.15 |
| Council Member | 3.00 | 0.04 | | | 3.00 | 0.04 |
| Exec.assistant - Council/Mgr. | 0.56 | 0.56 | | | 0.56 | 0.56 |
| Mayor | 1.00 | 0.01 | | | 1.00 | 0.01 |
| Vice Mayor | 1.00 | | | | 1.00 | |
| | 5.71 | 0.76 | | | 5.71 | 0.76 |

Program Outcome

To support and implement City Council polices to make Concord a City of the highest quality.

Program Objectives

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 | 1,006,127 | 100% |
| Total Funding | <u>1,006,127</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$568,073 | \$781,812 | \$783,041 |
| Operating Expenses | \$71,113 | \$107,900 | \$110,195 |
| Internal Service Charges | \$95,506 | \$95,739 | \$112,891 |
| Total Expenditures | <u>\$734,692</u> | <u>\$985,451</u> | <u>\$1,006,127</u> |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|-------------------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Assistant City Manager | 1.00 | 1.00 | | | 1.00 | 1.00 |
| City Manager | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Confidential Secretary | 0.69 | 0.69 | | | 0.69 | 0.69 |
| Exec.assistant - Council/Mgr. | 0.44 | 0.44 | | | 0.44 | 0.44 |
| Ltd Ser-Admin Support | | | 0.07 | 0.07 | 0.07 | 0.07 |
| | <u>3.13</u> | <u>3.13</u> | <u>0.07</u> | <u>0.07</u> | <u>3.20</u> | <u>3.20</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

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 | 293,750 | 100% |
| Total Funding | 293,750 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$190,938 | \$215,718 | \$214,677 |
| Operating Expenses | \$22,506 | \$78,200 | \$78,200 |
| Internal Service Charges | \$836 | \$819 | \$873 |
| Total Expenditures | \$214,280 | \$294,737 | \$293,750 |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|-----------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</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 | | | 0.54 | 0.54 | 0.54 | 0.54 |
| | 1.06 | 1.06 | 0.54 | 0.54 | 1.60 | 1.60 |

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

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 | 662,998 | 100% |
| Total Funding | <u>662,998</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$459,700 | \$483,133 | \$533,452 |
| Operating Expenses | \$72,986 | \$107,000 | \$107,000 |
| Internal Service Charges | \$18,278 | \$22,419 | \$22,546 |
| Total Expenditures | <u>\$550,964</u> | <u>\$612,552</u> | <u>\$662,998</u> |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|--------------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Administrative Assistant | 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 |
| City Clerk | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Deputy City Clerk | | 1.00 | | | | 1.00 |
| Ltd Ser-Admin Support | | | 0.55 | 0.55 | 0.55 | 0.55 |
| Program Coordinator | | 1.00 | | | | 1.00 |
| | <u>4.00</u> | <u>5.00</u> | <u>0.55</u> | <u>0.55</u> | <u>4.55</u> | <u>5.55</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

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 | 270,000 | 100% |
| Total Funding | 270,000 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Operating Expenses | \$88,935 | | \$270,000 |
| Total Expenditures | \$88,935 | | \$270,000 |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|-----------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| No Staff Assigned | | | | | | |

Program Outcome

To provide graphic design, printing and bindery services, user consultation for composition and materials, and brokering services for outsourced printing.

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 | 400,482 | 100% |
| Total Funding | 400,482 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$211,740 | \$228,213 | \$234,926 |
| Operating Expenses | \$155,200 | \$103,852 | \$105,300 |
| Internal Service Charges | \$56,973 | \$57,450 | \$60,256 |
| Total Expenditures | \$423,913 | \$389,515 | \$400,482 |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|------------------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Graphic Designer | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Ltd Ser-Admin Support | | | 0.13 | 0.13 | 0.13 | 0.13 |
| Printing Services Supervisor | 1.00 | 1.00 | | | 1.00 | 1.00 |
| | 2.00 | 2.00 | 0.13 | 0.13 | 2.13 | 2.13 |

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 | 120,452 | 100% |
| Total Funding | <u>120,452</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$17,663 | \$10,745 | \$26,820 |
| Operating Expenses | \$53,411 | \$85,550 | \$93,550 |
| Internal Service Charges | \$158 | \$77 | \$82 |
| Total Expenditures | <u>\$71,232</u> | <u>\$96,372</u> | <u>\$120,452</u> |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Confidential Secretary | 0.10 | 0.10 | | | 0.10 | 0.10 |
| Senior Planner | | 0.10 | | | | 0.10 |
| | <u>0.10</u> | <u>0.20</u> | | | <u>0.10</u> | <u>0.20</u> |

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DEPARTMENT SERVICES

The Police Department Provides Service Through the Following Programs.

- Police IA
- Police Parking
- Police Abatement
- PD Emergency Prepared
- Police Volunteer
- Police Administration
- Administrative Support
- Field Ops Patrol
- Field Ops K-9
- Field Ops SWAT
- Field Ops Detentions
- Field Ops Reserves
- Field Ops Traffic
- Field Ops Special Events
- Field Ops SET
- Field Ops Comm Serv Desk
- Field Ops Dispatch
- Field Ops Community Policing
- Field Ops Code Enforcement
- Field Ops Administration
- Violence Suppression Unit
- Support Special Victim Unit
- Support CSI
- Support Property
- Support Financial Crimes
- Support SIB
- Support Major Crimes
- Support Training
- Support Records
- Support Recruiting
- Support Administration

MAJOR ACCOMPLISHMENTS

- Recycling officer position- In April of 2013 the City of Concord in partnership with the Contra Costa County Disposal district contracted for a Recycling Theft Prevention Specialist to provide education and enforcement of recycling and related theft laws for the City of Concord. This position supplements the Concord Police Department's Code Enforcement. The totals include over 12,000 pounds of recovered recyclables, over 560 contacts, nearly 100 investigations, and 50 administrative citations issued in the past year.

MAJOR ACCOMPLISHMENTS Cont'd

- Community Court- This program was established in June 2013. The Community Court program has a fulltime lawyer that represents the city of Concord Police Department and the District Attorney's office on lower level criminal cases, such as theft, possession of alcohol by minors and other local municipal violations. The program has a 46% participation rate and provides alternative responses to nuisance crimes and juvenile crimes. Revenue generated for 2013 was \$17,426 with half going to the District Attorney's Office.
- Community Impact Team- This team is a two officer team and works with the Downtown officer. The team is a uniformed assignment that concentrates on education, resource referral and enforcement to public nuisance crimes. The main focus is the city's homeless strategy. The team has placed 23 homeless individuals with shelter/services that will reduce calls for service.
- The Police Department, through a partnership with the Leap Pad company, was able to distribute over 2,000 Leap Frog devices to local elementary schools and community based organizations. Monument Crisis Center, Michael Chavez Center, and 10 elementary schools were presented with the devices from the Mayor and police command staff.
- The Special Investigations Bureau successfully established collaborative relationships with the Drug Enforcement Agency and Department of Homeland Security to focus on upper-level, illegal, drug sales negatively impacting crime in Concord. This has resulted in the seizure of large quantities of illegal street drugs, firearms and asset-seized monies. Restructured the Special Enforcement Team (SET) into the Investigations Division to focus enforcement efforts on AB109, habitual/career criminals, and violent offenders; rebranded SET as the Violence Suppression Unit. Supported investigative bureaus and fused with CAU for all intelligence-led enforcement operations.
- Shopping cart recovery and enforcement program- The Code Enforcement unit has supplemented the current program and now actively works with businesses that are not a part of the retrieval program. For those businesses not in the program, the outside vendor picks up the carts and stores them at the Corp Yard. The business is then notified and requested to pick up the cart(s). The goal is to get them to join the program. The Code Enforcement unit is exploring the possibility of a cost retrieval fee. From July 1-Dec 31, 2012, cost was \$2,296. Under the old system the cost was \$18,200.
- Creation of an "Administrative Citation" for use by Code Enforcement officers including the recycling officer position. An administrative citation is a non-criminal violation under the municipal code (local laws). Due to the reduction of services by the court system, this type of citation was created to address violations of local law. Violation of an administrative violation is punishable only by a fine. Community Court also has jurisdiction of these violations.
- Crime Analysis Unit- A comprehensive crime analysis support system is being implemented department-wide. Twice a week, intelligence reports are distributed to all police employees via the intranet. In addition, the Investigations Unit prepares and distributes bi-weekly intelligence reports from the Special Victims Unit, Financial Crime Unit, Major Crime Unit, and the Violent Suppression Unit.
- Volunteer in Policing (VIPS) continues to grow in numbers and activities. There are now over 115 volunteers. They now support efforts in investigations with crime analysis support, a blight patrol component, and recently assisted Public Works with reviewing all of the street lights in Concord. It is estimated they saved over \$500,000 in services and also helped recover over \$100,000 in unpaid business permit fees.
- Safety Assessment and Training program for Concord schools. This program is overseen by the Patrol Division and utilizes VIPS's. The program was established to provide Crime Prevention Through Environmental Design strategies and safety training to administrative school staff. The goal is the reduction of crime and enhanced safety for school staff and students.

INITIATIVES FOR 2014-15

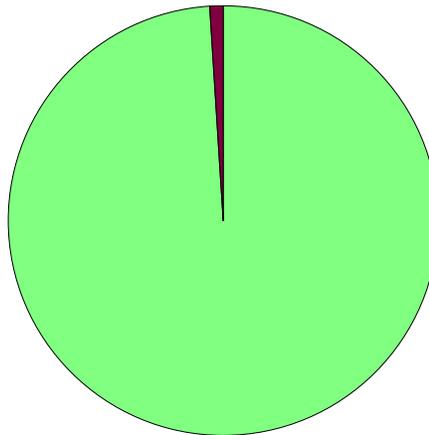
- A new Records Management System will position the Police Department to better respond statistically to outside inquiries on crime and crime trends, as well as automate our obligatory reporting on Uniform Crime Reports.
- There are two major initiatives involving License Plate Recognition (LPR). One involves full implantation of the LPR system into parking enforcement. This will improve efficiency, reduce injuries, and allow permit parking to be streamlined through on-line purchase. The second involves LPR placement at key crime locations to improve arrest and conviction rates. As auto thefts rise, the ability to determine time of theft and suspect information becomes paramount.
- Develop strategic plan to address false alarm service and increase revenue.
- Continuance of Family Justice Center (FJC) strategic planning and sub-groups' recommendation for a temporary FJC site to implement wrap-around victim services, pending the formal construction and operation of the Concord East-County Regional FJC. In tandem, increase Police Department victim advocacy services to a Police Department level commensurate with transition needed for a temporary or permanent regional FJC position.
- During FY 2014-15, the Community Service Desk will be on a campaign to increase the Merchant Reporting system, through outreach and a series of in-house training courses available to participating merchants and loss prevention officers in the greater Concord area. Merchant Reporting is a system utilized for handling low-level and first time shoplifting offenses without the need for a police response, thereby allowing Police Department staff to focus on more pressing issues. Many of these cases are adjudicated through the Community Court.
- Creation of a city policy on Bedbugs for the Code Enforcement unit. This is an educational and enforcement program in partnership with Contra Costa County Health Services. A recent surge in problems in our community required the Police Department Code Enforcement unit to partner with Contra Costa County Health Services to develop a bed bug strategy and policy for the residents of Concord. The program provides an educational component to assist residents and landlords with the infestation of bed bugs. It is a new model program for other Contra Costa law enforcement agencies.

SIGNIFICANT CHANGES FOR 2014-15

- Added three full-time dispatcher positions.
- The Field Operations SET program was reclassified to the Violence Suppression program.

The Police Department Is Funded As Follows

| <u>Funding Source</u> | <u>Amount</u> | <u>Percentage of Funding Source</u> |
|------------------------------|-------------------|-------------------------------------|
| 100-General Fund | 46,065,244 | 99.57% |
| 405-Federal Asset Forfeiture | 200,000 | .43% |
| Total Funding | 46,265,244 | |

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

| <u>Program</u> | <u>Total Budget</u> |
|------------------------------|---------------------|
| Police IA | 247,402 |
| Police Parking | 218,808 |
| Police Abatement | 97,399 |
| PD Emergency Prepared | 100,026 |
| Police Volunteer | 103,843 |
| Police Administration | 1,890,023 |
| Administrative Support | 200,000 |
| Field Ops Patrol | 15,313,372 |
| Field Ops K-9 | 1,140,846 |
| Field Ops Detentions | 690,898 |
| Field Ops Reserves | 17,000 |
| Field Ops Traffic | 2,280,239 |
| Field Ops Special Events | 121,849 |
| Field Ops Comm Serv Desk | 355,335 |
| Field Ops Dispatch | 2,408,240 |
| Field Ops Community Policing | 1,027,367 |
| Field Ops Code Enforcement | 1,068,010 |
| Field Ops Administration | 6,152,208 |
| Support Special Victim Unit | 1,477,856 |
| Support CSI | 1,516,532 |

These Funds are Budgeted to the Following Programs cont'd

| | |
|--------------------------|-------------------|
| Support Property | 182,920 |
| Support Financial Crimes | 1,410,061 |
| 700407445 | 1,060,357 |
| Support SIB | 1,493,304 |
| Support Major Crimes | 1,313,563 |
| Support Training | 515,447 |
| 700407465 | 174,057 |
| Support Records | 926,988 |
| Support Recruiting | 74,942 |
| Support Administration | 2,686,352 |
| Total Program Budget | <u>46,265,244</u> |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$36,002,217 | \$36,089,130 | \$39,376,692 |
| Operating Expenses | \$2,487,770 | \$2,684,794 | \$2,986,638 |
| Internal Service Charges | \$3,585,434 | \$3,755,837 | \$3,901,914 |
| Capital Outlay | \$151,936 | | |
| Total Expenditures | <u>\$42,227,357</u> | <u>\$42,529,761</u> | <u>\$46,265,244</u> |

The Police Department has the following Authorized Positions By Program

| <u>Program</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|------------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Police IA | 1.00 | 1.00 | 0.08 | 0.05 | 1.08 | 1.05 |
| Police Parking | 3.00 | 2.00 | 1.06 | 1.50 | 4.06 | 3.50 |
| Police Abatement | | 1.00 | 3.09 | 0.50 | 3.09 | 1.50 |
| PD Emergency Prepared | 0.50 | 0.50 | | | 0.50 | 0.50 |
| Police Volunteer | 0.50 | 0.50 | | 0.48 | 0.50 | 0.98 |
| Police Administration | 6.00 | 7.00 | 0.77 | 0.49 | 6.77 | 7.49 |
| Field Ops Patrol | 85.00 | 78.00 | 1.29 | 3.97 | 86.29 | 81.97 |
| Field Ops K-9 | | 6.00 | | | | 6.00 |
| Field Ops SWAT | | | 0.70 | | 0.70 | |
| Field Ops Detentions | 4.20 | 6.00 | 1.24 | 1.75 | 5.44 | 7.75 |
| Field Ops Traffic | 11.00 | 11.00 | 0.28 | 0.28 | 11.28 | 11.28 |
| Field Ops Special Events | | | 0.72 | 0.72 | 0.72 | 0.72 |
| Field Ops SET | 7.00 | | 0.30 | | 7.30 | |
| Field Ops Comm Serv Desk | 2.80 | 2.00 | 1.31 | 1.55 | 4.11 | 3.55 |
| Field Ops Dispatch | 15.00 | 18.00 | 3.09 | 3.09 | 18.09 | 21.09 |
| Field Ops Community Policing | 5.00 | 5.00 | | | 5.00 | 5.00 |
| Field Ops Code Enforcement | 6.00 | 7.00 | 0.49 | 0.01 | 6.49 | 7.01 |
| Field Ops Administration | 7.00 | 7.00 | 1.07 | 1.07 | 8.07 | 8.07 |
| Support Special Victim Unit | 7.00 | 7.00 | 0.31 | 1.81 | 7.31 | 8.81 |
| Support CSI | 4.00 | 5.00 | 0.90 | 1.11 | 4.90 | 6.11 |
| Support Property | 2.00 | 2.00 | 0.02 | 0.02 | 2.02 | 2.02 |
| Support Financial Crimes | 7.00 | 8.00 | 0.31 | 0.22 | 7.31 | 8.22 |
| 700407445 | | 5.00 | | 0.47 | | 5.47 |
| Support SIB | 7.00 | 7.00 | 0.45 | 0.58 | 7.45 | 7.58 |
| Support Major Crimes | 6.00 | 6.00 | 0.61 | 0.46 | 6.61 | 6.46 |
| Support Training | 1.00 | 1.00 | 1.61 | 0.97 | 2.61 | 1.97 |
| 700407465 | | | | 0.70 | | 0.70 |
| Support Records | 10.00 | 10.00 | 1.10 | 0.14 | 11.10 | 10.14 |
| Support Recruiting | | | 0.06 | 0.06 | 0.06 | 0.06 |
| Support Administration | 7.00 | 6.00 | | | 7.00 | 6.00 |
| | <u>205.00</u> | <u>209.00</u> | <u>20.86</u> | <u>22.00</u> | <u>225.86</u> | <u>231.00</u> |

Program Outcome

Provide quality control of Police Services by assuring the department is responsive to all expressions of public concern.

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 | 247,402 | 100% |
| Total Funding | <u>247,402</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$138,451 | \$232,569 | \$244,079 |
| Operating Expenses | \$1,433 | \$2,500 | \$2,500 |
| Internal Service Charges | \$789 | \$772 | \$823 |
| Total Expenditures | <u>\$140,673</u> | <u>\$235,841</u> | <u>\$247,402</u> |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|-----------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Police Sergeant | 1.00 | 1.00 | 0.08 | 0.05 | 1.08 | 1.05 |
| | <u>1.00</u> | <u>1.00</u> | <u>0.08</u> | <u>0.05</u> | <u>1.08</u> | <u>1.05</u> |

Program Outcome

Enforcement of parking violations.

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 | 218,808 | 100% |
| Total Funding | <u>218,808</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$108,734 | \$283,067 | \$209,661 |
| Operating Expenses | \$532 | \$7,500 | \$7,500 |
| Internal Service Charges | \$2,366 | \$2,317 | \$1,647 |
| Total Expenditures | <u>\$111,632</u> | <u>\$292,884</u> | <u>\$218,808</u> |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|----------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Community Service Officer | | | 0.04 | 0.04 | 0.04 | 0.04 |
| Ltd Ser-Public Safety Asst | | | 1.02 | 1.46 | 1.02 | 1.46 |
| Parking Services Officer | 2.00 | 2.00 | | | 2.00 | 2.00 |
| Program Assistant | 1.00 | | | | 1.00 | |
| | <u>3.00</u> | <u>2.00</u> | <u>1.06</u> | <u>1.50</u> | <u>4.06</u> | <u>3.50</u> |

Program Outcome

Abate inoperable and unregistered vehicles.

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 | 97,399 | 100% |
| Total Funding | <u>97,399</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$27,514 | \$113,214 | \$94,076 |
| Operating Expenses | \$1,911 | \$2,500 | \$2,500 |
| Internal Service Charges | | | \$823 |
| Total Expenditures | <u>\$29,425</u> | <u>\$115,714</u> | <u>\$97,399</u> |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|----------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Community Service Officer | | | 0.01 | 0.01 | 0.01 | 0.01 |
| Ltd Ser-Public Safety Asst | | | 3.08 | 0.49 | 3.08 | 0.49 |
| Vehicle Abatement Officer | | 1.00 | | | | 1.00 |
| | <u>1.00</u> | <u>1.00</u> | <u>3.09</u> | <u>0.50</u> | <u>3.09</u> | <u>1.50</u> |

Program Outcome

Provide emergency preparedness training for city employees and the community.

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 | 100,026 | 100% |
| Total Funding | 100,026 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$29,627 | \$67,639 | \$71,904 |
| Operating Expenses | \$25,040 | \$27,710 | \$27,710 |
| Internal Service Charges | \$394 | \$386 | \$412 |
| Total Expenditures | \$55,061 | \$95,735 | \$100,026 |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|-----------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Program Manager | 0.50 | 0.50 | | | 0.50 | 0.50 |
| | 0.50 | 0.50 | | | 0.50 | 0.50 |

Program Outcome

Provide citizen volunteer support to successfully augment police programs.

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 | 103,843 | 100% |
| Total Funding | <u>103,843</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$44,352 | \$67,639 | \$90,179 |
| Operating Expenses | \$24,255 | \$13,252 | \$13,252 |
| Internal Service Charges | \$394 | \$386 | \$412 |
| Total Expenditures | <u>\$69,001</u> | <u>\$81,277</u> | <u>\$103,843</u> |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|----------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Ltd Ser-Public Safety Asst | | | | 0.48 | | 0.48 |
| Program Manager | 0.50 | 0.50 | | | 0.50 | 0.50 |
| | <u>0.50</u> | <u>0.50</u> | | <u>0.48</u> | <u>0.50</u> | <u>0.98</u> |

Program Outcome

Support and maintain the effectiveness of the Police Department by maintaining a qualified work force, responding to requests for materials and deficiencies in the department facility and vehicle fleet, developing and monitoring the department budget and providing the exchange of meaningful information to individuals inside and outside the department.

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 | 1,890,023 | 100% |
| Total Funding | <u>1,890,023</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$312,977 | \$965,876 | \$1,031,134 |
| Operating Expenses | \$497,697 | \$662,913 | \$672,913 |
| Internal Service Charges | \$163,020 | \$173,291 | \$185,976 |
| Total Expenditures | <u>\$973,694</u> | <u>\$1,802,080</u> | <u>\$1,890,023</u> |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|-------------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Administrative Secretary | 2.00 | 2.00 | | | 2.00 | 2.00 |
| Administrative Svcs Manager | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Chief Of Police | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Community Service Officer | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Exec Secretary - Confidential | 1.00 | 1.00 | 0.01 | 0.01 | 1.01 | 1.01 |
| Ltd Ser-Public Safety Asst | | | | 0.48 | | 0.48 |
| Police Officer | | | 0.64 | | 0.64 | |
| Police Sergeant | | | 0.12 | | 0.12 | |
| Program Assistant | | 1.00 | | | | 1.00 |
| | <u>6.00</u> | <u>7.00</u> | <u>0.77</u> | <u>0.49</u> | <u>6.77</u> | <u>7.49</u> |

Program Outcome

Provide effective and efficient police services to the City of Concord, 24 hours a day including: protection of life and property, maintenance of order, and a myriad of assigned municipal services.

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 | 15,313,372 | 100% |
| Total Funding | <u>15,313,372</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$10,237,718 | \$14,659,220 | \$15,195,069 |
| Operating Expenses | \$58,712 | \$42,500 | \$47,500 |
| Internal Service Charges | \$64,676 | \$65,639 | \$70,803 |
| Total Expenditures | <u>\$10,361,106</u> | <u>\$14,767,359</u> | <u>\$15,313,372</u> |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|-----------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Police Lieutenant | | 1.00 | | | 1.00 | |
| Police Officer | 77.00 | 71.00 | 0.93 | 3.53 | 77.93 | 74.53 |
| Police Sergeant | 8.00 | 6.00 | 0.36 | 0.44 | 8.36 | 6.44 |
| | <u>85.00</u> | <u>78.00</u> | <u>1.29</u> | <u>3.97</u> | <u>86.29</u> | <u>81.97</u> |

Program Outcome

Respond to and handle SWAT/Tactical incidents.

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> |
|-----------------------|---------------|-------------------------------------|
| Total Funding | 0 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$89,978 | \$124,057 | |
| Operating Expenses | \$83,581 | \$50,000 | |
| Total Expenditures | \$173,559 | \$174,057 | |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|-----------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Police Officer | | | 0.55 | | 0.55 | |
| Police Sergeant | | | 0.15 | | 0.15 | |
| | | | 0.70 | | 0.70 | |

Program Outcome

Provide detention 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 | 690,898 | 100% |
| Total Funding | <u>690,898</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$295,866 | \$448,122 | \$632,858 |
| Operating Expenses | \$43,847 | \$52,100 | \$53,100 |
| Internal Service Charges | \$3,155 | \$3,243 | \$4,940 |
| Total Expenditures | <u>\$342,868</u> | <u>\$503,465</u> | <u>\$690,898</u> |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|-------------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Community Service Officer | 4.20 | 6.00 | | | 4.20 | 6.00 |
| Community Service Officer-Det | | | 0.76 | 0.76 | 0.76 | 0.76 |
| Ltd Ser-Public Safety Asst | | | 0.48 | 0.99 | 0.48 | 0.99 |
| | <u>4.20</u> | <u>6.00</u> | <u>1.24</u> | <u>1.75</u> | <u>5.44</u> | <u>7.75</u> |

Program Outcome

Volunteer program of sworn officers used to augment police 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 | 17,000 | 100% |
| Total Funding | 17,000 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Operating Expenses | \$9,325 | \$17,000 | \$17,000 |
| Total Expenditures | \$9,325 | \$17,000 | \$17,000 |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|-----------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| No Staff Assigned | | | | | | |

Program Outcome

Ensure safety of pedestrians, bicycle and vehicular traffic by providing patrol and radar enforcement to achieve a 0% increase per year in accidents.

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 | 2,280,239 | 100% |
| Total Funding | <u>2,280,239</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$1,284,297 | \$2,128,418 | \$2,122,259 |
| Operating Expenses | \$148,608 | \$20,000 | \$84,272 |
| Internal Service Charges | \$8,676 | \$8,494 | \$73,708 |
| Total Expenditures | <u>\$1,441,581</u> | <u>\$2,156,912</u> | <u>\$2,280,239</u> |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|-----------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Police Officer | 10.00 | 10.00 | 0.23 | 0.23 | 10.23 | 10.23 |
| Police Sergeant | 1.00 | 1.00 | 0.05 | 0.05 | 1.05 | 1.05 |
| | <u>11.00</u> | <u>11.00</u> | <u>0.28</u> | <u>0.28</u> | <u>11.28</u> | <u>11.28</u> |

Program Outcome

Sworn officers providing police services for community/ private events.

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 | 121,849 | 100% |
| Total Funding | 121,849 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$86,561 | \$120,350 | \$120,349 |
| Operating Expenses | | \$1,000 | \$1,500 |
| Internal Service Charges | \$789 | | |
| Total Expenditures | \$87,350 | \$121,350 | \$121,849 |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|---------------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Community Service Officer | | | 0.05 | 0.05 | 0.05 | 0.05 |
| Police Officer | | | 0.56 | 0.56 | 0.56 | 0.56 |
| Police Sergeant | | | 0.11 | 0.11 | 0.11 | 0.11 |
| | | | <u>0.72</u> | <u>0.72</u> | <u>0.72</u> | <u>0.72</u> |

Program Outcome

Provide flexible teams of officers that are a resource to other work units to address community problems.

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> |
|-----------------------|---------------|-------------------------------------|
| Total Funding | 0 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$718,949 | \$1,309,970 | |
| Operating Expenses | \$10,235 | \$8,000 | |
| Internal Service Charges | \$5,521 | \$5,406 | |
| Total Expenditures | \$734,705 | \$1,323,376 | |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|-----------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Police Officer | 6.00 | | 0.24 | | 6.24 | |
| Police Sergeant | 1.00 | | 0.06 | | 1.06 | |
| | 7.00 | | 0.30 | | 7.30 | |

Program Outcome

Provide public assistance at the Community Service Desk.

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 | 355,335 | 100% |
| Total Funding | 355,335 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$210,351 | \$414,041 | \$347,688 |
| Operating Expenses | | \$6,000 | \$6,000 |
| Internal Service Charges | \$3,155 | \$2,162 | \$1,647 |
| Total Expenditures | \$213,506 | \$422,203 | \$355,335 |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|----------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Community Service Officer | 1.80 | 1.00 | 0.11 | 0.11 | 1.91 | 1.11 |
| Ltd Ser-Public Safety Asst | | | 1.20 | 1.44 | 1.20 | 1.44 |
| Police Officer | 1.00 | 1.00 | | | 1.00 | 1.00 |
| | 2.80 | 2.00 | 1.31 | 1.55 | 4.11 | 3.55 |

Program Outcome

Answer emergency telephone lines and dispatch police officers to incidents within the City.

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 | 2,408,240 | 100% |
| Total Funding | 2,408,240 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$1,979,038 | \$1,948,592 | \$2,365,921 |
| Operating Expenses | \$6,149 | \$37,500 | \$27,500 |
| Internal Service Charges | \$11,042 | \$11,583 | \$14,819 |
| Total Expenditures | \$1,996,229 | \$1,997,675 | \$2,408,240 |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|----------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Lead Dispatcher | 2.00 | 2.00 | 0.96 | 0.96 | 2.96 | 2.96 |
| Ltd Ser-Public Safety Asst | | | 2.13 | 2.13 | 2.13 | 2.13 |
| Police Dispatcher I | 3.00 | 2.00 | | | 3.00 | 2.00 |
| Police Dispatcher II | 9.00 | 13.00 | | | 9.00 | 13.00 |
| Police Sergeant | 1.00 | 1.00 | | | 1.00 | 1.00 |
| | 15.00 | 18.00 | 3.09 | 3.09 | 18.09 | 21.09 |

Program Outcome

Promote crime prevention, community awareness and community partnerships.

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 | 1,027,367 | 100% |
| Total Funding | 1,027,367 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$298,018 | \$995,098 | \$1,021,251 |
| Operating Expenses | \$9,430 | \$5,000 | \$2,000 |
| Internal Service Charges | \$2,366 | \$3,861 | \$4,116 |
| Total Expenditures | \$309,814 | \$1,003,959 | \$1,027,367 |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|-----------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Police Officer | 3.00 | 3.00 | | | 3.00 | 3.00 |
| Police Sergeant | 2.00 | 2.00 | | | 2.00 | 2.00 |
| | 5.00 | 5.00 | | | 5.00 | 5.00 |

Program Outcome

Preserve and enhance the quality and appearance of the City's neighborhoods.

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 | 1,068,010 | 100% |
| Total Funding | 1,068,010 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$533,421 | \$775,194 | \$982,162 |
| Operating Expenses | \$28,312 | \$31,895 | \$23,675 |
| Internal Service Charges | \$5,666 | \$62,701 | \$62,173 |
| Total Expenditures | \$567,399 | \$869,790 | \$1,068,010 |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|----------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Administrative Clerk III | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Code Enforcement Officer | 4.00 | 4.00 | 0.01 | 0.01 | 4.01 | 4.01 |
| Ltd Ser-Public Safety Asst | | | 0.48 | | 0.48 | |
| Police Officer | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Police Sergeant | | 1.00 | | | | 1.00 |
| | 6.00 | 7.00 | 0.49 | 0.01 | 6.49 | 7.01 |

Program Outcome

Administrative support of Field Operations program's objectives and resources.

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 | 6,152,208 | 100% |
| Total Funding | <u>6,152,208</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$1,229,386 | \$2,792,983 | \$3,293,330 |
| Operating Expenses | \$263,018 | \$353,357 | \$336,669 |
| Internal Service Charges | \$2,415,081 | \$2,464,593 | \$2,522,209 |
| Total Expenditures | <u>\$3,907,485</u> | <u>\$5,610,933</u> | <u>\$6,152,208</u> |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|--------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Administrative Secretary | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Police Captain | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Police Lieutenant | 5.00 | 5.00 | | | 5.00 | 5.00 |
| Police Officer | | | 0.98 | 0.98 | 0.98 | 0.98 |
| Police Sergeant | | | 0.09 | 0.09 | 0.09 | 0.09 |
| | <u>7.00</u> | <u>7.00</u> | <u>1.07</u> | <u>1.07</u> | <u>8.07</u> | <u>8.07</u> |

Program Outcome

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> |
|-----------------------|---------------|-------------------------------------|
| Total Funding | 0 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Total Expenditures | | | |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|-----------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| No Staff Assigned | | | | | | |

Program Outcome

Conduct thorough investigation of abuse cases so that criminal charges are filed by the District Attorney's.

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 | 1,477,856 | 100% |
| Total Funding | 1,477,856 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$1,186,737 | \$1,319,855 | \$1,459,343 |
| Operating Expenses | \$13,315 | \$7,000 | \$12,750 |
| Internal Service Charges | \$6,310 | \$5,406 | \$5,763 |
| Total Expenditures | \$1,206,362 | \$1,332,261 | \$1,477,856 |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|----------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Ltd Ser-Public Safety Asst | | | | 1.56 | | 1.56 |
| Police Officer | 6.00 | 6.00 | 0.24 | 0.19 | 6.24 | 6.19 |
| Police Sergeant | 1.00 | 1.00 | 0.07 | 0.06 | 1.07 | 1.06 |
| | 7.00 | 7.00 | 0.31 | 1.81 | 7.31 | 8.81 |

Program Outcome

Respond to crime scenes for the collection and preservation of physical evidence.

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 | 1,516,532 | 100% |
| Total Funding | 1,516,532 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$414,403 | \$548,992 | \$794,424 |
| Operating Expenses | \$535,968 | \$715,300 | \$717,992 |
| Internal Service Charges | \$3,155 | \$3,089 | \$4,116 |
| Total Expenditures | \$953,526 | \$1,267,381 | \$1,516,532 |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|----------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Forensic Specialist I | 2.00 | 2.00 | 0.19 | 0.19 | 2.19 | 2.19 |
| Forensic Specialist II | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Ltd Ser-Public Safety Asst | | | 0.71 | 0.92 | 0.71 | 0.92 |
| Police Officer | 1.00 | 2.00 | | | 1.00 | 2.00 |
| | 4.00 | 5.00 | 0.90 | 1.11 | 4.90 | 6.11 |

Program Outcome

Receiving, storing, controlling and disposing of physical evidence and property collected and seized.

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 | 182,920 | 100% |
| Total Funding | 182,920 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$37,170 | \$164,054 | \$167,273 |
| Operating Expenses | \$4,073 | \$19,500 | \$14,000 |
| Internal Service Charges | \$789 | \$1,544 | \$1,647 |
| Total Expenditures | \$42,032 | \$185,098 | \$182,920 |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|---------------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Community Service Officer | 2.00 | 2.00 | 0.02 | 0.02 | 2.02 | 2.02 |
| | 2.00 | 2.00 | 0.02 | 0.02 | 2.02 | 2.02 |

Program Outcome

Conduct burglary, auto theft and felony financial/fraud crimes investigations.

Program Objectives

1Z01 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 | 1,410,061 | 100% |
| Total Funding | 1,410,061 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$691,850 | \$1,324,903 | \$1,384,975 |
| Operating Expenses | \$11,267 | \$16,250 | \$18,500 |
| Internal Service Charges | \$5,521 | \$5,406 | \$6,586 |
| Total Expenditures | \$708,638 | \$1,346,559 | \$1,410,061 |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|-------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Administrative Clerk II | | 1.00 | | | | 1.00 |
| Police Officer | 6.00 | 5.00 | 0.24 | 0.17 | 6.24 | 5.17 |
| Police Sergeant | 1.00 | 1.00 | 0.07 | 0.05 | 1.07 | 1.05 |
| Senior Crimes Analyst | | 1.00 | | | | 1.00 |
| | 7.00 | 8.00 | 0.31 | 0.22 | 7.31 | 8.22 |

Program Outcome

Initiate and conduct drug and vice investigations.

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 | 1,493,304 | 100% |
| Total Funding | <u>1,493,304</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$814,489 | \$1,354,309 | \$1,413,824 |
| Operating Expenses | \$91,267 | \$88,150 | \$73,717 |
| Internal Service Charges | \$5,521 | \$5,406 | \$5,763 |
| Total Expenditures | <u>\$911,277</u> | <u>\$1,447,865</u> | <u>\$1,493,304</u> |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|-----------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Police Officer | 6.00 | 6.00 | 0.34 | 0.44 | 6.34 | 6.44 |
| Police Sergeant | 1.00 | 1.00 | 0.11 | 0.14 | 1.11 | 1.14 |
| | <u>7.00</u> | <u>7.00</u> | <u>0.45</u> | <u>0.58</u> | <u>7.45</u> | <u>7.58</u> |

Program Outcome

Conduct murder, robbery, domestic violence and felony assault investigations.

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 | 1,313,563 | 100% |
| Total Funding | <u>1,313,563</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$668,960 | \$1,293,008 | \$1,304,673 |
| Operating Expenses | \$4,693 | \$5,250 | \$3,950 |
| Internal Service Charges | \$4,732 | \$4,633 | \$4,940 |
| Total Expenditures | <u>\$678,385</u> | <u>\$1,302,891</u> | <u>\$1,313,563</u> |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|-----------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Police Officer | 5.00 | 5.00 | 0.47 | 0.35 | 5.47 | 5.35 |
| Police Sergeant | 1.00 | 1.00 | 0.14 | 0.11 | 1.14 | 1.11 |
| | <u>6.00</u> | <u>6.00</u> | <u>0.61</u> | <u>0.46</u> | <u>6.61</u> | <u>6.46</u> |

Program Outcome

Provide In-service training and professional development to sworn and non-sworn personnel so that mandatory training requirements are accomplished.

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 | 515,447 | 100% |
| Total Funding | <u>515,447</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$398,136 | \$304,016 | \$342,124 |
| Operating Expenses | \$159,699 | \$162,500 | \$172,500 |
| Internal Service Charges | \$789 | \$772 | \$823 |
| Total Expenditures | <u>\$558,624</u> | <u>\$467,288</u> | <u>\$515,447</u> |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|----------------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Ltd Ser-Public Safety Asst | | | 1.24 | 0.48 | 1.24 | 0.48 |
| Police Officer | | | 0.32 | 0.42 | 0.32 | 0.42 |
| Police Sergeant | 1.00 | 1.00 | 0.05 | 0.07 | 1.05 | 1.07 |
| | <u>1.00</u> | <u>1.00</u> | <u>1.61</u> | <u>0.97</u> | <u>2.61</u> | <u>1.97</u> |

Program Outcome

Provide police record management, including processing State and Federally mandated report submissions.

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 | 926,988 | 100% |
| Total Funding | <u>926,988</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$70,896 | \$899,365 | \$895,255 |
| Operating Expenses | \$10,705 | \$23,500 | \$23,500 |
| Internal Service Charges | \$7,887 | \$7,722 | \$8,233 |
| Total Expenditures | <u>\$89,488</u> | <u>\$930,587</u> | <u>\$926,988</u> |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|----------------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Administrative Clerk II | 6.00 | 6.00 | 0.14 | 0.14 | 6.14 | 6.14 |
| Administrative Clerk III | 3.00 | 3.00 | | | 3.00 | 3.00 |
| Ltd Ser-Public Safety Asst | | | 0.96 | | 0.96 | |
| Police Records Manager | 1.00 | 1.00 | | | 1.00 | 1.00 |
| | <u>10.00</u> | <u>10.00</u> | <u>1.10</u> | <u>0.14</u> | <u>11.10</u> | <u>10.14</u> |

Program Outcome

Recruit and select new department employees.

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 | 74,942 | 100% |
| Total Funding | <u>74,942</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$15,910 | \$9,442 | \$9,442 |
| Operating Expenses | \$59,719 | \$71,900 | \$65,500 |
| Total Expenditures | <u>\$75,629</u> | <u>\$81,342</u> | <u>\$74,942</u> |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|-----------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Police Officer | | | 0.06 | 0.06 | 0.06 | 0.06 |
| | | | <u>0.06</u> | <u>0.06</u> | <u>0.06</u> | <u>0.06</u> |

Program Outcome

Administrative support for Investigations Bureau.

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 | 2,686,352 | 100% |
| Total Funding | <u>2,686,352</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$242,468 | \$1,425,137 | \$1,500,095 |
| Operating Expenses | \$254,638 | \$234,717 | \$270,838 |
| Internal Service Charges | \$860,486 | \$917,025 | \$915,419 |
| Total Expenditures | <u>\$1,357,592</u> | <u>\$2,576,879</u> | <u>\$2,686,352</u> |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|--------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Administrative Clerk II | 2.00 | 1.00 | | | 2.00 | 1.00 |
| Administrative Secretary | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Police Captain | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Police Lieutenant | 3.00 | 3.00 | | | 3.00 | 3.00 |
| | <u>7.00</u> | <u>6.00</u> | | | <u>7.00</u> | <u>6.00</u> |

DEPARTMENT SERVICES

The Public Works Department Provides Service Through the Following Programs.

- Administration
- Traffic Signals Maintenance
- City-wide Street Light District
- Sewer Operations
- Signs & Markings
- Drainage Management
- Street Cleaning
- Street Maintenance
- Curbs, Gutters, and Sidewalk Maintenance
- Fleet Management
- Parks Maintenance Services
- City Maintained Medians, Trees, Open Space
- Landscape Maintenance
- Building Maintenance
- Custodial Services
- Graffiti Removal

MAJOR ACCOMPLISHMENTS

- Fifteen Public Works staff became certified as Grade 1 or Grade 2 wastewater collection system operators and one certified as Grade 4 (16 total). Employing certified wastewater collection system operators demonstrates to regulatory bodies that the City has the most qualified individuals operating its wastewater collection system and highlights the City's commitment to protecting the community's health and environment.
- Implementation of an asset management and work order system for the City's 14,800 road signs. The system contains sign location (GPS coordinate), type, photo, condition, retro-reflectivity reading, and sign post type/condition. The program allows Public Works to forecast sign replacement needs and costs over a specific time period and ensures the ability to perform long term planning related to signage.
- Continuation of a cross-departmental Copper Theft Task Force to address the high frequency of copper theft from public spaces. The team devised a plan to use decoys and GPS tracking technology to track copper wire thefts, which led to multiple arrests.
- Implementation of an asset management and work order system for the Sewer Division which allows for data collection, integration with the City GIS system, and the production of operational reports. The system will significantly change how Public Works operates through better work management, analysis and reporting.
- Provided community outreach and education to increase awareness and use of the City's existing and future bicycle racks and pursued grant funding for additional locations.

INITIATIVES FOR 2014-15

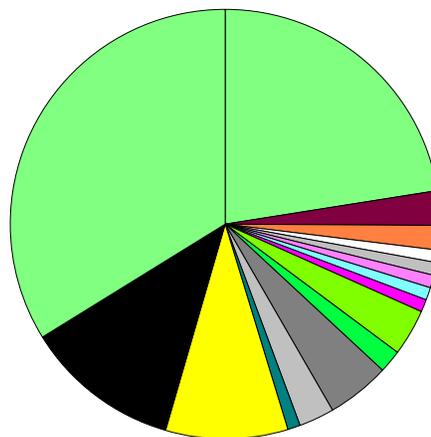
- Continue working with the Central Contra Costa Sanitary District (CCCSD) to expand CCCSD's recycled water distribution system to provide tertiary-treated recycled water for irrigation in landscape medians in the Downtown Landscape Maintenance District Collector Median Zone.

INITIATIVES FOR 2014-15 Cont'd

- Utilize updated national standards for playground inspections to develop and implement new procedures for completing low and high frequency inspections at the 19 parks sites containing playground equipment throughout the City of Concord.
- Prioritize replacement of regulatory, warning, and guide signs that do not meet the minimum California Manual on Uniform Traffic Control Devices standards for retro-reflectivity.
- Collaborate with the City Attorney's Office to create a new Sidewalk Inspection and Repair Policy.
- Complete a Parks System Infrastructure Condition Assessment. The project will include a comprehensive inventory and conditional assessment of park assets, including: playgrounds, irrigation systems, pathway/hardscapes, sports facilities (courts/ball fields/athletic fields), ornamental landscapes, natural areas, landscaped medians, and other special amenities.

The Public Works Department Is Funded As Follows

| <u>Funding Source</u> | <u>Amount</u> | <u>Percentage of Funding Source</u> |
|--------------------------------|-------------------|-------------------------------------|
| 100-General Fund | 6,269,900 | 23.72% |
| 200-Street Lighting Maintenc | 725,208 | 2.74% |
| 210-Downtown Maintenance Distr | 515,886 | 1.95% |
| 211-Pinehollow Landscape Maint | 77,947 | .29% |
| 212-Kirkwood Landscape Mainten | 66,252 | .25% |
| 213-Ygnacio Woods Landscape Ma | 7,564 | .03% |
| 214-Balhan Terrace Landscape M | 719 | .00% |
| 215-Valley Terrace Landscape M | 727 | .00% |
| 260-State Gas Tax | 977,554 | 3.70% |
| 261-State Gas Tax - Prop. 111 | 474,642 | 1.80% |
| 262-State Gas Tax-Section 2103 | 1,325,190 | 5.01% |
| 270-Storm Water Management | 741,611 | 2.81% |
| 475-Measure J Local | 13,492 | .05% |
| 630-Building Maintenance Fund | 2,554,867 | 9.67% |
| 633-Fleet Maintenance Fund | 3,259,922 | 12.33% |
| 710-Sewer Operating | 9,420,329 | 35.65% |
| Total Funding | 26,431,810 | |



These Funds are Budgeted to the Following Programs

| <u>Program</u> | <u>Total Budget</u> |
|---------------------------------|---------------------|
| Administration | 559,159 |
| Traffic Signals Maintenance | 594,434 |
| City-wide Street Light District | 725,208 |
| Sewer Operations | 9,420,329 |

| | |
|---------------------|---------|
| Signs & Markings | 676,026 |
| Drainage Management | 200,553 |

These Funds are Budgeted to the Following Programs cont'd

| | |
|--|-------------------|
| Street Cleaning | 541,058 |
| Street Maintenance | 893,516 |
| Curbs, Gutters, and Sidewalk Maintenance | 116,006 |
| Fleet Management | 3,259,922 |
| Parks Maintenance Services | 3,856,706 |
| City Maintained Medians, Trees, Open Space | 1,992,766 |
| Landscape Maintenance | 669,095 |
| Building Maintenance | 1,908,313 |
| Custodial Services | 646,554 |
| Graffiti Removal | 372,165 |
| Total Program Budget | <u>26,431,810</u> |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$8,492,640 | \$9,501,402 | \$8,939,794 |
| Operating Expenses | \$11,233,578 | \$11,533,235 | \$12,186,646 |
| Internal Service Charges | \$2,149,804 | \$2,255,684 | \$2,608,122 |
| Capital Outlay | \$1,288,527 | \$2,185,720 | \$2,353,864 |
| Other Financing Uses | \$80,000 | \$336,495 | \$343,384 |
| Total Expenditures | <u>\$23,244,549</u> | <u>\$25,812,536</u> | <u>\$26,431,810</u> |

The Public Works Department has the following Authorized Positions By Program

| <u>Program</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|--|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Administration | 3.05 | 3.05 | 0.05 | 0.05 | 3.10 | 3.10 |
| Traffic Signals Maintenance | 1.50 | 1.50 | 0.29 | 0.29 | 1.79 | 1.79 |
| City-wide Street Light District | 1.60 | 1.60 | | | 1.60 | 1.60 |
| Sewer Operations | 16.60 | 17.40 | 1.14 | 0.41 | 17.74 | 17.81 |
| Signs & Markings | 4.00 | 4.00 | 0.86 | 0.09 | 4.86 | 4.09 |
| Drainage Management | 1.70 | 1.70 | 0.06 | 0.06 | 1.76 | 1.76 |
| Street Cleaning | 2.40 | 2.40 | 0.05 | 0.05 | 2.45 | 2.45 |
| Street Maintenance | 5.00 | 4.00 | 3.26 | 0.22 | 8.26 | 4.22 |
| Curbs, Gutters, and Sidewalk Maintenance | 0.90 | 0.90 | | | 0.90 | 0.90 |
| Fleet Management | 4.90 | 4.95 | | | 4.90 | 4.95 |
| Parks Maintenance Services | 14.10 | 14.80 | 14.19 | 2.75 | 28.29 | 17.55 |
| City Maintained Medians, Trees, Open Space | 11.10 | 9.40 | 9.01 | 0.69 | 20.11 | 10.09 |
| Landscape Maintenance | 0.80 | 0.80 | 3.28 | 0.14 | 4.08 | 0.94 |
| Building Maintenance | 5.90 | 5.90 | 0.96 | 0.29 | 6.86 | 6.19 |
| Custodial Services | 3.30 | 3.30 | 0.06 | 0.06 | 3.36 | 3.36 |
| Graffiti Removal | 1.80 | 2.80 | 0.77 | | 2.57 | 2.80 |
| | <u>78.65</u> | <u>78.50</u> | <u>33.98</u> | <u>5.10</u> | <u>112.63</u> | <u>83.60</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 | 559,159 | 100% |
| Total Funding | <u>559,159</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$445,164 | \$362,662 | \$422,427 |
| Operating Expenses | \$33,171 | \$47,741 | \$47,741 |
| Internal Service Charges | \$64,317 | \$83,420 | \$88,991 |
| Total Expenditures | <u>\$542,652</u> | <u>\$493,823</u> | <u>\$559,159</u> |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|-------------------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Administrative Clerk III | 1.20 | 1.20 | | | 1.20 | 1.20 |
| Administrative Secretary | 0.65 | 0.65 | 0.05 | 0.05 | 0.70 | 0.70 |
| Dir. Of Public Works | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Senior Administrative Analyst | 0.20 | 0.20 | | | 0.20 | 0.20 |
| | <u>3.05</u> | <u>3.05</u> | <u>0.05</u> | <u>0.05</u> | <u>3.10</u> | <u>3.10</u> |

Program Outcome

Program Objectives

- 1A Provide preventative maintenance of all traffic signals on a regular basis and perform timely troubleshooting of reported signal malfunctions.
- 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 | 378,292 | 63.64% |
| 261-State Gas Tax - Prop. 111 | 216,142 | 36.36% |
| Total Funding | 594,434 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$149,493 | \$223,409 | \$228,972 |
| Operating Expenses | \$225,451 | \$348,419 | \$348,419 |
| Internal Service Charges | \$28,382 | \$30,425 | \$17,043 |
| Total Expenditures | \$403,326 | \$602,253 | \$594,434 |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|----------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Senior Traffic Signal Tech | 0.90 | 0.90 | 0.12 | 0.12 | 1.02 | 1.02 |
| Traffic Signal Technician | 0.60 | 0.60 | 0.17 | 0.17 | 0.77 | 0.77 |
| | <u>1.50</u> | <u>1.50</u> | <u>0.29</u> | <u>0.29</u> | <u>1.79</u> | <u>1.79</u> |

Program Outcome

Provide efficient and cost-effective maintenance and repair of City-owned streetlights.

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.
- 1B Provide regular monitoring and maintenance of City-owned streetlights, and perform timely troubleshooting of reported streetlight malfunctions.
- 1C Coordinate closely with PG&E on proposed changes to street lighting design.
- 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 Maintenan | 725,208 | 100% |
| Total Funding | <u>725,208</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$130,520 | \$175,793 | \$162,618 |
| Operating Expenses | \$615,855 | \$518,591 | \$518,591 |
| Internal Service Charges | \$34,240 | \$40,475 | \$43,999 |
| Total Expenditures | <u>\$780,615</u> | <u>\$734,859</u> | <u>\$725,208</u> |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|-------------------------------|----------------------------------|----------------|--|-------------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Senior Administrative Analyst | 0.10 | 0.10 | | | 0.10 | 0.10 |
| Senior Traffic Signal Tech | 0.10 | 0.10 | | | 0.10 | 0.10 |
| Traffic Signal Technician | 1.40 | 0.40 | | | 1.40 | 0.40 |
| Traffic Signal Trainee | | 1.00 | | | | 1.00 |
| | <u>1.60</u> | <u>1.60</u> | <u> </u> | <u> </u> | <u>1.60</u> | <u>1.60</u> |

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 | 9,420,329 | 100% |
| Total Funding | <u>9,420,329</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$1,394,971 | \$1,877,098 | \$1,924,182 |
| Operating Expenses | \$6,700,998 | \$6,559,305 | \$6,504,545 |
| Internal Service Charges | \$520,965 | \$465,095 | \$722,127 |
| Capital Outlay | | \$269,475 | \$269,475 |
| Other Financing Uses | \$80,000 | | |
| Total Expenditures | <u>\$8,696,934</u> | <u>\$9,170,973</u> | <u>\$9,420,329</u> |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|--------------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Administrative Clerk II | 0.30 | 0.30 | | | 0.30 | 0.30 |
| Administrative Clerk III | 0.80 | 0.80 | | | 0.80 | 0.80 |
| Administrative Secretary | 0.35 | 0.35 | | | 0.35 | 0.35 |
| Assistant Engineer | 0.20 | 0.15 | | | 0.20 | 0.15 |
| City Engineer | 0.35 | 0.35 | | | 0.35 | 0.35 |
| Confidential Secretary | 0.05 | 0.05 | | | 0.05 | 0.05 |
| Construction Inspection Sprvsr | 0.10 | 0.10 | | | 0.10 | 0.10 |
| Construction Inspector | 1.30 | 1.30 | | | 1.30 | 1.30 |
| Heavy Equipment Operator I | 0.05 | 0.05 | | | 0.05 | 0.05 |
| Heavy Equipment Operator II | 0.35 | 0.35 | | | 0.35 | 0.35 |
| Infrastructure Maint. Manager | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Ltd Ser-Maint. Laborer | | | 0.73 | | 0.73 | |
| Maintenance Worker I | 2.00 | 3.00 | | | 2.00 | 3.00 |
| Maintenance Worker II | 6.65 | 6.65 | 0.32 | 0.32 | 6.97 | 6.97 |
| Permit Center Technician III | 0.25 | 0.25 | | | 0.25 | 0.25 |
| Pw Lead Worker-Infra Maint. | 1.00 | 1.00 | 0.05 | 0.05 | 1.05 | 1.05 |
| Senior Administrative Analyst | 0.70 | 0.70 | | | 0.70 | 0.70 |
| Senior Civil Engineer | 0.15 | | | | 0.15 | |
| Senior Maintenance Team Leader | 1.00 | 1.00 | 0.04 | 0.04 | 1.04 | 1.04 |
| | <u>16.60</u> | <u>17.40</u> | <u>1.14</u> | <u>0.41</u> | <u>17.74</u> | <u>17.81</u> |

Program Outcome

Install and maintain all roadway signs and markings so that regulatory, warning and guide messages are conveyed efficiently and effectively to drivers, pedestrians and bicyclists.

Program Objectives

- 1A Provide timely replacement of missing or damaged signs, and install new signs to enhance traffic safety.
- 1B Provide timely maintenance and improvement of pavement markings, and implement a gradual transition to thermoplastic markings for enhanced traffic safety.
- 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 | 215,177 | 31.83% |
| 262-State Gas Tax-Section 2103 | 460,849 | 68.17% |
| Total Funding | <u>676,026</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$423,920 | \$440,281 | \$427,071 |
| Operating Expenses | \$79,451 | \$150,808 | \$150,808 |
| Internal Service Charges | \$82,447 | \$81,986 | \$98,147 |
| Total Expenditures | <u>\$585,818</u> | <u>\$673,075</u> | <u>\$676,026</u> |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|--------------------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Ltd Ser-Maint. Laborer | | | 0.77 | | 0.77 | |
| Maintenance Worker II | 2.00 | 2.00 | | | 2.00 | 2.00 |
| Public Works Lead Worker | 1.00 | 1.00 | 0.09 | 0.09 | 1.09 | 1.09 |
| Senior Maintenance Team Leader | 1.00 | 1.00 | | | 1.00 | 1.00 |
| | <u>4.00</u> | <u>4.00</u> | <u>0.86</u> | <u>0.09</u> | <u>4.86</u> | <u>4.09</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.
- 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 | 200,553 | 100% |
| Total Funding | <u>200,553</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$77,312 | \$167,174 | \$179,644 |
| Operating Expenses | \$32,302 | \$19,509 | \$19,509 |
| Internal Service Charges | \$1,506 | \$1,313 | \$1,400 |
| Total Expenditures | <u>\$111,120</u> | <u>\$187,996</u> | <u>\$200,553</u> |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|--------------------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Heavy Equipment Operator I | 0.60 | 0.60 | 0.02 | 0.02 | 0.62 | 0.62 |
| Heavy Equipment Operator II | 0.25 | 0.25 | | | 0.25 | 0.25 |
| Maintenance Worker II | 0.65 | 0.65 | 0.03 | 0.03 | 0.68 | 0.68 |
| Senior Maintenance Team Leader | 0.20 | 0.20 | 0.01 | 0.01 | 0.21 | 0.21 |
| | <u>1.70</u> | <u>1.70</u> | <u>0.06</u> | <u>0.06</u> | <u>1.76</u> | <u>1.76</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 | 541,058 | 100% |
| Total Funding | <u>541,058</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$209,694 | \$249,454 | \$259,548 |
| Operating Expenses | \$29,025 | \$22,645 | \$22,645 |
| Internal Service Charges | \$247,271 | \$237,418 | \$258,865 |
| Total Expenditures | <u>\$485,990</u> | <u>\$509,517</u> | <u>\$541,058</u> |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|--------------------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Maintenance Worker II | 0.30 | 0.30 | | | 0.30 | 0.30 |
| Program Manager | 0.05 | 0.05 | | | 0.05 | 0.05 |
| Senior Maintenance Team Leader | 0.05 | 0.05 | | | 0.05 | 0.05 |
| Sweeper Operator | 2.00 | 2.00 | 0.05 | 0.05 | 2.05 | 2.05 |
| | <u>2.40</u> | <u>2.40</u> | <u>0.05</u> | <u>0.05</u> | <u>2.45</u> | <u>2.45</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 | 131,689 | 14.74% |
| 262-State Gas Tax-Section 2103 | 748,335 | 83.75% |
| 475-Measure J Local | 13,492 | 1.51% |
| Total Funding | <u>893,516</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$623,410 | \$558,485 | \$424,875 |
| Operating Expenses | \$90,053 | \$70,530 | \$70,530 |
| Internal Service Charges | \$259,717 | \$365,790 | \$398,111 |
| Total Expenditures | <u>\$973,180</u> | <u>\$994,805</u> | <u>\$893,516</u> |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|--------------------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Heavy Equipment Operator I | 1.25 | 1.25 | | | 1.25 | 1.25 |
| Heavy Equipment Operator II | 0.35 | 0.35 | 0.05 | 0.05 | 0.40 | 0.40 |
| Ltd Ser-Maint. Laborer | | | 3.04 | | 3.04 | |
| Maintenance Worker I | 1.00 | | 0.03 | 0.03 | 1.03 | 0.03 |
| Maintenance Worker II | 1.75 | 1.75 | 0.11 | 0.11 | 1.86 | 1.86 |
| Senior Maintenance Team Leader | 0.65 | 0.65 | 0.03 | 0.03 | 0.68 | 0.68 |
| | <u>5.00</u> | <u>4.00</u> | <u>3.26</u> | <u>0.22</u> | <u>8.26</u> | <u>4.22</u> |

60-Public Works
 5610-Curbs, Gutters, and Sidewalk Maintenance
 Manager: Joe Tagliaboschi

Performance Based
 Budget Summary
 For Council
 2014-15

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> |
|--------------------------------|---------------|-------------------------------------|
| 262-State Gas Tax-Section 2103 | 116,006 | 100% |
| Total Funding | 116,006 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$50,456 | \$79,169 | \$86,977 |
| Operating Expenses | \$17,534 | \$28,288 | \$28,288 |
| Internal Service Charges | \$899 | \$695 | \$741 |
| Total Expenditures | \$68,889 | \$108,152 | \$116,006 |

Position Authorization By Classification

| <u>Classification</u> | Full-Time Number of Positions | | Part-Time & Overtime Full-Time Equivalent | | Total Number of Positions | |
|--------------------------------|----------------------------------|----------------|--|----------------|------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Heavy Equipment Operator I | 0.10 | 0.10 | | | 0.10 | 0.10 |
| Heavy Equipment Operator II | 0.05 | 0.05 | | | 0.05 | 0.05 |
| Maintenance Worker II | 0.65 | 0.65 | | | 0.65 | 0.65 |
| Senior Maintenance Team Leader | 0.10 | 0.10 | | | 0.10 | 0.10 |
| | 0.90 | 0.90 | | | 0.90 | 0.90 |

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 163 standard City fleet, 22 heavy duty fleet and 135 emergency vehicles and assure overall availability.
- 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 | 3,259,922 | 100% |
| Total Funding | 3,259,922 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$554,705 | \$537,507 | \$559,534 |
| Operating Expenses | \$1,111,496 | \$1,045,634 | \$975,634 |
| Internal Service Charges | \$56,884 | \$118,668 | \$67,635 |
| Capital Outlay | \$821,207 | \$1,688,298 | \$1,657,119 |
| Total Expenditures | \$2,544,292 | \$3,390,107 | \$3,259,922 |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|-------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Automotive Parts Worker | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Equipment Mechanic | 3.00 | 3.00 | | | 3.00 | 3.00 |
| Program Manager | 0.90 | 0.95 | | | 0.90 | 0.95 |
| | <u>4.90</u> | <u>4.95</u> | | | <u>4.90</u> | <u>4.95</u> |

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.
- 1C Playground equipment, group picnic areas, and other park furnishings such as benches, drinking fountains, wells, and pumps are safe, well maintained and operational.
- 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 | 3,856,706 | 100% |
| Total Funding | <u>3,856,706</u> | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | 2012-13 <u>Actual</u> | 2013-14 <u>Budgeted</u> | 2014-15 <u>Proposed</u> |
|-----------------------------|--------------------------|----------------------------|----------------------------|
| Salaries and Benefits | \$1,906,743 | \$1,951,094 | \$1,758,013 |
| Operating Expenses | \$789,653 | \$824,128 | \$1,618,556 |
| Internal Service Charges | \$436,961 | \$437,292 | \$480,137 |
| Total Expenditures | <u>\$3,133,357</u> | <u>\$3,212,514</u> | <u>\$3,856,706</u> |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|--------------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Environmental Maintenance Tech | 0.85 | 0.85 | 0.03 | 0.03 | 0.88 | 0.88 |
| General Laborer | 2.00 | 2.00 | 0.10 | 0.10 | 2.10 | 2.10 |
| Heavy Equipment Operator I | 0.95 | 0.95 | 0.04 | 0.04 | 0.99 | 0.99 |
| Horticultural Advisor | 0.50 | 0.50 | | | 0.50 | 0.50 |
| Landscape Gardener | 2.30 | 3.30 | 0.01 | 0.01 | 2.31 | 3.31 |
| Ltd Ser-Maint. Laborer | | | 13.25 | 1.81 | 13.25 | 1.81 |
| Ltd Ser-Recreation Specialist | | | 0.46 | 0.46 | 0.46 | 0.46 |
| Maintenance Gardener | 2.30 | 2.00 | 0.02 | 0.02 | 2.32 | 2.02 |
| Maintenance Team Leader | 2.50 | 2.50 | 0.08 | 0.08 | 2.58 | 2.58 |
| Maintenance Worker I | | | 0.02 | 0.02 | 0.02 | 0.02 |
| Maintenance Worker II | | | 0.02 | 0.02 | 0.02 | 0.02 |
| Parks Lead Worker | 1.00 | 1.00 | 0.01 | 0.01 | 1.01 | 1.01 |
| Parks Program Manager | 0.50 | 0.50 | | | 0.50 | 0.50 |
| Senior Maintenance Team Leader | 1.05 | 1.05 | 0.14 | 0.14 | 1.19 | 1.19 |
| Tree Lead Worker | 0.15 | 0.15 | 0.01 | 0.01 | 0.16 | 0.16 |
| | <u>14.10</u> | <u>14.80</u> | <u>14.19</u> | <u>2.75</u> | <u>28.29</u> | <u>17.55</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 City maintained trees on major arterials and collector streets by providing an annual maintenance program.
- 1H Provide a pest and weed abatement program to 1080 acres of open space, 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.
- 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 | 888,401 | 44.58% |
| 260-State Gas Tax | 845,865 | 42.45% |
| 261-State Gas Tax - Prop. 111 | 258,500 | 12.97% |
| Total Funding | 1,992,766 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$1,149,051 | \$1,420,311 | \$1,061,052 |
| Operating Expenses | \$530,529 | \$719,754 | \$703,497 |
| Internal Service Charges | \$226,709 | \$211,519 | \$228,217 |
| Total Expenditures | \$1,906,289 | \$2,351,584 | \$1,992,766 |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|--------------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Environmental Maintenance Tech | 1.15 | 1.15 | 0.24 | 0.24 | 1.39 | 1.39 |
| General Laborer | 3.00 | 2.00 | 0.01 | 0.01 | 3.01 | 2.01 |
| Heavy Equipment Operator I | 0.05 | 0.05 | 0.01 | 0.01 | 0.06 | 0.06 |
| Horticultural Advisor | 0.50 | 0.50 | | | 0.50 | 0.50 |
| Landscape Gardener | 3.00 | 3.00 | 0.01 | 0.01 | 3.01 | 3.01 |
| Ltd Ser-Maint. Laborer | | | 8.66 | 0.34 | 8.66 | 0.34 |
| Maintenance Gardener | 0.70 | | 0.02 | 0.02 | 0.72 | 0.02 |
| Maintenance Team Leader | 0.50 | 0.50 | 0.05 | 0.05 | 0.55 | 0.55 |
| Parks Program Manager | 0.50 | 0.50 | | | 0.50 | 0.50 |
| Senior Maintenance Team Leader | 0.85 | 0.85 | | | 0.85 | 0.85 |
| Tree Lead Worker | 0.85 | 0.85 | 0.01 | 0.01 | 0.86 | 0.86 |
| | <u>11.10</u> | <u>9.40</u> | <u>9.01</u> | <u>0.69</u> | <u>20.11</u> | <u>10.09</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.
- 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 | 515,886 | 77.10% |
| 211-Pinehollow Landscape Maint | 77,947 | 11.65% |
| 212-Kirkwood Landscape Mainten | 66,252 | 9.90% |
| 213-Ygnacio Woods Landscape Ma | 7,564 | 1.13% |
| 214-Balhan Terrace Landscape M | 719 | .11% |
| 215-Valley Terrace Landscape M | 727 | .11% |
| Total Funding | 669,095 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$88,126 | \$173,180 | \$84,150 |
| Operating Expenses | \$157,681 | \$223,632 | \$223,632 |
| Internal Service Charges | \$32,675 | \$618 | \$659 |
| Capital Outlay | | \$17,270 | \$17,270 |
| Other Financing Uses | | \$336,495 | \$343,384 |
| Total Expenditures | \$278,482 | \$751,195 | \$669,095 |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|--------------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Landscape Gardener | 0.70 | 0.70 | | | 0.70 | 0.70 |
| Ltd Ser-Maint. Laborer | | | 3.28 | 0.14 | 3.28 | 0.14 |
| Senior Maintenance Team Leader | 0.10 | 0.10 | | | 0.10 | 0.10 |
| | <u>0.80</u> | <u>0.80</u> | <u>3.28</u> | <u>0.14</u> | <u>4.08</u> | <u>0.94</u> |

Program Outcome

Deliver building maintenance services to 156 buildings and structures with 738,210 square feet of building area, which preserve and protect the City's investment in public facilities and meet the needs of internal and external customers for safe, functional, and presentable public facilities.

Program Objectives

- 1A Provide building maintenance on City-owned/leased facilities to ensure that they are operational.
- 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 | 1,908,313 | 100% |
| Total Funding | 1,908,313 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$887,292 | \$788,991 | \$789,402 |
| Operating Expenses | \$478,343 | \$589,908 | \$589,908 |
| Internal Service Charges | \$109,052 | \$109,504 | \$119,003 |
| Capital Outlay | \$467,320 | \$210,677 | \$410,000 |
| Total Expenditures | \$1,942,007 | \$1,699,080 | \$1,908,313 |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|--------------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Facilities Maintenance Manager | 0.80 | 0.80 | | | 0.80 | 0.80 |
| Facilities Maintenance Tech | 1.00 | 1.00 | | | 1.00 | 1.00 |
| Ltd Ser-Maint. Laborer | | | 0.67 | | 0.67 | |
| Maintenance Electrician | 1.00 | 1.00 | 0.02 | 0.02 | 1.02 | 1.02 |
| Maintenance Painter | 0.50 | 0.50 | 0.09 | 0.09 | 0.59 | 0.59 |
| Maintenance Utility Mechanic | 2.00 | 2.00 | 0.09 | 0.09 | 2.09 | 2.09 |
| Maintenance Worker I | 0.10 | 0.10 | 0.09 | 0.09 | 0.19 | 0.19 |
| Senior Maintenance Team Leader | 0.50 | 0.50 | | | 0.50 | 0.50 |
| | <u>5.90</u> | <u>5.90</u> | <u>0.96</u> | <u>0.29</u> | <u>6.86</u> | <u>6.19</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 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 | 646,554 | 100% |
| Total Funding | 646,554 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$255,703 | \$292,177 | \$316,019 |
| Operating Expenses | \$289,613 | \$304,053 | \$304,053 |
| Internal Service Charges | \$20,877 | \$24,398 | \$26,482 |
| Total Expenditures | \$566,193 | \$620,628 | \$646,554 |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|--------------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Custodian | 1.00 | 1.00 | 0.02 | 0.02 | 1.02 | 1.02 |
| Facilities Maintenance Manager | 0.10 | 0.10 | | | 0.10 | 0.10 |
| Lead Custodian | 2.00 | 2.00 | 0.04 | 0.04 | 2.04 | 2.04 |
| Senior Maintenance Team Leader | 0.20 | 0.20 | | | 0.20 | 0.20 |
| | 3.30 | 3.30 | 0.06 | 0.06 | 3.36 | 3.36 |

Program Outcome

Provide an environment of zero tolerance for graffiti by removing an annual average of 450,000 SF of tags to illustrate Concord's uniqueness and define Concord as California's premier community.

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 | 372,165 | 100% |
| Total Funding | 372,165 | |

These Funds are Distributed to the Following Expenditure Categories

| <u>Expenditure Category</u> | <u>2012-13 Actual</u> | <u>2013-14 Budgeted</u> | <u>2014-15 Proposed</u> |
|-----------------------------|---------------------------|-----------------------------|-----------------------------|
| Salaries and Benefits | \$144,418 | \$204,617 | \$255,310 |
| Operating Expenses | \$60,346 | \$60,290 | \$60,290 |
| Internal Service Charges | \$26,903 | \$47,068 | \$56,565 |
| Total Expenditures | \$231,667 | \$311,975 | \$372,165 |

Position Authorization By Classification

| <u>Classification</u> | <u>Full-Time Number of Positions</u> | | <u>Part-Time & Overtime Full-Time Equivalent</u> | | <u>Total Number of Positions</u> | |
|--------------------------------|--|----------------|--|----------------|--------------------------------------|----------------|
| | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2013-14</u> | <u>2014-15</u> |
| Facilities Maintenance Manager | 0.10 | 0.10 | | | 0.10 | 0.10 |
| Ltd Ser-Maint. Laborer | | | 0.77 | | 0.77 | |
| Maintenance Painter | 0.50 | 0.50 | | | 0.50 | 0.50 |
| Maintenance Worker I | 0.90 | 1.90 | | | 0.90 | 1.90 |
| Senior Maintenance Team Leader | 0.30 | 0.30 | | | 0.30 | 0.30 |
| | 1.80 | 2.80 | 0.77 | | 2.57 | 2.80 |

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Concord's Historic Galindo House

This home was built in 1856 for Don Francisco Galindo and his wife, Maria Dolores Manuela (Pacheco) Galindo, Don Salvio's second daughter. At that time, it was one of the few Victorian ranch houses in the county. When their oldest son, Juan "John" Galindo and his bride Marina "Sarah" (Amador) Galindo took up residence in 1880, the original six-room house was expanded to ten rooms. After their eldest child Frederick and Catherine (Hittman) Galindo were married in 1911, title was transferred to the next generation. Since Mrs. Catherine Galindo's death in 1966, the home was maintained by her children. After the death of Ms. Ruth Galindo, the home became the property of the City of Concord. It is presently being restored as the Galindo House and Gardens.

**CITY OF CONCORD
SPECIAL REVENUE FUNDS
FOR THE YEAR ENDING JUNE 30, 2015**

Special Revenue Funds are used to account for revenue sources that are restricted by law or administrative action for a specific purpose. The City of Concord has the following Special Revenue Funds:

State Gas Tax – Revenue apportioned to the City from State collected gasoline taxes. Funds are to be used for construction and maintenance of City Streets.

Storm Water Management and Storm Water Infrastructure Fund. -To account for activities necessary to comply with the Federal Clean Water Act.

Maintenance Districts - Revenue from property tax and annual assessments against property owners within districts used for maintenance.

Citywide Street Lighting District – Formed in 1988 for the purpose of funding the installation and maintenance of public lighting facilities in public places. In 2005, the City consummated the purchase of the street lighting system from the local utility and included its operations in this district.

Downtown Landscape Maintenance District – Formed in 1983 to maintain and service landscaping in the public places of the downtown area.

Pine Hollow Landscape Maintenance District – Formed in 1986 to maintain and service landscaping in the public places of the Pine Hollow subdivision.

Landscaping & Lighting District #3 – This district is comprised of four subdivisions, Kirkwood, Ygnacio Woods, Balhan and Valley Terrace.

Art in Public Places – To account for fees applied to new construction and expended for the purchase and installation of art objects in the City. This fee is no longer assessed.

Traffic System Management (TSM) - Monies from in-lieu parking fees used for traffic system management facilities.

Housing & Community Services – Monies received from the Federal Department of Housing and Urban Development and other sources used for development of jobs and suitable housing for low-income residents.

Housing Assistance – Funds from developers' contributions used for low-income housing loans.

Community Development Block Grant (CDBG) – Monies received from the Department of Housing & Urban Development used for programs assisting low and moderate income residents.

Housing Conservation – Funds from CDBG and repayments of previous loans used for loans rehabilitating housing.

**CITY OF CONCORD
SPECIAL REVENUE FUNDS
FOR THE YEAR ENDING JUNE 30, 2015**

Special Revenue Funds (continued)

Childcare – Monies from developers' fees committed to the Concord Childcare program.

Concord Housing Fund- Assets retained as part of the dissolution of the City of Concord Redevelopment Agency in 2012 will preserve some of the Agency's existing housing programs.

Concord/Pleasant Hill Health Care District (formerly Mt. Diablo Health Care District) - Became a subsidiary district of the City in 2012. Property tax revenues will provide for health care services pursuant to the Health and Safety Code throughout the District's jurisdictional boundaries which include the cities of Concord and Pleasant Hill.

**CITY OF CONCORD
SPECIAL REVENUE FUNDS
FOR THE YEAR ENDING JUNE 30, 2015**

| <u>Fund</u> | <u>State Gas Tax</u> | <u>Storm Water Management</u> | <u>Art in Public Places</u> | <u>Maintenance Districts</u> |
|---|--------------------------|-----------------------------------|---------------------------------|----------------------------------|
| FUND BALANCE AS OF JULY 1, 2014 | \$ 2,002,864 | \$ 2,931,833 | \$ 3,451 | \$ 3,789,645 |
| REVENUE | | | | |
| Taxes | \$ - | \$ 1,983,000 | \$ - | \$ 1,537,284 |
| Licenses & Permits | - | - | - | - |
| Use of Money & Property | 35,000 | 30,000 | - | 38,845 |
| Intergovernmental | 3,148,756 | - | - | - |
| Fees | - | - | - | - |
| Other | - | - | - | 343,384 |
| Total Revenues | <u>\$ 3,183,756</u> | <u>\$ 2,013,000</u> | <u>\$ -</u> | <u>\$ 1,919,513</u> |
| EXPENDITURES | | | | |
| Operating | \$ 3,036,677 | \$2,127,980 | \$ - | \$ 1,372,567 |
| Capital Projects | 292,535 | 30,000 | - | - |
| Contractual Services | - | - | - | - |
| Loan/Rebates | - | - | - | - |
| Incidental Expenses/Debt Services | - | - | - | 517,666 |
| Total Expenditures | <u>\$ 3,329,212</u> | <u>\$ 2,157,980</u> | <u>\$ -</u> | <u>\$ 1,890,233</u> |
| OTHER FINANCING SOURCES (USES) | | | | |
| Transfer In | \$ - | \$ - | \$ - | \$ - |
| Transfer Out | - | - | - | (152,200) |
| Total Other Financing Sources (Uses) | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ (152,200)</u> |
| Excess (Deficiency) of Revenues and Other Financing Sources over/(under) expenditures and Other Financing Uses | (145,456) | (144,980) | - | (122,920) |
| FUND BALANCE - JUNE 30 | <u>\$ 1,857,408</u> | <u>\$ 2,786,853</u> | <u>\$ 3,451</u> | <u>\$ 3,666,725</u> |
| OPERATING CONTINGENCY RESERVE (Included in fund balance) | \$ - | \$ 213,000 | \$ - | \$ 152,200 |
| PROJECT CARRYOVER (These numbers represent projects which have been allocated in prior years but have not been spent as of April 27, 2014) | \$ 2,100,824 | \$ 17,442 | \$ 96,712 | \$ 15,588 |

**CITY OF CONCORD
SPECIAL REVENUE FUNDS
FOR THE YEAR ENDING JUNE 30, 2015**

| <u>Fund</u> | <u>Traffic System Management</u> | <u>Concord / Pleasant Hill Health Care District</u> | <u>Housing & Community Services</u> |
|---|--|---|---|
| FUND BALANCE AS OF JULY 1, 2014 | \$ 183,578 | \$ 313,086 | \$ 3,302,653 |
| REVENUE | | | |
| Taxes | \$ - | \$ 262,650 | \$ - |
| Licenses & Permits | - | - | - |
| Use of Money & Property | 1,088 | 200 | 63,000 |
| Intergovernmental | - | - | 1,150,924 |
| Fees | - | - | 160,000 |
| Other | - | 25,000 | - |
| Total Revenues | <u>\$ 1,088</u> | <u>\$ 287,850</u> | <u>\$ 1,373,924</u> |
| EXPENDITURES | | | |
| Operating | \$ 39,029 | \$ 62,172 | \$ 517,109 |
| Capital Projects | - | - | 255,604 |
| Contractual Services | - | 210,000 | 361,600 |
| Loan/Rebates | - | - | 142,194 |
| Incidental Expenses | - | - | - |
| Total Expenditures | <u>\$ 39,029</u> | <u>\$ 272,172</u> | <u>\$ 1,276,507</u> |
| OTHER FINANCING SOURCES (USES) | | | |
| Transfer In | \$ 91,425 | \$ - | \$ 119,478 |
| Transfer Out | (10,500) | - | (13,000) |
| Total Other Financing Sources (Uses) | <u>\$ 80,925</u> | <u>\$ -</u> | <u>\$ 106,478</u> |
| Excess (Deficiency) of Revenues and Other Financing Sources over/(under) expenditures and Other Financing Uses | 42,984 | 15,678 | 203,895 |
| FUND BALANCE - JUNE 30 | <u>\$ 226,562</u> | <u>\$ 328,764</u> | <u>\$ 3,506,548</u> |
| OPERATING CONTINGENCY RESERVE (Included in fund balance) | \$ - | \$ - | \$ - |
| PROJECT CARRYOVER (These numbers represent projects which have been allocated in prior years but have not been spent as of April 27, 2014) | \$ - | \$ - | \$ 388,461 |

**City of Concord
Special Revenue Fund
State Gas Tax Fund
Ten Year Projection
For the Year Ending June 30, 2015**

| | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| FUND BALANCE - 7/1 | \$ 2,002,864 | \$ 1,857,408 | \$ 1,602,086 | \$ 1,335,572 | \$ 1,261,131 | \$ 1,190,866 | \$ 1,074,878 | \$ 921,360 | \$ 738,212 | \$ 495,968 |
| Add Revenues: | | | | | | | | | | |
| Intergovernmental | \$ 3,148,756 | \$ 3,117,268 | \$ 3,148,441 | \$ 3,179,926 | \$ 3,211,725 | \$ 3,243,842 | \$ 3,276,280 | \$ 3,309,043 | \$ 3,342,134 | \$ 3,375,555 |
| Use of Money & Property | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,350 | 35,704 | 36,061 | 36,421 | 36,785 |
| Total Revenue | \$ 3,183,756 | \$ 3,152,268 | \$ 3,183,441 | \$ 3,214,926 | \$ 3,246,725 | \$ 3,279,192 | \$ 3,311,984 | \$ 3,345,104 | \$ 3,378,555 | \$ 3,412,340 |
| Less Appropriations: | | | | | | | | | | |
| Operating | \$ 3,036,677 | \$ 3,093,681 | \$ 3,161,329 | \$ 3,239,366 | \$ 3,316,989 | \$ 3,395,180 | \$ 3,465,502 | \$ 3,528,252 | \$ 3,620,799 | \$ 3,705,841 |
| Capital Projects | 292,535 | 313,909 | 288,626 | 50,000 | - | - | - | - | - | - |
| Total Appropriations | \$ 3,329,212 | \$ 3,407,590 | \$ 3,449,955 | \$ 3,289,366 | \$ 3,316,989 | \$ 3,395,180 | \$ 3,465,502 | \$ 3,528,252 | \$ 3,620,799 | \$ 3,705,841 |
| Excess (Deficiency) of Revenue Over (Under) Expenditures | \$ (145,456) | \$ (255,322) | \$ (266,514) | \$ (74,441) | \$ (70,265) | \$ (115,988) | \$ (153,518) | \$ (183,148) | \$ (242,244) | \$ (293,501) |
| FUND BALANCE - 6/30 | \$ 1,857,408 | \$ 1,602,086 | \$ 1,335,572 | \$ 1,261,131 | \$ 1,190,866 | \$ 1,074,878 | \$ 921,360 | \$ 738,212 | \$ 495,968 | \$ 202,467 |

**CITY OF CONCORD
SPECIAL REVENUE FUNDS
HOUSING & COMMUNITY SERVICES
FOR THE YEAR ENDING JUNE 30, 2015**

| | <u>Housing Assistance</u> | <u>Housing Conservation</u> | <u>CDBG</u> | <u>Housing Inclusionary Fees</u> | <u>Concord Housing Fund</u> | <u>Childcare</u> | <u>Total</u> |
|---|-------------------------------|---------------------------------|--------------------|--|-------------------------------------|------------------|---------------------|
| FUND BALANCE - 7/1 | \$504,145 | \$239,750 | \$548,940 | \$1,308,667 | \$608,439 | \$92,712 | \$ 3,302,653 |
| REVENUES | | | | | | | |
| Use of Money & Property Licenses & Permits | \$ 9,000 | \$ - | \$ - | \$ 20,000 | \$ 40,000 | \$ 3,000 | \$ 63,000 |
| Grants | | 279,351 | 871,573 | | | | 1,150,924 |
| Fees | 17,000 | 20,000 | | | 100,000 | 40,000 | 160,000 |
| Other | - | - | - | - | - | - | - |
| Total Revenues | <u>\$ 26,000</u> | <u>\$ 299,351</u> | <u>\$ 871,573</u> | <u>\$ 20,000</u> | <u>\$ 140,000</u> | <u>\$ 43,000</u> | <u>\$ 1,373,924</u> |
| APPROPRIATIONS | | | | | | | |
| Operating | \$ - | \$ 157,946 | \$ 283,640 | \$ 67,523 | \$ - | \$ 8,000 | \$ 517,109 |
| Contracting Services | | | 133,604 | | 90,000 | 32,000 | 255,604 |
| Capital Projects | | | 361,600 | | | | 361,600 |
| Loan/Rebates | - | 142,194 | - | - | - | - | 142,194 |
| Total Expenditures | <u>\$ -</u> | <u>\$ 300,140</u> | <u>\$ 778,844</u> | <u>\$ 67,523</u> | <u>\$ 90,000</u> | <u>\$ 40,000</u> | <u>\$ 1,276,507</u> |
| OTHER FINANCING SOURCES (USES) | | | | | | | |
| Transfer in | | \$ - | \$ - | \$ - | \$ 119,478 | \$ - | \$ 119,478 |
| Transfer out | - | - | (13,000) | - | - | - | (13,000) |
| Total Other Financing Sources (Uses) | <u>\$ -</u> | <u>\$ -</u> | <u>\$ (13,000)</u> | <u>\$ -</u> | <u>\$ 119,478</u> | <u>\$ -</u> | <u>\$ 106,478</u> |
| Excess (Deficiency) of Revenues over (under) expenditures and Other Financing Source (Uses) | \$ 26,000 | \$ (789) | \$ 79,729 | \$ (47,523) | \$ 169,478 | \$ 3,000 | \$ 203,895 |
| FUND BALANCE - 6/30 | <u>\$ 530,145</u> | <u>\$ 238,961</u> | <u>\$ 628,669</u> | <u>\$ 1,261,144</u> | <u>\$ 777,917</u> | <u>\$ 95,712</u> | <u>\$ 3,506,548</u> |

**City of Concord
Special Revenue Fund
Maintenance Districts
For the Year Ending June 30, 2015**

| | Street Lighting Maintenance District | Downtown Maintenance District | Pine Hollow Maintenance District | Maintenance District #3 | Total Maintenance District |
|--|---|--|---|--|---|
| FUND BALANCE - 7/1 | \$ 1,848,471 | \$ 1,324,111 | \$ 309,672 | \$ 307,391 | \$ 3,789,645 |
| REVENUE | | | | | |
| Taxes | \$ 1,044,427 | \$ 360,004 | \$ 61,667 | \$ 71,186 | \$ 1,537,284 |
| Other Revenues | - | 343,384 | - | - | 343,384 |
| Use of Money & Property | <u>20,000</u> | <u>10,000</u> | <u>5,000</u> | <u>3,845</u> | <u>38,845</u> |
| Total Revenues | <u>\$ 1,064,427</u> | <u>\$ 713,388</u> | <u>\$ 66,667</u> | <u>\$ 75,031</u> | <u>\$ 1,919,513</u> |
| APPROPRIATIONS | | | | | |
| Operating | \$ 629,368 | \$ 598,684 | \$ 74,025 | \$ 70,490 | \$ 1,372,567 |
| Incidental Expenses | 501,126 | 7,847 | 3,922 | 4,771 | 517,666 |
| Contingency | 75,000 | 61,000 | 8,000 | 8,200 | 152,200 |
| Capital Projects | - | - | - | - | - |
| Total Expenditures | <u>\$ 1,205,494</u> | <u>\$ 667,531</u> | <u>\$ 85,947</u> | <u>\$ 83,461</u> | <u>\$ 2,042,433</u> |
| Excess (Deficiency) of Revenues over (under) expenditures | \$ (141,067) | \$ 45,857 | \$ (19,280) | \$ (8,430) | \$ (122,920) |
| FUND BALANCE - 6/30 | <u>\$ 1,707,404</u> | <u>\$ 1,369,968</u> | <u>\$ 290,392</u> | <u>\$ 298,961</u> | <u>\$ 3,666,725</u> |

**City of Concord
Special Revenue Fund
Street Lighting Maintenance District
Ten Year Projection
For the Year Ending June 30, 2015**

| | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> |
|-------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Fund Balance 7/01 | \$ 1,848,471 | \$ 1,782,404 | \$ 1,695,286 | \$ 1,586,254 | \$ 1,533,147 | \$ 1,451,989 | \$ 1,341,902 | \$ 1,200,256 | \$ 1,027,045 |
| Revenues | | | | | | | | | |
| Taxes | \$ 1,044,427 | \$ 1,044,427 | \$ 1,044,427 | \$ 1,044,427 | \$ 1,044,427 | \$ 1,044,427 | \$ 1,044,427 | \$ 1,044,427 | \$ 1,044,427 |
| Use of Money & Property | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,200 | 20,402 | 20,606 | 20,812 |
| Total Revenue | \$ 1,064,427 | \$ 1,064,427 | \$ 1,064,427 | \$ 1,064,427 | \$ 1,064,427 | \$ 1,064,627 | \$ 1,064,829 | \$ 1,065,033 | \$ 1,065,239 |
| Expenditures | | | | | | | | | |
| Street Lighting (Electricity) | \$ 404,854 | \$ 414,570 | \$ 424,520 | \$ 434,709 | \$ 445,142 | \$ 455,825 | \$ 466,765 | \$ 477,967 | \$ 489,438 |
| Street Lighting (Consult./Contract) | 33,652 | 33,652 | 33,652 | 33,652 | 33,652 | 33,652 | 33,652 | 33,652 | 33,652 |
| Street Lighting (Personnel) | 162,617 | 165,234 | 168,957 | 173,760 | 178,466 | 183,185 | 186,998 | 189,939 | 193,117 |
| Street Lighting (Supplies) | 28,245 | 28,923 | 29,617 | 30,328 | 31,056 | 31,801 | 32,564 | 33,346 | 34,146 |
| Assessment Engineering | 16,500 | 16,896 | 17,302 | 17,717 | 18,142 | 18,577 | 19,023 | 19,480 | 19,947 |
| County Collection Fees | 38,640 | 39,567 | 40,517 | 41,489 | 42,485 | 43,505 | 44,549 | 45,618 | 46,713 |
| Other Internal Service Charges | 66,681 | 67,904 | 69,152 | 70,425 | 71,723 | 73,048 | 74,398 | 75,776 | 77,182 |
| Debt Service Lease Purchase Agree | 287,880 | 297,347 | 306,267 | 315,455 | 324,919 | 335,120 | 348,525 | 362,466 | 376,965 |
| Loan Repayment w/Interest | 91,425 | 87,450 | 83,475 | - | - | - | - | - | - |
| Total Expenditures | \$ 1,130,494 | \$ 1,151,544 | \$ 1,173,459 | \$ 1,117,535 | \$ 1,145,585 | \$ 1,174,713 | \$ 1,206,475 | \$ 1,238,244 | \$ 1,271,160 |
| Revenues Over (Under) | \$ (66,067) | \$ (87,117) | \$ (109,032) | \$ (53,108) | \$ (81,158) | \$ (110,086) | \$ (141,646) | \$ (173,211) | \$ (205,921) |
| Contingency Reserve | \$ 75,000 | \$ 77,000 | \$ 78,000 | \$ 80,000 | \$ 82,000 | \$ 84,000 | \$ 86,000 | \$ 88,000 | \$ 89,000 |
| Fund Balance 6/30 | \$ 1,707,404 | \$ 1,618,286 | \$ 1,508,254 | \$ 1,453,147 | \$ 1,369,989 | \$ 1,257,902 | \$ 1,114,256 | \$ 939,045 | \$ 732,124 |

**City of Concord
Special Revenue Fund
Downtown Landscape Maintenance District
Ten Year Projection
For the Year Ending June 30, 2015**

| | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Fund Balance 7/01 | \$ 1,324,111 | \$ 1,430,968 | \$ 1,614,126 | \$ 1,792,997 | \$ 1,967,005 | \$ 2,136,140 | \$ 2,300,435 | \$ 2,460,268 | \$ 2,615,996 |
| Revenue | | | | | | | | | |
| Taxes | 360,004 | 360,004 | 360,004 | 360,004 | 360,004 | 360,004 | 360,004 | 360,004 | 360,004 |
| Other Revenues | 343,384 | 343,384 | 343,384 | 343,384 | 343,384 | 343,384 | 343,384 | 343,384 | 343,384 |
| Use of Money & Property | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,100 | 10,201 | 10,303 | 10,406 |
| Total Revenue | \$ 713,388 | \$ 713,388 | \$ 713,388 | \$ 713,388 | \$ 713,388 | \$ 713,488 | \$ 713,589 | \$ 713,691 | \$ 713,794 |
| Expenditures | | | | | | | | | |
| Landscape Maintenance | \$ 194,414 | \$ 116,524 | \$ 119,184 | \$ 122,381 | \$ 125,551 | \$ 128,746 | \$ 131,525 | \$ 133,905 | \$ 136,421 |
| Gas & Electricity | 6,956 | 7,123 | 7,294 | 7,469 | 7,648 | 7,832 | 8,020 | 8,212 | 8,409 |
| Water & Miscellaneous | 36,765 | 37,647 | 38,551 | 39,476 | 40,424 | 41,394 | 42,387 | 43,404 | 44,446 |
| City Provided Admin. & General Services | 343,384 | 343,384 | 343,384 | 343,384 | 343,384 | 343,384 | 343,384 | 343,384 | 343,384 |
| Assessment Engineering | 6,500 | 6,656 | 6,816 | 6,979 | 7,147 | 7,318 | 7,494 | 7,674 | 7,858 |
| County Collection Fees | 773 | 792 | 811 | 830 | 850 | 870 | 891 | 913 | 934 |
| Postage & Mailing | 574 | 588 | 602 | 616 | 631 | 646 | 662 | 678 | 694 |
| Consultant/Contract Services | 5,464 | 5,595 | 5,729 | 5,867 | 6,008 | 6,152 | 6,300 | 6,451 | 6,606 |
| Other Internal Service Charges | 11,701 | 11,922 | 12,147 | 12,377 | 12,611 | 12,850 | 13,094 | 13,343 | 13,596 |
| Total Expenditures | \$ 606,531 | \$ 530,230 | \$ 534,517 | \$ 539,380 | \$ 544,253 | \$ 549,192 | \$ 553,756 | \$ 557,963 | \$ 562,349 |
| Revenue Over (Under) Expenditures | \$ 106,857 | \$ 183,158 | \$ 178,871 | \$ 174,008 | \$ 169,135 | \$ 164,296 | \$ 159,833 | \$ 155,728 | \$ 151,445 |
| Contingency Reserve | \$ 61,000 | \$ 53,000 | \$ 53,000 | \$ 54,000 | \$ 54,000 | \$ 55,000 | \$ 55,000 | \$ 56,000 | \$ 56,000 |
| Capital Projects | | | | | | | | | |
| | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Capital Projects | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Fund Balance 6/30 | \$ 1,369,968 | \$ 1,561,126 | \$ 1,739,997 | \$ 1,913,005 | \$ 2,082,140 | \$ 2,245,435 | \$ 2,405,268 | \$ 2,559,996 | \$ 2,711,442 |

**City of Concord
Special Revenue Fund
Pine Hollow Landscape Maintenance District
Ten Year Projections
For the Year Ending June 30, 2015**

| | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> |
|-----------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Fund Balance 7/01 | \$ 309,672 | \$ 298,392 | \$ 285,608 | \$ 271,283 | \$ 255,381 | \$ 237,864 | \$ 218,743 | \$ 197,979 | \$ 175,532 | \$ 151,360 |
| Revenue | | | | | | | | | | |
| Taxes | \$ 61,667 | \$ 61,667 | \$ 61,667 | \$ 61,667 | \$ 61,667 | \$ 61,667 | \$ 61,667 | \$ 61,667 | \$ 61,667 | \$ 61,667 |
| Use of Money & Property | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,050 | 5,101 | 5,152 | 5,203 | 5,255 |
| Total Revenue | \$ 66,667 | \$ 66,667 | \$ 66,667 | \$ 66,667 | \$ 66,667 | \$ 66,717 | \$ 66,768 | \$ 66,819 | \$ 66,870 | \$ 66,922 |
| Expenditures | | | | | | | | | | |
| Landscape Contract | \$ 21,572 | \$ 22,090 | \$ 22,620 | \$ 23,163 | \$ 23,719 | \$ 24,288 | \$ 24,871 | \$ 25,468 | \$ 26,079 | \$ 26,705 |
| Landscape Extra Work | 10,612 | 10,867 | 11,127 | 11,395 | 11,668 | 11,948 | 12,235 | 12,528 | 12,829 | 13,137 |
| Contract Administration | 1,437 | 1,471 | 1,507 | 1,543 | 1,580 | 1,618 | 1,657 | 1,697 | 1,737 | 1,779 |
| Gas & Electricity | 1,012 | 1,036 | 1,061 | 1,087 | 1,113 | 1,139 | 1,167 | 1,195 | 1,223 | 11,045 |
| 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 | 24,122 | 24,701 | 25,294 | 25,901 | 26,522 | 27,159 | 27,811 | 28,478 | 29,162 | 29,862 |
| Assessment Engineering | 3,000 | 3,072 | 3,146 | 3,221 | 3,299 | 3,378 | 3,459 | 3,542 | 3,627 | 3,714 |
| Printing, Publishing & Mailing | 481 | 493 | 504 | 516 | 529 | 542 | 555 | 568 | 581 | 595 |
| County Collection Fees | 441 | 452 | 462 | 474 | 485 | 497 | 508 | 521 | 533 | 546 |
| Total Expenditures | \$ 77,947 | \$ 79,451 | \$ 80,992 | \$ 82,569 | \$ 84,184 | \$ 85,838 | \$ 87,532 | \$ 89,266 | \$ 91,042 | \$ 102,653 |
| Revenue Over (Under) Expenditures | \$ (11,280) | \$ (12,784) | \$ (14,325) | \$ (15,902) | \$ (17,517) | \$ (19,121) | \$ (20,764) | \$ (22,447) | \$ (24,172) | \$ (35,731) |
| 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 | \$ 290,392 | \$ 277,608 | \$ 263,283 | \$ 247,381 | \$ 229,864 | \$ 209,743 | \$ 188,979 | \$ 166,532 | \$ 142,360 | \$ 106,629 |

**City of Concord
Special Revenue Fund
Landscape & Lighting Maintenance District No. 3
Ten Year Projection
For the Year Ending June 30, 2015**

| | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> |
|-----------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Fund Balance 7/01 | \$ 307,391 | \$ 307,161 | \$ 306,579 | \$ 304,230 | \$ 300,072 | \$ 294,061 | \$ 286,192 | \$ 276,419 | \$ 264,696 |
| <u>Revenue</u> | | | | | | | | | |
| Taxes | \$ 71,186 | \$ 71,186 | \$ 71,186 | \$ 71,186 | \$ 71,186 | \$ 71,186 | \$ 71,186 | \$ 71,186 | \$ 71,186 |
| Other Revenues | - | - | - | - | - | - | - | - | - |
| Use of Money & Property | 3,845 | 3,845 | 3,845 | 3,845 | 3,845 | 3,883 | 3,922 | 3,962 | 4,001 |
| Total Revenue | \$ 75,031 | \$ 75,031 | \$ 75,031 | \$ 75,031 | \$ 75,031 | \$ 75,069 | \$ 75,108 | \$ 75,148 | \$ 75,187 |
| <u>Expenditures</u> | | | | | | | | | |
| Landscape Contract & Maintenance | \$ 22,857 | \$ 23,406 | \$ 23,967 | \$ 24,543 | \$ 25,132 | \$ 25,735 | \$ 26,352 | \$ 26,985 | \$ 27,632 |
| Non Schedule Repairs | \$ 5,575 | 4,815 | 4,930 | 5,049 | 5,170 | 5,294 | 5,421 | 5,551 | 5,684 |
| Landscape Extra Work | - | - | - | - | - | - | - | - | - |
| Landscape Supplies | 1,104 | 1,130 | 1,158 | 1,185 | 1,214 | 1,243 | 1,273 | 1,303 | 1,335 |
| Water | 36,725 | 37,606 | 38,509 | 39,433 | 40,380 | 41,349 | 42,341 | 43,357 | 44,398 |
| Gas & Electricity | 2,229 | 2,282 | 2,337 | 2,393 | 2,451 | 2,510 | 2,570 | 2,632 | 2,695 |
| Capital Replacement Reserve | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| Assessment Engineering | 3,028 | 3,101 | 3,175 | 3,251 | 3,329 | 3,409 | 3,491 | 3,575 | 3,661 |
| Printing, Publishing & Mailing | 1,159 | 675 | 691 | 708 | 725 | 742 | 760 | 778 | 797 |
| County Collection Fees | 584 | 598 | 612 | 627 | 642 | 658 | 673 | 689 | 706 |
| Other Internal Service Charges | - | - | - | - | - | - | - | - | - |
| Total Expenditures | \$ 75,261 | \$ 75,613 | \$ 77,380 | \$ 79,189 | \$ 81,042 | \$ 82,939 | \$ 84,881 | \$ 86,870 | \$ 88,907 |
| Revenue Over (Under) Expenditures | \$ (230) | \$ (582) | \$ (2,349) | \$ (4,158) | \$ (6,011) | \$ (7,869) | \$ (9,773) | \$ (11,723) | \$ (13,720) |
| Contingency Reserve | \$ 8,200 | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 9,000 | \$ 9,000 |
| Fund Balance 6/30 | \$ 298,961 | \$ 298,579 | \$ 296,230 | \$ 292,072 | \$ 286,061 | \$ 278,192 | \$ 268,419 | \$ 255,696 | \$ 241,976 |

**City of Concord
Special Revenue Fund
Storm Water Fund Ten Year Projection
For the Year Ending June 30, 2015**

| | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Fund Balance - 7/01 | \$ 2,931,833 | \$ 2,786,853 | \$ 2,606,069 | \$ 2,423,858 | \$ 2,195,692 | \$ 1,928,478 | \$ 1,682,113 | \$ 1,462,981 | \$ 1,277,419 | \$ 1,126,523 |
| Revenues | | | | | | | | | | |
| Taxes - Parcel Fees | \$ 1,983,000 | \$ 1,983,000 | \$ 1,983,000 | \$ 1,983,000 | \$ 1,983,000 | \$ 2,052,405 | \$ 2,124,239 | \$ 2,198,588 | \$ 2,275,538 | \$ 2,355,182 |
| Other Revenue | - | - | - | - | - | - | - | - | - | - |
| Use of Money & Property | <u>30,000</u> | <u>28,000</u> | <u>35,000</u> | <u>32,000</u> | <u>36,000</u> | <u>31,000</u> | <u>27,000</u> | <u>24,000</u> | <u>21,000</u> | <u>16,000</u> |
| Total Revenues | \$ <u>2,013,000</u> | \$ <u>2,011,000</u> | \$ <u>2,018,000</u> | \$ <u>2,015,000</u> | \$ <u>2,019,000</u> | \$ <u>2,083,405</u> | \$ <u>2,151,239</u> | \$ <u>2,222,588</u> | \$ <u>2,296,538</u> | \$ <u>1,999,000</u> |
| Expenditures | | | | | | | | | | |
| Operations | \$1,336,372 | \$1,355,627 | \$1,376,823 | \$1,399,929 | \$1,423,270 | \$1,447,011 | \$1,469,845 | \$1,491,829 | \$1,514,573 | \$1,537,277 |
| MRP Requirement | 50,000 | 51,200 | 52,429 | 53,687 | 54,976 | 56,295 | 57,646 | 59,030 | 60,446 | 61,897 |
| Drainage System | 200,551 | 204,211 | 208,937 | 214,701 | 220,363 | 226,026 | 230,800 | 234,715 | 238,883 | 242,759 |
| Street Cleaning | <u>541,057</u> | <u>550,745</u> | <u>562,023</u> | <u>574,849</u> | <u>587,606</u> | <u>600,438</u> | <u>612,081</u> | <u>622,577</u> | <u>633,533</u> | <u>644,176</u> |
| Total Expenditures | \$ <u>2,127,980</u> | \$ <u>2,161,784</u> | \$ <u>2,200,211</u> | \$ <u>2,243,165</u> | \$ <u>2,286,215</u> | \$ <u>2,329,769</u> | \$ <u>2,370,371</u> | \$ <u>2,408,150</u> | \$ <u>2,447,435</u> | \$ <u>2,459,301</u> |
| Capital Projects | | | | | | | | | | |
| Grant Infrastructure | \$ 30,000 | \$ 30,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Capital Projects | \$ <u>30,000</u> | \$ <u>30,000</u> | \$ <u>-</u> |
| Excess of Revenue Over (Under) Expenditures | \$ (144,980) | \$ (180,784) | \$ (182,211) | \$ (228,165) | \$ (267,215) | \$ (246,364) | \$ (219,132) | \$ (185,562) | \$ (150,896) | \$ (460,301) |
| Less 10% Reserves | \$ 213,000 | \$ 216,000 | \$ 220,000 | \$ 224,000 | \$ 229,000 | \$ 233,000 | \$ 237,000 | \$ 241,000 | \$ 245,000 | \$ 246,000 |
| Fund Balance 6/30 | \$ <u>2,573,853</u> | \$ <u>2,390,069</u> | \$ <u>2,203,858</u> | \$ <u>1,971,692</u> | \$ <u>1,699,478</u> | \$ <u>1,449,113</u> | \$ <u>1,225,981</u> | \$ <u>1,036,419</u> | \$ <u>881,523</u> | \$ <u>420,222</u> |

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Concord's Historic Bibber House

This house was built in 1912-13 by L.V. Perry for Charles and Carrie (Beebe) Bibber at a cost of \$3,733. In addition to its large size and prominent architecture, the house is known for its exquisite wood paneling and beautifully finished staircase. Charles Bibber was the Deputy County Assessor. The house remained in his family for two generations. It has since been reconfigured for commercial purposes and is used as professional offices.

**CITY OF CONCORD
DEBT SERVICE FUNDS
FOR THE YEAR ENDING JUNE 30, 2015**

Debt Service Funds are used to account for accumulation of resources for payment of interest and principal on the City's general bond debt. Debt Service Funds include:

REVENUE BONDS

Performing Arts Revenue Bonds - To account for the accumulation of revenue provided by Live Nation for payment of interest and principal on the Pavilion lease revenue bonds issued in 1995.

CERTIFICATES OF PARTICIPATION

ABAG Fund - To account for transfers of revenue from the General Fund for payment of interest and principal on Association of Bay Area Governments (ABAG) certificates of participation.

ASSESSMENT DISTRICTS

Assessment Districts Fund - To account for the accumulation of special assessment taxes for payment of special assessment bond interest and principal.

LEASE AGREEMENTS

Refunding Lease - To account for the accumulation of resources for payment of interest and principal for a lease repurchase secured by the Corporation Yard. The proceeds of the Refunding Lease, issued in 2010, retired a portion of the Police Facilities Revenue Bonds and retired the 1999 Judgment Obligation Bonds.

Lease Purchase - To account for the accumulation of resources for payment of interest and principal for a lease issued to fund various energy efficiency improvements in 2011.

**CITY OF CONCORD
DEBT SERVICE FUNDS
FOR THE YEAR ENDING JUNE 30, 2015**

Annual debt service requirements to maturity for long-term debt, including interest payments, are as follow:

| | <u>Revenue Bonds</u> | <u>Lease Agreements</u> | | <u>Total</u> |
|---------------------|-------------------------|-------------------------|-----------------------|----------------------|
| | <u>Concord Pavilion</u> | <u>Refunding Lease</u> | <u>Lease Purchase</u> | |
| YEAR ENDING JUNE 30 | | | | |
| 2013-14 | \$ 700,832 | \$ 420,703 | \$ 678,934 | \$ 1,800,469 |
| 2014-15 | 622,928 | 425,015 | 699,356 | 1,747,299 |
| 2015-16 | 553,114 | - | 721,004 | 1,274,118 |
| 2016-17 | 490,978 | - | 736,858 | 1,227,836 |
| 2017-18 | 431,314 | - | 755,010 | 1,186,324 |
| 2018-19 | 374,122 | - | 782,534 | 1,156,656 |
| 2019-20 | 324,196 | - | 811,356 | 1,135,552 |
| 2020-21 | 281,124 | - | 841,533 | 1,122,657 |
| 2021-22 | - | - | 873,102 | 873,102 |
| 2022-23 | - | - | 906,115 | 906,115 |
| 2023-24 | - | - | 940,614 | - |
| Thereafter | <u>\$ -</u> | <u>\$ -</u> | <u>\$ 2,507,719</u> | <u>\$ 2,507,719</u> |
| Total | <u>\$ 3,778,608</u> | <u>\$ 845,718</u> | <u>\$ 11,254,135</u> | <u>\$ 14,937,847</u> |

Funding Sources:

Concord Pavilion Revenue Bonds will continue to be paid from operating revenues as part of the management agreement between the City of Concord and Live Nation.

Refunding Lease is paid by the General Fund.

Lease Purchase is paid by a number of funds in the City.

Note: Tax Allocation Bonds, 1993 Lease Revenue Bonds, Parking Structure Lease Revenue Bonds and the RDA portion of the Refunding Lease Agreement were transferred to the Successor Agency during fiscal year 2012.

**CITY OF CONCORD
REVENUE BONDS
FOR THE YEAR ENDING JUNE 30, 2015**

Performing Arts Center Lease Revenue Bonds

Performing Arts Center Lease Revenue Bonds were issued in 1995 to finance a portion of the renovation and expansion of Concord Pavilion leased by the City. A portion of these bonds were called in September, 2009.

Principal Borrowed

| | |
|--------------------------|---------------|
| Series 1995 due 8/1/2020 | \$ 18,700,000 |
|--------------------------|---------------|

Payment Required

| | <u>Principal</u> | <u>Interest</u> | <u>Total</u> |
|-------------|------------------|-----------------|--------------|
| Series 1995 | \$ 440,000 | \$ 182,928 | \$ 622,928 |

Principal Outstanding as of June 30, 2015

| | |
|-------------|--------------|
| Series 1995 | \$ 2,000,000 |
|-------------|--------------|

**CITY OF CONCORD
CERTIFICATES OF PARTICIPATION
FOR THE YEAR ENDING JUNE 30, 2015**

City of Concord Certificates of Participation

ABAG 41 - Certificates of Participation were issued in 1998 to fund Diablo Creek Golf Course improvements (Enterprise Fund) and to defease outstanding ABAG 23 Certificates of Participation (Debt Service Fund) for renovation of Centre Concord.

Principal Borrowed

| | |
|---|---------------------|
| ABAG 41 - Centre Concord due 8/1/2011 | \$ 810,000 |
| ABAG 41 - Diablo Creek Golf Course due 8/1/2018 | <u>2,750,000</u> |
| Total ABAG 41 | <u>\$ 3,560,000</u> |

Payment Required

| | <u>Principal</u> | <u>Interest</u> | <u>Total</u> |
|------------------------------------|-------------------|------------------|-------------------|
| ABAG 41 - Centre Concord | \$ - | \$ - | \$ - |
| ABAG 41 - Diablo Creek Golf Course | <u>180,000</u> | <u>44,725</u> | <u>224,725</u> |
| Total | <u>\$ 180,000</u> | <u>\$ 44,725</u> | <u>\$ 224,725</u> |

Principal Outstanding as of June 30, 2015

| | |
|---------------------------------------|------------------|
| ABAG 41 - Centre Concord | \$ - |
| ABAG 41 - Diablo Creek Golf Course | <u>81,000</u> |
| Total principal outstanding - ABAG 41 | <u>\$ 81,000</u> |

**CITY OF CONCORD
LEASE AGREEMENTS
FOR THE YEAR ENDING JUNE 30, 2015**

Refunding Lease Agreement

The City entered into a Refunding Lease Agreement in 2010 to retire a portion of the outstanding 1993 Lease Revenue Bonds and to repay the 1999 Judgment Obligation bonds. Excludes RDA portion of debt transferred to the Successor Agency in fiscal year 2012.

| | | | |
|--|----|-----------------------------|-----------------------------|
| <u>Principal Borrowed</u> | | | |
| Refunding Lease Agreement due 9/1/2019 | \$ | 1,959,000 | |
| <u>Payment Required</u> | | | |
| Refunding Lease Agreement | \$ | <u>Principal</u> 417,500 | \$ <u>Interest</u> 7,515 |
| | | | \$ <u>Total</u> 425,015 |
| <u>Principal Outstanding as of June 30, 2015</u> | | | |
| Refunding Lease Agreement | \$ | - | |

Lease Purchase Agreement

The City entered into a Lease Purchase Agreement in 2011 to finance various energy efficiency improvements.

| | | | |
|--|----|-----------------------------|-------------------------------|
| <u>Principal Borrowed</u> | | | |
| Lease Purchase Agreement due 12/1/2026 | \$ | 8,384,040 | |
| <u>Payment Required</u> | | | |
| Lease Purchase Agreement | \$ | <u>Principal</u> 335,437 | \$ <u>Interest</u> 363,919 |
| | | | \$ <u>Total</u> 699,356 |
| <u>Principal Outstanding as of June 30, 2015</u> | | | |
| Lease Purchase Agreement | \$ | 7,406,301 | |



**COMPUTATION OF DIRECT AND
OVERLAPPING BONDED DEBT
June 30, 2015 (a)**

| JURISDICTION | Net Debt Outstanding | Percentage Applicable to City of Concord | Amount Applicable to City of Concord |
|---|----------------------------|---|---|
| 2012-13 Assessed Valuation | | | \$ 11,316,676,118 |
| <u>OVERLAPPING TAX AND ASSESSMENT DEBT</u> | | | |
| Bay Area Rapid Transit District | \$ 410,690,000 | 2.251% | \$ 9,244,632 |
| Contra Costa Community College District | 209,930,000 | 8.011% | 16,817,492 |
| Mt. Diablo Unified School District | 449,305,057 | 39.174% | 176,010,763 |
| Mt. Diablo Unified School District Community Facilities District No. 1 | 48,770,000 | 39.174% | 19,105,160 |
| Contra Costa County Reassessment District | 1,705,000 | 7.513% | 128,097 |
| East Bay Regional Park District | 135,565,000 | 3.479% | 4,716,306 |
| TOTAL DIRECT AND OVERLAPPING TAX AND ASSESSMENT DEBT | <u>\$ 1,255,965,057</u> | | <u>\$ 226,022,450</u> |
| <u>DIRECT AND OVERLAPPING GENERAL FUND OBLIGATION DEBT</u> | | | |
| City of Concord General Fund Obligations | \$4,080,000 | 100.000% | \$4,080,000 |
| Contra Costa County General Fund Obligations | 282,641,006 | 7.981% | 22,557,579 |
| Contra Costa County Pension Obligations | 310,110,000 | 7.981% | 24,749,879 |
| Contra Costa County Fire Protection District Pension Obligations | 106,185,000 | 17.682% | 18,775,632 |
| Contra Costa Community College District Certificates of Participation | 780,000 | 8.011% | 62,486 |
| TOTAL GROSS DIRECT AND OVERLAPPING GENERAL FUND OBLIGATION DEBT | <u>\$ 703,796,006</u> | | <u>\$ 70,225,576</u> |
| Less: Contra Costa County self supporting obligations | | | 8,379,470 |
| City of Concord Certificate of Participation (100% supported from Golf Course Revenues) | | | <u>1,160,000</u> |
| TOTAL NET DIRECT AND OVERLAPPING GENERAL FUND OBLIGATION DEBT | | | \$ 60,686,106 |
| <u>Overlapping Tax Increment & General Fund Obligation Debt</u> | | | |
| Concord Redevelopment Agency Central Redevelopment Project Area | \$55,550,000 | 100.000% | 55,550,000 |
| Total Overlapping Tax Increment Debt | | | <u>\$55,550,000</u> |
| Total Direct Debt | | | \$4,080,000 |
| Total Gross Overlapping Debt | | | \$ 347,718,026 |
| Total Net Overlapping Debt | | | \$ 338,178,556 |
| Gross Combined Total Debt | | | <u>\$ 351,798,026</u> |
| Net Combined Total Debt | | | <u>\$ 342,258,556</u> |

(b)

(a) Actual through June 30, 2013.

(b) Excludes tax and revenue anticipation notes, Enterprise revenue, and mortgage revenue.

Ratio to Assessed Valuation: Total Overlapping Tax and Assessment Debt 2.00%.

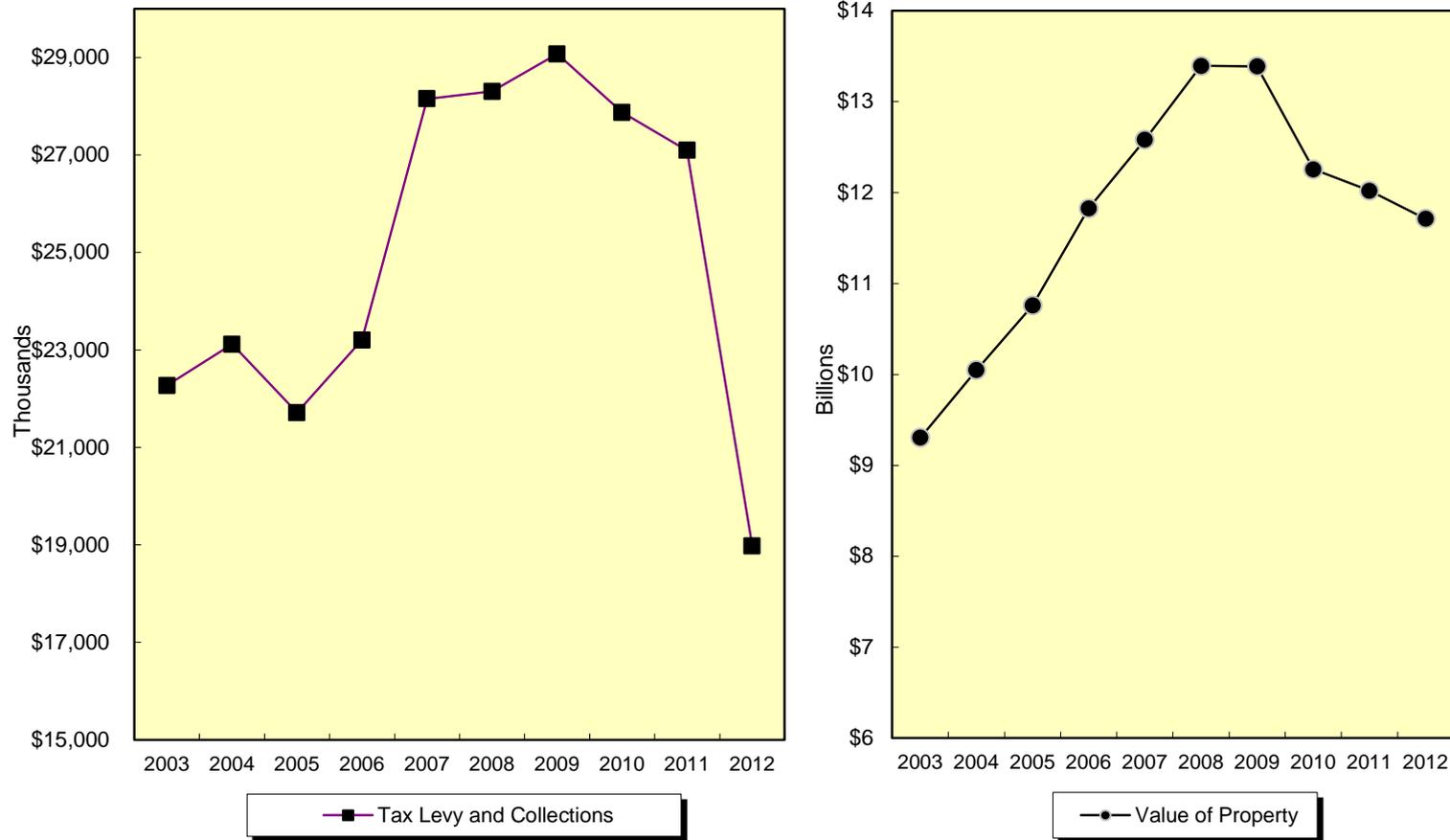
Ratio to Adjusted Assessed Valuation: Total Direct Debt .04%, Gross Combined Total Debt 3.11%,

Net Combined Total Debt 3.02%.

SOURCE: California Municipal Statistics, Inc. and CAFR FY2013, Statistical Section



Property Tax Levies and Collections Last Ten Fiscal Years



| Fiscal Year | Total Secured Tax Levy | General Fund Tax Collections | Debt Service Fund Tax Collections | Redevelopment Agency Fund Tax Collections | Total Tax Collections | Percent of Total Tax Collections to Tax Levy | Value of City Property Subject to Local Tax Rate |
|-------------|------------------------|------------------------------|-----------------------------------|---|-----------------------|--|--|
| 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 | 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 | \$18,973,253 (A) | \$ 10,917,466 | - | \$ 8,055,787 (B) | \$ 18,973,253 | 100.00% | \$11,710,527,901 |

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

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 FY2012 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.



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, 2015**

Capital Projects Funds are used to account for resources used for the acquisition and construction of capital facilities or major capital equipment, except for capital facilities financed by Proprietary or Special Revenue Funds. Capital Projects Funds include:

Measure J – Accounts for transportation improvements funded by Contra Costa County's ½% sales tax. Measure J was approved in 2004. Measure J continues the ½% sales tax approved in 1988 by Measure C for 2010 and beyond.

Special Developers Fund - To account for capital projects within the City funded by various fees collected from developers.

Parkland Fee – Residential developers are responsible for providing park land and recreation sources for Concord's citizens (Chapter 3 (2), Article IV of the City Concord Municipal Code).

Off-site Street Improvement Program (OSIP) – the method used by the City to fund base-level General Plan street improvements.

Storm Drain Zones/Traffic Mitigation – The ongoing development of real property in the city has placed a serious demand upon existing storm drains and certain streets. In order to provide an equitable manner of apportionment of the cost of future development of these facilities, the city has established local drainage areas and traffic mitigation areas.

Traffic Congestion Relief - Accounts for sales tax revenues used for local streets and roads construction projects.

Proposition 1B (LSR) - Accounts for projects financed by the State of California Transportation Bond Act passed in 2006. It includes a Local Streets and Roads (LSR) component to help relieve traffic congestion, facilitate movement of goods, improve air quality, and enhance safety and security of the transportation system.

General Reimbursable Projects – Accounts for projects financed by grants, donations, or reimbursed to the City from developers and for General Fund transfers expended for acquisition and construction of general purpose public facilities and improvements.

Measure WW – Accounts for the projects financed by bonds approved by voters in 2008 issued by the East Bay Regional Parks District.

**CITY OF CONCORD
CAPITAL PROJECTS FUNDS
FOR THE YEAR ENDING JUNE 30, 2015**

| <u>Fund</u> | <u>Measure J</u> | <u>Measure J-1680 / J (Other)</u> | <u>Dev Fees O.S.I.P.</u> | <u>Dev. Fees Parkland</u> |
|---|---------------------|---|------------------------------|-------------------------------|
| FUND BALANCE AS OF JULY 1, 2014 | \$ 1,845,537 | \$ - | \$ 500,000 | \$ 150,801 |
| REVENUES | | | | |
| Licenses and Fees | \$ - | \$ - | \$ 220,000 | \$ 50,000 |
| Use of Money & Property | 30,638 | - | 3,472 | 1,000 |
| Intergovernmental | 1,654,113 | 1,024,013 | - | - |
| Other | - | - | - | - |
| Total Revenues | <u>\$ 1,684,751</u> | <u>\$ 1,024,013</u> | <u>\$ 223,472</u> | <u>\$ 51,000</u> |
| EXPENDITURES | | | | |
| Capital Projects | \$ 2,407,710 | \$ 1,024,013 | \$ 687,389 | \$ 144,000 |
| Other | <u>267,755</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| Total Expenditures | <u>\$ 2,675,465</u> | <u>\$ 1,024,013</u> | <u>\$ 687,389</u> | <u>\$ 144,000</u> |
| OTHER FINANCING SOURCES (USES) | | | | |
| Transfer In/Proceeds from Debt | \$ - | \$ - | \$ - | \$ - |
| Transfer Out | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| 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 | (990,714) | - | (463,917) | (93,000) |
| FUND BALANCE - JUNE 30 | <u>\$ 854,823</u> | <u>\$ -</u> | <u>\$ 36,083</u> | <u>\$ 57,801</u> |
| PROJECT CARRYOVER (These numbers represent funds which have been allocated but have not been spent as April 30, 2014 | \$ 2,710,962 | \$ 4,006,053 | \$ 150,892 | \$ 8,815 |

**CITY OF CONCORD
CAPITAL PROJECTS FUNDS
FOR THE YEAR ENDING JUNE 30, 2015**

| <u>Fund</u> | <u>Storm Drainage Zones</u> | <u>Traffic Mitigation</u> | <u>Reimbursable Projects</u> |
|--|-------------------------------------|-------------------------------|----------------------------------|
| FUND BALANCE AS OF JULY 1, 2013 | \$ 496,764 | \$ 45,930 | \$ - |
| REVENUES | | | |
| Licenses and Fees | \$ 1,000 | \$ - | \$ - |
| Use of Money & Property | 1,000 | 1,837 | - |
| Intergovernmental | - | - | 7,778,581 |
| Other | - | - | - |
| Total Revenues | <u>\$ 2,000</u> | <u>\$ 1,837</u> | <u>\$ 7,778,581</u> |
| EXPENDITURES | | | |
| Capital Projects | \$ - | \$ - | \$ 7,778,581 |
| Other | - | - | - |
| Total Expenditures | <u>\$ -</u> | <u>\$ -</u> | <u>\$ 7,778,581</u> |
| OTHER FINANCING SOURCES (USES) | | | |
| Transfer In/Proceeds from Debt | \$ - | \$ - | \$ - |
| Transfer Out | - | - | - |
| Total Other Financing Sources (Uses) | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> |
| Excess (Deficiency) of Revenues and Other Financing Sources over (under) expenditures and Other Financing Uses | 2,000 | 1,837 | - |
| FUND BALANCE - JUNE 30 | <u>\$ 498,764</u> | <u>\$ 47,767</u> | <u>\$ -</u> |
| PROJECT CARRYOVER (These numbers represent funds which have been allocated but have not been spent as June 30 ,2013 | \$ 17,524 | \$ 242,000 | \$ 6,187,931 |

**CITY OF CONCORD
CAPITAL PROJECTS FUNDS**

| | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <u>Measure J</u> | | | | | | | | | | |
| Fund Balance - 7/1 | \$ 1,845,537 | \$ 854,823 | \$ 182,257 | \$ 514,572 | \$ 884,033 | \$ 1,299,544 | \$ 1,243,033 | \$ 1,220,619 | \$ 1,226,793 | \$ 1,263,228 |
| Add Revenues | | | | | | | | | | |
| Intergovernmental | \$ 1,654,113 | \$ 1,670,654 | \$ 1,704,067 | \$ 1,738,149 | \$ 1,772,912 | \$ 1,808,370 | \$ 1,844,537 | \$ 1,881,428 | \$ 1,919,056 | \$ 1,957,438 |
| Use of Money & Property | 30,638 | 13,066 | 21,073 | 31,867 | 51,090 | 51,757 | 58,053 | 58,340 | 59,792 | 62,477 |
| Total Revenues | \$ 1,684,751 | \$ 1,683,720 | \$ 1,725,140 | \$ 1,770,016 | \$ 1,824,002 | \$ 1,860,127 | \$ 1,902,590 | \$ 1,939,768 | \$ 1,978,848 | \$ 2,019,914 |
| Less Appropriations | | | | | | | | | | |
| Capital Projects | \$ 2,407,710 | \$ 2,084,504 | \$ 1,116,922 | \$ 1,120,429 | \$ 1,124,042 | \$ 1,627,763 | \$ 1,631,595 | \$ 1,635,544 | \$ 1,639,610 | \$ 1,643,798 |
| CIP Support | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 |
| Operations | 167,755 | 171,781 | 175,904 | 180,126 | 184,449 | 188,875 | 193,408 | 198,050 | 202,803 | 207,671 |
| Total Appropriations | \$ 2,675,465 | \$ 2,356,285 | \$ 1,392,826 | \$ 1,400,555 | \$ 1,408,491 | \$ 1,916,638 | \$ 1,925,003 | \$ 1,933,594 | \$ 1,942,413 | \$ 1,951,469 |
| Excess (Deficiency) of Revenues Over (Under) Expenditures | \$ (990,714) | \$ (672,565) | \$ 332,314 | \$ 369,461 | \$ 415,511 | \$ (56,512) | \$ (22,414) | \$ 6,173 | \$ 36,435 | \$ 68,446 |
| Fund Balance - 6/30 | \$ 854,823 | \$ 182,257 | \$ 514,572 | \$ 884,033 | \$ 1,299,544 | \$ 1,243,033 | \$ 1,220,619 | \$ 1,226,793 | \$ 1,263,228 | \$ 1,331,673 |
| <u>Measure J-I680/ J (Other)</u> | | | | | | | | | | |
| Fund Balance - 7/1 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Add Revenues | | | | | | | | | | |
| Intergovernmental | \$ 1,024,013 | \$ 96,533 | \$ 157,280 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Use of Money & Property | - | - | - | - | - | - | - | - | - | - |
| Total Revenues | \$ 1,024,013 | \$ 96,533 | \$ 157,280 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Less Appropriations | | | | | | | | | | |
| Capital Projects | \$ 1,024,013 | \$ 96,533 | \$ 157,280 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | - | - | - | - | - | - | - | - | - | - |
| Total Appropriations | \$ 1,024,013 | \$ 96,533 | \$ 157,280 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Excess (Deficiency) of Revenues Over (Under) Expenditures | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Fund Balance - 6/30 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

**CITY OF CONCORD
CAPITAL PROJECTS FUNDS**

| | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <u>Developer Fees OSIP</u> | | | | | | | | | | |
| Fund Balance - 7/1 | \$ 527,924 | \$ 89,007 | \$ 18,670 | \$ 83,705 | \$ 134,891 | \$ 197,329 | \$ 271,746 | \$ 333,006 | \$ 406,775 | \$ 493,855 |
| Add Revenues | | | | | | | | | | |
| Licenses & Permits | \$ 270,000 | \$ 278,100 | \$ 286,443 | \$ 295,036 | \$ 303,887 | \$ 313,004 | \$ 322,394 | \$ 332,066 | \$ 342,028 | \$ 352,289 |
| Use of Money & Property | 3,472 | 1,563 | 3,591 | 6,150 | 8,551 | 11,413 | 13,866 | 16,703 | 20,052 | 25,746 |
| Total Revenues | \$ 273,472 | \$ 279,663 | \$ 290,034 | \$ 301,186 | \$ 312,438 | \$ 324,417 | \$ 336,260 | \$ 348,769 | \$ 362,080 | \$ 378,035 |
| Less Appropriations | | | | | | | | | | |
| Capital Projects | \$ 712,389 | \$ 350,000 | \$ 225,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 275,000 | \$ 275,000 | \$ 275,000 | \$ 225,000 |
| Other | - | - | - | - | - | - | - | - | - | - |
| Total Appropriations | \$ 712,389 | \$ 350,000 | \$ 225,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 275,000 | \$ 275,000 | \$ 275,000 | \$ 225,000 |
| Excess (Deficiency) of Revenues Over (Under) Expenditures | \$ (438,917) | \$ (70,337) | \$ 65,034 | \$ 51,186 | \$ 62,438 | \$ 74,417 | \$ 61,260 | \$ 73,769 | \$ 87,080 | \$ 153,035 |
| Fund Balance - 6/30 | \$ 89,007 | \$ 18,670 | \$ 83,705 | \$ 134,891 | \$ 197,329 | \$ 271,746 | \$ 333,006 | \$ 406,775 | \$ 493,855 | \$ 646,890 |

| | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <u>Developer Fees Parkland</u> | | | | | | | | | | |
| Fund Balance - 7/1 | \$ 150,801 | \$ 57,801 | \$ 109,801 | \$ 161,801 | \$ 214,801 | \$ 232,801 | \$ 235,801 | \$ 239,801 | \$ 243,801 | \$ 247,801 |
| Add Revenues | | | | | | | | | | |
| Licenses & Permits | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 240,000 | \$ 240,000 | \$ 240,000 | \$ 240,000 | \$ 240,000 | \$ 240,000 |
| Loan from GF | - | - | - | - | - | - | - | - | - | - |
| Use of Money & Property | 1,000 | 2,000 | 2,000 | 3,000 | 3,000 | 3,000 | 4,000 | 4,000 | 4,000 | 4,000 |
| Total Revenues | \$ 51,000 | \$ 52,000 | \$ 52,000 | \$ 53,000 | \$ 243,000 | \$ 243,000 | \$ 244,000 | \$ 244,000 | \$ 244,000 | \$ 244,000 |
| Less Appropriations | | | | | | | | | | |
| GF Repayment | \$ - | \$ - | \$ - | \$ - | \$ 225,000 | \$ 240,000 | \$ 240,000 | \$ 240,000 | \$ 240,000 | \$ 240,000 |
| Capital Projects | 144,000 | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - | - |
| Total Appropriations | \$ 144,000 | \$ - | \$ - | \$ - | \$ 225,000 | \$ 240,000 | \$ 240,000 | \$ 240,000 | \$ 240,000 | \$ 240,000 |
| Excess (Deficiency) of Revenues Over (Under) Expenditures | \$ (93,000) | \$ 52,000 | \$ 52,000 | \$ 53,000 | \$ 18,000 | \$ 3,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 |
| Fund Balance - 6/30 | \$ 57,801 | \$ 109,801 | \$ 161,801 | \$ 214,801 | \$ 232,801 | \$ 235,801 | \$ 239,801 | \$ 243,801 | \$ 247,801 | \$ 251,801 |

**CITY OF CONCORD
CAPITAL PROJECTS FUNDS**

| | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <u>Storm Drainage Zones</u> | | | | | | | | | | |
| Fund Balance - 7/1 | \$ 496,764 | \$ 498,764 | \$ 500,784 | \$ 502,824 | \$ 504,886 | \$ 506,968 | \$ 509,072 | \$ 511,198 | \$ 513,347 | \$ 515,519 |
| Add Revenues | | | | | | | | | | |
| Licenses & Permits | \$ 1,000 | \$ 1,020 | \$ 1,040 | \$ 1,061 | \$ 1,082 | \$ 1,104 | \$ 1,126 | \$ 1,149 | \$ 1,172 | \$ 1,207 |
| Use of Money & Property | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| Total Revenues | \$ 2,000 | \$ 2,020 | \$ 2,040 | \$ 2,061 | \$ 2,082 | \$ 2,104 | \$ 2,126 | \$ 2,149 | \$ 2,172 | \$ 2,207 |
| Less Appropriations | | | | | | | | | | |
| Capital Projects | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Appropriations | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Other Financing Sources | | | | | | | | | | |
| Proceeds from Debt Issuance | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Excess (Deficiency) of Revenues Over (Under) Expenditures | \$ 2,000 | \$ 2,020 | \$ 2,040 | \$ 2,061 | \$ 2,082 | \$ 2,104 | \$ 2,126 | \$ 2,149 | \$ 2,172 | \$ 2,207 |
| Fund Balance - 6/30 | \$ 498,764 | \$ 500,784 | \$ 502,824 | \$ 504,886 | \$ 506,968 | \$ 509,072 | \$ 511,198 | \$ 513,347 | \$ 515,519 | \$ 517,725 |

| | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <u>Traffic Mitigation</u> | | | | | | | | | | |
| Fund Balance - 7/1 | \$ 45,930 | \$ 47,767 | \$ 49,678 | \$ 51,665 | \$ 53,732 | \$ 55,881 | \$ 58,116 | \$ 60,441 | \$ 62,859 | \$ 65,373 |
| Add Revenues | | | | | | | | | | |
| Intergovernmental | \$ - | \$ - | \$ 275,500 | \$ 275,500 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Use of Money & Property | 1,837 | 1,911 | 1,987 | 2,067 | 2,149 | 2,235 | 2,325 | 2,418 | 2,514 | 2,615 |
| Total Revenues | \$ 1,837 | \$ 1,911 | \$ 277,487 | \$ 277,567 | \$ 2,149 | \$ 2,235 | \$ 2,325 | \$ 2,418 | \$ 2,514 | \$ 2,615 |
| Less Appropriations | | | | | | | | | | |
| Capital Projects | \$ - | \$ - | \$ 275,500 | \$ 275,500 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Appropriations | \$ - | \$ - | \$ 275,500 | \$ 275,500 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Excess (Deficiency) of Revenues Over (Under) Expenditures | \$ 1,837 | \$ 1,911 | \$ 1,987 | \$ 2,067 | \$ 2,149 | \$ 2,235 | \$ 2,325 | \$ 2,418 | \$ 2,514 | \$ 2,615 |
| Fund Balance - 6/30 | \$ 47,767 | \$ 49,678 | \$ 51,665 | \$ 53,732 | \$ 55,881 | \$ 58,116 | \$ 60,441 | \$ 62,859 | \$ 65,373 | \$ 67,988 |

**CITY OF CONCORD
CAPITAL PROJECTS FUNDS**

| | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> |
|--|---------------------|---------------------|-------------------|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Reimbursable Projects | | | | | | | | | | |
| Fund Balance - 7/1 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Add Revenues | | | | | | | | | | |
| Intergovernmental | \$ 7,778,581 | \$ 2,093,059 | \$ 382,615 | \$ 2,423,615 | \$ 382,615 | \$ 382,615 | \$ 382,615 | \$ 382,615 | \$ 382,615 | \$ 382,615 |
| Use of Money & Property | - | - | - | - | - | - | - | - | - | - |
| Total Revenues | <u>\$ 7,778,581</u> | <u>\$ 2,093,059</u> | <u>\$ 382,615</u> | <u>\$ 2,423,615</u> | <u>\$ 382,615</u> |
| Less Appropriations | | | | | | | | | | |
| Capital Projects | \$ 7,778,581 | \$ 2,093,059 | \$ 382,615 | \$ 2,423,615 | \$ 382,615 | \$ 382,615 | \$ 382,615 | \$ 382,615 | \$ 382,615 | \$ 382,615 |
| Other | - | - | - | - | - | - | - | - | - | - |
| Total Appropriations | <u>\$ 7,778,581</u> | <u>\$ 2,093,059</u> | <u>\$ 382,615</u> | <u>\$ 2,423,615</u> | <u>\$ 382,615</u> |
| Other Financing Uses | | | | | | | | | | |
| Transfers Out | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Excess (Deficiency) of Revenues Over (Under) Expenditures | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Fund Balance - 6/30 | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> |



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, 2015**

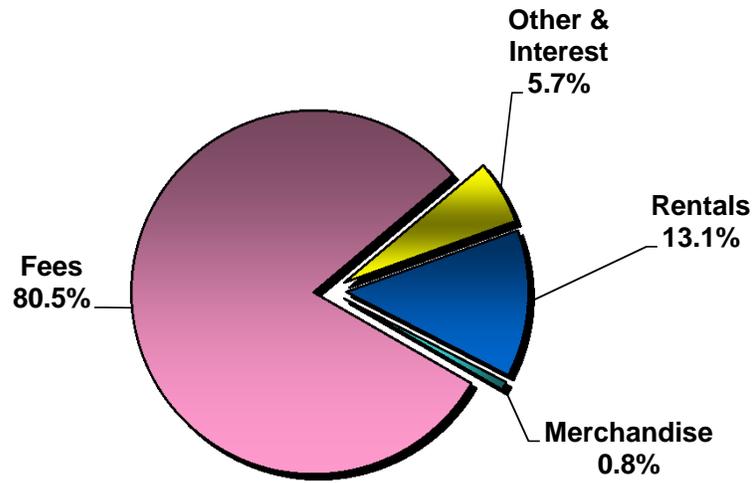
Enterprise Funds are used to account for the City Of Concord operations which provide services to the public and are financed and operated like private business enterprises. Revenues are generated through user fees and are used to pay for all costs, including depreciation, on a continuing basis. Enterprise funds include:

Golf Course Fund – To account for activities associated with the development, operations, and maintenance of the Diablo Creek Golf Course.

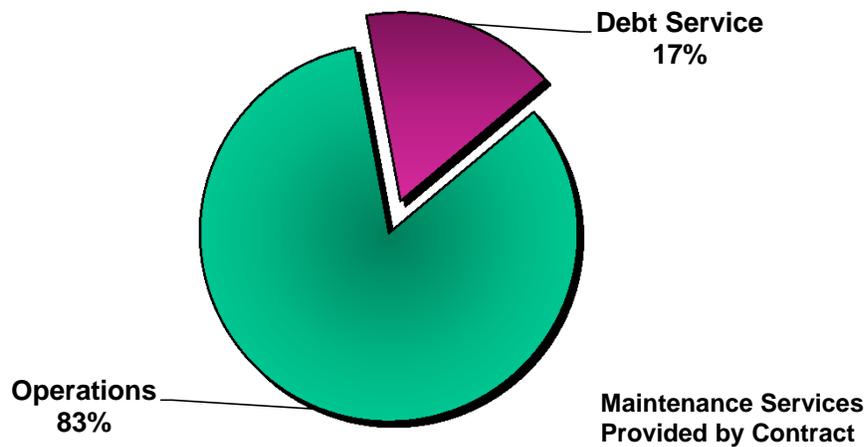
Sewer Fund – Accounts for activities pertaining to sewage collection, transmission and treatment.

**City of Concord
Golf Course
Revenues and Expenses
For the Year Ending June 30, 2015**

Revenue by Source



Expenses by Program

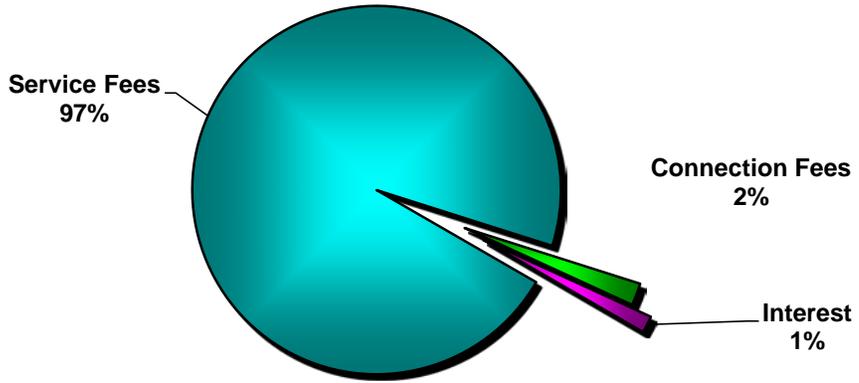


**City of Concord
Golf Course
Ten Year Projection
For the Year Ending June 30, 2015**

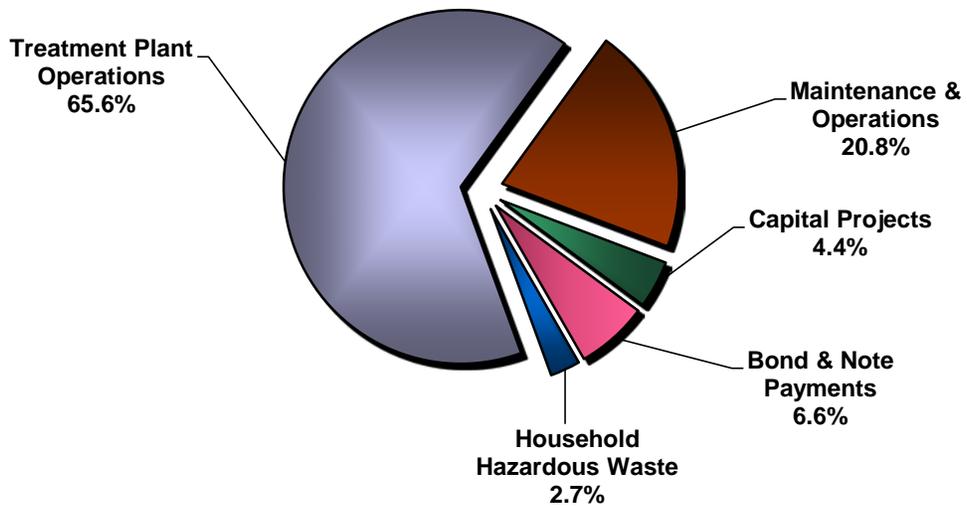
| | <u>2014-15</u> | Fee Inc. <u>2015-16</u> | <u>2016-17</u> | Fee Inc. <u>2017-18</u> | <u>2018-19</u> | Fee Inc. <u>2019-20</u> | <u>2020-21</u> | Fee Inc. <u>2021-22</u> | <u>2022-23</u> | Fee Inc. <u>2023-24</u> |
|--------------------------|----------------|----------------------------|----------------|----------------------------|----------------|----------------------------|----------------|----------------------------|----------------|----------------------------|
| Fund Balance 7/01 | \$ 71,677 | \$ 142,304 | \$ 256,858 | \$ 347,602 | \$ 729,330 | \$ 1,076,171 | \$ 1,720,363 | \$ 2,064,034 | \$ 2,452,976 | \$ 2,813,813 |
| Add Revenues: | | | | | | | | | | |
| Fees | \$ 1,175,000 | \$ 1,233,750 | \$ 1,233,750 | \$ 1,295,438 | \$ 1,295,438 | \$ 1,360,209 | \$ 1,360,209 | \$ 1,428,220 | \$ 1,428,220 | \$ 1,499,631 |
| Rentals | \$ 191,000 | \$ 198,330 | \$ 201,760 | \$ 208,315 | \$ 210,717 | \$ 217,578 | \$ 220,077 | \$ 227,257 | \$ 229,857 | \$ 237,372 |
| Merchandise Sales | \$ 11,000 | \$ 11,330 | \$ 11,670 | \$ 11,903 | \$ 12,141 | \$ 12,384 | \$ 12,632 | \$ 12,885 | \$ 13,142 | \$ 13,405 |
| Other Revenues | \$ 82,000 | \$ 82,000 | \$ 82,000 | \$ 82,000 | \$ 82,000 | \$ 82,000 | \$ 82,000 | \$ 82,000 | \$ 82,000 | \$ 82,000 |
| Interest | \$ 605 | \$ 605 | \$ 605 | \$ 605 | \$ 605 | \$ 611 | \$ 617 | \$ 623 | \$ 630 | \$ 636 |
| Total Revenues | \$ 1,459,605 | \$ 1,526,015 | \$ 1,529,785 | \$ 1,598,261 | \$ 1,600,901 | \$ 1,672,782 | \$ 1,675,536 | \$ 1,750,985 | \$ 1,753,849 | \$ 1,833,043 |
| Operating Expenditures | | | | | | | | | | |
| Operations | \$ 1,114,253 | \$ 1,140,678 | \$ 1,167,666 | \$ 1,195,158 | \$ 1,223,435 | \$ 1,252,239 | \$ 1,281,865 | \$ 1,312,042 | \$ 1,343,011 | \$ 1,374,794 |
| Debt Service | 224,725 | 220,783 | 221,375 | 221,375 | 230,625 | - | - | - | - | - |
| Total Expenditures | \$ 1,338,978 | \$ 1,361,461 | \$ 1,389,041 | \$ 1,416,533 | \$ 1,454,060 | \$ 1,252,239 | \$ 1,281,865 | \$ 1,312,042 | \$ 1,343,011 | \$ 1,374,794 |
| Net Income (Loss) | \$ 120,627 | \$ 164,554 | \$ 140,744 | \$ 181,728 | \$ 146,841 | \$ 420,543 | \$ 393,671 | \$ 438,942 | \$ 410,837 | \$ 458,250 |
| Less Capital Expenses: | | | | | | | | | | |
| Projects | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Capital Projects Reserve | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Total Capital Expenses | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| Fund Balance 6/30 | \$ 142,304 | \$ 256,858 | \$ 347,602 | \$ 479,330 | \$ 826,171 | \$ 1,446,715 | \$ 2,064,034 | \$ 2,452,976 | \$ 2,813,813 | \$ 3,222,063 |

**City of Concord
Sewer Enterprise
Revenues and Expenses
For the Year Ending June 30, 2015**

Revenues by Source



Expenses by Program



**Sewer Enterprise
Ten Year Projection
for the Year Ending June 30, 2015**

| | Adopted Fee Inc. \$39 <u>2014-15</u> | Estimated Fee Inc. \$50 <u>2015-16</u> | Estimated Fee Inc. \$50 <u>2016-17</u> | Estimated Fee Inc. \$50 <u>2017-18</u> | Estimated Fee Inc. \$50 <u>2018-19</u> | Estimated Fee Inc. \$40 <u>2019-20</u> | Estimated Fee Inc. \$20 <u>2020-21</u> | Estimated Fee Inc. \$20 <u>2021-22</u> | Estimated Fee Inc. \$20 <u>2022-23</u> | Estimated Fee Inc. \$20 <u>2023-24</u> |
|--|--|--|--|--|--|--|--|--|--|--|
| Fund Balance 7/01 | \$ 2,691,787 | \$ 739,432 | \$ 1,075,578 | \$ 1,786,348 | \$ 2,229,772 | \$ 3,759,081 | \$ 4,171,667 | \$ 5,096,485 | \$ 5,801,268 | \$ 7,031,352 |
| Revenues | | | | | | | | | | |
| Sewer Service Fees | \$ 23,800,000 | \$ 26,632,500 | \$ 29,465,000 | \$ 32,297,500 | \$ 35,130,000 | \$ 37,396,000 | \$ 38,529,000 | \$ 39,662,000 | \$ 40,795,000 | \$ 41,928,000 |
| Sewer Connection Fees | 455,000 | 600,000 | 600,000 | 800,000 | 824,000 | 849,000 | 874,000 | 900,000 | 927,000 | 927,000 |
| Interest | 131,111 | 34,457 | 55,137 | 110,166 | 147,612 | 173,104 | 206,260 | 229,182 | 263,365 | 282,023 |
| Loan Repayment | 79,131 | 81,109 | 83,137 | 85,215 | 87,345 | 89,529 | 91,767 | 94,061 | 96,413 | 96,413 |
| Total Revenues | \$ 24,465,242 | \$ 27,348,066 | \$ 30,203,274 | \$ 33,292,881 | \$ 36,188,957 | \$ 38,507,633 | \$ 39,701,027 | \$ 40,885,243 | \$ 42,081,778 | \$ 43,233,436 |
| Operating Expenditures | | | | | | | | | | |
| City of Concord Costs: | | | | | | | | | | |
| Maintenance & Operations | \$ 4,876,848 | \$ 4,982,031 | \$ 5,088,938 | \$ 5,197,546 | \$ 5,307,831 | \$ 5,419,770 | \$ 5,533,346 | \$ 5,648,540 | \$ 5,766,268 | \$ 5,886,585 |
| Sanitary Sewer Repairs | 269,475 | 269,475 | 269,475 | 269,475 | 269,475 | 269,475 | 269,475 | 269,475 | 269,475 | 269,475 |
| Subtotal City of Concord Costs | 5,146,323 | 5,251,506 | 5,358,413 | 5,467,021 | 5,577,306 | 5,689,245 | 5,802,821 | 5,918,015 | 6,035,743 | 6,156,060 |
| City of Concord Debt Service | | | | | | | | | | |
| Rehab Bond Payment-Priority 1 Refunding | 761,521 | 764,265 | 761,863 | 766,517 | 765,175 | 763,039 | 766,708 | 770,083 | 766,638 | 766,423 |
| Bond Payment-Gravity Connection In Lieu of Pumping To CCCSD | 848,543 | 847,787 | 847,472 | 851,601 | 849,984 | 851,648 | 852,517 | 852,592 | 851,347 | 848,742 |
| Subtotal City of Concord Debt Service | 1,610,064 | 1,612,052 | 1,609,335 | 1,618,118 | 1,615,159 | 1,614,687 | 1,619,225 | 1,622,675 | 1,617,985 | 1,615,165 |
| CCCSD Costs: | | | | | | | | | | |
| CCCSD- Household Hazardous Waste | 706,955 | 728,164 | 750,008 | 772,509 | 795,684 | 819,555 | 844,141 | 869,465 | 895,549 | 922,416 |
| CCCSD Capital Projects 30% Reimbursement | 3,655,362 | 3,840,974 | 4,505,973 | 4,180,189 | 4,901,737 | 7,889,891 | 7,046,742 | 7,749,993 | 8,742,370 | 10,227,995 |
| CCCSD - Treatment Plant Operations | 14,548,893 | 14,829,225 | 16,018,774 | 16,311,620 | 16,719,762 | 17,181,670 | 17,713,280 | 18,270,311 | 17,310,046 | 17,963,866 |
| Subtotal CCCSD Costs | 18,911,210 | 19,398,363 | 21,274,755 | 21,264,318 | 22,417,182 | 25,891,115 | 25,604,163 | 26,889,770 | 26,947,966 | 29,114,277 |
| Total Operating Expenditures | \$ 25,667,597 | \$ 26,261,921 | \$ 28,242,504 | \$ 28,349,457 | \$ 29,609,647 | \$ 33,195,048 | \$ 33,026,209 | \$ 34,430,460 | \$ 34,601,693 | \$ 36,885,502 |
| Net Income(Loss) | \$ (1,202,355) | \$ 1,086,145 | \$ 1,960,770 | \$ 4,943,424 | \$ 6,579,310 | \$ 5,312,585 | \$ 6,674,818 | \$ 6,454,783 | \$ 7,480,085 | \$ 6,347,934 |
| Capital Projects: | | | | | | | | | | |
| City Projects | \$ 750,000 | \$ 750,000 | \$ 1,250,000 | \$ 4,500,000 | \$ 3,550,000 | \$ 3,400,000 | \$ 2,250,000 | \$ 2,250,000 | \$ 2,250,000 | \$ 2,250,000 |
| Reserve for Future CCCSD Capital Projects | | | | | \$ 1,500,000 | \$ 1,500,000 | \$ 3,500,000 | \$ 3,500,000 | \$ 4,000,000 | \$ 4,500,000 |
| Total Capital Projects | \$ 750,000 | \$ 750,000 | \$ 1,250,000 | \$ 4,500,000 | \$ 5,050,000 | \$ 4,900,000 | \$ 5,750,000 | \$ 5,750,000 | \$ 6,250,000 | \$ 6,750,000 |
| Other Financing Sources (Uses) | | | | | | | | | | |
| Transfers In | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfers Out | - | - | - | - | - | - | - | - | - | - |
| Total Other Financing Sources (Uses) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Fund Balance - 6/30 with Contingency | \$ 739,432 | \$ 1,075,578 | \$ 1,786,348 | \$ 2,229,772 | \$ 3,759,081 | \$ 4,171,667 | \$ 5,096,485 | \$ 5,801,268 | \$ 7,031,352 | \$ 6,629,287 |
| Less: 10% Operations/Maintenance Contingency Reserve | 2,379,000 | 2,438,000 | 2,636,000 | 2,646,000 | 2,773,000 | 3,131,000 | 3,114,000 | 3,254,000 | 3,271,000 | 3,500,000 |
| Fund Balance - 6/30 without Contingency | \$ (1,639,568) | \$ (1,362,422) | \$ (849,652) | \$ (416,228) | \$ 986,081 | \$ 1,040,667 | \$ 1,982,485 | \$ 2,547,268 | \$ 3,760,352 | \$ 3,129,287 |



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, 2015**

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
WORKERS' COMPENSATION
INTERNAL SERVICE FUND (610)
FOR THE YEAR ENDING JUNE 30, 2015**

| | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Fund Balance 7/01 | \$ 6,980,944 | \$ 6,844,483 | \$ 6,798,951 | \$ 6,742,020 | \$ 6,672,467 | \$ 6,590,650 | \$ 6,495,331 | \$ 6,385,835 | \$ 6,261,910 | \$ 6,123,917 |
| Add Revenues: | | | | | | | | | | |
| Interest | \$ 45,000 | \$ 47,000 | \$ 47,000 | \$ 46,000 | \$ 46,000 | \$ 45,000 | \$ 44,000 | \$ 43,000 | \$ 43,000 | \$ 42,000 |
| Supplemental Service Fees | - | - | - | - | - | - | - | - | - | - |
| Service Fees | 2,378,834 | 2,426,411 | 2,474,939 | 2,524,438 | 2,574,926 | 2,626,425 | 2,678,953 | 2,732,533 | 2,787,183 | 2,842,927 |
| Total Revenue | \$ 2,423,834 | \$ 2,473,411 | \$ 2,521,939 | \$ 2,570,438 | \$ 2,620,926 | \$ 2,671,425 | \$ 2,722,953 | \$ 2,775,533 | \$ 2,830,183 | \$ 2,884,927 |
| Less Appropriations: | | | | | | | | | | |
| Operations | \$ 257,295 | \$ 263,071 | \$ 268,857 | \$ 274,537 | \$ 280,519 | \$ 286,386 | \$ 292,564 | \$ 298,615 | \$ 304,912 | \$ 311,468 |
| Med. Benefits/Pmts. | 2,000,000 | 2,048,000 | 2,097,152 | 2,147,484 | 2,199,023 | 2,251,800 | 2,305,843 | 2,361,183 | 2,417,852 | 2,475,880 |
| Insurance | 203,000 | 207,872 | 212,861 | 217,970 | 223,201 | 228,558 | 234,043 | 239,660 | 245,412 | 251,302 |
| Total Appropriations | \$ 2,460,295 | \$ 2,518,943 | \$ 2,578,869 | \$ 2,639,991 | \$ 2,702,744 | \$ 2,766,744 | \$ 2,832,450 | \$ 2,899,458 | \$ 2,968,176 | \$ 3,038,650 |
| Revenue Over (Under) Appropriations | \$ (36,461) | \$ (45,533) | \$ (56,931) | \$ (69,553) | \$ (81,817) | \$ (95,319) | \$ (109,496) | \$ (123,925) | \$ (137,993) | \$ (153,723) |
| Other Finance Source | | | | | | | | | | |
| Transfers In | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfers Out | 100,000 | - | - | - | - | - | - | - | - | - |
| Fund Balance 6/30 | \$ 6,844,483 | \$ 6,798,951 | \$ 6,742,020 | \$ 6,672,467 | \$ 6,590,650 | \$ 6,495,331 | \$ 6,385,835 | \$ 6,261,910 | \$ 6,123,917 | \$ 5,970,194 |
| Reserve for Liability on Open Claims | \$ 4,457,000 | \$ 4,689,000 | \$ 4,933,000 | \$ 5,190,000 | \$ 5,460,000 | \$ 5,744,000 | \$ 6,043,000 | \$ 6,357,000 | \$ 6,688,000 | \$ 7,036,000 |
| Fund Balance 6/30 Adjusted after Reserve for Liability on Open Claims | \$ 2,387,483 | \$ 2,109,951 | \$ 1,809,020 | \$ 1,482,467 | \$ 1,130,650 | \$ 751,331 | \$ 342,835 | \$ (95,090) | \$ (564,083) | \$ (1,065,806) |

**CITY OF CONCORD
LIABILITY
INTERNAL SERVICE FUND (620)
FOR THE YEAR ENDING JUNE 30, 2015**

| | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> |
|--|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Fund Balance 7/01 | \$ <u>2,325,030</u> | \$ <u>2,450,028</u> | \$ <u>2,916,082</u> | \$ <u>3,393,197</u> | \$ <u>3,882,385</u> | \$ <u>4,382,664</u> | \$ <u>4,895,046</u> | \$ <u>5,419,540</u> | \$ <u>5,956,157</u> | \$ <u>6,505,903</u> |
| Add Revenues: | | | | | | | | | | |
| Interest | \$ 25,000 | \$ 36,000 | \$ 42,000 | \$ 49,000 | \$ 55,000 | \$ 62,000 | \$ 69,000 | \$ 76,000 | \$ 84,000 | \$ 91,000 |
| Service Fees | <u>1,289,713</u> | <u>1,315,507</u> | <u>1,341,817</u> | <u>1,368,654</u> | <u>1,396,027</u> | <u>1,423,947</u> | <u>1,452,426</u> | <u>1,481,475</u> | <u>1,511,104</u> | <u>1,541,326</u> |
| Total Revenue | \$ <u>1,314,713</u> | \$ <u>1,351,507</u> | \$ <u>1,383,817</u> | \$ <u>1,417,654</u> | \$ <u>1,451,027</u> | \$ <u>1,485,947</u> | \$ <u>1,521,426</u> | \$ <u>1,557,475</u> | \$ <u>1,595,104</u> | \$ <u>1,632,326</u> |
| Less Appropriations: | | | | | | | | | | |
| Debt Service | \$ 425,015 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Premium Payments | 360,000 | 368,640 | 377,487 | 386,547 | 395,824 | 405,324 | 415,052 | 425,013 | 435,213 | 445,658 |
| Claims and Judgments | 500,000 | 512,000 | 524,288 | 536,871 | 549,756 | 562,950 | 576,461 | 590,296 | 604,463 | 618,970 |
| Fiscal Charges | <u>4,700</u> | <u>4,813</u> | <u>4,928</u> | <u>5,047</u> | <u>5,168</u> | <u>5,292</u> | <u>5,419</u> | <u>5,549</u> | <u>5,682</u> | <u>5,818</u> |
| Total Appropriations | \$ <u>1,289,715</u> | \$ <u>885,453</u> | \$ <u>906,703</u> | \$ <u>928,465</u> | \$ <u>950,748</u> | \$ <u>973,566</u> | \$ <u>996,932</u> | \$ <u>1,020,858</u> | \$ <u>1,045,358</u> | \$ <u>1,070,446</u> |
| Revenue Over (Under) Appropriations | \$ 24,998 | \$ 466,054 | \$ 477,114 | \$ 489,189 | \$ 500,279 | \$ 512,381 | \$ 524,494 | \$ 536,617 | \$ 549,746 | \$ 561,880 |
| Liability on Open Claims | \$ 3,600,000 | \$ 3,672,000 | \$ 3,745,000 | \$ 3,820,000 | \$ 3,896,000 | \$ 3,974,000 | \$ 4,053,000 | \$ 4,134,000 | \$ 4,217,000 | \$ 4,301,000 |
| Other Finance Source Transfers In | \$ 100,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfers Out | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| Total Other Finance Source | \$ <u>100,000</u> | \$ <u>-</u> |
| Fund Balance 6/30 | \$ <u>(1,149,972)</u> | \$ <u>(755,918)</u> | \$ <u>(351,803)</u> | \$ <u>62,385</u> | \$ <u>486,664</u> | \$ <u>921,046</u> | \$ <u>1,366,540</u> | \$ <u>1,822,157</u> | \$ <u>2,288,903</u> | \$ <u>2,766,784</u> |

**City of Concord
Post Retirement Healthcare (OPEB) Obligation
10-Year Projection
For the Year Ending June 30, 2015**

| | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Fund Balance 7/01 | \$ 13,696,248 | \$ 13,830,616 | \$ 13,718,867 | \$ 13,387,971 | \$ 12,810,267 | \$ 11,955,298 | \$ 10,854,676 | \$ 9,476,334 | \$ 7,832,487 | \$ 5,913,936 |
| Add Revenues: | | | | | | | | | | |
| Interest | \$ 1,108,800 | \$ 1,032,257 | \$ 1,033,106 | \$ 1,016,506 | \$ 982,434 | \$ 928,709 | \$ 855,374 | \$ 762,413 | \$ 649,081 | \$ 515,491 |
| Service Fees | 2,833,568 | 2,893,072 | 2,955,168 | 3,020,065 | 3,087,993 | 3,159,203 | 3,233,969 | 3,312,595 | 3,395,413 | 3,482,785 |
| Other Revenue | 78,000 | 79,872 | 81,789 | 83,752 | 85,762 | 87,820 | 89,928 | 92,086 | 94,296 | 96,559 |
| Total Revenue | \$ 4,020,368 | \$ 4,005,201 | \$ 4,070,062 | \$ 4,120,323 | \$ 4,156,189 | \$ 4,175,732 | \$ 4,179,271 | \$ 4,167,095 | \$ 4,138,790 | \$ 4,094,835 |
| Less Appropriations: | | | | | | | | | | |
| Benefit Payments | \$ 3,771,000 | \$ 4,050,000 | \$ 4,312,000 | \$ 4,627,000 | \$ 4,918,000 | \$ 5,201,000 | \$ 5,460,000 | \$ 5,731,000 | \$ 5,955,000 | \$ 6,203,000 |
| Administrative Costs | 115,000 | 66,950 | 88,959 | 71,027 | 93,158 | 75,353 | 97,613 | 79,942 | 102,340 | 84,810 |
| Total Appropriations | \$ 3,886,000 | \$ 4,116,950 | \$ 4,400,959 | \$ 4,698,027 | \$ 5,011,158 | \$ 5,276,353 | \$ 5,557,613 | \$ 5,810,942 | \$ 6,057,340 | \$ 6,287,810 |
| Revenue Over (Under) Appropriations | \$ 134,368 | \$ (111,749) | \$ (330,896) | \$ (577,704) | \$ (854,969) | \$ (1,100,621) | \$ (1,378,342) | \$ (1,643,847) | \$ (1,918,550) | \$ (2,192,975) |
| Other Funding Sources | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Other Funding | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Fund Balance 6/30 | \$ 13,830,616 | \$ 13,718,867 | \$ 13,387,971 | \$ 12,810,267 | \$ 11,955,298 | \$ 10,854,676 | \$ 9,476,334 | \$ 7,832,487 | \$ 5,913,936 | \$ 3,720,961 |

**CITY OF CONCORD
FLEET
INTERNAL SERVICE FUND (633)
FOR THE YEAR ENDING JUNE 30, 2015**

| | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Fund Balance 7/01 | \$1,441,793 | \$ 1,439,555 | \$ 1,928,918 | \$ 2,241,569 | \$ 2,677,768 | \$ 2,951,919 | \$ 3,439,390 | \$ 3,673,810 | \$ 3,897,001 | \$ 3,589,184 |
| Add Revenues: | | | | | | | | | | |
| Interest | \$ 30,000 | \$ 33,000 | \$ 41,000 | \$ 49,000 | \$ 56,000 | \$ 63,000 | \$ 70,000 | \$ 75,000 | \$ 74,000 | \$ 69,000 |
| Service Fees | 3,158,819 | 3,191,866 | 3,225,574 | 3,259,956 | 3,295,026 | 3,330,798 | 3,367,284 | 3,404,501 | 3,442,461 | 3,481,181 |
| Other Revenues | <u>138,215</u> | <u>139,567</u> | <u>140,933</u> | <u>142,312</u> | <u>143,705</u> | <u>145,112</u> | <u>146,533</u> | <u>147,969</u> | <u>149,418</u> | <u>150,883</u> |
| Total Revenue | \$ <u>3,327,034</u> | \$ <u>3,364,433</u> | \$ <u>3,407,507</u> | \$ <u>3,451,268</u> | \$ <u>3,494,731</u> | \$ <u>3,538,910</u> | \$ <u>3,583,817</u> | \$ <u>3,627,470</u> | \$ <u>3,665,879</u> | \$ <u>3,701,064</u> |
| Less Appropriations: | | | | | | | | | | |
| Maintenance & Operation | \$ 1,672,153 | \$ 1,709,828 | \$ 1,747,764 | \$ 1,785,417 | \$ 1,824,765 | \$ 1,863,782 | \$ 1,904,552 | \$ 1,944,948 | \$ 1,986,804 | \$ 2,030,179 |
| Replacement | <u>1,657,119</u> | <u>1,165,242</u> | <u>1,347,092</u> | <u>1,229,652</u> | <u>1,395,815</u> | <u>1,187,657</u> | <u>1,444,845</u> | <u>1,459,331</u> | <u>1,986,892</u> | <u>1,882,511</u> |
| Total Appropriations | \$ <u>3,329,272</u> | \$ <u>2,875,070</u> | \$ <u>3,094,856</u> | \$ <u>3,015,069</u> | \$ <u>3,220,580</u> | \$ <u>3,051,439</u> | \$ <u>3,349,397</u> | \$ <u>3,404,279</u> | \$ <u>3,973,696</u> | \$ <u>3,912,690</u> |
| Revenues Over (Under) | | | | | | | | | | |
| Appropriations | \$ (2,238) | \$ 489,363 | \$ 312,651 | \$ 436,199 | \$ 274,151 | \$ 487,471 | \$ 234,420 | \$ 223,191 | \$ (307,817) | \$ (211,626) |
| Other Financing Sources | | | | | | | | | | |
| Other Transfer | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfers In (Out)-Replace. | <u>-</u> |
| Total Financing Sources(Uses) | \$ <u>-</u> |
| Fund Balance 6/30 | \$1,439,555 | \$ 1,928,918 | \$ 2,241,569 | \$ 2,677,768 | \$ 2,951,919 | \$ 3,439,390 | \$ 3,673,810 | \$ 3,897,001 | \$ 3,589,184 | \$ 3,377,558 |

**CITY OF CONCORD
INFORMATION TECHNOLOGY
INTERNAL SERVICE FUND (634)
FOR THE YEAR ENDING JUNE 30, 2015**

| | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> | <u>2023-24</u> |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Fund Balance 7/01 | \$ <u>4,025,127</u> | \$ <u>4,360,259</u> | \$ <u>4,828,201</u> | \$ <u>3,871,899</u> | \$ <u>3,836,577</u> | \$ <u>4,134,279</u> | \$ <u>3,266,264</u> | \$ <u>3,817,158</u> | \$ <u>3,849,974</u> | \$ <u>4,050,305</u> |
| Add Revenues: | | | | | | | | | | |
| Interest | \$ 45,000 | \$ 62,000 | \$ 58,000 | \$ 52,000 | \$ 53,000 | \$ 50,000 | \$ 47,000 | \$ 51,000 | \$ 53,000 | \$ 49,000 |
| Service Fees | <u>6,847,563</u> | <u>6,967,063</u> | <u>7,088,954</u> | <u>7,213,282</u> | <u>7,340,096</u> | <u>7,469,447</u> | <u>7,601,385</u> | <u>7,735,962</u> | <u>7,873,231</u> | <u>8,013,244</u> |
| Total Revenue | \$ <u>6,892,563</u> | \$ <u>7,029,063</u> | \$ <u>7,146,954</u> | \$ <u>7,265,282</u> | \$ <u>7,393,096</u> | \$ <u>7,519,447</u> | \$ <u>7,648,385</u> | \$ <u>7,786,962</u> | \$ <u>7,926,231</u> | \$ <u>8,062,244</u> |
| Less Appropriations: | | | | | | | | | | |
| Administration | \$ 894,245 | \$ 914,827 | \$ 935,513 | \$ 955,958 | \$ 977,426 | \$ 998,624 | \$ 1,020,881 | \$ 1,042,842 | \$ 1,065,650 | \$ 1,089,347 |
| Project Management Office | 1,439,381 | 1,470,935 | 1,502,647 | 1,533,963 | 1,566,876 | 1,599,360 | 1,633,500 | 1,667,167 | 1,702,125 | 1,738,434 |
| Operations | 1,844,625 | 1,888,248 | 1,932,701 | 1,977,814 | 2,024,295 | 2,071,460 | 2,120,053 | 2,169,355 | 2,220,012 | 2,272,068 |
| Customer Service | 1,504,443 | 1,538,761 | 1,573,445 | 1,608,104 | 1,644,157 | 1,680,167 | 1,717,621 | 1,755,007 | 1,793,638 | 1,833,564 |
| Geographic Information Services | 322,384 | 329,364 | 336,206 | 342,645 | 349,603 | 356,123 | 363,174 | 369,752 | 376,721 | 384,104 |
| Capital Projects | 380,000 | | | | | | | | | |
| Replacement | <u>342,353</u> | <u>588,986</u> | <u>1,992,744</u> | <u>1,052,120</u> | <u>703,037</u> | <u>1,851,729</u> | <u>288,655</u> | <u>750,023</u> | <u>567,754</u> | <u>1,528,344</u> |
| Total Appropriations | \$ <u>6,727,431</u> | \$ <u>6,731,121</u> | \$ <u>8,273,256</u> | \$ <u>7,470,604</u> | \$ <u>7,265,394</u> | \$ <u>8,557,463</u> | \$ <u>7,143,884</u> | \$ <u>7,754,146</u> | \$ <u>7,725,900</u> | \$ <u>8,845,861</u> |
| Revenues Over (Under) | | | | | | | | | | |
| Appropriations | \$ 165,132 | \$ 297,942 | \$ (1,126,302) | \$ (205,322) | \$ 127,702 | \$ (1,038,016) | \$ 504,501 | \$ 32,816 | \$ 200,331 | \$ (783,617) |
| Other Funding Sources | | | | | | | | | | |
| Other Transfer | \$ 170,000 | \$ 170,000 | \$ 170,000 | \$ 170,000 | \$ 170,000 | \$ 170,000 | \$ 46,393 | \$ - | \$ - | \$ - |
| | <u>-</u> |
| Total Other Funding Sources | \$ <u>170,000</u> | \$ <u>46,393</u> | \$ <u>-</u> | \$ <u>-</u> | \$ <u>-</u> |
| Fund Balance 6/30 | \$ <u>4,360,259</u> | \$ <u>4,828,201</u> | \$ <u>3,871,899</u> | \$ <u>3,836,577</u> | \$ <u>4,134,279</u> | \$ <u>3,266,264</u> | \$ <u>3,817,158</u> | \$ <u>3,849,974</u> | \$ <u>4,050,305</u> | \$ <u>3,266,688</u> |

**CITY OF CONCORD
BUILDING MAINTENANCE
INTERNAL SERVICE FUND (630)
FOR THE YEAR ENDING JUNE 30, 2015**

| | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> | <u>2017-18</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> | <u>2022-23</u> |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Fund Balance 7/01 | \$ 1,496,984 | \$ 1,221,274 | \$ 1,240,848 | \$ 1,255,387 | \$ 1,267,360 | \$ 1,272,015 | \$ 1,271,235 | \$ 1,263,172 | \$ 1,249,840 |
| Add Revenues: | | | | | | | | | |
| Interest | \$ 29,000 | \$ 26,000 | \$ 26,000 | \$ 27,000 | \$ 27,000 | \$ 27,000 | \$ 27,000 | \$ 27,000 | \$ 27,000 |
| Supplemental Service Fees | - | - | - | - | - | - | - | - | - |
| Service Fees | 2,547,679 | 2,901,284 | 2,950,126 | 2,999,945 | 3,050,760 | 3,102,591 | 3,155,459 | 3,209,384 | 3,264,387 |
| Total Revenue | <u>\$ 2,576,679</u> | <u>\$ 2,927,284</u> | <u>\$ 2,976,126</u> | <u>\$ 3,026,945</u> | <u>\$ 3,077,760</u> | <u>\$ 3,129,591</u> | <u>\$ 3,182,459</u> | <u>\$ 3,236,384</u> | <u>\$ 3,291,387</u> |
| Less Appropriations: | | | | | | | | | |
| Building Maintenance | \$ 1,627,989 | \$ 1,663,517 | \$ 1,698,996 | \$ 1,733,709 | \$ 1,770,230 | \$ 1,805,893 | \$ 1,843,406 | \$ 1,879,984 | \$ 1,918,062 |
| Custodial Services | 646,554 | 661,152 | 675,746 | 690,060 | 705,067 | 719,753 | 735,147 | 750,187 | 765,831 |
| Building Component Repl. | 410,000 | 410,000 | 410,000 | 410,000 | 410,000 | 410,000 | 410,000 | 410,000 | 410,000 |
| Capital Projects | - | - | - | - | - | - | - | - | - |
| Total Appropriations | <u>\$ 2,684,543</u> | <u>\$ 2,734,669</u> | <u>\$ 2,784,742</u> | <u>\$ 2,833,769</u> | <u>\$ 2,885,297</u> | <u>\$ 2,935,646</u> | <u>\$ 2,988,553</u> | <u>\$ 3,040,171</u> | <u>\$ 3,093,893</u> |
| Revenues Over (Under) | | | | | | | | | |
| Appropriations | \$ (107,864) | \$ 192,615 | \$ 191,384 | \$ 193,176 | \$ 192,463 | \$ 193,945 | \$ 193,906 | \$ 196,213 | \$ 197,494 |
| Other Financing Sources | | | | | | | | | |
| Other Transfer | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfers In (Out) | (167,846) | (173,041) | (176,846) | (181,202) | (187,808) | (194,725) | (201,968) | (209,545) | (217,468) |
| Total Financing Sources(Uses) | <u>\$ (167,846)</u> | <u>\$ (173,041)</u> | <u>\$ (176,846)</u> | <u>\$ (181,202)</u> | <u>\$ (187,808)</u> | <u>\$ (194,725)</u> | <u>\$ (201,968)</u> | <u>\$ (209,545)</u> | <u>\$ (217,468)</u> |
| Fund Balance 6/30 | <u>\$ 1,221,274</u> | <u>\$ 1,240,848</u> | <u>\$ 1,255,387</u> | <u>\$ 1,267,360</u> | <u>\$ 1,272,015</u> | <u>\$ 1,271,235</u> | <u>\$ 1,263,172</u> | <u>\$ 1,249,840</u> | <u>\$ 1,229,867</u> |



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, 2015**

Fiduciary Funds - Trust funds are used to account for assets held by the City as trustee or agent for other governmental units, private organizations or individuals. The financial activities of these funds are excluded from the City-wide financial statements, but are presented in separate Fiduciary financial statements. The City has two fiduciary funds.

City of Concord Retirement System Plan – The retirement system is a closed plan and is a single employer defined benefit pension plan covering all full-time employees of the City retired prior to June 28, 1999. The plan provides retirement and death benefits for general and police employees as well as disability benefits for police employees. General employees are eligible for retirement benefits at age 50, provided the employee has completed 20 years of service or has accumulated contributions in excess of \$500 and as was employed before June 30, 1990 or has completed 5 years of service and was terminated after July 1, 1991. Sworn police employees are eligible for retirement at age 50, provided the employee has completed 20 years of service or has accumulated contributions exceeding \$500. Retirement benefits are determined based on the employee's length of service, highest one-year compensation upon retirement, and age at retirement.

Successor Agency – The Redevelopment Agency of the City of Concord was dissolved on January 31, 2012 as per State of California adoption of ABx1 26 and AB1484. The City will serve as the Successor Agency and it has assumed ownership and responsibility for all remaining assets, properties, contracts, leases and records of the Redevelopment Agency, and will be responsible for winding down the Agency's contractual and legal obligations and affairs. The activities of the Successor Agency are subject to the review and approval of the Oversight Board.

**CITY OF CONCORD
FIDUCIARY FUNDS
FOR THE YEAR ENDING JUNE 30, 2015**

| | Retirement System Pension * <u>Trust</u> | Successor Agency ** <u>Trust Fund</u> |
|---|---|--|
| FUND BALANCE AS JULY 1, 2014 | \$ 38,535,260 | \$ - |
| REVENUES | | |
| Contributions | \$ 1,700,000 | \$ - |
| Property Taxes, Net of Pass Through Payments | | 7,926,787 |
| Administrative Allowance | | 250,000 |
| Investment Income | <u>2,977,000</u> | <u>-</u> |
| Total Revenues | \$ 4,677,000 | \$ 8,176,787 |
| EXPENSES | | |
| Retirement and other benefits | \$ 5,641,000 | \$ - |
| Management and Custodial expenses | 190,000 | |
| Property Taxes (Annual Assessment Districts) | | 26,104 |
| Agency Staffing and Other Admin Costs | | - |
| Debt Service | | 7,861,043 |
| Other | <u>-</u> | <u>8,120</u> |
| Total Expenses | \$ 5,831,000 | \$ 7,895,267 |
| OTHER FINANCING SOURCES | | |
| Transfers out | <u>-</u> | <u>(281,520)</u> |
| Excess of Revenues and Other Financing sources Over (Under) Expenses | (1,154,000) | - |
| FUND BALANCE AS JULY 1, 2015 | <u>\$ 37,381,260</u> | <u>\$ -</u> |

* The pension trust assets are for the City of Concord Retirement System. As of June 20, 1993, Concord entered the California Public Employees Retirement System (PERS) on a prospective basis. In May, 1999 the City purchased from PERS prior service credit for all active employees. The funds shown on this page represent funding of benefit payments for retirees under the City of Concord Retirement System and for those terminated employees who have left deposits and will be entitled to retirement benefits.

** In February 2012 the Redevelopment Agency of the City of Concord was dissolved and the remaining assets were distributed to and liabilities were assumed by the Successor Agency. The activities of the Successor Agency are reported in the Successor Agency Private-Purpose Trust Fund and subject to the review and approval of the Oversight Board and State of California.

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**CITY OF CONCORD
 AUTHORIZED FULL-TIME POSITIONS
 BY CLASSIFICATION WITHIN DEPARTMENT
 FOR THE YEAR ENDING JUNE 30, 2015**

| | <u>Number of Authorized Positions</u> | | | |
|--|---------------------------------------|-----------------------------|------------------------------|-----------------------------|
| | <u>2011-2012 Budget</u> | <u>2012-2013 Budget</u> | <u>2013-2014 Adopted</u> | <u>2014-15 Proposed</u> |
| City Attorney | | | | |
| Assistant City Attorney | | 1.0 | | 1.0 |
| City Attorney | 1.0 | 1.0 | 1.0 | 1.0 |
| Deputy City Attorney | 1.0 | | | |
| Paralegal | 1.0 | 1.0 | 1.0 | 1.0 |
| Senior Assistant City Attorney | 1.0 | 1.0 | 2.0 | 1.0 |
| Total City Attorney | <u>4.0</u> | <u>4.0</u> | <u>4.0</u> | <u>4.0</u> |
| City Council | | | | |
| 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 | <u>6.0</u> | <u>6.0</u> | <u>6.0</u> | <u>6.0</u> |
| Community and Economic Development | | | | |
| Administrative Assistant | 1.0 | 1.0 | | |
| Administrative Clerk II | | 1.0 | 1.0 | 1.0 |
| Administrative Coordinator | 1.0 | 1.0 | 1.0 | 1.0 |
| Administrative Secretary | 1.0 | | 1.0 | 1.0 |
| Assistant Civil Engineer | | | 1.0 | 1.0 |
| Assistant Planner | 1.0 | | | |
| Associate Planner | | 1.0 | 1.0 | 1.0 |
| Associate Civil Engineer | | 3.0 | 3.0 | 2.0 |
| Building Inspection Supervisor | | | | 1.0 |
| Building Inspector | 4.0 | 4.0 | 4.0 | 4.0 |
| Building Plans Engineer | | | 1.0 | 1.0 |
| Chief Building Official | 1.0 | 1.0 | 1.0 | 1.0 |
| City Engineer | | 1.0 | 1.0 | 1.0 |
| Community Service Officer | 1.0 | | | |
| Confidential Secretary | | 1.0 | 1.0 | 1.0 |
| Construction Inspector | | 2.0 | 3.0 | 3.0 |
| Construction Inspector Supervisor | | 1.0 | 1.0 | 1.0 |
| Director of Community & Economic Development | 1.0 | 1.0 | 1.0 | 1.0 |
| Economic Development & Housing Manager | 1.0 | 1.0 | 1.0 | 1.0 |
| Economic/Development Specialist | 1.0 | 1.0 | 1.0 | 1.0 |
| Neighborhood Preservation Specialist | 4.0 | | | |
| Neighborhood Services Manager | | | | |
| Permit Center Technician I | 2.0 | 1.0 | 1.0 | 1.0 |
| Permit Center Technician III | 2.0 | 4.0 | 3.0 | 4.0 |
| Planning Manager | 1.0 | 1.0 | 1.0 | 1.0 |
| Principal Planner | 2.0 | 1.0 | 1.0 | 1.0 |
| Program Manager | 1.0 | 1.0 | 1.0 | 1.0 |
| Senior Civil Engineer | | 2.0 | 2.0 | 3.0 |
| Senior Planner | 3.0 | 3.0 | 3.0 | 3.0 |
| Transportation Manager | | 1.0 | 1.0 | 1.0 |
| Transportation Program Manager II | | 1.0 | 1.0 | 1.0 |
| Total Community & Economic Development | <u>28.0</u> | <u>35.0</u> | <u>37.0</u> | <u>39.0</u> |

**CITY OF CONCORD
 AUTHORIZED FULL-TIME POSITIONS
 BY CLASSIFICATION WITHIN DEPARTMENT
 FOR THE YEAR ENDING JUNE 30, 2015**

| | <u>Number of Authorized Positions</u> | | | |
|---|---------------------------------------|---------------------|----------------------|---------------------|
| | 2011-2012 Budget | 2012-2013 Budget | 2013-2014 Adopted | 2014-15 Proposed |
| Concord Community Reuse Project | | | | |
| Concord Weapons Station Reuse Executive Assistant | 1.0 | 1.0 | 1.0 | 1.0 |
| Concord Weapons Station Reuse Director | 1.0 | 1.0 | 1.0 | 1.0 |
| Total Concord Weapons Station Reuse | 2.0 | 2.0 | 2.0 | 2.0 |
| Finance | | | | |
| Account Clerk II | | | | |
| Account Clerk III | 3.0 | 3.0 | 3.0 | 3.0 |
| Accountant II | 4.0 | 4.0 | 4.0 | 4.0 |
| Accounts Payable Team Leader | | | 1.0 | 1.0 |
| Budget Officer | 1.0 | 1.0 | 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 |
| Senior Financial Analyst | 1.0 | 1.0 | 1.0 | 1.0 |
| Treasury Technician | 1.0 | 1.0 | 1.0 | 1.0 |
| Total Finance | 18.0 | 18.0 | 19.0 | 19.0 |
| Human Resources | | | | |
| Director of Human Resources | 1.0 | 1.0 | 1.0 | 1.0 |
| Human Resources Analyst I | | 1.0 | 1.0 | |
| Human Resources Analyst II | | | | 1.0 |
| Human Resources Specialist | 1.0 | | | 1.0 |
| Senior Human Resources Analyst | 2.0 | 2.0 | 2.0 | 2.0 |
| Human Resources Technician II | 2.0 | 2.0 | 2.0 | 2.0 |
| Total Human Resources | 6.0 | 6.0 | 6.0 | 7.0 |
| Information Technology | | | | |
| Director of Information Technology | 1.0 | 1.0 | 1.0 | 1.0 |
| GIS Technician | 1.0 | 1.0 | 1.0 | 1.0 |
| Information Analyst | | | 1.0 | |
| Information Technology Manager | 3.0 | 3.0 | 3.0 | 3.0 |
| Microcomputer Coordinator | 1.0 | 1.0 | 1.0 | 1.0 |
| Program Assistant | | | | 1.0 |
| Programmer Analyst | 1.0 | 1.0 | 1.0 | 1.0 |
| Program Manager | 1.0 | 1.0 | 1.0 | 1.0 |
| Senior Programmer Analyst | 1.0 | 1.0 | 1.0 | 1.0 |
| Systems & Programming Manager | 1.0 | 1.0 | 1.0 | 1.0 |
| Web Coordinator | 1.0 | 1.0 | 1.0 | 1.0 |
| Total Information Technology | 11.0 | 11.0 | 12.0 | 12.0 |
| Office of the City Manager | | | | |
| Administrative Assistant | 1.0 | 1.0 | 1.0 | |
| Administrative Clerk II | 1.0 | 1.0 | 1.0 | 1.0 |
| Administrative Secretary | 1.0 | 1.0 | 1.0 | 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 |

**CITY OF CONCORD
 AUTHORIZED FULL-TIME POSITIONS
 BY CLASSIFICATION WITHIN DEPARTMENT
 FOR THE YEAR ENDING JUNE 30, 2015**

| | <u>Number of Authorized Positions</u> | | | |
|---|---------------------------------------|-----------------------------|------------------------------|-----------------------------|
| | <u>2011-2012 Budget</u> | <u>2012-2013 Budget</u> | <u>2013-2014 Adopted</u> | <u>2014-15 Proposed</u> |
| Office of the City Manager (continued) | | | | |
| Community Relations Manager | 1.0 | 1.0 | 1.0 | 1.0 |
| Deputy City Clerk | | | | 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 Coordinator | | | | 1.0 |
| Total City Management | <u>10.0</u> | <u>10.0</u> | <u>10.0</u> | <u>11.0</u> |
| Parks and Recreation | | | | |
| Administrative Secretary/Assistant | | | | |
| Camp Director (Contract) | 1.0 | 1.0 | 1.0 | 1.0 |
| Camp Facility Specialist (Contract) | 1.0 | 1.0 | 1.0 | 1.0 |
| Director of Parks and Recreation (1) | 1.0 | 1.0 | 1.0 | 1.0 |
| Recreation Program Aide | | | 1.0 | 1.0 |
| Recreation Program Coordinator (Contract) | 1.0 | 1.0 | 1.0 | 0.0 |
| 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 | 1.0 | 1.0 | 1.0 | 1.0 |
| Total Parks and Recreation | <u>15.0</u> | <u>14.0</u> | <u>15.0</u> | <u>14.0</u> |
| Police Department | | | | |
| Administrative Clerk II | 8.0 | 8.0 | 8.0 | 9.0 |
| Administrative Clerk III | 3.0 | 4.0 | 4.0 | 4.0 |
| Administrative Secretary | 4.0 | 4.0 | 4.0 | 3.0 |
| Administrative Services Manager | 1.0 | 1.0 | 1.0 | 1.0 |
| Chief of Police | 1.0 | 1.0 | 1.0 | 1.0 |
| Community Service Officer | 7.0 | 7.0 | 5.0 | 5.0 |
| Community Service Officer/Detention | 4.0 | 4.0 | 4.0 | 4.0 |
| Executive Secretary | 1.0 | 1.0 | 1.0 | 1.0 |
| Forensic Specialist I | 1.0 | 1.0 | 1.0 | 1.0 |
| Forensic Specialist II | 2.0 | 2.0 | 2.0 | 2.0 |
| Lead Dispatcher | 2.0 | 2.0 | 2.0 | 2.0 |
| Neighborhood Services Specialist | | 4.0 | 4.0 | 4.0 |
| Parking Services Officer (Contract) | 2.0 | 2.0 | 2.0 | 2.0 |
| Police Captain | 2.0 | 2.0 | 2.0 | 2.0 |
| Police Dispatcher I | 2.0 | 2.0 | 3.0 | 3.0 |
| Police Dispatcher II | 9.0 | 9.0 | 9.0 | 12.0 |
| Police Lieutenant | 8.0 | 8.0 | 8.0 | 8.0 |
| Police Officer (2) | 122.0 | 122.0 | 122.0 | 122.0 |
| Police Records Manager | 1.0 | 1.0 | 1.0 | 1.0 |
| Police Sergeant | 19.0 | 19.0 | 19.0 | 19.0 |
| Program Assistant | | | 1.0 | 1.0 |
| Program Manager | | 1.0 | 1.0 | 1.0 |
| Recycling Thest Prevention Specialist | | | | 1.0 |
| Senior Crimes Analyst | | | | 0.8 |
| Vehicle Abatement Officer | | | | 1.0 |
| Volunteer Services Coordinator (Contract) | 1.0 | | | |
| Total Police | <u>200.0</u> | <u>205.0</u> | <u>205.0</u> | <u>210.8</u> |
| Public Works | | | | |
| Administrative Analyst | 1.0 | | | |
| Administrative Clerk II | 1.0 | | | |
| Administrative Clerk III | 2.0 | 2.0 | 2.0 | 2.0 |
| Administrative Secretary | 1.0 | 1.0 | 1.0 | 1.0 |
| Associate Civil Engineer | 3.0 | | | |

(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, 2015**

| | <u>Number of Authorized Positions</u> | | | |
|--|---------------------------------------|-----------------------------|------------------------------|-----------------------------|
| | <u>2011-2012 Budget</u> | <u>2012-2013 Budget</u> | <u>2013-2014 Adopted</u> | <u>2014-15 Proposed</u> |
| Public Works (continued) | | | | |
| Automotive Parts Worker | 1.0 | 1.0 | 1.0 | 1.0 |
| City Engineer | 1.0 | | | |
| Confidential Secretary | 1.0 | | | |
| Construction Inspection Supervisor | 1.0 | | | |
| Custodian | 1.0 | 1.0 | 1.0 | 1.0 |
| Director of Public Works | 1.0 | 1.0 | 1.0 | 1.0 |
| Director of Public Works & Engineering | | | | |
| Environmental Maintenance Technician | 2.0 | 2.0 | 2.0 | 2.0 |
| Equipment Mechanic | 3.0 | 3.0 | 3.0 | 3.0 |
| Facilities Maintenance Manager | 1.0 | 1.0 | 1.0 | 1.0 |
| Facilities Maintenance Technician | 1.0 | 1.0 | 1.0 | 1.0 |
| Fleet Manager | | | | |
| General Laborer | 6.0 | 5.0 | 5.0 | 5.0 |
| Heavy Equipment Operator I | 3.0 | 3.0 | 3.0 | 3.0 |
| Heavy Equipment Operator II | 1.0 | 1.0 | 1.0 | 1.0 |
| Horticultural Advisor | 1.0 | 1.0 | 1.0 | 1.0 |
| Landscape Gardener | 6.0 | 6.0 | 6.0 | 7.0 |
| Lead Custodian | 2.0 | 2.0 | 2.0 | 2.0 |
| Maintenance Carpenter | | | | |
| Maintenance Electrician | 1.0 | 1.0 | 1.0 | 1.0 |
| Maintenance Gardener | 2.0 | 3.0 | 3.0 | 2.0 |
| Maintenance Painter | 1.0 | 1.0 | 1.0 | 1.0 |
| Maintenance Team Leader | 3.0 | 3.0 | 3.0 | 3.0 |
| Maintenance Utility Mechanic | 2.0 | 2.0 | 2.0 | 2.0 |
| Maintenance Worker I | 2.0 | 3.0 | 2.0 | 2.0 |
| Maintenance Worker II | 8.0 | 5.0 | 7.0 | 7.0 |
| Parks Lead Worker | 1.0 | 1.0 | 1.0 | 1.0 |
| Parks Program Manager | | 1.0 | 1.0 | 1.0 |
| Program Manager | 1.0 | 1.0 | 1.0 | 1.0 |
| Permit Center Technician II | 1.0 | | | |
| Permit Center Technician III | 2.0 | | | |
| Public Works Lead Worker | 2.0 | 1.0 | 1.0 | 1.0 |
| Senior Administrative Analyst (1) | | 1.0 | 1.0 | 1.0 |
| Senior Civil Engineer | 2.0 | | | |
| Senior Maintenance Team Leader | 5.0 | 5.0 | 5.0 | 5.0 |
| Senior Traffic Signal Technician (1) | 1.0 | 1.0 | 1.0 | 1.0 |
| Traffic Signal Technician (1) | 2.0 | 2.0 | 2.0 | 1.0 |
| Traffic Signal Trainee (1) | | | | 1.0 |
| Transportation Manager | 1.0 | | | |
| Transportation Program Manager II | 1.0 | | | |
| Tree Lead Worker | 1.0 | 1.0 | 1.0 | 1.0 |
| Total Public Works (2) | <u>79.0</u> | <u>63.0</u> | <u>64.0</u> | <u>64.0</u> |
| TOTAL GENERAL CITY | <u>379.0</u> | <u>374.0</u> | <u>380.0</u> | <u>388.8</u> |

(1) Positions partially funded by Lighting District.

(2) Some of these positions are funded by Storm Water Management.

**CITY OF CONCORD
 AUTHORIZED FULL-TIME POSITIONS
 BY CLASSIFICATION WITHIN DEPARTMENT
 FOR THE YEAR ENDING JUNE 30, 2015**

| | <u>Number of Authorized Positions</u> | | | |
|---|---------------------------------------|-----------------------------|------------------------------|-----------------------------|
| | <u>2011-2012 Budget</u> | <u>2012-2013 Budget</u> | <u>2013-2014 Adopted</u> | <u>2014-15 Proposed</u> |
| Storm Water Management | | | | |
| Senior Administrative Analyst | | | | |
| Sweeper Operator | 2.0 | 2.0 | 2.0 | 2.0 |
| Total Storm Water Management | <u>2.0</u> | <u>2.0</u> | <u>2.0</u> | <u>2.0</u> |
| Sewer Enterprise | | | | |
| Infrastructure Maintenance Manager | | 1.0 | 1.0 | 1.0 |
| Maintenance Worker I | | 2.0 | 2.0 | 2.0 |
| Maintenance Worker II | 8.0 | 6.0 | 5.0 | 5.0 |
| Public Works Lead Worker - Infrastructure | 1.0 | 1.0 | 1.0 | 1.0 |
| Senior Maintenance Team Leader | 1.0 | 1.0 | 1.0 | 1.0 |
| Total Sewer | <u>10.0</u> | <u>11.0</u> | <u>10.0</u> | <u>10.0</u> |
| | | | | |
| TOTAL STORM WATER AND ENTERPRISE FUNDS | <u>12.0</u> | <u>13.0</u> | <u>12.0</u> | <u>12.0</u> |
| | | | | |
| GRAND TOTAL CITY | <u><u>391.0</u></u> | <u><u>387.0</u></u> | <u><u>392.0</u></u> | <u><u>400.8</u></u> |

**CITY OF CONCORD
 AUTHORIZED PART-TIME HOURS
 BY CLASSIFICATION WITHIN DEPARTMENT
 FOR THE YEAR ENDING JUNE 30, 2015**

| | 2011-2012 | | 2012-2013 | | 2013-2014 | | 2014-2015 | |
|---|-----------|-------|-----------|-------|-----------|-------|-----------|-------|
| | Hours | FTE | Hours | FTE | Hours | FTE | Hours | FTE |
| City Attorney | | | | | | | | |
| Administrative Support | - | - | - | - | 60 | 0.03 | - | - |
| Total City Attorney | - | - | - | - | 60 | 0.03 | - | - |
| Community and Economic Development | | | | | | | | |
| Administrative Support | 3,931 | 1.89 | 2,000 | 0.96 | 2,120 | 1.02 | 1,120 | 0.54 |
| Craft Worker | 998 | 0.48 | - | - | - | - | - | - |
| Professional | 2,392 | 1.15 | 1,000 | 0.48 | 1,000 | 0.48 | - | - |
| Technician | - | - | 3,000 | 1.44 | 1,000 | 0.48 | 1,000 | 0.48 |
| Total Community Development | 7,322 | 3.52 | 6,000 | 2.88 | 4,120 | 1.98 | 2,120 | 1.02 |
| Parks and Recreation | | | | | | | | |
| Administrative Support | 998 | 0.48 | - | - | 600 | 0.29 | 3,080 | 1.48 |
| Camp Specialist | 9,797 | 4.71 | 10,000 | 4.81 | 9,928 | 4.77 | 9,928 | 4.77 |
| Professional | 208 | 0.10 | - | - | - | - | - | - |
| Recreation Specialist | 110,115 | 52.94 | 112,889 | 54.29 | 107,768 | 51.81 | 50,253 | 24.16 |
| Total Community & Recreation Serv. | 121,118 | 58.23 | 122,889 | 59.10 | 118,296 | 56.87 | 63,261 | 30.41 |
| Finance | | | | | | | | |
| Administrative Support | 1,248 | 0.60 | 2,460 | 1.18 | 2,150 | 1.03 | 1,600 | 0.77 |
| Professional | - | - | - | - | - | - | - | - |
| Total Finance | 1,248 | 0.60 | 2,460 | 1.18 | 2,150 | 1.03 | 1,600 | 0.77 |
| Human Resources | | | | | | | | |
| Administrative Support | 1,040 | 0.50 | 1,040 | 0.50 | 1,040 | 0.50 | - | - |
| Professional | 1,040 | 0.50 | 405 | 0.19 | 405 | 0.20 | - | - |
| Total Human Resources | 2,080 | 1.00 | 1,445 | 0.69 | 1,445 | 0.70 | - | - |
| Information Technology | | | | | | | | |
| Technician | - | - | - | - | - | - | - | - |
| Professional | 2,018 | 0.97 | 2,010 | 0.97 | 1,950 | 0.94 | 1,950 | 0.94 |
| Total Information Technology | 2,018 | 0.97 | 2,010 | 0.97 | 1,950 | 0.94 | 1,950 | 0.94 |
| Office of the City Manager | | | | | | | | |
| Administrative Support | 1,622 | 0.78 | 1,604 | 0.77 | 3,780 | 1.82 | 1,550 | 0.75 |
| Technician | 1,123 | 0.54 | 1,123 | 0.54 | 1,123 | 0.54 | 1,123 | 0.54 |
| Total City Manager | 2,746 | 1.32 | 2,727 | 1.31 | 4,903 | 2.36 | 2,673 | 1.29 |

**CITY OF CONCORD
 AUTHORIZED PART-TIME HOURS
 BY CLASSIFICATION WITHIN DEPARTMENT
 FOR THE YEAR ENDING JUNE 30, 2015**

| | 2011-2012 | | 2012-2013 | | 2013-2014 | | 2014-2015 | |
|---|----------------|---------------|----------------|---------------|----------------|---------------|---------------|--------------|
| | Hours | FTE | Hours | FTE | Hours | FTE | Hours | FTE |
| Police | | | | | | | | |
| Public Safety Assistant | 17,118 | 8.23 | 28,100 | 13.51 | 21,653 | 11.28 | 21,653 | 10.40 |
| Total Police | 17,118 | 8.23 | 28,100 | 13.51 | 21,653 | 11.28 | 21,653 | 10.40 |
| Public Works | | | | | | | | |
| Administrative Support | 2,267 | 1.09 | - | - | - | - | - | - |
| Maintenance Laborer (Parks) | 48,214 | 23.18 | 50,453 | 24.26 | 4,766 | 25.66 | 4,766 | 2.29 |
| Technician | 2,746 | 1.32 | 500 | 0.24 | - | - | - | - |
| Maintenance Laborer | 10,421 | 5.01 | 8,833 | 4.25 | - | 4.79 | - | - |
| Professional | 998 | 0.48 | - | - | - | - | - | - |
| Recreation Specialist | - | - | 960 | 0.46 | 960 | 0.46 | 960 | 0.46 |
| Total Public Works | 64,646 | 31.08 | 60,746 | 29.21 | 5,726 | 30.91 | 5,726 | 2.75 |
| TOTAL GENERAL CITY | <u>218,296</u> | <u>104.95</u> | <u>226,377</u> | <u>108.85</u> | <u>160,303</u> | <u>106.10</u> | <u>98,983</u> | <u>47.58</u> |
| Storm Water | - | - | - | - | - | - | - | - |
| Sewer Enterprise | | | | | | | | |
| Maintenance Laborer | 1,518 | 0.73 | 1,518 | 0.73 | 1,528 | 0.73 | - | - |
| TOTAL STORM WATER AND ENTERPRISE FUNDS | <u>1,518</u> | <u>0.73</u> | <u>1,518</u> | <u>0.73</u> | <u>1,528</u> | <u>0.73</u> | | |
| GRAND TOTAL CITY | <u>219,814</u> | <u>105.68</u> | <u>227,895</u> | <u>109.58</u> | <u>161,831</u> | <u>106.83</u> | <u>98,983</u> | <u>47.58</u> |

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Glossary of Terms

Accrual Basis - A basis of accounting in which transactions are recorded when the underlying event occurs, as opposed to when the cash is received or when the bill is paid.

ADA - Acronym used to denote the American Disabilities Act.

Appropriation – Represents the legal authorization granted by the legislative body (i.e., City Council) to incur obligations and to make expenditures for specific purposes.

Assessed Valuation - The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes.

Assets - Resources having monetary value which are owned or held by a government.

Available (Undesignated) Fund Balance - Funds remaining at the end of the prior year, which are available for use in the current year.

Balanced Budget – A budget in which current revenues in combination with current fund balances equal or exceed current expenditures.

Benefits Reserve Fund – Reserve fund intended to support unplanned costs and obligations determined in the current negotiated employment benefits.

Bond - A written promise to pay a specified sum of money (called the face value or principal amount), at a specified date or dates in the future called the maturity date(s), together with periodic interest at a specified rate.

BGP – Acronym us to refer to the company known as Bill Graham Presents. BGP has been consolidated into Live Nation, Inc.

Budget - A plan of financial activity for a specified period of time (fiscal year or bi-annual) indicating all estimated revenues and appropriated expenditures for that time period.

Budget Calendar - The schedule of key dates followed in the preparation and adoption of the City budget.

Budgetary Control - The control or management of the government finances to keep expenditures in accordance with the limitations of available appropriations and resources.

CALEA – Acronym used to denote the Commission on Accreditation for Law Enforcement Agenices.

CalPERS – Acronym used to denote the California Public Employees Retirement System.

Capital Assets - Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

GLOSSARY OF TERMS (cont.)

Capital Budget – A plan of proposed capital outlay projects and the means to finance them.

Capital Improvement Program (CIP) – An appropriation plan for expenditures for capital outlay projects to be incurred each year over a fixed period of years. The City of Concord prepares a ten year CIP.

Capital/Maintenance Reserve – Funds available for Council appropriation to meet unanticipated and unscheduled capital and maintenance needs of City infrastructure and facilities. This reserve is to be used for major capital repair where facility failure, unexpected hazards or destruction of City property has occurred and where repair or replacement is not planned with the established capital, operations, or internal replacement funds.

Capital Outlay – The expenditures for capital projects and equipment with a value of \$7,500 or more and a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

Capital Project – A major construction, acquisition, or renovation activity which adds value to fixed assets or which significantly increases its useful life. Can also be called a capital improvement.

Cash Basis - A basis of accounting in which transactions is recognized only when cash is received or disbursed.

CCE – Acronym used to refer to the Clear Channel Entertainment Company, a subsidiary of Live Nation, Inc.

CCCSD – Acronym used to refer to the Contra Costa County Sanitary District.

CCCWP – Acronym used to denote Contra Costa County Water Pollution.

CDBG – Acronym used to denote the Community Development Block Grant.

COG – Acronym used to refer to Community Oriented Government.

COPS - Acronym used to refer to a grant for Citizens Options for Public Safety.

CPI – Acronym used to refer to the Consumer Priced Index.

CSC – Acronym used to denote the Community Services Commission.

CSMFO – Acronym used to denote the California Society of Municipal Finance Officers.

Debt Service - The cost of paying principal and interest on borrowed money (bonds) according to a predetermined payment schedule.

GLOSSARY OF TERMS (cont.)

Department - The basic organizational unit of government which is functionally unique in its delivery of services.

Depreciation – Portion of the cost of a fixed asset used up each year of its useful life.

Disbursement – Payment in cash from the City Treasury.

Distinguished Budget Presentation Awards Program - A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

Economic Contingency Reserve – Funds available for Council appropriation to meet unanticipated needs caused by State or Federal redirection of City resources, general economic downturns, or reductions in operating revenues.

Employee (or Fringe) Benefits – Compensation to employees provided in addition to salary and wages. Benefits include, but are not limited to retirement plan contributions and health insurance.

Encumbrance – The estimated amount of expenditures ultimately to result if what has been committed is completed.

Entitlements - Payments to which local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually the state or the federal government.

Expenditure - The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service, or settling a loss.

Expense - Costs incurred (whether paid immediately or unpaid) for operations, maintenance, interest, or other charges.

Fiscal Year - A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization.

Fixed Assets - Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

FTE – Refer to the description shown below.

Full-time Equivalent Position (FTE) - A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year.

Function - A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

GLOSSARY OF TERMS (cont.)

Fund - A fiscal subdivision of the governmental entity financial records including assets, liabilities, and fund balance, held apart for the accounting of a specific purpose or activity.

Fund Balance - The excess of the assets of a fund over its liabilities. Fund balance may be restricted as to its use or it may be available for any use within the fund specific purpose.

GAAP - Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles

GASB – Acronym used to refer to the Governmental Accounting Standards Board.

GFOA – Acronym used to refer to the Government Finance Officers Association.

General Fund – Used to account for all financial resources except for those required to be accounted for in other funds.

Goal - A statement of broad direction, purpose, or intent based on the needs of the community. A goal is general and timeless.

Grants - A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee or the project.

Indirect Cost - A cost necessary for the functioning of the organization as a whole, but which is not directly assigned to one service.

Interfund Transfers - The movement of monies between funds of the same governmental entity.

Intergovernmental Revenue - Funds received from federal, state, and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

Internal Service Charges - The charges to user departments for services provided by another department, such as fleet maintenance or information technology.

Lapsing Appropriation - An appropriation made for a certain period of time, generally for the budget year. At the end of the specified period, any unexpected or unencumbered balances lapse or end, unless otherwise provided by law.

LSR - Acronym used to denote the Local Streets and Roads component of California Proposition 1B, the Transportation Bond Act passed in 2006

GLOSSARY OF TERMS (cont.)

Materials and Supplies – The expendable materials and operating supplies required facilitating departmental operations.

MOU – Acronym used to denote Memorandum of Understanding. This is a contract between the City and employee union.

NPDES – Acronym used to denote the National Pollutant Discharge Elimination System.

OPEB – Acronym used to denote other post employment benefits. For the City of Concord “OPEB” refers to retiree health insurance.

Objective - Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

Operating Expenses - The cost for personnel, materials, and equipment required for a department to function.

Operating Revenue - Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

PBB – Acronym used to denote Performance Based Budget.

Performance Based Budget - A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

Performance Indicators - Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

Performance Measure - Data collected to determine how effective or efficient a program is in achieving its objectives.

Personnel Services - Expenditures for salaries, wages, and fringe benefits of a government's employees.

Program - A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

Program Budget - A budget that allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments.

RDA – Acronym used to denote the Redevelopment Agency.

Revenue – Refers to the sources of income received to finance the operations of government.

GLOSSARY OF TERMS (cont.)

RFP – Acronym used to refer to a “Request for Proposal.”

SFRWQCB – Acronym used to refer to the San Francisco Regional Water Quality Control Board.

Taxes - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

Transfers In/Out – See Interfund Transfers.

Unencumbered Balance - The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

Unforecasted Reserve Fund – Funds available for Council appropriation to continue services if State, Federal, or other grant funding sources are lost, and to offset the costs of unanticipated, unfunded governmental mandates.

VLF – Acronym used to refer to the Vehicle License Fees.

Proposed Capital Improvement Program Budget
will be a part of the
June 3, 2014 Budget Hearing Materials