

General Fund 10-Year Forecast

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Concord's Historic Beebe House

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

**General Fund
10-Year Financial Forecast
FY 2015-16 through FY 2024-25**

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 biennial 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.

MAJOR ASSUMPTIONS

Below is a list of the major general fund revenue and expenditure assumptions in the 10-year financial forecast. Many of these assumptions are explained in greater detail in the City Manager's Budget Message (dated June 23, 2015). 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	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Abbreviation	Y1	Y2	Y3	Y4	Y5	Y5	Y7	Y8	Y9	Y10

Major General Fund Revenue Assumptions

- Property Tax: Average annual increase of 2.3% (Y1: 5%, Y2-Y10: 2%)
- Sales Tax: Average annual increase of 3% (Y1: 7%¹, Y2: -3%, Y3-Y5: Avg. 3.5%, Y5-Y10: 3%)
- Measure Q: Average annual increase of 3%
- Development Review and Inspection Fees: Annual increase of 1-3% depending on fee type from Y1 to Y10
- Transient Occupancy Tax: Annual increase of 12% in Y1 based on current trends and an average of 2% thereafter in Y2-Y10
- Business License Tax: Annual average increase of 2% from Y1 to Y10

General Fund Expenditure Assumptions

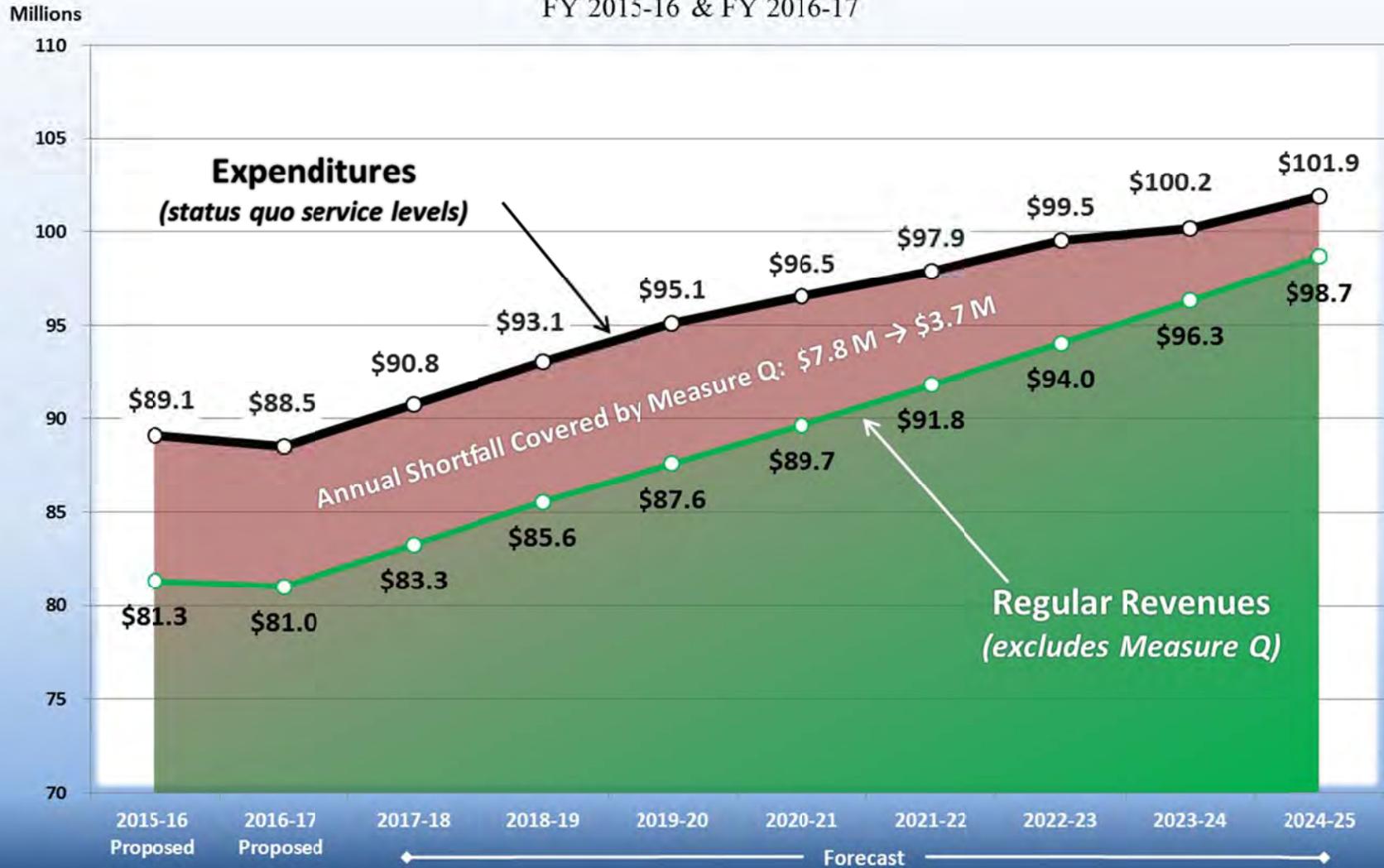
- Salaries: Annual increase of 2% in Y1 and Y2, followed by 1.5% from Y3 to Y10
- Healthcare Premiums: Annual increase of 2-2.5%² (Y1: 2%, Y2-10: 2.5%)
- Pension Costs: Average annual increase of 4% from Y1 to Y10 based on projected CalPERS rates (Y1-Y5: Average 8%, Y6-Y10: Average 2%)
- Operating Expenses: Most operating expenditures are adjusted annually by 2.4% to reflect the 20-year average in the Consumer Price Index.

¹ Includes a one-time payment of \$1.9 million from the State of California that is connected to a final payment (or true-up) for money that is owed to cities for the financing plan for State Economic Recovery Bonds from 2004 and 2008.

² 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.



General Fund
10-Year Forecast
Proposed Biennial Budget
FY 2015-16 & FY 2016-17



City of Concord
General Fund Ten Year Forecast
For the Year Ending June 30, 2016
(000's)

	<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>2024-25</u>
Basic General Fund Activity										
Beginning Fund Balance 7/01	\$ 28,920	\$ 28,920	\$ 28,920	\$ 28,920	\$ 28,920	\$ 28,920	\$ 29,219	\$ 29,554	\$ 29,971	\$ 30,347
General Fund Revenues	\$ 81,312	\$ 81,016	\$ 83,267	\$ 85,564	\$ 87,604	\$ 89,669	\$ 91,830	\$ 94,047	\$ 96,322	\$ 98,657
Measure Q Revenues Used	<u>7,800</u>	<u>7,500</u>	<u>7,500</u>	<u>7,500</u>	<u>7,500</u>	<u>7,150</u>	<u>6,400</u>	<u>5,900</u>	<u>4,250</u>	<u>3,700</u>
TOTAL Resources Used	\$ 89,112	\$ 88,516	\$ 90,767	\$ 93,064	\$ 95,104	\$ 96,819	\$ 98,230	\$ 99,947	\$ 100,572	\$ 102,357
Appropriations										
Operating Expenditures (Baseline)	\$ 86,926	\$ 88,316	\$ 90,562	\$ 92,854	\$ 94,888	\$ 96,299	\$ 97,668	\$ 99,298	\$ 99,958	\$ 101,633
Capital Improvement Projects (CIP)	2,185	200	205	210	215	221	226	232	238	244
Total Appropriations	<u>\$ 89,111</u>	<u>\$ 88,516</u>	<u>\$ 90,767</u>	<u>\$ 93,064</u>	<u>\$ 95,103</u>	<u>\$ 96,520</u>	<u>\$ 97,894</u>	<u>\$ 99,530</u>	<u>\$ 100,196</u>	<u>\$ 101,877</u>
Revenue Over(Under) Appropriations	\$ 1	\$ -	\$ -	\$ -	\$ 1	\$ 299	\$ 336	\$ 417	\$ 376	\$ 480
Ending Fund Balance 6/30	<u>\$ 28,921</u>	<u>\$ 28,920</u>	<u>\$ 28,920</u>	<u>\$ 28,920</u>	<u>\$ 28,921</u>	<u>\$ 29,219</u>	<u>\$ 29,555</u>	<u>\$ 29,971</u>	<u>\$ 30,347</u>	<u>\$ 30,827</u>
General Fund Reserves as a										
% of Operating Expenditures	32%	33%	32%	31%	30%	30%	30%	30%	30%	30%

General Fund Activity w/ Loan to Local Reuse Authority

Loan	\$ 2,220	\$ 1,799								
Repayment			2,247	2,247	2,247					
Ending Fund Balance 6/30	\$ 26,701	\$ 27,121	\$ 31,167	\$ 31,167	\$ 31,168	\$ 31,168	\$ 31,168	\$ 31,168	\$ 31,168	\$ 31,168
General Fund Reserves w/ Reuse Loan as a										
% of Operating Expenditures	30%	31%	34%	33%	33%	32%	32%	31%	31%	31%

City of Concord
Measure Q Fund Ten Year Forecast
For the Year Ending June 30, 2016
(000's)

	<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>2024-25</u>
Basic Measure Q Fund Activity										
Beginning Fund Balance 7/01	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Measure Q Revenues	\$ 12,591	\$ 12,911	\$ 13,298	\$ 13,697	\$ 14,108	\$ 14,531	\$ 14,967	\$ 15,416	\$ 15,879	\$ 16,355
TOTAL Resources Used	\$ 12,591	\$ 12,911	\$ 13,298	\$ 13,697	\$ 14,108	\$ 14,531	\$ 14,967	\$ 15,416	\$ 15,879	\$ 16,355
Appropriations										
Support for General Fund Operations	\$ 7,800	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,150	\$ 6,400	\$ 5,900	\$ 4,250	\$ 3,700
Econ. Dev. Marketing Surge	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ -	\$ -	\$ -	\$ -	\$ -
Econ. Dev. Real Estate / Site Selection Consultant	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -
Immediate Park System Safety and Code Needs	\$ 281	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplemental Building Maintenance Funding	\$ 228	\$ 228	\$ 228	\$ 228	\$ 228	\$ 228	\$ 228	\$ 228	\$ 228	\$ 228
\$22M Roadway Maintenance Debt Service	\$ 2,496	\$ 2,498	\$ 2,497	\$ 2,500	\$ 2,498	\$ 2,499	\$ 2,499	\$ 2,499	\$ 2,498	\$ 2,496
Supplemental Funding for Capital Projects, Infrastructure and Park Maintenance	\$ 1,536	\$ 2,435	\$ 2,823	\$ 3,219	\$ 3,632	\$ 4,654	\$ 5,840	\$ 6,789	\$ 8,903	\$ 9,931
Total Appropriations	\$ 12,591	\$ 12,911	\$ 13,298	\$ 13,697	\$ 14,108	\$ 14,531	\$ 14,967	\$ 15,416	\$ 15,879	\$ 16,355
Revenue Over(Under) Appropriations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance 6/30	\$ -									
Reserves as a										
% of Operating Expenditures	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

**City of Concord
General Fund
Operating Expenditures
For the Years Ending June 30, 2016 and 2017**

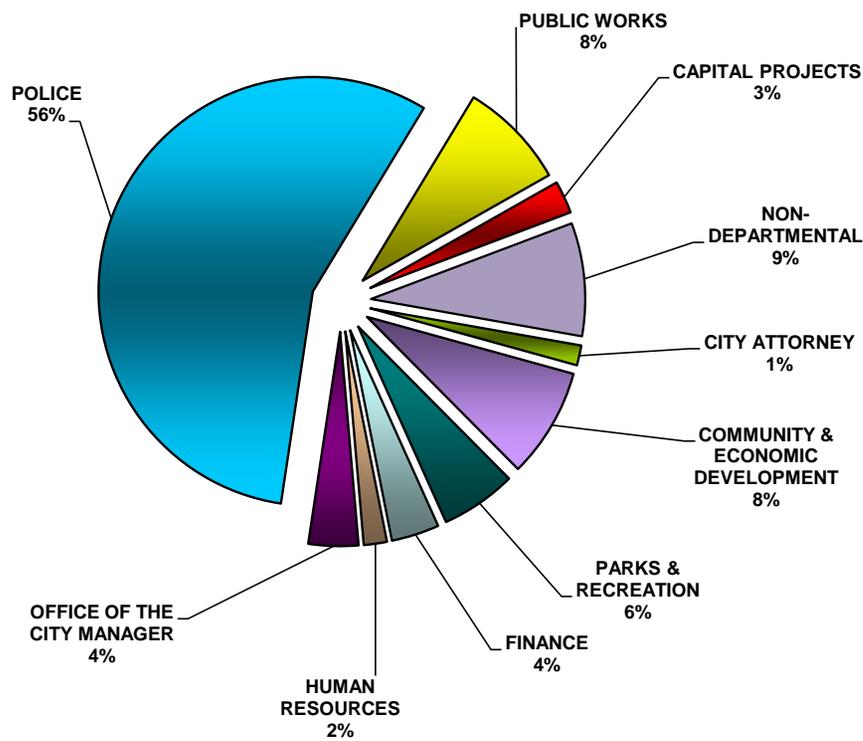
	Salaries & Benefits		Operating Expenditures		Fixed Charges		Other Financing Uses		Total Expenditures	
	FY 2015-16	FY 2016-17	FY 2015-16	FY 2016-17	FY 2015-16	FY 2016-17	FY 2015-16	FY 2016-17	FY 2015-16	FY 2016-17
CITY ATTORNEY	\$ 964,226	\$ 1,009,523	\$ 289,700	\$ 289,700	\$ 87,240	\$ 89,671	\$ -	\$ -	\$ 1,341,166	\$ 1,388,894
COMMUNITY & ECONOMIC DEVELOPMENT										
Administration	\$ 264,037	\$ 273,653	\$ 93,900	\$ 93,900	\$ 908,514	\$ 934,731	\$ -	\$ -	\$ 1,266,451	\$ 1,302,284
Planning	1,135,526	1,187,866	115,385	115,385	71,291	73,114			1,322,202	1,376,365
Engineering Services	890,183	933,495	134,593	135,793	115,424	117,913			1,140,200	1,187,201
Transportation	467,465	481,160	12,574	12,574	95,394	95,863			575,433	589,597
Building	1,324,124	1,395,404	398,680	415,480	128,195	130,651			1,850,999	1,941,535
Multi-Family Inspection Program	189,663	195,140	57,440	52,940	628	643			247,731	248,723
Economic Development	525,147	555,874	427,400	427,400	14,876	15,243			967,423	998,517
Total Community & Economic Development	\$ 4,796,145	\$ 5,022,592	\$ 1,239,972	\$ 1,253,472	\$ 1,334,322	\$ 1,368,158	\$ -	\$ -	\$ 7,370,439	\$ 7,644,222
PARKS & RECREATION										
Administration	\$ 157,773	\$ 161,168	\$ 121,524	\$ 121,524	\$ 495,692	\$ 508,927	\$ -	\$ -	\$ 774,989	\$ 791,619
Camp Concord	313,224	321,974	165,783	165,783	38,126	38,850			517,133	526,607
Facility Operations and Programs	1,471,093	1,543,085	730,452	746,052	397,304	408,948			2,598,849	2,698,085
Sports and Events	156,803	166,729	194,507	197,507	8,985	9,097			360,295	373,333
Senior & Special Recreation Services	458,133	472,951	176,526	176,526	206,056	212,104			840,715	861,581
Total Parks & Recreation	\$ 2,557,026	\$ 2,665,907	\$ 1,388,792	\$ 1,407,392	\$ 1,146,163	\$ 1,177,926	\$ -	\$ -	\$ 5,091,981	\$ 5,251,225
FINANCE										
Administration	\$ 230,320	\$ 235,310	\$ 34,850	\$ 34,850	\$ 393,540	\$ 404,616	\$ -	\$ -	\$ 658,710	\$ 674,776
Financial Analysis & Reporting	1,081,311	1,167,367	139,460	139,460	7,410	7,410			1,228,181	1,314,237
Budget & Financial Planning	365,330	389,385	32,425	17,425	1,647	1,647			399,402	408,457
Purchasing & Materials Management	273,746	290,305	8,300	8,300	823	823			282,869	299,428
City Treasury	111,240	114,359	62,500	62,500	416	416			174,156	177,275
Revenue Generation	421,647	438,013	49,500	49,500	2,882	2,882			474,029	490,395
Total Department Expenditures	\$ 2,483,594	\$ 2,634,739	\$ 327,035	\$ 312,035	\$ 406,718	\$ 417,794	\$ -	\$ -	\$ 3,217,347	\$ 3,364,568
FINANCE - NON-DEPARTMENTAL										
Miscellaneous Payments	\$ 5,273,277	\$ 3,070,655	\$ 1,351,588	\$ 1,406,500	\$ 376,285	\$ 385,119	\$ 594,000	\$ 597,129	\$ 7,595,150	\$ 5,459,403
Capital Projects	-	-	-	-	-	-	2,185,074	200,000	2,185,074	200,000
Reserve Funds	-	-	-	-	-	-	-	-	-	-
Total Non-Department Expenditures	\$ 5,273,277	\$ 3,070,655	\$ 1,351,588	\$ 1,406,500	\$ 376,285	\$ 385,119	\$ 2,779,074	\$ 797,129	\$ 9,780,224	\$ 5,659,403
Total Finance	\$ 7,756,871	\$ 5,705,394	\$ 1,678,623	\$ 1,718,535	\$ 783,003	\$ 802,913	\$ 2,779,074	\$ 797,129	\$ 12,997,571	\$ 9,023,971

continued

**City of Concord
General Fund
Operating Expenditures
For the Years Ending June 30, 2016 and 2017**

	Salaries & Benefits		Operating Expenditures		Fixed Charges		Other Financing Uses		Total Expenditures	
	FY 2015-16	FY 2016-17	FY 2015-16	FY 2016-17	FY 2015-16	FY 2016-17	FY 2015-16	FY 2016-17	FY 2015-16	FY 2016-17
HUMAN RESOURCES										
Employee Relations	\$ 253,676	\$ 267,716	\$ 122,222	\$ 120,722	\$ 179,115	\$ 184,270	\$ -	\$ -	\$ 555,013	\$ 572,708
Labor Relations	109,963	114,587	130,000	130,000	370	370			240,333	244,957
Recruitment and Selection	161,893	173,943	107,124	107,124	988	988			270,005	282,055
Risk Management	16,396	17,702	325	325	82	82			16,803	18,109
Benefit Administration	120,797	126,748	40,664	40,664	782	782			162,243	168,194
Organizational Training and Development	108,881	116,490	54,240	54,240	617	617			163,738	171,347
Classification and Compensation	135,430	141,913	11,037	11,037	823	823			147,290	153,773
Total Human Resources	\$ 907,036	\$ 959,099	\$ 465,612	\$ 464,112	\$ 182,777	\$ 187,932	\$ -	\$ -	\$ 1,555,425	\$ 1,611,143
OFFICE OF THE CITY MANAGER										
City Council	\$ 268,486	\$ 273,339	\$ 109,220	\$ 108,460	\$ 167,648	\$ 172,599	\$ -	\$ -	\$ 545,354	\$ 554,398
City Management	706,693	731,721	115,495	115,495	478,058	490,157			1,300,246	1,337,373
Administrative Services	989,827	1,031,377	270,750	413,931	103,296	105,846			1,363,873	1,551,154
Franchise Management	44,961	46,296	93,550	93,550	82	82			138,593	139,928
Total Office of the City Manager	\$ 2,009,967	\$ 2,082,733	\$ 589,015	\$ 731,436	\$ 749,084	\$ 768,684	\$ -	\$ -	\$ 3,348,066	\$ 3,582,853
POLICE										
Office of the Chief of Police	\$ 1,769,286	\$ 1,836,293	\$ 786,309	\$ 786,309	\$ 3,587,985	\$ 3,810,754	\$ -	\$ -	\$ 6,143,580	\$ 6,433,356
Field Operations	27,611,137	29,127,466	746,600	732,600	2,694,008	2,746,406			31,051,745	32,606,472
Investigations and Administrative Services	10,788,614	11,298,586	1,517,581	1,590,164	656,743	670,186			12,962,938	13,558,936
Total Police	\$ 40,169,037	\$ 42,262,345	\$ 3,050,490	\$ 3,109,073	\$ 6,938,736	\$ 7,227,346	\$ -	\$ -	\$ 50,158,263	\$ 52,598,764
PUBLIC WORKS										
Administration	\$ 373,692	\$ 384,017	\$ 47,741	\$ 47,741	\$ 605,512	\$ 622,067	\$ -	\$ -	\$ 1,026,945	\$ 1,053,825
Transportation	364,575	375,394	99,328	99,328	96,959	98,518			560,862	573,240
Parks Services, Street Trees and Medians	2,330,009	2,422,222	2,165,320	2,165,350	730,276	740,467			5,225,605	5,328,039
Graffiti Removal	307,149	325,227	65,000	70,000	63,084	64,273			435,233	459,500
Total Public Works	\$ 3,375,425	\$ 3,506,860	\$ 2,377,389	\$ 2,382,419	\$ 1,495,831	\$ 1,525,325	\$ -	\$ -	\$ 7,248,645	\$ 7,414,604
GENERAL FUND TOTALS	\$ 62,535,733	\$ 63,214,453	\$ 11,079,593	\$ 11,356,139	\$ 12,717,156	\$ 13,147,955	\$ 2,779,074	\$ 797,129	\$ 89,111,556	\$ 88,515,675

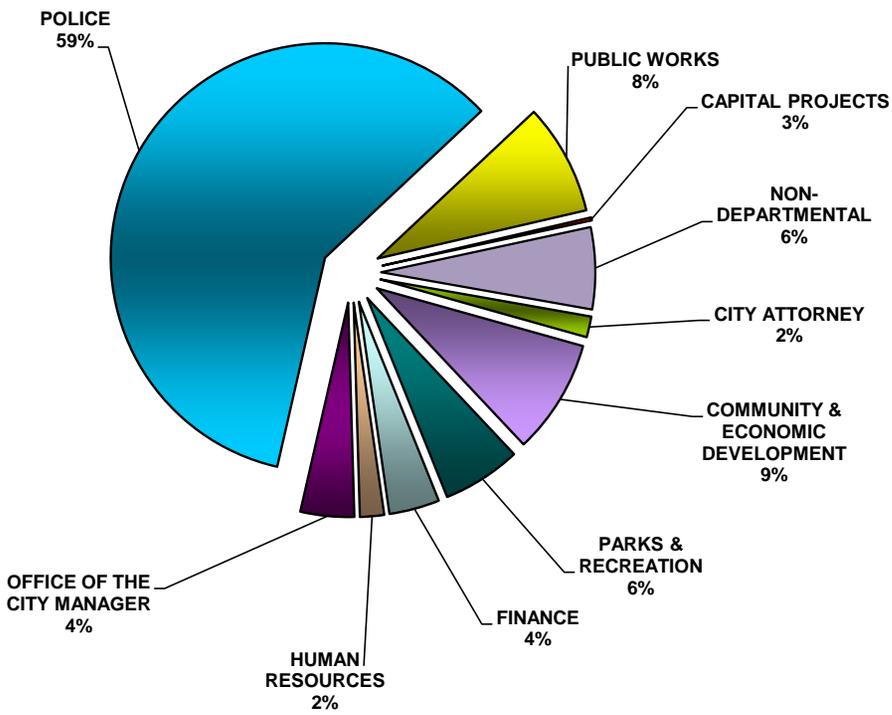
**City of Concord
General Fund
Comparison of Expenditures by Department
For Year Ending June 30, 2016**



CITY ATTORNEY	\$ 1,341,166
COMMUNITY & ECONOMIC DEVELOPMENT	7,370,439
PARKS & RECREATION	5,091,981
FINANCE	3,217,347
HUMAN RESOURCES	1,555,425
OFFICE OF THE CITY MANAGER	3,348,066
POLICE	50,158,263
PUBLIC WORKS	7,248,645
CAPITAL PROJECTS	2,185,074
NON-DEPARTMENTAL	7,595,150
GENERAL FUND TOTALS	<u><u>\$ 89,111,556</u></u>



**City of Concord
General Fund
Comparison of Expenditures by Department
For Year Ending June 30, 2017**



CITY ATTORNEY	\$ 1,388,894
COMMUNITY & ECONOMIC DEVELOPMENT	7,644,222
PARKS & RECREATION	5,251,225
FINANCE	3,364,569
HUMAN RESOURCES	1,611,143
OFFICE OF THE CITY MANAGER	3,582,853
POLICE	52,598,764
PUBLIC WORKS	7,414,604
CAPITAL PROJECTS	200,000
NON-DEPARTMENTAL	5,459,402
GENERAL FUND TOTALS	<u>\$ 88,515,675</u>



City of Concord
General Fund
Expenditures by Program
For the Fiscal Years Ending June 30, 2016 and 2017

	Actual 2011-12	Actual 2012-13	Actual 2013-14	Estimated Actual 2014-15	Adopted Budget 2015-16	Adopted Budget 2016-17	Projected 2017-18	Projected 2018-19	Projected 2019-20	Projected 2020-21	Projected 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25
CITY ATTORNEY	\$ 974,962	\$ 938,436	\$ 1,170,906	\$ 1,252,560	\$ 1,341,166	\$ 1,388,894	\$ 1,438,529	\$ 1,478,085	\$ 1,511,662	\$ 1,536,161	\$ 1,561,157	\$ 1,586,560	\$ 1,578,513	\$ 1,604,331
COMMUNITY & ECONOMIC DEVELOPMENT														
Administration	\$ 436,985	\$ 528,251	\$ 622,517	\$ 631,103	\$ 1,266,451	\$ 1,302,284	\$ 1,331,665	\$ 1,359,664	\$ 1,388,065	\$ 1,414,288	\$ 1,441,040	\$ 1,468,304	\$ 1,486,542	\$ 1,514,741
Planning	1,098,907	969,705	1,109,151	1,139,492	1,322,202	1,376,365	1,420,663	1,462,469	1,496,851	1,519,061	1,541,697	1,564,657	1,551,333	1,574,501
Engineering Services	1,140,586	1,256,416	915,020	909,227	1,140,200	1,187,201	1,223,681	1,254,404	1,281,646	1,299,370	1,317,431	1,335,731	1,319,446	1,337,730
Transportation	455,154	392,595	526,031	531,957	575,433	589,597	602,419	615,756	629,096	638,365	647,811	657,390	652,090	661,758
Building	1,182,929	1,333,821	1,828,008	2,097,105	1,850,999	1,941,535	2,017,642	2,082,290	2,131,145	2,165,304	2,200,073	2,235,387	2,226,905	2,262,847
Multi-Family Inspection Program	129,126	180,720	402,286	307,503	247,731	248,723	254,066	259,632	265,214	269,280	273,428	277,643	276,274	280,556
Economic Development	274,498	525,413	467,198	515,953	967,423	998,517	1,036,602	1,066,110	1,090,166	1,109,615	1,129,455	1,149,672	1,152,837	1,173,614
Total Community Development	\$ 4,718,185	\$ 5,186,921	\$ 5,870,211	\$ 6,132,340	\$ 7,370,439	\$ 7,644,222	\$ 7,886,738	\$ 8,100,326	\$ 8,282,185	\$ 8,415,284	\$ 8,550,936	\$ 8,688,784	\$ 8,665,426	\$ 8,805,748
PARKS & RECREATION														
Administration	\$ 440,738	\$ 391,485	\$ 499,490	\$ 421,919	\$ 774,989	\$ 791,619	\$ 809,907	\$ 827,822	\$ 845,980	\$ 862,378	\$ 879,115	\$ 896,177	\$ 906,158	\$ 923,798
Camp Concord	454,913	461,489	498,489	550,826	517,133	526,607	539,648	553,233	565,375	575,112	585,043	595,155	598,271	608,671
Facility Operations and Programs	2,488,847	1,986,529	2,359,125	2,407,226	2,598,849	2,698,085	2,761,423	2,820,955	2,879,086	2,929,701	2,981,270	3,033,796	3,059,753	3,113,910
Sports and Events	309,422	305,479	294,977	367,382	360,295	373,333	385,817	398,724	408,637	416,484	424,488	432,654	437,117	445,571
Senior & Special Recreation Services	1,059,302	622,039	676,089	694,457	840,715	861,581	884,078	905,464	924,795	940,889	957,279	973,963	978,648	995,783
Total Parks & Recreation	\$ 4,753,222	\$ 3,767,021	\$ 4,328,170	\$ 4,441,810	\$ 5,091,981	\$ 5,251,225	\$ 5,380,873	\$ 5,506,198	\$ 5,623,872	\$ 5,724,564	\$ 5,827,195	\$ 5,931,745	\$ 5,979,948	\$ 6,087,733
FINANCE														
Administration	\$ 330,454	\$ 340,362	\$ 488,268	\$ 329,383	\$ 658,710	\$ 674,776	\$ 690,501	\$ 705,966	\$ 721,573	\$ 734,647	\$ 747,982	\$ 761,557	\$ 765,491	\$ 779,433
Financial Analysis & Reporting	643,204	743,547	878,768	1,287,452	1,228,181	1,314,237	1,387,318	1,445,417	1,487,140	1,519,431	1,548,872	1,573,051	1,557,443	1,580,302
Budget & Financial Planning	161,615	192,329	249,397	358,617	399,402	408,457	427,477	439,634	449,156	455,307	461,573	467,921	462,058	468,419
Purchasing & Materials Management	269,504	200,183	183,620	259,610	282,869	299,428	312,862	321,381	328,266	332,699	337,215	341,788	337,452	342,030
City Treasury	226,847	265,591	255,373	184,569	174,156	177,275	181,007	184,883	188,786	191,851	194,981	198,170	198,226	201,493
Revenue Generation	323,527	297,434	280,036	447,442	474,029	490,395	504,615	516,450	527,284	534,762	542,383	550,113	545,575	553,375
RDA Land Transfer	11,416,332	-	-	-	-	-	-	-	-	-	-	-	-	-
Non-Departmental Miscellaneous Payments	5,363,514	8,255,127	10,291,502	12,136,870	7,595,151	5,459,402	4,424,690	4,478,577	4,533,702	4,587,661	4,643,177	4,700,289	4,756,021	4,816,989
Total Finance	\$ 18,734,997	\$ 10,294,573	\$ 12,626,964	\$ 15,003,943	\$ 10,812,498	\$ 8,823,970	\$ 7,928,470	\$ 8,092,308	\$ 8,235,908	\$ 8,356,358	\$ 8,476,183	\$ 8,592,889	\$ 8,622,264	\$ 8,742,041
HUMAN RESOURCES														
Employee Relations	\$ 459,150	\$ 612,505	\$ 547,490	\$ 494,478	\$ 555,013	\$ 572,708	\$ 591,591	\$ 609,508	\$ 626,940	\$ 638,066	\$ 649,422	\$ 660,983	\$ 663,157	\$ 675,024
Labor Relations	88,460	124,672	29,572	135,971	240,333	244,957	251,487	258,023	264,176	269,242	274,420	279,701	281,313	286,761
Recruitment and Selection	242,863	308,222	294,949	266,633	270,005	282,055	294,250	304,195	312,052	317,606	323,277	329,050	329,059	334,970
Risk Management	11,405	161	49,581	17,079	16,803	18,109	19,398	20,581	21,226	21,525	21,830	22,138	21,818	22,127
Benefits Administration	107,877	99,057	129,579	162,483	162,243	168,194	174,337	178,715	182,946	185,887	188,889	191,939	191,054	194,156
Organizational Training and Development	98,511	68,114	58,929	163,181	163,738	171,347	179,075	185,757	190,777	194,039	197,369	200,756	200,237	203,693
Classification and Compensation	163,305	151,514	146,515	153,912	147,290	153,773	159,547	163,557	167,400	169,800	172,246	174,725	172,757	175,249
Total Human Resources	\$ 1,171,571	\$ 1,364,245	\$ 1,256,615	\$ 1,393,737	\$ 1,555,425	\$ 1,611,143	\$ 1,669,685	\$ 1,720,338	\$ 1,765,518	\$ 1,796,165	\$ 1,827,451	\$ 1,859,292	\$ 1,859,395	\$ 1,891,979

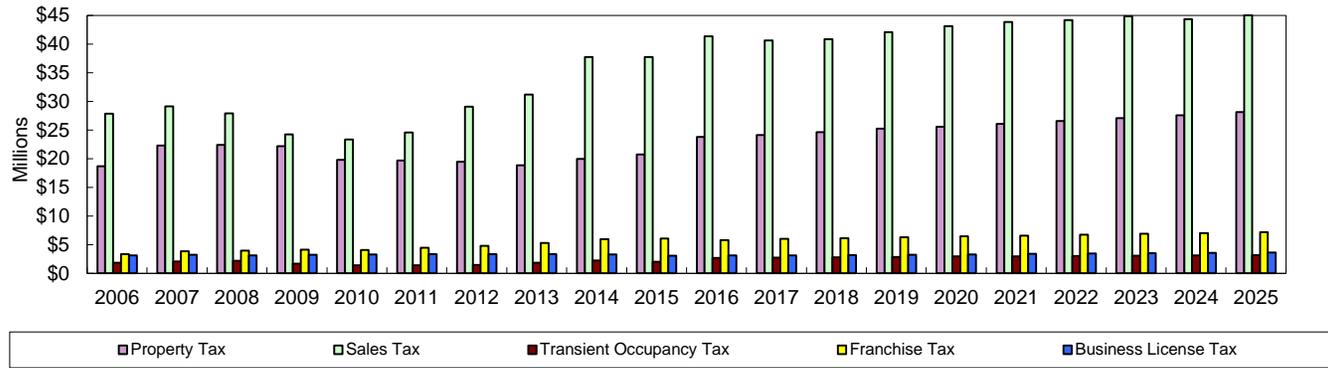
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City of Concord
General Fund
Expenditures by Program
For the Fiscal Years Ending June 30, 2016 and 2017

	Actual 2011-12	Actual 2012-13	Actual 2013-14	Estimated Actual 2014-15	Adopted Budget 2015-16	Adopted Budget 2016-17	Projected 2017-18	Projected 2018-19	Projected 2019-20	Projected 2020-21	Projected 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25
OFFICE OF THE CITY MANAGER														
City Council	\$ 333,495	\$ 365,968	\$ 351,078	\$ 366,987	\$ 545,354	\$ 554,398	\$ 563,997	\$ 573,586	\$ 583,223	\$ 591,092	\$ 599,128	\$ 607,324	\$ 609,083	\$ 617,575
City Management	857,380	734,691	1,037,121	1,019,127	1,300,246	1,337,373	1,369,018	1,399,626	1,430,416	1,454,583	1,479,231	1,504,294	1,504,663	1,530,269
Administrative Services	1,224,050	1,278,090	1,331,455	1,632,230	1,363,873	1,551,154	1,488,315	1,653,299	1,589,005	1,748,248	1,660,315	1,815,456	1,684,071	1,844,394
Franchise Management	111,448	71,230	121,032	130,451	138,593	139,928	143,179	146,532	149,936	153,009	156,153	159,364	161,233	164,566
Total Office of the City Manager	\$ 2,526,373	\$ 2,449,979	\$ 2,840,686	\$ 3,148,795	\$ 3,348,066	\$ 3,582,853	\$ 3,564,508	\$ 3,773,043	\$ 3,752,580	\$ 3,946,933	\$ 3,894,826	\$ 4,086,438	\$ 3,959,050	\$ 4,156,804
POLICE														
Office of the Chief of Police	\$ 2,827,354	\$ 2,136,736	\$ 2,402,776	\$ 2,681,841	\$ 6,143,580	\$ 6,433,363	\$ 6,582,502	\$ 6,730,405	\$ 6,874,387	\$ 7,003,805	\$ 7,134,661	\$ 7,268,004	\$ 7,369,903	\$ 7,508,001
Field Operations	27,582,916	28,584,641	29,640,200	30,567,640	31,051,754	32,606,476	33,561,707	34,429,554	35,198,688	35,737,814	36,244,705	36,758,387	37,176,358	37,703,891
Support Operations	11,506,597	11,301,446	11,886,260	12,937,850	12,962,938	13,558,936	13,892,494	14,220,539	14,538,472	14,772,358	14,995,649	15,222,203	15,388,875	15,621,147
Total Police	\$ 41,916,867	\$ 42,022,823	\$ 43,929,236	\$ 46,187,331	\$ 50,158,272	\$ 52,598,775	\$ 54,036,703	\$ 55,380,498	\$ 56,611,548	\$ 57,513,977	\$ 58,375,015	\$ 59,248,595	\$ 59,935,136	\$ 60,833,039
PUBLIC WORKS														
Administration	\$ 21,728,102	\$ 43,009,172	\$ 22,911,089	\$ 584,159	\$ 1,026,945	\$ 1,053,825	\$ 1,077,688	\$ 1,101,113	\$ 1,124,760	\$ 1,144,702	\$ 1,165,036	\$ 1,185,734	\$ 1,192,354	\$ 1,213,622
Transportation	635,123	404,993	405,397	596,671	560,862	573,240	588,860	603,135	615,672	625,678	635,884	646,263	647,176	657,793
Parks Services, Street Trees and Medians	4,228,482	4,375,395	4,831,260	4,873,369	5,225,605	5,328,009	5,469,622	5,600,483	5,721,184	5,826,157	5,933,391	6,042,735	6,090,777	6,203,699
Graffiti Removal/Lease Management	258,145	231,667	360,283	396,740	435,233	459,500	476,469	491,373	504,733	513,401	521,254	529,235	528,278	536,410
Total Public Works	\$ 26,849,852	\$ 48,021,227	\$ 28,508,029	\$ 6,450,939	\$ 7,248,645	\$ 7,414,574	\$ 7,612,639	\$ 7,796,104	\$ 7,966,349	\$ 8,109,938	\$ 8,255,565	\$ 8,403,967	\$ 8,458,585	\$ 8,611,524
INTRA FUND TRANSFERS OUT														
Reserve Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Improvement Projects	373,493	1,138,172	1,882,763	3,438,983	2,185,074	200,000	205,000	210,125	215,378	220,763	226,282	231,939	237,737	243,681
Total Intra Fund Transfers Out	\$ 373,493	\$ 1,138,172	\$ 1,882,763	\$ 3,438,983	\$ 2,185,074	\$ 200,000	\$ 205,000	\$ 210,125	\$ 215,378	\$ 220,763	\$ 226,282	\$ 231,939	\$ 237,737	\$ 243,681
BUDGET STABILIZATION	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GENERAL FUND TOTALS	\$ 102,019,522	\$ 115,183,397	\$ 102,413,580	\$ 87,450,438	\$ 89,111,556	\$ 88,515,675	\$ 89,723,145	\$ 92,057,024	\$ 93,965,000	\$ 95,620,142	\$ 96,994,610	\$ 98,630,208	\$ 99,296,054	\$ 100,976,879



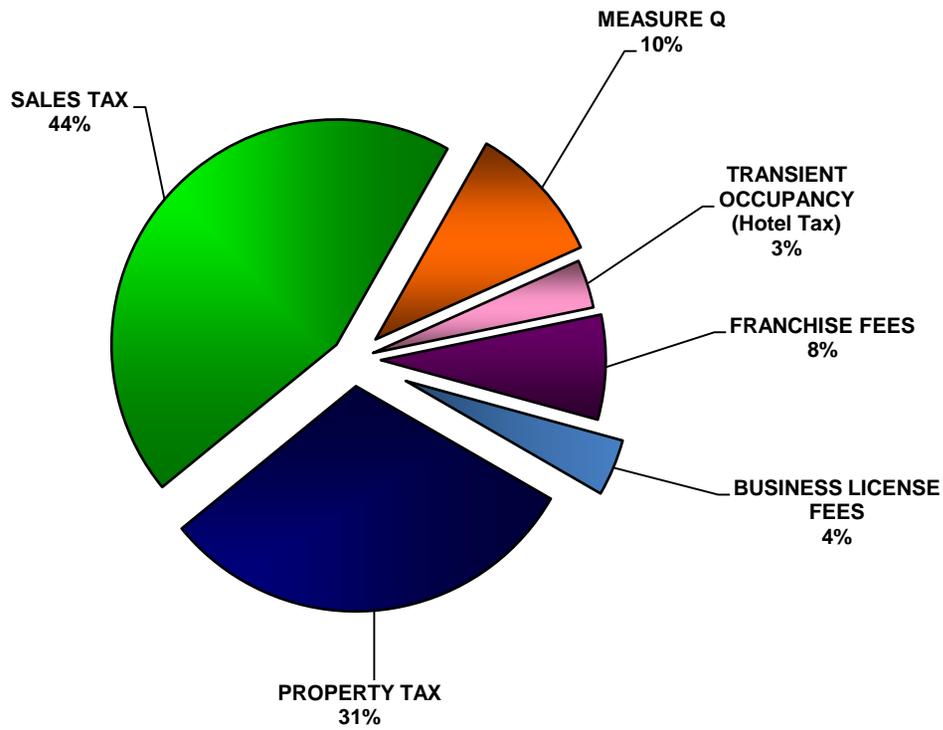
**CITY OF CONCORD MAJOR GENERAL FUND TAX REVENUE BY TYPE
ACTUAL AND PROJECTED**



Fiscal Year	Property Tax	Sales Tax	Transient Occupancy Tax	Franchise Tax	Business License Tax	Total
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	29,055,453	1,478,874	4,779,135	3,377,278	58,150,433
2013	18,861,202	31,176,081	1,832,615	5,269,956	3,365,317	60,505,171
2014	19,988,065	37,747,602	2,262,589	5,962,699	3,324,299	69,285,254
2015	20,755,243	37,720,400	2,026,000	6,100,000	3,057,971	69,659,614
2016	23,793,205	41,345,300	2,677,000	5,806,000	3,145,000	76,766,505
2017	24,151,309	40,620,500	2,731,000	6,016,000	3,145,000	76,663,809
2018	24,642,965	40,882,012	2,785,620	6,153,320	3,203,500	77,667,417
2019	25,216,599	42,090,955	2,871,332	6,321,686	3,263,161	79,763,734
2020	25,590,632	43,130,214	2,938,159	6,437,548	3,324,007	81,420,560
2021	26,074,144	43,850,700	2,956,122	6,584,606	3,386,061	82,851,634
2022	26,567,327	44,203,351	3,015,245	6,735,063	3,449,347	83,970,333
2023	27,070,374	44,839,134	3,075,550	6,888,999	3,513,890	85,387,945
2024	27,583,481	44,359,044	3,137,061	7,046,493	3,579,715	85,705,794
2025	28,106,851	45,014,107	3,199,802	7,207,631	3,646,847	87,175,237

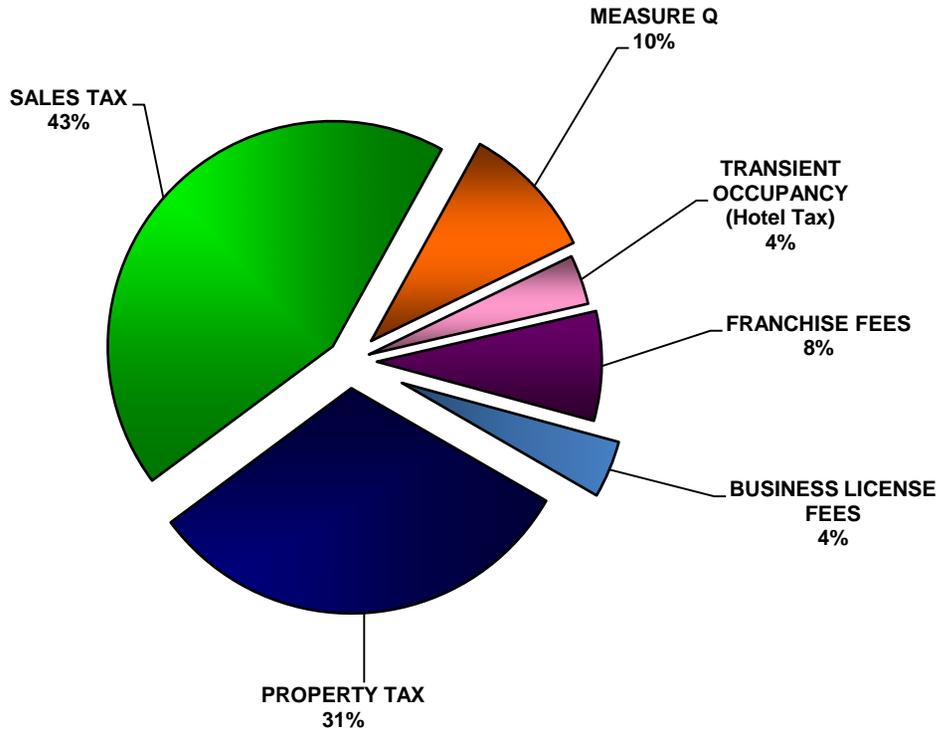
Actual shown through Fiscal Year 2014 and Planned through Fiscal Year 2025. Source: City Concord Financial Statements

**City of Concord
General Fund Revenue
Comparison of Tax Revenue by Source
For the Fiscal Year Ending June 30, 2016**



PROPERTY TAX	\$23,793,205
SALES TAX	34,104,300
MEASURE Q	7,800,000
TRANSIENT OCCUPANCY	2,677,000
FRANCHISE FEES	5,806,000
BUSINESS LICENSE FEES	3,145,000
	<u>\$ 77,325,505</u>

**City of Concord
General Fund Revenue
Comparison of Tax Revenue by Source
For the Fiscal Year Ending June 30, 2017**



PROPERTY TAX	\$24,151,309
SALES TAX	33,120,500
MEASURE Q	7,500,000
TRANSIENT OCCUPANCY	2,731,000
FRANCHISE FEES	6,016,000
BUSINESS LICENSE FEES	3,145,000
	<u>\$ 76,663,809</u>

City of Concord
General Fund
Comparison of Revenues by Source
For the Years Ending June 30, 2016 and 2017

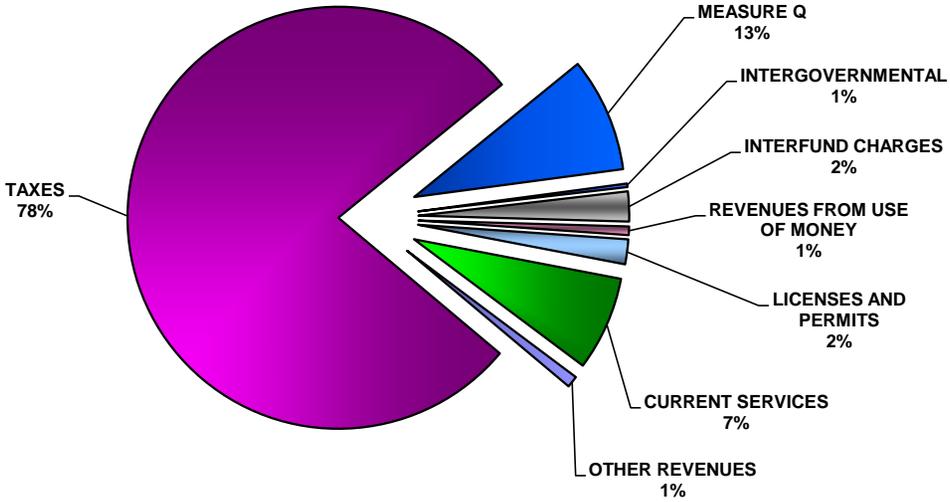
	Actual 2011-12	Actual 2012-13	Actual 2013-14	Estimated Actual 2014-15	Adopted Budget 2015-16	Adopted Budget 2016-17	Projected 2017-18	Projected 2018-19	Projected 2019-20	Projected 2020-21	Projected 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25
TAXES														
Property	\$ 19,459,693	\$ 18,861,202	\$ 19,988,065	\$ 20,755,243	\$23,793,205	\$24,151,309	\$24,642,965	\$25,216,599	\$25,590,632	\$26,074,144	\$26,567,327	\$27,070,374	\$27,583,481	\$28,106,851
Sales	23,884,453	25,783,081	28,638,602	29,997,400	34,104,300	33,120,500	34,397,492	35,568,220	36,745,707	37,849,657	38,986,777	40,158,062	41,364,540	42,607,268
Measure Q	5,171,698	5,392,725	9,109,073	7,723,000	7,800,000	7,500,000	7,500,000	7,500,000	7,500,000	7,150,000	6,400,000	5,900,000	4,250,000	3,700,000
Transient Occupancy Tax	1,478,874	1,832,615	2,262,589	2,026,000	2,677,000	2,731,000	2,785,620	2,871,332	2,938,159	2,956,122	3,015,245	3,075,550	3,137,061	3,199,802
Business License	3,377,278	3,365,317	3,324,299	3,057,971	3,145,000	3,145,000	3,203,500	3,263,161	3,324,007	3,386,061	3,449,347	3,513,890	3,579,715	3,646,847
Franchise	4,779,135	5,269,956	5,962,699	6,100,000	5,806,000	6,016,000	6,153,320	6,321,686	6,437,548	6,584,606	6,735,063	6,888,999	7,046,493	7,207,631
Total Taxes	\$ 58,151,131	\$ 60,504,896	\$ 69,285,327	\$ 69,659,614	\$ 77,325,505	\$ 76,663,809	\$ 78,682,897	\$ 80,740,999	\$ 82,536,053	\$ 84,000,591	\$ 85,153,759	\$ 86,606,874	\$ 88,961,290	\$ 88,468,399
LICENSES AND PERMITS														
Building Permits	\$ 824,450	\$ 993,608	\$ 978,734	\$ 1,075,000	\$1,075,000	\$1,075,000	\$1,101,875	\$1,129,422	\$1,157,657	\$1,186,599	\$1,216,264	\$1,246,670	\$1,277,837	\$1,309,783
Plumbing Permits	88,629	99,452	125,420	137,000	137,000	137,000	140,425	143,936	147,534	151,222	155,003	158,878	162,850	166,921
Mechanical Permits	77,828	84,332	116,688	129,000	129,000	129,000	132,225	135,531	138,919	142,392	145,952	149,600	153,340	157,174
Electrical Permits	107,922	130,512	128,922	143,000	143,000	143,000	146,575	150,239	153,995	157,845	161,791	165,836	169,982	174,232
Other	183,988	186,104	225,244	211,187	212,300	217,300	222,733	228,301	234,008	239,859	245,855	252,001	258,301	264,759
Total Licenses and Permits	\$ 1,282,817	\$ 1,494,008	\$ 1,575,008	\$ 1,695,187	\$1,696,300	\$1,701,300	\$ 1,743,833	\$ 1,787,428	\$ 1,832,114	\$ 1,877,917	\$ 1,924,865	\$ 1,972,986	\$ 2,022,311	\$ 2,072,869
FINES AND FORFEITURES														
Vehicle Code & Parking	\$ 737,515	\$ 731,093	\$ 679,835	\$ 770,000	\$745,000	\$745,000	\$763,625	\$782,716	\$802,284	\$822,341	\$842,899	\$863,972	\$885,571	\$907,710
Neighborhood Services	58,212	(92,723)	30,882	10,000	30,000	30,000	30,300	30,603	30,909	31,218	31,530	31,846	32,164	32,486
Other	26,000	1,695	51,068	-	-	-	-	-	-	-	-	-	-	-
Total Fines and Forfeitures	\$ 821,727	\$ 640,065	\$ 761,785	\$ 780,000	\$ 775,000	\$ 775,000	\$ 793,925	\$ 813,319	\$ 833,193	\$ 853,559	\$ 874,429	\$ 895,817	\$ 917,735	\$ 940,196
USE OF MONEY AND PROPERTY														
Investment Earnings	\$ (56,152)	\$ 145,013	\$ (530,247)	\$ 80,000	\$80,000	\$80,000	\$80,800	\$81,608	\$82,424	\$83,248	\$84,081	\$84,922	\$85,771	\$86,629
Property Rentals	383,046	457,122	457,927	450,569	503,035	504,175	509,919	515,737	521,631	527,603	533,653	539,783	545,995	552,289
Total Use of Money and Property	\$ 326,894	\$ 602,135	\$ (72,320)	\$ 530,569	\$ 583,035	\$ 584,175	\$ 590,719	\$ 597,345	\$ 604,055	\$ 610,851	\$ 617,734	\$ 624,705	\$ 631,766	\$ 638,917
INTERGOVERNMENTAL														
Motor Vehicle In-Lieu	\$ 62,268	\$ 64,520	\$ 53,398	\$ 65,000	\$52,000	\$52,000	\$52,520	\$53,045	\$53,576	\$54,111	\$54,653	\$55,199	\$55,751	\$56,309
State Mandated Costs	59,104	133,981	66,643	145,000	-	-	-	-	-	-	-	-	-	-
Police Officers Standards&Training (POST)	76,145	97,101	135,806	70,000	90,000	90,000	90,900	91,809	92,727	93,654	94,591	95,537	96,492	97,457
Citizens Option for Public Safety (COPS)	166,995	355,020	411,340	100,000	100,000	100,000	101,000	102,010	103,030	104,060	105,101	106,152	107,214	108,286
Other Grants	3,818	15,134	9,853	-	-	-	-	-	-	-	-	-	-	-
Total Intergovernmental	\$ 368,330	\$ 665,756	\$ 677,040	\$ 380,000	\$ 242,000	\$ 242,000	\$ 244,420	\$ 246,864	\$ 249,333	\$ 251,826	\$ 254,344	\$ 256,888	\$ 259,457	\$ 262,051

continued

City of Concord
General Fund
Comparison of Revenues by Source
For the Years Ending June 30, 2016 and 2017

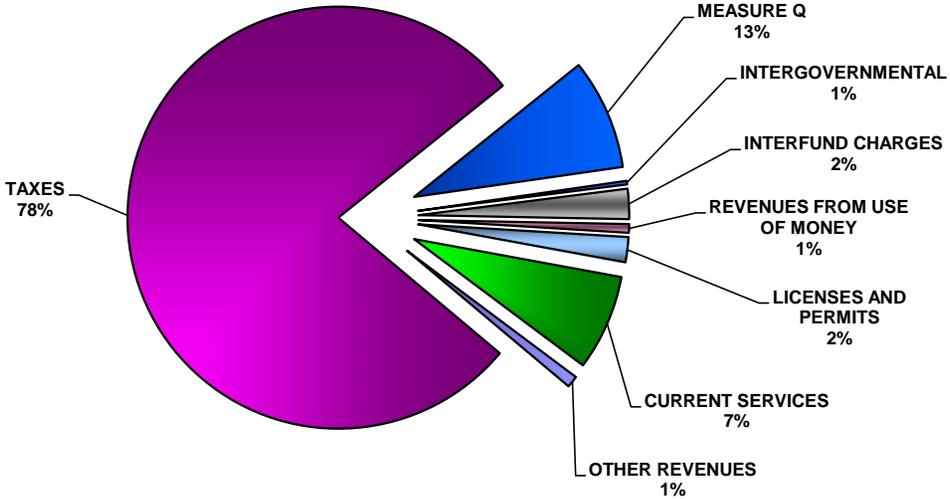
	Actual 2011-12	Actual 2012-13	Actual 2013-14	Estimated Actual 2014-15	Adopted Budget 2015-16	Adopted Budget 2016-17	Projected 2017-18	Projected 2018-19	Projected 2019-20	Projected 2020-21	Projected 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25
CURRENT SERVICES														
City Management	\$ 164,935	\$ 195,191	\$ 239,825	\$ 218,000	\$235,500	\$238,000	\$243,950	\$250,049	\$256,300	\$262,707	\$269,275	\$276,007	\$282,907	\$289,980
Finance Department	3,993	3,843	7,980	8,000	3,500	4,000	4,100	4,203	4,308	4,415	4,526	4,639	4,755	4,874
Parks & Recreation-Summer Camp	870,893	2,852,033	1,094,442	576,820	747,500	747,500	760,053	772,857	785,921	799,248	812,845	826,718	840,873	855,318
Parks & Recreation-Aquatics	250,530	243,031	249,366	252,000	269,000	274,000	280,850	287,871	295,068	302,445	310,006	317,756	325,700	333,842
Parks & Recreation-Facility Rental	831,957	814,192	924,566	841,650	795,075	815,075	835,452	856,338	877,747	899,690	922,183	945,237	968,868	993,090
Parks & Recreation-Youth & Family Service	517,222	548,891	603,326	542,000	550,500	558,000	571,950	586,249	600,905	615,928	631,326	647,109	663,287	679,869
Parks & Recreation-League Fees	399,153	415,344	404,010	406,493	397,220	400,395	410,405	420,665	431,182	441,961	453,010	464,335	475,944	487,842
Parks & Recreation-Senior Services	277,058	266,953	267,044	253,200	261,000	262,000	268,550	275,264	282,145	289,199	296,429	303,840	311,436	319,222
Engineering	1,485,357	1,769,469	1,666,470	1,856,500	1,678,000	1,698,000	1,740,450	1,783,961	1,828,560	1,874,274	1,921,131	1,969,159	2,018,388	2,068,848
Building	210,023	293,583	331,647	261,238	297,738	297,738	305,181	312,811	320,631	328,647	336,863	345,285	353,917	362,765
Neighborhood Services	128,427	173,543	293,112	195,975	223,000	223,000	228,575	234,289	240,147	246,150	252,304	258,612	265,077	271,704
Public Safety Services	578,768	410,075	607,121	464,300	566,574	566,574	586,766	607,764	629,602	652,319	675,953	700,544	726,134	752,768
Planning	288,315	392,279	329,678	364,600	405,500	405,500	415,638	426,028	436,679	447,596	458,786	470,256	482,012	494,062
Total Current Services	\$ 6,006,631	\$ 8,378,427	\$ 7,018,587	\$ 6,240,776	\$ 6,430,107	\$ 6,489,782	\$ 6,651,919	\$ 6,818,349	\$ 6,989,194	\$ 7,164,580	\$ 7,344,636	\$ 7,529,496	\$ 7,719,298	\$ 7,914,183
INTERFUND SERVICE CHARGES														
Golf Course Enterprise	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sewer Enterprise	2,006,516	2,006,516	2,087,579	2,087,579	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
Redevelopment Agency	233,666	155,969	22,047	76,271	-	-	-	-	-	-	-	-	-	-
Stormwater	-	439,926	448,725	448,725	448,725	448,725	448,725	448,725	448,725	448,725	448,725	448,725	448,725	448,725
Maintenance Districts	-	-	-	343,384	343,384	343,384	343,384	343,384	343,384	343,384	343,384	343,384	343,384	343,384
Total Interfund Service Charges	\$ 2,240,182	\$ 2,602,411	\$ 2,558,351	\$ 2,955,959	\$ 2,042,109	\$ 2,042,109	\$ 2,042,109	\$ 2,042,109	\$ 2,042,109	\$ 2,042,109	\$ 2,042,109	\$ 2,042,109	\$ 2,042,109	\$ 2,042,109
OTHER REVENUES														
Other	\$ 112,559	\$ (104,922)	\$ 192,235	\$ 20,000	\$ 7,500	\$ 7,500	\$ 7,575	\$ 7,651	\$ 7,727	\$ 7,805	\$ 7,883	\$ 7,961	\$ 8,041	\$ 8,121
Sale of Real/Personal Property	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Other Revenues	\$ 112,559	\$ (104,922)	\$ 192,235	\$ 20,000	\$ 7,500	\$ 7,500	\$ 7,575	\$ 7,651	\$ 7,727	\$ 7,805	\$ 7,883	\$ 7,961	\$ 8,041	\$ 8,121
OTHER FINANCING SOURCES														
Graffiti	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Traffic Safety Management	4,698	10,500	10,500	10,500	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Parklands/Other	2,640,366	88,355	-	-	-	-	-	-	-	-	-	-	-	-
Reserve Funds	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Other Financing Sources	\$ 2,645,064	\$ 98,855	\$ 10,500	\$ 10,500	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
TOTAL GENERAL FUND	\$ 71,955,335	\$ 74,881,631	\$ 82,006,513	\$ 82,272,605	\$ 89,111,556	\$ 88,515,675	\$ 90,767,397	\$ 93,064,064	\$ 95,103,778	\$ 96,819,238	\$ 98,229,760	\$ 99,946,837	\$ 100,572,006	\$ 102,356,845

**City of Concord
General Fund Revenue
Comparison of Revenue by Source
For the Year Ending June 30, 2016**



TAXES	\$ 69,525,505
MEASURE Q	7,800,000
INTERGOVERNMENTAL	242,000
INTERFUND CHARGES	2,042,109
REVENUES FROM USE OF MONEY	583,035
LICENSES AND PERMITS	1,696,300
CURRENT SERVICES	\$6,430,107
OTHER REVENUES	792,500
	<u>\$ 89,111,556</u>

**City of Concord
General Fund Revenue
Comparison of Revenue by Source
For the Year Ending June 30, 2017**



TAXES	\$ 69,163,809
MEASURE Q	7,500,000
INTERGOVERNMENTAL	242,000
INTERFUND CHARGES	2,042,109
REVENUES FROM USE OF MONEY	584,175
LICENSES AND PERMITS	\$1,701,300
CURRENT SERVICES	\$6,489,782
OTHER REVENUES	792,500
	<u>\$ 88,515,675</u>

City of Concord
Summary of General Fund Adopted Budgets
Population and Assessed Valuations
For Year Ending June 30, 2016

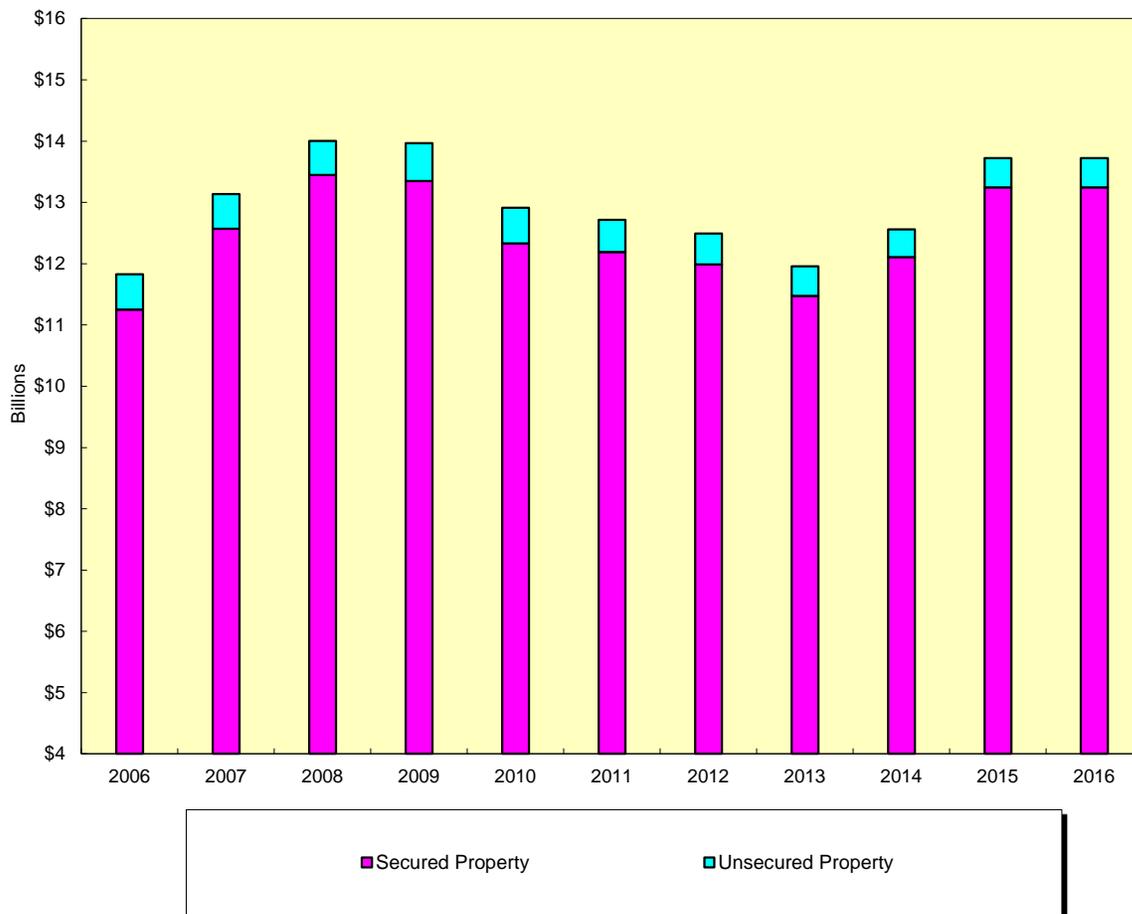
Year	Population	Adopted Budget	Net Assessed Values	Population Increase	Budget Increase
2005-2006	124,463	\$ 68,712,606	\$11,289,315	-0.3%	5.8%
2006-2007	125,203	72,309,409	12,581,573	0.6%	5.2%
2007-2008	123,776	78,328,992	13,394,577	-1.1%	8.3%
2008-2009	124,599	80,676,425	13,388,155	0.7%	3.0%
2009-2010	125,864	76,304,929	12,254,962	1.0%	-5.4%
2010-2011	122,676	70,992,070	12,020,887	-2.5%	-7.0%
2011-2012	123,206	71,336,000	11,710,084	0.4%	0.5%
2012-2013	123,812	71,053,093	11,167,274	0.5%	-0.4%
2013-2014	124,656	75,454,351	11,748,714	0.7%	6.2%
2014-2015	126,069	82,876,554	12,917,847	1.1%	9.8%
2015-2016 *	126,069	\$ 89,111,556	\$14,220,853		7.5%

ASSESSED VALUATIONS

(in \$1,000)	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>
Land	\$ 4,704,943	\$ 5,018,555	\$ 5,616,628	\$ 6,149,981
Improvements	6,938,011	7,239,614	7,781,964	8,520,936
Personal Property	311,951	299,369	323,092	353,773
	<u>\$ 11,954,905</u>	<u>\$ 12,557,538</u>	<u>\$ 13,721,684</u>	<u>\$ 15,024,690</u>
Exemptions:				
Homeowners	\$ 149,403	\$ 143,902	\$ 139,328	\$ 139,328
Other	<u>638,228</u>	<u>664,922</u>	<u>664,509</u>	<u>664,509</u>
Net Total	<u>\$ 11,167,274</u>	<u>\$ 11,748,714</u>	<u>\$ 12,917,847</u>	<u>\$ 14,220,853</u>

* Estimated Population

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



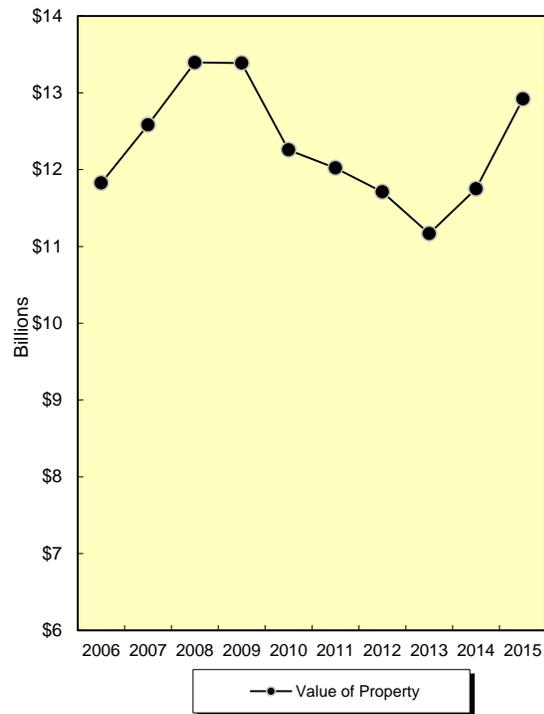
Fiscal Year	Secured Property	Unsecured Property	Total Assessed Valuation (a)	Estimated Full Market Valuation (a)	Total Direct Tax Rate (b)
2007	12,570,797,655	567,282,828	13,138,080,483	13,138,080,483	1%
2008	13,446,070,714	556,719,852	14,002,790,566	14,002,790,566	1%
2009	13,349,188,381	615,317,575	13,964,505,956	13,964,505,956	1%
2010	12,330,388,573	580,130,554	12,910,519,127	12,910,519,127	1%
2011	12,189,473,098	524,036,274	12,713,509,372	12,713,509,372	1%
2012	11,990,243,594	502,406,363	12,492,649,957	12,492,649,957	1%
2013	11,475,225,809	479,678,800	11,954,904,609	11,954,904,609	1%
2014	\$12,106,457,334	\$451,080,860	\$12,557,538,194	\$12,557,538,194	1%
2015	\$13,244,532,106	\$476,697,389	\$13,721,229,495	\$13,721,229,495	1%
2016 *	\$13,244,532,106	\$476,697,389	\$13,721,229,495	\$13,721,229,495	1%

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

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



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



Fiscal Year	Total Secured Tax Levy	General Fund Tax Collections	Debt Service Fund Tax Collections	Redevelopment Agency Fund Tax Collections	Total Tax Collections	Percent of Total Tax Collections to Tax Levy	Value of City Property Subject to Local Tax Rate
2006	23,202,024 (A)	11,773,593	-	11,428,431	23,202,024	100.00%	11,825,275,824
2007	28,151,765 (A)	14,247,381	-	13,904,384	28,151,765	100.00%	12,581,572,120
2008	28,304,789 (A)	13,706,176	-	14,598,613	28,304,789	100.00%	13,394,577,419
2009	29,074,531 (A)	12,987,563	-	16,086,968	29,074,531	100.00%	13,388,154,607
2010	27,872,031 (A)	11,379,519	-	16,492,512	27,872,031	100.00%	12,254,962,478
2011	27,093,100 (A)	11,393,346	-	15,699,754	27,093,100	100.00%	12,020,887,030
2012	19,731,365 (A)	11,404,500	-	8,326,865 (B)	19,731,365	100.00%	11,710,527,901
2013	11,178,462 (A)	11,178,462	-	- (B)	11,178,462	100.00%	11,167,273,118
2014	11,822,968	11,822,968	-	-	11,822,968	100.00%	11,748,714,138
2015 *	\$13,596,757	\$ 13,596,757	-	\$ -	\$ 13,596,757	100.00%	\$12,917,846,712

* 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.