

**City of Concord
General Fund
Ten Year Projection
For the Year Ending June 30, 2006**

	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>
Fund Balance 7/01	\$ 11,962,405	\$ 8,489,910	\$ 7,747,684	\$ 7,589,560	\$ 7,832,714	\$ 8,008,447	\$ 8,381,208	\$ 8,480,943	\$ 8,862,742	\$ 9,085,815
Add:										
Revenues	65,040,111	69,321,984	71,541,900	74,020,949	76,555,454	79,443,404	82,184,778	85,024,450	88,004,299	91,050,899
Less:										
Operating Expenditures	66,928,280	69,120,053	70,807,491	73,206,637	75,724,679	78,306,450	81,286,423	83,809,324	86,912,898	89,975,737
Revenue Over(Under) Expenditures	(1,888,169)	201,931	734,409	814,312	830,775	1,136,954	898,355	1,215,126	1,091,401	1,075,162
10% Contingency Reserve	6,692,828	6,912,005	7,080,749	7,320,664	7,572,468	7,830,645	8,128,642	8,380,932	8,691,290	8,997,574
Less:										
Capital Improvement Projects (CIP)	1,384,326	738,157	605,353	277,612	329,941	332,339	334,810	337,354	339,975	342,674
Other Financing Sources:										
Intra-fund Transfers In	200,000	200,000	125,000	125,000	100,000	0	0	0	0	0
Intra-fund Transfers Out	400,000	406,000	412,180	418,545	425,101	431,854	463,810	495,974	528,353	535,954
Total Intra-fund Transfers	(200,000)	(206,000)	(287,180)	(293,545)	(325,101)	(431,854)	(463,810)	(495,974)	(528,353)	(535,954)
Fund Balance 6/30	\$ 1,797,082	\$ 835,679	\$ 508,811	\$ 512,050	\$ 435,979	\$ 550,563	\$ 352,301	\$ 481,810	\$ 394,525	\$ 284,775

Notes:

Meets all standards contained in the Budget and Fiscal Policies adopted by the Council. This policy can be found on page 40.

Revenues:

Major revenue projections based on FY2004-05 estimated and inflated 3% to 4% based on historical trends.

Fee based revenues in Building, Engineering, Planning and Police increased by calculated "cost of doing business" (5%) and inflated at 3% over the planning period.

Operating Expenditures:

Salaries and benefits have been budgeted per current labor agreements adjusted for step increases and assuming a full staffing level.

FY2005-06 includes a reduction of 5 positions. The planning period includes an additional reduction of 11 positions through attrition.

Employee benefits expenses for medical insurance and retirement reflect recent higher than CPI increases.

Operating and maintenance costs for new capital projects are included throughout this plan. Details of those costs are located in the Capital Projects section of this budget document.

Employee post-retirement health expenses includes adjustment for GASB Statement No. 45.

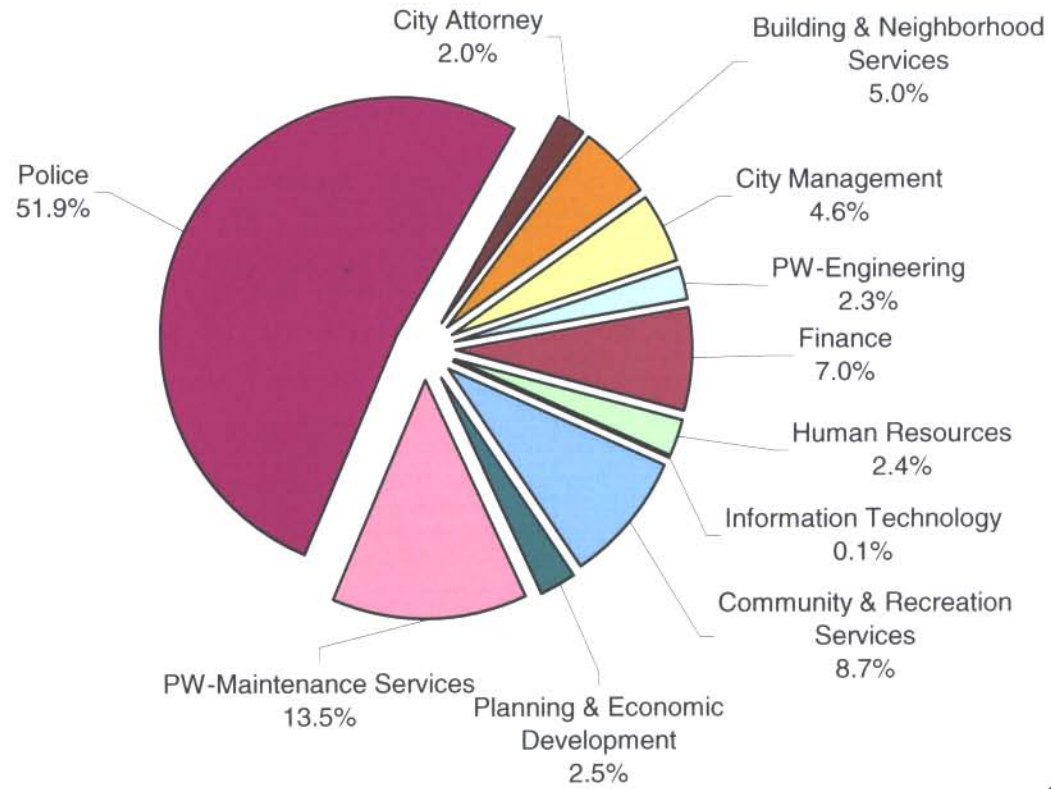
Non-labor operating expenditures for FY 2006 and the remainder of the 10-Year planning period, depending on the category, include increases between 2 and 3% for inflation.

Operational programs include internal service fund charges for vehicles, computer and office equipment, buildings, workers' compensation and liability.

Intrafund Transfers: Includes contributions to unforecasted and maintenance and capital reserves.

City of Concord
General Fund Operating & Capital Expenditures by Department
June 30, 2006

Total Operating and Capital Expenditures
\$68,712,606



**City of Concord
General Fund
Summary of Program Expenditures
For Year Ending June 30, 2006**

	Salaries & Benefits	Operating Expenditures	Fixed Charges	Other Financing Uses	Totals
CITY MANAGEMENT					
City Council	\$ 217,451	\$ 81,979	\$ 44,696		\$ 344,126
City Management	973,624	188,097	188,263		1,349,984
Administrative Services	730,328	208,746	294,212		1,233,286
Franchise Management	48,074	30,774	7,577		86,425
Total City Management	<u>1,969,477</u>	<u>509,596</u>	<u>534,748</u>	<u>-</u>	<u>3,013,821</u>
CITY ATTORNEY	<u>912,318</u>	<u>371,144</u>	<u>85,073</u>		<u>1,368,535</u>
HUMAN RESOURCES					
Administration	265,302	132,840	69,771		467,913
Recruitment and Selection	161,257	35,843	20,248		217,348
Risk Management	102,649	232,351	38,401		373,401
Benefit Administration	214,607	51,399			266,006
Organizational Training and Development	72,799	51,612			124,411
Classification and Compensation	105,740	10,200			115,940
Total Human Resources	<u>922,354</u>	<u>514,245</u>	<u>128,420</u>	<u>-</u>	<u>1,565,019</u>
FINANCE					
Administration	293,969	5,770	40,964		340,703
Revenue Generation	289,519	11,718	41,598		342,835
Disbursements	491,379	7,864	49,403		548,646
Financial Analysis & Reporting	585,921	96,429	44,870		727,220
Budget & Financial Planning	275,483	9,132	31,500		316,115
Purchasing & Materials Management	375,702	18,818	140,206		534,726
City Treasurer	251,720	18,268	29,622		299,610
Total Department Expenditures	<u>2,563,693</u>	<u>167,999</u>	<u>378,163</u>	<u>-</u>	<u>3,109,855</u>

continued

**City of Concord
General Fund
Summary of Program Expenditures
For Year Ending June 30, 2006**

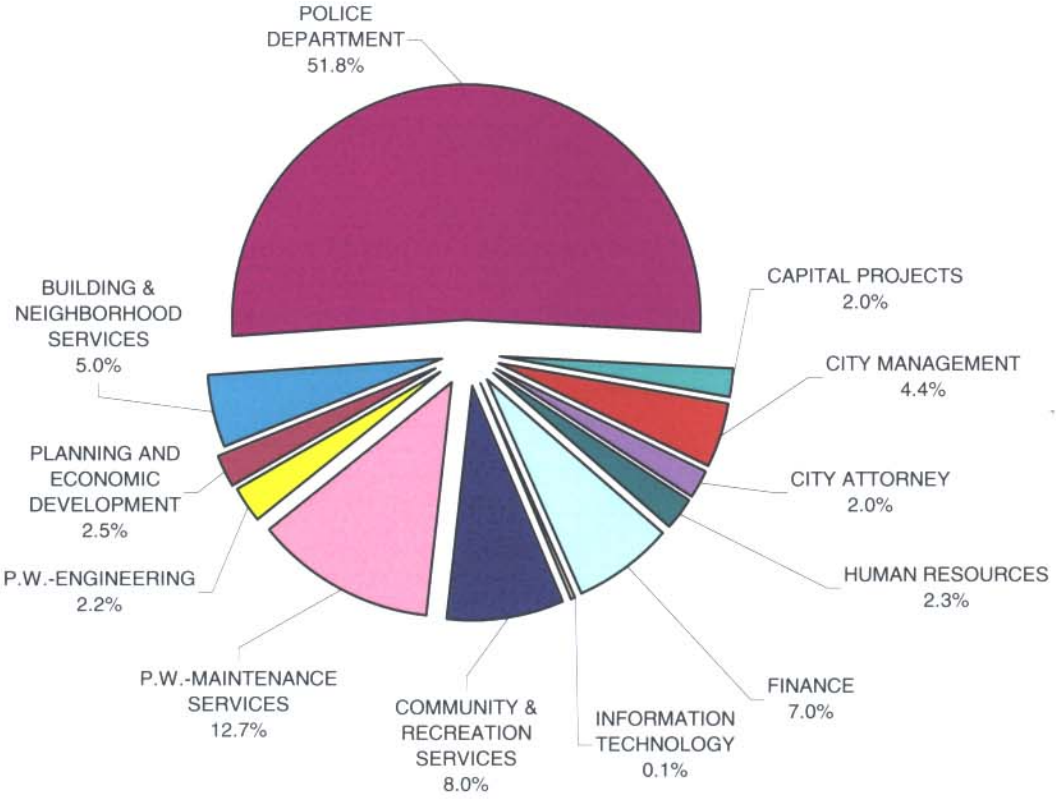
	Salaries & Benefits	Operating Expenditures	Fixed Charges	Other Financing Uses	Totals
FINANCE - NON-DEPARTMENTAL					
Miscellaneous Payments	-	1,080,692	203,382		1,284,074
Capital Projects				1,384,326	1,384,326
Reserve Funds				400,000	400,000
Total Finance	<u>2,563,693</u>	<u>1,248,691</u>	<u>581,545</u>	<u>1,784,326</u>	<u>6,178,255</u>
COMMUNITY & RECREATION SERVICES					
Administration	255,806	136,465	275,102		667,373
Camp Concord	255,605	205,276	37,787		498,668
Facility Operations and Programs	1,377,399	521,757	545,321	99,625	2,544,102
Sports and Events	123,070	204,059	15,220		342,349
Youth Services	507,564	82,470	254,460		844,494
Senior Center	282,078	135,693	196,445		614,216
Total Community & Recreation	<u>2,801,522</u>	<u>1,285,720</u>	<u>1,324,335</u>	<u>99,625</u>	<u>5,511,202</u>
P.W.-MAINTENANCE SERVICES					
Administration	465,338	32,864	337,730		835,932
Parks Services, Street Trees and Medians	3,837,182	1,471,635	454,022		5,762,839
Graffiti Removal/Lease Management	173,000	27,248	44,013		244,261
Transportation	1,430,338	265,459	204,957		1,900,754
Total P.W.-Maintenance Services	<u>5,905,858</u>	<u>1,797,206</u>	<u>1,040,722</u>	<u>-</u>	<u>8,743,786</u>
P.W.-ENGINEERING					
Administration	295,163	70,657	76,229		442,049
Engineering Services	903,849	61,897	131,480		1,097,226
Total P.W.-Engineering	<u>1,199,012</u>	<u>132,554</u>	<u>207,709</u>	<u>-</u>	<u>1,539,275</u>

continued

**City of Concord
General Fund
Summary of Program Expenditures
For Year Ending June 30, 2006**

	Salaries & Benefits	Operating Expenditures	Fixed Charges	Other Financing Uses	Totals
PLANNING AND ECONOMIC DEVELOPMENT					
Administration	212,008	5,365	26,542		243,915
Planning	1,360,156	45,249	63,261		1,468,666
Total Planning and Economic Development	<u>1,572,164</u>	<u>50,614</u>	<u>89,803</u>		<u>1,712,581</u>
BUILDING & NEIGHBORHOOD SERVICES					
Administration	221,203	9,425	43,857		274,485
Building	1,396,342	167,631	163,188		1,727,161
Multi-Family Inspection Program	235,252	10,405	7,844		253,501
Neighborhood Preservation	898,255	58,599	46,706		1,003,560
Community Services		164,312	-		164,312
Total Building & Neighborhood Services	<u>2,751,052</u>	<u>410,372</u>	<u>261,595</u>	-	<u>3,423,019</u>
POLICE DEPARTMENT					
Office of the Chief of Police	659,176	60,453	563,028		1,282,657
Administrative Services	4,327,402	1,278,451	473,144		6,078,997
Field Operations	16,917,726	954,112	2,133,838		20,005,676
Support Operations	6,654,886	600,464	745,723	196,818	8,197,891
Total Police Department	<u>28,559,190</u>	<u>2,893,480</u>	<u>3,915,733</u>	<u>196,818</u>	<u>35,565,221</u>
INFORMATION TECHNOLOGY					
Network Systems	89,415	2,477			91,892
Total Information Technology	<u>89,415</u>	<u>2,477</u>	-	-	<u>91,892</u>
GENERAL FUND TOTALS	<u>\$49,246,055</u>	<u>\$ 9,216,099</u>	<u>\$ 8,169,683</u>	<u>\$ 2,080,769</u>	<u>\$68,712,606</u>

**City of Concord
General Fund
Comparison of Expenditures by Department
For Year Ending June 30, 2006**



CITY MANAGEMENT	\$ 3,013,821
CITY ATTORNEY	1,368,535
HUMAN RESOURCES	1,565,019
FINANCE	4,793,929
INFORMATION TECHNOLOGY	91,892
COMMUNITY & RECREATION SERVICES	5,511,202
P.W.-MAINTENANCE SERVICES	8,743,786
P.W.-ENGINEERING	1,539,275
PLANNING AND ECONOMIC DEVELOPMENT	1,712,581
BUILDING & NEIGHBORHOOD SERVICES	3,423,019
POLICE DEPARTMENT	35,565,221
CAPITAL PROJECTS	1,384,326
GENERAL FUND TOTALS	<u><u>\$ 68,712,606</u></u>



City of Concord
General Fund
Expenditures by Program
For Year Ending June 30, 2006

	Budget 2004-05	Proposed 2005-06	Projected 2006-07	Projected 2007-08	Projected 2008-09	Projected 2009-10	Projected 2010-11	Projected 2011-12	Projected 2012-13	Projected 2013-14	Projected 2014-15
CITY MANAGEMENT											
City Council	\$ 307,898	\$ 344,126	\$ 352,898	\$ 367,727	\$ 375,296	\$ 386,549	\$ 400,254	\$ 414,714	\$ 426,852	\$ 441,698	\$ 457,582
City Management	1,362,759	1,349,984	1,451,298	1,518,773	1,562,775	1,647,988	1,684,611	1,766,824	1,804,628	1,895,411	1,940,160
Administrative Services	1,326,274	1,233,286	1,329,991	1,299,604	1,411,602	1,378,302	1,508,225	1,483,234	1,608,451	1,571,197	1,624,041
Franchise Management	82,864	86,425	87,784	91,744	94,455	97,992	101,304	106,488	108,965	112,854	116,868
<i>Total City Management</i>	<u>3,079,795</u>	<u>3,013,821</u>	<u>3,221,971</u>	<u>3,277,848</u>	<u>3,444,128</u>	<u>3,510,831</u>	<u>3,694,394</u>	<u>3,771,260</u>	<u>3,948,896</u>	<u>4,021,160</u>	<u>4,138,651</u>
CITY ATTORNEY	1,264,518	1,368,535	1,416,240	1,469,246	1,521,322	1,576,862	1,635,760	1,694,095	1,755,061	1,819,974	1,888,086
HUMAN RESOURCES											
Administration	534,664	467,913	493,993	514,640	506,560	526,734	564,859	568,720	584,207	603,850	624,245
Recruitment and Selection	178,872	217,348	222,378	229,107	239,054	248,374	256,646	265,336	274,664	284,481	294,846
Risk Management	349,744	373,401	377,907	386,766	401,882	416,249	427,086	439,534	452,511	465,337	478,662
Benefits Administration	99,298	266,006	274,941	284,819	294,656	304,459	314,759	325,554	337,010	349,084	361,835
Organizational Training and Development	123,719	124,411	128,515	132,691	136,899	141,139	145,572	150,197	155,051	160,138	165,469
Classification and Compensation	128,696	115,940	120,381	124,850	129,267	133,629	138,231	143,074	148,243	153,708	159,507
<i>Total Human Resources</i>	<u>1,414,993</u>	<u>1,565,019</u>	<u>1,618,115</u>	<u>1,672,873</u>	<u>1,708,318</u>	<u>1,770,584</u>	<u>1,847,153</u>	<u>1,892,415</u>	<u>1,951,686</u>	<u>2,016,598</u>	<u>2,084,564</u>
FINANCE											
Administration	325,245	340,703	351,049	364,718	378,870	394,225	409,258	425,515	441,094	458,192	476,172
Revenue Generation	308,800	342,835	350,539	362,324	377,007	391,318	404,559	418,875	433,021	448,795	465,570
Disbursements	521,983	548,646	485,702	504,446	522,097	539,775	559,002	578,340	597,625	619,409	642,497
Financial Analysis & Reporting	626,643	727,220	745,722	769,164	796,894	823,995	850,606	877,719	906,861	937,536	969,931
Budget & Financial Planning	272,773	316,115	319,197	328,930	342,566	356,087	368,162	380,866	394,127	408,027	422,633
Purchasing & Materials Management	533,382	534,726	552,781	574,552	591,112	607,432	634,731	655,650	677,956	702,920	729,248
Non-Departmental Miscellaneous Payments	908,614	1,284,074	1,655,001	1,070,889	981,898	1,297,856	931,132	1,314,972	1,328,270	1,491,871	1,430,689
City Treasurer	320,482	299,610	309,720	321,100	334,760	347,659	360,830	373,427	387,682	403,007	419,350
<i>Total Finance</i>	<u>3,817,922</u>	<u>4,393,929</u>	<u>4,769,711</u>	<u>4,296,123</u>	<u>4,325,204</u>	<u>4,758,347</u>	<u>4,518,280</u>	<u>5,025,364</u>	<u>5,166,636</u>	<u>5,469,757</u>	<u>5,556,090</u>
COMMUNITY & RECREATION SERVICES											
Administration	832,152	667,373	786,702	812,842	837,307	862,041	893,473	927,685	955,929	988,178	1,021,789
Camp Concord	470,073	498,668	512,081	520,999	528,612	551,784	564,407	578,672	594,195	610,328	627,177
Community Facility and Programs	1,997,896	2,544,102	2,052,922	2,118,322	2,136,650	2,202,163	2,290,463	2,338,402	2,304,475	2,374,007	2,446,843
Sports and Events	331,232	342,349	374,642	385,275	396,493	408,307	420,353	432,150	444,814	458,003	472,779
Youth Services	1,187,162	844,494	1,290,319	1,330,827	1,350,542	1,390,012	1,441,848	1,473,421	1,514,865	1,558,534	1,604,261
Senior Center	626,765	614,216	691,990	714,161	719,143	741,250	773,559	789,375	812,670	837,333	862,837
<i>Total Community & Recreation</i>	<u>\$ 5,445,280</u>	<u>\$ 5,511,202</u>	<u>\$ 5,708,656</u>	<u>\$ 5,882,426</u>	<u>\$ 5,968,747</u>	<u>\$ 6,155,557</u>	<u>\$ 6,384,103</u>	<u>\$ 6,539,705</u>	<u>\$ 6,626,948</u>	<u>\$ 6,826,383</u>	<u>\$ 7,035,686</u>

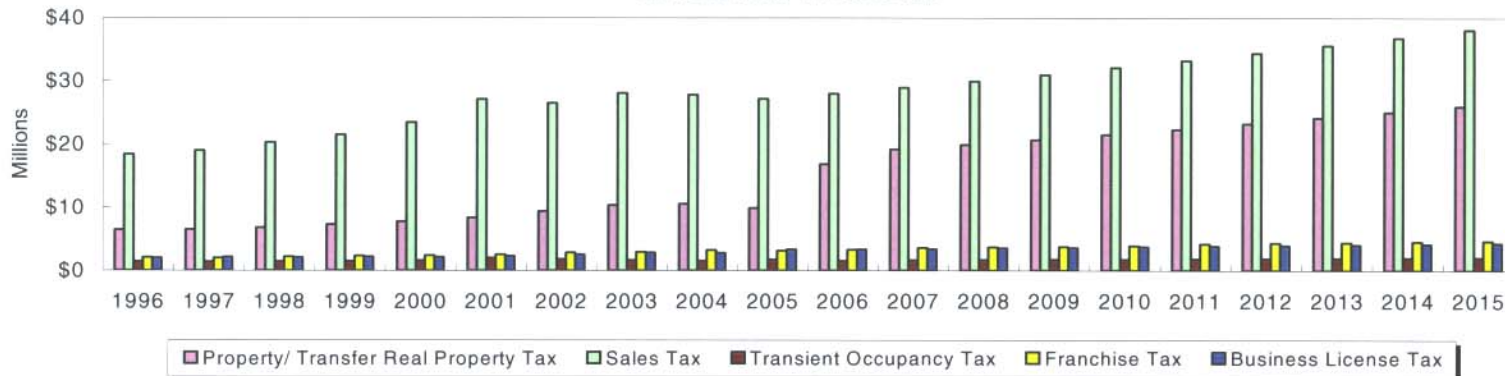
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City of Concord
General Fund
Expenditures by Program
For Year Ending June 30, 2006

	Budget 2004-05	Proposed 2005-06	Projected 2006-07	Projected 2007-08	Projected 2008-09	Projected 2009-10	Projected 2010-11	Projected 2011-12	Projected 2012-13	Projected 2013-14	Projected 2014-15
P.W.-MAINTENANCE SERVICES											
Administration	\$ 798,627	\$ 835,932	\$ 850,098	\$ 875,859	\$ 911,723	\$ 943,251	\$ 975,663	\$ 1,007,045	\$ 1,037,388	\$ 1,071,821	\$ 1,107,847
Emergency Preparedness	-	-	-	-	-	-	-	-	-	-	-
Parks Services, Street Trees and Medians	5,529,033	5,762,839	5,955,760	6,113,232	6,341,376	6,437,865	6,631,776	6,833,031	7,039,866	7,260,936	7,493,311
Graffiti Removal/Lease Management	219,336	244,261	273,744	281,793	290,836	298,368	309,668	316,063	326,296	336,907	348,108
Transportation	1,747,627	1,900,754	1,967,033	2,034,093	2,097,706	2,155,752	2,231,304	2,316,375	2,389,833	2,472,745	2,559,761
Total P.W.-Maintenance Services	8,294,623	8,743,786	9,046,635	9,304,977	9,641,641	9,835,236	10,148,411	10,472,514	10,793,383	11,142,409	11,509,027
P.W.-ENGINEERING											
Administration	422,164	442,049	415,746	428,742	450,234	470,617	488,201	506,576	526,050	546,329	566,601
Engineering Services/Miscellaneous	788,827	1,097,226	913,034	878,202	783,851	875,296	918,488	952,501	933,080	965,930	1,001,002
Total P.W.- Engineering	1,210,991	1,539,275	1,328,780	1,306,944	1,234,085	1,345,913	1,406,689	1,459,077	1,459,130	1,512,259	1,567,603
PLANNING AND ECONOMIC DEVELOPMENT											
Administration	232,068	243,915	252,136	261,463	272,755	283,695	294,821	305,587	317,548	330,105	343,341
Economic Development	53,317	-	-	-	-	-	-	-	-	-	-
Planning	1,485,853	1,468,666	1,418,377	1,470,322	1,525,120	1,580,266	1,635,522	1,694,949	1,754,905	1,819,942	1,888,737
Total Planning and Economic Dev.	1,771,238	1,712,581	1,670,513	1,731,785	1,797,875	1,863,961	1,930,343	2,000,536	2,072,453	2,150,047	2,232,078
BUILDING & NEIGHBORHOOD SERVICES											
Administration	261,344	274,485	286,181	297,164	307,095	318,199	330,476	341,893	354,680	368,083	382,208
Building	1,654,669	1,727,161	1,784,202	1,823,622	1,894,306	1,960,505	2,024,030	2,089,429	2,159,347	2,234,628	2,314,205
Multi-Family Inspection Program	226,664	253,501	263,585	272,497	282,586	290,342	300,081	309,842	320,814	332,499	344,922
Neighborhood Preservation	920,910	1,003,560	960,491	996,178	1,035,318	1,072,462	1,112,502	1,156,290	1,202,050	1,250,633	1,302,661
Community Services	256,868	164,312	168,975	173,768	178,700	183,770	188,995	187,703	190,257	193,332	196,450
Total Building & Neighborhood Serv.	3,320,455	3,423,019	3,463,434	3,563,229	3,698,005	3,825,278	3,956,084	4,085,157	4,227,148	4,379,175	4,540,446
POLICE DEPARTMENT											
Office of the Chief of Police	1,465,813	1,282,657	1,525,937	1,562,053	1,674,595	1,721,143	1,789,655	1,808,484	1,870,858	1,938,200	2,008,628
Administrative Services	5,529,824	6,078,997	6,004,795	6,203,154	6,411,318	6,607,362	6,920,822	7,223,478	7,271,130	7,517,649	7,778,299
Field Operations	18,693,074	20,005,676	22,491,476	23,412,090	24,399,016	25,121,999	26,134,830	27,087,197	28,130,462	29,252,529	30,435,443
Support Operations	8,669,635	8,197,891	6,853,790	7,124,743	7,382,383	7,631,606	7,939,926	8,227,141	8,535,533	8,866,758	9,201,136
Total Police Department	34,358,346	35,565,221	36,875,998	38,302,040	39,867,312	41,082,110	42,785,233	44,346,300	45,807,983	47,575,136	49,423,506
INFORMATION TECHNOLOGY											
Network Systems	-	91,892	-	-	-	-	-	-	-	-	-
Total Information Technology	-	91,892	-	-	-	-	-	-	-	-	-
INTRA FUND TRANSFERS OUT											
Reserve Funds	-	400,000	406,000	412,180	418,545	425,101	431,854	463,810	495,974	528,353	535,954
Capital Improvement Projects	986,905	1,384,326	738,157	605,353	277,612	329,941	332,339	334,810	337,354	339,975	342,674
Total Intra Fund Transfers Out	986,905	1,784,326	1,144,157	1,017,533	696,157	755,042	764,193	798,620	833,328	868,328	878,628
GENERAL FUND TOTALS	\$ 64,965,066	\$ 68,712,606	\$ 70,264,210	\$ 71,825,024	\$ 73,902,794	\$ 76,479,721	\$ 79,070,643	\$ 82,085,043	\$ 84,642,652	\$ 87,781,226	\$ 90,854,365



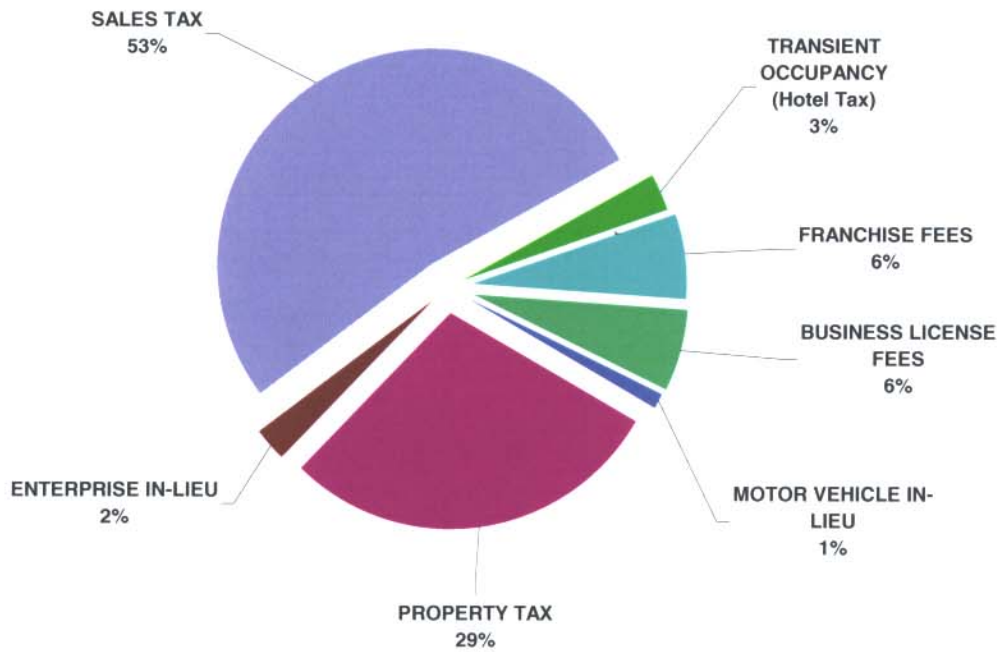
**CITY OF CONCORD MAJOR GENERAL FUND TAX REVENUE BY TYPE
ACTUAL AND PROJECTED**



Fiscal Year	Property/ Transfer Real Property Tax	Sales Tax	Transient Occupancy Tax	Franchise Tax	Business License Tax	Total
1996	\$6,410,401	\$18,404,596	\$1,410,681	\$2,062,264	\$1,981,407	\$30,269,349
1997	6,529,582	19,002,965	1,374,807	1,995,628	2,109,785	31,012,767
1998	6,788,131	20,305,068	1,433,414	2,197,537	2,076,812	32,800,962
1999	7,334,299	21,538,765	1,484,983	2,320,171	2,180,838	34,859,056
2000	7,754,533	23,455,167	1,587,366	2,413,327	2,154,257	37,364,650
2001	8,373,732	27,094,748	1,993,080	2,533,097	2,289,256	42,283,913
2002	9,415,843	26,502,378	1,786,852	2,838,336	2,573,401	43,116,810
2003	10,320,110	28,089,988	1,630,747	2,950,503	2,836,339	45,827,687
2004	10,593,083	27,817,974	1,528,836	3,256,347	2,817,342	46,013,582
2005	9,883,881	27,200,000	1,689,000	3,188,400	3,357,400	45,318,681
2006	16,848,073	27,945,000	1,565,600	3,290,078	3,316,600	52,965,351
2007	19,176,231	28,923,000	1,613,000	3,618,400	3,417,000	56,747,631
2008	19,917,388	29,935,000	1,661,000	3,710,216	3,520,000	58,743,604
2009	20,686,368	30,983,000	1,711,000	3,799,465	3,626,000	60,805,833
2010	21,485,791	32,067,000	1,762,000	3,892,163	3,735,000	62,941,954
2011	22,316,304	33,189,000	1,815,000	4,238,330	3,847,000	65,405,634
2012	23,180,580	34,351,000	1,869,000	4,338,983	3,963,000	67,702,563
2013	24,077,316	35,553,000	1,925,000	4,442,142	4,082,000	70,079,458
2014	25,010,240	36,797,000	1,983,000	4,548,828	4,204,000	72,543,068
2015	\$25,979,400	\$38,085,000	\$2,042,000	\$4,661,061	\$4,330,000	\$75,097,461

Actual shown through Fiscal Year 2004 and Planned through Fiscal Year 2015. Source: City Concord Financial Statements
 In Fiscal Year 2002 the City restated sales tax revenues in accordance with GASB33.
 back to years prior to fiscal year 2001.

**City of Concord
General Fund Revenue
Comparison of Tax Revenue by Source
For the Year Ending June 30, 2006**



PROPERTY TAX	\$ 15,550,775
ENTERPRISE IN-LIEU	1,297,298
SALES TAX	27,945,000
TRANSIENT OCCUPANCY	1,565,600
FRANCHISE FEES	3,290,078
BUSINESS LICENSE FEES	3,316,600
MOTOR VEHICLE IN-LIEU	624,561
	<u>\$ 53,589,912</u>

City of Concord
General Fund
Comparison of Revenues by Source
For Year Ending June 30, 2006

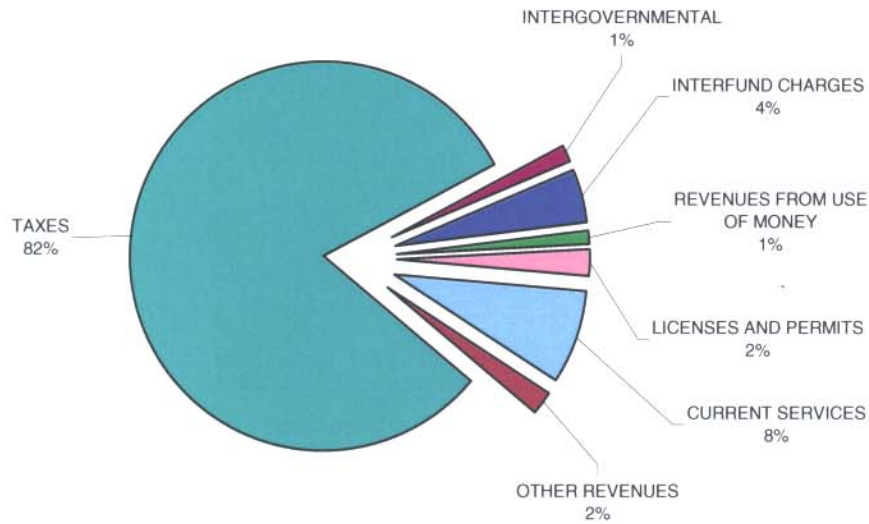
	Actual 2003-04	Budget 2004-05	Proposed 2005-06	Projected 2006-07	Projected 2007-08	Projected 2008-09	Projected 2009-10	Projected 2010-11	Projected 2011-12	Projected 2012-13	Projected 2013-14	Projected 2014-15
TAXES												
Property	\$ 8,851,930	\$ 8,219,749	\$ 15,035,775	\$ 17,317,840	\$ 18,011,074	\$ 18,731,277	\$ 19,480,048	\$ 20,259,010	\$ 21,069,810	\$ 21,912,122	\$ 22,788,647	\$ 23,700,113
Sales	27,817,974	27,200,000	27,945,000	28,923,000	29,935,000	30,983,000	32,067,000	33,189,000	34,351,000	35,553,000	36,797,000	38,085,000
Transient Occupancy	1,528,836	1,689,000	1,565,600	1,613,000	1,661,000	1,711,000	1,762,000	1,815,000	1,869,000	1,925,000	1,983,000	2,042,000
Franchises	3,256,347	3,188,400	3,290,078	3,618,400	3,710,216	3,799,465	3,892,163	4,238,330	4,338,983	4,442,142	4,548,828	4,661,061
Business License	2,817,342	3,357,400	3,316,600	3,417,000	3,520,000	3,626,000	3,735,000	3,847,000	3,963,000	4,082,000	4,204,000	4,330,000
Real Property Transfer	737,102	500,000	515,000	530,000	546,000	562,000	579,000	596,000	614,000	632,000	651,000	671,000
Enterprise In-Lieu	1,004,051	1,164,132	1,297,298	1,328,391	1,360,314	1,393,091	1,426,743	1,461,294	1,496,770	1,533,194	1,570,593	1,608,287
Total Taxes	46,013,582	45,318,681	52,965,351	56,747,631	58,743,604	60,805,833	62,941,954	65,405,634	67,702,563	70,079,458	72,543,068	75,097,461
LICENSES AND PERMITS												
Building Permits	1,152,804	828,982	853,851	879,467	905,850	933,026	961,017	989,848	1,019,543	1,050,129	1,081,633	1,114,081
Plumbing Permits	93,262	100,635	103,654	106,763	109,966	113,265	116,663	120,163	123,768	127,481	131,305	135,244
Mechanical Permits	92,012	93,565	96,372	99,263	102,241	105,308	108,468	111,722	115,073	118,525	122,081	125,743
Electrical Permits	119,949	113,454	116,858	120,364	123,975	127,694	131,525	135,470	139,534	143,720	148,032	152,472
Other	82,331	124,216	155,526	160,354	165,004	169,737	174,548	179,443	184,426	189,497	195,583	201,838
Total Licenses and Permits	1,540,358	1,260,852	1,326,261	1,366,211	1,407,036	1,449,030	1,492,221	1,536,646	1,582,344	1,629,352	1,678,634	1,729,378
FINES AND FORFEITURES												
Vehicle Code Fines/Other	447,419	437,826	630,961	649,863	669,268	689,806	710,481	732,295	754,254	777,362	800,622	825,040
Total Fines and Forfeitures	447,419	437,826	630,961	649,863	669,268	689,806	710,481	732,295	754,254	777,362	800,622	825,040
REVENUES FROM USE OF MONEY AND PROPERTY												
Investment Earnings	476,428	353,245	522,100	552,100	577,100	602,100	602,100	602,100	602,100	602,100	602,100	602,100
Other Rents/Concessions	300,386	330,000	334,800	339,696	344,690	349,784	354,979	360,279	365,685	371,198	376,822	382,558
Total Use of Money and Property	776,814	683,245	856,900	891,796	921,790	951,884	957,079	962,379	967,785	973,298	978,922	984,658
INTERGOVERNMENTAL												
Motor Vehicle In-Lieu	5,684,928	7,000,000	624,561	646,000	669,000	692,000	716,000	741,000	767,000	794,000	822,000	851,000
Homeowners' Property Tax Relief	150,047	156,000	162,240	168,730	175,479	182,498	189,798	197,390	205,285	213,497	222,037	230,918
P.O.S.T	30,140	50,000	51,500	53,045	54,636	56,275	57,963	59,702	59,702	61,493	63,338	65,238
Off-Highway Vehicle Tax	4,080	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800
Other	2,909	-	-	-	-	-	-	-	-	-	-	-
Total Intergovernmental	5,872,104	7,207,800	840,101	869,575	900,915	932,573	965,561	999,892	1,033,787	1,070,790	1,109,175	1,148,956

continue

City of Concord
General Fund
Comparison of Revenues by Source
For Year Ending June 30, 2006

	<u>Actual 2003-04</u>	<u>Budget 2004-05</u>	<u>Proposed 2005-06</u>	<u>Projected 2006-07</u>	<u>Projected 2007-08</u>	<u>Projected 2008-09</u>	<u>Projected 2009-10</u>	<u>Projected 2010-11</u>	<u>Projected 2011-12</u>	<u>Projected 2012-13</u>	<u>Projected 2013-14</u>	<u>Projected 2014-15</u>
CURRENT SERVICES												
Police Department Services	893,211	623,473	652,874	672,459	692,634	713,414	734,816	756,857	779,563	802,950	827,037	851,843
Zoning and Subdivision Fees	99,578	61,693	64,778	66,721	68,722	70,784	72,908	75,096	77,349	79,670	82,060	84,522
Plan Check Fees	1,004,807	883,742	940,609	968,826	997,890	1,027,828	1,058,663	1,090,421	1,123,133	1,156,826	1,191,530	1,227,276
Environmental Impact Fee	17,507	10,494	11,019	11,350	11,691	12,042	12,403	12,775	13,158	13,553	13,960	14,379
Design Review	73,912	41,750	43,837	45,153	46,508	47,903	49,340	50,820	52,345	53,915	55,533	57,199
Map and Filing Fees	265,555	240,853	256,741	264,443	272,375	280,546	288,963	297,632	306,558	315,754	325,226	334,982
Construction Inspections Fees	512,407	430,961	464,596	478,534	492,892	507,678	522,910	538,597	554,755	571,399	588,540	606,196
Mult-Family Inspection Fees	176,251	182,500	198,000	203,940	215,058	221,360	227,851	234,537	241,423	248,516	255,821	263,346
Other Miscellaneous	137,776	126,288	155,564	164,232	169,039	178,992	179,093	184,346	194,756	195,330	201,071	206,980
Community & Recreation												
Aquatics	146,535	269,092	283,883	289,114	294,501	306,729	312,451	318,343	331,393	339,241	347,326	355,651
Fee Programs	631,837	681,139	711,480	738,688	768,612	802,338	837,985	875,683	915,945	958,562	1,003,693	1,051,515
Summer Camp	454,465	494,650	518,565	534,122	550,145	566,649	583,649	601,158	619,193	637,769	656,902	676,609
Youth and Family Services	18,323	14,400	18,000	18,400	18,400	18,400	18,400	18,400	18,832	19,276	19,734	20,206
League Fees	255,558	268,610	280,401	288,814	297,478	306,403	315,595	325,064	334,816	344,861	355,207	365,862
Facility Rental	371,898	396,622	400,089	414,742	419,534	424,470	443,952	449,141	463,730	469,234	474,904	480,743
Seniors	126,509	112,000	128,000	130,920	133,913	136,981	140,127	143,351	146,657	150,045	153,520	157,082
Other Miscellaneous	100,894	34,131	35,154	36,209	37,296	38,414	39,567	40,755	41,977	43,236	44,172	45,496
Interfund Charges												
Golf Course	374,881	493,635	433,380	533,915	555,272	577,483	600,582	624,605	649,589	675,573	702,596	730,699
Redevelopment Agency	970,076	1,008,879	1,049,234	1,091,204	1,134,852	1,180,246	1,227,456	1,276,554	1,327,616	1,380,720	1,444,800	1,502,591
Sewer Enterprise	961,884	996,359	1,036,213	1,077,662	1,120,768	1,165,599	1,212,223	1,260,712	1,311,140	1,363,586	1,418,129	1,474,854
Storm Water Management	326,161	341,207	356,856	383,130	390,055	407,657	425,964	445,002	449,852	480,246	534,418	555,794
Total Current Services	7,920,025	7,712,478	8,039,273	8,412,578	8,687,635	8,991,916	9,304,898	9,619,849	9,953,780	10,300,262	10,696,179	11,063,825
OTHER REVENUES												
Sale of Real/Personal Property	2,602	10,628	10,659	10,679	10,699	10,720	10,742	10,764	10,787	10,811	10,835	10,860
Other	115,450	93,558	129,739	130,954	132,207	118,498	99,828	101,195	102,606	104,058	105,553	107,091
Total Other Revenues	118,052	104,186	140,398	141,633	142,906	129,218	110,570	111,959	113,393	114,869	116,388	117,951
TOTAL REVENUES	62,688,354	62,725,068	64,799,245	69,079,287	71,473,154	73,950,260	76,482,764	79,368,654	82,107,906	84,945,391	87,922,988	90,967,269
OTHER FINANCING SOURCES												
Traffic Safety	189,411	180,000	-	-								
Graffiti	14,759	15,054	15,506	15,971	16,450	16,943	17,452	17,975	18,514	19,070	19,642	20,231
Parking/Traffic Safety Management	17,195	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Metroplex/Other	155,082	44,198	221,360	222,726	48,296	49,746	51,238	52,775	54,358	55,989	57,669	59,399
Reserve Funds	-	150,000	200,000	200,000	125,000	125,000	100,000	-	-	-	-	-
Total Other Financing Sources	376,447	393,252	440,866	442,697	193,746	195,689	172,690	74,750	76,872	79,059	81,311	83,630
TOTAL GENERAL FUND	\$ 63,064,801	\$ 63,118,320	\$ 65,240,111	\$ 69,521,984	\$ 71,666,900	\$ 74,145,949	\$ 76,655,454	\$ 79,443,404	\$ 82,184,778	\$ 85,024,450	\$ 88,004,299	\$ 91,050,899

**City of Concord
General Fund Revenue
Comparison of Revenue by Source
For the Year Ending June 30, 2006**



TAXES	\$ 52,965,351
INTERGOVERNMENTAL	840,101
INTERFUND CHARGES	2,875,683
REVENUES FROM USE OF MONEY	856,900
LICENSES AND PERMITS	1,326,261
CURRENT SERVICES	5,163,590
OTHER REVENUES	1,212,225
	<u>\$ 65,240,111</u>

City of Concord
General Fund Intra Fund Transfer for Reserve Funds
Ten Year Projection
For the Year Ending June 30, 2006

	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>
<u>Benefits Reserve</u>										
Fund Balance 7/01	\$ 8,829,463	\$ 908,847	\$ 737,156	\$ 635,769	\$ 533,700	\$ 457,885	\$ 480,779	\$ 504,818	\$ 530,059	\$ 556,562
Interest Earnings	29,384	28,310	23,613	22,931	24,185	22,894	24,039	25,241	26,503	27,828
Intra-Fund Transfers										
Transfers In										
Transfers Out	7,950,000	200,000	125,000	125,000	100,000					
Total Intra-Fund Transfers	(7,950,000)	(200,000)	(125,000)	(125,000)	(100,000)	0	0	0	0	0
Fund Balance 6/30	\$ 908,847	\$ 737,156	\$ 635,769	\$ 533,700	\$ 457,885	\$ 480,779	\$ 504,818	\$ 530,059	\$ 556,562	\$ 584,390

	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>
<u>Economic Contingency</u>										
Fund Balance 7/01	\$ 11,662,801	\$ 11,662,801	\$ 11,662,801	\$ 11,662,801	\$ 11,662,801	\$ 11,662,801	\$ 11,662,801	\$ 11,662,801	\$ 11,662,801	\$ 11,662,801
Interest Earnings	0	0	0	0	0	0	0	0	0	0
Intra-Fund Transfers										
Transfers In										
Transfers Out										
Total Intra-Fund Transfers	0	0	0	0	0	0	0	0	0	0
Fund Balance 6/30	\$ 11,662,801	\$ 11,662,801	\$ 11,662,801	\$ 11,662,801	\$ 11,662,801	\$ 11,662,801	\$ 11,662,801	\$ 11,662,801	\$ 11,662,801	\$ 11,662,801

**City of Concord
Reserve Funds
Ten Year Projection
For the Year Ending June 30, 2006**

	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>
<u>Unforecasted Reserve</u>										
Fund Balance 7/01	\$ 501,043	\$ 701,043	\$ 907,043	\$ 1,119,223	\$ 1,337,768	\$ 1,562,869	\$ 1,794,723	\$ 2,033,533	\$ 2,279,507	\$ 2,532,860
Interest Earnings	0	0	0	0	0	0	0	0	0	0
Intra-Fund Transfers										
Transfers In	200,000	206,000	212,180	218,545	225,101	231,854	238,810	245,974	253,353	260,954
Transfers Out										
Total Intra-Fund Transfers	200,000	206,000	212,180	218,545	225,101	231,854	238,810	245,974	253,353	260,954
Fund Balance 6/30	\$ 701,043	\$ 907,043	\$ 1,119,223	\$ 1,337,768	\$ 1,562,869	\$ 1,794,723	\$ 2,033,533	\$ 2,279,507	\$ 2,532,860	\$ 2,793,814

	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>
<u>Maintenance & Capital</u>										
Fund Balance 7/01	\$ 700,000	\$ 900,000	\$ 1,100,000	\$ 1,300,000	\$ 1,500,000	\$ 1,700,000	\$ 1,900,000	\$ 2,125,000	\$ 2,375,000	\$ 2,650,000
Interest Earnings	0	0	0	0	0	0	0	0	0	0
Intra-Fund Transfers										
Transfers In	200,000	200,000	200,000	200,000	200,000	200,000	225,000	250,000	275,000	275,000
Transfers Out										
Total Intra-Fund Transfers	200,000	200,000	200,000	200,000	200,000	200,000	225,000	250,000	275,000	275,000
Fund Balance 6/30	\$ 900,000	\$ 1,100,000	\$ 1,300,000	\$ 1,500,000	\$ 1,700,000	\$ 1,900,000	\$ 2,125,000	\$ 2,375,000	\$ 2,650,000	\$ 2,925,000

City of Concord
Summary of General Fund Adopted Budgets
Assessed Valuations, and Tax Rates
For Year Ending June 30, 2006

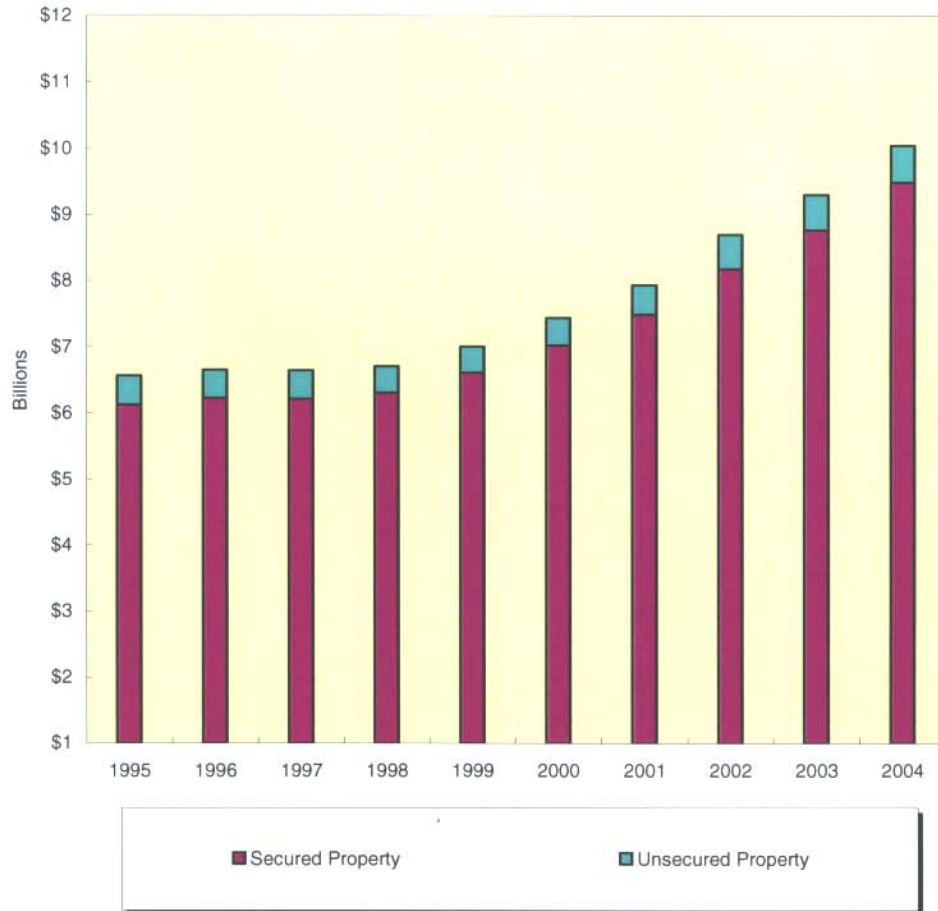
Year	Population	Adopted Budget	Net Assessed Values	Population Increase	Budget Increase
1995-1996	111,800	41,225,640	5,746,739	-2.4%	6.1%
1996-1997	111,800	43,412,844	5,737,704	0.0%	5.3%
1997-1998	113,400	44,801,294	5,766,362	1.4%	3.2%
1998-1999	114,500	46,628,329	5,954,815	1.0%	4.1%
1999-2000	121,780	49,496,183	6,289,379	6.4%	6.2%
2000-2001	123,272	58,464,438	6,762,369	1.2%	18.1%
2001-2002	123,935	59,071,610	7,396,628	0.5%	1.0%
2002-2003	124,655	69,422,375	7,905,764	0.6%	17.5%
2003-2004	124,856	60,336,793	8,578,526	0.2%	-13.1%
2004-2005	127,900	64,965,066	10,272,699	2.4%	7.7%
2005-2006 *		68,712,606			

ASSESSED VALUATIONS

(in \$1,000)	<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
Land	\$3,020,585	\$3,277,864	\$3,620,266	\$4,023,336
Improvements	5,309,904	5,665,602	6,048,715	6,385,317
Personal Property	368,461	360,120	377,439	349,699
	<u>8,698,950</u>	<u>9,303,586</u>	<u>10,046,420</u>	<u>10,758,352</u>
Exemptions:				
Redevelopment	1,035,491	1,094,129	1,144,591	172,343
Other	266,831	303,693	323,303	313,309
	<u>1,302,322</u>	<u>1,397,822</u>	<u>1,467,894</u>	<u>485,652</u>
Net Total	<u>\$7,396,628</u>	<u>\$7,905,764</u>	<u>\$8,578,526</u>	<u>\$10,272,700</u>

* Information not available until October, 2005

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



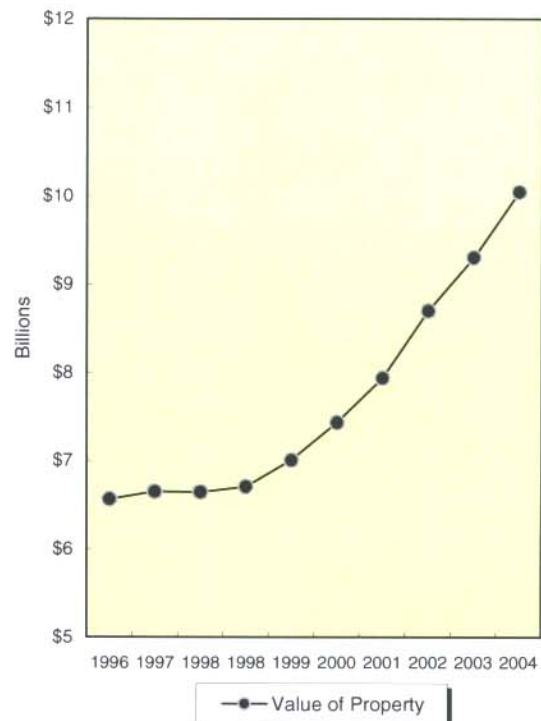
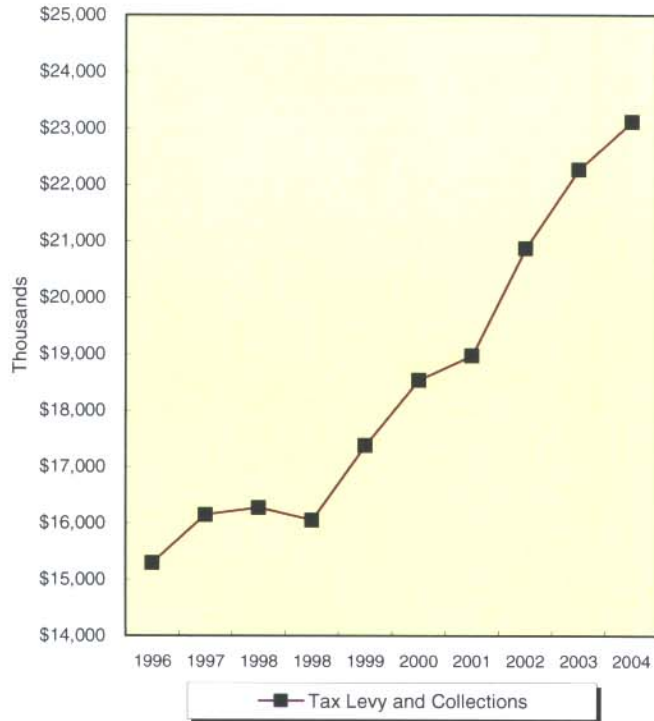
Fiscal Year	Secured Property	Unsecured Property	Total Assessed Valuation	Estimated Full Market Valuation
1995	\$6,126,285,634	\$438,473,012	\$6,564,758,646	\$6,564,758,646
1996	6,230,109,470	421,744,653	6,651,854,123	6,651,854,123
1997	6,213,907,862	430,028,066	6,643,935,928	6,643,935,928
1998	6,303,510,032	403,046,960	6,706,556,992	6,706,556,992
1999	6,607,185,481	399,320,065	7,006,505,546	7,006,505,546
2000	7,027,092,078	408,400,178	7,435,492,256	7,435,492,256
2001	7,493,043,008	444,462,619	7,937,505,627	7,937,505,627
2002	8,178,122,205	520,828,043	8,698,950,248	8,698,950,248
2003	8,765,865,678	537,720,228	9,303,585,906	9,303,585,906
2004	\$9,485,673,075	\$560,749,296	\$10,046,422,371	\$10,046,422,371
2005 *				

The assessed value represents 100% of the full value of the property

* Source: Contra Costa County Auditor-Controller's Office and information not available until October, 2005



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
1995	\$15,293,959	\$6,148,996	\$123,209	\$9,021,754	\$15,293,959	100.00%	\$6,564,758,646
1996	16,150,211	6,410,401	131,997	9,607,813	16,150,211	100.00%	6,651,854,123
1997	16,271,924	6,529,582	0	9,742,342	16,271,924	100.00%	6,643,935,928
1998	16,054,020	6,788,131	0	9,265,889	16,054,020	100.00%	6,706,556,992
1999	17,378,653	7,334,299	0	10,044,354	17,378,653	100.00%	7,006,505,546
2000	18,539,359	7,754,533	0	10,784,826	18,539,359	100.00%	7,435,492,886
2001	18,978,753	8,373,732	0	10,605,020	18,978,752	100.00%	7,937,505,627
2002	20,874,360	9,415,843	0	11,458,517	20,874,360	100.00%	8,698,950,248
2003	22,268,670	10,320,110	0	11,948,560	22,268,670	100.00%	9,303,585,906
2004	\$23,117,284	\$10,743,130	\$0	\$12,374,154	\$23,117,284	100.00%	\$10,046,422,371
2005							

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

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