## **Implementation Plan**

| •                                                             | FY 21/22                      | FY 22/23                     | FY 23/24                  | FY 24/25           |
|---------------------------------------------------------------|-------------------------------|------------------------------|---------------------------|--------------------|
| POLICE Measure O Funds (40%)                                  | •                             | (5.245)                      | 400.004                   | 000 470            |
| Projected Beginning Fund Balance                              | 0                             | (5,315)                      | 160,894                   | 299,173            |
| Projected Revenue                                             | 3,997,400                     | 4,117,322                    | 4,240,842                 | 3,276,050          |
| Proposed implementation Plan                                  |                               |                              |                           |                    |
| Patrol (16 FTE - 1 Lieutenant, 1 Sergant, 9 Officers, 2 Field | d & Evidence Technicians, 1 ( | Community Service Officer, 1 | Communications Supervisor | or, 1 Police Tech) |
| Salaries *                                                    | 2,118,169                     | 1,980,264                    | 2,039,672                 | 1,575,647          |
| Benefits                                                      | 1,567,465                     | 1,645,838                    | 1,728,130                 | 1,360,903          |
| Services & Supplies                                           |                               |                              |                           |                    |
| Supplies and Uniforms                                         | 31,000                        | 31,930                       | 32,888                    | 362,855            |
| Professional Services                                         | 2,200                         | 2,266                        | 2,334                     | 1,803              |
| Computers/Phones                                              | 1,537                         |                              |                           |                    |
| Vehicle Expense                                               | 87,600                        | 90,228                       | 92,935                    | 71,792             |
| Insurance                                                     | 43,537                        | 44,843                       | 46,188                    | 47,574             |
| Administration                                                | 112,486                       | 115,861                      | 119,336                   | 122,916            |
| Computers/Phones                                              | 6,721                         | 6,923                        | 7,130                     | 5,508              |
| DET Lease                                                     | 32,000                        | 32,960                       | 33,949                    | 26,225             |
| Projected Expenditures                                        | 4,002,715                     | 3,951,113                    | 4,102,563                 | 3,575,223          |
| Surplus/(Deficit)                                             | (5,315)                       | 166,209                      | 138,279                   | (299,173)          |
| Projected Ending Fund Balance                                 | (5,315)                       | 160,894                      | 299,173                   | 0                  |

<sup>\*</sup>In FY 2021/22, the Police program eliminated 3.0 Police Officers due to reductions in revenue.

<sup>\*</sup>In FY 2022/23, the Police program is forecasted to eliminate 1.0 Police Officer.

## **Implementation Plan**

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|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------|-----------|-------------|
| FIRE Measure O Funds (40%)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                              |           |           |             |
| Projected Beginning Fund Balance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 2,568,867                    | 2,540,695 | 2,497,474 | 2,437,489   |
| Projected Revenue                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 4,024,400                    | 4,145,132 | 4,269,486 | 3,298,178   |
| Proposed implementation Plan (10 FTE- 1 Training Captain, 3 Captai | aptains, 3 Engineers, 3 Fire | fighters) |           |             |
| Salaries                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 2,118,024                    | 2,181,565 | 2,247,012 | 1,735,817   |
| Benefits                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 1,261,812                    | 1,324,903 | 1,391,148 | 1,095,529   |
| Paramedic Incentive (15 FTE)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 60,645                       | 62,464    | 64,338    | 49,701      |
| Services & Supplies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                              |           |           |             |
| Vehicle Expense                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 83,328                       | 85,828    | 88,403    | 68,291      |
| Insurance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 31,094                       | 32,027    | 32,988    | 33,977      |
| Supplies and Uniforms                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 6,412                        | 6,604     | 6,802     | 5,255       |
| Professional Services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 8,282                        | 8,530     | 8,786     | 6,787       |
| Computers/Phones                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 2,762                        | 2,845     | 2,930     | 2,264       |
| Fire Stations:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                              |           |           |             |
| Construction Fire Station 9 (Southeast)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                              |           |           | 898,961     |
| Rebuild or Relocation Fire Station 8 (Roseland)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                              |           |           | 449,481     |
| Fire Station 5 Capital Lease Debt Service                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 367,727                      | 367,727   | 367,727   | 367,727     |
| Permanent buildings at Station 11                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                              |           |           | 898,961     |
| Administration                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 112,486                      | 115,861   | 119,336   | 122,916     |
| Projected Expenditures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 4,052,572                    | 4,188,354 | 4,329,470 | 5,735,667   |
| Surplus/(Deficit)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | (28,172)                     | (43,222)  | (59,984)  | (2,437,490) |
| Projected Ending Fund Balance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 2,540,695                    | 2,497,474 | 2,437,489 | (0)         |

## Implementation Plan

| piomomation i ian                                           | FY 21/22                                                        | FY 22/23                                                                     | FY 23/24                                                                     | FY 24/25                                                        |
|-------------------------------------------------------------|-----------------------------------------------------------------|------------------------------------------------------------------------------|------------------------------------------------------------------------------|-----------------------------------------------------------------|
| 'IOLENCE PREVENTION PARTNERSHIP Measure Ο Fι                | s (20%)                                                         |                                                                              |                                                                              |                                                                 |
| Projected Beginning Fund Balance                            | 346,189                                                         | -                                                                            | 0                                                                            | (                                                               |
| Projected Revenue                                           | 2,002,200                                                       | 2,062,266                                                                    | 2,124,134                                                                    | 1,640,893                                                       |
| Proposed Implementation Plan                                |                                                                 |                                                                              |                                                                              |                                                                 |
| Office of Community Engagement (5 FTE- 1 VPP Manager, 1     | Admin Analyst, 2 Commun                                         | ity Outreach Specialists, 1 S                                                | Senior Admin)                                                                |                                                                 |
| Salaries                                                    | 367,594                                                         | 335,696                                                                      | 342,410                                                                      | 261,943                                                         |
| Benefits                                                    | 204,641                                                         | 210,780                                                                      | 217,104                                                                      | 167,713                                                         |
| Services & Supplies                                         | 6,500<br>250<br>18,800<br>53,585<br>28,122<br>749,020<br>50,200 | 6,695<br>258<br>19,364<br>55,193<br>28,966<br>721,793<br>51,706<br>(146,528) | 6,896<br>265<br>19,945<br>56,848<br>29,835<br>743,447<br>53,257<br>(146,093) | 5,327<br>205<br>15,407<br>43,915<br>30,730<br>308,745<br>41,141 |
| Professional Services                                       |                                                                 |                                                                              |                                                                              |                                                                 |
| Vehicle Expenses                                            |                                                                 |                                                                              |                                                                              |                                                                 |
| Operating Supplies                                          |                                                                 |                                                                              |                                                                              |                                                                 |
| Computers/Phones                                            |                                                                 |                                                                              |                                                                              |                                                                 |
| Administration                                              |                                                                 |                                                                              |                                                                              |                                                                 |
| CHOICE Grants                                               |                                                                 |                                                                              |                                                                              |                                                                 |
| CHOICE Services & Supplies                                  |                                                                 |                                                                              |                                                                              |                                                                 |
| Staffing Reductions                                         |                                                                 |                                                                              |                                                                              |                                                                 |
| Subtotal Community Engagement's Programs                    | 1,478,712                                                       | 1,283,922                                                                    | 1,323,913                                                                    | 875,126                                                         |
| Recreation (4 FTE - 1 Rec Supervisor, 2 Rec Coordinators, 1 | Rec Specialist)                                                 |                                                                              |                                                                              |                                                                 |
| Salaries                                                    | 268,666                                                         | 274,039                                                                      | 279,520                                                                      | 213,833                                                         |
| Benefits                                                    | 175,621                                                         | 180,890                                                                      | 186,316                                                                      | 143,929                                                         |
| Seasonal Temps                                              | 315,030                                                         | 321,331                                                                      | 327,757                                                                      | 305,996                                                         |
| Services & Supplies                                         | ·                                                               | ·                                                                            | ·                                                                            | ,                                                               |
| Professional Services                                       | 22,885                                                          | 23,572                                                                       | 24,279                                                                       | 18,755                                                          |
| Vehicle Expense                                             | 7,235                                                           | 7,452                                                                        | 7,676                                                                        | 5,929                                                           |
| Insurance                                                   | 14,208                                                          | 14,634                                                                       | 15,073                                                                       | 15,52                                                           |
| Operating Supplies                                          | 34,434                                                          | 35,467                                                                       | 36,531                                                                       | 28,220                                                          |
| Computers/Phones                                            | 3,476                                                           | 3,580                                                                        | 3,688                                                                        | 2,849                                                           |
| Administration                                              | 28,122                                                          | 28,966                                                                       | 29,835                                                                       | 30,730                                                          |
| Neighborhood Site Reductions                                | ·                                                               | (111,586)                                                                    | (110,454)                                                                    | ,                                                               |
| Subtotal Recreation Programs                                | 869,677                                                         | 778,344                                                                      | 800,221                                                                      | 765,768                                                         |
| Projected Expenditures                                      | 2,348,389                                                       | 2,062,266                                                                    | 2,124,134                                                                    | 1,640,893                                                       |
| Surplus/(Deficit)                                           | (346,189)                                                       | 0                                                                            | 0                                                                            | (                                                               |
| Projected Ending Fund Balance                               | (3.3,.30)                                                       | 0                                                                            | 0                                                                            | 0                                                               |