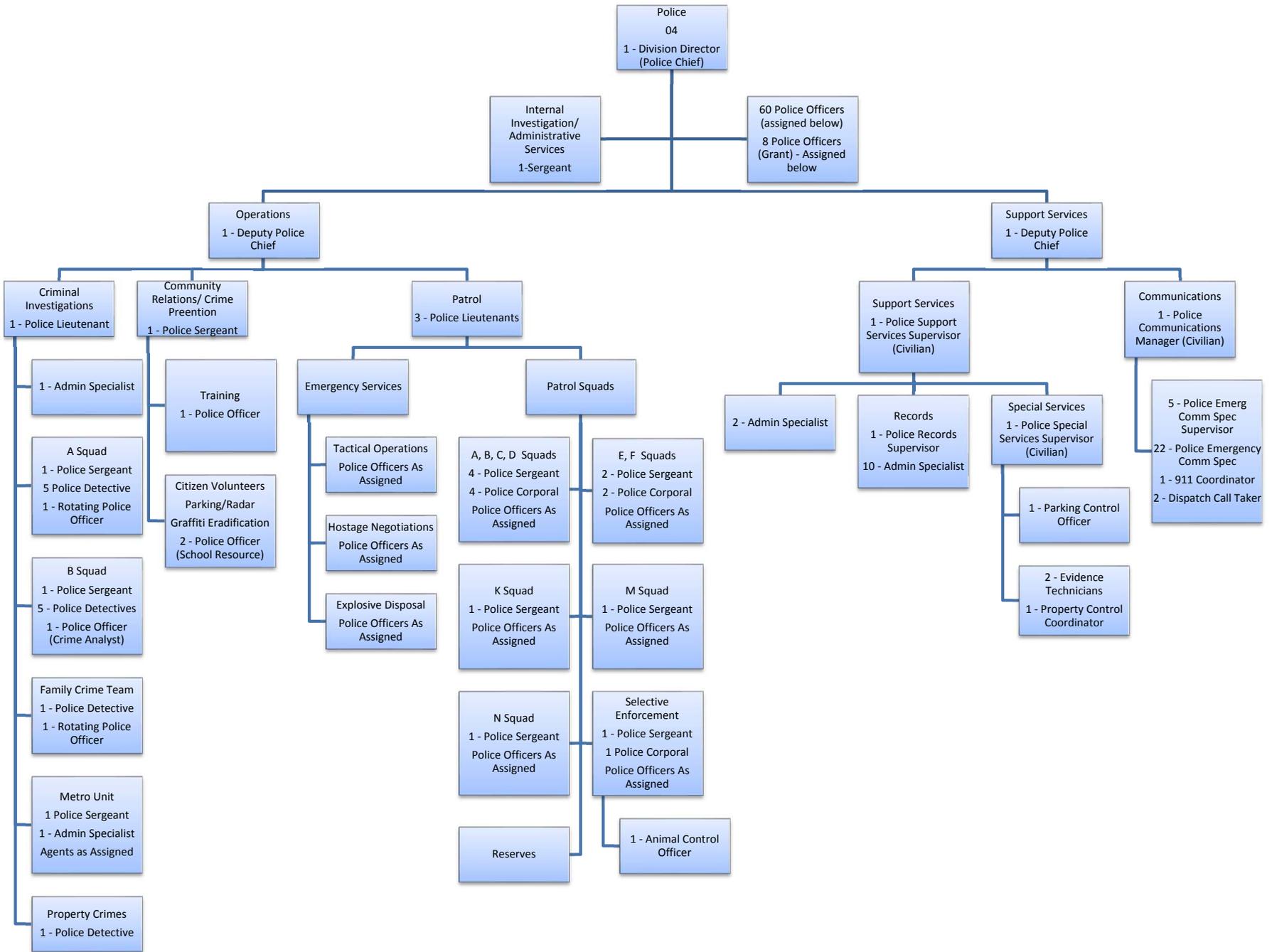


POLICE DIVISION MISSION

The mission of the **Flagstaff Police** is to protect and preserve life, property, public order, and the rights of the individual by providing exemplary service through the establishment of a partnership of shared responsibility, support, and trust with law abiding members of the community.

POLICE



MISSION

The Mission of the Flagstaff Police Department is to protect and preserve life, property, public order, and the rights of the individual by providing exemplary service through the establishment of a partnership of shared responsibility, support, and trust with law abiding members of the community.

VISION

- We Value Life
 - Preserving life is our highest priority.
 - We Value the Constitution
 - It provides equal and enforceable standards for all.
 - We Value Integrity
 - We recognize integrity as the basis for mutual respect and trust.
 - We Value Service
 - By providing exemplary service we enhance our credibility and establish trust with the community.
 - We Value Quality of Life
 - We value our role in promoting an environment that enables people to preserve or enhance their quality of life through a partnership of shared responsibility and trust.
-

PROGRAM DESCRIPTION

The Police Division is responsible for promoting an exceptional quality of life within the Flagstaff community through a process of collaboration and teamwork with like-minded individuals and organizations. We believe that protecting life and property, preserving the peace, and upholding the rights of individuals are among our highest priorities. We accomplish our mission through prevention of crime and disorder using community policing programs, data-driven decision making, intelligence-led policing, and other proactive tactics to suppress crime and apprehend criminal offenders. The uniformed patrol division, criminal investigations division, and various specialty assignments and task force operations comprise the operational units of the Flagstaff Police Department.

FY 14 ACCOMPLISHMENTS

- ✓ We worked with local schools to offer input on lockdown and active shooter (escape and evade) policies.
- ✓ Through investigation, use of outside resources, and partnerships with several agencies, we caught a serial rapist.
- ✓ We opened a Southside substation and maintained a Southside presence with support from a Department of Justice grant that funded the hiring and training of four new COPS grant officers. This squad was fully staffed by the end of 2012 and helped address quality of life issues, crime in this area, and parking concerns.
- ✓ We improved our response to violence against women initiatives in a number of ways. We identify prominent aggressors of domestic violence incidents on scene and make arrests where appropriate. We have developed an officer involved domestic violence policy using IACP recommendations. We began research on a lethality assessment tool. We enacted a new Order of Protection Service protocol, which allows the victim to drop off the order, and requires the officers to advise the victim when the order is served. This has resulted in a reduced backlog of orders waiting to be served. We maintained a presence on the domestic fatality review team and the coordinated community response team.
- ✓ We created a New Victim's Rights form for misdemeanor incidents to help streamline the victims' rights process.
- ✓ We strengthened the multi-agency CART (Child Abduction Response Team) through expanded training for the team to include dispatchers and detectives as well as first responders.

- ✓ Completed an analysis of case studies for the Navajo Nation Human Rights Commission (NNHRC) and conducted department-wide training on Native American cultures.
- ✓ We initiated our Phase II upgrade, which will allow the Communications Center to better process and respond to emergency wireless 911 calls. This new service will provide the Center, and therefore the responding agencies, the approximate location of the wireless caller by latitude and longitude and the wireless telephone callback number.
- ✓ We conducted 104 community support meetings in addition to neighborhood related block watch meetings. Educational items included information on identity theft, medical marijuana, SB1070, property crime, etc.
- ✓ We reduced citizen complaints in 2013 by 31%, from 114 in 2012 to 79 in 2013.
- ✓ We reduced use of force incidents by 9%, from 178 in 2012 to 162 in 2013.
- ✓ We increased our civilian volunteer hours by 51%, from 1,691 hours to 2,559.
- ✓ We decreased our administrative investigations by 55%, from 22 in 2012 to 12 in 2013.
- ✓ Several "straightening the pipes" initiatives were introduced:
- ✓ We reevaluated the hours our Records Section was open to the public, closing earlier on nights and weekends when front counter traffic was minimal.
- ✓ We introduced call notes reporting, which allows officer to write comments in the dispatch call notes on minor incidents, rather than filling out a full, time-consuming police report.
- ✓ We issued smart cell phones to our detectives, which allow instant access and forwarding of wanted or missing persons to media/investigators, and the immediate dissemination of criminal intelligence and group messages.
- ✓ We began purchasing all-wheel drive patrol cars, so staff time is not lost putting chains on rear-wheel drive cars, and response times are less impacted by winter weather.
- ✓ We streamlined the processing of license plates suspended due to financial responsibility, so they are not treated as evidence.
- ✓ We increased the skill and confidence level of our officers by providing more training; our advanced officer training hours increased by 26%, from 5,589 to 7,055 hours. This included an on-location mandatory report writing class for all newer officers.
- ✓ We strengthened the Department's informal and formal counseling abilities through the expansion and additional training for the CISM (crisis incident stress management) teams and the Department's Peer Mentoring Program.
- ✓ We revised our employee evaluation system in patrol to emphasize outcomes as opposed to outputs, and align officer efforts with Comp-Stat initiatives.

FY 15 NEW INITIATIVES AND GOALS

Customer Service Initiatives:

- Implement a lethality assessment indicator for domestic violence incidents to help identify and address violent suspects and those victims most at risk.
- Place three emergency communications trainees into a formal dispatch academy and provide in-house advanced training to existing employees twice annually.
- Move forward with the Phase II 911 system, updating maps, testing, and troubleshooting, with the goal of going live by October 1st, 2014.
- Continue to revise Comp-Stat by introducing a strategic management system to allow for more timely information sharing and preemptive policing to help prevent crime.
- Continue to explore technology advancements to improve efficiency and effectiveness of the department, including: body cameras for officers, paperless/electronic citations and warnings, and a new MDC/tablet platform for vehicles.

Climate Resiliency and Preparedness:

- Expand the Woods Watch Program, increasing directed patrols of "hot" crime spots and fire prevention patrols to protect the city from catastrophic wildfire.
- Train command staff on emergency operations, conducting EOC tabletop exercises and after-action reviews.

- Explore a partnership with the Fire Department on fire prevention patrols.
- Revise the Field Training Program to help increase success rates of trainees.

Straightening the Pipes initiatives:

- Implement an assessment tool during the hiring and training process to help identify prospective dispatch applicants who possess the necessary skills to perform the position.
- Develop a master training calendar to help minimize staff overtime, and complete mandatory training for all officers within legal time limits.
- Move the patrol squads from a six to an eight squad format, to better cover high call load times and reduce overtime and improve retention.
- Explore a “hire for attitude” revision of the new hire process for officers.
- Reduce staff turnover to under 15%.

PERFORMANCE MEASURES

Priority: Regional Plan (2030) - Planning, Public Safety (Goal PF.3)

Goal: Provide high-quality emergency response and public safety services. Improve security for the citizens of Flagstaff by addressing the high rate of property crimes in our community.

Objective: 1. Reduce property crime by 10%. This will be accomplished through increased enforcement activities by patrol officers (based upon current staffing levels), crime prevention, and education to include special operations details, proactive solutions such as target hardening and community outreach, and dealing with the root causes of crime.

Type of Measure: Workload

Tool: Crime statistics

Frequency: Monthly

Scoring: Meets/exceeds, progressing (trending) towards, or away from property crime reduction to meet the 2012 national benchmark of 28.6 per 1,000 residents.

Trend: ↑ (progressing)

Measures:	CY 11 Actual	CY 12 Actual	CY13 Actual	CY14 *Goal	CY15 Proposed
Property Crimes per 1,000 residents	46	42	43	39	37
Shoplifting Incidents	888	964	989	852	926
Vehicle Burglaries	415	225	296	281	265

*Our goal for 2014 is a 10% reduction from the previous three-year average.

- Objective:** 2. Maintain the current outstanding clearance rate for property crimes in comparison to the 2012 ICMA benchmark of 26% by identifying and aggressively pursuing prosecution of repeat offenders while maximizing use of Property Crimes Detectives to employ intelligence-led policing and effective communications with the business community and citizens to curtail the ability of criminals to pawn or sell stolen merchandise.
3. Provide a high level of enforcement for substance abuse crimes such as methamphetamine and heroin abuse by maintaining the current outstanding arrest rate for Part II drug offenses that exceeds the 2012 national benchmark of 4.8 arrests per 1,000 residents.

Scoring: Meets/exceeds, progressing (trending) towards, or away from maintaining current clearance rate for property crimes that exceeds the ICMA benchmark of 26%. Meets/exceeds, progressing (trending) towards, or away from maintaining current arrest rate for Part Two drug offenses that exceeds the national benchmark of 4.8 arrests per 1,000 residents.

Trend: ↑ (exceeds)

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Measures:	CY 11 Actual	CY 12 Actual	CY 13 Actual	CY 14 Goal	CY 14 Proposed
Property Crimes Cleared	36%	39%	37%	39%	40%
Arrests for Part II drug offenses	9	8.2	7.8	8.7	8.6

Priority: Regional Plan (2030) – Transportation, Mobility, and Access (Goal T.1) and Safe and Efficient Multimodal Transportation (Goal T.2)

Goal: Improve mobility and access throughout the region. Improve transportation safety and efficiency for all modes. Promote traffic safety on Flagstaff's streets by identifying and targeting the causes of motor vehicle collisions and by providing a highly visible deterrent.

Objective: Reduce traffic collisions and associated injuries by 5%, from the previous three-year average, through the identification and increased enforcement (5% increase of three-year average) of collision-causing violations such as impaired driving, speed, red light, and following too closely.

Type of Measure: Output/Outcome

Tool: CompStat – Computer Statistics process

Frequency: Monthly

Scoring: Meets/exceeds, progressing towards, or away from 5% reduction in traffic collisions.

Trend: ↑ (progressing)

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Actual	CY 14 Goal	CY 15 Proposed
Traffic Citations Issued	12,828	10,411	9,844	11,562	11,135
Warnings Issued	12,451	10,001	8,471	10,823	10,877
Number of DUI Arrests	767	840	619	779	783
Speed Citations	1,913	1,825	1,926	1,982	2,007
Red Light Violation Citations	429	307	384	392	379
Following Too Closely Citations	126	73	66	92	81
Seat Belt/Child Restraint Citations	688	425	300	495	427
All Collisions	2,534	2,632	2,554	2,444	2,416
DUI Related Collisions	98	72	64	74	66

Priority: Regional Plan (2030) – Planning, Locating Facilities (Goal PF.2)

Goal: Provide sustainable and equitable public services in an efficient and effective manner to serve all population areas and demographics. Improve community safety by collaborating with agency partners and the community, while fully utilizing all investigative resources, to ensure the apprehension of offenders, consistent and timely investigation, prosecution, and disposition of all Part 1 crimes and domestic violence cases.

Objective: 1. In concert with agency partners like the state gang task force (GIITEM), the Criminal Justice Coordinating Council (CJCC), and the narcotics unit (METRO), detectives will work with the County Attorney's Office to target repeat offenders for enhanced prosecution and thus maintain the current clearance rate for violent crime in comparison to the 2012 ICMA benchmark of 59%.

Type of Measure: Workload/Outcome

Tool: CompStat – Computer Statistics process

Frequency: Monthly

Scoring: Meets/exceeds, progressing towards, or away from maintaining current clearance rate for violent crimes that exceeds the ICMA benchmark of 59%.

Trend: ↑ (exceeds)

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Measures:	CY 11 Actual	CY 12 Actual	CY 13 Actual	CY 14 Estimated	CY 15 Proposed
Total cases assigned to Detectives	3,288	3,714	3,175	3,222	3,202
Violent crime cases assigned to Detectives	265	265	254	248	243
% of violent crime cases cleared	52%	64%	61%	62%	65%

Objective: 2. Reduce Part 1 violent crimes, including aggravated assault, allowing no more than the 2012 national benchmark of 3.87 victims per 1,000 residents through increased enforcement activities by patrol officers.

Scoring: Meets/exceeds, progressing towards, or away from reduction in Part 1 crimes to meet national benchmark of 3.87 per 1,000 residents.

Trend: ↑ (exceeds)

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Actual	CY 14 Goal	CY 15 Proposed
Part 1 violent crimes per 1,000 residents	4.0	4.0	3.67	3.5	3.3
Aggravated Assault	186	190	177	175	172

Objective: 3. Make full custody arrests in cases of domestic violence where sufficient probable cause exists. Meet the goal of a 45% arrest rate on domestic violence incidents. Maintain partnership with CCRT and enhance training on domestic violence-related incidents, and achieve a 5% reduction in domestic violence incidences from the previous three-year average. .

Scoring: Meets/exceeds, progressing towards, or away from a 45% full custody arrest rate for domestic violence

Trend: ↑ (progressing)

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Actual	CY 14 Goal	CY 15 Proposed
% of Domestic Violence incidents where an arrest is made	43%	43%	42%	45%	45%
Total Number of Domestic Violence Incidents	1,891	2,040	1,797	1,814	1,790
Total Number of Misdemeanor D.V. Incidents	1,667	1,775	1,550	1,581	1,556
Total Number of Felony Domestic Violence Incidents	224	265	247	233	235

Priority: Regional Plan (2030) – Planning, Locating Facilities (Goal PF.2)

Goal: Provide sustainable and equitable public services in an efficient and effective manner to serve all population areas and demographics. Enhance quality of life for Flagstaff’s citizens by expanding our community policing philosophy of promoting partnerships of shared responsibility, support, and trust with law abiding members of the community.

Objective: 1. Increase staff and citizen participation at least 5% from the previous three-year average in Community Policing programs, such as community support meetings and volunteer programs. Conduct a minimum of two Citizen Academies per year.

Type of Measure: Outcome

Tool: Statistics

Frequency: Monthly

Scoring: Meets/exceeds, progressing towards, or away from a 5% increase from the previous three-year average in employee and citizen participation in CP programs

Trend: ↑ (meets)

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Actual	CY 14 Goal	CY 15 Proposed
Volunteer Hours donated	1,824	1,691	2,559	2,125	2,231
Community Support Meetings	57	85	104	86	96

Objective: 2. Continue enforcement emphasis on crimes of public disorder, such as open container liquor violations, through directed patrol efforts, resulting in a 5% reduction in public intoxicants from the previous three-year average, and a 5% reduction of the three-year average in serial inebriate related crime.

Scoring: Meets/exceeds, progressing towards, or away from 5% reduction in public intoxicants.

Trend: ↓(away from)

Measures:	CY 10 Actual	CY 11 Actual	CY 12 Actual	CY 13 Actual	CY 14 Goal	CY 15 Proposed
Contacts with Public Intoxicants	2,466	2,256	2,855	3,271	2,654	2,781
Serial Inebriate related crime *	333	204	184	306	219	224

* A serial Inebriate is a person who has ten or more police contacts for public intoxication over the course of a year. The crime number is the number of times the same serial inebriates have been arrested or victimized during the same year.

Objective: 3. Lower the crime rate through the use of Sunnyside Officers and Fourth Street Store front. According to the 2010 Census the population of Sunnyside is 5,923 or roughly 9% of the City.
 4. Lower the crime rate in Southside through the use of Southside COPS grant officers. The population of Southside is estimated at 1,368 according to FPD estimates based on the 2010 census, or roughly 2.1% of the city total (65,870).

Scoring: Meets/exceeds, progressing towards, or away from rates consistent with the remainder of the City.

Trend: ↑ (progressing)

Violent Crime					
YEAR	City Wide	Sunnyside only	Sunnyside % of City	Southside only	Southside % of City
2010	269	60	22%	30	11%
2011	265	53	20%	33	12.5%
2012	262	51	19.5%	31	11.8%
2013	245	42	17%	14	5.7%

Property Crime					
YEAR	City wide	Sunnyside only	Sunnyside % of City	Southside only	Southside % of City
2010	2962	349	12%	127	4.3%
2011	3019	313	10.40%	106	3.5%
2012	2834	202	7.10%	102	3.6%
2013	2867	243	8.5%	70	2.4%

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Objective: 5. Reduce number of founded complaints on employees by 5% of the previous three-year average with increased training by creating a culture of exemplary service demonstrated through a commitment to policing compassionately, constitutionally, consistently, and correctly, and by encouraging staff to pursue their educational goals.

Type of Measure: Program effectiveness

Tool: Statistics

Frequency: Monthly

Scoring: Meets/exceeds, progressing towards, or away from a 5% reduction of the three-year average in the number of founded complaints.

Trend: ↓(away from)

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Actual	CY 14 Goal	CY 14 Proposed
Number of founded complaints from citizens	7	12	12	10	11

Objective: 6. Continuously improve customer service by maintaining a positive rating of citizen feedback on Quality Assurance Questionnaires and Customer Service Surveys that exceeds the ICMA benchmark of 77%.

Type of Measure: Program effectiveness

Tool: Surveys

Frequency: Monthly

Scoring: Meets/exceeds, progressing towards, or away from maintaining at least an 77% positive rating on citizen responses to surveys

Trend: ↑ (exceeds)

Measures:	CY 11 Actual	CY 12 Actual	CY 13 Actual	CY 14 Goal	CY 15 Proposed
% of positive responses to surveys	84%	92%	95%	95%	98%

Priority: Regional Plan (2030) – Planning, Public Safety (Goal PF.3)

Goal: Provide high-quality emergency response and public safety services. Continuously improve public safety by ensuring rapid response to emergency calls for service to internal and external customers.

- Objective:**
1. Maintain average patrol response time to priority one calls that exceeds the 2011 ICMA benchmark of 5.52 minutes (ICMA did not update this benchmark in 2012).
 2. Reduce dispatch times of FPD priority 1 calls (from receipt of call to dispatch) to under the NFPA standard (2009) of 1 minute.

Type of Measure: Outcome

Tool: Statistics

Frequency: Monthly

Scoring: Meets/exceeds, progressing towards, or away from maintaining average response time to priority 1 calls that exceeds the 2011 ICMA Benchmark of 5.52 minutes.

Trend: ↑ (exceeds)

Measures:	CY11 Actual	CY 12 Actual	CY 13 Actual	CY 14 Goal	CY 15 Proposed
Average patrol response time to priority one calls	4.52 min.	4.48 min.	4.41 min.	4.42 min.	4.22 min.
Dispatch times of FPD priority one calls in minutes	.90 min.	1.01 min.	.69 min.	.82 min.	.80 min.

3. Meet the National Fire Protection Standards of dispatch times of priority 1 fire calls. The 2012-13 standard was to process 95% of emergency calls within 60 seconds, and 99% of call processing within 90 seconds. The 2014 standard is to process 80% of emergency calls for service within 60 seconds, and 95% within 106 seconds.

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Measures:	CY 12 Actual	CY 13 Actual	CY 14 Goal	CY 15 Proposed
Percent of Flagstaff Fire calls being dispatched within 60 seconds	95.7%	95.5%	>80%	>80%
Percent of Flagstaff Fire calls being dispatched within 90 seconds (2014 =106 seconds)	98.2%	98.2%	>95%	>95%

*** 2013 benchmarks from ICMA FY 2011 are as follows:**

Response Time to Police Priority one calls = 5.52
 Property Crimes per 1,000 = 33.35
 Violent Crimes per 1,000 = 3.61
 Property Crimes Cleared = 24.7%
 Violent Crimes Cleared = 64.0%
 Positive Response to Surveys = 75.9

2014 benchmarks are from ICMA FY 2012, and are as follows:

Response Time to Police Priority 1 calls = not updated
 Property Crimes per 1,000 = 28.6
 Violent Crimes per 1,000 = 3.87
 ICMA Property Crimes Cleared = 26%
 ICMA Violent Crimes Cleared = 59%
 Positive Response to Surveys = 77%

SECTION: 061-POLICE OPERATIONS					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 12,547,606	\$ 13,473,277	\$ 13,473,277	\$ 14,392,218	\$ 918,941
Contractuals	1,310,938	1,386,311	1,386,311	1,516,695	130,384
Commodities	279,052	614,923	584,923	826,377	211,454
Capital	29,974	198,751	245,828	114,500	(84,251)
TOTAL	\$ 14,167,570	\$ 15,673,262	\$ 15,690,339	\$ 16,849,790	\$ 1,176,528
EXPENDITURES BY PROGRAM:					
General Administration	\$ 1,268,556	\$ 2,028,299	\$ 2,028,299	\$ 2,172,572	\$ 144,273
Patrol	7,848,993	8,384,715	8,401,792	9,226,317	841,602
Detectives	1,689,286	1,649,611	1,649,611	1,626,640	(22,971)
Records	617,235	735,380	735,380	776,193	40,813
Communications	1,952,949	2,056,780	2,056,780	2,195,287	138,507
Special Services	670,428	685,921	685,921	676,894	(9,027)
Crime and Prevention Training	120,123	132,556	132,556	175,887	43,331
TOTAL	\$ 14,167,570	\$ 15,673,262	\$ 15,690,339	\$ 16,849,790	\$ 1,176,528
SOURCE OF FUNDING:					
GENERAL FUND				\$ 16,849,790	
				\$ 16,849,790	
COMMENTARY:					
The Police Departments operating budget has increased 8% and capital expenditures total \$114,500 with an overall net increase of 8%. Personnel Services increases are due to a merit increase, new officer uniform allowance, reclasses transferring six police officers from the COPS grant to Patrol, one time payments and large increases in PSPRS retirement contributions as well as one-time retirement payouts. Contractual increases are due to increases in maintenance contracts and facility repairs. Commodities increases are due to one-time expenditures budget authorization for MDCs, computers, digital cameras, body cameras, servers and other safety equipment. Major capital (>\$10,000) includes (4) police cruisers.					

POLICE DEPARTMENT

SECTION 062

POLICE GRANTS

SECTION: 062-POLICE GRANTS					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2012-2013	Adopted Budget 2013-2014	Estimated Expenditures 2013-2014	Proposed Budget 2014-2015	Budget-Budget Variance
Personnel Services	\$ 1,290,317	\$ 1,468,213	\$ 1,468,213	\$ 991,496	\$ (476,717)
Contractuals	111,987	104,500	104,500	146,400	41,900
Commodities	398,399	210,802	183,802	270,400	59,598
Capital	-	100,000	100,000	120,000	20,000
TOTAL	\$ 1,800,703	\$ 1,883,515	\$ 1,856,515	\$ 1,528,296	\$ (355,219)
EXPENDITURES BY PROGRAM:					
Metro Grant	\$ 287,514	\$ 316,672	\$ 316,672	\$ 339,703	\$ 23,031
COPS Hiring Grant - FY11	262,455	308,180	308,180	319,371	11,191
COPS Hiring (City Share) One Year Obligation	257,441	460,175	460,175	-	(460,175)
RICO Funds for Police	180,260	201,847	201,847	175,702	(26,145)
Law Enforcement Officer Reimbursement	182,831	80,900	72,900	88,900	8,000
GOHS - DUI Enforcement	29,726	20,000	11,000	45,000	25,000
FUSD Resource Officer	66,139	66,375	66,375	66,375	-
Recovery COPS Grant	159,983	-	-	-	-
Recovery JAG Grant	65,145	-	-	-	-
Recovery - METRO Grant	(164)	-	-	-	-
RICO/METRO Overtime	46,819	45,000	45,000	45,000	-
Bullet Proof Vest	7,462	6,500	6,500	6,500	-
FY12 PSN Gang Prevention & Education	1,681	10,000	10,000	10,000	-
Dispatch Services Agreement (NPS)	12,535	5,000	5,000	5,000	-
Statewide Gang Task Force(GITEM)	203,622	169,964	169,964	175,345	5,381
10-AZ Home Land Security	-	100,000	100,000	100,000	-
AZ Internet Crimes Child	4,001	4,500	4,500	4,500	-
07-AZ Home Land Security	-	-	-	25,000	25,000
GOHS Clicket or Ticket	-	5,000	5,000	5,000	-
Edward Byrne Memorial (JAG)	29,980	83,402	73,402	40,000	(43,402)
FY 14 NA Gang Task Force OT	3,273	-	-	40,000	40,000
RICO-Metro Equipment	-	-	-	16,900	16,900
RICO-PD Equipment	-	-	-	20,000	20,000
TOTAL	\$ 1,800,703	\$ 1,883,515	\$ 1,856,515	\$ 1,528,296	\$ (355,219)
SOURCE OF FUNDING:					
GENERAL FUND				\$ 1,528,296	
				\$ 1,528,296	

