

Police Department

About the Wheat Ridge Police Department

The Wheat Ridge Police Department is a full service suburban police department organized under two major divisions: Patrol Operations and Support Services. The key public safety services provided to citizens and visitors to the community include emergency and non-emergency response, criminal investigations, traffic safety, nuisance code, animal control, parks enforcement, crime prevention, school resource officers, and establishment of community partnerships to enhance problem-solving efforts.

Vision:

Exceptional people providing exceptional service!

Mission Statement

The Wheat Ridge Police Department is committed to providing the highest standards of service in partnership with the community.

**2014
Budget Priorities**

- Maintain the priorities of effective law enforcement responses for emergency and non-emergency assistance
- Address quality of life issues through education and directed enforcement efforts
- Utilize a data-driven approach to reduce crime, make roadways safer and address quality of life issues
- Improve service delivery and efficiency through regional partnerships
- Research and implement innovative solutions for delivery of public safety services
- Coordinate and implement comprehensive emergency preparedness responses



Police Chief Dan Brennan



Medal of Valor Award Presentation to Officer Brian Cook

Police Department

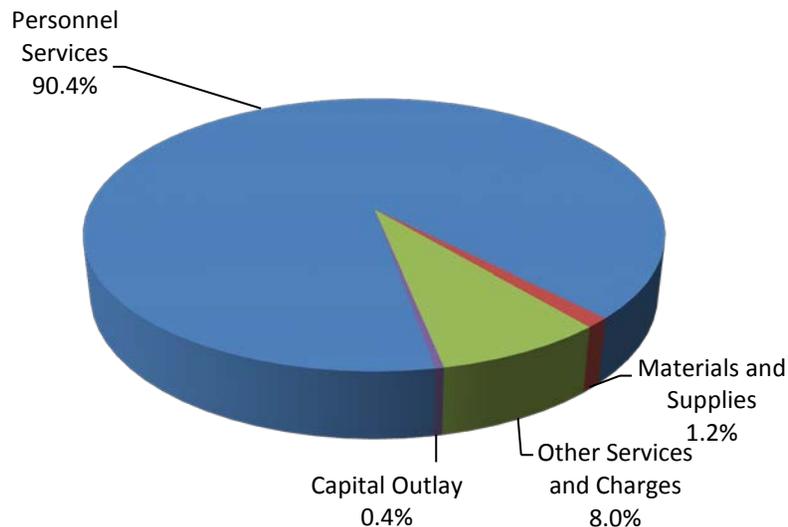
Staffing and Financial Summary

	2011 Authorized	2012 Authorized	2013 Authorized	2014 Authorized
Administration	4.5	4.5	4.5	5
Grants	3	3	3	3
Community Services Team	5	6	6	6
Communications Center	11	11	11	11
Crime Prevention Team	5	5	5	4
Records Team	5	5	4	4
Training & Public Information	1	1	1	1
Patrol Operations	45.5	45.5	46.5	47
Investigations Bureau	19	20	20	20
Crime & Traffic Team	5	5	5	5
Total	104	106	106	106

3.0 Community Service Officers; 1.0 Crime Prevention Officers and 0.5 Police Sergeants are funded out of the Crime Prevention Fund.

	2012 Actual	2013 Adjusted	2013 Estimated	2014 Adopted
Personnel Services	\$7,702,670	\$8,201,561	\$7,853,513	\$8,184,494
Materials and Supplies	\$94,029	\$132,145	\$131,540	\$107,626
Other Services and Charges	\$623,720	\$683,029	\$670,898	\$721,614
Capital Outlay	\$99,026	\$27,530	\$27,530	\$35,840
Total	\$8,519,445	\$9,044,265	\$8,683,481	\$9,049,574

Total 2014 Budget by Object

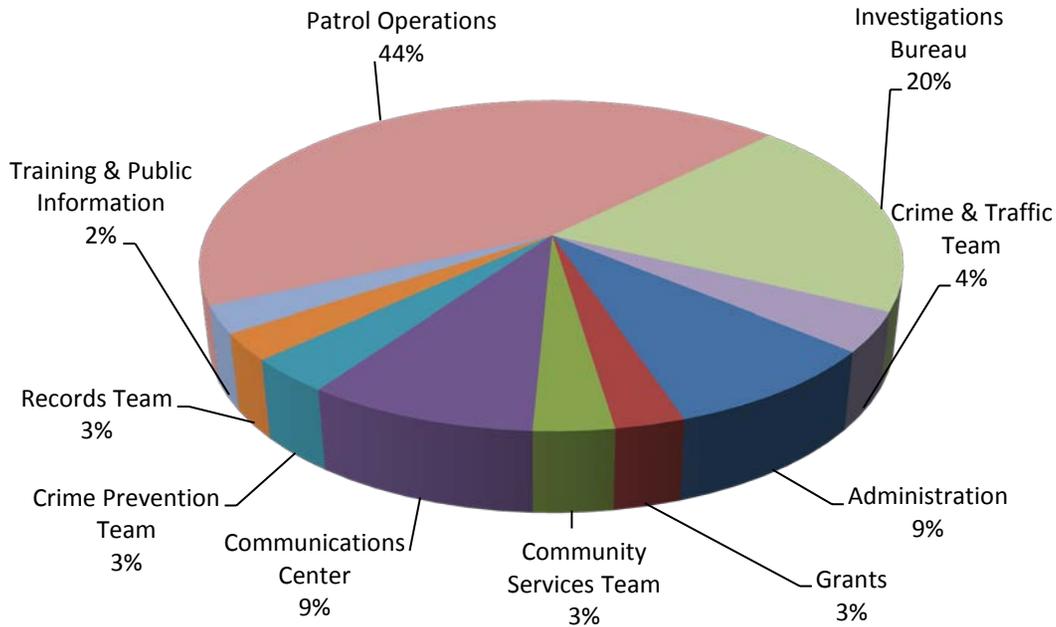


Police Department

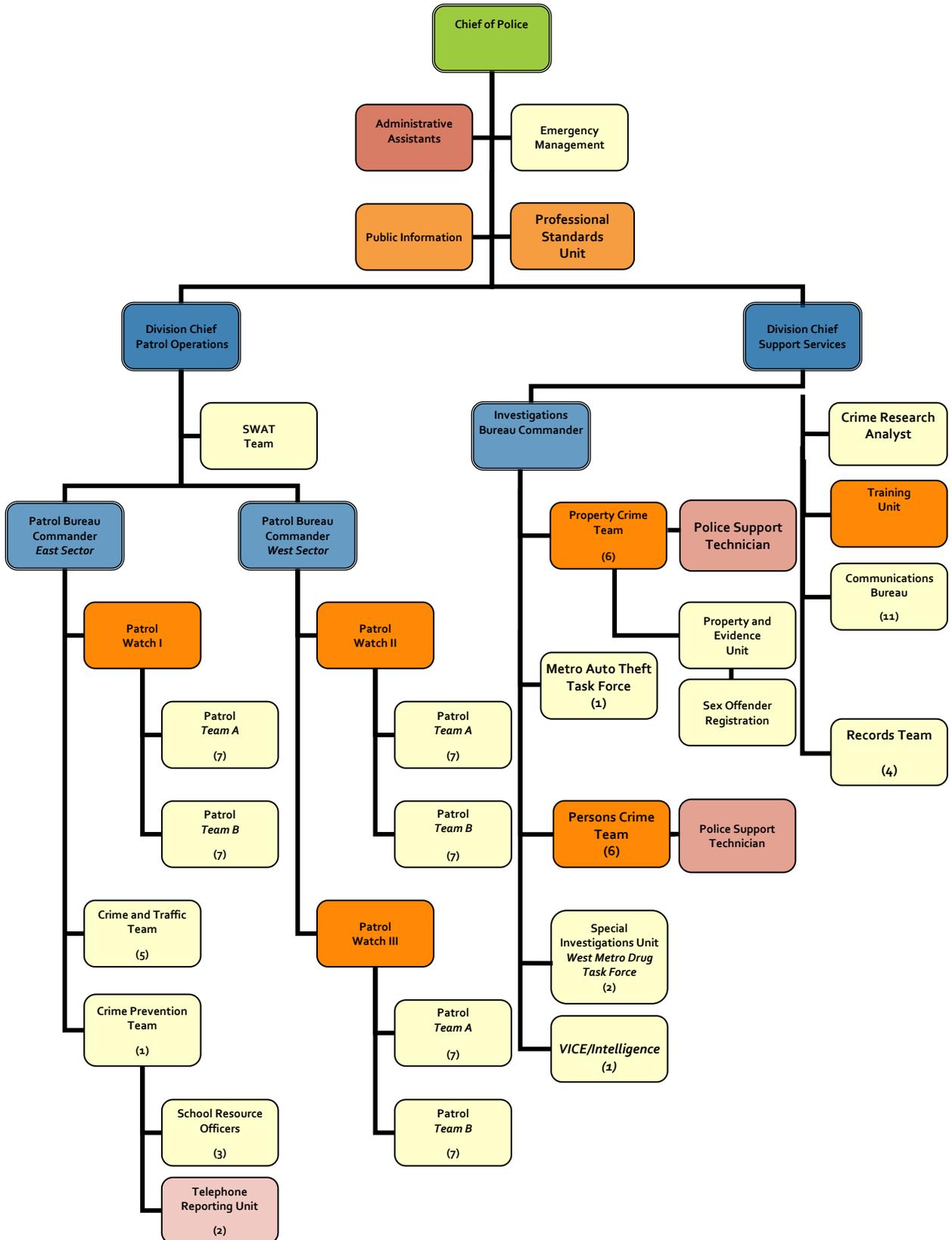
Total Budget by Program

	2012 Actual	2013 Adjusted	2013 Estimated	2014 Adopted
Administration	\$747,043	\$730,068	\$723,199	\$796,446
Grants	\$328,050	\$279,422	\$278,525	\$245,026
Community Services Team	\$263,933	\$261,189	\$258,973	\$282,520
Communication Center	\$708,047	\$808,747	\$754,363	\$811,256
Crime Prevention Team	\$294,894	\$304,224	\$300,177	\$304,409
Records Team	\$229,389	\$226,471	\$222,251	\$237,631
Training & Public Information	\$199,153	\$281,384	\$254,104	\$235,598
Patrol Operations	\$3,702,596	\$3,892,002	\$3,874,590	\$3,999,966
Investigations Bureau	\$1,725,947	\$1,842,550	\$1,730,009	\$1,788,721
Crime & Traffic Team	\$310,596	\$407,263	\$277,445	\$348,001
Emergency Operations	\$9,797	\$10,945	\$9,845	\$0
	\$8,519,445	\$9,044,265	\$8,683,481	\$9,049,574

Total 2014 Budget by Program



Police Department





Police Department Administration

01-201

Core Business

- Provide overall administration for the Police Department's emergency and non-emergency service delivery
- Provide direction related to policy and procedure development, professional standard investigations, selection and training of police employees, public information and media relations, emergency management, adherence to state and national law enforcement accreditation standards, and community outreach efforts related to crime prevention

2013 Strategic Accomplishments

- Implemented a data-driven approach to addressing crime and traffic issues in the City
- Worked collaboratively with community organizations and elected officials in the East Wheat Ridge and Boyd's Crossing community policing projects
- Provided crime prevention and education programs that make the community safer through Citizen's Police Academy, National Night Out, Child Safety Day, Shred-A-Thon and other volunteer programs
- Utilized state and federal grants to fund police positions and purchase equipment
- Updated City Emergency Preparedness Plan
- Regionalized certain law enforcement services resulting in an Intergovernmental Agreement for a Jefferson County Regional Forensic Crime Lab and a consultant study on the feasibility of combining 911 Communication Centers

2014 Strategic Priorities

- Achieve state and national law enforcement accreditation status
- Support and maintain data-driven strategies and programs that address the prevention, deterrence and reduction of crime, and hold offenders accountable
- Continue efforts to regionalize, consolidate or share public safety services
- Work with federal, state and local emergency preparedness entities to develop and implement a comprehensive disaster preparedness response
- Evaluate law enforcement-related technologies that will make the department more efficient and effective in providing public safety services

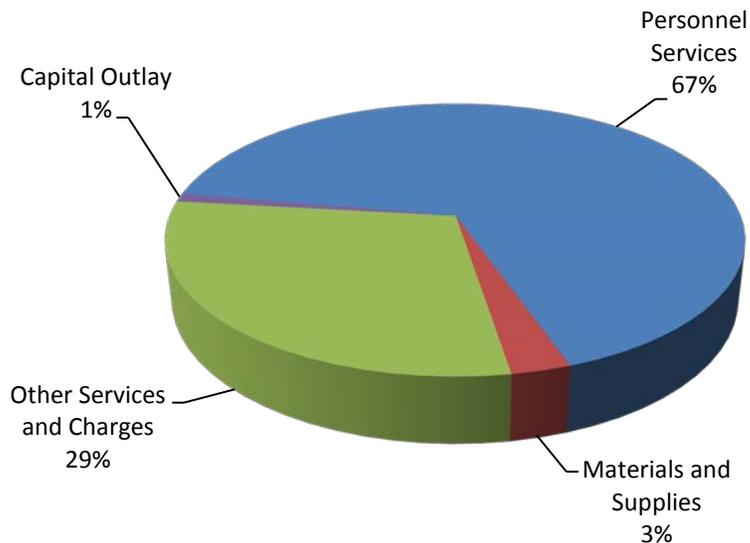
Administration

Staffing and Financial Summary
01-201

	2011 Authorized	2012 Authorized	2013 Authorized	2014 Authorized
Chief of Police	1	1	1	1
Division Chief	0	0	0	1
Police Commander	1	1	1	0
Police Sergeant	1	1	1	1
Administrative Assistant	1	1	2	2
Police Support Technician	0.5	0.5	0	0
	4.5	4.5	5	5

	2012 Actual	2013 Adjusted	2013 Estimated	2014 Adopted
Personnel Services	\$517,272	\$510,973	\$504,104	\$532,167
Materials and Supplies	\$14,709	\$21,700	\$21,700	\$22,600
Other Services and Charges	\$185,759	\$178,945	\$178,945	\$233,829
Capital Outlay	\$29,303	\$18,450	\$18,450	\$7,850
	\$747,043	\$730,068	\$723,199	\$796,446

Total 2014 Budget by Object



Police Department Grants

01-202

Core Business

The Wheat Ridge Police Department participates in a variety of federal and state grant programs that support a broad range of activities to prevent and control crime, provide police training and resources, improve the criminal justice system, and increase law enforcement services to the community.

2013 Strategic Accomplishments

- Utilized funding from the 2011 Edward Byrne Justice Assistance Grant to assess the physical abilities testing for recruit police officers and crime prevention efforts in East Wheat Ridge
- Utilized funding from the 2012 Edward Byrne Justice Assistance Grant to enhance police department equipment and upgrade SWAT weapons
- Conducted DUI and seatbelt enforcement projects through Department of Transportation
- Received funding to assist in the purchase of ballistic protective vests for police officers
- Received partial funding for a detective to participate in the Metro Auto Theft Task Force to assist in investigations of auto thefts throughout the metro area
- Utilized Community Oriented Policing Services (COPS) grant funding for a school resource officer and vice/intelligence officer

2014 Strategic Priorities

- Utilize funding from the 2013 Edward Byrne Justice Assistance Grant for the SWAT Team to purchase two sets of night vision equipment
- Utilize funding from the 2013 Edward Byrne Justice Assistance Grant for a camera to be used by the public information office
- Utilize federal funding for the East Wheat Ridge Neighborhood Project, to implement specific strategies to target crime and quality of life issues in the community

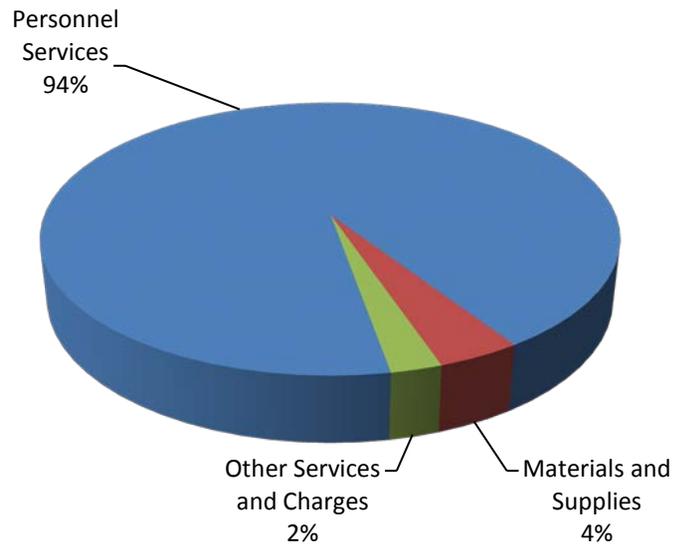
Grants

Staffing and Financial Summary
01-202

	2011 Authorized	2012 Authorized	2013 Authorized	2014 Authorized
Police Officer	3	3	3	3
	3	3	3	3

	2012 Actual	2013 Adjusted	2013 Estimated	2014 Adopted
Personnel Services	\$220,685	\$236,091	\$235,194	\$229,276
Materials and Supplies	\$0	\$19,059	\$19,059	\$9,750
Other Services and Charges	\$53,938	\$24,272	\$24,272	\$6,000
Capital Outlay	\$53,427	\$0	\$0	\$0
	\$328,050	\$279,422	\$278,525	\$245,026

Total 2014 Budget by Object



Police Department Community Services Team

01-203

Core Business

The function of the Community Services Team is to provide:

- Proactive enforcement and response to citizen calls for service due to nuisance code violations such as junk, weeds and abandoned vehicles
- Proactive enforcement and response to citizens calls for exterior commercial property maintenance code violations such as sign code violations, parking lot standards, and dumpster enclosure issues
- Evaluate animal-related City ordinances and state laws related to domestic animals, dog licensing and wildlife management and provide education and enforcement regarding those ordinances
- Proactive education and enforcement of City ordinances and state laws regarding parks and open spaces

2013 Strategic Accomplishments

(Statistics reflect data through July, 2013)

- Responded to 3,518 calls for service, including 2,409 nuisance code calls.
- Issued 73 administrative citations for nuisance code violations and attended seven administrative hearings
- Met 20% dog license compliance through education and enforcement
- Recruited and trained a volunteer to assist the Community Services Team
- Partnered with Crime Prevention, Fire Departments and Community Development to proactively address public safety issues in the hotels/motels
- Partnered with Patrol Operations and Wheat Ridge 2020 on the continued East Wheat Ridge Community project to address quality of life issues
- Partnered with Foothills Animal Shelter to provide education programs and low-cost spay and neuter clinics

2014 Strategic Priorities

- Increase proactive enforcement of nuisance code violations on residential and commercial properties
- Improve compliance of public safety issues and code violations at the hotel and motels
- Implement the Coyote Management Plan
- Continue the East Wheat Ridge Community project to address quality of life issues

Community Services Team

Staffing and Financial Summary

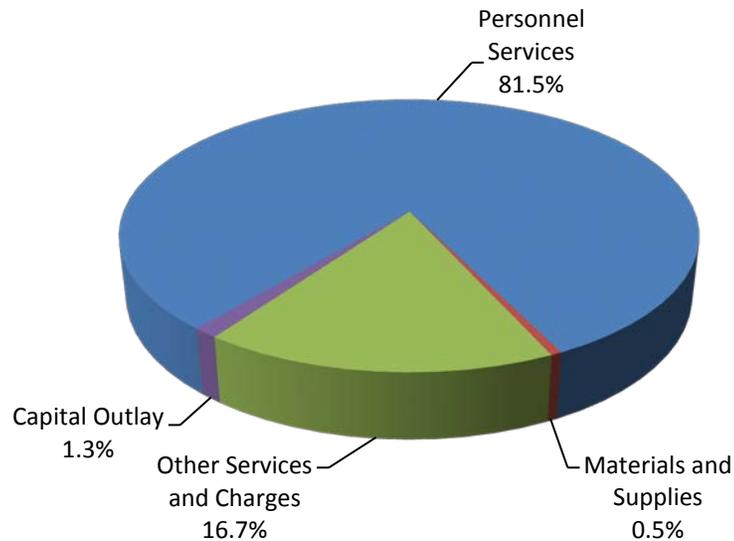
01-203

	2011 Authorized	2012 Authorized	2013 Authorized	2014 Authorized
Community Service Supervisor	1	1	1	1
Community Service Officer	4	5	5	5
	5	6	6	6

Three (3) Community Service Officers are funded out of the Crime Prevention Fund

	2012 Actual	2013 Adjusted	2013 Estimated	2014 Adopted
Personnel Services	\$213,781	\$212,014	\$209,783	\$230,395
Materials and Supplies	\$996	\$1,375	\$1,375	\$1,475
Other Services and Charges	\$49,156	\$47,800	\$47,815	\$47,250
Capital Outlay	\$0	\$0	\$0	\$3,400
	\$263,933	\$261,189	\$258,973	\$282,520

Total 2014 Budget by Object



Police Department Communications Center

01-204

Core Business

- Receive and process 9-1-1 emergency and non-emergency calls for police, fire and emergency medical response
- Operate a variety of radio channels utilizing the CAD system to provide dispatching services and support directly to police and community service officers
- Input and process criminal justice records and DMV information in computerized database systems
- Disseminate public safety alerts directly to the community by voice, email, text and social media, regarding imminent threats to life and property, including severe weather, emergency preparedness, hazardous situations, and police activity that effects the safety of the community
- Produce audio/video recordings of radio and telephone traffic for municipal and county court proceedings
- Provide testimony for various court proceedings

2013 Strategic Accomplishments

- Implemented procedures for verification of “hot file” data entered into Colorado Crime Information Center
- Implemented a quality assurance program for communications personnel to insure the needs of the community are being met
- Implemented Smart911 and CodeRed citizen emergency notification systems
- Engaged in the Jefferson County Fiber Optic Network (J-FON) project to connect government entities to improve communication and information sharing

2014 Strategic Priorities

- Dispatch all emergency calls for service within one minute of receipt
- Continue to research interoperability opportunities with other law enforcement agencies in Jefferson County

Communications Center

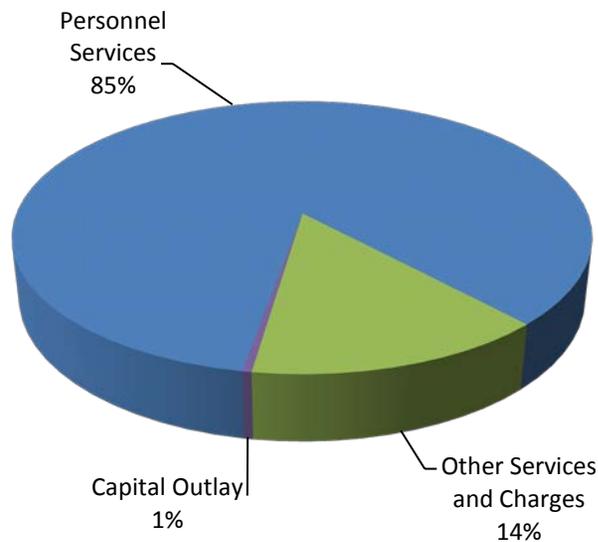
Staffing and Financial Summary

01-204

	2011 Authorized	2012 Authorized	2013 Authorized	2014 Authorized
Communications Manager	1	1	1	1
Lead Emergency Services Specialist	1	1	1	1
Emergency Services Specialist	9	9	9	9
	11	11	11	11

	2012 Actual	2013 Adjusted	2013 Estimated	2014 Adopted
Personnel Services	\$600,086	\$691,462	\$637,452	\$691,731
Materials and Supplies	\$297	\$0	\$0	\$0
Other Services and Charges	\$105,746	\$113,785	\$113,411	\$116,025
Capital Outlay	\$1,918	\$3,500	\$3,500	\$3,500
	\$708,047	\$808,747	\$754,363	\$811,256

Total 2014 Budget by Object



Police Department Crime Prevention Team

01-205

Core Business

- Respond to calls-for-service in public and private schools located within the City
- Provide law enforcement classes and special programs to students at these schools
- Develop and maintain community partnerships to include programs that deter and prevent crime, address quality of life issues, and enhance safety in our community

2013 Strategic Accomplishments

- Conducted an annual meeting with school administrators to collaboratively discuss matters of mutual interest
- Handled over 85% of all calls for service in the public and private schools
- Increased the number of Neighborhood Watch programs from 19 to 22.
- Expanded the new Lock-Box Program from 113 to 125 participants
- Expanded the Coffee with a Cop program to include the Active Adult Center
- Participated in the Carnation Festival and safety fairs in Jefferson County promoting Police Department programs
- Promoted the Crime Prevention Through Environmental Design program by training two additional officers and increasing the number of team members who respond to community needs and requests

2014 Strategic Priorities

- Increase time in classrooms to a minimum of two hours per week for informal instruction and problem-specific presentations
- Expand the Neighborhood Watch, Lock-Box and Colorado Life-Trak programs through education
- Increase Neighborhood Watch programs by 10%
- Establish a volunteer traffic safety program
- Collaborate with local stakeholders to promote and enhance existing crime prevention programs in the community

Crime Prevention Team

Staffing and Financial Summary

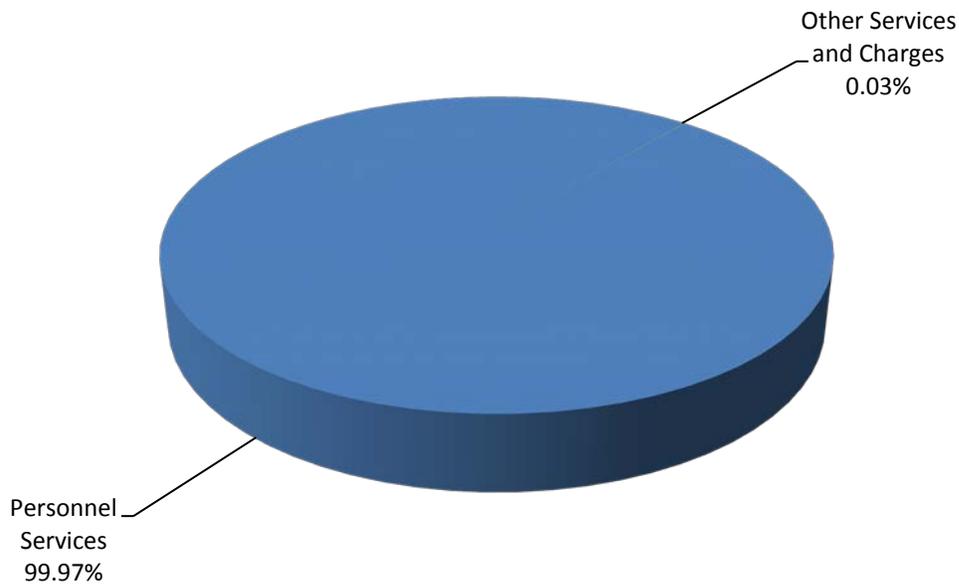
01-205

	2011 Authorized	2012 Authorized	2013 Authorized	2014 Authorized
Police Sergeant	1	1	1	1
Crime Prevention Officer	2	2	1	1
School Resource Officer	2	2	2	2
	5	5	4	4

1.5 Officers Funded out of Crime Prevention Fund

	2012 Actual	2013 Adjusted	2013 Estimated	2014 Adopted
Personnel Services	\$294,820	\$304,124	\$300,077	\$304,309
Materials and Supplies	\$11	\$0	\$0	\$0
Other Services and Charges	\$63	\$100	\$100	\$100
Capital Outlay	\$0	\$0	\$0	\$0
	\$294,894	\$304,224	\$300,177	\$304,409

Total 2014 Budget by Object



Police Department Records Team

01-206

Core Business

Police Records is a public safety function required by Colorado Revised Statutes and City of Wheat Ridge Code of Laws whose purpose is to:

- Collect, store, preserve and disseminate official actions and criminal justice records
- Record technical and statistical data entry from police reports into department and state computer databases
- Ensure the security and safe-keeping of police records

2013 Strategic Accomplishments

- Processed 2,888 release requests for criminal justice records
- Forwarded 4,863 criminal justice records to appropriate Courts
- Sold and processed 326 dog licenses for Jefferson County Animal Shelter
- Processed 23,094 police reports that included completing the data entry, attaching electronic images of paper documents to case reports and filing of documents
- Entered all new warrants into state and national systems
- Arranged for prisoner transport between detention facilities

2014 Strategic Priorities

- Implement an on-line process for citizen crime and incident reporting
- Increase the number of available-for-release criminal justice records at time of request
- Develop a procedure for validating all data entered into the state and national system
- Complete entry of data within 24 hours of receipt to allow for timely access to the completed case reports
- Develop an on-going audit process to manage previous years' paper documents

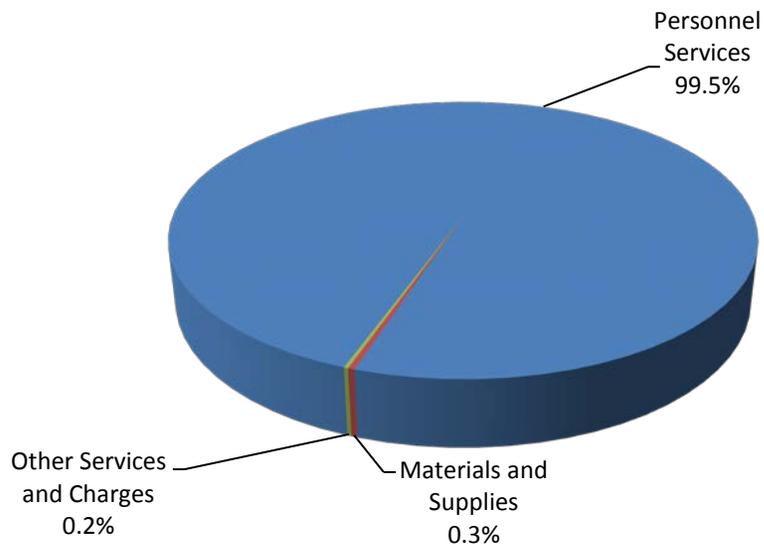
Records Team

Staffing and Financial Summary
01-206

	2011 Authorized	2012 Authorized	2013 Authorized	2014 Authorized
Records Supervisor	1	1	1	1
Records Management Specialist	4	4	3	3
	5	5	4	4

	2012 Actual	2013 Adjusted	2013 Estimated	2014 Adopted
Personnel Services	\$228,888	\$225,241	\$221,021	\$236,401
Materials and Supplies	\$381	\$730	\$730	\$730
Other Services and Charges	\$120	\$500	\$500	\$500
Capital Outlay	\$0	\$0	\$0	\$0
	\$229,389	\$226,471	\$222,251	\$237,631

Total 2014 Budget by Object



Police Department Training and Public Information

01-207

Core Business

- Coordinate training for Police Department personnel
- Develop and provide the annual in-service training program for department employees
- Develop and facilitate new employee orientation training
- Manage uniform and equipment repair and replacement requests
- Manage media and citizens' requests for information related to crime, Police Department activity, and employment
- Manage department's social media program

2013 Strategic Accomplishments

- Provided over 8,000 hours of classroom, skills and briefing training for department personnel
- Facilitated in excess of 750 hours of employee orientation training for new hires
- Coordinated in excess of 3,500 hours of in-service training of department personnel and two other Jefferson County Law Enforcement agencies
- Authored and distributed over 60 media and community awareness releases and articles
- Coordinated the creation of the department's first social media program (Facebook, Twitter, YouTube)

2014 Strategic Priorities

- Maximize no-cost training through scholarships and grants
- Provide annual in-service training of high value and impact
- Provide relevant briefing training to officers and investigators
- Provide focused leadership training for police supervisors
- Maximize community outreach and education through continued support and updates to the City website and department social media sites
- Ensure timely and accurate information to the public via appropriate media outlets

Training and Public Information

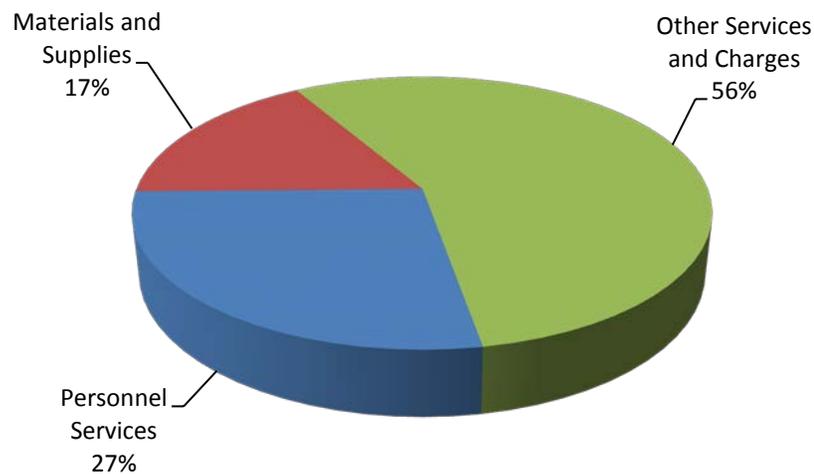
Staffing and Financial Summary

01-207

	2011 Authorized	2012 Authorized	2013 Authorized	2014 Authorized
PIO/Training Coordinator	1	1	1	1
	1	1	1	1

	2012 Actual	2013 Adjusted	2013 Estimated	2014 Adopted
Personnel Services	\$74,936	\$76,796	\$52,788	\$64,757
Materials and Supplies	\$27,885	\$51,316	\$51,316	\$39,571
Other Services and Charges	\$96,332	\$153,272	\$150,000	\$131,270
Capital Outlay	\$0	\$0	\$0	\$0
	\$199,153	\$281,384	\$254,104	\$235,598

Total 2014 Budget by Object



Police Department Patrol Operations

01-211

Core Business

- Provide timely responses to citizen emergency and non-emergency requests regarding public safety issues
- Promote positive and proactive partnerships by working with community groups and citizens to resolve crime and safety problems
- Conduct directed patrol and targeted enforcement utilizing available statistical information to respond efficiently to issues of crime and traffic
- Provide proactive, fair and impartial enforcement of the City, state, and federal government laws

2013 Strategic Accomplishments

(Statistics reflect data through June, 2013)

- Responded to 15,068 calls for service, including 740 traffic accidents, issued 2,183 traffic citations and completed 1,525 arrests
- Provided monthly briefing and training to patrol officers and completed 220 hours of tactical emergency response training
- Conducted 300 bicycle and greenbelt patrols resulting in improved community relations and crime suppression
- As part of the West Metro SWAT Team, and in partnership with Lakewood Police Department, conducted 13 SWAT operations during the first half of 2013
- Conducted five major community-oriented policing projects and programs including East Wheat Ridge and Boyd's Crossing

2014 Strategic Priorities

- Identify and proactively seek solutions with neighborhood groups to identify and address criminal activity, traffic enforcement, and quality of life issues
- Reduce traffic accidents through the continued enforcement of traffic laws
- Respond to all emergency calls within five minutes of the time dispatched
- Conduct bicycle and greenbelt patrols and make high-quality contacts in the community to help address perceptions of fear and crime

Patrol Operations

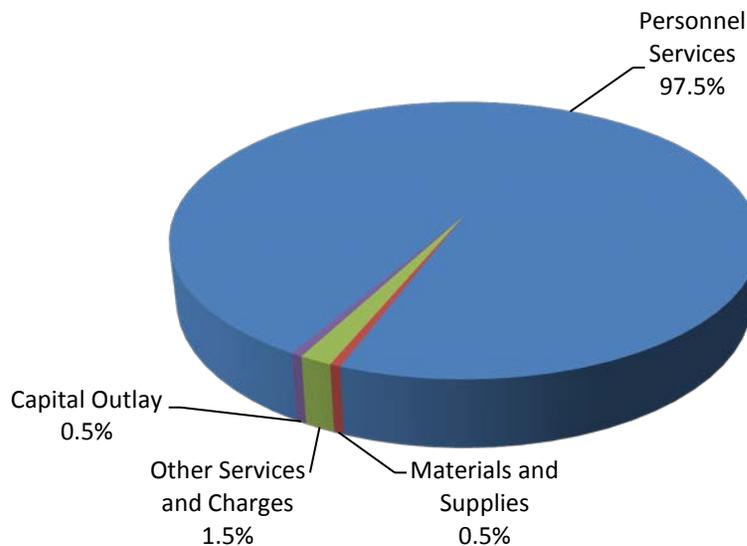
Staffing and Financial Summary

01-211

	2011 Authorized	2012 Authorized	2013 Authorized	2014 Authorized
Division Chief	0	0	1	1
Police Commander	1	1	2	2
Police Lieutenant	2	2	0	0
Police Sergeant	6	6	6	6
Police Officer	34	34	36	36
Operations Support Tech III	0.5	0.5	0	0
Operations Support Tech II	2	2	2	2
	45.5	45.5	47	47

	2012 Actual	2013 Adjusted	2013 Estimated	2014 Adopted
Personnel Services	\$3,642,893	\$3,811,802	\$3,801,750	\$3,897,376
Materials and Supplies	\$28,430	\$20,060	\$20,060	\$20,240
Other Services and Charges	\$31,273	\$56,640	\$49,280	\$61,260
Capital Outlay	\$0	\$3,500	\$3,500	\$21,090
	\$3,702,596	\$3,892,002	\$3,874,590	\$3,999,966

Total 2014 Budget by Object



Police Department Investigations Bureau

01-212

Core Business

- Investigate felony crimes against persons such as homicide, sexual assault, assault and robbery
- Investigate felony crimes against property such as theft, burglary, financial crimes, and criminal trespassing
- Investigate felony drug crimes as part of the West Metro Drug Task Force
- Investigate thefts and related crimes as part of the Metropolitan Auto Theft Task Force
- Investigate vice crimes and gather relevant criminal intelligence for dissemination
- Provide advanced training on criminal investigation and procedure to police personnel
- Provide crime trend information to department members and the community
- Analyze crime scenes and collect relevant evidence
- Store and maintain property and evidence associated with all police functions
- Register and monitor sexual offenders in the community

2013 Strategic Accomplishments

- Achieved an 89% success rate in cases files with the District Court
- Initiated a program to curb prostitution in the City
- Investigated a missing person case that turned into a homicide, made an arrest and initiated prosecution
- In the first half of 2013, the Investigations Bureau received 641 cases for evaluation. Forty-eight percent (313) of those were assigned for further investigation
- Cleared 112 cases in first six months of 2013 either by suspect arrest, determining the case was unfounded or solving of the case with a reason that did not require filing criminal charges

2014 Strategic Priorities

- Maintain an 80% or higher conviction rate on cases files with the District Court
- Re-evaluate case assignment priorities to focus on higher priority cases
- Integrate additional technological resources to make investigations more efficient
- Ensure compliance with CALEA professional accreditation standards

Investigations Bureau

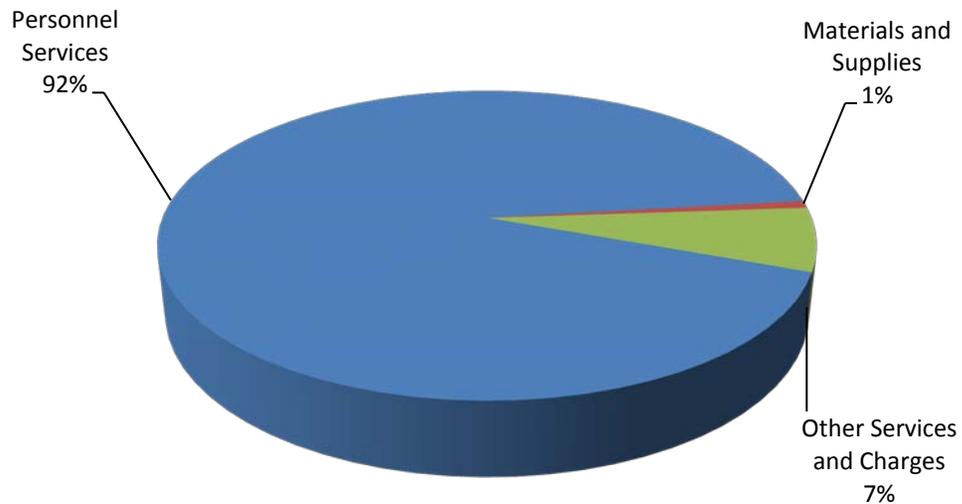
Staffing and Financial Summary

01-212

	2011 Authorized	2012 Authorized	2013 Authorized	2014 Authorized
Police Commander	0	0	1	1
Police Lieutenant	1	1	0	0
Police Sergeant	2	2	2	2
Police Officer	12	13	12	12
Operations Support Tech III	2	2	2	2
Sr. Evidence Technician	1	1	1	1
Evidence Technician	1	1	1	1
Crime Analyst	0	0	1	1
Total	19	20	20	20

	2012 Actual	2013 Adjusted	2013 Estimated	2014 Adopted
Personnel Services	\$1,615,527	\$1,733,865	\$1,621,969	\$1,656,421
Materials and Supplies	\$18,320	\$14,005	\$14,500	\$13,260
Other Services and Charges	\$92,100	\$94,680	\$93,540	\$119,040
Capital Outlay	\$0	\$0	\$0	\$0
Total	\$1,725,947	\$1,842,550	\$1,730,009	\$1,788,721

Total 2014 Budget by Object



Police Department Crime and Traffic Team (CATT)

01-213

Core Business

- Reduce crime and increase traffic safety through use of directed enforcement, problem oriented analysis and community partnerships
- Analyze accident data and implement appropriate methods to reduce accidents
- Conduct drug enforcement efforts as part of a regional Highway Interdiction Team
- Participate in CDOT impaired driving, seat belt, and overweight tractor/trailer enforcement programs
- Conduct cooperative enforcement efforts with Investigations Bureau to combat prostitution

2013 Strategic Accomplishments

- Target enforcement efforts to address aggressive driving, high traffic accident locations and other violations that result in collisions
- Participated in local and multi-jurisdictional efforts that targeted wanted offenders
- Participated in multiple Highway Interdiction Team enforcement operations
- Issued over 1,200 traffic citations and investigated one fatality and three serious injury accidents

2014 Strategic Priorities

- Participate in statewide and metro-area traffic safety and enforcement programs
- Reduce crime and increase traffic safety by use of directed enforcement, problem oriented analysis and community partnerships
- Continue work with the multi-jurisdictional drug interdiction unit
- Ensure compliance with CALEA professional accreditation standards

Crime and Traffic Team

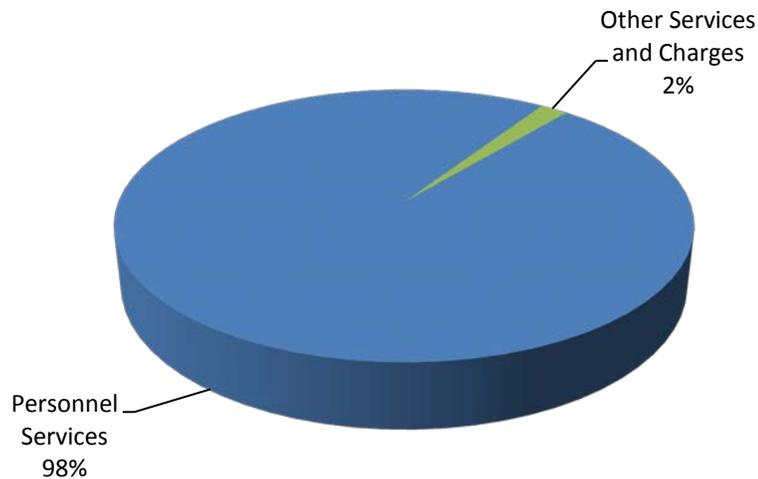
Staffing and Financial Summary

01-213

	2011 Authorized	2012 Authorized	2013 Authorized	2014 Authorized
Police Sergeant	1	1	1	1
Police Officer	4	4	4	4
	5	5	5	5

	2012 Actual	2013 Adjusted	2013 Estimated	2014 Adopted
Personnel Services	\$293,782	\$399,193	\$269,375	\$341,661
Materials and Supplies	\$0	\$0	\$0	\$0
Other Services and Charges	\$2,436	\$5,990	\$5,990	\$6,340
Capital Outlay	\$14,378	\$2,080	\$2,080	\$0
	\$310,596	\$407,263	\$277,445	\$348,001

Total 2014 Budget by Object



Emergency Operations 01-215

Funds from Emergency Operations Program Budget have been transferred to Administration (01-201) to consolidate the emergency response services into one program budget.

Emergency Operations

Staffing and Financial Summary
01-215

	2011 Authorized	2012 Authorized	2013 Authorized	2014 Authorized
No staff Authorized	0	0	0	0
	0	0	0	0

	2012 Actual	2013 Adjusted	2013 Estimated	2014 Adopted
Personnel Services	\$0	\$0	\$0	\$0
Materials and Supplies	\$3,000	\$3,900	\$2,800	\$0
Other Services and Charges	\$6,797	\$7,045	\$7,045	\$0
Capital Outlay	\$0	\$0	\$0	\$0
	\$9,797	\$10,945	\$9,845	\$0