



MEMORANDUM

Date: March 7, 2014

To: The Honorable Chair and Members
Pima County Board of Supervisors

From: C.H. Huckelberry
County Administrator 

Re: **Specialized Units of the Sheriff's Department**

Recently, I transmitted to the Board of Supervisors a report on search and rescue operations, including locations and overall cost of this specialized operational unit of the Sheriff's Department (PCSD).

I am now providing you with additional information regarding three PCSD specialized tactical operational units that may provide the Board with additional information regarding cost and operation of a countywide law enforcement unit and the various cost components associated with fulfilling law enforcement obligations and duties. Many of these operational units are necessary from a regional law enforcement prospective, since smaller entities and agencies cannot afford, nor do they have, this specialized law enforcement capability.

The attached February 24, 2014 memorandum and budget analysis from Operations Bureau Chief Christopher Radtke provides detailed information regarding the cost and purpose of each specialized unit. The Pima Regional Special Weapons and Tactics (SWAT) team is a regional unit that provides SWAT capabilities to member agencies that include PCSD, Oro Valley Police Department, Marana Police Department, Sahuarita Police Department, South Tucson Police Department, Pasqua Yaqui Police Department and the Tucson Airport Authority. Only the City of Tucson has their own stand-alone SWAT team.

The Pima Regional Bomb Squad provides services to all law enforcement agencies within the region, including, four federal agencies. The Canine Unit supports the patrol, operations, and investigations of PCSD as well as other local, state, and federal agencies when requested.

The table below summarizes the cost of each specialized unit; cost of salaries, cost of resources to support the operations, and the cost of specialized capital equipment. The table also indicates the number of missions in Calendar Year 2013 for each unit, as well as the number of missions related to PCSD operations versus those in support of other

The Honorable Chair and Members, Pima County Board of Supervisors
 Re: **Specialized Units of the Sheriff's Department**
 March 7, 2014
 Page 2

agencies. PCSD does receive some reimbursement for search and rescue operations; however, it is minimal compared to overall expenses.

PCSD Specialized Units Mission and Cost Overview.

Unit	Number of Missions		Salaries	Expendable Resources (Training Ammunition, Canine Food and Medical, etc.)	Equipment (Protective, Response, Detection, etc.)
	Sheriff	Other Agency			
SWAT	62	10	\$554,252	\$216,447	\$1,822,806
Bomb Squad	90	88	249,571	44,186	1,873,507
K-9 Unit	77 on-duty other agency assists; 13 call out (off-duty) other agency assists		917,130	12,186	219,298

These operational units are absolutely necessary to support the full spectrum response of a highly trained and professional law enforcement unit. The Sheriff has been a regional leader in providing these types of specialized services, as witnessed by a high percentage of support provided each unit for other entities or agencies within the region, including local, state, and federal law enforcement agencies. The total cost to sustain these operations is significant, but it is a necessary expenditure for law enforcement.

CHH/anc

Attachments

- c: The Honorable Clarence Dupnik, Pima County Sheriff
 Chief Deputy Christopher Nanos, Pima County Sheriff's Department
 Administrative Bureau Chief Bradley Gagnepain, Pima County Sheriff's Department



Pima County Sheriff's Department

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Clarence W. Dupnik
Sheriff

Christopher Nanos
Chief Deputy

Keeping the Peace and Serving the Community Since 1865

February 24, 2014

Mr. C.H. Huckelberry
County Administrator
130 West Congress Street
Tucson, AZ 85701

Re: SWAT, Bomb Squad and Canine Unit Operations in Pima County

Dear Mr. Huckelberry:

The Sheriff's Department participates in both the Pima Regional SWAT Team and Pima Regional Bomb Squad, providing essential support services to seven regional agencies in Pima County. In addition, the Sheriff's Department operates a Canine Unit to support patrol operations and investigations for the Sheriff's Department as well as other local, state and federal agencies, as requested.

A recent review of costs associated with these functions showed the Sheriff's Department spent approximately \$554,252 for salaries during CY 2013 to support SWAT operations. This includes Sheriff's Department members' salaries for operations as well as two full time positions to lead administrative and operational functions. A total of seventy two (72) missions were completed during CY 2013, ten (10) of which were to support the other regional participant agencies.

Similarly, the Sheriff's Department spent approximately \$249,571 for salaries during CY 2013 to support Bomb Squad operations. This includes Sheriff's Department salaries for operations as well as two full time positions to lead administrative and operational functions. A total of 178 missions were completed during CY 2013, ninety (90) of which were for the Sheriff's Department. The remaining missions were conducted to support the other participant regional agencies (43), as well as the Federal Bureau of Investigation (4), Bureau of Alcohol, Tobacco, Firearms and Explosives (7), the United States Border Patrol (6), the Arizona Department of Public Safety (6), the Tucson Police Department (4) and the Air National Guard (18).

The Sheriff's Department spent approximately \$18,933 for Canine Unit callouts to support other agencies in Pima County. This figure does not include the \$917,130 in salaries paid for the ten full time members of the Canine Unit. The Canine Unit assisted other agencies ninety (90) times in CY 2013. Data on which agencies were assisted is not available, but anecdotal evidence suggests that many were to support the United States Border Patrol.

In addition to salaries for employees, the Sheriff's Department incurs costs for expendable resources such as training ammunition, specialty munitions, medical supplies and food for the service dogs. Annual costs for expendable resources is as follows:

Pima Regional SWAT	\$216,447
Pima Regional Bomb Squad	\$ 44,186
Canine Unit	\$ 12,186

February 24, 2014

SWAT, Bomb Squad and Canine Unit Operations in Pima County

These types of operations are highly specialized and require a significant amount of equipment including response vehicles, protective equipment, robotic platforms, detection and diagnostic equipment and the service dogs themselves. Many items assigned to these units have been purchased with state and federal grant funds over the past decade, but still represent a significant investment in maintenance and replacement costs. Total fixed asset values for each unit is as follows:

Pima Regional SWAT	\$1,822,806
Pima Regional Bomb Squad	\$1,873,507
Canine Unit	\$ 219,298

The Sheriff's Department does not receive any other funds to offset these costs, with the exception of the Bureau of Alcohol, Tobacco, Firearms and Explosives (BATFE), which provides funding for overtime expenditures for some Bomb Squad operations. During FFY 12/13, BATFE paid \$11,918 to the Sheriff's Department for Bomb Squad overtime expenses.

If you have any further questions, please feel free to contact Lieutenant John Stuckey at 520-351-6912 or john.stuckeyIII@sheriff.pima.gov.

Sincerely,

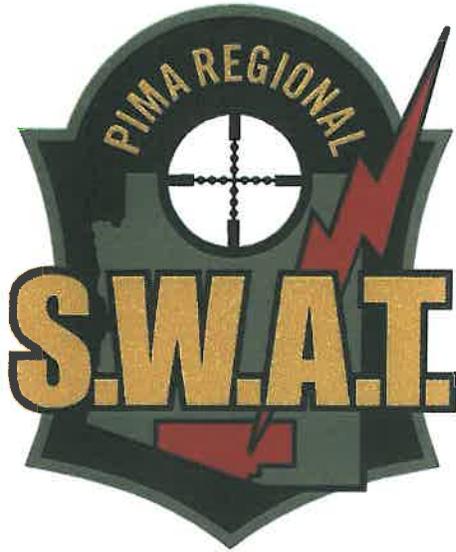


Christopher Radtke
Chief, Operations Bureau

CMR/jws

Cc: Chief Deputy Christopher Nanos
Chief Bradley Gagnepain, Administrative Bureau
Captain Mike Sacco, Support Operations Division
Captain Karl Woolridge, Administrative Services Division
Mr. Ron Jee, Financial Services

**PIMA COUNTY SHERIFF'S DEPARTMENT
TACTICAL RESPONSE SECTION**



CY 2013 Budget Analysis

Prepared by: Lt. John Stuckey

18 FEB 2014



EXECUTIVE SUMMARY:

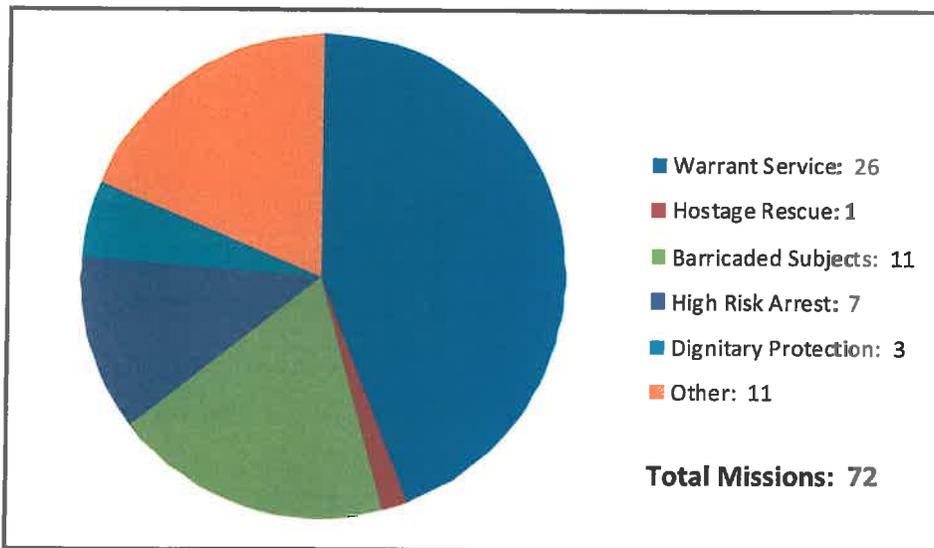
The purpose of this document is to summarize activity, personnel and equipment, for the purpose of budgetary analysis, of each of the units in the Tactical Response Section. This report includes Pima Regional Special Weapons and Tactics, Pima Regional Bomb Squad and Sheriff's Department Canine Unit. This report encompasses activity during CY 2013.



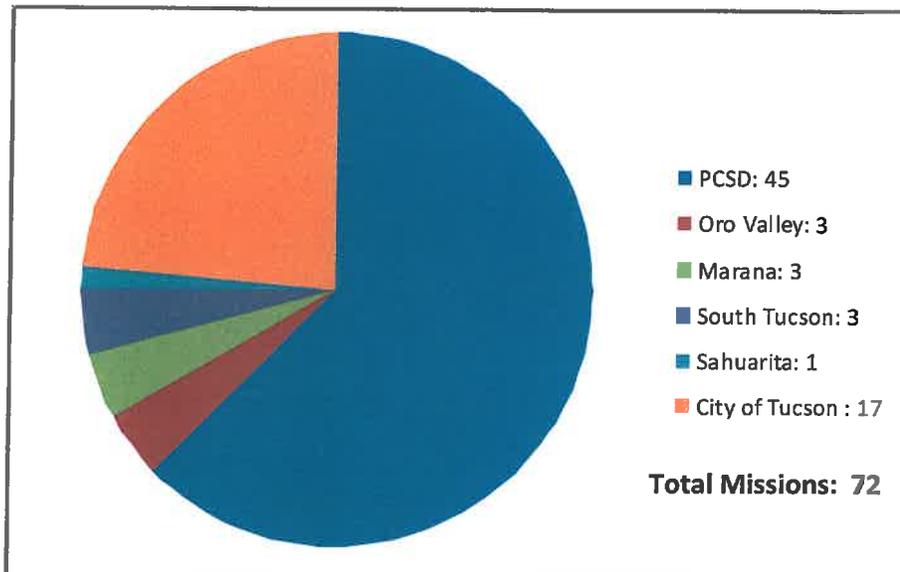
PIMA REGIONAL S.W.A.T.

The following graphs depict the total number of missions conducted by SWAT, including a break down by jurisdictional boundaries. It should be noted that missions inside the City of Tucson were not at the request of the Tucson Police Department, but were continuations of PCSD investigations that led to missions inside city limits.

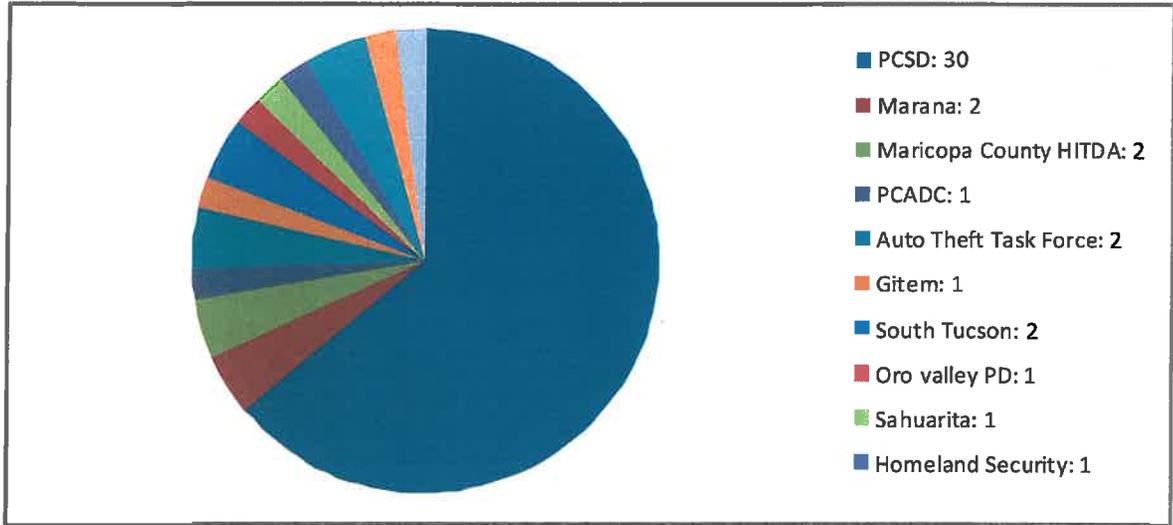
Total Missions by Type:



Missions by Jurisdiction:



Requesting Agencies:



Manpower Summary:

The following chart represents total man-hours, by agency, expended during CY 2013. It does not account for hours moved to "Comp".

Agency	OT Hours	Regular Hours	Total Hours
Pima County Sheriff's Department	4002.00	1766.25	5768.25
Oro Valley Police Department	170.00	70.75	240.75
Marana Police Department	75.75	78.50	154.25
Sahuarita Police Department	36.50	25.00	61.50
Totals	4284.25	1940.50	6224.75

Cost analysis for PCSD salaries paid in 2013 is as follows:

Regular hourly rate ("topped out" deputy) with ERE:	\$45.9317 x 1766.25	\$ 81,126.87
Overtime hourly rate ("topped out" deputy) with ERE:	\$66.9018 x 4002.00	\$267,741.00
Approximate salary amount paid for SWAT operations in 2013:		\$348,867.87

Figures listed above are approximate, as cost for EREs vary per individual. Likewise, the exact pay rate for each deputy or sergeant has not been calculated, rather, the "topped out" deputy pay has been used as an approximation for all. Figures do not account for hours moved to "Comp".

Sergeant Gary Stengel and Deputy Mike Walsh are the full time component of SWAT. Approximate salaries are summarized below:

	Base Salary	Est. Benefits	UA	Total Cost
Sergeant Gary Stengel	\$70,648	\$39,563	\$1,050	\$111,262
Deputy Mike Walsh	\$61,637	\$31,435	\$1,050	\$94,123
Total				\$205,385

Personnel Summary

Current staffing levels are as follows:

Tactical:	35	(52 authorized per SOPs)
Negotiations:	18	(20 authorized per SOPs)
TEMS:	8	(10 authorized, not including Dr. Kastre)

There is no minimum or maximum staffing level from each representative agency. For example, the Tucson Airport Authority, South Tucson Police Department and Pascua Yaqui Police Department have not had members on the team for several years. The best candidates are selected for the team, regardless of home agency.

Equipment:

Pima Regional SWAT maintains a large inventory of equipment including weapons, specialty vehicles, surveillance equipment and ballistic protection. In addition to fixed assets, the team also uses numerous expendable items such as ammunition, chemical munitions and uniform items. The following is a summary of significant equipment utilized by SWAT.

Lenco BEAR Armored Vehicle	\$258,978
Lenco BEARCAT Armored Vehicle	\$253,809
Response / Equipment Vans x 4	\$148,000
SCBA Trailer	\$60,578
DirectLink 007 Negotiator Phone	\$24,816
DirectLink Negotiator Throw Phone	\$6,636
Magnetic Audio Device Communication System x 2	\$7,450
Lifepak Defibrillator	\$15,064
Recon Scout Robot x 2	\$18,000
Infrared Surveillance Kit	\$5,275
Fiber Optic Surveillance Kit	\$6,499
Thermal Imaging Camera	\$5,387
Night Vision Sniper Scope	\$8,062
PVS-14 Night Vision Monocular x 60	\$261,660
Eye Ball Surveillance Camera System	\$5,302
Remote Lighting System x 5	\$7,215
Portable Ballistic "Blanket" x 10	\$81,156
Ballistic Shield; NIJ IIIA x 13	\$22,540
Ballistic Shield; rifle rated x 1	\$4,529
Ballistic Blanket x 8	\$57,732
Sniper Weapon System, .308 caliber x 9	\$46,440
Sniper Weapon System, .50 caliber x 2	\$10,668
M-4 Carbine Weapon System, .223 caliber x 39	\$92,352
CTS Less Lethal Munitions System, 40mm x 6	\$13,050
CTS Chemical Agent Munitions System, 37mm x 5	\$8,815
ACH Ballistic Helmet x 62	\$34,100
Protech Ballistic Vest with MOLLE Pouches x 62	\$158,224
Ballistic Plate Carrier with Plates x 44	\$24,200
Nylon Duty Gear, including holster x 44	\$15,620
Portable Defibrillator x 5	\$20,274
SCBA Air Pack Kit x 30	\$96,000
CBRNE / Meth Lab Protective Suit x 25	\$44,375
Total Fixed Assets:	\$1,822,806

Expendable resources include training ammunition, chemical agents, specialty munitions, medical supplies and uniform items that are damaged during training and operations. Approximate costs are as follows:

Training Ammunition (handgun and rifle) x 35 (total Tactical)	\$158,750
Chemical Agents, annual supply	\$19,248
Specialty Munitions (less lethal, breaching, LSDD), annual supply	\$10,866
Medical Supplies, annual supply	\$16,609
Uniform replacement (blouse, trousers, T-shirt, ball cap, polo shirt) x 62 (all team members)	\$10,974
Total Expendable Resources, annually:	\$216,447

Other personally issued items and basic equipment such as breaching tools are excluded for brevity as they do not represent a significant amount in the overall SWAT operating budget.

Training:

New tactical operators attend a three week Basic SWAT School that is an in-house school and does not utilize additional training funds aside from the salaries for instructors. Likewise, bi-weekly team training, initial specialty training and quarterly specialty training is in-house and does not utilize additional training funds. It is important to attend outside SWAT schools such as Advanced Breaching, Sniper Instructor, Less Lethal Instructor and Hostage Rescue Courses. Annual conferences such as the NTOA and ATOA Conferences are also excellent opportunities to connect with other SWAT Teams and learn new tactics, techniques and trends. Grant funding from the Pima County Office of Emergency Management has been utilized in the past for this purpose. Each of these schools costs approximately \$2,000 to \$3,000 per person, including tuition, travel, lodging and per diem. Sending ten tactical operators or TEMS Medics to an outside school each year costs approximately \$20,000 to \$30,000.

Negotiators attend a week long Basic Negotiations School. This is usually an FBI course and requires funding to attend. Monthly training for negotiators is in-house, but additional advanced training or conferences such as the NTOA Negotiator Conference require funding. Sending three negotiators to an outside school each year costs approximately \$6,000 to \$9,000.

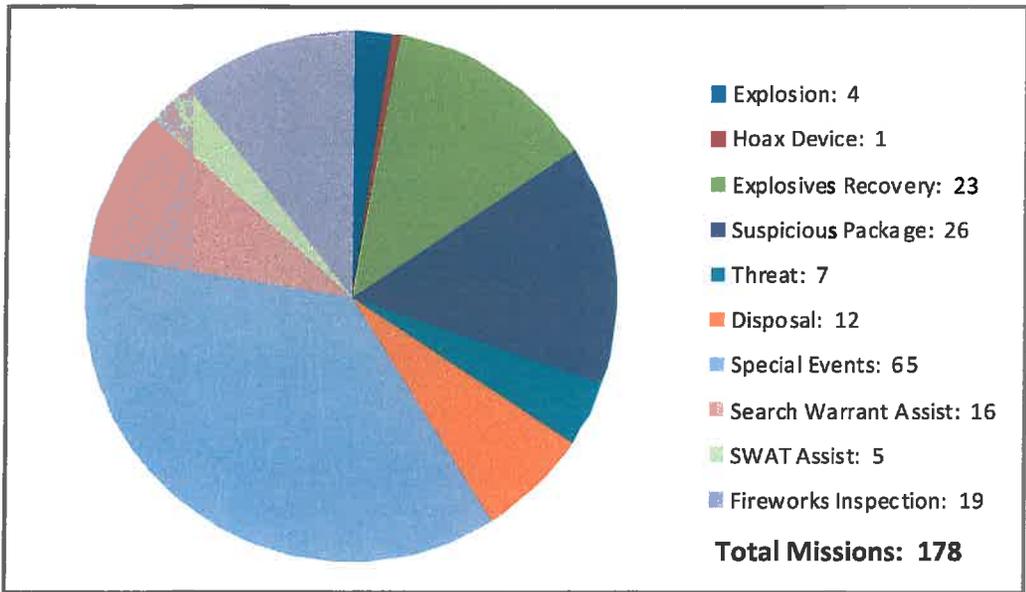
Some of these costs can be offset by the other regional agencies, as they are responsible for training costs for their personnel when grant funding is not available.



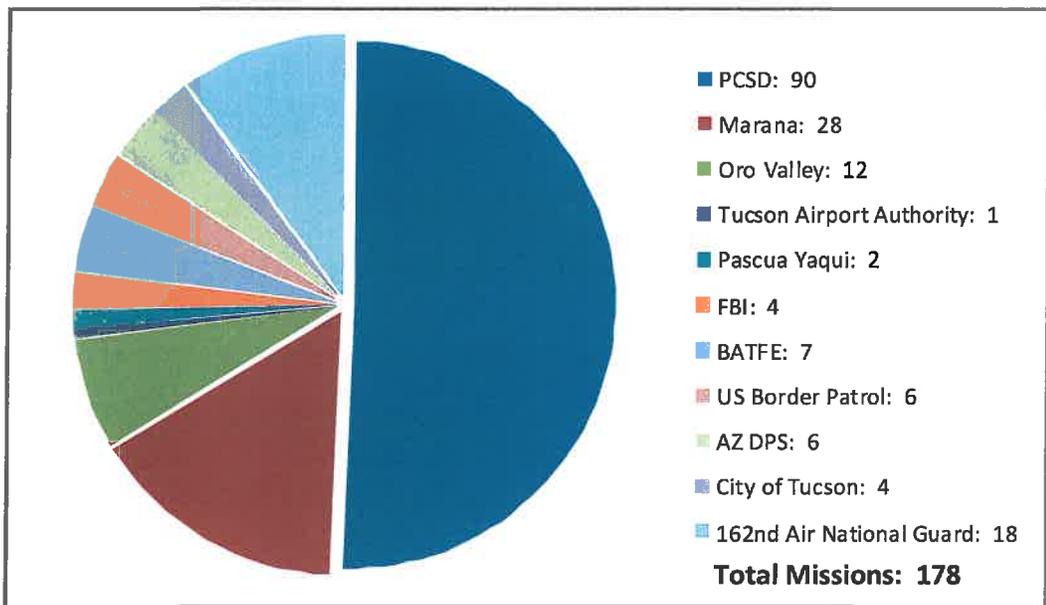
PIMA REGIONAL BOMB SQUAD

The following graphs depict the total number of missions conducted by PRBS, including a break down by jurisdictional boundaries. A total of twenty seven missions were conducted within the City of Tucson, eighteen of which were check point deployments to support the 162nd Air National Guard.

Missions by Type:



Requesting Agencies:



Manpower Summary:

The following chart represents total man-hours, by agency, expended during CY 2013.

Agency	Total Hours
Pima County Sheriff's Department	962
Oro Valley Police Department	198
Marana Police Department	73
Tucson Airport Authority	34
Totals	1267

Cost analysis for PCSD salaries paid in 2013 is as follows:

Regular hourly rate ("topped out" deputy) with ERE:	\$45.9317 x 962	\$ 44,186.30
Approximate salary amount paid for Bomb Squad operations in 2013:		\$ 44,186.30

Overtime versus regular work hours data has not previously been saved for the Bomb Squad. Likewise, much of the overtime accrued for Bomb Squad operations has been offset by BATFE eSLOT funding. Therefore, an approximation of salaries paid in 2013 is based on regular work hour pay rates. Figures listed above are approximate, as cost for EREs vary per individual. Likewise, the exact pay rate for each deputy or sergeant has not been calculated, rather, the "topped out" deputy pay has been used as an approximation for all. Figures do not account for hours moved to "Comp". Sergeant Chris Rogers and Deputy John Morris are the full time component of PRBS. Approximate salaries are summarized below:

	Base Salary	Est. Benefits	UA	Total Cost
Sergeant Chris Rogers	\$70,648	\$39,563	\$1,050	\$111,262
Deputy John Morris	\$61,637	\$31,435	\$1,050	\$94,123
			Total	\$205,385

Personnel Summary

Current staffing levels are as follows:

Technician:	7	(8 authorized)
Investigators:	6	(6 authorized)
Explosive Canine Handlers:	5	(5 authorized)

Equipment:

The Pima Regional Bomb Squad maintains a large inventory of equipment including robotics platforms, protective equipment, render safe tools and diagnostics equipment. The following is a summary of significant equipment utilized by PRBS.

Bomb Squad Response Vehicle / Command Post	\$222,049
Bomb Squad Response Vehicle	\$53,053
Andros F6B robot	\$212,328
Andros F6A robot	\$242,382
I-Robot PACBOT x 2	\$225,178
Vanguard robot	\$90,000
Robotex Avatar robot	\$55,000
Fiber Optic Reel Assembly	\$15,915
Andros Power Hawk Attachment	\$29,994
HOTSTIC Robotic Operations System	\$6,072
Robotic Tool Kit	\$5,495
Bomb Technician Protective Suit (EOD 9) x 8	\$129,411
Wireless Helmet Mounted Camera System x 2	\$9,846
REBUS Electronic Countermeasures Kit	\$56,780
Scan-X X-Ray System	\$56,696
Open Vision X-Ray System	\$56,489
Logos Scanner X-Ray System x 2	\$39,780
Epix X-Ray Scanner System	\$21,908
Portable X-Ray System x 3	\$12,784
Explosives Detection System	\$41,964

True Defender Chemical Detector	\$56,119
First Defender RMX Chemical Detector	\$61,221
Remote Demolition Firing Device	\$9,050
Air Monitoring System	\$25,889
High Resolution Binoculars x 6	\$15,996
Personal Radiation Detector x 6	\$10,638
Carbon Fiber Disruptor x 5	\$13,645
PAN Disruptor Kit x 7	\$23,803
SCBA Air Pack Kit x 10	\$32,000
Remote Lighting System x 2	\$3,179
Surveillance / Remote Viewing Cameras x 2	\$8,150
Explosives Storage Magazines x 2	\$3,487
SWAT Interoperability Kit x 10	\$12,578
ACH Ballistic Helmet x 14	\$7,700
Protech Ballistic Vest with MOLLE Pouches x 14	\$35,728
Total Fixed Assets:	\$1,873,507

Expendable resources include explosives, energetic render safe tools and uniform items. Approximate costs for expendable items are as follows:

Explosives, annual supply	\$4,000
Energetic tools, annual supply	\$5,000
Uniform replacement (blouse, trousers, T-shirt, ball cap, polo shirt) x18	\$3,186
Total Expendable Resources, annually:	\$12,186

Other personally issued items and basic tools are excluded for brevity as they do not represent a significant amount in the overall Bomb Squad operating budget.

Training:

New Bomb Technicians attend a six week school in Huntsville, AL. Hazardous Devices School (HDS) is administered by the FBI and there is no tuition. Travel, lodging and per diem for each student is the responsibility of the home agency. PRBS will be sending three new Technicians, including one from PCSD, in the near future. Cost to PCSD will be approximately \$10,000 to \$12,000 for this training. Bomb Technicians train twice monthly, in-house, with no additional cost to PCSD, but outside training generally requires additional funding. These outside training opportunities include Large Vehicle Bomb Post Blast School, Advanced Explosives Destruction Techniques and others. Each of these schools costs approximately \$2,000 to \$3,000 per person. Sending three Bomb Technicians to an outside school per year costs approximately \$6,000 to \$9,000.

Investigators train once per month. Monthly training for investigators is in-house, but additional advanced training or conferences such as the FBI Large Vehicle Bomb Post Blast School or IABTI Conference require funding. Sending two investigators to an outside school each year costs approximately \$4,000 to \$6,000. Explosive Detection Canine (EDC) handlers also train in-house, primarily, but also benefit from outside training. In addition to training, the annual certification for Angel, the EDC assigned to Deputy Craven, generally requires travel. Funding for an additional outside training and travel for certification costs approximately \$3,000 to \$4,000 annually.

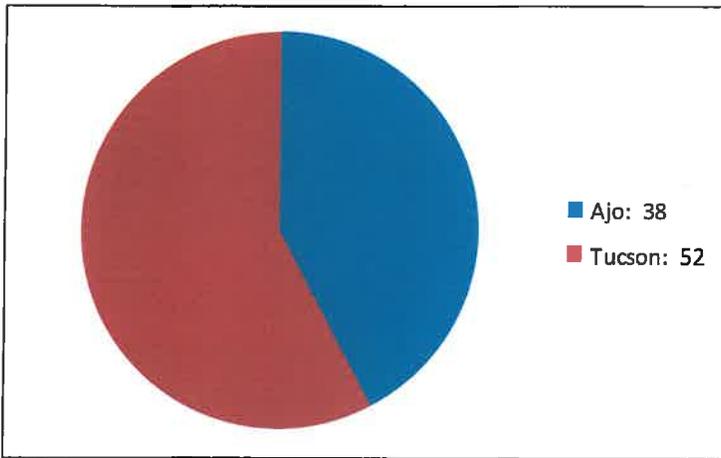
Some of these costs can be offset by the other regional agencies, as they are responsible for training costs for their personnel when grant funding is not available.



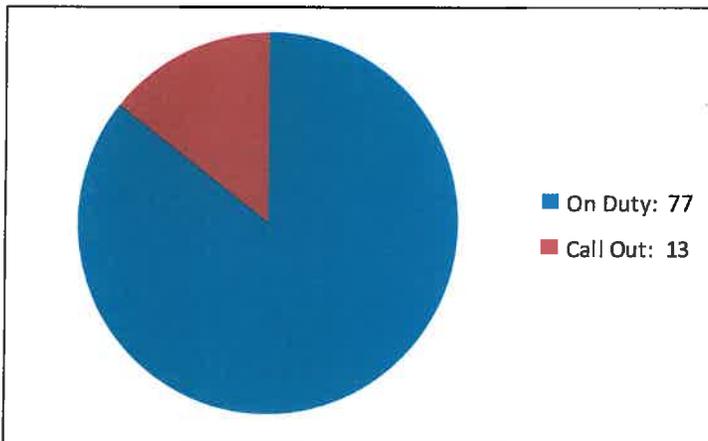
CANINE UNIT

The Canine Unit supports the Patrol Division by providing both Patrol (location and apprehension) capabilities as well as drug detection. The following graph depicts the total number of requests in CY 2013 for assistance to other agencies, divided between the Tucson Metro area and Ajo. The second graph depicts requests made when a canine unit was available on-duty versus a call out when no canine units were currently working. Exact data regarding which agencies requested Canine Unit assistance is not available, but many of them were for the US Border Patrol.

Total Other Agency Assists:



Other Agency Assists, On Duty vs. Call Out:



The Canine Unit accumulated 283 hours of overtime for all callouts during CY 2013. This incorporates callouts for other agencies as well as PCSD. Approximate cost is as follows:

Overtime hourly rate ("topped out" deputy) with ERE:	\$66.9018 x 283	\$ 18,933.20
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Approximate salary amount paid for Canine Unit callouts in 2013:		\$ 18,933.20
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Figures listed above are approximate, as cost for EREs vary per individual. Likewise, the exact pay rate for each deputy or sergeant has not been calculated, rather, the "topped out" deputy pay has been used as an approximation for all. Figures do not account for hours moved to "Comp".

Canine Unit members are full time PCSD employees. Approximate salaries for the unit is as follows:

	Base Salary	Est. Benefits	UA	Total Cost
Sergeant Paul Hill	\$70,648	\$39,563	\$1,050	\$111,262
Deputy Gerald Ahern	\$61,637	\$31,435	\$1,050	\$94,123
Deputy William Fosmire	\$48,284	\$34,765	\$1,050	\$84,099
Deputy Joseph Klein	\$55,902	\$37,454	\$1,050	\$94,406
Deputy Erick Maldonado	\$61,637	\$40,681	\$1,050	\$103,368
Deputy Randall Nice	\$50,708	\$29,411	\$1,050	\$81,169
Deputy Jakob Nixon	\$61,637	\$41,913	\$1,050	\$104,601
Deputy Paul Petropoulos	\$61,637	\$30,819	\$1,050	\$93,506
Deputy Richard Buelna*	\$43,804	\$31,977	\$1,050	\$76,831
Deputy David Cardenas*	\$43,804	\$28,911	\$1,050	\$73,765
			Total	\$917,130

*Deputies Buelna and Cardenas are assigned to the Ajo District, Patrol Division, but function as Canine Handlers as well.

Personnel Summary

Current staffing levels are as follows:

Tucson: 8 (8 authorized)

Ajo: 2 (2 authorized)

This includes Sergeant Hill, who is also a certified handler with an assigned dog and Deputy Ahern, who is currently TDY assigned to the Border Interdiction Unit.

Equipment:

The Canine Unit, in addition to maintaining each service dog, also has several significant items in inventory, as shown below:

Police Service Dogs x 10	\$113,188
Contraband Inspection Kit x 2	\$27,976
PVS-14 Night Vision Monocular x 10	\$33,054
Training Protective "Bite" Suit x 5	\$7,310
Hot-N-Pop System x 10	\$21,770
Vehicle Cage Insert x 10	\$16,000
Total Fixed Assets:	\$219,298

Expendable resources include dog food and medical expenses. Medical expenses include annual check ups and any necessary veterinary visits due to illness or injury. Approximate costs for expendable items are as follows:

Dog food, annual supply	\$5,500
Medical expenses, annual supply	\$28,697
Total Expendable Assets, annually:	\$34,197

Other personally issued items and basic tools are excluded for brevity as they do not represent a significant amount in the overall Canine Unit operating budget.

Training:

New Canine Handlers go through approximately twelve weeks of training with a new dog. This training is done in-house and does not cost any additional funds. Weekly maintenance training is also in-house with no additional funds required. Numerous other outside training opportunities exist throughout the year and it is important to send handlers to outside training to expand their skill set and bring new information back to the Canine Unit. Sending three handlers to an outside training event once per year would cost between \$6,000 and \$9,000.

Summary:

The following represents an approximation of monies expended annually to support operations, equipment and training for Pima Regional SWAT, Pima Regional Bomb Squad and the Canine Unit.

SWAT

Salaries paid PCSD employees for SWAT operations in 2013:	\$348,867
Salaries paid for full time PCSD SWAT staff in 2013:	\$205,385
Expendable resources, annually:	\$216,447
Training expenses, annually:	<u>\$ 39,000</u>
Total:	\$809,699

Bomb Squad

Salaries paid PCSD employees for Bomb Squad operations in 2013:	\$ 44,186
Salaries paid for full time PCSD Bomb Squad staff in 2013:	\$205,385
Expendable resources, annually:	\$ 12,186
Training expenses, annually:	<u>\$ 19,000</u>
Total:	\$280,757

Canine Unit

Salaries paid PCSD employees for callouts in 2013:	\$ 18,933
Salaries paid for full time PCSD Canine Unit staff in 2013:	\$917,130
Expendable resources, annually:	\$ 34,197
Training expenses, annually:	<u>\$ 9,000</u>
Total:	\$979,260

Total Annual Expenses:	\$2,069,716
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In order to perform their functions safely and effectively, SWAT, the Bomb Squad and the Canine Unit all have significant equipment needs, most of which has been acquired over the past ten years. The following summarizes fixed assets assigned to each unit.

Total Fixed Assets, SWAT:	\$1,822,806
Total Fixed Assets, Bomb Squad:	\$1,873,507
Total Fixed Assets, Canine Unit:	<u>\$ 219,298</u>
Total Fixed Assets:	\$5,789,118