

STATE OF CALIFORNIA
Budget Change Proposal - Cover Sheet
 DF-46 (REV 08/17)

Fiscal Year 2018-19	Business Unit 5225	Department California Department of Corrections and Rehabilitation	Priority No. 7
Budget Request Name 5225-136-BCP-2018-GB		Program 4500 – Corrections and Rehabilitation Administration 4540 – Adult Corrections and Rehabilitation Operations – Inmate support	Subprogram 4500039 – Information Technology 45400032 – Facility Operations

Budget Request Description
 Video Surveillance for Mental Health Units at California State Prison, Sacramento

Budget Request Summary

The California Department of Corrections and Rehabilitation requests \$1.5 million General Fund in 2018-19 and \$177,000 in 2019-20 and ongoing to implement and monitor an audio/video surveillance system within designated areas at the California State Prison, Sacramento.

Requires Legislation <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Code Section(s) to be Added/Amended/Repealed	
Does this BCP contain information technology (IT) components? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <i>If yes, departmental Chief Information Officer must sign.</i>	Department CIO	Date
For IT requests, specify the project number, the most recent project approval document (FSR, SPR, S1BA, S2AA, S3SD, S4PRA), and the approval date.		
Project No.	Project Approval Document:	Approval Date:

If proposal affects another department, does other department concur with proposal? Yes No
Attach comments of affected department, signed and dated by the department director or designee.

Prepared By Mikel Chick	Date	Reviewed By Jason Lopez	Date
Department Director Kathleen Allison	Date	Agency Secretary Scott Kernan	Date

Department of Finance Use Only

Additional Review: Capital Outlay ITCU FSCU OSAE CALSTARS Dept. of Technology

PPBA	Original Signed By Emma Jungwirth	Date submitted to the Legislature 1-10-18
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BCP Fiscal Detail Sheet

BCP Title: Video Surveillance Camera for Mental Health at CSP

BR Name: 5225-136-BCP-2018-GB

Budget Request Summary

	FY18					
	CY	BY	BY+1	BY+2	BY+3	BY+4
Operating Expenses and Equipment						
5326 - Utilities	0	50	50	50	50	50
5346 - Information Technology	0	0	66	66	66	66
5368 - Non-Capital Asset Purchases - Equipment	0	1,374	56	56	56	56
539X - Other	0	58	5	5	5	5
Total Operating Expenses and Equipment	\$0	\$1,482	\$177	\$177	\$177	\$177
Total Budget Request	\$0	\$1,482	\$177	\$177	\$177	\$177

Fund Summary

Fund Source - State Operations						
0001 - General Fund	0	1,482	177	177	177	177
Total State Operations Expenditures	\$0	\$1,482	\$177	\$177	\$177	\$177
Total All Funds	\$0	\$1,482	\$177	\$177	\$177	\$177

Program Summary

Program Funding						
4500039 - Information Technology	0	1,432	127	127	127	127
4540032 - Facility Operations	0	50	50	50	50	50
Total All Programs	\$0	\$1,482	\$177	\$177	\$177	\$177

Analysis of Problem

A. Budget Request Summary

The California Department of Corrections and Rehabilitation requests \$1.5 million General Fund in Fiscal Year 2018-19 and \$177,000 in 2019-20 and ongoing to implement and monitor an audio/video surveillance system within designated areas at the California State Prison, Sacramento (SAC).

B. Background/History

CDCR oversees, manages, and controls all facets associated with safely and securely housing inmates within its prisons. Unfortunately, CDCR's ability to effectively monitor all activities is limited due to the expansive size and layout of institutions and the amount of staff needed to monitor these grounds 24 hours a day, 7 days a week. Following a special review at High Desert State Prison in 2015, the Office of Inspector General recommended that CDCR should "immediately install cameras in all inmate areas, including, but not limited to, the exercise yards, rotundas, building dayrooms, patios, and program offices of High Desert State Prison." The Office of the Inspector General said this solution was necessary because other states had successfully used video surveillance to reduce violent incidents, deter contraband, and prevent suicides and other problematic issues.

In 2016, CDCR installed an audio/video surveillance system with 207 high definition cameras in designated high traffic and large congregation areas at High Desert State Prison. In addition, CDCR received resources and approval from the California Department of Technology for the Statewide Correctional Video Surveillance project to deploy the audio/video surveillance system solution throughout the rest of High Desert and to implement the technology in the Central California Women's Facility starting July 1, 2017.

In the fall of 2016, a *Coleman* Special Master monitoring team toured SAC and discovered an increasing number of allegations against staff from its PSU and ASU/EOP inmates. In their report, the monitoring team recommended that CDCR should implement video surveillance cameras to increase observation and provide transparency in these areas at the Sacramento prison where the increased allegations originate.

This proposal requests funding to install and monitor high definition cameras to cover the PSU, Treatment Centers, and ASU/EOP areas in the institution to increase observation and provide transparency in investigations of misconduct and other incidents, thereby improving a safe environment for inmates and staff.

C. State Level Considerations

The implementation of an audio/video surveillance system solution in SAC's PSU, Treatment Centers and ASU/EOP units aligns with and supports Objectives 2.1, Incident Prevention of the Department's strategic plan. It also supports the Administration's goals defined in 'An Update to the Future of California Corrections' (referred to as the Blueprint).

Objective 2.1 Incident Prevention states "...facilities will reduce the rate of incidents that interfere with orderly facility operations by 20 percent through the implementation of a proactive Incident Prevention Strategy."

Per the Blueprint, "Video monitoring can be a successful deterrent to reducing illegal and negative behavior in prison, thus improving inmate and staff safety."

Audio/video surveillance systems will also help reduce the incidence of sexual assault and rape, thereby supporting implementation of the Prison Rape Elimination Act.

D. Justification

While CDCR has policies and procedures in place to prevent suicides, physical incidents, staff misconduct, and contraband trafficking, audio/video surveillance technology provides ongoing

Analysis of Problem

comprehensive coverage for areas where inmate movement typically occurs. This constant coverage can help deter crime and lead to a reduction in suicides, violence, and contraband. For example:

- Audio/video surveillance systems can serve as an investigative tool to assist in identifying behaviors that can lead to suicide or attempted suicide by offenders, thereby helping prevent such incidents.
- Many prisons continue to experience interruptions of daily operations as a result of incidents involving inmate-on-inmate or inmate-on-staff violence. High quality visual recordings of incidents help to resolve conflicting accounts. Instead of relying on eyewitness accounts when investigating daily disturbances, staff can use video surveillance footage to objectively reach a resolution.
- Inmates have the right to file complaints against staff whenever they feel an issue occurs which requires addressing. All complaints against staff must be investigated. The audio/video surveillance system can be used to determine what happened and implement the appropriate actions in response.

Augmenting existing staff resources with audio/video surveillance technology can act as a deterrent, due to the obvious recording taking place, provide documentation of those observing proper protocol, and act as evidence when necessary for internal and external proceedings. This applies, but is not limited to, use of force involving staff, riots/batteries, suspected felonious criminal activity, allegations of staff misconduct, allegations of sexual assault/rape (Prison Rape Elimination Act) and employee reports of injury within the grounds of institutions and facilities. Reducing suicides and violence will provide an environment conducive to inmates participating in rehabilitative programs.

E. Outcomes and Accountability

Projected Outcomes

Workload Measure	2018-19	2020-2021
Reduce violent incidents in the PSU, Treatment Centers and ASU/EOP units by 20 percent within 18 months of installing the surveillance system, in conjunction with various components of other interdiction efforts.	Receive funding and implement audio/video surveillance in the PSU, Treatment Centers and ASU/EOP units.	Violent incidents in the PSU, Treatment Centers and ASU/EOP units reduced by 20 percent.
Reduce number of inmate allegations of staff misconduct in the PSU, Treatment Centers and ASU/EOP units by 20 percent within 24 months of implementation. Afford more transparency to substantiate or refute allegations of staff misconduct by 20 percent within the PSU, Treatment Centers and ASU/EOP units, in conjunction with the various components of other interdiction efforts.	Receive funding and implement surveillance in the PSU, Treatment Centers and ASU/EOP units.	Number of inmate allegations of staff misconduct in the PSU, Treatment Centers and ASU/EOP units reduced by 20 percent.
Reduce number of suicides and/or attempted suicides in the PSU, Treatment Centers and ASU/EOP units by 20 percent within 18 months of installing the surveillance system, in conjunction with various other interdiction efforts.	Receive funding and implement audio/video surveillance in the PSU, Treatment Centers and ASU/EOP units.	Number of suicides and/or attempted suicides in the PSU, Treatment Centers and ASU/EOP units reduced by 20 percent.

F. Analysis of All Feasible Alternatives

Alternative 1: Implement audio/video surveillance system technology in SAC's PSU, Treatment Centers and ASU/EOP units. This will cost approximately \$1.5 million General Fund in 2018-19 and \$177,000 General Fund in 2019-20 and ongoing.

Pros:

- Supports the recommendation from the *Coleman* court monitoring team to implement video surveillance cameras
- Provides a 24 x 7 comprehensive coverage for the areas where increased allegations by inmates originate

Analysis of Problem

- Deters criminal activities such as violent incidents and alleged staff misconduct
- Provides an objective record of incidents which can be used during investigations into allegations against inmates and staff

Cons:

- Increases General Fund costs.

Alternative 2: Hire an additional 10 correctional officers to monitor inmate activity in the PSU, Treatment Centers and ASU/EOP units 24 hours a day, 7 days a week. Staff would be specifically posted and assigned to watch and observe for potentially inappropriate or illegal activities in these areas. This will cost approximately \$1.3 million annually.

Pros:

- Does not require installing any new or additional technical equipment, which eliminates the potential for inoperability due to broken or failed equipment
- Solution can be implemented quickly
- Lower up-front costs than Alternative 1

Cons:

- Additional staff cannot successfully cover the large area of land and number of buildings in each unit
- Does not provide objective documentation of an incident. Instead, it relies on an individual's personal observation and their interpretation of what they witnessed

Alternative 3: Purchase and provide a Go-Pro camera to each of the 56 correctional officers assigned to the PSU, Treatment Centers and ASU/EOP units. This will cost approximately \$23,000 in one-time costs.

Pros:

- Provides some level of video surveillance coverage in Sacramento's critical areas
- Requires a shorter timeframe for implementation
- Lower costs than Alternatives 1 and 2

Cons:

- Requires the officer to turn on the camera upon the start of an incident, which may not be possible, especially in a physical altercation
- The equipment is relatively fragile and unprotected which makes it prone to failure within a prison environment
- Limits the ability to provide an objective record of incidents which can be used during investigations into allegations

G. Implementation Plan

The audio/video surveillance system technology will be implemented in the PSU, Treatment Centers and ASU/EOP units at SACAs follows:

Milestone	Date
Receipt of funding, beginning of project	July 2018
Video Surveillance Design Completed	September 2018
Cabling Installed	November 2018
Procurements Completed and Equipment Received	December 2018
Equipment Configured	February 2019
Equipment Installed	April 2019
Solution Tested and Accepted	June 2019

H. Supplemental Information

See Attachment A- Proposed Cost Analysis

I. Recommendation

Approve Alternative 1: \$1.5 million General Fund in 2018-19 and \$177,000 in 2019-20 and ongoing to implement and monitor an audio/video surveillance system within designated areas at the California State Prison, Sacramento.

PROPOSED SYSTEM COST WORKSHEET

California Department of Corrections and Rehabilitation
 Project: CSP-Sacramento Video Surveillance System for Mental Health

	FY	2018-2019	FY	2019-2020	FY	2020-2021	FY	2021-2022	FY	2022-2023	FY	2023-2024	TOTALS	
	PYs	Amounts	PYs	Amounts	PYs	Amounts	PYs	Amounts	PYs	Amounts	PYs	Amounts	PYs	Amounts
Information Technology (IT) Costs:														
<i>One-time:</i>														
Staff (Salaries & Benefits)	0.0	\$ -	0.0	\$ -	0.0	\$ -	0.0	\$ -	0.0	\$ -	0.0	\$ -	0.0	\$ -
Hardware Purchase		\$ 546,462		\$ -		\$ -		\$ -		\$ -		\$ -		\$ 546,462
Software Purchase/License		\$ 76,512		\$ -		\$ -		\$ -		\$ -		\$ -		\$ 76,512
Telecommunications		\$ 751,200		\$ -		\$ -		\$ -		\$ -		\$ -		\$ 751,200
Contract Services														
Software Customization		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -
Project Management		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -
Project Oversight		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -
IV&V Services		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -
Other Contract Services		\$ 39,200		\$ -		\$ -		\$ -		\$ -		\$ -		\$ 39,200
TOTAL Contract Services		\$ 39,200		\$ -		\$ -		\$ -		\$ -		\$ -		\$ 39,200
Data Center Services		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -
Agency Facilities		\$ 50,000		\$ -		\$ -		\$ -		\$ -		\$ -		\$ 50,000
Other		\$ 18,903		\$ -		\$ -		\$ -		\$ -		\$ -		\$ 18,903
Total One-time IT Costs	0.0	\$ 1,482,277	0.0	\$ -	0.0	\$ 1,482,277								
<i>Continuing:</i>														
Staff	0.0	\$ -	0.0	\$ -	0.0	\$ -	0.0	\$ -	0.0	\$ -	0.0	\$ -	0.0	\$ -
Hardware Maintenance/Support		\$ -		\$ 66,294		\$ 66,630		\$ 66,798		\$ 69,649		\$ 69,648		\$ 339,019
Software Maintenance/Licenses		\$ -		\$ 56,108		\$ 56,108		\$ 56,108		\$ 56,108		\$ 56,108		\$ 280,542
Telecommunications		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -
Contract Services		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -
Data Center Services		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -
Agency Facilities		\$ -		\$ 50,000		\$ 50,000		\$ 50,000		\$ 50,000		\$ 50,000		\$ 250,000
Other		\$ -		\$ 5,218		\$ 4,882		\$ 4,714		\$ 1,863		\$ 1,863		\$ 18,540
Total Continuing IT Costs	0.0	\$ -	0.0	\$ 177,620	0.0	\$ 888,101								
TOTAL PROJECT COSTS	0.0	\$ 1,482,277	0.0	\$ 177,620	0.0	\$ 2,370,378								

*See detail sheets for breakdown

Proposed Details - One Time Costs

One-time:													
STAFF	SALARY	FY	2018-2019	FY	2019-2020	FY	2020-2021	FY	2021-2022	FY	2022-2023	FY	2023-2024
		PY	TOTAL	PY	TOTAL	PY	TOTAL	PY	TOTAL	PY	TOTAL	PY	TOTAL
New Positions		\$	-	0.0 \$	-	0.0 \$	-	0.0 \$	-	0.0 \$	-	0.0 \$	-
		\$	-	0 \$	-	0 \$	-	0 \$	-	0 \$	-	0 \$	-
TOTAL				0.0 \$	-								
HARDWARE	UNIT COST	FY	2018-2019	FY	2019-2020	FY	2020-2021	FY	2021-2022	FY	2022-2023	FY	2023-2024
		#	TOTAL	#	TOTAL	#	TOTAL	#	TOTAL	#	TOTAL	#	TOTAL
Cameras	\$ 1,200	155	\$ 186,000	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -
Network equipment (switches, mini-GBICS, core switches, etc.)	\$ 130,000	1	\$ 130,000	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -
PCs/Monitors	\$ 3,500	5	\$ 17,500	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -
Storage (90 days per site)	\$ 130,000	1	\$ 130,000	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -
Smart UPS	\$ 25,000	1	\$ 25,000	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -
Miscellaneous	\$ 15,152	1	\$ 15,152	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -
Sales Tax @ 8.5%			\$ 42,810		\$ -		\$ -		\$ -		\$ -		\$ -
TOTAL			\$ 546,462	\$ -	\$ -								
SOFTWARE	UNIT COST	FY	2018-2019	FY	2019-2020	FY	2020-2021	FY	2021-2022	FY	2022-2023	FY	2023-2024
		#	TOTAL	#	TOTAL	#	TOTAL	#	TOTAL	#	TOTAL	#	TOTAL
License Plate Recognition Analytics	\$ 11,518	1	\$ 11,518	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -
Video Management System	\$ 50,000	1	\$ 50,000	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -
Analytics Software	\$ 450	20	\$ 9,000	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -
Software Sales Tax @ 8.5%			\$ 5,994		\$ -		\$ -		\$ -		\$ -		\$ -
TOTAL			\$ 76,512	\$ -	\$ -								
TELECOMMUNICATIONS	UNIT COST	FY	2018-2019	FY	2019-2020	FY	2020-2021	FY	2021-2022	FY	2022-2023	FY	2023-2024
		#	TOTAL	#	TOTAL	#	TOTAL	#	TOTAL	#	TOTAL	#	TOTAL
IP Network Drops - cameras	\$ 4,695	155	\$ 727,725	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -
IP Network Drops - workstations	\$ 4,695	5	\$ 23,475	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -
TOTAL			\$ 751,200	\$ -	\$ -								
CONTRACT SERVICES	UNIT COST	FY	2018-2019	FY	2019-2020	FY	2020-2021	FY	2021-2022	FY	2022-2023	FY	2023-2024
		#	TOTAL	#	TOTAL	#	TOTAL	#	TOTAL	#	TOTAL	#	TOTAL
Video Surveillance Solution Architect	\$ 163	96	\$ 15,648	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -
Configuration and Installation Services	\$ 154	16	\$ 2,464	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -
Project Manager	\$ 139	16	\$ 2,224	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -
Training	\$ 134	96	\$ 12,864	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -
Travel			\$ 6,000		\$ -		\$ -		\$ -		\$ -		\$ -
TOTAL			\$39,200	\$0	\$0								
AGENCY FACILITIES	UNIT COST	FY	2018-2019	FY	2019-2020	FY	2020-2021	FY	2021-2022	FY	2022-2023	FY	2023-2024
		#	TOTAL	#	TOTAL	#	TOTAL	#	TOTAL	#	TOTAL	#	TOTAL
Electrical Power	\$ 50,000	1	\$ 50,000	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -
TOTAL			\$ 50,000	\$ -	\$ -								
OTHER	UNIT COST	FY	2018-2019	FY	2019-2020	FY	2020-2021	FY	2021-2022	FY	2022-2023	FY	2023-2024
		#	TOTAL	#	TOTAL	#	TOTAL	#	TOTAL	#	TOTAL	#	TOTAL
DGS fee 1.06%			\$ 18,903		\$ -		\$ -		\$ -		\$ -		\$ -
OE&E for new positions	\$ 3,391	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -
TOTAL			\$ 18,903	\$ -	\$ -								

Proposed Details - Continuing Costs

Continuing:

STAFF	SALARY	FY	2018-2019	FY	2019-2020	FY	2020-2021	FY	2021-2022	FY	2022-2023	FY	2023-2024
New Positions	0 \$ -	0.0 \$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ -	-
TOTAL		0.0 \$ -	-	0.0 \$ -	-	0.0 \$ -	-	0.0 \$ -	-	0.0 \$ -	-	0.0 \$ -	-
HARDWARE	UNIT COST	FY	2018-2019	FY	2019-2020	FY	2020-2021	FY	2021-2022	FY	2022-2023	FY	2023-2024
		#	TOTAL	#	TOTAL	#	TOTAL	#	TOTAL	#	TOTAL	#	TOTAL
Camera warranty	\$ 20	0	\$ -	155	\$ 3,100	155	\$ 3,410	155	\$ 3,565	155	\$ 3,875	155	\$ 3,875
Network equipment maint. (switches, mini-GBICS, core switches, etc.)	\$ 24,000	0	\$ -	1	\$ 24,000	1	\$ 24,000	1	\$ 24,000	1	\$ 24,000	1	\$ 24,000
PCs/Monitors - Refresh	\$ 3,500	0	\$ -	0	\$ -	0	\$ -	0	\$ -	5	\$ 17,500	0	\$ -
Storage maintenance	\$ 24,000	0	\$ -	1	\$ 24,000	1	\$ 24,000	1	\$ 24,000	1	\$ 24,000	1	\$ 24,000
Smart UPS Refresh	\$ 10,000	0	\$ -	0	\$ -	0	\$ -	0	\$ -	1	\$ 10,000	0	\$ -
Federation Server 1 site (VM)	\$ 10,000	0	\$ -	1	\$ 10,000	1	\$ 10,000	1	\$ 10,000	1	\$ 10,000	1	\$ 10,000
Sales tax @ 8.5%			\$ -		\$ 5,194		\$ 5,220		\$ 5,233		\$ 7,597		\$ 5,259
TOTAL			\$ -		\$ 66,294		\$ 66,630		\$ 66,798		\$ 69,649		\$ 69,648
SOFTWARE	UNIT COST	FY	2018-2019	FY	2019-2020	FY	2020-2021	FY	2021-2022	FY	2022-2023	FY	2023-2024
		#	TOTAL	#	TOTAL	#	TOTAL	#	TOTAL	#	TOTAL	#	TOTAL
License Plate Recognition Analytics (annual)	\$ 480	0	\$ -	1	\$ 480	1	\$ 480	1	\$ 480	1	\$ 480	1	\$ 480
Video Management System	\$ 49,433	0	\$ -	1	\$ 49,433	1	\$ 49,433	1	\$ 49,433	1	\$ 49,433	1	\$ 49,433
Analytics Software	\$ 90	0	\$ -	20	\$ 1,800	20	\$ 1,800	20	\$ 1,800	20	\$ 1,800	20	\$ 1,800
Sales tax @ 8.5%			\$ -		\$ 4,396		\$ 4,396		\$ 4,396		\$ 4,396		\$ 4,396
TOTAL			\$ -		\$ 56,108								
AGENCY FACILITIES	UNIT COST	FY	2018-2019	FY	2019-2020	FY	2020-2021	FY	2021-2022	FY	2022-2023	FY	2023-2024
		#	TOTAL	#	TOTAL	#	TOTAL	#	TOTAL	#	TOTAL	#	TOTAL
Electrical Power	\$ 50,000	0	\$ -	1	\$ 50,000	1	\$ 50,000	1	\$ 50,000	1	\$ 50,000	1	\$ 50,000
TOTAL			\$ -		\$ 50,000								
OTHER	UNIT COST	FY	2018-2019	FY	2019-2020	FY	2020-2021	FY	2021-2022	FY	2022-2023	FY	2023-2024
		#	TOTAL	#	TOTAL	#	TOTAL	#	TOTAL	#	TOTAL	#	TOTAL
DGS fees @ 1.06%			\$ -		\$ 5,218		\$ 4,882		\$ 4,714		\$ 1,863		\$ 1,863
OE&E for new positions	0 \$ 3,391	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -	0	\$ -
TOTAL			\$ -		\$ 5,218		\$ 4,882		\$ 4,714		\$ 1,863		\$ 1,863