

# MONO COUNTY SHERIFF

*A Commitment to Community Safety and Service*



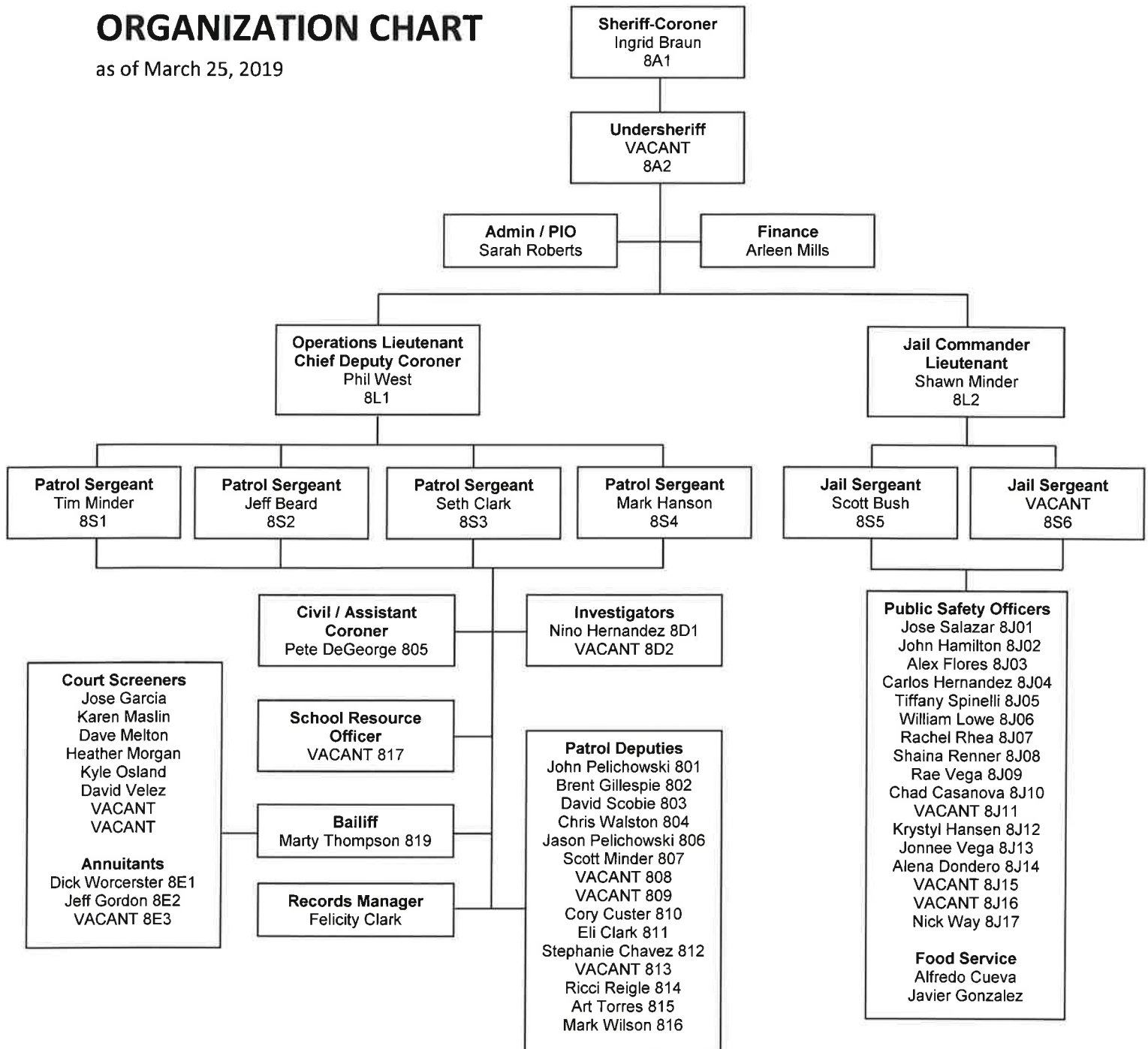
**Ingrid Braun**  
Sheriff-Coroner

**MONO COUNTY SHERIFF'S OFFICE**

**Phillip West**  
Undersheriff

## ORGANIZATION CHART

as of March 25, 2019



# SHERIFF

## Core Services

|   |                 | Mandated?                     |   |
|---|-----------------|-------------------------------|---|
| 1 | LAW ENFORCEMENT | Preserve the peace (GC 26600) | Y |
|   |                 | Make arrests (GC 26601)       | Y |
|   |                 | Investigate crimes (GS 26602) | Y |
|   |                 | Patrol                        | N |

|   |                 | Mandated?                                |   |
|---|-----------------|--|---|
| 2 | LAW ENFORCEMENT | Civil processes (GC 26607, 26608, 26609) | Y |
|   |                 | Court Bailiff (GC 26611)                 | Y |
|   |                 | Search and Rescue (GC 26614)             | Y |
|   |                 | Coroner Functions (GC 27460)             | Y |

|   |      |   |   |
|---|------|---|---|
| 3 | JAIL | House inmates pending court appearance (GC 26605) | Y |
|   |      | House convicted midemeanants (GC 26605)           | Y |
|   |      | House certain convicted felons (AB 109)           | Y |
|   |      | Provide programming to inmates                    | Y |

|   |                    |  |   |
|---|--------------------|--|---|
| 4 | EMERGENCY SERVICES | County Director of Emergency Services (MCC 2.60.090) | Y |
|   |                    | 9-1-1 Public Safety Answering Point / Dispatch       | Y |
|   |                    | Code Red / IPAWS coordinator                         | N |
|   |                    |  |   |

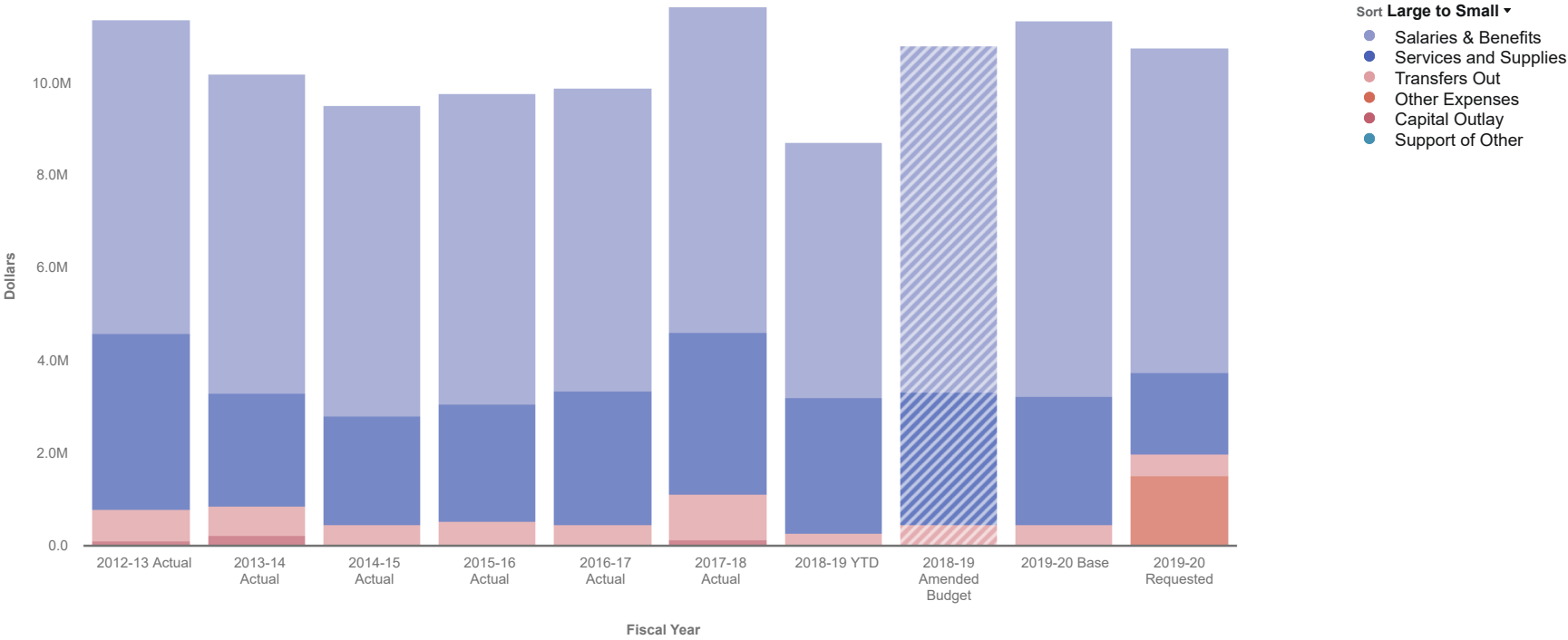
|   |                    |                         |   |
|---|--------------------|-------------------------|---|
| 5 | ESSENTIAL SERVICES | Boating patrol          | N |
|   |                    | OHV Patrol              | N |
|   |                    | School Resource Officer | N |
|   |                    | Inmate workers          | N |

|   |                    |                    |   |
|---|--------------------|--------------------|---|
| 6 | ESSENTIAL SERVICES | CCW Permits        | Y |
|   |                    | Explosives Permits | Y |
|   |                    |                    |   |
|   |                    |                    |   |

| Department Name      | Division Name  | Associated Goal | Tactic  | Results   | Internal or External | Target Completion (FY) |
|----------------------|----------------|-----------------|---|---|----------------------|------------------------|
| Sheriff's Office     | Administration | 1A / 1C / 2B    | Partner with Behavioral Health and Paramedics to address mental health crisis response                                    | Creation of an Interagency Crisis Response Team - composed of Law Enforcement, Medical and Behavioral Health professionals and trained volunteers | External             | 19-20                  |
| Sheriff's Office     | Administration | 1A / 1E         | Improve, repair and replace aging Radio and Communications systems  | Reduced radio outages and fewer first responder complaints of radio problems  | External             | Ongoing                |
| Sheriff's Department | Administration | 1A / 4B         | Support County and Town efforts for an All Hazards Incident Management Team (AHIMT)                                       | Provide training and include Sheriff's Office staff in AHIMT activities   | External             | Ongoing                |
| Sheriff's Office     | Administration | 2B              | Build school partnerships to reduce potential of school violence  | Maintain School Resource Officer position and invest in Explorer Program  | External             | Ongoing                |
| Sheriff's Office     | Administration | 3D / 5B         | Develop and improve safety and prevention efforts to reduce Workers' Compensation liability                               | Reduced Workers' Compensation claims  | Internal             | Ongoing                |
| Sheriff's Office     | Court          | 4E              | Update Court Security plans and agreements  | Completion of security plan and updated MOU   | External             | 19-20                  |
| Sheriff's Office     | Jail           | 1A / 1E         | Partner with Public Works in design and plan of new grant-funded facility   | Selection of Architect/Construction Management Team and completion of design documents  | Internal             | 21-22                  |
| Sheriff's Office     | Jail           | 1A / 5D         | Hire qualified law enforcement professionals to fill vacant Deputy Sheriff and Public Safety Officer positions            | Successful hiring and completion of probation for all vacant positions  | Internal             | Ongoing                |
| Sheriff's Office     | Jail           | 1B / 2B         | Partner with Behavioral Health and Public Health to implement Medication Assisted Treatment in the Jail and the Community | Continued participation in MAT Grant  | External             | 19-20                  |

Sheriff - Expenditure Trend

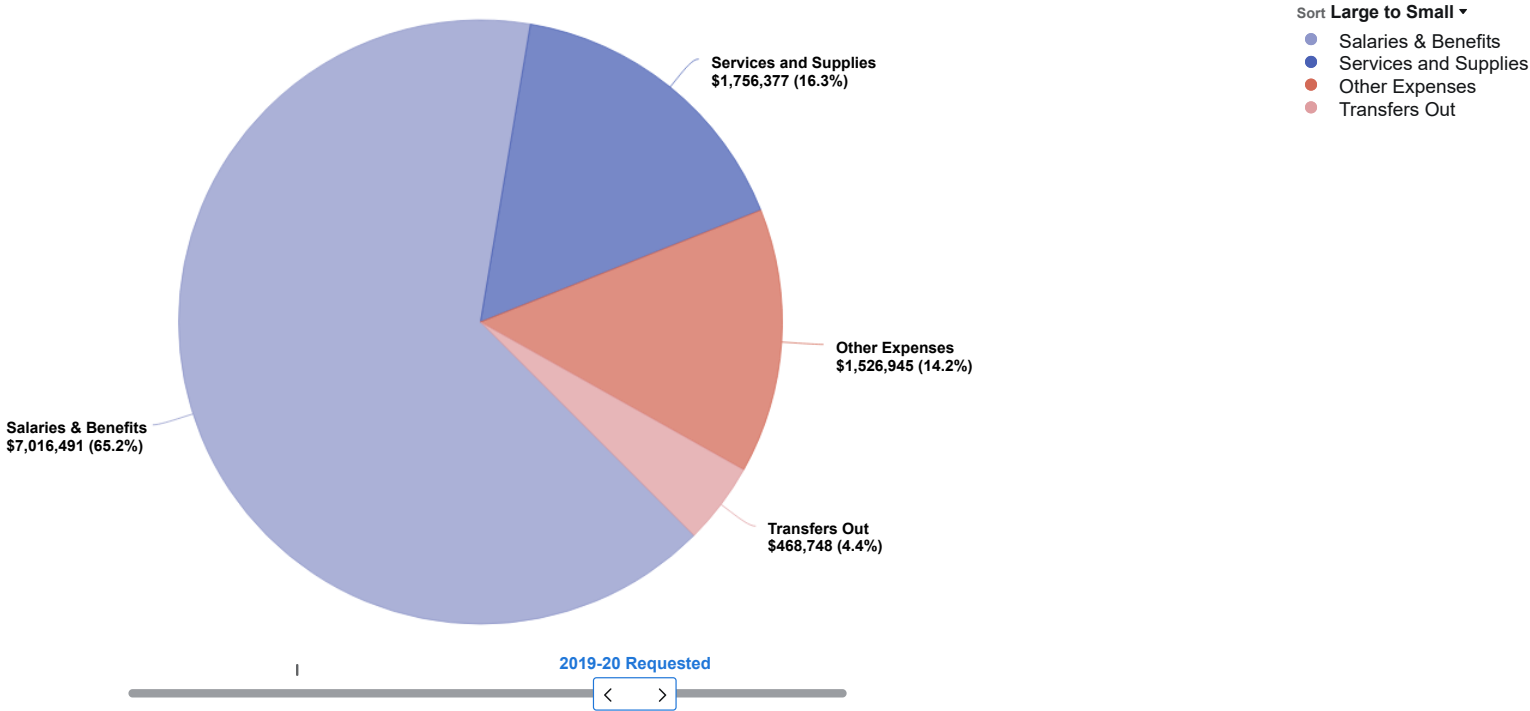
Updated On 13  
May, 2019



Data filtered by Expenses, Funds, Sheriff and exported on May 13, 2019. Created with OpenGov

2019-2020 Requested Budget - Expenditures for Sheriff

Updated On 13  
May, 2019



Data filtered by Expenses, Funds, Sheriff and exported on May 13, 2019. Created with OpenGov

FY 2019-2020 BUDGET WORKSHOP  
SHERIFF – Workforce Costs by Position

**Reports** > **6. Workforce Report (GRID VERSION)**

**Filters** **Views**

SHOW  
TOTAL COMP...

BROKEN DOWN BY  
Position Name

FILTERED BY All >  
Filters 1 >  
Columns >  
Aggregates >

AMOUNTS  
Incremental

TOTAL FOR A YEAR  
**\$7,001,226.08**

+ Save view

Search in table

Search

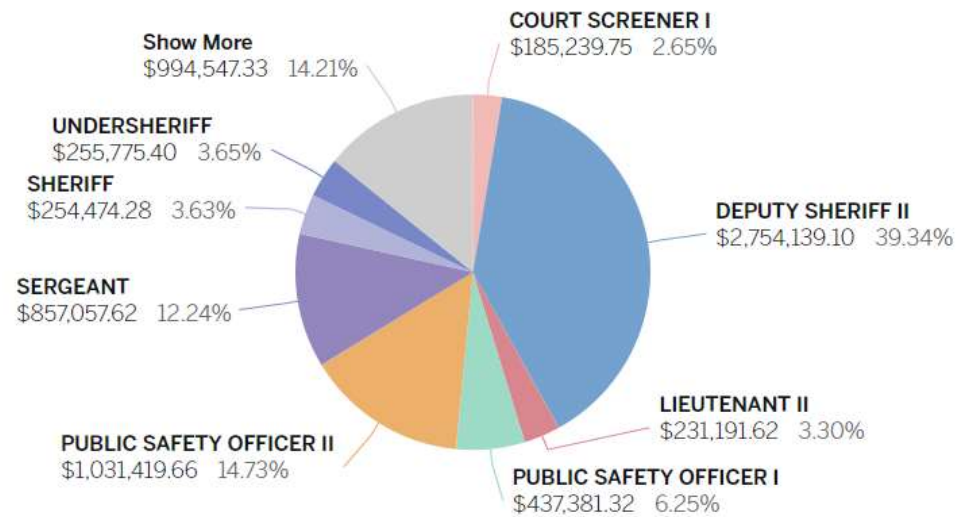
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Updated On **13 May, 2019**

▼ VISUALIZATION



Records

## **SHERIFF'S OFFICE DEPARTMENT 440**

### **DEPARTMENTAL OVERVIEW**

The Sheriff's Office provides law enforcement services for the County, including: Patrol; Jail; 9-1-1 Call Center; Dispatch; Civil Services; Coroner; Emergency Management; Investigative; and Administrative.

### **PROGRAMS AND SERVICES**

The Sheriff's Office provides law enforcement services for everyone who lives, works and travels in Mono County. We strive to maintain a high quality of life and a true sense of safety for the people who live, work and visit Mono County. We patrol over 3,300 square miles of terrain by car, snowmobile, sno-cat, ATV, boat, and foot. We answer all 9-1-1 and non-emergency calls 24-hours a day, dispatching all law enforcement, medical and fire first responders. We investigate crimes; comfort victims; arrest violators of the law; enforce traffic laws; patrol schools; attend community events; and assist lost and weary travelers. The Mono County Jail houses those arrested for a variety of crimes, from the most minor offense to the most serious. The inmates may be there just for a few hours or for as long as several years.

The Sheriff's Office is also the County Coroner, investigating every death that occurs in Mono County. We also provide Civil Process services, including evictions, restraining order services and enforcement of civil judgements. In addition to the above services, the Sheriff's Office provides the following services, each of which has a separate budget:

#### Jail and Dispatch – Budget 460

The Mono County Jail and Dispatch Center is responsible for the booking and release of inmates, and the maintenance of records, warrants and criminal history information. The Dispatch Center receives all 9-1-1 and non-emergency calls for service. We provide dispatch services for the Sheriff's Office, Mammoth Lakes Police Department, Mono County Paramedics and all fire departments within Mono County.

#### Boating Enforcement – Budget 445

Boating Enforcement is fully funded by the State of California's Division of Boating and Waterways Boating Safety and Enforcement Financial Aid program. The Boating Enforcement program performs boating safety and enforcement activities on Mono County's 23 lakes, as well as provide aid to the Mono County Paramedics and Search and Rescue when needed. Our Boating operation also assists stranded vessels and investigates boating-related collisions.

#### Search and Rescue – Budget 450

Volunteers work under the Mono County Sheriff's Office and the Search and Rescue Coordinator to respond to a wide variety of missions in all types of terrain and weather. They perform rescues and evacuations, as well as assist in searches for missing persons. Search and Rescue volunteers must pass a background check and complete an intensive training regimen.

Court Security – Budget 455

The Court Security detail provides bailiff and courthouse security at the Mammoth Lakes and Bridgeport courthouses. One Deputy Sheriff supervises the Court Screeners, and together they are responsible for ensuring the safety of the judges, court staff and those utilizing the court facilities.

Office of Emergency Services – Budget 465

The Office of Emergency Services coordinates all activities of all county departments relating to the preparation and implementation of the County's Emergency Operations Plan (EOP), as well as the response efforts of local, state, and federal agencies. Emergency Services works with our partner agencies during any local state of emergency, including wildfires, avalanches, flooding, and other natural and man-made disasters.

Off-Highway Vehicle Unit – Budget 145

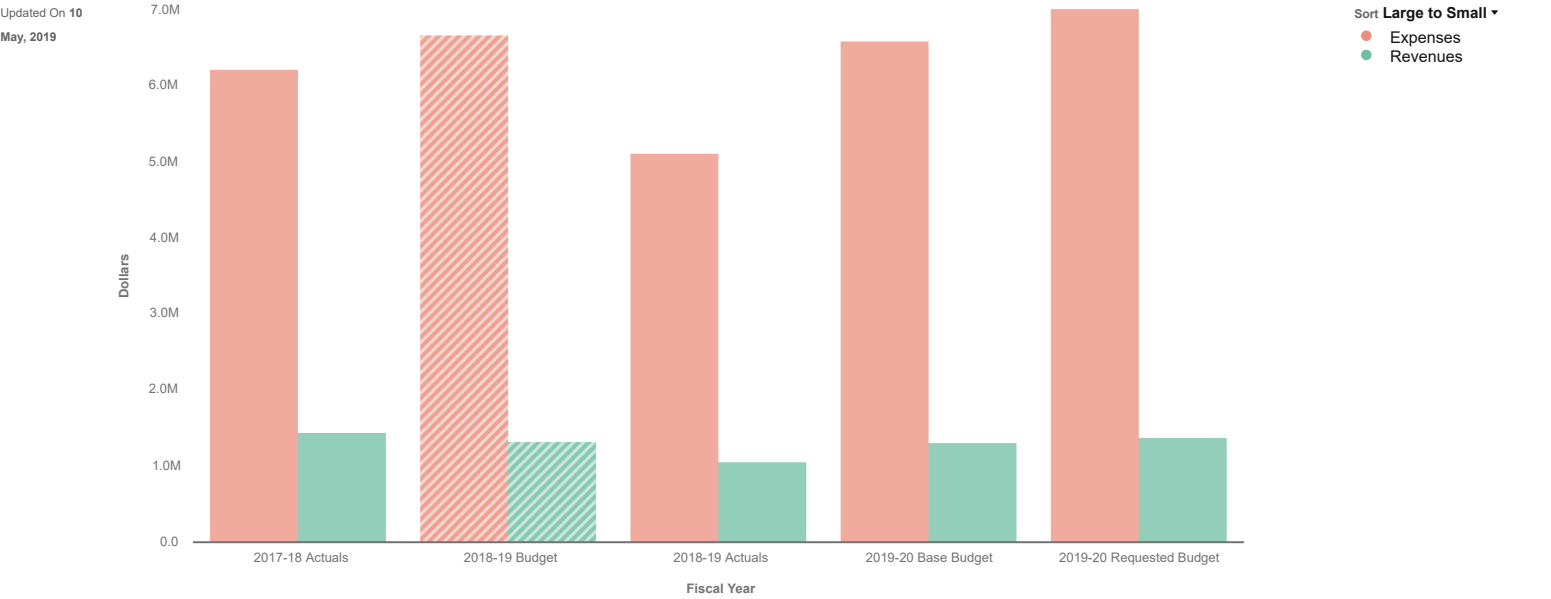
The Off-Highway Vehicle (OHV) program is fully funded through a combination of California State Parks OHV Grant and OHV License fees. The OHV Unit performs education and enforcement activities, as well as provide aid to the Mono County Paramedics and Search and Rescue when needed. The OHV Unit is deployed year-round to ensure the safety of Mono County's off-roading public.

**DESCRIBE WHAT IS NOT INCLUDED IN THIS BUDGET**

The Sheriff's Office will be requesting one-time funding to promote two (2) Public Safety Officers to the rank of Deputy Sheriff. These promotions will require sending the two employees to a six-month Basic Peace Officer Training in Riverside County, including lodging.

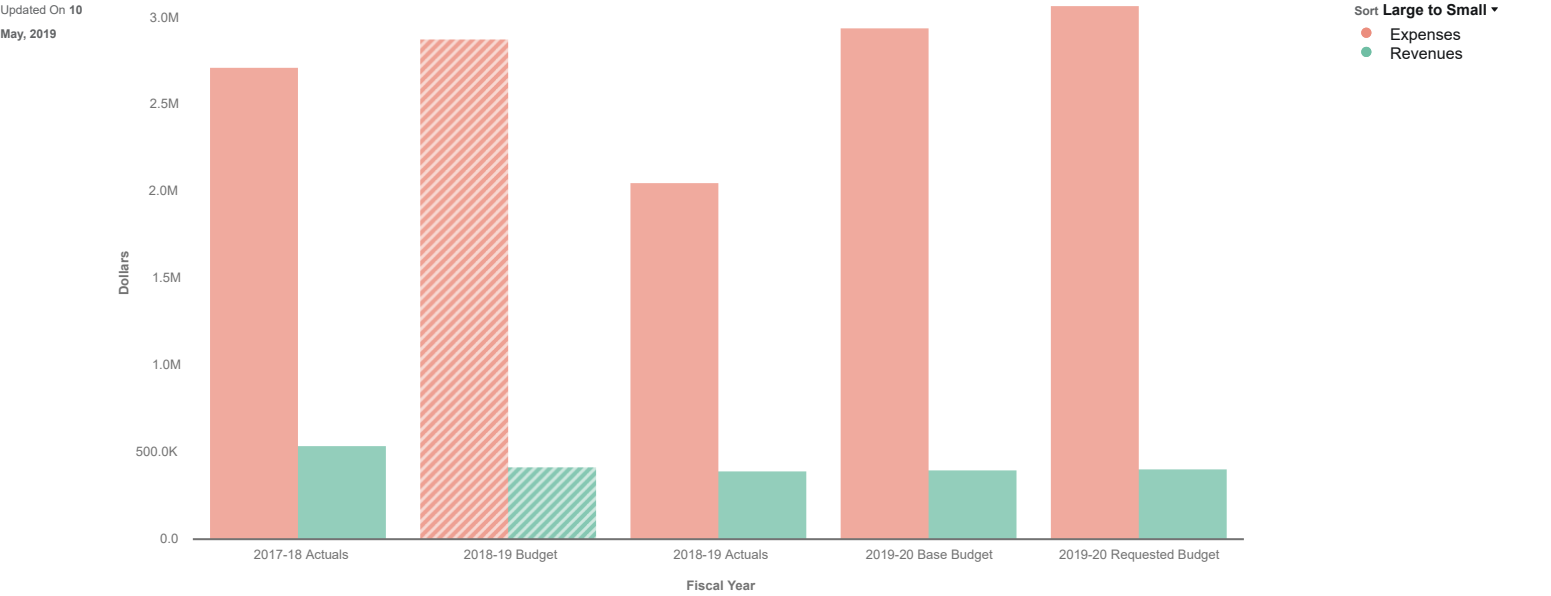


Sheriff 100-22-440



| Expand All                     | 2017-18 Actuals | 2018-19 Budget | 2018-19 Actuals | 2019-20 Base Budget | 2019-20 Requested Budget |
|--------------------------------|-----------------|----------------|-----------------|---------------------|--------------------------|
| ▼ Revenues                     | \$ 1,452,548    | \$ 1,333,368   | \$ 1,056,984    | \$ 1,315,068        | \$ 1,378,168             |
| ▶ Intergovernmental            | 1,361,781       | 1,286,168      | 1,020,742       | 1,286,168           | 1,351,168                |
| ▶ Charges for Services         | 74,272          | 27,000         | 27,305          | 27,000              | 27,000                   |
| ▶ Transfers In                 | 10,364          | 18,300         | 0               | 0                   | 0                        |
| ▶ Miscellaneous Revenues       | 6,131           | 1,900          | 8,938           | 1,900               | 0                        |
| ▼ Expenses                     | 6,211,720       | 6,666,766      | 5,114,706       | 6,586,314           | 7,000,435                |
| ▶ Salaries & Benefits          | 4,387,114       | 4,714,709      | 3,476,213       | 4,595,912           | 5,110,817                |
| ▼ Services and Supplies        | 1,824,605       | 1,952,057      | 1,638,493       | 1,244,932           | 1,889,618                |
| ▶ Vehicle                      | 812,979         | 796,189        | 569,612         | 542,791             | 672,791                  |
| ▶ Insurance                    | 511,273         | 682,445        | 680,034         | 664,510             | 664,510                  |
| ▼ Services                     | 213,185         | 171,800        | 167,328         | 0                   | 175,800                  |
| Telephone/Communications       | 91,628          | 95,000         | 92,830          | 0                   | 95,000                   |
| Professional & Specialized Ser | 97,106          | 50,000         | 49,153          | 0                   | 50,000                   |
| Spec Dept Expense-Ammunition   | 10,679          | 10,000         | 9,915           | 0                   | 15,000                   |
| Membership Fees                | 4,416           | 5,800          | 4,481           | 0                   | 5,800                    |
| Publications & Legal Notices   | 3,690           | 5,000          | 3,366           | 0                   | 5,000                    |
| Special Department Expense     | 2,888           | 3,500          | 2,573           | 0                   | 3,500                    |
| Spec Dept- Dare Program        | 2,477           | 1,500          | 4,334           | 0                   | 1,500                    |
| Spec Dept Exp-Identity Unit    | 300             | 1,000          | 675             | 0                   | 0                        |
| ▶ Supplies                     | 146,740         | 181,523        | 126,850         | 37,631              | 163,230                  |
| ▶ Facility                     | 82,298          | 85,100         | 50,399          | 0                   | 114,800                  |
| ▶ Training                     | 58,130          | 35,000         | 44,271          | 0                   | 98,487                   |
| ▶ Other Expenses               | 0               | 0              | 0               | 745,470             | 0                        |
| Revenues Less Expenses         | \$ -4,759,172   | \$ -5,333,398  | \$ -4,057,721   | \$ -5,271,246       | \$ -5,622,267            |

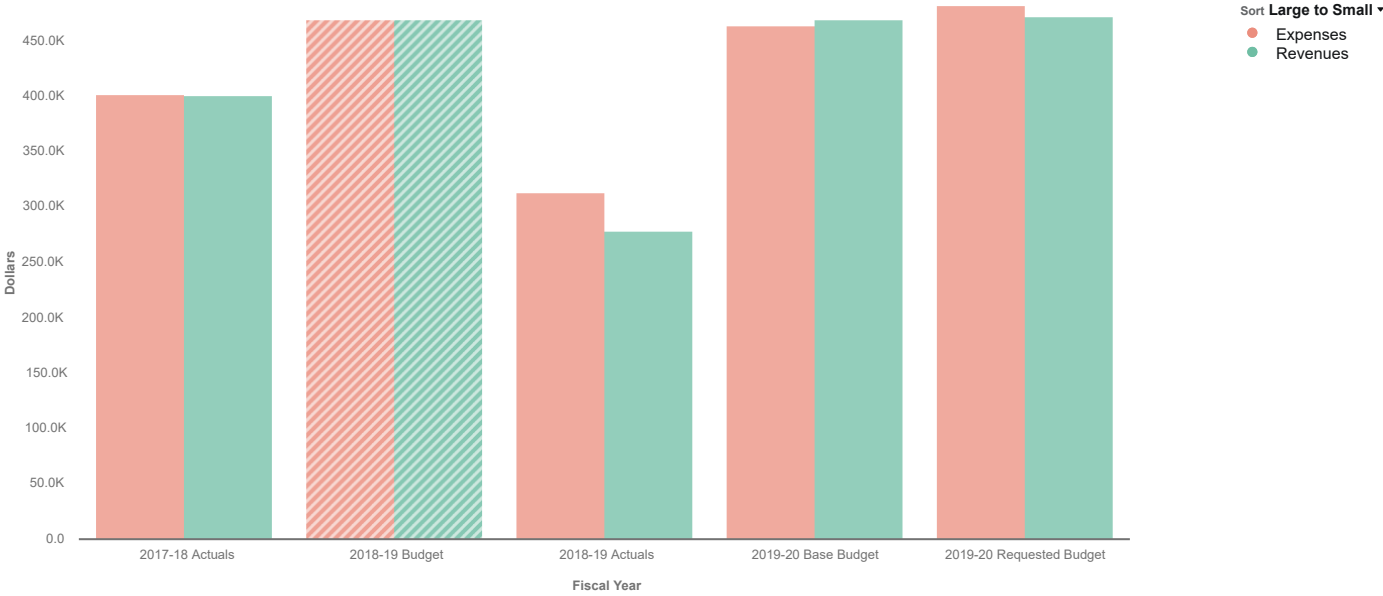
Jail 100-23-460



| Collapse All                                  | 2017-18 Actuals | 2018-19 Budget | 2018-19 Actuals | 2019-20 Base Budget | 2019-20 Requested Budget |
|---|-----------------|----------------|-----------------|---------------------|--------------------------|
| ▼ Revenues                                    | \$ 542,372      | \$ 417,469     | \$ 393,123      | \$ 399,169          | \$ 405,968               |
| ▸ Charges for Services                        | 292,321         | 383,542        | 383,542         | 383,542             | 389,288                  |
| ▸ Transfers In                                | 233,891         | 18,300         | 0               | 0                   | 0                        |
| ▸ Intergovernmental                           | 16,160          | 15,627         | 9,582           | 15,627              | 16,680                   |
| ▼ Expenses                                    | 2,716,457       | 2,876,655      | 2,049,926       | 2,942,746           | 3,063,659                |
| ▸ Salaries & Benefits                         | 2,090,500       | 2,214,860      | 1,623,982       | 2,018,404           | 2,427,317                |
| ▼ Services and Supplies                       | 625,957         | 661,795        | 425,944         | 173,142             | 636,342                  |
| ▸ Supplies                                    | 331,062         | 414,730        | 219,109         | 25,698              | 388,098                  |
| ▸ Insurance                                   | 187,900         | 150,965        | 150,965         | 147,444             | 147,444                  |
| ▸ Training                                    | 63,468          | 40,000         | 45,469          | 0                   | 69,400                   |
| ▼ Services                                    | 36,423          | 47,400         | 4,776           | 0                   | 22,700                   |
| Professional & Specialized Ser                | 35,288          | 28,200         | 825             | 0                   | 16,000                   |
| Spec Dept-Inmate Welfare                      | 0               | 13,200         | 2,150           | 0                   | 4,000                    |
| Telephone/Communications-Inmate Welfare       | 0               | 3,000          | 248             | 0                   | 1,000                    |
| Special Department Expense                    | 482             | 1,500          | 718             | 0                   | 1,000                    |
| Professional & Specialized Ser-Inmate Welfare | 0               | 1,200          | 604             | 0                   | 700                      |
| Telephone/Communications                      | 653             | 300            | 231             | 0                   | 0                        |
| ▸ Facility                                    | 7,074           | 8,700          | 5,569           | 0                   | 8,700                    |
| ▸ Vehicle                                     | 31              | 0              | 56              | 0                   | 0                        |
| ▸ Other Expenses                              | 0               | 0              | 0               | 751,200             | 0                        |
| Revenues Less Expenses                        | \$ -2,174,085   | \$ -2,459,186  | \$ -1,656,802   | \$ -2,543,577       | \$ -2,657,691            |

# Court Security 100-22-455

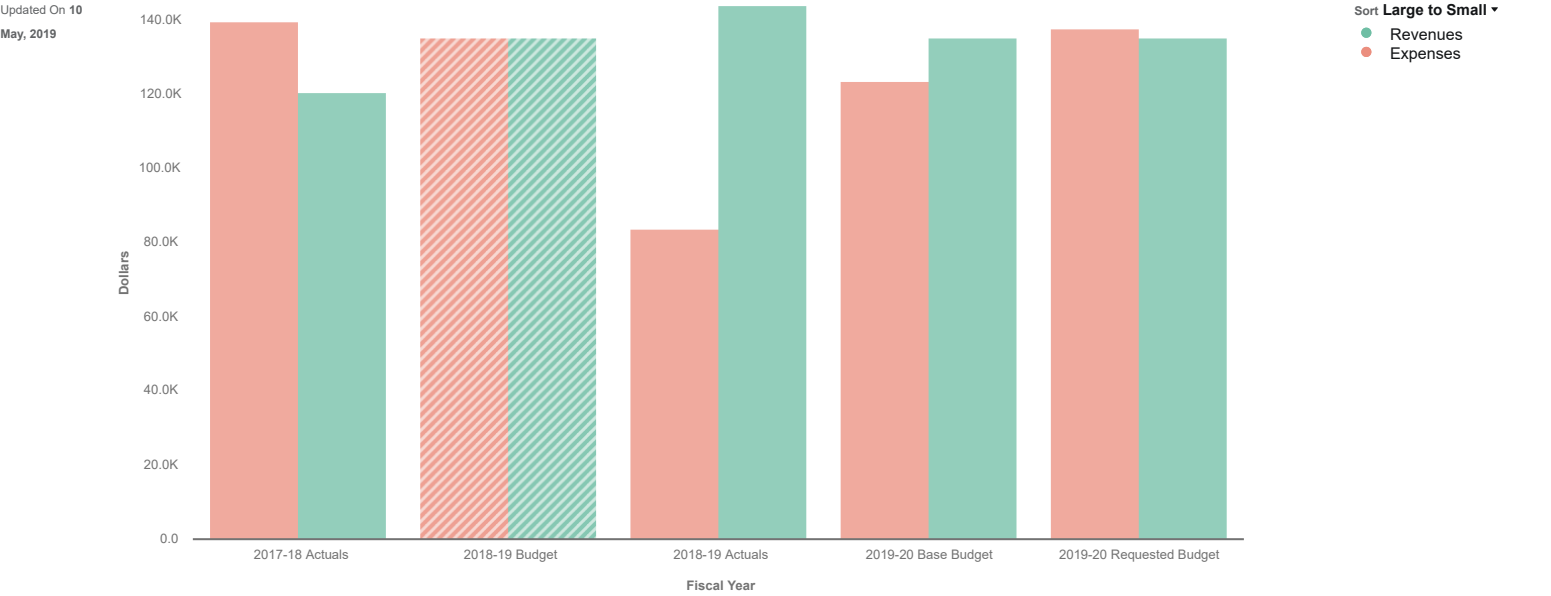
Updated On 10  
May, 2019



| Collapse All                   | 2017-18 Actuals | 2018-19 Budget | 2018-19 Actuals | 2019-20 Base Budget | 2019-20 Requested Budget |
|--------------------------------|-----------------|----------------|-----------------|---------------------|--------------------------|
| ▼ Revenues                     | \$ 400,762      | \$ 468,748     | \$ 278,728      | \$ 468,748          | \$ 471,834               |
| ▶ Transfers In                 | 400,762         | 468,748        | 278,728         | 468,748             | 471,834                  |
| ▼ Expenses                     | 401,689         | 468,748        | 312,875         | 463,948             | 480,964                  |
| ▶ Salaries & Benefits          | 365,838         | 417,711        | 287,283         | 253,466             | 429,994                  |
| ▼ Services and Supplies        | 35,851          | 51,037         | 25,592          | 210,482             | 50,970                   |
| ▶ Facility                     | 733             | 1,070          | 127             | 178,019             | 1,070                    |
| ▶ Insurance                    | 13,773          | 17,067         | 17,067          | 10,233              | 10,233                   |
| ▶ Vehicle                      | 9,304           | 9,800          | 6,403           | 3,200               | 8,298                    |
| ▼ Services                     | 4,290           | 4,800          | 0               | 13,930              | 13,930                   |
| Professional & Specialized Ser | 4,290           | 4,800          | 0               | 4,800               | 4,800                    |
| Publications & Legal Notices   | 0               | 0              | 0               | 9,130               | 9,130                    |
| ▶ Supplies                     | 7,148           | 13,300         | 565             | 100                 | 12,439                   |
| ▶ Training                     | 603             | 5,000          | 1,431           | 5,000               | 5,000                    |
| Revenues Less Expenses         | \$ -927         | \$ 0           | \$ -34,147      | \$ 4,800            | \$ -9,130                |

Data filtered by Types, GENERAL FUND, COURT SECURITY and exported on May 10, 2019. Created with OpenGov

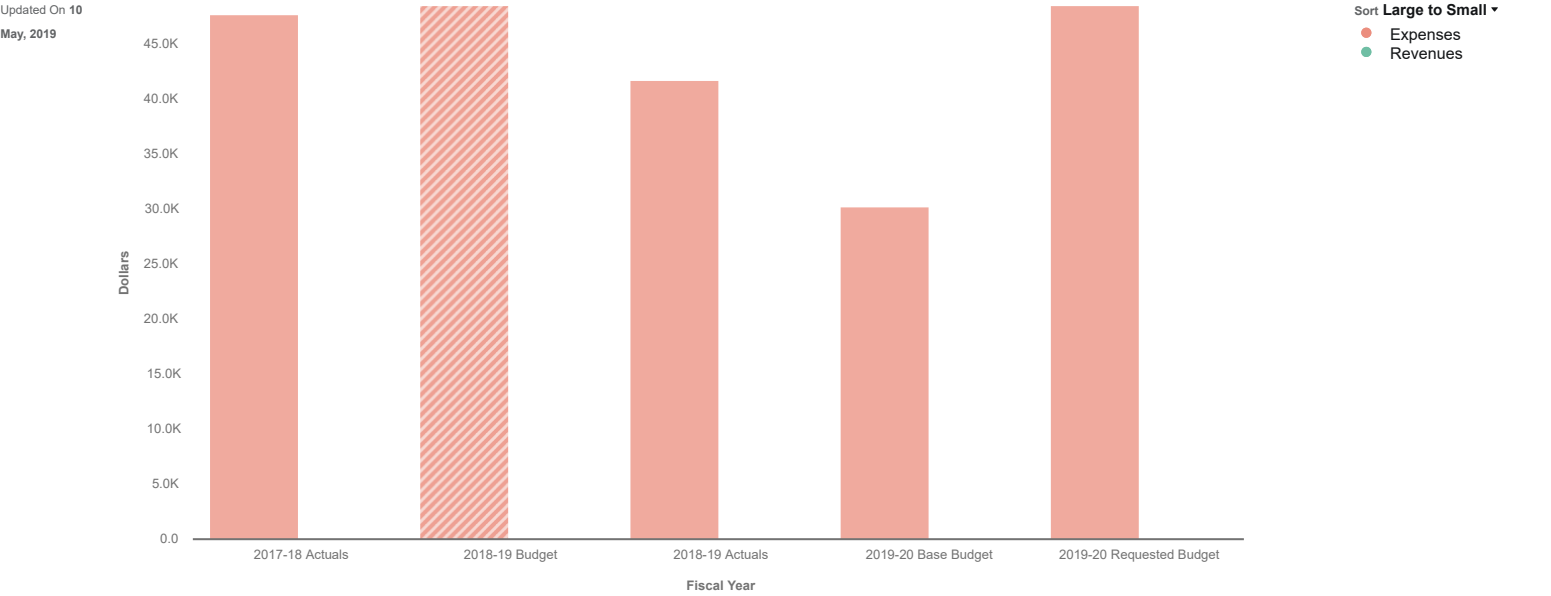
Boating Enforcement 100-22-445



| Collapse All            | 2017-18 Actuals | 2018-19 Budget | 2018-19 Actuals | 2019-20 Base Budget | 2019-20 Requested Budget |
|-------------------------|-----------------|----------------|-----------------|---------------------|--------------------------|
| ▼ Revenues              | \$ 120,414      | \$ 135,227     | \$ 143,582      | \$ 135,227          | \$ 135,227               |
| ▶ Intergovernmental     | 120,414         | 135,227        | 143,582         | 135,227             | 135,227                  |
| ▼ Expenses              | 139,582         | 135,227        | 83,739          | 123,487             | 137,615                  |
| ▶ Salaries & Benefits   | 111,198         | 95,890         | 64,767          | 97,890              | 101,371                  |
| ▼ Services and Supplies | 28,383          | 39,337         | 18,972          | 25,597              | 36,244                   |
| ▶ Facility              | 6,660           | 11,150         | 6,966           | 11,150              | 15,091                   |
| ▶ Vehicle               | 9,700           | 16,797         | 8,716           | 4,300               | 11,006                   |
| ▶ Training              | 9,873           | 8,000          | 0               | 8,000               | 8,000                    |
| ▶ Insurance             | 2,127           | 3,290          | 3,290           | 2,047               | 2,047                    |
| ▶ Supplies              | 24              | 100            | 0               | 100                 | 100                      |
| Revenues Less Expenses  | \$ -19,167      | \$ 0           | \$ 59,844       | \$ 11,740           | \$ -2,388                |

Data filtered by Types, GENERAL FUND, BOATING LAW ENFORCEMENT and exported on May 10, 2019. Created with OpenGov

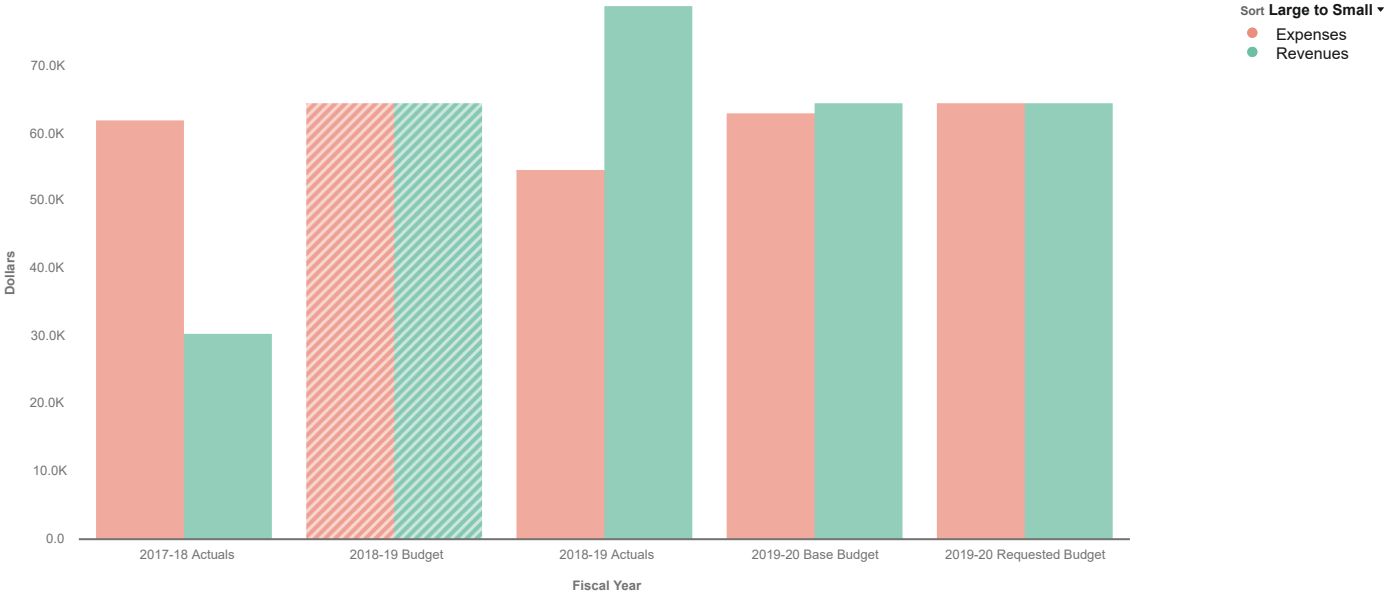
# Search and Rescue 100-27-450



| Expand All                 | 2017-18 Actuals | 2018-19 Budget | 2018-19 Actuals | 2019-20 Base Budget | 2019-20 Requested Budget |
|----------------------------|-----------------|----------------|-----------------|---------------------|--------------------------|
| ▾ Expenses                 | \$ 47,708       | \$ 48,434      | \$ 41,703       | \$ 30,275           | \$ 48,434                |
| ▾ Services and Supplies    | 47,708          | 48,434         | 41,703          | 0                   | 48,434                   |
| ▸ Vehicle                  | 17,081          | 16,759         | 20,326          | 0                   | 16,759                   |
| ▾ Services                 | 16,346          | 13,500         | 5,826           | 0                   | 13,500                   |
| Special Department Expense | 8,001           | 8,500          | 3,613           | 0                   | 8,500                    |
| Telephone/Communications   | 8,346           | 5,000          | 2,212           | 0                   | 5,000                    |
| ▸ Training                 | 12,003          | 6,700          | 7,158           | 0                   | 6,700                    |
| ▸ Facility                 | 1,420           | 9,000          | 6,997           | 0                   | 9,000                    |
| ▸ Supplies                 | 858             | 2,475          | 1,397           | 0                   | 2,475                    |
| ▸ Other Expenses           | 0               | 0              | 0               | 30,275              | 0                        |
| Revenues Less Expenses     | \$ -47,708      | \$ -48,434     | \$ -41,703      | \$ -30,275          | \$ -48,434               |

# Off Highway Vehicle 145-22-440

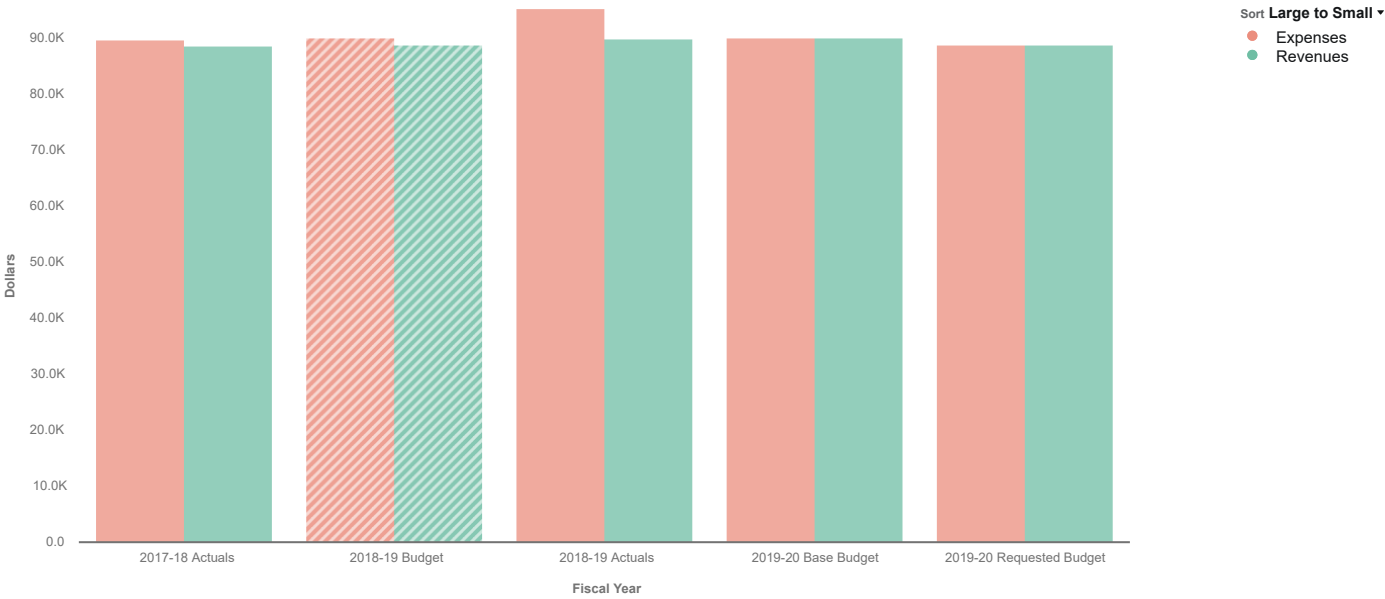
Updated On 10  
May, 2019



| Collapse All                     | 2017-18 Actuals | 2018-19 Budget | 2018-19 Actuals | 2019-20 Base Budget | 2019-20 Requested Budget |
|----------------------------------|-----------------|----------------|-----------------|---------------------|--------------------------|
| ▼ Revenues                       | \$ 30,516       | \$ 64,554      | \$ 78,769       | \$ 64,554           | \$ 64,554                |
| ▶ Intergovernmental              | 0               | 48,323         | 71,977          | 48,323              | 48,323                   |
| ▶ Licenses, Permits & Franchises | 16,801          | 16,231         | 6,810           | 16,231              | 16,231                   |
| ▶ Other Financing Sources        | 13,775          | 0              | 0               | 0                   | 0                        |
| ▶ Interest & Rents               | -60             | 0              | -18             | 0                   | 0                        |
| ▼ Expenses                       | 61,970          | 64,554         | 54,698          | 63,054              | 64,554                   |
| ▶ Salaries & Benefits            | 37,494          | 50,820         | 44,443          | 50,820              | 50,820                   |
| ▼ Services and Supplies          | 24,476          | 13,734         | 10,255          | 12,234              | 13,734                   |
| ▶ Facility                       | 22,271          | 11,134         | 8,965           | 11,134              | 11,134                   |
| ▶ Vehicle                        | 2,204           | 2,600          | 1,290           | 1,100               | 2,600                    |
| Revenues Less Expenses           | \$ -31,453      | \$ 0           | \$ 24,071       | \$ 1,500            | \$ 0                     |

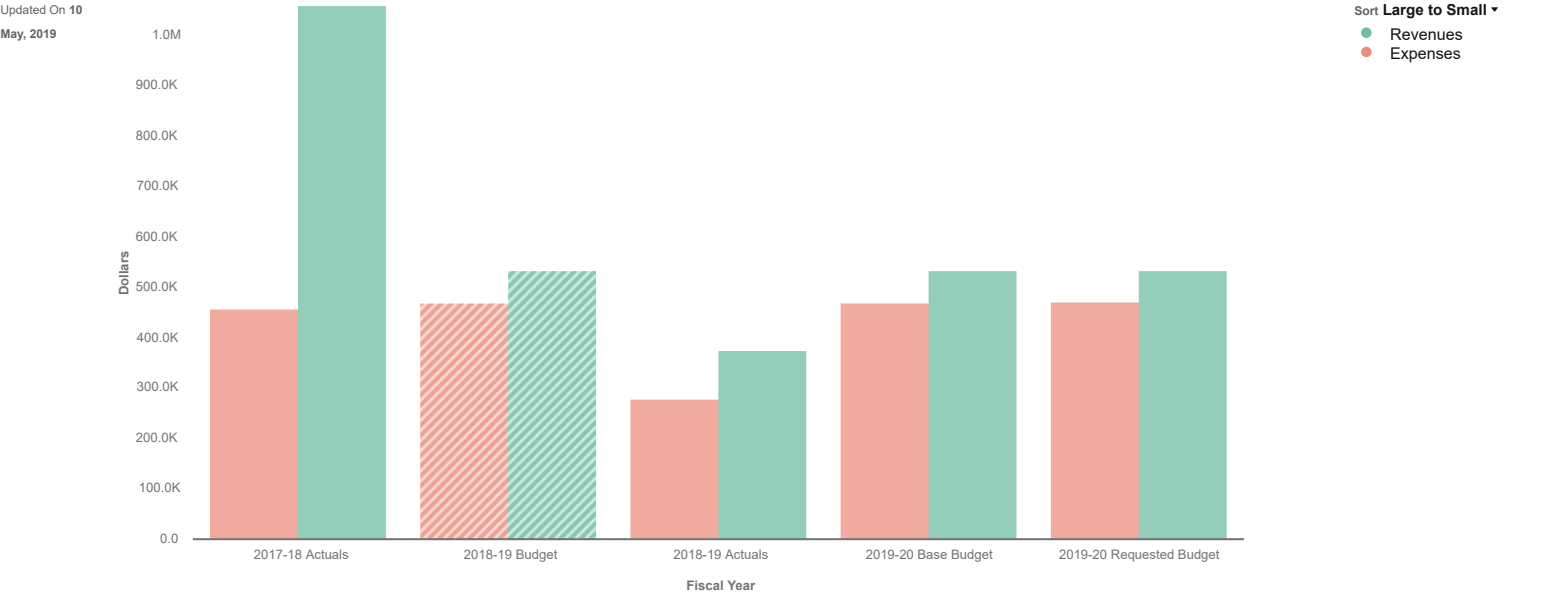
# Homeland Security Grant Program 142-22-440

Updated On 10  
May, 2019



| Collapse All            | 2017-18 Actuals | 2018-19 Budget | 2018-19 Actuals | 2019-20 Base Budget | 2019-20 Requested Budget |
|-------------------------|-----------------|----------------|-----------------|---------------------|--------------------------|
| ▼ Expenses              | \$ 89,752       | \$ 89,990      | \$ 95,100       | \$ 89,990           | \$ 88,712                |
| ▼ Services and Supplies | 89,752          | 89,990         | 95,100          | 89,990              | 88,712                   |
| ▼ Services              | 89,752          | 89,990         | 95,100          | 89,990              | 88,712                   |
| Expenditures            | 89,752          | 89,990         | 95,100          | 89,990              | 88,712                   |
| ▼ Revenues              | 88,618          | 88,702         | 89,836          | 89,990              | 88,712                   |
| ► Intergovernmental     | 88,618          | 88,702         | 89,836          | 89,990              | 88,712                   |
| Revenues Less Expenses  | \$ -1,134       | \$ -1,288      | \$ -5,264       | \$ 0                | \$ 0                     |

# 2011 Realignment - Court Security 146-22-455



| Collapse All           | 2017-18 Actuals | 2018-19 Budget | 2018-19 Actuals | 2019-20 Base Budget | 2019-20 Requested Budget |
|------------------------|-----------------|----------------|-----------------|---------------------|--------------------------|
| ▼ Revenues             | \$ 1,057,116    | \$ 533,686     | \$ 374,872      | \$ 533,686          | \$ 533,686               |
| ▶ Intergovernmental    | 535,799         | 533,686        | 365,848         | 533,686             | 533,686                  |
| ▶ Transfers In         | 519,875         | 0              | 0               | 0                   | 0                        |
| ▶ Interest & Rents     | 1,442           | 0              | 9,023           | 0                   | 0                        |
| ▼ Expenses             | 456,367         | 468,748        | 278,728         | 468,748             | 471,834                  |
| ▶ Transfers Out        | 456,367         | 468,748        | 278,728         | 468,748             | 471,834                  |
| Revenues Less Expenses | \$ 600,749      | \$ 64,938      | \$ 96,143       | \$ 64,938           | \$ 61,852                |



# Inmate Welfare Fund 720-23-000

Updated On 10  
May, 2019



| Collapse All             | 2017-18 Actuals | 2018-19 Budget | 2018-19 Actuals | 2019-20 Base Budget | 2019-20 Requested Budget |
|--------------------------|-----------------|----------------|-----------------|---------------------|--------------------------|
| ▼ Revenues               | \$ 41,576       | \$ 18,300      | \$ 27,310       | \$ 18,300           | \$ 18,300                |
| ▶ Miscellaneous Revenues | 39,585          | 18,300         | 25,240          | 18,300              | 18,300                   |
| ▶ Interest & Rents       | 1,991           | 0              | 2,070           | 0                   | 0                        |
| ▼ Expenses               | 33,405          | 18,300         | 23,334          | 18,300              | 18,300                   |
| ▼ Services and Supplies  | 33,405          | 18,300         | 23,334          | 18,300              | 18,300                   |
| ▼ Services               | 33,405          | 18,300         | 23,334          | 18,300              | 18,300                   |
| Expenditures             | 33,405          | 18,300         | 23,334          | 18,300              | 18,300                   |
| Revenues Less Expenses   | \$ 8,171        | \$ 0           | \$ 3,976        | \$ 0                | \$ 0                     |