



OFFICE OF THE CITY CLERK

## PUBLIC SAFETY COMMITTEE

April 21, 2022

The Public Safety Committee of the City of Mesa met in the lower-level meeting room of the Council Chambers, 57 East 1<sup>st</sup> Street, on April 21, 2022, at 9:30 a.m.

### COMMITTEE PRESENT

David Luna, Chairperson  
Mark Freeman  
Kevin Thompson

### COMMITTEE ABSENT

None

### STAFF PRESENT

Holly Moseley  
John Pombier  
Alfred Smith

Chairperson Luna conducted a roll call.

#### 1. Items from citizens present.

There were no items from citizens present.

#### 2-a. Hear a presentation and discuss an update on the current status of the Mesa Fire and Medical Emergency Transport Program.

Assistant Fire Chief Cori Hayes introduced Public Safety Strategic Planning and Data Analysis Coordinator Jason Taylor and Fire Captain William Lamond, and displayed a PowerPoint presentation. **(See Attachment 1)**

Assistant Chief Hayes provided the history of the ambulance transportation services within the City prior to the department taking over the division. She stated in May of 2018 a pilot program was launched consisting of two ambulance units covering low acuity calls Monday through Friday, 12 hours a day. (See Page 1 of Attachment 1)

She summarized the number of ambulance units and annual transports from 2018 through 2021. She explained that the current model has been in operation for over a year and 44% of transports are handled by Mesa Fire and Medical Department (MFMD), totaling approximately 16,500 annual transports. (See Page 2 of Attachment 1)

In response to a question from Chairperson Luna regarding use of a private provider, Assistant Chief Hayes stated the City currently utilizes a hybrid model. She explained the private provider covers nine 24-hour units, and Fire covers the peak time coverage and one 24-hour ambulance unit.

Assistant Chief Hayes provided a summary of the current staffing for the department to include field staff, management/support, and billing staff. She explained that the two and a half additional support positions cover a Program Assistant who will assist with the billing matters, another position in the Human Resources division, as well as the half-time position supporting the staffing office. (See Page 3 of Attachment 1)

In response to a question posed by Chairperson Luna, Assistant Chief Hayes stated EMT and Medic positions are civilian employees that work on transportation units only. She mentioned that the transition has provided employees an opportunity to gain valuable experience as a second response to supporting the team. She explained that two years ago, the process of in-house billing began, rather than using a third-party contractor. She added Business Services supervises the Billing Department, which continues to expand, and has proven to have significant cost savings and improved results.

In response to an inquiry from Committeemember Freeman regarding the renewal of the Daisy Mountain contract for billing, Assistant Chief Hayes stated that Daisy Mountain is assisting to resolve the backlog of bills. She commented by the end of the year, Daisy Mountain will no longer be needed in any capacity, and the billing will be conducted solely by MFMD.

Assistant Chief Hayes discussed the new hire training and onboarding program. She explained the aspects and components that pertain to the program, as well as how to prepare new hires to join MFMD and listed the expectations in detail. She commented among the things that distinguish MFMD from the surrounding agencies is that Mesa offers a 40-hour Emergency Vehicle Operator Certification course (EVOC). (See Page 4 of Attachment 1)

Assistant Chief Hayes discussed the program's successes, and stated continuity of care is critical and should be seamless for patients. She explained the many benefits of Mesa's program which have positively impacted the citizens who receive timely responses from ambulances. She identified ways in which Mesa Fire continues to exceed metrics. (See Page 5 of Attachment 1)

Assistant Chief Hayes summarized the program's challenges and turnover is one of the major concerns. She stated prior to beginning the program and based on her conversations with pre-hospital emergency medical services (EMS), private transportation companies and private providers, all have experienced high turnover rates. She mentioned based on the analysis over the past four years, approximately 70% of those who enter pre-hospital EMS on the transport side intend to become sworn firefighters and work closely with MFMD. (See Page 6 of Attachment 1)

In response to multiple questions by Committeemember Freeman, Assistant Chief Hayes stated that there is a 30% turnover rate for the transport program in a 12-month period. She commented due to high stress, very few people pursue transport as a long-term career; and most people are seeking a career in firefighting or higher-level healthcare careers. She advised the challenge faced is not the 30% turnover, but the fact that hiring takes place year-round; approximately 48 weeks out of 52 weeks annually. She emphasized due to the pandemic, hospitals have become more proactive regarding staffing shortages by hiring paramedics and emergency medical technicians (EMT) in emergency rooms, therefore competition has increased. She noted another challenge has been the lack of 24-hour shifts; and Mesa's model has been 12-hour schedules with only one 24-hour ambulance unit as an option. She pointed

out the Fire Department is working closely with the City Manager's office to determine where to expand, and the next couple of expansion units would be included in that schedule.

Discussion ensued relative to the salary of medical transport personnel and the possibility of expanding shifts to 24-hour positions.

In response to a question from Chairperson Luna regarding competitive pay, Assistant Chief Hayes stated all surrounding agencies near Mesa have already or are in the process of transitioning to running their own transportation. She commented Mesa does not have a 12-hour unit to compare, as most surrounding agencies do not run a 12-hour unit; those cities are on smaller systems and provide a one size fits all model. She explained Mesa's 24-hour transportation employees are at the top of the pay scale, compared to the rest of the region. She emphasized Mesa does not need to run 24-hour units and are in the process of determining if there is a possibility of increasing the pay for 12-hour employees since their shift consists of 14 hours less per week. She added the attrition rate is consistent with the private companies and other agencies.

Assistant Chief Hayes commented another challenge Mesa faces is the shared system. She mentioned Mesa operates Fire Medic units and has a private provider that operates nine units. She explained a common concern is that Mesa's crews prefer to work with their medic units and are disappointed when a private crew arrives on scene, particularly due to their lack of familiar equipment during critical situations. She stated that will be less of a challenge as the program expands. (See Page 6 of Attachment 1)

In response to a question from Chairperson Luna regarding the private provider's level of training, Assistant Chief Hayes stated Mesa's training is more advanced than private providers and surrounding agencies. She mentioned by working at the same stations, having the same in-house training level of care and skill assessment, the transport personnel, paramedics, and firefighters can provide seamless and improved patient care.

Assistant Chief Hayes commented due to the billing backlog and high accounts receivable as the program expands, additional support positions will be added. She explained as the City transitioned away from Daisy Mountain as a provider and switched to in-house billing, a new billing platform was implemented. She noted there are currently eight full-time billers and staff anticipates hiring additional support positions to allow more ambulance medic units. (See Page 6 of Attachment 1)

Mr. Taylor provided an overview of the financial objectives on how the revenue results were handled for the Transport Program of MFMD and stated the program has exceeded expectations. He emphasized the program is not intended to be profitable for the City, only to provide better care and have competitive billing rates to match the rate of its competitor, American Medical Response (AMR), and meet financial objectives. (See Page 7 of Attachment 1)

Mr. Taylor discussed the financial objectives for handling revenue for the program, which is to cover day-to-day operating costs, such as salaries, fuel, and medical costs, which are increasing. He reported the day-to-day operating costs are successfully covered, and the department has received \$5.1 million from the program. (See Page 8 of Attachment 1)

Mr. Taylor explained that once day-to-day operating costs are recovered, the focus moves to recovering start-up and capital costs, which include ambulances, equipment, and facility improvements. He explained once start-up costs are recovered, money will be contributed to the City's shared overhead costs. He focused on the challenge of collecting accounts receivable, which is currently at \$3.5 million. He added the goal is to reduce the accounts receivable to \$1.5 million, which is a byproduct of the department's success. He stated Mesa earned revenue faster than hiring billers and plans to achieve its accounts receivable target of \$1.5 million by the end of the year. (See Page 9 of Attachment 1)

Discussion ensued relative to transports and civilian staff.

Chairperson Luna thanked staff for the presentation.

2-b. Hear a presentation, discuss, and provide a recommendation on an update of the City's diversity recruitment efforts for Public Safety personnel.

Assistant Fire Chief Mike Dunn introduced Fire Engineer Mike Guardado and displayed a PowerPoint presentation. **(See Attachment 2)**

Mr. Guardado reviewed the past six years of hiring data showing Mesa's hiring trends out of the academy. He shared the breakdown of the 178 recruits by gender and ethnicity, and indicated the department is above the national average. (See Page 2 of Attachment 2)

Mr. Guardado presented a summary of the progress in demographics within the MFMD from 2016 to 2021. He stated that the number of Hispanic minority hires has increased by 2% over the past five years, and the categories for Black, Asian and Other remain the same. (See Pages 3 and 4 of Attachment 2)

Mr. Guardado discussed the percentages of diversity through the hiring process, which includes the written exam, oral board, and the intern academy. He mentioned a decline for minorities and females through the hiring process. (See Page 5 of Attachment 2)

In response to multiple questions from Chairperson Luna regarding dropouts during the hiring process, Mr. Guardado stated that dropouts are normal during the hiring process and improvements are being made for the recruitment process and outreach for future firefighters. He mentioned collaboration with affinity groups such as East Valley Hispanic Sombreros, Black Firefighters, Valley Women's Firefighter Society. He commented by working with resources and supporting the organizations, there will be quality candidates who are able to succeed in the hiring process.

Discussion ensued relative to improving the outreach process and finding quality candidates for MFMD.

Mr. Guardado stated that 38% of the candidates at the most recent hiring process were diverse and emphasized the efforts he made to work with affinity groups, conduct presentations prior to testing, and educate candidates. He explained there is less interest in becoming a firefighter and fewer candidates complete the entire application process. He mentioned compared to other cities in the Valley, applications have decreased by 30 to 50%. He commented in the last hiring process, dropout rates were 25% for the written exam and 28% for the interview.

Discussion ensued relative to the dropout rates and efforts towards a mentorship program.

Mr. Guardado discussed the accomplishments and goals related to recruitment and diversity. He stated the Choose Mesa Campaign was developed to promote the Mesa Fire Department and highlight the range of services the department offers, including peer support, leadership support, mental health, and a program that cares for its members. He mentioned a diverse recruitment team was established to attend each recruitment event and ensure that diversity is represented. He explained when he first joined the recruitment team, recruitment and applicants were low, and the focus was to engage contacts on both a state and national level. He stated that the virtual testing platform provided access to more diverse candidates, resulting in 150 diverse candidates being selected. (See Page 6 of Attachment 2)

In response to a question from Chairperson Luna regarding fire programs in Mesa, Mr. Guardado explained that the East Valley Institute of Technology (EVIT), the Cadet programs, and a charter school are focusing on occupational trades and MFMD is working with them as well. He mentioned the goals moving forward include recruiting future firefighters from within the COM, as well as going into the community. He emphasized the need to examine the hiring process to ensure that there are no obstacles to increasing diversity. He stated that he is confident the objectives will be accomplished, and the workforce will reflect Mesa's demographics.

Police Chief Ken Cost stated that the presentation will review hiring statistics for the past eight years, which is part of the department's commitment.

Assistant Police Chief Daniel Butler reviewed a chart of the Mesa Police hiring demographics data from 2014 to the present; and stated changes in the hiring process were made in 2014. He mentioned the focus was internal and the data was used to streamline the process, identify any areas that showed bias, and then address them throughout. He noted approximately 49% of Mesa's hires are diverse and improvements are being made for the Hispanic demographics within the organization. He commented fewer people are interested in law enforcement and the department failed to meet its diversity hiring goals last year. He reported over 50% of the candidates in all Mesa's academies starting this year will be diverse candidates. He advised the main concern is recruitment and expressed the efforts being made to improve that process. (See Pages 7 and 8 of Attachment 2)

In response to a question from Committeemember Freeman regarding the number of graduates from the academy, Assistant Chief Butler stated the entire hiring process includes hiring, recruiting, police academy and field training, with a 30% attrition rate. He commented even with the improved process and new curriculums, 25% of those enrolled in the academy do not complete the program, which has remained the same since the creation of the academy. He noted 5% of the recruits that graduate the academy cycle out of the field training program, as well as laterals from other areas.

In response to a question from Chairperson Luna regarding the effect of public opinion on recruitment, Chief Cost indicated that based on the results of a survey conducted, officers in the COM are supported by the public. He explained officers feel supported and the intention is to market those results in order to increase recruitment.

Chairperson Luna thanked staff for the presentation

2-c. Hear a presentation and provide an update on the Police Department response to violent crime, including a quarterly violent crime special project.

Police Chief Ken Cost stated violent crime is rising throughout the cities in Maricopa County, Arizona, and nationwide. He mentioned quarterly every bureau in the department will be working on the violent crime project. He emphasized there has been a large number of guns seized year-round, which is a major concern. **(See Attachment 3)**

Commander Michael Beaton provided an overview of the violent crime project and the results. He stated to combat the rising violent crimes in major cities across the nation, an intelligence driven policing project/task force was created and explained the process. He commented during a 15-week period, 73 firearms were seized along with 84,000 fentanyl pills, which is the drug of choice on the streets and directly affects a large percentage of crime. (See Pages 2 through 4 of Attachment 3)

Commander Beaton referred to a chart showing a comparison of violent crimes over a three-year period, which included homicides, robberies, aggravated assaults, and unlawful possession of firearms. He mentioned as a result of the task force, violent crime numbers dropped dramatically. He stated Mesa's crime analysts constructed a crime density map showing where crimes occurred and deployed officers to support the mission. (See Pages 5 and 6 of Attachment 3)

Commander Beaton stated the statistics for the last two weeks of the quarter for March 2022 demonstrated incredible results. He commented that the task force collaborated with the East Valley Narcotics Task Force, Federal agencies, and the DEA. He mentioned based on the comparison of violent crimes committed in the first quarter of 2022 versus the first quarter of 2021, there was a 14% decline, which is a significant drop from last year. He added the task force will continue to work on violent crimes for one to two weeks quarterly. (See Page 7 of Attachment 3)

In response to a question from Committeemember Freeman regarding high crime rate areas, Commander Beaton indicated once the neighborhood or address is determined, an investigation will begin including undercover operations, warrants, arrests, saturation of the area with marked and unmarked vehicles, or any other measures that could impact violent crimes.

In response to a question posed by Chairperson Luna regarding special operations in the summer, Commander Beaton stated special operations will take place every quarter from one to two weeks with an evaluation in the summer to review statistics and determine next steps. He mentioned the focus is keeping violent crime rates as low as possible.

Chairperson Luna thanked staff for the presentation.

3. Adjournment.

Without objection, the Public Safety Committee meeting adjourned at 11:13 a.m.

I hereby certify that the foregoing minutes are a true and correct copy of the minutes of the Public Safety Committee meeting of the City of Mesa, Arizona, held on the 21<sup>st</sup> day of April 2022. I further certify that the meeting was duly called and held and that a quorum was present.

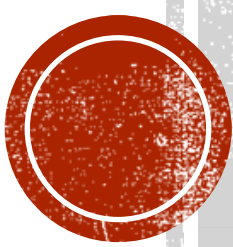
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HOLLY MOSELEY, CITY CLERK

lr  
(Attachments – 3)

# MESA FIRE & MEDICAL

**Emergency Medical Transportation**



# PROGRAM HISTORY

- Mesa historically contracted with private providers for ambulance transportation services.
- Concerns with the contractor's stability, consistency, and safety led Mesa to obtain a Certificate of Necessity (CON) in 2015.
- In 2018, Mesa launched a pilot program that included two ambulances providing transport for low acuity calls M-F from 7a-7p.

# PROGRAM HISTORY

- Summer 2018: 2 units @ 40hrs per week 2,000 (5%)
- Summer 2019: 3 units @ 12/7 coverage 4,600 (13%)
- Summer 2020: 6 units @ 12/7 coverage 8,000 (24%)
- Spring 2021: 11 units @ 12/7 coverage + 1 24-hr unit 16,500 (44%)

## Annual Transports (% of total)

# FTE SUMMARY – APRIL 2022

- Field Staff
  - 29 EMTs
  - 33 Medic
- Management/Support
  - 2 Management
  - 2.5 Support
- Billing
  - 1 Lead
  - 7 Billers

# **NEW-HIRE TRAINING**

- **Three to five-week training/onboarding program**
  - **Emergency Vehicle Operator Certification (40-hours)**
  - **EMS/STR training**
  - **Equipment familiarization**
  - **Field training (20-hours)**
  - **City classes**

# PROGRAM SUCCESSSES

- Continuity of care
- Equipment standardization
  - Cardiac monitor, ventilators, ePCR, drug box
- Provider training
  - EMS Division training (ACLS, PALS, CE)
  - Crew-based, in-station training
- System adaptability
  - Offset extended offload times
  - Mitigate COVID surge
- Broader ambulance coverage across the City
- Offsetting operating costs through billing revenue

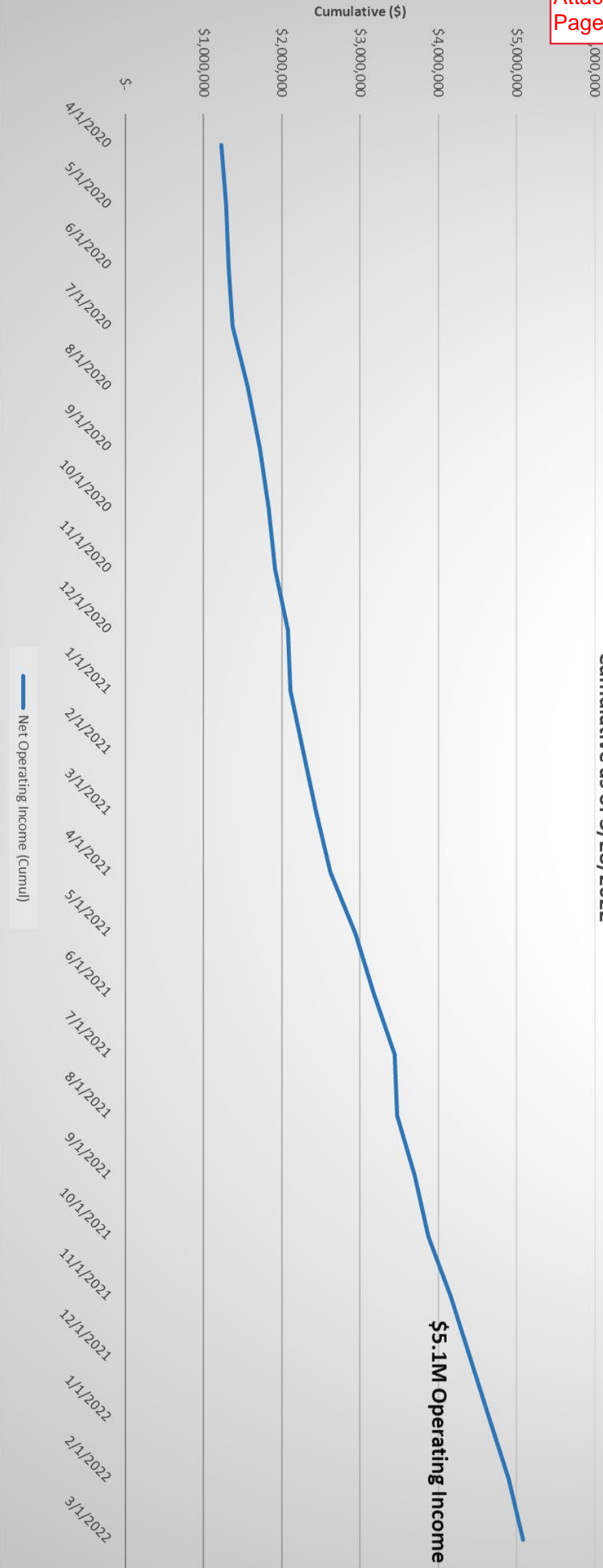
# PROGRAM CHALLENGES

- **Turnover**
  - New hire training year-round
  - Pay and schedule
- **Shared system challenges**
  - MFMD Medic Unit vs Private Ambulance
- **Billing backlog/high AR balance**
  - Added three additional billers in past three months
  - Implemented new billing platform
- **Support positions**

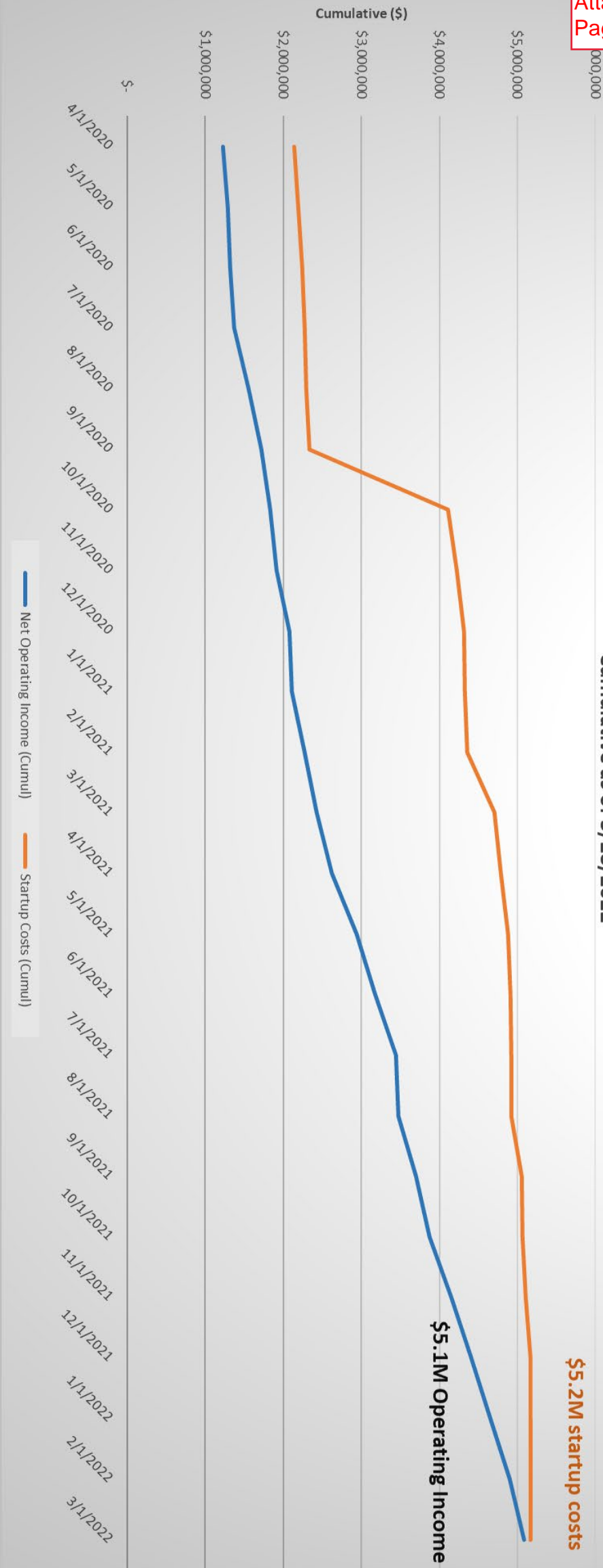
# MFMD Transport Program

## Financial Summary

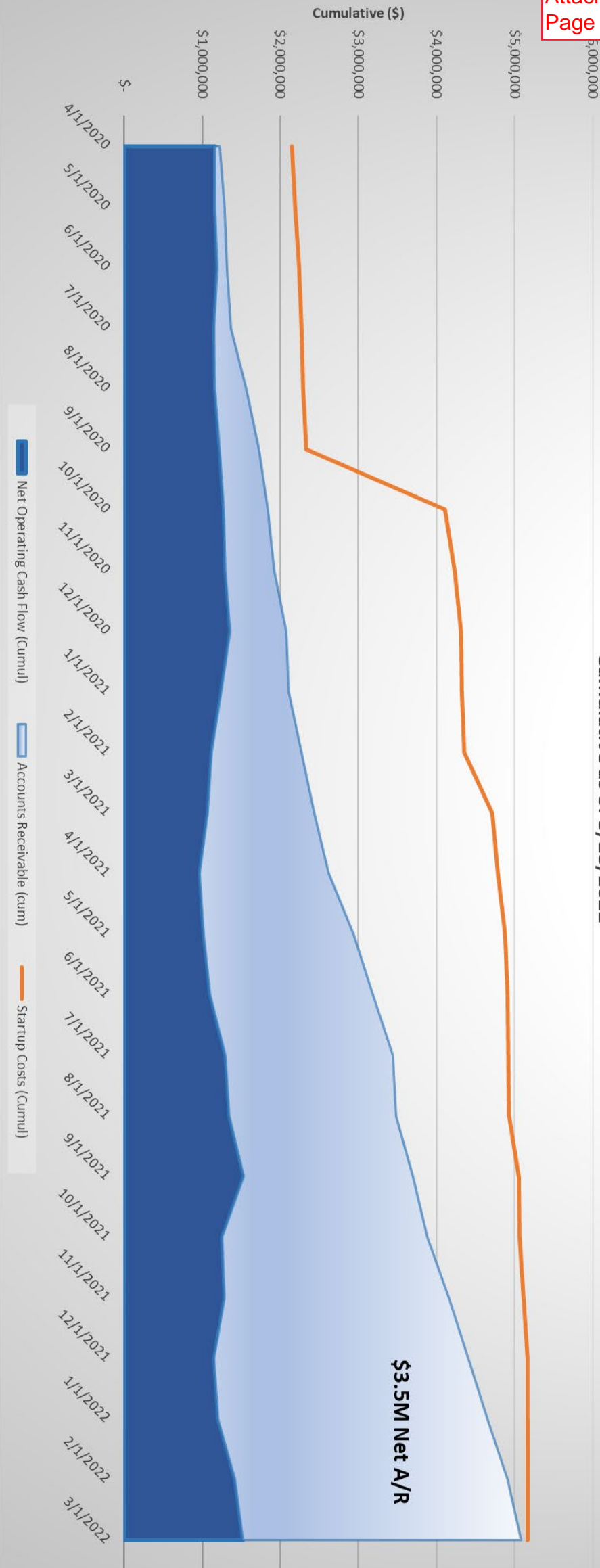
Cumulative as of 3/28/2022



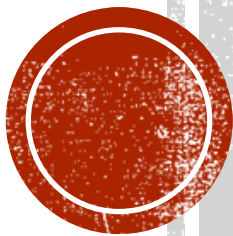
## MFMD Transport Program Financial Summary Cumulative as of 3/28/2022



# MFMD Transport Program Financial Summary Cumulative as of 3/28/2022



# QUESTIONS?



# Mesa Fire and Medical

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DATE 4/21/22

RECRUITMENT AND DIVERSITY REPORT

# Mesa Fire And Medical 6 Year Hiring Data 2015-2021 Sworn

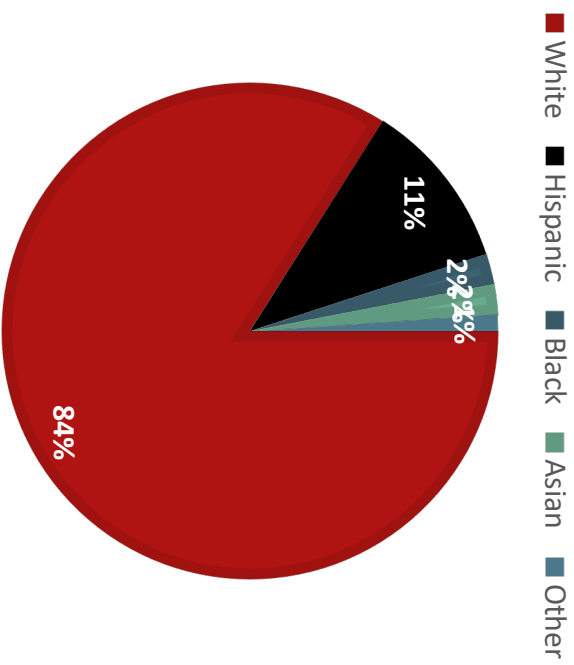
		2015-2021 Totals	Hiring Percentage	City Demographics	National Average
<b>Total Recruits</b>		<b>178</b>	<b>%</b>		
<b>Gender</b>	Male	164	92.13%		95.8%
	Female	14	7.86%		4.2%
<b>Ethnicity</b>	Caucasian	145	81.46%	61.0%	79.9%
	Hispanic	21	11.79%	27.6%	7.8%
	African American	5	2.80%	4.4%	1.2%
	Asian American	3	1.68%	2.1%	.06%
	Other	4	2.24	4.9%	11.04%



# Progress

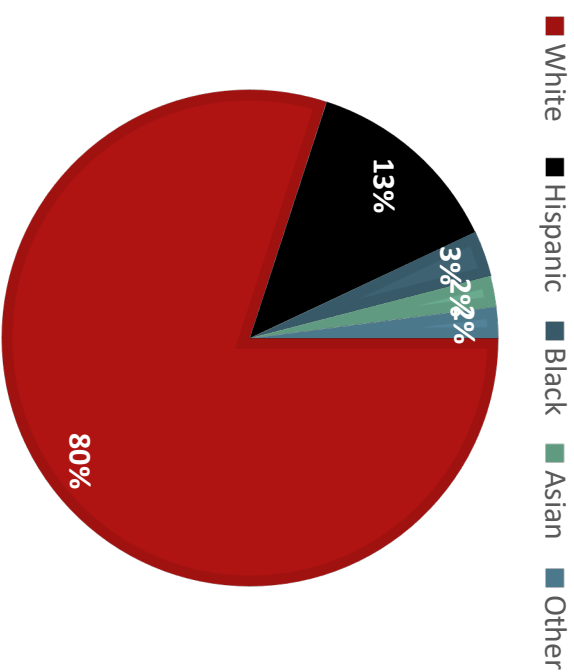
2016

## MFMD DEMOGRAPHICS



2021

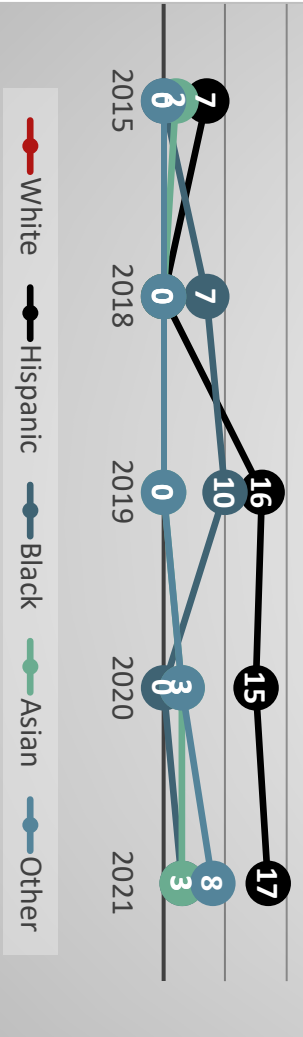
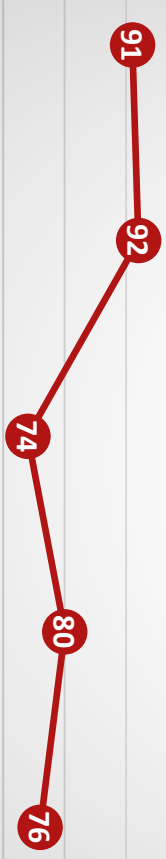
## MFMD DEMOGRAPHICS



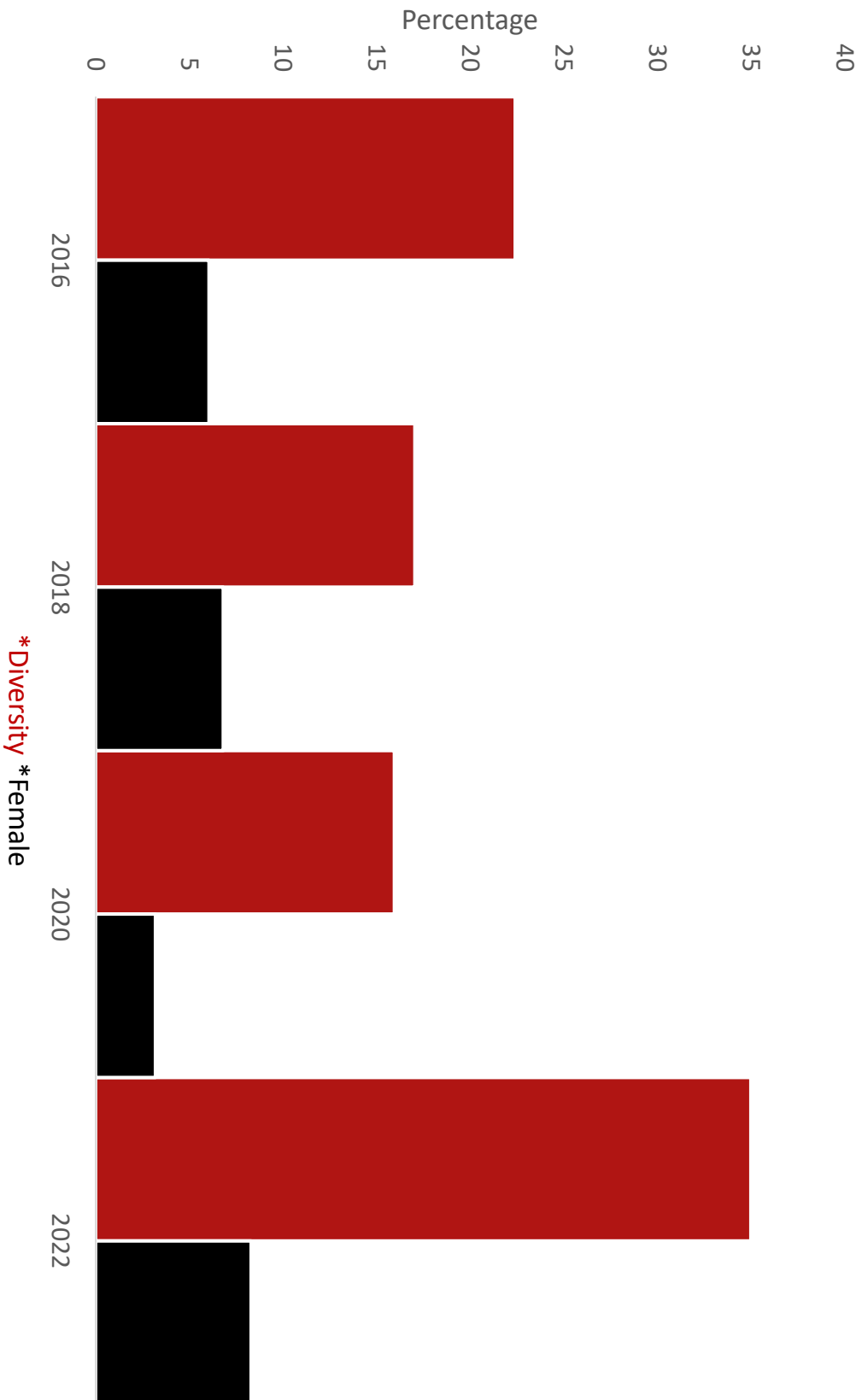


# Firefighter Recruit Academy

## Diversity Percentage



## Diversity Through The Hiring Process



\* Diversity \* Female



# Recruitment & Diversity

## Accomplishments

- Restored Recruitment Team (51% diverse members)
- Reestablished network with affinity groups
- Established contacts to recruit on a State and National level to include affinity groups, colleges, and private EMT/Medic schools
- Adopted a virtual testing platform to recruit nationally (NTN)
- Created a recruitment campaign known as “Choose Mesa”
- Performed 64 recruitment presentations
- Through recruitment efforts MIFMD was exposed to over 75,000 people

## Goals

- Partner with both Mesa Public Schools and private charter schools to develop future firefighters
- Work closely with Affinity groups to expand their reach into the East Valley
- Support and inspire our current diverse workforce to promote through the ranks
- Reevaluate our current hiring process





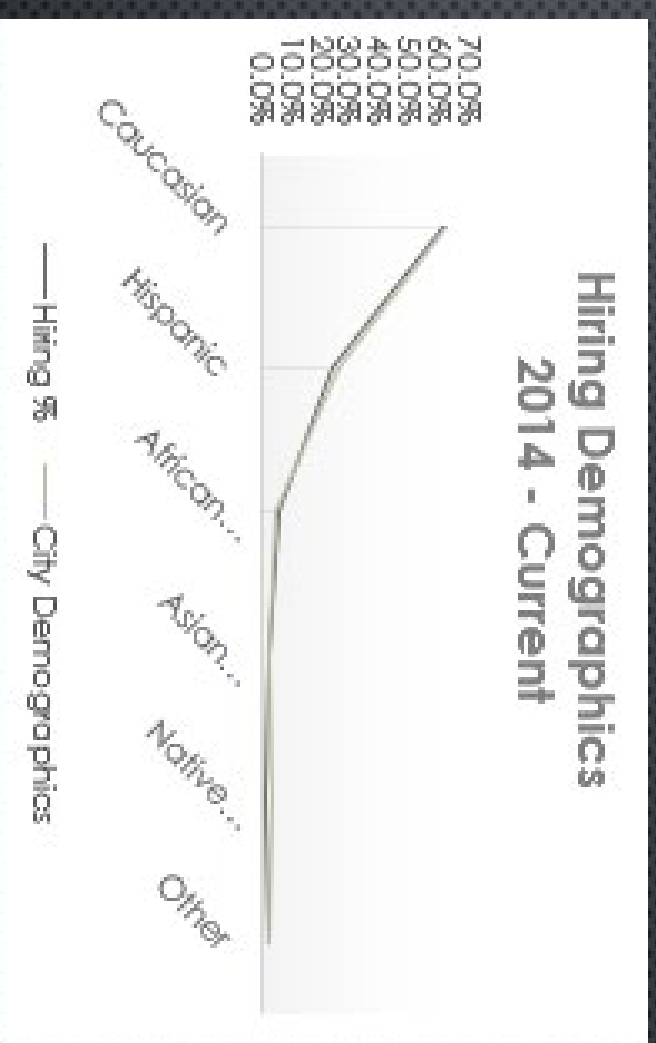
# MESA POLICE HIRING DATA 2014 TO 2021 SWORN

	2014 to Current Totals	Percentages Hiring %	City Demo	National Average
<b>Total Recruits</b>	582			
<b>Gender</b>				
Male	498	85.6%		86.9%
Female	85	14.6%		13.1%
<b>Ethnicity</b>				
Caucasian	358	61.5%	61.0%	67.0%
Hispanic	136	23.4%	27.6%	11.7%
African American	31	5.3%	4.4%	12.4%
Asian American	11	1.9%	2.1%	2.2%
Native American	8	1.4%	2.5%	0.7%
Other	11	1.9%	2.4%	4.8%

Hiring % Source: MPD Academy classes 40 through class 50 including lateral officers

City Demographics Source: <https://www.census.gov/quickfacts/mesacityarizona>

National Average Source: <https://datausa.io/profile/soc/police-officers>



# MESA POLICE HIRING DATA

## 2014 TO 2021 – SWORN



Questions?

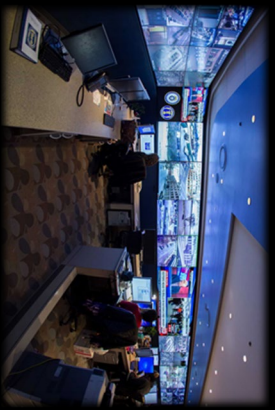
# MESA POLICE DEPARTMENT

## PUBLIC SAFETY COMMITTEE

### UPDATE 04/21/2022



# 2021/2022 VIOLENT CRIME PROJECT



# Mission and Weekly Area of Focus: 2021

*The City of Mesa is experiencing an elevated level of violent crime in 2021. To combat this increase in violent crime the Mesa Police Department will conduct a high enforcement project involving multiple units for an Intel Driven/Targeted effort focused on Violent Crime. This will be a Team Effort with Units reporting back or mission specific statistics and objective achievements. Depending on Intelligence, Teams will all work together on high enforcement/Area saturation missions or on specific apprehension or surveillance targeting missions.*

***Weekly Focus Area:** Focus areas will be rotated each day of the week for targeted/concentrated enforcement efforts based on criminal intel from crime analysts. The Incident Commander and Operations Commander for the operational period will provide focus locations/and any identified repeat or violent offenders during the briefing each day. This does not preclude other divisions who have a priority suspect that needs to be apprehended from providing the information to Command on their off days.*



# Week Summary – June 30<sup>th</sup> to Oct 8<sup>th</sup>

DC1

227 Assist Patrol

**1974 T/S**

645 Overall arrest (F & M)

**317 Felony Arrest**

**321 Misdemeanor Arrest**

148 Felony warrants cleared

213 Misdemeanor warrants cleared

32,800 grams meth seized (\$180,700)

84,603 Fentanyl pills seized (\$846,000)

1,784 grams cocaine seized (\$142,700)

31 search warrants executed

\$135,128 cash seized

**73 FIREARMS SEIZED**

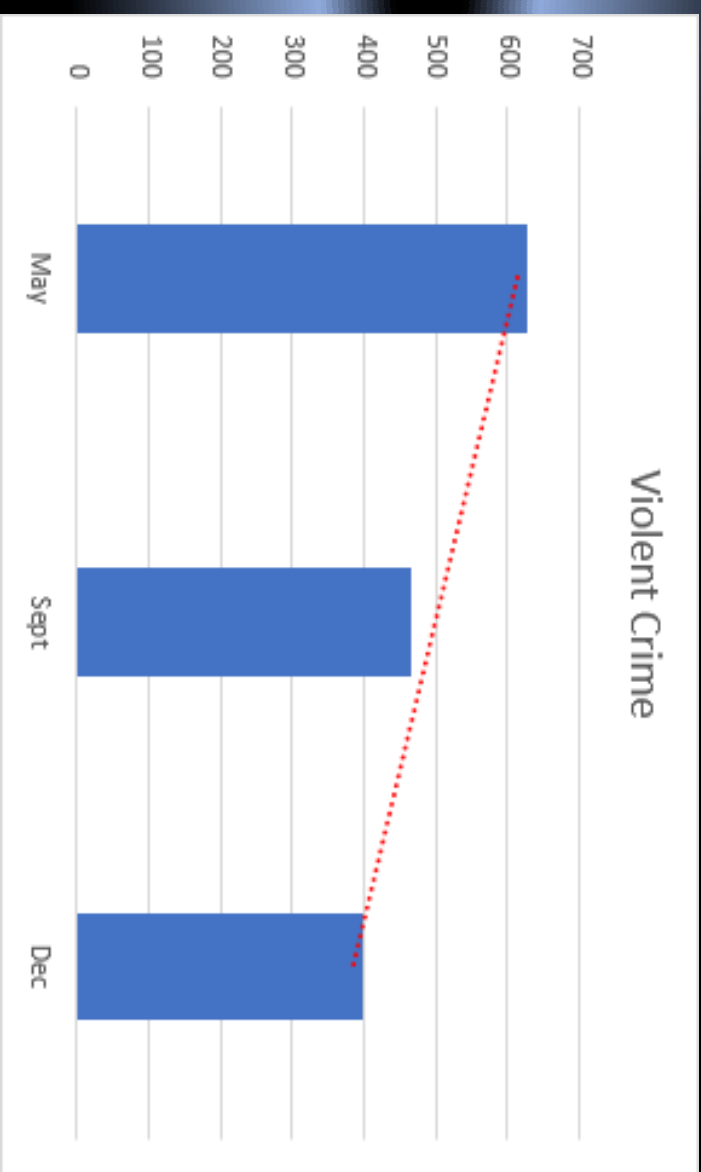
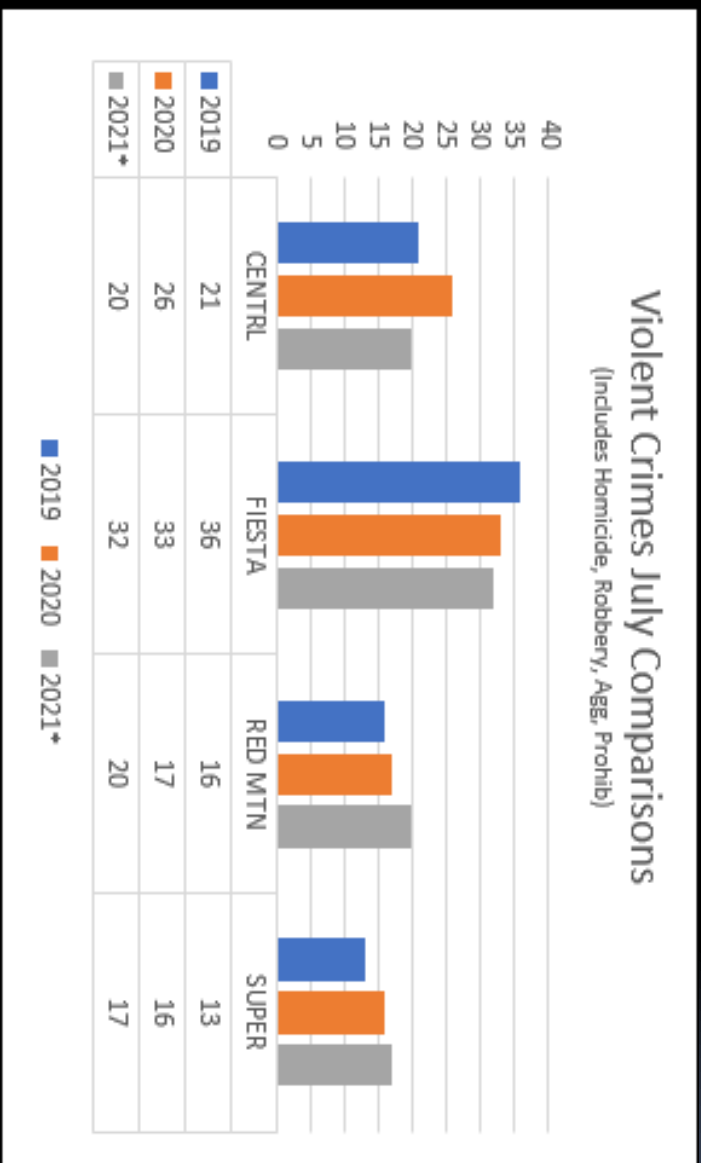
Total DC1's	On-View DC1's	Patrol Assits	Patrol Calls	TS	Supps Written	Adult Felony Arrest	Adult Misd Arrest	Juv Felony Arrest	Juv Misd Arrest	Felony Warrants
555	478	327	49	1974	240	317	321	3	4	148

Misd Warrants	Criminal Complaints	Civil Traffic	FI	GMIC	DUIs	DRE	CI's	Firearms Seized	Property Seized	Vehicle Seized
213	172	468	58	64	136	33	8	73	56	11

Drug Para arrest	Meth (grams)	Marijuana (grams)	Cocaine (grams)	Heroin (grams)	Fentanyl (pills)	Rx Drugs	Money (dollars)	509R	Search Warrants	Knock and Talk	30 day tows
109	32800.49	4945.9	1784.96	1469.81	84603	9681	\$135,128.10	12	31	11	32



# Violent Crime Impact-Post VCP 2021



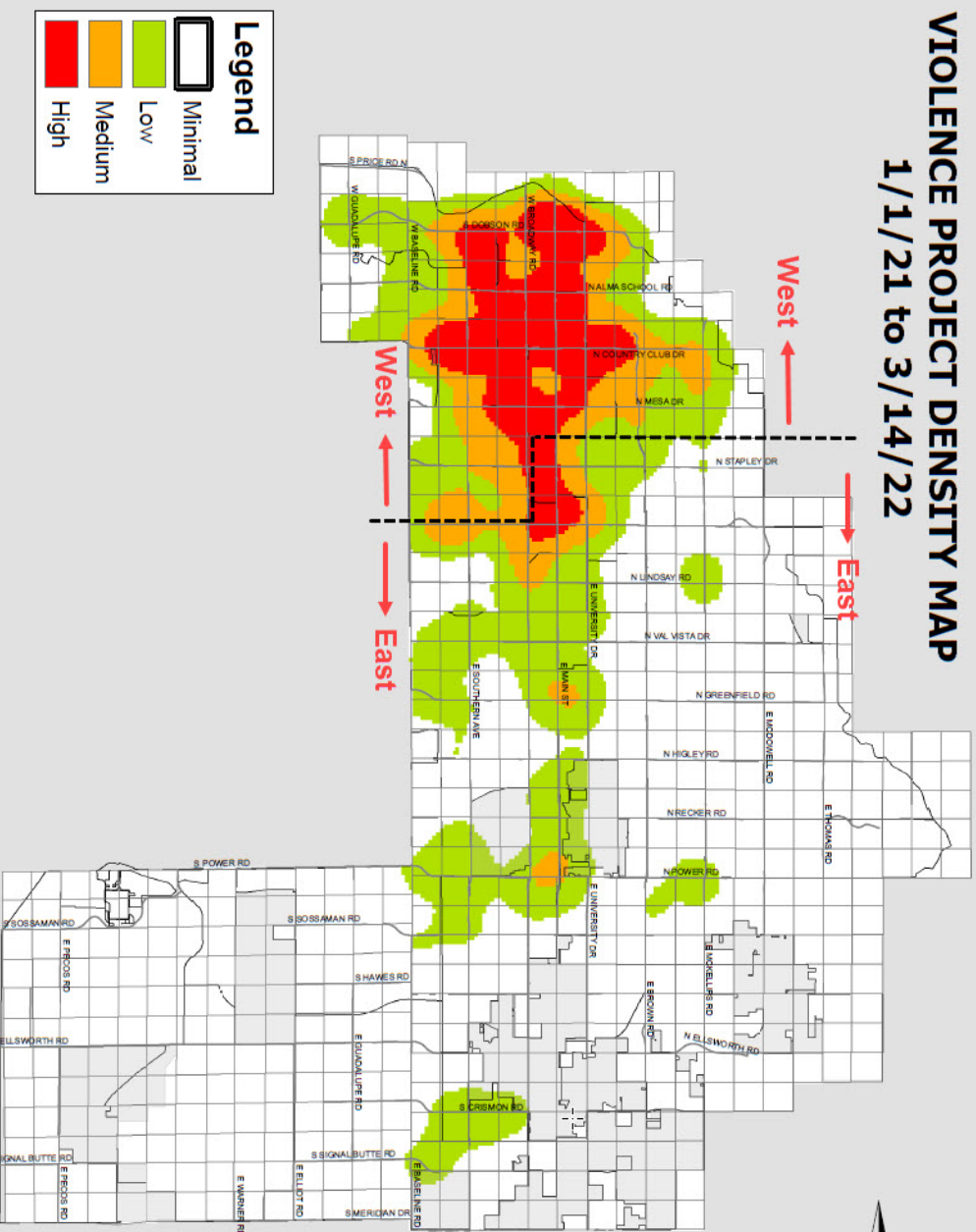


# The Mission-2022

*The City of Mesa is experiencing a mildly elevated level of violent crime in 2022. To combat this increase, the Mesa Police Department will conduct a quarterly high enforcement project involving various units for an intelligence driven effort focused on violent crime in targeted areas.*

*This will be a team effort with units reporting back with mission specific statistics and objective achievements. As dictated by the crime data, units will work together on high enforcement, area saturation missions, or on specific apprehensions of known violent offenders.*

**VIOLENCE PROJECT DENSITY MAP**  
**1/1/21 to 3/14/22**



\*Arson, Agg Assault, Agg Assault-Ofcr, Homicide, Robbery, Prohib Possessor cases included

\*\*\* Data from RIMS. May contain some degree of error



# 1st Quarter Statistics

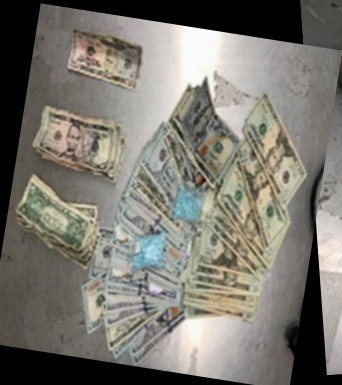
- 130 **DCI**
- 108 Assist Patrol
- 191 **Total Arrests**
- 104 Felony Arrest
- 87 Misdemeanor Arrests
- 71 Felony Warrants
- 80 Misdemeanor Warrants
- 397 **Traffic Stops**
- 14 DUI Arrests
- 32 Civil Traffic
- 27 **Seized Firearms**
- 18 Search Warrants
- \$62,910 **TIS Grants**



Total DCI's	On-View DCI's	Patrol Assits	Patrol Calls	TS	Supps Written	Adult Felony Arrest	Adult Misd Arrest	Juv Felony Arrest	Juv Misd Arrest	Felony Warrants	Misd Warrants
130	128	108	29	397	96	101	82	3	5	71	80

Criminal Complaints	Civil Traffic	FI	GMIC	DUIs	DRE	CI's	Firearms Seized	Property Seized	Vehicle Seized	Drug Para arrest
50	32	12	19	14	7	3	27	4	1	52

Meth (grams)	Marijuana (grams)	Cocaine (grams)	Heroin (grams)	Fentanyl (pills)	Rx Drugs	Money (dollars)	509R	Search Warrants	Knock and Talk	30 day tows
238.39	509.9	4.8	496.592	406289	4	62910.53	1	18	1	1



**\*\$2,081,257 Total Street Value of Drugs Seized**

- 406,289 Fentanyl Pills @ \$5/ea. = \$2,031,445
- 496.6g Heroin @ \$80/g = \$39,728
- 238.39g Meth @ \$30/g = \$7,152
- 4.8g Cocaine @ \$90/g = \$432
- 509.9g Marijuana @ \$2000/lb. = \$2500

*\*Conservative price estimates based on San Diego/Imperial County HIDTA Drug Price List Jan 2022*