

**KINGS COUNTY SHERIFF'S OFFICE  
ANNUAL MILITARY EQUIPMENT REPORT  
DATED MARCH 25, 2022**

**I. MILITARY EQUIPMENT INVENTORY**

The Kings County Sheriff's Office (the "Department") utilizes the equipment listed below for law enforcement purposes only, in a manner that is consistent with the equipment's description and purpose. The Department's use complies with state and federal law, including any licensing or certification requirements, and County and Department policies and procedures. All equipment is used in a manner that protects public and officer safety and the community's civil rights and civil liberties, with the goal of minimizing injury to persons and property, including when exigent circumstances arise that may require a related use not explicitly described below. Deployments are relegated to those who have completed requisite training or qualification, including that from the Department and the Commission on Peace Officer Standards and Training (POST).

**1. Unmanned Aircraft System (UAS):** An unmanned aircraft along with the associated equipment necessary to control it remotely.

a. Description, quantity, capabilities, and purchase cost of current UAS:

- i. DJI Phantom 4 Pro Drone/UAS, cost \$1499 each, quantity: 1. Weighing approximately 1375 grams and is capable of recording audio and video, with approximately 30 minutes of flight time.
- ii. DJI Spark Fly More Drone/UAS, cost \$569 each, quantity 1. Weighing 95 g and is capable of recording audio and video, with approximately 30 minutes of flight time.
- iii. DJI MAVIC ENTERPRISE DUALS, cost: \$5,500 each, quantity: 2. UAS that has a color and inferred camera as well as audible speaker and light. Capable of video recording and weighs 899 grams, approx. 30 minutes of flight time.
- iv. DJI T Mavic 2 ZoomDrone/UAS, cost: \$1,829 each, quantity: 2. Weight 905 grams and is capable of recording audio and video, with approximately 30 minutes of flight time.
- v. DJI MAVIC PRO, cost: \$1500, quantity: 1. UAS that weighs approx. 1.5 pounds, 25 min flight time and a single-color camera with recording capabilities.
- vi. DJI Air2 Drone/UAS, Cost \$799 with smart controller \$749.00 Quantity 1. Weighing approximately 570 grams is capable of recording audio and video, with approximately 30 minutes of flight time. This drone is also outfitted with propeller guards and is capable of flight indoors.

b. Purpose

To be deployed when its view would assist officers or incident commanders with the following situations, which include but are not limited to:

- i. major collision investigations.
- ii. search for missing persons.
- iii. natural disaster management.
- iv. crime scene photography.
- v. SWAT, tactical or other public safety and life preservation missions.
- vi. In response to specific requests from local, state, or federal fire authorities for fire

response and/or prevention.

c. Authorized Use

Only assigned operators who have completed the required training shall be permitted to operate the DJI Mavic Mini during approved missions.

d. Expected Life Span

All UAS equipment, 3-5 years.

e. Fiscal Impact

Annual maintenance and battery replacement cost is approximately \$4,000.

f. Training

All Department UAS operators are licensed by the Federal Aviation Administration for UAS operation. In addition, each operator must attend a 40-hour department training and ongoing quarterly training.

g. Legal and Procedural Rules

Use is established under General Order 525.09, FAA Regulation 14 CFR Part 107, and the Kings County Sheriff's Office UAS policy. It is the policy of the KCSO to utilize UAS only for official law enforcement purposes, and in a manner that respects the privacy of our community, pursuant to State and Federal law.

**2. Robots:** Unmanned machine operating on the ground utilized to enhance the safety to the community and officers.

a. Description, quantity, capabilities, and purchase cost

- i. Avatar Micro 2010 Robot, cost: \$15,525 each, quantity: 1. The AVATAR Micro is a rugged, easy-to-use tactical robot that enhances the capabilities of law enforcement and first-responders by allowing them to safely and quickly inspect dangerous situations. The AVATAR Micro also offers multiple communications options.

b. Purpose

To be used to remotely gain visual/audio data, deliver HNT phone, open doors, disrupt packages, and clear buildings.

c. Authorized Use

Only assigned operators who have completed the required training shall be permitted to operate the robots identified at sections 2(a)(i). Use is established by the Tactical Commander and or Incident Commander.

d. Expected Life Span

All robots, 8-10 years.

e. Fiscal Impact

Annual maintenance and battery replacement cost is approximately \$2,000.

f. Training

All robot operators must complete a basic operator class to operate the robot(s) identified at sections 2(a)(i).

g. Legal and Procedural Rules

It is the policy of the KCSO to utilize a robot only for official law enforcement purposes, and in a manner that respects the privacy of our community, pursuant to State and Federal law.

**3. Armored Vehicles:** Commercially produced wheeled armored personnel vehicle utilized for law enforcement purposes.

a. Description, quantity, capabilities, and purchase cost

- i. Lenco BEARCAT, G2, cost: \$303,832.00, quantity: 1. (desired quantity 2). The Lenco Bearcat, G2, is an armored vehicle that seats 10-12 personnel with open floor plan that allows for rescue of down personnel. It can stop various projectiles, which provides greater safety to citizens and officers beyond the protection level of shield and personal bodyarmor.

b. Purpose

To be used in response to critical incidents to enhance officer and community safety, improve scene containment and stabilization, and assist in resolving critical incidents.

c. Authorized Use

The use of armored vehicles shall only be authorized by a watch commander or SWAT commander, based on the specific circumstances of a given critical incident. Armored vehicles shall be used only by officers trained in their deployment and in a manner consistent with Department policy and training.

d. Lifespan

Lenco Bearcat models G2, 25 years.

e. Fiscal Impact

Annual maintenance cost of approximately \$10,000.

f. Training

All driver/operators shall attend formalized instruction and be trained in vehicle operations and practical driving instruction.

g. Legal and Procedural Rules

Use is established under General Order 580.18. It is the policy of the Department to utilize armored vehicles only for official law enforcement purposes, and pursuant to State and Federal law.

**4. Mobile Incident Command Vehicle (Mobile Command Center - MCC):** A mobile office that provides shelter, access to Sheriff's Office computer systems, incident interview room, and restroom

facilities on extended events.

a. Description, quantity, capabilities, and purchase cost

22' walk-in Van (F59 chassis) (custom built) Ford vehicle, cost: \$265,000.00 quantity: 1. The MCC can also be utilized for SWAT/CRT and other critical incidents, preplanned large events, searching for missing persons, natural disasters, and community events.

b. Purpose

To be used based on the specific circumstances of a given critical incident, large event, natural disaster or community event that is taking place.

c. Authorized Use

The MCC shall be used by Deputies/Officers trained in their deployment and in a manner consistent with Department policy and training. Furthermore, only Deputies/Officers who are properly licensed and have completed a driver's training program will be allowed to drive the MCC.

d. Lifespan

The MCC, 20-year lifespan on chassis and vehicle structure. Upgrades needed in 7 years to maintain IT systems.

e. Fiscal Impact

Annual maintenance cost is approximately \$2,000.

f. Training

The driver/operator shall receive training in the safe handling of the vehicle on a closed training course. Once the operator has shown competence in vehicle handling, the driver/operator will drive the vehicle throughout the city with an experienced driver.

g. Legal and Procedural Rules

It is the policy of the Department to use the MCC only for official law enforcement purposes, and in accordance with California State law regarding the operation of motor vehicles.

h. Training

Once completing a closed training course, the operator will drive the vehicle with an experienced driver.

i. Legal Procedural Rules

Use shall be in accordance with California State law regarding the operation of motor vehicles.

**5. 40 MM and 37 MM Launchers and Rounds:** 40MM and 37MM Launchers are utilized by department personnel as a less lethal tool to launch impact rounds.

a. Description, quantity, capabilities, and purchase cost:

- i. DEFENSE TECHNOLOGY, 40MM SINGLE SHOT LAUNCHER, cost: \$1000, quantity: 2. (desired quantity 4). The 40MM Single Launcher is a tactical single shot launcher that features an expandable ROGERS Super Stoc and an adjustable Integrated Front Grip (IFG) with light rail. It will fire standard 40mm less lethal ammunition, up to 4.8 inches in cartridge length. It will launch a 40MM less lethal round up to 131 feet and is only authorized to be used by SWAT personnel.
- ii. DEFENSE TECHNOLOGY, 40MM EXACT IMPACT SPONGE, #6325, cost: \$18, quantity: 35. (desired quantity 50). A less lethal 40mm lightweight plastic and foam projectile fired from a single or multi-round purpose built 40mm grenade launcher with a rifled barrel at 325 FPS. The 30-gram foam projectile delivers 120 ft/lbs. of energy on impact. The 40mm Exact Impact Sponge Round provides accurate and effective performance when fired from the approved distance of not less than five (5) feet and as far as 131 feet from the target.
- iii. DEFENSE TECHNOLOGY, 40MM DIRECT IMPACT OC, #6320, cost: \$30, quantity: 25. (desired quantity 50). A less lethal 40MM lightweight plastic and crushable foam projectile fired from a single or multi-round purpose-built 40mm grenade launcher with a rifled barrel at 295 FPS. The 39-gram crushable foam projectile delivers 120 ft/lbs of energy upon impact in addition to dispersion of 5 grams of OC irritant. The 40mm Direct Impact OC Round provides accurate and effective performance when fired from the approved distance of not less than five (5) feet and as far as 120 feet from the target.
- iv. DEFENSE TECHNOLOGY, FERRETT 40MM LIQUID BARRICADE PENETRATOR ROUND, #2262, cost: \$23, quantity: 21 (desired quantity 50). A less lethal 40MM round used to penetrate barriers, such as windows, hollow core doors, wallboard and thin plywood. Upon impacting the barrier, the nose cone ruptures and instantaneously delivers a small chemical payload inside of a structure or vehicle. In a tactical deployment situation, the 40mm Ferret is primarily used to dislodge barricaded subjects from confined areas. Its purpose is to minimize the risks to all parties through pain compliance, temporary discomfort and/or incapacitation of potentially violent or dangerous subjects.
- v. DEFENSE TECHNOLOGY, FERRETT 40MM POWDER BARRICADE PENETRATOR ROUND, #2262, cost: \$23, quantity: 28. (desired quantity 50). A less lethal 40MM round used to penetrate barriers, such as windows, hollow core doors, wallboard and thin plywood. Upon impacting the barrier, the nose cone ruptures and instantaneously delivers a small chemical payload inside of a structure or vehicle. In a tactical deployment situation, the 40mm Ferret is primarily used to dislodge barricaded subjects from confined areas. Its purpose is to minimize the risks to all parties through pain compliance, temporary discomfort and/or incapacitation of potentially violent or dangerous subjects.

b. Purpose

To limit the escalation of conflict where employment of lethal force is prohibited or undesirable.

c. Authorized Use

Situations for use of the less lethal weapon systems may include, but are not limited to:

- i. Self-destructive, dangerous and/or combative individuals.
- ii. Riot/crowd control and civil unrest incidents.
- iii. Circumstances where a tactical advantage can be obtained.
- iv. Potentially vicious animals.
- v. Training exercises or approved demonstrations.

d. Training

Sworn members utilizing 40MM less lethal chemical agents or impact rounds are trained in their use by POST certified less lethal and chemical agents instructors.

e. Lifespan

Defense Technology 40MM and 37MM Luncer - 25 years.

Model 6325 Exact Impact Sponge- 5 years.

Model 6320 Direct Impact OC- 5 years.

Model 2262 Liquid Barricade Penetrator round- 5 years.

Model 6182 Defense Technology Spede-Heat 40 MM long-range, CS- 5 years.

Model 6183 Spede-Heat 40mm Long-range Round, Saf Smoke- 5 years.

Model 6040 40mm Round Muzzle Blast, OC- 5 years.

Model 60280C 40 mm warning/signaling munition with OC, 50 meter- 5 years.

f. Fiscal Impact

Annual maintenance is approximately \$50 for each launcher.

g. Legal and Procedural Rules

Use is established under General Order 580.02 and 580.12. It is the policy of the SPD to utilize the 40mm only for official law enforcement purposes, and pursuant to State and Federal law, including those regarding the use of force.

**6. Combined Systems LC5 Launching Cup:** Cups that attach to 12 gauge less lethal shotguns which allow officers to launch canisters of chemical agents or smoke.

a. Description, quantity, capabilities, and purchase cost

COMBINED SYSTEMS LC5 LAUNCHING CUP, cost: \$302, quantity: 2. (desired quantity 4). The LC5 Launching Cups are designed for the 5200 series grenades. The cups can be attached to virtually any 12ga shotgun and the munition launched with our model 2600 launching cartridge.

b. Purpose

To limit the escalation of conflict where employment of lethal force is prohibited or undesirable.

c. Authorized Use

Situations for use of the less lethal weapon systems may include, but are not limited to:

- i. Self-destructive, dangerous and/or combative individuals.
- ii. Riot/crowd control and civil unrest incidents.
- iii. Circumstances where a tactical advantage can be obtained.
- iv. Potentially vicious animals.
- v. Training exercises or approved demonstrations.

d. Lifespan

Combined Systems LC5 40MM Launching Cup- 25 years

e. Fiscal Impact

No annual maintenance.

f. Training

Officers utilizing the launching cups are trained in their use by SWAT POST certified chemical agents instructors.

g. Legal and Procedural Rules

Use is established under General Order 580.02 and 580.12. It is the policy of the SPD to utilize the 40mm only for official law enforcement purposes, and pursuant to State and Federal law, including those regarding the use of force.

**7. Distraction Devices:** A distract device is ideal for distracting dangerous suspects during assaults, hostage rescue, room entry or other high-risk arrest situations.

a. Description, quantity, capabilities, and purchase cost

- i. Defense Technology Distraction Device's, FLASH-BANG, cost: \$52, quantity: 29. (desired quantity 50). A non-bursting, non-fragmenting multi-bang device that produces a thunderous bang with an intense bright light. Ideal for distracting dangerous suspects during assaults, hostage rescue, room entry or other high-risk arrest situations.

b. Purpose

To produce atmospheric over-pressure and brilliant white light and, as a result, can cause short-term (6 - 8 seconds) physiological/psychological sensory deprivation to give officers a tactical advantage.

c. Authorized Use

Diversionary Devices shall only be used:

- i. By officers who have been trained in their proper use.
- ii. In hostage and barricaded subject situations.
- iii. In high risk warrant (search/arrest) services where there may be extreme hazards to officers.
- iv. During other high-risk situations where their use would enhance officer safety.
- v. During training exercises.

- d. Lifespan  
Until used.
- e. Fiscal Impact  
No annual maintenance.
- f. Training  
Prior to use, officers must attend divisionary device training that is conducted by Post certified instructors.
- g. Legal and Procedural Rules  
It is the policy of the KCSO to utilize diversion devices only for official law enforcement purposes, and pursuant to State and Federal law regarding the use of force.

**8. Chemical Agent and Smoke Canisters:** Canisters that contain chemical agents that are released when deployed.

- a. Description, quantity, capabilities, and purchase cost
  - i. DEFENSE TECHNOLOGY, RIOT CONTROL CONTINUOUS DISCHARGE GRENADE, CS, #1082, cost: \$27, quantity: 20. (desired quantity 50). The Riot Control CS Grenade is designed specifically for outdoor use in crowd control situations with a high volume continuous burn that expels its payload in approximately 20-40 seconds through four gas ports located on the top of the canister. This grenade can be used to conceal tactical movement or to route a crowd. The volume of smoke and agent is vast and obtrusive. This launchable grenade is 6.0 in. by 2.35 in. and holds approximately 2.7 oz. of active agent.
  - ii. DEFENSE TECHNOLOGY, FLAMELESS TRI-CHAMBER CS GRENADE, #1032, cost \$45, quantity: 27. (desired quantity 50). The design of the Tri-Chamber Flameless CS Grenade allows the contents to burn within an internal can and disperse the agent safely with reduced risk of fire. The grenade is designed primarily for indoor tactical situations to detect and/or dislodge a barricaded subject. This grenade will deliver approximately .70 oz. of agent during its 20-25 seconds burn time. The Tri-Chamber Flameless Grenade can be used in crowd control as well as tactical deployment situations by Law Enforcement and Corrections but was designed with the barricade situation in mind. Its applications in tactical situations are primarily to detect and/or dislodge barricaded subjects. The purpose of the Tri-Chamber Flameless Grenade is to minimize the risks to all parties through pain compliance, temporary discomfort, and/or incapacitation of potentially violent or dangerous subjects. The Tri-Chamber Flameless Grenade provides the option of delivering a pyrotechnic chemical device indoors, maximizing the chemicals' effectiveness via heat and vaporization, while minimizing or negating the chance of fire to the structure. The Tri-Chamber Flameless Grenade is NOT to be launched utilizing a launching cup.
  - iii. 5230B- CS BAFFLED CANISTER GRENADE, PYRO, LOW FLAME POTENTIAL, cost \$45, quantity 25. 5230B (desired quantity 50). – Pyrotechnic grenade designed for

indoor use delivering a maximum amount of irritant smoke throughout multiple rooms with minimal risk of fire. The grenade is designed primarily for indoor tactical situations to detect and/or dislodge a barricaded subject. This grenade will deliver approximately 25 gram of agent. The purpose of the 5230B- CS BAFFLED CANISTER GRENADE is to minimize the risks to all parties through pain compliance, temporary discomfort, and/or incapacitation of potentially violent or dangerous subjects. The 5230B- CS BAFFLED CANISTER GRENADE provides the option of delivering a pyrotechnic chemical device indoors, maximizing the chemicals' effectiveness via heat and vaporization, while minimizing or negating the chance of fire to the structure.

- iv. SPEDE-HEAT™ CONTINUOUS DISCHARGE CHEMICAL GRENADE, CS, cost \$50, quantity 16. (desired quantity 50). The Spede-Heat CS Grenade is a high volume, continuous burn it expels its payload in approximately 20-40 seconds. The payload is discharged through four gas ports on top of the canister, three on the side and one on the bottom. This launchable grenade is 6.12 in. by 2.62 in. and holds approximately 2.9 oz. of active agent. The Grenade can be used in crowd control as well as tactical deployment situations by Law Enforcement and Corrections but was designed with the barricade situation in mind. Its applications in tactical situations are primarily to detect and/or dislodge barricaded subjects. The purpose of the Grenade is to minimize the risks to all parties through pain compliance, temporary discomfort, and/or incapacitation of potentially violent or dangerous subjects. The Grenade provides the option of delivering a pyrotechnic chemical device indoors, maximizing the chemicals' effectiveness via heat and vaporization, while minimizing or negating the chance of fire to the structure. The Grenade is NOT to be launched utilizing a launching cup.
- v. INSTANTANEOUS BLAST CS GRENADE, cost \$45, quantity 13, (desired quantity 50). The Instantaneous Blast CS Grenade is designed for indoor or outdoor use; this grenade's powder is expelled upon initiation of a small internal detonator that has sufficient force to split the canister at six machined grooves on the outside surface. This device is well suited for affecting numerous subjects grouped within a contained portion of a prison yard or area, using wind to the advantage. This 6.12 in. by 2.62 in. grenade will deliver approximately 1.5 oz. of active agent.
- vi. DEFENSE TECHNOLOGY, POCKET TACTICAL CS GRENADE, cost: \$39, quantity: 12. (desired quantity 50). The Pocket Tactical CS Grenade is small, and lightweight. The 0.9 oz. of active agent will burn approximately 20-40 seconds. At 4.75 in. by 1.4 inches in size, it easily fits in most tactical pouches. This is a launchable grenade; however it is normally used as a signaling or covering device. Though this device is slightly over four inches in length, it produces a smoke cloud so fast it appears to be an enveloping screen produced by a full size tactical grenade.

b. Purpose

To limit the escalation of conflict where employment of lethal force is prohibited or undesirable. Situations for use of the less lethal weapon systems may include, but are not limited to:

- i. Self-destructive, dangerous and/or combative individuals.
- ii. Riot/crowd control and civil unrest incidents.
- iii. Circumstances where a tactical advantage can be obtained.
- iv. Potentially vicious animals.
- v. Training exercises or approved demonstrations.

- c. Authorized Use  
Only officers who have received POST certification in the use chemical agents are authorized to use chemical agents.
- d. Training  
Sworn members utilizing chemical agent canisters are certified by POST less lethal and chemical agents instructors.
- e. Lifespan  
5 years from manufacturing date.
- f. Fiscal Impact  
No annual maintenance.
- g. Legal and Procedural Rules  
Use is established under the KCSO Chemical Agent Policy. It is the policy of the KCSO to utilize chemical agents only for official law enforcement purposes, and pursuant to State and Federal law, including those regarding the use of force.

**9. Explosive Breaching Tools:** Tools that are used to conduct an explosive breach.

- a. Description, quantity, capabilities, and purchase cost
  - i. ROYAL REMINGTON 870 EXPRESS BREACHING SHOTGUN, cost: \$500, quantity: 2. (desired quantity 4). This weapon allows for breachers to safely utilize shotgun breaching rounds in order to destroy deadbolts, locks, and hinges. The stand-off that is attached to the end of the barrel allows for positive placement of the gun into the correct position and vents gases to prevent overpressure. This weapon can also defeat windows and sliding glass doors with a flash bang round. A less lethal 2.4- inch 12-gauge shotgun round firing a ballistic fiber bag filled with 40 grams of lead shot at a velocity of 270-290 feet per second (FPS).
  - ii. MOSSBURG 930 SEMI-AUTOMATIC BREACHING SHOTGUN, cost \$800, Quantity: 3. (desired quantity 4). This weapon allows for breachers to safely utilize shotgun breaching rounds in order to destroy deadbolts, locks, and hinges. The stand-off that is attached to the end of the barrel allows for positive placement of the gun into the correct position and vents gases to prevent overpressure. This weapon can also defeat windows and sliding glass doors with a flash bang round. A less lethal 2.4- inch 12-gauge shotgun round firing a ballistic fiber bag filled with 40 grams of lead shot at a velocity of 270-290 feet per second (FPS).
  - iii. ROYAL ARMS TESAR-2 BACK CAP 425 GRAIN COPPER FRANGILBE BREACHING ROUND, cost: \$5 per round, quantity: 201. (desired quantity 300). The round is fired from a breaching shotgun and is used to destroy deadbolts, locks and hinges.
  - iv. ROYAL ARMS TESAR-4 YELLOW CAP 750 GRAIN COPPER FRANGIBLE BREACHING ROUND, cost: \$5 per round, quantity: 12. (desired quantity 50). The

round is fired from a breaching shotgun and is used to destroy deadbolts, locks, and hinges

- v. ROYAL ARMS HP CUTTER 12 GAUGE HOLLOW POINT REBAR CUTTER BREACHING ROUND, cost: \$6 per round, quantity: 24. (desired quantity 50). The round is fired from a breaching shotgun and is used to cut rebar, penetrate security glass, car doors, and can penetrate engine blocks
- vi. ROYAL ARMS MB-70S 12 GAUGE MUZZLE BLAST FLASH BANG SOFT BREACHING ROUND, cost: \$6 per round, quantity: 29. (desired quantity 50). The round is fired from a breaching shotgun and is used as a diversionary round and can be used to break glass.

b. Purpose

To safely gain entry into a structure.

c. Authorized Use

Explosive breaching may only occur after authorization by the Incident Commander or SWAT Commander in the field, and during training exercises.

d. Lifespan

Breaching Shotgun- 25 years

Royal Arms Tesar-2 black cap 425 grain copper breaching round- 5 years

Royal Arms Tesar-4 yellow cap 750 grain copper frangible breaching round- 5 years

Royal Arms HP cutter 12-gauge hollow point rebar cutter breaching round- 5 years

Royal Arms MB-70S 12-gauge muzzle blast flash bang soft breaching round- 5 years

e. Fiscal Impact

Annual maintenance is approximately \$500.

f. Training

All officers who use explosive breaching tools shall attend 40 hours of explosive breaching instruction and must additionally receive quarterly training for explosive operations.

g. Legal and Procedural Rules

It is the policy of the KCSO to utilize breaching tools only for official law enforcement purposes, and pursuant to State and Federal law.

## II. ACQUISITIONS

For the following calendar year, the Department seeks to increase the present inventory of military equipment to the noted desired levels above. Thus, the Department seeks the Board of Supervisors' acquisition approval to make further purchases or in-kind replacements when stock of approved military equipment has reached significantly low levels, has been exhausted, has completed the viable life cycle, or has been rendered unusable. The Department also seeks the Board of Supervisors' approval to receive equipment having no initial cost to the Department, such as that which is acquired as a result of a court order or is gifted.

## III. CONFIRMED NON-COMPLIANCE

The Kings County Sheriff's Office has no reportable instances of confirmed non-compliance with its

Military Equipment Use Policy to report to the Board of Supervisors.

#### IV. **JUSTIFICATION**

In order to ensure that the Department's military equipment provides the best value to meet the County's needs in comparison to alternatives, if any were available, and to achieve officer and civilian safety, the Department's past and future acquisitions of military equipment comply with the Kings County Purchasing Policy.