

CITY OF OAKLAND

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OAKLAND

2015 JUL 16 AM 9:43

# AGENDA REPORT

**TO:** Sabrina B. Landreth  
CITY ADMINISTRATOR

**FROM:** Sean Whent

**SUBJECT:** Monthly Police Staffing Report

**DATE:** July 8, 2015

City Administrator  
Approval

Date

**COUNCIL DISTRICT:** City-wide

## RECOMMENDATION

Staff requests that the Public Safety Committee:

Accept the Oakland Police Department's (OPD) monthly information report on recruiting and sworn staffing levels as of May 31, 2015.

## EXECUTIVE SUMMARY

The information in this report reflects changes to OPD's sworn staffing levels through May 31, 2015.

## ANALYSIS

### *Staffing Levels*

**Table 1: Staffing Levels as of January 1<sup>st</sup>: 2000-2015**

Year	Sworn Staffing
2000	675
2001	743
2002	732
2003	775

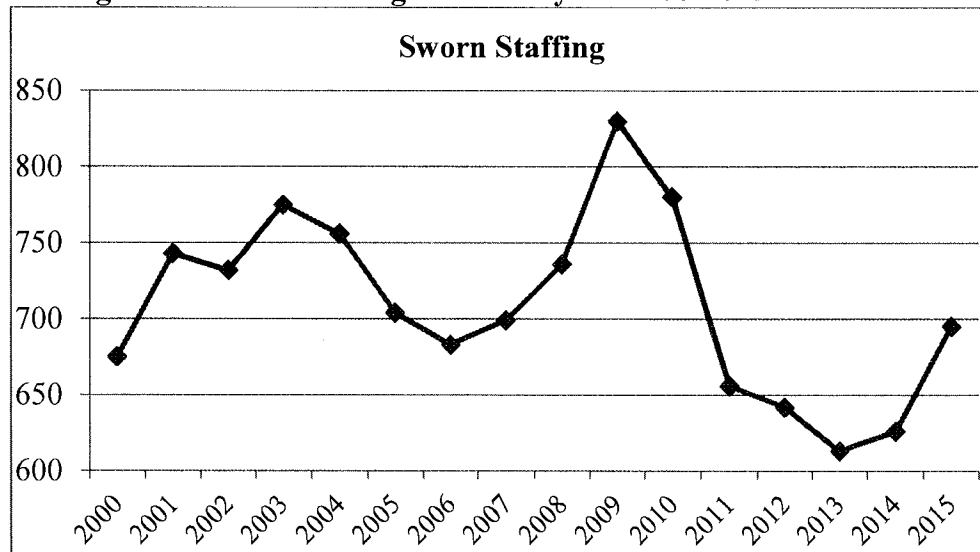
Year	Sworn Staffing
2004	756
2005	704
2006	683
2007	699

Year	Sworn Staffing
2008	736
2009	830
2010	780
2011	656

Year	Sworn Staffing
2012	642
2013	613
2014	626
2015	695

Item: \_\_\_\_\_  
Public Safety Committee  
July 28, 2015

**Figure 1: Sworn Staffing on January 1<sup>st</sup>: 2000-2015**



As of May 31, 2015, OPD’s sworn staffing is 723 officers. Per the Bi-annual FY 2013-2015 budget, OPD’s FY 2014-2015 budgeted sworn staffing should be an average of 722 officers. This total includes 25 officers from the 2011 Department of Justice/Community Oriented Policing Services (DOJ/COPS) Hiring Grant; 10 officers from the 2013 DOJ/COPS Hiring Grant; 15 officers from the 2014 COPS grant; and approximately 63 sworn personnel associated with Oakland’s voter approved public safety measures (Measure Y, 2004; Measure BB, 2010; Measure Z, 2014).

*Demographics*

**Table 1: Ethnicity and Gender – OPD Sworn Staff as of May 31, 2015**

<b>ETHNICITY</b>	<b>Female</b>	<b>%</b>	<b>Male</b>	<b>Percentage</b>
Asian	8	10%	79	12%
Black	21	26%	120	19%
Filipino	1	1%	12	2%
Hispanic	15	18%	152	23%
Native American	1	1%	1	0%
Undeclared-Other	1	1%	4	1%
White	35	43%	258	41%
Unknown	-	--	15	2%
<b>Total</b>	<b>82</b>	<b>100%</b>	<b>641</b>	<b>100%</b>

**Sworn Staffing Residency**

As of May 31, 2015, 63 sworn members and 15 POTs (see 172<sup>nd</sup> Academy chart Table 2 below) were Oakland residents. Nine percent (9%) of current sworn members are City of Oakland residents. The Oakland Police Department has prioritized attracting a racially diverse and multilingual workforce of qualified officers that includes Oakland residents as well as individuals with life experiences that prepare them to successfully engage with Oakland’s diverse residents.

**Table 2: OPD 172<sup>nd</sup> Police Officer Trainee (POT) Academy**

Gender		Ethnicity		Residency		Language		Education	
<i>Female</i>	19	<i>Asian</i>	9	<i>Oakland</i>	15	<i>Chinese</i>	1	<i>High School</i>	3
<i>Male</i>	39	<i>Black</i>	12			<i>Spanish</i>	14	<i>Some College</i>	21
		<i>Filipino</i>	4					<i>Bachelor</i>	29
		<i>Hispanic</i>	17					<i>Master's Above</i>	4
		<i>Other</i>	5						
		<i>White</i>	11						
<i>Total</i>	58	<i>Total</i>	58	<i>Total</i>	15	<i>Total</i>	15	<i>Total</i>	58

*OPD Hiring / Full Police Staffing Plan*

The Oakland City Council passed Resolution No. 84767 C.M.S. on December 10, 2013, which among other mandates, requires that the City Administrator or designee present a “Hiring Plan showing the timeline for achieving OPD Budgeted Staffing to achieve Sworn and Police-Support Civilian Staffing levels as quickly as possible (“OPD Hiring Plan”), and that the OPD Hiring Plan shall include month-by-month projections of expected staffing levels. The City Council subsequently passed the “Implementation of Budgeted Police Staffing,” on June 3, 2014, which adopts the “staffing projections in the Hiring Plan / Full Police Staffing Plan to the April 29, 2014 Public Safety Committee as the current Hiring Plan.” Tables 3.1 and 3.2 below provide data on staffing and projections as reported in the April 29, 2014 “Full Police Staffing Report” and the actual staffing levels as reported as of May 31, 2015.

**Table 3.1: Staffing Projections in the April 29, 2014 OPD Hiring / Full Police Staffing Report**

Staffing Projections in the April 29, 2014 OPD Hiring /Full Police Staffing Report												
	2014						2015					
FY 14-15	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Filled	646	681	676	691	726	721	716	711	706	701	696	691
Attrition	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)
Hires	40	0	20	40	0	0	0	0	0	0	0	0
Ending Filled	681	676	691	726	721	716	711	706	701	696	691	686
Authorized	707	707	707	707	707	707	707	707	707	707	707	707
Over/(Under)	(26)	(31)	(16)	19	14	9	4	(1)	(6)	(11)	(16)	(21)

**Table 3.2: Actual Staffing and Projections – July 2014-June 2015**

Staffing Actuals and Projections through May 31, 2015												
	2014						2015					
FY 14-15	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Filled	647	677	667	684	715	705	695	694	696	690	722	723
Attrition	(4)	(11)	(4)	(4)	(10)	(10)	(2)	(7)	(6)	(3)	(5)	(6)
Hires	34	1	21	35	0	0	1	9	0	35	6	0
Ending Filled	677	667	684	715	705	695	694	696	690	722	723	717
Authorized	707	707	707	707	707	722	722	722	722	722	722	722
Over (Under) Authorized	(30)	(40)	(23)	8	(2)	(27)	(28)	(26)	(32)	0	1	-5
<b>Hiring Plan</b>	681	676	691	726	721	716	711	706	701	696	691	686
<b>Over (Under) Adopted Hiring Plan</b>	<b>(4)</b>	<b>(9)</b>	<b>(7)</b>	<b>(11)</b>	<b>(16)</b>	<b>(21)</b>	<b>(17)</b>	<b>(10)</b>	<b>(11)</b>	<b>26</b>	<b>32</b>	<b>31</b>

*Early Warning Policy and Recommendations*

Resolution No 84767 C.M.S. also requires that the OPD staffing report contain an analysis of any deviations between the expected and actual staffing levels, the expected hiring methods, and alternative hiring options, for achieving budgeted staffing as quickly as possible. An additional Basic Academy was requested and approved to begin on November 16, 2015. This Basic Academy would enroll 60 POTs and assist in offsetting OPD's officer attrition (average of six officers per month) and maintaining staffing levels during FY 2015-2017.

In *Attachment I* Tables 4 through 16, appended to this report, show historical, current, and projected staffing data as outlined below.

<b><i>Attachment 1</i></b>	
Figure 2	Residency of Sworn OPD Members (page 1)
Table 4	Demographics of Sworn OPD Members (page 1)
Table 5	Current Recruitment – Outreach/Media Activity (page 2)
Table 6&7	Staffing Funding Sources for FY 14-15 (page 2)
Table 8	Budget Authorized Positions (page 3)
Table 9	Sworn Attrition Data (page 3)
Table 10	Sworn Attrition Analysis (page 4)
Table 11	Attrition of Oakland residents in the testing and hiring process (page 4)
Table 12	Demographic Information on Previous Academies (page 5)
Table 13a	OPD Recruitment Data – Current Academies (pages 6)
Table 13b	OPD Recruitment Data, Lateral Transitional Courses (page 6)
Table 14	Field Training Data (page 6)
Table 15	Sworn Permanent Assignments within OPD (page 7)
Table 16	Civilian Vacancies in OPD (page 8)
Table 17	Patrol Data (page 9)

**PUBLIC OUTREACH / INTEREST**

The Department continues to actively recruit candidates for the positions of police officer trainee and lateral / post-academy graduate police officer. Recruitment efforts focus on selective language candidates throughout the testing and selection process. Staff has met with several community organizations and received positive feedback and useful input on recruiting efforts. Staff is working with community organizations to conduct hiring workshops, to be held at various community organization’s offices, throughout the City.

**COORDINATION**

The Department works with the Human Resources Management to complete the necessary steps associated with completing an academy. The City Attorney’s Office was consulted in preparation of this report.

**COST SUMMARY / IMPLICATIONS**

There are no fiscal impacts associated with this informational report.

**SUSTAINABLE OPPORTUNITIES**

***Economic:*** There are no economic opportunities associated with this report.

***Environmental:*** There are no environmental opportunities associated with this report.

***Social Equity:*** Hiring more police officers will provide additional resources, thereby enhancing public safety efforts.

For questions concerning the contents of this report, please contact David Downing, Deputy Chief of the Bureau of Services, at 510-238-7620.

Respectfully submitted,



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SEAN WHENT  
Chief of Police  
Oakland Police Department

Reviewed by:  
David Downing  
Deputy Chief of Police  
Oakland Police Department

Prepared by:  
Cee Belue  
Personnel Manager, Personnel Section  
Oakland Police Department

***Attachment 1:*** Data Tables

# Oakland Police Department - Monthly Staffing Report – Attachment I

**Figure 2: Residency of Sworn OPD Members**

County	Percent of Sworn OPD Staff
Alameda (not including Oakland)	25%
Alameda (Oakland only)	9%
Contra Costa	34%
San Francisco	3%
San Joaquin	8%
San Mateo	3%
Santa Clara	3%
Solano	10%
Sonoma	1%
Stanislaus	1%
Other (5 or fewer residents)	3%

**Table 4: Demographics of Sworn OPD Members**

Race	US 2010 Census	OPD 2013	OPD 2014	OPD 2015
White	34.5%	43.0%	42.0%	41.8%
Black	28.0%	20.0%	18.8%	18.3%
Asian	16.8%	20.9%	12.7%	12.2%
Hispanic	25.4%	19.0%	21.2%	22.5%
Other *	--	--	5.3%	5.2%
Female	14.3%**	12.0%	12.0%	11.7%
Male	85.7%**	88.0%	88.0%	88.3%

\* Other includes Unknown, Native American, and Undeclared; Data as of 1/1/2015

\*\* 2007 data U.S. Department of Justice. Office of Justice Programs Bureau of Justice Statistics, Local Police Department, 2007

**Table 5: Current Recruitment – Outreach/Media Activity**

<b>ON-GOING / IN PROGRESS RECRUITMENT STRATEGIES</b>
Spring Fling Friday, May 1, 1700 – 1900, (100 attendees, 0 contacts)
Practice PAT Saturday, May 2, 0800 – 1000, (14 attendees)
10th Annual Youth Uprising Saturday May 2nd, 1200 – 1700, (200+ attendees, 1 contact)
Cinco de Mayo Sunday May 3, 0900 – 1700, (1,000+ attendees, 20 contacts for POT, Cadets & Explorers)
CSUEB Networking Mixer Tuesday May 12, 1700 – 1900, (40 attendees, 3 contacts)
Online POST written test workshop Thursday, May 14, 1830 – 2030. (40 attendees)
OPD Open House Friday May 15, 2015, 1600 – 1800, (100-150 attendees, 0 contacts)
Action Readiness Summit Saturday May 16, 0900 – 1800, (100 – 150 attendees, 8 contacts)
OPD Open House for Frick and Roosevelt Middle Schools Monday May 18, 1130 – 1245, (50 attendees, 0 contacts)
Stone Soul Concert Sunday May 24, 0900 – 1430, (12K attendees, 30 contacts)

**Tables 6 & 7: Staff Funding Sources for Sworn and Civilian Positions for FY 2014 – 2015**

<b>Sworn Positions</b>	<b>FTE</b>
General Fund: General Purpose	606
Alameda Co. Vehicle Abatement	1
Measure Y	63
Traffic Safety Fund	2
COPS 2011	25
COPS 2013	10
COPS 2014	15
<b>Grand Total</b>	<b>722</b>

<b>Civilian Positions</b>	<b>FTE</b>
General Fund: General Purpose	379.2
Alameda Co. Vehicle Abatement	1.00
Measure Y	.35
Traffic Safety Fund	15.65
False Alarm Reduction Program	6.50
US Department of Justice	3.00
State of California	1.65
Workers' Comp. Insurance	2.00
<b>Grand Total</b>	<b>409.35</b>



**Table 8: Budget Authorized Positions**

Position	Budget Authorized Positions	Authorized	Filled	+/-
Sworn	Chief of Police	1	1	0
	Assistant Chief	1	1	0
	Deputy Chief	3	3	0
	Captain	10	9	-1
	Lieutenant	27	26	-1
	Sergeants	124	122	-2
	Police Officers	556	559	5
	<b>Total Sworn</b>	<b>722</b>	<b>723</b>	<b>1</b>
Non-Sworn	Full-time and Part-time	409.35	378.35	-31
	<b>Total Personnel</b>	<b>1131.35</b>	<b>1101.35</b>	<b>-30</b>

**Table 9: Sworn Attrition Data: Jun 1, 2014 through May 31, 2015 (12 month average is 5.7%)**

Reason/Month	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr' 15	May 15	Total
Disability Retirement	1	1	1		1	4	1		3	1	1		<b>14</b>
Resignation			3	1	1	2	1	1	2	3		2	<b>16</b>
Resignation - Other Agency		1	6	1	1	1	1					1	<b>12</b>
Service Retirement	1	2	1			1	7		2	2	1	2	<b>19</b>
Termination				2	1	2		1			1		<b>7</b>
Deceased													<b>0</b>
<b>Grand Total</b>	<b>2</b>	<b>4</b>	<b>11</b>	<b>4</b>	<b>4</b>	<b>10</b>	<b>10</b>	<b>2</b>	<b>7</b>	<b>6</b>	<b>3</b>	<b>5</b>	<b>68</b>

The below table identifies deviations/shortfalls between projected and actual staffing levels for sworn staffing from June 2014 through May 2015. During the period of OPD was below the projected average monthly attrition. The projection is 6 per month for an annual of 72 and the actual for same 12-month period was 68.

**Table 10: Sworn Attrition Analysis Jun 1, 2014 through May 31, 2015**

Reason for Separation	Average Age at Separation	Number of Separations
Disability Retirement	47.2	14
Resignation	32.8	16
Resignation - Other Agency	35.8	12
Service Retirement	51.0	19
Termination	36.3	7

**Table 11: Attrition of Oakland Residents in the Testing and Hiring Process**

<b>Police Hiring Steps – Oakland Residents</b>	<b>166<sup>th</sup></b>	<b>167<sup>th</sup></b>	<b>168<sup>th*</sup></b>	<b>169<sup>th</sup></b>	<b>ACSO**</b>	<b>170<sup>th</sup></b>	<b>171<sup>st</sup></b>	<b>172<sup>nd</sup></b>
Applications Received	282	186	415	271	--	316	501	526
Invited to Physical Ability Test (PAT)	85	59	371	262	--	267	337	495
Attended PAT	77	44	168	145	--	194	110	281
Invited to Written	254	165	151	138	--	147	94	253
Attended Written	155	112	133	123	--	113	77	218
Invited to Oral Interview	72	42	79	76	--	86	44	145
Attended Oral Interview	63	39	66	59	--	55	33	118
Background & Character Review	48	19	40	35	--	43	25	80
Invited to Academy	7	6	6	3	1	10	15	15
Graduated from Academy	3	3	6	2	1	10	9	Pending

**Table 12: Demographic Information on Academies since 2012**

<b>Class</b>	<b>Starting Date</b>	<b>Starting Number</b>	<b>Gender</b>	<b>Oakland Residency</b>	<b>Language</b>	<b>Ending Number</b>
166th	17 Sep 12	57	15 Females 42 Males	7	8 Cantonese/Mandarin 4 Spanish	39
167th	25 Mar 13	51	7 Females 44 Males	6	5 Cantonese/Mandarin 12 Spanish	36
168th	30 Sep 13	57	8 Females 49 Males	6	0 Cantonese/Mandarin 19 Spanish	47
3 <sup>th</sup> Lateral	9 Dec 13	4	4 Males	0	0 Cantonese/Mandarin 1 Spanish	4
169 <sup>th</sup>	30 Dec 13	55	8 Females 47 Males	2	0 Cantonese/Mandarin 13 Spanish	34
ACSO	17 Mar 14	24	3 Females 21 Males	1	3 Cantonese/Mandarin 3 Spanish	13
170 <sup>th</sup>	28 Apr 14	57	9 Females 48 Males	5	3 Cantonese/Mandarin 10 Spanish	35
4 <sup>th</sup> Lateral	22 Sep 14	7	1 Female 6 Males	0	0 Cantonese/Mandarin 2 Spanish	5
171 <sup>s</sup>	29 Sep 14	60	10 Females 50 Males	15	5 Cantonese/Mandarin 9 Spanish	35
5 <sup>th</sup> Lateral	23 Feb 15	9	9 Males	1	1 Cantonese/Mandarin 0 Spanish	7
172 <sup>nd</sup>	27 Apr 15	58	19 Females 39 Males	15	1 Cantonese/Mandarin 14 Spanish	Pending
6 <sup>th</sup> Lateral	18 May 15	6	6 Males	1	0 Cantonese/Mandarin 0 Spanish	Pending

**Table 13a: OPD Recruitment Data – Current Academies**

<b>Police Hiring Steps: 172<sup>nd</sup> Academy</b>	<b>Testing/ Time Frame</b>	<b>Total</b>	<b>Percent of Total</b>	<b>Percent Not Advanced</b>	<b>Number of Oakland Residents</b>	<b>Percent of General Total Oakland Residents</b>	<b>Percent of Oakland Residents Not Advanced</b>
Applications Received	5/12/2014- 12/5/2014	3820	100%	0%	526	14%	0%
Invited to PAT		3687	97%	-3%	495	13%	-6%
Attended PAT	6/14/2014- 12/13/2014	1769	46%	-54%	281	7%	-47%
Invited to Written		1657	43%	-57%	253	7%	-52%
Attended Written	7/8/2014- 1/7/2015	1435	38%	-62%	218	6%	-59%
Invited to Oral Interview		1050	27%	-73%	145	4%	-72%
Attended Oral Interview	8/11/2014- 2/10/2015	799	21%	-79%	118	3%	-78%
Referred to OPD on eligibility list	8/25/2014- 3/4/2015	562	15%	-85%	80	2%	-85%
Invited to Academy	4/27/2015	58	2%	-98%	15	0.39%	-97%
Graduated Academy	10/30/2015	TBD	TBD	TBD	TBD	TBD	TBD

**Table 13b: OPD Recruitment Data, Lateral Transitional Courses**

<b>Police Hiring Steps: May 18, 2015 #6 Lateral Course</b>	<b>Testing/ Time Frame</b>	<b>Total</b>	<b>Percent of Total</b>	<b>Percent Not Advanced</b>	<b>Number of Oakland Residents</b>
Applications Received	4/10/15	59	--	--	1
Invited to PAT	4/17/15	30	51%	49%	1
Invited to Oral Interview	4/17/15	22	37%	63%	1
Referred to OPD on eligibility list	4/21/15	18	31%	69%	1
Invited to Course	5/18/2015	6	10%	90%	1
Graduated Course	7/24/2015	Pending	Pending	Pending	Pending

**Table 14: Field Training Data**

<b>Academy of Origin</b>	<b>Entered FTO</b>	<b>Completed FTO</b>
OPD 170 <sup>th</sup> Basic Academy	35	29 completed / 1 pending
OPD 171 <sup>st</sup> Basic Academy	35	Pending
5 <sup>th</sup> POST Lateral Course	7	Pending

**Table 15: Sworn Permanent Assignments within OPD**

	Chief	Assistant Chief	Deputy Chief	Captain	Lieutenant	Sergeant	Officer
<b>Office of the Chief</b>	1	1					
Public Information Office							2
Internal Affairs Division				1	1	12	3
Office of the Inspector General					1	3	1
Intelligence Unit						1	6
Research & Planning							1
<b>Bureau of Field Operations: Administration</b>			2		1	2	1
Patrol Area 1				1	3	17	96
Patrol Area 2				1	3	12	72
Patrol Area 3				1	3	12	74
Patrol Area 4				1	3	13	72
Patrol Area 5				1	3	16	87
Support Operations Division				1	1	3	8
Traffic Section					1	3	17
<b>Bureau of Services: Administration</b>			1	1			
Communications Section						4	
Training Section					1	2	16
Recruiting and Background Unit						1	4
Information Technology							3
Property/ Evidence Unit							2
<b>CID: Administration</b>				1			
CID: Special Victims Section					1	4	23
CID: Homicide Section					1	6	7
CID: Theft/ Field Support Section					1	2	14
CID: Gang/ Felony Assault Section					1	4	17
CID: Robbery and Burglary Section					1	3	15
CID: Youth and School Services Section					1	3	15
<b>Ceasefire</b>				1			
<b>Total Sworn Allocation</b>	1	1	3	10	27	124	556

**Table 16: Civilian Vacancies in OPD** (As of May 31, 2015 there are 27.0 vacancies – this number excludes positions where staff have been hired but have not started work)

<b>Job Classification</b>	<b>Vacancies</b>	<b>Authorized</b>	<b>Status</b>
Accountant II	1	2	<ul style="list-style-type: none"> <li>• OPD: Offer extended</li> </ul>
Administrative Analyst II (Crime Analyst)	1	4	<ul style="list-style-type: none"> <li>• OPD Pending recruitment strategy determination</li> </ul>
Criminalist I (Grant Funded)	1	1	<ul style="list-style-type: none"> <li>• OPD: Pending hiring interview</li> </ul>
Criminalist II	2	17	<ul style="list-style-type: none"> <li>• OPD: Pending hiring interview for 1 Firearm and 1 Biology vacancies</li> <li>• OPD: Pending final Budget for 2 vacancies</li> </ul>
Intake Technicians	3	5	<ul style="list-style-type: none"> <li>• HRM: Pending certification of additional names to interview</li> <li>• OPD: Pending offer acceptance for 1 Spanish and 1 General vacancy</li> </ul>
Latent Print Examiner II	1	5	<ul style="list-style-type: none"> <li>• OPD: pending hiring interview.</li> </ul>
Neighborhood Services Coordinator	1-	10	<ul style="list-style-type: none"> <li>• OPD: Pending final Budget</li> </ul>
Performance Auditor	-	3	<ul style="list-style-type: none"> <li>• Job posted and closes 6/19. Hiring based on FY 15-16 budget.</li> </ul>
Police Cadet	3	9	<ul style="list-style-type: none"> <li>• OPD: 34 pending completion of background investigations.</li> </ul>
Police Dispatchers	13	67	<ul style="list-style-type: none"> <li>• OPD: Selected 4 for hire, hiring paperwork submitted. Additional names referred to background for completion.</li> </ul>
Police Operators	1	7	<ul style="list-style-type: none"> <li>• OPD: Selective Language – Spanish candidate – pending hiring paperwork approval</li> </ul>
Project Manager III – Internal Affairs	-	2	<ul style="list-style-type: none"> <li>• OPD – reviewing applicants, scheduling interviews, hiring based on FY 15-16 budget</li> </ul>

**Table 17: Patrol Data**

	<b>Area 1</b>	<b>Area 2</b>	<b>Area 3</b>	<b>Area 4</b>	<b>Area 5</b>
Number of officers assigned to patrol: 257	1 <sup>st</sup> Watch 16 2 <sup>nd</sup> Watch 17 Late Tac 8 3 <sup>rd</sup> Watch 16 Total 57	1 <sup>st</sup> Watch 15 2 <sup>nd</sup> Watch 16 3 <sup>rd</sup> Watch 15 Total 46	1 <sup>st</sup> Watch 16 2 <sup>nd</sup> Watch 15 3 <sup>rd</sup> Watch 15 Total 46	1 <sup>st</sup> Watch 16 2 <sup>nd</sup> Watch 17 3 <sup>rd</sup> Watch 17 Total 50	1 <sup>st</sup> Watch 16 2 <sup>nd</sup> Watch 16 Late Tac 10 3 <sup>rd</sup> Watch 16 Total 58
Number of officers assigned to evening shifts	41	31	31	34	42
Number of officers assigned to PSO / CRT: 66	PSO 7 CRT 8	PSO 7 CRT 8	PSO 8 CRT 8	PSO 7 CRT 6	PSO 6 CRT 8
# of open beats not filled by overtime in May	1 <sup>st</sup> Watch: 3 2 <sup>nd</sup> Watch: 0 3 <sup>rd</sup> Watch: 1	1 <sup>st</sup> Watch: 5 2 <sup>nd</sup> Watch: 4 3 <sup>rd</sup> Watch: 0	1 <sup>st</sup> Watch: 2 2 <sup>nd</sup> Watch: 6 3 <sup>rd</sup> Watch: 0	1 <sup>st</sup> Watch: 1 2 <sup>nd</sup> Watch: 3 3 <sup>rd</sup> Watch: 6	1 <sup>st</sup> Watch: 2 2 <sup>nd</sup> Watch: 11 3 <sup>rd</sup> Watch: 3

Note: Open beats are covered on overtime.

Beats by Area:

- Area 1: Beats 1-7
- Area 2: Beats 8-14
- Area 3: Beats 15-22
- Area 4: Beats 23-28
- Area 5: Beats 29-35