

# AGENDA REPORT

2015 OCT 15 PM 12:31

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

**FROM:** Sean Whent,  
Chief of Police

**SUBJECT:** 30 Day Monthly Police Staffing Report

**DATE:** October 1, 2015

City Administrator  
Approval

Date

10/15/15

## RECOMMENDATION

**Staff Recommends That The Public Safety Committee Accept the Oakland Police Department's (OPD) monthly informational report on recruiting and sworn staffing levels as of August 31, 2015.**

## EXECUTIVE SUMMARY

This informational report provides data on the demographics and staffing levels of OPD sworn and non-sworn employees as well as recruiting and hiring data.

## BACKGROUND AND LEGISLATIVE HISTORY

In 2009, the City Council requested a monthly staffing report from OPD to address current staffing levels for both sworn and civilians. This report addresses recruitment activities and assignments for both sworn and civilian positions.

## ANALYSIS AND POLICY ALTERNATIVES

### *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  
October 27, 2015

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

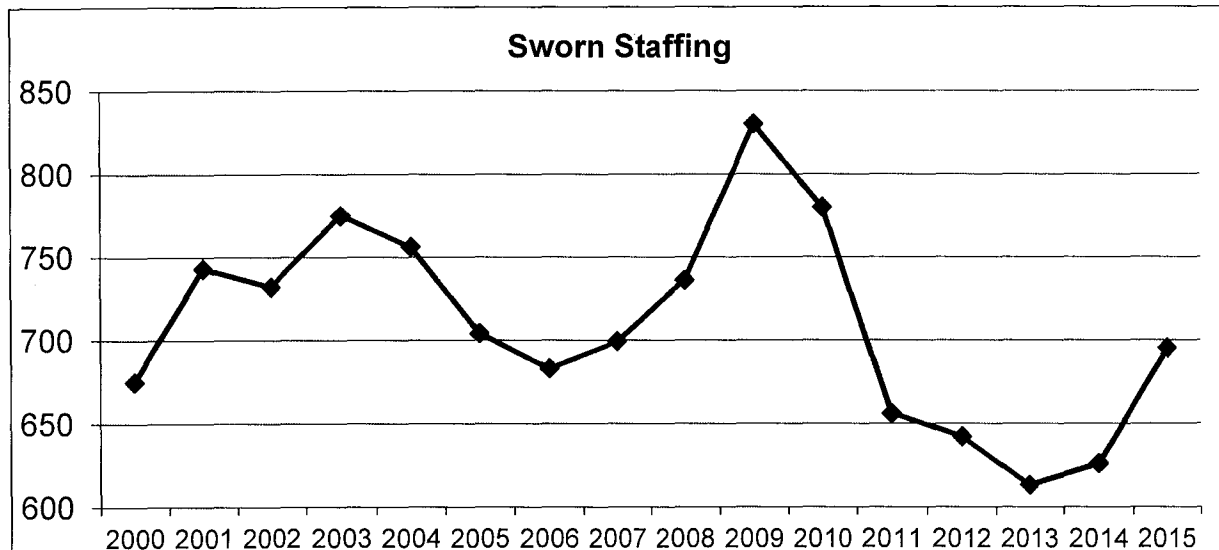


Figure 1: Sworn Staffing on January 1<sup>st</sup>: 2000-2015

As of August 31, 2015, OPD's actual sworn staffing is 715 officers. Per the approved Fiscal Year 2015-2017 Policy Budget, OPD's FY 2015-2016 budgeted sworn staffing is 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 officers associated with Oakland's voter approved public safety measures (Measure BB, 2010; Measure Z, 2014).

*Demographics – Sworn Staffing*

As of August 31, 2015, 57 sworn members and 27 POTs (see Academy charts below) were Oakland residents. Eight percent of current sworn members are City of Oakland residents. OPD has prioritized attracting a racially diverse and multilingual workforce of qualified officers that includes Oakland residents.

**Table 2a: 172<sup>nd</sup> POT Academy**

Gender		Ethnicity		Residency		Language		Education	
Female	19	Asian	9	Oakland	15	Chinese	1	High School	3
Male	39	Black	12			Spanish	14	Some College	28
		Filipino	4					Bachelor	29
		Hispanic	17					Master's Above	4
		Other	5						
		White	11						
Total	58	Total	58	Total	15	Total	15	Total	58

**Table 2b: 173<sup>rd</sup> & San Francisco PD #248 POT Academy**

Gender		Ethnicity		Residency		Language		Education	
Female	9	Asian	11	Oakland	12	Chinese	4	High School	4
Male	44	Black	11			Spanish	10	Some College	34
		Filipino	0					Bachelor	15
		Hispanic	13					Master's Above	0
		Other	1						
		White	17						
Total	53	Total	53	Total	12	Total	14	Total	53

**Table 3: Ethnicity and Gender – OPD Sworn Staff August 31, 2015**

ETHNICITY	Female	%	Male	Percentage
Asian	8	10%	79	12%
Black	21	26%	119	19%
Filipino	2	2%	13	2%
Hispanic	14	17%	150	23%
Native American	1	1%	1	0%
Undeclared-Other	1	1%	2	1%
White	35	43%	256	41%
Unknown	-	--	13	2%
<b>Total</b>	<b>82</b>	<b>100%</b>	<b>632</b>	<b>100%</b>

*Actual Staffing and Projections*

The Oakland City Council passed Resolution No. 84767 C.M.S. on December 10, 2013, which 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. Table 4 below provides actual and projected sworn staffing for the current FY 2015-2016 Hiring Plan, as approved in the FY 2015-2017 Policy Budget. This data is accurate as of August 31, 2015.

**Table 4: Actual Sworn Staffing (as of August 31, 2015) and Sworn Staffing Projections**

Year	2015						2016					
	Month	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Filled	722	719	714	708	739	733	727	756	750	748	742	781
Attrition	(3)	(5)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)
Hires	0	0	0	37	0	0	35	0	4	0	45	0
Ending Filled	719	714	708	739	733	727	756	750	748	742	781	775
Authorized	722	722	722	722	722	722	722	722	722	722	722	722
Over (Under) Authorized	(3)	(8)	(14)	17	11	5	34	28	26	20	59	53
Hiring Plan	719	713	707	741	735	729	763	757	756	750	789	755
Over (Under) Adopted Hiring Plan	0	1	1	(2)	(2)	(2)	(7)	(7)	(8)	(8)	(8)	(10)

In **Attachment A**, appended to this report, show historical, current, and projected staffing data as outlined below.

<b>Attachment A</b>	
Figure 2	Residency of Sworn OPD Members (page 1)
Table 5	Demographics of Sworn OPD Members (page 1)
Table 6	Current Recruitment – Outreach/Media Activity (page 2)
Table 7&8	Staffing Funding Sources for FY 14-15 (page 2)
Table 9	Budget Authorized Positions (page 3)
Table 10	Sworn Attrition Data (page 3)
Table 11	Sworn Attrition Analysis (page 3)
Table 12	Attrition of Oakland residents in the testing and hiring process (page 4)
Table 13	Demographic Information on Previous Academies (page 4&5)
Table 14	OPD Recruitment Data – Current Academies (pages 5&6)
Table 15	Field Training Data (page 6)
Table 16	Sworn Permanent Assignments within OPD (page 7)
Table 17	Civilian Vacancies in OPD (page 8)
Table 18	Patrol Data (page 9)

**FISCAL IMPACT**

This item is for informational purposes only and does not have a direct fiscal impact or cost. However, decisions to fund additional sworn or non-sworn positions beyond levels approved in the Policy Budget will require additional funding.

**PUBLIC OUTREACH / INTEREST**

The Department continues to actively recruit candidates for the positions of police officer trainee and when required, lateral / post-academy graduate police officer. Recruitment efforts focus on selective language candidates, diversity and Oakland residents 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 organizations' offices, throughout the City.

**COORDINATION**

The Department coordinates with the Human Resources and Management Department to complete the necessary steps associated with completing an academy.

**SUSTAINABLE OPPORTUNITIES**

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

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

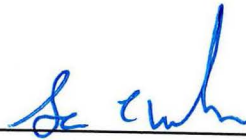
***Social Equity:*** The Oakland Police Department strives to increase the diversity of its workforce.

**ACTION REQUESTED OF THE PUBLIC SAFETY COMMITTEE**

Staff Recommends that The Public Safety Committee accept the OPD's monthly informational report on recruiting and sworn staffing levels as of August 31, 2015.

For questions regarding this report, please contact Bruce Stoffmacher, Legislation Manager, OPD Research and Planning, at (510) 238-6976.

Respectfully submitted,



Sean Whent  
Chief of Police  
Oakland Police Department

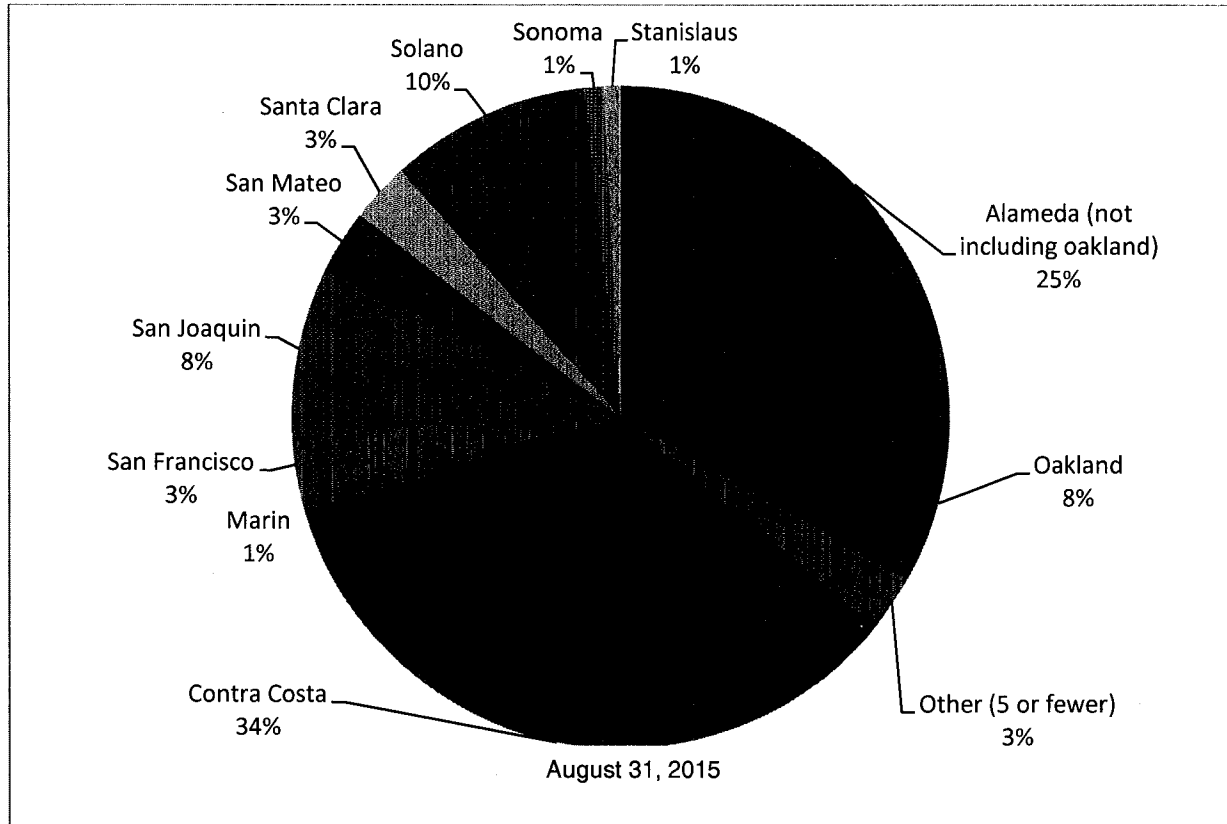
Prepared by:  
Cee Belue, Personnel Manager,  
OPD, Personnel Section

Bruce Stoffmacher, Legislation Manager  
OPD, Research and Planning, OCOP

*Attachments (1)*  
*A: Data Tables*

# Oakland Police Department Monthly Staffing Report - Attachment A

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



**Table 5: Demographics of Sworn OPD Members**

Race	US 2010 Census-Oakland Pop.	OPD 2013	OPD 2014	OPD 2015
White	34.5%	43.0%	42.0%	40.8%
Black	28.0%	20.0%	18.8%	19.5%
Asian	16.8%	20.9%	12.7%	14.1%
Hispanic	25.4%	19.0%	21.2%	22.8%
Other *	--	--	5.3%	2.8%
Female	14.3%**	12.0%	12.0%	11.4%
Male	85.7%**	88.0%	88.0%	88.6%

\* Other includes Unknown, Native American, and Undeclared; OPD Data as of 7/31/2015

\*\* 2007 data: gender ratio of police officers in the U.S. Source: U.S. Department of Justice. Office of Justice Programs Bureau of Justice Statistics, Local Police Department, 2007

**Table 6: Current Recruitment – Outreach/Media Activity**

Practice PAT Saturday, August 1, 0800-1000, Officer O'Reilly & crew. (2 attendees)
Art & Soul Festival Saturday/Sunday, August 1-2, 1200-1800, Officers S. Brewster & J. Sanchez. (2,000 attendees, 15-20 contacts per day)
Councilperson Brooks' 3rd Annual 3 on 3 basketball tournament which takes place at the Oracle Arena parking lot on August 1st ( 9:00 to 5:00, Officer E. Morris & E. Cumby) and 2nd (9:00 to 3:30, Sergeant T. Small & Officer E. Morris). (80 attendees, 5-10 contacts per day)
Online POST written test workshop Wednesday, August 12, 1830-2030. (114 registered, 64 participated)
Oakland Marathon Friday & Saturday, August 15 Officer S. Brewster & J. Sanchez. (2,500 attendees, 50 contacts)
Acts Community Partners Saturday, August 22, 0900-1600 Officers D. Gilbert & E. Morris. (500 attendees, 20 contacts)
Arise to Life Fair Saturday, August 22, 0900-1400 Sgt. A. Smith. (200 attendees, 3 contacts)
Chinatown Festival Friday & Saturday, August 22-23. Lt. A. Yu. (5K attendees, 20-25 contacts each day)
Job and Educational Fair in Berkeley Saturday, August 29, 1000-1300. Officer T. McNeil. (35 attendees, 10 contacts)
Oakland Triathlon Festival Expo Friday & Saturday, August 28-29 Officers D. Gilbert & E. Morris. (400 – 500 attendees, 25-35 contacts)

**Tables 7 and 8: Staff Funding Sources for Sworn and Civilian Positions for FY 2015 – 2017**

<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	389.55
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>419.7</b>



**Table 9: Budget Authorized Positions**

Position	Budget Authorized Positions	Authorized	Filled	+/-
Sworn	Chief of Police	1	1	0
	Assistant Chief	1	1	0
	Deputy Chief	4	3	0
	Captain	9	9	0
	Lieutenant	27	26	1
	Sergeants	124	130	6
	Police Officers	556	543	-13
	<b>Total Sworn</b>	<b>722</b>	<b>714</b>	<b>-8</b>
Non-Sworn	Full-time and Part-time	419.7	386.7	-33
	<b>Total Personnel</b>	<b>1141.7</b>	<b>1100.7</b>	<b>-41</b>

**Table 10: Sworn Attrition Data: September 1, 2014 through August 31, 2015 (12 month average is 5.0%)**

Reason/Month	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Total
Disability Retirement		1	4	1		3	1	1			1	2	14
Resignation	1	1	2	1	1	2	3		2		2	2	17
Resignation - Other Agency	1	1	1	1					1				5
Service Retirement			1	7		2	2	1	2	1		1	17
Termination	2	1	2		1			1					7
Deceased													0
<b>Grand Total</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>1</b>	<b>3</b>	<b>5</b>	<b>60</b>

The above table identifies sworn attrition by month and by category from September 2014 through August 2015. During this period 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 60.

**Table 11: Sworn Attrition Analysis September 1, 2014 through August 31, 2015**

Reason for Separation	Average Age at Separation	Number of Separations
Disability Retirement	46.3	14
Resignation	31.3	17
Resignation - Other Agency	37.0	5
Service Retirement	50.9	17
Termination	35.5	7

**Table 12: Attrition of Oakland Residents during 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>	<b>173<sup>rd</sup></b>
Applications Received	282	186	415	271	--	316	501	526	169
Invited to Physical Ability Test (PAT)	85	59	371	262	--	267	337	495	156
Attended PAT	77	44	168	145	--	194	110	281	73
Invited to Written	254	165	151	138	--	147	94	253	64
Attended Written	155	112	133	123	--	113	77	218	53
Invited to Oral Interview	72	42	79	76	--	86	44	145	37
Attended Oral Interview	63	39	66	59	--	55	33	118	28
Background & Character Review	48	19	40	35	--	43	25	80	80
Invited to Academy	7	6	6	3	1	10	15	15	12
Graduated from Academy	3	3	6	2	1	10	9	Pending	Pending

**Table 13: Demographic Information on Academies since 2012**

<b>Class</b>	<b>Starting Date</b>	<b>Starting Number</b>	<b>Gender</b>	<b>Oakland Res-idency</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>rd</sup> <sup>th</sup> Latera l	9 Dec 13	4	4 Males	0	0 Cantonese/Mandarin 1 Spanish	4
169th	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> h	28 Apr 14	57	9 Females 48 Males	5	3 Cantonese/Mandarin 10 Spanish	35
4 <sup>th</sup> Latera l	22 Sep 14	7	1 Female 6 Males	0	0 Cantonese/Mandarin 2 Spanish	5
171 <sup>st</sup>	29 Sep 14	60	10 Females 50 Males	15	5 Cantonese/Mandarin 9 Spanish	35

5th <sup>th</sup> Latera I	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
6th <sup>th</sup> Latera I	18 May 15	6	6 Males	1	0 Cantonese/Mandarin 0 Spanish	6
SFPD 247 <sup>th</sup>	8 Jun 15	5	5 Males	0	0 Cantonese/Mandarin 0 Spanish	Pending
173 <sup>rd</sup>	6 Jul 15	53	9 Females 44 Males	11	4 Cantonese/Mandarin 10 Spanish	Pending
SFPD 248 <sup>th</sup>	3 Aug 15	5	0 Females 5 Males	1	0 Cantonese/Mandarin 0 Spanish	Pending

**Table 14: 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 14 Continued: OPD Recruitment Data – Current Academies**

<b>Police Hiring Steps: 173<sup>rd</sup> Academy &amp; SFPD 248</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	1/5/2015- 2/24/2015	1234	100%	0%	169	14%	0%
Invited to PAT		1189	96%	-4%	156	13%	-8%
Attended PAT	2/14/2015- 3/14/2015	539	44%	-56%	73	6%	-57%
Invited to Written		512	41%	-59%	64	5%	-62%
Attended Written	3/10/2015- 4/9/2015	402	33%	-67%	53	4%	-69%
Invited to Oral Interview		315	26%	-74%	37	3%	-78%
Attended Oral Interview	4/13/2015- 5/11/2015	245	20%	-80%	28	2%	-83%
Referred to OPD on eligibility list	5/5/2015- 6/1/2015	181	15%	-85%	80	2%	-85%
Invited to Academy	6/8/2015- 8/3/2015	63	5%	-95%	12	0.97%	-93%
Graduated Academy	1/8/2016 & 3/4/2016	TBD	TBD	TBD	TBD	TBD	TBD

**Table 15: Field Training Data**

<b>Academy of Origin</b>	<b>Entered FTO</b>	<b>Completed FTO</b>
OPD 171st Basic Academy	35	30; 1 Pending
5 <sup>th</sup> PAG/Lateral Course	7	4, 2 Pending
6 <sup>th</sup> POST Lateral Course	6	Pending

**Table 16: Sworn Permanent Assignments within OPD**

	Chief	Assistant Chief	Deputy Chief	Captain	Lieutenant	Sergeant	Officer
Office of the Chief	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
Bureau of Field Ops: Administration			2		1	2	1
Patrol Area 1				1	3	16	89
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	15	80
Support Ops Division				1	1	3	8
Traffic Section					1	3	17
Bureau of Services: Administration			1	1			
Communications Section						4	
Training Section					1	2	16
Recruiting and Background Unit						1	4
Information Technology							3
Property/Evidence Unit							2
CID: Administration				1			
CID: Special Victims Section					1	5	23
CID: Homicide Section					1	6	7
CID: Misdemeanor Crimes/Task Force					1	4	14
CID: Robbery, Burglary Felony Assault Section					1	3	19
CID: Youth and School Services Section					1	3	15
Ceasefire				1			
Special Invest. Units					1	4	27
<b>Total Sworn</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>10</b>	<b>27</b>	<b>124</b>	<b>556</b>

\*Sworn in FTO training

**Table 17: Civilian Vacancies in OPD** (As of August 31, 2015 there are 32.0 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>
Administrative Analyst II (Crime Analyst)	3	7	<ul style="list-style-type: none"> <li>OPD Pending recruitment strategy determination and job classification study</li> </ul>
Administrative Assistant I	1	1	<ul style="list-style-type: none"> <li>HRM – Pending Recruitment</li> </ul>
Criminalist II (Firearms)	1	15	<ul style="list-style-type: none"> <li>OPD: Pending offer acceptance and background</li> </ul>
Forensic Technician	1	1	<ul style="list-style-type: none"> <li>HRM Pending exam plan</li> </ul>
Intake Technicians	4	4	<ul style="list-style-type: none"> <li>HRM: Pending certification of additional names to interview</li> <li>OPD: 1 in background. Pending exam plan</li> </ul>
Latent Print Examiner II	1	5	<ul style="list-style-type: none"> <li>OPD: Pending background</li> </ul>
Neighborhood Services Coordinator	1	10	<ul style="list-style-type: none"> <li>HRM Pending recruitment</li> </ul>
Police Cadet	3	9	<ul style="list-style-type: none"> <li>OPD – Pending completion of background investigation</li> </ul>
Police Evidence Technician	3	20	<ul style="list-style-type: none"> <li>HRM – Pending Recruitment</li> </ul>
Police Performance Auditor	2	3	<ul style="list-style-type: none"> <li>OPD Pending hiring manager interviews.</li> </ul>
Police Dispatchers	10	67	<ul style="list-style-type: none"> <li>OPD: Pending background investigations</li> </ul>
Project Manager III – Internal Affairs	1	2	<ul style="list-style-type: none"> <li>OPD – Pending background investigation</li> </ul>
Support Services Supervisor	1	1	<ul style="list-style-type: none"> <li>Submitting Add/Delete in progress to change position.</li> </ul>

**Table 18: 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: 269	1 <sup>st</sup> Watch 17 2 <sup>nd</sup> Watch 17 Late Tac 8 <u>3<sup>rd</sup> Watch 16</u> Total 58	1 <sup>st</sup> Watch 16 2 <sup>nd</sup> Watch 17 <u>3<sup>rd</sup> Watch 16</u> Total 49	1 <sup>st</sup> Watch 17 2 <sup>nd</sup> Watch 16 <u>3<sup>rd</sup> Watch 17</u> Total 50	1 <sup>st</sup> Watch 18 2 <sup>nd</sup> Watch 17 <u>3<sup>rd</sup> Watch 17</u> Total 52	1 <sup>st</sup> Watch 18 2 <sup>nd</sup> Watch 18 Late Tac 8 <u>3<sup>rd</sup> Watch 16</u> Total 60
Number of officers assigned to evening shifts	41	33	33	34	42
Number of officers assigned to PSO / CRT: 66	PSO 7 CRT 8	PSO 7 CRT 7	PSO 7 CRT 8	PSO 6 CRT 7	PSO 6 CRT 8
# of open beats not filled by overtime in August	1 <sup>st</sup> Watch: 1 2 <sup>nd</sup> Watch: 0 3 <sup>rd</sup> Watch: 6	1 <sup>st</sup> Watch: 1 2 <sup>nd</sup> Watch: 2 3 <sup>rd</sup> Watch: 1	1 <sup>st</sup> Watch: 0 2 <sup>nd</sup> Watch: 0 3 <sup>rd</sup> Watch: 5	1 <sup>st</sup> Watch: 0 2 <sup>nd</sup> Watch: 0 3 <sup>rd</sup> Watch: 2	1 <sup>st</sup> Watch: 2 2 <sup>nd</sup> Watch: 0 3 <sup>rd</sup> Watch: 1

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