



# Twin Cities Police Authority Memorandum

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**To:** Phil Green, Chief of Police  
**From:** Michael R. Casteen, Captain  
**Date:** May 3, 2001  
**Subject:** TCPOA 12-hour shift proposal

In March, the Twin Cities Police Officer Association submitted a proposal for a 12-hour shift schedule for patrol. The proposal calls for a team police approach. Two teams would work the hours of 6am to 6pm and the other two teams would work 6pm to 6am. For seven-day coverage a team would work three shifts one week and four shifts the other week, the other team would work four shifts one week and three shifts the second week.

TCPOA proposal would result in patrol staff working 84 hours a pay period, rather than the standard 80 hours. The proposal calls for patrol staff being granted 4 hours of flextime a pay period. This flextime would be accrued at straight time rather than the standard time and one-half. Since firefighters and police officers are permitted to work an alternative schedule under FLSA this would be legal. Millbrae PD provided a legal opinion that the straight time was legal and was confirmed by our labor representative, Craig Jory.

The 12-hour shift plan does provide for a better deployment of patrol officers. The plan would eliminate the current one-hour a shift overlap that occurs under the 9-80 plan. This alone would increase officer availability by 4,992 hours, when patrol is at full staffing. This plan would also eliminate the double shifts on Friday and Saturday evenings. Friday and Saturday evenings no longer have the disproportionate high number of calls for service they previously had years ago.

TCPOA, prior to submitting the proposal, conducted a survey of other police agencies currently working a 12-hour shift. The vast majority of the line officers favored the 12-hour shift and would resist any attempt to discontinue the shift. Currently eight agencies in Marin County work a 12-hour shift plan in patrol.

Both the Millbrae Police Department and the San Luis Obispo Police Departments have converted to a 12-hour shift plan and conducted studies on the 12-hour shifts. I have obtained copies of both studies.

San Luis Obispo studies compared 1988 and 1989 using 1987 as a base line. The study showed an increase in productivity. Sick leave usage decreased. Overtime increased however there was a change in the MOU, which had a big impact on the overtime issue. In 1989, San Luis Obispo PD established a minimum number of hours an employee would receive for court appearance or standby for court appearance. The City of San Luis Obispo increased the number of City-approved special events, which required police presence.

The Millbrae Police Department study of 12-hour shifts was conducted in 1995 and 1996. Millbrae realized a reduction in overtime and a slight reduction in sick leave use. I spoke to Captain Grogan, Millbrae PD, and the department is still very pleased with the 12-hour shifts for patrol.

I made telephone contact with seven police managers of California police agencies working 12-hour shifts. These agencies ranged in size from 21 sworn to 66 sworn. These managers supported the 12-hour shifts for their agencies. Their main concern was the potential for breakdown in communications between management and the evening shift. A couple of agencies did note that older officers did display slight signs of fatigue. Most of the agencies did see a reduction in sick leave usage.

Chief Giampa, La Palma PD, has had the 12-hour shift plan since 1982. He provided some advice on 12-hour shift plans. The 12-hour shift plan is not a "cookie cutter" type schedule, it must be tailored to the individual agency. During the implementation period both management and the association have to be flexible in developing the schedule. The 12-hour shifts appear to work well in police agencies where the number of calls for service is constant throughout the week.

Chief Green, through the California Police Chief's Association, sent an e-mail requesting input from California Chiefs who had experience with 12-hour shifts. Twenty-seven responses were received. Fifteen responses were favorable for the 12-hour shifts, seven responses were negative, and five responses were neutral.

Under the current Memorandum of Understanding with the Twin Cities Police Officer's Association, there are a number of issues that an understanding will have to be reached. The majority of issues are where the MOU refers to days or shifts, they are:

- Section #5 Out of classification pay
- Section #7 Field Training Officer Pay
- Section 30.3 Emergency Care of Family
- Section 31 Funeral Leave

The easiest way is to convert these issues to hours rather than days or shifts.

The other big issue in the MOU is section 21.2, shift differential. Currently "A" team and "D" team receives five- percent bonus for working these shifts. Under the 12 plan these shift will be eliminated. Current suggestions have been to pay the evening watch the five percent or that only the hours from 10pm to 6 am receive the bonus pay.

Officers attending training will be an issue. Training days are generally eight hours long. When an Officer attends training during a regular workday, how is the Authority going to handle the four missing hours?

A common concern throughout the surveys is the breakdown in communications between management and the line officers. The two main solutions to these problems are:

- Have shift change at a different time than 6am and 6pm so the managers have an opportunity to meet all shifts.
- Have the managers flex their hours to allow for interaction with all shifts.

Another frequent problem is Officers enjoy the 12-hour shift schedule so much that the Officers do not sign-up for specialty positions, which work the 5-8 schedule. This has resulted in numerous agencies going to the 4-10 plan for the specialty positions.

I recommend that Management and the Association meet and resolve any potential conflicts and come to an agreement on the format of the 12-hour shift plan. Then the plan is implemented on an eight-month trial basis, that either the Police Chief or TCPOA can revoke if it is not performing satisfactorily to either party. Other agencies have seen an overtime reduction, sick leave reduction, and better utilization of manpower. The schedule works on paper, the only way to see if it will benefit the Twin Cities Police Authority is through an evaluation period.