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## Staffing Procedure

### 216.1 PURPOSE AND SCOPE

This procedure was authored in order to provide guidance in the event of a staffing emergency or other identified staffing need. Any of the below listed concepts or a variation of the below listed concepts may be put into practice in any sequence based on organizational need and at the direction of the Chief of Police.

### 216.2 STAFFING SCHEDULES

Copies of the below listed department schedules shall be stored on the J drive under the folder titled, "Department Schedules (per Procedure 216)."

#### **Team Patrol Schedule:**

This patrol schedule is based on patrol employees working three 12 hour and 20-minute shifts, to include a 12-hour payback shift. The shift consists of 9 teams (Union Landing, days, nights & swings). See below for information related to our Team Patrol Schedule and associated staffing levels.

The below listed numbers include Officers assigned to Union Landing and Field Training. These numbers do not reflect long term absences (i.e., due to extended FMLA, Vacation, IOD, Admin leave, etc.):

Optimal Staffing:

(8) Sergeants

(41) Officers

These optimal staffing numbers would significantly reduce safety minimum overtime and would limit service minimum needs to days with multiple vacancies related to IOD's, training or vacations.

Functional Level Staffing:

(6) Sergeants

(35) Officers

These numbers reflect functional staffing levels as well as the bare minimum number of officers required to properly function without creating multiple shifts in need of safety and service minimum overtime. It is understood that some situations cannot be avoided. In the event that the number of officers falls below the "Functional Level (35)," the department will consider moving to a more optimal schedule ("Staggered Schedule") if the limited number appears to be long-term. In the short-term, the department will implement the "Mandatory Overtime Schedule" as outlined in Procedure 216.4.

#### **Staggered Patrol Schedule:**

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In the event of need (decided by the Chief of Police), our Staggered Patrol Schedule may be deployed. This schedule reduces the impact of long-term absences and evenly distributes staffing throughout the week. This patrol schedule is based on patrol employees working three 12 hour and 20-minute shifts, to include a 12-hour payback shift. This schedule distributes staff throughout the week to maximize efficiency and is not considered a team concept schedule. The below listed numbers include Officers assigned to Union Landing and Field Training. These numbers do not reflect long term absences (i.e. due to extended FMLA leave, Vacation, IOD, Admin leave, etc.):

Optimal Staffing:

(8) Sergeants

(35) Officers

These optimal staffing numbers would significantly reduce safety minimum overtime and would limit service minimum needs to days with multiple vacancies related to IOD's, training or vacations.

Functional Level Staffing:

(6) Sergeants

(32) Officers

These numbers reflect functional staffing levels as well as the bare minimum number of officers required to properly function without creating multiple shifts in need of safety and service minimum overtime.

#### **Short Term Emergency Department-Wide Schedule (12 on - 12 off):**

In the event of need, the Chief of Police may activate an emergency deployment schedule (i.e., natural disaster, civil unrest, etc.). The basic model for this schedule would be to divide employees into separate teams (Days, Nights). Employees would typically work 12 hours before having 12 hours off. Depending on the crisis, Crowd Management Team, SWAT Team members, or other specialized units may be placed on a Swing or specialized shift to be used for mutual aid requests and other events requiring their specialized skill set. Employees in specialized units (Investigations, SSU, Traffic, etc.) might be used or allowed to remain in specialized positions based on organizational need.

#### **216.3 SPECIALTY ASSIGNMENTS BEING TEMPORARILY REASSIGNED TO PATROL**

Per Policy 216.3, employees may be reassigned from specialty assignments to the Patrol Division in order to maintain appropriate staffing levels. To promote consistency, fairness and in an attempt to keep specialty units active, officers and sergeants assigned to specialty units may be asked to cover patrol shifts on a rotational basis. The goal is to use this option in lieu of completely absorbing certain personnel back into patrol. The specific units and the number of officers and sergeants asked to participate will be decided by the Chief of Police. In the event this rotational process is not practical, officers and/or sergeants may be removed from specialty assignments and re-assigned to patrol.

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#### **216.4 MANDATORY OVERTIME SCHEDULE**

The below listed schedule was designed by the Union City Police Officers Association and endorsed by administration to balance organizational efficiency with the well-being of employees. It is the responsibility of all supervisors and managers to ensure this procedure is followed as outlined below. The Scheduling Lieutenant, or his/her designee, will conduct periodic audits and review to ensure this procedure is followed.

Explanation:

- Ideally vacancies should be identified with at least one months' notice, however, this mandatory overtime schedule may be activated at any time based on department needs. Patrol Sergeants and/or Patrol Lieutenants should review the patrol schedule one month out and identify any vacant patrol shift(s). Once the vacant Patrol slots are identified, the required number of Officers should be identified (based on seniority) in order to bring the specific shift(s) to "Safety Minimums".
- Regarding Patrol Sergeants, vacancies should be identified with at least 14 days' notice, however, this mandatory overtime schedule may be activated at any time based on department needs. Patrol Lieutenants should review the Patrol Sergeant schedule 14 days out and identify any vacant Patrol Sergeant shift(s). Once the vacant Patrol Sergeant slots are identified, the required number of Sergeants should be identified (based on seniority) in order to bring the specific shift(s) to "Safety Minimums."
- If there are multiple shifts identified as needing coverage, the affected Officer(s) will be allowed to sign-up for the day of their choice based on seniority. For example, if there are 5 vacant slots, the junior five Officers will be identified and those five officers will choose their day based on seniority. An email will be sent to affected Officers and the Officers will be given a reasonable amount of time to make their shift selection. If an Officer does not make a selection, the Patrol Sergeant or Patrol Lieutenant will assign the Officer to a shift. Patrol Sergeants will adopt the same standards identified in this section (bullet point) of this procedure.
- Only employees assigned to patrol (Sergeants and Officers) will be mandated to participate in this program. Officers and Sergeants assigned to specialty assignments will have the opportunity to sign-up for patrol overtime, but their participation will not be mandated without direction from the Chief of Police.
- Sergeants and Officers may still voluntarily sign-up for the overtime, however, if the overtime is not filled, Sergeants or Officers will be ordered in based on seniority (starting with the least senior employee).
- This list will continue until it reaches the top of the seniority list or if the cycle reaches 90 days from the date the most junior employee was mandated. The list will then restart at the bottom of the seniority list.
- The Sergeant Mandatory Overtime list will reset on the final day of each month and refresh on the first of every month.
- During holiday weeks (i.e., Thanksgiving, Christmas, New Years, Fourth of July, or any other holidays listed in the MOU), the list will cycle back to the junior officer and re-start the Monday before the holiday. The holiday week will conclude at 0700 the following

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Monday. If the Holiday week is not followed by another observed holiday week the current seniority list will remain for another 90-day cycle or until the list reaches the top of the seniority list. For Sergeants, their list will refresh during the identified holidays in the same manner in which the Officers list refreshes. However, it will not remain for 90 days, instead it will remain until that given month concludes.

- For an Officer to meet their mandatory obligation they will need to be mandated to work on a scheduled day off (the length of the shift does not matter). The shift must be for a patrol slot and not for any type of special enforcement or collateral duty overtime.
- Officers may not trade or give away their mandatory overtime shift unless approved by a supervisor. For an officer to avoid being mandated in for a workday, the officer must be on primary vacation (vacation sign-up), FMLA Leave, or approved bereavement.
- For a Sergeant to avoid being mandated in for a workday, the Sergeant must be on primary vacation (vacation sign-up), FMLA Leave, or approved bereavement.
- Sergeants may trade or give away mandated overtime shifts to other Patrol Sergeants, or Specialty Sergeants, with the approval of a Patrol Lieutenant. If a Sergeant trades or gives away a mandatory shift, that Sergeant goes back to the active list.
- Sergeants should not trade or giveaway a mandatory shift to an F.T.O. unless there are exigent circumstances and there is approval from a Patrol Lieutenant.
- If an F.T.O. is temporarily assigned to a Patrol Sergeant position, that F.T.O. should be removed from the Officer overtime list and should be moved to the Patrol Sergeant list. The F.T.O. should not be considered for both mandatory lists.
- F.T.O.'s should not be used to prevent mandatory Sergeant overtime. Again, unless there are exigent circumstances, and it is approved by a Patrol Lieutenant.
- The seniority list will remain the same for both the Mandatory Overtime Procedure and the Emergency Overtime Procedure, for both Sergeants and Officers.
- In the event there is a safety minimum vacancy at Union Landing, the least senior officer will be assigned to fill the vacant shift.
- In the event the vacancy is on a Holiday that is observed by a majority of the businesses, the Patrol Watch Commander for that day will have the discretion on whether to mandate an officer to work the vacant shift.
  - Example, Christmas is a holiday that most businesses observe. If the Watch Commander for that day believes they can provide adequate security to the Union Landing area using the on-duty patrol staff, they may choose to not fill the safety minimum vacancy at Union Landing.
  - Example, although Christmas is a holiday that most businesses observe and businesses may close early, the department might receive prior information about large gatherings planned for Union Landing (i.e., car meets, looting, etc.). Given this information, the Patrol Watch Commander may determine that the minimum staffing vacancy needs to be filled, in order to provide adequate security.

### **Emergency Overtime**

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- Emergency staffing (safety minimums) needs are for shifts with no 50% dates, such as vacancies caused by sick calls, personal leave, unexpected IOD, FMLA, etc. It is understood that these shifts sometimes do not allow Officers to be notified with a significant amount of time.
- This list will continue until it reaches the top of the seniority list then it will start all over again at the bottom of the list. Or if the list reaches 90 days (for Sergeants, it will be the conclusion of the calendar month) then the list will refresh and start back at the bottom.
- During holiday weeks (i.e., Thanksgiving, Christmas, New Years, Fourth of July, or any other holidays listed in the MOU), the list will refresh starting the Monday before the holiday and concluding at 0700 the following Monday. Patrol Sergeants will adopt the same standards identified in this section (bullet point) of this procedure.
- A Sergeant or Officer will be required to respond to work if contacted. It will be on each Sergeant and Officer to check the seniority list, prior to securing for their weekend in order to determine their position on the seniority list.
- Mandatory coverage no matter the time duration (0300-0700 for example) only counts (and moves your name down to the bottom) if it requires you to come in on your day off. End of shift holdovers to meet safety minimum staffing levels does not count (i.e., 0300-0700).
- Officers may not trade or give away their mandatory overtime shift to another Officer unless approved by a supervisor. In order for an Officer to not be mandated in for a workday, the officer must be on a Primary Vacation (vacation sign-up), FMLA Leave or approved Bereavement per the MOU.
- For a Sergeant to avoid being mandated in for a workday, the Sergeant must be on primary vacation (vacation sign-up), FMLA Leave, or approved bereavement.
- Sergeants may trade or give away mandated overtime shifts to other Patrol Sergeants, or Specialty Sergeants, with the approval of a Patrol Lieutenant. If a Sergeant trades or gives away a mandatory shift, that Sergeant goes back to the active list.
- Sergeants should not trade or giveaway a mandatory shift to an F.T.O. unless there are exigent circumstances and there is approval from a Patrol Lieutenant.
- If an F.T.O. is temporarily assigned to a Patrol Sergeant position, that F.T.O. should be removed from the Officer overtime list and should be moved to the Patrol Sergeant list. The F.T.O. should not be considered for both mandatory lists.
- F.T.O.'s should not be used to prevent mandatory Sergeant overtime. Again, unless there are exigent circumstances, and it is approved by a Patrol Lieutenant.
- The seniority list will remain the same for both the Mandatory Overtime Procedure and the Emergency Overtime Procedure, for both Sergeants and Officers.
- In the event there is a safety minimum vacancy at Union Landing, the least senior officer will be assigned to fill the vacant shift.
- In the event the vacancy is on a Holiday that is observed by a majority of the businesses, the Patrol Watch Commander for that day will have the discretion on whether to mandate an officer to work the vacant shift.

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- Example, Christmas is a holiday that most businesses observe. If the Watch Commander for that day believes they can provide adequate security to the Union Landing area using the on-duty patrol staff, they may choose to not fill the safety minimum vacancy at Union Landing.
- If the department receives information about an event that could compromise the safety of the Union Landing shopping (a large-planned gathering, a controversial movie premiere, luting, etc.), the Watch Commander may fill a vacancy, in order to provide adequate security.
  - Example, although Christmas is a holiday that most businesses observe and businesses may close early, the department might receive prior information about large gatherings planned for Union Landing (i.e., car meets, movie premiere, looting, etc.). Given this information, the Patrol Watch Commander may determine that the minimum staffing vacancy needs to be filled, in order to provide adequate security.

#### **50 Percent Dates:**

The 50 percent date has historically and typically been defined as the midway point between the day the shift vacancy is posted and the actual day of the vacancy. Should no officer sign up for the shift vacancy voluntarily, the 50 percent date will expire (at the latest) 4 weeks prior to the Monday of the week of the shift vacancy, and the mandatory overtime policy will take effect. For Example, an overtime shift is posted on August 26th for a dayshift on Thursday, September 30th, traditionally the 50 percent date would be Sunday, September 12th. Due to the fact that the 50 percent date is within four weeks of the vacant slot, there would be no need for a 50 percent date.

#### **Mandatory/Emergency Overtime Seniority List and Implementation:**

A seniority list will be kept in the Sergeant's office on a magnetic board. Each Officer will be assigned a magnetic tag with their name on it. Once an Officer has been selected for a mandatory shift, the assigning Patrol Sergeant or Patrol Lieutenant will then move that Officer's magnetic tag to the bottom of the list.

The list remains the same for both the Mandatory Overtime Procedure and the Emergency Overtime Procedure.

#### **216.5 MINIMUM STAFFING**

It is the responsibility of the Watch Commander/Patrol Sergeant(s) to ensure staff in their division are working as outlined in the schedule. The Watch Commander/Patrol Sergeant(s) shall review the schedule daily to ensure proper scheduling and attendance.

#### **Supervision:**

- During peak hours, two supervisors or a supervisor and a manager combination should be staffed on Patrol. Peak hours are generally considered from 1400 hours to 2300 hours, Sunday through Thursday, and 1400 to 0200 hours, Friday, and Saturday.

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- It is understood departmental dynamics and staffing may inhibit the ability to have two supervisors on duty during peak hours, however, an attempt should be made to backfill shifts with only one sergeant during those times.
- In the event there are two vacant sergeant positions (i.e., primary sergeant slot and second sergeant slot), the primary sergeant slot shall be filled prior to the second sergeant slot being filled.
- FTO's should only be assigned to a Sergeant shift if extenuating circumstances exist (i.e. during the Leadership Team Building Retreat), or if the Chief of Police or his/her designee assigns an FTO to a Sergeant shift to fulfill a department need.
- In the event an FTO is assigned to a Sergeant shift, a second F.T.O. should be considered to work in tandem. If an F.T.O. is temporarily assigned to a Sergeant shift for an extended period of time, then Procedure 216.5 should be applied.

#### Officer Staffing Levels:

##### **Sunday through Thursday**

0700 to 1440: Service Minimums (5) & Safety Minimums (4)

1440 to 1900: Service Minimums (6) & Safety Minimums (5)

1900 to 0300: Service Minimums (6) & Safety Minimums (5)

0300 to 0700: Service Minimums (4) & Safety Minimums (4)

##### **Friday through Saturday**

0700 to 1440: Service Minimums (5) & Safety Minimums (4)

1440 to 1900: Service Minimums (6) & Safety Minimums (5)

1900 to 0300: Service Minimums (8) & Safety Minimums (6)

0300 to 0700: Service Minimums (4) & Safety Minimums (4)

#### Union Landing Staffing Levels:

##### **Monday through Thursday**

There are no minimums at Union Landing on these days, however, there is one officer assigned to each of these days. If there is no officer working on these days, voluntary overtime should be posted from 1100 hours to 2320 hours.

##### **Friday through Saturday**

1440 to 0000: Minimums (1)

- There should be two officers assigned to Union Landing on Friday and Saturday. There should always be at least one officer on-duty on these days between the hours of 1440-0000. In the event there is only one officer working on these two days, overtime maybe posted to allow for two officers during these peak times.

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- If there is no officer working on any given Friday or Saturday, the Watch Commander or Patrol Sergeant should order an Officer to work the peak shift (1440-0000). Refer to the MANDATORY OVERTIME SCHEDULE PROCEDURE 216.4.
- In the event Christmas Eve or New Year's Eve fall on a Friday or Saturday, Safety minimums will be from 1440-2100. Most businesses at Union Landing close early on these days. However, if the department learns of potential safety concerns, the Patrol Watch Commander has the discretion to maintain normal safety minimum hours (1440-0000).

#### **216.6 TIME OFF**

- All employees must adhere to the guidelines set forth in the current Memorandum of Understanding (Leave Administration.)
- All hourly employees shall obtain prior supervisor approval in the event they are requesting leave (i.e., schedule adjustments, vacation, holiday, or compensation time).
- Supervisors/Managers shall review and approve appropriate schedule adjustments and other forms of leave.
- In the event an employee wishes to leave their shift early and the request is granted by a supervisor, the associated time-off request must be submitted in the scheduling software prior to securing from duty.
- Employees are prohibited from approving their own time-off and all time-off requests must be approved by a supervisor. In the event a supervisor is requesting time-off, the request shall be sent to the proper manager for approval.

#### **216.7 SCHEDULE ADJUSTMENTS**

- Supervisors need to ensure that schedule adjustments and other forms of time off are noted in the scheduling software. Supervisors shall ensure schedule software updates are accurate and reflect hours worked.
- Employees being adjusted off for "working in lieu" and/or "training" must include a notation in the scheduling software as to the nature of the day(s) worked in lieu (i.e., for what day(s) worked, hours worked, reason, description of the class, etc.).

#### **216.8 OVERTIME**

- With the approval of a supervisor, overtime may be posted to cover minimum staffing levels. All employees must adhere to the guidelines set forth in the current Memorandum of Understanding (MOU) and Lexipol policy 1037 (Overtime).
- When Sergeants and/or Officers sign-up or are assigned to an overtime shift, the expectation is that the Sergeant and/or Officer works the entire shift. If any adjustments are needed, the Sergeant and/or Officer is required to obtain prior approval from the Watch Commander.



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- Example: If an Officer signs-up for Union Landing overtime and the shift is posted for the hours of 1100-2300 hours, this officer should work the entire shift, from 1100-2300. If this Officer can only work a portion of this shift, then this Officer should obtain prior approval from the Watch Commander.

#### **216.9 HOLIDAY/ SPECIAL EVENT OVERTIME**

- The department has identified New Year's Eve and the 4th of July as two holidays that will require additional staffing. The Watch Commander for each of these shifts will determine the necessary number of additional sergeants and officers that will be needed, in order to adequately support patrol staffing. The Watch Commander will consider the day of the week that each of these holidays fall on and they will consider any known activity, in order to identify the number of additional sergeants and officers needed to staff these special events.
- After identifying the number of additional sergeants and officers needed for these events, the Watch Commander or his/her designee will post the overtime slots in the department's scheduling software. In the event that there are vacant slots after the posted "50 percent date" expires, sergeants and officer will be ordered in. Sergeants and Officer will be ordered to work, in accordance with Union City PD Procedure 216.4 MANDATORY OVERTIME SCHEDULE.
- The department also understands that other special events are often presented throughout a calendar year (i.e., James Logan Graduation, Bay Bombs Car Show, etc.), as these events become known, the Watch Commander for these events will then determine the appropriate number of officers needed to staff these events.
- In the event that the Watch Commander determines these additional special events to require full staffing, sergeants and officer will be ordered in to cover vacant slots that were not filled after the "50 percent date" expired. Sergeants and Officer will be ordered to work, in accordance with Union City PD Procedure 216.4 MANDATORY OVERTIME SCHEDULE.

#### **216.10 REVISIONS**

Adopted: October 15, 2020

Revised: April 21, 2021

Revised: May 24, 2021

Revised: August 30, 2021

Revised: December 22, 2021

Revised: April 5, 2022

Revised: September 16, 2022

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