



ENGAGEMENT SPOTLIGHT

Supporting Night Shift Personnel at the Juneau Police Department

How a schedule-specific program accounted for a 12-hour 2/2/3 rotation, daytime court, continuous dispatch coverage, Juneau's seasonal light, limited overnight food access, and life beyond the shift.

CLIENT

Juneau Police
Department

LOCATION

Juneau,
Alaska

PROGRAM

Live workshops · resources · ongoing
support

The engagement

A night schedule never exists only on paper. At the Juneau Police Department, personnel working nights were navigating 12-hour shifts, a rotating patrol schedule, overnight dispatch coverage, daytime court obligations, training, overtime, callouts, and the responsibilities of family life. Juneau's seasonal daylight adds another layer. The light that supports alertness at one point in the shift can make daytime sleep harder after the drive home.

12-hr Night shifts across patrol and dispatch	2/2/3 Patrol rotation alternating two-day and three-day breaks	2× Live workshops so both night rotations could attend	58°N Juneau's latitude, with wide seasonal swings in daylight
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The department chose to meet the full set of demands head on, from the rotation to the daylight, and brought in support built around its actual schedule. NightOwling began by understanding those conditions in detail. The work went beyond preparing a general presentation about sleep. It meant tracing how the rotation actually moved across workdays and days off, where court or a late holdover could interrupt an intended sleep period, what resources were realistically available overnight, and what employees would need when the original plan stopped working. That preparation shaped a NightOwling program built for the department.

What the program included

Two live workshops

By Zoom, one for each night rotation. Sleep, light, caffeine, food, recovery, days off, and family coordination.

Sleep masks and earplugs

For the night shift teams. Personnel had described daytime noise at home and light reaching their sleep spaces.

Default and backup plans

A usable starting plan and a fallback for court days, holdovers, and interrupted sleep.

Recording and family materials

For personnel who could not attend live, and for the households around them.

The conditions the program was built around

12-hour nights	2/2/3 rotation	Daytime court	Continuous dispatch coverage	Seasonal light
Overnight food access	Family life			

THE CORE OF THIS SPOTLIGHT

The engagement was built from the conditions surrounding this workforce, including the interruptions that can alter even a well-planned day of recovery.

SECTION 02

The reality behind the schedule

On a calendar, the 2/2/3 rotation looks orderly. In practice, a two-day break and a three-day break do not create the same choices for sleep, family time, and the transition back to work.

EXHIBIT 01

One cycle of the 2/2/3 rotation

Fourteen days of one patrol squad. The opposite squad works the mirror image, so coverage is continuous.



Illustrative cycle. N marks a 12-hour night shift.

The first night back can feel very different depending on how far someone shifted toward a daytime routine while off. A short break may favor holding the night-oriented rhythm. A longer break creates room to move toward family and daytime activities, at the cost of a harder return.

The scheduled end of a shift is not always the end of the workday. A call can extend past handoff. A report may need finishing. Staffing needs can create a holdover. And for patrol personnel, daytime court can land directly inside the hours they would otherwise use for their main sleep period.

What can compress or divide a recovery day

Daytime court appearances	Holdovers past shift end
Callouts and overtime	Required training
Late calls and reports	Family obligations on the opposite clock

Conditions beyond the roster

Four realities surrounding the schedule shaped what advice could honestly be given.

Dispatch cannot always step away

Advice about taking a break, stepping outside, or warming up food only matters if coverage allows it. The program had to account for roles that hold a workstation, maintain continuous attention, and adapt any plan around incoming activity.

Seasonal light at 58 degrees north

Long summer daylight works against the transition from an alerting drive home to a dark, quiet sleep setting. Short winter days remove natural light at times when it would support alertness. Light guidance had to work across that whole range, in both directions.

Overnight food access is narrow

Options are limited overnight, and an unpredictable workload narrows them further. A recommendation that depends on finding a balanced meal at the right hour fails when little is open or a person cannot leave a post. Preparation and portable backups belonged in the conversation.

Daytime sleep happens in an awake world

Households, schools, deliveries, and appointments run on the opposite clock. The commute home, bedroom light, household noise, meal timing, and expectations around days off all decide whether a plan is usable. Family members may be living on an entirely different schedule.

Each of these factors can change the same night. The engagement could not rest on one ideal routine.

SECTION 03

How NightOwling prepared

Before delivering anything, NightOwling worked through the questions that determine whether guidance survives after a session ends.

01 Mapped the rotation as lived

Reviewed the 12-hour schedule and the 2/2/3 pattern, mapped likely sleep opportunities around shift start and end, and measured how much room actually remained for winding down, sleeping, eating, commuting, and returning.

02 Grounded court in real hours

Researched publicly available court calendar information and mapped dates and timing against the night rotation. Court was treated as part of the sleep schedule, not a separate calendar item.

03 Treated roles separately

Patrol and dispatch share overnight work but not the same movement, break, food, light, or coverage options. Staffing realities shaped which recommendations could be defaults and which needed alternatives.

04 Included Juneau itself

Seasonal light, the trip home, the daytime sleep environment, limited overnight food access, and family routines all shaped the material. A plan that ignores the rest of a person's life rarely survives a rotation.

05 Planned for different choices

Some personnel stay close to a night schedule on days off. Others shift partly or fully toward days. The content explains the tradeoffs without prescribing one correct off-day schedule for the department.

EXHIBIT 02

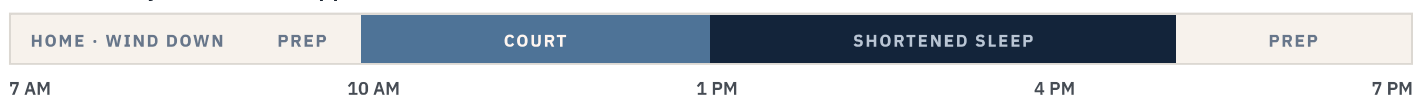
How a court appearance divides a recovery day

Illustrative timing for a 12-hour night shift ending in the morning.

A planned recovery day



The same day with a court appearance



A midday appearance splits the window between the morning drive home and the next night shift.

From preparation to program

The workshop was organized around the department's work cycle rather than a generic list of sleep tips. Sleep, light, caffeine, food, recovery, days off, and family coordination were connected because changing one often changes the others.

Caffeine timing was tied to the sleep period a person intended to protect. Light was discussed as a tool for alertness and something to manage on the way home, with examples adjusted for brighter and darker months. Food planning assumed limited overnight options, interrupted meals, and portable backups. Recovery covered the difficult day, the short break, and the first night of a new block.

A DEFAULT-AND-BACKUP STRUCTURE

Participants were not asked to build a routine that only works on an uninterrupted day. They identified the plan they would normally use, then decided what to protect when court or a holdover splits the window, and what shorter recovery option would be realistic.

Two breaks, two different plans

The two-day break

- Less room to shift toward daytime life
- Favors protecting more of the night-oriented rhythm
- The body stays closer to nights, so the first night back tends to arrive easier

The three-day break

- More room for family and daytime activities
- A fuller shift toward days becomes possible
- The first night back can demand alertness at a time the body has begun treating as sleep time

Either choice involves a tradeoff. The sessions treated it as a decision to make deliberately, not a rule to hand down.

The material kept returning to one question. What happens when the plan meets the actual night?

A person cannot step away from the console

Change what is within reach

A meal is delayed past the open hours

Portable backup food, prepared in advance

Court splits the main sleep period

A shorter, protected recovery option

A family commitment reshapes the day off

A deliberate plan for the first night back

SECTION 05

What NightOwling delivered

A customized program, delivered as live sessions, tailored resources, and practical tools.

Two live workshops, one for each night rotation

Delivered twice by Zoom so personnel from both night rotations could participate at a workable hour, rather than asking one team to join at a time built for the other. Each session used the same core framework, with room for the questions and situations participants raised, connected back to the department's own schedule.

Sleep masks and earplugs

Provided across the night shift teams. Personnel had described daytime noise at home and light reaching their sleep spaces. Masks and earplugs put darkness and quiet within immediate reach of everyone.

A full-cycle framework

The choices before a work block, during a 12-hour shift, after the commute home, through the main sleep period, across days off, and into the first night back, connected as one system.

Default plans and backup plans

A usable starting plan and a fallback for disrupted days. Sleep windows, caffeine timing, food, wind-down, and the sleep environment, each with an alternative for when the day changes.

A recording and family-ready materials

Updated materials and a recording for personnel who could not attend live, shareable with spouses and family members whose routines shape daytime sleep.

What personnel walked away with

A protected sleep window, plus an alternative for interrupted days	A practical approach to court, training, overtime, and holdovers
Caffeine timing tied to the next intended sleep period	Food and hydration options for limited overnight access
Light choices for the shift, the commute, and daytime sleep across the seasons	A sleep environment plan for daylight, noise, and household activity
Different defaults for two-day and three-day breaks	A transition plan for the first night back
One realistic change to test during the next rotation	

WHERE THE PROGRAM GOES NEXT

For the Juneau Police Department, the next step in the program is the NightOwling app. It puts personalized guidance, connected tools, courses, and practical resources in one place for personnel, keeping the support close at hand long after the sessions.

SECTION 06

The outcome

The department's response after both sessions was strongly positive, with broad agreement that the workshops offered many useful takeaways and reinforced how important it is to be intentional with a night shift schedule.

The recording and updated materials were distributed to the rest of the department within days, extending the engagement beyond the two live groups and into the households that shape daytime sleep.

What this engagement demonstrates

Useful night shift support starts with an organization willing to invest in it, and with the work as it is actually performed. For Juneau, that meant understanding more than the scheduled shift. The rotation, publicly available court dates, operational disruptions, dispatch coverage, local light conditions, overnight food access, family life, short and long breaks, and the first night back.

It also meant turning that understanding into delivery choices. Two sessions so both rotations could attend. A recording and updated materials for everyone else. Family sharing, because recovery does not happen in isolation. Sleep masks and earplugs for the two conditions no schedule can remove, daylight and noise.

Organizations cannot remove every demand of night work. They can give employees guidance and resources that reflect the schedule, the job, and the life surrounding both.

BUILD SUPPORT AROUND THE WORK PEOPLE ACTUALLY DO

NightOwling develops customized night shift programs around the workforce, the schedule, operating demands, local conditions, and life beyond the shift, delivered through live sessions and the NightOwling app. Learn more at nightowling.com.



NightOwling

We help make night shift work better.

Learn more at nightowling.com

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