

LA Co FD

48/96

1-YEAR TRIAL SHIFT PROPOSAL



INFORMATIONAL STUDY

November 2019

Version 2.4

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48/96 Shift Schedule Proposal

This packet is a compilation of factual information that addresses most aspects of the 48/96 Schedule. Much of the information contained in this packet comes from reports written for the firefighters in the San Jose Fire Department, Salt Lake County Fire Department, Sacramento Area Firefighters Local 522, Orange County Fire Authority Local 3631, and Los Angeles City Local 112. The reports, which were prepared by their Locals, include information obtained directly from departments who currently work the 48/96 schedule. These departments closely mirror the demographics and complexities of the Los Angeles County Fire Department. Out of these reports, LA City is the only one that currently does not work the 48/96 Schedule yet they created a proposal report for their members.

This document will give the members of the Los Angeles County Fire Department the information necessary to make an informed decision regarding this schedule prior to the vote this next month. If the vote passes a **50%+1** in favor of the 48/96 TRIAL work schedule, then the Local 1014 Executive Board will take the necessary steps to pursue this trial schedule change with the Board of Supervisors and the Fire Chief. **TARGET START DATE: JULY, 1 2020** Towards the end of the 1-Year TRIAL, another vote will be taken to determine if we keep the 48/96 work schedule permanently.

****NO TAKE AWAYS**:** Absolutely No “take aways” will be bargained away for 48/96. No FLSA loss, No elimination of Time Exchanges (TXs), Comp Time or any other hard earned benefits.

It is recommended by the Independent 48/96 Committee that an **escape clause** be written into the schedule change. This would allow any of the involved parties, namely the Membership of Local 1014 and the Los Angeles County Fire Department Administration to cancel the schedule change and revert back to the modified Kelly schedule at any time, should any serious issues arise that jeopardizes safety, productivity or the monetary concerns of the Los Angeles County Fire Department.

The 48/96 and the Fire Service

The 48/96 has been utilized by professional fire departments since the early 1990s. The use of the 48/96 is widespread and rapidly gaining in popularity, with dozens of progressive fire departments switching to the 48/96 in the last 10 years. As seen on the attached list, this schedule is not a theoretical experiment in the fire service but a proven and valid schedule option. The Departments using the schedule are diverse in their demographics, management structure, and overall philosophies.

One of the more factual findings of the 48/96 schedule was that all of the departments working the 48/96 share an overwhelming level of satisfaction with the schedule.

It is noteworthy that all agencies instituted the schedule on a trial basis and after the trial **none of the agencies** chose to return to their previous schedule. Included, as an attachment, is a list of departments that are known to be working the schedule.

Comparisons of 48/96 vs. Current Schedule

The Los Angeles County Fire Department currently works the Modified Kelly Schedule. Below is an example of how the schedule progresses from the current.

CURRENT SAMPLE JANUARY 2020						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			B	C	B	C
A	B	A	B	C	A	C
A	B	C	B	C	A	B
A	B	C	A	C	A	B
C	B	C	A	B	A	

48/96 SAMPLE JANUARY 2020						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			A	A	B	B
C	C	A	A	B	B	C
C	A	A	B	B	C	C
A	A	B	B	C	C	A
A	B	B	C	C	A	

Comparisons of 48/96 vs. Current Schedule (Cont.)

O=OFF X=WORK (A-Shift)

Current Schedule				
ABA	BC	ACA	BCBC	ABA
XOX	OO	XOX	OOOO	XOX
3 Shifts Working 56 Hours a Week				

48/96 Schedule				
AA	BBCC	AA	BBCC	AA
XX	OOOO	XX	OOOO	XX
3 Shifts Working 56 Hours a Week				

48/96 and Current Schedules are both:

- 3 Platoon, ABC
- 56 hours per week
- 112 hours per pay period
- 121 shifts per year

As shown in the example the number of shifts and hours worked remains identical, only the configuration of the hours change. **An important finding is that none of the Fire Departments that switched to the 48/96 schedule experienced any change in the FLSA payout schedule. **OCFA did experience a temporary change to FLSA, but was not a result or condition related to them achieving 48/96-- Per the Local 3631 VP involved in the negotiations. Since then, OCFA has re-acquired their FLSA.***

Current Schedule

- 12-day work cycle
- For a given day, example Monday: work 4 consecutive Mondays, off next 8 consecutive Mondays

48/96 Schedule

- 6-day work cycle
- Rotation falls back one day each cycle: Thursday/Friday, Wednesday/Thursday, Tuesday/Wednesday.
- For a given day, example Monday: work 2 consecutive Mondays, off next 4 consecutive Mondays

Four Days Off

Mornings at Home

(Not traveling to or from work)

Complete Weekends Off

Work 1 Weekend Day (SAT or SUN)

Work 2 Day Weekend (SAT & SUN)

3 Day Weekends OFF (SAT-MON or FRI-SUN)

4 Day Weekends OFF (FRI-MON)

Ability to work **MORE** OT/TX/COMP TIME without working a 72

Ability to work **MORE** OT/TX/COMP TIME without working a 48

OT/TX/COMP TIME Potential- Work 4 OT/TX per month and never work a 72.

Commutes per year

Current Schedule

2.5 per month
30 per year

48/96 Schedule

5 per month
60 per year

30 more per year (100% INCREASE)



More Family Time



More Recreation Time

Current Schedule

10 days per month
33% of mornings at home
120 per year

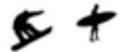
48/96 Schedule

15 Days per month
50% of mornings at home

180 per year (50% INCREASE)



More Family Time



More Recreation Time

Current Schedule

17 per year
33% of weekends off per year

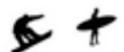
48/96 Schedule

25 per year

50% of weekends off per year



More Family Time



More Recreation Time

Current Schedule

35 per year

48/96 Schedule

17 per year

18 LESS per year (50% REDUCTION)



More Family Time



More Recreation Time

Current Schedule

None

48/96 Schedule

9 per year



More Family Time



More Recreation Time

Current Schedule

13 off per year

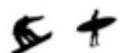
48/96 Schedule

17 off per year

MORE Sat-Mon or Fri-Sun



More Family Time



More Recreation Time

Current Schedule

5 off per year

48/96 Schedule

8 off per year

MORE Fri-Mon OFF



More Savings/Compensation

Current Schedule

8 per month
96 per year

48/96 Schedule

10 per month

120 per year (25% INCREASE)



More Savings/Compensation

Current Schedule

3 per month
36 per year

48/96 Schedule

5 per month

60 per year (80% INCREASE)



More Family Time



More Recreation Time

Current Schedule

NOT POSSIBLE

48/96 Schedule

POSSIBLE AND STILL HAVE 3 FULL 4 DAYERS!!



More Family Time



Current Schedule

240 Commutes per year

48/96 Schedule

120 Commutes per year
(50% LESS COMMUTES)

Shifts Falling on December 24 & 25 (Christmas Swap)

The proposed 48/96 1-Year Trial schedule uses an *adjustment* that assures no shift will have to work both Christmas Eve and Christmas Day. This is consistent with departments currently working the 48/96. The adjustment is only needed every other year; it is simple and does not negatively affect any one shift. With the 48/96 each shift will work the same number of holidays as with the current schedule. A similar adjustment can be made for New Years Eve Day and New Years Day if the membership wishes.

48/96 DECEMBER CHRISTMAS

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			A	A	B	B
C	C	A	A	B	B	C
C	A	A	B	B	C	C
A	A	B ²⁴	B ²⁵	C	C	A
A	B	B	C	C	A	

48/96 DECEMBER CHRISTMAS SWAP

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			A	A	B	B
C	C	A	A	B	B	C
C	A	A	B	B	C	C
A	A	B ²⁴	C ²⁵	B	C	A
A	B	B	C	C	A	

Benefit Time Usage (Maximum Consecutive Days OFF)

	Current Schedule	48/96 Schedule
1 Shift Leave	6 or 4 days off	5 days off
2 Shift Leave	9 days off	10 days off
3 Shift Leave	11 days off	11 days off
4 Shift Leave	16 days off (Annual Vacation)	16 days off (Annual Vacation)
5 Shift Leave	18 days off	17 days off
6 Shift Leave	21 days off	22 days off
7 Shift Leave	23 days off	23 days off
8 Shift Leave	28 days off	28 days off
9 Shift Leave	30 days off	29 days off
10 Shift Leave	33 days off	34 days off

Fatigue and the 48/96

Many employees support the 48/96 because of the fact that over time, the schedule can significantly reduce fatigue.

Prior to the schedule change, many individuals were concerned about possible increases in fatigue resulting in the schedule change. Many Departments working the 48/96 found that after the schedule change, the issues of increased fatigue were not realized. In regards to short-term fatigue, members stated that their levels of fatigue were comparable or higher on the 3rd shift of the departments on the Kelly schedule, which offers no significant rest periods between shifts, when compared with the second shift of the 48/96.

Departments that have switched to the 48/96 schedule have not seen increases in injuries or disabilities resulting from the schedule change. These positive findings can be attributed in part to a reduction in long-term fatigue.

Short-term fatigue

Short-term fatigue can be defined as consecutive hours without a significant amount of sleep. Once adequate sleep has been obtained, cumulated lack of sleep leads to long-term fatigue. During busy periods short-term fatigue would be expected to increase for some individuals working the 48/96. Short-term fatigue is also comparable to the Kelly (3/4) schedule and with any other schedule where an employee can be expected to work for extended hours. Firefighters’ working extended shifts, such as 48s & 72s, is not new to the Los Angeles County Fire Department. Due to constant Staffing (OT) and/or trades, firefighters frequently work 48s and 72s within the current schedule framework in the Los Angeles County Fire Department without any significant issues or problems with fatigue.

Short-term fatigue (Continued)

In fact, just about every day of the year we have employees either beginning or ending a 48 or 72 hour shift. Independent of which schedule we work we will have exceptionally busy shifts or periods from time to time, which will require adjustments to the daily routine. When short-term fatigue is identified by the Station Captain, they have the ability to modify those daily routines to ensure adequate rest for their personnel. This is the nature of the fire service in a metropolitan area. Departments we contacted, felt that short-term fatigue was not any more of a significant issue than with other work schedules.

Short-term fatigue ONLY becomes a serious issue when coupled with long-term fatigue.

One of the biggest advantages of the 48/96 is that it allows employees more opportunity to recover from sleep deprivation associated with long-term fatigue.

Long-term fatigue

Long-term fatigue can be defined as the accumulation of fatigue that lasts over weeks, months or longer periods without adequate rest periods. Long-term fatigue is more hazardous to employees in emergency services than short-term fatigue because the body is less able to compensate for the lack of rest than with short-term fatigue.

The 48/96 schedule decreases long term fatigue in four ways;

1. Every time an employee leaves work he/she goes on a 4-day/rest period. *The 48/96 increases rest periods (4-days) by 50%, increasing the number from 30 to 60 a year.* In addition, the frequency of "4-days" increases to a "4-day" every 6 days as opposed to every 12 days with the Modified Kelly schedule. An employee who works overtime shifts during their "4-days" sees his/her percentage of "4-days" increase even more significantly. For example, an employee who works an average of 10 overtime shifts a year, during their "4 days", can see an increase of "4-days" of 67% from 30 to 50 a year, while an employee who works 20 overtime shifts a year, during their "4 days", can see a 100% increase in the number of "4-day" on an annual basis from 20 to 40 a year.

2. *The 48/96 increases the number of "home sleep in days" (days waking up and not going to work) by 50%, increasing the number from 10 to 15 per month.*

Working overtime shifts during employees "4-days" has a similar effect in increasing the percentage of "sleep in days" when compared to the current schedule.

3. *The 48/96 reduces the number of days/hours an employee and family spends getting ready for work and time in the commute by 50%.* A reduction of time spent commuting reduces both stress and fatigue. 48/96 also **REDUCES** the exposure to **TRAFFIC CONGESTION** or being involved in **POSSIBLE ACCIDENTS**.

Long-term fatigue (Continued)

4. *The 48/96 is more forgiving for employees working overtime or trades.* As shown in item #1, an employee working the 48/96 can work 20 additional shifts a year and still have the same number “4-days” (rest periods) a year (40) as an employee working the current schedule who works no additional shifts. In addition, the 48/96 increases the number of days an employee can work a trade or overtime shift without it resulting in a 48 or 72. Because the schedule increases the number of “4-days” by 50%, with the 48/96 schedule you can work 4 overtimes per month, never work a 72-hour shift AND still have 3 complete four days a month!! That's impossible to do with our current schedule..

Due to the reductions in long-term fatigue and stress, employees are better able to handle short-term fatigue and stress resulting from busy shifts, or from working additional days (OT & Trades), resulting in a quicker recovery periods.

Additional Findings

What are the motivations for a schedule change?

Most of the departments were motivated by the reduction in commuting and the fact that employees could spend more time at home with their families. (2018- Los Angeles ranked #1 in MOST STRESSFUL COMMUTE IN US) A number of departments chose to switch as a means of attracting and maintaining employees. Many departments changed because they saw the positive benefits and improvements in moral in surrounding departments who had switched to the 48/96.

In all cases it was a member(s) from labor who brought the idea to their department for consideration.

The departments that switched schedules saw the 48/96 as a progressive schedule, one that addressed many of the concerns and problems that employees and administrations are facing, and will continue to face, in large metropolitan areas. The departments saw the schedule as a significant benefit allowing newer employees and families the flexibility to live in desirable locations that offer affordable housing, thus facilitating the ability to commute to work in unsustainable conditions in worsening freeway traffic.

Was the 48/96 schedules implemented on a trial basis?

Most departments implement a **1-year to 1 ½ -Year trial period**. Some implemented a six-month trial period. In all cases, language was included to allow labor or management to opt out of the trial period at any time (escape clause). No departments exercised this clause.

Was there a membership vote before and / or after the trial period?

In all cases, members voted to approve a trial period. In all cases, members voted again after the trial period to adopt the 48/96 schedule. One department used an intermediate vote at 6 months to extend the trial period an additional 6 months before a final vote at 1 year.

Additional Findings (Continued)

What were the findings for each vote?

In all cases, a simple majority was needed to approve a trial period. Votes for the *initial* trial period ranged from 52% to 84% in favor.. Note that, with ALL the other Departments, the final votes to adopt the schedule at the end of the 1-year trial period ranged from 90% to 100% in favor. Only two were below 90%, one at 80% and one at 75%.

In every case, the percentage in favor was much higher on the second vote.

Many of the members the committee interviewed for this survey (from labor and management) initially voted against the trial period. The majority of them have since become advocates of 48/96.

Every department who completed a trial period chose to adopt the 48/96 schedule!

How does this Schedule Change benefit the County?

The 48/96 Schedule change is a win-win for The County as it feeds directly into several important priorities and mandates for the Board of Supervisors.

Helps with Compliance

Compliance with County Code Title 5, Personnel, Chapter 5.90, Vehicle Trip Reduction Ridesharing

“This chapter sets forth the actions department heads which supervise County employees at any County worksite of one hundred or more employees must take to promote County employee participation in trip reduction and ridesharing programs. These programs are intended to reduce traffic congestion and air emissions from vehicles used for commuting between home and the worksite. This chapter also is intended to establish requirements at least as effective as Rule 2202 of the South Coast Air Quality Management District ("SCAQMD") in increasing Average Vehicle Ridership at County worksites.”

Compliance with South Coast Air Quality Management District RULE 2202 - ON-ROAD MOTOR VEHICLE MITIGATION OPTION

Rule 2202 is designed to reduce mobile source emissions from employee commutes. The Rule provides employers with a menu of emission reduction strategies that can be implemented to meet the designated emission reduction target (ERT) for their worksite. As an alternative to meeting an ERT, Rule 2202 also allows employers the option to implement an Employee Commute Reduction Program (ECRP) that meets the rule exemption requirements. The implementation of an ECRP is expected to lead to achievement and maintenance of the employer’s designated average vehicle ridership (AVR) target, determined by the worksite’s AVR Performance Zone pursuant to Rule 2202 (l)(3), through the reduction of work related vehicle trips.

How does this Schedule Change benefit the County? (Continued)

Helps meet Board of Supervisors Sustainability Plan (2019)

<https://ourcountyla.org/plan>

"Our County Sustainability Plan is one of those big solutions maybe the biggest one yet. It charts a path forward to not only confront climate change and pollution, but do so in ways that also address other challenges, like mobility, the housing affordability crisis, and longstanding inequalities."- Janice Hahn

"The strategies and actions in the plan address everything from climate change and water management to energy and land use," said Los Angeles County chief sustainability officer, Gary Gero. "We also tackle transportation, air quality, public health and resiliency concerns for a truly regional vision for the present and future generations of Los Angeles."

This proposed Schedule Change will cut our commutes in half, removing 1000+ vehicles off of our congested roads everyday, thus reducing carbon emissions and creating a more sustainable LA County. We're ready to participate in this bold new plan! This feeds directly into Goal 7- A Fossil Fuel-free LA County.

What are the Benefits that other Departments have experienced?

Improved Moral

This is supported, in part, by the high percentage of vote approval at the end of the trial periods. Improved moral was a comment heard over and over. Employees are well rested after 4 days off and are eager to come to work. Employees felt more productive and better organized on and off duty. Fewer transitions between shifts made for less duplication, better communication and more operational continuity.

Increased productivity and project follow through on duty

Employees found that the 48/96 schedule allowed for more flexibility in scheduling daily work schedules over two days. Members with program responsibilities can leave paperwork on their desk to work on for two days. Follow-up meetings and phone calls are easier to follow up on the second day.

Better communication between shifts

Fewer transitions between shifts mean more day-to-day continuity. Less lost information at shift exchanges.

What are the benefits that the departments experienced? (Continued)

Less duplication of work

The same personnel are on duty the first and second shift. Example: Shopping for food can be done once on the first shift for both days. This leaves more time for training, cleaning and maintenance. Some members stated that it was as simple as "I have to make my bed less..."

More time at home/ with family and friends/ more personal time

Employees with an average commute will gain an average of 20 hours per month. Employees living locally will gain an average of 10 hours a month. This is dead time that would be spent getting ready for work and commuting on the Modified Kelly schedule. In addition, members will have more opportunities to connect with family and friends on a Monday-Friday schedule without having to get up the following morning. Members will have 50% more mornings free to contribute and be apart of the morning household routines such as getting the kids to school and activities.

8 additional full weekends off a year

Members with children in school or a spouse that works Monday- Friday find this feature especially appealing. 50% of the weekends each year are free for sports activities, travel etc. versus only 33% are available now on the current schedule each year.

30 additional "4 days" a year

Every time you go home, you go home to a 4-day. You get extra opportunities for home projects, travel, camping, etc. More mornings for personal endeavors!

Increased productivity at home

A member doing chores and projects around the house can get a lot more done in four consecutive days off vs. every other day. Projects can be left out to continue into the next day. You get extra mornings for an early start on projects.

What are the perceived negative aspects of the 48/96 schedule?

Away from the family for 48 hours

This is one of the biggest concerns voiced by line personnel who are opposed to it. For some personnel this will be a negative aspect of the 48/96. What other Union committee's found, in regards to this topic, was that most members who now work the 48/96 have found their concerns about being away much less significant than originally thought. The majority found that the benefits of the 48/96 schedule for the families more than compensated for the negatives of the 48s, ie; 100% more "4-days", 50% more "sleep in" days at home with the family, reductions in long-term fatigue, more full weekends off, Safer from recalls more days in a row etc.

What are the perceived negative aspects of the 48/96 schedule?

Employees live further away

The positive aspect to the 48/96 on this issue is, it gives our employees an option in choosing where to raise their families in both DESIRABLE and AFFORDABLE locations. With the rising home prices and COLA in SoCal, many of our members are forced to live further away.

Because of the greater flexibility the 48/96 offers, it is possible that some members of the Los Angeles County Fire Department will chose to move further from Los Angeles County. *Although the departments contacted found that the vast majority of personnel don't relocate because of a schedule change.*

The issue of members living out of the area is a real issue in metropolitan fire departments with any schedule and is largely based on the economy and cost of housing. As the economy improves it is very likely that the problem will worsen independent of the schedule that we work.

In regards to *off duty response* to large-scale emergencies, having employees living out of the area can be a benefit. Examples could be, a terrorist attack or major earth quake effecting Los Angeles County. In both cases a large percentage of employees will only report to work after they have secured their families and homes. If the majority of employees live in the affected area, off-duty response could be greatly delayed and small in numbers of personnel. On the other hand, employees living outside the affected area will likely respond to assist, as the concerns for family and homes will be minimal compared to those living in the affected area.

Departments also found that employees living long distances are better rested with the 48/96.

Complication of personal issues

Some members face unique issues in regards to childcare, child custody, care of an elderly parent or care of sick family members. These can be difficult and challenging issues under any circumstances. Any change in scheduling may cause stress and anxiety. It has been reassuring to hear that most families have found acceptable alternatives with the 48/96. For many, working 48/96 improved their situation, in part because the schedule is more regular and predictable, and results in fewer exchanges of children/elderly when care issues are involved.

Child Custody

We have heard concerns from both sides. Those with custody issues that really welcome the schedule change and those who do not welcome a schedule change. What we have learned, is that it is a case-by-case individual issue that is extremely varied. There are no blanket negative and positives that could address this. Each individual who has a custody challenge is going to experience something different. Of course it should fill us with apprehension to hear this could negatively affect a few with the

Complication of personal issues (continued)

proposed trial shift-schedule, but chances are throughout our careers in this department we've already encountered many different schedule changes. From the 56-hour week when we started our new careers, to the 4/10 of prevention, to the 40-hour week in the camps, not to mention just routine switching from A to B to C shifts. **Whether it's caused by bids, promotions, details, recalls, and even strike team assignments: schedule change is already common place in our department.**

A question that needs to be further discussed is; **Wouldn't it be great if your schedule could change in a way that helped your family tremendously?** For many divorced families throughout California, the 48/96 schedule was something that proved to benefit them greatly, in part because the schedule has been quoted as being “...more regular and predictable...”, “...resulting in less exchanges of children when care issues or custody were involved...” “...more family time...”

Firefighters with young children, whose ex-spouses work Monday-Friday, will still have to find 1-2 days a week of childcare in either schedule, but with 48/96 the days will be consecutive instead of split up like they are now. Employees who share child custody will also benefit significantly from 48/96 since there are twice as many weekends off and most custody is given over the weekends while the children are out of school.

All of this is in addition to the changes that will benefit every family: **more mornings waking up at home, more consecutive days for vacations and outings, safer from recalls more than 1 day in a row and Less Long-term fatigue so that you can be more mentally present when you're home.** These are all actual experiences that have been realized from other departments that chose to try a different schedule. Schedules like the 48/96 is nothing new and has been around and transitioned to for hundreds of departments for well over a decade. Many of those firefighters felt the same apprehension, but a majority of them emerged very satisfied with the outcomes.

Difficult for administration to contact personnel when working Sat/Sun rotation

Once every six weeks a shift will work both Saturday and Sunday. This means there is a ten day period when shift personnel will not be on duty to meet with those working a typical 40 hour work week (fire administration, vendors, etc.) This has become less of a problem with the advent of E-mail and voice mail.

How will the 48/96 schedule affect current policies and procedures?

The schedule will have little effect on current policies and procedures. For the purposes of daily work routines, vacation leave, sick leave, Comp time, overtime, or any other policies/procedures, **each twenty-four hour shift is considered one shift.**

Example: a member takes off two consecutive shifts for vacation. Overtime for each 24- hour shift is filled separately. Our existing policies and procedures can be applied to the 48/96 schedule without too many modifications. Expectations and standards will not change. Example: awake, in uniform and properly groomed by 10:00 am for each shift.

Maximum Shift Policy

We recommend that the 5 Shift Maximum remain in place but increase the 7 Shift "Voluntary" maximum to 8 Shifts so that those who choose to work Overtime for one of their entire 4 days (4 OT in one weeks time) can do so with out burning any of their regular shifts and still have 4 Four-days remaining in the month.

Recalls

No one likes recalls. A schedule change isn't going to magically fix our recall/staffing woes. We can all agree on factors that have gotten us to our continued staffing crisis...lack of hiring, excessive injuries, people playing the recall games, increased weather staffing, the Card File hates us.....They seem to keep getting worse and will continue to until our department and The County addresses and reforms some of our systemic shortfalls. In 2017/2018 we saw 27,059 recalls. This past recall year for 2018/2019 (July-July) we experienced 31,578 recalls. The only solution is to adequately staff. Whatever you want to "hang your hat" on for why recalls are the way they are is fine, the fact is, recalls are trending worse. We've been promised that the current recall environment won't last forever and will eventually get better hoping that current staffing crisis wont last forever and recalls will subside. Until that happens and staffing equalizes, what if we were to show you a schedule that would help navigate this new staffing environment providing for more consistency, predictability, and **SAFETY FOR MORE DAYS OFF IN A ROW?** 48/96 allows us to be safe from recall more consecutive days in a row than our current schedule.

The 48/96 schedule has the ability to transcend both good and bad staffing patterns over the course of your career. 48/96 doesn't create more "recallable days" than our current schedule and certainly doesn't mean that you are up for all 3 days of your 4 day. You are still up for recall the same number of days, on average over a month, like our current schedule. Where 48/96 makes significant changes is that you are SAFE from recall more days in a row and it consolidates the recallable days making it more predictable and consistent. Our current schedule only keeps you safe for 1 day....that's no way to live.

Recalls (Continued)

The proposed 48/96 recall policy can be approached 3 different ways. Currently a member is up for recall the first 3 days of his/her four-day and first day of the 2-day. With the 48/96 there are 3 options to consider. Either way, this all boils down to a TRIAL. If the TRIAL proves that it doesn't work for the majority, then we go back to business and usual.... **The chosen recall system with 48/96 will ultimately be a labor/management decision, but here are the options for you to consider.**

RECALL OPTION # 1- (BOOK-END DAYS):

- Up for recall on your “bookend” days of your 4 day.
- Your recall days are considered Back to Back. For example, if you get recalled on Tuesday in the scenario below, you are not up for recall on the following Friday.
- “Hard” Safe for your middle 2 days
- Allows for you to be safe from recalls 2-3 days in a row.
- Up for recall across the opposite 2 shifts, This distributes recalls in the event that all the “Must-Fills” happen to be on the same opposite shift.
- Reduce the times that a member will have to come back into work breaking up their four-day.

Negatives: Get recalled into a 72.

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
SAFE	SAFE	RECALLED	A	A	SAFE UNLESS B2B	SAFE
SAFE	UP FOR RECALL OR SAFE	A	A	UP FOR RECALL OR SAFE	SAFE	SAFE
UP FOR RECALL OR SAFE	A	A	UP FOR RECALL OR SAFE	SAFE	SAFE	UP FOR RECALL OR SAFE
A	A	RECALLED	SAFE	SAFE	SAFE UNLESS B2B	A
A	UP FOR RECALL OR SAFE	SAFE	SAFE	UP FOR RECALL OR SAFE	A	A

RECALL OPTION # 2 (FIRST TWO DAYS):

- Up for recall the first 2 days of your 4 day.
- Your recall days are considered Back to Back. For example, if you get recalled on Friday in the Scenario below, you are not up for recall on the adjacent Saturday.
- "Hard" Safe for your last 2 days
- Allows for you to be safe from recalls 2-3 days in a row.
- Reduce the times that a member will have to come back into work breaking up their four-day.

Negatives: Get recalled into a 72 if recalled on the 1st day. Have to drive back in from home if recalled on the 2nd day

Up for recall on always the same opposite shift. For example, if you are an A shifter, you are up for recall always on a B shift and never C Shift.

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
UP FOR RECALL OR SAFE	SAFE	SAFE	A	A	RECALLED	SAFE UNLESS B2B
SAFE	SAFE	A	A	UP FOR RECALL OR SAFE	UP FOR RECALL OR SAFE	SAFE
SAFE	A	A	UP FOR RECALL OR SAFE	UP FOR RECALL OR SAFE	SAFE	SAFE
A	A	SAFE UNLESS B2B	RECALLED	SAFE	SAFE	A
A	UP FOR RECALL OR SAFE	UP FOR RECALL OR SAFE	SAFE	SAFE	A	A

RECALL OPTION # 3 (MIDDLE TWO DAYS)

- Up for recall on the middle days of your 4 day.
- Your recall days are considered Back to Back. For example, if you get recalled on Wednesday in the scenario below, you are not up for recall on the adjacent Thursday.
- Does not force you into a 72.
- Up for recall across the opposite 2 shifts, This distributes recalls in the event that all the “Must-Fills” happen to be on the same opposite shift.

Negatives: Only safe for one day. Get recalled in the middle of your 4 day. Have to drive back in from home.

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
UP FOR RECALL OR SAFE	UP FOR RECALL OR SAFE	SAFE	A	A	SAFE	UP FOR RECALL OR SAFE
UP FOR RECALL OR SAFE	SAFE	A	A	SAFE	UP FOR RECALL OR SAFE	UP FOR RECALL OR SAFE
SAFE	A	A	SAFE	SAFE UNLESS B2B	RECALLED	SAFE
A	A	SAFE	RECALLED	SAFE UNLESS B2B	SAFE	A
A	SAFE	UP FOR RECALL OR SAFE	UP FOR RECALL OR SAFE	SAFE	A	A

Constant Staffing (OT) Potential

There is NO evidence that constant staffing (OT) availability would be reduced. All the other departments that migrated to the 48/96 experienced no reduction of overtime. Vacancies, details, staffing, fire assignments, training courses, and “Life Events” will still happen as they do now. People will still be taking days off allowing for OT opportunities.

Training

Although some of the departments that have switched to the 48/96 have had short adjustment periods to get accustomed to the new schedule, once the “switch” was completed they have seen no negative impact on the scheduling. This is due in part to the fact that we will not change the number of days/weekdays we work per month. In our department we believe that the 48/96 schedule will have a positive effect on scheduling training due in part to increased continuity of companies, due to a reduction of employees regularly shift trading to work 48s and 72s and possible reductions in sick

Training (continued)

leave use. Some departments working the 48/96 routinely schedule busy companies for mandatory training on the first shift of the 48 and the slower companies on day two. It is also believed that online Training compliance will be easier to accomplish with 2 consecutive shifts.

What would the departments that have implemented this schedule do differently?

Many of the departments stated that they wished they had made the change earlier. They recommend using a 1-year trial period instead of a six-month. They would also allow those opposed to the schedule equal time to make presentations.

Conclusion

The 48/96 Committee continues to believe the greatest testament to the 48/96 schedule comes from those who work the 48/96. The fact is that the information from those working the 48/96 has been **overwhelmingly positive** and there are relatively few negative aspects to report.

The Bottom line: times have changed from 5, 10, 20 years ago. The Fire Service environment is being forced to adapt to new ideas and alternative ways of doing business. We are in the middle of some very exciting times for the Fire Service as generations integrate with new technologies and innovations. We are changing and adapting at an accelerated rate. It is up to us to step up, keep up, and embrace newer ideas that will allow the next generations to continue to carry the torch in this great profession. In Southern California, we are currently and will continue to be challenged more than ever with rising costs of living and housing, increasing traffic, and the difficulties managing work/life balances. The 48/96 schedule is one way the Los Angeles County Fire Department can meet the needs and challenges that face the current and next generations of Firefighters.

REMEMBER, this is just a TRIAL...

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Is Los Angeles County Fire Department “too big” to transition to a different schedule?

It has been brought up by some, that our department is too large to transition to the 48/96 schedule. While our department may set precedence and be amongst the first of the Largest to go 48/96; it is not a factor. The Los Angeles County Fire Department is known as a leader in the Fire Service. We have always innovated and set trends. Transitioning to a different schedule is not an obstacle for an organization like ours. Our organization has an opportunity to be a leader among the larger Fire Departments to go 48/96. *Although we may be one large department, bonded by a common name, we really are just 22 small fire departments (22 Battalions).* Each of our battalions and divisions act like individual fire departments in almost all aspects. Many of the departments below have stations that average a 30-40 call volume a day and have very similar demographics.

PARTIAL LIST OF DEPARTMENTS ON THE 48/96 SCHEDULE (BOLD LOCAL DEPARTMENTS)

Albuquerque NM City Fire	La Verne Fire	Rocklin Fire
Arcadia Fire	Lake Valley Fire	Ross Valley Fire
Atascadero City Fire	Larkspur Fire	Sacramento City
Atwater Fire	Loma Linda Fire	Sacramento Metro
Auburn City Fire	Manhattan Beach Fire	Salt Lake City
Barstow Fire	Marin County Fire	Salt Lake County
Big Bear Lake Fire	Marinwood Fire	San Bernardino City Fire
Boise City	Marion County Fire (Salem OR.)	San Bernardino County (Parts)
Burbank Fire	Menlo Park Fire	San Jose Fire
Cathedral City Fire	Mill Valley Fire	San Mateo City Fire
Central Fire (Burlingame & Hillsborough)	Millbrae Fire	San Rafael Fire
Chino Valley Fire District	Montebello City Fire	Santa Barbara City Fire
City of Folsom Fire	Norco City Fire	Santa Fe Springs City Fire
City of San Mateo	North County Fire (Brisbane & Pacifica)	Sausalito Fire
Colton Fire	North Lake Tahoe Fire	SeaTac City Fire
Corte Madera Fire	North Las Vegas Fire	South Marin Fire
Donner Summit Fire	North Tahoe Fire	South Pasadena Fire
Eagle River Fire Protection District CO	Northstar Fire	South Placer Fire Protection District
El Segundo Fire	Novato Fire	South San Francisco Fire
Flagstaff City	Orange County Fire Authority	Squaw Valley Fire
Fort Irwin Fire	Orinda Moraga Fire	Stockton City
Foster City Fire	Palo Alto Fire	Tahoe Douglas Fire
Fresno City Fire Department	Pasadena Fire	Tiburon Fire
Glendale Fire	Paso Robles City Fire	Torrance City Fire
Half Moon Bay Fire	Peoria City	Truckee Fire
Hermosa Beach (Now LACOFD)	Piedmont City Fire	Twin Falls
Huntington Beach Fire	Piner Ambulance Company – Napa	Union City Fire
INEEL (Idaho National Engineering & Environmental Lab) Fire	Rancho Cucamonga Fire	Vallejo Fire
King County	Redondo Beach Fire	Valley of the Moon Fire
LOS ANGELES COUNTY SHERIFF (ESD)	Reno Fire	Ventura City Fire
Las Vegas Fire & Rescue		Vernon Fire

Where we live and the cost of the commute.

Lets clear the air with the misconception that 48/96 is being driven by a few firefighters that live out of Southern California or want to live outside SoCal. We ran the numbers and inputted the zip codes into GIS (Geographic Information System)...

- 96% of our membership live within a 90 minute drive of their chosen fire station.
- 78% live within a 45 min commute to their chosen fire station.
- 17% of our membership live in the East County, Riverside/San Bernardino areas.
- 16% live in the Santa Ana, Huntington Beach, San Clemente, Orange County areas.
- 12% live in the South Bay communities of Redondo Beach, Long Beach, El Segundo areas.
- 11% live in Ventura County area
- 13% live in the Santa Clarita Valley
- 11% live in the high desert areas of Palmdale/Lancaster/Tehachapi areas.
- The remaining are dispersed throughout LA County proper.

Less than 2% of our membership live out of Southern California or out of state. In 2014, Out of the 1500+ LACoFD firefighters who voted YES to try the 48/96 schedule, LESS THAN 50 individuals actually lived out of the Southern California area. It is unfounded that the 48/96 movement is being driven by a few individuals that live far away OR who want to live far away. People that live outside SoCal make up less than 2% of those in support. What's even more telling about these statistics above is that a majority of our membership are forced to battle the **WORST FREEWAY TRAFFIC IN THE NATION** in order for them to work at their station of choice. 48/96 simply cuts that commute in half, saving time, money, and boosting mental health.

Cost of the Commute (Based on October 2019 Study from the Brookings Institute, on "9-5" work weeks)

https://www.brookings.edu/wp-content/uploads/2016/07/Srvy_JobsProximity.pdf <https://www.lendingtree.com/auto/where-commutes-cost-most/>

The commute to and from work is usually the most dreaded part of any job. The idea is to get from point A to point B as fast and as painless as possible. But, as we all know, this is rarely the case. Rush hour traffic can quickly turn a good day into a bad one. But aside from the psychological "costs" of our commute, it is also an important financial question. California cities took five of the top 10 spots for the highest cost of commute per person. For example, Full-time workers in Irvine spend at least \$8,549 of their time commuting to work. (See charts below) We realize that our schedule isn't a "9-5" commuter schedule, and the costs in this study are not modeled after a 56-hour Firefighter schedule, but you can draw the lines between the two. 48/96 will cut our commutes in half saving us time and money. This doesn't even factor in the MENTAL HEALTH and Psychological Costs of sitting on the most congested freeways in the world....

Rank	City	Total Workers	Per Worker Annual Cost of Commute	Total Citywide Cost of Commute (billions)
1	New York	3,812,584	\$9,581	\$36.53
2	Los Angeles	1,788,573	\$6,108	\$10.92
3	Chicago	1,228,651	\$7,840	\$9.63
4	San Francisco	462,165	\$11,719	\$5.42
5	Houston	1,050,524	\$5,048	\$5.30
6	San Jose, Calif.	482,422	\$8,782	\$4.24
7	Philadelphia	627,069	\$6,640	\$4.16
8	San Diego	651,625	\$5,769	\$3.76
9	Seattle	374,359	\$9,016	\$3.38
10	Phoenix	687,823	\$4,843	\$3.33

SoCal Cities	Ranking	Annual Cost of commutes.
Irvine	4	\$9,818
Long Beach	19	\$6,515
Los Angeles	22	\$6,108
Riverside	23	\$6,079
Anaheim	38	\$5,200
Santa Ana	80	\$3,927