

SAN JOSÉ FIRE DEPARTMENT
ALTERNATIVE WORK SCHEDULE PILOT



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SJFD 48/96 PILOT PROGRAM MANUAL

January 18, 2017

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INDEX

1. Introduction.....	1
2. Pilot Program Side Letter Agreement.....	4
3. Alternative Work Schedule Overview.....	7
4. Work Schedule Change Benefits.....	8
5. Comparable Agency 48/96 Experience.....	9
6. Risk Analysis.....	10
7. Summary of Pilot Metrics and Methodologies.....	15
8. Pilot Program Alternative Work Schedule Mechanics.....	17
9. 48/96 Pilot Work Schedule Interim Policies.....	20
Appendix I: Alternative Pilot Schedule For 2017.....	22
Appendix II: Firefighter Proximity and Emergency Callback.....	24
Appendix III: 48/96 Pilot Program Metrics.....	26

1. **Introduction**

On June 8, 2015, the City of San José and San José Fire Fighters, IAFF Local 230 entered into an agreement to, by October 1, 2015:

- Evaluate the benefits and risks of moving from the current “3’s and 4’s” schedule to a “48/96” schedule;
- Identify various operational metrics to be monitored if the new schedule is implemented;
- Evaluate whether the program should include all 56-hour personnel, or be focused on line fire suppression personnel.

The parties agreed to complete an analysis of the “48-96” work schedule in 2015 and commence the Pilot Program in January 2016 if both parties agreed to the schedule. However, due to concerns related to potential impacts on the City’s PeopleSoft Upgrade Project, the City was unable to conclude the analysis in 2015. The parties continued discussions regarding the “48-96” work schedule and, on or about May 9, 2016, the parties reached a Side Letter Agreement to implement a “48-96” Work Schedule Pilot Program (Pilot Program) effective on or around January 2017. Unless a decision to end the Pilot Program is made earlier, the Pilot Program will continue up to December 15, 2018.

It is the intent of all parties involved to conduct a thorough and meaningful study that will adequately inform the department on alternative schedule suitability under the terms outlined in the side letter agreement.

1.1 Purpose

The SJFD 48/96 Pilot Program Manual shall serve to capture all information relevant to the pilot study including background information, pilot performance metrics, and risk/benefit analysis results. Additionally, the manual will serve as interim policy relative to day-to-day operations such as staffing, and cyclical process such as annual vacation selection.

1.2 Policy

The SJFD 48/96 Pilot Program shall conform to the City of San Jose / IAFF Local 230 MOA Side Letter Agreement as executed on May 9, 2016 and ensuing Pilot Program parameters and policies as outlined in this manual.

1.3 Procedure

The following communication methods shall be utilized as follows regarding the 48/96 Pilot Program:

- Immediate Duty Chief Notification: The Duty Chief shall be reached via Fire Communications for any instances of compromised safety attributable or possibly attributable to the 48/96 Pilot Program including injuries, vehicle accidents, near-miss occurrences, or other safety compromises.
- Chain-of-Command/Duty Chief: Time sensitive issues such as staffing, timekeeping, or operations may be coordinated via chain-of-command up to the Duty Chief.
- Chain-of-Command: General pilot experience feedback including concerns and recommendations may be forwarded via the chain-of-command to the Assistant Fire Chief in email form.

2. Pilot Program Side Letter Agreement

SIDE LETTER AGREEMENT

BETWEEN

THE CITY OF SAN JOSE

AND

THE INTERNATIONAL ASSOCIATION OF FIREFIGHTERS, LOCAL 230

“48/96” WORK SCHEDULE

The City of San Jose (City) and San Jose Fire Fighters, IAFF Local 230 (IAFF), agree to implement a “48-96” Work Schedule Pilot Program (Pilot Program). The terms and conditions of the Pilot Program shall be as follows:

1. Effective January 1, 2017, or within one pay period before or after as determined by Finance/Payroll, employees in classifications represented by IAFF assigned to a “56 hour work schedule” shall work a “48-96” work schedule.
 - a. A “48-96” work schedule shall be defined as a regular schedule under which employees work two (2) consecutive, uninterrupted, 24-hour shifts followed by four (4) consecutive 24 hour days off. An example of the “48/96” work schedule is as follows:

January						
SUN	MON	TUE	WED	THU	FRI	SAT
			1 – A	2 – A	3 – B	4 – B
5 – C	6 – C	7 – A	8 – A	9 – B	10 – B	11 – C
12 – C	13 – A	14 – A	15 – B	16 – B	17 – C	18 – C
19 – A	20 – A	21 – B	22 – B	23 – C	24 – C	25 – A
26 – A	27 – B	28 – B	29 – C	30 – C	31 – A	

- b. The City and IAFF will continue discussing the length of the FLSA pay period that will be in place during the “48-96” work schedule, and a decision will be made prior to the implementation of the Pilot Program.
 - c. Members in the Arson Unit will remain on their current 56 hour work schedule but may switch at a later time by mutual agreement between the parties.

2. The Labor Management Committee (LMC) composed of representatives from IAFF, the City Manager's Office, the Fire Department and other City departments as appropriate, will evaluate the below metrics (Metrics) during the term of the Pilot Program to determine favorable and/or unfavorable changes that may be attributable to the Pilot Program. The metrics will be as defined in the San Jose Fire Department 48/96 Pilot Program Manual, which will be finalized prior to the implementation of the Pilot Program.

- | | | |
|-----------------------|-----------------------------------|---------------------------------|
| (a) Overtime Costs | (g) EMS/Patient Care | (m) Fire Prevention Inspections |
| (b) FLSA Compensation | (h) Near-Miss Occurrences | (n) APA Completion |
| (c) Relief Personnel | (i) Employee Removal for Fatigue | (o) NFIRS & PCR Completions |
| (d) Sick Leave | (j) Mandated Compliance | (p) Residency Data |
| (e) Vehicle Accidents | (k) Station/Equipment Maintenance | (q) Absence Rates |
| (f) Employee Injuries | (l) Turnout Time | (r) Disability Leave Costs |

3. Data on each of the Metrics in comparison to the time periods prior to the "48-96" schedule will be reported quarterly in a written memo by the Fire Department to the Public Safety, Finance, and Strategic Support Committee (PSFSS) during its regularly scheduled public meetings.
4. As a condition of employment, all employees hired during the term of the Pilot Program shall reside within one hundred and twenty (120) minutes travel time from the nearest City of San Jose fire station. Travel time shall be determined by the total estimated automobile trip time without traffic as calculated by Google Maps™ or map program mutually agreed to by the parties. Employees who reside outside of this area on their hire date must change their residence to a location that complies with this requirement within one hundred and eighty (180) days of their completion of probation. Once a member's residence has been determined to fall within the travel time requirements, it will continue to be considered to fall within the requirements regardless of subsequent road network, speed limit, fire station location, mapping service or similar changes that do not affect the physical location of the residence.
5. The term of the Pilot Program shall be two (2) years beginning January 1, 2017, or within one pay period before or after as determined by Finance/Payroll. The Pilot Program will continue up to December 15, 2018 (the end of the last pay period for payroll calendar year 2018).
- a. Either party may, at any time during the Pilot Program terminate the Pilot Program upon ten (10) calendar day written notice being provided to the other party. The metrics in Section 2 above shall be evaluated on a quarterly basis and negative impacts attributed to the schedule change will result in automatic termination of the Pilot Program unless the City decides to continue the Pilot Program.
 - b. If the Pilot Program is terminated for any reason, including but not limited to those specified in Section 5(a) above, the work schedule for employees in classifications represented by IAFF assigned to the "48-96" schedule shall return to the 56-hour schedule in effect prior to the Pilot Program.

- c. If there is no decision to terminate or extend the Pilot Program at the conclusion of the Pilot Program, the “48-96” work schedule shall become the standard 56-hour work schedule. The continuance of the “48-96” schedule will also include the continuation of the travel time residency requirement contained in Section 4 above.
 - d. Notwithstanding any of the above, the parties may also mutually agree to extend the Pilot Program.
6. Nothing in this side letter shall supersede any other section of the IAFF MOA, including but not limited to Article 16 entitled “Management Rights.”

This Side Letter Agreement shall become effective when ratified by union members and approved by City Council.

See also: http://sanjose.granicus.com/Viewer.php?view_id=&event_id=2137&meta_id=574038

3. Alternative Work Schedule Overview

Staffing Needs

Under the fire department traditional work schedule, line positions (Firefighters, Firefighters (Paramedics), Fire Engineers, Fire Captains, and Battalion Chiefs) are staffed to cover 172 positions on fire engines, fire trucks, Battalion Chief command vehicles, and a variety of apparatus located in fire stations throughout the city. These *line positions* provide emergency response 24 hours a day, 365 days a year.

To provide coverage for all 172 line positions 24 x 365, the department's members are divided into three groups, called *platoons*. The platoons are labeled "A shift", "B shift", and "C shift".

Each platoon works a 24-hour shift. As one goes off shift, another comes on and works 24-hours. The platoons cycle on and off shift throughout the year, providing coverage 24 hours a day 365 days a year. Three people working 24-hours shifts cover each position on the line. A person working any platoon works an average of 56 hours per week, 121.6 shifts per year. In this way, a single line position requiring 365 days of coverage is staffed by three members each working 121.6 shifts ($121.6 \times 3 = 365$). (Note: There is slight variance based upon leap years, and exact schedule alignment in a specific calendar year).

In brief, three platoons (A, B, and C) provide 24 x 365 coverage for line positions by working 24-hour shifts, averaging 56-hours per week, totaling an average of 121.6 shifts per year.

Current Schedule

Under the current (traditional) schedule, these shifts are arranged in a nine-day cycle as follows:

A B A B C B C A C

This nine-day cycle repeats unchanged throughout the year. Because each platoon works a cycle of 3 days on 24-hours and off 24-hours, followed by four consecutive days off, this schedule is commonly referred to as the "3s and 4s" schedule. This is the department's current schedule, although it has used multiple schedules during its existence including a more expensive "4s and 6s" schedule in the early 1990s.

Alternative Schedule

Under the alternative schedule, these shifts are arranged in a six-day cycle as follows:

A A B B C C

This six-day cycle repeats unchanged throughout the year. Because each platoon works a cycle of 2 days on (48 hours) followed by four consecutive days off (96 hours), this schedule is commonly referred to as the "48/96" schedule.

For each member and for the department as a whole, both shifts are identical in terms of the number of hours worked per week and per year, the number of shifts worked per week and per year, and standard scheduled payroll costs per week and per year (base pay, premium pay, and Fair Labor Standards Act pay, etc.).

Visual Comparison of “3s and 4s” vs “48/96” Schedule For One Sample Month

3s and 4s – Current Schedule [SAMPLE CALENDAR FOR ILLUSTRATIVE PURPOSES]

SUN	MON	TUE	WED	THU	FRI	SAT
					1-A	2-B
3-A	4-B	5-C	6-B	7-C	8-A	9-C
10-A	11-B	12-A	13-B	14-C	15-B	16-C
17-A	18-C	19-A	20-B	21-A	22-B	23-C
24-B	25-C	26-A	27-C	28-A	29-B	30-A
31-B						

48/96 – Alternative Schedule [SAMPLE CALENDAR FOR ILLUSTRATIVE PURPOSES]

SUN	MON	TUE	WED	THU	FRI	SAT
					1-A	2-A
3-B	4-B	5-C	6-C	7-A	8-A	9-B
10-B	11-C	12-C	13-A	14-A	15-B	16-B
17-C	18-C	19-A	20-A	21-B	22-B	23-C
24-C	25-A	26-A	27-B	28-B	29-C	30-C
31-A						

4. Work Schedule Change Potential Benefits

The change in work schedule has been analyzed by City management and the Fire Department. There may be opportunities for cost savings, increased efficiency, and improved services, but also potential for cost increases. However, the agreement to pilot the schedule change was not contingent nor predicated upon these opportunities and any changes on the metrics will be evaluated during the term of the Pilot Program.

5. Comparable Agency 48/96 Schedule Experience

There is no single definitive source for fire department shift schedules. The following information has been compiled through meta-research of multiple other reports on the 48/96-schedule.

Over 100 agencies have switched to the 48/96-schedule including departments within the County of Santa Clara. Regionally, departments that have adopted the 48/96 shift schedule include Santa Clara County Fire Department, Mountain View Fire Department, Contra Costa County Fire Department, Alameda County Fire Department (include Union City Fire and Newark Fire), Brisbane Fire Department, Burlingame Fire Department, San Mateo City Fire Department, Foster City Fire Department, Larkspur Fire Department, Marinwood Fire Department, Menlo Park Fire Department, Millbrae Fire Department, Mill Valley Fire Department, Novato Fire Department, Ross Valley Fire Department, San Mateo City Fire Department, San Mateo County Fire Department, San Rafael Fire Department, Sausalito Fire Department, South Marin Fire Department, South San Francisco Fire Department, Tiburon Fire Department, Vallejo Fire Department, and Woodside Fire Department.

Of the five largest fire departments in the San Francisco Bay area excluding San Jose, three have adopted the 48/96-schedule (Santa Clara County Fire Department, Alameda County Fire Department, and Contra Costa County Fire Protection District).

Within Santa Clara County, two departments presently utilize the 48/96 schedule. The first is Santa Clara County Fire Department, which adjoins the larger of the SJFD western jurisdictional boundaries with automatic-aid areas affecting both agencies. The second is Mountain View Fire Department. Both departments have adopted 48/96 schedules that are synchronous (A Shift = A Shift, etc.) and both are SJFD partners in the Santa Clara County Fire Mutual Aid Plan, including emergency response and training.

No definitive list exists. But from lists that have been created, the following is a representative selection of larger departments on the 48/96-schedule:

Agency	Population	Stations	Personnel	Miles	Total Call Volume
Orange County Fire	1,712,234	71	1011	577	112,333
Sacramento Metro Fire	600,000	43	600	417	68,300
Alameda County Fire	394,000	30	450	508	36,321
Contra Costa County Fire	600,000	30	271	304	45,000
Albuquerque Fire	625,000	29	676	182	85,050
Sacramento City Fire	470,000	23	600	146	66,284
Fresno Fire	500,000	23	350	375	35,465
Greater Salt Lake	300,000	22	380	300	25,000
Boise Fire	250,000	18	250	130	24,000
Santa Clara County Fire	223,429	15	279	128	17,239
West Metro Fire	250,000	15	306	110	21,916
Stockton Fire	336,000	12	181	92	38,000
Salt Lake City Fire	186,440	14	323	110	28,889
Reno Fire	233,294	14	238	106	35,534

These larger departments have a wide variety of experience with the 48/96-schedule:

- Sacramento Metro Fire began a 12-month pilot program on January 1, 2008 with 69.5% of members in support. At the conclusion of the trial, the department and the members agreed to remain on the schedule, with 89.7% of members voting in favor.
- Sacramento City began a 12-month pilot program on March 6, 2007 and opted to continue the schedule at the end of the pilot.
- Albuquerque Fire has been on the schedule for well over 14 years.
- Fresno Fire began a 36-month pilot program on July 1, 2008 and opted to continue the schedule at the end of the pilot.
- Boise Fire Department began a 12-month pilot program on January 1, 2007 and opted to continue the schedule in January 2008.
- West Metro Fire Rescue began a 12-month pilot program on January 1, 2006 and opted to continue the schedule on January 1, 2007. It has completed several extensive studies of the schedule both during the pilot and several years after.
- Stockton Fire began a 12-month pilot program on January 6, 2006 and opted to continue the schedule after the one-year pilot.
- Orange County Fire Authority began an 18-month pilot program on January 21, 2015 and will have an affirmation vote in February 2016.
- Greater Salt Lake began an 18-month pilot program on January 1, 2006 and opted to continue the schedule after the pilot with 94% of members voting in support of it at the end of the trial.

6. Risk Analysis

The City and Department will implement an array of metrics to measure aspects of department performance that could be impacted by the schedule – either favorably or unfavorably. The effects will be closely evaluated and the department will employ mitigating measures where appropriate. Data on each of the Metrics in comparison to the time periods prior to the “48-96” schedule (or “new schedule”) will be reported quarterly in a written memo by the Fire Department to the Public Safety, Finance, and Strategic Support Committee (PSFSS) during its regularly scheduled public meetings. Negative impacts to the metrics attributed to the schedule will result in automatic termination of the Pilot Program unless the City decides to continue the Pilot Program. If there is no decision to terminate or extend the Pilot Program at the conclusion of the Pilot Program, the “48/96” work schedule shall become the standard 56-hour work schedule. The continuance of the “48/96” work schedule shall also include continuation of the travel time residency requirement contained in the Side Letter Agreement. The Metrics will be as follows:

6.1 Overtime Costs

The Department will monitor and report on the Overtime costs to determine if the new schedule has any impacts.

Pilot Metric #1: Overtime Costs

6.2 Fair Labor Standards Act Compensation

The Department will monitor and report on the amount of FLSA pay to ensure the new schedule is not systematically increasing FLSA compensation.

Pilot Metric #2: FLSA compensation experience

6.3 Relief Personnel

The Department will monitor and report on the utilization of Relief Personnel to determine if the new schedule has any impacts.

Pilot Metric #3: Relief personnel utilization experience

6.4 Sick Leave

The Department will monitor and report on the use of Sick Leave to determine if the new schedule has any impacts.

Pilot Metric #4: Sick leave utilization rates

6.5 Vehicle Accidents

All company officers and personnel assigned to driving and operating emergency response vehicles will continue to ensure that personnel fatigue is closely monitored. Personnel who are deemed to be too fatigued to operate a vehicle safely will be removed from emergency response duty and remain in quarters until directed by their respective Battalion Chief. Instances where fatigue is determined to cause or potentially cause an unsafe driving condition will be reported immediately to the Duty Chief via the chain-of-command.

The Department will monitor and report on vehicle accidents to determine if the new schedule has any impacts.

Pilot metric #5: Vehicle accident frequency, severity, and cause

6.6 Employee Injuries

All company officers and personnel assigned to emergency response duties will ensure that personnel fatigue is closely monitored. Personnel who are deemed to be too fatigued to function safely will be removed from emergency response duty and remain in quarters until directed by their respective Battalion Chief. Instances where fatigue is determined to cause or potentially cause employee injury will be reported immediately to the Duty Chief via the chain-of-command.

The Department will monitor and report on employee injuries to determine if the new schedule has any impacts.

Pilot metric #6: Employee injury frequency, severity, cause, and workers compensation costs

6.7 EMS / Patient Care Quality Assurance

All company officers and personnel assigned to patient care as EMT or EMT-P will ensure that personnel fatigue is closely monitored. Personnel who are deemed to be too fatigued to function safely in this capacity will be removed from emergency response duty and remain in quarters until directed by their respective Battalion Chief. Instances where fatigue is determined to cause or potentially cause a compromise in patient care will be reported immediately to Med 30, and reviewed by the EMS Division through the standing CQI process. Fatigue related call reviews will be collected and reported to BFO throughout the pilot period.

The Department will monitor and report on EMS Quality Assurance, including any Quality Improvement actions that may result, to determine if the new schedule has any impacts.

Pilot metric #7: EMS / Patient care quality

6.8 Near-Miss Reporting

Near-miss reporting will continue as outlined in the SJFD Injury and Illness Prevention Plan manual.

The Department will monitor and report on Near-miss reporting to determine if the new schedule has any impacts.

Pilot metric #8: Near-miss incidents circumstances and frequency

6.9 Employee Removal for Fatigue

The department will not compromise the safety of firefighters nor the public in the implementation of an alternate work schedule.

The Department will monitor and report on the number of instances where an employee is removed from the line due to fatigue to determine if the new schedule has any impacts.

Pilot metric #9: Instances where employees are removed from the line.

6.10 Mandated Training/Testing/Evaluation Compliance

Annually, the Department strives to achieve completion of mandatory training, testing, and evaluation for all sworn personnel. Instances where personnel miss their scheduled events and subsequently miss scheduled make-up dates are costly to the department in terms of staff time and efficiency.

The Department will monitor and report on completion of mandatory training, testing, and evaluation for all sworn personnel to determine if the new schedule has any impacts.

Pilot metric #10: Mandated duties compliance

6.11 Station and Equipment Maintenance

Personnel safety and response readiness are highly dependent on the condition of equipment and stations. Equipment and station maintenance standards will not be compromised during the 48/96 pilot period.

The Department will monitor and report on equipment and station maintenance to determine if the new schedule has any impacts.

Pilot metric #11: Station and Equipment Maintenance

6.12 Turnout Time

The department will continue to monitor all aspects of response time performance. Turnout time is the response time segment that is most controllable at the company level.

Pilot metric #12: Turnout time

6.13 Fire Prevention Inspections

The department maintains and will continue an aggressive line occupancy inspection program including educational facilities (E) and multiple housing units (R).

The Department will monitor and report on these life safety programs to determine if the new schedule has any impacts.

Pilot metric #13: Fire prevention inspection completion rates

6.14 Annual Performance Appraisal Completion

Personnel performance and future performance objectives are captured and memorialized in the Annual Performance Appraisal (APA) process. Personnel performance tracking and supervisor feedback is provided in order to develop employees and to set future objectives. This process will continue during the pilot period.

The Department will monitor and report on the Annual Performance Appraisal (APA) process to determine if the new schedule has any impacts.

Pilot metric #14: Performance Appraisal Completion Rates

6.15 NFIRS & PCR Completion

Accurate and timely completion of emergency response reports is a critical department function and required in policy.

The Department will monitor and report on the accurate and timely completion of emergency response reports to determine if the new schedule has any impacts.

Pilot metric #15: NFIRS & PCR completion rates

6.16 Residency

Per the City's personnel records as of January 1, 2017, Department members currently reside in a geographically disperse area, with 20% living in the City of San Jose, 33% living in Santa Clara County, 66% living in Santa Clara or an adjacent county, and the remainder farther away.

The Department will monitor and report on the firefighter residency proximity to the Department to determine if the new schedule has any impacts.

In addition, as a condition of employment, all employees hired during the term of the Pilot Program shall reside within one hundred and twenty (120) minutes travel time from the nearest City of San Jose fire station.

Pilot metric #16: SJFD will compare and contrast residency data.

6.17 Absence Rates

The Department will monitor and report on absence rates to determine if the new schedule has any impacts

Pilot metric #17: Absence Rates

6.18 Disability Leave Costs

The Department will monitor and report on the disability leave costs to determine if the new schedule has any impacts

Pilot metric #18: Disability Leave Costs

7. Summary of Pilot Metrics and Methodologies

Data on each of the Metrics in comparison to the time periods prior to the “48-96” schedule will be reported quarterly in a written memo by the Fire Department to the Public Safety, Finance, and Strategic Support Committee (PSFSS) during its regularly scheduled public meetings. Negative impacts to the metrics attributed to the schedule will result in automatic termination of the Pilot Program unless the City decides to continue the Pilot Program.

No.	Item	Method	Interval	Data Effective xx, 2016
1	Overtime Costs	Comparison of aggregate overtime costs	Quarterly	
2	FLSA Compensation	Comparison of aggregate FLSA compensation.	Quarterly	
3	Relief Personnel	Analysis of relief personnel placement relative to vacancy rates	Quarterly	
4	Sick Leave	Comparison of aggregate sick leave usage	Quarterly	
5	Vehicle Accidents	Investigation of vehicle accidents where fatigue is a possible contributing factor	Quarterly	
6	Employee Injuries	Investigation of employee injuries where fatigue is a possible contributing factor	Quarterly	
7	EMS/Patient Care	Investigation of EMS/Patient Care errors where fatigue is a possible contributing factor	Quarterly	
8	Near-Miss Occurrences	Investigation of Near-Miss Occurrences where fatigue is a possible contributing factor	Quarterly	
9	Fatigue Removal	Instances where employees are removed from emergency response line duties due to fatigue	Quarterly	
10	Mandate Compliance	Comparison of aggregate completion rate of mandated training, testing, evaluation, etc.	Quarterly	

No.	Item	Method	Interval	Data Effective xx, 2016
11	Station/Equipment Maintenance	Comparison of aggregate results of annual inspection of apparatus and fire stations.	Quarterly	
12	Turnout Time	Ongoing review and analysis of turnout time performance	Quarterly	
13	Fire Prevention Inspections	Comparison of aggregate Fire Prevention Inspection completion rates	Quarterly	
14	APA completion	Comparison of aggregate Annual Performance Appraisal completion rates	Quarterly	
15	NFIRS & PCR completion	Comparison of aggregate Annual Performance Appraisal completion rates	Quarterly	
16	Residency Data	Comparison of residency data	Quarterly	
17	Absence Rates	Comparison of absence rates	Quarterly	
18	Disability Leave Costs	Comparison of disability leave costs	Quarterly	

8. Pilot Program Alternative Work Schedule Mechanics

Based upon direction outlined in the “48/96 Work Schedule” side letter, the effective date of the schedule change shall be January 1, 2017, or one pay period before or after as determined by Finance/Payroll.

8.1 Transition Date

The schedule will change from the current “3s & 4s” schedule to the pilot 48/96 schedule at 0800 on January 1, 2017, or one pay period before or after as determined by Finance/Payroll.

8.2 Implementation and Ongoing Costs

The department utilizes TeleStaff, a staffing management software tool for staffing and timekeeping. 48/96 schedule implementation will cause the department to incur minor, one-time costs associated with schedule conversion within TeleStaff. This primarily includes consultant time to reconfigure TeleStaff staffing software settings, and staff time to coordinate the transition, and monitor/report on the pilot program’s performance, and department staff hours that could otherwise be spent on other projects.

The department has received an estimate of \$2,880 from the TeleStaff vendor (Kronos). This assumes 16 hours of consultant time to reprogram for the 48/96 schedule at \$180/hour. In addition, 24 hours of staff time for the SJFD Information Systems Analyst (ISA) is factored to oversee and complete the project.

The department anticipates that some additional staff time will be dedicated to recreating planning calendars to conform to the new schedule.

8.3 48/96 Schedule

The department has identified that multiple operational benefits will result from having the department 48/96 schedule match the 48/96 schedule of adjacent agencies. Currently, Santa Clara County Fire Department and Mountain View Fire Department operate matching 48/96 schedules, and both Milpitas and Santa Clara City are at various stages of evaluating the schedule.

The City and IAFF will continue discussing the length of the FLSA period (24-day FLSA period as opposed to the current 28-day FLSA period) during the first year of the Pilot Program, and the City will provide IAFF its determination regarding the length of the FLSA period no later than July 31, 2017.

Commencing January 1, 2017, the 48/96-schedule will begin on the C shift. The schedule will begin with a single C shift, and then rotate as A-A-B-B-C-C. Shifts will continue that rotation throughout the pilot, except where noted under Consecutive Holiday Scheduling.

Appendix I contains the schedule for the first year of the pilot. The second year of the pilot will be finalized once a determination has been made regarding changing the length of the FLSA period, which will be completed no later than July 31, 2017

8.4 Arson Unit

The Arson Unit is comprised of a single supervising Fire Captain assigned to a 40-hour administrative schedule and 3 Arson Investigators assigned, 1 per shift (A, B, C), on the 56-hour line schedule. Concern has been expressed that as much as two weeks of time could elapse without supervisor/subordinate contact due to the supervisor's use of RDO days.

The Arson Unit is currently facing challenges regarding workload and staffing due to the elimination of one arson position, increased workload, increased reporting requirements and other factors. Additional, several Unit members are within one year of retirement.

For the above reasons, both operational and member-related, the committee recommends excluding the Arson Unit from the initial launch of this pilot. The department anticipates no administrative barriers to maintaining the current schedule for Arson Unit personnel, and re-evaluating it for a change in the future.

8.5 Consecutive Holiday Scheduling

To the extent possible, accommodations may be made so that personnel are not required to work on the consecutive day holidays of December 24th and December 25th. In years when a shift is scheduled to work on both December 24th and 25th, the 48/96 schedule may be altered to ensure that personnel are not scheduled to work both dates, if possible.

To the extent possible, the standard consecutive holiday schedule alteration shall be that the shift scheduled to work both days will have its first day moved chronologically back one day (e.g. to the prior day) and the shift scheduled on that prior day will be moved chronologically forward one day as an even swap. Such a change will not move shifts between FLSA periods and will thus not impact FLSA pay.

If possible, a two-year calendar will be published prior to vacation selection for the second year of the pilot.

8.6 Pilot Continuation, Termination and Adoption

The City, the Department and San José Fire Fighters IAFF Local 230 are in agreement to implement a 48/96-schedule with the operational considerations as specified in this document.

This schedule will be implemented on or around January 1, 2017. Vacation selection for the 2017 calendar year will commence using normal department processes following the normal department timeline prior to the start of calendar 2017.

This will be a two-year pilot program, scheduled to conclude at the end of December 2018.

Any party - the City as represented by the City Manager or designee, the Department as represented by the Fire Chief or designee, or San José Fire Fighters as represented by the Union President or designee - may terminate the 48/96 pilot at any time and return the department's 56-hour personnel to the schedule that existed immediately prior to the 48/96 pilot by providing ten (10) calendar days' notice to the other party. The metrics outlined in Section 6 above shall be evaluated on a quarterly basis and negative impacts attributed to the schedule change will result in automatic termination of the Pilot Program unless the City decides to continue the Pilot Program

If the 48/96 pilot program has not been terminated, the schedule shall become the standard 56-hour work schedule for the department, shall no longer be considered a pilot program, and having fulfilled the terms of the side letter agreement, the side letter shall no longer be a component of the MOA between the City and San José Fire Fighters, IAFF Local 230. MOA section 14.11 will remain unchanged.

9. 48/96 Pilot Work Schedule Interim Policies

The following are interim pilot parameters and policies. Some interim policies attempt to address anticipated effects of the 48/96 schedule, including areas of concern to be monitored, and necessary routine administrative definitions and adjustments.

9.1 Definitions

Shift: A “shift” for 56-hour personnel shall remain as currently defined, one 24-hour period from 0800 hours to 0800 hours.

Shift Tour: A “shift tour” for 56-hour personnel shall be defined as two consecutive, uninterrupted 24-hour shifts worked by the same scheduled shift (e.g. AA, BB, or CC).

9.2 Morning Wake-Up

The department’s 0645 morning announcements will continue to take place each day.

9.3 Shift Change and Work Duties

Shift change will continue to occur at 0800 hours and crews are expected to commence normal work duties by 0800 as per current policy.

9.4 Apparatus checks, engine equipment checks, and BLS/ALS medical equipment checks

will continue to be performed on a daily basis as per current policy.

9.5 Weekend Work Days

Work rules will continue unchanged for each work day. There are no special work rules for Saturday or Sunday. All normal work activities for 56-hour personnel are to continue on Saturday and Sunday including station cleaning, equipment checks, alarm responses, hydrant inspections, training, drills, and any other normal work activities. The department will schedule, as necessary, training and other activities on all work days. Station cleanup and apparatus equipment checks will continue on the days scheduled as per current policy.

9.6 The department’s current policy regarding “holidays” will continue to apply. This includes pre-staffing five designated holidays, and ROPP 4.420.25 addressing company activities during periods of National mourning and eight listed holidays.

9.7 Shift Trades

All current policies and procedures regarding shift trades will continue to apply (including ROPP 4.240.3). See “definitions” for the clarification that a “shift” is a single 24-hour period from 0800 to 0800 the following day.

9.8 Vacation Selection

A full vacation day will continue to be defined as a 24-hour period from 0800 to 0800 hours.

A full vacation tour will now be defined as 48 consecutive hours from 0800 hours to 0800 hours.

Weekly vacation selection process will continue unchanged with regards to shifts. Wednesday vacation cutoff will be for the first shift after Wednesday selections are conducted. For example, if A-Shift is scheduled to work a 48 hour tour on Wednesday and Thursday, the Thursday 24 hour shift would be the first shift considered for weekly vacation selection. If B-Shift were to work on Thursday and Friday, the Thursday 24 hour shift would be the first shift considered.

Short notice vacation selection will remain unchanged from the current practice.

APPENDIX I

Appendix I: Alternative Pilot Schedule For 2017



2017
San Jose Fire Department Work Schedule

BIG FLSA PERIODS (28 DAY FLSA)
 Not Aligned with County Fire

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue
JAN	A		2	3				8	9					14	15					20	21					26	27				
	B				4	5					10	11					16	17					22	23					28	29	
	C	1					6	7					12	13					18	19					24	25				30	31
FEB	A	1	2					7	8					13	14					19	20					25	26				
	B			3	4					9	10							15	16					21	22				27	28	
	C					5	6					11	12					17	18					23	24						
MAR	A			3	4					9	10					15	16					21	22					27	28		
	B					5	6					11	12					17	18					23	24				29	30	
	C	1	2					7	8					13	14					19	20				25	26				31	
APR	A		2	3				8	9					14	15					20	21					26	27				
	B				4	5					10	11					16	17					22	23					28	29	
	C	1					6	7					12	13					18	19				24	25					30	
MAY	A		2	3				8	9					14	15					20	21					26	27				
	B				4	5					10	11					16	17					22	23					28	29	
	C	1					6	7					12	13					18	19				24	25					30	
JUN	A	1	2					7	8					13	14					19	20					25	26				
	B			3	4					9	10					15	16					21	22					27	28		
	C					5	6					11	12					17	18					23	24				29	30	
JUL	A	1	2					7	8					13	14					19	20					25	26			31	
	B			3	4					9	10					15	16					21	22					27	28		
	C					5	6					11	12					17	18					23	24				29	30	
AUG	A	1				6	7					12	13					18	19					24	25				30	31	
	B		2	3				8	9					14	15					20	21					26	27				
	C				4	5					10	11					16	17					22	23					28	29	
SEP	A				5	6					11	12					17	18					23	24					29	30	
	B	1	2					7	8					13	14					19	20					25	26				
	C			3	4					9	10					15	16					21	22					27	28		
OCT	A				5	6					11	12					17	18					23	24					29	30	
	B	1	2					7	8					13	14					19	20					25	26			31	
	C			3	4					9	10					15	16					21	22					27	28		
NOV	A			4	5					10	11					16	17					22	23					28	29		
	B	1				6	7						12	13				18				19			24	25			30		
	C		2	3					8	9					14	15					20	21					26	27			
DEC	A			4	5					10	11					16	17					22	23					28	29		
	B	1				6	7						12	13				18	19					24	25			30	31		
	C		2	3					8	9					14	15					20	21					26	27			

APPENDIX II

Appendix II: Firefighter Proximity and Emergency Callback

1. Residency and Emergency Callback

In contemplation of potential outcomes following the implementation of the 48/96-schedule, some have reasonably questioned the long-term impact on firefighter residency and therefore firefighter availability for emergency callback. The concern has, in general, been raised externally to the department. This section provides background and describes callback processes and the impacts of firefighter residency.

1.1 Residency Requirement

In conjunction with 1990 M.O.A. negotiations, the City of San José and San José Fire Fighters, IAFF Local 230 entered into an agreement that effectively lifted the standing 30-mile radius residency requirement for fire fighters. Since that time, the department has not had a residency requirement that was monitored, measured, reported, or enforced.

As a condition of employment, all employees hired during the term of the Pilot Program shall reside within one hundred and twenty (120) minutes travel time from the nearest City of San Jose fire station. Travel time shall be determined by the total estimated automobile trip time without traffic as calculated by Google Maps™ or map program mutually agreed to by the parties. Employees who reside outside of this area on their hire date must change their residence to a location that complies with this requirement within one hundred and eighty (180) days of their completion of probation. Once a member's residence has been determined to fall within the travel time requirements, it will continue to be considered to fall within the requirements regardless of subsequent road network, speed limit, fire station location, mapping service or similar changes that do not affect the physical location of the residence.

1.2 Current Residency Patterns

At present, 85% of San Jose firefighters live within a radius of 60 miles from the center of the City. Over half (53%) of San Jose firefighters live in Santa Clara County, while a total of 65% live in Santa Clara County or an immediately adjoining county.

The department currently has 630 members in the ranks of Firefighter, Fire Engineer, Fire Captain, Battalion Chief, and Arson Investigator. The residence proximity to San Jose can be broken down as follows:

Residency	Count	Running Count	Percent	Running Percent
In City of San José	123	123	20%	20%
Other Areas of Santa Clara County	85	208	13%	33%
An Adjacent County	199	407	32%	65%
A Sendarily Adjacent County	142	549	23%	87%
More Distant California County	77	626	12%	99%
Out of State	4	630	1%	100%
Total	630		100%	

Source: Analysis of TeleStaff reported home residence as of July 23, 2015. Adjacent counties are those bordering Santa Clara County including Alameda, Merced, San Benito, San Mateo, Santa Cruz, and Stanislaus. Sendarily adjacent counties are those bordering an adjacent county including Calaveras, Contra Costa, Fresno, Monterey, San Francisco, San Joaquin, and Tuolumne.

APPENDIX III

Manual Reference	Metrics	2015 Qtr 1	2015 Qtr 2	2015 Qtr 3	2015 Qtr 4	2016 Qtr 1	2016 Qtr 2	2016 Qtr 3	2016 Qtr 4	2016 Total/Average	Source	Note
6.1	Overtime Hours					12,714	16,029	28,267		57,010	Telestaff Payroll Rpt	OT associated with sick, vacation, disability, FNL & MWS
6.1	Overtime Costs					\$ 696,071	\$ 898,189	1,603,594		\$ 3,197,854	PeopleSoft Payroll Rpt	
6.2	FLSA Compensation					\$ 413,526	\$ 508,793	\$ 495,653		\$ 1,417,972	PeopleSoft Payroll Rpt	
6.3	Relief Personnel									-	Telestaff	how close to fill vacancy, total vacancy total call back per pp by shift
6.4	Sick Leave Hours					14,502	18,293	21,620		54,415	PeopleSoft Payroll Rpt	Sick Leave Hours for BC, CA, FE & FF
6.5	Vehicle Accidents					3	18	15		36	Excel	BFO X Drive Vehicle Accident Rpt Tracking. 1st/2nd shift, # of hours worked before the accident, day or night
6.6	New Injuries					76	74	67	-	217	Excel	New Injuries received by MaryL
6.6	Prior Injuries					46	83	117		246	Excel	Disability & MWS Prior to the quarter
6.6	Current Injuries					37	34	41		112	Excel	Current Quarter Disability & MWS
6.6	Modified Work Schedule Hours					6,182	9,087	8,934		24,203	Telestaff	Modified Work Schedule 40 Hrs, COM, Dis, Reg, Sic & Vac
6.6	Disability Hours					19,369	21,406	30,804		71,579	Telestaff	Disability Leaves
6.6	Lost Time Hours					1,167	1,208	302		2,677	Telestaff	Modified Work Schedule Lost Hours
6.7	EMS/Patients Care					4	8	4		16	Continuous Quality Improvement Captain	EMS errors/Patient Care mistakes/Patient Care Quality Complaints
6.8	Near-Miss Occurrences					-	-	1		1	SAIR	Y Drive/Programs/SAIRS
6.9	Employee Removal for Fatigue									-		Duty Chief make the decision and inform Chief Sapien
6.10	% of Mandated Compliance					48%	53%	66%		2	Target Solution	Monthly Overdue Target Solution from Cathy Noonon
6.11	Station/Equipment Maintenance									-		Qtrly Apparatus Inspection
6.12	Turnout Time											Fire Dept Website, City-wide response Metric
6.12	Priority 1					70.55%	73.51%	74.54%		72.87%	CAD	
6.12	Priority 2					69.13%	71.52%	72.63%		71.09%	CAD	
6.13	Line Fire Prevention Inspections (R1R2+E) Assigned					1,266	1,265	1,337	-	5,206	FireHouse	R1R2 & Eline, # assigned, initiated & completed
6.13	R1R2					1,258	1,258	1,258		5,032	FireHouse	http://sjfd-vm1/extract/Selector.aspx?id=Fac
6.13	E					8	7	79		174	FireHouse	http://sjfd-vm1/extract/Selector.aspx?id=Fac
6.13	Line Fire Prevention Inspections Initiated					-	-	-		-	FireHouse	R1R2 Cycle starts on 3/24/16 and Eline Cycle starts on 9/24/16
6.13	R1R2					41	43	40		132	FireHouse	http://sjfd-vm1/extract/Selector.aspx?id=Fac
6.13	E					-	-	-		2	FireHouse	http://sjfd-vm1/extract/Selector.aspx?id=Fac
6.13	Line Fire Prevention Inspections Completed					850	816	822		2,488	FireHouse	http://sjfd-vm1/extract/Selector.aspx?id=Fac
6.13	R1R2					843	810	821		2,773	FireHouse	http://sjfd-vm1/extract/Selector.aspx?id=Fac
6.13	E					7	6	1		132	FireHouse	http://sjfd-vm1/extract/Selector.aspx?id=Fac
6.13	% Line Fire Prevention Inspection Completed										FireHouse	http://sjfd-vm1/extract/Selector.aspx?id=Fac
6.13	R1R2					67%	64%	65%		66%	FireHouse	http://sjfd-vm1/extract/Selector.aspx?id=Fac
6.13	E					88%	86%	1%		87%	FireHouse	http://sjfd-vm1/extract/Selector.aspx?id=Fac
6.14	APA Completion					74	59	74		207	Excel	Y Drive/Template/PA/PA Current Log days overdue
6.15	Completed NFIRS Incident Reports					19,667	19,757	19,495		58,919	FireHouse	FH/Queries/Incident Rpt Queries/List Complete NFIRS Incident Rpt
6.15	Incompleted NFIRS Incident Reports					2,253	2,612	3,225		8,090	FireHouse	FH/Queries/Incident Rpt Queries/List Incomplete NFIRS Incident Rpt
6.15	% of Incompleted NFIRS Incident Reports					11%	13%	17%		14%	FireHouse	
6.15	Total PCR										Image Trend	Waiting data from Akila
6.15	PCR Completed					15,002	14,542	14,986		29,544	Image Trend	
6.15	PCR Incompleted										Image Trend	Waiting data from Akila
6.15	% of Incompleted PCR										Image Trend	Waiting data from Akila
6.16	Residency Data										Telestaff	
6.17	Absence Rate - Overall					16%	17%	20%		17%	PeopleSoft Payroll Rpt	
6.17	Absence Rates- Sick					4%	4%	4%		4%	PeopleSoft Payroll Rpt	
6.17	Absence Rates- Vacation					6%	7%	9%		7%	PeopleSoft Payroll Rpt	
6.17	Absence Rates- Other					6%	6%	7%		6%	PeopleSoft Payroll Rpt	
6.18	Disability Leave Costs					\$ 927,356	\$ 1,082,286	\$ 1,409,656	403,316	\$ 3,822,613	PeopleSoft Payroll Rpt	Disability Hours & Earnings

Q1	PP1 - PP6	6 PPs	12/20 - 3/12
Q2	PP7 - PP13	7 PPs	3/13 - 6/18
Q3	PP14 - PP20	7 PPs	6/19 - 9/24
Q4	PP21 - PP26	6 PPs	6/25 - 12/17