

# The 48/96

## Work Schedule

A REPORT, SURVEY, & VOTE ON THE PROPOSED 48/96 WORK SCHEDULE,  
PREPARED FOR THE CONSIDERATION OF THE MEMBERS OF  
UNITED FIREFIGHTERS OF LOS ANGELES CITY LOCAL 112 & THEIR FAMILIES.



THE KELLY SCHEDULE CURRENTLY USED BY THE LAFD CAN GRAPHICALLY BE REPRESENTED AS:

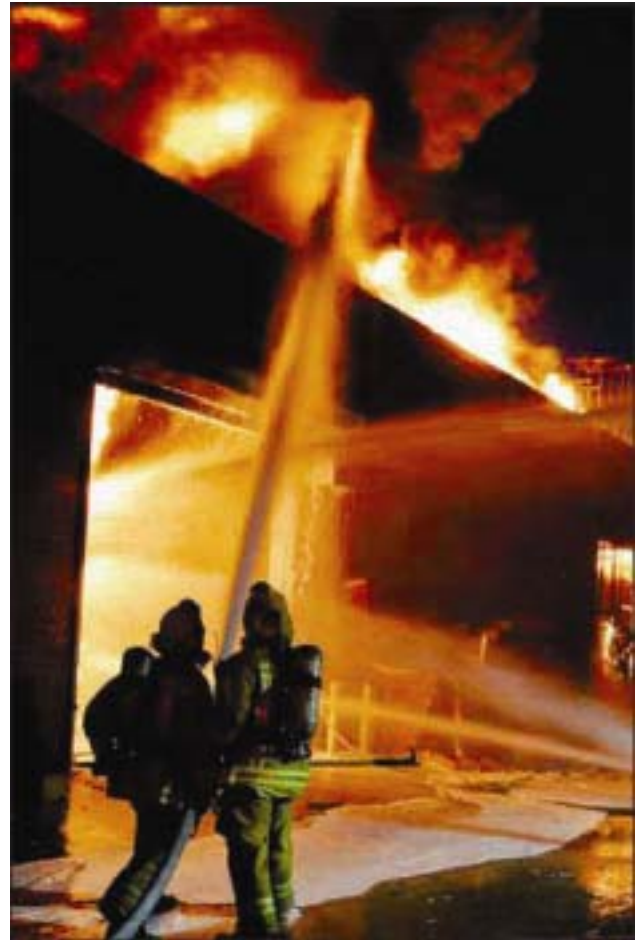
**ABABCBCACABA...**

1. ONE 24 HOUR SHIFT, FOLLOWED BY 24 HOURS OFF DUTY.
2. ANOTHER 24 HOUR SHIFT, FOLLOWED BY 24 HOURS OFF DUTY.
3. A FINAL 24 HOUR SHIFT WHICH IS FOLLOWED BY 4 CONSECUTIVE DAYS (96 HOURS) OFF DUTY, HEREAFTER REFERRED TO AS A "4-DAY".

THE 48/96 SCHEDULE BEING CONSIDERED CAN GRAPHICALLY BE REPRESENTED AS:

**AABBCCAA...**

- TWO CONSECUTIVE 24 HOUR SHIFTS (48 HOURS) FOLLOWED BY A 4-DAY.



## What is the 48/96?

The 48/96 schedule is not a theoretical concept in the fire service but a proven and valid schedule option. Since the early 1990's a growing number of fire departments have changed from work schedules like the one currently used by the LAFD, called the "Kelly" schedule, to a "48/96 Work Schedule", or "48/96". Though first introduced to firefighters in Southern California in an effort to address the need for affordable housing and the associated long commutes, other benefits of the new schedule were discovered by Labor and Management in fire departments that tried the 48/96.



# UFLAC INFORMATIONAL REPORT: 48/96 WORK SCHEDULE



## PURPOSE

The information that follows provides a factual report outlining the advantages, disadvantages, potential negatives, positives, and best practices associated with implementing a 48/96 Work Schedule within the Los Angeles Fire Department (LAFD).

The United Firefighters of Los Angeles City Local 112 (UFLAC) is in no way proposing this work schedule option unilaterally. The possibility of a trial program and subsequent switch to this proposed work schedule is in response to a grassroots effort of the UFLAC membership. The following information is presented to assist each UFLAC member and their families in making informed decisions as to whether or not they would support a trial program of the 48/96 work schedule as a viable alternative to the current LAFD schedule.

**DISCLAIMER:** *It is anticipated that there will members that are either passionately for or against the 48/96. It is UFLAC's hope that all opinions expressed by members be done in an open and constructive way. Members may voice their concerns and comments by sending them to [info@uflac.org](mailto:info@uflac.org) for posting on the [www.uflac.org](http://www.uflac.org) website.*

## METHODOLOGY

In preparing this report, the established UFLAC work group chose to steal shamelessly from the reports developed by other fire departments that have researched the 48/96 work schedule. This report is in no way attempting to tip the balance for or against a 48/96 trial period. Information used in the preparation of this report includes, but is not limited to, the following:

- Report by San Jose Firefighters Local 230, dated 3/2003
- Report by Roseville Firefighters Local 1592, dated 3/2002
- Report by San Bernardino City Fire Department, undated
- Report by Hillsborough Fire Department, dated 3/2005
- Presentation by Ventura County Professional Firefighters Local 1364, undated
- Presentation by Beverly Hills Firemen's Association, dated 3/2005
- Report by L.A. County Firefighters Local 1014, dated 5/2005
- UFLAC Preliminary Report, dated 2005
- Millbrae Firefighters Local 2400 Side Letter, dated 1/2002
- "The Management Effects of Firefighters Working a Consecutive 48-Hour Shift," James Clack, 2/2003
- "24-48 vs. 48-96 Work Schedules: A Comparative Analysis," Dr. Susan L. Koen
- Rule 2202 Air Quality Investment Program, 2004
- A list of fire departments currently using the 48/96 Work Schedule may be found in the Appendices of this document.



## OVERVIEW

The 48/96 schedule is not a theoretical concept in the fire service but a proven and valid schedule option. Since the early 1990's a growing number of fire departments have changed from work schedules like the one currently used by the LAFD, hereafter referred to as the "Kelly", to a "48/96 Work Schedule", hereafter referred to as "48/96". Though first introduced to firefighters in Southern California in an effort to address the need for affordable housing and the associated long commutes, other benefits of the new schedule were discovered by Labor and Management in fire departments that tried the 48/96.

The Kelly Schedule currently used by the LAFD is as follows:

Graphically, it might be represented as: **ABABCBCACABA...**

1. One 24 hour shift, followed by 24 hours off duty.
2. Another 24 hour shift, followed by 24 hours off duty.
3. A final 24 hour shift which is followed by 4 consecutive days (96 hours) off duty, hereafter referred to as a "4-day".

The 48/96 Schedule being considered is as follows:

Graphically, it might be represented as: **AABBCCAA...**

- Two consecutive 24 hour shifts (48 hours) followed by a 4-day.

The perceived advantages of the 48/96 include:

- Quality of work issues involving productivity, time management, training periods, crew continuity, and overall burnout.
- Quality of life issues involving family time, living expenses, recuperation periods, and reduction in the number of round trip commutes to work.
- Organizational issues involving increase in morale, better productivity, and company continuity.

The perceived disadvantages of the 48/96 include:

- Quality of work issues involving fatigue and related affect on customer service, impact on human relations, and call load.
- Quality of life issues involving child custody agreements, dependant care, time away from family, holiday schedules, and assign hiring.
- Organizational issues involving scheduling, training, and staff recall.



## BACKGROUND

In 2004 and 2005 UFLAC became aware that a number of UFLAC members wanted to try the 48/96 in the LAFD. In April 2007 a work group was formed to investigate all of the positive and negative aspects of the 48/96 for presentation to and consideration by the membership for possible trial. No agency with a workforce similar in size and complexity to the LAFD is currently using the schedule.

Currently, over 40 agencies with diverse demographics, management structures, and overall philosophies are using the 48/96. The departments that switched schedules saw the 48/96 as progressive change that addressed numerous issues. Most of the departments that adopted the 48/96 schedule were motivated by the reduction in commuting and the fact that employees could spend more quality time with their families. 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 morale in surrounding departments who had switched to the 48/96.

## 48/96 SCHEDULE MECHANICS

The Schedule

The Kelly schedule consists of three alternating twenty-four shifts on-duty, followed by four consecutive twenty-four hour shifts off-duty.

	A Shift		B Shift		C Shift	
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
6/1/2008	6/2/2008	6/3/2008	6/4/2008	6/5/2008	6/6/2008	6/7/2008
6/8/2008	6/9/2008	6/10/2008	6/11/2008	6/12/2008	6/13/2008	6/14/2008
6/15/2008	6/16/2008	6/17/2008	6/18/2008	6/19/2008	6/20/2008	6/21/2008
6/22/2008	6/23/2008	6/24/2008	6/25/2008	6/26/2008	6/27/2008	6/28/2008
6/29/2008	6/30/2008					

The 48/96 schedule consists of two consecutive twenty-four shifts on-duty, followed by four consecutive twenty-four hour shifts off-duty.

	A Shift		B Shift		C Shift	
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
6/1/2008	6/2/2008	6/3/2008	6/4/2008	6/5/2008	6/6/2008	6/7/2008
6/8/2008	6/9/2008	6/10/2008	6/11/2008	6/12/2008	6/13/2008	6/14/2008
6/15/2008	6/16/2008	6/17/2008	6/18/2008	6/19/2008	6/20/2008	6/21/2008
6/22/2008	6/23/2008	6/24/2008	6/25/2008	6/26/2008	6/27/2008	6/28/2008
6/29/2008	6/30/2008					



Similarities Between the Kelly & 48/96:

<p>The 48/96 and Kelly Schedules are both:</p> <ul style="list-style-type: none"> <li>• 3 Platoon Systems – A, B, and C</li> <li>• 56 hour work weeks</li> <li>• 112 hour per pay period</li> <li>• 121 shifts per year</li> </ul>
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Comparison Between the Kelly & 48/96:

	Kelly	48/96
Work Cycle	9 days	6 days
FLSA Period	27 days	18 or 24 days
Rotation	Jumps ahead 2 days each cycle: <ul style="list-style-type: none"> <li>• Mon/Wed/Friday; Wed/Fri/Sun</li> </ul>	Falls back 1 day each cycle: <ul style="list-style-type: none"> <li>• Thurs/Fri; Wed/Thurs; Tues/Wed</li> </ul>
Given Day Rotation	A given day of the week is worked for 3 consecutive weeks & then not worked for 6 consecutive weeks: <ul style="list-style-type: none"> <li>• Work 3 consecutive Mondays; off next 6 consecutive Mondays.</li> </ul>	A given day of the week is worked for 2 consecutive weeks & then not worked for 4 consecutive weeks: <ul style="list-style-type: none"> <li>• Work 2 consecutive Mondays; off next 4 consecutive Mondays</li> </ul>
Four Days Off	40 per year	60 per year
Mornings at Home	3 of every 9 120 per year	3 of every 6 180 per year
Entire Weekends Off	3 out of 9 17 per year	3 out of 6 26 per year
One Weekend Work Day	35 per year	17 per year
Entire Weekend Working	NONE	9 per year
Commutes to Work	120	60



## ORGANIZATIONAL CONSIDERATIONS

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

Our existing policies and procedures can be applied to the 48/96 schedule without modifications.

### Pay Cycles

#### FLSA

Both the Kelly and 48/96 are 56-hour work weeks, therefore, fall under Fair Labor Standards Act (FLSA) mandates. FLSA periods are 27 days under the Kelly to ensure that all shifts accrue the same amount of work days during the period. The 48/96 requires that pay cycles be maintained in 6-day increments in order to insure that all shifts accrue the same amount of workdays per period. Because of the simplicity of the work cycle, a 48/96 FLSA period may be 6, 12, 18, 24 or 30 days in length. As a rule the 18 and 24-day FLSA periods are most popular.

Moving to a 48/96 would have a negligible affect on the department's payroll system. Programming of the Network Staffing System would be the most intensive part of the change to the 48/96. The key to any possible move to the 48/96 would be the implementation of the schedule during a pay period that allows for an easier transition. Positioned correctly, the move to an 18 or 24 day FLSA period could be accomplished with little or no cost to the department.

### Training Schedules

#### 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 training, primarily because there is no change in the number of days/weekdays worked per month. Most departments have noticed a positive effect on scheduling training attributed to increased continuity of companies; due to a reduction of employees regularly shift trading to work 48's and 72's; and, reductions in sick 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.



Fatigue, Illnesses, and Injuries

The perception that fatigue is an issue with the 48/96 is one that is faced by every department prior to implementing the work schedule. However, members regularly working extended periods of time is not new in the LAFD; members infrequently consider fatigue as an issue as they volunteer to work 48, 72 or 96 hours for overtime or trades.

**Fatigue**

There are two types of fatigue that currently plague members and are sources of concern under the 48/96 – short-term and long-term.

- **Short-Term Fatigue:** consecutive hours without a significant amount of sleep.
  - **Long-Term Fatigue:** accumulation of fatigue that lasts over weeks, months or longer periods.

On the 48/96, everytime an employee leaves a scheduled work period they are off duty on a 4-day and able to reduce fatigue levels. Additionally, the frequency of 4-days increases to one every 6 days instead of one every 9 days on the Kelly. An employee who works overtime shifts during their 4-days sees their percentage of 4-days increase even more significantly. The following two calendars are a basic example of this fact:

*An “A” Shift member working overtime days during the 4-day, attached to normal working segment, on the Kelly Schedule:*

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
6/1/2008	6/2/2008	6/3/2008	6/4/2008	6/5/2008	6/6/2008	6/7/2008
ON DUTY	FOUR DAYS OFF				ON DUTY	
6/8/2008	6/9/2008	6/10/2008	6/11/2008	6/12/2008	6/13/2008	6/14/2008
ON DUTY		ON DUTY	OT			OT
6/15/2008	6/16/2008	6/17/2008	6/18/2008	6/19/2008	6/20/2008	6/21/2008
ON DUTY		ON DUTY		ON DUTY		
6/22/2008	6/23/2008	6/24/2008	6/25/2008	6/26/2008	6/27/2008	6/28/2008
	OT	ON DUTY		ON DUTY		ON DUTY
6/29/2008	6/30/2008					

**Days Off**

*An “A” Shift member working overtime days during the 4-day on the 48/96 Schedule:*

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
6/1/2008	6/2/2008	6/3/2008	6/4/2008	6/5/2008	6/6/2008	6/7/2008
WORK	FOUR DAYS OFF				WORK	WORK
6/8/2008	6/9/2008	6/10/2008	6/11/2008	6/12/2008	6/13/2008	6/14/2008
		OT		WORK	WORK	
6/15/2008	6/16/2008	6/17/2008	6/18/2008	6/19/2008	6/20/2008	6/21/2008
OT			WORK	WORK		OT
6/22/2008	6/23/2008	6/24/2008	6/25/2008	6/26/2008	6/27/2008	6/28/2008
		WORK	WORK	FOUR DAYS OFF		
6/29/2008	6/30/2008					
4 DAY	WORK					



Members in departments that have gone to the 48/96 have subjectively compared their Kelly fatigue levels to those on the 48/96. They have stated that their levels of fatigue on the 3rd shift of the Kelly schedule were comparable or higher than the second shift of the 48/96. The primary reason given was that there are no significant rest periods between shifts on the Kelly schedule. Therefore, many of these employees support the 48/96 because, over time, the schedule actually reduces long-term fatigue.

### **FREQUENTLY ASKED QUESTIONS (FAQ)**

Numerous surveys of departments that have gone to the 48/96 have been conducted. The following FAQ is a compilation of those departments' perceptions and realities as they may relate to the LAFD.

#### **What does a "YES" vote to a 48/96 trial period actually mean?**

If the majority of members vote to start a trial program, UFLAC and the department will begin the process of determining the feasibility of the 48/96 for the LAFD. All members will be given the option to vote:

- YES to a one year Trial Program; or,
- NO to a one year Trial Program; or,
- Vote "NO OPINION" to a one year Trial Program.  
*NOTE: By voting "no opinion" a member would be stating their willingness to participate in whatever the majority of the membership decides.*

Case studies of other departments have revealed the following:

- In all cases, with one exception, members voted to approve a trial period.
- In all cases, with two exceptions, members voted to adopt the 48/96 schedule after the trial period.
- One department used an intermediate vote at 6 months, received an overwhelming vote for the program, ended the trial program, and fully implemented 48/96.

A simple majority, which is 50% of the membership plus one additional vote, is needed to approve the trial proposal. In departments surveyed, votes for the trial period ranged from 52% to 84% in favor. The final votes to adopt the schedule at the end of the one 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 percent in favor was much higher on the second vote. Many of the members initially voted against the trial period; most of





them have since become advocates of 48/96. Many have offered to speak to our membership.

It is anticipated that a super majority, two thirds of the membership, would be needed to vote on moving from a trial period to a permanent implementation of the schedule.

### [Have labor and management already made any decisions relative to the 48/96?](#)

No. The Administration has agreed to discuss the feasibility of the Trial Period after UFLAC has completed the survey process. If approved by department members, labor and management will then begin to aggressively discuss an implementation plan for the Trial Period. If labor and management come to an agreement on a trial period, language will be included in the agreement that will allow labor or management the option to end the trial period at any time. To date, no departments that have done a 48/96 Trial Period have exercised this clause.

### [What are the perceived benefits that fire departments and their personnel have experienced on the 48/96?](#)

#### Improved Morale

- Departments that have gone to the 48/96 consistently state that employee morale has improved.
- Evidence of the overall approval of the 48/96 by employees is the high percentage by which departments vote to permanently adopt the program at the end of the trial period.
- Firefighters state that they are better rested after their four days of and are eager to return to work after a four day.

#### Productivity

- Firefighters state that they feel more productive and better organized on and off duty.
- Fewer transitions between shifts made for less duplication of work, better opportunities to manage time and tasks, and more operational continuity.
- Firefighters found the schedule allowed for more flexibility in scheduling daily work schedules over a two day period as opposed to a five day period.

**Example:** Shopping for meals can be done once on the first shift for both days. This leaves more time for routine station duties.

- Members with special projects found that follow-up meetings and phone calls are easier to arrange when working consecutive days.

The "Pros"



### Recruitment & Retention

Though this may not seem to be an issue with the LAFD, attracting trained Paramedics is a huge issue that will not go away anytime in the near future. For some of the departments, employee recruitment and retention were primary reasons for switching to the 48/96. In tight labor markets where trained Firefighter Paramedics is at a premium, departments working the 48/96 typically draw a larger pool of applicants.

### Quality of Life

A statement that sums up how personnel on the 48/96 commonly feel is this: "It offers firefighters and paramedics a better chance at obtaining balance in their lives." The following is a snapshot of improved quality of life issues that have been mentioned by departments currently using the 48/96:

- Increase in the number of days members wake up at home. The 48/96 increases this opportunity to 15 days per month compared to the 9 days a month on the Kelly. Even when overtime days are worked over the 4-day, the 48/96 allows the opportunity for more days waking up at home.
- The 48/96 reduces the number of days/hours an employee spends preparing for the next day of work by 50% as compared to the Kelly schedule. The 48/96 also allows for 60% more mornings free to accomplish tasks such as preparing children for school.
- A 50% reduction in round trip commutes and time spent commuting to and from work each month.
- 10 additional full weekends off a year.
- Members with children in school or a spouse that works Monday through Friday find this feature especially appealing.
- More opportunities to obtain affordable housing.

### Commuting

### What have department officials of agencies using the 48/96 said about the schedule?

- Increased productivity on duty.
- More continuity on shift.
- Better communication between shifts.
- Better project follow through.
- Less duplication of work.
- Has helped some cities meet air quality / carpool mandates.
- No negative impact on sick leave or workers compensation.
- Higher quality family / personal time
- Higher morale at work and happier employees overall.



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

### Away from family for 48 hours

Being away from home and family for 24 hours at a time is an adjustment that many members must make when they join the fire department. The prospect of routinely extending the normal time away to 48 hours could possibly be an issue for some members. In jurisdictions surveyed, 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 the schedule offered their family outweighed the negatives.

### Employees Moving/Living Further Away

The issue of members living out of the area is a real issue in many metropolitan fire departments. There is reason to believe that regardless of the work schedule the cost of housing and standard of living will always be the motivating factor for members to live long distances from their work location. LAFD members have traditionally made commuting sacrifices for what they believe is the advantage of rearing their families in a location of their choice. There is no reason to believe that the greater flexibility the 48/96 offers will cause LAFD members to move further away from the City of Los Angeles.

The "Cons"

Departments have found, however, that employees that lived long distances away from work while on the Kelly schedule are better rested and have greater job satisfaction on the 48/96.

### Emergency Recall

Though emergency recall of personnel is a rarity in the LAFD, the 48/96 may be a challenge to the occasional practice of holding over an off going shift to immediately augment staffing levels. However, having employees living outside of an area affected by a natural or man made catastrophe can continue to be a benefit to the department.

### Complication of Personal Issues

Some members face unique issues in regards to childcare, child custody, and care of sick and/or dependent 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 because the schedule is more regular and predictable, resulting in fewer exchanges of children/dependants between caregivers.

Dependant  
Care



Personnel Unavailability

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 with those working a 40 hour work week. This is not a problem unique to the 48/96; shift trades and compensated time off often create the same issue. Also, with the advent of email and cell phones, off-duty members are easily contacted regarding work related matters.

Customer Service

Some have wondered if the 48/96 would decrease the level of service provided to public because of possible fatigue issues. See "Fatigue..." under "Organizational Considerations."

What will be done if the disadvantages listed above become real problems in the implementation of the 48/96?

There is no way to predict what issues will become real administrative problems. The only promise that can be made is that every effort will be made to anticipate and work through sticking points as they arise.

What impact will the 48/96 have on members assigned to stations with heavy call loads?

This is a valid concern. However, the majority of the members assigned to busy stations routinely work trades and overtime, often times working 48's and 72's. If the 48/96 is implemented, the department will have to give serious consideration to more frequent rotation of members between companies.

Busy Stations

What impact will 48/96 have on trades, compensated time off, vacation selection, and holidays?

The following illustrates the number of compensated and traded hours off - vacation, banked time, holidays, trades, etc. - that could be used and the number of total days off yielded:

Kelly Schedule:

1 segment	(3 shifts) yields 13 days off	= 72 hours used
2 segments	(6 shifts) yields 22 days off	= 144 hours used
3 segments	(9 shifts) yields 31 days off	= 216 hours used

Time Off

48/96 Schedule

1 segment	(2 shifts) yields 10 days off	= 48 hours used
2 segments	(4 shifts) yields 16 days off	= 96 hours used
3 segments	(6 shifts) yields 22 days off	= 144 hours used
4 segments	(8 shifts) yields 28 days off	= 192 hours used



### What happens if the 48/96 causes one shift to work Christmas Eve and Christmas Day in the same year?

#### Holidays

In rare occasions one shift can be calendared to work December 24<sup>th</sup> and 25<sup>th</sup> in the same year. Department's that have gone to the 48/96 adjust the schedule so that the shift assigned to work December 23<sup>rd</sup> is reassigned to work December 24 and the shift originally assigned to work December 24<sup>th</sup> works on December 23<sup>rd</sup>.

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

It is impossible to predict all of the possible consequences of 48/96 on our existing policies and procedures. Most can be applied without any modifications. The following questions are examples of policies and procedures that will have to be examined prior to possible implementation of the 48/96:

#### Policy Issues

- MOPS 4/4-68.54 - What time will members on duty be allowed to retire at night and arise in the morning while on the 48/96?
- MOPS 3/1-90, 9/7-00.00 F-351, F-590, F-591 - How will the schedule affect the assign hire process? Will the 9-day hiring process become a 6-day hiring process? How will Holiday Codes and Floating Holidays be affected? What about returning to duty from extended leaves, bereavement leave, jury duty, administrative details...
- MOPS 3/3-75 "Vacations" - Will another vacation selection process be conducted prior to a Trial Period?
- What time will mandatory training start on the second day of a segment?

The bottom line is that the list of questions regarding policy and procedure are endless. If a Trial Period is approved by the members, it will be up to labor and management to aggressively work together prior to and during the Trial Period to resolve conflicts with existing policies.

### What improvements would departments that have gone to the 48/96 make?

- "I wished we had started sooner!"
- "A six month trial period is too short."
- "The negatives of the program should have been clearly explained."  
(*This report makes an attempt to do just that.*)



## CONCLUSION

The consideration of moving from the Kelly to the 48/96 is perhaps the single biggest change in the LAFD since the implementation of the three platoon system. Undertaking a Trial Program should not be taken lightly; the decision of every UFLAC member whether or not to pursue a trial period is vital. Questions, comments, and points in need of clarification may be directed to UFLAC at [info@uflac.org](mailto:info@uflac.org) so that an accurate tracking of common issues may occur.



## APPENDIX A - UFLAC 48/96 WORK GROUP

The following UFLAC members participated in the research, development, authoring, editing, and/or distribution of this document and associated information:

**Robert Wedlock**, *Work Group Co-Chair*

**Brendan O'Connor**, *Sub-group Chair*

**Marty Rivera**, *Sub-group Chair*

**Bill Wick**, *Sub-group Chair*

**Mark Arnold**

**Jerry Brown**

**David Burwell**

**Tom Chamberlain**

**Tim Kelly**

**John Libby**

**John Maestri**

**Brett Merrell**

**Tom Nordquist**

**Todd Sands**

**Cecco Secci**

**Anthony Temple**

**Ted Nonini**, *UFLAC Treasurer*

**Steve Norris**, *UFLAC 2<sup>nd</sup> Vice President*

**Jon McDuffie**, *UFLAC 1<sup>st</sup> Vice President & Work Group Chair*

My sincerest thanks to these members for their dedicated efforts!

A handwritten signature in black ink, appearing to read "Steve Tufts".

**STEVE TUFTS**, *President*

United Firefighters of Los Angeles Local 112



**APPENDIX B - DEPARTMENTS ON 48/96 WORK SCHEDULE (partial list)**

Albuquerque Fire Department	Atascadero Fire Department
Atwater Fire	Auburn City
Barstow Fire Department	Burlingame Fire Department
Burton Fire District, Beaufort, South Carolina	City of Boise, Idaho
City of Clovis FD	City of Colton FD
City of Eugene FD, Oregon	City of Lake Havasu FD, Arizona
City of Layton FD, Utah	City of Montebello FD
City of Provo FD, Utah	City of Rocklin FD
City of Sacramento FD	City of San Mateo FD
SeaTac Fire Department, Washington	City of Selma, California
City of Stockton Fire Department	City of Taft Fire Department, Kern County, CA
Covina Fire Department	Donner Summit Fire District
Eagle River Fire Protection District	Ebbetts Pass Fire District
El Segundo Fire Department	Elk Grove FD, California
Elk Grove/Galt CSD Fire Department	Folsom FD
Fort Irwin Army Base	Fort Mojave Mesa Fire District
Foster City, California	Fremont Fire
Gardena Fire Department	Half Moon Bay
Hawthorne Fire Department	Hermosa Beach Fire Department
Hesperia Fire Fire Department	Idyllwild Fire Protection District, Idyllwild, California
La Verne	Lake Valley
Larkspur	LaVerne
Loveland Symmes Fire Department, Loveland Ohio	Manhattan Beach
Marin County California	Marion County Fire, Salem, Oregon
Menlo Park	Millbrae
Montecito Fire Protection District	North County Fire Authority
North Tahoe Fire	Northstar
Orinda Moraga Fire District	Paso Robles
Piner Ambulance (Napa)	Redondo Beach Fire Department
Sacramento Metro Fire, California	San Bernardino, California
San Bernardino City	San Mateo County
San Ramon, California	Santa Barbara City Fire
Sausalito Fire Department	Scotts Valley Fire District
South Park Ambulance District	South Pasadena Fire Department
South San Francisco	Squaw Valley
Tahoe Douglas	Torrance
Truckee Fire Department	Unified Fire Authority of Greater Salt Lake
Union City	Vallejo
Valley of the Moon FD.	Victorville
West Metro Fire Rescue, Jefferson County, Colorado	