



BFD 48/96 FEASIBILITY REPORT

**RECRUITMENT • RETENTION • MORALE • FISCAL
RESPONSIBILITY**

Why We're Here

The Challenge

- Bryan Fire Department is struggling to compete for and retain firefighters
- The current *24/48 schedule is a disadvantage*
- The result: lost experience, higher costs of turnover, and staffing instability

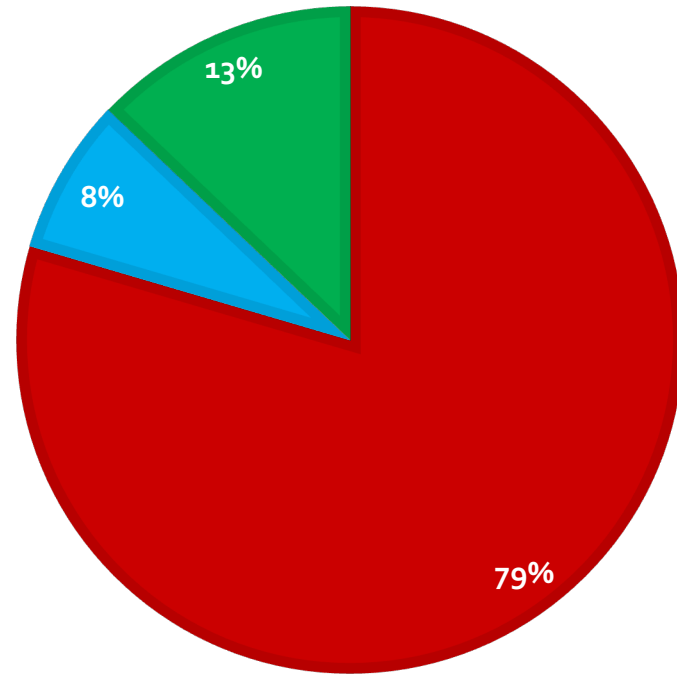
BFD Hiring Classifications

No Certifications	Partially Certified FF/EMT	Fully Certified FF/Paramedic
EMT School	x	x
Fire School	x	x
Paramedic School	Paramedic School	x
18-24 months to be fully certified	12-18 months to be fully certified	Riding on the ambulance in 6 months

Initial Poll

FEBRUARY 2025 DEPT SURVEY RESULTS

■ 48/96 ■ 24/48 ■ Undecided

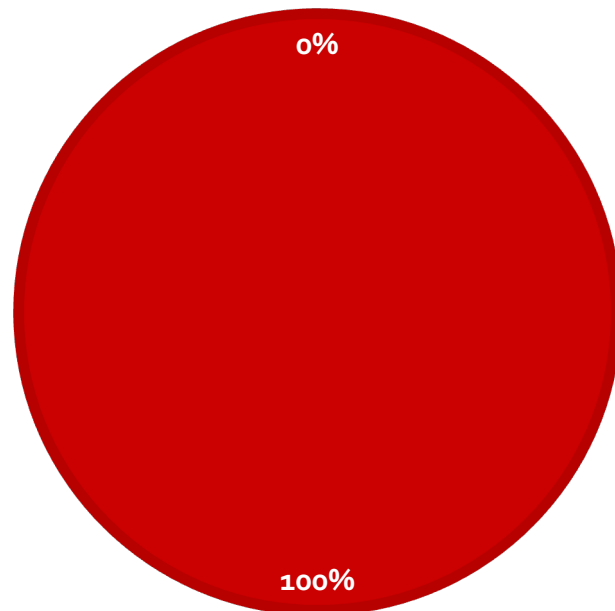


Of the 132 responded, 105 (79%) approved of 48/96 schedule change

Final Vote December 2025

FIRE ADMIN/FIRE MARSHAL

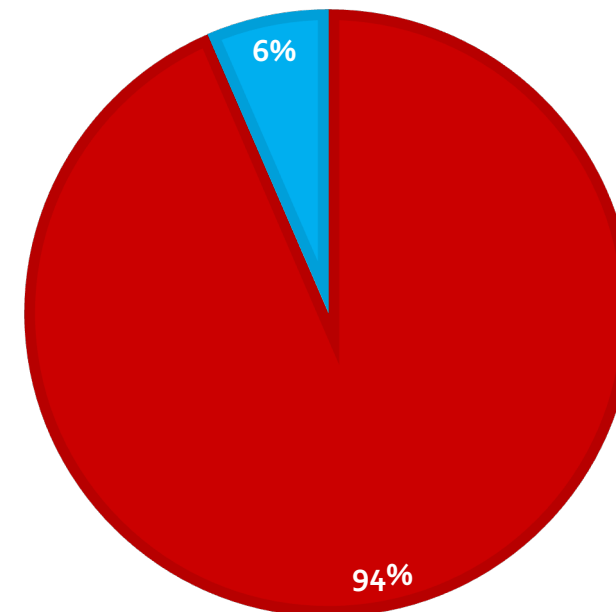
■ In Favor of 48/96 ■ Remain 24/48



11 polled – 100% in favor

LINE PERSONNEL

■ In Favor of 48/96 ■ Remain 24/48



139 polled – 94% (130) in favor
6% (9) against

What is 48/96?

24/48	48/96
10 shifts a month	10 shifts a month
2 days off work	4 days off work
Same hours worked per month	Same hours worked per month
Less recovery time	More recovery time

24/48		48/96
120	Wake-ups at home not traveling to work	181
17	Full Weekends off	25
0	Fri/Sat/Sun Off	16
35	Work Either Sat/Sun	18
0	Work Both Sat/Sun	9
120	Commutes	60

48/96 Is No Longer Experimental

- 7 of 8 comparable cities already use a 48/96 schedule
- All Full-time neighboring Fire & EMS agencies operate on 48/96
- BFD is now the outlier

Other Neighboring Agencies With a 48/96 Schedule

Fire

- College Station F.D.
- South Brazos County VFD
- Brenham F.D.
- The Woodlands F.D.
- Spring F.D.
- Montgomery County E.S.D

EMS

- Robertson County EMS
- St. Joseph EMS
- Washington County EMS

Comparable Cities

- 7* of our 8 Comparable Cities have already adopted 48/96 work schedule

City	Population	Stations	Run Volume	Runs/Station Average Annual	Runs/Station Average Daily	Total Run Volume w/ Comp. Cities
Bryan	89,615	5	14,773	<u>2,954</u>	8.1	-----
College Station *	126,665	6	11,640	1,940	5.3	+21%
Sugarland*	111,026	7	13,383	1,912	5.2	+9.1%
San Marcos	90,998	6	8,536	1,423	3.9	+42%
New Braunfels *	110,958	7	13,595	1,942	5.3	+7.7%
Baytown *	83,633	7	<u>17,118</u>	2,445	6.7	-14%
Carrollton *	132,918	8	13,280	1,660	4.5	+9.9%
Round Rock *	<u>132,927</u>	<u>9</u>	15,340	1,704	4.7	-4%
Georgetown *	105,499	7	15,840	2,263	6.2	+6.9%

Recruitment Reality

Today's Workforce = Generation Z (18-30 years old)

What today's candidates prioritize:

- Work-life balance
- Flexibility
- Competitive compensation
- Growth and advancement opportunities

Bryan's current 24/48 schedule is a competitive disadvantage

Recruitment Data That Matters

- Since January 2020: **1 fully certified Firefighter/Paramedic out of 89 total hires**
- BFD has *never* hired a firefighter coming from a 48/96 department
- Schedule is one of the key deciding factors for many candidates

Impact: Fewer certified applicants, longer training timelines, higher costs

Retention – The Cost of Turnover

Training Investment Per Firefighter/Paramedic:

- 18–24 months to fully certify
- ~\$100,000 per year invested per employee
- Up to 3 years to replace a fully certified firefighter/paramedic

Retention – What The Data Shows

Last 5 Years (2020–2024)

- 74 firefighters hired
 - 45 still with BFD (**61% retention**)
 - 29 firefighters separated (**39% turnover**)
- **In 5 years, 13 firefighters left BFD to go to departments operating a 48/96 schedule**

Retention Trend – The Acceleration

2020–2024 (5-Year Snapshot)

- 13 firefighters left BFD to work for 48/96 departments

2025 Alone

- 10 left to work for 48/96 departments

Total = 23 firefighters in 6 years have separated to work for 48/96 departments

What the trend shows:

- 48/96-related departures nearly matched *five years of losses* in just *one year*
- The rate of loss is accelerating, not stabilizing

Retention – 2025 Data

2025 Alone

- 20 firefighters left
 - 7 separated/retired
 - 13 left in good standing
 - 11 fully certified Firefighter/Paramedics
 - 2 Firefighter/EMTs
- **~\$1.3 million investment lost & a combined 35 years of experience**

Why Schedule Matters for Retention

BFD wants to attract local people that are vested in this city to work at the department

- 24/48 schedule = ~120 commutes/year
- 48/96 schedule = ~60 commutes/year
- Allows firefighters to remain with BFD even as family circumstances change

Outcome: Protects the City's investment in trained personnel

Morale & Health Outcomes

48/96 Is the Fire Service Standard Because It Works

- Increased time with family
- Improved work-life balance
- Reduced burnout and stress
- Better sleep and long-term health outcomes
- Higher job satisfaction and productivity

Firefighters actively seek departments offering 48/96

CSFD Pilot Results

6 month Pre/ Post Comparison

(May 1, 2024 – April 30, 2025)

~\$780K in operational savings

**Does not include recruitment or retention savings*

- 30% increase in training hours
- 18.2% reduction in MV accidents while on duty
- 14% reduction in scheduled leave
- 30% reduction in unscheduled leave
- 43.1% reduction in total overtime - \$523k in savings
- 64.6% reduction in minimum staffing overtime - \$252K in savings
- Paramedic school OT Backfill estimated - \$18k in savings
- 10.7% reduction in Move up pay - \$10K in savings
- 26.4% increase in FLSA Overtime - \$20k

48/96 Negatives

- Must work 9 full weekends a year
- Available on call Day every 21 days
- Every 6th year you must work December 24th/25th

What 48/96 Means for Bryan

- Retaining just **3 certified firefighters** saves ~\$300K
- Recruiting just **3 certified firefighters** saves ~\$300K
- Reduced overtime and backfill costs
- More stable staffing = better service to citizens
- No implementation cost

Conclusion

- 48/96 is not a silver bullet—but it is a proven solution
- Industry standard, regionally adopted
- Improves recruitment, retention, morale, and fiscal responsibility

Shared goals. Shared Success.

Thank You!

Questions?