



*Executive Summary
Expanded Service
Hours/4 – Day Work
Week Research*

I. INTRODUCTION

As the 2016–2017 budget season approaches, the City of Hollywood is exploring opportunities that will promote cost savings and improve the financial health of the City. Several initiatives are being examined carefully to determine the impact, if any, on community services and the work climate of the City. A cost savings measure that the City is considering is the implementation of an Expanded Service Hours/4-Day work week.

II. SURVEY AND PUBLIC RECORDS REQUEST

In April 2016, the Human Resources Department was charged with researching other organizations that currently operate under expanded service hours/4-Day work week. Initial contact was made by Human Resources to several cities in the Tri-County area through a telephone survey. Subsequent to the telephone survey, a public records request was sent to each organization who has implemented expanded service hours/4 day work week to obtain more in-depth analysis of their planning and implementation process. There are 12 cities who responded to our survey that implemented this type of schedule (see table below).

Organization	
1.	Broward County
2.	City of Coconut Creek
3.	City of Lauderdale Lakes
4.	City of Lauderhill
5.	City of Margate
6.	City of Miami Beach
7.	City of Miami Gardens
8.	City of Miramar
9.	City of Pembroke Pines
10.	City of Tamarac
11.	City of Wellington
12.	City of West Palm Beach

III. SURVEY FINDINGS

The City with the oldest history of operating under an Expanded Service Hours/4-Day work week is Coconut Creek, beginning in October 2005. Miami Gardens recently began an Expanded Service Hours/4-Day work week the 1st pay cycle in January 2016. The common hours of operation among

the cities surveyed are 7AM – 6PM with an hour lunch. Some cities allow schedule modifications through an adjusted lunch period or a partial work day on Friday. For those buildings where operations cannot close one day a week, some positions within those buildings could still work an expanded service hours/4 day work week schedule with rotating days off.

In general, departments or administrative offices at City Hall are closed on Fridays. Departments providing emergency or critical services to the community, such as Police, Fire, Public Utilities, Parks and Recreation, are excluded.

There were minor changes to payroll processes and procedures. In most cases, time accruals and deductions were made in units of 10 hours as opposed to 8 hours. One example of varying leave allotments was in West Palm Beach, involving bereavement, where an employee was provided 8 hours of bereavement leave and the additional 2 hours came from an employee's annual leave, personal leave or comp time. For most cities, employees are allotted holiday leave in units of 10 hours when on the compressed work week.

The survey showed no reported changes to the current structure of benefits plans and/or pension plans. One city (Wellington) offered its employees the opportunity to reduce their work week hours below 40 hours (no less than 32 hours). Those employees had a decrease in their annual salary however maintained their current level of health benefits.

Prior to implementing an expanded service hours/4 day work week schedule, cities emphasized proper planning and education. Several cities conducted an employee survey to determine the interest of employees and to identify problems employees may face as a result of the expanded services hours. These cities also reached out to Unions to obtain their input and determine the impact on labor contracts.

Many cities chose to start the Expanded Service hours/4-Day work week as a pilot program, ranging from 6 months to 1 year. This approach allowed cities to determine the feasibility and successes of a this type of schedule before permanent implementation. Some cities remained on both a 5 and 4-Day work week as an accommodation to employees - *Broward County, Miami Beach and Lauderdale Lakes*.

The approval process for the Expanded Service Hours/4-Day work week at each City involved preparation and presentation of a resolution to the Mayor and City Commission for consensus and approval.

IV. KEY BENEFITS:

Many private and public organizations are moving toward alternative work schedules. A 2014 list of the Top 100 companies to work for by the Great Place to Work Institute, found that 78% of the top companies offered compressed work schedules and 86% offered some other type flexible work schedule. The main reason most public and private employees cited for the adoption of an alternative work schedule was to improve employee recruitment & retention and produce savings by reducing facility and overtime costs.

The expanded service hours/4-day work schedule option implemented by some of the local governments we surveyed has shown some significant cost savings/estimates. Many of the cities are

not tracking and could not provide the financial cost savings they realized. The chart below highlights the cost savings a few cities cited from the data the City obtained:

Organization	Annual Cost Savings Highlights
Lauderhill	<ul style="list-style-type: none"> • \$20,952.00 annual savings in Fuel (Eliminated use of over 134 vehicles in fleet for one day) • \$18,000 annual savings in Energy (A/C, lights, equipment, water) • \$12,000 annual savings on security and cashiers at City Hall
Miramar	<ul style="list-style-type: none"> • \$110,154.72 cost savings in Energy usage (A/C, lights and equipment) • \$239,258 savings in total building and operations (janitorial, paper goods, and security) • \$39,271.00 savings in Fuel usage • \$4,180.00 savings in Water usage
Wellington	Total annual projected savings of \$568,800 based on a 6 month look back in the first year of implementation in the areas of fuel, energy, uniforms, overtime, and productivity.

This type of work schedule impacts the community, employees and overall operations. Below are some advantages for this type of work schedule:

Citizen Advantage

- Extended daily hours for the public to conduct business.
- Development of alternative ways to conduct business with Hollywood, such as increased on-line payment options, on-line scheduling; and on-line application submittal.
- Positions the City as a “Premier Employer” and attracts high quality talent.
- Promotes “Go Green” initiatives by improved environmental factors such as air quality, greenhouse gases, and fuel consumption.

Employee Advantage

- Less commuting time and personal fuel savings.
- Less sick leave time usage due to the available one day a week to schedule appointments.
- Improved job satisfaction.
- Increased employee engagement.
- Decreased absenteeism.

City Advantage

- Extended daily hours for the public to conduct business.
- Decreased operational costs and energy usage.
- Potential cost savings from reduced employee overtime.
- Reduced costs from security, maintenance, and custodial service contracts.
- Potential reduction of employee absenteeism and sick leave usage.
- Improvement of employee morale.
- Promotes “Go Green” initiatives by improved environmental factors such as air quality, greenhouse gases, and fuel consumption.
- Reduced road congestion, usage and maintenance.

V. COMMITTEE REVIEW

The Office of Human Resources coordinated a task force comprised of leaders from across the City. The first meeting of the task force was on June 6, 2016. At this meeting the committee identified City owned buildings that could close one day a week as well as which positions operationally could move to an expanded service hours/4 day work schedule even though the operations could not shut down.

Buildings identified to close one day a week:

- Visual Arts Building at the Arts Park
- City Hall Complex, City Hall, City Hall Annex, Library
- CRA Administrative Offices – Leased building
- Utilities Maintenance Shop Building
- Parks & Recreation Administrative Offices – Leased building
- Public Works Buildings – 1600 S. Park Road – Except for fuel station
- Southern Regional WWTP – Building A – Except for the 2nd floor which houses the Lab
- Southern Regional WWTP – Building B

Most all positions of the City can move to an expanded service hours/four-day work week schedule. The following lists the positions that cannot move to a four day workweek schedule:

- Architecture & Engineering – Engineering Inspectors
- Fire – All shift personnel and All Beach Safety personnel
- Parking – Parking Enforcement Officer, Parking Operations Supervisor (Enforcement, Meter, Garage), Parking Operations Technician, and Senior Parking Operations Technician
- PRCA – Aquatics Superintendent
- Police – All Shift personnel with remain on current schedule, Community Service Officer (day shift), Crime Scene Technician I and II, Crime Scene Supervisor, Latent Print Examiner, Photo Imaging Specialist, Police Information Desk Clerk, Police Property and Facilities Manager, Property & Storeroom Supervisor, Property Clerk, Storekeeper Supervisor, Stores Clerk, School Resources Officer, Teletype Operator and Teletype Supervisor
- Public Utilities – Laboratory Technician, Plant Operator, Plant Operator-Rotator, Utilities Engineering Inspector, Utilities Shift Supervisors
- Public Works –Beach Maintenance personnel (Beach Attendant, Beach Maintenance Supervisor, Equipment Operator, Heavy Equipment Operator, Laborer and Refuse Collector)

VI. RECOMMENDATIONS

Based on the City's research, it appears that the implementation of an expanded service hours/4-day work week will produce some amount of cost savings, improve employee recruitment and retention, improve employee morale and make an impact on various environmental factors. It is recommended that the City pilot a modified work schedule for twelve months to benchmark and

evaluate the City's cost savings, other added benefits and to address operational and employee concerns.

Proposed Hours of Operations

Currently, the City is exploring the following hours of operations for implementation of the Expanded Service Hours/4 – Day work week:

- **Monday – Thursday from 7:00 AM to 6:00 PM for City Hall and the other City facilities listed above that can operationally close one day a week.**

We realize that a modified schedule may need to be implemented with flexibility in various offices and departments to accommodate employees who may have hardships working this schedule. These modifications will be allowed at the Department Director's discretion and so as not to affect the overall operations or the overall coverage during the City's new operating hours.

VII. PROGRAM ROLL-OUT

It is very important that employees have a voice in the City's transition to an expanded service hours/4-Day work week. Therefore, we have conducted an employee survey to determine buy-in from employees and identify potential obstacles and/or hardships that may result from a move to this type of workweek.

We realize that accommodations will be necessary for some employees who will struggle with meeting the demands of an expanded service hours/4 day work week. We propose to create new Flexible Work Schedule and Telecommuting Policies to assist with some of the hardships.

Discussions with the applicable Unions to further address concerns related to applicable articles in each contract that will be impacted by an expanded service hours/4 day work week schedule will be ongoing.

All policies and procedures surrounding this initiative will be established or revised before onset of the program.

A comprehensive communications plan will be developed to ensure the community and employees are informed at each stage of the process. The communications plan will involve a press release, announcement at a Commissioner meeting, City Hall meeting with employees, newsletter, newspaper ad and Radio/TV advertisement, City's website notification and notifications at all City facilities. The City will ensure the message delivered to the community and employees is that they will receive the same optimal level of services from the City as before.

Through the pilot period, we will collect and document metrics realizing the actual cost savings as well as determine reoccurring issues and how to effectively address them before permanent implementation.