



## 4-Day Work Week Schedule Study

The City of Hollywood is currently exploring ways to promote cost savings for the organization without disrupting services provided to the community. One alternative that is being analyzed is the implementation of a modified work schedule for employees. Several cities in the Tri-County area were contacted by the Department of Human Resources to determine their current practice with any type of compressed work week. Initial contact was made through a telephone survey (see attached).

Subsequent to the telephone survey, a public records request (see attached) was made to each city. The purpose of the public records request was to obtain a more in-depth analysis of the planning and implementation process and supporting data utilized for their 4-Day work week schedule.

To date 9 out of 11 cities have responded to the public records request. You will find a summary report which details each City's response to the public records request on the next page.

- City of Coconut Creek
- City of Lauderdale Lakes
- City of Lauderhill
- City of Margate
- City of Miami Gardens
- City of Miramar
- City of Pembroke Pines (Telephone Response)
- City of West Palm Beach
- City of Wellington

**REVISED: 5/17/2016**

### *Telephone Survey*

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- Broward County
- City of Coconut Creek
- City of Miramar
- City of Lauderdale Lakes
- City of Lauderhill
- City of Margate
- City of Pembroke Pines
- City of Tamarac
- City of Wellington
- City of West Palm Beach

### *Public Records Request*

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- City of Coconut Creek
- City of Lauderdale Lakes
- City of Lauderhill
- City of Margate
- City of Miami Beach
- City of Miami Gardens
- City of Miramar
- City of Pembroke Pines
- City of Tamarac
- City of Wellington
- City of West Palm Beach



# Public Records Request Response Summary

## 1. **Effective Date**

- Fiscal Year 2008 (**Margate, Pembroke Pines**)
- October 2005 (**Coconut Creek**)
- January 4, 2016 – 1<sup>st</sup> Pay Cycle in January (**Miami Gardens**)
- March 2, 2009 (**Lauderhill**)
- October 1, 2009 (**Miramar**)
- October 12, 2009 but has since returned to a 5-Day Work Week Schedule (**Lauderdale Lakes**)

## 2. **Hours of Operation**

- 7AM – 6PM, Mon. – Thur. (**Coconut Creek, Miramar, Pembroke Pines, Wellington**)
- 7AM – 7PM, Mon. – Thur. w/ modifications per department needs (**Miami Gardens**)
- 7:30AM – 6:00PM, Mon. – Thur. (**Lauderhill**)
- Business Hours: 7:30AM – 5:30PM, Mon. – Thur.; Work Hours: 7:00AM – 6:00PM (**Lauderdale Lakes**)
- 8AM – 6PM, Mon. – Thur. (**Margate**)
- Voluntary Alternative Work Schedule of 4/10 shift but business hours are still officially 8AM – 5PM, Mon. – Fri. (**West Palm Beach**)
- Both options of 5 day and 4 day work week. 5 day work week consists of 37.5 hours with a 2.5 hours time adjustment for FT employees. 4 day work week consists of 38.0 hours with a 2.0 hours time adjustment for FT employees. (**Broward County**)

## 3. **Participating Departments**

- All except Parks & Recreation, Fire and Non-Administrative Police Department (**Coconut Creek**)
- All except Parks and Recreation and Police (**Margate**)
- City Hall and Public Works (**Miami Gardens**)
- All except Police, Fire and Parks and Recreation (**Pembroke Pines**)
- City Manager, City Clerk, Community Development, Community Redevelopment Agency, Finance, Information Technology, Human Resources and Public Works (**Lauderdale Lakes**)
- City Hall, City Clerk, Finance, Human Resources, Planning and Zoning, CRA, DEES and Administration in Parks and Recreation, Building, Code Enforcement and MIS (**Lauderhill**)
- Town Center, Administration in Fire and Police and Cashier Office (**Miramar**)

## 4. **Participating Employees**

- All employees except where noted otherwise (**Coconut Creek, Lauderdale Lakes, Wellington**)

## 5. **Lunch Hour**

- Default lunch of 1 hour unpaid lunch (**Coconut Creek**)
- 1 hour of unpaid lunch in 40 hour work week. Rest breaks at discretion of Director. (**Pembroke Pines, West Palm Beach**)
- 30 minute paid lunch break. No change in 15 minute rest breaks (**Margate**)
- 1 hour but may be amended by Department Director to accommodate schedule adjustments. No change in 15 minute rest breaks (**Miramar**)

## 6. Payroll Process – Time Accrual / Deduction

- No Change (**Coconut Creek, Miami Gardens**)
- Time for vacation, sick or personal leave deducted based on the work hours (10 hours) established for the employee's workweek (**Lauderdale Lakes**)
- Annual leave and sick leave charged at 10 hours (**West Palm Beach**)
- Vacation time accrued at present rate. Vacation time deducted at 10 hours for each day of vacation taken (9.5 hours for 37.5 hour employees) (**Miramar**)
- Sick time accrued at present rate. Sick time deducted 10 hours for each sick day used (9.5 hours for 37.5 hour employees) (**Miramar**)
- 8 hours of bereavement leave and 2 hours used from annual leave, personal leave or comp time (**West Palm Beach**)
- Changed pay date from Friday to Thursday (**Wellington**)
- No impact on OT (**Miramar**)

## 7. Holidays

- 8 hours of holiday pay for FT employees; prorated for PT employees (**Coconut Creek**)
- Holidays falling on a Friday or Saturday then bank 8 hours of vacation time; prorated for PT employees (**Coconut Creek**)
- Holiday falling on a Friday or Saturday then credited as a personal holiday (**Margate**)
- Holidays falling on Friday are banked in unit of 10 hours. Use saved banked holiday time in the fiscal year earned. (**Miami Gardens**)
- Holidays observed on Friday treated as a floating holiday and must be used by end of the fiscal year or forfeited (**Lauderdale Lakes, Wellington**)
- Holiday observed on a Friday or Saturday then 10 hours of floating holiday time added to accrued time bank (9.5 hours for 37.5 hour employees) (**Miramar**)
- Holiday pay considered in units of 10 hours (**Lauderdale Lakes**)
- Revert to regular work schedule in a week with a holiday (**West Palm Beach**)
- Seasonal and temporary employees not eligible for holiday pay (**Wellington**)
- FT hourly, PT hourly or Exempt employees not scheduled to work on a paid holiday and/or work in a department closed for the paid holiday will receive holiday pay but is not eligible to take a floating holiday (**Wellington**)
- FT non-exempt employee working on an observed holiday has the following options: (1) *Receive 1 ½ times the normal hourly rate for hours worked on holiday and be paid holiday pay for normal shift and* (2) *Receive regular time for hours worked and earn floating holiday to be used before end of the fiscal year* (**Wellington**)

## 8. Change in Benefits Plans / Models

- None (**Coconut Creek and Miami Gardens**)
- Employees hired before 10/1/2009 had option to reduce work week hours below 40 (no less than 32 hours) and retain current level of insurance benefits. However, could not return to 40 hour work week. (**Wellington**)
- No change in pension contributions (**Miramar**)

## 9. Option for Employee to Voluntarily Return to 5-Day Work Week

- At Department Director's discretion (**Coconut Creek**)
- None (**Miami Gardens, Wellington**)

## 10. Accommodations Available

- Flex Time (**Coconut Creek, Miami Gardens**)

- Telecommuting (**Coconut Creek**)
- Telecommuting for Exempt personnel as appropriate for position, department and general needs (**Wellington**)
- Work partial shift on Friday even though office closed (**Coconut Creek**)
- Consider flexible schedules for employees through adjustment of daily start and end times and lunch hour (**Lauderhill, Miramar**)

### **11. Planning Stage**

- Discussion with staff to identify problems that may result from modified schedule and accommodations needed (**Coconut Creek**)
- Discussion with Union and all other affected groups. 180 employees impacted, including AFSCME Union employee. (**Lauderhill**)
- Six (6) month pilot program (**Lauderdale Lakes, Lauderdale**)
- Pilot program started 10/1/2009; however, City continued services on the Fridays of Oct. 2<sup>nd</sup> and Oct. 9<sup>th</sup> to give adequate time for news to travel about the modified work week schedule (**Miramar**)
- Not intent of policy for exempt employees to document each and every hour worked (**Lauderdale Lakes**)
- Department Director recommends approval of requested voluntary alternative work schedules. Employees are not allowed to make frequent requests to change work schedule (**Lauderdale Lakes, West Palm Beach**)
- Department Director grants approval for flexible hours (**Miramar**)
- Researched other cities in Broward County operating under a modified work week schedule (**Lauderhill, Miramar**)

### **12 Length of Implementation**

- Couple of months (**Coconut Creek**)

### **13. Approval Process**

- Approval by Mayor and City Commission (**Miramar**)
- Approved by City Commission via ordinance (**Coconut Creek**)
- Resolution to City Commission (**Lauderhill**)
- Resolution on City Website (**Miami Gardens**)

### **14. Communications**

- Press Release, Customers and Employees (**Coconut Creek**)
- Public, Neighborhood Associations, Website, Email to 17,000 utility billing customers, radio station ad, local newspaper ad, and distribution of flyers and newsletters (**Lauderhill**)
- Signs and flyers posted at City Hall (**Miami Gardens, Pembroke Pines**)
- Residents, businesses and visitors (**Miramar**)

### **15. Policy Creation / Revision**

- Ordinance change indicating new City Hall hours (**Coconut Creek**)
- Revising Employee Handbook (**Miami Gardens**)

### **16. Major Complaints / Obstacles Encountered**

- Childcare (**Miami Gardens, Margate**)
- Childcare, eldercare, notification of new schedules, university attendance and second jobs (**Lauderhill**)

### **17. Pros**

- Decreased sick time usage (**Coconut Creek, Lauderdale, Miramar**)
- Decreased OT usage (**Miramar**)

- Fewer leave requests **(Coconut Creek, Lauderhill, Miramar)**
- Competitive, effective recruitment tool **(Coconut Creek, Lauderhill)**
- Increased employee morale **(Coconut Creek)**
- Improved productivity in the day due to more hours to complete work **(Coconut Creek)**
- Improved public accessibility to City services with extended hours **(Lauderdale Lakes, Lauderhill and Miramar)**
- Green initiative **(Coconut Creek, Lauderhill)**
- Minimum impact to department operations **(Coconut Creek)**
- Reduced City's carbon footprint – national and international initiative **(Lauderhill)**
- Saved energy costs by powering down computers, shutting off heating and decreasing office lighting **(Lauderhill, Miramar)**
- Support global warming initiative by lowering greenhouse gas emissions and other air pollutants **(Lauderhill)**
- 20% less fuel for employee commuting **(Coconut Creek)**
- Reduced traffic congestion with one less day to travel **(Lauderhill, Miramar)**
- Less travel time contributes to reduced maintenance for employees' / City owned vehicles **(Lauderhill, Miramar)**
- Reduced number of callbacks required by DEES **(Lauderhill)**
- Eliminated use of over 134 vehicles in fleet for one day **(Miramar)**

#### **18. Cons**

- Customers accustomed to “traditional business hours” **(Coconut Creek)**
- Longer time for employees to work in undesirable weather conditions **(Margate)**

#### **19. Benchmark Measurements**

- Customer satisfaction survey in October 2006 reflected 86% of customers in favor of modified schedule due to extended hours **(Coconut Creek)**
- Employee surveys in October 2006 reflected 95% of employees favored the new work schedule **(Coconut Creek)**
- Employee Survey **(Lauderhill)**

#### **20. Success Factors**

- Customers able to conduct business online **(Coconut Creek, Lauderhill, Miramar)**
- Drive-up drop box for payment of water bill **(Coconut Creek)**
- Phone numbers for after-hour emergencies **(Coconut Creek)**
- Job Interest Submittal cards online **(Lauderhill)**

#### **21. Cost Savings**

- Eliminate use of over 134 vehicles in fleet for one day, savings of 776 gallons of gas per month totaling \$20,952.00 annually **(Lauderhill)**
- Energy cost savings estimated at \$18,000 annually **(Lauderhill)**
- Energy usage savings of 1,177,754 Kilowatt Hours, totaling \$110,154.72 **(Miramar)**
- PD front desk security savings of \$80,040 **(Miramar)**
- Fuel usage savings of \$39,271 **(Miramar)**
- Water usage savings of 298,590 gallons, totaling \$4,180 **(Miramar)**
- Total building and operating savings \$239,258 **(Miramar)**
- Sick leave usage savings of \$174,658 **(Miramar)**
- Savings of 1,248 hours or \$12,000 per year on security and additional cashiers for City Hall **(Lauderhill)**