

Will a 4½ Day Workweek Benefit Derby?
Second Report of the Focused Workweek Committee
4/4/2012

BACKGROUND

In January 2012, the City Manager reconvened the Focused Workweek Committee to analyze the idea of a 4½ day workweek as an alternative to its previous plan for a 4 day workweek.

Representatives from all departments comprised the committee, including Jenny Thrush, Committee Chair/Director of Human Resources; Ted Austin, Director of Operations; Paula Cooke, Court Clerk II; Rhonda Cott, President of Derby Chamber of Commerce (under contract with the city to operate the Derby Welcome Center); Kim Hart, Senior Services Administrative Assistant; Robert Lee, Police Chief; Stephanie Cox, Community Development Coordinator; Bill Pater, Deputy Fire Chief; Megan Pater, Payroll Coordinator; and Eddie Sheppard, Assistant Director of Public Works.

The committee focused on the logistics involved in a change in office hours as it determined how a 4½ day workweek could meet the following original three goals established by City Manager Kathy Sexton for the 4 day workweek:

- 1) Be a leader in innovative attempts to improve customer service to our residents and business partners.
- 2) Be an employer of choice for the metro-area workforce.
- 3) Use creative and thoughtful methods to deal with budget pressures in 2012 and beyond.

RECOMMENDATIONS

The committee recommends a Focused 4½ day workweek for City Hall and the Welcome Center to operate 7:30 a.m. - 5:30 p.m., Monday through Thursday and 7:30 a.m. - 1:00 p.m. on Friday. The Senior Center's hours would be 7:00 a.m. to 5:00 p.m. Monday through Thursday, and 7:00 a.m. to 1:00 p.m. on Friday.

City facilities that would move to the Focused Workweek include City Hall, Senior Center and the Welcome Center. While the Police and Court building would remain open, Court services would also move to the 4½ day schedule. Police Administration would continue to operate Monday through Friday 8:00 a.m. to 5:00 p.m. Public Works facilities would continue to operate with their current schedule of Monday through Friday 7:00 a.m. to 4:00 p.m. Emergency service personnel (both Police and Fire) would continue to operate 24/7, including the Police Records division.

Closing Friday afternoon, rather than on Monday or another day, is recommended primarily because (1) no boards, commissions, or other groups regularly meet at City Hall on Friday, (2) fewer customers visit and call City offices on Fridays compared to other days of the week, and (3) based on 2011 and 2012 school calendars, school closures in Wichita, Derby and Rose Hill schools occur more frequently on Fridays than Mondays. For employees with children in school, this would reduce the number of hours needed to take off to provide care for their children and would allow those employees to spend additional time with their children.

Functions that will likely depart from the above schedule include:

a. Building and Project Inspection Services

The Building Official's schedule would be 8:00 a.m. - 5:30 p.m. Monday through Thursday and 8:00 a.m. - 3:00 p.m. on Friday. Inspections are done by appointment, so the Building Official will coordinate with front office staff to ensure they are aware of the schedule for each week.

The Project Inspector's schedule would be 7:00 a.m. - 3:30 p.m. Monday through Friday, which more closely matches the schedule of infrastructure contractors on-site. During weeks when inspections are not required, rainy days, or some holiday weekends when contractors opt not to work, the Project Inspector will have a flexible workweek. The Project Inspector will continue to work on weekends when contractors are working.

b. Code Enforcement

As of April 2, Code Enforcement services are in process of an organizational change that reduces staffing from 2.5 to 2.0 employees. (The 0.5 FTE was transferred to Public Works to focus on Stormwater Management.) Efforts will soon be underway to adjust Code Enforcement work schedules to ensure coverage of all office hours. In addition, when necessary, staff will adjust their schedules to provide code enforcement on Friday afternoons and Saturdays. Employees would be given the ability to coordinate their schedules and trade days when needed.

Ways to minimize travel back and forth between the field and office and to reduce the amount of office time needed on weekends are also being examined. One option would be to provide a laptop computer capable of remotely accessing Energov software and printing notices of violations from the field. Code Enforcement staff consider access to Energov while in the field an efficiency improvement that would allow them to handle more situations without involving administrative staff or using fuel and time to drive back to City Hall for information.

The ability to print notices of violation in the field would eliminate the need to mail approximately 130 letters per week and save approximately \$65 per week in postage. Total savings in postage could be as high as \$3,400 per year.

c. Salaried Employees

Those who are involved in organizations that meet on Fridays or who have outside meetings on Fridays would be expected to meet their commitments and adjust their schedules for the week accordingly.

Payroll and Accounts Payable

Payroll checks have recently moved from being dated on Thursday to Wednesday and are now distributed on Thursday rather than Friday. Accounts Payable check dates also have been moved from Friday to Thursday.

Accrual and Use of Vacation and Sick Leave

No changes are recommended with respect to vacation and sick leave accruals. We anticipate little change or a slight decrease in leave usage after moving to the Focused Workweek. Other entities have reported that employees often use the additional day off to take care of doctor appointments and other errands for which they previously took time off.

A review of leave usage between February 20 and June 10, 2011 for those employees who would be affected by the Focused Workweek revealed that more vacation and sick leave is used on Fridays than on any other day of the week. Of the 3,240 hours of vacation leave used, a total of 1,090 hours (34%) was used on Fridays. Of the 2,495 hours of sick leave used, a total of 543 hours (22%) was used on Fridays.

Examples of the number of vacation hours needed to take vacations of various lengths are attached as Appendix A.

Holiday Schedule

The Committee studied and discussed options for holiday schedules at great length. After much research and discussion, the Committee recommends that the City continue the 8-hour accrual for all holidays and that when holidays fall on Fridays, hours that are not used would be banked.

Hourly employees would be provided with opportunities to shift their schedules during a week with a holiday to make up for any shortage of holiday leave. For example, when a holiday falls on Monday, employees would use 8 hours of holiday and either flex their schedule to work an extra hour during the week, use banked holiday or vacation leave, or choose to be paid for 39 hours.

The proposed holiday schedule is attached as Appendix B. Accruals and usage required for all holidays between 2012 and 2015 are attached as Appendix C.

GOAL 1. IMPROVE CUSTOMER SERVICE

All walk-in customers (those without a scheduled appointment) to City Hall were asked to complete a questionnaire between February 6 and March 2, 2012. A total of 65 questionnaires were completed. Responses reveal that a large majority support extension of hours on Monday through Thursday, even with the decrease in hours on Friday. See Appendix D for a summary of responses.

When asked if expanding the hours of City Hall on Monday-Thursday (7:30 a.m. - 5:30 p.m.) would better meet their needs, 82% strongly agreed or agreed. Only 18% disagreed or strongly disagreed.

In response to the question of whether extended hours at City Hall would be beneficial to residents who work from 8:00 a.m. to 5:00 p.m., even with closing at 1:00 p.m. on Friday to avoid additional labor costs, 90% strongly agreed or agreed. Only 10% strongly disagreed or disagreed.

When asked if opening extended hours Monday-Thursday and closing on Friday afternoons made "good business sense" to them, 89% strongly agreed or agreed and 11% strongly disagreed or disagreed.

The most common reason respondents gave for visiting City Hall on a Friday afternoon was to pay their utility bill (41), and most others did not respond (21). Only 3 respondents indicated it was for a building/fence permit, 2 said "other," and 1 indicated it would be to meet with a City employee.

When asked if the business they normally conduct at City Hall could be done Monday-Thursday from 7:30 to 5:30 or before 1:00 p.m. on Fridays, 86% responded yes. Only one person said no (2%), and 8 chose maybe (12%).

Extended Hours

While a Focused 4½ day Workweek requires closing certain offices at 1:00 p.m. on Fridays, opening 30 minutes earlier and staying open 30 minutes later on Monday through Thursday will make services more available for residents working 8 to 5 or commuting outside of Derby for work.

The Focused Workweek will increase the number of hours that City services are available during some traditional holiday weeks. During Thanksgiving week, we currently provide 24 hours of service between Monday and Wednesday; under the new schedule, we would provide 27 hours during the same three days.

Other communities report a positive response to focused workweeks. In Miramar, Florida, a community survey indicates that 89% of respondents are satisfied with their 4-day workweek, 9% neutral, and 2% negative. According to a community survey in Clackamas County, Oregon, 56% of respondents indicated they thought moving to four 10-hour days was a good idea, 19% a bad idea, 23% don't know, and 2% didn't respond ("Community Reaction to the 4-Day Workweek," 32).

Water Services

Between April 11 and May 6, 2011, a total of 1,286 utility payments were received by the City of Derby, of which 18% (214) were made on Fridays. Many of these payments are currently made via phone.

Service order statistics from January 1 through May 31, 2011 indicate that of the 325 service orders completed, 37% (121) occurred on Fridays.

On-line bill payment was made available in October 2011 and allows the majority of customers to make payments on Fridays--or any other day--without assistance from City staff.

Due to the usage that has occurred on Fridays, a few changes would be necessary to guard against customer inconvenience:

- Changes will occur on due dates for utility bill payments to ensure they will never be due on Fridays, so customers who like to pay on the due date are able to come in or make their payment on-line or by phone.
- Water shut-offs will be moved from Wednesday to Tuesday to provide additional time to remedy a default prior to Friday.
- Communication with rental companies and realtors will occur to make sure they are aware that the office is closed at 1:00 p.m. on Fridays.

Staff anticipates improvement in service for water customers who have been shut-off for non-payment because they will have access to pay their bill until 5:30 p.m. If they want to have their water service restored after 5:00 p.m., the City would continue to charge the \$60 fee because overtime costs would be incurred.

Currently, water employees often stay late on shut-off days because customers pay right up until 5:00 p.m. and want their water service restored immediately.

Building Permits

Currently, Friday has the least amount of activity in the Building Division. On-line permit applications and on-line payments will be in place within the next few months and will provide a

mechanism for submitting applications remotely on Fridays—or any other day—without assistance from staff, however, the application will be subject to review during business hours. Staff will work to ensure that contractors who regularly do business in Derby are aware of these changes prior to implementation.

Court Services

First appearances on Thursdays were recently moved up to 9:00 a.m., and trials and sentencing are now at 1:00 p.m. This schedule should ensure that the docket is concluded by 2:30 p.m., allowing court clerks to complete on Thursday afternoon those tasks previously performed on Friday. This schedule also provides an opportunity for court staff to stagger lunches and ensure that staff is able to take their regular lunch break, which often could not happen with the previous schedule.

Senior Services

Senior Center attendance statistics indicate that on average, attendance on Fridays is lower than attendance on other days of the week. Of the 11,682 seniors who attended the center between March 1 and May 31, 2011, only 1,809 (15%) attended on Fridays.

A Focused Workweek would allow the Senior Center to stay open later on Tuesdays to provide additional opportunities for baby boomers and others who work during the week to attend classes and other functions in the early evening. Hours of operation would be 7:00 a.m. - 5:00 p.m. on Monday through Thursday (with the center remaining open until 8:00 p.m. on various Tuesdays for special activities and events) and 7:00 a.m. - 1:00 p.m. on Friday. Red Cross lunches would continue to be provided five days a week.

The only issue that needs to be addressed before a Focused Workweek is implemented is an amendment to the contract with the Department of Aging. The current contract states that the Center will be open Monday through Friday 8:00 a.m. - 5:00 p.m. Preliminary discussions have been held.

In June 2011, birthday, anniversary, and covered dish luncheons historically held on Fridays were rescheduled to Thursdays, which has reduced the use of the Senior Center on Fridays and improved attendance at the luncheons.

Public Transportation

During the period of March 1 - May 31, 2011, primary use of the Derby Dash on Fridays was for travel to and from the Senior Center. Overall, usage of the Derby Dash was slightly lower on Fridays than other days. Of 130 trips on Fridays during this three-month period, only 17 were to and from medical appointments, while the majority (100 of the 130 trips occurring on Fridays) were made to and from the Senior Center.

If a 4½ day workweek is approved, hours for the Derby Dash would expand by 30 minutes a day (from 7:30 a.m. - 4:00 p.m. M-F to 7:30 a.m. - 4:30 p.m. M-F), except when school is not in session. Extending bus service later in the afternoon would enable senior center patrons to attend late afternoon and evening programs and would enable more students to use the Derby Dash when after-school activities have concluded, which has been difficult due to the current ending time. During the summer, the Friday schedule would end at 12:30 p.m. due to anticipated low ridership.

Welcome Center

Fridays are the slowest day at the Derby Welcome Center. In May 2011, Welcome Center staff tracked customer contacts in the form of walk-ins and phone calls and reported that of the 259 customer contacts, only 13% (34) occurred on Fridays.

Service Enhancements

Other planned enhancements of services, such as increasing the availability of on-line forms and on-line building permits, will ensure that customers have multiple options available to them to conduct business with the City.

Marketing the New Hours

The main challenge will be effectively communicating the new business hours to residents. Information should be communicated using the City's website, Channel 7, in the Senior Services "Prime Time" newsletter, in utility bill inserts, in contractor licensing renewal mailings, on signs, on the recorded messages of the City's phone system, Facebook, Twitter, the Chamber's on-line newsletter, factsheets distributed at City Hall and the Welcome Center, in the *Horizon* newsletter, and in area newspapers.

Announcements should also be made to realtors, so they can communicate this information to prospective home buyers who will need to make arrangements to have water connected or changed to a different house. Marketing efforts should emphasize that the new office hours offer extended convenience to customers Monday through Thursday, as well as early morning hours and lunchtime service on Friday.

GOAL 2. BE AN EMPLOYER OF CHOICE

Research demonstrates that flexible work arrangements contribute substantially to becoming an employer of choice. National data reveals that nearly 80% of workers say they would like to have more flexible work options and would use them if there were no negative consequences at work ("Flexible Work Arrangements: Selected Case Studies").

On October 25, 2011, the City Council adopted an Alternative Work Schedule policy, which provides an opportunity for employees to request short-term or long-term schedule arrangements that assist the employee with work/life balance and still meet the needs of the City. The policy works hand in hand with a 4½ day schedule to help address concerns that arise for individual employees pertaining to the extended hours on Monday through Thursday.

Studies indicate that "teleworking and other flexibilities can also help recruit and retain talent; improve employee performance, job satisfaction and work-life balance; and decrease the costs of commuting by getting employees off the road or by allowing nontraditional hours that can shorten commutes" (Lavigna, 27).

Focused Workweeks have improved employee retention in other communities by positively affecting employee morale. It is expected that many of the benefits found in a 4-day schedule will also be experienced with the implementation of a 4½ day schedule as well. A 2008 study by Brigham Young University, concluded that employees working four 10-hour days reported being more satisfied with their jobs, compensation, and benefits, and were less likely to look for employment elsewhere in the next year than those working traditional 8-hour days ("BYU Study Reveals...").

Several cities report that the Focused Workweek is a “benefit” that has been used to help hire and retain talented employees. A 2004 study of 150 cities found that “60% of employees studied reported higher productivity with a 4-day work week; the same percentage of residents reported improved citizen access to services” (Quarles, 4).

Focused Workweek benefits are apparent for both the employer and employee. Benefits “for the employer [include] operational cost savings and possibly greater productivity and increased work force morale [and] for the employee, a perception of “fringe benefit”, [and] more family time...” (Quarles, 5).

Generations X and Y

As more baby boomers retire from the workforce, additional efforts will be needed to recruit talented employees to fill their positions. To be competitive with the next generation of workers, it will be necessary to have greater job flexibility. Generation X and Y employees desire job flexibility and prefer a four-day work week (Generation Y Everything You Ever Wanted to Know About the Millennials). Generation Y “prefers a flexible working environment and schedule...whether they be engineers in New York, or accountants in India, the idea of flexibility is a common theme that employers need to be aware of” (Ferral).

Employee Reaction

A 4½ day workweek will provide opportunities for more alternative work schedules to be approved and will enable some employees to work a 4-day workweek. City of Derby employees were surveyed about the prospect of a 4-day workweek, and the vast majority indicated they would prefer a 4-day workweek to a 5-day workweek (55% strongly agreed or agreed, and 15% were neutral).

A 4½ day workweek addresses most of the childcare concerns mentioned in the survey and, with the availability of alternative work schedules, employees will have more options available to alleviate childcare concerns. Narrowing implementation to primarily city administrative offices makes it easier to address any issues that arise.

Savings to Employees

As mentioned on page one, employees with children in school would require the use of only a half day of vacation time to provide care for their children on Fridays when school is closed. On average, this occurs 8 times per year, so employees who normally take all 8 days off for a total of 64 hours of leave, would only have to use 32 hours of leave.

Wellness and Fatigue Concerns

Employees are already advised to take breaks from routine tasks to ensure against fatigue. The Wellness Committee is also considering providing group stretching sessions in office settings once or twice a day as an option for employees to attend during their break times. Standing or walking meetings are also options for internal meetings.

The Committee recommends looking at options for breaking the day up with a wellness activity in the morning or afternoon. Possibilities include encouraging office employees to walk the length of the entire building during breaks, providing an audible reminder (a ding over the intercom) that reminds employees to get up, stretch, and take time away from sitting at the desk.

GOAL 3. DEAL WITH BUDGET PRESSURES IN 2012 AND BEYOND

While the proposed 4½ day workweek is not expected to have the budgetary savings of a 4-day workweek (\$16,400 - \$23,200 estimated per year), it can still be of use in managing budget pressures in 2012 and beyond.

Employee pay raises were substantially reduced in 2012, and the 2013 budget will not likely be able to be much different. Tools such as the 4½ day workweek can provide a measure of employee satisfaction by enabling some employees to work 4 ten-hour days while other employees provide more of a “skeleton crew” on Fridays.

In addition, heating and air conditioning systems would be adjusted on Fridays at 1:00 p.m., and custodial services at the City Hall complex and in court offices would be reduced to provide some minor degree of cost savings.

WHAT OTHERS ARE DOING

A 2008 study by the Society of Human Resource Management (SHRM) “reported that 37% of organizations offered compressed work schedules. Industries with the highest prevalence were health (57%), nonprofit services (45%), and government (45%)” (Wadsworth, 327).

Staff has not identified any cities in Kansas that have made a widespread move to 4½ days; however, several cities in Kansas are using four 10-hour days for certain segments of their operations, and they have reported positive results.

“Over 150 cities with populations over 25,000 have or are experimenting with the 4-day work week...[and] a good number of states are encouraging their agencies and managers to offer a 4-day work week whenever possible” (Quarles, 4).

SUMMARY

Overall, the research indicates that a transition to a Focused 4½ day Workweek would have a positive effect on customer service, be an added no-cost benefit for many employees, and modestly decrease costs.

The proposed Focused Workweek could be implemented as early as July 1, 2012. Employees will be much more likely to view a 4½ day workweek in a positive light if flexibility were built in wherever possible.

The Focused Workweek is recommended to provide an opportunity to determine if the City of Derby will receive as much benefit from it as other communities have indicated they experienced. The City would evaluate the success of the program in terms of meeting the three goals. Evaluation of the program would include surveying employees and surveying residents after the program has been in place for approximately one year.

References

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VACATION HOURS USED FOR VARYING DAYS AWAY FROM WORK

3 Days Away From Work

	Current	4 1/2 Day Workweek
Friday	8	4
	8	4

Currently, employees taking a 3-day weekend would use 8 hours of vacation time. With the Focused Workweek, only 4 hours of vacation time is required for a 3-day weekend. This saves 4 hours of vacation time over the current 5-day work week.

4 Days Away From Work

	Current	4 1/2 Day Workweek
Thursday	8	9
Friday	8	4
	16	13

Currently, employees taking a 4-day weekend would use 16 hours of vacation time. With the Focused Workweek, employees always have 1/2 day Friday off and could either take Thursday or Monday off and vacation time used would be 13 hours, a savings of 3 hours of vacation time.

5 Days Away From Work

	Current	4 1/2 Day Workweek
Wednesday	8	9
Thursday	8	9
Friday	8	4
	24	22

Currently, employees taking 5 days (counting weekends) away from work would use 24 vacation hours. Under a Focused Workweek, vacation hours used would be reduced to 22 hours.

6 Days Away From Work

	Current	4 1/2 Day Workweek
Tuesday	8	9
Wednesday	8	9
Thursday	8	9
Friday	8	4
	32	31

Currently, employees taking 6 days (counting weekends) away from work would use 32 hours of vacation. With the Focused Workweek, vacation hours used would be 31 hours.

One Full Week Away From Work (9 days)

	Current	4 1/2 Day Workweek
Monday	8	9
Tuesday	8	9
Wednesday	8	9
Thursday	8	9
Friday	8	4
	40	40

Currently, employees taking a week of vacation, Monday through Friday, would use 40 hours of vacation and be away from the office for a total of 9 days (counting the weekends). With the Focused Workweek, employees would still use 40 hours.

Proposed Holiday Accrual Schedule

New Year's Day	8
Martin Luther King Day	8
President's Day	8
Memorial Day	8
Independence Day	8
Labor Day	8
Veteran's Day	8
Thanksgiving Day	8
Day following Thanksgiving	8
Christmas	8
Day before or after Christmas	8
Total	88

*All holidays will accrue at the rate of 8 hours per holiday. When any of the above-listed holidays falls on a Saturday or Sunday, the preceding Friday or following Monday will be declared a holiday.

Holiday on Saturday= offices closed Friday

Holiday on Sunday= offices closed on Monday

**Exempt employees will utilize holiday leave in 4 hour increments and will only be allowed to bank unused holiday time for holidays that fall on Fridays or when required to work a city event on a holiday.

***Unless other instructions are received, banked holiday time followed by vacation time will be used to cover the difference between 8 hour accrual and 9 hour days, when needed.

**Holiday Balance Examples Based on Holiday Accruals and Usage
Required for Days Offices are Closed**

2012

Holiday	Time Earned	Time Used	Balance*
Labor Day	8	9	0
Veterans Day	8	9	0
Thanksgiving Day	8	9	0
Day after Thanksgiving (Friday)	8	4	4
Day before Christmas	8	9	3
Christmas	8	9	2

2013

Holiday	Time Earned	Time Used	Balance*
New Years Day	8	9	1
Martin Luther King Day	8	9	0
President's Day	8	9	0
Memorial Day	8	9	0
Independence Day	8	9	0
Labor Day	8	9	0
Veterans Day	8	9	0
Thanksgiving Day	8	9	0
Day after Thanksgiving (Friday)	8	4	4
Christmas	8	9	3
Day after Christmas	8	9	2

2014

Holiday	Time Earned	Time Used	Balance*
New Years Day	8	9	1
Martin Luther King Day	8	9	0
President's Day	8	9	0
Memorial Day	8	9	0
Independence Day (Friday)	8	4	4
Labor Day	8	9	3
Veterans Day	8	9	2
Thanksgiving Day	8	9	1
Day after Thanksgiving (Friday)	8	4	5
Day before Christmas	8	9	4
Christmas	8	9	3

2015

Holiday	Time Earned	Time Used	Balance*
New Years Day	8	9	2
Martin Luther King Day	8	9	1
President's Day	8	9	0
Memorial	8	9	0
Independence Day (Friday)	8	4	4
Labor Day	8	9	3
Veterans Day	8	9	2
Thanksgiving Day	8	9	1
Day after Thanksgiving (Friday)	8	4	5
Day before Christmas	8	9	4
Christmas (Friday)	8	4	8

**When the holiday balance is 0, employees would either flex their schedule to work an extra hour during the week, use banked holiday or vacation leave, or choose to be paid for 39 hours.*

Customer Service Questionnaire

2/6/2012-3/2/2012

Total questionnaires received: 65

	Strongly Agree	Agree	Disagree	Strongly Disagree
Expanding the hours of City Hall on Monday-Thursday (7:30a.m. to 5:30p.m.) would better meet my needs.	27	26	9	3
Extended hours at City Hall would be beneficial to residents who work from 8a.m. to 5:00p.m., even with closing at 1:00 p.m. on Friday to avoid additional labor costs.	34	23	5	1
Opening extended hours Monday-Thursday and closing on Friday afternoons makes good business sense to me.	27	30	5	2

Please identify the reason (if any) you would typically visit City Hall to conduct business on Friday afternoons.

Pay water/sewer utility bill:	41
Apply for building/fence permit:	3
Meet with City Employee:	1
Other:	2
No answer:	21

Could the business you normally conduct at City Hall be done Monday-Thursday 7:30-5:30 or before 1:00p.m. on Fridays?

Yes:	54
No:	1
Maybe:	8

* 2 Citizens did not answer #5.

* 1 Citizen circled both yes and maybe for question 5. Both categories were awarded a point.

* 3 Citizens circled two reasons on #4. Both categories were awarded a point.

* 1 Citizen answered N/A to #2 and #3. No point was awarded to either category.

Comments Written on Questionnaire:

The hour changes wouldn't affect my family.

Thank you for your business- good job.

I think it's a great idea and would benefit everybody.

Cause a lot of us don't get paid until Friday and need to make payments after work on Fridays.

As long as this decision doesn't affect meals and necessary services for the Senior Center I agree.

Works for me.

Do it!

Reason for refusal and their comments, if any:

2/7- "Well, I'm gonna stay out of it." Declining nicely

2/7- Retired- Did not need expanded hours

2/8- "No, I'll pass." (older and hard of hearing)

2/8- Too busy and in a rush to get to work