

**CITY OF EL PASO, TEXAS
REQUEST FOR COUNCIL ACTION (RCA)**

DEPARTMENT: Financial Services
AGENDA DATE: May 19, 2009
CONTACT PERSON/PHONE: Carmen Arrieta-Candelaria, Chief Financial Officer, 541-4293
DISTRICT(S) AFFECTED: All

SUBJECT:

Discussion and action regarding the Four Day Work Week – Summer Pilot Program.

BACKGROUND / DISCUSSION:

Under the City Manager's Reports, Staff has placed an item for discussion and action regarding the Four Day Work Week – Summer Pilot Program. Outlined in the attached PowerPoint presentation are the specifics regarding the proposed program in order to provide for a four day work week during a limited time during the summer of 2009 with a focus on saving energy costs, reducing environmental omissions, providing the public extended hours of service from Monday through Thursday and improve the quality of life for affected City employees.

Under the proposed program, participating sites will be open from Monday through Thursday with operating hours from 7 a.m. to 7 p.m. This program will apply to all 2,221 employees within those sites from June 1, 2009 through August 28, 2009. During the July 4th week, staff will revert to 4 8-hour days with Friday off, but operating hours will remain the same.

This is a pilot program only for the summer of 2009; results of the program will be evaluated for consideration in future years.

This item was taken to the Fiscal Affairs/Internal Audit LRC on April 30, 2009. The item was approved to be taken to the full Council for consideration at the LRC. At that meeting, the LRC requested that a survey be done of all impacted employees as well as consideration of the Utah state model. Local entity participation information was also requested. Both of these items are included in the backup for this item.

PRIOR COUNCIL ACTION:

N/A

AMOUNT AND SOURCE OF FUNDING:

There is a potential savings for this 13 week pilot of over \$55,400 in direct costs and over \$337,000 in estimated employee fuel/maintenance/wear and tear savings.

BOARD / COMMISSION ACTION:

N/A

*****REQUIRED AUTHORIZATION*****

LEGAL: (if required) _____ **FINANCE:** (if required) _____

DEPARTMENT HEAD: Carmen Arrieta-Candelaria
(Example: if RCA is initiated by Purchasing, client department should sign also)
Information copy to appropriate Deputy City Manager

APPROVED FOR AGENDA:

CITY MANAGER: _____ **DATE:** _____

S E R V I C E S O L U T I O N S S U C C E S S



City of El Paso

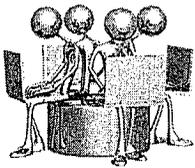
Proposed Pilot Program – Adjusted Work Week Summer 2009

S E R V I C E S O L U T I O N S S U C C E S S



Proposal for Adjusted Work Week

- Task Force met to discuss a four-day (10-hour/day) work week
- Participants included:
 - Linda Thomas, Victor Torres, Manuel Caviar, Carol Brey-Casiano, Sean McGlynn, Carmen Arrieta-Candelaria, Said Larbi-Cherif, Richarda Momsen, Jerome Johnson, Nick Costanza
- LRC Presentation – April 30th
 - Committee approved sending the item to City Council for consideration



S E R V I C E S O L U T I O N S S U C C E S S



Factors Considered

- Citywide Impact
 - All sites or only City Hall
- Timeframe
 - Only during summer months (June – August)
- Days/Hours of Operations
- Customer Service
- Cost Savings



SERVICE SOLUTIONS SUCCESS

**Pilot Program:
4-day 10/Hour Proposal**

Building Sites Affected

- City Hall
- Fire Department
 - Administrative Headquarters*
 - Fire Prevention Division*
 - Logistics*
 - Training Academy (6800 Delta)
- Environmental Services (All locations)
- Health Department - Administration
- MSC-Operations and Administration on San Paulo
- Northeast Corral on Honda Pass
- Westside Corral on Danjiphan
- Delta Corral on Delta
- MPO

*Based on 2008 Minutes

SERVICE SOLUTIONS SUCCESS

**Pilot Program:
4-day 10/Hour Proposal (continued)**

Specifics

- Monday through Thursday schedule (closed on Fridays)
- Operating hours will be 7 a.m. to 7 p.m.
- June 1, 2009 through August 28, 2009
- Applied to all employees
- Pilot program only
- July 4th week will revert to 4 8-hour days with Friday off (operating hours will remain from 7 a.m. to 7 p.m.)

SERVICE SOLUTIONS SUCCESS

**Savings and Benefits
(for 3-month pilot)**

Direct Savings		Indirect Benefits	
Utility Costs*	\$36,400	Employee fuel costs*	20%
Custodial Savings	14,000	Impact on fuel emissions*	20%
Fuel Costs	5,000	Traffic congestion reduction*	20%
Total	\$55,400	Employee Fuel Savings**	-\$337,814

*Savings increased from LEC presentation due to additional departments participating (Docks, MPO)

**Based on one hour savings day for affected employees
**Based on 22 mile average round trip at 25.00/mile rate for number of employees affected

SERVICE SOLUTIONS SUCCESS



Employees Impacted

By Building Site:	
City Hall	1,062
Fire Department	137
Environmental Services	587
Streets	260
Health Administration	175
Total	2,221

SERVICE SOLUTIONS SUCCESS



Non-participating Departments

- Non-participating departments outside of City Hall:
 - Airport
 - Fire (24/7 Operations)
 - Health (On-call center only)
 - Municipal Courts
 - Library
 - Parks and Recreation (non-administration)
 - Museums
 - Bridges
 - Sun Metro
 - Police
 - EPWU
 - Zoo

SERVICE SOLUTIONS SUCCESS



Survey Results – 4-Day, 10-Hours Proposal

City Votes	%	YES	Net Votes	%	Count	%
701	70.10%	YES	694	72.75%	Duplicate IP Addresses	255 25.50%
223	22.30%	NO	193	20.23%	Accepted Votes	63
76	7.60%	NO PREFERENCE	67	7.02%	NOT Accepted Votes	192
1000		Total Votes	954			

Note: If multiple survey responses were received from the same device; one vote was accepted regardless of the number of votes cast, only if all responses were the same. If different multiple responses were received, it was impossible to determine intent, so those votes were discarded. All impacted employees were surveyed.

S.E.R.V.I.C.E. SOLUTIONS SUCCESS



Other Information

- Utah Model
 - Reviewed state model
 - Results published
 - Baseline (August 2008)
 - Interim Draft (February 2009)
- Local entity participation

S.E.R.V.I.C.E. SOLUTIONS SUCCESS



Local Entities on 4-Day Work Week

Entity	4-D Day	Timing	Notes
Camelto USD	Yes	June 18-August 11	Did last year for the first year. People like it, another year were a July 4th work and regular. High that they were glad they didn't have to go to work on July 4th.
Anthony USD	Yes	June - end of July	Closes facility beginning after summer school. Regular facility really likes it, community was okay with it!
RFUSD	Yes	June 22 - August 6	Done for the last three years. A lot of people like to have the Friday off - Option of changing transfer or somebody else. All operations are closed on Friday, even summer school, for most entities.
County of El Paso	-	-	Still under consideration
UTEP	-	-	Yes, tried it in 2008, did not work out.
YUSD	Yes	June 8 through end of July	Done last year - will do again next year

S.E.R.V.I.C.E. SOLUTIONS SUCCESS



Questions or Comments?

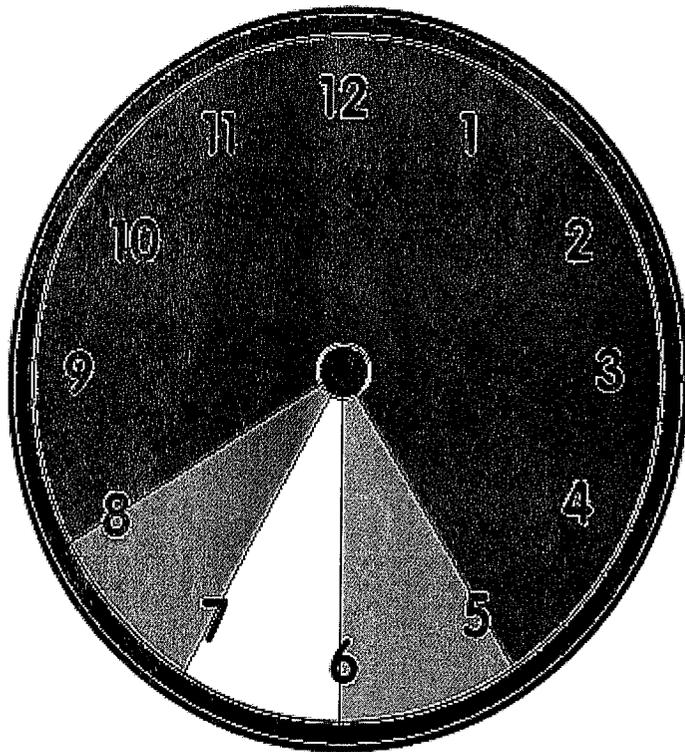


Working

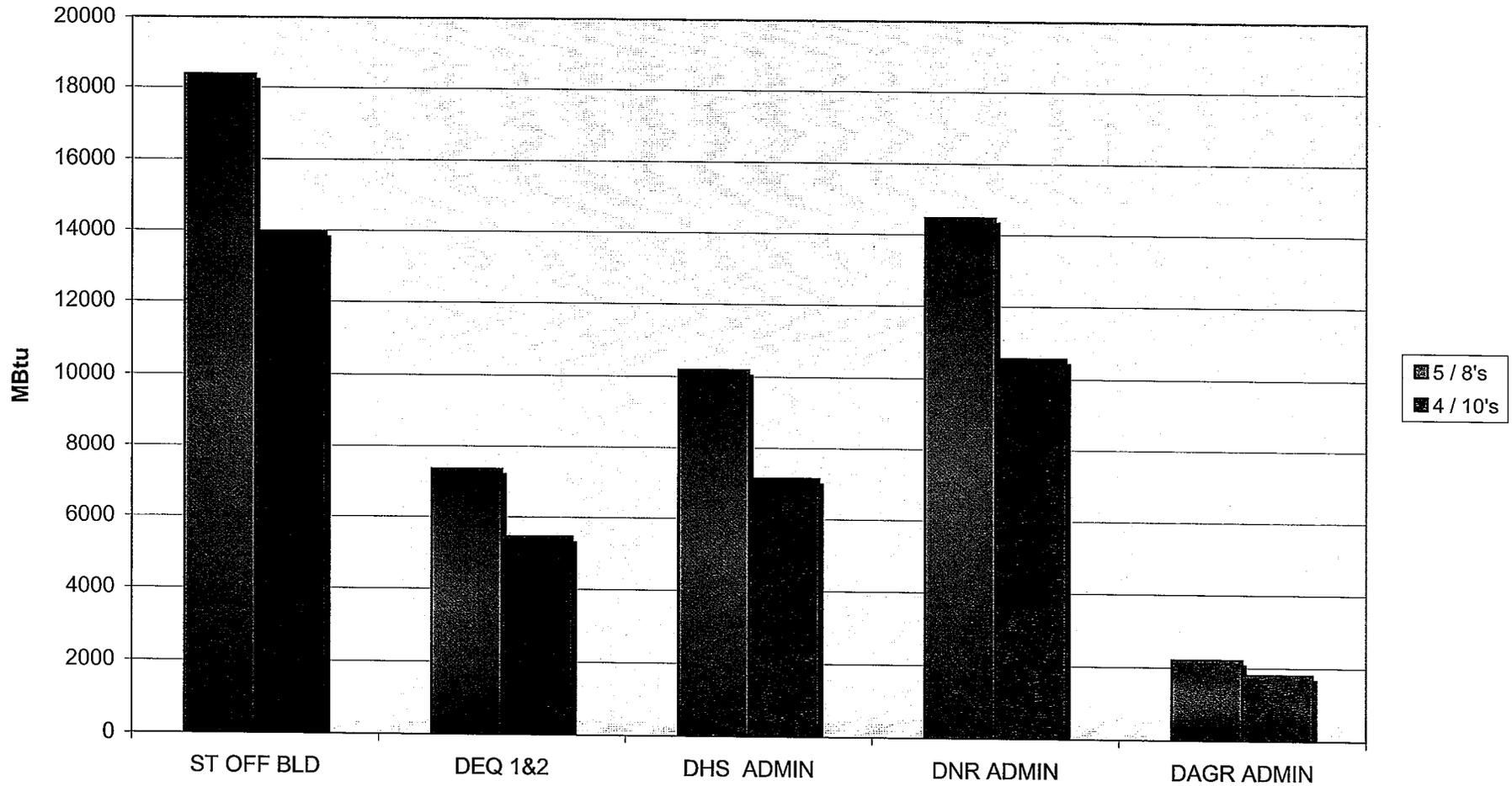
4

Utah

Extended Service for the Public
11 Hours/Day instead of 9 Hours/Day
Mondays – Thursdays
(Shut Down Fridays)

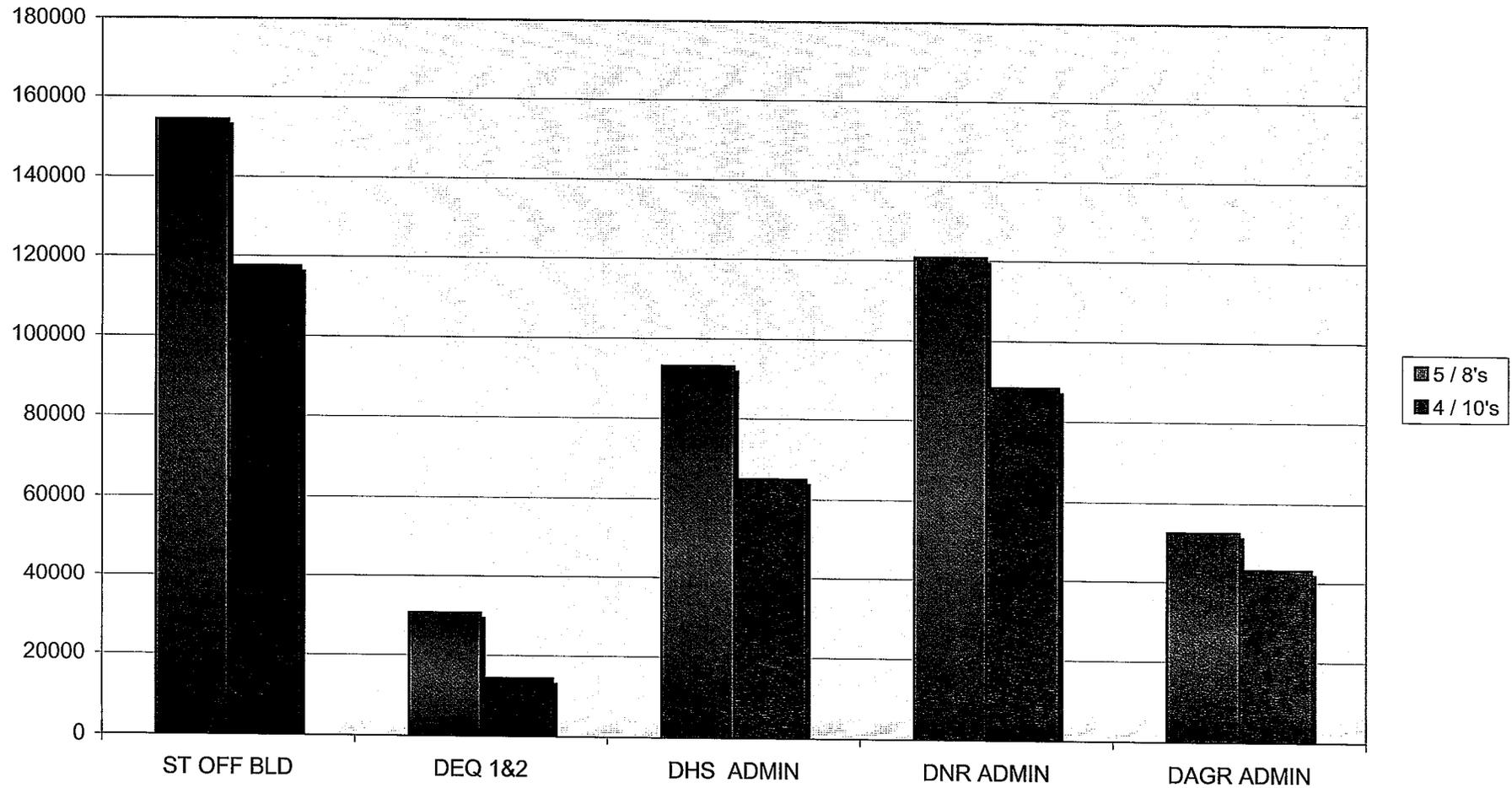


Projected Annual Energy Reduction for Six Building: 13,653 MBtu
Change from 5 - 8 hour days per week to 4 - 10 hour days per week
(based on July 06 to April 08 consumption)

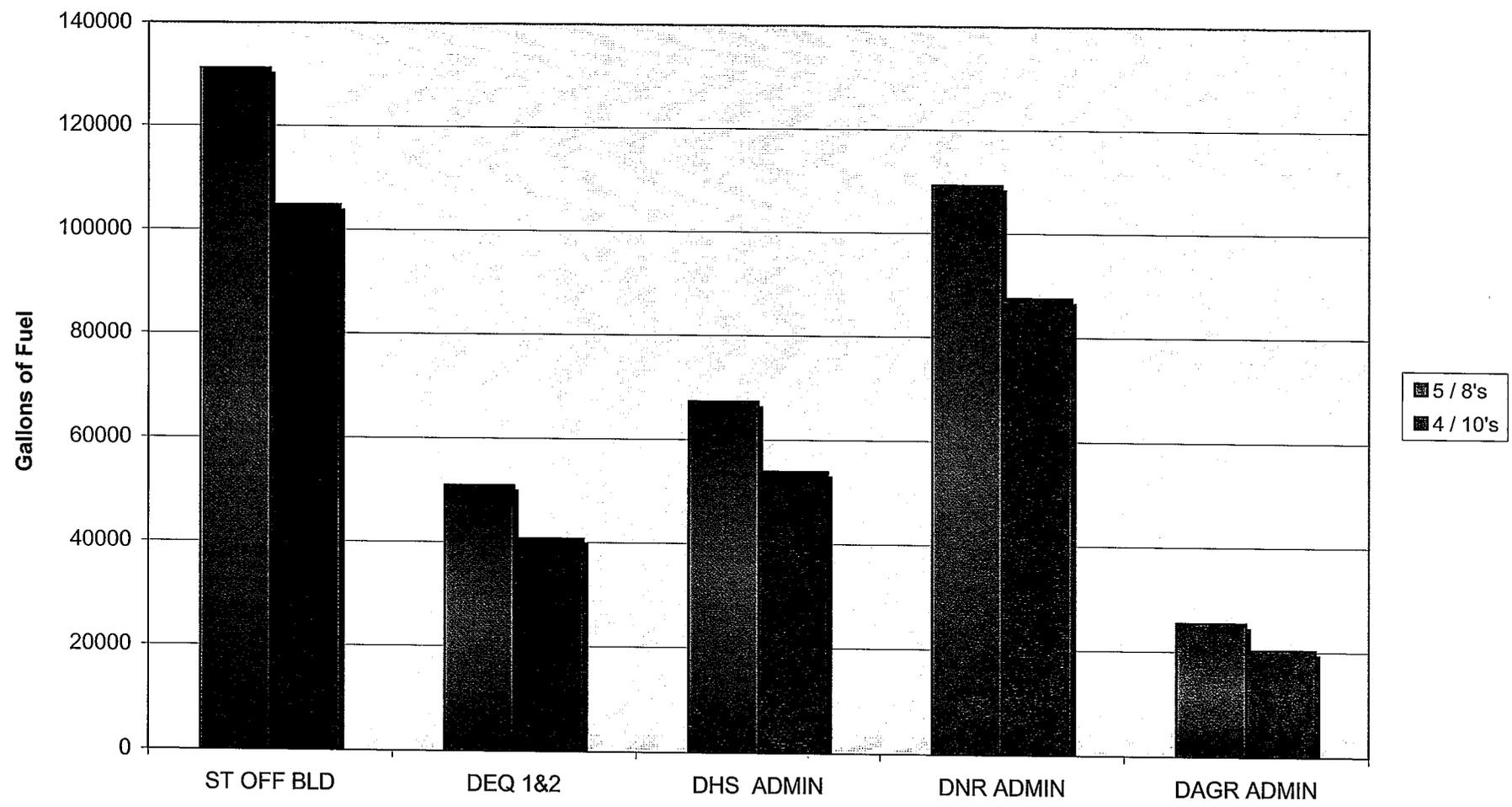


Average Annual Energy Savings for Six Buildings: \$123,220

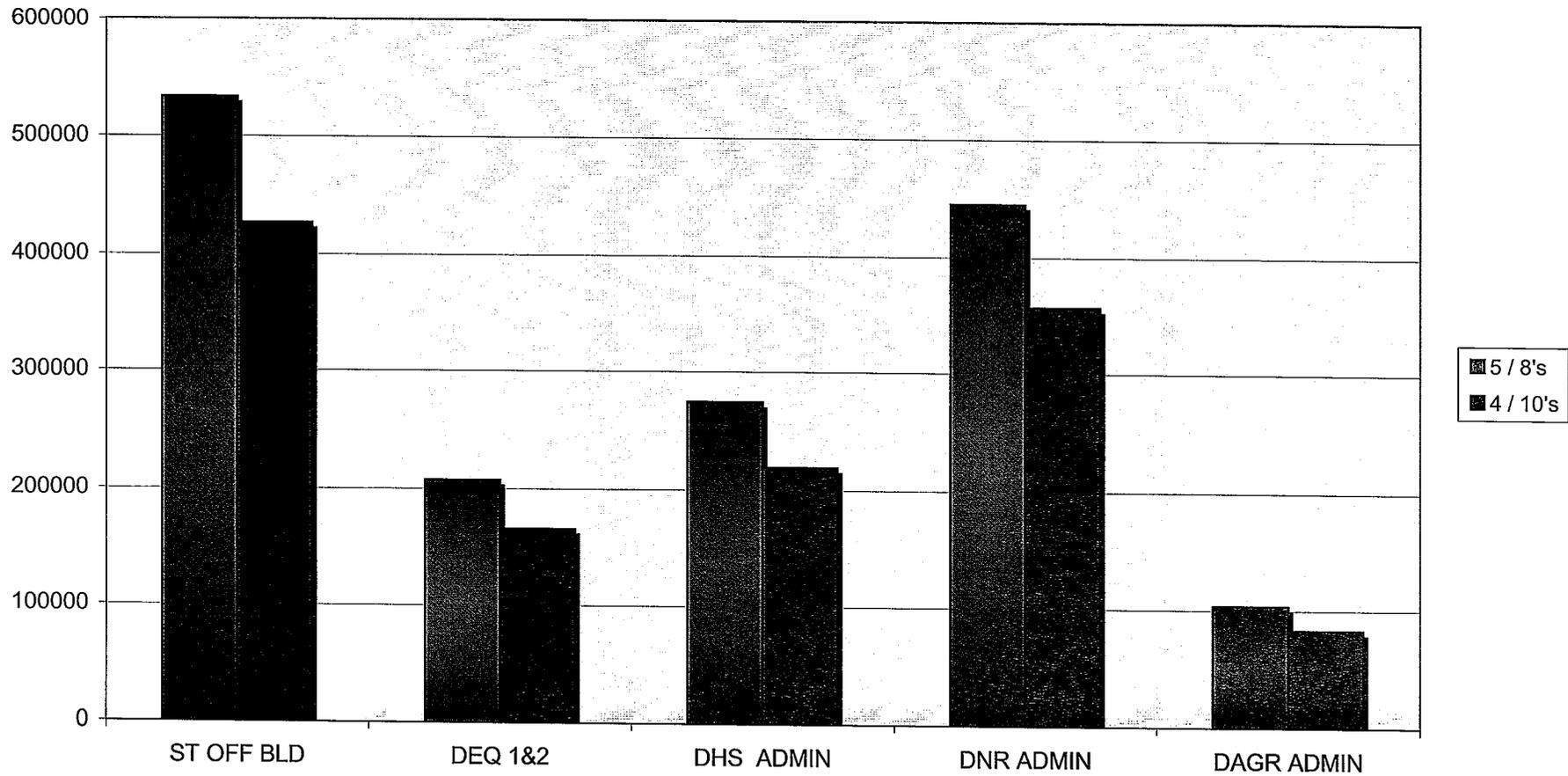
Change from 5 - 8 hour days per week to 4 - 10 hour days per week
(based on July 06 to April 08 cost)



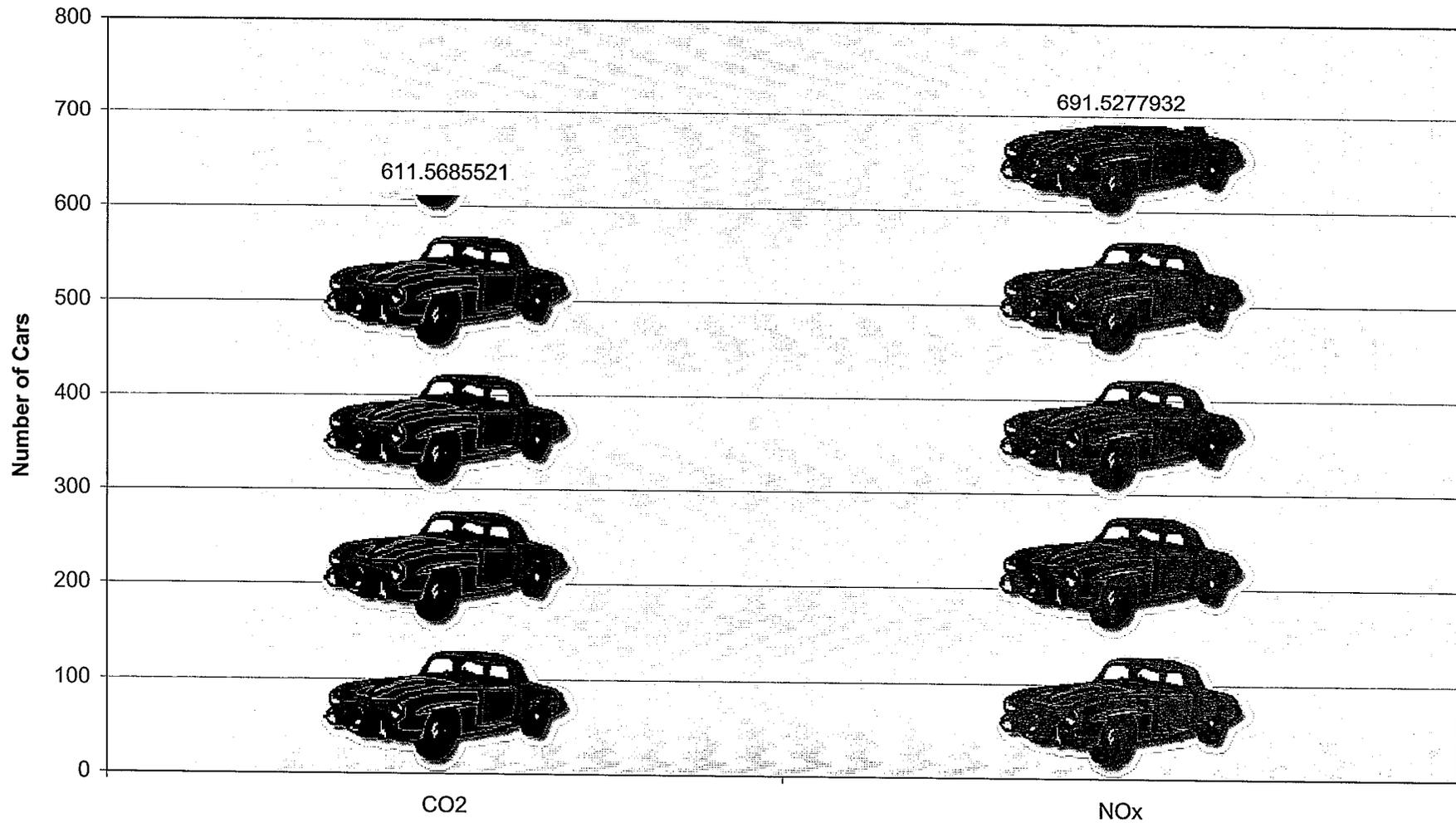
**Projected Annual Fuel Reduction for
Employees from Six Sample Buildings: 76,840 gal
Change from 5 - 8 hour days per week to 4 - 10 hour days per week**



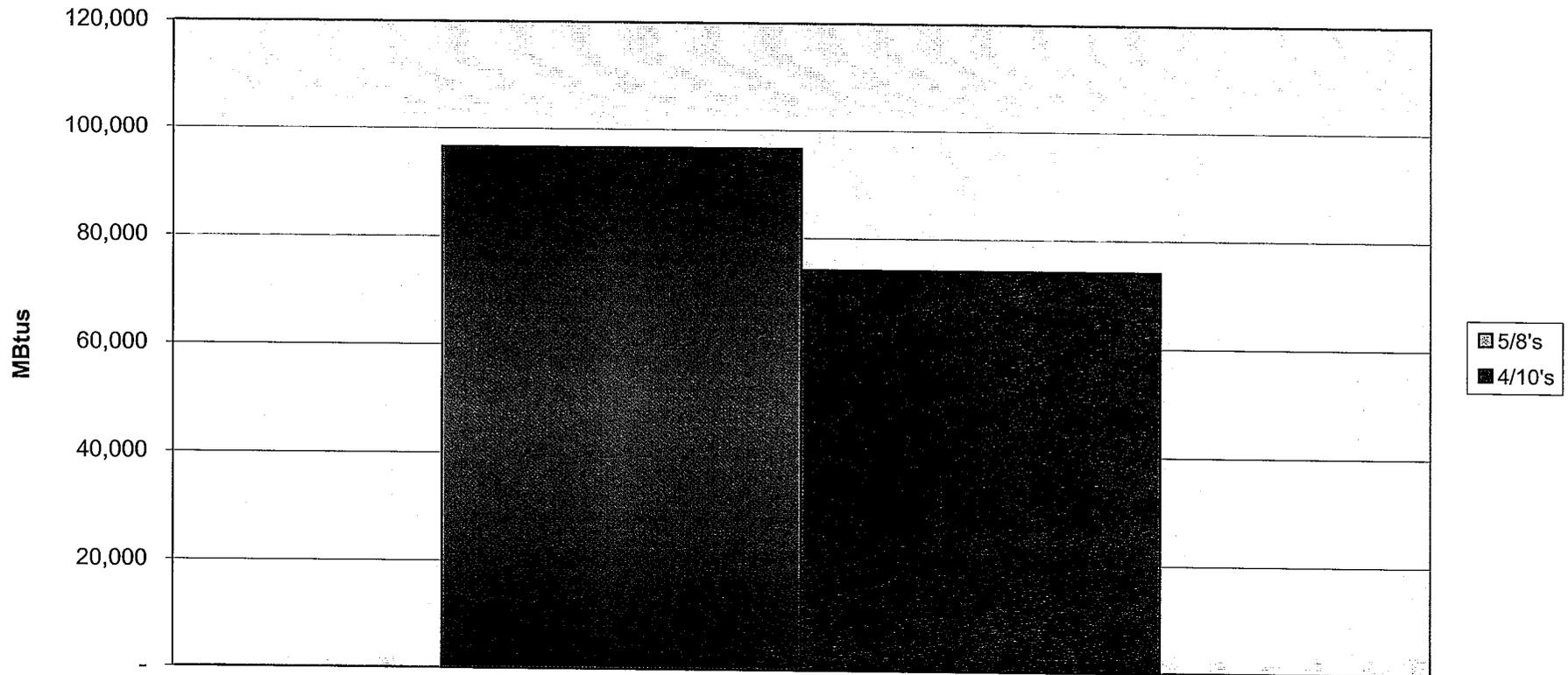
Projected Annual Fuel Cost Savings
Employees in Six Sample Buildings: \$312,971
Change from 5 - 8 hour days per week to 4 - 10 hour days per week



Projected Annual Emissions Reductions Expressed in Vehicle Equivalents Represents Environmental Benefits of the Program



Total Projected Energy Reduction: 22,452 Mbtu
Resulting from Six Sample Buildings and Employee Trip Reduction





Initiative Performance Report Interim Draft

February, 2009



The Working 4 Utah **baseline report** presented a methodology that would help the state evaluate the collective impact of Governor Huntsman's initiative to adjust the business hours of most state agencies.

The purpose of the **interim report** is to provide early data on the initiative's impact to date. Available data is presented in the form of a performance metric.

The initiative is being implemented as a one-year pilot study. A **final report** will be developed at that time (after August 2009), and will contain a summary of impacts as well as a recommendation about whether the change should be made permanent.

For more information, please contact:

Mike Hansen
Utah Governor's Office of
Planning and Budget
801-538-1556
mhansen1@utah.gov

or

Jamie Nagle
Utah Department of
Human Resources
801-538-3377
jnagle@utah.gov

Overview



In August 2008, Utah Governor Jon Huntsman launched the Working 4 Utah initiative. This initiative was intended to extend state government services that are not already available during extended hours and weekends – from 7:00 a.m. to 6:00 p.m., Monday through Thursday. The purpose of the initiative was to make a positive impact in the areas of energy consumption, extended customer service, employee recruitment and retention, and reducing the environmental impact of state government operations. The initiative was implemented via Governor’s Executive Order (#2008-0006).

As the initiative was launched, a baseline report was compiled. The role of that report was to outline where the State was, and what success might look like at the end of the one-year pilot. That report was posted on the Governor’s website, and it drew a great deal of attention from other states and local governments that were interested in the methodology Utah was following.

The purpose of this report is to show early indicators and lessons learned. The initiative’s implementation strategy involves making adjustments along the way. It is hoped that this report might be more useful to the State because it could offer ideas for ways to proactively address ‘hotspots’ and emerging issues.

One of the most apparent lessons learned thus far is that there are a multitude of other drivers that make it difficult to isolate the effects of the initiative. For example, a softening economy affects public sector recruitment, the opening of Legacy Highway will affect commuting patterns, and unusually mild weather in November will reduce the amount of natural gas consumed. Nevertheless, data on the early indicators outlined in the baseline report is generally positive.

The impact of this initiative can only be measured in the context of its full effects.

INTENDED BENEFITS & SUMMARY of EARLY INDICATORS	
<p>Energy: state savings on building operational costs, as well as spreading the load on transportation infrastructure.</p>	<ul style="list-style-type: none"> ▪ \$203,177 reduction in custodial service contracts this year. ▪ Early energy usage data indicates that ½ of the buildings in the study are achieving 10%-20%+ energy usage reductions.
<p>Extended Service: maintaining productivity while improving availability of State services beyond the traditional workday.</p>	<ul style="list-style-type: none"> ▪ Agency customer service survey results are similar to periods prior to the initiative. ▪ Utilization of Utah.gov web services continues to increase.
<p>Employees: quality of life benefit to existing State employees, as well as an increased ability to recruit new talent.</p>	<ul style="list-style-type: none"> ▪ Employee attitudes are more positive toward the 4/10 schedule. ▪ Employees are at work more and using leave time less frequently. (Absenteeism is down)
<p>Environment: reduced energy usage correlates to reduced CO2 emissions.</p>	<ul style="list-style-type: none"> ▪ Estimated reduction of 12,652 metric tons of greenhouse emissions produced annually. ▪ Estimated reduction of 744,000 gallons of gasoline consumed annually.

Energy Impacts



What is the impact on the State's Operational costs?

→ \$203,177 ongoing annual cost savings in custodial service contracts

Once the initiative was launched, the State began to aggressively renegotiate contracts relating to state owned / operated buildings. The renegotiation of custodial service contracts has resulted in ongoing annual savings of **\$203,177**. Further savings in this area will be pursued on additional state owned / operated buildings, as well as leased buildings that the state currently occupies.

What is the impact on the State's Energy costs?

→ Energy usage is being closely tracked in 101 state buildings, where 80%-90% of state employees impacted by the initiative are located.

→ Early energy usage data from utility bill analysis indicate that ½ of the buildings are achieving 10%-20%+ energy usage reductions while ½ of the buildings are showing less than 10% energy usage reductions. These figures reflect both buildings completely and partially closed on Fridays.

The overriding, long term state energy goal is to increase energy efficiency by 20% in each one of our buildings; the compressed work week is part of this goal.

The baseline report discussed the idea of measuring energy consumption by the total number of facilities. Initially, the various agencies in the state identified approximately 900 buildings and structures that would be closed partially or completely on Fridays beginning August 4, 2008. After examining each of these, it became clear that the majority of impact would be found in 101 of the buildings. The 101 buildings identified house 80-90% of the state employees that moved to a Friday-off schedule due to the initiative.

The remaining buildings were excluded because:

- they will realize a minimal impact,
- they are leased or free building space is being provided to the State,
- they are used seasonally, or
- they were closed on Friday prior to the initiative.
(example: Utah National Guard - 242 facilities)

The strategy to reduce energy usage involves new core working hours for agencies, associated building systems scheduling changes, and increased involvement of each agency in monitoring their energy usage and assisting with energy conservation efforts.

It is important to note that the building system on-times did not increase Monday through Thursday. In some cases, the Monday through Thursday building system on-times have actually been reduced by matching their operation with the new core working hours established by the Governor. Building systems are now completely shutdown on Friday or cycle to an unoccupied mode with reduced inside temperature requirements. On Fridays, only emergency lighting remains on.

A robust measurement and verification plan is needed to document building energy usage reductions. Utility bill analysis alone is not sufficient to accurately determine savings; a closer analysis is required for each building and should be done on an annual basis.

In addition to the measurement and verification plan, the state uses the EPA's ENERGY STAR Portfolio Manager tool to compile, track and normalize building energy usage. The Portfolio Manager tool accounts for building characteristics such as size, location, occupancy levels, occupancy schedules, number of computers

"I love the 4/10 work week. For me, it is a bonus of four hours a week that I don't have to waste commuting. Having an extra day at home to get things done is an even bigger bonus. Being home on Fridays gives me that day I need to fit into my kid's carpools to school (and everywhere else), doctor and dentist appointments, and that quick errand that never seems to get done in the evenings when everyone else needs my attention."

employee comment
Housing & Community Development



and compares the building relative to similar buildings nationwide. Portfolio Manager also provides weather-normalization, which is an automated process that mathematically adjusts actual energy data so that it represents energy typically used in an average year for the same location. This accounts for weather differences from year to year that may result in abnormally high or low energy consumption. Portfolio Manager requires annual energy data (at least 11 consecutive months of energy data) to calculate weather-normalized data.

Actual annual cost savings will be provided when the energy usage can be normalized and verified at the end of the initiative's trial year.

The following metrics will provide insight on the energy impact of the compressed workweek.

Leading Indicators and Lessons Learned

1) Building operational adjustments

Actual savings from adjusting business hours will only be realized if its mechanical/lighting systems are also adjusted. Building control systems that automatically shut-down lighting and heating/cooling systems are critically important in this; several older buildings need upgraded control systems installed. Several buildings have sensitive areas such as computer rooms and other equipment rooms that have minimum/maximum temperature criteria, or there are areas where one or a small number of employees work on Fridays, each of these issues need to be addressed with relocation of employees or installing individual units in these sensitive areas so the larger building systems can be shut down. Installing new technology in state buildings will take time.

A number of buildings are not separately metered and tracking their energy usage is challenging: new meters need to be installed so that energy usage can be tracked; then the individual building management team can be accountable for the usage.

Employees still access the 101 buildings from time to time on Fridays and manually turn on lights; this issue needs to be addressed.

Energy savings in state buildings is a work in progress, the potential for significantly higher monthly energy savings remains as adjustments continue to be made.

"In our informal survey, the majority of the public seem to prefer these hours and our numbers are higher between the hours of 7-8 and 5-6 than they were on Fridays."

- Bear River Local Health Dept

2) Energy usage reduction

Utility bills were the main source of data used to identify electric and gas unit usage. Utility billing cycles vary, and the electronic data from these bills lags actual consumption by almost two months. Therefore, this analysis only consists of data from the first cycle where the billing period began after the compressed work week started.

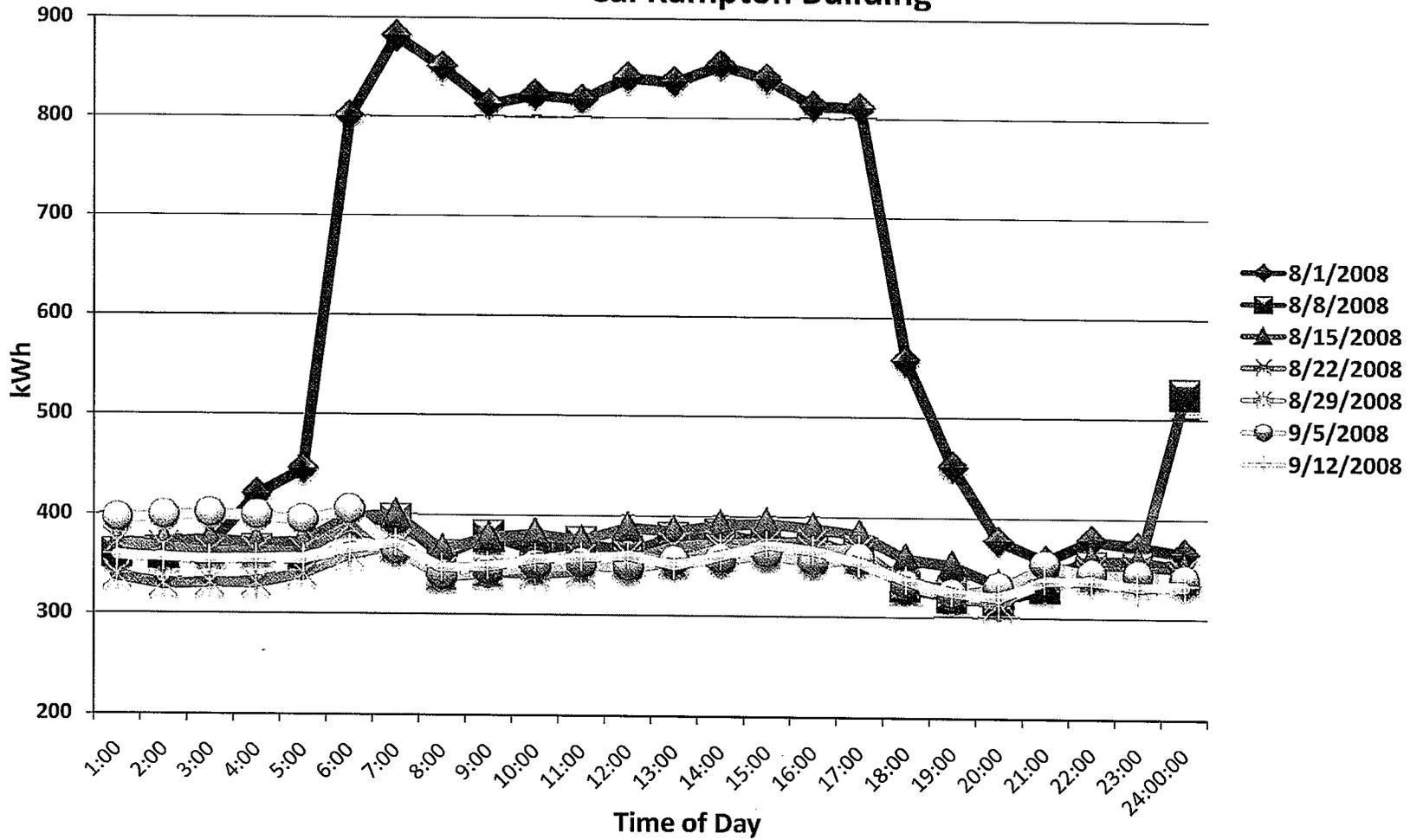
To approximate actual monthly energy usage reductions, 2008 energy consumption (kWh/Decatherm usage) was compared to same time period in 2007.

EPA's ENERGY STAR Portfolio Manager tool is used to track, measure and normalize building energy usage. Normalization of savings was not included in this report, but will be a part of the annual savings report. Portfolio Manager only provides normalization data for year-to-year comparisons and cannot provide month-to-month comparisons.

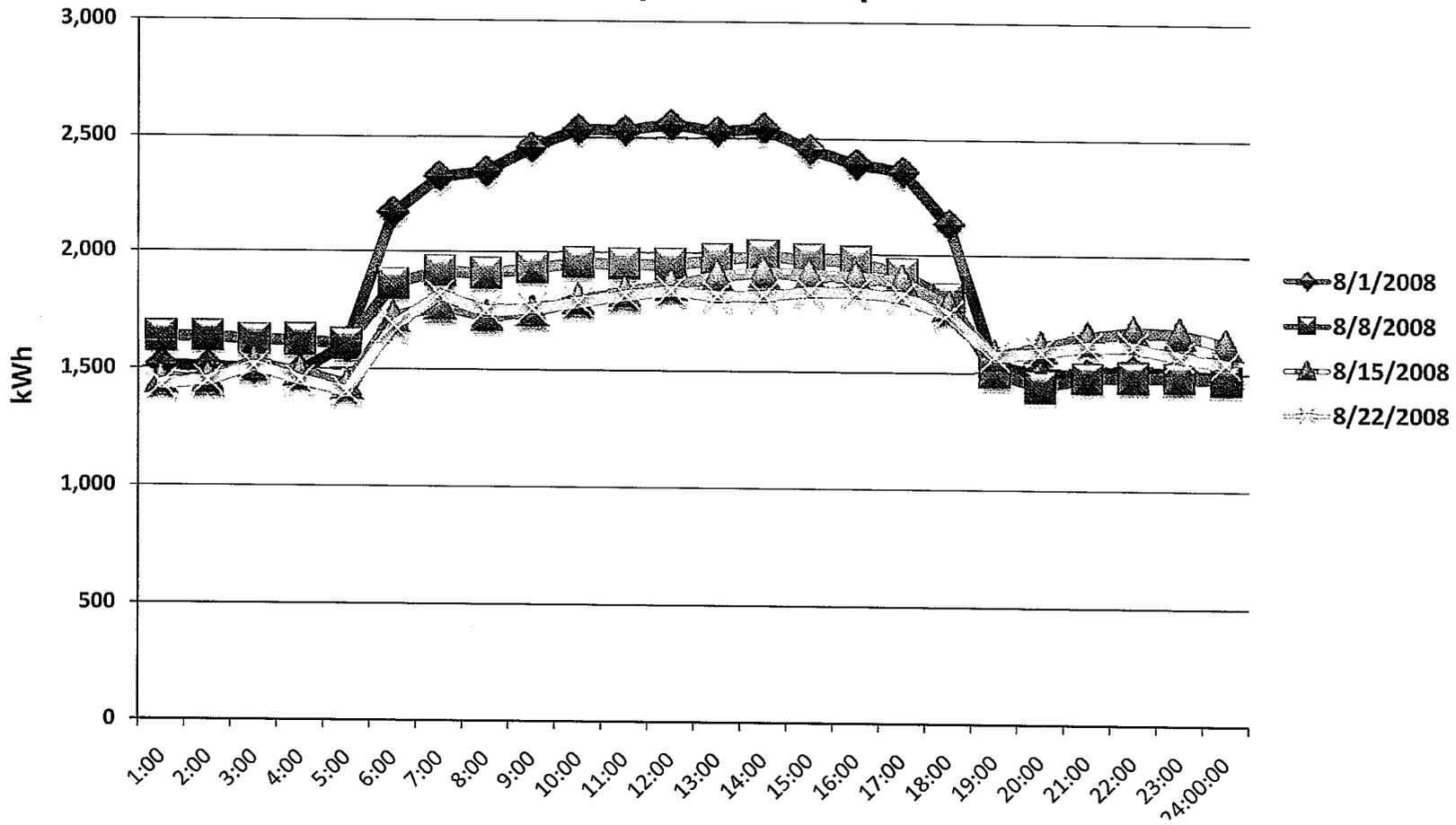
It should be remembered that the service billing period included in the report was from the middle of August 2008 to the middle of September 2008; a period of year when Utah begins to experience milder temperatures. It is anticipated the higher energy intensive months such as the winter/heating months and the summer/cooling months will yield the highest monthly energy usage reductions.

The following charts show electricity consumption in three buildings. Each line represents a Friday's usage – the "8/1/2008" data was the last Friday before implementation.

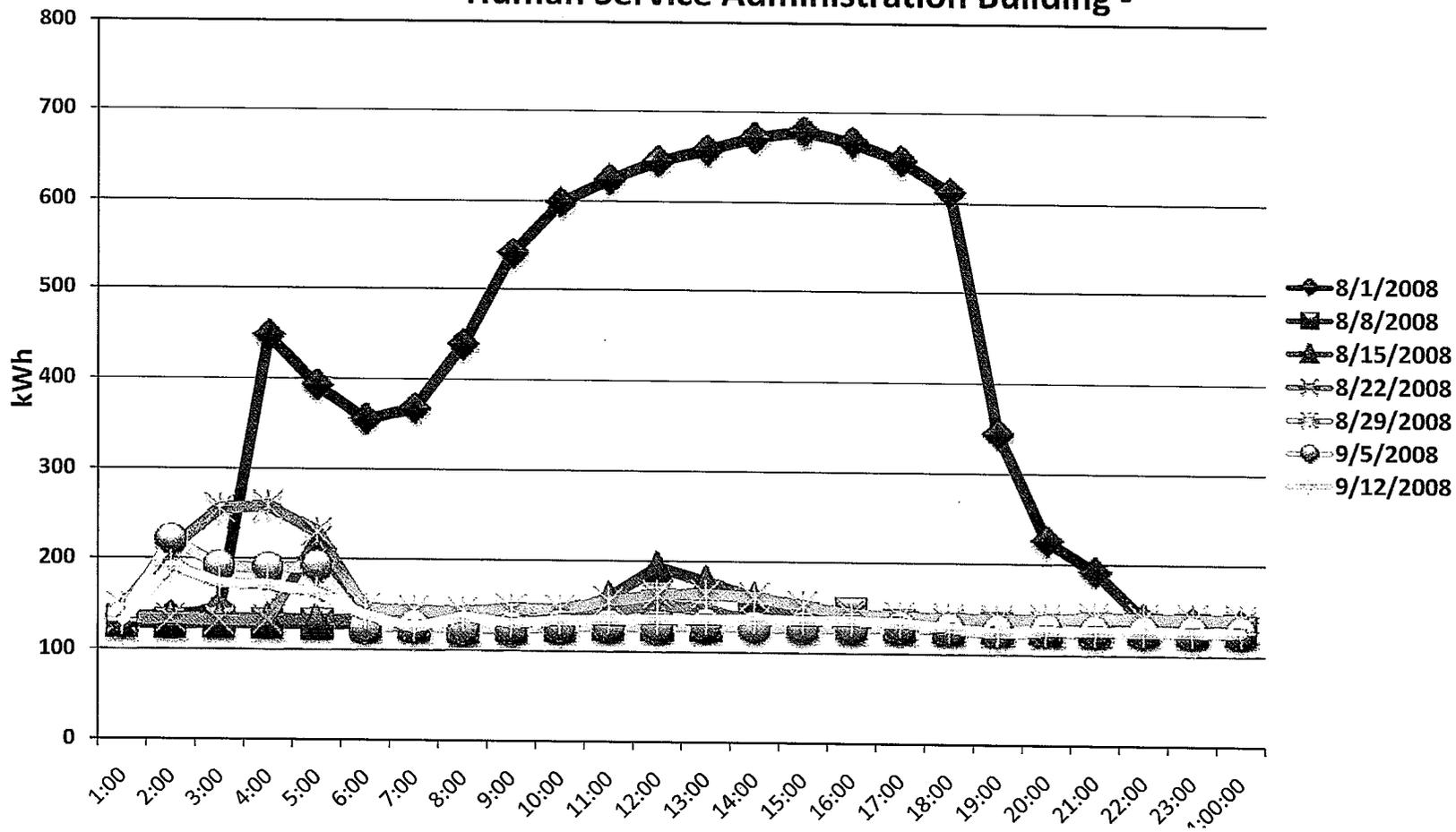
Building Electrical Load Profiles for Friday Operation - Cal Rampton Building -



Building Electrical Load Profiles for Friday Operation - Capitol Hill Campus -



Building Electrical Load Profiles for Friday Operation - Human Service Administration Building -



Extended Service Impacts



How does the public view the initiative? Does it create a positive impact on them?

- agencies report no decrease in their productivity measurements
- agency customer service survey results are similar to periods prior to the initiative
 - utilization of Utah.gov web services continues to increase
- number of calls to the Working 4 Utah hotline have decreased substantially
 - DMV and Driver's License wait times have improved

The general impact on the public is difficult to quantify due to the different ways the public interfaces with state government. A formal survey of the public has not been conducted to this point in the initiative, but might be considered if it is determined necessary. The following indicators are providing insight on the public's opinion of the change.

Leading Indicators and Lessons Learned

1) Agency-specific monitoring of customer opinion

Executive Branch agencies monitor their performance with internal management tools. At the beginning of this initiative, impacted agencies were asked to identify performance metrics that would provide the best indicator of how this change might affect their customers, stakeholders, etc.

One of the lessons learned with this approach is that most agency performance metrics change over time (as goals are achieved, situations change, or methodology improves). Therefore, in order to present a meaningful indication of the impact of the initiative, agencies were asked to submit brief statements on how the initiative seems to be affecting their customer.

- For a six-week period following the implementation of the initiative, the Central Region of the **Department of Workforce Services** (serving Salt Lake and Tooele Counties) tracked foot traffic in its employment centers from the hours of 7:00 to 8:00 a.m., and from 5:00 to 6:00 p.m.; the extended hours of the "Working 4 Utah" initiative. The numbers were significant as an average of 826 customers per week were served in the extended period. The numbers were higher in the 5:00 to 6:00 p.m. hour than the morning counts, but they report a solid stream of traffic in the mornings as well.
- While the **Unemployment Insurance (UI)** division has seen a considerable increase in unemployed workers filing for UI benefits, the condensed work week has not had a significant impact on the delivery of services. Most UI services are available on the web. Many customers who were filing UI claims over the phone on Fridays are now filing over the web with no human intervention. The division estimates a 10% increase in web usage was directly attributable to the condensed workweek, resulting in the processing of UI claims more efficiently and accurately.
- The **Utah Center for Health Data** has the ability to monitor when copies of certificates were printed for walk-in customers. In literally thousands of cases, certification services moved from the middle of the day to the extended hours.

Office Managers at the DMV report the response of the public has been overwhelmingly positive to the extended hours. Some of the comments they have received have been:

"I absolutely love the new extended hours. I am able to go after work instead of having to take time off."

"Fast, friendly & open after 5:00! Didn't have to leave work early! Thanks."

"I would be unable to make it down to the DMV if you closed. at 5:00, I'm glad you are open till 6:00 - great idea."

"I came before work, I have to be to work at 8:00 and don't get off until 5:00 so this is wonderful."

"The next time someone in the afternoon complains about the lines tell them to wake up."

"I love coming in here in the mornings, this is the 2nd time I have come in before 8:00 and I am only here about 10 seconds. This is great."

"Please keep the extended hours."

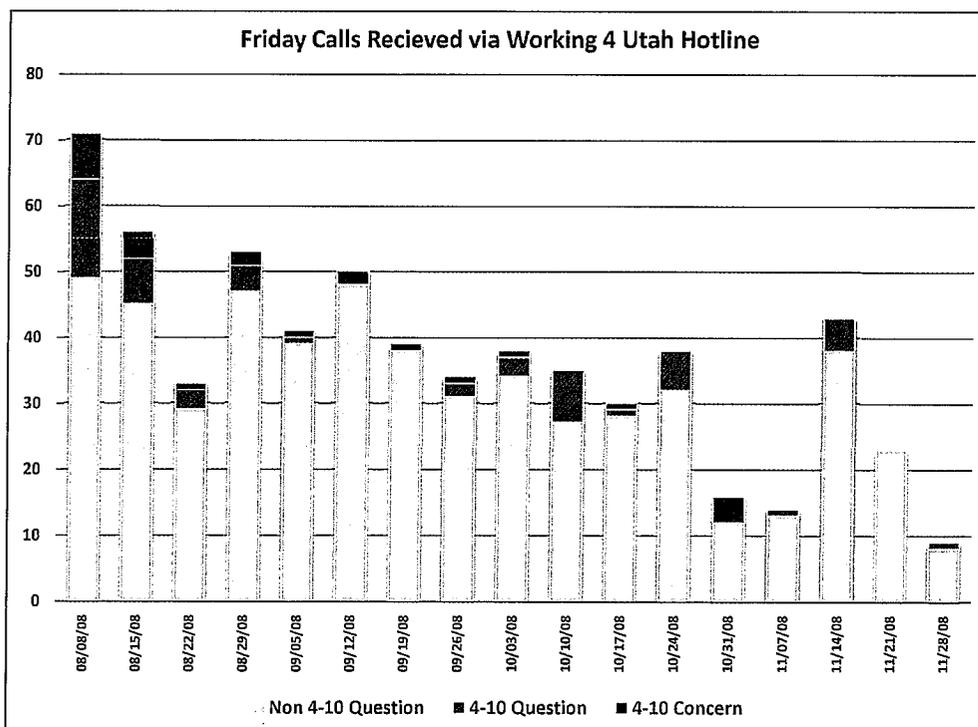


- The **Utah State Library** provides funding for local libraries, reading materials for the blind and disabled, and bookmobile service for rural Utah. They maintain a customer service index that shows more than a 10% increase over the same period last year (from 915 to 1071).
- The Tax Commission monitors the amount of transactions completed outside of **Division of Motor Vehicles** offices. This amount has increased from 27% to 30%. They also report that the average wait time at a DMV office continues to improve from 11.4 to 7.3 minutes. Their 'quality customer service' survey results remain unchanged at 4.5 out of 5.0.
- The **Driver's License Division** of the Department of Public Safety is currently reporting that average wait times are approximately 13.5 minutes. Part of this is due to the fact that new facilities were recently constructed. However, the agency has also made positive adjustments to its process, and they are showing a substantial service improvement.

2) Track the type of concerns expressed directly .

A hotline was established and advertized at the beginning of the initiative. Staff recorded the number and type of contacts that were made. They report the total number of constituent phone calls has diminished over time, and most relevant calls are from people who have forgotten about the change, or have unique situations.

Hotline calls regarding the 4/10 schedule have decreased so significantly that operators are now recommending that agencies modify their websites, to include a Friday contact number on their homepage. Agencies have also been asked to modify 4/10 signs and posters that were physically placed by the entries to each building.



"On the last day to register for the Presidential election a young man wandered into our office about 5:30 p.m. in a panic. It was the first year he could register to vote, work had kept him in the oilfield until he feared it was too late to register (registration office is located in the same building as we are, but closed at 5:00).

I was able to help him by downloading the form etc.... He slid the completed paperwork under the registration office door and hoped for the best.

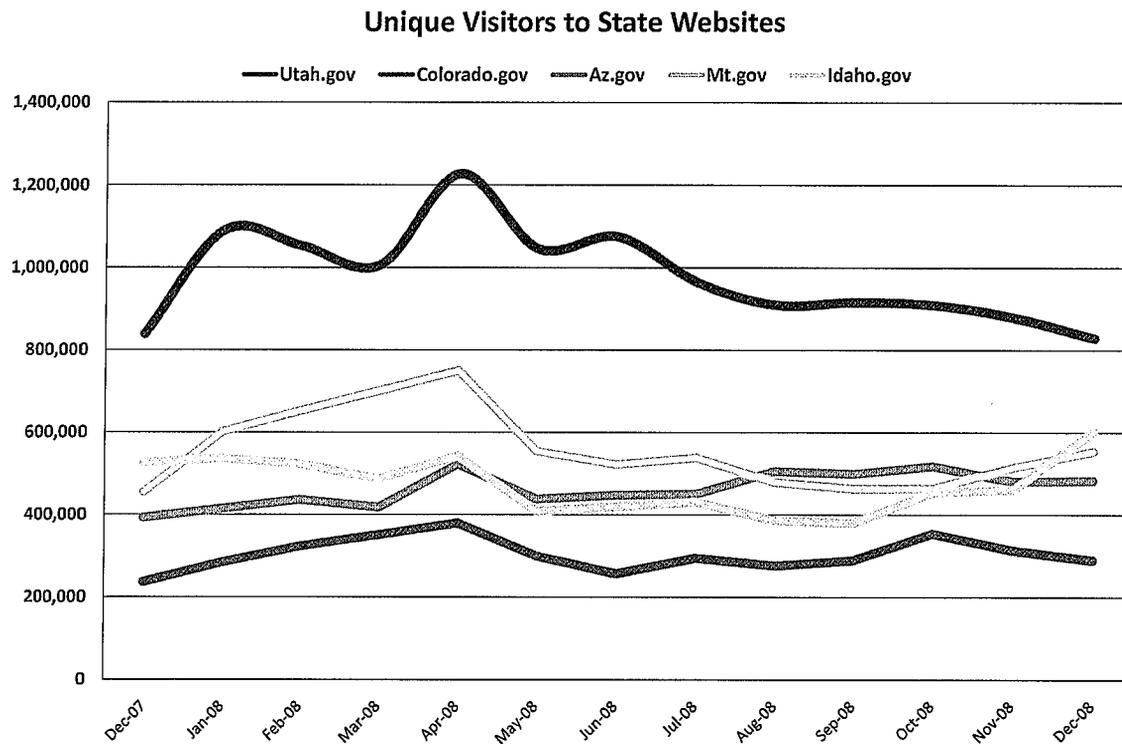
A couple of days later he called to thank me for helping him even though I worked for wildlife and not for the clerk's office. His words were "If your office hadn't been open I would have missed my first opportunity to do my duty for my family and my country by voting." He also told me that I 'rocked!' and added that all offices should have extended hours."

Rose Fedelleck-Division of Wildlife
Northeastern Regional Office



3) Utilization of online services

The State of Utah is consistently recognized as a leader in eGovernment. The chart below compares traffic history for Utah's websites against those of neighboring states.



Changes in the utilization of websites in the Utah.gov portal is a key indicator of the level of service that is influenced by the Working 4 Utah initiative. One of the best ways to track this is by monitoring adoption rates for the State's online services.

- 88% of business registration renewals
- 83% of vehicle identification number validations performed by law enforcement
- 78% of adoption and foster parent applications
- 71% of hunting and fishing licenses
- 67% of criminal background checks
- 64% of driver's license renewals
- 54% of birth, marriage, divorce and death certificate orders
- 54% of income tax filings

These adoption rates have continued to increase since 2006. They illustrate that a change in business hours might not have created a net negative impact to the public because a significant amount of the population were already using online services.

Employee Impacts



*How is the initiative received by current employees?
How does it affect future/potential employees?*

- 70% of affected employees prefer the 4/10 schedule (up from 56%)
- employee turnover rates have decreased slightly
- employee absenteeism has decreased

The impact on people currently employed by the State is the highest concern because it is clear that the impact on some will be significant. There are two sources of data that will help decision-makers understand the impact on employees:

- 1) **System data:** The Department of Human Resources intends to gather data from our existing Human Resource Information System (HRIS) to track turnover rates, recruitment acceptance/rejection rates, and the use of leave. They have historical data for each of the measures with which we can compare any changes that occur with the new compressed 4/10 work schedule.
- 2) **Survey data:** Other information will be gathered using employee surveys. A baseline employee survey was sent out to all employees once they were notified of the change in work schedules, but before the 4/10 work schedules actually started. The data discussed in this report reflects the results of a follow-up survey that was conducted in November, 2008. Another survey will be conducted at the end of the pilot. Surveys are sent to all executive branch employees to gather information on their attitudes toward the 4/10s as well as the impact of the 4/10s on various aspects of their personal life.

"Since a lot of our 'customers' are located in Houston, they are now able to get in touch with me (or Division) first thing in the morning before going to meetings etc. They are able to talk with someone live and get critical decisions made before one party or the other may be tied up (i.e. call at 8 a.m. Houston time is 7 a.m. here). This scenario has played out many times since going to the 4/10's schedule."

- Petroleum Engineer
Division of Oil Gas and Mining

Leading Indicators and Lessons Learned

The initial survey that was conducted in July, 2008 demonstrated a positive opinion of a significant majority of current employees. The follow-up survey conducted in November, 2008 showed a significant increase in the positive opinions of employees compared to the initial survey.

1. Employee Work Preference

The follow-up survey indicates that almost 70% of respondents prefer the 4/10s schedule, up from 56% in the survey conducted in July. Over 45% indicated the schedule having a positive impact on activities outside of work, up from 40% in the initial survey.

2. Commuting

The survey data indicates that there has been a savings in commuting, both in terms of costs and in the total days driving a personal vehicle to work. About 65% of employees agreed or strongly agreed that the 4/10 schedule has reduced commuting costs. In addition, survey respondents overall report driving a personal vehicle fewer days to work compared to their driving habits prior to the shift in schedule.



3. Employee Issues

The baseline survey indicated that prior to the implementation of the 4/10 work schedule that some employees anticipated negative impacts on childcare and the use of public transportation. Our follow up survey indicates that the actual impact was much lower than anticipated in each of the areas. Only 12% of respondents indicated a negative impact on childcare, down from 20% who anticipated a negative impact on the initial survey. About 9% of employees indicated a negative impact on public transportation, down from 14% who anticipated a negative impact.

4. Organizational Impacts

There have been no significant changes in employee terminations or recruitments since the implementation of the 4/10 work schedule. Turnover has remained fairly consistent with the previous year's turnover rate. The annualized turnover from July 08-November 08 is 9.7%, while the overall turnover rate for the previous fiscal year (July 07-Jun 08) is 10.7%.

The ratio of job offers declined/ job offers made has decreased slightly, indicating that fewer job applicants are turning down jobs with the State. There are, however, other factors that impact both recruitment and turnover, making it difficult to directly measure the impact of the 4/10 work schedule.

5. Leave Time and Overtime

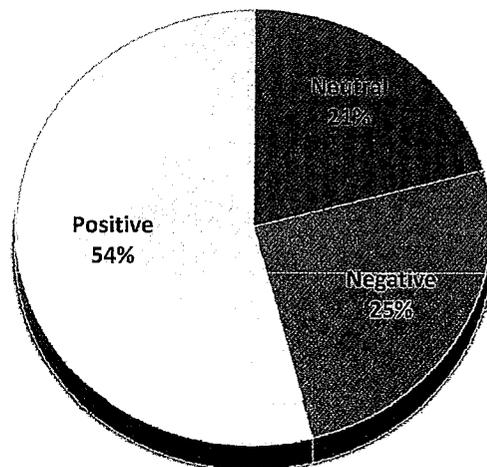
Since the start of the 4/10 work schedule there has been a decrease in the use of leave time and the amount of overtime paid, compared with the same time period in previous fiscal years. Cumulative leave usage and overtime across agencies in the Executive Branch is down about 9%. (This is a key indicator of productivity). Further data may be needed to confirm the trend because we haven't reached the midway point of the trial period.

"Previously, motor vehicle offices have worked on car dealer "batches" as they can. With the change to 4/10's, they now have more concentrated time available at the start of the day to focus on processing these batches. The turnaround time on processing car dealer transactions has dropped from 4-5 days to a 1-day turnaround.

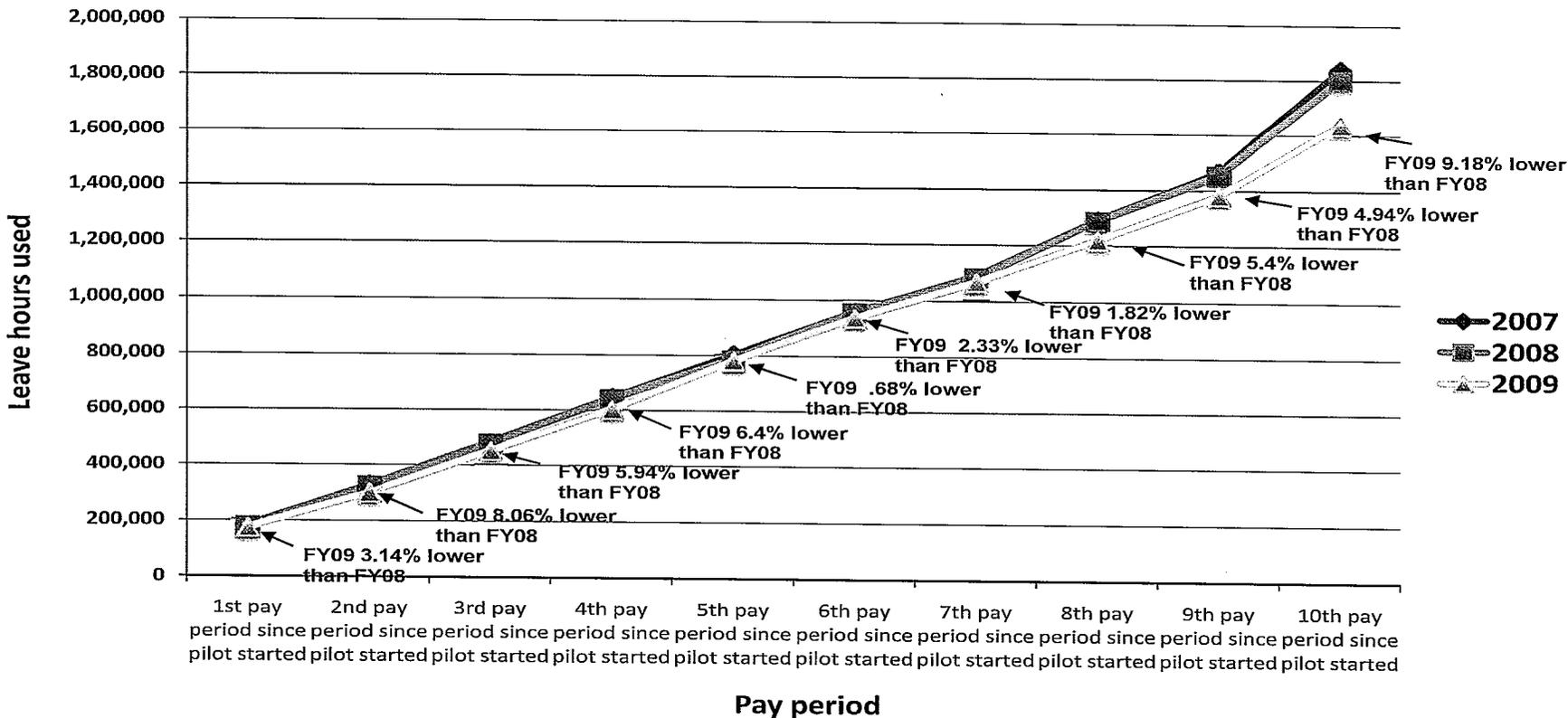
This results in the state being quicker on delivering registration and plates back to dealers, who then could get them to their customers sooner. The change will improve the timeliness of processing over 200,000 plate & title transactions each year."

Dept of Motor Vehicles
Tax Commission

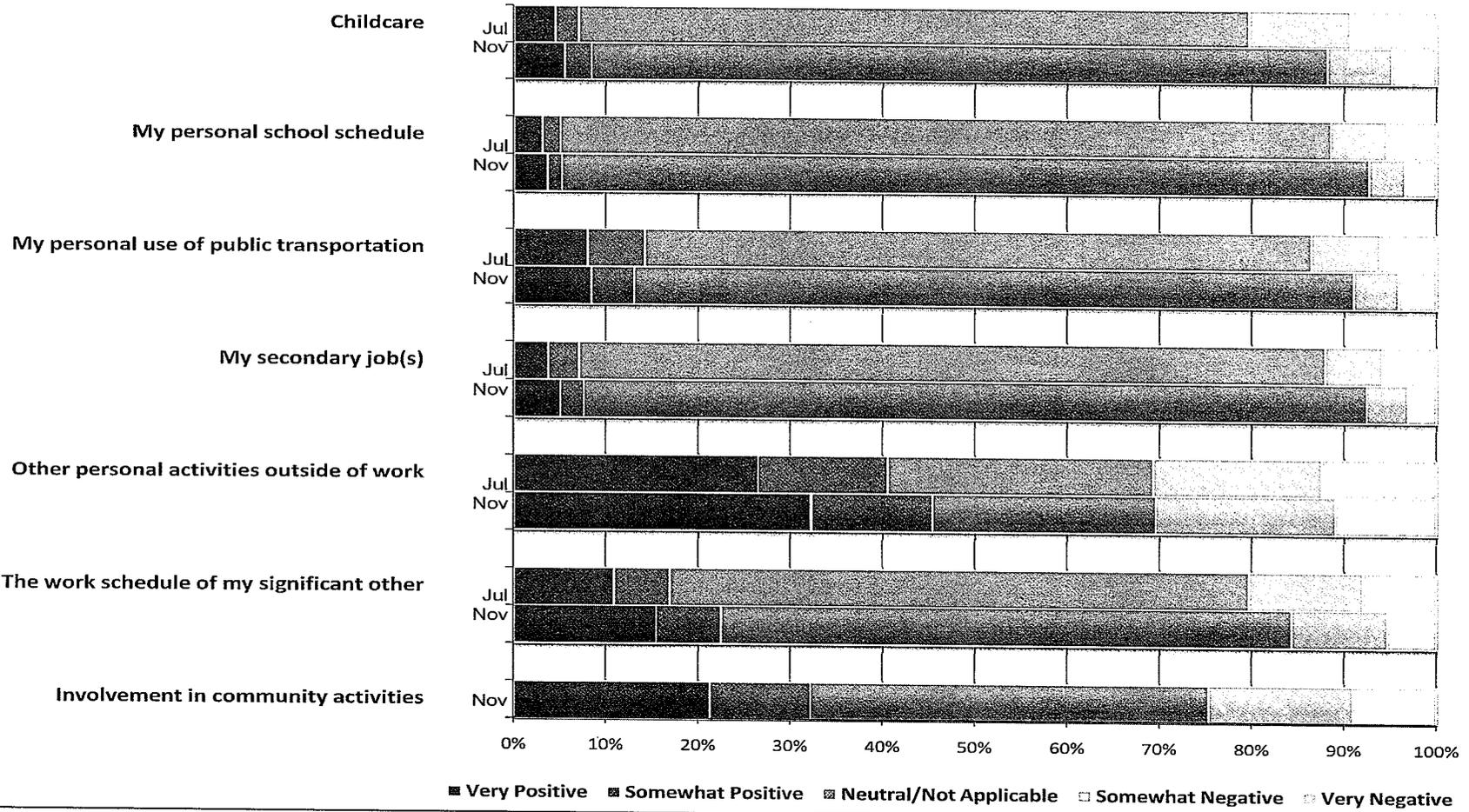
**Summary of Comments
Employee Survey, November 2008**



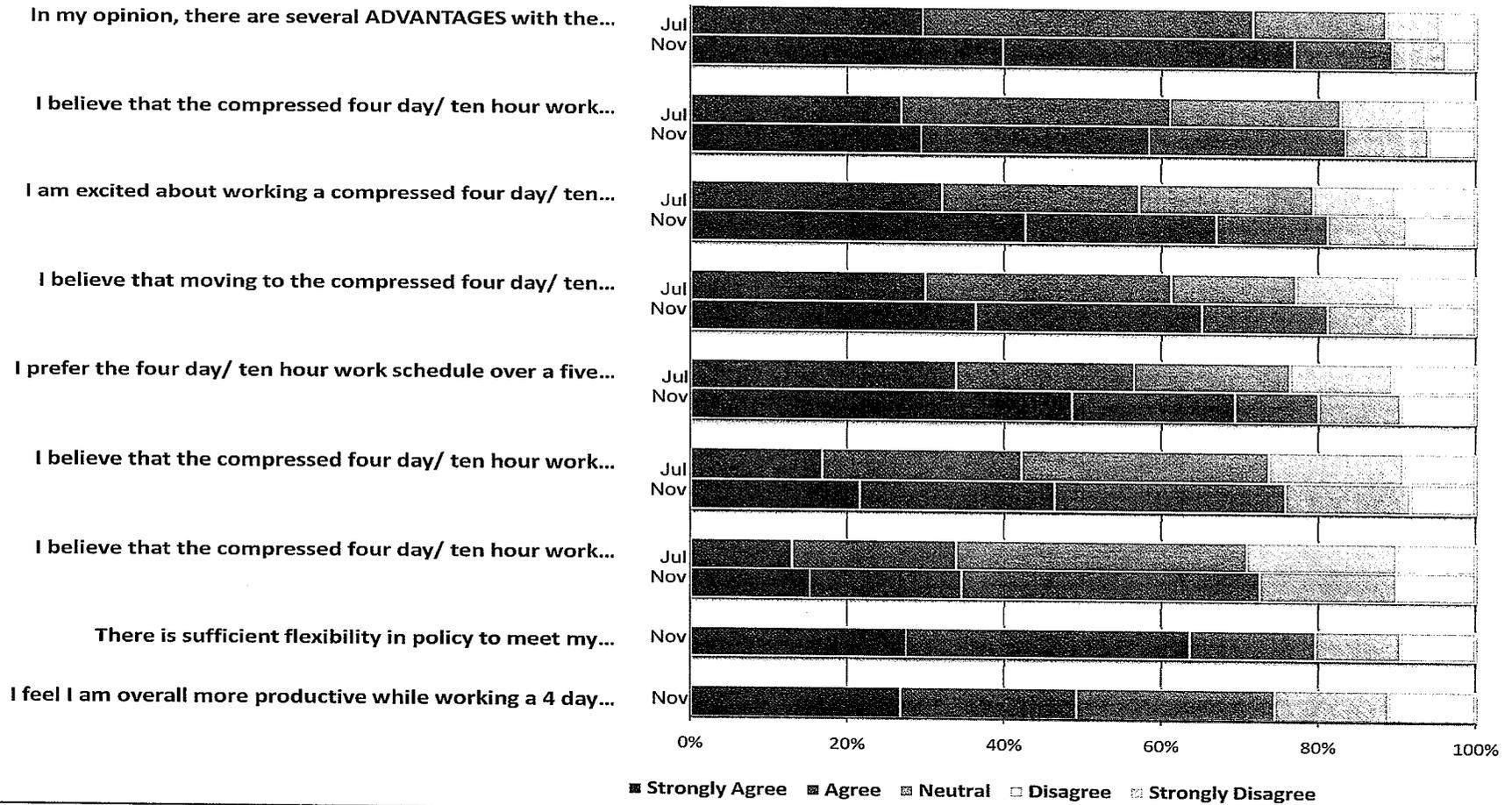
Cumulative Leave Usage (adjusted to account for FTE increases each year)



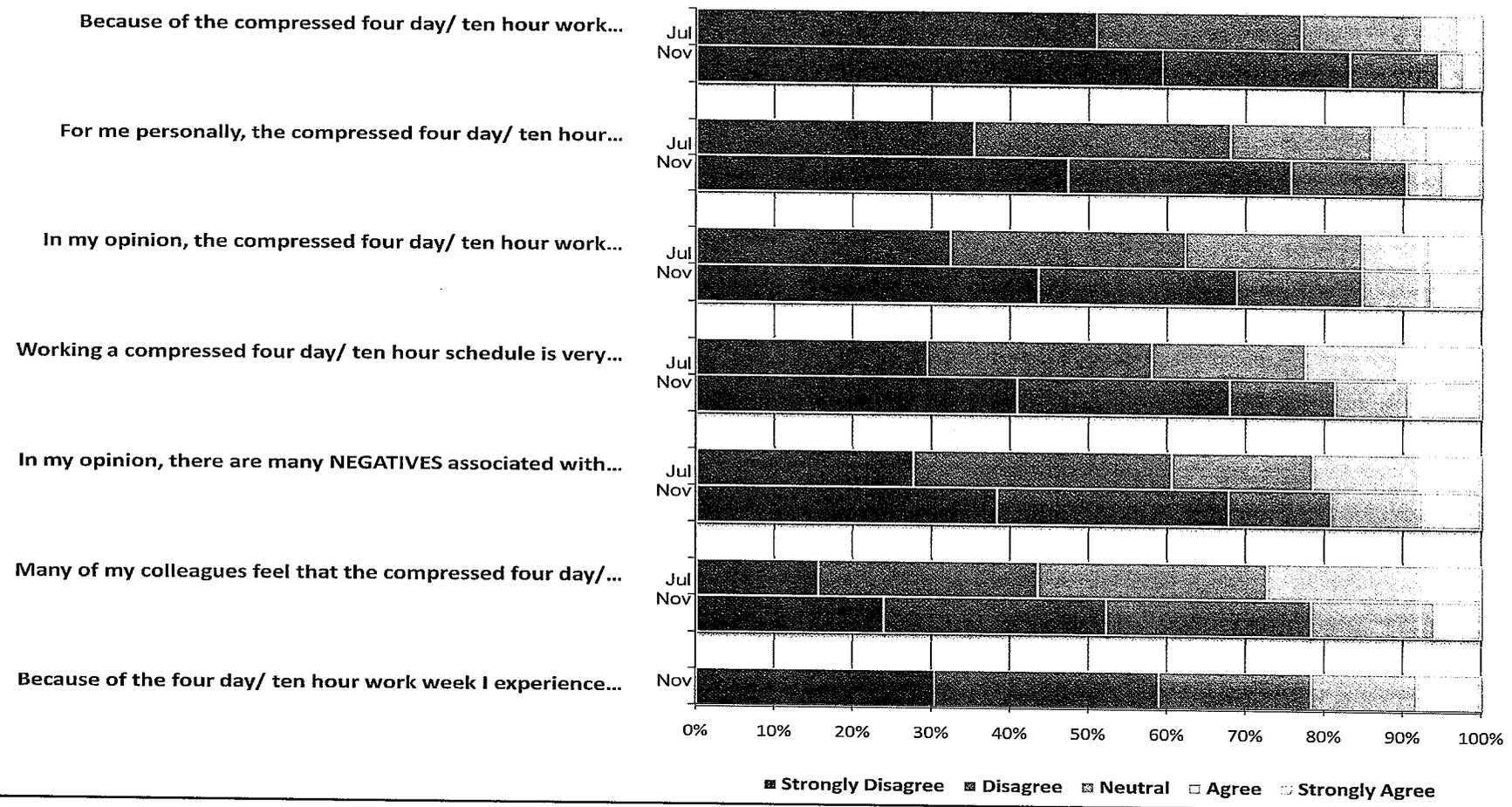
Impact of 4/10s on Personal Life (Light green represents concerns regarding 4/10s)



Positively Worded Statements Toward 4/10s (Lighter green represents concerns regarding 4/10s)



Negatively Worded Statements Toward 4/10s (Lighter green represents concerns regarding 4/10s)



Environmental Impacts



What is the estimated environmental impact?

→ estimated reduction of 12,652 metric tons of greenhouse emissions produced annually

→ estimated reduction of 744,000 gallons of gasoline consumed annually

The principal environmental benefits associated with the Working 4 Utah initiative are reductions in greenhouse gas and air pollution emissions that stem from avoided fuel combustion for State buildings and employee vehicles. The following metrics illustrate the initiative's impact on the environment.

Leading Indicators and Lessons Learned

1) Environmental Benefits

DAS estimates that implementation of the four-day work week under the Working 4 Utah initiative resulted in facility energy savings of 486,815 kWh of electricity and 608 Decatherms of natural gas over a one-month period between August and September 2008. This energy savings corresponds to a greenhouse gas emissions reduction of 507.9 metric tons of CO₂. If this level of energy savings continues over a one-year period, it would result in an annual greenhouse gas emissions reduction of 6,095 metric tons of CO₂. However, because this period does not include typical peak summer cooling or winter heating load, it is possible that annual emissions reductions could be even larger.

DEQ estimates that the annual greenhouse gas emissions reductions associated with changes in employee personal vehicle use is approximately 6,557 metric tons of CO₂. Combined with preliminary annual savings from facility operation, DEQ anticipates total annual greenhouse gas emissions reductions of 12,652 metric tons of CO₂. This is equivalent to taking 2,300 cars off the road for one year.

In addition, DEQ estimates annual air pollution reductions of 0.1 metric tons of PM₁₀, 0.1 metric tons of PM_{2.5}, 20.1 metric tons of NO_x, 0.8 metric tons of SO_x, 27.5 metric tons of VOCs, and 259.8 metric tons of CO from changes in employee personal vehicle use. Assuming early facility energy savings patterns continue, DEQ projects additional emissions reductions of 15.2 metric tons of NO_x (for a total of 35.3 metric tons of NO_x reduced) and 13.2 metric tons of SO_x (for a total of 14.0 metric tons of SO_x) from changes in facility operation resulting from the Working 4 Utah initiative.

2) Commuter Energy Savings

In November of 2008, DHRM conducted a survey of State employees on their commuting practices and vehicle characteristics both before and after the switch to a four-day work week under the Working 4 Utah initiative. The survey resulted in 5,535 complete responses that were then used to assess changes in employee personal vehicle use. (The table below summarizes the survey results).

Applying these results to the 18,255 employees covered under the Working 4 Utah initiative, the new four-day work week should result in over 744,000 gallons of fuel conserved annually. At the current Utah gasoline price of \$1.50 per gallon, this will result in a savings to employees of over \$1.1 million (at \$4.00 per gallon the savings would be almost \$3.0 million). **Note that these estimates do not include potential changes in transit ridership or non-commuter personal vehicle use that may result from the Working 4 Utah initiative.**

The onsite daycare at the Department of Health adjusted operating hours to meet the needs of employees who now work a 4/10 schedule.

The daycare now officially operates from 6:00 a.m. to 6:30 p.m., an hour more on each end prior to the 4/10 schedule. There is also someone there at 5:00 a.m. (as needed) if someone needs to drop off their child earlier.

Parents seem quite satisfied with these hours.

No parental dissatisfaction has been voiced.

DHRMI State Employee Commuting Practices Survey, November 2008

Approximately how many days a week do you CURRENTLY use a personal vehicle to commute to work? (Days)	3.8
Prior to the four day/ten hour work schedule implementation on August 4th, how many days a week did you typically use a personal vehicle commute to work? (Days)	4.5
Reduction in commute days (Days)	0.7
Miles per gallon	24.6
Round trip commute distance (Miles)	28.0
Average commute time in (Minutes)	42.6
Fuel used per average commute (Gallons/day)	1.1
Fuel reduced per week, per employee (Gallons)	0.8



"I talk to other state employees when I commute, and the general consensus is that we are all adjusting, and we like the idea that the state cares about energy efficiency. None of us thinks that the price of fuel won't go back up. We have all adjusted the way we work, to make it more efficient with the bigger blocks of time. I am actually getting MORE done than before. We just worry that it would be so much harder if we ever had to change back-both personally and at work."

"There is more time for activities like golf and skiing. All I can say is, Heaven help us if we ever have to go back to the old five day week."

"Everyone I talk with is envious of our 4/10 schedule."

"Working a 4/10 work week has allowed the opportunity to be with my children more. I volunteer in my son's 3rd grade class every Friday. I help the teacher with copying papers, getting assignments ready for the following week, correcting spelling tests and math papers, and helping children catch up on any missing work. I love the opportunity to be with my child in the classroom."

employee comments
Dept. of Community and Culture

Adjustments



Governor Huntsman's direction to affected agencies focused on implementing the change, and making adjustments along the way. The following is a list of ideas that could be studied during the one-year trial period.

Customer service initiative. Many agencies feel like their customer service-related performance metrics don't provide information that they have confidence in. The State could study different ways to consistently assess customer service satisfaction. Ideas could include process improvement teams or partnering with universities to conduct surveys.

Addressing employee fatigue. Some employees adjust to a longer workday easier than others. Employees might profit from a reminder of options that are available to them (i.e. exercise leave time, voluntary furlough, telecommuting). Managers and supervisors might profit from a forum where they can discuss other ideas on how to provide flexibility to employees.

"Lights-out" campaign. Adjusting the systems in buildings is an important step in reducing energy consumption, but the full potential can't be realized without a change in behavior from the people that occupy the building. An education campaign could be conducted with state employees (i.e. conducting a podcast where the Governor provides a reminder to turn-off lights and computers).

Accelerate the adjustment and monitoring of building systems. In several cases, energy studies were needed to determine the cost avoidance because of a lack of utility meters at specific buildings. Upgrading the controls and meters in buildings will facilitate better consumption habits.

Improve the use of alternative transportation. The employee survey done in November showed that the negative impact of the initiative on commuters using transit was less than anticipated (9% actual instead of 14% anticipated). While this is encouraging, the amount of employees impacted is significant. The State could study different ways of encouraging carpooling with the UTA website or developing one specific to state employees.



Initiative Performance Report Baseline Draft

August, 2008



The purpose of this report is to present the methodology used to evaluate the collective impact of Governor Huntsman's initiative to adjust the business hours of state agencies. The estimates used in this report were gathered as the initiative was implemented, and will be replaced with actual data in six months. A final report will be developed after one year and will contain a summary of impacts as well as a recommendation about whether the change should be made permanent.

For more information, please contact:

Mike Hansen
Utah Governor's Office of Planning and Budget
801-538-1556
mhansen1@utah.gov

Overview

The theme of Utah Governor Jon Huntsman's administration has been the promise of a new day for government in Utah. His emphasis has been on four key areas: economic development, education, quality of life and governance. In an effort to be innovative and creative in the way government services are rendered, Governor Huntsman announced the Working 4 Utah initiative on June 26, 2008.



The initiative was born as a bold move to address a multiplicity of issues including energy, extended service, employees, and environment. The initiative is intended to extend state government services that are not already available during extended hours and weekends from 7:00 a.m. to 6:00 p.m., Monday through Thursday to better serve the public and increase employee morale, while being environmentally responsible in an era of soaring energy costs.

Modifying the way that the State provides its services provides leadership to other levels and branches of government. A number of other public sector entities are watching to see how Utah's experiment plays out. If successful, it can be expected that the 'multiplier effect' of Utah's leadership will result in positive changes that reach beyond the scope of state government.

Energy: state savings on building operational costs, as well as spreading the load on transportation infrastructure.

Extended Service: improved availability of State services beyond the traditional workday.

Employees: quality of life benefit to existing State employees, as well as an increased ability to recruit new talent.

Environment: reduced energy usage correlates to reduced CO2 emissions.

Preliminary Economic Analysis

REMI Policy Insight was used to model the dynamic effects of instituting a 4/10 work week for state employees. Preliminary analysis suggests that state employees will save approximately \$6 million a year in vehicle operating costs and that the State will save approximately \$3 million per year in building operation costs. The result of reallocating \$6 million in consumer expenditures on vehicle operation to the purchase of other goods and \$3 million in utility consumption to non-residential investment yields an additional \$5 million in State Gross Domestic Product.

Modeling the dynamic effects of employee and State savings is only a piece of the economic impact of the policy change. Other components include the opportunity cost of an employee's commute time, the value of environmental impacts, and the value of better customer service. Data gathered in the Working 4 Utah research project will allow us to add these components to the analysis at a later date.

ECONOMIC IMPACT BASED ON CURRENTLY AVAILABLE ESTIMATES:	
Employee savings on vehicle operation	\$6,000,000
State savings on utility expenses	\$3,000,000
Additional GDP due to reallocated expenditure of savings	\$5,000,000
TOTAL \$14,000,000	

TO BE QUANTIFIED BASED ON BASELINE RESEARCH OUTCOMES:

1. Verify employee vehicle-related savings
2. Verify state savings on building operational costs (utilities, cleaning/maintenance, etc)
3. Value of time saved by commuting during non-peak hours
4. Value of environmental impacts
5. Value of improved customer service



Working 4 Utah FAQs

Revised: August 18, 2008

These FAQs were previously distributed to all State Agency and Human Resource leaders.

Q: What will be the standard business hours for state offices?

A: Standard business hours for state offices will be 7:00 a.m. – 6:00 p.m. Monday through Thursday. Agency management will have discretion regarding scheduling of staff. However, the State's standard business hours will be 7:00 a.m. – 6:00 p.m. and agencies will be responsible for coverage during these hours.

Q: When will the 4-10 hour shifts and Monday through Thursday schedule go into effect?

A: The 4-10 hour shifts and Monday through Thursday schedule will go into effect for all agencies on August 4, 2008. This program will remain in effect as a one year pilot program until August 2009. At that time, the program will be evaluated and a determination made as to continuing or discontinuing the program.

Q: Will employees have a transition period to manage day care and other personal scheduling issues?

A: Yes. Agency management will have flexibility during the implementation of the compressed workweek to help employees transition to new schedules. This will be individual to each agency as they work to ensure that customer service needs are met.

Q: How will holidays be handled?

A: For this one year pilot, state offices will be open on Columbus Day. All of the other ten holidays, state offices will be closed. Employees who work the four 10-hour shifts, the five 8-hour shifts, or any other work schedules will receive the 10 hours of holiday leave on each of the ten celebrated holidays. Employees who work the four 10-hour shifts will only work 30 hours on weeks where the celebrated holiday falls on a Friday **beginning with July 4, 2009**. Employees that work the five 8-hour shifts will only work 30 hours on any week that includes a holiday **beginning on Labor Day 2008**.

Q: Will state employees work on Veterans Day?

A: State offices will be closed on Veterans Day.

Q: How will the State make the change from 8 hours of holiday pay to 10 hours of holiday pay mid-way through the calendar year?

A: The Department of Human Resource Management rules will be changed effective August 4, 2008 to reflect 10 hours of holiday pay for employees. Prior to August 4, 2008, employees received a maximum of 8 hours of paid leave for each holiday designated as paid holidays. From August 4, 2008 forward, holidays will be paid to employees at a maximum of 10 hours per holiday. For the pilot period of August 4, 2008 to August 2009, employees will receive 10 hours for each of the celebrated holidays.

Q: Lunch and breaks?

A: A lunch period is not legally required. On July 1, 2008, the DHRM rules will no longer require a lunch period. However, managers will have authority to require a minimum 30-minute uncompensated lunch period for their employees. Breaks will remain the same.

Q: Will overtime requirements change?

A: No. The same overtime rules will apply to the 10-hour shifts.

Q: What if an employee is unable to work a 10-hour shift?

A: Employees who are not able to work a 10-hour shift (i.e. Americans with Disabilities Act) may negotiate with their supervisors for alternative shifts providing any necessary documentation to support this need.



Q: Will “on-call” for weekends now include Fridays?

A: This will be at agency discretion based on customer service needs.

Q: Will telecommuting be an option on Fridays?

A: Telecommuting decisions will be at agency discretion based on business and agency needs. During the pilot period, and specifically during the implementation period, there will be flexibility on telecommuting schedules. Agency telecommuting agreement forms must be completed.

Q: Can employees work a flexible schedule outside of the 7:00 a.m. to 6:00 p.m. schedule?

A: Yes. These decisions will be made at the agency level based on business and agency needs. If an employee works a schedule other than 10 hours per day, agency management is encouraged to have the employee sign a work schedule agreement. This form may be obtained from your DHRM field office or it can be found on the employee gateway at www.employeegateway.utah.gov. Click on the “Employment” tab then go to “Forms” and then to “Personal Information Forms”.

Q: Will the policy on exercise time change?

A: There will be no changes in the policy regarding the amount of time an employee can use for exercise. Whether or not exercise time is allowed is up to agency discretion.

Q: Will casual Fridays become casual Thursdays?

A: This is up to agency discretion.

Q: Will pay periods and paydays change?

A: No. Pay periods and paydays will remain the same.

Q: Is there a list of childcare providers that offer extended service hours? Where can I get help if I have childcare issues?

A: There is no list of childcare providers that offer extended service hours. This is due to the difficulty of keeping such a list accurate and up-to-date. However, there are resources available to assist those with childcare issues. First, discuss your childcare needs with your current provider **immediately** to determine if the current provider can meet your needs. If your current provider is not able to meet your needs, contact the Department of Workforce Services/Office of Child Care for help in your search for providers to meet your needs. The Office of Child Care can be reached at www.jobs.utah.gov/occ. Their website has a map that lists regional resource and referral offices by county that can assist you in your search for a childcare provider. You may also contact the Office of Child Care by calling (801) 526-4340 or (800) 622-7390.

Q: How will funeral leave be compensated?

A: DHRM rules will be changed to compensate employees with up to three days of funeral leave based on an employee’s “normal work schedule”. The maximum number of funeral leave hours allowed will be 30 hours. For example, if an employee’s normal work schedule is four 10-hour days, the employee may receive a maximum of 30 hours of funeral leave. If an employee’s normal work schedule is five 8-hour days, the employee may receive a maximum of 24 hours of funeral leave.

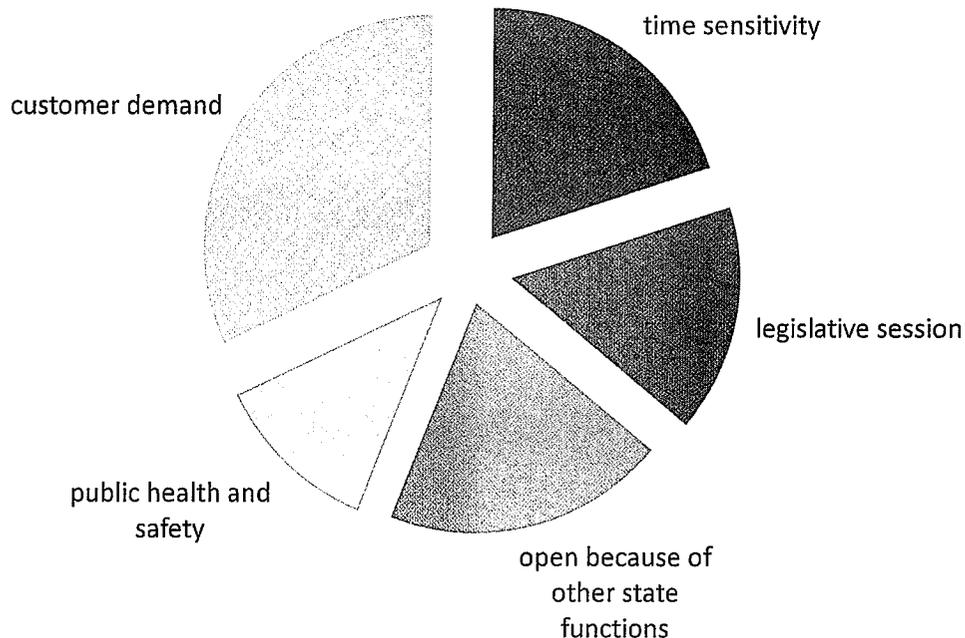
Implementation Planning



At the outset of the project, it became clear that the change would require a high degree of leadership. Consequently, the Governor's Office asked agencies to develop an implementation plan and communicate their efforts through the following survey.

1. *The scope of this initiative involves modifying the availability of all public services, except for those deemed by the Governor's Office as "essential". Please provide a list of all offices in your department, including those that cannot accommodate the 7:00 a.m. to 6:00 p.m., Monday through Thursday schedule (i.e. Highway Patrol, UDOT snow removal, etc). Please include justification for those offices that can't follow this schedule.*

Requested Exemptions



Innovations by Agencies

The Department of Technology Services will use the current Service Level Agreements that are in place with each agency to monitor the effects of the Governor's initiative.

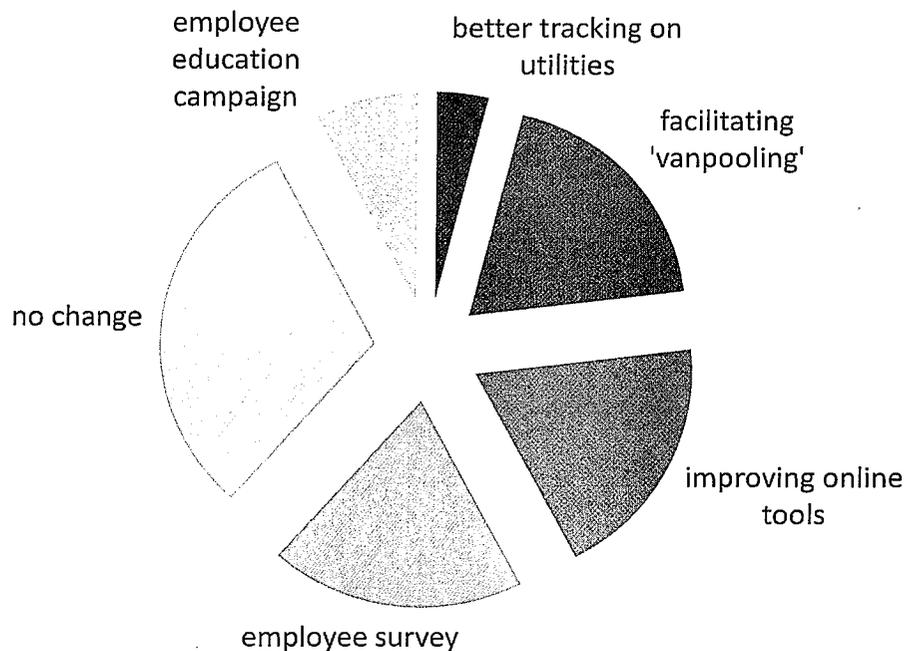
The Department of Workforce Services has approximately 300 employees who telecommute exclusively. They will also be moving to the new schedule.

All offices and departments within the Utah National Guard implemented a four day work week in 1992.



2. The cost and benefit impacts of this initiative will be evaluated during its first year. Please identify specific strategies your agency(s) will employ to ensure the highest level of benefits from this change.

Benefit Strategies



Innovations by Agencies

The Department of Agriculture and Food developed a map of the Wasatch Front showing where each employee lives. This was accomplished to encourage employees to develop a carpool with neighboring workers.

The Alcohol Beverage Control conducted an energy efficiency/awareness campaign with its employees. The central piece of this campaign is department executives leading by example.

The Department of Human Resources(DHRM) began pointing employees to the Employee Gateway and DHRM's website as locations for up-to-date information regarding HR office hours of operation and contact information.

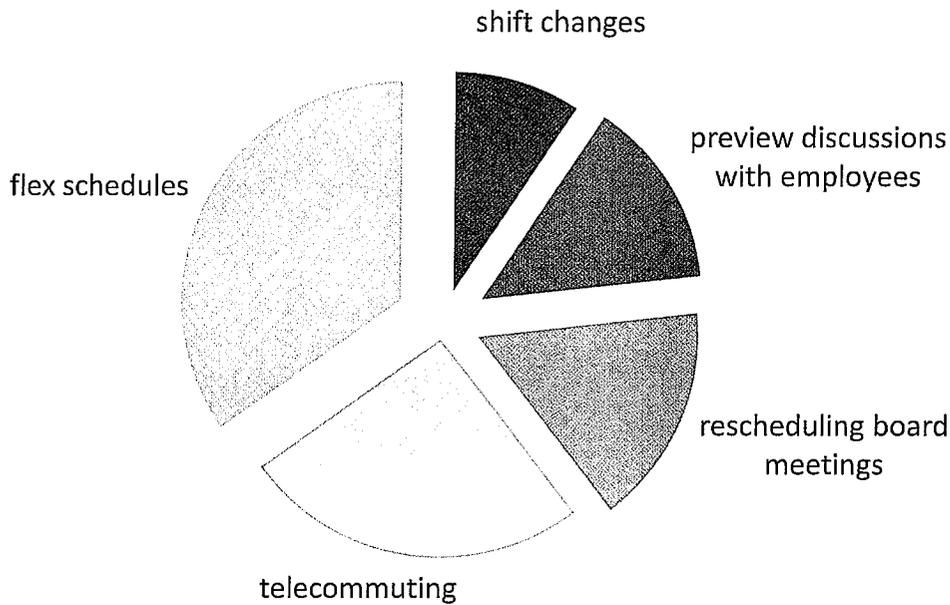
As a part of the initial implementation, the Division of State Parks and Recreation offered all state employees free entrance to any state park on August 8th (the first Friday that the State was closed).

The Department of Public Safety is developing ways to formally recognize employees that 'go the extra mile'.



3. Please describe the efforts you will be making to mitigate the disruption to your employees.

Employee Accommodations



Innovations by Agencies

In order to reduce employee fatigue, the Division of Corporations and Commercial Code implemented cross-training and rotating 2- and 3-hour shifts for employees who work telephones, answer online chat questions, provide front desk customer service, perform data entry, and process documents.

The Department of Community and Culture scheduled presentations by Healthy Utah for annual Spring and Fall meetings with all employees. Topics included Stress Management, Healthy Eating, etc.

The Department of Human Services re-evaluated their reimbursement policy for UTA passes and employ Eco-passes at locations with the new schedule where the business case warrants.

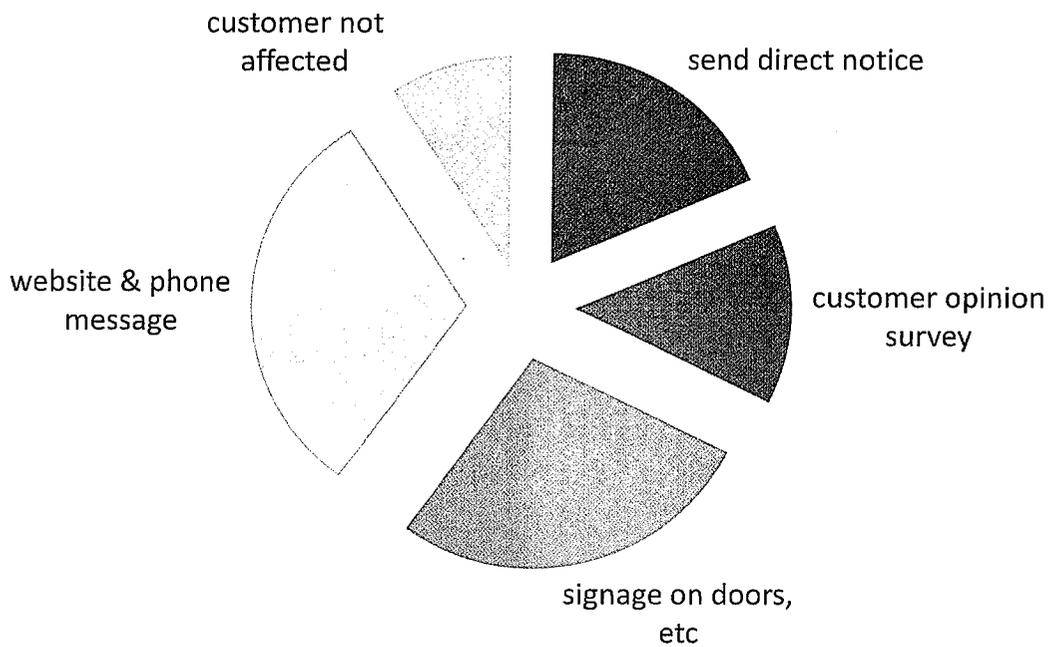
The Department of Natural Resources formed an implementation committee consisting of employees with varied demographics, work routines and job requirements

The Governor’s Office of Planning and Budget intends to conduct three employee opinion surveys during the implementation phase.



4. *The initiative is intended to benefit not only those providing services, but those who receive them. Please explain how you will communicate with and monitor the effect of this initiative on your customers.*

Customer Communication



Innovations by Agencies

The Governor’s Office established a hotline (801-538-1808) and webpage that provides information on the availability of services <http://www.utah.gov/governor/offices/extended-hours-service.html> .

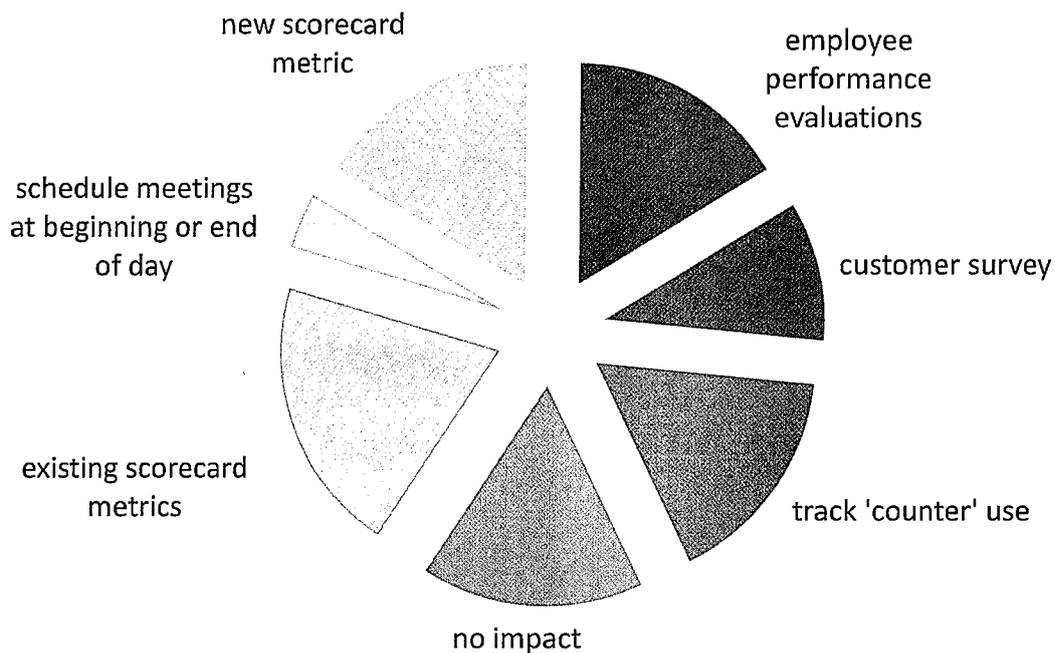
The Department of Corrections forms notifying probationers and parolees of reporting hours were modified to reflect the new office hours. The Department will take care to inform the public that the initiative will not impact visiting hours at the two state prisons, an area of concern for family members of inmates.

Wildlife Resources’ internet site is the most highly utilized site in state government. Division of Wildlife Resources will reverse an e-mail to their database of hundreds of thousands of customers to provide this information.



5. Any cost savings realized could be mitigated by a reduction in performance. Please explain those efforts you will be making to ensure that you maintain productivity (i.e. new scorecard metrics, etc).

Maintain Productivity



Innovations by Agencies

The Department of Administrative Services is creating a new scorecard metric that will measure each agency's monthly energy use and compare it to same period in the year prior.

The Commerce Department will be monitoring online adoption rates of services by their customers.

When practical, meetings typically scheduled for the beginning or the end of the day will be scheduled to start either earlier in the morning or later in the afternoon for DHRM and GOPB.

As a fun way to kickoff this new initiative, senior managers in the Department of Natural Resources welcomed employees at 7:00 a.m. with pastries during the first week. Each afternoon of that week, they offered a "seventh hour stretch" sugar-laden refreshment.

The Department of Workforce Services is preparing a return on investment survey that can be used to assess each region's productivity.

Energy Impacts



What is the impact on the State's use of energy?

The strategy to maximize energy conservation involves agency changes in maintenance practices as well as a monitoring of the actual cost savings realized. The following metrics will provide insight on the energy impact of the change:

1) Agency adjustments

To ensure optimal use of building mechanical and lighting systems, state agencies will:

- monitor monthly energy usage
- modify system operating hours as needed to support Working 4 Utah business hours
- target systems to support only the occupied zones in partially used buildings
- renegotiate lease agreements where possible to accommodate Working 4 Utah schedule
- co-locate essential services that need to continue current hours of operation

2) Energy usage & cost savings measurement

EPA's Portfolio Manager is the tool we are using to benchmark energy usage and energy performance in state owned buildings. Portfolio Manager provides a secure environment for centralized and decentralized organizations to share energy information and DFCM will have access to each of the agencies' energy data. The energy baseline year is FY07 which runs from July 06 through June 07.

Each state agency that pays utility bills is required to have all energy consumption and cost data entered including the baseline year and energy data through June 2008 by December 2008. The agencies will be required to enter the energy data into EPA's Portfolio Manager on a monthly basis.

Initial Baseline Results

We are currently working with the state agencies in entering the data into Portfolio Manager. Each agency has been trained on this tool and several have already completed the initial data entry. However, we have some issues to overcome with a few facilities, and then we need to verify and correct any deficiencies with the data.

Extended Service Impacts



How does the public view the initiative? Does it create a positive impact on them?

The general impact on the public is difficult to quantify because of the different ways that the public interfaces with state government. The following metrics will provide insight on the public's opinion of the change:

1) Agency –specific monitoring of customer opinion

Agencies currently utilize the balanced scorecard to monitor their performance. Many of them are making the following changes:

- measure the 'counter-use' by time-of-day
- modify existing customer service surveys
- improve monitoring of the utilization rate of online services
- monitor wait-times (i.e. DMV)

2) Track the type of concerns expressed to the Governor

The Governor's Office of Constituent Affairs will monitor the number of contacts that are made on the issue of the Working 4 Utah initiative. They will track these contacts by issue.

3) Public opinion survey

A formal public opinion survey will not be conducted as part of the baseline because information on actual experiences is more valuable than opinion on a proposal. The State might conduct a survey at the end of the one-year implementation period if feedback from the other metrics shows something unexpected.

Initial Baseline Results

Public opinion seems to be generally positive. Media attention has been widespread and informed. A number of other states, counties, and cities have contacted the State looking for advice on how to implement a similar initiative.

Employee Impacts



*How is the initiative received by current employees?
How does it affect future/potential employees?*

The impact on people currently employed by the State is the highest concern because it is clear that the impact on some will be significant. There are two sources of data that will help decision-makers understand the impact on employees:

- 1) **System data:** The Department of Human Resources intends to gather data from our existing Human Resource Information System (HRIS) to track turnover rates, recruitment acceptance/rejection rates, and the use of leave. They have historical data for each of the measures with which we can compare any changes that occur with the new compressed 4/10 work schedule.
- 2) **Survey data:** Other information will be gathered using employee surveys. A baseline employee survey was sent out to all employees once they were notified of the change in work schedules, but before the 4/10 work schedules actually started. At least two follow up surveys will be conducted, one a few months into the 4/10s schedule, and another at the end of the pilot. Surveys will be sent to all executive branch employees to gather information on their attitudes toward the 4/10s as well as the impact of the 4/10s on various aspects of their personal life.

Initial Baseline Results

The initial survey that was conducted in July, 2008 demonstrated a positive opinion of a significant majority of current employees.

Employee Work Preference

Initial baseline survey results indicate that in general about 60% prefer the 4/10s schedule, 20% of state employees would prefer a 5/8s schedule, and 20% are neutral. Approximately 40% indicated that the new schedule would have a positive impact on activities outside of work.

Commuting

For employees, one anticipated result of shifting to the 4/10s schedule is a decrease in costs related to commuting. The baseline survey results indicate that a majority of employees (61%) believe that the 4/10s schedule will reduce commute costs.

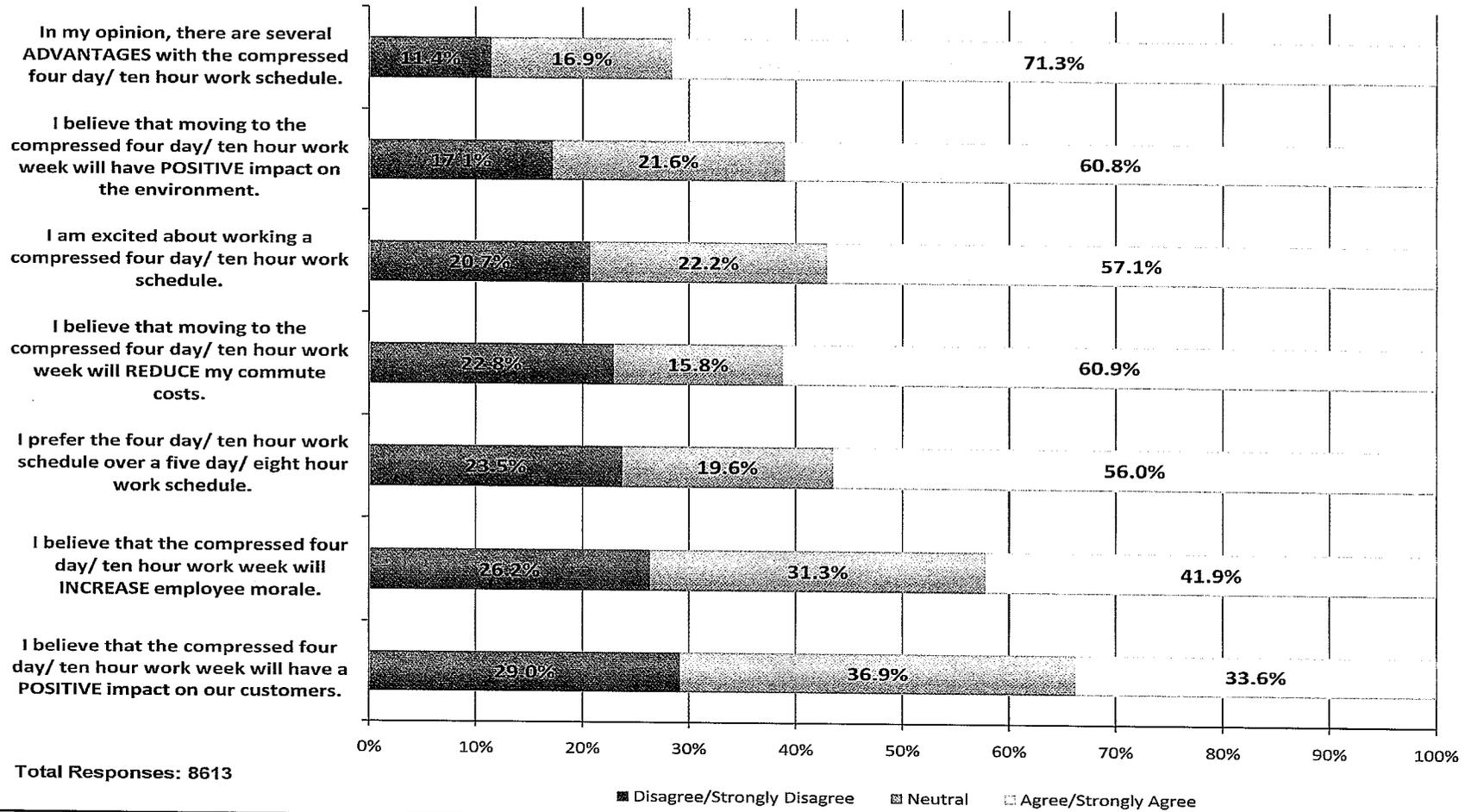
Employee Issues

The negative impact of the 4/10s schedule would appear to involve the lack of services available to employees who will be working earlier and later in the day. In the baseline employee survey, 20.3% of the respondents indicated the new schedule will have a negative impact on childcare, 13.5% indicated a negative impact on the use of public transportation, and 11.4% indicated a negative impact on school schedules.

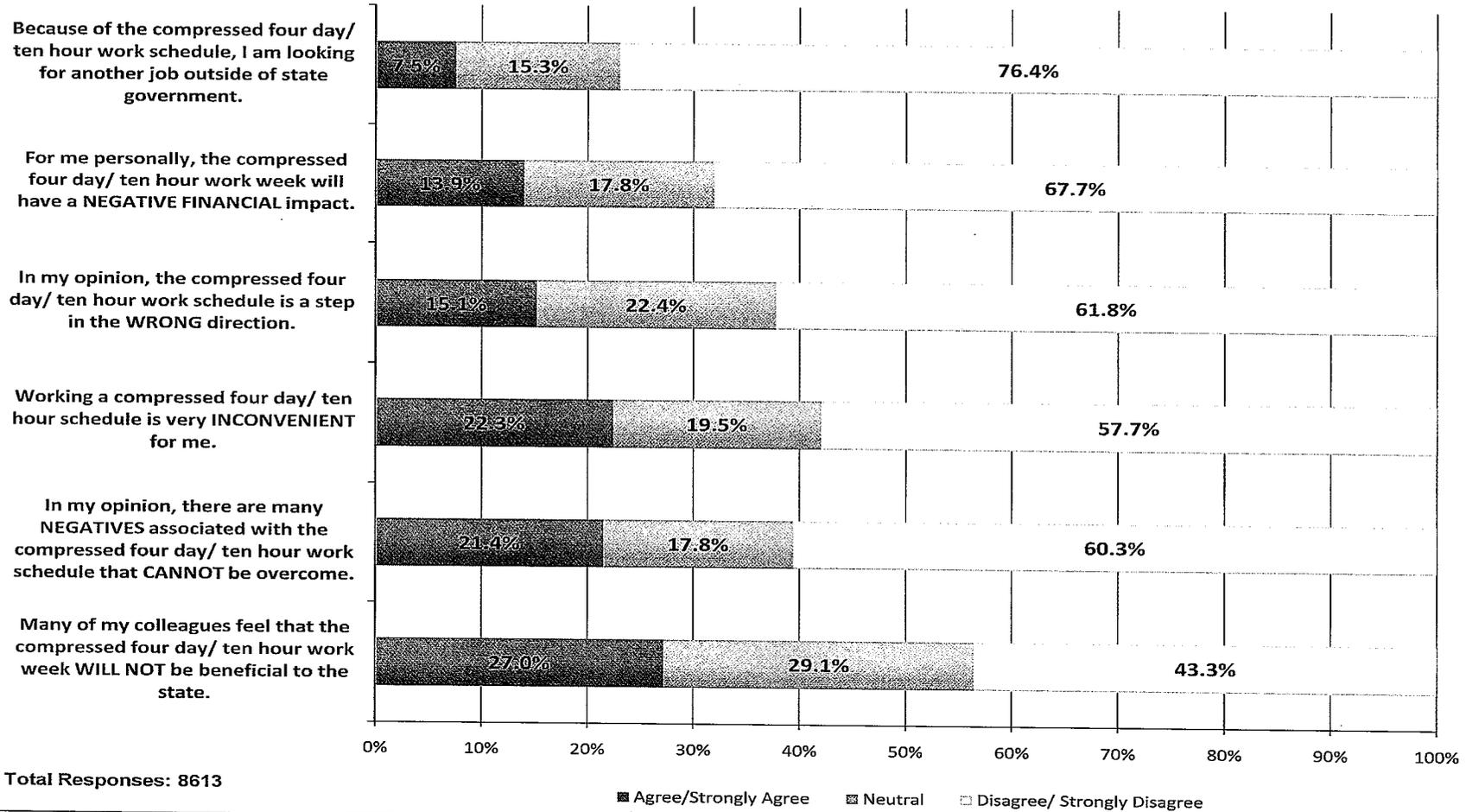
Organizational impacts

Agencies are anticipating a slight increase in the number of employees terminating their employment initially. However, they are also anticipating an increase in applications on the recruitment side. Each of these will be measured and compared with data from previous years. Agencies also intend to closely watch the use of leave time, and anticipate that the extra day off during the week will decrease the need for employees to use their leave.

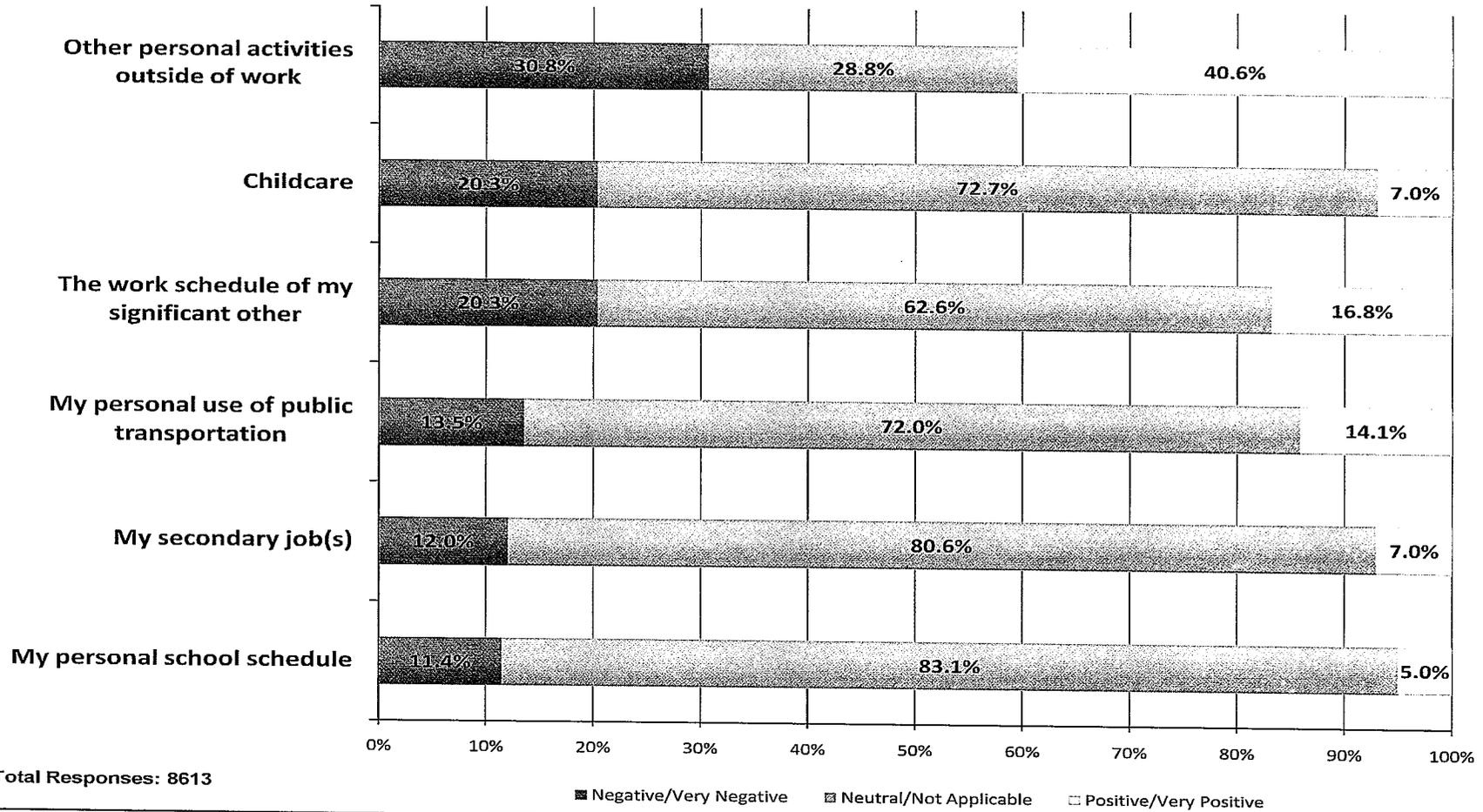
Positively Worded Statements Toward 4/10s (Dark Green represents concerns regarding 4/10s)



Negatively Worded Statements Toward 4/10s (Dark Green represents concerns regarding 4/10s)



Anticipated Impact of 4/10s on Personal Life (Dark Green represents concerns regarding 4/10s)



Environmental Impacts



What is the estimated environmental impact?

The principal environmental benefits associated with the Working 4 Utah initiative are reductions in greenhouse gas and air pollution emissions that stem from avoided fuel combustion for State buildings and employee vehicles. The methodology used for this analysis includes the following:

1) Greenhouse gas emissions

For State buildings, DFCM estimated anticipated building energy savings by evaluating historical energy consumption data for six State buildings. Electricity savings (in kWh) and natural gas savings (in therms) were then converted to CO₂ emissions reductions using U.S. EPA Emissions & Generation Resource Integrated Database (eGRID) state level electricity emissions factors and data from the U.S. Department of Energy, Energy Information Administration (EIA). CO₂ emissions reductions associated with both energy sources were then summed to estimate total annual building greenhouse gas emissions reductions.

For employee vehicles, DHRM conducted a survey of state employees that work in the six State buildings noted above. The survey collected information on daily commute distance, vehicle fuel economy, and related commuting practices. These data were used to estimate annual fuel savings in gallons which were then converted to metric tons CO₂E using a carbon coefficient from U.S. EPA (<http://www.epa.gov/cleanenergy/energy-resources/refs.html>).

Estimates of avoided emissions from State buildings and employee vehicles were then summed to provide total estimated annual CO₂ emissions reductions associated with the six building sample.

2) Air pollution emissions

Estimates of air pollution emissions reductions associated with building and vehicle fuel savings are difficult to reliably estimate due to the complex interaction of the numerous fuels, equipment specifications, and other factors involved. However, it is generally accepted that reductions in fossil fuel combustion will lead to lower air pollution emissions. The State of Utah will work throughout the pilot program to develop a methodology to quantify the effects of the Working 4 Utah program on non-greenhouse gas air emissions.

Initial Baseline Results

Data on the environmental impacts of this initiative will be available in future versions of this report.

Secondary Impacts



As the initiative was developed, a number of issues came to light. These issues were significant to some, but not to all. As part of the implementation process, the Governor called for innovation to mitigate their impacts. Most of these issues were not analyzed as part of this report, but are provided for those considering a similar initiative.

Comprehensive list of buildings. In a number of cases, closing buildings entails a revision to existing cleaning and maintenance contracts. This process could not begin until a detailed list of affected buildings could be generated. This list was also needed for state mail services and to better estimate utility savings.

Legal definition of “business day”. The legal definition of a business day can affect program performance and customer service issues. For example, an application filed on a Saturday, Sunday, or holiday would be effective the “next business day”. If Friday is formally declared as a non-business day, applications and verifications received that day would follow the same protocol. This is necessary in order to track timeliness performance outcomes for a number of the programs. Without a declaration, and Friday is considered a regular business day, and the State’s ability to meet certain required federal performance standards would be compromised.

Existing carpooling arrangements. Most of Utah’s administrative functions are located in the Salt Lake City area. Employees that carpool with non-state commuters were often forced to find alternatives.

Retail operations. There are a few retail functions (Capitol Gift Shop, cafeterias, DNR bookstore, etc) that need to remain open on Fridays.

Administrative systems and rules. Changes in one rule lead to changes in other rules. The net effect was a consolidation and simplification of some existing rules, as well as a few new ones that needed to be developed.

Accounting for employee holiday pay. One of the goals of the initiative was to be a net benefit to state employees. However, holiday pay has traditionally been budgeted for only eight hours. Without a change, employees would have to use two hours of their annual leave for legal holidays. The State explored the idea of having state employees work some holidays they have traditionally had off of work.

Transit operations. Transit services are not provided directly by state government. The Utah Transit Authority was advised that the change would take effect in August, but their bi-annual ‘change day’ was aligned with university schedules. This presented a short-term problem for commuter bus and train riders.

Note that this list will be amended with the lessons are learned over the course of the one-year implementation period.