



CITY OF BEVERLY HILLS STAFF REPORT

Meeting Date: August 2, 2011
Item Number:
To: Honorable Mayor & City Council
From: Mahdi Aluzri, Assistant City Manager
Subject: Request by Councilmember Mirisch to Discuss the City's Alternative Work Schedule
Attachments:
1. Work Schedule Survey - 2009
2. Work Schedule Survey - 2008

INTRODUCTION

This report transmits a request by Councilmember Mirisch for City Council discussion of the City's Alternative Work Schedule specifically the 9-80 program most non-sworn employees are currently scheduled on.

A traditional work schedule is one that requires employees to work a 5/40 schedule (eight hours per day, five days per week). By contrast, an alternate schedule is one that allows employees to work schedules that require alternate work days per week with varying hours per day. Such alternate schedules have been implemented for a variety of reasons and are common in both the private and public sectors. The City of Beverly Hills has a variety of alternate schedules. For example, in the Police Department, most police officers and dispatch staff work a 3/12 schedule (3 days per week, 12.5 hour shifts which is common in municipal settings around the country). Some staff through out the City, work a 4/10 schedule (4 ten hour days). However, the most common schedule is the 9/80 schedule (one that requires employees to work ten hour days /9 days every two weeks). The longer hours each day allows for earlier City Hall openings and later

closings. In most of these alternate schedules, employees still work the traditional 80 hours over a two week-work period. Most Management, Confidential, and Executive staff work more than 80 hours without overtime pay but rather are allotted a certain number of administrative leave hours yearly.

DISCUSSION

In 1990 the South Coast Air Quality Management District (AQMD) required all employers with more than 100 employees to implement plans to reduce peak-hour commute trips by 20%. This mandate applied to the hours between 6AM to 10AM. The City considered several alternative means to meet the AQMD standards including:

- Car-pooling
- Van-pooling
- Financial incentives for car-poolers
- Parking fees for those not car-pooling
- Alternate work hours (starting some employees before 6AM or after 10AM)
- Telecommuting

The 9/80 work schedule was added to the list of authorized schedules effectively reducing the number of trips from home to work for City employees opting for this schedule by close to 10%. Other measures were also implemented on experimental basis but the 9/80 schedule was found to be most cost-effective and operationally easy to administer. Neighboring cities such as Santa Monica, West Hollywood, Culver City and portions of Los Angeles County and City of Los Angeles also implemented a 9/80 schedule at about the same time or did other measures like closing every other Friday. Please note that the AQMD mandate was repealed in 1995 but the 9/80 schedule or Friday closings have been retained by many Cities because it offered longer service hours and was very popular with employees and accepted as common practice by customers.

Over the years, the 9/80 schedule has undergone modifications and has proven to be a valuable recruitment and retention incentive. In the current version of the 9/80 schedule at Beverly Hills, City offices are open 5 days per week with most employees on 9/80 schedule being off on alternate Fridays. Thus, through this staffing model there is adequate staff for each work group on duty each Friday. An added benefit of the 9/80 schedule however is that customers get an extra hour of service each day from Monday to Thursday. This equates to 4 hours of extra service hours per week or 208 extra service hours per year. The longer service hours of 7:30AM to 5:30PM (as opposed to 8AM to 5PM) are also appreciated by many residents and businesses.

Given that most employees that work for the City drive long distances to work, providing a 9/80 schedule not only continues to be good for the environment and regional air quality, but also allows the City to be competitive when attracting

candidates to work for the City. The 9/80 schedule has been negotiated and is reflected in the various labor MOUs. Any alterations to a represented employee schedule require a meet and confer process. Attached are two surveys one conducted by staff from the City of Rancho Santa Margarita in 2008 which included 31 cities of which 24 or 77% provided a 9/80 schedule. The second survey was conducted by Beverly Hills City staff in 2009 and included 58 cities of which 36 or 62% provided a 9/80 schedule. Many of the cities close on Fridays or every other Fridays.

In Southern California, 334 employers with more than 250 employees offer some sort of "alternative" or "compressed work week" scheduling.

- 82% offer 4/10 schedules - wherein employees work 4 ten hour days per week.
- 61% offer 9/80 schedules - 8 nine hour days and 1 eight hour days in 2 weeks.
- 52% offer 3/12 schedules - 3 12.5 hour days per week.

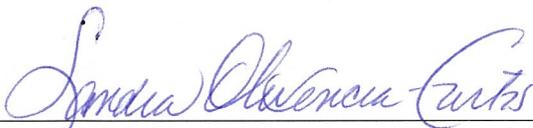
BUDGET/FISCAL IMPACT

There is no impact to the City of a 9/80 work schedule.

RECOMMENDATION

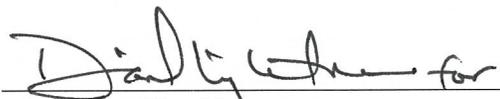
None

Sandra Olivencia-Curtis



Human Resources

Mahdi Aluzri



Assistant City Manager

Attachment 1

Work Schedule Survey Conducted by BH staff 4/27/09

Organization	Respondent	Work Schedule	Comments
Agoura Hills, City of	Christy Pinuelas	9/80	
Aliso Viejo, City of	Gina Tharani	9/80	
Bell Gardens, City of	Rafaela King	4/10	
Beverly Hills, City of	Scott Miller	9/80	We are on an internal 9/80 and are open 5 days a week
Calexico, City of	Judith Hashem	9/80	9/80 work schedule for most non-safety employees
Colton, City of	Lorraine Armstrong	4/10	
Colton, City of	Dilu de Alwis	4/10	The City of Colton is on a 4/10 for all except Fire. Colton is a full service city and has Electric/Water/Wastewater.
Costa Mesa Sanitary District	Teresa Gonzalez	9/80	The Costa Mesa Sanitary District has a 9/80 work schedule with the administrative office closed every other Friday. The field crew also has a 9/80 with every other Monday off.
El Segundo, City of	Deborah Cullen	9/80	
Fillmore, City of	Leonore Young	9/80	City of Fillmore works 72.5 bi-weekly. We are on modified 9/80 schedule.
Goleta, City of	Tina Rivera	9/80	We're on an optional 9/80.
Hi-Desert Water District	Ed Muzik	9/80	We are on a 9/80 work schedule but thinking about changing to a 4/10.
Huntington Beach, City of	Robert Sedlak	9/80	The City of Huntington Beach is on 9/80 for most of City hall..4/10 for certain positions in the police dept. We do not close on Fridays..we have half staff in most depts.
Indio, City of	Susan Mahoney	4-9	Currently 4-9's (7:30-5:30 M through Th) and 8:00-Noon on Friday
Inland Empire Utilities Agency	Christina Valencia	9/80	We are currently on a 9/80 and have evaluated switching to 4/10 but it is unlikely this will occur. It would have been more feasible last summer when gas prices were soaring, but now that this is no longer a critical issue, the urgency has demised.
Irvine, City of	Donna Mullally	9/80	
La Habra Heights, City of	Shauna Clark	4/10	
La Mirada, City of	Melissa Pascual	9/80	
La Palma, City of	Lori Rake	9/80	The full-time non-safety employees work a 9/80 schedule. However, the Recreation department is open all Fridays so they rotate the Fridays worked in order to have full coverage on all Fridays. In addition, on the Fridays worked, City Hall is still open from 7:30-5:30 with some employees working 8:30-5:30 and the others working 7:30-4:30.
La Verne, City of	Ron Clark		La Verne went to a 4/9 work week in 1992 for miscellaneous employees. Our 36 hour work week results in salaries being 10% less than those cities having a 40 hour week.
Laguna Beach County Water Disi	Bob Westphal	9/80	
Laguna Niguel, City of	Cheryl Dyas	5/8	
Lake Forest, City of	Liz Andrew	9/80	
Lomita, City of	Patsy A. Chavez	9/80	The City of Lomita is currently on a 9/80 work schedule with all employees with every other Friday off (City Hall is closed). Our work hours on Monday through Thursday are 7:30 to 5:30, and 8:00 to 5:00 on the Fridays that we work.
Lynwood, City of	May Tan	4/10	

Mill Valley, City of	Eric Erickson	9/80	Most of our staff have opted for a 9/80 schedule, with a few exceptions for administrative safety staff that are on a 4/10 schedule
Monrovia, City of	Stacy Scogin	4/10	The City of Monrovia is currently on a 4/10 schedule, with ½ of the employees working Monday – Thursday, and the other ½ Tuesday – Friday. We are currently looking into closing on Fridays and having all employees working Monday – Thursday.
Montebello, City of	William Quan	4/10	We are closed for the most part on Friday, except for a skeleton staff for certain departments.
Moreno Valley, City of	Cynthia A. Fortune	9/80	For the City of Moreno Valley, most employees are on the 9/80 schedule.
Murrieta, City of	Susan L. Wallace	9/80	Most employees work a 9/80 schedule
Newark, City of	Dennis Jones	various	The City of Newark is currently using a two week schedule of 9 days/76 hours (with a 5% pay cut) for most non safety employees. We close every other Friday and work 8.5 hours M-Th and 8 hours on the open Friday. This is subject to change in July based on employee bargaining group agreements that are being renegotiated. It saves the City about \$450,000 a year and the fact that public safety employees didn't have to give up anything may be an issue in continuing the schedule and savings.
Orange, City of	Christine Overturf	9/80	We are on 9/80, from 7:30 am to 5:30 pm and alternate Friday's closed. This is for most of the employee working at the City hall. The Police Dept., Fire Dept, and Library have varying schedules.
Orinda, City of	Beverli Marshall	5/8	
Oxnard Public Works, City of	Michelle Lee Romney	9/80	All non-safety employees are on a 9/80.
Oxnard, City of	Bruce Dandy	9/80	City of Oxnard is mostly on a 9/80 work schedule. Some 4/40 and 5/40 exist, fire is on a 24 hour shift, police patrol on 3/12... 9/80s do differ based upon department such as Library is closed every Friday.
Palmdale Water District	Michael Williams	9/80	
Palmdale, City of	Dan Smith	4/10	The City of Palmdale just switched from the 9/80 to the 4/10 schedule on April 1, 2009.
Palo Alto, City of	Lalo Perez	9/80	Most miscellaneous employees are 9/80 with 5/8 being the second most selected. PD 4/11 and 4/10, with 5/8.
Palo Alto, City of	Tarun Narayan	9/80	Most of our employees are on 9/80 with all administrative offices being closed on alternate Fridays
Pasadena, City of	Paula Hanson	9/80	
Poway, City of	Andrew White	9/80	Poway has a flex 9/80 available. We are open five days a week. Employees can choose, though departmental needs must be considered to work either a standard or flex schedule. The most common flex schedules are every other Friday, every other Monday, half day every Wednesday or half day every Friday.
Rancho Cordova, City of	Donna Silva	5/8	
Rancho Cucamonga, City of	Tamara L. Layne	4/10	
Rincon del Diablo Municipal Water	Darlene Lynn	9/80	
Rolling Hills Estates, City of	Mike Whitehead	various	City of Rolling Hills Estates is open Mon-Thursday 7:30 am to 5:30 pm and Fridays 7:30 am to 4:30 pm. Two teams (A & B) that alternate every other Friday off.
San Clemente, City of	Tom Rendina	9/80	
San Luis Obispo, City of	Bill Statler	various	1. Most of our police employees are on "3/12s." (They still have 40-hour workweeks, but the other 4 hours are made-up in other ways.) 2. Sworn fire employees work 56-hour weeks (please don't force me to describe how this works ...) 3. Most other employees are 9/80 – although a few have an "alternative" work schedule of 5/40.

San Mateo County Harbor District	Marcia Schapp	4/10	The San Mateo County Harbor District is constantly reviewing its time schedules, including the efficiencies of each. Our harbors run 7 days a week, and either 24 hours or 18 hours a day. Most of our harbor workers (80% of our staff) are on a 4/10 schedule. We recognize that we might be able to achieve efficiencies by going back to a 5/8 schedule for coverage purposes only. This is a collective bargaining issue. It remains an opportunity in the future should resources become more constrained.
Santa Paula, City of	Sandra K. Easley	9/80	City of Santa Paula has a 9/80 plan for most offices (closed every other Friday) with our Refuse department working 4/10's.
Signal Hill, City of	Joy Getz	9/80	
South Bay Regional Public Comn	Agnes Walker	various	We use various schedules as follows: 3/12 mainly for dispatchers, 9/80 for some, 4/10, and 10/80.
Taft, City of	Teresa Statler	9/80	The administration staff are on 9/80 schedule with the office being closed every Friday to the public except by appointment to allow an administration day for filing and catch up day. And the one Friday off for all employees (same Friday). The street crews are on 4/10 which allows longer time to complete projects.
Tehachapi, City of	Hannah Chung	4/10	4/10 for all departments except Police Department
Tustin, City of	Sean Tran	9/80	The City of Tustin is on 9/80 work schedule for most Non-PD employees with skeleton crews every Friday. PD is on 3/12.5hr with a 5-hr day every 2-week or a 10-hr day every month, others are on 4/10 work schedule.
Twentynine Palms, City of	Ron Peck	9/80	The City of Twentynine Palms is on a 9/80 schedule for most departments. We arer looking at 10/40, but are still exploring.
Vista, City of	Dale Nielsen	9/80	
Waterford, City of	Chuck Deschenes	5/8	Waterford is on a standard 8 hour work day, 40 hour work week except for Police which are essentially on 12 hour days, 3 days on 4 off mostly although that is a simplification of the real Police schedule.
Westlake Village, City of	Bob Biery	5/8	

58 Total Respondents 36 or 62% provided 9/80 work schedule

Attachment 2

Work Schedule Survey Conducted by City of Rancho Santa Margarita staff in 2008

<i>City</i>	<i>Do you have a Flex Schedule?</i>	<i>Is City Hall open every Friday (staff flex), or closed alternate Fridays?</i>	<i>How Long have you had a flex schedule?</i>	<i>Was it implemented for energy saving, negotiated item, or additional service hours?</i>	<i>Was there opposition?</i>	<i>Other Comments?</i>
Aliso Viejo	9/80	Closed Alternate Fridays	Since 2006	Additional Service Hours	None	
Anaheim	9/80	Staff Flex	Since 1989	Negotiated, and for additional service hours	Some	Some Departments do not participate in the program.
Brea	9/80	Closed Alternate Fridays	Over 12 years	All, but also AQMD	None	A very low cost benefit that employees appreciate.
Buena Park	9/80	Closed Alternate Fridays	Early 90's	In lieu of raises, but residents like additional service hours	Minor comments	Council has always supported the program
Cerritos	None					
Dana Point	9/80	Staff Flex	This Year	Additional service hours	None	
Fountain Valley	9/80	Staff Flex	Since 1989			Discussed changing to a fixed 9/80 but Council wanted City Hall open 5 days.
Fullerton	9/80	Closed Alternate Fridays	Since 1993	Cost savings	Minor comments	
Garden Grove	9/80	Closed Alternate Fridays	Since 1993	Negotiated, but for cost savings	None	
Huntington Beach	9/80	Staff Flex	6 + years	Requested by employees	None	
Huntington Park	4/10	Closed Every Friday	Since 1989	AQMD requirement	None	As of Sept 2008, we will open 5 days with a 4/10 alternate schedule for certain departments.
Irvine	9/80	Closed Alternate Fridays	Since 1994	Negotiated, customer service, energy savings, productivity improvements	None	Safety is on 3/12
La Habra	9/80	Closed Alternate Fridays	Several years	Additional services		Concern over inspections/building permits, but worked with Community Services to have staff available at Community Center on closed Friday.
La Palma	9/80	Closed Alternate Fridays	Not sure when started	Negotiated, but for cost savings	Initially	
Laguna Beach	None					PD and Public Works are on 9/80, but not general employees
Laguna Hills	9/80	Staff Flex	3 years	At request of staff	Some reluctance	Has been successful!
Laguna Niguel	None					

Work Schedule Survey Conducted by City of Rancho Santa Margarita staff in 2008

<i>City</i>	<i>Do you have a Flex Schedule?</i>	<i>Is City Hall open every Friday (staff flex), or closed alternate Fridays?</i>	<i>How Long have you had a flex schedule?</i>	<i>Was it implemented for energy saving, negotiated item, or additional service hours?</i>	<i>Was there opposition?</i>	<i>Other Comments?</i>
Lake Forest	9/80	Closed Alternate Fridays	Since 1993	Additional service hours and to comply with AQMD.		
Los Alamitos	9/80	Closed Alternate Fridays	11 years	Additional service hours and energy costs	None	
Mission Viejo	None					
Montebello	4/10	Some Departments alternating so public counter are open 5 days	About 10 years	Given in lieu of raise	Some	Some businesses complained the public counter not open on Fridays. Some recent comments from Council.
Monterey Park	9/80	Staff Flex	5 Years	Additional Services Hours	None	Dispatch works 3/12, still have 5/8 available
Newport Beach	9/80	Staff Flex	Many years, with last group implemented in 2005	All of the above	Some from City Management	
Orange	9/80	Closed Alternate Fridays	Since 1997	Cost savings, AQMD, service hours		Was on 4/10 for several years as well.
Pasadena	9/80	Closed Alternate Fridays	More than 5 years	Employee Morale	None	
San Clemente	9/80	Closed Alternate Fridays	Since 1990	Negotiated, but for cost savings	Minor comments	Did marketing to public showing benefits of additional service hours. Allows 30 minutes lunches as long as department is properly covered.
Santa Ana	9/80	Staff Flex	2 + years	Requested by employees	None	Management approves when an employee can go on a 9/80 schedule
Seal Beach	9/80	Staff Flex	8 Years	Employee Morale	None	
Stanton	4/10	Closed every Friday	Since 1991	Negotiated item in lieu of COLA	None	
Whittier	9/80	Staff Flex	2 years	Morale	None	Some Departments do not participate in the program.
Yorba Linda	9/80	Closed Alternate Fridays	Since 2003	All	Minor comments	

Total of 31 cities surveyed, 24 or 77% provided 9/80 schedule