

New Ways of Working



Year in
Review

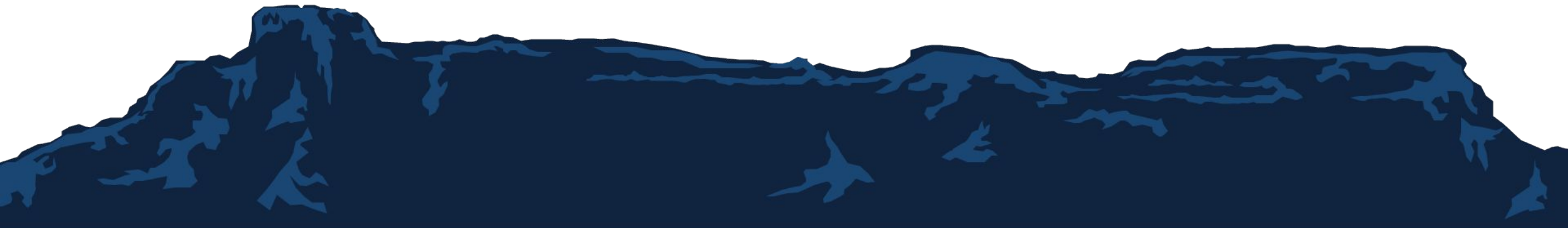
Compressed Workweek Pilot Program



— Introduction & Goals

Compressed Workweek

A flexible work arrangement where employees complete their full workload in less hours using tools and techniques that improve productivity.



Variable in
Execution

Shorter or more
flexible shifts

Reduced work
hours/days

Remote work
options

Seasonal
adjustments





Compressed Workweek is...

New ways of working

Getting the job done

Reducing distractions to focus effort

Collaborating to work smarter

Improving work/life balance, raising productivity



Assessment Timeline

**Golden Police
Department**
July 10, 2023 – present

Expanded Pilot
May 1, 2024 – present

Elevate efficiency and services
in City operations

Improve employee retention and
engagement

- Create a happier workforce
- Increase employee
well-being

Identify cost savings

Determine transferability to
other divisions

Goals

THE BEST
FOR *Golden*



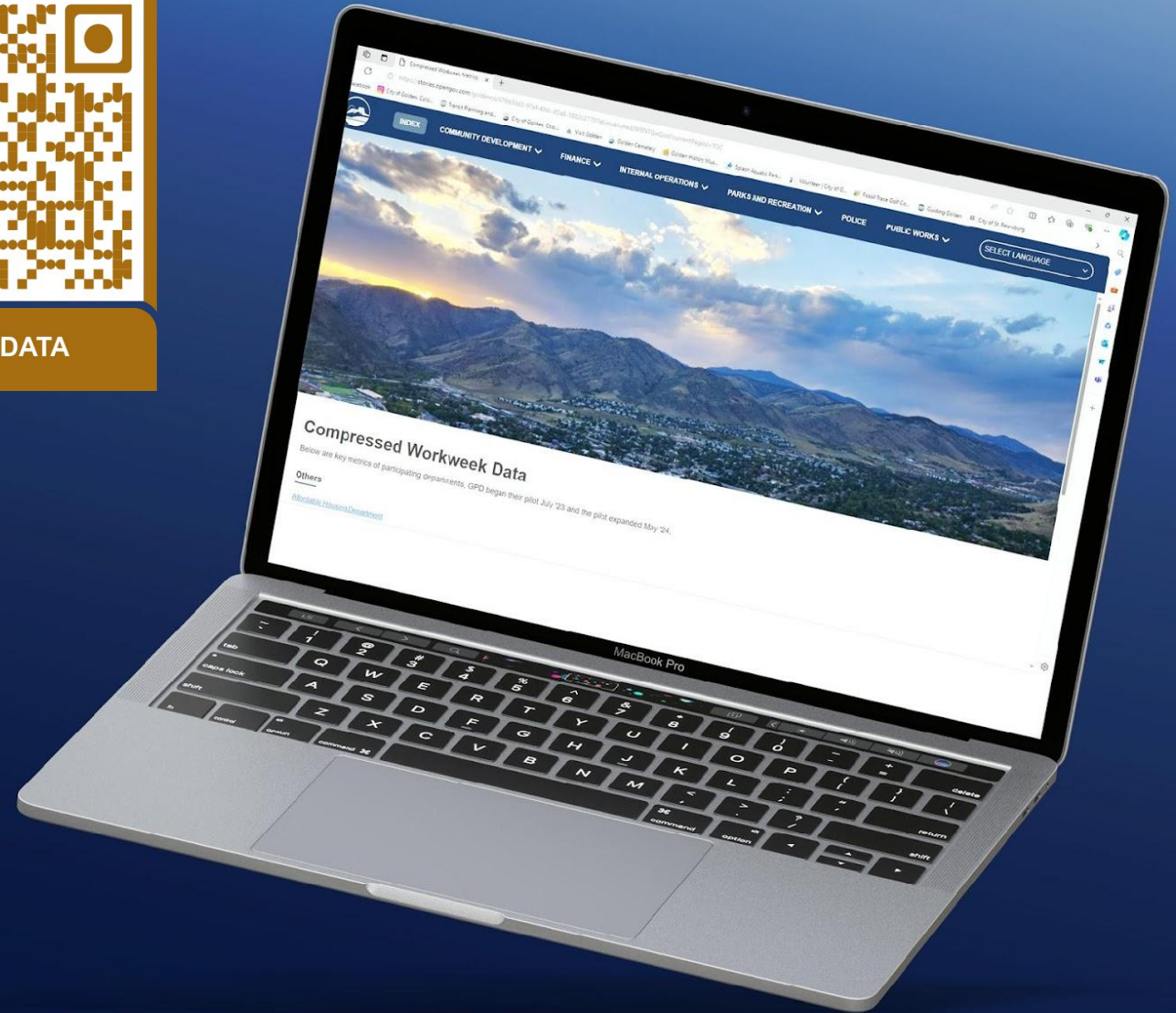
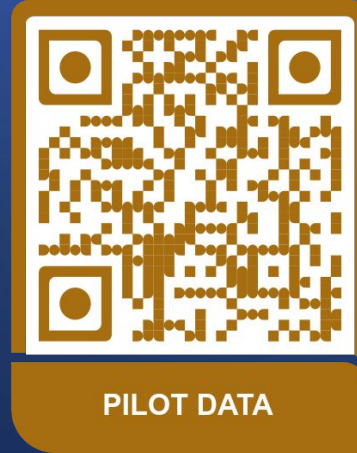


Data Collection

Metrics were identified to compare work before and during the pilot to measure impacts on productivity and citizen services.

Dashboard

Metrics of participating Division and Departments were displayed on the Golden website





Assess

Length and importance of meetings, and time off and pay practices

Improve

Processes, workflows and teamwork

Develop

Tools and strategies to meet productivity goals



Weekly Employee Surveys

The Compressed
Workweek means
working fewer hours
and doing work
differently.

It does not mean
working less and
doing less.

Police Department Pilot

- Began July 10, 2023
- Three-, Six-, and Twelve-month Check-In's

Expands to Other City Divisions

- Expanded Pilot with other City departments
- Year Check-In for PD, 3-month Check-In for other Departments
- Ongoing employee surveys
- Management Team discussions/problem-solving

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Data

Seasonality of Services

City services are impacted by weather and temperature, utilization, and tourism.

Some services in the City are continuous regardless of season, while others, like outdoor recreation, spike in warmer months and drop in cooler months.

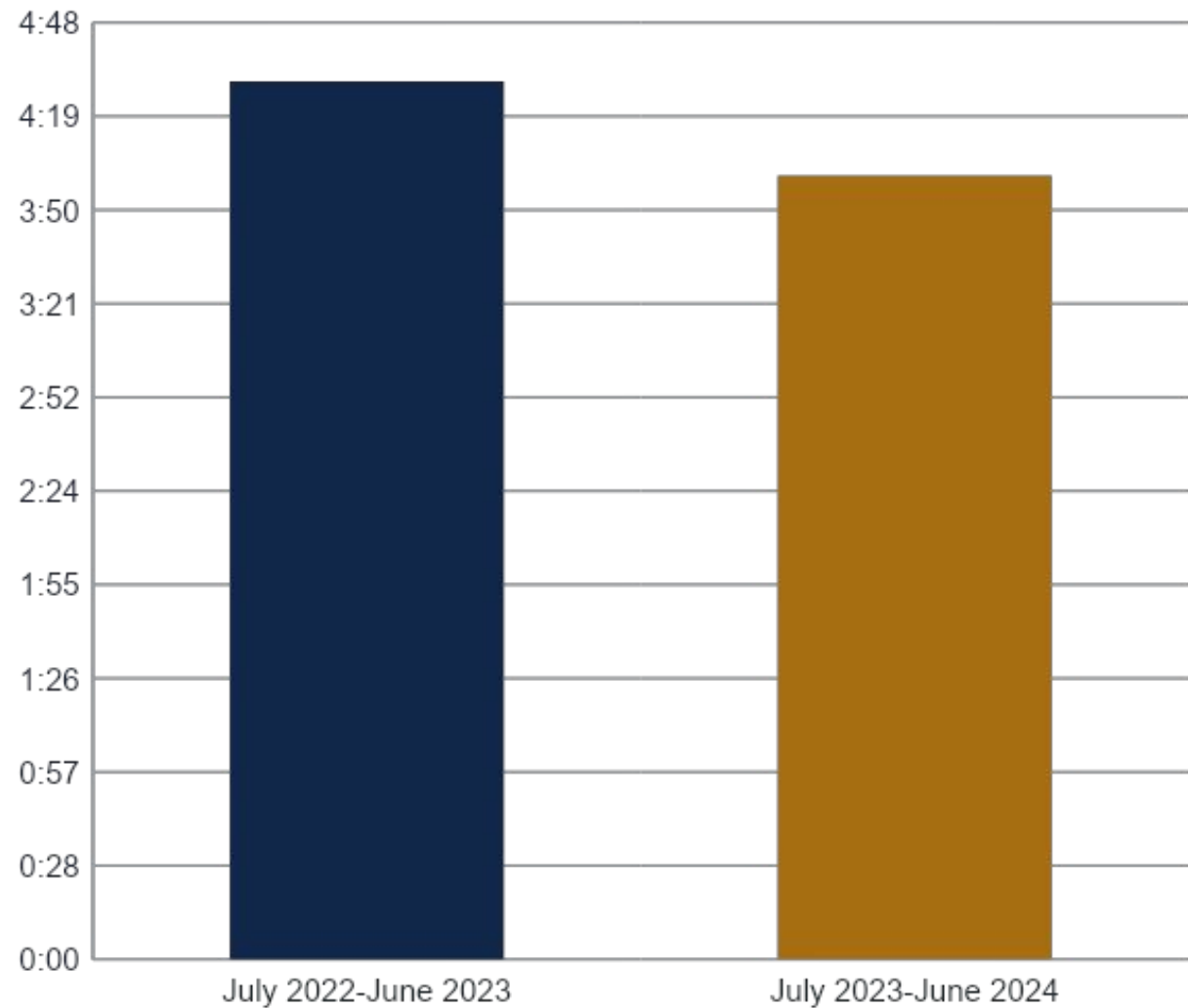
Police Department Average Response Times – Priority 1

4:30
minute

Jul. 2022–Jun. 2023
PRE-PILOT

4:01
minute

Jul.
2023–Jul. 2024
DURING PILOT



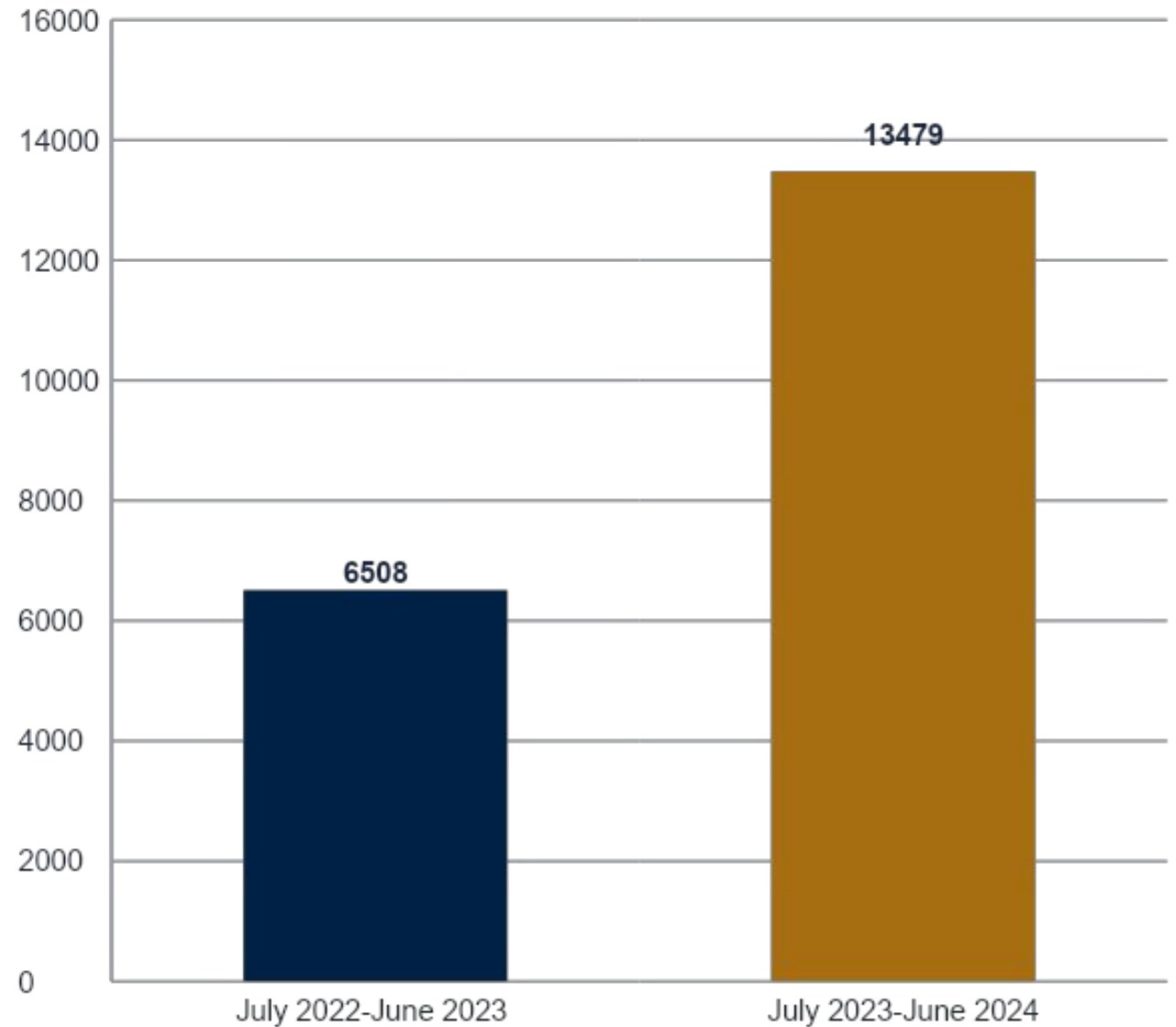
Police Department Total Self Initiated Calls for Service

6,508

Jul. 2022–Jun.
2023 PRE-PILOT

13,479

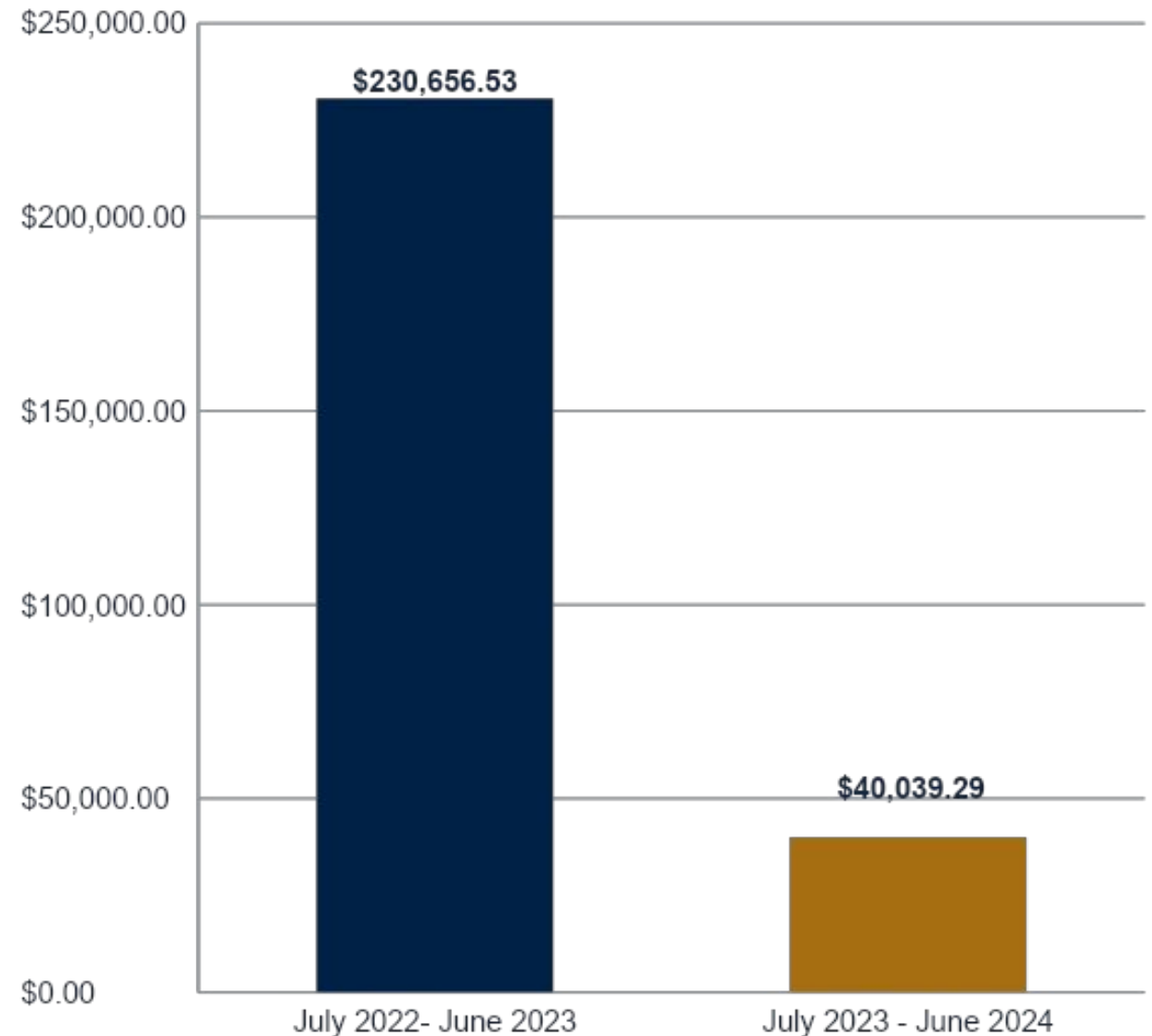
Jul.
2023–Jul. 2024
DURING PILOT



Police Department Total Overtime Spending

\$230,656 Jul. 2022–Jun.
2023 PRE-PILOT

\$40,039 Jul.
2023–Jul. 2024
DURING PILOT



Expanded Pilot Collected Data

- The same months in 2023 if available
- **Or** three-months prior to pilot

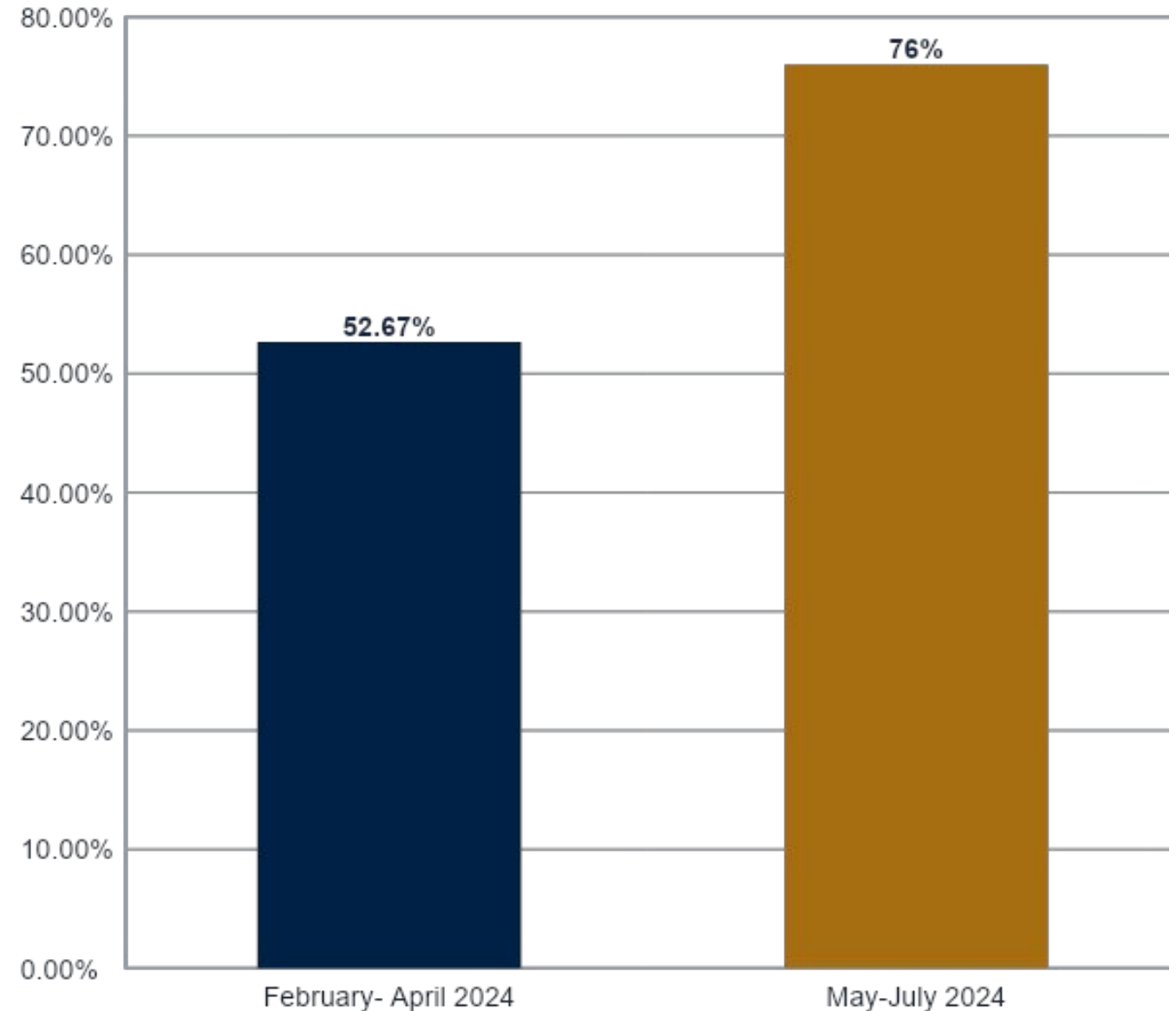
Expanded Pilot Included:

- Affordable Housing
- Planning Department
- Finance (Courts, Fleet, and Finance)
- Human Resources
- Information Technology
- Parks and Recreation (Athletics, Facilities, Forestry, Cemetery)
- Public Works (Building, Engineering, Streets, Utilities, Water)

Parks Time Spent on Proactive Maintenance

52.67% Feb.–Apr. 2024
PRE-PILOT

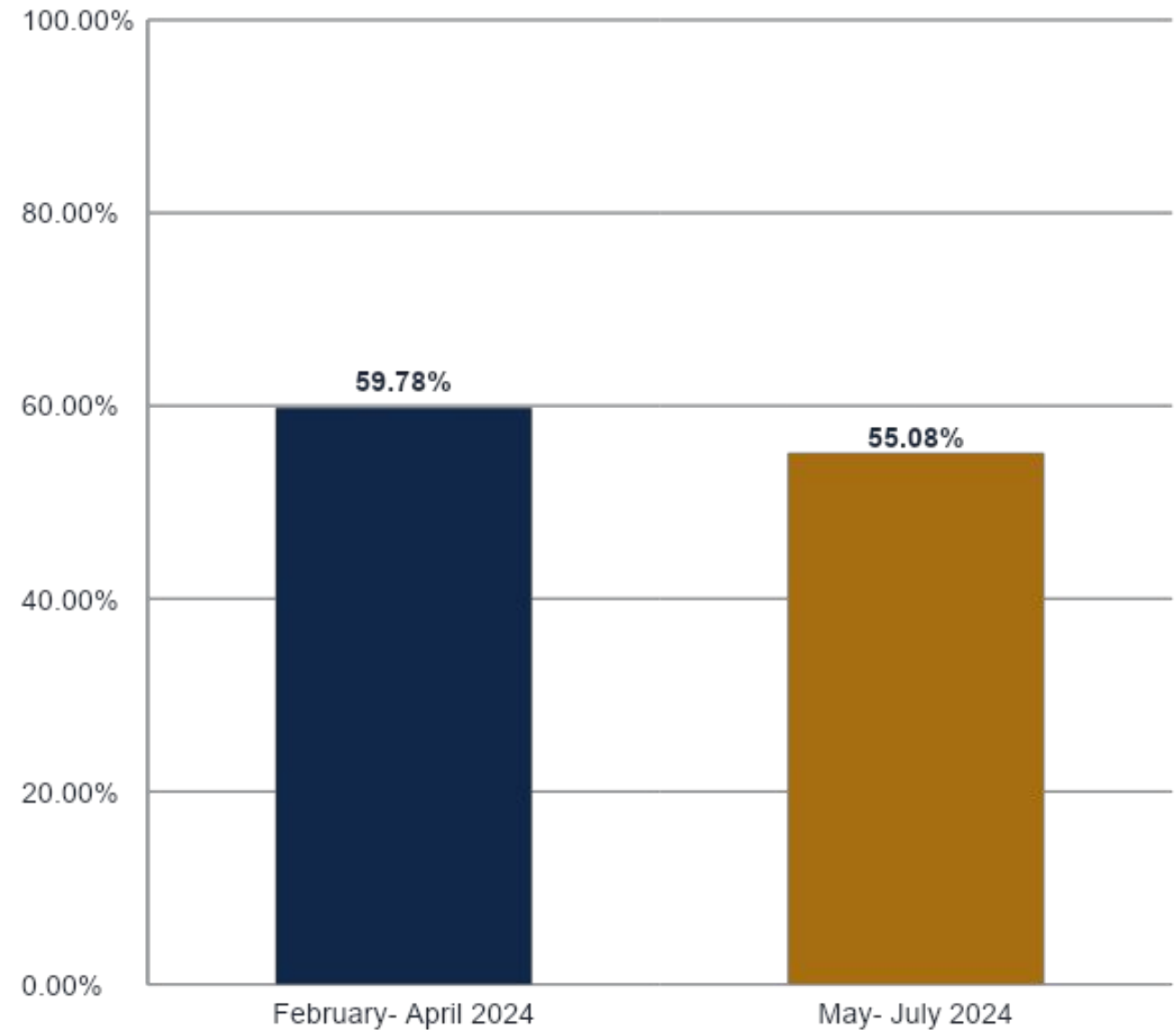
76% May–Jul. 2024
DURING PILOT



Parks Facilities Time Spent on Proactive Maintenance

59.78
% Feb.–Apr. 2024
PRE-PILOT

55.08
% May–Jul. 2024
DURING PILOT



Planning Department Turnaround Time for Permit Review

2.4
days

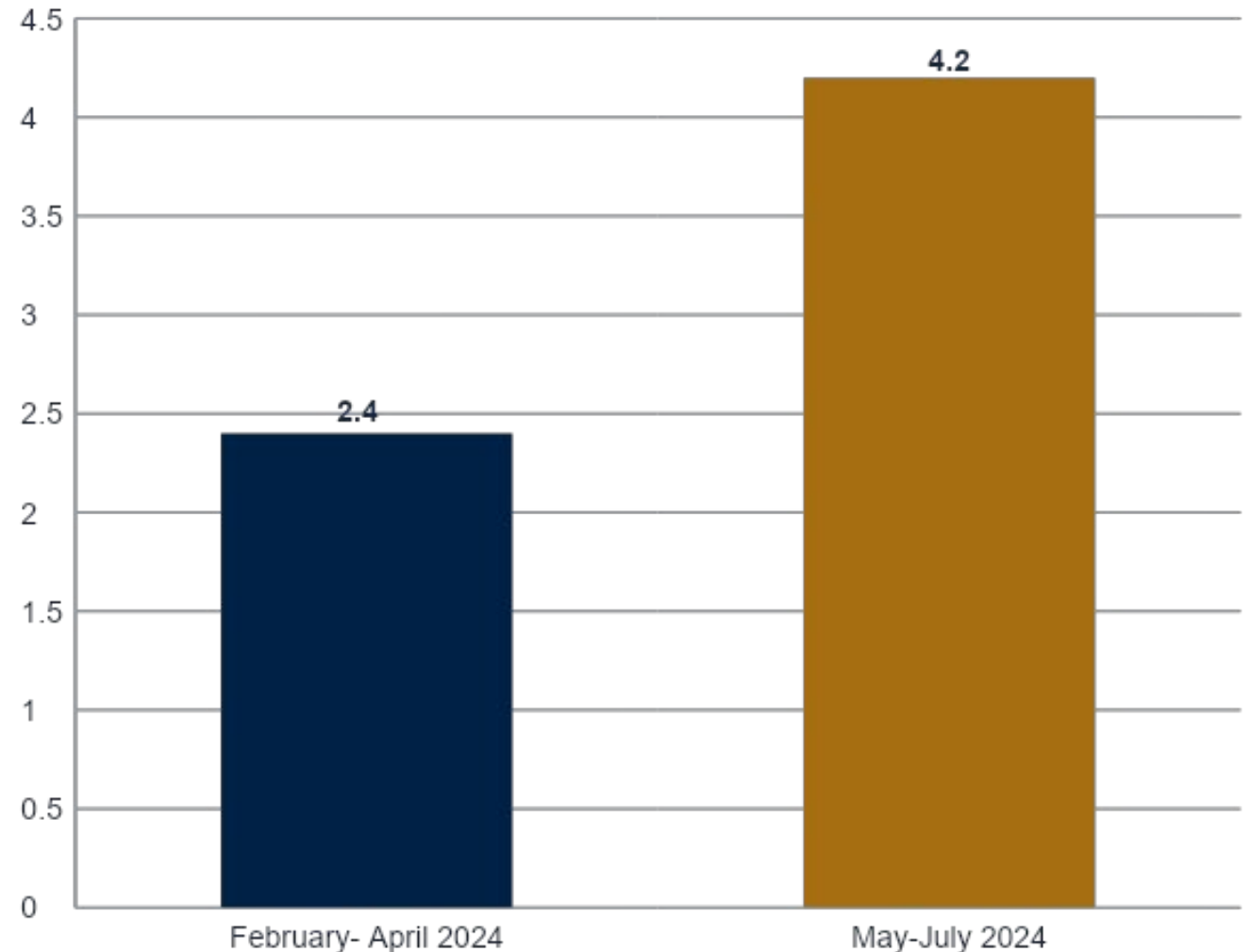
Feb–Apr. 2024
PRE-PILOT

4.2
days*

May–Jul. 2024
DURING PILOT

*Clayworks impacted this turnaround time due to the complexity of that project and application

Goal: Under 14 Days Turnaround Time



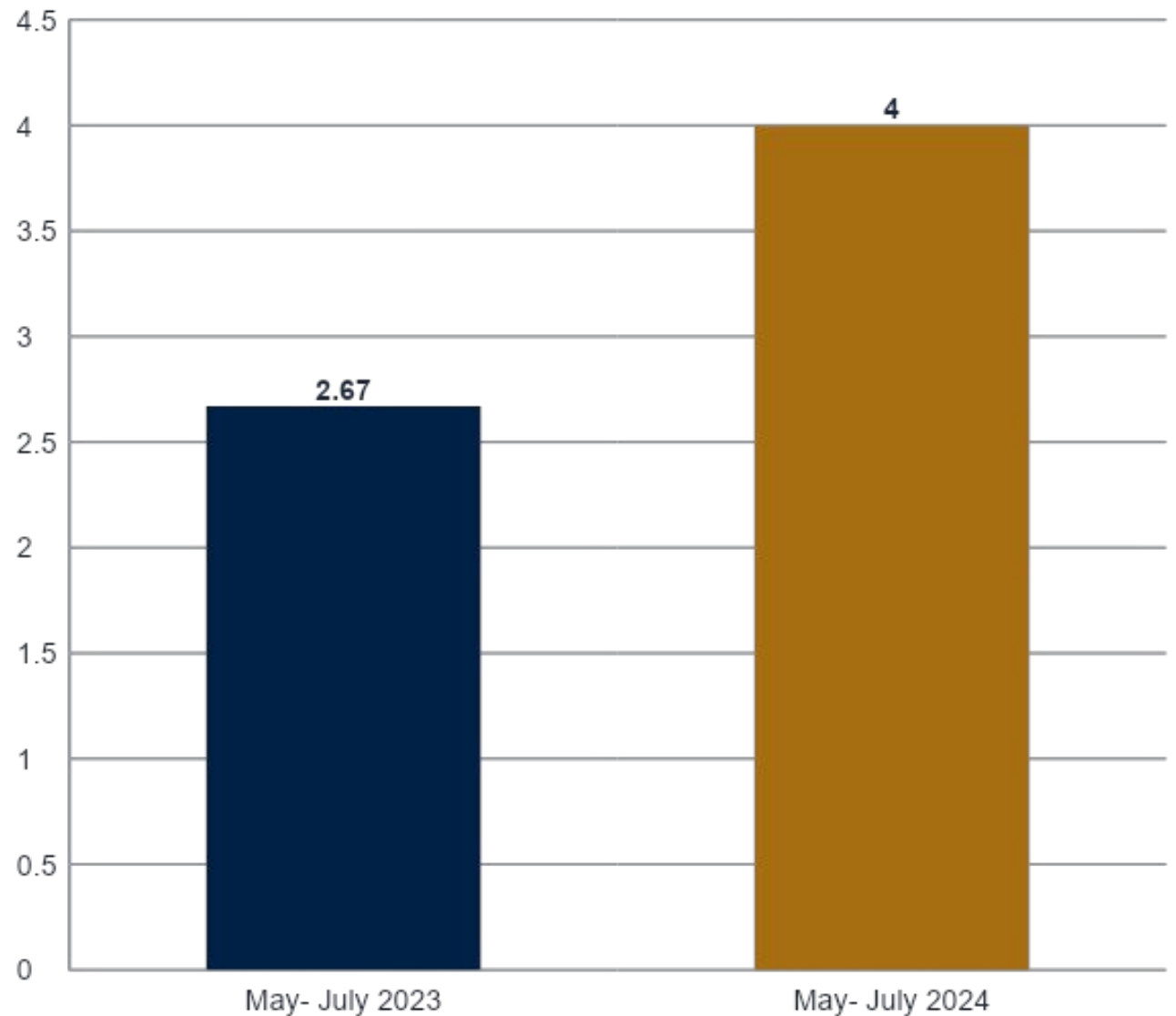
Public Works Engineering Plan Review Time

2.67
days

May–Jul. 2023
PRE-PILOT

4 days

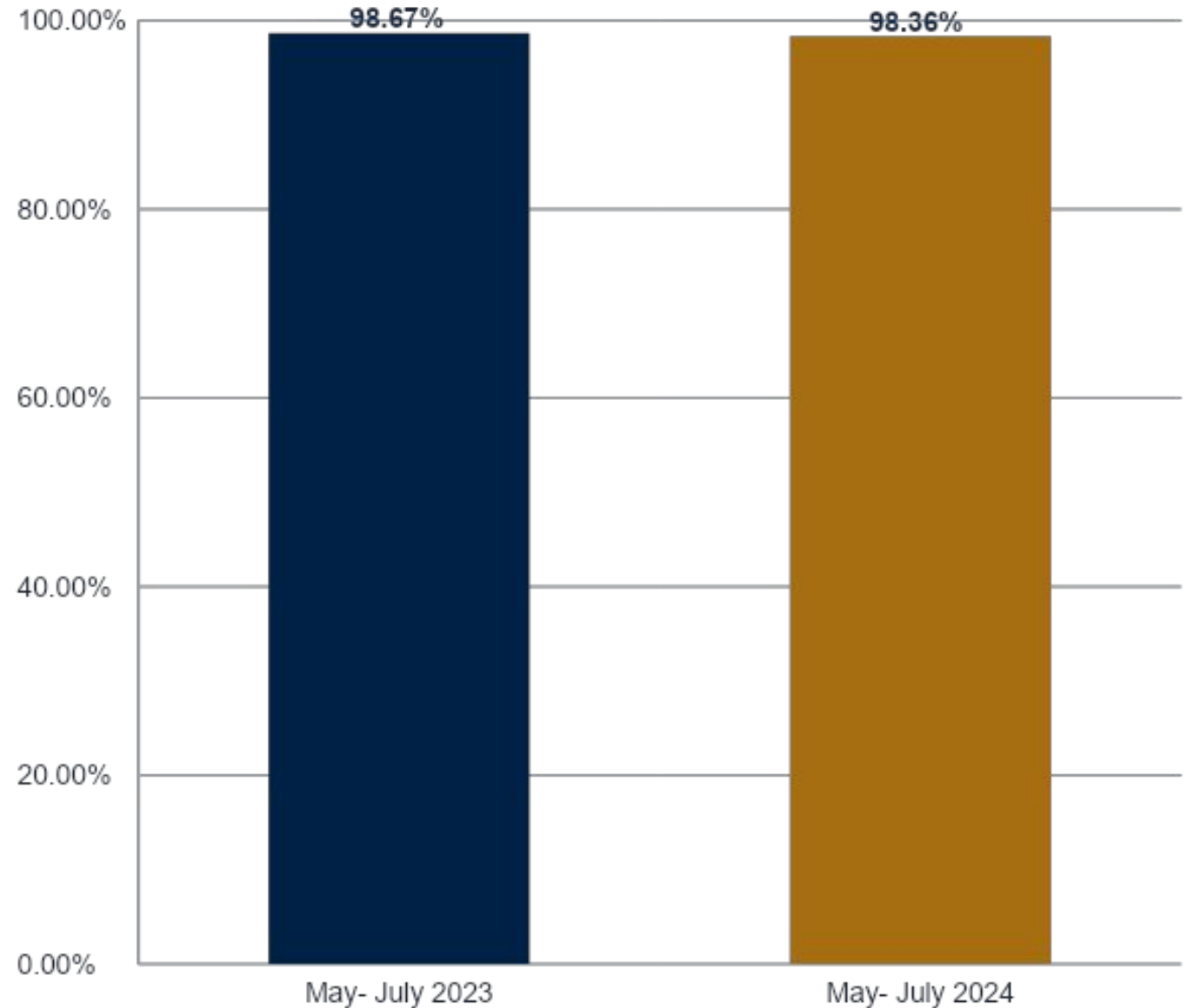
May–Jul. 2024
DURING PILOT



Public Works Utilities Time Spent on Proactive Maintenance

98.67
% May–Jul. 2023
PRE-PILOT

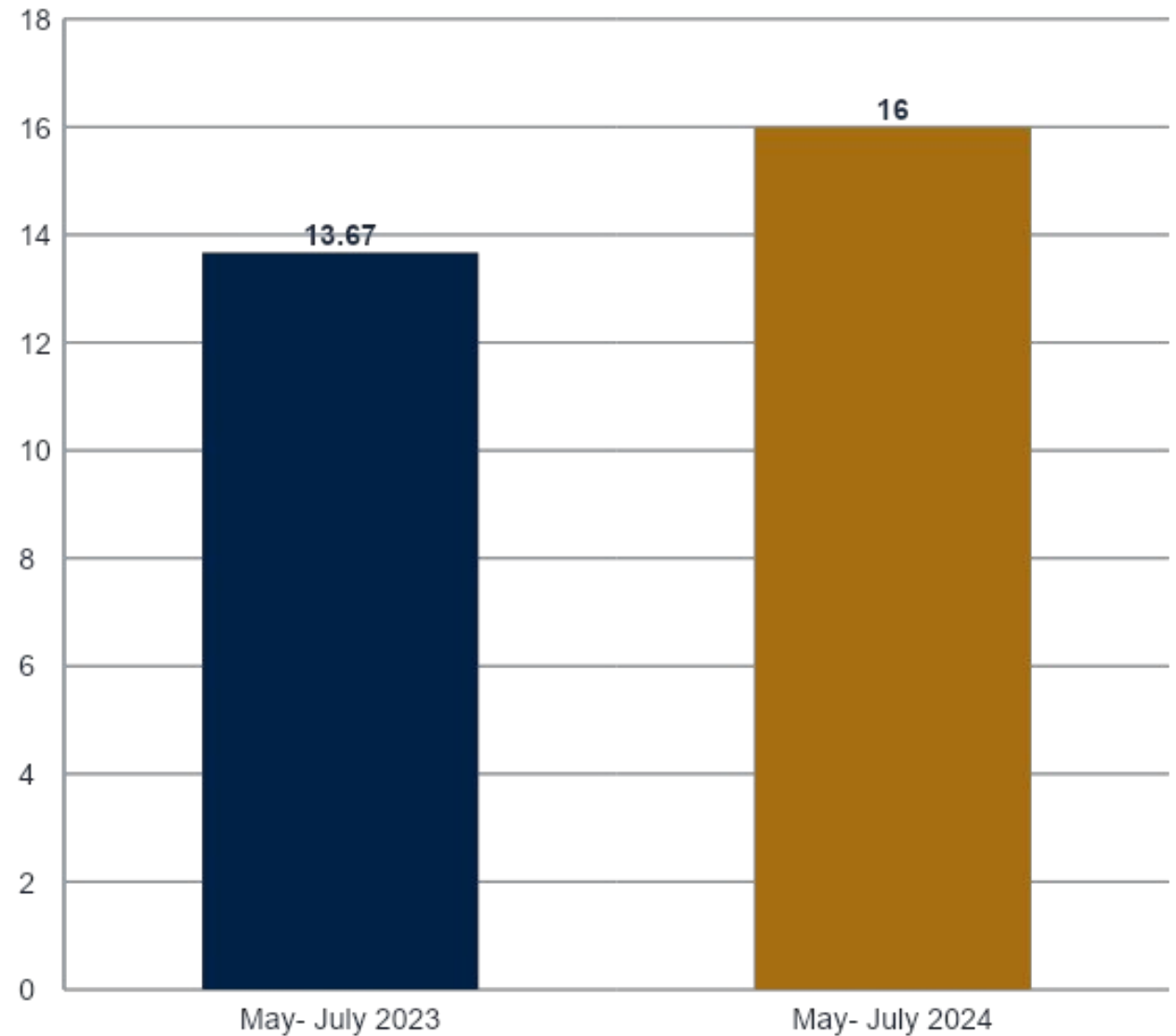
98.36
% May–Jul. 2024
DURING PILOT



Public Works Streets Number of Instances of Street Sweeping

13.67 May–Jul. 2023
PRE-PILOT

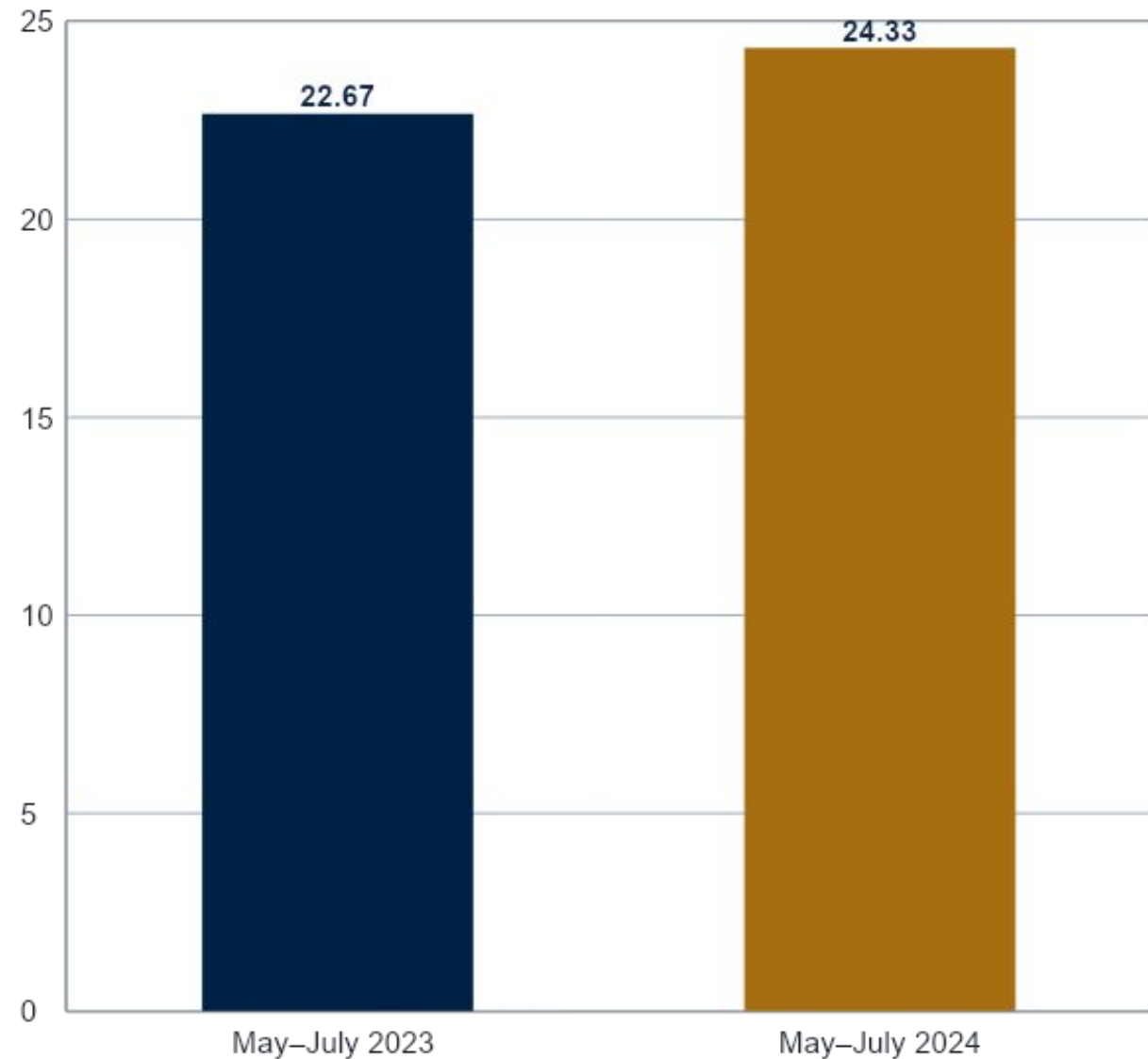
16 May–Jul. 2024
DURING PILOT



Public Works Streets Average Potholes Patched

22.67 May–Jul. 2023
PRE-PILOT

24.33 May–Jul. 2024
DURING PILOT



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Next Steps

What We're
Continuing to
Monitor and
Address

Data
Impacts on Team Dynamics
Policy Implications
Admin/Mgmt Flexibility
Retention Impacts

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— Questions?

