Proposal to Adopt the Condensed Work Week

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Executive Summary

In Summer 2025, the District launched the "100 Days of Summer" pilot, transitioning eligible full-time staff to a condensed 32-hour work week. What began as an intentional exploration of work-life balance and operational sustainability has evolved into one of the most impactful workforce initiatives in District history. Over the course of four full-time staff surveys (baseline, mid-point, end of Summer, Fall/Winter extension), in addition to feedback from part-time employees and supervisors, we have collected comprehensive data across all seasons, operational demands, and programming cycles.

The results are clear:

- Employee well-being has significantly improved.
- Productivity has remained stable or increased.
- Service delivery has been maintained.
- Employee retention signals are stronger than ever.
- Financial adjustments reduced District liability making the pilot feasible for long term adaptation.

After a full operational cycle and rigorous evaluation, we now recommend **permanent adoption of the 32-hour full-time work week beginning June 2026.**

Pilot Timeline & Data Collection

To ensure an informed decision, the District collected data at four key intervals in addition to surveying our front-line part-time staff:

- **Baseline survey** (Pre-Implementation) to gain an understanding of employees perceived work life balance, job satisfaction and productivity levels.
- **Mid-point survey**- To understand the initial impact of the implementation, address any concerns or challenges within each department.
- **End of Summer survey**- This survey aimed to evaluate any improvements from the baseline data as well as identify any concerns or challenges as we moved into the extended pilot for upcoming seasonal changes.
- **Fall/ Winter Extension**- This survey was aimed at the initial extension of the Summer pilot as we addressed challenges due to seasonal changes as well as Holidays.
- **Part-time staff survey**- This survey was aimed at understanding the part time staff experience with their direct supervisor's availability and engagement levels.

Survey Highlights

- **Baseline-** Results revealed that staff were often experiencing burnout, overwhelm, stress, and difficulty disconnecting from work in their personal time. While staff were excited at the prospect of working a condensed work week, they also feared maintaining service standards, gaps in coverage, and ability to complete their current workload in the allotted time.

    - Staff were surveyed on the following questions:
        - Work-life Balance: 70.8% Positive
        - Productivity 82% Positive.
        - Job Satisfaction 81.6% Positive.
- **Mid-point-** Around the 7 week mark into the pilot, staff reflected on the changes to their work life balance, overall productivity and job satisfaction.
    - Reports from staff included: “My work-life balance has never been better — I don’t feel like I am dragging to work anymore.” “Less overlap and better workflow optimization; it’s boosted morale.” “I’ve had to improve the way I work — in a good way — and I’m more productive.”
        - More than 80% of staff reported an increase in job satisfaction
        - 96% of staff reported having adequate time for tasks by the mid-point
        - 90% of employees are Meeting/Exceeding job responsibilities
- **End of Summer**- Results demonstrate consistently positive outcomes across all major measures, including work-life balance, productivity, job satisfaction, service delivery, and team collaboration.
    - Employees overwhelmingly described the program as beneficial both professionally and personally, with many linking the schedule directly to increased retention and long-term commitment to the District.
        - Work life Balance: 89% Positive (18.2% Increase from Baseline)
        - Productivity: 85% Positive (3% Increase from Baseline)
        - Job Satisfaction: 88% Positive (6% Increase from Baseline)
- **Fall/Winter Extension**
    - Results remain overwhelmingly positive across all key measures, including work-life balance, productivity, job satisfaction, workload manageability, and departmental service quality. Employees consistently reported that the benefits of the reduced schedule were even more meaningful during the holiday season, citing improved well-being, reduced burnout, and stronger family balance.
        - Work life Balance: 100% rated as Good/Excellent.
        - Productivity: 100% rated as Very Satisfied with their productivity.
        - Job Satisfaction: 88% rated as Very Satisfied or Excellent.
        - 100% of participants reported that their workload was about the same or more manageable during the Fall/Winter season.
        - 100% of employees reported their department service delivery remained Good/Exceptional during the seasonal change.
- **Part Time Staff**
    - 92 of 137 eligible part time staff participated in the survey (67% response rate) to assess engagement, supervisor support, communication and any departmental differences. Overall staff comments include “Supervisors have our backs,” are “Open to new ideas” and “Value staff input”.
        - 89% reported being Engaged to Very Engaged.
        - 97% would recommend CVPRD as a workplace.
        - 91% feel operations run smoothly.
        - 95% report supervisors are Usually/Always available.

- 86% rate communication as Good/Excellent
- 92% find getting support as Mostly/Very easy

Operational Evaluation

The model has now been tested through:

- Peak summer programming.
- Maintenance- heavy periods.
- Winter and holiday operations.
- School break camps.
- Admin-heavy time periods such as audit, budget preparation, year-end reviews.

During the pilot year, some operational challenges emerged and were proactively addressed without requiring structural changes to the 32-hour model.

- **Seasonal Workload Variability**
  High-demand periods occasionally required staff to exceed 32 hours in each week.
  - Implemented flexible hour carryover, allowing staff to bank additional time and flex it during lower-demand weeks.
  - Maintained service delivery while preserving equity and preventing burnout.
- **Friday Coverage Imbalance**
  An initial concentration of Friday flex days created coverage gaps in certain departments and facilities.
  - Reviewed and adjusted approved schedules to stagger flex days
  - Reinforced manager oversight of scheduling to ensure operational coverage
- **Committee & Action Plan Capacity**
  Participation in committees and action planning groups temporarily slowed as staff prioritized core responsibilities.
  - Reevaluated committee structure and strategic necessity
  - Clarified participation expectations and aligned involvement with workload capacity

Commitment to Integrity, Accountability, & Long-Term Sustainability

Permanent adoption of the 32-hour full-time workweek does not signal the end of evaluation — it formalizes our commitment to maintaining its integrity, functionality, and measurable impact.
To ensure continued success, leadership will implement the following safeguards:

Ongoing Employee Feedback & Transparency

- Conduct bi-annual full-time staff surveys to monitor staff engagement, work-life balance, job satisfaction, productivity, and communication needs.
  - Surveys will be conducted in January and July of each year.
- Continue periodic pulse surveys for part-time staff to ensure positive staff engagement, service continuity, and leadership accessibility.
- Provide summarized findings to the Board to maintain transparency and accountability.
- Policy review will be conducted in November of each year

Performance Management & Accountability

- Address performance concerns on an individual basis through existing leadership and HR protocols

- Maintain our philosophy of employee coaching, growth, and professional development rather than structural reversion.
- Reinforce clear expectations regarding output, service standards, and responsiveness

Compensation & Market Alignment

- Conduct a comprehensive 2026 salary analysis to evaluate market competitiveness.
- Ensure pay ranges reflect industry benchmarks while recognizing the unique value of a reduced-hour full-time structure that maintains full salary and benefits.
- Continue aligning compensation philosophy with fiscal sustainability and workforce retention goals.

Recruitment & Retention Strategy

- Leverage the 32-hour model as a differentiator in a competitive hiring market.
- Position the District as an employer of choice, strengthening long-term retention and reducing turnover-related costs.

Industry Leadership & Core Values

- Present our pilot outcomes at the National Recreation and Park Association (NRPA) Annual Conference in September 2026.
- Continue sharing data-driven practices with peer agencies as innovative leaders within the Parks & Recreation industry.
- Reinforce our core value of Integrity and Innovation by committing to transparent measurement, responsible fiscal management, and operational excellence.

Sustainability

- CVPRD leadership commits to implementing employee surveys in January and July each year. The results of those surveys will be shared with the Board

Key Takeaways: Why Adopt the Condensed Work Week?

Data-Backed Success

- 34% sustained improvement in work-life balance (3.5 → 4.7)
- 85–92% of staff report meeting or exceeding performance expectations
- 88%+ positive job satisfaction at final survey

Operationally Sound

- Tested across all seasons and demand cycles
- No systemic service decline
- Challenges resolved through structured management adjustments

Strategically Advantageous

- Stronger recruitment positioning in a competitive labor market
- Improved retention and employee commitment
- Recognized industry leadership, including acceptance to present outcomes at the 2026 NRPA Annual Conference

Aligned with District Values

- Innovation in workforce design and employee total benefit package.
- Integrity through transparent measurement and accountability.
- Commitment to service excellence.
- Investment in sustainable organizational health.

Conclusion & Recommendation

After a full year of implementation, evaluation, seasonal testing, and financial review, the evidence is clear: the 32-hour condensed full-time work week strengthens our District — most meaningfully through its measurable impact on employee well-being, recruiting efforts, employee retention, overall culture and staff engagement.

We tested this model during peak summer programming, winter operations, holiday schedules, staffing transitions, and budget cycles.

Across four full-time staff surveys and part-time feedback, results have been consistent:

- Employee well-being improved significantly and sustainably.
- Productivity remained stable or increased.
- Service levels were maintained.
- Recruitment interest strengthened.
- Employee retention markers improved.
- Financial adjustments created long-term sustainability.

At its core, this initiative reflects a deliberate choice about who we are as an employer. We have demonstrated that prioritizing employee health, work- life balance, growth & development and building internal trust strengthens our culture and commitment to the District. When challenges emerged, they were operational in nature and resolved through leadership refinement — not structural reversal. The model has demonstrated adaptability, resilience, and alignment with our core values.

Permanent adoption does not represent a risk; it represents a measured, data-driven evolution of how we define full-time work in a modern public agency. The 32-hour structure has proven that operational excellence and employee well-being are not competing priorities — they are mutually reinforcing.

For these reasons, leadership respectfully recommends permanent adoption of the 32-hour full-time workweek effective June 2026.

Read and approved on this _____ day of _____, 2026.

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Samantha Meiring, President ATTEST:

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Tina Martin, Secretary