



SAN JUAN COUNTY  
WASHINGTON

# 32-HOUR WORK WEEK

2024

## SIX-MONTH CHECK-IN REPORT

Presented to  
San Juan County Council  
April 30, 2024

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# Message From the County



**Dear San Juan County,**

The County and representatives from the Local 1849 Union are pleased to present a comprehensive review of the 32-hour work week (32HWW) initiative at the first six-month check-in.

This report highlights our collective vision and ongoing dedication to fine-tuning the 32HWW. It celebrates early successes and reveals areas for improvement. We know our residents are not the only ones watching – other municipalities and organizations are taking notes from the lessons learned here in San Juan County. We are committed to sharing our findings, creating positive change, and sustaining vital services for islanders.

**Ultimately, the 32HWW was adopted to support the County in maintaining fiscal health in the face of rising wage and inflation pressure, improving employee recruitment and retention to strengthen the workforce, and prioritizing the well-being of islanders.** A compromise between the County and the Union, the 32HWW was adopted as part of the 2023-2025 labor contract.

Thank you,

Mark Tompkins, Interim County Manager  
Brandon Andrews, Interim Assistant County Manager  
Angie Baird, Director of Human Resources



## 32HWW Resources

Engage website:  
[engage.sanjuancountywa.gov/  
san-juan-county-s-32-hour-  
work-week](https://engage.sanjuancountywa.gov/san-juan-county-s-32-hour-work-week)

Email:  
[32hours@sanjuancountywa.gov](mailto:32hours@sanjuancountywa.gov)

## About the Union

San Juan County, like many local governments, has an employee union. The Union, AFSCME – Local 1849, represents the largest segment of the County's workforce. Every two to three years, the labor contract must be renegotiated for cost-of living adjustments (COLA), benefits, and working conditions. A separate San Juan County Sheriffs' Guild represents Sheriff's Office employees.



# Message From the Union



Dear San Juan County,

**Approximately 160 County employees are represented by The Washington State Council of County and City Employees AFSCME Council 2,** and have been since 1996. Our Union works to preserve and enhance employees' compensation and benefits. It also promotes job security and improves other employment conditions. This is mostly achieved through the negotiation of the employees bargaining unit contract. Our local bargaining unit, Local 1849, represents a broad and diverse workforce including admin staff, nurses, laborers and equipment operators, planners, park stewards, assessors, and scientists who all work to provide essential public services to the County's varied island communities.

**In 2023 our Union and County management negotiated a new three-year contract.** Negotiations on behalf of the represented employees are driven by our local employee leadership team that represents all staff within the bargaining unit. Our team worked hard to secure a fair, yet progressive, contract for our colleagues. It was one that addressed the hardships presented by COVID-related furloughs and little to no cost-of-living adjustments in the face of rising inflation rates. These financial penalties of 2020 and 2021 coincided with the increasing cost of living in the islands, local housing challenges, and a lack of childcare for those with young children, which presented very real challenges to our hard-working public servants that kept the County services running throughout a global pandemic and beyond.

**The 32-hour work week win has been significant for our members.** Not only is it groundbreaking for the County to be the first in the state to introduce such a concept to their workforce, but it has been a clever solution to addressing the needs of employees within the confines of a small, budget-challenged organization. Our members have had 416 hours per year of personal time restored to them with no impacts to health or retirement benefits. The change in hours has encouraged some members to stay in their positions and has helped to attract new staff. The burdens placed on many of our public servants have been reduced in ways that allow for a healthier balance between the demands of their jobs and those of their personal lives. This will ultimately benefit the broader communities our members serve through reduced burn out and improved retention of experienced, skilled, and dedicated staff.

**Our members are dedicated to continuing to work with the County to ensure the success of the 32-hour work week and to see it as the new standard for public servants throughout the state.**

- AFSCME Council 2 Local 1849 Executive Committee





# The 32HWW in San Juan County

## How Did We Get Here?



During negotiations for the 2023-2025 contract with the Union, **Union representatives requested increased cost-of-living adjustments and additional benefits which would have amounted to an unsustainable budget increase** for the County over the life of the contract.

As the cost-of-living outpaced wage increases, the Union referenced other wage contracts. Ultimately the County was unable to match the Union's expectations while still maintaining fiscal responsibility.

Both sides reached agreement on the adoption of a 32HWW as it satisfied the Union's desire for increased benefits and the County's need to balance the budget.

### **Negotiation Note:**

Union negotiations often involve confidential, personnel matters and thus are not included in public discourse. The nature of the contract with the Union is not something voted on by county residents but is adopted by the County Council.

### **The 32HWW is a solution to help balance the County's budget within the means provided by taxpayers.**

While property values continue to grow at steady paces, taxes collected for existing levies are capped at only 1% more than the year before plus new construction. When levy revenues are capped, it can be difficult to manage the rising cost of doing business. That's why the County opted for a 32HWW that equated to a 4% cost-of-living adjustment in full-time employees' weekly wages, plus the benefit of time.

### **San Juan County is specific about this change being a 32-hour work week and not necessarily a four-day work week.**

Elected officials and department heads were given the flexibility to manage the 32HWW in a way that maintained services. For some, it meant keeping service windows open five days-per-week, and for others, it meant prioritizing staff collaboration by limiting schedules to four days per week.

### **County employees are not being paid for hours they do not work.**

Employees' base wages were adjusted that effectively resulted in a 4% cost-of-living adjustment to full-time, Union-represented positions' weekly wages. The adjustment ensured that no one experienced a decrease in take-home pay.



# Evaluating the 32-Hour Work Week

## Timeline



## Data Analysis

The County hosted a series of internal surveys, meetings, and interviews to collect data about the impacts of the 32HWW.

**69%**

### All-Employee Survey Participation

The County partnered with Local 1849 Union representatives to develop and distribute a 27-question survey to all 256 County employees (with the exception of the Sheriff's Office, which is under a different guild contract and is not participating in the 32HWW).

69% of eligible employees participated in the survey – **the entirety of which can be found in Appendix II.**

## Quantitative Data

Quantitative data – for example number of properties assessed, camping reservations booked, sick days used by staff, and applications received – offers clear, numerical insights that provide an objective foundation for analysis.

Incorporating quantitative data into the 32HWW check-ins not only adds precision to the review but also enables the County to make data-driven decisions based on reliable evidence.

## Qualitative Data

Qualitative data – for example employee anecdotes, manager experiences, and public feedback – offers a depth and richness that quantitative data alone does not capture.

Incorporating qualitative data into the 32HWW check-ins not only adds context to the analysis, but also lends credibility to quantitative data, resulting in a more holistic and robust review of the 32HWW.



# Purpose of a Six-Month Check-In

## How Much Can We Learn in Six Months?

**We know that time will be the biggest variable in understanding the true impacts of the 32HWW.**

A 'six-month check-in' serves as a valuable interim assessment point, offering an opportunity to gauge progress, address any immediate concerns, and course-correct if necessary. We also know there's still much more to learn and improve upon.

**That's why we're working toward a final report at the two-year milestone.** Over the course of two years, the 32HWW will be observed across multiple budget and project cycles, various seasonal workflows, new procedures, and staffing changes to more comprehensively understand its efficacy and sustainability.

## Evaluating the Transition

San Juan County is committed to a fair evaluation of the 32HWW. An honest assessment of the initiative's impact is paramount, with findings shared candidly – even if they challenge initial expectations. The County aims to foster trust, accountability, and informed decision-making throughout the evaluation of the 32HWW initiative.

If you have questions or feedback to share, please use the Engage San Juan County website to submit feedback or email [32hours@sanjuancountywa.gov](mailto:32hours@sanjuancountywa.gov).



## Community Commitment

Above all, we are public servants. County employees go to work each day in service of their friends and neighbors, their local environment, and the betterment of their community.

The 32HWW does not change the County's commitment to serving the public and its mission to continue delivering the programs and services that islanders rely upon.

# A Look at the Budget

The 32HWW helped  
the County's 2024  
budget

**save  
approx.  
\$975,000**

According to the Auditor's Office, the County's budget faced a nearly \$1 million increase in Union requests for higher cost-of-living adjustments and benefits over the course of a 40-hour work week in 2024.

## Post-Pandemic Prices

The post-pandemic inflationary period left the County grappling with high costs to provide services to the residents of San Juan County.

Wage pressure brought about by consumer inflation, economic uncertainty, and the county's high cost of housing were top of mind when the new labor contract was negotiated.

## The Negotiations

During negotiations for the 2023-2025 labor contract, Union representatives requested increased cost-of-living adjustments and additional benefits that reflected the period of hyper-inflation that occurred beginning in the pandemic.

**Now, four months into the 2024-25 biennial budget, the County calculates that Union-requested increases at a 40-hour work week would have amounted to an unsustainable budget difference of approximately \$975,000 more than the 32HWW budget in 2024.**

Wary of dramatic budgetary impacts and unable to accommodate the Union's requested increases, the County took the bold step of holding wages relatively constant while reducing the work week by eight hours.

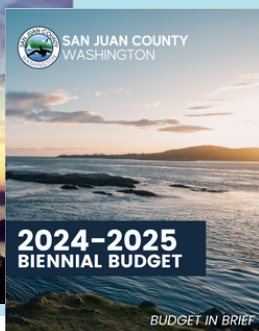
**Take a look at the  
County's budget  
online.**

Read the full,  
adopted budget  
or just the  
highlights in the  
'Budget-In-Brief.'

## What's Next?

The high cost of services, goods, and wages continues to place extraordinary pressure on the budget.

The County continues to carefully analyze the financial implications of the 32HWW and develop other strategies to maintain fiscal health.



[sanjuancountywa.gov/2030/San-Juan-County-Budget](https://sanjuancountywa.gov/2030/San-Juan-County-Budget)



## Recruitment and Retention

# A Place People Want to Work

Since the implementation of the 32HWW, interest in County employment has dramatically increased. The number of applicants has spiked and the time it takes to fill positions has dropped by 62%.



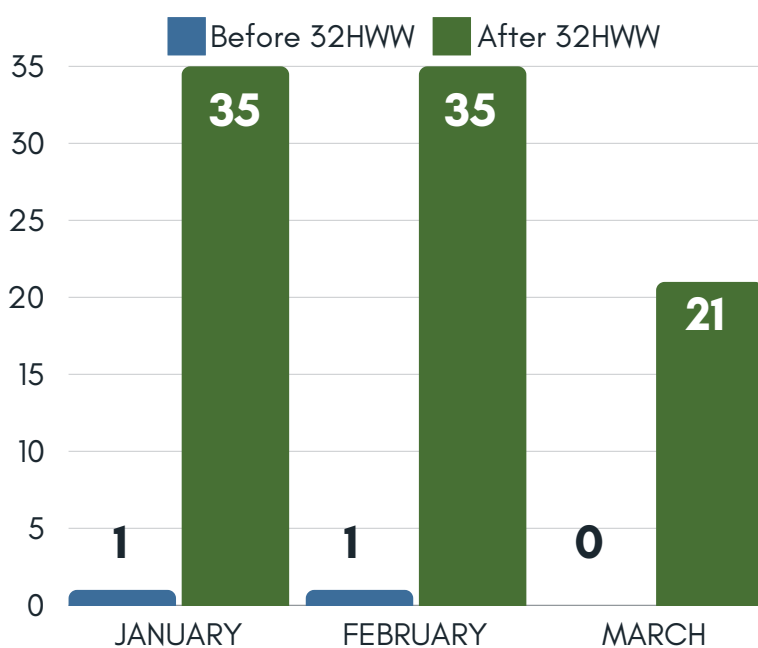
**Word of mouth is a powerful tool in the islands** – one that is supporting recruitment efforts locally. According to the All-Employee Survey, 59% of respondents have recommend that friends or family should apply to the County because of the 32HWW. In fact, the County only received one local applicant in Q1 of 2023 and 53 local applicants in Q1 of 2024.

**SJC is filling open positions**

**62%  
faster**

According to HR data, the rise in application volume and new recruitment practices has led to fewer vacancies.

## Number of Applications Received for County Jobs, January - March 2023 vs 2024



From San Juan County Human Resources

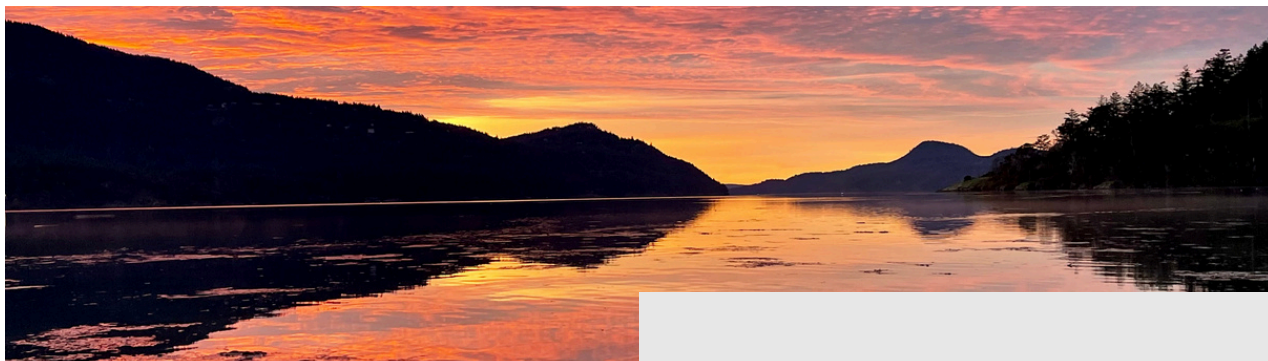
78% of County staff who were hired after the 32HWW said this schedule was the main factor they considered when applying.

**This positive recruitment trend may be attributed to more than just the 32HWW.** Different types of jobs spark different levels of interest. Additionally, the County's HR Department has also increased proactive recruiting efforts by creating targeted ads on social media platforms, promoting job openings via professional associations when applicable, and centralizing the application and interview process.

## Recruitment and Retention

# A Place People Want to Stay

County employees who took the survey reported an **increase in job satisfaction** (67%) since the implementation of the 32HWW and **positive impacts on their well-being and family life** (58%).



Retaining a consistent workforce is crucial for maintaining institutional knowledge and ensuring continuity in services. The less time departments spend searching for and training new staff, the more time can be spent improving processes and building relationships with customers. A stable workforce allows for smoother workflow, better planning, and more efficient resource allocation.

**Employees are choosing to stay.**

# Separations dropped 46%

HR data shows voluntary separations (quitting, retiring) have decreased by 46% between Q1 of 2023 vs Q1 of 2024, allowing the County to retain a skilled workforce.

### How staff feel about the 32HWW:

67%

Factors heavily into their desire to stay.

21%

Factors somewhat in their desire to stay.

7%

Does not factor in their decision to stay.

1%

Makes them more likely to look for another job.

3%

Gave other answers.

From San Juan County 32-Hour Work Week All-Employee Survey, March 2024

### What staff are saying...

*"I was looking to leave the County right before the 32-hour work week became a possibility."*

*"The 32HWW has revolutionized my work experience. I would likely no longer be with the County if it had not been implemented. I was considering leaving the County because of extreme burnout."*

*"This added flexibility has made me want to stay working for the County as opposed to looking for remote work."*



# The Impact on County Staff

**SJC staff say their work-life balance is**

**83%  
better**

In the All-Employee Survey, 83% of respondents 'somewhat' or 'strongly' agree that the 32HWW has improved their work life balance.

## All-Employee Survey

Survey respondents were generally supportive of the 32HWW, mentioning the positive impacts on their mental health and stress levels, the ability to spend time with family and children, and improved energy levels and physical health.

Survey results also revealed a number of employees who expressed feelings of stress as they work to accomplish their tasks in 32 hours instead of 40.

See the full survey in Appendix II.

## What staff are saying...

"While I enjoy the flexibility of the schedule, the pressure of doing the same amount of work in less time and supplementing the work that my staff no longer has time to do is contributing to my burnout symptoms."

"The 32-hour work week allows me to give 100% during my work week without burning out, and still gives me enough time to recharge and enjoy my life outside of work."

"The 32-hour work week has had a significantly positive impact on my life. I feel more refreshed when I come to work, and so I feel more efficient and better able to handle my fast-paced workload without feeling burned out."

## Wellness-Driven Efficiencies

The 32HWW provides employees additional rest between the work weeks and allows for off-island travel in a way that does not interrupt normal working hours and County operations.

**77%**

of respondents reported using less vacation time to run errands/ make non-medical appointments.

**71%**

of respondents reported feeling more rested.

**SJC employees used an average of**

**31% less  
sick time**

Even during respiratory illness season, employee timesheet data showed an average of 31% less sick time used.

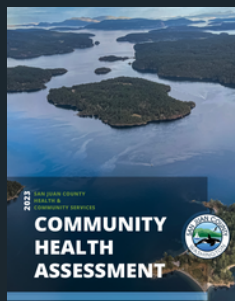


# Accessing Care and Minimizing Disruption

## 2023 Community Health Assessment

**Access to health care is a top community-identified need.**

Check out the full 2023 Community Health Assessment Report! Available in [English](#) and [Spanish](#).



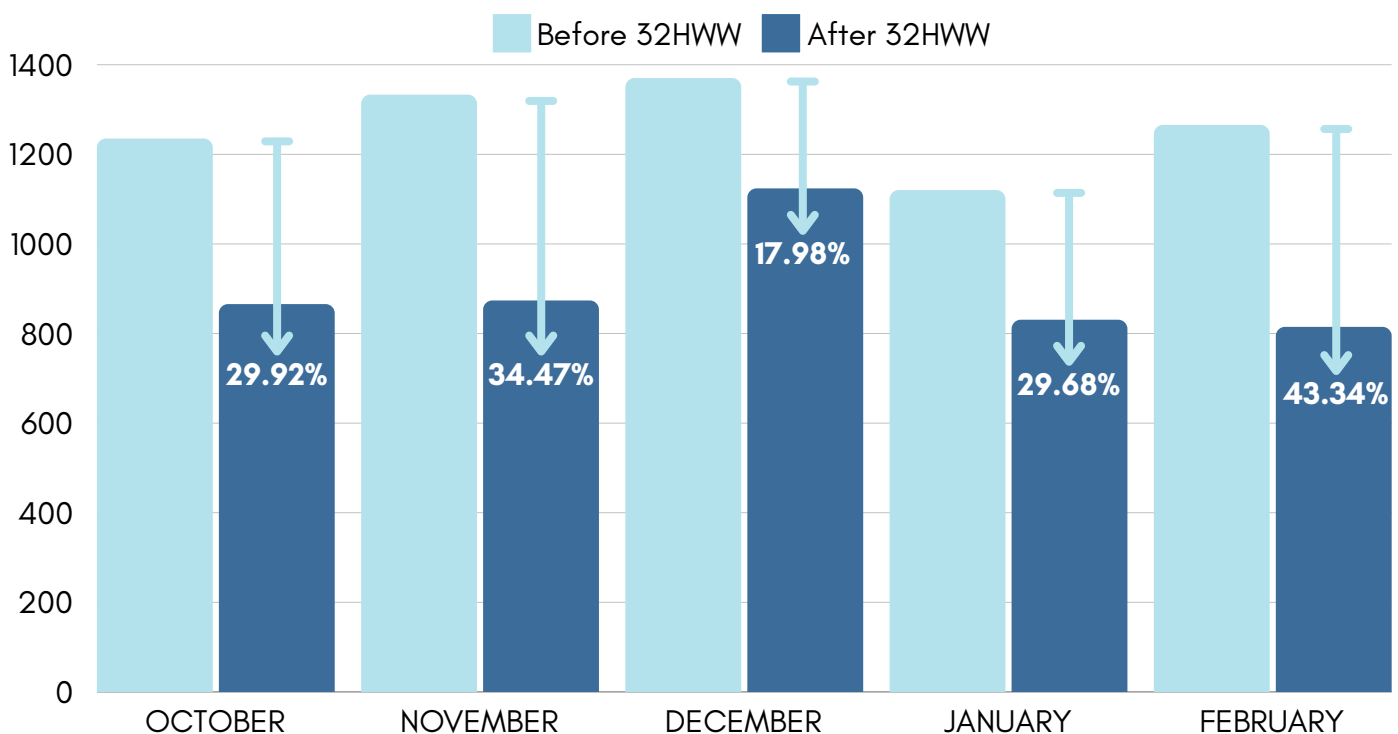
## Access to Health Care

According to the 2023 Community Health Assessment, 25% of county residents travel out of the county to seek primary care services and 90% travel out of county for specialty services. Availability of services is further impacted by travel barriers. It was not uncommon that County employees, like many other islanders, needed to take time off work access the care they need.

With the 32HWW, County employees are able to schedule medical appointments without taking time off work. **70% of survey respondents said they used their gained personal time for medical appointments.** This creative scheduling reduces the disruption of County services.

For the full Community Health Assessment Report go to <https://engage.sanjuancountywa.gov/community-health-assessment>.

## Sick Leave Use is Down an Average of 31%, October 2022 to February 2023 vs. October 2023 to February 2024



From San Juan County Human Resources



# County Operations and Key Performance Indicators

## Evaluating County Operations

**Each department and office is charged with managing the schedule change in a way that supports its operations.**

Directors and managers spent the first six months of the new schedule tracking key performance indicators (KPIs) to monitor the 32HWW's impact on their programs' major deliverables.



### Schedules

Across the organization, departments and offices are operating on both a four-day and five-day work week. The different schedules reflect the nature of the work.

Some departments stagger employee schedules across five days to maintain consistent public access hours, while others that prioritize increased employee collaboration or multiple customer service agents keep a four-day schedule.

**Appendix III:**  
Find a list of all department hours in the appendix.

#### A note from a 'five-day work week' department:

*"Staff schedules have been staggered to ensure coverage Mon-Fri 8:00am-5:00pm for all programs as needed, maintaining the same hours of service as were available prior to the 32HWW change."*

- Department of Health & Community Services

#### A note from a 'four-day work week' department:

*"If we tried to spread our staff over five days, we would only have three common workdays."*

*Both collaboration and group travel were made more efficient by moving to a four-day schedule. And we have certain individuals managing special tax programs, so having those individuals available during our working hours is important."*

- Assessor's Office

**There is both internal and external interest in**  
**one universal schedule**

The County will continue exploring all possible scheduling options in an effort to prioritize department productivity and support ease of public access.

# County Operations and Key Performance Indicators

## On the Clock



Still putting in  
the time.

**8% avg.  
decrease**

Though full-time hours were reduced by 20%, hours worked across the organization only decreased by 8% according to employee timesheets.

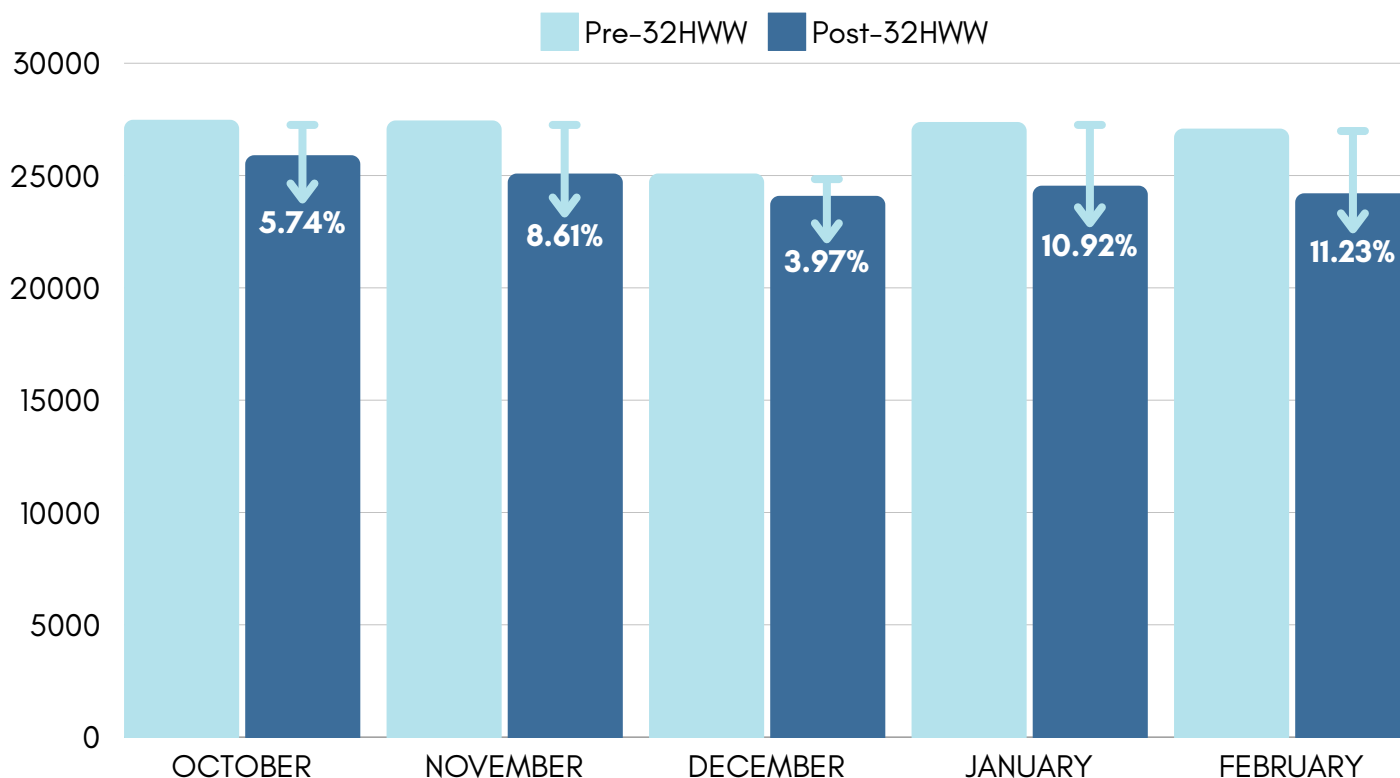
### Hours Worked

One of the most significant KPIs the County is tracking during this transition is the number of hours worked. Timesheets show that a 20% reduction in hours for full-time employees (1.0 FTE) did not necessarily equate to 20% less hours worked across the organization. **In fact, employee hours worked only dropped by an average of 8%.**

How is this possible? Prior to the 32HWW, not every employee was working 40 hours. Many part-time and seasonal employees provide valuable resources to the organization, and their hours have not changed.

Fewer vacancies across the organization also contributed to the total number of hours worked as the County has benefitted from a fuller workforce.

### Hours Worked, October 2022 to February 2023 vs. October 2023 to February 2024



From San Juan County Human Resources



# County Operations and Key Performance Indicators

## Finding New Efficiencies

The 32HWW also has paved the way for increased prioritization and organization efforts between departments.



Departments are utilizing both new and existing software in collaborative ways. Shared calendars, joint inboxes, remote file access, and other tools have contributed to several departments' success in streamlining operations.

Additional efficiencies have been found by reducing the number of meetings and increasing cross-training opportunities for staff.

### What staff are saying...

"I have always believed in working to find ways to make our work more efficient, but the 32HWW has brought this to the forefront of our department's mindset."

"The 32 HWW overall is a positive direction, [but] more department reporting is needed to Council and public showing that work is still being accomplished."

### Top Employee-Identified Efficiencies

Increased organization and prioritization of tasks

Using new software or existing software in new ways

Fewer meetings or more efficient meetings

Cross-training staff

From San Juan County 32 Hour Work Week All-Employee Survey, March 2024

### What Departments are saying...

"We are trying to do more cross-training and building analysis tools so employees can be more independent and certain processes are not dependent on one person."

- Assessor's Office

"We're putting some of our processes online such as resident and group reservation programs. Previously these would take weeks to process, but now take a day or two."

- Parks, Recreation, and Fair

"The biggest efficiencies have been with accounts payable. We are continuing to identify and implement efficiencies with payroll, junior taxing districts, budget, grants, and maintaining the general ledger."

- Auditor's Office



# County Operations and Key Performance Indicators

## Finding Ways to Grow

As one of the first Counties to adopt a 32HWW, there were few precedents to follow, and every department and office was met with its own set of challenges.

### Identifying Challenges

- **Adjusting to the new schedule** (setting new office hours if needed, balancing employee schedules, coordinating with partner agencies and/or other departments)
- **Re-organizing priorities** (reviewing yearly goals, re-evaluating staff training needs)
- **Sustaining front-desk / phone coverage** (aligning staff schedules with customer service needs)
- **Maintaining productivity** (identifying key deliverables, focusing on efficiency)



Several managers are also finding themselves working longer days to ensure deadlines are met, while other staff continue to feel their already full workloads increase.

Staff identified challenges with inter-departmental communication, completing tasks within their shorter work weeks, and managing the seasonality of certain, time-intensive projects.

### What staff are saying...

*"I feel more pressured to complete my tasks. The workload has not decreased, more work needs to be done than I have time for in 32 hours."*

*"I feel the need to fill holes in the program which has increased my workload and stress. We need adjustments in structure and capacity to make this schedule functional under current and growing program needs."*

### Where has the work shifted?

# 12% feel stressed

12% of All-Employee Survey respondents anecdotally expressed feelings of stress related to the 32HWW. Many of these respondents are managers and supervisors who are tasked with maintaining productivity for their respective programs.



## County Operations and Key Performance Indicators

# Identifying the Indicators

**It's essential to recognize that more than a six-month data set is needed to accurately evaluate the impacts of the 32HWW on program-specific key performance indicators (KPIs).**

This preliminary data may not fully account for variations like work seasonality, vacant positions or staff-in-training, software implementation, etc. that might impact deliverables over a short amount of time.

## County-Wide KPI Summary

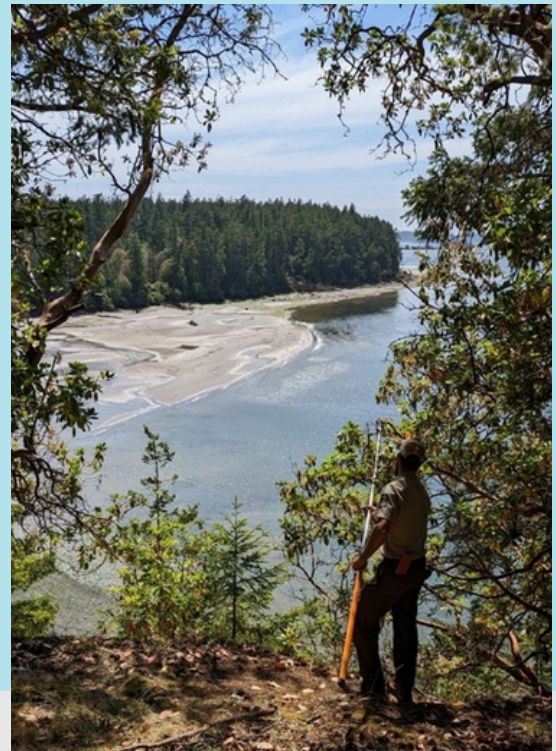
**Since implementing the 32HWW, the County has experienced little variation in its ability to deliver key programs and services.**

No staff positions or programs have been cut and public services are being maintained. Many departments continue their 'on-call' services and respond to after-hours needs.

## By Department

Each department was tasked with identifying and monitoring the KPIs related to their programs and services. Some are more easily tracked than others.

**A list of department-specific KPIs is located in Appendix I.**



## What We've Heard

Since implementing the 32HWW, the County has received a wide variety of feedback from the community.

We've heard that some residents are concerned about access to County services, confused about hours of operation, and worried about long-term sustainability. The County is working diligently to answer questions, address misinformation, and clarify any changes in operation related to the new schedule.

All information related to the 32HWW can be found on the [County's Engage page](#).

By diligently monitoring KPIs over time, the County will adapt its strategies, address challenges, and optimize the benefits of the 32HWW.



# Conclusion



## Thank You, Islanders

Thank you for reading this report and for your patience and understanding as the County pursues a creative solution to staffing and budget challenges. Thank you for engaging in difficult conversations with us, sharing your feedback, and holding us accountable. We look forward to continuing to serve you.

## What's Next?

**Moving forward, the County will focus on three main tasks to improve operations:**

- **Increased communication**
- **Training & skills development**
- **Establishing a team to integrate report findings into County operations**

These three needs were identified by employees to better support them and residents through this transition. They will be the cornerstones of the next six months' efforts to managing the 32HWW.

## Questions or Feedback?

We want to hear from you!



<https://engage.sanjuancounty.wa.gov/san-juan-county-s-32-hour-work-week>



[32hours@sanjuancountywa.gov](mailto:32hours@sanjuancountywa.gov)







SAN JUAN COUNTY  
WASHINGTON

# 32 HOUR WORK WEEK

**2024**

DEPARTMENT-  
SPECIFIC KEY  
PERFORMANCE  
INDICATORS

SIX-MONTH CHECK-IN  
APPENDIX I

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## Appendix I

# Evaluating County Operations

Each department was tasked with identifying and monitoring the KPIs related to their programs and services. Some are more easily tracked than others.

### Department/ Office

### Key Performance Indicators Tracked

#### Assessor's Office

The Assessor's Office is tracking the average inspections per month, the date final values were certified to the Department of Revenue, the starting date of the revaluation process, among other metrics.

There is limited data to review the average inspections per month since the most recent round of appraisals did not begin until March of 2024. The only overlapping data pre and post the 32HWW is two weeks in March. Comparing the first two weeks of March 2023 (329 properties) to 2024 (281 properties) reveals a 15% decrease in total number of properties inspected. (pre-32HWW 329, post-32HWW 281); The office notes that additional time is needed to gather more reliable information.

Final values were certified to the Department of Revenue about three weeks later (11/7/22 vs 11/28/23) and the starting date of the revaluation process started about 40 days later. (1/24/23 vs 3/5/24)

The office is working diligently to find efficiencies and not fall behind in the work schedule. The staff collaboratively share ideas for improvement, cross-train, and build analysis tools to increase productivity.

Thanks to new procedures, the Assessor wrote, "We are more efficient than we were before the change to the 32-hour work week."

#### Auditor's Office

The Auditor's Office tracks three key performance indicators: accounting turnaround times, customer service transactions, and voter registration requests. The office notes that limited data existed prior to the 32HWW implementation, and due to the rapid rollout, didn't have time to collect baseline data.

The office found their processing turnaround times for accounting requests remained consistent (payroll, general ledger, grants, budgets), and their accounts payable processing times improved (from 2-3 weeks down to one week) due to hiring qualified staff, decentralizing invoice entry, drastically improving the procedures, and cross training for coverage.

The number of customer service transactions slightly decreased from 26,425 to 25,516 as the same time period before the 32HWW. The office noted that the decrease is unrelated to the 32HWW and was mostly due to the reduction of recorded real estate documents. The office also noted that staff are needing one extra day to return phone calls.

The Elections Office continues to process voter registration requests daily, remaining consistent with pre-32HWW routines. This is largely due to management staff working longer hours.



## Department/ Office

## Key Performance Indicators Tracked

### Conservation Land Bank

The **Conservation Land Bank** tracks staff's ability to regularly monitor preserves, maintain public access, and produce outreach and meeting materials. In the first six months, the average time between monitoring visits of preserves increased by about one- two weeks for some preserves while production of materials for commission meetings and budgets remained unaffected. Trails/parking areas were kept clear as before.

From October to March before the 32HWW, the average time between monitoring visits averaged three weeks.

From October to March after the 32HWW, the average time between monitoring visits averaged four weeks.

The department noted that it's yet to experience issues with increasing the intervals between monitoring visits, but will be watchful for increases in trash or vandalism over time. As the busier summer season approaches, the department will track metrics related to opening new preserves, hosting more events, and response times to various inquiries.

### The Courts and Court- related functions (**Superior Court, Superior Court Services, District Court, Clerk's Office, Prosecuting Attorney's Office**)

**The Courts'** workload and deliverables (both **District** and **Superior**) fluctuate based on caseload. The same is true for Superior Court Services and the **Clerk's** and **Prosecuting Attorney's Offices** that often work in tandem to process hearings, provide support and services, and more. While these offices don't necessarily have key performance indicators, some are tracking the average time to process payments and respond to phone calls. In most offices, these tasks have remained consistent.

### Department of Community Development

The **Department of Community Development** has struggled to maintain consistent leadership in recent history, resulting in data discrepancies and varying methods of record keeping. Interim leadership from the Department of Health & Community Services felt they could not, in good faith, release data that has not been vetted or verified in time for the six-month check-in. The department regrets being unable to participate in the KPI review for this check-in but is confident that a more complete evaluation of permit review times will be completed at the one-year mark in October of 2024.

While the search for new leadership continues, DCD staff remain committed to improving permit review times, updating procedures to find new efficiencies, and adding additional resources to the website. The department implemented a 28-day completeness review and has changed the review process for certain mechanical permits to be more efficient. The County extended its contracts with two consultant firms to assist with review of building plans and review of critical area reports. Both services help reduce the months long land use permit review times and provides additional review capacity for staff.

DCD staff are also actively reorganizing the website to improve the user experience, completing customer service training, and expanding the SmartGov system to include all permits.



## Department/ Office

## Key Performance Indicators Tracked

### Environmental Stewardship

The **Environmental Stewardship Department** tracks data related to the number of citizens and partner agencies engaged on a given project, the number of projects advanced annually, events hosted, and requests resolved.

Because this data is both program and project-specific, the department is looking forward to the one-year check-in where it will have enough data to compare engagement on past projects. For example, the Climate and Sustainability Program plans to compare engagement for the Sustainable Tourism Management Plan with new projects like the forthcoming Climate Action Plan to gauge impact.

Mainstay events like the Great Islands Clean Up and derelict vessel turn-in days continue to be part of regular department programming and have remained unimpacted.

### Facilities Department

In the **Facilities Department**, both custodial and maintenance staff have experienced slightly longer timelines for projects to reach completion. Staff are finding it difficult to keep the same service frequencies with some departments operating five days a week while others are four days per week. If all departments were on a four-day work week, the department suspects that custodial service could improve.

The department also notes that during the analyzed timeframe, the workflow radically changed as departments shifted office locations, staff sizes, and other variables that impact their work.

### Health & Community Services Department

The **Health & Community Services Department** tracks the number of customers served by various programs (Meals on Wheels, information, assistance, and referrals for senior services), the amount of educational materials distributed (social media posts, press releases, etc.), and payment processing times, among others.

The department found no significant differences with work products or service delivery, in fact, the amount of educational materials increased by 38% and about 1,000 more meals were served via Meals on Wheels during the same time period pre and post the 32HWW.

The department did note a slight increase in the number of days to process invoices which is most likely attributed to the accounts payable clerk being out of the office one day per week.

### Human Resources

**Human Resources** is tracking the time it takes to process new hires. Staff created written documents to consolidate new-hire information, provided hiring documents to new hires before they start, and have allowed new employees additional time to fill out the paperwork. These steps and more have decreased the amount of new hire processing time.



## Department/ Office

## Key Performance Indicators Tracked

### Information Technology Department

The **Information Technology Department** tracks work orders and Help Desk tickets. Though volume has increased since the 32HWW, tasks are completed in the same amount of time once they are opened. Managers continue to address security threats regardless of time or day.

October-March before the 32HWW, the IT Help Desk received 812 tickets, 87% of which were completed. October-March after the 32HWW, the IT Help Desk received 1108 tickets, 82% of which were completed.

### Parks, Recreation, and Fair Department

The **Parks, Recreation, and Fair Department** is a highly seasonal department. During winter months, staff address maintenance and capital improvement projects. They continue to make steady progress and are on schedule for completion by summer.

Prior to the 32HWW, the Group Camping Reservations program took nearly 60 days for full execution and Resident Reservations took approximately four staff members nearly three weeks to complete. With program schedule changes and the implementation of new software, Group Camping took less than a week of staff time and Resident Reservations were largely completed in a single day with a single staff member.

With the expansion of participation online, the department saw a 19% increase in resident reservation revenue, attributed to a more efficient process for the public. Group reservations experienced an 11.75% decrease compared to this time in 2023. The department notes this change is not reflective of the 32HWW, but instead, the fact that commercial groups have not yet booked for the season.

The department plans to track facility rentals once construction concludes, campers served during the summer season, and operations related to the County Fair in August.

### Public Works Department

The **Public Works Department** monitors road maintenance activities which continue to be performed at a comparable level of service as before the 32HWW. Engineering services and financial services (contracting and accounting) also continue to be performed with little impact to operations.

### Treasurer's Office

The **Treasurer's Office** monitors the number of transmittals for various County funds and special purpose districts, which increased by 31% since the 32HWW. Activity in all areas has increased but staff hours have decreased.

- The amount of checks entered into the County's property tax collection system (PACS) increased by 22%.
- The amount of refunds from County and special purpose districts processed increased by 31%.
- Warrants cashed and redeemed increased by 9%.

The office also notes that mail processing time has increased by approximately one week.



SAN JUAN COUNTY  
WASHINGTON

# 32 HOUR WORK WEEK

INITIAL ALL-  
EMPLOYEE  
SURVEY FINDINGS

**2024**

SIX-MONTH CHECK-IN  
APPENDIX II

---

## Contextualizing the Data

# The Purpose of This Survey



### Message from the County Manager

"We're continuously learning and adapting to the needs of our community. The 32-hour work week is just another way San Juan County is adapting to the needs of employees, the operating budget, and the future of employee recruitment.

This survey provides valuable insights into our first six months of the new schedule and highlights opportunities to better support the organization through this change."

**Mark Tompkins**

Interim San Juan County Manager



## Employee wellness is a pillar of our organization.

San Juan County knows its strength lies in the public servants who run its departments and programs. By prioritizing the people who keep the County running and promoting employee wellness with a 32-hour work week, San Juan County is setting the standard for quality work-life balance in the islands.

The 32-hour work week prioritizes islander well-being by:

- Supporting growing families and offering working parents greater flexibility to align with their children's schedules.
- Allowing additional time for employees to schedule off-island travel (for errands, medical visits, etc.) in a way that will not interrupt normal working hours and County operations.
- Reducing cases of sickness, absenteeism, and burn-out by providing islanders time to rest, recharge, and take care of their physical and mental health needs.

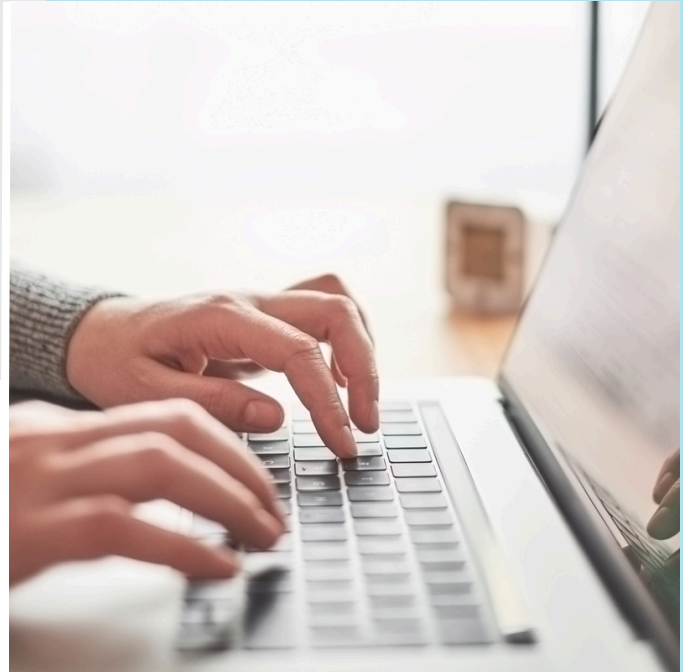




# How the Information Was Gathered

## About the Survey

The All Employee Wellness Survey was open to all SJC staff for just over two weeks. The survey was hosted on Microsoft Forms. Staff were able to take the survey once and respondent identifying information was not recorded.



### March 18, 2024

Email sent to all SJC staff inviting them to take the survey.

### March 27, 2024

Reminder email was sent to all SJC staff to encourage more participation in the survey.

### March 29, 2024

Deadline extended and survey included new survey options in response to staff feedback about anonymity concerns.

### April 2, 2024

Survey closed.

## Modes of Advertising

The survey was distributed to all staff through email, printed copies to staff without computer access, advertised in internal newsletters, and an agenda item in the Communications Working Group.

**69%**

## Participation

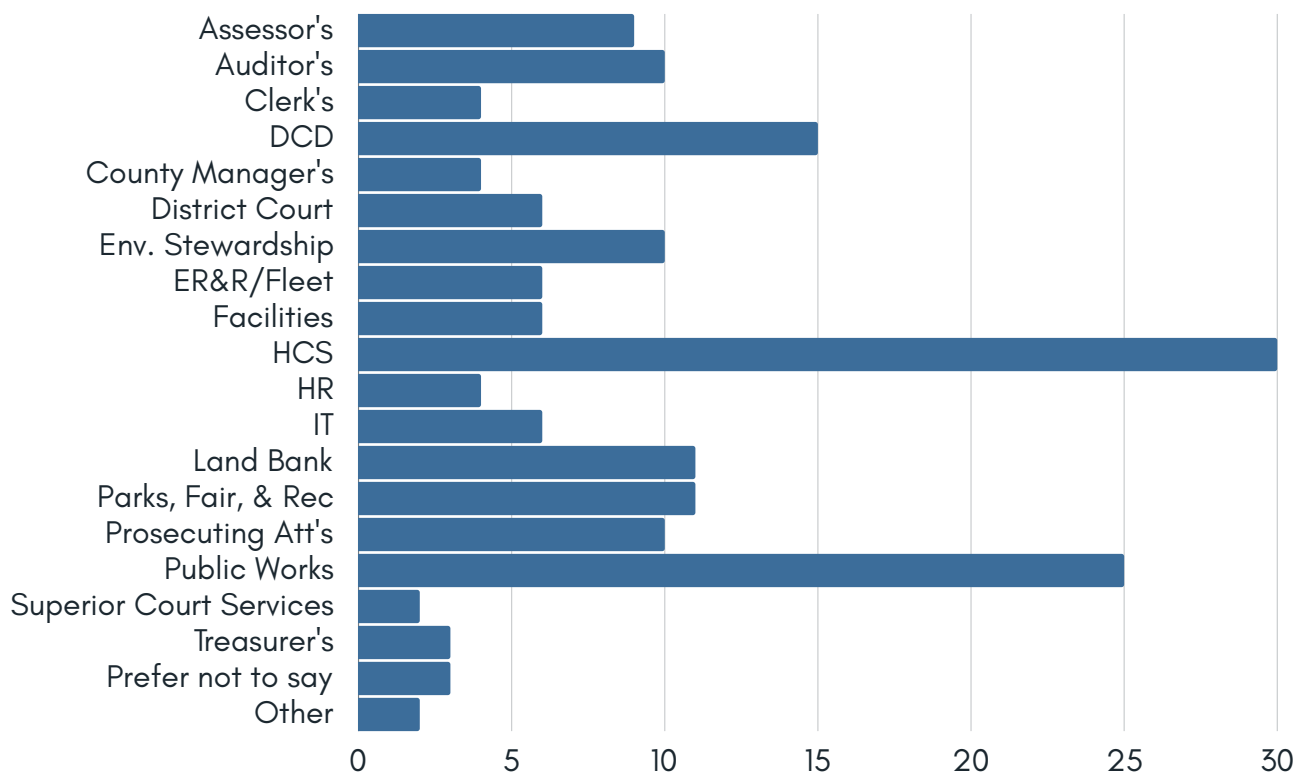
As of early April, the County had 256 employees (excluding the Sheriff's Office who is not participating in the 32HWW and was not sent the survey). Some County employees are seasonal, pro tempore, or on leave. There were 177 respondents to the survey.



# Survey Responses

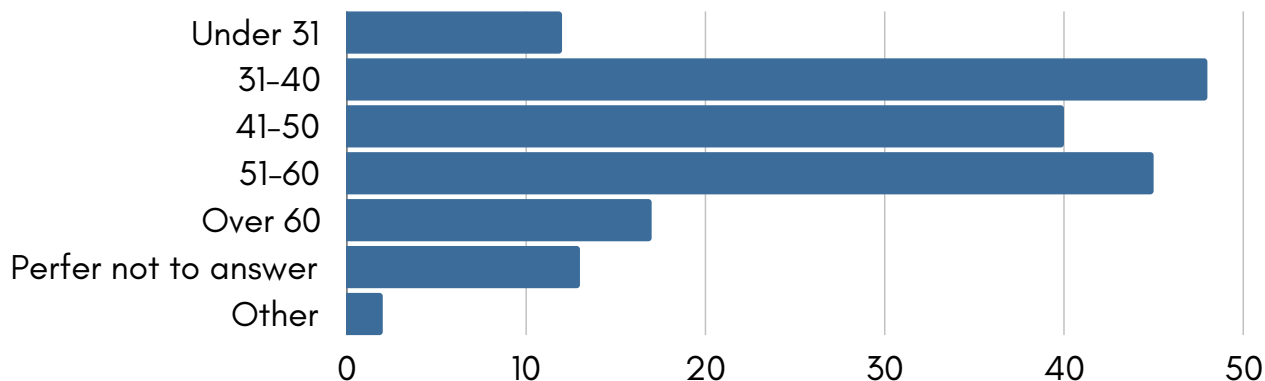
## Initial Findings of Survey

### 1. What Department / Office are you in?

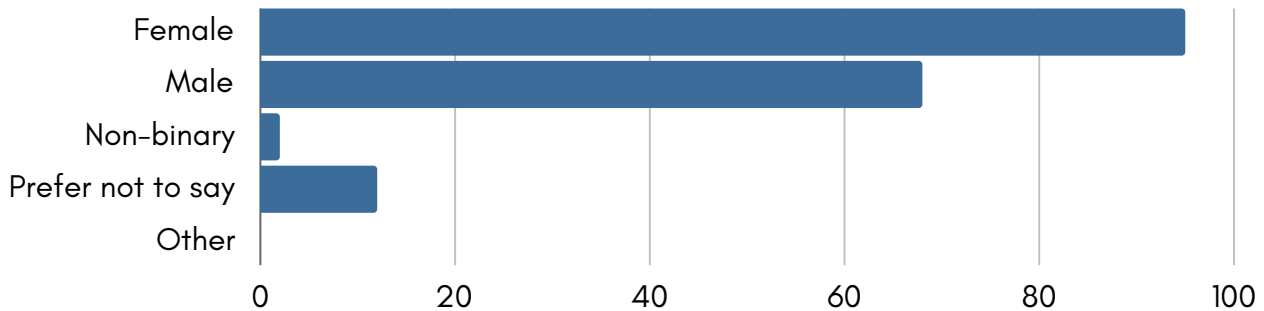


Note: The following departments had no respondents identified: Emergency Management, Sherriff's Office (not participating in the 32HWW), and Superior Court (NOT Superior Court Services).

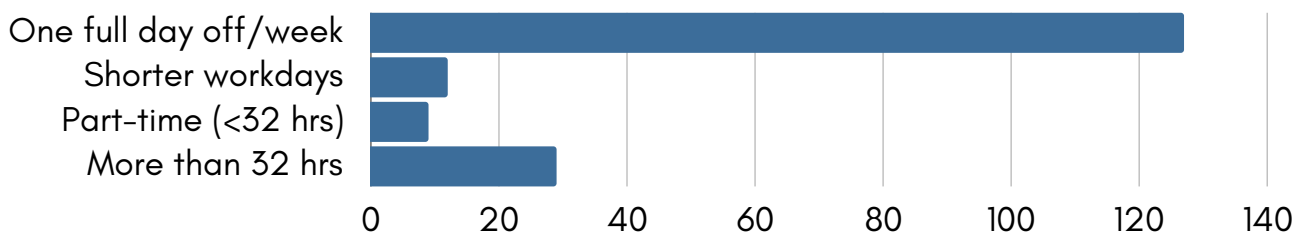
### 2. The County is trying to understand how the 32HWW impacts different ages of the workforce. What is your age group?



### 3. The County is trying to understand how the 32HWW impacts different genders of the workforce. What is your gender?

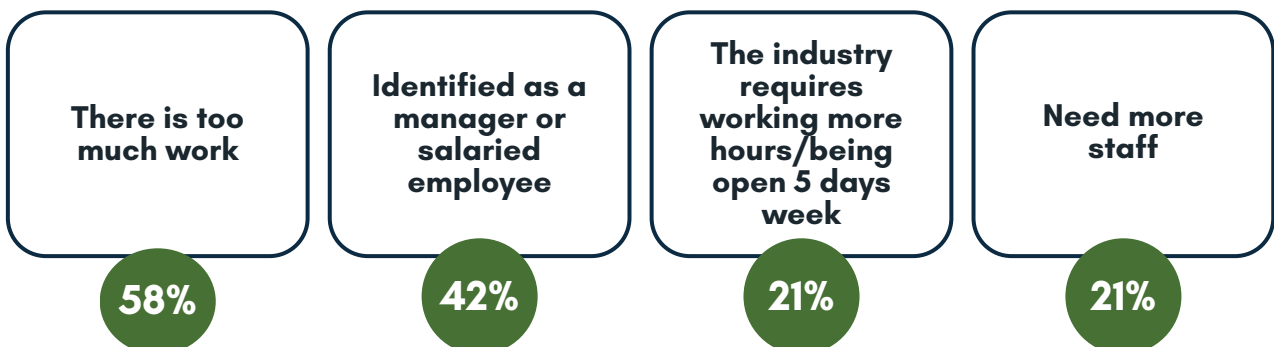


### 4. What is your 32-hour work week schedule?



### 5. If you're consistently working more than 32 hours per week, please describe your schedule and what would make a 32HWW possible for you? Do you see ways to restructure your work? Software that would make things more efficient? Please share your ideas below:

Initial findings from the open response question show the following themes:

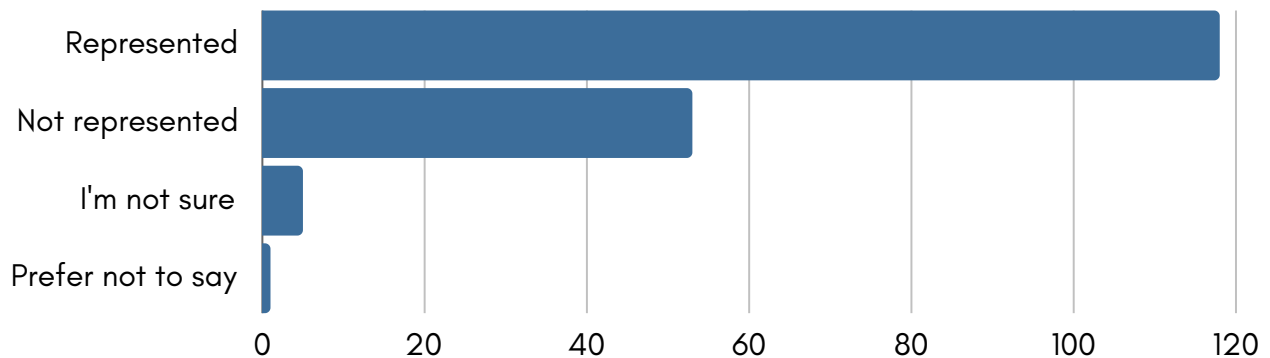


Note: 33 respondents (or 19%) responded. This is 3 more respondents than who identified working more than 32 hours a week in Question #4.

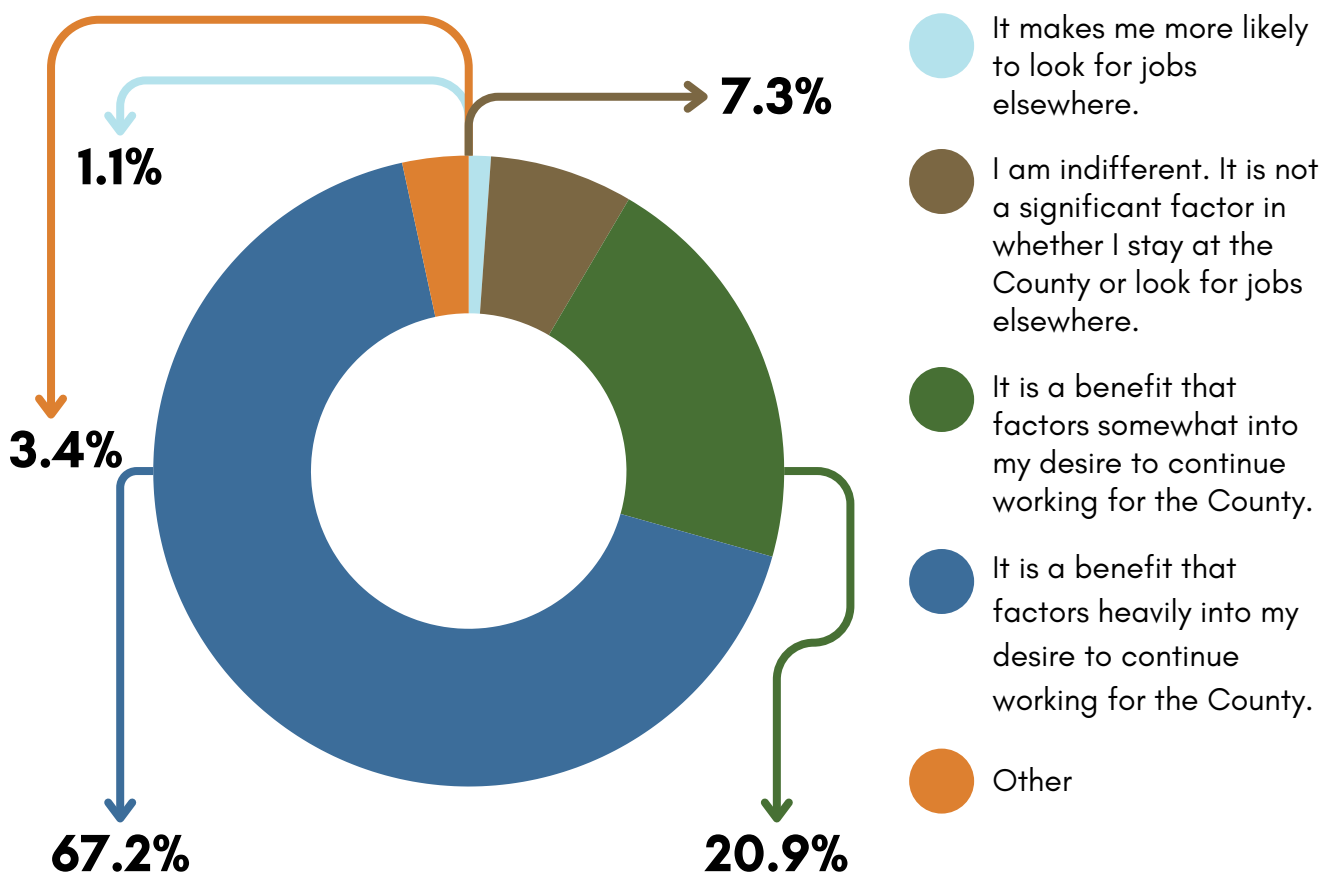


## Survey Responses

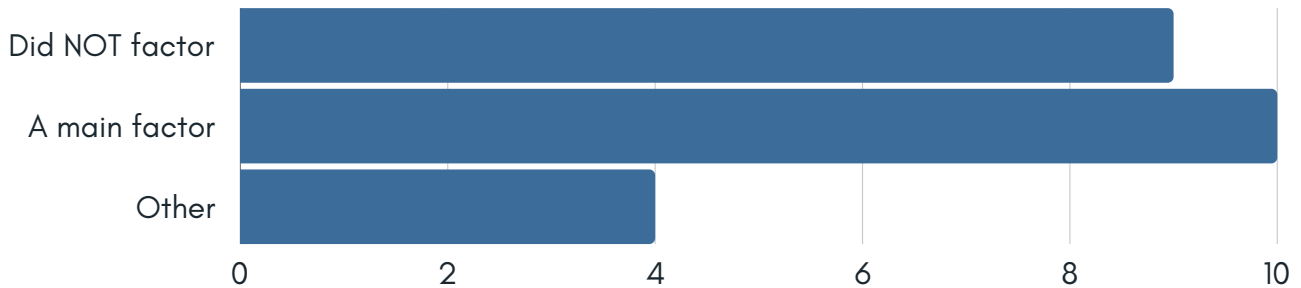
### 6. Regardless of whether you are a member of the union, is the position that you are in a union-represented position?



### 7. How does the 32HWW impact your desire to continue working for the County?

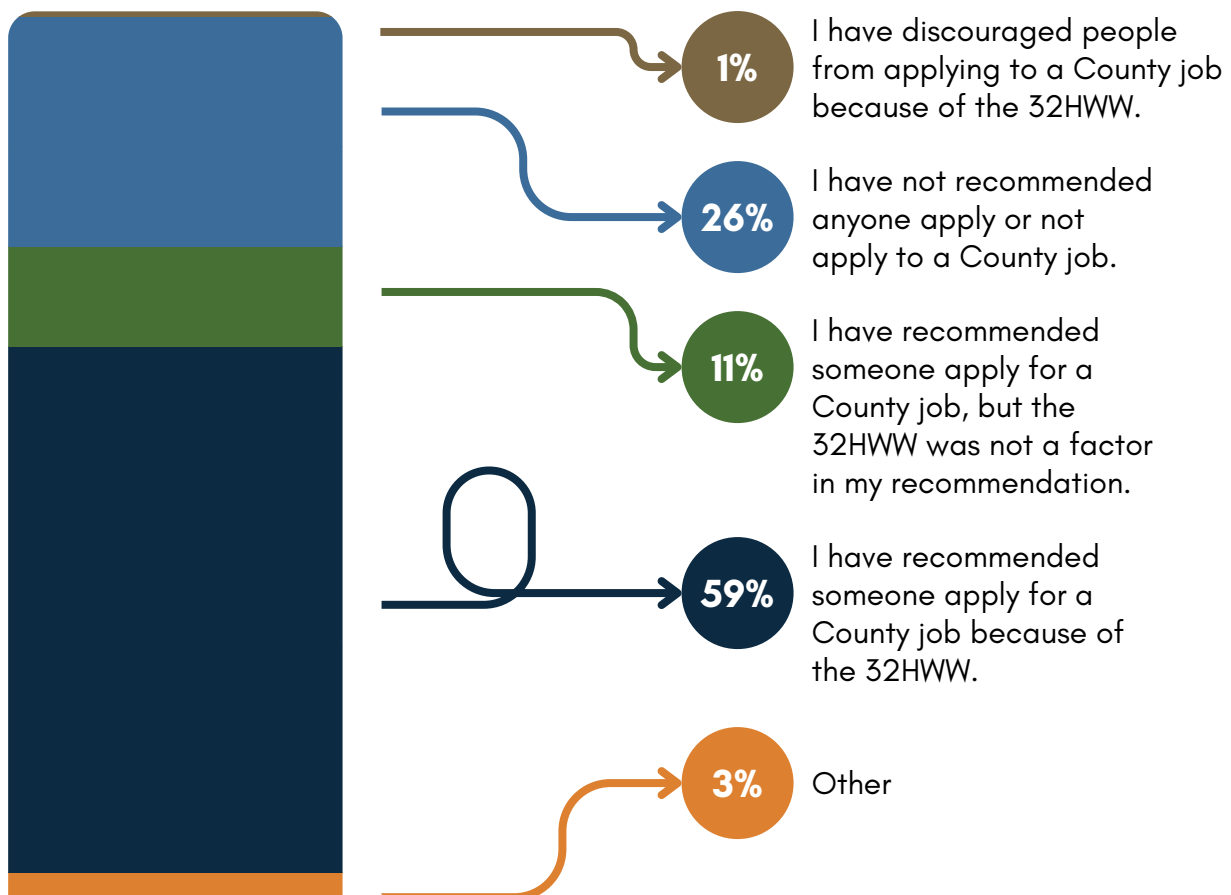


**8. If you started working for the County after the 32HWW was implemented, please share how it factored into your application process.**



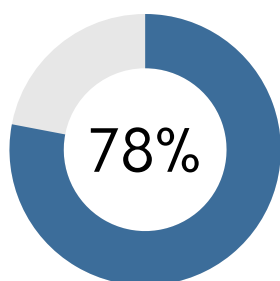
Note: Those who answered, "I was already working for the County when the 32HWW was implemented" were not included in this graphic.

**9. Since the implementation of the 32HWW have you recommended someone apply for a County job because of the 32HWW?**

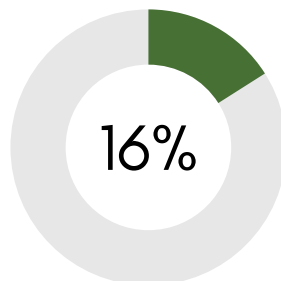


## Survey Responses

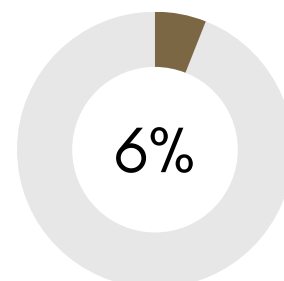
### 10. Please rate how the 32HWW has affected how your job impacts your overall health and wellbeing.



My job impacts my overall health and wellbeing more **positively**.



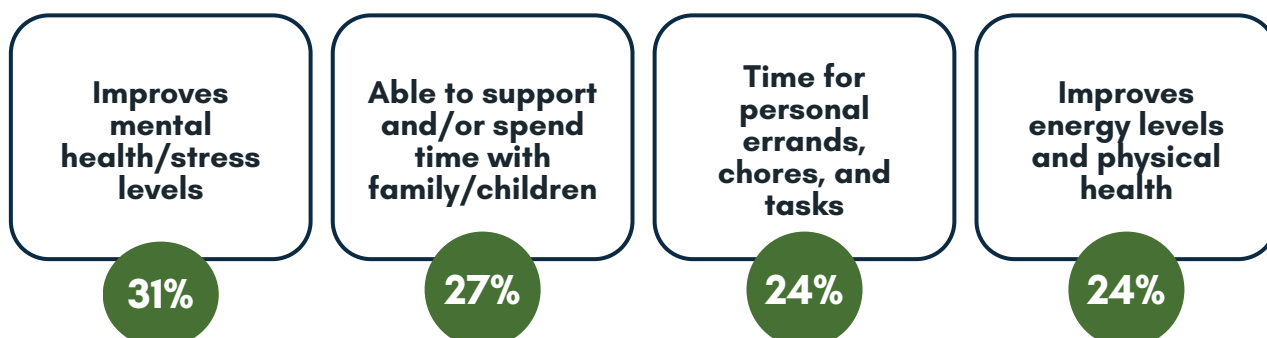
My job's impact on my overall health and wellbeing **has not changed**.



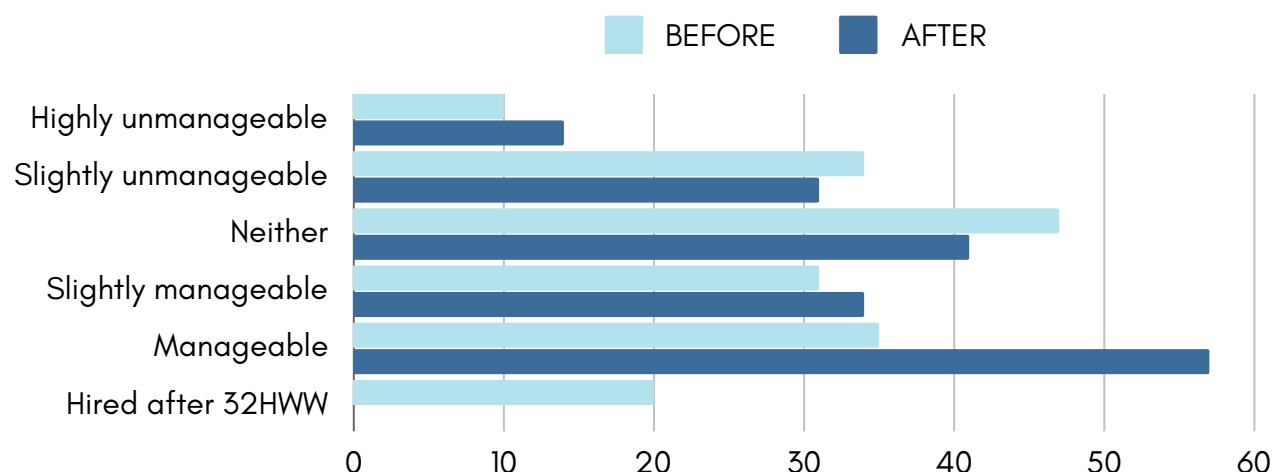
My job impacts my overall health and wellbeing more **negatively**.

### 11. Open response: Tell us more about how the 32HWW affects your wellbeing.

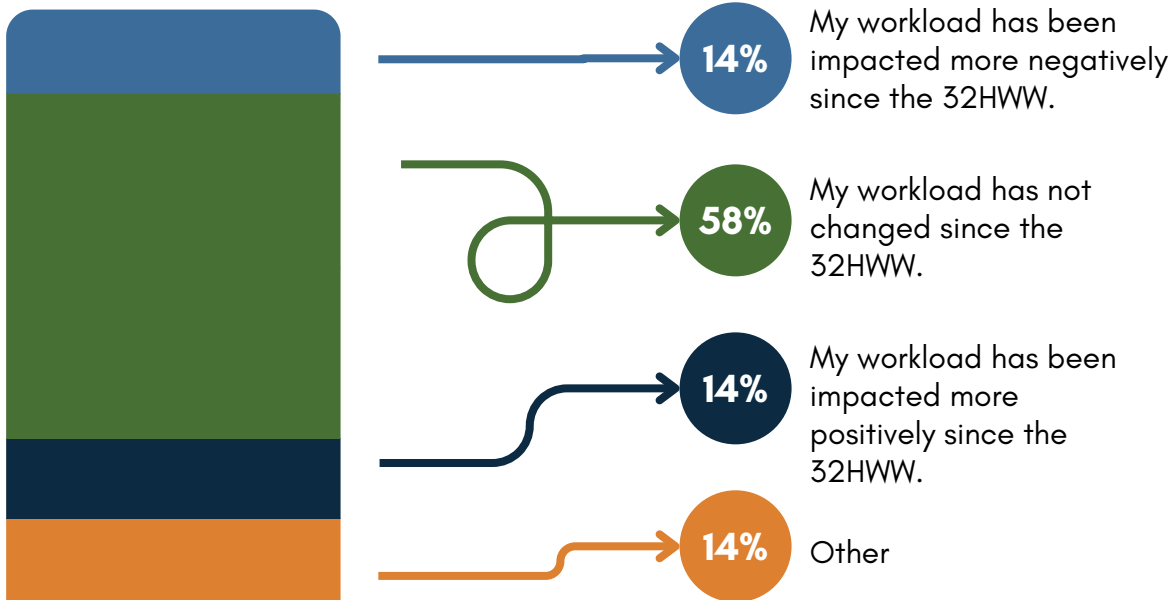
Initial findings from the open response question show the following themes:



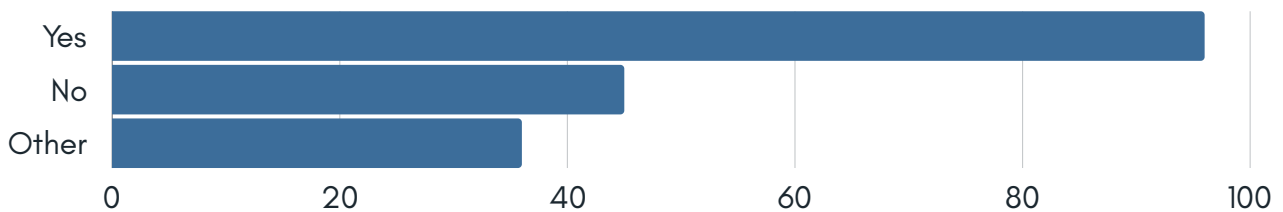
### 12 & 13. How manageable was your workload, usually, BEFORE and AFTER the 32HWW?



## 14. Please rate how the 32HWW has affected your workload.

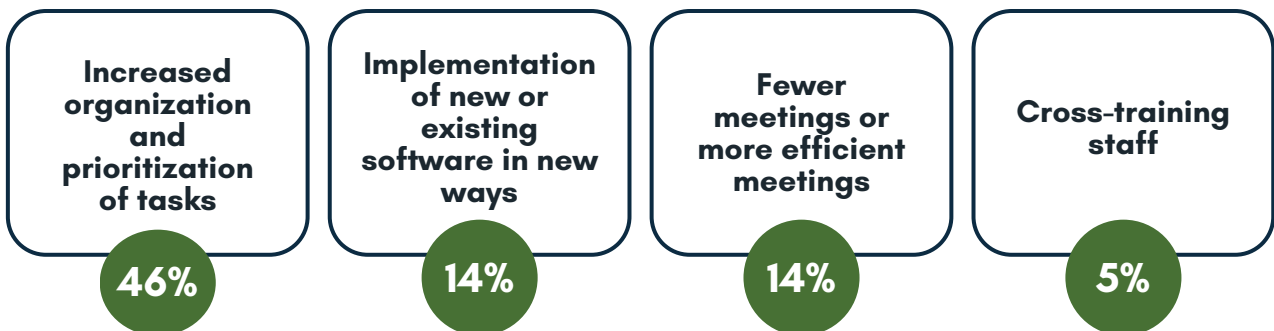


## 15. I've been able to speak with my supervisor about efficiencies I've identified to make our workload more manageable in a 32 hour work week.



## 16. Please share any efficiencies you've discussed:

Initial findings from the open response question show the following themes:



Note: Only 46% of respondents identified efficiencies discussed. An individual response may have contained multiple ideas.



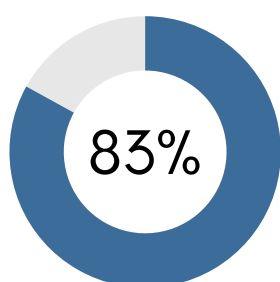
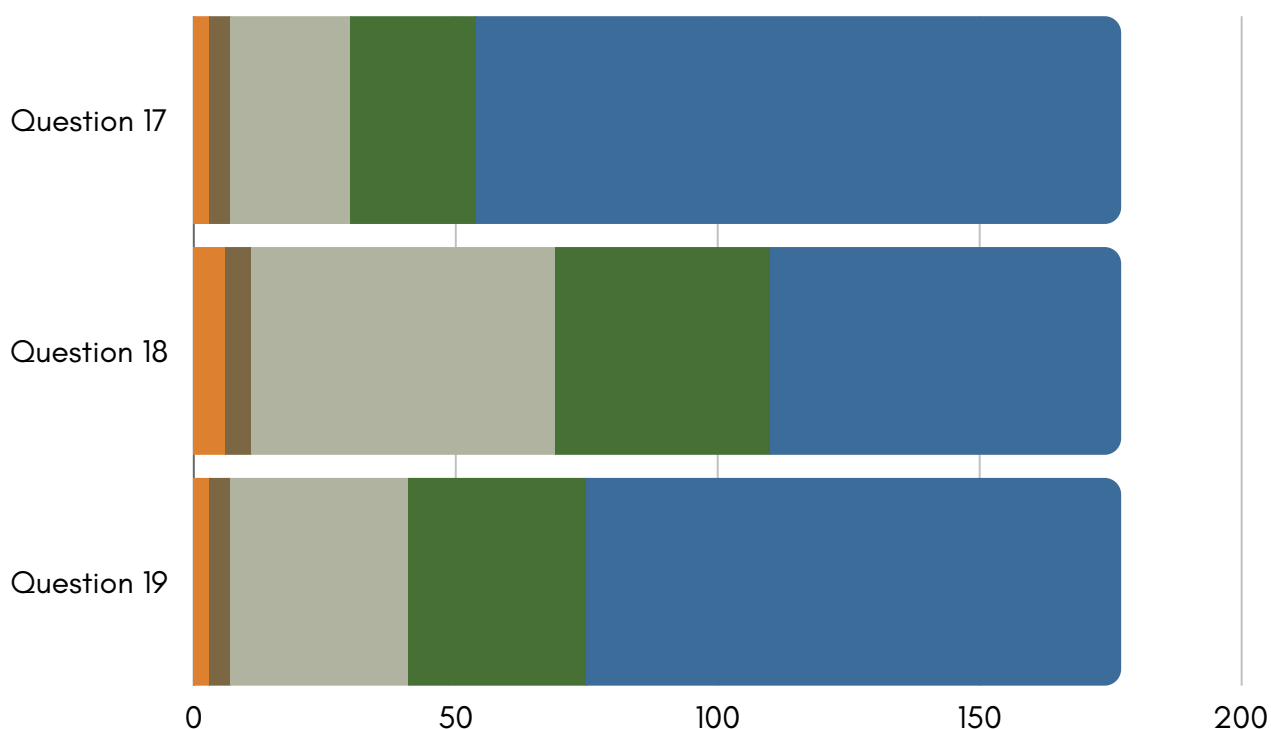
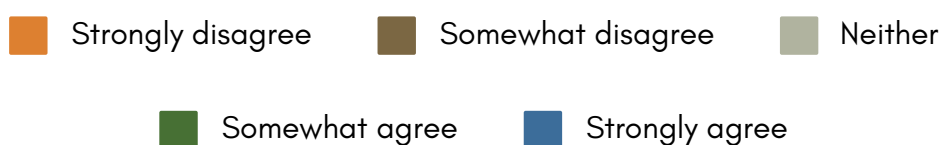


## Survey Responses

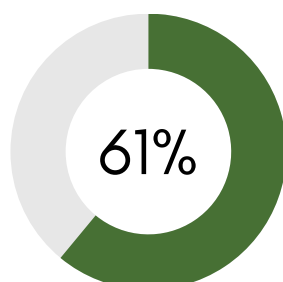
**17. I feel the 32HWW improved my work-life balance.**

**18. I have had to use less sick days since the 32HWW.**

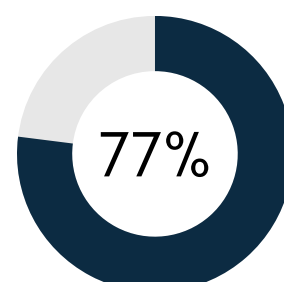
**19. I have had to use less vacation time to accomplish errands/non-medical appointments.**



Respondents who somewhat agree or strongly agree the 32HWW has improved their work-life balance.

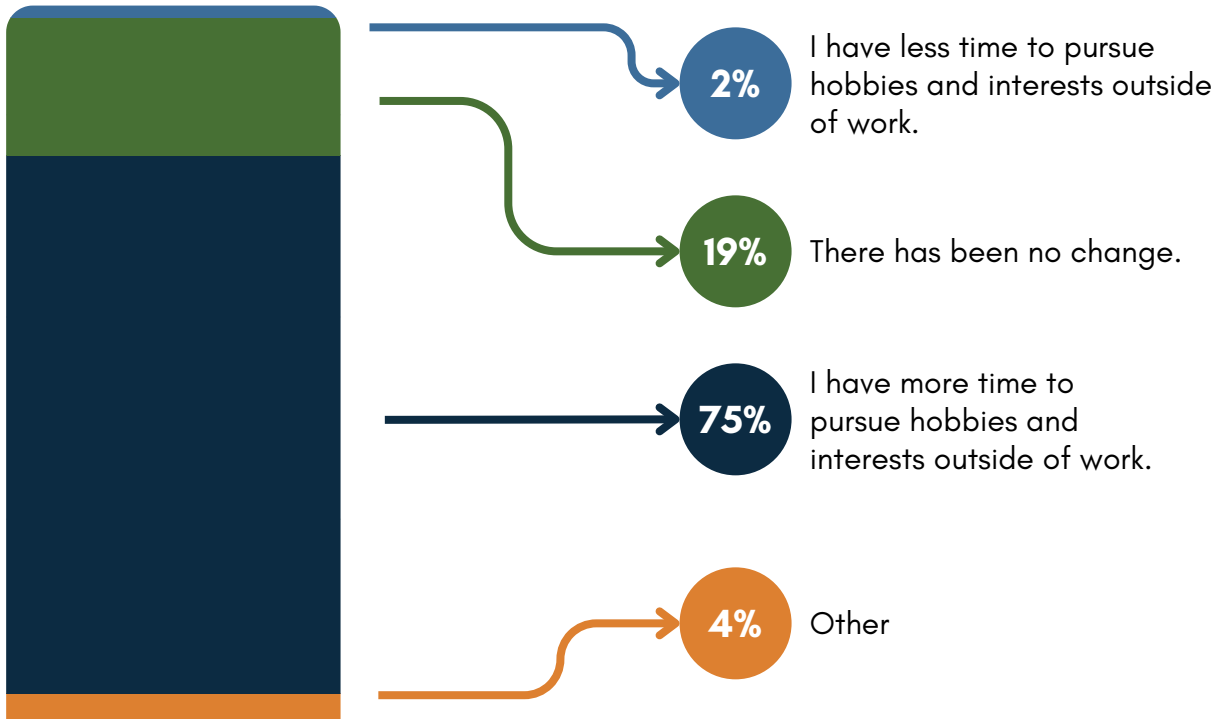


Respondents who somewhat agree or strongly agree they have had to use less sick days.

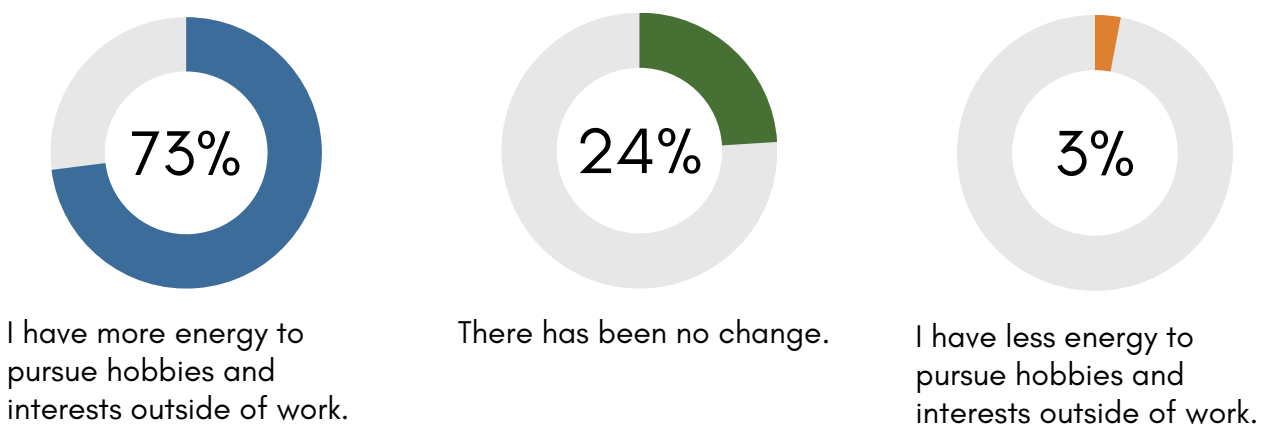


Respondents who somewhat agree or strongly agree they use less vacation time to accomplish errands/non-medical appointments.

## 20. How has the 32HWW affected your ability to take time to pursue hobbies and interests outside of work?

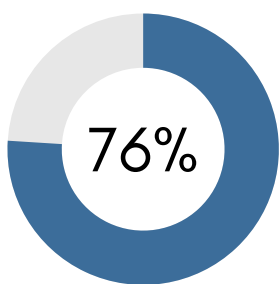
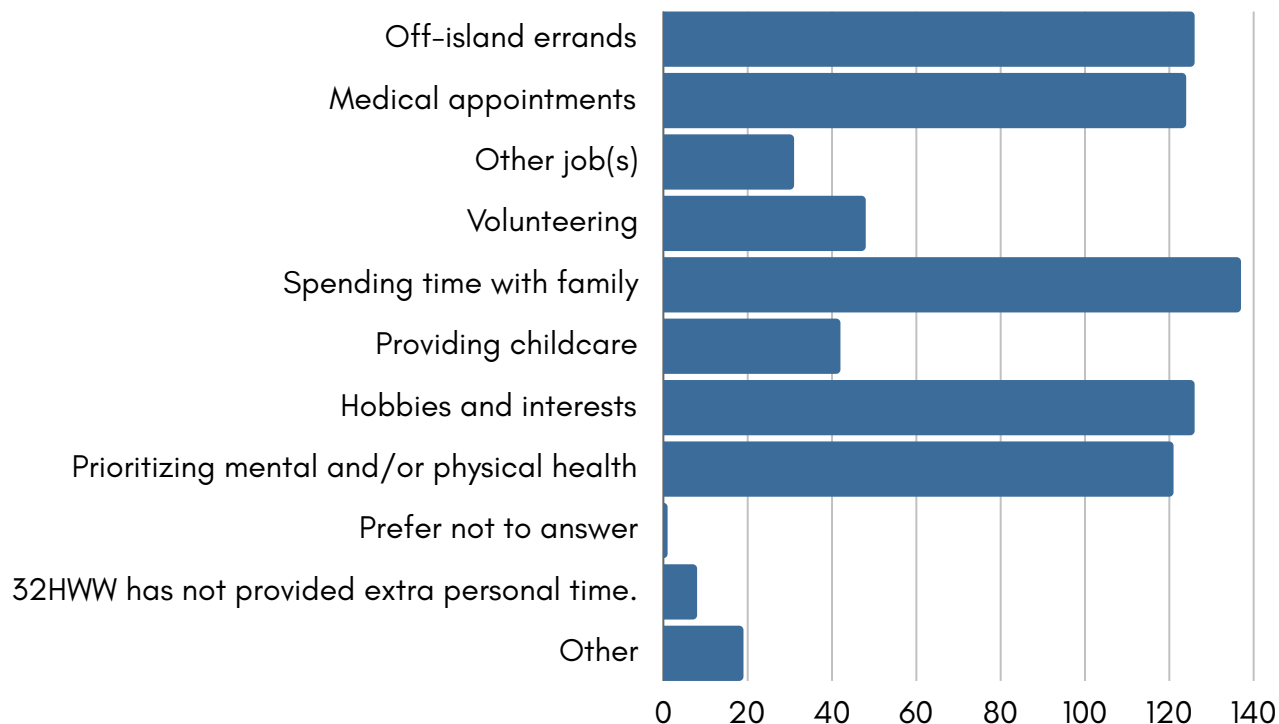


## 21. How has the 32HWW affected your energy levels to pursue hobbies and interests outside of work?

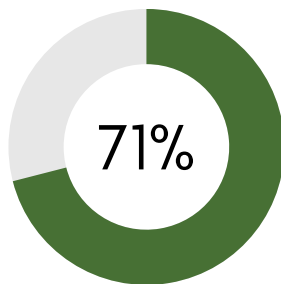


## Survey Responses

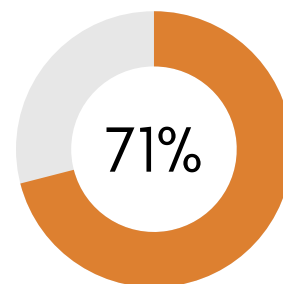
### 22. How do you use the personal time the 32HWW has created? Select all that apply.



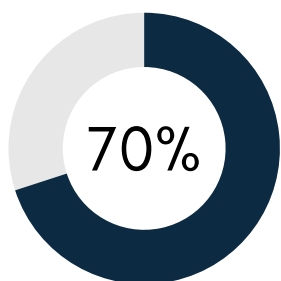
Respondents spend time with family.



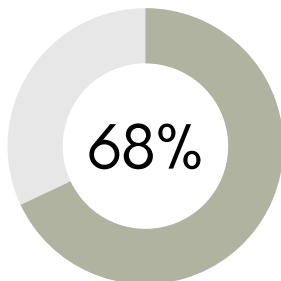
Respondents run off-island errands.



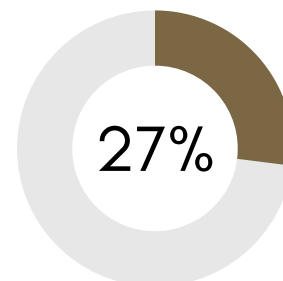
Respondents pursue hobbies and interests.



Respondents go to medical appointments.

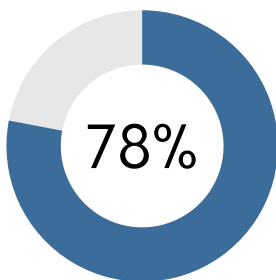
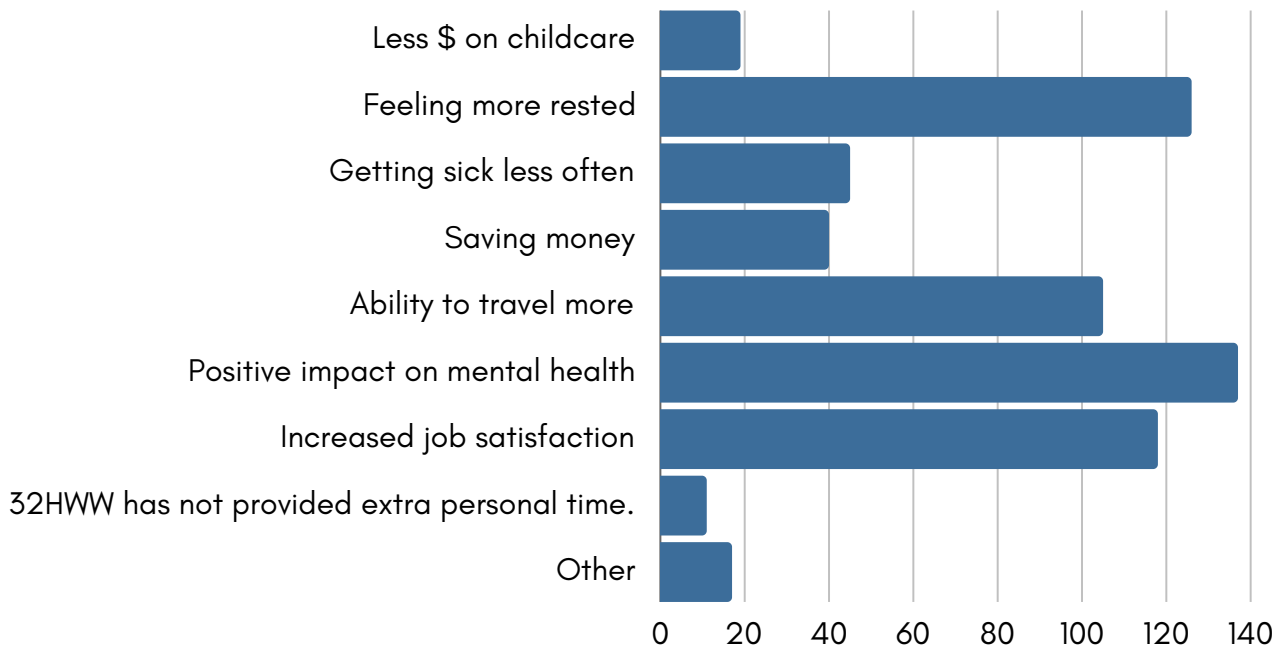


Respondents prioritize mental and/or physical health.

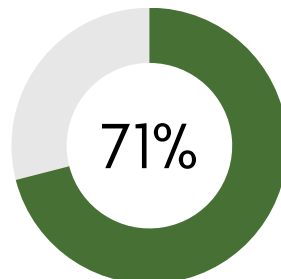


Respondents volunteer.

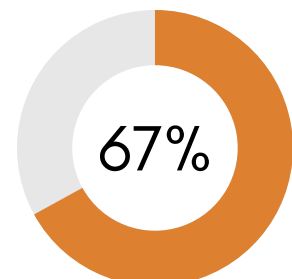
## 23. How has the 32HWW benefitted you?



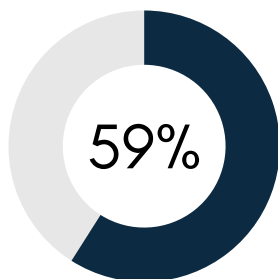
Respondents have a positive impact on mental health.



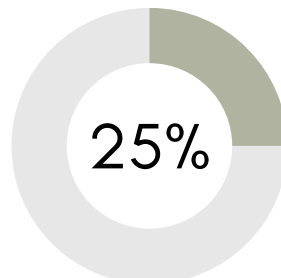
Respondents feel more rested.



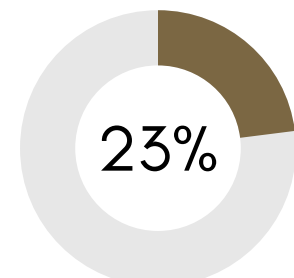
Respondents have increased job satisfaction.



Respondents are able to travel more.



Respondents get sick less often.



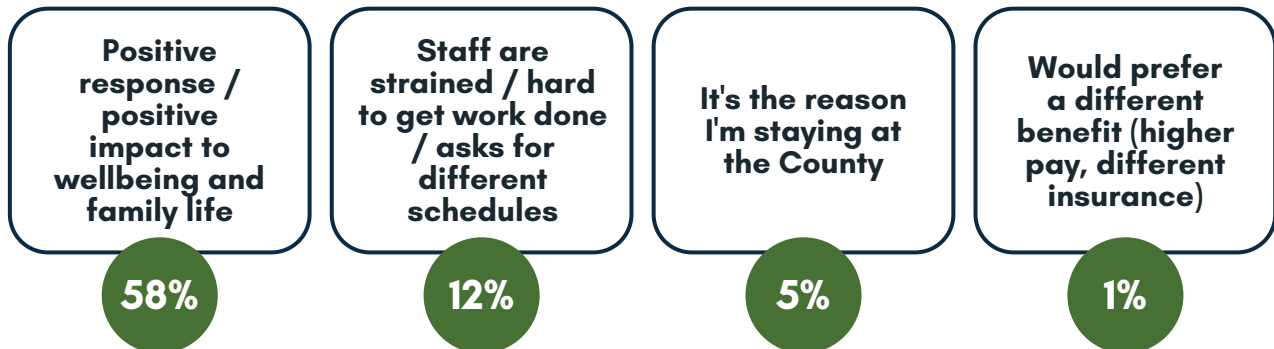
Respondents save money.



## Survey Responses

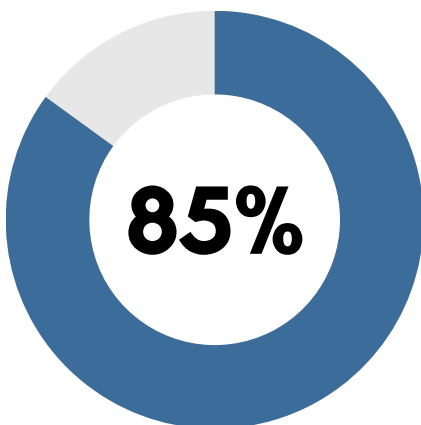
### 24. Please share any feelings you have about the 32HWW that you'd like your supervisor/the organization to know. \*Note: Your responses will be shared anonymously.

Initial findings from the open response question show the following themes:



### 25. Do you have any personal anecdotes/ stories to share?

Initial findings from the open response question show the following themes:



Of respondents who shared had positive anecdotes.

"When I have mentioned our 32HWW to colleagues and partners outside of the County, they have been impressed by SJC's forward-thinking (and I think a bit envious)."

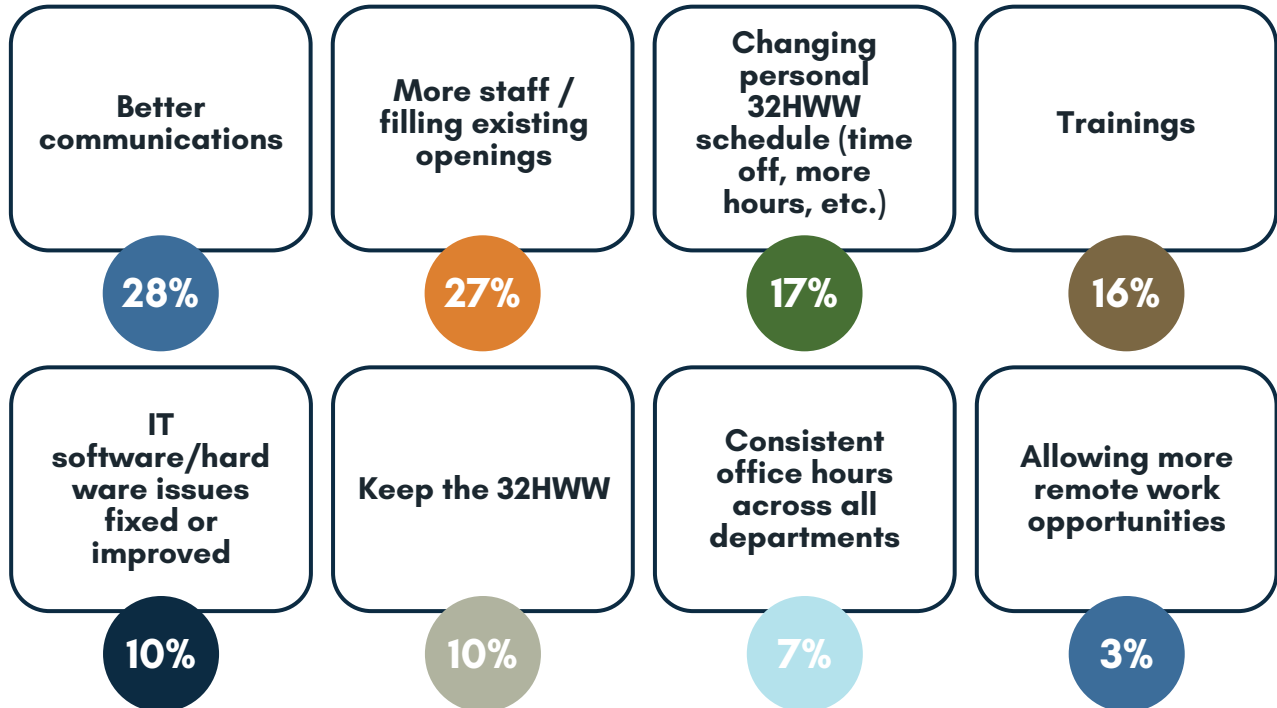
"Over the last 6 months, I have had about 12-15 different people in the community express that they would like to someday get a job with the county because of how they county is treating their employees and considering employee well-being."

"I was looking to leave the county right before the 4-day / 32-hour work week became a possibility. Thanks again for the great program. Keep it up!"

"As a manager, I choose to allow staff to schedule their 32HWW to give them as much flexibility for travel as possible, but this does impact my own work obligations. For the work life balance of the staff, I am sacrificing my own work life balance. I realize that is my choice and my own fault."

## 26. How can the organization better support you in light of the 32HWW? What additional support, resources, etc. would be helpful?

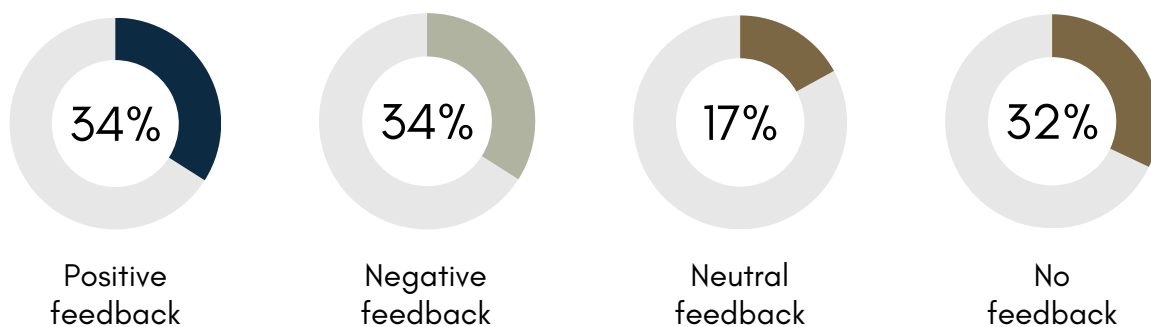
Initial findings from the open response question show the following themes:



Note: 46% of respondents did not identify supports. The percentages above reflect the 54% of respondents who shared.

## Please share any feedback you've received from members of the public regarding the services they've received from your office / department.

Initial findings from the open response question show the following themes:



Note: Each of the percentages are calculated out of total respondents, since the open responses contain instances of positive and negative feedback in a singular response.



# Survey Reflections

## What We Learned

This survey was an important step in SJC's commitment to prioritizing employee wellness and provided critical data for the six-month review of the 32HWW initiative.

SJC will again survey employees as a part of its one-year and two-year reviews. Here is what you can expect:

### Question Consistency

In order to track information over time, you will see many of the same questions in future iterations of this survey so we can track the progress of the 32HWW initiative.

### Anonymity Concerns Addressed

Feedback was given to SJC that when demographic and departmental questions are combined, anonymity is lost. Question options were added ad hoc to this survey in an effort to offer better anonymity. Going forward, SJC will ensure that question options are included from the beginning to assure anonymity.

### Joint Creation & Release Between County and Union

This survey was drafted by SJC and reviewed by Local 1849. Moving forward, there is a desire for increased Union input regarding question selection and wording. Furthermore, future surveys will be released jointly so respondents have better transparency over who created the survey questions.







SAN JUAN COUNTY  
WASHINGTON

# 32 HOUR WORK WEEK

DEPARTMENT  
DIRECTORY

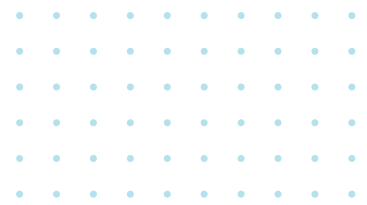
**2024**

SIX-MONTH CHECK-IN  
APPENDIX III

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## Appendix III

# Department Directory



Each department/ office is charged with managing the schedule change in a way that supports its operations.

Across the organization, departments and offices are operating on both a four-day and five-day work week. The different schedules reflect the nature of the work. Some departments stagger employee schedules across five days to maintain consistent public access hours, while others that prioritize increased employee collaboration or multiple customer service agents keep a four-day schedule.
















Department/ Office	Hours	Contact Information
<b>Assessor's Office</b>	<p>Open to Public: Monday - Thursday 10 a.m. to 4 p.m.</p> <p>Operating Hours: Monday - Thursday 8 a.m. to 5 p.m.</p>	<p> 350 Court Street Friday Harbor, WA 98250</p> <p> 360-378-2172</p> <p> <a href="mailto:assessor@sanjuancountywa.gov">assessor@sanjuancountywa.gov</a></p> <p> PO Box 1519 Friday Harbor, WA 98250</p>
<b>Auditor's Office</b>	<p>Licensing and Recording Open to Public: Monday - Thursday 10 a.m. to 4 p.m.</p> <p>Elections Open to Public: Monday - Thursday 8 a.m. to 4:30 p.m.</p> <p>Operating Hours: Monday - Thursday 8 a.m. to 5 p.m.</p>	<p> 350 Court Street Friday Harbor, WA 98250</p> <p> Accounting: 360-378-3356 Elections: 360-378-3357 Licensing &amp; Recording: 360-378-2161</p> <p> <a href="mailto:auditor@sanjuancountywa.gov">auditor@sanjuancountywa.gov</a></p> <p> PO Box 638 Friday Harbor, WA 98250</p>
<b>Community Development</b>	<p>Open to Public: Monday - Friday 8:30 a.m. to 3:30 p.m.</p> <p>Operating Hours: 8 a.m. to 4:30 p.m.</p>	<p> 135 Rhone Street Friday Harbor, WA 98250</p> <p> 360-378-2354</p> <p> PO Box 947 Friday Harbor, WA 98250</p>












Department/ Office	Hours	Contact Information
<b>Conservation Land Bank</b>	<p>Open to Public: Monday-Friday 10:00 a.m. to 4:00 p.m.</p> <p>Preserves are open every day from dawn to dusk.</p>	<p> 328 Caines Street Friday Harbor, WA 98250</p> <p> 360-378-4402</p> <p> <a href="mailto:sjclandbank@sjclandlank.org">sjclandbank@sjclandlank.org</a></p> <p> 350 Court Street, No. 6 Friday Harbor, WA 98250</p>
<b>County Clerk's Office</b>	<p>Open to the Public: Monday - Friday 8:30 a.m. to 4:30 p.m. Closed for lunch 12 to 1 p.m.</p> <p>Electronically submitted filings received after 4:30 p.m. will be processed and filed the next court day.</p>	<p> 350 Court Street 2nd Floor Friday Harbor, WA 98250</p> <p> 360-378-2163</p> <p> 350 Court Street No. 7 Friday Harbor, WA 98250</p>
<b>County Council's Office</b>	<p>Open to the Public: Monday - Friday 8 a.m. to 5 p.m.</p>	<p> 55 Second St. Friday Harbor, WA 98250</p> <p> 360-378-2898</p> <p> <a href="mailto:council@sanjuancountywa.gov">council@sanjuancountywa.gov</a></p> <p> 350 Court Street No. 1 Friday Harbor, WA 98250</p>
<b>County Manager's Office</b>	<p>Operating Hours: Monday - Friday 8 a.m. to 5:00 p.m.</p>	<p> 1609 Beaverton Valley Rd. Friday Harbor, WA 98250</p> <p> 360-370-7434</p>
<b>District Court</b>	<p>Open to the Public: Monday - Friday 8:30 a.m. to 4:30 p.m.</p>	<p> 350 Court Street Friday Harbor, WA 98250</p> <p> 360-378-4017 Jury Hotline: 360-378-9407</p> <p> <a href="mailto:districtcourt@sanjuancountywa.gov">districtcourt@sanjuancountywa.gov</a> <a href="mailto:jurymanager@sanjuancountywa.gov">jurymanager@sanjuancountywa.gov</a></p> <p> PO Box 127 Friday Harbor, WA 98250</p>



## Appendix III


















Department/ Office	Hours	Contact Information
<b>Emergency Management</b>	Operating Hours: Monday – Friday 8 a.m. to 5:00 p.m.	 360-370-7612 Emergency Phone: <b>911</b>  <a href="mailto:prepare@islandsready.org">prepare@islandsready.org</a>  PO Box 669 Friday Harbor, WA 98250
<b>Environmental Stewardship</b>	Open to the Public: Monday – Thursday 8:00 a.m. to 5:00 p.m.  Program-specific staff are on-call on Fridays and over the weekends.	 1690 Beaverton Valley Road Friday Harbor, WA 98250   360-370-0500  PO Box 729 Friday Harbor, WA 98250
<b>Health &amp; Community Services</b>	Open to the Public: Monday – Friday 8 a.m. to 4:30 p.m.  San Juan Island office is open to public 8:30 a.m. to 3:30 p.m.	 145 Rhone Street Friday Harbor, WA 98250   360-378-4474  PO Box 607 Friday Harbor, WA 98250  Orcas Island Office  62 Henry Road Eastsound, WA 98250  Lopez Island Office  23 Pear Tree Lane Suite 140 Lopez Island, WA 98261
<b>Human Resources</b>	Operating Hours: Monday – Thursday 8 a.m. to 5:00 p.m.  Fridays by appointment.	 1609 Beaverton Valley Rd Friday Harbor, WA 98250   360-378-3450  <a href="mailto:HR@sanjuancountywa.gov">HR@sanjuancountywa.gov</a>  350 Court St. #5 Friday Harbor, WA 98250

Department/ Office	Hours	Contact Information
<b>Parks, Recreation &amp; Fair</b>	Admin Office Open to the Public: Monday – Friday 8:30 a.m. to 4:30 p.m.	 849A Argyle Avenue Friday Harbor, WA 98250  360-378-8420  <a href="mailto:parks@sanjuancountywa.gov">parks@sanjuancountywa.gov</a>  350 Court Street #8 Friday Harbor, WA 98250
<b>Prosecuting Attorney's Office</b>	Open to the Public: Monday – Thursday 8:30 a.m. to 4:30 p.m. Closed 12 to 1 p.m.  Fridays by appointment.	 350 Court Street 1st Floor Friday Harbor, WA 98250  360-378-4101  PO Box 760 Friday Harbor, WA 98250
<b>Public Works</b>	Open to the Public: Monday – Thursday 8:30 a.m. to 4:30 p.m.  To reach Public Works after hours regarding a fallen tree or roadway blockage, call the San Juan County Sheriff's Office at 360-378-4151 and they will dispatch someone from Public Works to respond.	 1609 Beaverton Valley Rd Friday Harbor, WA 98250  360-370-0500  <a href="mailto:pubwks@sanjuancountywa.gov">pubwks@sanjuancountywa.gov</a>  PO Box 729 Friday Harbor, WA 98250
<b>Sheriff's Office</b>	<b>Emergency services are 24/7.</b>  Office Hours for Administration: Monday – Friday 8:30 a.m. to 4:30 p.m.  The Sheriff's Office is not participating in the 32HWW.	San Juan Island Office  96 2nd Street Friday Harbor, WA 98250  Lopez Island Main Office  2228 Fisherman Bay Rd Lopez Island, WA 98261  Orcas Island Substation  1323 Mount Baker Road Eastsound, WA 98245   Emergency Phone: <b>911</b> Business Number: 360-378-4151 Tip Line: 360-370-7629





## Appendix III

Department/ Office	Hours	Contact Information
<b>Superior Court Administration</b>	Hours of Operation: Monday – Friday 8:00 a.m. to 5:00 p.m.	 350 Court Street Friday Harbor, WA 98250  360-378-2399  <a href="mailto:superiorcourt@sanjuancountywa.gov">superiorcourt@sanjuancountywa.gov</a> <b>Courthouse Facilitator</b>  360-370-7446  <a href="mailto:chf@sanjuancountywa.gov">chf@sanjuancountywa.gov</a>
<b>Superior Court Services</b>	Hours of Operation: Monday – Friday 8:00 a.m. to 5:00 p.m.  Staff remain on-call over weekends and after regular business hours.	<p>Juvenile Court Services</p>  350 Court Street 2nd Floor Friday Harbor, WA 98250  360-378-4620 <p>Lopez Island Office</p>  2228 Fisherman Bay Rd. Lopez Island, WA 98261  360-370-7445 <p>Orcas Island Office</p>  208 N Beach Road Senior Services Building Eastsound, WA 98245  360-370-7445
<b>Treasurer's Office</b>	Open to the Public: Monday – Thursday 10:00 a.m. to 4:00 p.m.	 350 Court Street Friday Harbor, WA 98250  360-378-2171  <a href="mailto:treasurer@sanjuancountywa.gov">treasurer@sanjuancountywa.gov</a>  PO Box 639 Friday Harbor, WA 98250
<b>Information Technology / Geographic Information Systems</b>	Hours of Operation: Monday – Friday 8:30 a.m. to 4:30 p.m.	 1609 Beaverton Valley Rd. Friday Harbor, WA 98250  360-370-7413





**SAN JUAN COUNTY**  
WASHINGTON



# 32 HOUR WORK WEEK

## RESOURCES

**WEBSITE:**

[HTTPS://ENGAGE.SANJUANCOUNTYWA.GOV/S  
AN-JUAN-COUNTY-S-32-HOUR-WORK-WEEK](https://engage.sanjuancountywa.gov/san-juan-county-s-32-hour-work-week)

**EMAIL:**

32HOURS@SANJUANCOUNTYWA.GOV

