



BRANDON M. SCOTT  
MAYOR

100 Holliday Street, Room 250  
Baltimore, Maryland 21202

September 29, 2023

MEMORANDUM FOR THE MAYOR'S CABINET

FROM: Faith P. Leach, Chief Administrative Officer *Faith P. Leach*

SUBJECT: Future of Work Update

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This memorandum serves as a directive to city departments and agencies (agencies) to increase meaningful in-person work at city government offices. For the purposes of this memorandum, meaningful in-person work is defined as purposeful work that optimizes collaboration, prioritizes customer service, and promotes the efficient and effective delivery of city services.

In March 2020, Baltimore City Government moved to a maximum telework posture for eligible employees in response to the COVID-19 public health emergency. Further, on April 20, 2022, the City Administrator announced a future of work pilot and encouraged continued telework for employees that were able to complete their work remotely without negatively impacting agency operations. Agency leaders and employees alike demonstrated agility and professionalism in the hybrid environment.

As we continue to emerge from the pandemic, the time has come to rescind the directive for a maximum telework posture and standardize telework across the city enterprise. To that end, I wanted to share with you, our plan.

Effective January 2, 2024, agencies may schedule employees for routine telework on no more than two days per week.

- Agencies and employees can request expanded telework schedules (more than two days a week) to accommodate building space limitations, recruitment and retention needs, etc. An expanded telework request form will be provided to agencies by November 6, 2023, and further guidance will be provided thereafter.
- The Department of Human Resources (DHR) will finalize an updated telework policy and send it to the Board of Estimates for review and approval. These changes will reflect best practices and lessons learned during the Future of Work

Pilot Program while providing greater guidance to employees and people leaders with respect to telework.

- Over the course of the next 90 days Baltimore City Information Technology (BCIT) will roll-out technological updates that will increase our efficiency during hybrid work and ensure residents can access city employees no matter their work location.
- DHR will work with agencies to analyze the functional titles best suited for remote work, while the Department of General Services (DGS) will develop an enterprise-wide building/workspace consolidation plan and strategy.

I want to acknowledge that return to work does not mean returning to the status quo of all staff on site 100 percent of the time. As Mayor Scott and I reimagine how government operates best for the city's residents and the workforce, we continue to see this as an opportunity. Agencies are generally expected to increase meaningful in-person work while continuing to use flexible operational policies such as telework as an important tool in talent recruitment and retention and/or advancing agency space utilization and optimization plans.

The efficient and effective delivery of city services will remain our 'north star.' This requires that every city employee is responsive (minimally acknowledging receipt of emails and phone calls within 24 hours or by the next business day) and demonstrates the highest level of professionalism when communicating with colleagues and the public. Standardizing remote work across our city enterprise will move us steadfastly towards our 'north star.'

I look forward to working with each of you to deliver the residents of the City of Baltimore a city government that is responsive, coordinated and delivers high quality city services.