



February 25, 2025

To: Department Heads

From: Mayor Daniel Lurie

Cc: Carol Isen, Department of Human Resources

Re: In Person Work

As you know, the Department of Human Resources recently completed a survey of City departments confirming that approximately 24,000 - or 70 percent - of City employees work in-person five or more days per week, staffing the City's critical services in public safety, health care, transportation, infrastructure and related services. The remaining 30 percent work in various office functions supporting City services, including information technology, accounting, legal services, engineering, human resources, policy and planning, among others. Most of these employees are in-office three days per week.

Increased in-office presence provides critical operational benefits to the City as an employer, as well as in its primary mission in serving the public. Those benefits include improved overall personnel and departmental performance through enhanced communication and collaboration, a stronger team culture and better employee engagement. Additionally, in-office presence improves work environments for new employees as they onboard and fully integrate into their teams, ensuring that the City's offices remain cohesive, collegial, and supportive. Increased in-office presence also allows for more employees to be available to respond in person to members of the public, other stakeholders, and other City employees.

Therefore, I would like all employees who currently work hybrid schedules to perform in-person work at City locations for a minimum of four days per week as soon as possible. This request would not alter the schedules for employees whose in-office days are governed by approved reasonable accommodation requests, or approved requests under the Family Friendly Workplace Ordinance.

I have set a target date of April 28th for full implementation and have instructed the Department of Human Resources to take the necessary steps to effectuate this plan, including fulfilling the City's obligations to notice and discuss the pending change with unions representing affected City workers.