



August 30, 2023

The Honorable Shalanda Young  
Director  
Office of Management and Budget  
Washington, DC 20503

Re: Federal Workplace Schedules and Remote Work Policies

Dear Director Young:

As the Chief Administrative Officers (CAO) for the National Capital Region (NCR), we are deeply grateful for your support for our counties and cities. The Biden Administration is a strong partner in improving the quality of life for our residents. Collectively, we work on behalf of 23 jurisdictions in Maryland, Virginia, and the District of Columbia, representing nearly six million residents.

In April, you issued guidance to federal agencies to “substantially increase meaningful in-person work at federal offices.” Earlier this month, President Biden reiterated this priority with his Chief of Staff, Jeff Zients, asking all federal managers to “aggressively execute this shift in September and October.”

We support President Biden’s policy and write to you today to provide our perspectives as your partners in the region. As you look to implement updated schedules for the federal workplace, there may be lessons learned from our collective experience, as our local governments have transitioned over the last several years from a remote environment to in-person and hybrid schedules.

We employ roughly 100,000 outstanding individuals, and the large majority of our employees work in-person on a full-time basis. For those who are eligible to telework, employees typically report to work in-person two to three days a week (not including weekends). We have found that this strikes an appropriate balance and provides the best level of service for taxpayers. Being able to work together, troubleshoot problems, take on big ideas, and provide face-to-face service for our residents is achieved while still providing flexibility for our personnel to work from home.

We take great pride in partnering with the federal government – the largest employer in the country and by far in the metropolitan Washington region – to ensure that the federal workforce thrives in our communities. We work closely with the Virginia Railway Express (VRE) and Maryland Area Regional Commuter (MARC) services to ensure your workers experience safe and timely commutes via our rail system. We are close partners with the Washington Metropolitan Area Transit Authority (WMATA), and federal workers constitute the majority of riders on WMATA. As you consider plans from agencies across the federal government, coordinating with these transit systems is important. It is difficult to efficiently operate train systems and WMATA without predictable ridership spread across the work week.

In summary, we are grateful for your and President Biden’s leadership in thoughtfully finding a balance and path forward on this important issue. We stand by ready to work with you on this transition and appreciate your hard work and dedication.

The Honorable Shalanda Young  
August 30, 2023

Please contact Clark Mercer, COG Executive Director, at [cmercerc@mwccog.org](mailto:cmercerc@mwccog.org) if you have any questions. Thank you for your consideration.

Sincerely,



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City Manager, City of Falls Church  
Chair, COG CAO Committee

**Tara H. Jackson**

[Tara H. Jackson \(Aug 18, 2023 12:16 EDT\)](#)

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CAO, Prince George's County  
Vice Chair, COG CAO Committee



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Deputy Mayor, District of Columbia  
Vice Chair, COG CAO Committee

*Clark Mercer*

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Executive Director, COG

Members of COG CAO Committee:



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City Manager, City of Alexandria

**Michelle Bailey Hedgepeth**

[Michelle Bailey Hedgepeth \(Aug 16, 2023 15:37 EDT\)](#)

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Town Administrator, Town of Bladensburg

**Deborah E. Hall**

[Deborah E. Hall \(Aug 16, 2023 17:01 EDT\)](#)

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County Administrator, Charles County

**Robert A. Stalzer**

[Robert A. Stalzer \(Aug 17, 2023 10:00 EDT\)](#)

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City Manager, City of Fairfax



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CAO, Frederick County

**Tanisha Briley**

[Tanisha Briley \(Aug 16, 2023 16:37 EDT\)](#)

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City Manager, City of Gaithersburg

**Tracey Douglas**

[Tracey Douglas \(Aug 28, 2023 12:10 EDT\)](#)

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City Administrator, City of Hyattsville

**Tim Hemstreet**

[Tim Hemstreet \(Aug 21, 2023 12:48 EDT\)](#)

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County Administrator, Loudoun County

**Barack Matite**

[Barack Matite \(Aug 26, 2023 02:43 GMT+3\)](#)

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Acting City Manager, City of Rockville

**Christopher J. Shorter**

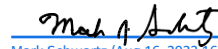
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County Executive, Prince William County

*Andrew Bolduc*

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Deputy City Manager, City of Takoma Park



[Mark Schwartz \(Aug 16, 2023 16:00 EDT\)](#)

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County Manager, Arlington County

**Alfred Lott**

[Alfred Lott \(Aug 25, 2023 13:39 EDT\)](#)

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City Manager, City of Bowie

**Kenneth A. Young**

[Kenneth A. Young \(Aug 16, 2023 14:39 EDT\)](#)

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City Manager, City of College Park

**Bryan J. Hill**

[Bryan J. Hill \(Aug 22, 2023 15:28 EDT\)](#)

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County Executive, Fairfax County



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Mayor, City of Frederick

**Josue Salmeron**

[Josue Salmeron \(Aug 23, 2023 10:37 EDT\)](#)

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City Manager, City of Greenbelt

**Christian L. Pulley**

[Christian L. Pulley \(Aug 24, 2023 16:19 EDT\)](#)

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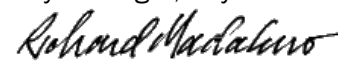
City Administrator, City of Laurel

**W. Patrick Pate**

[W. Patrick Pate \(Aug 17, 2023 08:48 GMT+1\)](#)

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City Manager, City of Manassas



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CAO, Montgomery County