



**Topic Area:** Infrastructure/Workforce

**Title:** *Sustaining a Virtual Workforce in Fairfax County and Equity Considerations*

**Magisterial District:** Braddock/Lee

**Team Members:** Todd Billeb, Marguerite Guarino, Shawn Merk, Tiffani Moore, Nicole Oden, Kendra Pouliot, Stephen Tarditi, Erika Trammell

**Topic Area Overview:**

Even before the current global pandemic, the nature of work was becoming more digitized and dependent on technology. Employees demanded more flexibility in work location, hours, and teleworking options. Many companies had open-concept offices that provided employees with temporary workspaces as opposed to assigned desks and offices.

With the onset of the pandemic, the global workforce was catapulted into the world of virtual work almost overnight, with approximately 42% (as of June 2020)<sup>1</sup> of US employees currently working from home. Microsoft recently announced a hybrid workplace model that allows for permanent telework for some employees, and other large companies are exploring the options for post-pandemic models that will support employee engagement and retention. The world of work will be transformed for both employees and employers. If employment opportunities are no longer geographically bound, what does that mean for our communities? What skills do employees need to thrive in a virtual environment and what benefits/accommodations are necessary for remote workers to thrive? How does remote working impact operations, finances, and human capital of employers? What are the consequences on community infrastructure, economy, and resources?

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<sup>1</sup> <https://www.forbes.com/sites/rebeccahenderson/2020/10/27/remote-working-will-transform-employer-benefit-offerings/?sh=3d9aefcc65fd>

## Agenda

**1:00 – 1:10**     **Introduce Team 1 and Topic**

**1:10 – 1:45**     **Reimagine the Future of Work**

Kevin Wayer  
President – Public Sector and Higher Education  
Jones Lang LaSalle

**1:45 – 1:50**     **Video – Metropolitan Washington Council of Governments**

Break

**1:55 – 3:05**     **Exploring the Virtual Workplace Panel Discussion**  
**How does a virtual workforce affect industries/business if the world we live in now becomes a large part of the new normal?**

Leila Gordon  
Executive Director of Reston Community Center

Gautham Vadakkepatt  
Director of the Center for Retail Transformation  
George Mason University

Timothy Canan, AICP  
Planning Data and Research Program Director  
Department of Transportation Planning  
Metropolitan Washington Council of Governments

Brandy Schatz  
Real Estate Professional  
TTR Sotheby's International Realty

Moderated by Stephen Tarditi

Break

**3:20 – 3:25**     **Polls in Zoom**

1. What do you think are the biggest challenges of a significantly increased virtual workforce in Fairfax County?
  - a. Transportation Impact (infrastructure, funding)
  - b. Value of Commercial Real Estate (property tax implications)
  - c. Retail/Small Business
  - d. Housing Market
  - e. Equity/Inclusion Impact on the Workforce

2. When we return to the new normal, how often do you want to be at your physical workplace (if you have the option to choose)?
  - a. Remain virtual
  - b. In-person full-time
  - c. Hybrid model
  
3. If you could retain your job and work remotely, would you relocate to a different area?
  - a. Yes
  - b. No

Moderated by Erika Trammell

**3:25 – 3:30 Introduce Matrix of Personas (Personas Attached)**

**3:30 – 4:00 Equity and Workplace Wellness (Maps Attached)**

Robin Wilson  
Policy Advisor  
One Fairfax

Shannon Jones, MS  
Director, Equity, Inclusion, Diversity, and Wellness  
Kaiser Permanente

Moderated by Shawn Merk

**4:00 – 4:30 Breakout Activity with Personas**

**Primary Research Areas:**

If employment opportunities are no longer geographically bound, what does that mean for Fairfax County, its communities and established business ecosystem?

- Retailers and restaurants strategically located in office-intensive corridors and communities will need to adapt and utilize resources to thrive when business embrace a virtual workforce.
- Arts and Entertainment may not be impacted in the long term if there are some resources to bridge the gap.
- Public transit relies heavily on commuters traveling to and from work. Lack of or significant reductions in commutes impacts reliance on public transit, which reduces funding for services, employment of transit operators, and equipment. Alternatively, greenhouse gas emissions may be reduced.
- Housing demand during the pandemic shifted from city centers to suburban areas. Will demand for suburban housing continue if a virtual workforce is embraced and employment opportunities are not geographically bound? Will employers seek employees in different

states? If so, what is the impact on payroll? Will a strong demographic continue looking for amenity-rich, mixed-use areas?

- A virtual workforce may reduce business travel. If so, the hotels in Fairfax County built near businesses and a travel workforce may need to find additional ways to attract customers.
- Job seekers may have more competition for local jobs as qualified applicants from outside the commuting area may apply for local jobs.
- Business may seek to transform and downsize office space to enable innovation, collaboration, learning, socialization, and human experience. Reductions in office space may impact the tax base for local government.

How does remote working impact human capital of employers? What are the consequences on the community and those who cannot telework?

- Investments in automation may follow a virtual workforce. Workers should prepare to adapt and obtain skills necessary to remain relevant.
- If work is all remote, employers may have access to more human capital because physical location is no longer a factor. Competition may increase.
- For those with the privilege and ability to conduct work from home, consideration in policies should be given to those who cannot telework (i.e. retail, service, and medical industries).

#### **Other Research Areas to Consider:**

We learned that creating upskilling opportunities is important to the overall growth of the community. Partnerships are being created with local community colleges and educational programs. Through the partnerships, the workforce is learning new skills and competencies that are required for new and/or changing jobs created by a virtual workforce. Future research should consider upskilling opportunities in Fairfax County.

The solitude of remote or virtual work can impact mental health. Technology may help to maintain relationships important to work performance, but some may be impacted by reduced physical interaction. Also, some report working longer hours while working from home. Future research should consider reviewing different methods to combat isolation and burnout while working from home.

#### **Resources**

##### ***Subject Matter Experts (SME) Contacted:***

- **Terry Clower**, Northern Virginia Chair and Professor of Public Policy at George Mason University (GMU) and director of GMU's Center for Regional Analysis. Email address: [Tclower@gmu.edu](mailto:Tclower@gmu.edu). <https://schar.gmu.edu/about/faculty-directory/terry-clower> (*primary SME*)
- **Rebecca Moudry**, Director and liaison to the Board, Fairfax County Department of Economic Initiatives: <https://www.fairfaxcounty.gov/economic-initiatives/>
- **Esther Lee**, President & CEO of Refractions: <http://www.refractionpoint.org/team>. <http://www.refractionpoint.org/>; <https://www.fairfaxcounty.gov/publicaffairs/fairfax-county-invests-1-million-innovation-hub-refractions-expansion>
- **Victor Hoskins**, President and CEO Fairfax County Economic Development Authority.

Full bio is noted here: <https://www.fairfaxcountyeda.org/wp-content/uploads/VictorHoskinsbio2020-1.pdf>

- **Kevin Wayer**, President, Jones Lang LaSalle [Kevin Wayer | CEO - JLL Public Sector and Higher Education | JLL Washington](#)
- **Leila Gordon**, Executive Director of the Reston Community Center [Home \(restoncommunitycenter.com\)](#)
- **Timothy Canan**, AICP, Planning Data and Research Program Director, Department of Transportation Planning, Metropolitan Washington Council of Governments [Timothy Canan | Metropolitan Washington Council of Governments \(mwcog.org\)](#)
- **Robin Wilson**, Policy Advisor, One Fairfax: [One Fairfax | Topics \(fairfaxcounty.gov\)](#)
- **Tom Biesiadny**, Director, Fairfax County Department of Transportation: [Transportation Homepage | Transportation \(fairfaxcounty.gov\)](#)
- **Frank Anderson**, Chief of Staff, Braddock District Staff: [Board of Supervisors - Braddock District | Board of Supervisors - Braddock \(fairfaxcounty.gov\)](#)
- **Christina Jackson**, Director, Fairfax County Department of Management and Budget
- **Eric Christensen**, CSM, General Manager, Springfield Town Center, (703) 971-3738 ext 214, [Eric.Christensen@PREIT.com](mailto:Eric.Christensen@PREIT.com)
- **Holly Hicks Dougherty**, Executive Director, Mount Vernon Lee Chamber of Commerce, 703-360-6925, [www.MtVernon-LeeChamber.org](http://www.MtVernon-LeeChamber.org)
- **Stacy Keller Williams**, VP Enterprise Change, Navy Federal Credit Union, <https://www.linkedin.com/in/stacykellerwilliams>, <https://www.navyfederal.org/>
- **Shannon Jones**, Director Equity, Inclusion, Diversity, and Wellness, Kaiser Permanente, <https://www.linkedin.com/in/shannon-jones-49a52a1a>, <https://healthy.kaiserpermanente.org/georgia/front-door>
- **Katie Wethman**, Managing Director, The Wethman Group <http://katie.yourkwagent.com/atj/user/HomePageGetAction.do>
- **Brandy Schantz**, Real Estate Professional, TTR Sotheby's International <https://www.ttrsir.com/eng/associate/279-a-df1811211002107641/brandy-schantz>

### **Resources to Consider:**

#### Resources on Equity

- <https://www.baaqmd.gov/plans-and-climate/climate-protection/remote-work-policy-clearinghouse/equity>
- <https://www.fairfaxcounty.gov/topics/one-fairfax> (Public)
- <https://nationalequityatlas.org/research/race-and-the-work-of-the-future>
- <https://www.brookings.edu/interactives/metro-recovery-index/>
- [https://www.bloomberg.com/news/features/2020-12-17/work-from-home-tech-companies-cut-pay-of-workers-moving-out-of-big-cities?utm\\_source=url\\_link](https://www.bloomberg.com/news/features/2020-12-17/work-from-home-tech-companies-cut-pay-of-workers-moving-out-of-big-cities?utm_source=url_link)
- [https://www.bloomberg.com/news/articles/2020-12-16/what-happens-when-the-1-move-to-miami-and-austin?utm\\_source=url\\_link](https://www.bloomberg.com/news/articles/2020-12-16/what-happens-when-the-1-move-to-miami-and-austin?utm_source=url_link)
- <https://www.mckinsey.com/business-functions/organization/our-insights/sustaining-and-strengthening-inclusion-in-our-new-remote-environment>
- **COVID-19 Forced Working Mothers to Leave the Workforce—What It Will Take to Rebuild**

- <https://fortune.com/2021/02/13/covid-19-women-workforce-unemployment-gender-gap-recovery/What's in Store for the Future of Commuting?>
  - <https://www.greenbiz.com/article/whats-store-future-commuting>
- **Working from home and income inequality: risks of a 'new normal' with COVID-19 | SpringerLink**
  - <https://link.springer.com/article/10.1007/s00148-020-00800-7>
- **Work From Home: Remote Work Could Advance or Set Back Equality – Bloomberg**
  - <https://www.bloomberg.com/news/articles/2021-01-27/work-from-home-remote-work-could-advance-or-set-back-equality>
- **Remote work may exacerbate diversity and inclusion problems for companies – Fortune**
  - <https://fortune.com/2020/05/24/remote-work-diversity-inclusion-challenges/>
- **Remote work risks creating a new digital jobs divide for minorities**
  - <https://www.cnbc.com/2020/07/01/remote-work-risks-creating-a-new-digital-jobs-divide-for-minorities.htm>
- **What remote jobs tell us about inequality - BBC Worklife**
  - <https://www.bbc.com/worklife/article/20200921-what-remote-jobs-tell-us-about-inequality>
- **Should Remote Workers Pay a Tax? | NextAdvisor with TIME**
  - <https://time.com/nextadvisor/taxes/should-remote-workers-pay-a-tax/>
- **Remote Work Pushes Transit Agencies to Rethink Monthly Rail Passes - WSJ**
  - <https://www.wsj.com/amp/articles/remote-work-pushes-transit-agencies-to-rethink-monthly-rail-passes-11610978401>

#### Resources on the Economy

- **The Washington Region's 2020 Recession & Its Near-Term Outlook:**  
<https://sfullerstitute.gmu.edu/2020/10/20/the-washington-regions-2020-recession-near-term-outlook/>
- **The George Mason University's Stephen S. Fuller Institute: The Economic Forum & The 2020 Recession: The Stephen S. Fuller Institute's Fourth Annual Economic Forum (2020).**  
The event materials and the webinar recording are available online.
- Arlington County Economic Development's *BizLaunch* 2020 Latest Video by economist Anirban Basu from the Sage Policy Group. Basu discusses and frames the effects of Covid-19 on the region - specifically Arlington County: <https://www.arlingtoneconomicdevelopment.com/start-and-grow-your-small-business/>
- **David Rubenstein's 2020 outlook on the economy in the DMV post-Covid-19.** He is the co-executive chairman of The Carlyle Group Inc.:  
<https://www.bing.com/search?q=Billionaire+David+Rubenstein+on+the+Covid-19+economy+%E2%80%94+and+how+some+jobs+just+are+not+coming+back&form=WNSGPH&q=SW&cvid=08a5a292d14b4ae09e9a5301e8221a71&pq=Billionaire+David+Rubenstei>

[n+on+the+Covid-19+economy+%E2%80%94+and+how+some+jobs+just+are+not+coming+back&cc=US&setlang=en-US&nclid=B70AFD0C663916C99D88107E4F4E776E&ts=1601497910078&wss=Moderate/](#)

- **The Economist: “The Future of Work”- Is the Office Finished?**  
<https://www.economist.com/leaders/2020/09/12/is-the-office-finished>
- **Place-based public policy** - <https://www.brookings.edu/multi-chapter-report/place-based-policies-for-shared-economic-growth/>; <https://www.brookings.edu/research/how-we-define-need-for-place-based-policy-reveals-where-poverty-and-race-intersect/>
- **Tyson's 2050:** <https://www.tysonschamber.org/tysons-2050> - November 10, 2020 | 2 p.m. – 4 p.m. ET. Featured two dynamic keynote speakers: Victor Hoskins, CEO of the Fairfax County EDA, and Sol Glasner, CEO of Tysons Partnership, and a panel discussion moderated by Karen Cleveland, CEO of Leadership Fairfax. Check the website for the replay availability.
- **Tyson's Partnership & Board of Directors:** <https://www.tysonspartnership.org/new-tysons/>; <https://www.tysonspartnership.org/about-us/board-of-directors/>
- <https://fullerinstitute.gmu.edu/fourth-economic-forum/>
- <https://blog.fracturedatlas.org/best-resources-virtual-working-mental-health-productivity-communication>
- <https://www.themyersbriggs.com/en-US/Campaigns/Developing-Your-Virtual-Workforce>
- <https://www.atlasworkbase.com/blog/resources-for-virtual-teams/>
- <https://www.bizlibrary.com/blog/workforce-management/managing-remote-employees-resources/>
- <https://due.com/blog/business-areas-to-upgrade/>
- <https://www.morningbrew.com/daily/stories/2020/12/11/finance-bosses-look-beyond-wall-street-florida>
- **Are we trapped in another housing bubble? A rapid rise in home prices has some experts worried.** Home prices are rising coast to coast and are outstripping wages and rents. Some say it's another housing bubble. But it's nothing like the mid 2000s.
  - <https://www.usatoday.com/in-depth/money/2021/02/04/homes-sale-we-housing-bubble-prices-outstrip-wages/6671282002/>
- **Will the WFH trend affect the housing market after COVID? – HousingWire**
  - <https://www.housingwire.com/articles/will-the-wfh-trend-affect-the-housing-market-after-covid/>
- <https://magazine.realtor/daily-news/2021/01/07/housing-construction-ramps-up-in-second-home-markets>

#### Resources on Research & Survey of the US Workplace

- [US Workplace Survey 2020 Summer/Fall | Gensler Research Institute | Research & Insight | Gensler](#)

- [https://www.thegoodmancenter.com/wpcontent/uploads/2020/10/Unmuted\\_GoodmanCenter.pdf](https://www.thegoodmancenter.com/wpcontent/uploads/2020/10/Unmuted_GoodmanCenter.pdf)
- <https://www.wsj.com/articles/what-the-numbers-tell-us-about-work-right-now-11607907601>
- [Upskilling: Why It Might Be The Most Important Word In The Legal Lexicon \(forbes.com\)](#)
- [When Home Becomes The Workplace: Mental Health And Remote Work \(forbes.com\)](#)
- **The future of remote work: An analysis of 2,000 tasks, 800 jobs, and 9 countries | McKinsey**
  - <https://www.mckinsey.com/featured-insights/future-of-work/whats-next-for-remote-work-an-analysis-of-2000-tasks-800-jobs-and-nine-countries>
- **Not everybody can work from home: Black and Hispanic workers are much less likely to be able to telework | Economic Policy Institute**
  - <https://www.epi.org/blog/black-and-hispanic-workers-are-much-less-likely-to-be-able-to-work-from-home/>
- **How companies can make remote working a success | McKinsey**
  - <https://www.mckinsey.com/business-functions/organization/our-insights/reimagining-the-postpandemic-workforce>
- Remote Work Works—Where Do We Go from Here? | BCG
  - <https://www.bcg.com/publications/2020/remote-work-works-so-where-do-we-go-from-here>

### Opinions

- <https://www.inc.com/justin-bariso/this-ceo-just-brilliantly-explained-how-remote-work-will-change-world-by-2030-its-next-level.html>
- **“WFH is Corroding Our Trust in Each Other” Harvard Business Review by [Mark Mortensen](#) and [Heidi K. Gardner](#)**
  - <https://hbr.org/2021/02/wfh-is-corroding-our-trust-in-each-other>
- **Remote work doesn't work for the world's low-income and young workers (opinion) – CNN**
  - <https://www.cnn.com/2020/07/12/perspectives/coronavirus-young-low-income-workers-imf/index.html>
- **The Workforce Is About to Change Dramatically - The Atlantic**
  - <https://www.theatlantic.com/ideas/archive/2020/08/just-small-shift-remote-work-could-change-everything/614980/>
- <https://lmpicard.medium.com/the-future-of-office-is-phygital-9a206141e025>