Fairfax County Board of Supervisors
Council for Economic Opportunity (CEO)
J. Hamilton Lambert Conference Center
Conference Room 11
June 16, 2026

Meeting Summary

Board Members present: CEO Chair Supervisor Daniel G. Storck, CEO Vice Chair and Board of Supervisors (BOS) Chairman Jeffrey C. McKay, Supervisor Kathy L. Smith, Supervisor Rachna Sizemore Heizer, Supervisor James N. Bierman, Jr., Supervisor Rodney L. Lusk, Supervisor Walter L. Alcorn, Supervisor Andres F. Jimenez, Supervisor Dalia A. Palchik,

Board Member not present: Supervisor Pat Herrity

CEO Members present: Mr. Ashwin Bharath, Co-Founder and Executive Chairman, Revature; Dr. J. Stephen Jones, President & CEO, Inova Health System; Mr. Peter Kant, CEO, Enabled Intelligence; Ms. Sheryll Manoj, President & CEO, AttainX; Mr. Chris Herndon, Chief Information Officer for Mr. John Serafini, CEO, HawkEye360

CEO Members not present: Mr. Anthony Chang, Co-Founder and Managing Principal, Silverline Equities; Mr. Robert Moser, Jr., CEO, Clark Group; Ms. Jennifer Schretter, General Partner, Proof VC; Mr. John Serafini, CEO, HawkEye360; Mr. Ed Trumbull, Vice President, ICF International

Advisory Members present: Fairfax County Executive, Mr. Bryan Hill; Ms. Jennifer Taylor, President & CEO, Northern Virginia Technology Council; Dr. Anne Kress, President, Northern Virginia Community College; Mr. Victor Hoskins, President & CEO, Fairfax County Economic Development Authority; Dr. Michelle Reid, Superintendent, Fairfax County Public Schools; Mr. Mark Carrier, Chairman of the Board, Northern Virginia Chamber; Dr. Andre Marshall, V.P., Office of Research, Innovation, and Economic Impact for Dr. Gregory Washington, President, George Mason University

Advisory Members not present: Dr. Gregory Washington, President, George Mason University

Special CEO Guests: Ms. Kathleen Featheringham, Senior Vice President, Artificial Intelligence, Maximus; Mr. Barry Bass, Co-Founder and Principal, Silverline Equities; Mr. Rob Ward, Executive Vice President, Clark Group

<u>Introductory remarks by CEO Chairman Storck</u>
CEO Chairman Storck called the meeting to order and asked if there were any comments or changes to the March 10, 2026 meeting summary. Hearing none, the summary was approved.

He then introduced the meeting goal which was a focus on what is reshaping Fairfax County's regional commercial and institutional landscape, including areas where momentum is building in the local economy, factors driving investment, and how the County and its partners can position

themselves to accelerate growth and maximize long-term impact. He then welcomed Dr. J. Stephen Jones, President & CEO of Inova Health System, Mr. Barry Bass, Co-Founder and Principal of Silverline Equities, and Mr. Rob Ward, Executive Vice President of Clark Group as the featured speakers. CEO members and guests then introduced themselves.

Inova's Major Investment in the Health of the Economy

Dr. J. Stephen Jones discussed Inova Health System's growth and investment in the region. Dr. Jones explained that Inova is more than a hospital system and has increasingly expanded care outside of the hospital setting. He described Inova as the largest private employer in the National Capital Region with more than 26,000 team members. Since he joined Inova eight years ago, the organization has grown from approximately 18,000 employees and has added about 1,000 employees each year. He added that healthcare continues to be a significant source of job growth and economic activity in the region.

Dr. Jones highlighted Inova's community mission and noted that, as a nonprofit organization, its responsibility is to the communities it serves. He reported more than $300 million in community benefit and a 27% increase in charity care. Inova has expanded its Inova Cares clinics from approximately 10 locations to more than 30, with the locations intentionally concentrated in communities where the need is greatest. He also reaffirmed Inova's commitment to Inova Mount Vernon Hospital, which will celebrate its 50th anniversary this year, and stated that Inova will continue to invest in and grow the hospital.

Dr. Jones reviewed several major capital projects. Inova is investing approximately $165 million to expand the emergency department at Inova Fairfax Hospital, with completion anticipated in 2028. He also discussed Inova's continued investment in pediatric and behavioral health care and its partnership with GoHealth to expand urgent care options and provide lower-cost alternatives to emergency department care. In addition, Inova is replacing the existing Alexandria hospital with new hospitals at Landmark and Franconia. The two projects were originally approved as approximately a $2 billion investment, but costs increased after the projects were approved in 2019. Dr. Jones stated that Inova's Board recommitted to the projects because of their importance to the community with both hospitals targeted to open in 2028.

Dr. Jones discussed Inova's workforce development efforts and partnerships with Fairfax County Public Schools, Northern Virginia Community College, George Mason University, the University of Virginia and military communities. He emphasized that the healthcare workforce requires many different entry points and that Inova is working to create pathways for students, adult learners, veterans and existing employees. He also described efforts to help employees advance internally and noted that the organization hires across a wide range of occupations and education levels.

The discussion turned to artificial intelligence and the healthcare workforce. Dr. Jones stated that Inova currently has more than 70 active AI applications and has established a formal governance process to evaluate the use of AI, data security, privacy, legal considerations and clinical impact. He emphasized that Inova's approach is to use AI to improve patient care and the employee experience rather than to eliminate jobs. CEO members discussed the importance of preparing workers for changes created by AI and ensuring that employees understand how the technology

can support their work.

Members also discussed housing affordability as a workforce issue. Dr. Jones noted that Inova employees commute from increasingly distant locations, including West Virginia, because of the cost of housing in Northern Virginia. He stated that housing, transportation and workforce availability are interconnected and affect the ability to recruit and retain employees. The discussion also included opportunities for local technology companies to work with Inova. Dr. Jones stated that Inova is interested in innovations that can demonstrate a clear benefit to patients, employees or operations and that companies should be prepared to show measurable value.

Office Market Transitions and Repositioning Opportunities: Industry Perspectives

Mr. Barry Bass and Mr. Rob Ward provided industry perspectives on the changing office market and opportunities to reposition underutilized commercial properties. Mr. Bass stated that Silverline Equities is a relatively new entrant in the market, although he has worked in real estate for approximately 40 years. He discussed Silverline's investments in Alexandria, Tysons and Fair Oaks and described the office market as being in a period of significant transition following the growth of remote and hybrid work.

Mr. Bass estimated that Northern Virginia has approximately 180 million square feet of office space and that roughly 10% of the inventory may no longer be viable for long-term office use. He stated that office values remain approximately 50% below pre-pandemic levels. He discussed the need to determine which buildings remain competitive as offices and which properties should be repositioned for other uses. He noted that some office buildings can be converted to residential uses, but many are not good candidates because of floor plate depth, building geometry, parking, infrastructure and construction costs.

Mr. Ward discussed the economics affecting office development and investment. He reported that Fairfax County's office vacancy rate is approximately 24% and explained that landlords are also facing high tenant improvement costs, extended free-rent periods and higher construction costs. He stated that these conditions make it difficult for traditional office properties to generate the returns needed to attract institutional capital. For investors, certainty regarding land use approvals, review timelines and allowable uses is critical when determining whether to invest in a property.

Mr. Bass and Mr. Ward discussed other potential uses for obsolete office properties, including residential development, medical uses, life sciences, industrial uses, pharmaceutical manufacturing and cargo-related development near Dulles International Airport. Mr. Ward noted that some businesses, including laboratories, defense contractors working in secure facilities and other operations that cannot be performed remotely, continue to require physical office or specialized space. He encouraged the County to consider how it can target and support those users.

The discussion focused extensively on the County's development review process. Mr. Ward stated that Fairfax County is moving in the right direction but that other jurisdictions have created more nimble processes. He cited examples of localities that provide a single point of

contact or permit concierge with the authority to help applicants move through the process and receive responses within defined timeframes. He emphasized that the effectiveness of these approaches depends not only on establishing a new process but also on implementation and a culture focused on finding a path to approval when a project meets the applicable requirements.

Mr. Bass emphasized the importance of allowing the private sector to bring forward ideas for properties because developers, investors and end users will evaluate whether a proposed use is financially viable. He stated that a plan developed for a particular area may not reflect what users or investors are willing to support and that the County should maintain enough flexibility to consider innovative alternatives. Members discussed the value of greater predictability while retaining the flexibility needed to respond to changing market conditions.

Fairfax County Economic Development Authority President & CEO Victor Hoskins asked Mr. Ward to identify states or jurisdictions that are implementing development processes effectively so that Fairfax County could consider those practices. Mr. Ward responded that many of the approaches are similar to recommendations already included in the County's economic competitiveness work, but some jurisdictions are more nimble in implementation. He offered to share additional examples with County representatives.

Mr. Ward also discussed the redevelopment potential of office properties that include existing structured parking. He noted that parking is one of the most expensive components of new development and that properties acquired below replacement cost with substantial parking already in place can create significant redevelopment opportunities. Members discussed the importance of evaluating the full value of existing infrastructure when considering alternative uses for obsolete office properties.

The discussion also returned to housing and economic competitiveness. Members connected the availability of housing to workforce recruitment and retention, transportation and the ability of recent graduates and younger workers to remain in Fairfax County. Chairman McKay emphasized that the Board will need the political will to make decisions based on the County's long-term needs rather than only the concerns surrounding an individual development proposal. He stated that the County must consider what Fairfax County should look like 10, 15 and 20 years from now and whether decisions are serving the full community, including young people seeking housing and employment opportunities.

Dr. Michelle Reid, Superintendent of Fairfax County Public Schools, added that long-term decisions should be considered through the lens of their impact on future generations. She referenced the concept of considering what is best seven generations into the future and stated that such a perspective can help leaders make better decisions.

Closing and Adjourn

CEO Chairman Storck thanked the speakers for their presentations and the CEO members for the discussion. He stated that the presentations and discussion would help inform Fairfax County's ongoing work on economic competitiveness and emphasized that the Council provides an important opportunity for business and community leaders to advise the County on what it should be doing and where existing efforts can be strengthened.

CEO Chairman Storck adjourned the meeting.