

# Attracting Talent Who Can Live and Work Anywhere

**RTI International**

Zachary Oliver, Dana Schoewe, Sara Lawrence

*October 2016*

## Contents

Introduction .....	3
1. Literature Review .....	4
Categories of Remote Workers.....	5
Remote Work from the Employer Perspective.....	5
Remote work from the Transportation Planning Perspective .....	7
Remote Work from the Economic Development Perspective .....	7
2. Connectivity and Remote Work in Dare County.....	8
3. Findings and Ideas from Interviews .....	11
Appendix A. Review of Communities .....	13
A.1. Kansas City, MO .....	13
Takeaways for Dare County .....	14
Contacts .....	14
A.2. Montana .....	15
Contacts .....	15
A.3 Portland, ME .....	16
Contacts .....	16
Appendix B. Interviews.....	17
Appendix C. Sources.....	18

## Introduction

Dare County seeks to understand the potential for attracting talent who can live and work anywhere as an economic development strategy. This topic came to the forefront of potential economic development strategies during interviews conducted by North Carolina State University in Dare County as well as through the commissioners. Due to Dare's natural assets of beautiful beaches, abundant water resources, and protected land, it is generally an attractive place to live despite its remote location. Traditional economic development strategies tend to emphasize business retention and attraction. While these are certainly viable strategies worth pursuing and many communities focus on these, talent attraction is a growing approach to economic development. Instead of focusing resources on attracting firms and incentivizing them to locate locally, a different and likely complementary approach is to attract individual workers who are self-employed, have the flexibility to work anywhere, or own their own boutique professional firms. Talent attraction approaches of this nature tend to be supported with a high quality of life value proposition.

It is clear that remote work is on the rise in the U.S. According to Gallup, 37% percent of U.S. workers in 2015 reported that they have ever telecommuted, an increase from 30% in 2005 and about four times greater than 9% found in 1995 (Jones, 2015). Remote workers also tend to earn above average wages. So, how well positioned is Dare County to capitalize on these trends and attract more workers who can work anywhere to relocate to the county?

As mentioned above, one of the county's most significant assets is its natural resources – abundant beaches, water, good weather, and protected state and federal parks. Secondly, broadband connectivity appears to be relatively strong compared to neighboring counties, although several experts that we spoke with pointed out that existing data on connectivity is imperfect. Factors that could make it difficult to recruit remote workers are the above average housing costs in Dare County relative to North Carolina, distance to major metropolitan areas, distance to a major airport, and a lack of co-working spaces or a prominent “coffee shop” culture (i.e. an abundance of quasi-public spaces for remote workers to congregate and work outside of their homes.)

Given the overarching trend of increasing remote and flexible work arrangements, an economic development strategy focused on attracting talent who can work anywhere could in theory help to stabilize Dare County's economy relative to the current status quo. Professionals who move to Dare County are likely to spend money throughout the year on housing, food, entertainment, and local services. Thus, attracting and growing a community of workers who can work anywhere could create more stable, year-round job opportunities for other local workers. Another potential benefit of attracting more remote workers to the region would be a direct link between the County and companies from a variety of industries operating in the knowledge economy. Once a remote worker community is developed, other potential spillover benefits include information spillovers between remote workers who could begin collaborating and foster new business ideas or the feasibility of remote work and a desirable lifestyle in Dare County spreading to other workers via word of mouth.

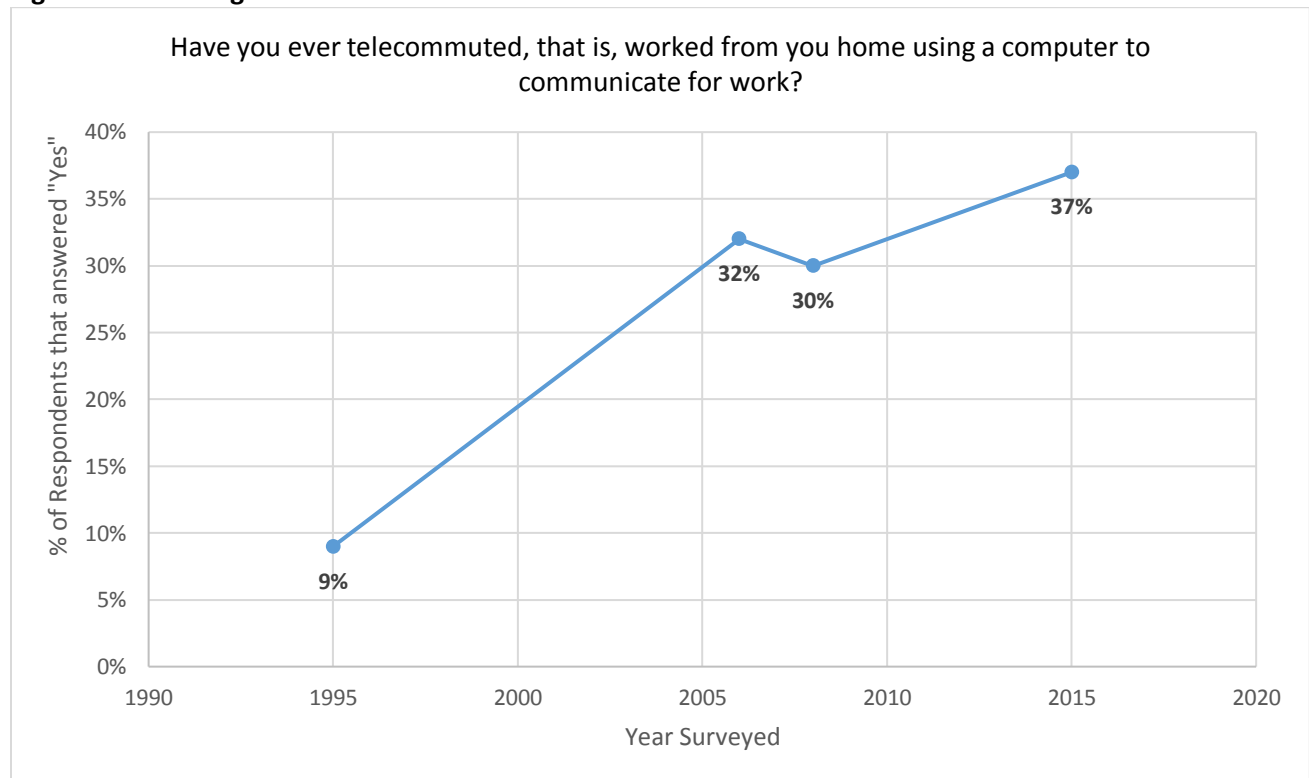
There also potential downsides to this strategy that should be considered. One potential downside is that workers who can work anywhere, given their geographic mobility, may be more likely to travel and spend money elsewhere throughout the year, thus diminishing their desired regional economic impact. Another potential downside associated with attracting new people to the area would be upward pressure on housing prices, which are already high in Dare County.

## 1. Literature Review

Remote work is defined as substituting technology for physically being at the workplace. It generally falls under the umbrella of flexible work arrangements that are increasingly being recognized as improving the quality of life of individuals in the labor force as well as reducing negative transportation-oriented externalities such as traffic congestion and pollution. The concept of remote work has been discussed using a variety of different monikers such as telework, distributed work, mobile work, working in place, working from home, working anywhere, smart working (in the United Kingdom), and workshifting (in Canada). Adding to the confusion, all of these terms mean slightly different things but are often used interchangeably.

Despite some of the issues with how these concepts are loosely defined, remote work is certainly on the rise due to a confluence of factors such as the changing nature of work, improving information technology, and changing worker and employer preferences.<sup>1</sup> For example, some recent data from Gallup illuminates the extent of the rise in remote working (see Figure 1).

**Figure 1. Percentage of Workers Who Have Telecommuted**



Source: Gallup 2015

37% percent of U.S. workers in 2015 reported that they have ever telecommuted, an increase from 30% in 2005 and about four times greater than 9% found in 1995 (Jones, 2015). Of those that have telecommuted before, 24% telecommute most days of the month (more than 10 days a month).<sup>2</sup> Remote workers also tend to earn above average wages.

<sup>1</sup> For a good overview of the trends, refer to Tugend (2014).

<sup>2</sup> This is equivalent to 9% of all workers.

## Categories of Remote Workers

Remote workers are typically described as employees who work for a company that is based elsewhere. This definition excludes people who define themselves as self-employed. There are two general types of remote workers (1) Mixed-workers who conduct some work from home or the location of their choosing and the remainder of work from the physical workplace, and (2) full-time remote workers who conduct all of their work away from the physical workplace. This second category can also include freelancers, or those who consider themselves as self-employed. Mixed-workers have some geographic mobility within a reasonable radius of their physical workplaces depending on the specifics of their particular arrangement. On the other hand, full-time remote workers tend to have greater geographic mobility although they may find it more convenient to be located in similar time zones to their physical workplace to facilitate prompt communications and virtual meetings with coworkers. Both types of remote workers require a reliable internet and telecommunications connections.

Full-time remote workers are likely to be the best target for any economic development strategy based on attracting workers to Dare County who can work anyplace. Remote workers tend to be knowledge workers in occupations including but certainly not limited to independent consultants, computer programmers, freelance writers, software engineers, and lawyers. According to Gallup, 52% of remote workers earn \$75,000 or more. Remote workers also tend to be more educated; 55% of remote workers have at least a Bachelor's degree (Jones, 2015). This means that remote work is concentrated in white collar professions that are geared towards well-educated, high-earning individuals. These individuals, due to higher incomes, also have more spending capacity and the potential to have an impact on stabilizing the local economy in Dare County.

Although excluded from some of the literature on remote work, self-employed individuals who work out of the home are also relevant to an economic development strategy designed attract and remote workers. Depending on their particular business model and industry, self-employed individuals who work out of the home may be willing and able to relocate

## Remote Work from the Employer Perspective

Remote work is an emerging workplace strategy being embraced by employees and employers across many sectors. Traditionally, employers have been somewhat hesitant to adopt remote work practices due to the perception that people who work remotely are less productive than workers in a traditional office setting. However, recent studies show this is not always true. In 2014, Stanford economics professor Nicholas Bloom experimented with 250 workers, randomly assigning half of them to work at home, and half in the office. He concluded that the home workers were 13% more productive and worked for 9.5% longer hours. Additionally, the home worker participants were judged to be happier and 50% less likely to quit their jobs (Tugend, 2014). Charlie Grantham, a consultant at Work Design Collaborative, found that teleworkers are 16% more productive (King, 2007). In a Gallup poll of American workers in 2015, 56% believe those who work remotely are just as productive as those who work in offices, while 24% say telecommuters are more productive and 18% say they are less productive (Jones, 2015). This is a large increase in perceptions of teleworker productivity from the previous poll in 1995. Increased productivity is beneficial to both the employer and the teleworker.

In the U.S. as a whole, telework more than doubled from 2005 to 2014 according to Global Workplace Analytics (see Figure 2). According to Global Workplace Analytics, 80% to 90% of the U.S. workforce says they would like to telework at least part time, defined as 2 to 3 days per week. Additionally, 25% of the workforce already holds jobs with partial teleworking arrangements (Global Workplace Analytics, 2016).

At the Global Leadership Summit at the London School of Business in 2014, 600 executives, entrepreneurs, and business academics predicted over half of the labor force will engage in telework by 2020 (London Business School, 2016).

**Figure 2: Telework Growth, 2005-2014**

Sector	Percentage Growth
For profit sector	94.8%
Non-profit organizations	105.1%
Local government	78.5%
State government	130.9%
Federal government	424.3%
Average	102.1%

Source: Global Workplace Analytics (2016). "Latest Telecommuting Statistics." GlobalWorkplaceAnalytics.com.

Because teleworking arrangements are desirable for employees, they can help attract top talent to a specific company or geographic area. A survey of private firms by the Society for Human Resource Management found a greater increase in the number of companies offering telecommuting in 2014 than any other new benefit (Tugend, 2014). Although there are some large firms, like Yahoo!, that have implemented no-teleworking policies, many large technology firms are embracing telework arrangements. For example, about 42% of IBM's 330,000 employees work remotely, saving the company an estimated \$100 million in real estate-related expenses per year (King, 2007). In 2016, the number of listings on FlexJobs, a popular website that lists teleworking job opportunities, went up 36% from last year (Shin, 2016). Figure 3 outlines companies that have a large number of teleworkers. The list is based on an analysis of over 40,000 companies and the number of jobs they post on FlexJobs.

**Figure 3: Top 10 companies with the most teleworking jobs, 2016**

Company
LiveOps
TeleTech
Amazon
Sutherland Global Services
UnitedHealth Group
Dell
IBM
U.S. Department of Agriculture
Working Solutions
Humana

Sources: Shin, Laura. (27 January 2016.) "Work From Home In 2016: The Top 100 Companies for Remote Jobs." *Forbes*. <http://www.forbes.com/sites/laurashin/2016/01/27/work-from-home-in-2016-the-top-100-companies-for-remote-jobs/#a3017a936f04>

Another related phenomenon is that some companies no longer even have a brick-and-mortar workplaces and rely on teams of remote workers who are distributed across the world. For example, the company "Buffer" in San Francisco recently closed its last physical office space in order to cut costs. Now

Buffer employees work much the same way they did before: all around the world, from their homes, coffee shops and co-working spaces. They use communication tools such as HipChat, Traveling Mailbox, and Zapier to keep employees in constant contact (Seiter, 2015). Buffer claims that transitioning to a 100% remote workforce has not only cut costs, but also boosted productivity and employee satisfaction.

Remote work is largely limited to the “knowledge sector” of the economy, where jobs are heavily dependent on information technology infrastructure and tools. Sectors such as agriculture, manufacturing, and retail are harder to adapt to telework programs given the place-based nature of the work. Based on one analysis, the most popular telecommuting jobs are writers, engineers, marketing managers, healthcare consultants, case managers, development directors and recruiters (Shin, 2016). On average, a teleworker is college-educated, 49 years old, earns an annual salary of \$58,000, and works for a company with more than 100 employees. 75% of employees who work from remotely earn over \$65,000 per year, which is a salary that falls in the upper 80th percentile of the entire labor force (Global Workplace Analytics, 2016).

### Remote work from the Transportation Planning Perspective

Many remote work initiatives have been led by state transportation departments and have been specifically designed to encourage more local telecommuting in order to curb traffic congestion caused by commuting. Notable state programs include Minnesota DOT’s eWorkplace, Virginia DOT’s teleworking tax credits, and Connecticut’s CTrides, which were programs geared towards encouraging more teleworking due to the time-savings and cost-savings of commuters who opted to work at home. Some of these programs are ongoing, and estimate large positive economic impacts. For example, Minnesota DOT has invested \$2 million into the eWorkplace program since 2009, with an estimated economic return of \$18 million (Douma, 2016).

There are also non-transportation related benefits that accrue to employers due to weather-related traffic issues. The Kate Lister at Telework Research Network estimates that for a 4-day snowstorm in 2013 when federal employees in Washington, DC had to work at home, the Federal government saved \$32 million (Global Workplace Analytics, 2016).

### Remote Work from the Economic Development Perspective

Because remote workers generally have above average incomes, they make above average contributions to the local economies in which they live. For this reason, an economic development strategy focused on attracting remote workers who can work anywhere could in theory help to stabilize a regional economy that suffers from seasonality. Remote workers are likely to spend money throughout the year on housing, food, entertainment, and other local goods and services. Thus, attracting and growing a community of remote workers could be a viable strategy to consider for creating more stable, year-round job opportunities for other local workers.

Another potential benefit of attracting more remote workers to the region would be a direct link to companies operating in the knowledge economy. Once a remote worker community is developed, other potential spillover benefits include information spillovers between remote workers who could begin collaborating and foster new business ideas or the feasibility of remote work and a desirable lifestyle in Dare County spreading to other workers via word of mouth.

While there is not much literature on attracting remote workers as economic development strategy for communities faced with seasonal economies, talent attraction broadly has gained a lot of traction in

economic development circles. Talent attraction has a reinforcing effect on business attraction and retention efforts so it should not be viewed as completely separate. In fact, at the International Economic Development Council's 2016 annual conference, talent attraction was discussed as one of five major trends impacting economic development (McMeekin, 2016).

There are also potential downsides to a strategy of attracting remote workers for the purpose of stabilizing the regional economy. One potential downside is that remote workers, given their geographic mobility, may be more likely to travel throughout the year and spend money elsewhere, thus diminishing their anticipated regional economic impact (although that is not the only benefit discussed earlier). Another potential downside associated with attracting new people to the area would be increased demand for housing resulting in upward pressure on housing prices, which are already high in Dare County and has been addressed in the Affordable Housing report.

## 2. Connectivity and Remote Work in Dare County

In Dare County, the percentage of people who claim to work at home has declined in recent years. According to the American Community Survey, in 2009, 8.0% of workers claimed to work from home, whereas in 2014, only 5.7% did (Social Explorer, 2016).<sup>3</sup> It is not possible to tell whether these workers work for an employer or are self-employed.

A prerequisite for any knowledge worker considering relocating is reliable and adequate internet speeds and cell phone service. Relying on publicly available data from the National Broadband Map provides some clues to how “connected” the county is. It is important to note that experts in this field point out that this data has known issues in how it is collected and summarized. It should be considered an overestimate of connectivity.

Of all 100 counties in North Carolina, Dare is ranked 13<sup>th</sup> in terms of the percentage of households with available download speeds greater than 25 Mbps which is 99.7% (see Figure 4). Even at faster download speeds greater than 100 Mbps, the figure is 82.2% which is substantially higher than some of the major metropolitan areas in North Carolina. On the other hand, upload speeds – which tend to be much lower compared to download speeds – in Dare County rank much lower compared to other counties in North Carolina (see Figure 5).

Given some of the known limitations of the National Broadband Map data, our research team spoke with a handful of local citizens. Anecdotally, Dare County overall has good internet connectivity, but lacks reliable cell phone service in some parts of the county. More work should be done to understand the degree of connectivity and how that might impact the viability of attracting remote workers to the area.

In addition to connectivity, another important factor for knowledge workers is having a community of like-minded individuals that they can work alongside when desired. Thus, dedicated co-working spaces or even more informal “coffee shop” cultures can help.

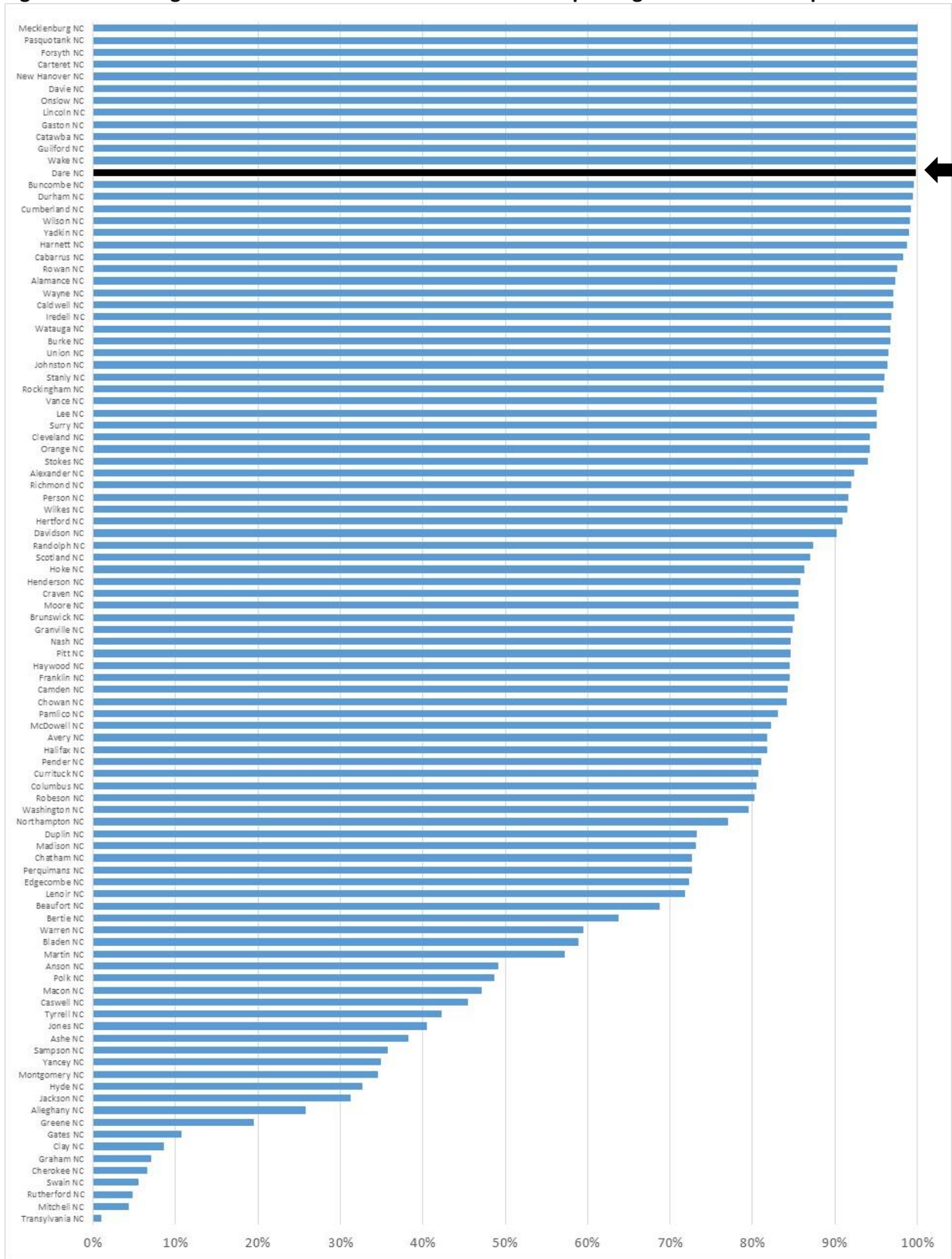
Another factor that is favorable for being able to attract workers who can work anywhere is that Dare County is consistently recognized by locals as a desirable place to be and by tourists as a desirable place to visit.

---

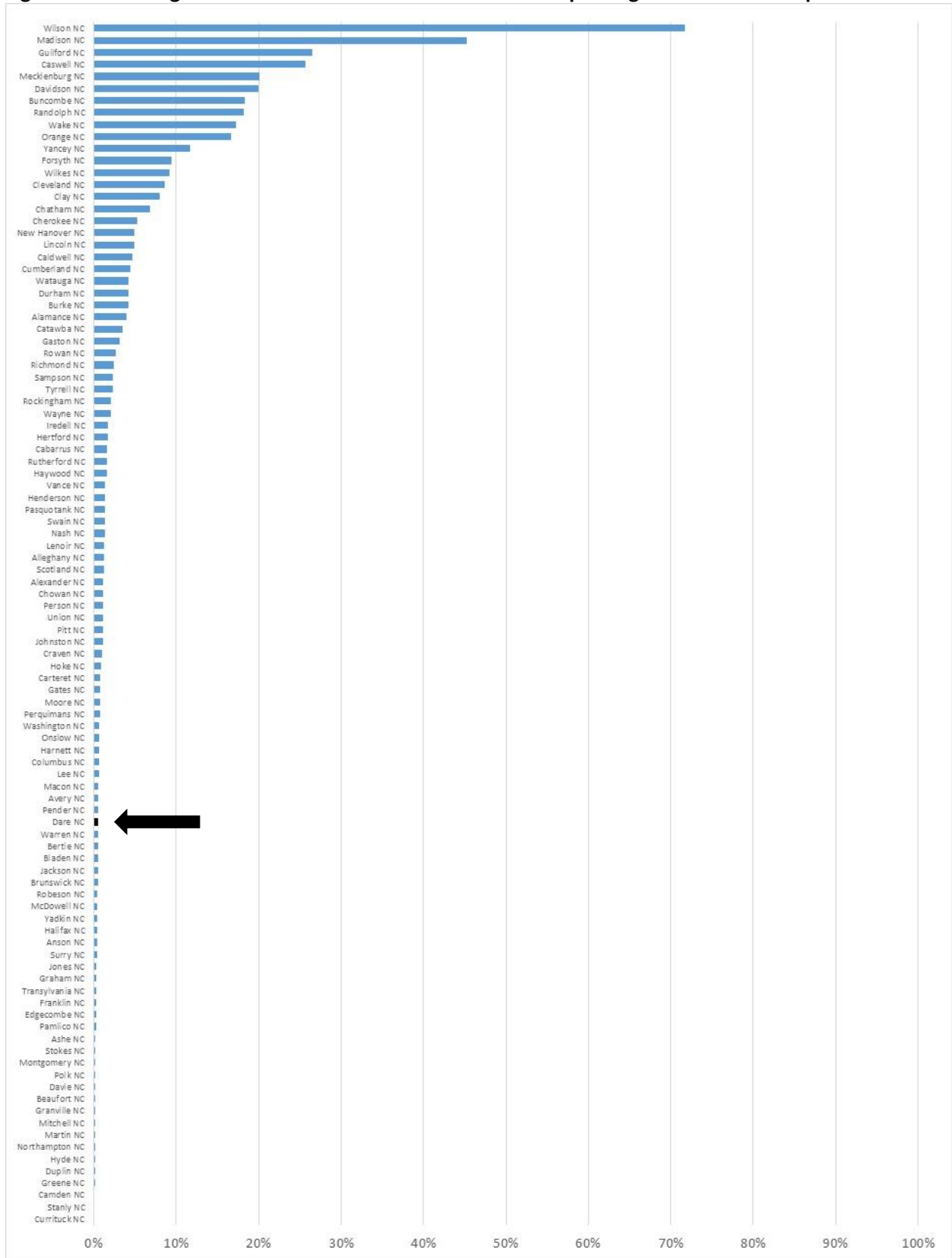
<sup>3</sup> Unfortunately, we cannot examine this trend over a longer time period due to limited Census data on this topic before 2009.



Figure 4. Percentage of households with available download speeds greater than 25 Mbps



**Figure 5. Percentage of households with available download speeds greater than 25 Mbps**



Dare County's location is one of the major reasons that it is such a desirable place to live, but it also presents some challenges to the strategy of attracting workers who can work anywhere. Specifically, Dare County is quite far from the nearest metropolitan job-centers of Raleigh-Durham-Chapel Hill and Norfolk. Mixed-schedule workers whose employers are located in the Research Triangle or Norfolk who have to physically be at the workplace at least some of the time may find it impractical to live in Dare County, especially considering that the Triangle is a 3 to 4 hour drive. This also presents challenges for independent contractors or consultants who are not tied to a particular work location but that require access to airports in order facilitate travel to meet with clients. Although Norfolk has an airport and is less than two hours away, flight options are quite limited.

The above average cost of housing is also a potential barrier for convincing remote workers to relocate to the county. There would not much of a cost-savings for a remote worker considering moving from Raleigh to Manteo, for example. On the other hand, there could be large cost-savings for someone moving from New York City to Manteo.

### 3. Findings and Ideas from Interviews

Overall, we find that Dare County is relatively well positioned to attract workers who can work anywhere. However, the travel times to the nearest major metropolitan areas and lack of proximity to a major airport would likely affect the types of remote workers that would find it feasible to live and work in Dare County. The degree of connectivity (internet and cell phone) appears to be relatively strong given the county's somewhat rural location, and the county's middle mile or "dark fiber" network could be used as an asset for expanding high-speed broadband internet access to targeted places in the county. However, it is difficult to precisely identify gaps in connectivity with existing public data, so more work would need to be done on this topic to assess specific needs and the possibility of county-supported high-speed internet access hubs.

In order to attract workers who can work anywhere, the County would need to more proactively market to these individuals. The most natural starting point would be to target advertising and messaging to tourists and/or second homeowners that visit the area. These people are a captive audience and have already exhibited a particular affinity for the area in choosing to travel there, and those that do have the flexibility to work anywhere may be open to considering living in Dare County. Examples of low-cost marketing include advertisements on the side of county trucks (such as those created for a recent public safety campaign) and pamphlets distributed at local chambers of commerce and popular tourist destinations. Another idea mentioned was using strategically placed billboards. Another group of individuals that could make for a promising target audience would be people who grew up in Dare County but that moved away. This is the strategy that the state of Montana has used. The challenge here would be to market to these individuals at low-cost because they are likely quite dispersed and thus would likely be hard to find either through traditional marketing methods.

In order to facilitate remote work, Dare County could pull together information, perhaps in an online directory and map, of suitable and perhaps even unexpected places in the county to get remote work done. This directory should be vetted by local workers who work remotely for a company based elsewhere or who depend on high-speed internet access for self-employment.

Increasingly, coffee shops and cafés are sought out by workers of this nature. However, public libraries and other places with reliable WiFi access and open seating could be suitable for an online directory if positioned correctly. A central directory and map could also be printed in pamphlets and disseminated.

One interviewee suggested that the county could consider taking a more active role in place-making aimed at remote workers by investing in and/or supporting the development of a co-working facility that could serve as a hub or catalyst for the remote working community to come together. A co-working facility essentially provides a flexible space where knowledge workers can get work done, have access to amenities such as free high-speed internet, and get to know other like-minded people. Some co-working spaces are free and open to the public while others have a pay-for-service model that is typically associated with enhanced amenities. If a co-working facility was built near the middle mile network, it may be possible to wire the facility with high-speed internet access. These types of facilities can be operated by a private entity, or a local government agency such as a township or the county.

Finally, the county could pull together the existing remote worker community that live in the county and form a working group around the concept of attracting more of these kinds of individuals to the county. This group could provide additional insight on what the current gaps and challenges are with working remotely in Dare County as well as what strengths and assets could be marketed to attract more remote workers. The county could also organize a summit about remote working in Dare County to bring together townships, chambers of commerce, tourism boards, remote workers, telecommunications providers, and any other groups that are interested in this topic.

## Appendix A. Review of Communities

The following review of communities highlights the range of ways that communities are capitalizing on the growing trend of remote work. Kansas City used flexible work and telework to brand the city as an attractive place to live. Montana pursued talent attraction strategy by trying to attract remote workers.

### A.1. Kansas City, MO

The effort to promote Kansas City as an attractive place for remote workers is part of the larger economic development strategy to recruit a talented workforce to the region. As a growing metropolitan area with about two million residents, Kansas City has the goal of being a nationally competitive city; in order to do so, it needs a robust workforce that can strengthen its economy. The city has recognized the growing demand of workers for flexible work arrangements, including telework options. According to the Kansas City mayor's Chief of Staff, flexible work arrangements are especially important to workers with young children and the millennial generation of workers.

As a result, the mayor of Kansas City, James Sly, launched a community partnership coalition around the idea of flexible work in the fall of 2015. Principal partners of the coalition include: the city government of Kansas City, the Women's Foundation, the Society for Human Resources Management of Greater Kansas City (SHRM-KC), and When Work Works. The idea is to improve workplace flexibility and productivity by hosting events and symposiums around flexible work, putting Kansas City on the map as "one of the best workplace communities in the nation." Ideally, the coalition and its flexible work events will raise awareness for business leaders, human resource managers, and local workers about the benefits of flexible work. Several firms in Kansas City, such as Lockton Companies, a 3,500-employee consulting firm, have already implemented flexible work benefits.<sup>4</sup> An intern at Lockton performed an internal research project on telework, which included the survey of over 50 Lockton employees. According to the survey results, 50-70% of job applicants to the company ask about telecommuting policies as a benefit, and 36% of employees would take flexible telecommuting benefits over a pay raise (Chappelow). Additionally, over half of employees at Lockton telecommute on an as-needed basis. These statistics from Lockton signify the value workers place on being able to work anywhere, and strengthen the idea of recruiting remote worker as an economic development strategy, especially to remote areas like Dare County.

The flexible work initiative is directly related to economic development because the goal is to make Kansas City an attractive place for families to locate, because flexible work arrangements are perceived to increase a worker's quality of life and work-life balance. According to the mayor James Sly, flexible work arrangements and partial remote work ensure that "workplaces are supportive of employees and their families and will help Kansas City businesses attract and retain dedicated workers that, in turn, will keep the local economy strong."

The City government as an employer itself is also trying to be a leader of economic development and a progressive workforce by leading by example. In 2016, the city administered a quality of life survey to its 4,600 employees. For the first time, the employee survey included questions about work-life balance, and a major takeaway from the survey was that city employees value onsite daycare and work flexibility in terms of place and hours, especially employees under 35 years old. According to SHRM-KC, having the city as a partner greatly enhances SHRM-KC's ability to increase awareness of the benefits of telework

---

<sup>4</sup> Also Burns & McDonnell, a large consulting and engineering firm with over 2,600 employees in Kansas City, has robust telework policies.

by reaching more employers in less time, especially because smaller firms don't always have a structured HR department that is a member of SHRM. The push by the mayor to adopt more flexible work policies and the city leading by example is a promising strategy to attract talent to the Kansas City region.

On August 10<sup>th</sup>, 2016, the first workplace flexibility summit, "Kansas City Works: Creating the Workplace of the Future," was hosted by the flexible work coalition organizations in downtown Kansas City in order to promote flexible work as an economic development tool. City employees and the Women's Foundation worked together to set up the event. Each organization issued press releases in order to advertise the summit in the region. The event was attended by a few hundred people, and panel discussions were held surrounding the ideas of mobility and virtual desktop technologies that can make remote work possible, as well as how to implement telework in a city or within a company.

### Takeaways for Dare County

- A coalition of different partners is valuable for raising awareness about the possibility of remote work in a region like Dare County. Bringing local chambers of commerce, technology councils, and current remote workers together at an event can help share best practices and disseminate useful information about teleworking.
- Kansas City's local government has become a telework leader by implementing flexible work policies internally, which is a good way to signal the possibility of telework to the private sector. However, this is more relevant from the transportation planning perspective or branding the community as supportive of local teleworking and flexible work.
- A local government official, such as the Kansas City Mayor as a face of the flexible work campaign has led to greater awareness of flexible work policies.
- Attracting workers who can work anywhere as an economic development strategy has to be clearly articulated since it is such a niche strategy within the broader theme of talent attraction. Kansas City's approach is somewhat different than what has been explored for Dare County.

### Contacts

**Stacie Engelmann**

President of the Society for Human Resource Management of Greater Kansas City (SHRM-KC)  
[SEngelmann@lockton.com](mailto:SEngelmann@lockton.com)  
816-751-2230

**Cassidy Solis**

When Work Works, Workplace Flexibility Specialist  
[cassidy@shrm.org](mailto:cassidy@shrm.org)  
703-535-6086

**Kendall Seal**

Women's Foundation  
[kendall@womens-foundation.org](mailto:kendall@womens-foundation.org)  
816-988-2006

**Joni Wickham**

Chief of Staff for the Kansas City Mayor  
[Joni.wickham@kcmo.org](mailto:Joni.wickham@kcmo.org)  
816-513-6582

## A.2. Montana

In Montana, the push to recruit remote workers as an economic development strategy is based on the state's excellent broadband and attractive lifestyle. Like Dare County, Montana is endowed with several natural assets—including two national parks, mountain ranges, and beautiful freshwater lakes. Montana also has the advantage of low costs of living and robust broadband connectivity. Even in some of the most remote communities in the state, such as Eureka, 60% of people have direct fiber connections. The economic development strategy of recruiting remote workers to Montana is led by the Republican candidate for governor in 2016, Greg Gianforte. Gianforte is a remote worker himself, who moved to Montana with his wife and founded the software company "RightNow" Technologies, which was eventually sold to Oracle. Part of Greg's platform is marketing to people who grew up in Montana and have moved away for job reasons, despite Montana's attractive outdoor lifestyle. The idea is that spreading knowledge about remote work possibilities, especially for knowledge sector workers, enables high-paid workers to move back to the state with their families, thus spending locally and contributing to the state's economy.

During the summer of 2015, Greg Gianforte went on a two-week tour to over 35 rural municipalities throughout the state of Montana. He hosted talks and distributed brochures to local chambers of commerce about teleworking resources in the state. Brochures were also distributed to schools, targeting those who return for class reunions. Another group Gianforte targeted as part of his remote worker campaign were realtors. This is a group of individuals who can disburse information about teleworking assets in Montana, such as the advantage of a fiber optic network in many rural communities, as a way to attract more workers to move there. The purpose of Gianforte's campaign is to address the "brain drain," that Montana faces by encouraging those who grew up in Montana and love the outdoor lifestyle to "return home" to work and raise their families, based on the premise of remote work.

### Contacts

#### **Catherine Koenen**

Gianforte Family Foundation

406-556-2192

gianforte.foundation@gmail.com

### A.3 Portland, ME

Portland has a largely tourism-based economy and is campaigning to attract remote workers to address the need for a skilled workforce to sustain a prosperous economy. The goal is to “attract 10,000 creative-minded people in 10 years,” where creative-minded is defined as people with a high appreciation for arts and culture, which Portland has to offer. More remote workers would be an economic development strategy because it would increase the professional year-round workforce in Portland, and these remote workers would spend their incomes in the local economy. In order to accomplish their goal, the non-profit “Creative Portland” is partnering with “Work in Place,” a newly-formed advocacy/networking group for remote workers. There are also efforts to improve broadband to attract workers, led by “2 Degrees,” which recently put out a survey to assess broadband satisfaction and needs in the community.

We were not able to get in touch with people directly involved in these initiatives, but we did interview people familiar with the Portland area and the ongoing efforts there.

#### Contacts

**Catherine Renault**

Principal  
Innovation Policyworks  
207-522-9028  
[catherine.s.renault@gmail.com](mailto:catherine.s.renault@gmail.com)

**Ryan Wallace**

Director  
Maine Center for Business and Economic  
Research, Muskie School of Public Service  
University of Southern Maine  
207-780-5859  
[ryan.d.wallace@maine.edu](mailto:ryan.d.wallace@maine.edu)



## Appendix B. Interviews

#	Interview	Community	Organization(s)
1	Dr. Catherine Renault	Expert, Maine	Innovation Policyworks
2	Kathleen Christensen	Expert	Sloan Foundation
3	Cassidy Solis	Expert	Society for HR Management; “When Work Works” non-profit
4	Catherine Koenen	Montana	Gianforte Family Foundation
5	Frank Duoma	Expert	Minnesota School of Public Affairs
6	Joni Wickham	Kansas City	KC Majors Office
7	Kendall Seal	Kansas City	Kansas City Women’s Foundation
8	Stacie Engelmann	Kansas City	HR Consultant
9	Ryan Wallace	Maine	University of Maine
10	Rhea Bonk	Other	Eagle County, Colorado

## Appendix C. Sources

Crosby, Jackie (2016). StarTribune. Minnesota a national leader in telecommuting trend. Accessed at <http://www.startribune.com/minnesota-a-national-leader-in-telecommuting-trend/384401421/>.

Erard, Michael (2016). New York Times. Remote? That's No Way to Describe This Work. Accessed at <http://www.nytimes.com/2016/06/19/jobs/remote-thats-no-way-to-describe-this-work.html>.

Global Workplace Analytics (2016). Latest Telecommuting Statistics. Accessed at <http://globalworkplaceanalytics.com/telecommuting-statistics>.

Jones, Jeffrey M (2015). Gallup. In U.S., Telecommuting for Work Climbs to 37%. Accessed at <http://www.gallup.com/poll/184649/telecommuting-work-climbs.aspx>.

Kansas City Majors Office (2015). Mayor James Announces When Work Works Initiative. Accessed at <http://kcmayor.org/newsreleases/mayor-james-announces-when-work-works-initiative>.

King, Rachel (2007). Bloomberg. Working from Home: It's in the Details. Accessed at <http://www.bloomberg.com/news/articles/2007-02-12/working-from-home-its-in-the-detailsbusinessweek-business-news-stock-market-and-financial-advice>

London Business School (2014). Majority will work remotely by 2020 say executives. Accessed at <https://www.london.edu/news-and-events/news/majority-will-work-remotely-by-2020-say-executives#.V5ZwcOaAOko>.

McMeekin, Bill (2016). Business Climate. Site Selectors: 5 Trends Impacting Economic Development. Accessed at <http://www.businessclimate.com/site-selectors-5-trends-impacting-economic-development/>.

Seiter, Courtney (2015). Buffer. After Growing to 50 People, We're Ditching the Office Completely: Here's Why. <https://open.buffer.com/no-office/>

Shin, Laura (2016). "Work From Home In 2016: The Top 100 Companies for Remote Jobs." Forbes. Accessed at <http://www.forbes.com/sites/laurashin/2016/01/27/work-from-home-in-2016-the-top-100-companies-for-remote-jobs/#a3017a936f04>

Social Explorer Tables (2016): ACS 2009 (5-Year Estimates) (SE), ACS 2014 (5-Year Estimates), Social Explorer; U.S. Census Bureau.

Tugend, Alina (2014). New York Times. It's Unclearly Defined, but Telecommuting Is Fast on the Rise. Accessed at [http://www.nytimes.com/2014/03/08/your-money/when-working-in-your-pajamas-is-more-productive.html?\\_r=2](http://www.nytimes.com/2014/03/08/your-money/when-working-in-your-pajamas-is-more-productive.html?_r=2).

Telework VA (2016). Telework Tax Credit for Businesses in Virginia. Accessed at <http://www.teleworkva.org/teleworkTaxCredit/index.aspx>.

When Work Works (2016). Homepage. Accessed at <http://www.whenworkworks.org/>.

Whitney, Eric (2015). NPR. Tired Of The Big City? Consider Telecommuting From Montana. Accessed at <http://www.npr.org/2015/07/28/426858376/tired-of-the-big-city-consider-telecommuting-from-montana>.

Women's Foundation (2016). Kansas City Works: Creating the Workplace of the Future. Accessed at <http://www.womens-foundation.org/new-events/2016/8/11/family-and-work-summit>.