



CHALLENGE SEATTLE

2020 ANNUAL REPORT

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ABOUT CHALLENGE SEATTLE

Challenge Seattle is an alliance of CEOs from 20 of the region's largest employers. Together, we are taking on the challenge of ensuring the greater Seattle area continues to thrive as one of the most vibrant, innovative, and globally competitive regions in the world.

First launched in 2015, Challenge Seattle's CEO members initially made a five-year investment to collectively tackle some of the region's most pressing civic challenges. In 2020, our members renewed that commitment for another five years. Led by former Washington State Governor Christine Gregoire, Challenge Seattle harnesses the committed leadership, unique resources, and world-class talent of its member companies to find innovative solutions and inspire collective action for the greater good.

Our Members



THANK YOU

“2020 was a year filled with unprecedented challenges. It tested all of us, and our region answered the call for leadership.”



2020 was a year unlike any other. As a region, a state, a nation, and a world, we faced challenges unmatched in our lifetimes. Globally, we fought, and continue to fight, a pandemic that has reshaped all of our lives. In the U.S., we witnessed nationwide demonstrations calling for actions to address racial injustice. Washington and its neighbors experienced an historic fire season, resulting in smoke that confined many of us to our homes. The challenges did not cease, but neither did we.

While 2020 will be marked by history as a year of unprecedented difficulty, I will remember it more so as one of unparalleled leadership, collaboration, and innovation. As each new challenge arose, our members, partners, and the region as a whole answered the call. When PPE was in short supply, our members picked up the phone, re-purposing their global supply chains to provide critical masks, ventilators, and more to our front-line workers. When one in three Washingtonians was experiencing food insecurity, our region’s employers emptied their cafeteria supplies, lent their kitchens, and provided funding to food banks around the state and country. When our region faced a critical shortage of blood, our community spread the word, and Washingtonians lined up to donate, stabilizing our supply and saving lives. As the fight against COVID stretches on, I continue to be humbled by the tireless efforts of our members and partners.

As an organization, in a year full of questions, Challenge Seattle aimed to be a source of answers. When the pandemic struck, we acted quickly, finding our role as a convener, collaborator, and trusted source of information for the business community. We brought together experts from across sectors and fostered new and impactful partnerships through our briefing calls. We worked with non-profits and public leaders to help lay the foundation for All In Washington, an unprecedented statewide relief effort supporting those most impacted by COVID-19. And we leveraged our partners and regional experts to address emerging issues with answers and actions like the first-of-its-kind “checklist” to re-open businesses, address K-12 learning loss, and more.

2020 brought us together in new and inspiring ways. While the road ahead is long, I am filled with confidence and optimism, having watched this community prove that, together, we can overcome anything. Thank you for your partnership, leadership, and endless support of our community.

Chris Gregoire
Challenge Seattle CEO

COVID-19: UNPRECEDENTED PARTNERSHIPS

Challenge Seattle responded to the unprecedented challenge of the COVID-19 pandemic by forging and supporting equally unprecedented partnerships. Working with the public, private, non-profit, and academic sectors, Challenge Seattle and its member companies leveraged their world-class resources to tackle a broad range of challenges presented by the pandemic. From helping to source PPE to providing kitchen space for emergency meal preparation, our members found creative solutions to once-in-a-lifetime problems.

Within days of the first U.S. case being identified in Washington State, Challenge Seattle began hosting daily briefing calls, welcoming a large and inclusive group of employer representatives. The calls, which continue as needed today, are an opportunity for the business community to hear from public, private, and non-profit partners who provide critical updates on the status of the pandemic, share opportunities for employers to help, and answer critical questions for distribution to hundreds of thousands of employees statewide.

Seattle Region's Pandemic Response Sets National Example

The quickness, creativity, and collaboration with which Challenge Seattle and its member companies responded to COVID-19 garnered national attention. A Fortune article published in April, "Saving a city: How Seattle's corporate giants banded together to flatten the curve," profiled how Challenge Seattle's CEO members recognized the seriousness of the pandemic early, assisted by briefings at a Challenge Seattle board meeting in late February. The members quickly sprung into action, informing their leadership teams, announcing shifts to work-from-home, and partnering with public officials and non-profit organizations to support the broader community.

"The story of how Seattle came together can be a model for any city and organization."

These early and aligned responses, coupled with the ongoing partnership facilitated by Challenge Seattle's daily briefing calls, helped to make the Seattle region's response to the pandemic one of the most cohesive and organized in the country.

300+

BUSINESS LEADERS
ENGAGED THROUGH
DAILY BRIEFING CALLS

\$60M+

RAISED TO SUPPORT
STATEWIDE COVID-19
RELIEF THROUGH ALL IN
WASHINGTON

5M+

N95 MASKS IN
WASHINGTON THANKS
TO CS COMPANIES

Responding to the Economic Toll of COVID-19

The economic impacts of COVID-19 were felt swiftly in our region and around the world. Necessary public health measures challenged many small businesses, and record unemployment left many families struggling to pay for basic necessities. In response, Challenge Seattle played a founding role in “All In Washington,” a statewide effort to raise funds for a range of critical causes, from purchasing emergency food supplies to providing child care for essential workers.

As the pandemic evolved, new questions and areas of concern arose. In response, Challenge Seattle convened leading experts to develop data-driven guidance and recommendations. The result was six reports on key topics related to COVID-19. Three of the reports focused on the needs of, and impact on, the business community.



Healthy Workplace: Role of Employers in Effective Contact Tracing

Created through close work with Public Health officials from King County and WA State, this document offers guidance for businesses to support critical contact tracing efforts.

[Read the report here.](#)



WA State COVID-19 “New Normal” Planning & Employer Checklists

Built in partnership with WA Roundtable and Boston Consulting Group and close collaboration with public health experts, these checklists help employers prepare for a safe re-opening that protects their employees, customers, and the community.

[Read the report here.](#)



COVID-19 Economic Impacts in WA State

Written in partnership with Boston Consulting Group, this report analyzed the economic impacts of the COVID-19 pandemic within the greater Seattle region and WA state, providing critical insights to state and local elected officials, including the Congressional Delegation, about the needs of local businesses and employees.

[Read the report here.](#)

Challenge Seattle Proposes Six-Point Plan to Manage Through COVID-19 Surge and Beyond

As COVID-19 case counts and hospitalizations once again began to rise in the fall, Challenge Seattle brought together the resources and expertise of our member companies with the goal of identifying critical focus areas for the coming months.

The resulting six-point plan outlines Challenge Seattle’s recommendations for how to manage the surge while minimizing impacts to our communities and economy. The plan, provided in a letter to Governor Inslee and legislative leadership, with a copy to our Congressional delegation, includes Challenge Seattle’s continuing commitment to partnering with state and local leaders on the outlined recommendations.

[Read the plan and letter to Governor Inslee here.](#)

PUGET SOUND BUSINESS JOURNAL

“20 big Seattle-area employers propose recovery plan to state leaders”

COVID-19: SUPPORTING WA STUDENTS & SCHOOLS

The COVID-19 pandemic has affected a generation of students in unprecedented ways. The closing of schools and move to remote learning raised a host of new questions about best practices, long-term impacts, and more. Continuing our efforts to provide information and guidance on emerging topics related to COVID-19, Challenge Seattle worked with our partners, regional experts, and education leaders from across the state to create three reports focused on the needs of K-12 and higher education.



Best Practices for Reopening WA's K-12 Schools

Developed on behalf of the Office of the Superintendent of Public Instruction (OSPI) and in partnership with WA Roundtable and Kinetic West, this critical work helped inform re-opening guidance issued by OSPI to K-12 districts in WA state.

[Read the report here.](#)



Addressing K-12 Learning Loss

Developed with support from local non-profits and in partnership with Washington Roundtable, this report outlines the impact school closures and remote learning have had on K-12 students. It makes clear that addressing learning loss first requires stopping it by safely re-opening schools, and recommends programs to mitigate that loss when in-person learning returns.

[Read the report here.](#)



Higher Education: Best Practices for Reopening

Created in partnership with Washington Roundtable and Boston Consulting Group, this resource includes a number of checklists with protocols for the safe operation of on-campus food service, transportation, and more. An aligned statement by WA's Higher Ed leadership is also included.

[Read the report here.](#)

Challenge Seattle Supports Prioritizing Return to In-Person Learning for K-5 Students

Challenge Seattle has supported efforts to return K-5 students to the classroom (much like European countries). Scientific consensus has continuously grown regarding the safety of in-person learning for younger students. In August, we issued a letter expressing our support for Governor Inslee's recommendation that Washington State prioritize providing in-person learning to our state's youngest students. The letter highlighted the importance of not just academic, but social-emotional and developmental learning for young children, which provides a critical foundation for future success.

[Read the letter here.](#)

“Students learn more in kindergarten and first grade than any other years of their academic career.”

Education Programs: Resilience in the Face of Change

Challenge Seattle's education programs aim to support the creation of a world-class workforce within the greater Seattle region. In 2020, Challenge Seattle's education work evolved to meet the unique needs prompted by COVID-19. We supported our non-profit partners as they pivoted to fully virtual models for our regular programming when possible, and partnered with education leaders, public health experts, and community organizations to provide science-led research and thought leadership on topics critical to our state's schools and students.

480

STUDENT TOUR PARTICIPANTS

STUDENTS: Career Discovery Tours

In partnership with the Community Center for Education Results (CCER) and Kinetic West, Career Discovery Tours offer high school students from the greater Seattle region first-hand access to our region's world-class employers. Students visit employer worksites, meet employees and hear about their career journeys, and participate in engaging, hands-on activities. Prior to the closure of many workplaces in the region, as well as the state's K-12 schools, 16 Career Discovery Tours were executed, impacting nearly 500 students. To protect the health of students and our member companies' employees, Career Discovery Tours were paused in Fall 2020.

6,160

STUDENTS LEARNING REAL-WORLD CONTENT

TEACHERS: ACCESS STEM

In partnership with Washington Alliance for Better Schools (WABS), the ACCESS STEM program provides teachers from around the region with unparalleled access to local employers. Participating teachers spend two weeks during the summer at an employer's worksite learning about real-world STEM challenges the company is working to solve, then partner with industry volunteers to develop curriculum based on what they learned. In 2020, WABS quickly responded to the pandemic by moving the program completely online. 2020's cohort of 44 teachers, supported by 48 industry volunteers, will create curriculum that reaches over 6,100 students this school year. The curriculum will remain available for use in future years, impacting even more students.

42

H.S. PRINCIPALS SUPPORTED THROUGH UNPRECEDENTED CHALLENGES

PRINCIPALS: The CEO Project

A partnership between Challenge Seattle, the Association for Washington School Principals (AWSP), and Washington Roundtable, The CEO Project aims to improve retention of public school principals from around Washington State. Started in early 2019, the program's first cohort of 42 principals gathers regularly to network and learn from their peers. Participants also hear from guest speakers, including CEOs who share their expertise on key leadership topics like building resilient teams, managing through change, and inspiring and leading the workforce. In response to COVID-19, AWSP converted all of the group's meetings to monthly virtual sessions. As these school leaders adapted to the realities of remote learning, the opportunities to hear from fellow principals, share their experiences, and relate to one another's challenges proved paramount in their success responding to the pandemic.

95%

JOB PLACEMENT FOR GIX GRADUATES

HIGHER EDUCATION: Global Innovation Exchange

Founded by Challenge Seattle, the University of Washington, Tsinghua University, and Microsoft, GIX is a project-based graduate program offering degrees in Technology Innovation. Students work in cross-disciplinary teams to solve real-world problems developed with the center's industry partners, leveraging key skills like design thinking, entrepreneurship, and data management. In response to the pandemic, programming quickly shifted to virtual and pre-recorded formats, and students were provided the tools they needed to continue product development remotely. GIX staff leveraged their expertise to support the community, helping develop PPE for the UW Medicine hospital system and partnering with teams from UW and PATH to design a pandemic ventilator that received funding from the Army.

WASHINGTON EMPLOYERS FOR RACIAL EQUITY

In 2020, our nation engaged in an urgent conversation about racism and how to build an equitable future. In response, Challenge Seattle has been on a continuing journey to listen and learn; to better understand the problem, its causes and impacts; and to create a plan to fulfill our commitment to racial equity—now and for the future.

The results of our efforts to date are three-fold. First, a report informed by data and conversations with the Black community, business leaders, data and research experts, national racial equity experts, and those with lived experience. Second, a Commitment to Progress that outlines clear, actionable goals working toward a more equitable future. And third, a statewide coalition founded by Challenge Seattle and Washington Roundtable: Washington Employers for Racial Equity, a group of 60+ CEOs and corporate leaders committed to equity and opportunity for all.

Our initial focus is on Black Washingtonians because of the long history of injustice and degree of inequity experienced by this community. That said, racism impacts everyone, and contributes to inequities for Black, Indigenous, Latinx, Asian Pacific Islander, and many other communities. We are committed to action that will support equity and opportunity for all people and all communities in Washington state.

THE COMMITMENT TO PROGRESS: AN EQUITABLE FUTURE FOR WASHINGTON

The report, “The Commitment to Progress: An Equitable Future for Washington,” examines inequities in five areas: education, healthcare, criminal justice, personal finance, and the corporate workplace. Across the board, Black Washingtonians experience inequities that compound over time and cross generations. The report is the result of six months of research, data analysis, and interviews with over 70 community and business leaders, diversity, equity and inclusion specialists, and those with lived experience.

[Read the report here.](#)

By the Numbers: Racial Inequity for Black Americans Crosses Institutions and Systems



30%

MORE LIKELY FOR BLACK STUDENTS TO BE TAUGHT BY A LESS EXPERIENCED TEACHER



66%

LESS LIKELY FOR BLACK COLLEGE GRADUATES TO REACH THE EXECUTIVE LEVEL



74¢

EARNED ON THE DOLLAR BY BLACK WASHINGTONIANS COMPARED TO THEIR WHITE PEERS



Washington’s CEOs and corporate leaders have stepped forward to create a new coalition committed to action: Washington Employers for Racial Equity (WERE). The coalition’s goal is equity and opportunity for all. To begin, it will focus on advancing equity for Black Washingtonians in recognition of the long history of injustice and inequity experienced by this community.

To date, over 60 employers – including companies large and small, local and global – have signed the coalition’s Commitment to Progress, which sets specific goals for 2030. Goals include fostering an inclusive workplace; achieving racial parity in hiring, pay, and promotion; increasing internship and learning opportunities for Black students; increasing diversity and racial equity among contractors, vendors, and supplier networks; and increasing support for Black-owned businesses.

[Learn more about WERE and see the commitment here.](#)

OUR COMMITMENT TO PROGRESS

We believe all Washingtonians must have the same opportunities free from the barriers of racism.

On behalf of our companies, we commit to owning our part of the problem, to actively contribute to solutions, and to use our voices to advocate for racial equity. We will listen, learn, partner, adapt, and engage in the work necessary to achieve racial equity for our Black employees, customers, and communities. Today, we commit to setting goals, measuring and reporting on progress, and remaining steadfast in our commitment.

We believe the private sector has a vital role to play in creating lasting change in support of racial equity for Black Washingtonians.

We believe racial equity is achievable in our state.

WE COMMIT TO DRIVING RACIAL EQUITY IN THE CORPORATE SECTOR. OUR COLLECTIVE GOALS FOR 2030:

- Foster an inclusive corporate culture inside our organizations. This includes removing bias to achieve racial equity in hiring, evaluation, and promotion processes; providing anti-bias training and racial equity education for employees; supporting a community of Black professionals; and amplifying the voices and experiences of our Black employees and customers.
- Employ a workforce that reflects our communities. The percentage of our workforce that identifies as Black should mirror the percentage of the working age population that identifies as Black in the communities in which we operate.
- Achieve racial parity in average compensation for employees in similar job categories.
- Increase Black representation in management and senior leadership positions.
- Increase internships and work-embedded learning experiences for Black students.
- Increase diversity and racial equity among contractors, vendors, and supplier networks and increase investment in Black-owned businesses.
- Invest a combined \$2 billion in corporate, community, and philanthropic efforts to support racial equity in the next five years.

WE COMMIT TO ADVOCATE FOR RACIAL EQUITY IN OUR COMMUNITIES AND PUBLIC POLICY. TO BEGIN, WE WILL:

- Advocate for a robust data system that tracks and regularly reports on racial disparities across institutional systems and experiences, including education, healthcare, criminal justice, the workplace, and personal finance.
- Advocate for actions and public policies that support the growth of Black-owned businesses, address racial disparities, and improve outcomes in educational attainment and homeownership.

WE COMMIT TO BE ACCOUNTABLE AND TRANSPARENT. WE WILL:

- Make racial equity a long-term priority for our organizations.
- Set measurable targets, assess progress, and publicly report on our collective results.
- Encourage other private sector leaders to join us in raising our collective voices and taking action to support racial equity.

Our commitment to ensuring racial equity for Black Washingtonians recognizes the historical injustices and inequities that Black individuals, families, and communities have faced in our state and our country. Indigenous, Hispanic and Latinx, Asian Pacific Islander, and other communities of color experience the harmful impacts of racial inequity as well. We are committed to addressing inequities and supporting opportunity for all communities of color in Washington state.

FOUNDING SPONSORS:



60+

LEADERS COMMITTED TO RACIAL EQUITY

SUPPORTING SPONSORS:



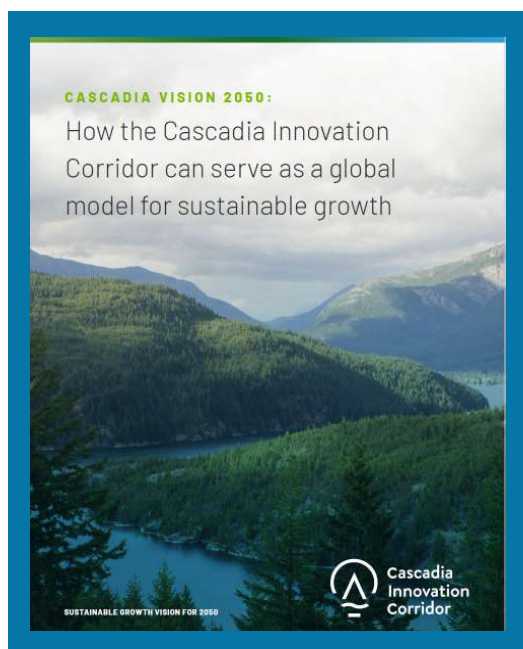
CASCADIA INNOVATION CORRIDOR

The Cascadia Innovation Corridor is a cross-border initiative that works to connect people, companies, and institutions from across the Cascadia mega-region, which connects Portland, Seattle, and Vancouver, B.C. The CIC is led by its co-chairs, Challenge Seattle and the Business Council of British Columbia, as well as a steering committee made up of seven working groups. Each working group is co-chaired by a pair of regional experts, one from each side of the U.S. - Canadian border. These co-chairs work together to advance collaboration within their area of focus, building connections and furthering ongoing efforts across the mega-region.

7 CROSS-BORDER WORKING GROUPS

BEST & DIVERSE TALENT | SUSTAINABILITY
EFFICIENT CROSS-BORDER MOVEMENT | LIFE SCIENCES
HIGHER EDUCATION RESEARCH EXCELLENCE
TRANSFORMATIVE TECHNOLOGIES
TRANSPORTATION, HOUSING, & CONNECTIVITY

Cascadia Vision 2050: The World's First Sustainable Mega-region



In September, Challenge Seattle and the Business Council of British Columbia published a groundbreaking report on the future of the Cascadia as the world's first sustainable mega-region. Featuring new analysis from Boston Consulting Group, the report outlines challenges faced by high-growth mega-regions around the world, including Cascadia: unaffordable housing, congested roadways and transit systems, and unacceptable levels of greenhouse gas emissions.

The report analyzes how other mega-regions grow, and how those growth patterns only worsen existing challenges. It projects population and economic growth for Cascadia through 2050, and introduces a bold, alternative approach for accommodating that growth that provides both affordable housing and convenient commutes while protecting the environment. The proposal includes building hub cities on currently underdeveloped land and linking them to our existing urban centers, and the rest of the mega-region, with ultra-high-speed transportation.

[Read the report here.](#)

Middle-Income Housing: Tackling Affordability on a Mega-regional Scale

Challenge Seattle remains committed to improving middle-income housing affordability. In 2020, as our local government partners were consumed by COVID-19 response efforts, Challenge Seattle's housing affordability programming was paused. Our research on the Cascadia Vision 2050 report, however, made it clear that affordable housing is not only a city or regional issue, but a mega-regional one. To that end, we are working to address housing affordability at the mega-regional level, beginning with the proposal laid out in our Cascadia report, which, if enacted, would provide affordable housing for hundreds of thousands of people throughout the corridor.

>50%
OF CASCADIA RESIDENTS
ARE HOUSING COST-
BURDENED, COMPARED
TO 32% NATIONALLY

Fall 2020 Webinar Series

Since 2016, the Cascadia Innovation Corridor has hosted an annual conference in Seattle or Vancouver, attracting hundreds of attendees from the public and private sectors, higher education, non-profits, and more. These events serve as an opportunity to share exciting progress being made by the CIC's steering committee, and for attendees to foster new, cross-border connections.

In light of COVID-19 and the resulting border closure, in 2020 the in-person conference was converted to a series of four webinars. Each event was hosted by one of the working groups, highlighting the efforts of their committee and facilitating conversations with regional and national experts on topics of urgent importance to the mega-region.

The variety of topics drew a large, diverse, and engaged audience, expanding Cascadia's community and facilitating connections despite the barrier of a closed border. As a result, the series will be extended into 2021, building on the success and momentum of the first four webinars.

[Learn more about the webinar series and all of Cascadia's work in 2021 here.](#)

590
TOTAL
ATTENDEES

Innovating International Travel

a discussion among national experts on how Cascadia can provide leadership and build confidence in the development of new, safe global standards for international travel.

Connecting Cascadia

a review of the "Cascadia Vision 2050" report, its recommendations for how the CIC can serve as a global model of a sustainable mega-region, and the key role community engagement will play in bringing the vision to life.

Wildfires & Urban Smoke Know No Borders

a broad-ranging discussion of topics related to wildfire management and urban smoke in Cascadia and the broader West Coast of North America.

Sustainable Agriculture & AgTech in Cascadia

a conversation about the impacts of COVID-19 on Cascadia's food supply and how the growing AgTech industry is expanding opportunities for local producers.

20
GUEST
EXPERTS

**Cascadia Gets a
New Look in 2020**



**Cascadia
Innovation
Corridor**

TRANSPORTATION

Challenge Seattle partners with regional transportation leaders to bring creative approaches to the challenges our transportation systems face. To further that goal, Challenge Seattle, in partnership with the University of Washington, created the Mobility Innovation Center, which brings together experts from the public, private, and academic sectors to develop innovative solutions to our region's most pressing transportation challenges. Challenge Seattle also addresses transportation and housing challenges through our participation in the Cascadia Innovation Corridor.



As co-chair of the Cascadia Innovation Corridor, Challenge Seattle is working toward a vision for a more sustainable future for the Cascadia mega-region. Key to that vision is Ultra Highspeed Ground Transportation connecting the Cascadia Corridor. In 2020, we shared our vision with Washington's Transportation Commission and several other key regional stakeholders, spreading the message that UHSGT will be critical to the future not only of our transportation systems, but our mega-region as a whole.

11.1

AVERAGE DAYS PER YEAR COMMUTERS SPEND ON THE ROAD IN THE CASCADIA MEGA-REGION

In December 2020, with funding from the State of Washington, Oregon, British Columbia, and Microsoft, Washington's Department of Transportation released a new report outlining recommendations for governance, strategic engagement, and financial structures related to the Ultra Highspeed Ground Transportation project. The report was the third in a series following a viability study released in 2017 and a business case analysis released in 2019. The funding for this report brings the total contribution toward the project to date to nearly \$2 million.

200k

NEW FAMILY-WAGE JOBS ESTIMATED FOR CONSTRUCTION & ONGOING OPERATION OF UHSGT

Virtual Coordination Center: A Regional Approach to Incidents Along I-5

First launched in 2017 by Challenge Seattle and the Mobility Innovation Center, the Virtual Coordination Center (VCC) brings together seven public agencies responsible for transportation management in the greater Seattle region. Leveraging cloud technology, the VCC will collect real-time data from those partner agencies into a common dashboard. The shared dashboard will empower informed, collaborative responses to incidents along the I-5 corridor and unified public messaging across agencies. The data collected to power the VCC will also leverage machine learning, data analytics, and predictive modeling to play a critical role in improving broader regional planning and operations.

In addition to \$1.93 million in joint public and private funding committed regionally in 2019, the Virtual Coordination Center received federal funding of \$3.4 million in 2020. This grant will help advance the work of the VCC to operationalize its vision for cohesive, regional responses to traffic incidents along the I-5 corridor.

\$3.4M
FEDERAL FUNDING FOR
VIRTUAL COORDINATION
CENTER

Mobility Innovation Center 2020 Project Spotlight

Mobility Innovation Award

In 2020 Challenge Seattle funded its first-ever Mobility Innovation award. The \$50,000 grant went to a team of researchers from the UW working to develop technology that helps transportation professionals assess roadway conditions, improve traffic safety, and optimize traffic operations. The product, called "MUST" - Mobile Unit for Sensing Traffic - is powered by edge AI and connected vehicles technologies.

\$50,000
TO SPUR INNOVATION IN
TRANSPORTATION

Orca Data Business Intelligence System

With joint funding from public agencies and private companies, including three Challenge Seattle members, a team from the UW is building a tool to help transportation managers by extracting untapped insights from regional Orca card data. This work will provide a clear view of transit use both before and during the COVID-19 pandemic, powering insights that will in turn help prioritize new routes, especially for essential workers, across our region.

8
COMPANIES & PUBLIC
AGENCIES SUPPORTING
IMPROVED DATA ACCESS FOR
REGIONAL TRANST SYSTEMS.



THANK YOU

To our members and partners for all you have done for our community in 2020. Your dedication and creativity have helped make this an impactful year full of collaboration and progress. Thanks to your work, we look forward to 2021 with optimism and confidence for the future of our region.