



Challenge Seattle

2021 Annual Report

A Year of Partnership

2021 was defined by partnership. It was a year of continued challenges—the ongoing pandemic, continued economic fallout, the growing toll of inequity, and more. But again, we rose to the occasion—and we did it together.

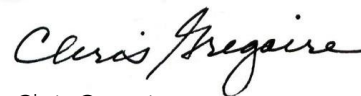
Building on the public-private partnership of our 2020 COVID response, Challenge Seattle employers, businesses, and government came together in unprecedented ways to develop, organize, and deploy the most successful mass vaccination campaign of our lifetimes. From technology to logistics expertise, the private sector was all-hands-on-deck and worked seamlessly with state and local government and public health authorities to deliver 7.8 million doses of the COVID-19 vaccine in just six months.

When the human toll of chronic homelessness reached crisis levels this year, communities across the state came together to unite in action. Challenge Seattle's *"Chronic Homelessness: A Crossroad"* report galvanized elected and business leaders in cities and towns all around the state. Together, they advocated for unparalleled state resources for both housing and services, and formed public-private-non-profit partnerships, offering hope for progress.

Following the leadership of Challenge Seattle and our partner, the Washington Roundtable, 80+ employers across the state joined the Washington Employers for Racial Equity (WERE) coalition. It is a first-of-its kind partnership of CEOs and corporate leaders who share a commitment to building a racially equitable future for Washington. This year, the nascent effort grew into a new organization with a clear mission, metrics, and strategic plan to address racial equity in workplaces across the state.

The reopening of the US-Canada border brought a renewed commitment to partnership throughout the Cascadia mega-region. Challenge Seattle worked with our partners in Washington, Oregon, and British Columbia to create a united voice for investment in the Cascadia Ultra-High-Speed Ground Transportation network. Business, environmental, labor, community, and elected leaders worked together to secure historic amounts of U.S. federal funding for rail and celebrated as our three governments signed a commitment to bring this project to reality.

Through our work together as a community—across sectors and silos—we have much to be proud of in 2021. I am grateful to all, and I am confident that if we stick together, the future looks bright.



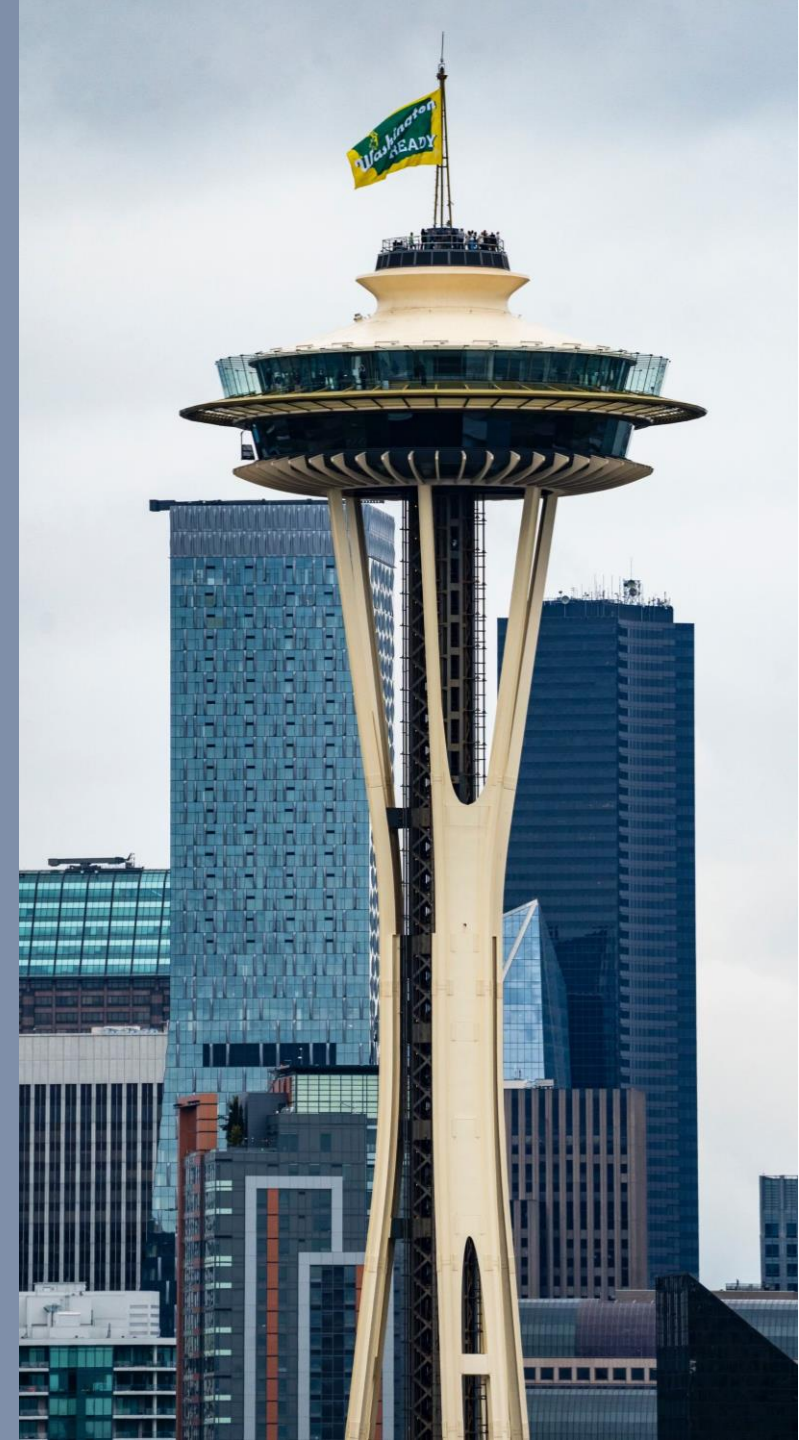
Chris Gregoire
Chief Executive Officer
Challenge Seattle



COVID-19 Response: Uniting the Business Community

As the pandemic evolved and brought new challenges in 2021, Challenge Seattle continued to unite the business community to coordinate action, save lives, and promote recovery.

- **COVID-19 Calls:** We continued to host weekly calls for CEOs and business leaders across the region, providing a platform for vital information sharing. Hearing directly from leading health experts and policy makers, the calls enabled cross-sector collaboration to ensure government and business responses were aligned to protect public health and promote economic recovery.
- **Reopening Task Force:** We continued to convene leaders across the region's major employers to discuss return to the workplace planning and execution. We shared out best practices and lessons learned on testing, vaccine policies, facility set-up, and more with the larger business community.
- **Transportation Task Force:** We created a partnership between major employers and public transportation agencies to plan for the commuting and transportation impacts of workers returning to the workplace, particularly given the emerging hybrid of in-person and remote work.



COVID-19 Response: Vaccine Command Center

As the state and region faced the unprecedented hurdle of vaccinating millions of residents, Challenge Seattle recognized the pivotal role of the business community. Our region's world-class companies had expertise in logistics, technology, and communications. Our private sector health care and life sciences industry had global and national know-how. Employers and organizations of all sizes could offer space, volunteers, and the opportunity to get key messages to the workforce.

Challenge Seattle partnered with Governor Inslee and the Washington State Department of Health (DOH) to create the Vaccine Action Command and Coordination Center (VACCS)—a public-private partnership to quickly deliver vaccines safely, efficiently, and equitably to state residents. Governor Inslee and CEOs met weekly to share information, identify issues, and troubleshoot problems. Private sector executives teamed up with DOH leaders to execute across five workstreams: technology and data, communications, business processes, supply logistics and deployment, and situational awareness.

The VACCS quickly became a nationally recognized model and Challenge Seattle created a playbook to help other states and jurisdictions create their own public-private vaccine partnerships.

At the local level, Challenge Seattle partnered with Seattle-King County Public Health to create a similar vaccine command center in the region, co-funding a position to organize the effort. By July 1, 2.8 million doses had been administered in King County, and 90% of the 60+ population had been vaccinated.



**Seattle: First U.S. city to reach
70% fully vaccinated.**



COVID-19 Response: VACCS Partnership Successes

- **Vaccine Locator Tool:** In six weeks, a dream team of public and private technology experts launched a web-based tool to help residents find available doses and make appointments. Developers from DOH, Starbucks, Microsoft, Prota Ventures, Expedia, Costco, City of Seattle, EPIC, and PrepMod built a user-friendly tool in 30 languages with six accessibility settings, serving more than 2.5 million unique visitors in the first six months.
- **Enhanced Data and Supply Tracking Systems:** Microsoft partnered with DOH to improve vaccine dose tracking and allocation within the state. They developed a new ordering tool used by the state's 39 local health jurisdictions.
- **Max Efficiency Vaccine Sites:** Starbucks analyzed and improved the efficiency and patient experience at mass-vaccination sites throughout the state. Other partners (Amazon, Boeing, Kaiser Permanente, Microsoft, Providence/Swedish, and Schweitzer Engineering Laboratories) provided modeling and continuous process improvement to further enhance vaccination sites across WA.
- **Logistics Expertise:** Logistics experts from the Bill & Melinda Gates Foundation, Kaiser Permanente, and Starbucks met weekly with DOH staff to provide insights, address emerging challenges, and make recommendations to continuously improve supply logistics and enhance the efficient and equitable uptake of the vaccines.
- **Communications Support:** Challenge Seattle companies and Edelman offered communications support to DOH, advising on social media and public messaging. Multiple partners worked seamlessly to enhance the state's COVID-19 Assistance Call Center capacity.

7.8 million doses given in first six months.

Vaccine Playbook: A Resource for Other Regions

As Washington's VACCS Partnership took off, calls from around the nation began coming in asking for advice. Challenge Seattle and its members put together the "Vaccine Playbook for Public-Private Partnerships," a resource compiling the best practices we were learning in the state. In addition to providing a roadmap for creating a public-private vaccine partnership, the playbook offered tactical recommendations, checklists, signage, and other resources for setting up large vaccination sites.

6. Site Layout

Environmental Flow Chart

The following slides include example POD layout including process flow, as well as models for determining space requirements and throughput metrics. All models are based on several assumptions and will vary based on accessibility and patient experience considerations.

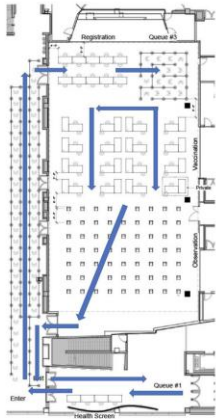
A throughput calculator for modeling and venue planning can be found in the appendix.

Patient Steps Overview

- Queue #1: Health screen
- Queue #2: Registration
- Queue #3: Vaccination station
- Observation area
- Exit

Site Considerations

- Patient flow should only be in one direction.
- Vaccination stations and observation area chairs need to be set up as properly distanced (at least 6 feet).
- Refrigerator and backup refrigerator are easily accessible and monitored for temperature to store vaccines.
- Multiple locations set up with sanitation supplies (hand sanitizer and Clorox wipes).
- Emergency area near exit and equipped with adequate materials for EMS support if needed.
- Additional filtration (portable HEPA units)
- Thermal screening or temperature readings upon entry
- ADA compliant, including accessible parking



VACCINE PLAYBOOK FOR PUBLIC-PRIVATE PARTNERSHIPS 31

Vaccination Appreciation at T-Mobile Park

In May, T-Mobile, Alaska Airlines, Microsoft, Costco, and Nordstrom teamed up with the Seattle Mariners to host prize giveaways and vaccination events during the Mariner's home games to promote and encourage vaccination.

832 fans vaccinated in first four games.

Photo Credit: Seattle Mariners

VACCINATION APPRECIATION WEEK

TOMORROW - MAY 19

T-Mobile

Alaska
AIRLINES

NORDSTROM

Microsoft

COSTCO
WHOLESALE

PEARL JAM

WASHINGTON
EMPLOYERS

FOR RACIAL
EQUITY

Racial Equity: 80+ CEOs and Corporate Leaders Committed

In December 2020, Challenge Seattle, in partnership with the Washington Roundtable, founded Washington Employers for Racial Equity (WERE): a coalition committed to advancing equity and opportunity for all. This year, the coalition grew to 80+ CEOs and corporate leaders who have signed the ambitious *Commitment to Progress*, agreeing to advance racial equity in the workplace, hold themselves accountable, and advocate for racial equity statewide.

In 2021, the coalition formalized WERE, hired an executive director, developed a strategic plan, and created the WERE Index to measure progress against collective workplace racial equity goals.

WERE's mission is to inform and accelerate member employers' progress toward racial equity by serving as a trusted resource, providing accountability, and cultivating partnerships.

WERE will focus on supporting members' efforts in three high leverage opportunity areas:

- 1) Workplace Culture
- 2) Black Talent Development
- 3) Supplier Diversity & Investment in Black-Owned Businesses





Racial Equity: CEO Conversations

WERE unites a community of dedicated CEOs and corporate leaders who want to share best practices and lessons learned. In 2021, WERE hosted two “CEO Conversations” to provide a forum for CEOs to learn from one another.



“Building, Growing, and Strengthening Black Businesses and Black Talent in Washington State,” featured Black business leaders who shared experiences and highlighted strategies companies can pursue to advance Black talent and support Black businesses. The panel included Craig Dawson, President and CEO of Retail Lockbox; Mary Pugh, President and Chief Investment Officer of Pugh Capital Management; and Mack Hogans, CEO of Mack Hogans Consulting and former long-time Weyerhaeuser executive.

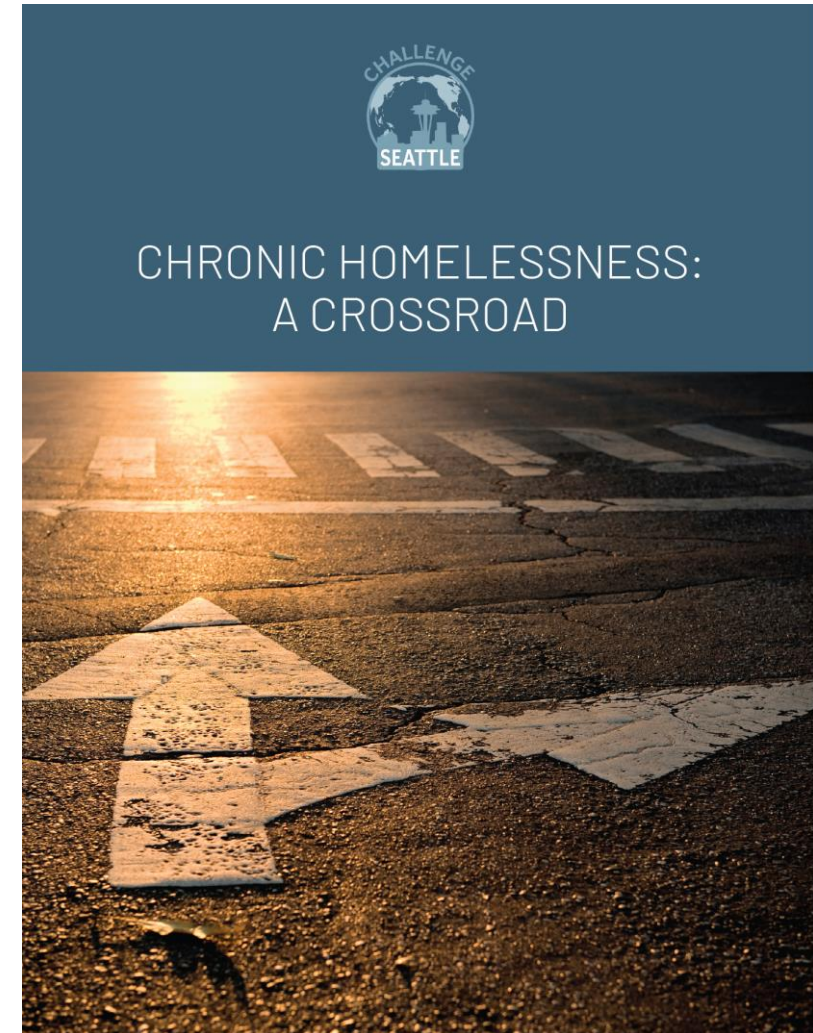
“Advancing Racial Equity: Experiences and Learnings from Boeing and Starbucks,” featured Stan Deal, President and CEO of Boeing Commercial Airplanes, and Kevin Johnson, President and CEO of Starbucks. Both shared their experiences leading large corporations towards greater racial equity.

Critical Challenge: Chronic Homelessness

In 2021, our region found itself at a crossroad. A global pandemic, an economic recession, and shuttered city centers brought a clear public focus on the growing homelessness crisis.

In four years, chronic homelessness rose at an annual rate of 27% statewide, affecting communities across Washington. Seattle-King County saw an astonishing 42% increase—the second fastest growth rate in the US.

Challenge Seattle rose to the challenge, commissioning a report to better analyze the problem and identify real-world, implementable solutions. Sharing the data and recommendations from the report, we brought together an unprecedented group of stakeholders from across the state to focus on the crisis of chronic homelessness for the first time.



Report Spurs "Partnership for Zero"

In November 2020, Challenge Seattle commissioned a poll to understand the public's priorities for post-pandemic recovery. The results were resounding. Addressing homelessness was the number one issue.

In response, we commissioned Boston Consulting Group to deliver an in-depth report on the problem of chronic homelessness, its causes, and what strategies are working in other jurisdictions to successfully house this population. We released the report in May 2021 with six clear recommendations for community action.

By the fall, a coalition of 100+ stakeholders representing jurisdictions across the state had united to ask the legislature for critically needed resources—including first-time-ever state dollars for services. Locally, the public, private, and philanthropic sectors began to coalesce around a new "Partnership for Zero" to address chronic homelessness in Seattle and King County consistent with the six recommendations outlined in our "*Chronic Homelessness: A Crossroad*" report.

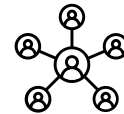
100+ join statewide coalition and unite around recommendations



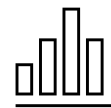
1. Emergency housing for individuals experiencing chronic homelessness



2. Individualized, on-demand services



3. Command center to support individuals experiencing chronic homelessness



4. Utilize real-time data



5. Qualified, experienced case managers



6. Transparency, accountability, evaluation

Cascadia Innovation Corridor: 2021 Conference

The Cascadia Innovation Corridor (CIC) hosted its 2021 Conference in Vancouver, BC, over November 16-17. After cancelling the 2020 CIC conference due to the COVID-19 pandemic, we were thrilled to have over 250 individuals participate in the event—both virtually and in-person. The high engagement was a testament to the enthusiasm surrounding the collaborative work of CIC.

The conference highlighted CIC's goal of making Cascadia the *world's first sustainable mega-region*. Speakers and sessions focused on the various challenges and opportunities for the mega-region to address sustainability through innovation, partnership, and cross-border collaboration.

Key notes were delivered by Brad Smith, President and Vice Chair of Microsoft, and Jennifer Granholm, United States Secretary of Energy.



Virtual Forums: Connecting Cascadia

Throughout the year, CIC hosted a virtual forum series. Started in 2020, these sessions provide opportunities for stakeholders throughout the mega-region to come together on issues of shared importance for the future of Cascadia.



Cascadia
Innovation
Corridor

In 2021, 800+ people participated in seven forums:

- Cascadia Life Sciences Leading in the Global Fight against COVID-19
- "Cascadia – The Next 5,000,000 People", a three-part series co-hosted by ULI Northwest:
 - Designing the Cascadia Mega-region
 - Accelerating Connection and Recovery
 - Regional Planning & Mega-region Analysis
- Modern Ecocities in the Cascadia Innovation Corridor
- Cascadia's Transformative Tech: Innovating Across Borders
- Meeting the Net Zero Decarbonization Challenge



Transportation: An Ultra-High-Speed Future

Challenge Seattle's "Vision 2050" report emphasizes the key role that ultra-high-speed transportation must play to build a sustainable future for the Cascadia mega-region.

Building a Coalition for Funding

The 2021 federal infrastructure investment bill offered a once in a generation funding opportunity for Cascadia Ultra-High-Speed Ground Transportation (UHSGT). Challenge Seattle built a public-private partnership of more than 45 Washington businesses, community, environmental, and labor organizations, and elected officials to advocate for federal funds in collaboration with Oregon.

Thanks to the leadership of Washington and Oregon's congressional delegations, the federal Infrastructure Investment and Jobs Act contains more than \$66 billion for rail—the largest investment since Amtrak was created.



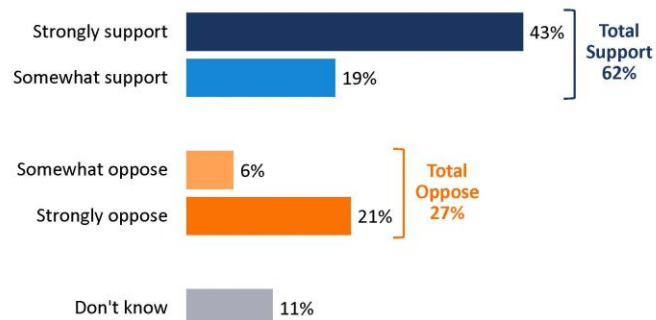


Growing Support

In 2021, Challenge Seattle fielded a poll showing that Washington and Oregon residents support high-speed transportation.

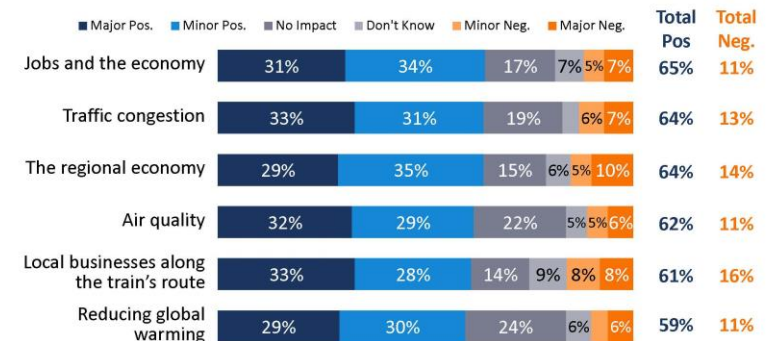
More than three in five support high-speed rail—and two in five “strongly support” it.

Would you support or oppose this high-speed rail project connecting cities in the Northwest?



Majorities feel the project would positively impact the economy, traffic, air quality and global warming.

I am going to read you a list of some different ways the high-speed rail project might impact the Pacific Northwest. Please tell me whether you think the high-speed rail line will have a positive impact, no impact, or a negative impact on that aspect of life in the Pacific Northwest.



2021 UHSGT Partnership Agreement

Washington, Oregon, and British Columbia Sign MOU

At the November 2021 Cascadia Innovation Corridor conference, Washington Governor Inslee, Oregon Governor Brown, and British Columbia Premier Horgan signed a Memorandum of Understanding (MOU) that commits them to continue advancing the project and apply for federal funds. In December 2021, Governor Inslee included funding for the project in his proposed supplemental transportation budget.

We appreciate their leadership and work toward a more sustainable future for the Cascadia mega-region.



Education: Partnering to Support Schools

TEACHERS

In the *Access STEM* teacher externship program, educators shadow industry professionals to observe real-world business problems and understand today's career pathways and skill requirements. Following the externship, industry and educators co-design career-connected curriculum for students.

"These industry immersion days have made me more committed to helping students believe and see that they all can have a successful post-secondary life that aligns with what excites each one of them."

- Participating Teacher

PRINCIPALS

The *CEO Project* provides leadership training, industry support, and networking to high school principals throughout the state. By investing in principals, we retain great leaders in the schools that need them most.

"I am grateful for this opportunity. I believe that stronger principals make stronger teachers, and consequently, stronger students and communities."

- Participating Principal



Partner: Washington Alliance for Better Schools

32 teachers participated, benefiting 4,480 students with real-world content.



Partners: Association of Washington School Principals, Washington Roundtable

50 principals participated.

Key Issues: Creating and Sustaining Positive Culture; Race and Equity Focused Leadership; Reimagining the HS Experience.



VCC: Phase I Complete

First launched in 2017 by Challenge Seattle and the Mobility Innovation Center, the Virtual Coordination Center (VCC) leverages cloud technology to allow cross-jurisdictional transportation management of the I-5 corridor.

The innovative public-private partnership project received \$3.4 million in federal funding in 2020. In 2021, the project completed the first of its three major phases, allowing for initial deployment into the field.

The Mobility Innovation Center at the University of Washington brings together experts from the public, private, and academic sectors to find solutions to real-world transportation problems impacting the region.

Legacy Initiatives Hit Key Milestones in 2021

Global Innovation Exchange: Full-time Executive Director and CEO Appointed

Founded by Challenge Seattle, the University of Washington, Tsinghua University, and Microsoft, the Global Innovation Exchange (GIX) is a revolutionary project-based Technology Innovation graduate and professional education program. Students work in cross-disciplinary teams to use design thinking, data science, and entrepreneurship to solve complex, real-world problems from industry partners.

In 2021, GIX appointed its first full-time, dedicated executive leader with the mission to work closely with the GIX team, industry leaders, and global partners to embark upon the next phase of impact for GIX. In the coming years, GIX will grow its innovative master's programs, develop state-of-the-art executive training programs, and foster an environment to support the incubation of innovative ideas and companies.

Virtual Coordination Center FEED CM PLANS POPMO COMMUNICATIONS COLLABORATION SPACE **DASHBOARD** Pre-Production. Not for operation

VCC Dashboard

Incident Map

Dispatch Events
 Incidents
 Traffic Cameras

Active VCC Incidents

Incident Id	Last Update Time	Incident Type	Incident Location	Status	View Incident
T829_20217920356	July 9th 2021, 13:33:58	Car Fire Freeway	Sb I5 At Michigan	OPEN	View Incident
U247_202179202750	July 9th 2021, 13:24:40	MVI Freeway	Sb I5 At I90	OPEN	View Incident
E5763001883	July 8th 2021, 09:51:08	Collision	I-5 NB at Mercer St	Incident Verified	View Incident

Recent Dispatch Events

Filters: WSP KCM SFD SPD All

July 12th 2021, 14:51:54 Time Frame 10 minutes

CREATE VCC INCIDENT REFRESH

Event Number	Last Update	Agency	Event Type	Location
202171221452	14:43:31	SPD	PERSON IN BEHAVIORAL/E...	1405 24th Ave

About Challenge Seattle

Challenge Seattle is an alliance of CEOs from 21 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. 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.



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KAISER
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PUGET SOUND ENERGY

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Thank you!