

# COVID-19

# STRATEGIC RENEWAL

# TASK FORCE REPORT

---

— December 8, 2020



**CONNECTED**  
**DMV**

# TABLE OF CONTENTS

**04** Foreword

**06** Executive Summary

**07** COVID-19 Strategic Renewal Task Force Members

**09** COVID-19 Strategic Renewal Task Force

**13** Task Force Initiatives

**16** Introduction

**16** Connected DMV: Bringing The Region Together

**17** Connected DMV Regional Organizations

**22** Task Force Recommendations

**24** Regional Economic Development Strategy

**26** Regional Resilience Exercises

**28** Safe Environments: Accelerated Pilots

**30** DMV Flexible Work & Recovery Agreement

# Contents

**32** Coordinated Contract Tracing

**34** Connectivity For All

**36** Global Pandemic Prevention & Biodefense Center

**38** Potomac Quantum Innovation Center

**40** Regional Cybersecurity Initiative

**42** Regional Data Protection

**44** Regional Initiative Funding Committee

**46** Regional Index for Economic Renewal & Social Equity

**48** The Connected DMV Regional Perspective

**50** COVID-19 Strategic Renewal Task Force: Regional Design

**52** The Path Forward

**54** Sponsors

**56** Acknowledgements

# FOREWORD

The District of Columbia, Maryland, and Virginia region (the DMV) is one of the most important metropolitan areas in the world boasting significant resources and prospects. Still, we have failed to invest in certain communities, protect our environment, and cooperate on economic opportunities. This has created severe economic and social inequities across Anacostia, Cheverly, Silver Spring, Rockville, Fairfax, Arlington, Georgetown, and the rest of our region. These inequities are holding us back and we must do better. The COVID-19 pandemic provides both a much-needed wakeup call and a chance to drive an economic renewal that resolves different experiences with employment, health, safety and prosperity.

Connected DMV has assembled the region's public, private, academic and nonprofit leaders to create, plan, and collaborate on innovative initiatives that bring economic opportunities to all. We will give each community in our region the tools and abilities they need to fully exercise their unique strengths, such as top-notch education, adequate business investment, and modern infrastructure. We will hold ourselves and our leaders accountable for delivering benefits to communities that have historically been disenfranchised and under-supported, without sacrificing the health of our natural spaces.

This collective action will result in a region-wide economic recovery that is fair, environmentally sustainable, authentic to the unique characteristics of each neighborhood, and long-lasting. All our residents will benefit, and we will better compete with other metros across the country to retain our best talent.

By aligning neighbors as partners, Connected DMV can correct historical failures and create a rising tide of opportunity for the millions of individuals who make this region exceptional. When we do this, we will all prosper.



Jack McDougle  
President & CEO  
Greater Washington Board of Trade



# EXECUTIVE SUMMARY

The economic and cultural impacts of COVID-19 will forever change the DMV region. At the time of this report, over 1.3 million lives have been lost globally and society has suffered upwards of \$15 trillion in economic loss. On a relative basis the DMV has fared better than many, but on an absolute basis our suffering is great. To date, over 3,400 lives have been lost and hundreds of businesses have closed. With the onset of this reality and the recognition that our lives and commerce must flow freely across local borders, Connected DMV and its core collaborators created the COVID-19 Strategic Renewal Task Force to bring the region together and begin working towards our long-term recovery.

The Task Force maintains that moving forward as a region on specific initiatives benefits the DMV by achieving faster, less costly, more equitable outcomes by optimizing across our collective skills, assets, and resources.

This report captures the activities of the Task Force from April through October 2020 (Phase 1).

The COVID-19 Strategic Renewal Task Force represents regional organizations, academia, industry and community, the public sector, and the federal government.

## COVID-19 Strategic Renewal Task Force Members

<b>Chuck Bean</b> Metropolitan Washington Council of Governments	<b>Mary Brady</b> The Economic Club of Washington, D.C.	<b>Bob Buchanan</b> The 2030 Group	<b>Dr. Andrew Flagel</b> Consortium of Universities of the Washington Metropolitan Area
<b>Julie Coons</b> NOVA Chamber of Commerce	<b>David Harrington</b> The DMV Chambers of Commerce	<b>Jack McDougle</b> Greater Washington Board of Trade	<b>Jack Potter</b> Metropolitan Washington Airports Authority
<b>Martin Rosendale</b> Maryland Tech Council	<b>Stu Solomon</b> Connected DMV	<b>Paul J. Wiedefeld</b> Washington Metropolitan Area Transit Authority	<b>Hon. Anthony Williams</b> Federal City Council
<b>Jennifer Taylor</b> Northern Virginia Technology Council	<b>Katherine Bradley</b> CityBridge Education	<b>Dr. Wayne Frederick</b> Howard University	<b>Dr. Anne Kress</b> Northern Virginia Community College
<b>Dr. C. Anneta Arno</b> DC Health Office of Health Equity	<b>Victor Hoskins</b> Fairfax County Economic Development Authority	<b>Eugene Kinlow</b> Office of the Mayor of Washington, DC	<b>Allison Mayer</b> State of Maryland Governor's Representative
<b>Cassidy Rasnick</b> Commonwealth of Virginia	<b>Kelly M. Schulz</b> State of Maryland	<b>Hon. Todd M. Turner</b> Prince George's County Council	<b>Benjamin H. Wu</b> Montgomery County Economic Development Corporation
<b>Glenn Blanchette</b> Health & Human Services	<b>Kim Kadesch</b> Federal Emergency Management Agency	<b>MG Omar J. Jones, IV</b> Liaison Joint Force Headquarters National Capital Region	<b>William Ryan</b> Cybersecurity & Infrastructure Security Agency
<b>Denise Rolark Barnes</b> The Washington Informer	<b>Rich Bendis</b> BioHealth Innovation	<b>Sameer Bhargava</b> Clark	<b>Richard Bynum</b> PNC Financial Services Group
<b>James Cook</b> The MITRE Corporation	<b>Stephanie Davis</b> Volkswagen Group of America	<b>Stacey Dion</b> The Carlyle Group	<b>Elliott Ferguson</b> Destination DC
<b>Scott Frisch</b> AARP	<b>Nora Gardner</b> McKinsey & Company	<b>Tim Gillis</b> KPMG	<b>Samuel Gordy</b> IBM Corporation
<b>David Grissen</b> Marriott	<b>Lesley Kalan</b> Northrop Grumman	<b>Brian Kenner</b> Amazon	<b>Evan Kraus</b> APCO Worldwide
<b>Tony Lewis</b> Verizon	<b>Anne Mahlum</b> Solidcore	<b>Radha Muthiah</b> Capital Area Food Bank	<b>Tim O'Brien</b> Micron
<b>Manny Rouvelas</b> K&L Gates	<b>Ken Samet</b> MedStar Health	<b>Dave Velazquez</b> Pepco Holdings	

Regional Organization

Academia

Public Sector

Federal Government

Industry & Community

Greater Washington is one of the nation's largest, most diverse, and most complex metropolitan areas. Home to more than six million people, with more than a million new residents expected over the next 25 years, the region comprising DC, suburban Maryland, and Northern Virginia receives oversight and authority from 27 governments—local, state, and federal.

Our region has a unique blend of assets including industry, academia, civic institutions, philanthropic, and advocacy institutions. The DMV contains federal, state, district, county, and city governments. It is also home to 17 colleges and universities. Most of the world's countries maintain diplomatic and cultural missions in our metropolis, making it not just the National Capital Region of the United States, but the global seat of power. With these resources and a \$540 billion regional economy, no other geography has such an abundance of assets and opportunities. These features provide critical elements of what a metropolitan area needs to be one of the highest performing regions in the country, if not the world.

But the region is plagued by persistent challenges, and much work remains to live up to our expectations for vibrant commerce, community, and life. Among the 53 largest metropolitan areas studied by the Brookings Institution in its Metro Monitor 2020 report, the DMV ranks 25th on economic growth, 36th on measures of prosperity, 40th on measures of inclusion, and 52nd on measures of racial inclusion over the 10 year period from 2008 to 2018. For a region so blessed with an abundance of assets and capabilities these rankings and outcomes cry out for significant action.

While the nation can point to a variety of excellent initiatives over the years to improve regions in our country, the benefits of these efforts were frequently muted. This is, in part, due to the lack of a binding agent to bring together common processes, practices, and persistent talent whereby the benefits of scale and collaboration could be consistently realized. Imagine professional baseball without the MLB, or global sports competitions without the Olympic Organizing Committee, or the trading of corporate certificates without the New York Stock Exchange. This is how we have been trying to operate within the DMV. This has held back our jurisdictions and the citizens they represent. Now is the time for a different approach.

The DMV has a proud history of cooperating on some of the toughest issues facing metropolitan areas, such as terrorism, weather threats, physical infrastructure, and transportation bottlenecks. The outbreak of COVID-19 highlighted additional needs for collaboration in areas such as contact tracing, business continuity, retail closures, and

curfews. It created new challenges for nearly every aspect of our region's resilience, from our health and digital infrastructure, to our social safety net and economic security. The need for coordinated cross-sector regional action has never been more important.

## **COVID-19 Strategic Renewal Task Force**

To combat the new crisis of COVID-19 and accelerate our region's economic recovery, Connected DMV applied learnings from our past successes and deficiencies by putting a consistent and repeatable model into action. In April 2020, Connected DMV became an independent 501(c)(3) organization and launched the COVID-19 Strategic Renewal Task Force, moving towards a unified long-term regional plan, an organized regional list of initiatives, and one integrated network of community stewards with the collective will to improve Greater Washington.

### **Task Force Principles**



**Inclusive**



**Advancing**



**Resilient**



**Connecting**

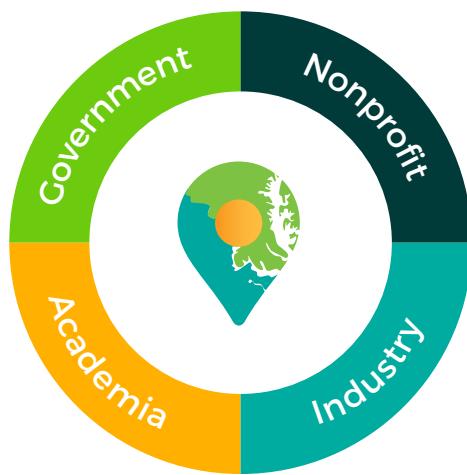


**Innovating**



**Informed**

The COVID-19 Strategic Renewal Task Force comprises 51 leaders from across the DMV, representing our entire region. Participants speak on behalf of industry, academia, government, and the community. Regional organizations, which carry explicit responsibility to care for and grow the DMV, form the foundation of this Task Force. Many of these are membership organizations, providing a multiplier effect that reaches the vast majority of our residents. These 17 regional organizations also bring a complement of skills across a variety of domains such as emergency preparedness, health care, transportation, technology, economic development, cybersecurity, education, advocacy, and beyond. In addition to these regional organizations, the Governors' and Mayor's offices from DC, Maryland, and Virginia appointed Task Force members to represent their respective jurisdictions. Public health officials from each state and the District were also invited to join. Industry leaders were selected across sectors, reflecting global, regional, and local businesses both small and large. Additionally, Task Force members from the nonprofit community were selected to specifically address community interests and our underrepresented communities.

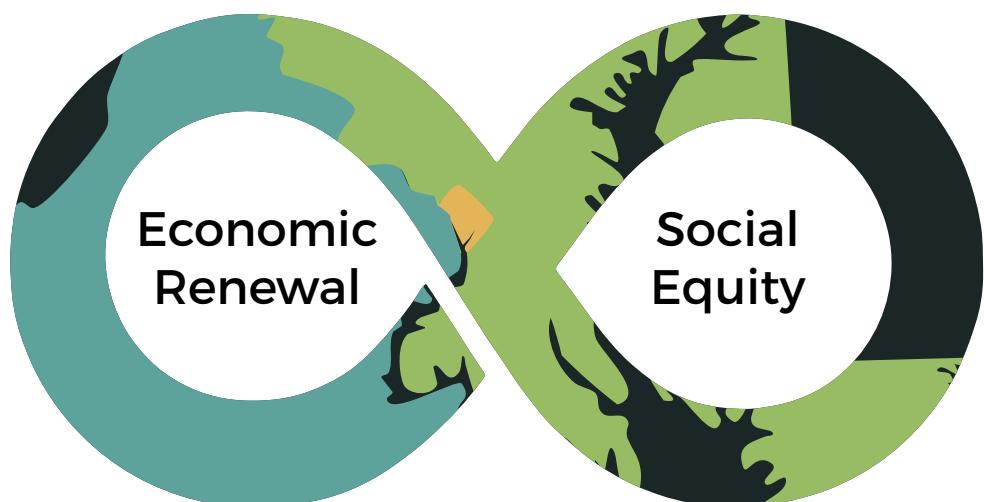


The Task Force held monthly meetings between May and October 2020. In the first meeting, the participants confirmed that local governments and communities were focusing primarily on re-opening activities and that this Task Force would emphasize the long-term economic renewal and health of our region. While some short-term matters required Task Force attention, the primary focus was to create a better region than before COVID-19; a region that is more resilient and better prepared for work and life in the digital age, where opportunities are equally available to all our residents. Specifically, the intersection of economic renewal and social equity was identified as a key priority to be embedded within our resulting set of initiatives.

The monthly convenings were facilitated by Jack McDougle (Greater Washington Board of Trade) and the Honorable Mayor Anthony Williams (Federal City Council). Each meeting included updates regarding COVID-19 progress and updates on our regional economy. Each meeting also featured external speakers to address topics such as pandemic preparedness, medical solutions, cybersecurity, contact tracing, regional connectivity, and emerging technologies. The second half of each meeting included presentations of regional initiatives that supported Task Force priorities. The Task Force members deliberated on these initiatives and then cast votes on whether to proceed. As of October 31, twelve initiatives have been approved. Once an initiative has been passed, sponsorship, resourcing, funding, and schedules are confirmed and then projects proceed accordingly. When delivered, these twelve initiatives will bring significant improvements to the DMV, and possibly more importantly demonstrate that this region can accomplish more together than can be achieved independently.

Rather than pursuing a “return to normal,” the Task Force set out to build pathways to a more dynamic, sustainable, and inclusive future. This path forward would help to restore our health and accelerate our economic renewal with forward-focused initiatives that address some immediate issues and provide a foundation for enabling future prosperity and equity. These initiatives will drive our longer-term goal of making the DMV America’s strongest metropolis through responsible growth and equitable opportunities for all who call Greater Washington home.

The unifying philosophy of the Task Force calls for the creation of long-term economic renewal that delivers equitable growth. The Task Force asserts that a high performing



economy must have social equity at its core, and that resolving our regional equity challenges requires equal abilities to participate in the economy.

The Task Force prioritization of longer-term physical, social, and digital infrastructure renewal addresses challenges that are long overdue. The recommendations and actions outlined in this report are intended to drive outcomes of equitable economic recovery and renewal. These results will proactively shape the future for a stronger, more responsible economy and set foundations with forward-looking infrastructure, integrated resilience planning, and strategic economic development practices that attract innovators, small and large businesses, and residents to thrive in our nation's capital region.

The Task Force is now entering a second phase with plans to continue through May 2021. While much progress has been made, there are critical areas outstanding that the Task Force intends to address. Topics such as Climate/Energy, Innovation, and Shared Services are being evaluated for upcoming meetings.

The initiatives outlined below detail the cumulative work of the Task Force as of October 31, 2020. Each of these initiatives has been voted on and approved by the Task Force. All initiatives were evaluated for their impact on marginalized communities against the twelve areas pictured below. Each of the following initiatives addresses one or more of these areas.



Not all initiatives are intended to begin immediately, but all have been deemed important to proceed as resourcing is confirmed. Each initiative has a Champion on the Task Force and Connected DMV is working to secure professional services firms and other partner organizations to aid in project delivery.

## Task Force Initiatives

Name	Description	Objectives
Regional Economic Development Strategy	A cooperative and consolidated economic development strategy that unifies our vision and regional pursuits	Future prosperity integrated with social equity and improved economic competitiveness
Regional Resilience Exercises	Region-wide planning and resilience events with a focus on marginalized communities	Stronger future response efforts with reduced impact and recovery periods
Safe Environments: Accelerated Pilots	Innovative protective measure pilot programs that enhance existing safety protocols	Accelerates the safe return to work, school, and recreation
DMV Flexible Work & Recovery Agreement	Commitments to flexible work arrangements by the DMV's employers as the region gradually returns to the workplace	Reducing peak time congestion on roadways and transit systems to improve public health and quality of life
Coordinated Contact Tracing	Strengthened coordination in contact tracing and improved access to health care	Helps slow or contain the spread of viruses and mitigate regional impacts
Connectivity for All	Improved access, literacy, and utilization of digital tools and services	Narrows the digital divide by expanding resource availability and digital literacy for underserved communities

Name	Description	Objectives
Global Pandemic Prevention & Biodefense Center	A new global center coordinating across public, private, academia, and community interests	Prevents outbreaks from becoming epidemics through targeted initiatives and ecosystem collaboration
Potomac Quantum Innovation Center	A quantum innovation center bringing together the region's quantum assets, capabilities, and efforts	Establishes the DMV as a clear national and global leader in quantum innovation
Regional Cybersecurity Initiative	Regionally focused cybersecurity and digital risk management capability	Extending the regional cybersecurity umbrella to cover small and medium-sized business and organizations
Regional Data Protection	Consistent protections for personally identifiable information across DMV jurisdictions	Strengthened safeguards to protect personal information and economic security for all throughout the region
Regional Initiative Funding Committee	Reliable funding and sourcing models for future regional initiatives	Extends public budgets and amplifies public benefits through new public-private funding structures
Regional Index for Economic Renewal & Social Equity	Quantified measures that track the region's progress towards economic renewal and social equity	Publicly holds the region accountable to economic equity progress

These initiatives provide a collective focus on long-term economic health and improved equipping of marginalized communities. This effort is unifying the region, helping to lessen the burden of governments, and demonstrating the power of working together with an expectation that the whole is greater than the sum of the parts.



# INTRODUCTION

## CONNECTED DMV: BRINGING THE REGION TOGETHER

Connected DMV was conceived in 2019 within the Greater Washington Board of Trade to bring together a dynamic cross-section of regional leaders and experts from the public and private sectors to address the region's top challenges and opportunities. The diverse characteristics of the DMV require a unique approach, one designed to drive regional collaboration across jurisdictions and offer economies of scale, greater collective

### — Unifying Goals



**Deliver Equity**



**Build Resilience**



**Equip Our People**



**Reimagine Infrastructure**



**Accelerate Job Growth & the Economy**

knowledge, increased diversity, interoperability, and the promise of shared services that extend local government budgets and produce better outcomes for residents.

To effectively advance this vision, a collaboration was formed to include the Greater Washington Board of Trade, the Metropolitan Washington Council of Governments, the Consortium of Universities of the Washington Metropolitan Area, the Washington Metropolitan Area Transit Authority, and the Joint Force Headquarters National Capital Region. This provided the starting point for organizing Connected DMV across industry, government, academia, and the community. This initial group of 5 has now become 17, as the region continues to unite and collaborate for a stronger future together.

## **Connected DMV Regional Organizations**

<b>BioHealth Innovation</b>	BHI is a regional innovation intermediary that accelerates and facilitates technology transfer and commercialization of market-relevant research in federal labs, universities, and biohealth companies in the region. It is a private-public partnership in the form of a 501(c)(3) nonprofit that connects the region's innovation assets to provide integrated technical knowledge, financial means, and entrepreneurial/managerial expertise to turn promise into prosperity for the region while advancing human health.
<b>Consortium of Universities of the Washington Metropolitan Area</b>	The Consortium of Universities of the Washington Metropolitan Area consists of 17 colleges and universities in the District of Columbia and contiguous counties in Maryland and Virginia that serve nearly 290,000 students. Consortium colleges and universities represent every sector of nonprofit higher education, creating strength through its diversity of institutions.
<b>Cybersecurity &amp; Infrastructure Security Agency</b>	CISA is a federal agency serving as the nation's risk advisor, working with partners to defend against today's threats and collaborating to build more secure and resilient infrastructure for the future.

<b>DMV Chambers of Commerce</b>	The collective chambers of commerce throughout the region represent the interests of local business and communities to promote the DMV as a center for commerce and leadership.
<b>The Economic Club of Washington, D.C.</b>	Established in 1986 as a nonprofit, nonpartisan organization created to strengthen ties among the diverse and growing business community based in metropolitan Washington, DC, and with the diplomatic community, The Economic Club of Washington, D.C. promotes global awareness of the pivotal role Washington plays in the national and world economies. The Economic Club of Washington, D.C. works to provide a prominent forum where eminent global leaders can share their insights about major issues and promotes a robust peer community for the area's top executives.
<b>Federal Emergency Management Agency</b>	The Office of the National Capital Region Coordination, within the Federal Emergency Management Agency, conducts preparedness, planning, and operational activities and provides leadership and coordination to synchronize and integrate the whole community in executing homeland security and emergency management activities.
<b>Greater Washington Board of Trade</b>	The Greater Washington Board of Trade is a nonpartisan business organization and has represented all industry sectors in the District of Columbia, suburban Maryland, and Northern Virginia since 1889. The Board of Trade works collaboratively to advance policies, practices, and actions that benefit its members and improve the business environment and quality of life across the region.
<b>Joint Force Headquarters National Capital Region</b>	Joint Force Headquarters National Capital Region, established in the aftermath of the Sept. 11, 2001 attacks, transitions to a Joint Task Force to conduct Homeland Defense and Defense Support of Civil Authorities as needed. The command, based at Fort Lesley J. McNair, is part of a collaborative, regional team focused on safeguarding the National Capital Region and stands ready to respond and to support the Department of Defense and local partners during response to natural or man-made disasters.

<b>Maryland Tech Council</b>	<p>The Maryland Tech Council (MTC) is a collaborative community that is actively engaged in building strong technology and life science industries by supporting the efforts of our individual members. MTC is the largest technology and life sciences trade association in the state of Maryland, and provides value by giving members a forum to learn, share, and connect. MTC brings the region's community together into a single, united organization that empowers our members to achieve their business goals through advocacy, networking, and education. The vision for the Maryland Tech Council is to propel Maryland to become the number one innovation economy for life sciences and technology in the country.</p>
<b>Metropolitan Washington Airports Authority</b>	<p>The Metropolitan Washington Airports Authority is an independent airport authority, created with the consent of the United States Congress to oversee management, operations, and capital development of the two major airports serving the U.S. national capital: Ronald Reagan Washington National Airport and Dulles International Airport.</p>
<b>Metropolitan Washington Council of Governments</b>	<p>The Metropolitan Washington Council of Governments (COG) is an independent, nonprofit association where area leaders address regional issues affecting the District of Columbia, suburban Maryland, and Northern Virginia. COG's membership is comprised of more than 300 elected officials from 24 local governments, the Maryland and Virginia state legislatures, and U.S. Congress.</p>
<b>Northern Virginia Chamber of Commerce</b>	<p>Originally founded in 1925 as a Fairfax county-focused business advocacy organization, the Northern Virginia (NOVA) Chamber has grown into the region's largest Chamber of Commerce, drawing members and impacting policy across the Greater Washington DC Metropolitan Region. With 700 members representing close to 500,000 employees, NOVA's goal is to be considered not only a business partner but also an agent of change for its members through its work in government advocacy, education through events and programs, networking, promotion of member businesses, and recognition through awards.</p>

<b>Northern Virginia Technology Council</b>	<p>The Northern Virginia Technology Council (NVTC) is the membership and trade association for the technology community in Northern Virginia. As the largest technology council in the nation, NVTC serves about 1,000 companies and organizations, including businesses from all sectors of the technology industry, service providers, universities, foreign embassies, nonprofit organizations, and government agencies.</p>
<b>US Department of Health and Human Services</b>	<p>Within the Department of Health and Human Services, Regional Emergency Coordinators serve as primary representatives to build relationships with federal, state, local, tribal, and territorial officials and healthcare representatives in order to conduct planning for effective federal emergency response, and to facilitate coordinated preparedness and response activities for public health and medical emergencies.</p>
<b>Washington Metropolitan Area Transit Authority</b>	<p>The Washington Metropolitan Area Transit Authority (WMATA), commonly referred to as Metro, is a tri-jurisdictional government agency that operates Metrorail and Metrobus transit service in the Washington metropolitan area. WMATA was created by the United States Congress as an interstate compact in 1967 between the District of Columbia, the State of Maryland, and the Commonwealth of Virginia to plan, develop, build, finance, and operate a balanced regional transportation system in the national capital area.</p>
<b>The 2030 Group</b>	<p>The 2030 Group is an organization of Washington Metropolitan area business leaders focused on advancing regional long range decision making and solutions that enable a strong regional economy, strengthen continued employment opportunities, sustain economic development, and ensure high quality of life for current and future residents.</p>

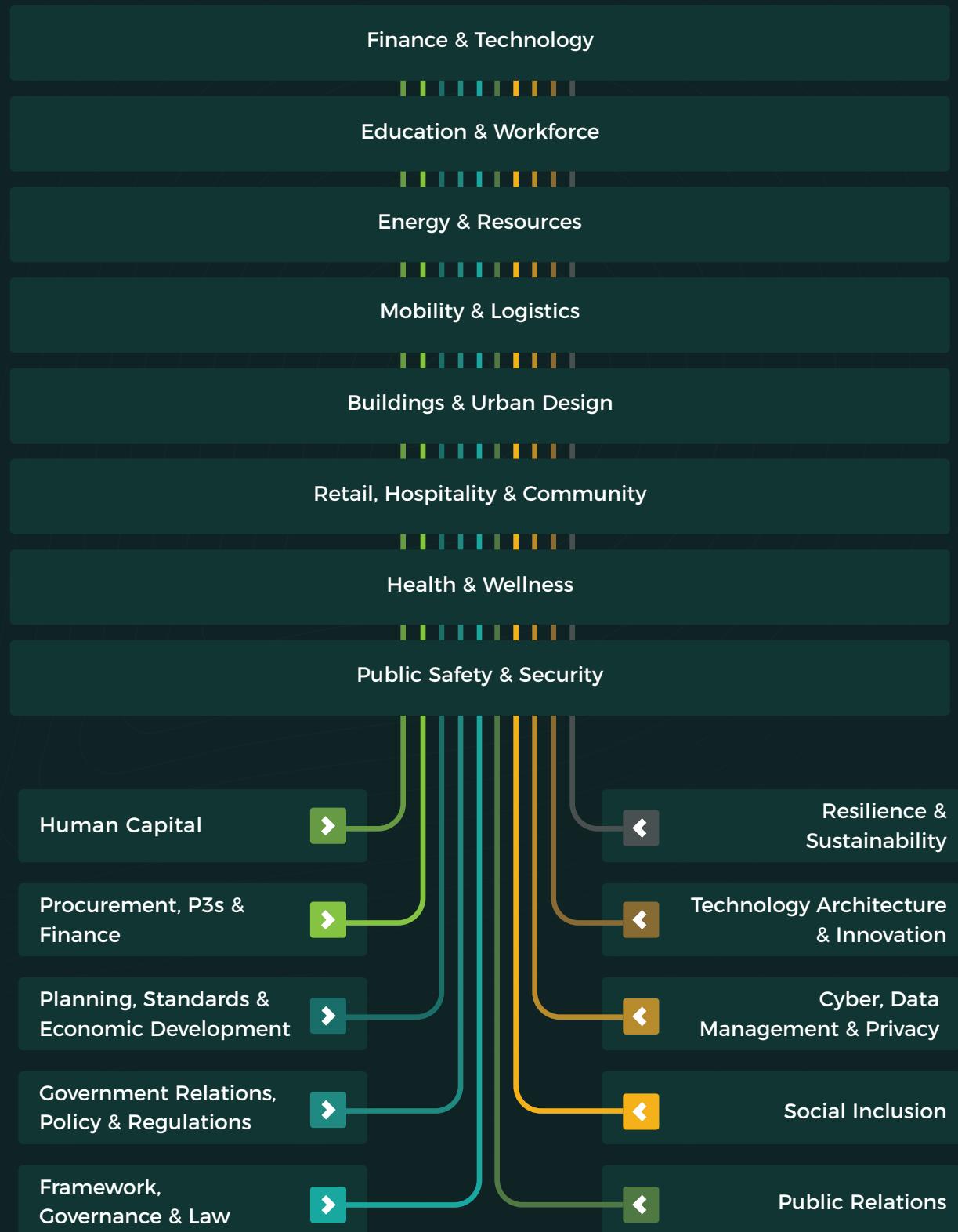
More than 350 area volunteers have already joined to contribute to this effort. These leaders, experts, technicians, analysts, and managers are organized into 18 Connected DMV Solution Groups. These grassroots, crowdsourced volunteer networks represent over 180 organizations in local governments, federal agencies, industry, community, and academia. Each Solution Group is led by chairs and co-chairs from our external partners who bring leadership and domain expertise to guide discussions. These groups meet with each other to share relevant findings or form targeted sub-initiatives. The Connected DMV team coordinates the overall effort, synthesizing output across the groups to help drive an integrated Connected DMV strategy.



# **TASK FORCE RECOMMENDATIONS**



## SECTORS & SOLUTIONS



## ENABLING CAPABILITIES

## **Regional Economic Development Strategy**

**Task Force Champion: Victor Hoskins (Fairfax County Economic Development Authority)**

The DMV lags in overall economic competitiveness nationally, despite our wealth of talent, institutions, access, and assets. Our region's economic and social progress has been constrained by geopolitical boundaries, limited coordination, and socioeconomic inequalities.

COVID-19 has highlighted that our regional economy has significant challenges. Of 53 total large metro areas with populations over 1 million, Brookings Metro Monitor 2020 ranked Metropolitan Washington 25th in growth, 36th in prosperity, 40th in inclusion, 52nd in racial inclusion, and 7th in geographic inclusion. The DMV needs to accelerate and extend development opportunities of state and local jurisdictions to attract innovators, capital, and new businesses to create high-quality jobs.

**The Strategic Renewal Task Force recommends developing a Regional Economic Development Strategy for integrated, equitable, and transparent economic renewal across the DMV.**

Equity	Resilience	People	Infrastructure	Economy
High	Medium	High	Medium	High

A Regional Economic Development Strategy enhances the region's competitiveness with actionable insights, multi-party development initiatives, larger funding streams, and better coordination mechanisms. Jurisdictional collaboration results in a plan with outcomes that are greater than any individual jurisdiction could achieve on its own.

In support of the initiative, a working group is establishing scope, outcomes, measurements, and processes for a best-in-class Regional Economic Development Strategy. The focus of the group is on public sector accountability and public-private funding, as well as developing priorities for enhancing regional strength and attracting new industries in collaboration, rather than competition, across the region.



*A regional approach to economic development is essential for addressing inequality. Objectives include optimizing housing affordability, access to transit options, and other regional aspects of economic equity. A coordinated cross-sector approach that diversifies the region's economic base and enables equitable economic growth helps to shape the DMV into the model for leading metropolitan areas in the nation.*

## Regional Resilience Exercises

Task Force Champion: Radha Muthiah (Capital Area Food Bank)

DMV readiness for unplanned events is biased towards federal government preparedness and large industry resilience. To ensure more comprehensive readiness for the region, small businesses, organizations, and the communities they serve must also be included in planning. The region's fragmented response to the COVID-19 crisis demonstrates the need for coordinated and rehearsed regional response.

Existing preparedness programs provide an excellent basis for regional resilience. The DMV needs a consensus-based approach that results in resilience exercises that optimize planning, response, and recovery for our cross-industry and cross-jurisdictional ecosystem. Regional Resilience Exercises (RREs) accelerate preparedness, strengthen regional systems, reduce community risk and exposure, and reduce recovery times. These exercises prioritize impacts on vulnerable populations and frontline workers and can become a national model for integrated, public-private, multi-domain resilience.

**The Strategic Renewal Task Force recommends initiating a series of comprehensive ongoing exercises that facilitate region-wide planning, optimize response capabilities, and improve community resilience by leveraging existing regional preparedness efforts.**

Equity	Resilience	People	Infrastructure	Economy
High	High	Medium	Medium	High

The Task Force calls for several measures designed to increase the region's readiness before, resilience during, and recovery after future public health crises, including:

- An ongoing regional resilience initiative, jointly sponsored by and accountable to the region's emergency response leadership
- A design team to define and initiate a series of biannual exercises that enable examination and testing of resilience

The first RRE is focused on regional food security and will be built upon operational gaps and strategic opportunities identified during the COVID-19 outbreak.



*Systemic shocks to metropolitan areas consistently have a disproportionately severe effect on disadvantaged and underserved communities. Regional Resilience Exercises strengthen the ability of the DMV to protect and serve the most vulnerable in times of crisis.*

## Safe Environments: Accelerated Pilots

Task Force Champion: Sameer Bhargava (Clark)

As jurisdictions across the DMV progress through phased re-openings, residents need confidence in the environmental safety of public spaces, work environments, schools, and mass transit systems.

**The Strategic Renewal Task Force recommends an accelerated pilot program that would identify innovative sterilizing technologies and deploy them within select facilities for the re-opening of industries and communities.**

Equity	Resilience	People	Infrastructure	Economy
High	High	High	Medium	High

The presence of airborne and surface pathogens outside the home creates fear and uncertainty throughout the DMV. Preliminary research and discussions are focusing on readily available innovations in lighting, HVAC systems, surface coatings, and diagnostics.

Possible deployment sites are evaluated by scalability, scope, public interest, and impact. The initial deployment of the pilot targets the roll-out of innovative solutions to a select group of facilities including K-12 schools, charitable community centers, places of worship, food banks, and senior living communities. Secondary deployments focus on mass transit, public libraries, outpatient medical care, higher education institutions, and entertainment venues.

Regular testing, baseline comparisons, and public release of results improve public awareness and confidence regarding environmental risk and mitigation, accelerate and reduces the recovery period, and increase readiness in the event of future pandemics.

*Focusing on environmental safety serves communities disproportionately impacted by COVID-19 by reducing the health risks of commuting for work and accessing education.*



## DMV Flexible Work & Recovery Agreement

Task Force Champion: Lesley Kalan (Northrop Grumman)

COVID-19 presents shared challenges as our region gradually transitions back to the workplace. Alternative work arrangements help reduce congestion during commutes and crowding at the office to maximize the health and well-being of the workforce. The DMV Flexible Work & Recovery Agreement demonstrates collaboration among organizations in the region to support a safe recovery and increased regional competitiveness.

**The Strategic Renewal Task Force recommends that the region's employers commit to flexible work arrangements over the next 18 months to ease peak-time congestion on public transit and roadways for improved quality of life, public health, and air quality.**

Equity	Resilience	People	Infrastructure	Economy
High	Medium	High	High	High

The Task Force calls for the creation of a working group to design and implement a regional agreement and campaign for employers to commit to alternative work arrangements for their workforce during the transition back to the workplace.

Participating employers are supporting the aggregate reduction in peak-time commute demand by introducing, updating, and/or extending options for alternative work arrangements, such as telework, flexible and/or staggered work schedules, compressed work weeks, and flexibility in work locations and spaces. Broad participation by regional employers results in several additional possible benefits including reduced costs for employers and employees, and enhanced ability to attract talent. The Agreement fully supports our region's public transit to enhance mobility options and reduce roadway congestion.

*Disadvantaged communities, more reliant on public transportation infrastructure, feel a greater impact from the time and costs associated with congested commutes. Reducing peak-time congestion serves those communities by improving regional mobility.*



## Coordinated Contact Tracing

Task Force Champion: Ken Samet (MedStar Health)

During the COVID-19 pandemic, health experts pointed to contact tracing as an important action to help prevent the spread of the virus and reduce the possibility of additional outbreaks.

DC, Maryland, and Virginia are using a variety of systems and approaches to manage their respective contact tracing data and are working towards an interstate data exchange. A successful collaboration is expected to advance data sharing and improve risk assessments. Rapid evaluation of effective containment strategies will lead to an expedited re-opening of the DMV.

**The Strategic Renewal Task Force recommends enhancing region-wide coordination of contact tracing and case investigations to manage regional recovery and recommends improving connections to health care resources for better health care access and outcomes.**

Equity	Resilience	People	Infrastructure	Economy
High	High	High	Medium	High

To implement the region-wide initiative, jointly sponsored by and accountable to the region's public health authorities and their respective jurisdiction leaders, the approach is driven by:

- Regional governance, public health infrastructure, and standardization, including a trusted data sharing agreement for sensitive information
- Interoperability between contact tracing systems in DC, Maryland, and Virginia to help local governments identify early warning signs of the next outbreak
- A communications platform to deliver timely region-specific reports to residents, employers, government leaders, and other stakeholders
- A digital "front door" that aggregates public health guidance, symptom tracking, lab testing sites, and virtual care provider directories

Coordinated contact tracing supports economic recovery and renewal by enabling decision making to manage public health challenges.



Minorities comprise a disproportionate percentage of confirmed COVID-19 cases in the DMV. Community service components of this initiative aim to deploy health literacy and navigation support services in the most affected neighborhoods.

## Connectivity for All

**Task Force Champion: The Honorable Anthony Williams (Federal City Council)**

Affordable access to computing devices, high-speed home internet, and foundational digital literacy are vital to access jobs, education, and health and human services. Prior to COVID-19, a growing digital divide constrained the economic health and well-being of our residents, particularly disadvantaged low-income communities. A regional coalition is needed to develop funding partnerships that close the divide.

**The Strategic Renewal Task Force recommends formalizing a DMV Connectivity for All public-private collaboration to provide solutions that advance social and digital equity across the region.**

Equity	Resilience	People	Infrastructure	Economy
High	Low	High	High	Medium

Approximately 300,000 households in the Greater Washington region are without broadband internet access. Approximately 13 percent of those households are in areas where broadband is not available, and 87 percent face financial barriers to adoption.

The Connectivity for All initiative targets low income adult learners, community college students, and seniors. This initiative is focused on both access and adoption, which requires commitment by the community and participants to build foundational computer skills and digital literacy.

Led by representatives of the public and private sectors, this initiative integrates with and further enables local jurisdiction initiatives such as DC #TechTogether, providing regional coordination, technology, and policy and funding support. These local initiatives are focused on increased public Wi-Fi access, expanding basic digital skills training, subsidized digital devices and service, and other efforts.

*The connectivity gap is a clear indicator of inequity in the DMV, with low-income households disproportionately impacted by a lack of access to digital education, work, and health services. Closing this gap is a critical step in driving economic renewal and social equity in the region.*



## **Global Pandemic Prevention & Biodefense Center**

**Task Force Champion: Rich Bendis (BioHealth Innovation)**

COVID-19 has affirmed that the world is not sufficiently equipped to address pandemics. Deficiencies in preparedness erode the public health and economic strength of society, and further elevate levels of societal concerns. COVID-19 has reconfirmed that preparing pathogen remedies after an outbreak is dramatically more costly than initiating solutions in advance.

Greater Washington is the most strategic global location for a pandemic prevention initiative with more than 70 federal labs, 800 life sciences companies, federal research and regulatory agencies, and other critical assets, in addition to its proximity to policy makers and over 175 embassies and diplomatic missions.

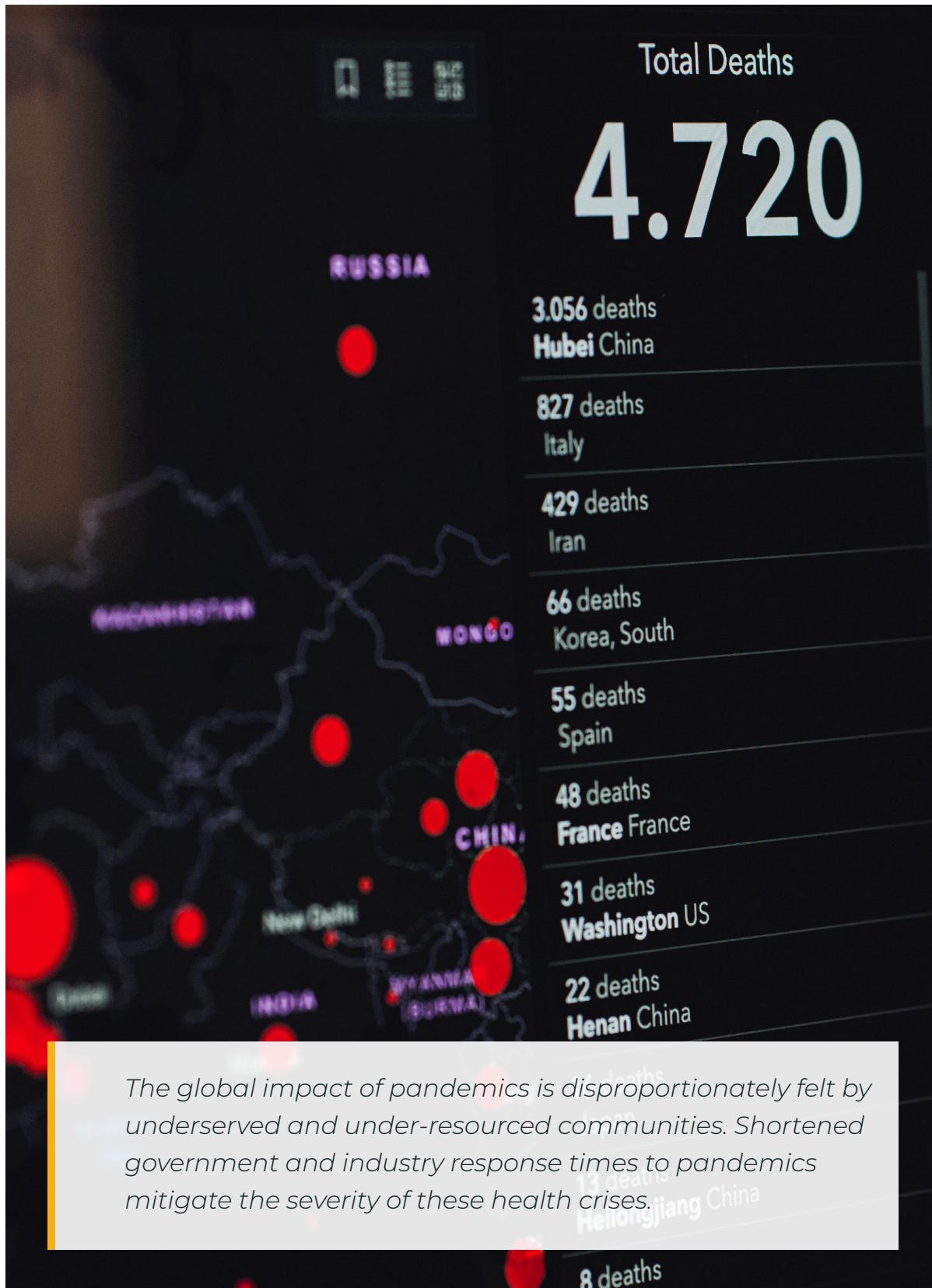
**The Strategic Renewal Task Force recommends the development of a Global Pandemic Prevention & Biodefense Center with an initial anchor project to support the AHEAD100 program to generate neutralizing human antibodies for the 100 most likely sources of future epidemics.**

Equity	Resilience	People	Infrastructure	Economy
Medium	High	High	Low	High

The Global Pandemic Prevention & Biodefense Center is the Task Force-approved effort to evaluate and lead the charge to prepare for and prevent future pandemics. The initiative evaluates the formation of a center, located in the DMV, to serve as the world's epicenter for pandemic prevention and avoidance policy, research, development, and biodefense. The center will identify and launch key projects needed to advance pandemic preparedness.

The identified launch project is "AHEAD100," an integrated public-private-academia program to generate and stockpile best-in-class neutralizing antibodies for the top 100 known pathogens likely to result in global epidemics.

Consistent with the Connected DMV regional collaboration model, BioHealth Innovation, the University System of Maryland, and the Maryland Tech Council are joint partners in launching a planning effort to establish the Global Pandemic Prevention & Biodefense Center. The center will serve as an originator, enabler, and facilitator of key initiatives that advance pandemic preparedness and will showcase AHEAD100.



## Potomac Quantum Innovation Center

Task Force Champion: Manny Rouvelas (K&L Gates)

As quantum computing becomes industrialized, there will be a fundamental shift in how society solves complex problems, highlighted in areas such as drug discovery, personalized medicine, grid optimization, and artificial intelligence. The federal government is funding bold approaches across the private sector, industry, and academia to advance the U.S. quantum ecosystem.

**The Strategic Renewal Task Force recommends accelerating the formation of key partnerships and a regional network to formalize the launch of the Potomac Quantum Innovation Center (PQIC) to establish quantum innovation in the DMV as a critical national capability.**

Equity	Resilience	People	Infrastructure	Economy
Medium	Low	High	High	High

The DMV's assets across research, technology, domain knowledge, investment, and policy make the region uniquely positioned to establish a world-class quantum ecosystem.

A thriving regional quantum ecosystem entails extensive education, training, research, engagement, policy and regulatory development, technology and applications innovation, and business creation. The launch of the Potomac Quantum Innovation Center will establish the DMV as the premier location for quantum innovation nationally and globally. The DMV has an historic opportunity to come together across borders and disciplines to provide national quantum leadership that drives innovation, economic development, and positive social impact globally.

The Strategic Renewal Task Force has identified key actions needed to achieve this goal, including:

- Forming cross-sector domain cohorts in life sciences, transportation, and energy to develop quantum solutions
- Establishing a core capability in quantum policy, regulation, and law
- Developing, attracting, and retaining quantum-enabled talent and workforce
- Establishing the right tools and access to accelerate innovation in quantum
- Identifying opportunities to apply quantum solutions



*Establishing the DMV as a national and global leader in quantum innovation creates new education, research, employment, economic development, and investment opportunities for the region.*

## Regional Cybersecurity Initiative

Task Force Champion: James Cook (The MITRE Corporation)

The DMV contains the best assets and capabilities for cybersecurity in the world. However, these assets generally are focused on nationwide and global problems rather than protecting our region. As a result, regional cyber efforts are not fully coordinated or optimized. Focus skills, capabilities, and bandwidth across the region improves our ability to have best-in-class-operations. Consistent cybersecurity capabilities, standards, and policies enhance abilities to operate safely as a region.

Cybersecurity breaches targeting states and localities are increasing in frequency and sophistication, and our region's local organizations face a challenge keeping pace. This issue is exacerbated both by the fragmentation of our metropolitan area and by the focus of threat actors on this region.

**The Strategic Renewal Task Force recommends developing a region-wide cybersecurity strategy to protect local jurisdictions, communities, organizations, and businesses of all sizes across the DMV.**

Equity	Resilience	People	Infrastructure	Economy
Medium	High	Medium	High	High

The Strategic Renewal Task Force calls for a design team to initiate the following:

- Create a cybersecurity strategy and engagement model representing regional political, operational, and resilience leadership
- Develop a governance model, establish an advisory team, and confirm primary partners
- Establish a regional set of cybersecurity standards, protocols, and best practices
- Define engagement models for cybersecurity planning and local integration

This approach mitigates the effects of regional attacks, enables economies of scale to benefit all, creates a national model for regional cybersecurity operations, and further establishes cybersecurity as an economic driver for the region.

```
4 require File.expand_path("../..", __FILE__)
5 # Prevent database truncation if the environment is test
6 abort("The Rails environment is running in production mode") if Rails.env == "production"
7 require 'spec_helper'
8 require 'rspec/rails'
9
10 require 'capybara/rspec'
11 require 'capybara/rails'
12
13 Capybara.javascript_driver = :webkit
14 Category.delete_all; Category.create!(name: "Test Category")
15 Shoulda::Matchers.configure do |config|
16   config.integrate do |with|
17     with.test_framework :rspec
18     with.library :rails
19   end
20 end
21
22 # Add additional requires below this line if you need them
23 # Requires supporting ruby files with custom matchers and
24 # helper methods under 'spec/support/' and its subdirectories. These must be
25 # require'd in the spec helper file and will not be required on their own.
```

*Large corporations and governments maintain robust cybersecurity programs, while community and small businesses have greater vulnerabilities, resulting in inequitable cyber protections. A cross-sector collaboration addresses the need to protect small businesses, organizations, and the communities they serve.*

## Regional Data Protection

Task Force Champion: Stephanie Davis (Volkswagen Group of America)

Societal reliance on technology has created privacy vulnerabilities for individuals. Better utilization of technology in the DMV assists with the safe re-opening of the regional economy, contact tracing, and the exchange of health data across jurisdictions and care providers.

**The Strategic Renewal Task Force recommends identifying and adopting a standard to inform how organizations obtain, process, handle, transport, and store personally identifiable information (PII) across DMV jurisdictions.**

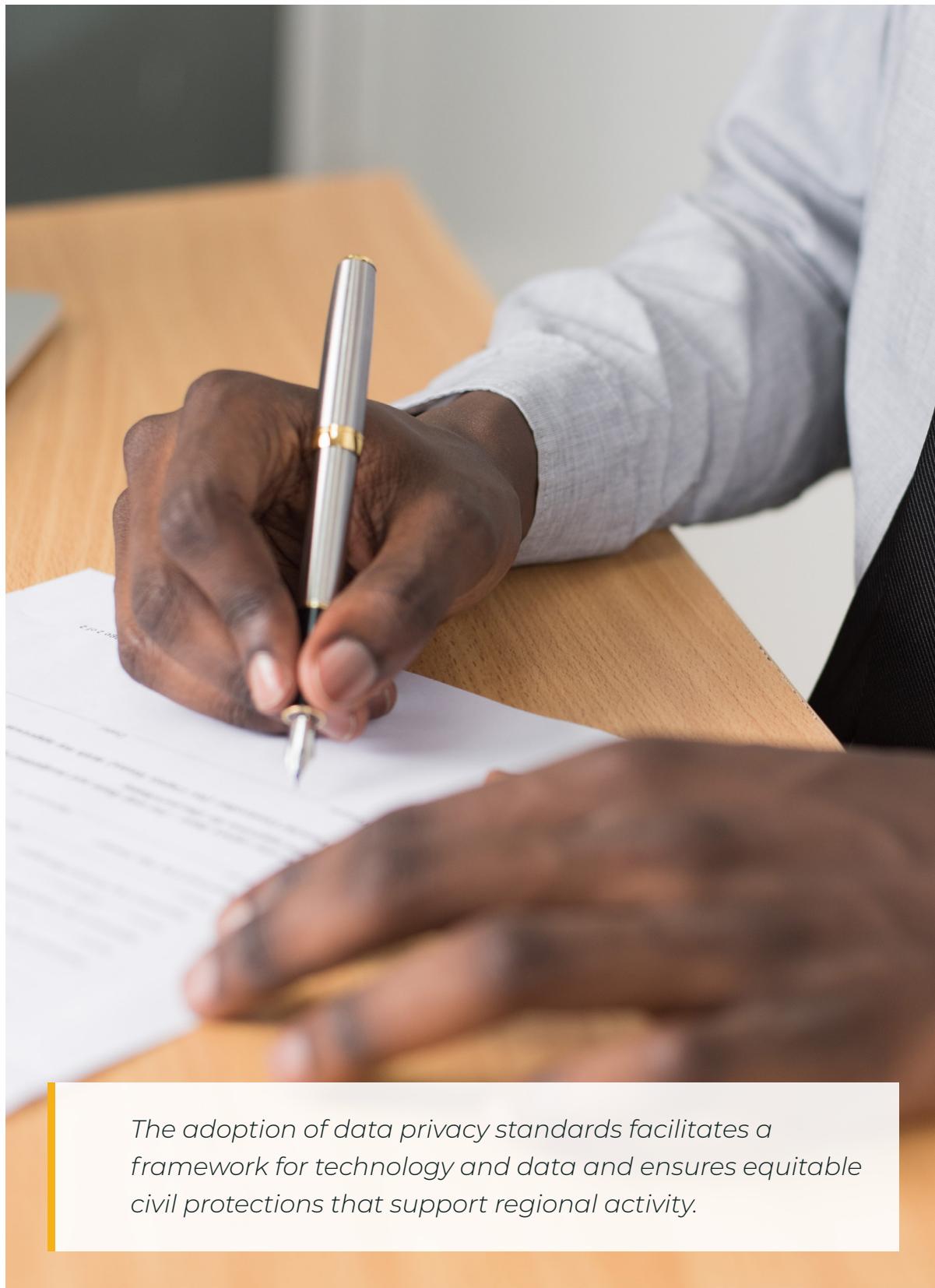
Equity	Resilience	People	Infrastructure	Economy
Medium	High	Medium	High	High

A nationwide data privacy standard remains a controversial and elusive achievement; however, it is increasingly clear that standards are required. Coordination of regional action is secured and enabled by the trusted exchange of data. As a leading metropolitan area, the DMV has an opportunity to create the model by which regional leaders can more effectively collaborate and govern.

As technology evolves and new applications for existing datasets emerge, it is imperative to adopt a data privacy standard that ensures the efficacy of data usage while maintaining individual privacy rights. This standard should strike a balance between maintaining the integrity of PII, ensuring organizational accountability, and avoiding standards that impede economic growth.

The Strategic Renewal Task Force has established a working group to advocate for a regional data privacy standard and is charged with the following objectives:

- Assess how PII data is collected, handled, processed, shared, and retained across the DMV
- Consider the regional benefits and costs to establish a test case data privacy standard
- Review existing privacy frameworks to identify best practices, standards, and rules of governance
- Identify privacy principles that ensure accountability while enabling economic development and technology innovation



*The adoption of data privacy standards facilitates a framework for technology and data and ensures equitable civil protections that support regional activity.*

## **Regional Initiative Funding Committee**

**Task Force Champion: Jack McDougle (Greater Washington Board of Trade)**

Historically, jurisdictions are the primary source of funding for local initiatives, which extend the strain on public budgets and resources. Regional initiatives, as designed and recommended through Connected DMV, present a new model of development and project initiation. However, proposed initiatives may be impeded by insufficient funding structures and sources necessary to proceed into operational projects.

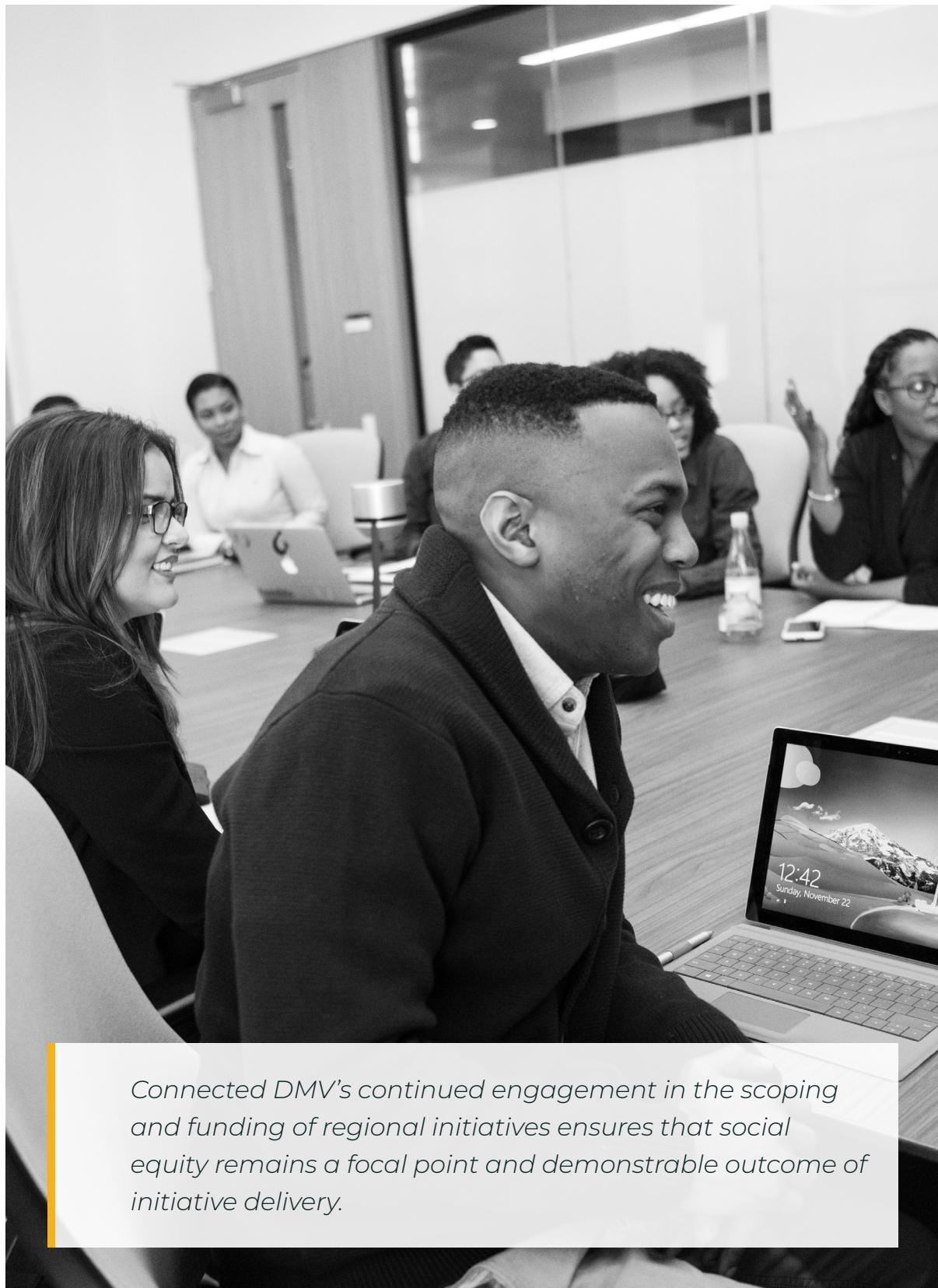
**The Strategic Renewal Task Force recommends the establishment of a short-term regional committee to evaluate, structure, and define funding models and sources for DMV initiatives.**

Equity	Resilience	People	Infrastructure	Economy
High	Low	Medium	Low	High

Many initiatives require the coordinated deployment of capital and in-kind commitments for initiation and ongoing operations. The Regional Initiative Funding Committee, a functional extension of Connected DMV, will primarily focus on the financial needs of regional initiatives.

The scope of the funding committee is divided into two phases. The strategy phase focuses on refining initiative governance, reviewing origination processes, determining evaluation criteria, and soliciting participation from regional leadership. The application phase focuses on applying and refining funding models, supporting processes, and prospectuses for key initiatives.

The Regional Initiative Funding Committee fosters innovation outside of traditional models, while improving initiative feasibility assessments based on funding and financing requirements. Multi-sourced funding extends and amplifies public budgets and broad stakeholder participation mitigates risks and helps ensure equity.



Connected DMV's continued engagement in the scoping and funding of regional initiatives ensures that social equity remains a focal point and demonstrable outcome of initiative delivery.

## Regional Index for Economic Renewal & Social Equity

Task Force Champion: Evan Kraus (APCO Worldwide)

As Greater Washington emerges from the COVID-19 pandemic and begins to reopen, the region must measure economic growth and social equity as correlated indicators of overall progress. A growing body of research suggests equity and growth are positively linked. Currently, the DMV does not manage these measures as a linked pair on a regional basis, resulting in the limited ability to monitor combined progress.

Local economic data sets are plentiful and quantitative measures of social equity continue to emerge. Insightful interpretation of this data calls out opportunities to benefit from new behaviors, policies, and investments.

**The Strategic Renewal Task Force recommends establishing a regional index that tracks drivers, metrics, and outcomes of integrated social equity and economic growth which enable public accountability across the DMV.**

Equity	Resilience	People	Infrastructure	Economy
High	High	High	High	High

The Index will inform, guide, and improve the economic and equity qualities of jurisdictional and regional actions, which are jointly dependent on public and private sectors. Additionally, the Index will be regional in scope, reflecting the characteristics of the DMV as an integrated metropolitan area.

Publicly sharing data on the region's economic well-being promotes transparency, accountability, and ownership to effect meaningful change. Recurring publications and subsequent updates will reinforce successes, helping drive regional thinking, behaviors, and actions.

*Efforts to improve equity cannot be successful without accountability. The Regional Index for Economic Renewal and Social Equity will provide regular measurement of the performance of the region's efforts to spur economic renewal and social equity.*



# THE CONNECTED DMV REGIONAL PERSPECTIVE

The organizational model of Connected DMV is designed to overcome barriers to the deployment of effective, results-oriented solutions. To effectively deliver solutions, federal and local government, industry, academia, and communities must be equal partners representing the complex ecosystem of the region. Connected DMV acts as a delivery agent, an integrator, and a facilitator across sectors and jurisdictional boundaries, to provide the professional management, research, and thought leadership needed to deliver solutions that address the region's most complex challenges.

## — Regional Framework



This Regional Framework represents Connected DMV engagement across the region, highlighting enabling capabilities and industry sectors, for issues and actions that require regional coordination. Each of the 10 enabling capabilities and 8 industry sectors is stewarded by a dedicated Solution Group, representing over 350 regional professionals.

The Framework provides a structured view of the region, allowing collaborative work to progress with consistency and in a common perspective. The intersections within the regional framework highlight dependencies and enabling functions. Attempts to execute regional initiatives without dedicated delivery capabilities do not suffice, therefore Connected DMV engages with a more effective model and approach. In addition, issues that are best addressed locally are not the focus of the organization.

## **— Collaboration Principles**



**Inclusive**



**Advancing**



**Resilient**



**Connecting**



**Innovating**



**Informed**

# COVID-19 STRATEGIC RENEWAL TASK FORCE: REGIONAL DESIGN

Just as residents and organizations of the DMV conduct business across jurisdictional boundaries, the COVID-19 virus also is not constrained by geographic boundaries. As such, the Task Force was specifically constructed to represent our region, with the initial mandate to focus on the region's recovery from the pandemic. The group incorporates 17 regional organizations whose members include millions of residents to ensure that the recommendations presented reflect the interests of the DMV.

COVID-19 has disproportionately impacted the elderly, lower income residents, and communities of color. The Task Force prioritized these groups and designed a regional renewal strategy to foster equity and help under-resourced communities. This approach allowed the region to focus and also represent a wide variety of stakeholders and interests. Connected DMV invited all major regional organizations to participate as members of the Task Force and was pleased that virtually all accepted.

Task Force sessions included expert perspectives from guest speakers who shared insights and expertise to inform and shape the proceedings. Featured guests in the first six meetings of the Task Force included:

**Dr. James Crowe**

Vanderbilt University Medical Center  
Global Pandemic Prevention

**Carla Grant Pickens**

IBM Corporation  
Emerging Technologies

**Elizabeth Lindsey**

Byte Back  
Connectivity & Digital Literacy

**Amy Liu**

The Brookings Institution  
Public Metropolitan Policy

**Fred Maxik**

Lighting Science Group  
Safe Workspace Technologies

**David M. Rubenstein**

The Economic Club of Washington, D.C.  
Global & Domestic Economy

**Paul Stimers**

K&L Gates  
Quantum Innovation

**Dr. Charles Tahan**

National Quantum Coordination Office  
Quantum Policy & Technology

**Jim Traficant**

Pinkston  
Public Health & Safety

# THE PATH FORWARD

Greater Washington has an opportunity to emerge from the COVID-19 pandemic as a stronger and more unified region. With persistent commitment, we can overcome the unique geographic, ideological, economic, and social challenges of this diverse region. We have the institutions and expertise to further strengthen our emergency preparedness, lift under-resourced communities, prioritize good stewardship of the environment, and pursue strategic economic development priorities that will help the region achieve its potential.

Until this unique point in time, we have lacked the burning platform, collective will, and organizing mechanism to bring together diverse institutions and individuals to accomplish these goals. Connected DMV and the COVID-19 Strategic Renewal Task Force members have now shown the will and means by which we can help bring about lasting change.

Over the past seven months, hundreds of stakeholders across industry, academia, civic institutions, philanthropic and advocacy organizations, and governments have volunteered their time and talents to initiate, plan, and launch the recommended initiatives outlined by the Task Force. Through their work, the more than 350 members of Connected DMV's 18 Solution Groups have created a unified vision for a regional strategy that is economically compelling and prioritizes equity.

These recommendations and the strategy they represent are more than a vision. They constitute elements of a plan and a path forward. This report summarizing the outcome of that work is not an ending point, but rather a first marker of real progress together.

With a team and a framework in place, the work has already begun. Some of it is well underway, with each of the twelve initiatives outlined in this report in various stages of launch and operation. Over the next six to eighteen months, Connected DMV's Solution Groups will continue their important work with an emphasis on designing, delivering, and

operating the initiatives outlined in this report.

Connected DMV has demonstrated the ability to be nimble in response to new circumstances without compromising our central vision for economic renewal and social equity. As we enter the next phase of Connected DMV's work, we will increasingly function as the regional integrator and coordinator for DMV regional initiatives.

The Solution Groups that helped shape these recommendations are now charged with supplementing the core team in delivery efforts. Connected DMV is committed to transparency and accountability throughout this work. We are creating a Greater Washington metropolitan area that is more than just a geographic description of neighboring entities, but rather is a cohesive region that sets national and global standards for resilience, innovation, equity, and responsible growth.

# SPONSORS

## Task Force Sponsors

**The Alnair Group**



**Katherine  
Bradley**



## Pro Bono Sponsors

**The Alnair Group**



**K&L GATES**



**McKinsey  
& Company**

**Pinkston.**

## Connected DMV Inaugural Sponsors

### The Alnair Group



## Founding Organizations



Consortium of Universities of the  
Washington Metropolitan Area



# ACKNOWLEDGMENTS

The work of the Connected DMV COVID-19 Strategic Renewal Task Force is enabled by the generous commitments of leaders across the region.

## Task Force Members

**Dr. C. Anneta Arno** - Director, Office of Health Equity, DC Health

**Denise Rolark Barnes** - Publisher, The Washington Informer

**Chuck Bean** - Executive Director, Metropolitan Washington Council of Governments

**Rich Bendis** - President & CEO, BioHealth Innovation

**Sameer Bhargava** - Executive Vice President & Chief Financial Officer, Clark

**Glenn Blanchette** - Regional Emergency Coordinator, U.S. Department of Health and Human Services

**Katherine Bradley** - Founder and Chair, CityBridge Education

**Mary Brady** - Executive Director, The Economic Club of Washington, D.C.

**Bob Buchanan** - President, The 2030 Group

**Richard Bynum** - President, Greater Washington & Virginia, PNC Financial Services Group

**Dr. Andrew Flagel** - President & CEO, Consortium of Universities of the Washington Metropolitan Area

**James Cook** - Vice President, Strategic Engagement and Partnerships, The MITRE Corporation

**Julie Coons** - President & CEO, Northern Virginia Chamber of Commerce

**Stephanie Davis** - Chief Ethics and Compliance Officer, Volkswagen Group of America

**Stacey Dion** - Managing Director and Head of Global Government Affairs, The Carlyle Group

**Elliott Ferguson** - President & CEO, Destination DC

**Dr. Wayne Frederick** - President, Howard University

**Scott Frisch** - Executive Vice President & Chief Operating Officer, AARP

**Nora Gardner** - Managing Partner, Washington DC, McKinsey & Company

**Tim Gillis** - Chesapeake Market Hub Leader & Office Managing Partner, KPMG

**Samuel Gordy** - General Manager - Chief Strategy Officer, IBM Public and Federal Market, IBM Corporation

**David Grissen** - Group President of the Americas, Marriott

**David Harrington** - President & CEO, Prince George's Chamber of Commerce, representing DMV Chambers of Commerce

**Victor Hoskins** - President & CEO, Fairfax County Economic Development Authority

**Major General Omar Jones, IV** - Liaison, Commanding General, Joint Force Headquarters National Capital Region

**Kim Kadesch** - Director, Office of National Capital Region Coordination, Federal Emergency Management Agency

**Lesley Kalan** - Corporate Vice President and Chief Strategy and Development Officer, Northrop Grumman

**Brian Kenner** - Head of HQ2 Policy & Economic Development, Amazon

**Jennifer Taylor** - President & CEO, Northern Virginia Technology Council

**Eugene D. Kinlow** - Director of the Office for Federal and Regional Affairs, Executive Office of the Mayor of the District of Columbia

**Benjamin H. Wu** - President & CEO, Montgomery County Economic Development Corporation

**Evan Kraus** - President & Managing Director of Operations, APCO Worldwide

**Dr. Anne M. Kress** - President, Northern Virginia Community College

**Tony Lewis** - Region Vice President, Public Policy, Verizon

**Anne Mahlum** - Founder, Owner and CEO, Solidcore

**Allison Mayer** - Deputy Chief of Staff, State of Maryland Governor's Office

**Jack McDougle** - President & CEO, Greater Washington Board of Trade

**Radha Muthiah** - President & CEO, Capital Area Food Bank

**Cassidy Rasnick** - Deputy Secretary of Commerce and Trade, Commonwealth of Virginia

**Tim O'Brien** - MTV Site Director, Micron

**John E. Potter** - President & CEO, Metropolitan Washington Airports Authority

**Martin Rosendale** - CEO, Maryland Tech Council

**Manny Rouvelas** - Partner, K&L Gates

**William Ryan** - Regional Director, Cybersecurity & Infrastructure Security Agency

**Ken Samet** - President & CEO, MedStar Health

**Kelly M. Schulz** - Secretary of the Maryland Department of Commerce, State of Maryland

**Stu Solomon** - President & CEO, Connected DMV

**Hon. Todd M. Turner** - Chair, Prince George's County Council

**Dave Velazquez** - President & CEO, Pepco Holdings

**Paul J. Wiedefeld** - General Manager & CEO, Washington Metropolitan Area Transit Authority

**Hon. Anthony Williams** - CEO & Executive Director, Federal City Council

## **Advisory Council**

**Sol Salinas** - Accenture

**Laura Dennis** - Amazon Web Services

**Matt Erskine** - Booz Allen Hamilton

**Michael Loulakis** - Capital Project Strategies

**David Ihrie** - Center for Innovative Technology

**Dr. Andrew Flagel** - Consortium of Universities of the Washington Metropolitan Area

**Chuck Bean** - Metropolitan Washington Council of Governments

**Monica Beyrouti Nuñez** - Metropolitan Washington Council of Governments

**Rahul Gupta** - Deloitte

**Tom Pelnik**

**Jack McDougle** - Greater Washington Board of Trade

**Jamil Jaffer** - IronNet Cybersecurity

**Egon Hawrylak** - Liaison, Joint Force Headquarters National Capital Region

**Pete Celano** - Heartbeat Health

**John Stalfort** - Miles & Stockbridge

**Dr. Sokwoo Rhee** - National Institute of Standards and Technology

**Jim Traficant** - Pinkston

**Tom Touchet** - Smart City Media

**Scott Pomeroy** - Smart City Media

**Russ Berkoff** - StealthPath

**Shyam Kannan** - Washington Metropolitan Area Transit Authority

## Solution Groups Co-Chairs

Solution Group	Chairs and Co-Chairs	
<b>Finance &amp; Technology</b>	Marc Blakeman AT&T	
<b>Education &amp; Workforce</b>	Dr. Irma Becerra Marymount University	Kellie Goldstein WorldStrides
<b>Energy &amp; Resources</b>	Melissa Lavinson Pepco Holdings	
<b>Mobility &amp; Logistics</b>	Raj Shelat KPMG	Ryan Westrom Ford Motor Company
<b>Buildings &amp; Urban Design</b>	Carrie Parker CannonDesign	Iliad Terra alfa8
<b>Health &amp; Wellness</b>	Ricci Mulligan Grant Thornton	Mark Smith MedStar Health
<b>Retail, Hospitality &amp; Community</b>	Michael Cantagallo American Red Cross in the National Capital Region	
<b>Public Safety &amp; Security</b>	Patrick Burke DC Police Foundation	
<b>Framework, Governance &amp; Law</b>	John Stalfort Miles & Stockbridge	Paul Stimers K&L Gates
<b>Government Relations, Policy &amp; Regulations</b>	Steve Proctor G.S. Proctor & Associates	Eric Sildon
<b>Planning, Standards &amp; Economic Development</b>	Sakina Khan DC Office of Planning	Tanya Stern Montgomery County Planning Department
<b>Procurement, P3s &amp; Finance</b>	Tom Pelnik	Alex Seleznyov KPMG

<b>Human Capital</b>	Michael Curran Curran Advisors	Sharon Tiger Sharon Tiger LLC
<b>Public Relations</b>	Jason Meyer APCO Worldwide	
<b>Social Inclusion</b>	Lisa Fitzpatrick Grapevine Health	Kim Ford Martha's Table
<b>Cyber, Data Management &amp; Privacy</b>	Jamil Jaffer IronNet Cybersecurity	Ryan LaSalle Accenture
<b>Technology Architecture &amp; Innovation</b>	Kevin Curtis Verizon	Tom Schenk KPMG
<b>Resilience &amp; Sustainability</b>	Jason Gillespie Maryland Environmental Service	

## **Solution Group Participants**

### **Buildings & Urban Design**

**Mark Bergel** - A Wider Circle

**Lisa Hemphill** - Accenture

**Iliad Terra** - alfa8

**Peter Toth** - Bechtel Enterprises

**Carrie Parker** - CannonDesign

**Wilson Wingo** - CannonDesign

**Ken Wiseman** - CannonDesign

**Rob Kerns** - City of Alexandria, VA - Department of Planning and Zoning,  
Development Division

**Vance Freymann** - Consigli

**Gene Sachs** - Cresa

**Allison Homer** - EXP

**Christopher Camarra** - Holland & Knight

**David Gilford** - HR&A Advisors

**Michelle Dandeneau** - JLL

**Limor Schafman** - KeystoneTech Group

**Marc Bleyer** - KPMG

**Leah Boggs** - Metropolitan Washington Council of Governments

**Thomas McCarthy** - Page

**Thomas Bridenbaugh** - Parker Poe

**Susan Wolford** - Pennoni

**Sabret Flocos** - Perkins Eastman

**Mitch Lustig** - PMM Companies

**Cynthia Wharton** - RCN Business Solutions

**Michael Fletcher** - RSM

**Mary Goldsmith** - RSM

**Scott Pomeroy** - Smart City Media

**Merrill St. Leger** - SmithGroup

**Liz Price** - Urban Land Institute

**Evan Pritchard** - Venable

**Steve McKnight** - Virginia Tech

**Nina Albert** - Washington Metropolitan Area Transit Authority

**Hilary Bradley**

### **Cyber, Data Management & Privacy**

**Ryan LaSalle** - Accenture

**Jill DeGraff** - Aperture Law Group

**Rhea Siers** - Bank of America

**Travis Rosiek** - BluVector, A Comcast Company

**Paul Davis** - CDP & Associates

**Venkat Kodumudi** - CGI

**Barney Krucoff** - DC Office of the Chief Technology Officer

**Doug Newhard** - Hartman Executive Advisors

**Sam Samarah** - IBM

**Jamil Jaffer** - IronNet Cybersecurity

**Alex Mbaziira** - Marymount University

**Gregory Arteen** - Melwood

**Patrick Finley** - Melwood

**Dan Meers** - RSM

**Andrew Weidenhamer** - RSM

**Russ Berkoff** - StealthPath

**Nathan Leemkuil** - StealthPath

**Hannah Hess** - MITRE

**Beth Durham** - Washington Metropolitan Area Transit Authority

**Kyle Malo** - Washington Metropolitan Area Transit Authority

## Education & Workforce

**Ingrid Cardiner** - Alvarez & Marsal

**Ken Eisner** - Amazon Web Services

**Ardine Williams** - Amazon Web Services

**Will Rowe** - Booz Allen Hamilton

**Paul Davis** - CDP & Associates

**Venkat Kodumudi** - CGI

**Lester Coffey** - Coffey Consulting

**Jim Cowen** - Collaborative for Student Success

**Fern Barrueta** - Colliers International

**Andrew Flagel** - Consortium of Universities of the Washington Metropolitan Area

**Rebecca Schwartz** - DC Police Foundation

**Ahnna Smith** - DC Works: Workforce Investment Council

**Richard Kincaid** - DC Office of the State Superintendent of Education

**Kevin Clinton** - Federal City Council

**John Joaquin** - IBM

**Chelsea Soneira** - Junior Achievement of Greater Washington

**Limor Schafman** - KeystoneTech Group

**Christen Smith** - LMI Consulting

**Nick Zappola** - LMI Consulting

**Dr. Irma Becerra** - Marymount University

**Scott Gibson** - Melwood

**Annette Haggray** - Northern Virginia Community College

**Dara Iserson** - Northern Virginia Hispanic Chamber of Commerce

**Susana Marino** - Northern Virginia Hispanic Chamber of Commerce

**Peggy Tadej** - Northern Virginia Regional Commission

**Anarosa Rohan** - PBS Foundation

**Bob Billig** - RSM

**Grattan Brown** - Thales College

**Melissa Batchelor** - The George Washington University - Center for Aging, Health and Humanities

**Anne Khademian** - The Universities at Shady Grove in the University System of Maryland

**Stephen Skinner** - The Walsh Group

**Ed Bach** - University of Maryland, Global Campus

**Annie Whatley** - University of the District of Columbia

**Tony Summers** - University of the District of Columbia Community College

**Dennis Bisgaard** - Whittle School & Studios

**Pam Rothenberg** - Womble Bond Dickinson

**Kellie Goldstein** - WorldStrides

**Samar Burney**

**Donna Harris**

### Energy & Resources

**Thomas Cavaliere** - APCO Worldwide

**Scott Austin** - Bechtel Enterprises

**Julie Keenahan** - Bechtel Enterprises

**Carly Didden** - Crown Castle

**Alp Keceli** - EXP

**Andrea Ryon** - HDR

**Mike Stacey** - KPMG

**Maia Davis** - Metropolitan Washington Council of Governments

**Jeff King** - Metropolitan Washington Council of Governments

**Lisa Ragain** - Metropolitan Washington Council of Governments

**Melissa Lavinson** - Pepco Holdings

**Dan Whelan** - RSM

**Liz Weir** - Sol Systems

**Bonnie Blair** - Thompson Coburn

**Daniel Lee** - Washington Metropolitan Area Transit Authority

**Anne Renouf**

**David Walker** - Washington Business Journal

**Viswa Panicker** - Washington Metropolitan Area Transit Authority

**Stephen Thompson** - Washington Metropolitan Area Transit Authority

### **Framework, Governance & Law**

**Juan Sempertegui** - Bank of America

**Eric Dosch** - Cigna

**Reggie Jones** - Fox Rothschild

**Paul Stimers** - K&L Gates

**Tom Conaghan** - McDermott Will & Emery

**Sharon Pandak** - Metropolitan Washington Council of Governments

**John Stalfort** - Miles & Stockbridge

**Michael Knuppel** - Montgomery County, MD

**Tim Paz** - Northern Virginia Hispanic Chamber of Commerce

**Lisa Kimball** - The Arc Loudoun

### **Government Relations, Policy & Regulations**

**Jack Kalavritinos** - APCO Worldwide

**Marc Blakeman** - AT&T

**LaTara Harris** - AT&T

**Patty Brooks-Nobles** - Bank of America

**Gus Bauman** - Beveridge & Diamond

**Joe Vidulich** - Capital One Bank

**Colette Chichester** - CareFirst BlueCross BlueShield

**Tonya Kinlow** - Children's National Medical Center

**Kevin Broadhurst** - Comcast

**Carly Didden** - Crown Castle

**Dirk Haire** - Fox Rothschild

**Steve Proctor** - G.S. Proctor & Associates

**Heidi Tseu** - Georgetown University

**Ernie Jarvis** - Jarvis Commercial Real Estate

**Paul Stimers** - K&L Gates

**Funsho Owolabi** - Lyft

**Stephen Kranz** - McDermott Will & Emery

**Tracy Baynard** - McGuireWoods

**James Dyke** - McGuireWoods

**Rudy Seikaly** - MCN Build

**Regina Sullivan** - Washington Metropolitan Area Transit Authority

**Eric Sildon**

**Allison Silberberg**

## Health & Wellness

**Amy Javaid** - A Wider Circle

**Jill Brown** - Adventist HealthCare, The Lourie Center for Children's Social & Emotional Wellness

**Alan Ezagui** - Adventist HealthCare, The Lourie Center for Children's Social & Emotional Wellness

**Chris Adamec** - Alliance for Connected Care

**Krista Drobac** - Alliance for Connected Care

**Jack Kalavritinos** - APCO Worldwide

**Jill DeGraff** - Aperture Law Group

**Ray Sczudlo** - b.well Connected Health

**Jessica Green** - Truist

**Megan Dhillon** - Carlton Fields

**Matt Keene** - Cigna

**Monica Schmude** - Cigna

**Rick Okin** - Comcast

**René Quashie** - Consumer Technology Association

**Melissa Mancone** - CVS Health

**Nina Jolani** - DC Department of Health Care Finance

**Carolyn Schmidt** - Food & Friends

**Lesley Wooley** - Food & Friends

**Chris Rutledge** - Friendship Place

**Ricci Mulligan** - Grant Thornton

**Stacy Tselekis** - Grant Thornton

**Lisa Fitzpatrick** - Grapevine Health

**Adam Arker** - Hartman Executive Advisors

**Pete Celano** - Heartbeat Health

**Robin Kelleher** - Hope for the Warriors

**Erin Lester** - Hope for the Warriors

**Mark Newsome** - IBM

**Alexis Gilroy** - Jones Day

**Jason Nietupski** - Kaiser Permanente

**Mark Smith** - MedStar Health

**Dave Brennan** - MedStar Health

**Jenny Schitter** - Metropolitan Washington Council of Governments

**Kenneth Jenkins** - NFP

**Dan Head** - RSM

**Neal Sikka** - The George Washington University - School of Medicine & Health Sciences

**Barbara Allison-Bryan** - Virginia Department of Health Professions

**Seema Wadhwa**

## Human Capital

**Liz Shore** - Bank of America

**Eric Dosch** - Cigna

**Amy Turner** - Cigna

**Michael Curran** - Curran Advisors

**Sylvia Bailey-Charles** - DC Department on Disability Services

**Mika Cross** - FlexJobs

**Larysa Kautz** - Melwood

**Josh Stubbins** - MYTA Technologies

**Kenneth Jenkins** - NFP

**Dara Iserson** - Northern Virginia Hispanic Chamber of Commerce

**Susana Marino** - Northern Virginia Hispanic Chamber of Commerce

**Steve Heger** - Raffa Financial Services

**Jennifer Busse** - RSM

**Sharon Tiger** - Sharon Tiger LLC

**Hans Bruland** - The Hay Adams

**Allison Silberberg**

## Mobility & Logistics

**Lauren Henrich** - Bank of America

**Hector Garcia** - Bechtel Enterprises

**Sven Dharmani** - EY

**Mike Champness** - Fairfax County Transportation Advisory Commission

**Dale Castellow** - Fairfax County, VA - Office of Public Private Partnership

**Ryan Westrom** - Ford Motor Company

**David Zaidain** - Gensler

**Naveen Lamba** - Grant Thornton

**Joe McAndrew** - Greater Washington Partnership

**Robert Victor** - HDR

**Mark Levy** - Hilco Redevelopment Partners

**Raj Shelat** - KPMG

**Bruno de Faria** - M&T Bank

**Andrew Meese** - Metropolitan Washington Council of Governments

**Kanti Srikanth** - Metropolitan Washington Council of Governments

**ShiSh Shridhar** - Microsoft Corporation

**Peggy Tadej** - Northern Virginia Regional Commission

**Keith Jasper** - Northern Virginia Transportation Authority

**Aysha Cohen** - Nspiregreen

**Celeste O'Dea** - Oracle

**Jennifer Grisham** - Pepco Holdings

**Scott Vanlandingham** - RSM

**Waiching Wong** - Uber Technologies

**Andrew Alden** - Virginia Tech

**Allison Davis** - Washington Metropolitan Area Transit Authority

**Kate Roetzer** - Washington Metropolitan Area Transit Authority

**Steve Taylor**

### **Planning, Standards & Economic Development**

**Will Ferrell** - Bank of America

**Kevin Hundelt** - DC Office of the Chief Financial Officer, Office of Revenue Analysis

**Sakina Khan** - DC Office of Planning

**Allison Homer** - EXP

**Eta Nahapetian** - Fairfax County, VA

**Michael Burton** - Fairfax County, VA - Department of Planning & Zoning

**Maggie Adams** - HDR

**Paul DesJardin** - Metropolitan Washington Council of Governments

**Tanya Stern** - Montgomery County, MD - Planning Department

**Luis Buentello** - Northern Virginia Hispanic Chamber of Commerce

**Susana Marino** - Northern Virginia Hispanic Chamber of Commerce

**Kevin Gluba** - Park&K Public Affairs

**Jamie Carrington** - Washington Metropolitan Area Transit Authority

### **Procurement, P3s & Finance**

**Thomas Waddell** - Bank of America

**Jessie Aubry** - Bechtel Enterprises

**David Blaisdell** - Bechtel Enterprises

**Ian Joseph** - Capital One Bank

**Mike Loulakis** - Capital Project Strategies

**Misty Allen** - Comcast

**Tehsin Faruk** - DC Office of the Chief Technology Officer

**Tom Pelnik**

**Jon Godsmark** - EY

**Vishal Savalani** - HDR

**Lynn Reyes** - IBM

**Alex Seleznyov** - KPMG

**Bruno de Faria** - M&T Bank

**Chris Lloyd** - McGuireWoods

**Rick Konrad** - Metropolitan Washington Council of Governments

**Liz Weir** - Sol Systems

**Christopher Arabia** - TD Bank

**Beverley Swaim-Staley** - Union Station Redevelopment Corporation

**Alan Swendiman** - United States Agency for International Development

**Pasant Abbas** - Wells Fargo Bank

**Thomas Halloran** - Washington Metropolitan Area Transit Authority

**John Michel** - Washington Metropolitan Area Transit Authority

**Suzette Moore** - Washington Metropolitan Area Transit Authority

### **Public Relations**

**Jason Meyer** - APCO Worldwide

**Thomas Cavaliere** - APCO Worldwide

**Abigail Veirs** - Cigna

**Carita Parks** - HDR

**Clare Flannery** - MDB Communications

**Megan Goodman** - Metropolitan Washington Council of Governments

**Steve Kania** - Metropolitan Washington Council of Governments

**Alexandra Gonzalez** - NBC4/WRC-TV

**Dara Iserson** - Northern Virginia Hispanic Chamber of Commerce

**Erica Hawksworth** - Northern Virginia Transportation Authority

**Charity Sack** - Sol Systems

**James Byles** - Washingtonian Custom Media

**Gail Ribas** - Washington Metropolitan Area Transit Authority

### **Public Safety & Security**

**Jim Schwartz** - Arlington County, VA - County Manager's Office

**Patrick Burke** - DC Police Foundation

**Rebecca Schwartz** - DC Police Foundation

**Brian Lee** - ERS Management

**Michelle Reyman** - FOX Architects

**Brendan Davis** - KPMG

**Scott Boggs** - Metropolitan Washington Council of Governments

**Michael Knuppel** - Montgomery County, MD

**Earl Stoddard** - Montgomery County, MD, Office of Emergency Management and Homeland Security

**Chrissie Coon** - Upson Technology Group

### **Resilience & Sustainability**

**Iliad Terra** - alfa8

**Thomas Cavaliere** - APCO Worldwide

**Julie Keenahan** - Bechtel Enterprises

**Vince Bonifera** - Booz Allen Hamilton

**John Casana** - Booz Allen Hamilton

**Brian Lee** - ERS Management

**Alp Keceli** - EXP

**Beth Wangaard** - EXP

**Len Guddeemi** - IBM

**Kelli Canada** - LMI Consulting

**Jason Gillespie** - Maryland Environmental Service

**Jeff King** - Metropolitan Washington Council of Governments

**Lisa Ragain** - Metropolitan Washington Council of Governments

**Dale Medearis** - Northern Virginia Regional Commission

**Thomas McCarthy** - Page

**Melissa Lavinson** - Pepco Holdings

**Sharon Tiger** - Sharon Tiger LLC

**Rachel Healy** - Washington Metropolitan Area Transit Authority

**Elissa McDade** - Washington Metropolitan Area Transit Authority

**Anne Renouf**

**Suzanne Zecchin**

### **Retail, Hospitality & Community**

**Michael Cantagallo** - American Red Cross in the National Capital Region

**Edgar Dobie** - Arena Stage

**Kim Bryden** - Cureate Connect

**Caio Lopes** - Destination DC

**Bruno Schwartz** - Destination DC

**Brianne Dornbush** - District Bridges

**Solomon Keene** - Hotel Association of Washington DC

**Cary Hatch** - MDB Communications

**John McCourt** - RSM

**Scott Pomeroy** - Smart City Media

**Andrew Gelfuso** - TCMA

### **Social Inclusion**

**Sabrina Tadele** - Capital Area Food Bank

**Jesse Bugs** - City of Bowie, MD - Office of Grant Development & Administration, Housing & Homeless Services

**Kay Starr** - City of Bowie, MD - Office of Grant Development & Administration, Housing & Homeless Services

**Stacy Burnette** - Comcast

**Kim Bryden** - Cureate Connect

**Nina Liggett** - DC Office of the Chief Technology Officer

**Delano Squires** - DC Office of the Chief Technology Officer

**Tim White** - DC Office of the Chief Technology Officer

**Nicky Goren** - Eugene & Agnes E. Meyer Foundation

**Lisa Fitzpatrick** - Grapevine Health

**Karl Wappaus** - Hartman Executive Advisors

**Debbie Kaplan** - Leadership Greater Washington

**Kim Ford** - Martha's Table

**Francey Youngberg** - Melwood

**Tiffany Ward** - Montgomery County, MD

**Kenneth Jenkins** - NFP

**Aysha Cohen** - Nspiregreen

**Katy Moore** - Orr Group

**Rose McManus Coleman** - Points of Light

**Kim Do** - Population Services International

**Tracey Walker** - RSM

**Scott Pomeroy** - Smart City Media

**Roxana Paalvast** - The Catholic University of America

**Elizabeth Humphrey** - The McCormick Group

**Aleathia Adams** - YWCA National Capital Area

## Technology Architecture & Innovation

**Venkat Kodumudi** - CGI

**Jack Burbridge** - DC Office of the Chief Technology Officer

**Satinder Singh** - DC Office of the Chief Technology Officer

**Santosh Nair** - IBM

**Tom Schenk** - KPMG

**Arun Padmanadhan** - Oracle

**Devdas Shetty** - University of the District of Columbia

**Kevin Curtis** - Verizon

**Viswa Panicker** - Washington Metropolitan Area Transit Authority

**Justine Schaffner**

## **Connected DMV Trustees**

**Chuck Bean** - Executive Director, Metropolitan Washington Council of Governments

**Mary Brady** - Executive Director, The Economic Club of Washington, D.C.

**Jerry Carlson** - Retired Managing Partner, KPMG

**Carol Thompson Cole** - President & CEO, Venture Philanthropy Partners

**Jill DeGraff** - Founder & Managing Partner, Aperture Law Group

**Dr. Andrew Flagel** - President & CEO, Consortium of Universities of the Washington Metropolitan Area

**Victor Hoskins** - President & CEO, Fairfax County Economic Development Authority

**Major General Omar J. Jones, IV** - Liaison, Commanding General, Joint Force Headquarters National Capital Region

**Amy Liu** - VP & Director, Metropolitan Policy Program, Brookings Institution

**Jack McDougle** - President & CEO, Greater Washington Board of Trade

**Radha Muthiah** - President & CEO, Capital Area Food Bank

**Carla Grant Pickens** - Global Chief Diversity & Inclusion Officer, IBM Corporation

**Stu Solomon** - President & CEO, Connected DMV

**Jennifer Taylor** - President & CEO, Northern Virginia Technology Council

**Paul J. Wiedefeld** - General Manager & CEO, Washington Metropolitan Area Transit Authority

**Hon. Anthony Williams** - CEO & Executive Director, Federal City Council

## Connected DMV Staff

**Sarah Bauder** - Vice President, Development

**Lindy Bickish** - Vice President, Communications & Marketing

**Rachel Buggé** - Visual Design & Communications

**Karl Darin** - Vice President, Operations

**Ashley Desing** - (Greater Washington Board of Trade), Stakeholder Engagement

**Preston Fischer** - Vice President, Strategy & Finance

**Dan Galante** - Research & Analysis

**Elle James** - Research & Analysis

**Alyssa Joaquin** - Research & Analysis

**Burrell Kilmer** - Vice President, Special Programs

**Geoffrey King** - Business Solutions

**Mike Loulakis** - Advisor, Capital Projects

**Lisa Mitnick** - Vice President, Digital

**Rick Moore** - Vice President, Energy & Shared Services

**Stu Solomon** - President & CEO

**George Thomas** - Vice President, Innovation & Strategic Initiatives

**Hon. Andy Weber** - Advisory, Security & Defense

**Mimi Yeh** - Vice President, Human Capital

**John Yesawich** - Vice President, Federal Government