BOARD OF DIRECTORS

Wednesday, March 13, 2019
12:00 - 2:00 P.M.
Walter A. Scheiber Board Room

AGENDA

12:00 P.M.   **1. CALL TO ORDER AND PLEDGE OF ALLEGIANCE**
Robert C. White, Jr., COG Board Chair

2. CHAIRMAN'S REPORT
Robert C. White, Jr., COG Board Chair

12:05 P.M.   **3. EXECUTIVE DIRECTOR'S REPORT**
Chuck Bean, COG Executive Director

4. AMENDMENTS TO THE AGENDA
Robert C. White, Jr., COG Board Chair

12:15 P.M.   **5. APPROVAL OF THE MINUTES FROM FEBRUARY 13, 2019**
Robert C. White, Jr., COG Board Chair

Recommended Action: Approve minutes.

6. ADOPTION OF CONSENT AGENDA ITEMS
Robert C. White, Jr., COG Board Chair

A. Resolution R8-2019 – Resolution authorizing COG to receive a grant to support the Metropolitan Area Transportation Operations Coordination Program

Recommended Action: Approve Resolution R8-2019.

12:20 P.M.   **7. PREPARING FOR THE 2020 CENSUS**
Melissa Bird, District of Columbia Census 2020 Executive Director
Jim Cannistra, Prince George's County Census 2020 Lead
Elizabeth Hardy, Arlington County Principal Planner

The board will be briefed on regional efforts to prepare for the 2020 Census, including coordination to ensure an accurate count of hard-to-reach communities.

Recommended Action: Receive briefing.

12:45 P.M.   **8. THE SMART REGION MOVEMENT**
Jack McDougle, Greater Washington Board of Trade President
Stu Solomon, Greater Washington Board of Trade Executive Director of the Smart Region Movement

The board will be briefed on the initiative to create a "Smart Region" that leverages technology and innovation to drive faster inclusive economic growth and improve livability in the region.

Recommended Action: Receive briefing and Adopt Resolution R9-2019.

1:15 P.M.   **9. CYBERSECURITY THREATS AND PREVENTION**
Wanda Gibson, COG Chief Information Officers Committee Chair
Michael Dent, COG Chief Information Security Officers Committee Chair
Richard Archambault, Arlington County Director of Security and Privacy

The board will be briefed on the initiative to raise awareness of cybersecurity in local government, including how to identify potential threats and prevent attacks.

Recommended Action: Receive briefing.

1:55 P.M.   **10. OTHER BUSINESS**

2:00 P.M.   **11. ADJOURN**
The next meeting is scheduled for Wednesday, April 10, 2019.

AGENDA ITEM #2

CHAIRMAN'S REPORT

AGENDA ITEM #3

EXECUTIVE DIRECTOR'S REPORT

MEMORANDUM

TO: COG Board of Directors
FROM: Chuck Bean, COG Executive Director
SUBJECT: Executive Director's Report – March 2019
DATE: March 6, 2019

POLICY BOARD & COMMITTEE UPDATES

National Capital Region Transportation Planning Board (TPB) – At its February meeting, the TPB approved regional targets for transit vehicles and stations. The targets address the age and condition of transit vehicles, stations, facilities, and equipment. The board also reviewed its annual budget and work program, up for approval in March. Other topics covered included a report on Traffic Incident Management Enhancement and a presentation on the Bus Transformation Project.

Chesapeake Bay and Water Resources Policy Committee (CBPC) – In February, the CBPC wrote letters of support for Maryland General Assembly bills (House and Senate) banning expanded polystyrene, a plastic foam material. The CBPC also wrote a letter of support for Virginia Delegate David Bulova's appointment to the EPA Stormwater Infrastructure Funding Task Force.

Metropolitan Washington Air Quality Committee (MWAQC) – In February, MWAQC was briefed by COG staff on the ways air quality and transportation planning intersect and are coordinated between MWAQC and the TPB.

OUTREACH & PROGRAM HIGHLIGHTS

A Regional Conversation with Amazon – COG hosted a gathering of more than 100 area leaders—representatives from local governments, businesses, nonprofits, and civic associations—for a regional conversation with Amazon on its plans to locate its new headquarters in Arlington. COG Executive Director Chuck Bean moderated the panel.

REGIONAL CONVERSATION WITH AMAZON
The COG event featured panelists from Arlington Economic Development, Amazon, Virginia Economic Development Partnership, JBG Smith, and the Fuller Institute. (Lathan Goumas/GMU)

Watch the video

Census 2020 – The Cooperative Forecasting Subcommittee met in February and was briefed on Census 2020 by Paul Reyes, Assistant Regional Census Manager. The group received an initial 2020 Census Participant Statistical Areas Program (PSAP) Training. A more extensive training is planned for later in March.

DC Performance Oversight Hearing – COG Executive Director Chuck Bean and Deputy Executive Director Stuart Freudberg testified at the District of Columbia Council about COG's top priorities for the year and the benefits received by COG members.

Community Leadership Institute – The TPB is now accepting applications for its Community Leadership Institute (CLI), to begin April 18. CLI is an educational program that encourages community leaders to get involved in transportation-related decision making at all levels.

National Association of Region Councils (NARC) conference – COG staff attended the NARC National Conference of Regions in the District of Columbia, which focused on regional issues such as infrastructure, transportation, housing, and the 2020 census. Participants discussed housing needs during a keynote presentation from U.S. Department of Housing and Urban Development (HUD) Secretary Ben Carson.

Regional Planning and Growth – COG Department of Community Planning and Services Director Paul DesJardin participated in the 20th Annual Montgomery County Business Advisory Panel to review economic outlook conditions for the county's budget. In addition, Housing Manager Hilary Chapman participated in meetings of the Northern Virginia Affordable Housing Alliance and ULI Washington.

MEDIA HIGHLIGHTS

Amazon's National Landing comes into focus – COG's Regional Conversation with Amazon held at George Mason University is featured.

NBC Washington story

The future of DC metro area transportation – COG Transportation Planning Director Kanti Srikanth, TPB Chairman Martin Nohe, and TPB Vice Chairman Kelly Russell discussed the future of transportation in the region.

NBC Washington's News4Your Sunday segment

COG
@MWCOG

Follow

Tune in this Sunday to @nbcwashington! COG's Kanti Srikanth, @NatCapRegTPB officers @cityoffrederick's @KellyMRussell and @pwcgov's Marty Nohe talk all things about the future of #transportation in the region with @AdamTuss
ow.ly/MRWT30nDogO

12:39 PM - 8 Feb 2019

Farming, food security in Washington region threatened by development – COG Regional Food Systems Value Chain Coordinator Lindsay Smith and Regional Agricultural Work Group founding member Hiu Newcomb discussed trends in area farming, food production.

WAMU story

Flextime program offers incentives to commuters who choose to avoid sitting in traffic – Commuter Connections Director Nicholas Ramfos is quoted about the new program that seeks to ease congestion.

WTOP story

Regional group looks to improve response to traffic incidents – COG Transportation Systems Performance Planning Director Andrew Meese is quoted about COG's initiative to enhance traffic incident management.

Frederick News-Post story

AGENDA ITEM #4

AMENDMENTS TO THE AGENDA

AGENDA ITEM #5

APPROVAL OF THE MINUTES

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS
777 North Capitol Street, NE
Washington, D.C. 20002

MINUTES
Board of Directors Meeting
February 13, 2019

BOARD MEMBERS AND ALTERNATES: See attached chart for attendance.

SPEAKERS:
Chuck Bean, COG Executive Director
Leta Simons, COG Chief Financial Officer
Kate Stewart, COG Secretary-Treasurer
Kurt Erickson, Washington Regional Alcohol Program President
Dan Sze, COG Climate, Energy, and Environment Policy Committee Chairman
Chris Van Vlack, The Loudoun Soil and Water Conservation District Conservationist
Paul DesJardin, COG Community Planning and Services Director
Andrew Trueblood, COG Planning Directors Committee Chair
Helen McIlvaine, COG Housing Directors Committee Co-Chair
Gwen Wright, Montgomery County Planning Director

1. CALL TO ORDER AND PLEDGE OF ALLEGIANCE
COG Board Chairman Robert C. White, Jr. called the meeting to order at 12:05 P.M. and led the Pledge of Allegiance.

2. CHAIRMAN'S REPORT
   A. COG Board Member Handbook is available on COG website: mwcog.org.
   B. Board members will be required to use new ID cards next month.
   C. Transportation Land-use Connections Program is accepting applications through April 2.
   D. COG Human Services Policy Committee provided memo to board regarding housing initiative.
   E. Board recognized Prince William County Supervisor John Jenkins, who recently passed away.

3. EXECUTIVE DIRECTOR'S REPORT
Executive Director Chuck Bean noted the Greater Washington Board of Trade was invited to brief the board in March about the Smart Region Initiative to use technology and innovation to drive inclusive economic growth and livability. Bean also provided an update on how the region responded to the federal government shutdown, including COG's role in helping coordinate local governments and nonprofits to support residents impacted by the shutdown.

4. AMENDMENTS TO AGENDA
There were no amendments to the agenda.

5. APPROVAL OF MINUTES
The minutes from the January 9, 2019 board meeting were approved.

6. ADOPTION OF CONSENT AGENDA ITEMS

A. Resolution R6-2019 – Resolution authorizing COG to procure and enter into contracts to develop and conduct a regional complex coordinated attack symposium.

ACTION: Approved Resolution R6-2019.

7. FISCAL YEAR 2019 SECOND QUARTER FINANCIAL REPORT

COG Secretary-Treasurer Kate Stewart briefed the board on the FY2019 2nd Quarter Financial Report for the period from July 1 to December 31, 2018, including statements of revenue, expenses, and net position.

8. "HOW SAFE ARE OUR ROADS?" REPORT

Washington Regional Alcohol Program (WRAP) President Kurt Erickson briefed the board on the results of the *"How Safe Are Our Roads?"* Report, which tracks the impact of drunk and drugged driving on roadway safety, including data on alcohol-impaired traffic fatalities, alcohol-related traffic injuries, crashes, and arrests. Arlington County Police Chief and COG Police Chiefs Committee Chairman M. Jay Farr was also present to respond to board members questions.

9. MANAGING THE REGION'S TREES AND FORESTS

COG Climate, Energy, and Environment Policy Committee (CEEPC) Chairman Dan Sze briefed the board on the Tree Canopy Management Strategy, including recommendations that local governments can use to conserve, manage, and expand their tree canopy. One of the recommendations is to establish a regional tree canopy subcommittee under CEEPC that would lead efforts to manage the region's tree and forest resources. The board adopted the resolution to establish the subcommittee for a two-year period.

ACTION: Received briefing and adopted Resolution R7-2019.

10. WHAT OUR REGION GROWS

Chris Van Vlack from The Loudoun Soil and Water Conservation District and member of the COG Regional Agricultural Work Group briefed the board on the *What Our Region Grows Report*, which looks at the impact of agriculture in the region. The board was briefed on trends in farming and food production, and contributions of the agriculture industry to the region's economy.

ACTION: Received briefing.

11. ADDRESSING THE REGION'S CAPACITY FOR ADDITIONAL HOUSING

COG Planning Directors Committee Chair Andrew Trueblood and COG Housing Directors Committee Co-Chair Helen McIlvaine briefed the board on the committees' work on the first phase focused on amount of housing of the board's housing initiative to address the region's housing shortfall. The committees concluded that the region can accommodate the additional 100,000 households beyond those currently forecast, but key land use, regulatory, market, and community challenges will need to be overcome. Montgomery County Planning Director Gwen Wright was also present to answer questions.

ACTION: Received briefing.

12. OTHER BUSINESS

There was no other business.

13. ADJOURN

Upon motion duly made and seconded, the meeting was adjourned at 2:02 P.M.

February 2019 Attendance

Jurisdiction	Member	Y/N	Alternate	Y/N
District of Columbia				
Executive	Hon. Muriel Bowser		Mr. Brian Kenner Ms. Beverly Perry Mr. Jay Melder	Y
	Mr. Rashad Young			
Council	Hon. Phil Mendelson	Y		
	Hon. Robert White	Y		
Maryland				
Bowie	Hon. G. Frederick Robinson			
Charles County	Hon. Reuben Collins	Y	Thomasina Coates Gilbert Bowling	
City of Frederick	Hon. Michael O'Connor	Y (phone)		
Frederick County	Hon. Jan Gardner		Mr. Roger Wilson	
College Park	Hon. Patrick Wojahn		Hon. Monroe Dennis	
Gaithersburg	Hon. Robert Wu		Hon. Neil Harris	
Greenbelt	Hon. Emmett Jordan	Y	Hon. Judith "J" Davis	
Laurel	Hon. Craig Moe	Y	Hon. Michael Leszcz	
Montgomery County				
Executive	Hon. Marc Elrich		Mr. Andrew Kleine	
Council	Hon. Tom Hucker			
	Hon. Nancy Navarro			
Prince George's County				
Executive	Hon. Angela Alsobrooks		Mr. Major F. Riddick	Y
Council	Hon. Todd Turner	Y		
	Hon. Derrick Leon Davis	Y		
Rockville	Hon. Bridget Newton	Y		
Takoma Park	Hon. Kate Stewart	Y		
Maryland General Assembly	Hon. Brian Feldman			
Virginia				
Alexandria	Hon. Justin Wilson	Y	Hon. Redella Pepper	
Arlington County	*Hon. Christian Dorsey*	Y		
City of Fairfax	Hon. David Meyer	Y	Michael DeMarco	
Fairfax County	Hon. Sharon Bulova	Y	Hon. Patrick Herrity	
	Hon. Penelope A. Gross	Y	Hon. Catherine Hudgins	
	Hon. John Foust	Y	Hon. Kathy Smith	
Falls Church	Hon. David Snyder	Y	Hon. David Tarter	
Loudoun County	Hon. Matt Letourneau			
Loudoun County	Hon. Phyllis Randall	Y		
Manassas	Hon. Mark Wolfe	Y		
Manassas Park	Hon. Hector Cendejas	Y	Hon. Suhas Naddoni	
Prince William County	Hon. Frank Principi			
	Hon. Ruth Anderson			
Virginia General Assembly	Hon. George Barker			

Total: 22

AGENDA ITEM #6

ADOPTION OF CONSENT AGENDA ITEMS

<div align="center">ADOPTION OF CONSENT AGENDA ITEMS</div>

A. **Resolution R8-2019 – Resolution authorizing COG to receive a grant to support the Metropolitan Area Transportation Operations Coordination Program**

The board will be asked to adopt Resolution R8-2019 authorizing the Executive Director, or his designee, to receive and expend grant funds from the Virginia Department of Transportation in the amount of $399,679, and enter into a contract in the amount of $370,049 with the University of Maryland Center for Advanced Transportation Technology (UMD-CATT) to undertake the FY2019 activities of the Metropolitan Area Transportation Operations Coordination (MATOC) Program. The $29,630 balance of the grant will be utilized by COG staff in administrative support of the MATOC Program. Since 2008, MATOC has monitored and managed real-time communications and data exchange among transportation agencies for traffic incidents and other traffic-impacting emergencies. No COG matching funds are required.

RECOMMENDED ACTION: Approve Resolution R8-2019.

AGENDA ITEM #7

PREPARING FOR THE 2020 CENSUS

COMMUNITY OUTREACH TOOLKIT

A quickstart guide to tailoring census outreach efforts for the people you serve

United States™ Census Bureau

How to use this toolkit:

STEP 1
READ THE INTRO

Welcome! Find out what this toolkit is, who it's for, and how to use it.

PAGE 03

STEP 2
GET A CENSUS REFRESHER

Take Census 101—get a refresher on the reasons census matters to your community and the United States at large.

PAGE 04

STEP 3
LEARN THE BASICS OF OUTREACH

Get quick tips & best practices on how to design your outreach based on behavioral science research.

PAGE 06

STEP 4
IDENTIFY YOUR AUDIENCE TO UNDERSTAND THEIR BARRIERS TO PARTICIPATION

"I don't think the census has any impact on my life."

PAGE 11

"I don't feel comfortable sharing my information."

PAGE 12

"I have trouble completing census forms."

PAGE 13

"I don't have time to fill out the census."

PAGE 14

STEP 5
TAILOR YOUR OUTREACH

Answer some questions and fill in the blanks to create a plan for your outreach strategy.

PAGE 15

STEP 6
USE OUR RESOURCES

See examples and get printable materials to support your census outreach efforts.

PAGE 16

1

WHAT THIS TOOLKIT IS AND WHO IT'S FOR

Hello, and thanks for your interest!

You see the value in high-quality census data and want to ensure this continues so that your organization and our communities can benefit. **You want the people you serve to be accurately counted so they get their fair share of funding and representation for the next decade.**

Census partners are critical to helping the U.S. Census Bureau reach people across the nation. This toolkit will outline four barriers that census and external research have identified as particularly common reasons for not completing the census. Because you know your community best, **you are uniquely positioned to break down these barriers and ensure the people you care about are counted.**

This toolkit was developed in collaboration with the Office of Evaluation Sciences, which brings diverse scientific expertise to Federal agencies, translating research insights into concrete recommendations for how to improve Federal programs, policies, and operations. **It provides useful tips and evidence-based guidance on how to make your communications and outreach efforts as effective as possible.**

Let's get started!

03

2

CENSUS 101: WHAT, WHY, & WHEN

The Census Bureau's mission is to serve as the leading source of quality data about the nation's people and economy. The Census Bureau collects information through the decennial census, the American Community Survey, the economic census, and many other surveys.

Federal funds, grants and support to states, counties and communities are based on population totals and breakdowns by sex, age, race and other factors. People in your community use Census Bureau data in all kinds of ways, such as these:
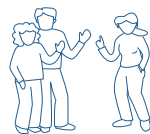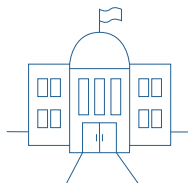
Residents use the census to support community initiatives involving legislation, quality-of-life and consumer advocacy.
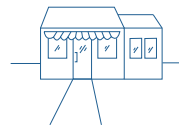
Businesses use Census Bureau data to decide where to build factories, offices and stores, and these create jobs.

Local government officials use the census to ensure public safety and plan new schools and hospitals.

Real estate developers and city planners use the census to plan new homes and improve neighborhoods.

04

WHAT EVERYONE SHOULD KNOW ABOUT 2020

Once a decade, America comes together to participate in the decennial census, creating national awareness of the census and statistics. This census provides the basis for reapportioning Congressional seats, redistricting, and distributing billions of dollars in federal funding to support your state, county, and community's vital programs.

We included a printable version of "Census 101" fast facts to share with your community on pages 18-19.
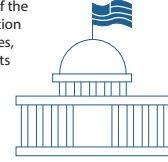
Everyone counts.

The census counts every person living in the U.S. once, only once, and in the right place.
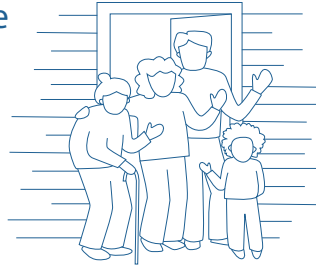
It's about fair representation.

Every 10 years, the results of the census are used to reapportion the House of Representatives, determining how many seats each state gets.
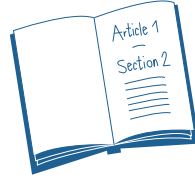
It's in the Constitution.

The U.S. Constitution requires a census every 10 years. The census covers the entire country and everyone living here. The first census was in 1790.
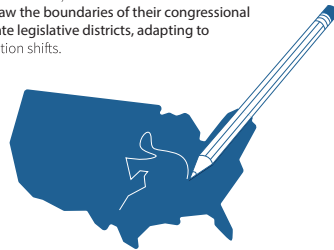
Your data are confidential.

Federal law protects your census responses. Your answers can only be used to produce statistics.

By law we cannot share your information with immigration enforcement agencies, law enforcement agencies, or allow it to be used to determine your eligibility for government benefits.

It's about redistricting.

After each census, state officials use the results to redraw the boundaries of their congressional and state legislative districts, adapting to population shifts.

It means $675 billion.

Census data determine how more than $675 billion are spent, supporting your state, county and community's vital programs.

05

3

WHAT WE'VE LEARNED ABOUT WHAT WORKS

Researchers have long studied the way we access, process, and act on information. We've taken their insights and come up with recommendations and questions to ask yourself when developing your messaging. Grounding your communications in these principles will make them as effective as possible.

MAKE IT ACTIONABLE
Page 05

MAKE IT RELEVANT
Page 06

PLAN THE DELIVERY
Page 07

MAKE IT ACTIONABLE

Reducing friction in the path towards action is critical—and sometimes the smallest tweaks can have a significant impact.

1 Keep it simple.

Is all the information in my message immediately useful? Am I using simple language?

When communicating to mass audiences, there is no award for impressive use of an extensive vocabulary. Stick to a fifth grade reading level and a conversational style (such as the use of contractions) that's to the point. It's easy to over-share in an attempt to be thorough. Instead, provide only the most essential items for the immediate actions people need to take, and include reference links for those interested in learning more.

2 Make it visual.

What pictures could I use to convey my message?

We've all heard the saying "a picture is worth a thousand words," but very few informational campaigns begin by drawing a picture. Humans are drawn to attractive imagery and color, and some studies show we read as little as 20% of the text on a page. Make your design default a picture, and then add words, rather than start with extensive written text.

3 Create a checklist.

What are the individual steps my audience should take?

To help people take action, show a clear to-do list, next steps, or break down the specific tasks required to complete that action. Here's how:

☐ Start each step's sentence using the specific verb of the action they need to complete.

☐ Help people know what to expect, such as documents they'll need to bring with them to an appointment, etc.

☐ Break things down into smaller, more manageable chunks— for example, "Open a savings account" is more concrete than "Save money."

4 Prompt people to make a plan.

What kind of planning does my audience need to do?

There is often a gap between what we intend to do and what we actually do. To close this gap, a proven tactic is to provide a fill-in-the-blank template helping individuals to plan specific details of completing a task. Have them answer logistical questions such as what time they'll do something, what mode of transportation they'll use, the route they plan to travel, and other basic yet critical details.

07

MAKE IT RELEVANT

Position your message to work for the audience you hope to engage—accounting for what's important to them and what motivates them.

1 Make it salient.

Why does my audience care?

It's easy to forget that the thing you're advocating for, which you know a lot about, may not be as clear to someone even one step removed. Frame the "why" of taking an action as a value proposition that's important to your targeted listener.

2 Make it personal.

Where can I add a personal touch?

Remember when your mom may have made you write thank you notes to your relatives after your birthday? It turns out she was on to something! Research has shown that personalization can increase response rates. Try these approaches:

☐ Personally address communications, such as letters or emails

☐ Tailor content to cite specific examples that matter or include the reader

☐ Include personal appeals from the sender, like a little handwritten note or signature on a template letter

3 Make it social.

Who does my audience identify with or admire?

We are strongly influenced by what those around us do, what we perceive to be "normal" or "acceptable," and what others think of us. If we publicly commit to doing something, we're more likely to follow through. We will purchase products that people we hope to emulate endorse, and consider how others rate restaurants or items we want to buy.

4 Consider the right incentives.

How can I make my incentive seem even better?

Both financial and non-financial incentives can be powerful motivators. Whenever applying this tactic, carefully consider the timing of the incentive and the context in which it is framed.

For example, a $1 coupon is much more exciting for a $5 item than a $100 item even though in both instances an individual is saving the same amount. Providing a free financial planning consultation may be much more valuable during tax season.

08

PLAN THE DELIVERY

Meet people where they're at—the packaging
of your message matters.

1 Consider the messenger.

Who will my audience listen to?

People pay attention to who is asking them to do something.
Is it someone they know? Trust? Respect? Consider who will
resonate best with your target audience.

Additionally, if you're sending a written communication such as
a letter or postcard, Including a photo of the person sending the
message has been shown to increase responsiveness.

2 Consider the timing.

What is my audience's schedule like?
When will your message be most relevant?

Research has shown that sending emails at lunchtime led to
increased click rates, emphasizing the new year and a fresh
start increased retirement savings, and asking people to sign
a form at the start, rather than the end of a form reduced self-
reporting errors.

Whenever possible, make your case for doing something linked
to short-term costs or benefits. We have a tendency to discount
things in the future, because they seem more abstract. This is
why it's so hard for us to save for retirement or keep to a diet.

3 Consider the location.

Where does my audience spend time?
Where will my message be most relevant?

The context of your setting can also affect people's interest in
hearing your message. Are you knocking on someone's door
when they're home relaxing on a Saturday morning, or talking
to them about how the census can impact educational funding
while at the school parents' night?

4 Get creative with your mechanism.

*What kinds of communication channels does my audience like
and already use?*

While sending letters or flyering can still be effective
communications mechanisms, research has shown that text
messages, pop-up boxes, and in-app messages are also cost-
effective ways to connect.

Consider what channels your audience already engages with so
you can meet them there, rather than trying to direct them to a
new path of having to open their mail or visit a new website.

4

IDENTIFY YOUR AUDIENCE

BREAKING BARRIERS TO PARTICIPATION

This section provides specific examples of how to apply the principles identified earlier in the
context of the census to address some common barriers to taking the decennial census.

**"I don't think the cen-
sus has any
impact on my life."**

This person isn't sure what
census does, how its data
affects them, and why their
participation matters.

PAGE 10

**"I don't feel
comfortable sharing
my information."**

This person is concerned
about data privacy or having
their information used by
other federal agencies.

PAGE 11

**"I have trouble
completing
census forms."**

This person may not be
a native English speaker
and find census forms
confusing.

PAGE 12

**"I don't have time
to fill out the
census."**

This person is very busy
and assumes the census
will be time-consuming
and cumbersome.

PAGE 13

"I don't think the census has any impact on my life."

This person has never been shown a clear connection between the census and its impact on their daily life or community.

MAKE IT ACTIONABLE

Create a visual that will stick

Because the census doesn't feel important to this group, design an infographic or other visual aid that can help to connect the dots on how census data is used. Be careful not to make it overly complex—one strong example that someone will remember is better than an information overload they simply scan.

MAKE IT RELEVANT

Create a badge

Leverage local business owner networks to provide owners with a "census supporter" badge building awareness during the census response period and reinforcing the use of census data for economic development.

PLAN THE DELIVERY

Get someone local

Work with public servants such as firemen, police, and school teachers can demonstrate the importance of the census for benefits that people highly value.

Leverage existing touchpoints

Draw on existing interactions such as community newsletters or events that highlight the census' connection to something the individual is familiar with.

11

"I don't feel comfortable sharing my information."

This person wonders: How is my data used and stored? Are the data really confidential?

MAKE IT ACTIONABLE

Preview census questions

Walking people through the questions the census contains before they actually take it can help to clarify the type of information "the government" is asking them, and help build clarity that there is no identifying information such as name or social security number.

MAKE IT RELEVANT

Start with a sure win

If you acknowledge something you know is a concern of your audience, they are more likely to relate to the next thing you say. For example, try highlighting data security as a legitimate concern before explaining how information is protected.

PLAN THE DELIVERY

Connect early

Because these individuals may require more information and discussion than other groups, begin outreach with them early. Early outreach will enable more time for informational efforts to build their confidence with how census data is used and protected.

Reputation matters

Finding a familiar person this group trusts is particularly important. Choose someone who has community standing rather than the most "well known" person.

12

"I have trouble completing census forms."

This audience contains non-native English speakers or recent immigrants. They may not understand the importance of participating in a census or survey.

MAKE IT ACTIONABLE

Reduce word count

Especially for non-native English speakers, complete an exercise where you communicate actions to taking the census with as few words as possible.

Make a worksheet

Help people prepare to take the census with a worksheet or checklist that clearly specifies what people need to know in order to complete the census (how many people live in their house, their ages, etc.).

MAKE IT RELEVANT

Promote responsibility to a group

These often tight-knit communities will value the fact that taking the census to represent their voice and enable a more accurate allocation of resources for their entire community requires everyone to participate.

PLAN THE DELIVERY

Meet people where they are

Identify services individuals use—such as public transportation—and bring census messaging there.

13

"I don't have time to fill out the census."

This person either assumes the census is cumbersome to complete or does not value the census highly compared to other tasks.

MAKE IT ACTIONABLE

Provide context

Anchor the time it takes to complete the census to a simple task they do as part of their normal day. For example, "You can complete the census while you wait for your next metro train."

Make it a default

Embed a notification or link to the online census into a platform they already trust and use . For example, if individuals interact with your organization by logging into an account or visiting your website.

MAKE IT RELEVANT

Offer micro-incentives

Even a small, yet relevant benefit can help "tip the scale" for someone busy, e.g., getting to wear the "I voted" sticker at work or a free cup of coffee for filling out the census on a tablet at a table in a public place.

Printable stickers are included on page 20.

Public commitment

Because this audience is busy, creating a way for them to publicly commit (for example, signing their name on a public board) can increase the likelihood they'll follow-through.

PLAN THE DELIVERY

Text and link

Reminding this audience to take the census multiple times can be helpful. Try including the link with the reminder so they can take immediate action and not have to remember to come back later.

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SEND OUT YOUR FIRST MESSAGE

Now that we've covered some best practices for messaging and given you an overview of barriers to participating in Census Bureau surveys, you're ready to tailor your first message to your audience. As you craft your message, use this checklist to make sure you're making it as effective as possible:

KNOW YOUR AUDIENCE

☐ *Who is my primary audience?*

☐ *Why might they not participate in the census?*

HAVE AN OBJECTIVE

☐ *What do I want my audience to do after receiving my message?*

☐ *Does my audience have an incentive to take that action?*

MAKE IT ACTIONABLE

☐ *Is all the information in my message immediately useful? Am I using simple language?*

☐ *What pictures could I use to convey my message?*

☐ *Have I communicated the individual steps my audience should take?*

☐ *What kind of planning does my audience need to do in order to take the action I want?*

MAKE IT RELEVANT

☐ *Why does my audience care?*

☐ *Where can I add a personal touch?*

☐ *Who does my audience identify with or admire?*

☐ *How can I make my incentive seem even better?*

PLAN THE DELIVERY

☐ *Who will my audience listen to?*

☐ *What is my audience's schedule like?*

☐ *When will your message be most relevant?*

☐ *Where does my audience spend time?*

☐ *Where will my message be most relevant?*

☐ *What kinds of communication channels does my audience like and already use?*

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OUTREACH MATERIALS

Use the resources in the following pages in your outreach!
Check back at www.census.gov/partners for updates to the toolkit.

OUTREACH PLANNING WORKSHEET

Page 17

CENSUS 101

Pages 18-19

PRINTABLE STICKERS

Page 20

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CENSUS OUTREACH PLANNING WORKSHEET

PLAN YOUR MESSAGE BY ANSWERING THESE QUESTIONS:

Who do I want to reach?

Why might they not participate in the census?

What is the action I want my audience to take?

These are the concrete steps required:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

Why should my audience care about my message?

What kinds of people does my audience trust and admire?

What channels of communication does my audience prefer?

What times of day is my audience available?

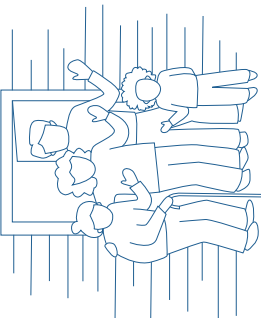Where will my audience be most receptive to my message?

What incentives will my audience respond to?

FINAL REVIEW CHECKLIST:

☐ *All the information in my message is immediately relevant*
☐ *I have edited my language to be simple*
☐ *I have used pictures where possible to convey information*
☐ *I have communicated the individual steps I want people to take.*
☐ *I have considered how to add a personal touch.*
☐ *I have considered how to make my incentive seem even better.*

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CENSUS 101: WHAT YOU NEED TO KNOW

The 2020 Census is closer than you think!
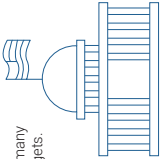Here's a quick refresher of what it is and why it's essential that everyone is counted.

Everyone counts.

The census counts every person living in the U.S. once, only once, and in the right place.

It's in the Constitution.

The U.S. Constitution requires a census every 10 years. The census covers the entire country and everyone living here. The first census was in 1790.
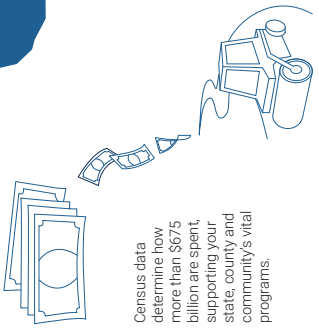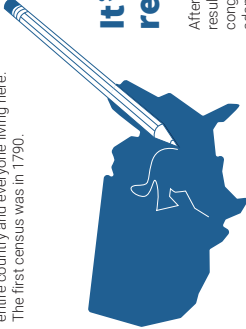
It's about fair representation.

Every 10 years, the results of the census are used to reapportion the House of Representatives, determining how many seats each state gets.

It means $675 billion.

Census data determine how more than $675 billion are spent, supporting your state, county and community's vital programs.
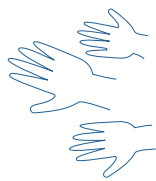
It's about redistricting.

After each census, state officials use the results to redraw the boundaries of their congressional and state legislative districts, adapting to population shifts.

Taking part is your civic duty.

Completing the census is required: it's a way to participate in our democracy and say "I COUNT!"

Census data are being used all around you.

Businesses use census data to decide where to build factories, offices and stores, which create jobs.

Local governments use the census for public safety and emergency preparedness.

Real estate developers use the census to build new homes and revitalize old neighborhoods.

Residents use the census to support community initiatives involving legislation, quality-of-life and consumer advocacy.

Your data are confidential.

Federal law protects your census responses. Your answers can only be used to produce statistics.

By law we cannot share your information with immigration enforcement agencies, law enforcement agencies, or allow it to be used to determine your eligibility for government benefits.

2020 will be easier than ever.

In 2020, you will be able to respond to the census online.

You can help.

You are the expert—we need your ideas on the best way to make sure everyone in your community gets counted.

United States Census Bureau

U.S. Department of Commerce
Economics and Statistics Administration
U.S. CENSUS BUREAU
census.gov

STICKERS *Formatted to print on Avery 2" round labels (Product # 22807).*

United States Census Bureau
I COUNT.
2020 Census

I MADE SURE MY FAMILY WAS COUNTED.

ONCE, ONLY ONCE, AND IN THE RIGHT PLACE.

I FINISHED THE CENSUS BECAUSE I CARE ABOUT _____

United States Census Bureau
I COUNT.
2020 Census

2020 CENSUS FINISHER

It's about
REPRESENTATION REDISTRICTING FEDERAL FUNDING
United States Census Bureau

I FINISHED THE CENSUS BECAUSE I CARE ABOUT _____

United States Census Bureau
I COUNT.
2020 Census

YOU COUNT. GET COUNTED.

United States Census Bureau
EVERYONE COUNTS.

I FINISHED THE CENSUS BECAUSE I CARE ABOUT _____

CREDITS

The Office of Evaluation Sciences developed the Community Outreach Toolkit for the office of the Chief Innovation Officer and the National Partnerships program at the U.S. Census Bureau.

Additional resources for crafting evidence-based communications and citations for research referenced in this toolkit can be found at oes.gsa.gov.

WAS THIS TOOLKIT USEFUL?
WAS IT CLEAR?

If you have specific questions or feedback, please let us know. We are always looking to improve our materials to make them as useful as possible.

Email us at census.partners@census.gov with your feedback and suggestions.

AGENDA ITEM #8

THE SMART REGION
MOVEMENT

Igniting a Smart Region Movement

A smart region is more than just big data, technological connectivity and efficiency. It's about creating an interpersonal relationship between a region and its people.

Primer - Setting the Stage

Nearly **70 percent** of the world's internet traffic moves through servers like these in Loudoun County, Virginia.

GREATER WASHINGTON
Board of Trade

Executive Summary

The Greater Washington Board of Trade is igniting a long-term Smart Region Movement to explore, deploy and expand smart concepts, partnerships and technologies across our region. We must work together to drive cultural change and build on the many public and private-sector smart city efforts already underway. We must also converge and scale these individual capabilities into a broader region-wide movement to move faster with greater impact.

With a variety of well-crafted and thoughtful regional blueprints, roadmaps, studies, reports and recommendations, we are ready to take action. The objective is to leverage the nexus between economic growth, innovation, technology and livability for all of our citizens to establish Greater Washington as a leading global innovation center, making it the most valuable region in the world.

Across the globe, emerging technologies, new business models and processes, changing demographics, rapid innovation, resource constraints and many other disruptions will continue to transform everything we do. On a local level, Greater Washington must also manage federal procurement and the need for economic diversity, along with talent, mobility, housing and other concerns. We need a smart approach to accelerate the economy, enhance quality of life and improve global competitiveness.

Our region must collaborate to determine a future that's most desirable rather than respond to a future dictated by external factors. The 20th century was marked by vertical excellence; with each pillar— industry, government, communities and individuals— doing what it did best. There is broad recognition that these models are no longer viable. Today, we must unite to think beyond incremental improvements to existing systems and processes and design new ones that meet multiple desired outcomes that benefit from the application of exciting new technologies.

Other regions are already way ahead. People, investment and innovation—intangible and highly mobile assets—fuel economic growth and wealth creation.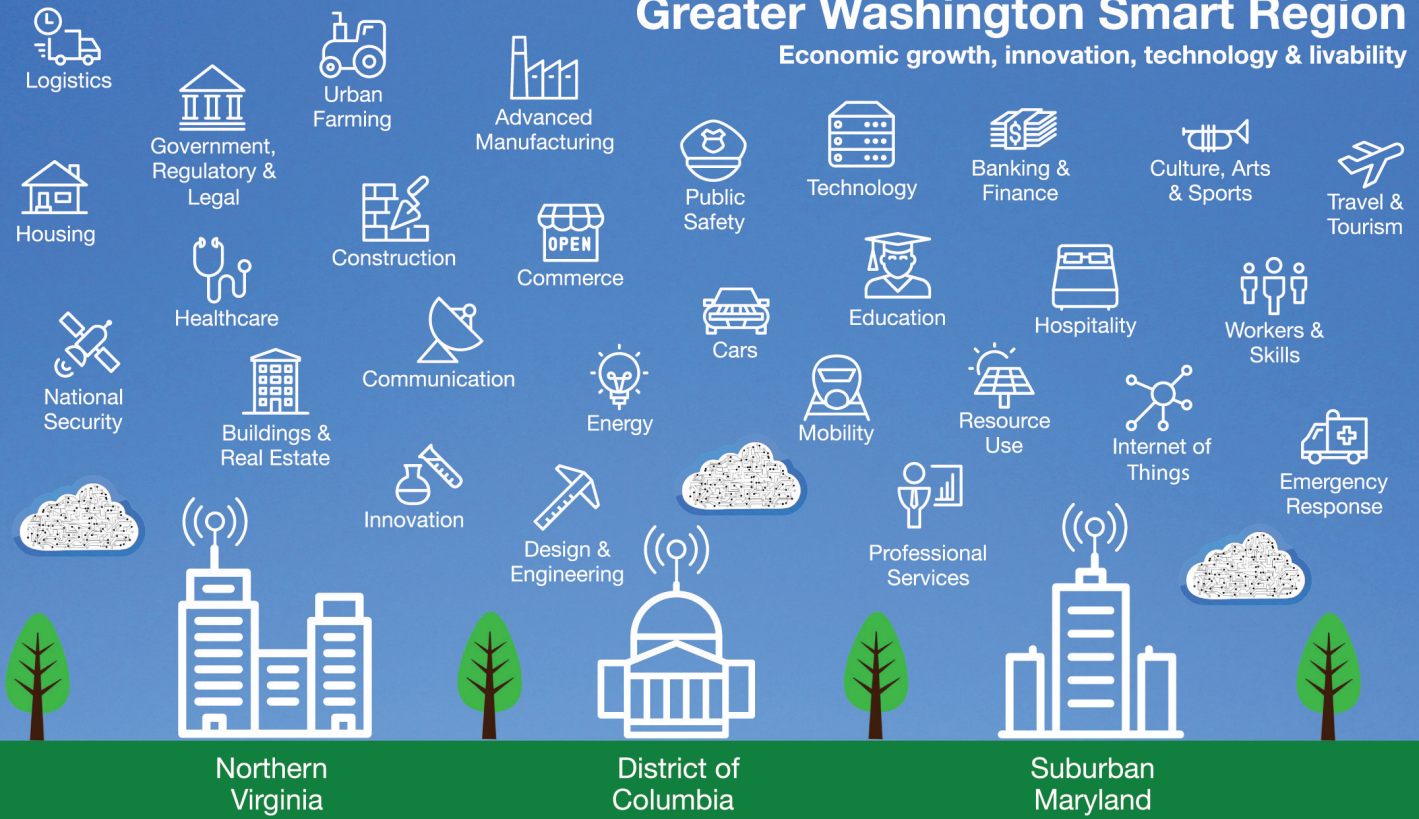 So it's not enough to just collect data and deploy technologies to improve current systems and processes. Rather, we must create as many opportunities as possible to attract, grow and maximize the use of our shared resources. The following framework will guide our efforts:

- Look at assets, capabilities and hurdles from an analytical, fact-based, integrated regional view and global competitiveness outlook.

- Create an inclusive, organic, dynamic, entrepreneurial process of learning, discovery and application.

- Address innovation broadly beyond just technology to include governance, processes and models and allow growth opportunities for traditional and emerging industry sectors.

- Provide a holistic system-wide approach that allows for specialization and customization— not just as a homogenous region, but one that competes, collaborates and succeeds together.

- Define and leverage unique capabilities and areas of differentiation to ensure compatible and sustainable economic growth, security and social well-being, with a bias towards action.

How we become a smarter region will not be answered immediately. However, through many workshops, discussions, partnerships, projects, pilots and programs, we will carefully parse through the infinite possibilities that can shape our region into one that's smart, sustainable, innovative, high-tech, economically stimulating, and where we will continue to proudly call home.

Greater Washington Smart Region
Economic growth, innovation, technology & livability

Logistics

Urban Farming

Government, Regulatory & Legal

Advanced Manufacturing

Housing

Construction

Commerce

Public Safety

Technology

Banking & Finance

Culture, Arts & Sports

Travel & Tourism

Healthcare

Cars

Education

Hospitality

Workers & Skills

National Security

Communication

Energy

Mobility

Resource Use

Internet of Things

Emergency Response

Buildings & Real Estate

Innovation

Design & Engineering

Professional Services

Northern Virginia

District of Columbia

Suburban Maryland

More than ever, Greater Washington is coming together to address common challenges and opportunities to become a "smart" region, leveraging the link between economic growth, innovation, technology and livability. Combining these elements will not only make our region smarter, but the most valuable in the world.

The Greater Washington Board of Trade (GWBOT) is convening and connecting key thought leaders from across the region and beyond to help shape, develop and drive a Smart Region Movement—fostering regional collaboration to unleash innovation, grow investments and attract talent.

We must work together to drive cultural change and balance creativity and spontaneity with technological efficiencies to maximize our shared resources. This needs to be a holistic approach—top down and bottom up—to promote economic and social well-being while meeting the national security needs unique to our region. We recognize that many public and private sector efforts already involve smart concepts. **Now is the time to converge these individual capabilities into a broader region-wide movement with greater impact—where the whole is greater than the sum of its parts. With a variety**

of well-crafted and thoughtful regional blueprints, roadmaps, studies, reports and recommendations, we are ready to take action.

The concept of a "smart city" may conjure images of spotless, high-tech urban living: silent driverless electric vehicles zipping through traffic-free streets, sleek energy-efficient buildings, watches synced to real-time schedules for public transportation, solar-paneled homes controlled by Nest learning thermometers, neighborhoods cloaked under an invisible web of 5G connectivity. Everything feels shiny, new and exciting.

In fact, some greenfield developments have tried to achieve this vision, such as Songdo, South Korea; Masdar, Abu Dhabi; or Ordos, China. Built from scratch, these developments are automobile-light, with computer-driven streets, green spaces and ambitions to carbon-neutral futures. But they have all fallen short in various ways to

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capture value, especially if no one wants to live there. Being a smart region is far from simply achieving the quiet hum of digital utopia. It doesn't have to start from scratch, nor be a facsimile of another smart region. The goal is to create effectiveness, make an area more livable and, thus, desirable. To get there takes a dynamic and energetic mobilization effort, a movement if you will, requiring ingenuity and flexibility in the ever-changing world of technology. Most importantly, it needs people of all backgrounds and expertise to share ideas, processes and commitment, from academia to entrepreneurs, grassroots to government, millennials to boomers, start-ups to corporate giants; basically, inclusive and adaptive to all strata of our community. Cultural norms must change and adapt.

There are many versions of smart cities being developed: green cities, sustainable cities, global cities, intelligent cities, digital cities, wired cities. Any of these provide an opportunity to connect people not just virtually, but personally and strategically, across all incomes and education, with a common goal to provide the highest quality of life. Our region must be willing to set up living laboratories that are scalable and exist in constant beta mode, and be able to take failure in stride, while learning and improving. Then demonstrate to the general public the benefits of welcoming these changes into their existing lives.

The Greater Washington region is no different than other parts of the world in its desire and need to be smart. Yet the region is inimitable for the sheer reason that it's made up of three major jurisdictions:

the District of Columbia, suburban Maryland, and Northern Virginia, plus their individual cities and/or county-based governments. It's also home to the federal government and national command center. Nonprofits and charitable organizations are also densely concentrated here. Tourism and hospitality are huge economic drivers. Our workforce is highly educated and unemployment is low. The region includes top universities and satellite campuses. It operates in overlapping, concentric circles, but also in its own separate entities, sometimes in unison, sometimes in complete contrast. For example, driving the Beltway might be a seamless activity (depending on the time of day), but opening several locations for the same restaurant across the three areas is not and has different requirements for each jurisdiction.

What is a Smart City/ Smart Region?

The GWBOT is interested in employing "smart" initiatives broadly to make our region more livable, attractive and valuable. These initiatives will vary depending on the individual circumstances of various factors within our region. In theory, a smart region blends technology and community with social good to curb the issues presented and to diffuse tensions. It can range from reducing red tape to stabilizing housing prices or encouraging entrepreneurial efforts and economic growth. And while there's a need for regional platforms and approaches to benefit from economies of scale, there is also a need for local originality that supports individual communities. Thus, technology is not necessarily always part of the "smart" formula as much as the necessity for innovative ideas.

Copenhagen, Denmark

This Scandinavian city currently leads the Siemens Green City Index for Europe for good reason: It has an ambitious carbon reduction plan to reach carbon neutrality by 2025, and currently has one of the lowest carbon footprints worldwide.

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What makes a region "livable?"

Creating that livable community is a delicate balancing act, juxtaposing the needs of one individual with that of another's harmoniously. Like smart cities, what's considered livable differs across the board. Elements include:

Attractive business opportunities and job options

Ongoing economic growth and investment

Desirable talent pipelines

Ease of transportation and short/fast commutes

Safe neighborhoods and housing affordability

Good public schools and continuing educational opportunities

Walkability

Clean air and water

Availability of parks and recreation

Access to groceries and living basics

Access to local government

Low inequality

Culture

Spontaneity and creativity

Low crime

Many initiatives worldwide and locally address and define what constitutes "smart." Such ideas include:

Urban mobility. The concept involves moving people seamlessly and safely across the region through reliable and on-time public transportation, faster travel times, reduced traffic, multiple public transportation options, shared ride and vehicle services, shared bike programs, separate bike/ pedestrian travel lanes, incentives for alternate travel, carpool lanes, and express toll lanes. Recent successes to improve and fund Metro, as an example, have been a priority for all of Greater Washington, as it remains the most dependent choice of transit.

Mixed-use developments. Before Pike & Rose in North Bethesda emerged, no one lived in that neighborhood. Today, it has 1,500 residents in its chic new architecture, with as many as 20,000 projected for the future. That's because Pike & Rose went from generic strip malls to a revitalized, pedestrian-friendly hip living, shopping,

dining and working area. It's a prime example of smartly interspersing retail and offices with residential and green spaces to improve walkability, energize neighborhoods, grow the local economy and reduce carbon emissions.

Environmental sustainability. Smart environmental initiatives integrate economic viability with environmentally responsible policies. For example, cleaning up the Anacostia River is more than just about saving fish, it brought back recreational areas, employment and economic growth.

Economic sustainability. Drawing start-ups and encouraging businesses to grow is an essential component of the region's economy. For that reason, there are micro-lending programs for companies that can't get a loan from a regular bank. Using incentives can help start-ups grow, while attracting other companies to open offices or headquarters in the region.

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Smart government. Smart governing is critical to achieving any kind of smart regional success. Examples include increasing online transactions, engaging citizens and opening communication channels with elected officials, receiving text notifications, filling out applications easily, using social media to communicate with citizens and mining big data to improve citizen experiences. It also applies business and technological workflows and models to shape policy. Arlington County implemented ConnectArlington, a high-speed network that initially linked county and school buildings to meet the growing demand for digital services through the use of a dedicated dark fiber optic.

Public health. Easy and affordable access to healthy foods and grocery stores is just one of many smart public health initiatives. For instance, DC Urban Greens opened urban farms to grow and sell fresh produce to residents east of Anacostia, an area dubbed as a "food desert" because of its sparse food shopping options. Other smart public health initiatives include clean air and water monitoring through use of sensors, availability of hospitals and healthcare, low crime, recreational spaces and activities, safe pedestrian paths and fitness programs.

Connectivity. Thingstitute is Montgomery County's Internet of Things living laboratory, where, among other programs, it is connecting bus stops with sensors and data collection to monitor air quality, vandalism, traffic counts, residents in distress and more. Building, enhancing and expanding the network of physical devices, vehicles, home appliances and other items embedded with

Photo by Sam Kittner

BUILDING CONSTRUCTION IN ROSSLYN

electronics, software, sensors and connectivity enables these objects to connect and exchange data to improve service and reliability.

Smart infrastructure. Cities have traditionally been built around core geographic elements and built up with civil infrastructure such as a port, a dam, a mine, a fort, or at an intersection on a trade route. Integrating with various regional smart infrastructure initiatives will ensure organized systems development. One example: Virginia ports and Baltimore ports have multiple initiatives to improve throughput and efficiency, thereby increasing trade for the region; and Dominion Energy is working on strategies for electrification of transportation initiatives for the region.

Detroit

The Motor City is driving full-force into a revitalization effort through Detroit Future City, an aggressive and massive city-wide public engagement effort. Through numerous town hall meetings, surveys and conversations, it gathered strategies, ideas and approaches to use the city's land, build vibrant neighborhoods, develop economic prosperity and maintain community engagement upon which it depends heavily for success.

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Atlanta

Among its several initiatives for SmartATL is the North Avenue Smart Corridor, a testing ground for 100 IoT-connected sensors and data collectors. One pilot project is an adaptive traffic signal control system that uses artificial intelligence to gather information. For example, a thermal imaging camera can detect the number of pedestrians (non-bicycle) at any intersection, which can adjust the signal timing and nearby traffic lights. The city is working with Georgia Tech to analyze data.

How is Greater Washington already smart?

The GWBOT knows there are many existing initiatives and programs to smarten the region. There are numerous bike lanes and bike shares, underground sensors to manage wastewater and runoff, incubators to jump-start businesses, improvements to Metro, and efforts with the region's universities to develop curriculums that fill skill gaps in local employers. Programs include:

Smarter DC Initiative: The city is focusing on examining different technology and intelligent city infrastructure to improve quality of life and address city challenges. It is a member of the MetroLab Network, which is a consortium of 35-plus city-university partnerships worldwide focused on bringing data, analytics and innovation to city government.

Montgomery County's Replicable Smart Cities Technology Grant: Through a grant from the National Institute of Standards and Technology (NIST), the county will focus on interoperable technology solutions for air pollution, flood prediction, rapid emergency response and improved citizen services.

Virginia in 2018 Readiness Challenge Grant: Through the Smart Cities Council, the grant will help Virginia formulate its smart initiatives, including state-wide broadband access, cybersecurity and privacy plan, interoperability standards and sustainable funding for smart projects.

Virginia Smart Communities: Formed by an executive order by the governor, this executive work group is developing best practices, policies, processes and technologies to equip Virginia's communities with the resources, support and tools to become sustainable smart communities across the state.

Still, there is much more to do to demonstrate smart leadership and become more globally competitive.

CAPITAL BIKESHARE

Photo by Kevin Royalty

URBAN FARM PROGRAM IN BELTSVILLE THROUGH UDC

Often, smart cities projects involve collecting data and deploying technologies to improve current governmental management systems and processes. However, combining an existing process with new technology usually results in a very expensive process. We must think beyond incremental improvements to existing systems and design new ones that meet multiple desired outcomes that can benefit from the application of digital technologies. It's not just what we do. It's how we do it. The following framework could serve as a guide:

- Look at assets, capabilities and hurdles from an analytical, fact-based, integrated regional view and global competitiveness outlook.

- Create an inclusive, organic, dynamic, entrepreneurial process of learning, discovery and application.

- Address innovation broadly beyond just technology to include governance, processes and models and allow growth opportunities for traditional and emerging industry sectors.

- Provide a holistic system-wide approach that allows for specialization and customization. Not just as a homogenous region, but one that competes, collaborates and succeeds together.

- Define and leverage unique capabilities and areas of differentiation to ensure compatible and sustainable economic growth, security and social well-being with a bias towards action.

How does the Greater Washington region become smarter?

The GWBOT's multi-year Smart Region Movement will explore, evaluate, create and deploy smart concepts, practices and technologies across the area while seeking opportunities to scale existing projects. Emerging technologies, new business models and processes, changing demographics, rapid innovation, resource constraints and many other disruptions will continue to transform everything we do. And we must be intentional in leading this exciting revolution on a path we desire, rather than be led by it.

Cartagena, Colombia

The Smart Everyday Nighttime Design project introduced street lighting in otherwise dark streets, reducing crime and creating safer neighborhoods that also developed a vibrant economy of nighttime cafes and restaurants. The lighting projects also became a unique display of art, each expressing the feel and taste of the different neighborhoods.

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India

The Ministry of Urban Development introduced the 100 Smart Cities Mission challenge to help cities reach smart city status. Each city had to interpret "smart" and put together a plan based around it, and winning cities received funding to implement their plans. The idea is to set these cities up as models for neighboring jurisdictions to follow.

Collaboration and partnerships are key to becoming a smart region, and it's important to organize around several approaches, such as:

1 Establish our region as a leading innovation center for determining, implementing and achieving smart region goals.

2 Develop expertise and thought leadership on the intersections of urbanization, innovation, energy, job creation, resource use and the environment, economic growth, quality of life and national security to provide a complete, systemic view of regional economic expansion and social well-being.

3 Integrate convening power with research and analytical capabilities to better inform government officials, business leaders and others on the impacts of proposed policy solutions and implementation strategies.

4 Become an incubator for conceiving and launching start-up pilots, partnerships and programs to implement smart region strategies.

PIKE & ROSE MIXED-USE DEVELOPMENT IN NORTH BETHESDA

Photo by Payton Chung

GREATER WASHINGTON IS BECOMING ONE OF COUNTRY'S TOP CLUSTERS FOR BIOTECH

This process will be organic and iterative, and improve with new learning. The GWBOT's Smart Region Movement provides context to support and integrate efforts across the region. The intellectual capital and experiences created here and through other initiatives on a regional, national and global level will inform our activities. Potential areas of focus will represent deep horizontal and vertical connections among industry, government, communities and people, intersecting with sustainability and national security, including:

- Emerging best practices and lessons learned.
- Technology and invention: IT, networks, data, systems, devices, equipment.
- Energy and natural resources.
- Physical and digital infrastructures, including buildings.
- Mobility and communications.
- Cyber economy and security.
- Social engagement and livability.

- Governance, management, legal and regulatory structures and processes.
- Full life cycle innovation pipelines.
- Skilled workforce: building, attracting, retaining workers / management, career and technical education and training.

There are many effective ways to gather and share knowledge and skills pertaining to the smart movement. Each should be approached in a thoughtful, rather than casual manner, to ensure that strategies are being advanced and information is carefully captured. The GWBOT will use a variety of tools and activities:

Strategic conversations: One-time or ongoing series, depending on content and desired outcomes. Connect and convene to incorporate content expertise with provocative ideas to create and apply new understandings.

Analytical research and studies: Briefing papers capturing insights from dialogues along with original in-depth analysis on specific topics, including the use of High Performance Computing (HPC)-based modeling and simulation analytics.

Case studies and best practices: Examples from other efforts while developing our own best practices and case studies in this region.

Pilots and demonstrations: Opportunities to create new start-up organizations and programs.

Partnerships: Development and enhancement of key partnerships across the region to ensure both vertical and horizontal integration.

Boston

Its Smart Government initiatives allow citizens to complete more than 150 transactions online. Its new apps also empower citizens to be more engaged within their community and extend the civic-sensor network via smartphones to help collect data on traffic and locate gunshot sounds, for example.

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Let's get started

Jonathan Raban wrote in his book, Soft City, "We need—more urgently than architectural utopias, ingenious traffic disposal systems, or ecological programs—to comprehend the nature of citizenship, to make serious imaginative assessment of that special relationship between the self and the city; its unique plasticity, its privacy and freedom."

This may be the first important step when considering Greater Washington's approach to becoming a smart region. More than just adding bells and whistles is cultivating a symbiotic relationship between the region and its residents, what it offers people and what people can give back in return.

How we become a smarter region will not be answered immediately. However, through many workshops, discussions, projects, pilots and programs, we will carefully parse through the infinite possibilities that can shape our region into one that's smart, sustainable, innovative, high-tech, economically stimulating, and where we will continue to proudly call home—the most valuable region in the world.

Greater Washington Board of Trade

The Greater Washington Board of Trade is the premier regional business organization representing all industry sectors. Pro-business and bipartisan, the Board of Trade is shaping and advancing our regional economy, with a focus on improving connectivity and making better use of existing resources. The Board of Trade addresses business concerns that stretch across the District of Columbia, suburban Maryland and Northern Virginia, with a focus on expanding our skilled workforce, enhancing innovation, attracting investment and fostering regional collaboration. This work is backed by sound research and more than 125 years of experience.

Igniting a Smart Region Movement

The Founding Partners for the Board of Trade's **Smart Region Movement** are Accenture, AECOM, Kaiser Permanente, Pepco and Verizon. In addition to all of our members being involved, we have organized a diverse and expert advisory team of members and others to help shape the substantive aspects of the Movement, as well as provide ongoing guidance and support. There are and will be opportunities for other organizations to join as partners or advisors.

Founding Partners:

accenture   AECOM   verizon✓

KAISER PERMANENTE®   pepco An Exelon Company

Advisory Team

Accenture	Comcast	Gensler	Marsh, Inc	SeamlessDocs	University of Virginia
AECOM	Commonwealth of Virginia	George Mason University	Maryland Department of Transportation	Seat Pleasant, Maryland	Urban Institute
Alta Planning + Design	Consortium of Universities of the Washington Metropolitan Area	Georgetown University	MD5 National Security Technology Accelerator	Siemens Corporation	Venable LLP
Amazon Web Services		Grant Thornton LLP		Skanska USA Building	Venture Smarter
Arlington County, Virginia Department of Economic Development		Hatch Ltd.	MedStar Health	SmithGroupJJR	Verizon
	Deloitte LLP	HDR, Inc.	Metropolitan Washington Airports Authority	SunTrust Bank, Greater Washington/Maryland	Virginia Department of Transportation
AT&T	Destination DC	Howard Hughes Corporation	Metropolitan Washington Council of Governments (COG)	The Energy Co-Op	Virginia Information Technologies Agency – Innovation Program
BB&T	Digi.City	IBM Corporation		The MITRE Corporation	
Booz Allen Hamilton, Inc.	District of Columbia Department of Transportation	Institute for Building Technology and Safety	Miles & Stockbridge P.C.	The Northeast MAGLEV (TNEM)	Virginia Tech Transportation Institute
CannonDesign		JK Moving Services	Mobility e3, LLC	The Peterson Companies	WGL
Capital One Bank	District of Columbia Government	K&L Gates LLP	Montgomery County Economic Development Corporation	Transdev	Whiting-Turner
Center for Innovative Technology	EY	Kaiser Permanente		U.S. Department of Homeland Security	WMATA-Washington Metropolitan Area Transit Authority
Children's National Medical Center	Federal City Council	Local Motors	MYTA Technologies, LLC	Uber Technologies, Inc.	
Clark Construction Group, LLC	Ford Motor Company	Lyft	Pepco Holdings	University of Maryland, College Park	
	FOX Architects	MAG Aerospace	PNC Bank		

GREATER WASHINGTON
Board of Trade

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202-857-5900 | info@bot.org | www.boardoftrade.org

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS
777 NORTH CAPITOL STREET, NE
WASHINGTON, DC 20002

RESOLUTION AUTHORIZING COG TO ENTER INTO A MEMORANDUM OF UNDERSTANDING WITH THE GREATER WASHINGTON BOARD OF TRADE TO ESTABLISH A SMART REGION MOVEMENT

WHEREAS, the Metropolitan Washington Council of Governments (COG) is comprised of the 24 jurisdictions of the National Capital Region's local governments and their governing officials, plus area members of the Maryland and Virginia legislatures and the U.S. Senate and House of Representatives, and COG provides a focus for action on issues of regional concern; and

WHEREAS, the Greater Washington Board of Trade (BOT), representing all industry sectors in metropolitan Washington, has been a long-standing partner in improving the region; and

WHEREAS, the BOT and its members have launched a cross-sector Greater Washington Smart Region Movement (GWSRM) to advance innovative, technology-driven solutions for economic growth and improved livability in the region; and

WHEREAS, COG has fostered and supported the *Region Forward Vision* to create a more prosperous, accessible, livable, and sustainable region; and

WHEREAS, the need for a long-term and robust mechanism to deliver a smart, digitally integrated, infrastructure system at scale to maximize regional integration and efficiency, is essential for the region to become a global hub for business, technology, and policy innovation; and

WHEREAS, a strong collaborative partnership between BOT and COG will strengthen both organizations and help to shape Greater Washington into the leading smart region in North America and beyond; and

WHEREAS, BOT, as strategic host, will endeavor to formalize collaboration between BOT, COG, and the Consortium of Universities, enabling a broad-scale integrated collaboration with the mission to define and deliver GWSRM; and

WHEREAS, the proposed Memorandum of Understanding (MOU) establishes an exclusive partnership between COG and the BOT to promote cooperation between participants to accelerate inclusive economic growth, improve livability, and increase the competitiveness by encouraging joint implementation of activities to establish the environment for public-private partnerships to build a cross-jurisdictional digital infrastructure and deliver smart projects across the region.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS THAT:

The COG Board of Directors supports the BOT's initiative to launch a cross-sector Greater Washington Smart Region Movement and directs the following:

1) The Executive Director, or his designee, is authorized to enter into a MOU with the BOT agreeing to exclusive partnership in establishing a Smart Region Operating Environment in the Greater Washington Metropolitan region. The MOU can be terminated at any time and will not include any financial commitment from COG.

2) The creation of a Smart Region Movement work group, composed of COG Board members appointed by the Board Chair, to work with COG staff and the Board of Trade on advancing the Smart Region Movement.

AGENDA ITEM #9

CYBERSECURITY THREATS AND PREVENTION

![Metropolitan Washington Council of Governments logo]

MEMORANDUM

TO: COG Board of Directors

FROM: Scott Boggs, COG Public Safety and Homeland Security Director

Luis Campudoni, COG Information Technology and Facilities Management Director

SUBJECT: Raise Awareness on Cyber Security for Local Governments

DATE: January 2, 2019

BACKGROUND

Cybersecurity is the protection of internet-connected systems, including hardware, software, and data, from cyberattacks. In a computing context, security comprises cybersecurity and physical security -- both are used to protect against unauthorized access to data centers and other computerized systems. Cyber-attacks, incidents, and breaches are a growing concern for the federal government, as well as state and local governments around the country. Cybersecurity is essential to enabling all other government services to function properly. Throughout 2019, the COG Board will focus on raising awareness of the importance of cybersecurity through education and information sharing.

FOCUS

Throughout the course of the year COG staff and committees will collaborate to share information and raise awareness on cyber security in three main areas:

1. Types of cyberattacks and potential threats

2. Where cyberattacks come from and how to identify threats

3. How to prevent attacks and continue to develop cyber security within our local governments' infrastructure

WORK PLAN

COG staff will work with the COG Chief Information Officers Committee (CIOs) and Chief Information Security Officers (CISOs) subcommittee to prepare a series of presentations to the COG Board on the three focus areas: types of attacks, identifying threats, and prevention. Jurisdiction staff within these committees will serve as expert resources on types of threats, protection, and prevention of cyber-attacks. The CIO and/or CISO in each jurisdiction is tasked with preventing attacks through policies and practices that are used on a daily basis. Sharing best practices and the importance of cyber security will increase awareness of this serious threat and highlight the importance of strong cyber security. Staff will also work with national associations such as the Public Technology Institute (PTI), the International City/County Management Association (ICMA), and the Center for Internet Security (CIS) to learn from other regions and share national best practices.

AGENDA ITEM #10

OTHER BUSINESS

AGENDA ITEM #11

ADJOURN