

Office of Equity | Office of the Governor  
**2022-2023 Annual Report**  
 Second Annual Report







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# Executive Summary

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## What this report covers

This is the Office of Equity's second annual report. This report covers:

- Summary of our work, which includes strengths and accomplishments.
- Overview of how well we complied with office standards and performance measures.
- Ways we can improve or expand our performance.

The Office of Equity was established in 2020 as the first of its kind in the nation. The first director was hired in March 2021, and the agency spent its first-year listening, learning, and building. While this past year brought transformational internal change, the foundation of our first year set us on our next level of growth to deliver legislative requirements and directives.

We are excited to share what we accomplished in our second year and what you can expect from us in the upcoming year.

## Navigation Tips

- You can navigate to any specific section by clicking on the desired title in the Table of Contents.
- We've created short sections to highlight the best work of the year.
- You will find links embedded throughout the report to support documents that help you navigate more information about a particular topic.



# Message from the Director

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I have been honored to serve as acting director since May 2023. I deeply know meeting our mandate is critical to the transformational change we need to serve all Washingtonians better and remove barriers so people can experience autonomy over their lives.

As we closed this fiscal year (July 2022 – June 2023), we shifted to building our internal capacity and laying a strong internal foundation. We did this by prioritizing issues, hiring more employees, and establishing our budget strategy. Our goal is to be as impactful as possible with the funds, positions, and resources we have.



I am thankful for the support our office continues to receive. Colleagues have helped us build position descriptions, recruit excellent candidates, host interview panels, tackle onboarding, share institutional knowledge, and support us through change. Because of you, I feel quite certain we can meet our mandate and advance systems change to achieve equity and justice for every person in Washington.

Our dedicated and passionate team continues to work for Washingtonians. While we still have much to do, we are ready to deepen this vision and further this life-changing work.

Equity & Justice for all,

A handwritten signature in black ink, appearing to read 'Megan Matthews'.

Megan Matthews  
Director of Office of Equity



## In Gratitude

We extend a sincere thank you to everyone who has helped us on this journey. Establishing an ecosystem for pro-equity and anti-racism takes all of us. Much of what we must do involves everyone being engaged as systems changemakers – not just our team.

Our approach is different from anything before- we work closely with other agencies and those in our communities to advance change. Forging this new path together requires a high degree of intentionality.

We are thankful for those who work alongside and act boldly in our strategies to center pro-equity anti-racism (PEAR) and belonging outcomes. Washington can lead the nation in this work, and we look forward to making it a reality for all Washingtonians.

Thank you for your dedication to advancing equity and justice in Washington.



# Introduction

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The Legislature established the Washington State Office of Equity in April 2020. At that time, the Legislature found that:

- The population of Washington has become increasingly diverse over the last several decades.
- As the demographics of our state change, historically and currently marginalized communities still do not have the same opportunities to meet parity as their nonmarginalized counterparts across nearly every measure. This includes education, wealth, employment, and health.
- Inequities based on race, ethnicity, gender, and other characteristics continue to be deep, pervasive, and persistent, and they come at great economic and social cost.

## Vision

Everyone in Washington has full access to the opportunities, power, and resources they need to flourish and achieve their full potential.

## Mission

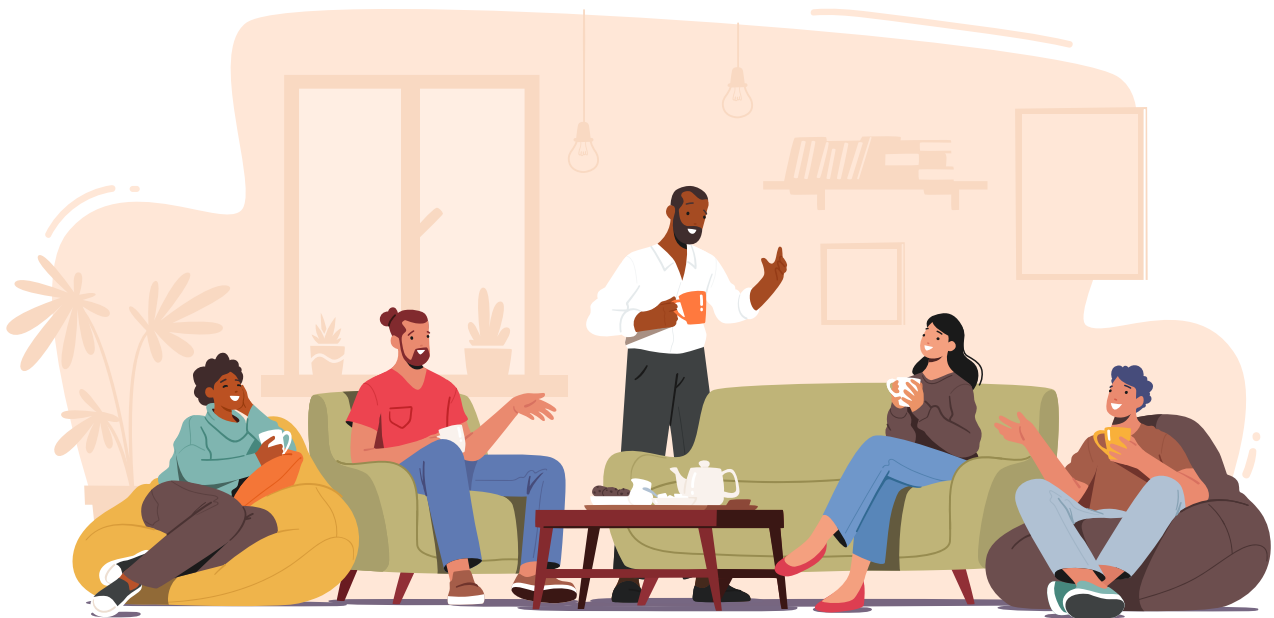
Promote equitable access to opportunities, power, and resources across government that reduce disparities and improve outcomes statewide.

## Values

- **Access:** Barrier-free environments so everyone can participate.
- **Belonging:** The right to participate in all aspects of society with acceptance, attention, and support from members of the society, while providing the same to others.
- **Dignity:** We honor the sacred nature of individual personhood.
- **Equity:** Acknowledge systemic inequalities by developing, strengthening, and supporting policies and procedures that distribute and prioritize resources to people in social identity groups who have historically been and currently are marginalized. This ensures everyone has access to the same opportunities, power, resources, and outcomes to achieve equality.
- **Justice:** Treating people fairly. To make right. What love looks like in public ([Cornell West](#)).
- **Love:** A selfless and giving act of the will. We seek to out-give and out-serve the other.
- **Ubuntu:** I am because we are. We are interconnected.

## Our Year at a Glance

- We established and published [guidelines on community compensation \(Second Substitute Bill \(2SSB\) 5793\)](#).
- We held the [Governor's Equity Summit](#) to advance equity in education, contracting, state employment, and public services, co-creating with state employees and state agencies (Per [Executive Order 22-02](#)).
- We published the [PEAR Plan & Playbook](#) and started one-on-one consultation with agencies ([Executive Order 22-04](#)).
- We appeared in several pieces of legislation to work with agencies on things such as digital equity, the community reinvestment plan, social equity in cannabis, equity in recruiting and hiring, and equity in early learning.





# Internal Accomplishments

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The Office of Equity actions, accomplishments, and opportunities for continuous improvement were centered on two primary areas. These are critical to establish an operational foundation for an effective team:



**Organizational Capacity:** Increase our organizational capacity to meet our mandates and directives.



**Strategic Alignment:** Build a shared internal strategy and implement a strategy for enterprise alignment to advance equity and justice for all.

These two areas center on staffing and budget. We are intentionally focused on filling every vacant position and establishing a budget strategy that supports the implementation of PEAR across state government.

## Organizational Capacity Central Services Budgetary Model

We moved to Central Services Model for funding and received 10 additional positions over the next two years from legislative session 2022-2023. The Central Services Model means the Office of Equity's allocated budget will be met by receiving a portion of each agency's budget. It signifies the importance and service of the Office of Equity to each agency as we advance equity and justice.

## Hiring & Retention

At the beginning of fiscal year 2023 (July 2022), our office had five staff. At the end of the fiscal year (June 2023), our office had 12. We currently have resources to fill a total of 36 positions.

To support hiring and retention, we accomplished four significant goals:

1. Worked with the Office of Financial Management Human Resources team to build our recruiting and hiring process.
2. Implemented Spark Hire, a virtual interviewing platform, as an innovative solution to swiftly recruit, interview, and select candidates while minimizing bias.
3. Identified ways we could improve our effectiveness. Working with existing staff, the Office of Financial Management, and subject matter experts, we published an organizational chart and strategy to build capacity in areas that need the greatest support throughout Washington state government.
4. To support retention, we created a culture and belonging administrator position to design and implement strategies that create a welcoming team environment and culture.

## Office of Equity Advisory Board

The program managers for the Office of Equity Advisory Board developed a strategy and initiated the process to build an Advisory Board. The Advisory Board serves as a model and framework for how agencies can build meaningful relationships with the communities they serve; this is a model of the PEAR framework for co-creation with community. The program managers have been engaged with communities throughout the state and use specific messaging strategies to ensure Washingtonians statewide know they can participate. The program managers intend to select and appoint board members with two and three-year terms within the first quarter of the new fiscal year.



# Enterprise Accomplishments

*“I am because WE are”*

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## Building Community Through Relationship

### Real talk series

To support change across government, the Office of Equity hosts a monthly series called Real Talk that allows state employees to have conversations about difficult topics. Without exercising this skill, we become complacent and neutral to the reality of racism and other forms of oppression.

Real Talk is a space for state agency employees to discuss, learn, and engage so they can take action related to advancing justice, equity, and belonging. No topic or theme is off limits for this honest and courageous series. We model the tough conversations so our state colleagues can start practicing having tough conversations so we can learn and grow from each other and produce more equitable outcomes. Each month, we have hundreds of employees attend.

### This year we had the opportunity to host several important sessions:

- **July:** Who Belongs? Independence for Who?
- **August:** Who Belongs? Immigration: Why we Need to be Honest About our Immigrant Roots
- **September:** Who Belongs? Disability Justice
- **October:** Who Belongs? Tribal Sovereignty: Is America Finally Making Good on its Word?
- **November:** Who Belongs? Veterans Left Behind: Is the Support Superficial?
- **December:** Who Belongs? A Year in Review
- **January:** Everyone Belongs: Making it Real
- **February:** Everyone Belongs: The Value of Love
- **March:** Everyone Belongs: Uplifting Women Storytellers
- **April:** Everyone Belongs: Improving Washington’s Correctional System
- **May:** Everyone Belongs: Missing and Murdered Indigenous Women and People (MMIWP)
- **June:** Everyone Belongs: Queer Joy

## Interagency Community Engagement Collective

The Interagency Community Engagement Collective was established to build relationships, learn from, and support each other's work, and identify and eliminate barriers to advance co-creation in state government. This group formed from groups that were already meeting across agencies. This group will help implement the community compensation guidelines in an equitable way. It will also devise and implement effective and human-centered community engagement and partnership strategies.

## Governor's Equity Summit

In November, the Office of Equity hosted the Governor's Equity Summit. The event brought state agencies, community members, and community organizations together to create measurements for achieving equity in public employment, hiring, contracting, and education. Despite being a small team, the staff, volunteers, and event sponsors worked together to create an impactful event – [showing that community is our strength](#).

## Equity in Public employment

The Office of Equity provided \$25,000 to each of Washington's seven [Business Resource Groups](#) and the [Interagency Collective of State Employed Women \(ICSEW\)](#) to help Washington become an employer of choice and diversify leadership positions.

## Leadership in Equity

The Office of Equity provided \$250,000 in funding to the Department of Enterprise Services (DES) for their new Leading Organizations program. This provides small agencies the opportunity to participate in leadership development training.

## Geographic Data & Equity

In the spirit of digital equity, we contributed \$170,000 to WaTech to create current land coverage data, including geospatial products for the natural environment and built environment. Supporting this data acquisition positively impacts work for:

- Department of Ecology
- Office of Equity
- Department of Commerce
- WaTech

Published through Washington's Open Data program, it will benefit all agencies and members of the public that seek access to the data.

## Demographic & Geographic Data Forum

The Office of Equity supported Commerce in its work around demographic and geographic data collection. That work evolved into an enterprise approach to this type of information. This collaborative is discussing barriers and pathways to equity related to the collection, analysis, and application of geographic and demographic data across the enterprise.

# Consultation & Resources

## PEAR Plan and Playbook

We published the PEAR Plan & Playbook to share the Office of Equity's 5-year Strategic Plan and Enterprise guide for implementing the PEAR ecosystem.

## Community Compensation Guidelines

Community Compensation guidelines were published December 2022 to help state agencies compensate community members who participate in state work groups for lived experience. This serves as a model of true partnership with community.

## Agency Support

We partnered with and provided PEAR consultation, technical assistance, and support to these agencies.

- Department of Agriculture
- Department of Children, Youth, & Families
- Department of Commerce
- Department of Ecology
- Department of Enterprise Services
- Department of Financial Institutions
- Department of Health
- Department of Licensing
- Department of Services for the Blind
- Department of Social & Health Services
- Early Learning Advisory Council
- Employment Security Division
- Environmental Justice Council
- Health Care Authority
- HHS Coalition Integrated Enterprise Project
- Interagency Committee of State Employed Women
- Labor & Industries
- Liquor & Cannabis Board
- Office of Correction Ombuds
- Office of Financial Management
- Office of Minority and Women-Owned Business Enterprise
- Puget Sound Partnership
- Recreation & Conservation Office
- Results Washington
- Washington Lottery
- Washington Military Department
- Washington State Deputies
- Washington State Patrol
- Washington Student Achievement Council
- WaTech

# Statewide Equity Performance Summary

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## The Office's goals for equity across the state are to:



**Reduce disparities across state government including public employment, education, contracting, and services.**



**Improve outcomes for all Washingtonians.**

Our primary strategy to advance these goals is to transition Washington state from an entity that is extractive and transactional to one that is relational and collaborative. The Pro-Equity Anti-Racism (PEAR) methodology is the framework we are utilizing to influence this transition. Agencies that completely embrace PEAR will achieve a culture of co-creation and **Washington state government that does its work *with* people, instead of *to* them.**

Our philosophy on performance and accountability recognizes Washington state government is the sum of all its parts. Washingtonians do not care if one agency succeeds if others do not. We collectively rise and fall together; we are one Washington. Our office approaches our evaluation, not from a punitive perspective, but one that assesses where the greatest need is. Our role as part of this team is to provide support to advance equity. We assess agency performance and impact to understand the need and prioritize our support.

Washington state government success depends on laying a strong foundation of co-creation. As such, our reporting for the next two years is focused on the foundational components of the PEAR Plan & Playbook ([Executive Order 22-04](#)).

The strategic plan published in the PEAR Plan & Playbook outlines three major phases:

*PHASE*

**1**

**Phase 1: Compliance**

Our reporting strategy will focus on required deliverables: complete PEAR Team, Equity Impact Assessment (EIA), and Strategic Action Plan (SAP).

*PHASE*

**2**

**Phase 2: Transformation**

Our reporting strategy will focus on the organizational PEAR priorities, habits, strategic investments, intended outcomes, and performance measures agencies develop and implement.

*PHASE*

**3**

**Phase 3: Accountability**

Real accountability is about truth and reconciliation. Our reporting strategy focuses on outcomes and impact of agency actions.

	<b><i>PHASE 1:</i></b> <b>Compliance</b>	<b><i>PHASE 2:</i></b> <b>Transformation</b>	<b><i>PHASE 3:</i></b> <b>Accountability</b>	
<b>Year 1</b>	Build a PEAR Team			
<b>Year 2</b>	Complete an EIA	Priorities & Investments		
<b>Year 3</b>	Develop an SAP	Performance & Outputs	Outcomes	
<b>Year 4</b>		Change & Organizational Habits	Effectiveness	
<b>Year 5</b>			Impact	

## Laying the Foundation (Compliance)

The Office of Equity supports agencies as they meet Executive Order 22-04 and apply a pro-equity anti-racism lens in all aspects of decision-making ([RCW 43.06D.040 \(1\)\(a\)](#)). Implementing the PEAR Ecosystem is intentional and each step is built on the next. If your agency completed one of these actions before completing the previous action, please pause and address the missed step with intention and community.

### **As part of Executive Order 22-04, state agency leaders must:**

1. Develop a PEAR Team
2. Conduct an Equity Impact Assessment
3. Develop and Implement a PEAR Strategic Action Plan

This year, we evaluated agencies based on whether they had a complete PEAR team. We received a total of 59 agency responses to our Statewide Equity Performance survey. In the next fiscal year, we will focus on getting 100% response and completion to the above Steps 1 (for agencies who may not yet have complete PEAR Teams), 2, and 3.

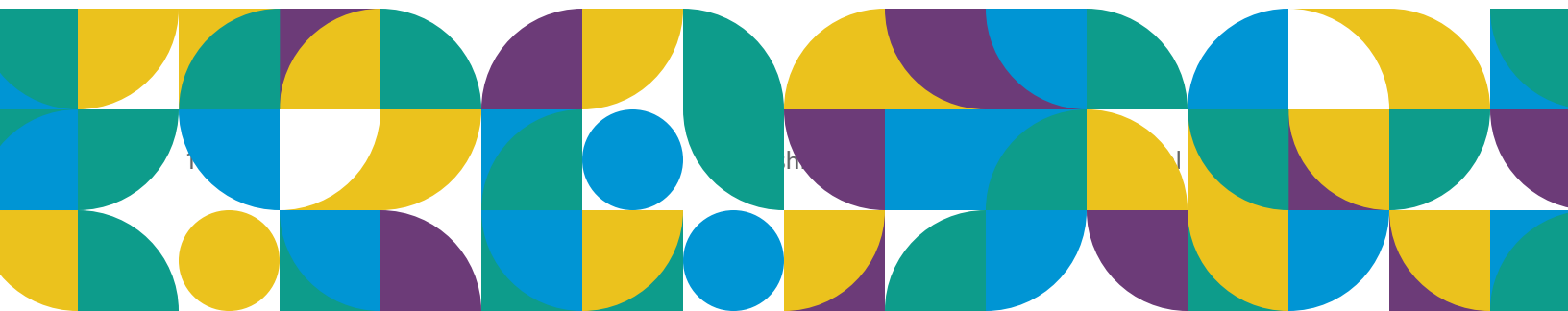
## Establishing a PEAR Team

Establishing a strong PEAR Team is fundamental to building a PEAR ecosystem. Agencies must partner with others to intentionally name and address implicit and explicit bias and all levels of racism, particularly against people who are seen and treated as Black, Indigenous, or people of color.

**32** agencies reported they have established a PEAR team that includes including executive leaders, community members, employees, and subject matter experts.

**40** agencies reported they have completed PEAR orientation.

Of those reporting, **22** agencies shared they have both fully established PEAR teams and 100% of team members have completed PEAR orientation.



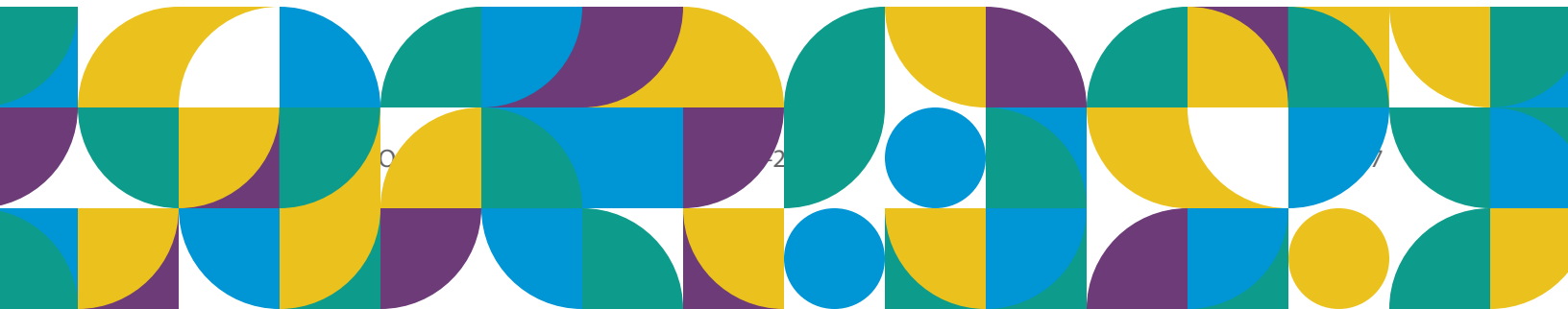


## Community Compensation

In accordance, with Second Substitute Senate Bill (2SSB) 5793 and RCW 43.03.220, the Office of Equity established the community compensation guidelines for agencies to use to establish and implement internal policies to pay community members who participate on class one workgroups. We also hosted several live question and answer sessions to support agencies in their implementation of the guidelines. Per 2SSB 5793, agencies must report on their compensation of folks with lived experience who participate on their class one workgroups, by August 31st, for fiscal year 2023 and 2024.

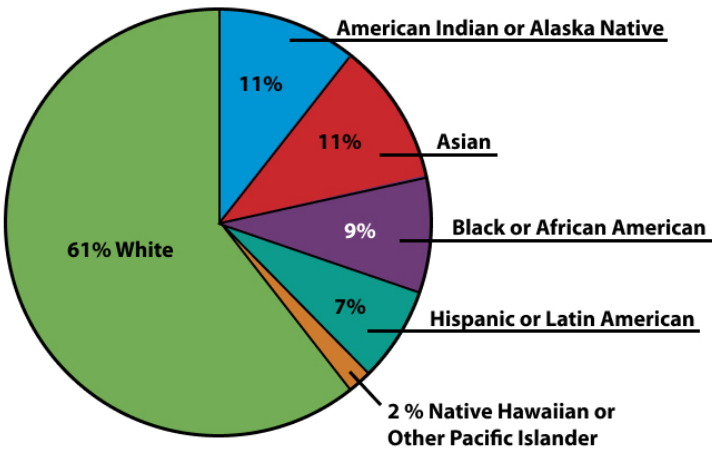
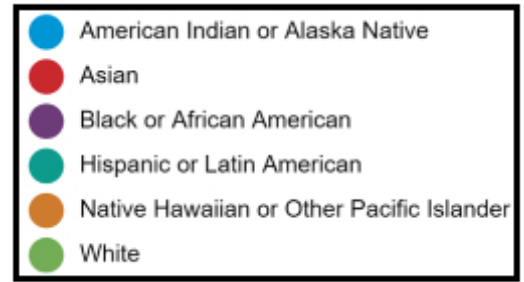
We deployed a survey to collect information from agencies on compensation. Here is a summary of the survey results. (We will provide a complete report to the governor and the Legislature with a process evaluation, recommendations to improve and remove barriers to participation in December 2024).

- **24** agencies reported on their efforts around community compensation.
- **102** agency work groups are represented in the submissions.
- **3,041** work group members are accounted for through the survey.
- **974** volunteers were compensated through stipends or allowances.
- **31%** of work group participants were compensated for providing their lived experience.
- **33** work groups did not offer compensation or did not have volunteers that qualified and/or requested compensation.
- **3** agencies have no work groups to provide compensation, but their responses will help us better understand the efficacy of the community compensation program.
- **1** agency did not have work group volunteers but provided compensation to individuals that provided interviews.
- A total of **\$309,7777.75** in stipends have been paid to community members participating in work groups.
- A total of **\$11,858.41** in allowances have been paid to community members participating in work groups.



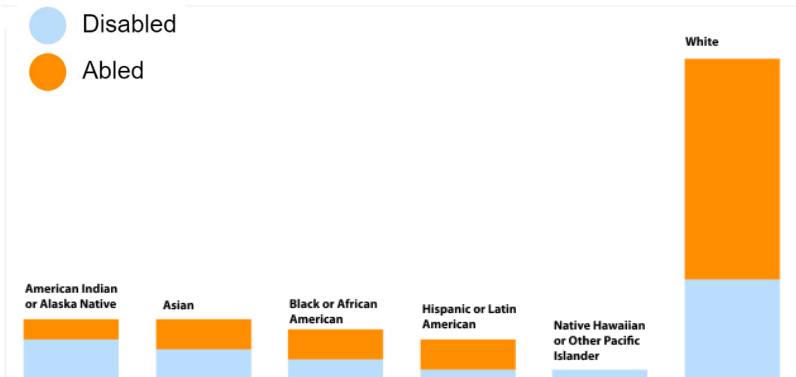
## Community Compensation Survey Results

At this time, limited demographic information has been volunteered by community members participating in work groups. Through our continued collaboration with the Interagency Community Engagement Collective, we continue to receive feedback on the Community Compensation program. Our goal is that all agencies implement community compensation for Class One volunteers for lived experience.



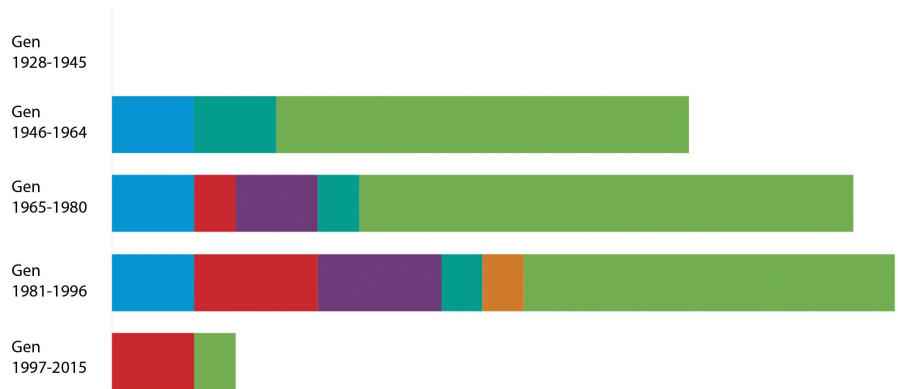
Of the respondents, 61 percent identified as white, 11 percent as American Indian or Alaska Native, 11 percent as Asian, 9 percent as Black or African American, 7 percent as Hispanic or Latin American, and 2 percent as Native Hawaiian or Other Pacific Islander.

The majority of respondents were not American Indian or Alaska Native. The respondents included more Tribal Citizens than people who identified as Urban Indian.



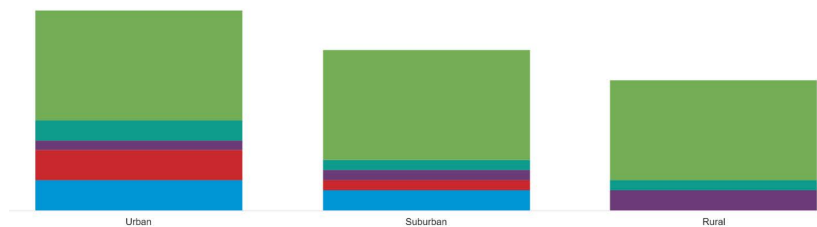
The majority of respondents identified as White, of which nearly one third self-identified as disabled. Approximately half of Asian respondents are disabled, approximately one third of American Indian or Alaska Native respondents are disabled, approximately one third of Black or African American respondents are disabled, and approximately one quarter of Hispanic or Latin American respondents are disabled.

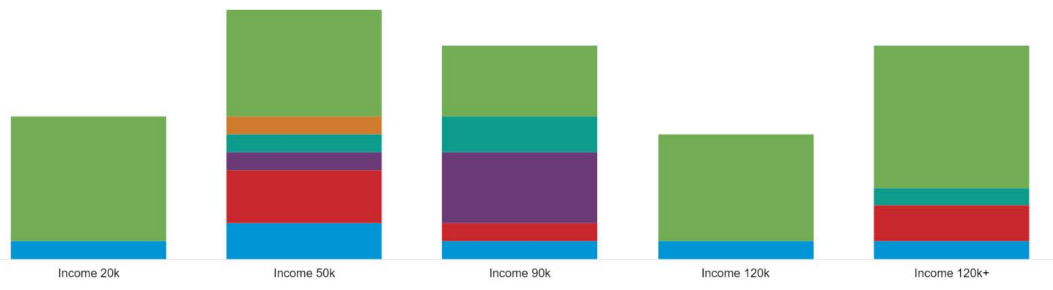
The largest number of respondents were born from 1981-1996, followed by 1965-1980, then 1946-1964. The smallest age group was those born between 1997-2015.



The majority of respondents identified as being housed. A large number reported that they had unstable housing experience, and few were in unstable housing.

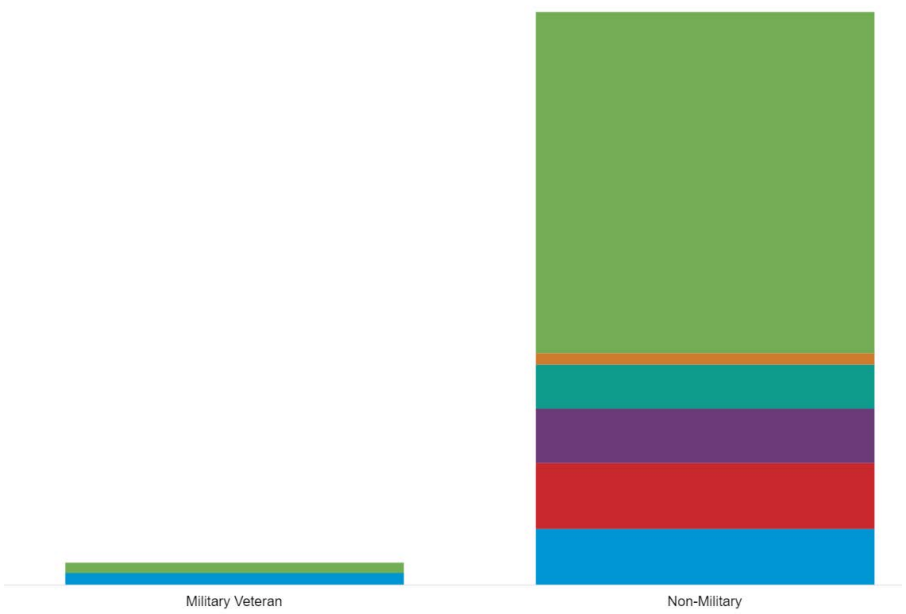
The largest group of respondents identified they lived in an urban area, the second largest group live in a suburban area, and the third largest group of respondents live in a rural area.





Most respondents earn 50 thousand dollars per year, while the second largest groups were those who earn 90 thousand dollars or over 120 thousand dollars.

Most respondents were not military veterans.



# Transformation and accountability

As we lay a foundation together, we would like to share principles to keep in mind as you continue your PEAR journeys.



Embrace continuous learning, growing, and pivoting that sustains meaningful policy and systems change that achieves equitable policies, practices, and outcomes.



Be transparent, accountable, and operate with urgency.



Create and maintain a long-term commitment to change and help others see the benefit for them to acting immediately.



Build public trust and accountability for sustaining equity through values-driven, data-informed decision-making and outcome tracking.

We celebrate agencies that responded to the Statewide Equity Performance survey. And we would like to extend a special thanks to the agencies that selected “We would like help with this” to any question in the survey. This work is never going to be linear or perfect, and that is OK. By acknowledging the need to help with this work, you demonstrated accountability and relational partnership.

Over the next year, we will reach out to agencies who requested support with their PEAR teams in the following areas:

- PEAR team: **5 agencies**
- Shared decision-making: **9 agencies**
- Relational partnership: **3 agencies**
- Clear roles: **10 agencies**

# What's Next?

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To move state government from Foundation to Transformation, the Office of Equity is focusing on strategic goals that have an enterprise impact and an internal impact.

Agencies should expect to receive resources and support to complete Phase 1 by June 2024 and our reporting strategy will evolve to reflect that expectation. Our goals for implementing PEAR are:

- All agencies have fully established a PEAR team rooted in relational partnership.
- Agencies should have started their baseline Equity Impact Assessment and submitted it for the Office of Equity's review.
- Agencies should begin developing their PEAR Strategic Action Plans.

## Office of Equity Accountability

We will strive to meet our mandate to advance systems change by embedding an equity lens throughout all agency decision-making. Our goals for the year include:

- Support state government in its transition from a transactional and extractive entity to one that is relational:
  - Support legislatively funded work in partnership with the Centre for Public Impact (CPI).
  - Launch relational partnership resources to establish the relational partnership toolkit. This includes a workbook, workshops, and a consultation process.
  - Further develop and deploy the PEAR framework, resources, support, workshops.
  - Devise and implement a consistent consultation process that guides and supports agencies.
- Drive accountability through innovation:
  - Release the Equity Hub and Performance Dashboards to help agencies invest where the needs are greatest, and where they can address root cause issues that perpetuate systemic racism and oppression.
  - Build and deploy an accountability framework development for greater government transparency.
- Lead with transparency:
  - Create robust and comprehensive communications strategy.
  - Launch redesigned, website aligned with our strategic goals that is accessible, easy to navigate, and drives action.

## Internal Impact

Our organizational goals for fiscal year 2024 (July 2023- June 2024) include:

- Fully staff the 36 positions we have funding for.
- Implement a budget strategy to use the funding for the broadest impact possible.
- Develop and implement internal processes for more efficient and effective operations.
- Establish internal culture that is welcoming and furthers a sense of belonging.
- Establish partnerships and relationships for comprehensive strategies that can address root causes of racism and oppression in our systems.
- Officially launch Smartsheet, a project management platform that will us better deliver consultation, resources, and technical support to agencies as well as streamline our internal operations.

These goals will help us model relationship building, collaboration, co-creation, transparency, and accountability.





## Actualizing Equity

*“So, we rise and fall together. We are one Washington.”*

*Megan Matthews, Director for the Office of Equity*

As we work to foster a sense of care throughout our processes, practices, and policies, we know centering pro-equity anti-racist values and actions is imperative as the foundation. And, as we guide agencies to create their PEAR plans and establish relational partnership norms, we ask state employees to see themselves as a part of the solution. No matter your role, we are all here to serve Washingtonians. We look forward to working within the state government and the community to further this approach. Be ready to make bold decisions and take courageous actions to make Washington an equitable state.



# Appendix A: Agency PEAR team and PEAR team orientation completion

Agency Name	Team	Orientation
Washington State Board of Accountancy	Support Requested	70%
Washington State Arts Commission	Yes	72%
Board of Industrial Insurance Appeals	Yes	100%
Board of Tax Appeals	In Progress	100%
Commission on African American Affairs	Yes	100%
Commission on Asian Pacific American Affairs	Yes	100%
Caseload Forecast Council	Yes	100%
Commission on Hispanic Affairs	Yes	100%
Department of Commerce	In Progress	90%
Columbia River Gorge Commission	Yes	90%
Charter School Commission	In Progress	100%
Department of Children Youth & Families	Yes	75%
Department of Enterprise Services	Yes	100%
Department of Natural Resources	Yes	4%
Department of Corrections	Yes	100%
Department of Health	Yes	100%
Department of Licensing	Yes	26%
Department of Revenue	In Progress	100%
Department of Retirement Systems	In Progress	100%
Department of Services for the Blind	Yes	100%
Department of Social & Health Services	Yes	100%
Energy Facility Site Evaluation Council	No	0%
Environmental and Land Use Hearings Office	Support Requested	100%
Employment Security Department	Yes	85%
Eastern Washington University	Yes	100%
Office of the Governor	Yes	100%
Health Care Authority	Yes	100%
Liquor & Cannabis Board	In Progress	100%

<b>Agency Name</b>	<b>Team</b>	<b>Orientation</b>
Law Enforcement Officers' & Fire Fighters' Plan 2 Retirement Board	No	100%
Labor & Industries	Yes	75%
Washington Lottery	In Progress	100%
Washington Military Department	No	100%
Office of Administrative Hearings	Yes	100%
Office of the Corrections Ombuds	In Progress	100%
Office of the Education Ombuds	Yes	60%
Office of Financial Management	Yes	100%
Office of Independent Investigations	In Progress	75%
Office of Minority & Women's Business Enterprises	Support Requested	0%
Public Disclosure Commission	In Progress	100%
Pollution Liability Insurance Agency	Yes	100%
Puget Sound Partnership	Support Requested	100%
Recreation & Conservation Office	In Progress	100%
Board of Registration for Professional Engineers & Land Surveyors	Yes	100%
Utilities & Transportation Commission	In Progress	75%
Washington Technology Services	Yes	100%
Department of Fish & Wildlife	In Progress	80%
Department of Veterans Affairs	Support Requested	100%
Washington Student Achievement Council	In Progress	100%
Department of Agriculture	Yes	100%
Department of Transportation	Yes	33%
Washington State Patrol	Yes	100%
Washington State Traffic Safety Commission	Yes	86%
Center for Deaf & Hard of Hearing Youth	In Progress	10%
Department of Financial Institutions	Yes	100%
Office of the Family & Children's Ombuds	Yes	100%
Office of the State Treasurer	In Progress	100%
Results Washington	In Progress	100%
Board of Education	In Progress	100%
Workforce Training & Education Coordinating Board	In Progress	50%





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