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## Baseline Equity Impact Review (EIR) for Creating Your PEAR Strategic Action Plan

**What is an Equity Impact Review (EIR)?**

An Equity Impact Review (EIR) is a five-step process that blends numerical (quantitative) data and descriptive, community narrative (qualitative) data to inform agency planning, decision-making, and implementation to achieve equitable access to opportunities and resources that reduce disparities and improve equitable outcomes statewide.

Agency leaders will partner in decision-making with employees and communities impacted by agency programs or services to complete an initial baseline EIR on key business lines to identify PEAR Service Line opportunities where the needs are greatest.

Based on the results of a Baseline EIR, agency leaders will complete an agency PEAR Strategic Action Plan Template that details the PEAR Service Line Priorities and Investments that they will embed in their agency’s key business lines to achieve PEAR outcomes and goals.

**Directions:**

1. Complete a Baseline Equity Impact Review (EIR) on your agency’s key business lines using the worksheets below.
2. Identify disparities and areas where the needs of communities, employees, and other interested parties are the greatest in your key business lines.
3. Identify the top three (3) PEAR Service Line Priorities and Investments you will focus on in your agency PEAR Strategic Action Plan to eliminate these disparities.

**IMPORTANT:**

* The EIR worksheets below are for agency use only. Do not submit your worksheets to the Office of Equity unless requested.
* Agency leaders are responsible for completing the EIR worksheets with assistance from their PEAR Teams. Agency leaders will use these worksheets to gather and organize the information they need to complete their agency PEAR Strategic Action Plan Template.
* Use the tools in the PEAR Plan & Playbook (e.g., Relational Partnership Guide), available data, and other resources to complete the EIR worksheets.
* Provide detailed, complete responses to all questions as best you can.
* Write in [plain talk](https://www.governor.wa.gov/issues/issues/efficient-government/plain-talk) where possible.
* For questions where you may not have complete information: share available information and describe how and when you plan to get missing information.
* Consider using a combination of graphics and other visual elements and text to communicate information.

**REMEMBER:** For each step of the EIR process, consider how the following frameworks of equity are being impacted:

**Distributional equity**—Fair and just distribution of benefits and burdens to all impacted parties and communities across the community and organizational landscape.

**Process equity**—Culturally appropriate, open, and fair access by all impacted persons to decision processes that impact community and operational outcomes. Process equity relies on all impacted parties having access to and meaningful experience with civic and employee engagement, public participation, and jurisdictional listening.

**Cross-generational equity**—Effects of current actions on the fair and just distribution of benefits and burdens to future generations of communities and employees. Examples include income and wealth, health outcomes, White privilege, resource depletion, climate change and pollution, real estate redlining practices, and species extinction.

### Baseline EIR Step 1: Scope

Identify and analyze the communities and interested parties impacted by your key business lines.

**Impacted communities:** those that do not participate in decisions surrounding the service/action, but nonetheless are impacted by the service/action.

**Interested parties:** those that take part in the decision-making and impacted by the service/action. For agencies, employees are typically considered interested parties, but only when they were included in decision-making.

**Key business lines** are major categories of products or services your agency offers. Business lines serve a particular business need or a particular customer or employee transaction. Examples: Budget; Human Resources; Civil Rights Complaint Investigations; Quality Assurance; Facilities; Field Services Offices; Contracts and Purchasing, Auditing; Legal Services; Risk Management; Emergency Management; Call Centers; Information Technology; Equity, Diversity, and Inclusion (EDI) Office; Legislative and Administrative Policy; Special Education; Client Services; Enterprise Training; Communications; and Testing and Certifications.

List your agency’s key business lines (list as many as you have):



1. What people/populations and locations/geography (i.e., places) are impacted by your key business line policies, practices, services, programs, and processes?
2. Explain how people and places impacted were identified.
3. What effects, impacts and/or outcomes do your key business line policies, practices, services, programs, and processes have on the **people and places identified above**? Outcomes can be positive, negative, and mixed, and have different levels of intensity.
4. What effects, impacts and/or outcomes do your key business line policies, practices, services, programs, and processes have on **agency employees**? Outcomes can be positive, negative, and mixed and have different levels of intensity.
5. Where can your agency get **quantitative** data on disparities for the people and places impacted by your key business line policies, practices, services, programs, and processes (e.g., numerical data on racial disparities in hiring in your Human Resources business line)?
6. Where can you your agency get **qualitative** data on disparities for the people and places impacted by your key business line policies, practices, services, programs, and processes (e.g., customer service satisfaction survey open responses)?
7. If data is not currently available, how could you get it?
8. Where are disparities greatest? What does the available quantitative and qualitative data show?
9. Describe your current process for making decisions in key business lines. How do you currently make decisions that impact employees? How do you currently make decisions that impact communities?
10. Explain how **impacted communities** and **interested parties** have been historically engaged with and included in decision-making processes in your key business lines.
11. Historically, which **impacted communities** and **interested parties** have not been involved in the decision-making processes? Why?
12. Explain how **impacted communities** and **interested parties** were identified.
13. Historically, has data collected, owned, analyzed, and applied by impacted communities for impacted communities and interested parties been used by your agency to assess key business line performance (e.g., data tables produced by Black community organizations for the Black community)?
14. How could you get this data?
15. How could this data be helpful compared to agency collected, owned, analyzed, and applied data?

#### Phase 1: Reflections

1. What worked well in EIR Step 1 and what can be done differently?
2. What was learned in this process that can be brought into EIR Step 2: Analyze and Initiate?

#### Phase 1: Checklist

Did your agency do the following?

* Identify how your key business lines impact people and places using demographic disparities information.
* Consider agency employees, low-income populations, communities of color, residents with limited English proficiency, people with disabilities, and other populations that have been impacted.
* Identify the group of interested parties and impacted communities, organizations, and partners – including those who have historically not been included or engaged – and their roles in decision-making.

### Baseline **EIR Step 2: Analyze and Initiate**

Learn from those who are impacted.

This phase of the EIR identifies agency engagement efforts, to learn about the priorities and concerns of impacted community and receive feedback and direction. This phase considers which of the 15 Determinants of Equity may be impacted, and includes a review of how the projects, programs, and investments relate to the community’s expressed priorities and concerns.

By using the Determinants of Equity as a framework, some general observations can be made about what results an action/decision may have. Access to the Determinants of Equity creates a baseline of equitable outcomes for people regardless of race, ethnicity, class, disability, gender, language spoken, etc. Disparities are created when barriers exist that prevent individuals and communities from accessing these conditions and reaching their full potential. These factors, while invisible to some, have profound and tangible outcomes on all.

Please reference the PEAR Service Lines section of the PEAR Plan & Playbook for more insight into the state’s commitment and pathway to building a more equitable, racially just, accessible, and belonging-centered Washington. Remember that systems are linked; actions can have far-reaching and unintended consequences.

1. What opportunities are there for partnering in decision-making with impacted communities and employees in agency decision making, planning, programs, and budget development?
2. What is your agency’s strategy for partnering in decision-making with community?
3. What is your agency’s strategy for partnering in decision-making with your employees?
4. How will you learn from impacted communities, employees, and other interested parties about their **PEAR priorities in your key business lines**? What is the plan?
5. How will you learn from impacted communities, employees, and other interested parties about their **PEAR concerns in your key business lines?** What is the plan?
6. What methods are being considered to make community and employee engagement **accessible?** Is it adequate (based upon community/employee experience)?
7. How much time and resources are being or will be dedicated to building relational partnerships with communities and employees? Is it adequate (based upon community/employee experience)?
8. What engagements have you held, with whom, and when for this EIR?
9. Who was missing?
10. What did you learn at the engagements from impacted communities, employees, and other interested parties about the root causes of inequities and their origin?
11. What did impacted communities, employees, and other interested parties say could be ways to address the root causes of inequity?
12. What did impacted communities, employees, and other interested parties say could be potential unintended outcomes of PEAR Service Line Investments (both positive and negative)?
13. How were the above unintended outcomes determined?
14. What data supports the above determination?
15. How will you gather input from those who did not or were unable to participate in the community/employee engagements?

#### Phase 2: Reflections

1. What worked well in EIR Step 2 and what can be done differently?
2. How successfully were details collected about impacted communities’ and employee priorities and concerns related to your key business lines?
3. What was learned in this process that can be brought into EIR Step 3: Co-create & Partner in Decision-making process?

#### Phase 2: Checklist

Did your agency do the following?

* Learn about impacted communities’, employees’, and/or interested parties’ priorities and concerns (use the Relational Partnership Guide to help with this) related to your key business lines.
* Identify which Determinants of Equity will be impacted by PEAR Service Line Investments – both directly and indirectly.
* Identify how PEAR Service Line Investments will/could impact known disparities within Determinants of Equity (use quantitative data and/or gather new information).
* Identify potential unintended outcomes of PEAR Service Line Investments.

### Baseline **EIR Step 3: Co-create & Partner in Decision-making**

Analyze potential changes that improve pro-equity, racial justice, access, and belonging.

Identify 3 proposed PEAR Service Line Priorities and Investments (see section in the PEAR Plan & Playbook) that you would like to include in your agency PEAR Strategic Action Plan based on the findings of Step 1 and Step 2 of this EIR:

Proposed PEAR Service Line Priority where needs are greatest:

Proposed PEAR Service Line Investment where needs are greatest:

Impacted Agency Key Business Line(s):

Impacted PEAR Service Line(s):

Proposed PEAR Service Line Priority where needs are greatest:

Proposed PEAR Service Line Investment where needs are greatest:

Impacted Agency Key Business Line(s):

Impacted PEAR Service Lines:

Proposed PEAR Service Line Priority where needs are greatest:

Proposed PEAR Service Line Investment where needs are greatest:

Impacted Agency Key Business Line(s):

Impacted PEAR Service Line(s):

Are the 3 proposed PEAR Service Line Investments the best choice for advancing pro-equity, racial justice, access, belonging in your key business lines where the needs are greatest? Could other PEAR Service Line Investments be more effective? Be creative and challenge assumptions.

Re-examine the following questions:

* Who decides what information is collected?
* Who owns that information?
* Who determines how data is interpreted and applied?

1. What are the intended PEAR outcomes of these 3 proposed PEAR Service Line Investments?
2. Based on EIR Step 1 and 2, how will your 3 proposed PEAR Service Line Investments increase or decrease benefits or burdens for impacted people groups and places? Consider the services, products, standard operating procedures, resource pipeline (i.e., internships, hiring and development), governance/decision-making structures for each place and people group.
3. How can burdens be identified and minimized?
4. How can benefits be maximized?
5. What disparities will these investments eliminate or reduce? How does each proposed PEAR Service Line Investment address the root causes of disparities identified by impacted communities, employees, and other interested parties?
6. How will you evaluate the potential impact of these PEAR Service Line Investments on distinct communities/employees?
7. What are the outcome measures for the proposed investments?

Click or tap here to enter text.

1. How do the 3 proposed PEAR Service Line Investments align with or don’t align with the concerns and priorities expressed by impacted populations?
2. Tribal Liaisons: Did your agency consult with tribal governments and Recognized American Indian Organizations (RAIOs)? How do these proposed investments address the consultation they provided?
3. How does each proposed PEAR Service Line Investment advance racial justice and racial equity?
4. Which people and/or places groups, with the greatest need, will these investments be focused on?
5. Describe the criteria that was used to choose the proposed PEAR Service Line Investments. Include priorities and concerns of impacted populations, qualitative and quantitative data, outcomes, risk, etc.
6. What is the proposed duration of the PEAR Service Line Investments (e.g., 6 months, 1 year, 2 years)?
7. What resources are needed to make the investment (e.g., decision package requests, FTEs, policies, procedures, training, IT systems, etc.)?
8. What risks, needs, or impediments might affect implementation of these proposed PEAR Service Line Priorities and Investments (e.g., budget, regulatory, statutory, and policy constraints)?
9. What solutions have you identified to address these risks, needs, or impediments to ensure implementation is sustainable?
10. What other agency programs/agencies/community partners could help with implementing changes?
11. How can existing resources be pooled or jointly requested (e.g., joint decision package requests, joint agency legislation) to support the proposed PEAR Service Line Investments?

#### Phase 3: Reflections

1. What worked well in EIR Step 3 and what can be done differently?
2. How well were impacted communities’/employees’ priorities and concerns addressed in the proposed changes (On a scale from 1-10, with 10 being “very well”)?
3. Based on the results of Step 3, do you need to identify different PEAR Service Line Priorities and Investments where the needs are greatest?
4. What was learned that will guide future actions/decisions with this phase in the future?

#### Phase 3 Checklist

Did your agency do the following?

* Illustrate or map out how proposed PEAR Service Line Investments will impact community and employee priorities and concerns.
* Evaluate each proposed investment to determine who may be disproportionately burdened or benefited – now and in the future. How would alternative investments differ in improving or worsening Determinants of Equity?
* Identify upstream investments (and related costs) that target root causes to eliminate disproportionate impact and disparities.
* Prioritize equitable outcomes as the driver for investments and reconcile with existing constraints that do not center PEAR.

### Baseline **EIR Step 4: Implement**

Staying connected with employees and communities.

At this phase, continue relational partnership efforts with community members on the action/decision, and in ways that reach those in the community who have historically been left out of its development or may not understand how the action/decision may affect their daily lives. This means continuing to look for opportunities to share information and power in an accessible way, such as straightforward language that is easy to understand, providing alternative contact methods for those who are unable to access the internet, providing interpretation or translation in multiple languages as needed to provide language access, and providing auxiliary aids and services for persons with disabilities. This will not guarantee active engagement or participation, but rather foster a sense of belonging in the process and knowledge among community members/employees that their voice and expertise is valued.

Based on earlier use of the Relational Partnership Guide in the PEAR Plan & Playbook, describe the implementation timeline:

* 1. What was done (or is planned) to stay engaged with impacted communities and employees to guide successful implementation of your agency PEAR Strategic Action Plan?
  2. What was done (or planned) to communicate with communities, interested parties, and employees about your agency PEAR Strategic Action Plan?
  3. What was (or is planned to be) measured and evaluated in collaboration with impacted communities and employees to assess achievement of PEAR outcomes?

* 1. What monitoring and accountability systems exist (or will exist) to identify unintended consequences?
  2. How will course corrections be handled if unintended consequences are identified?

#### Phase 4: Reflections

* 1. What worked well in EIR Step 4 and what can be done differently?
  2. What was learned in this process that can be brought into ongoing learning?

Phase 4: Checklist – Do communities and employees still feel connected to the action/decision?

Did your agency do the following?

* Based on earlier use of Relational Partnership Guide, communicate with communities, interested parties, and employees about how the action/decision will be implemented.
* Engage with the impacted communities and employees to guide successful sustainable implementation.
* Advance PEAR opportunities when/where possible (i.e., contracting, hiring and promotion, materials sourcing, etc.)
* Measure and evaluate the intended outcomes in collaboration with impacted communities and employees. Is there sufficient monitoring and accountability systems to identify unintended consequences?
* Plan for course corrections for unintended/unplanned consequences with communities, employees, and interested parties.

### Questions for Executive Summary

The following will help you develop an executive summary to communicate your PEAR Strategic Action Plan to communities/employees/interested parties.

The top 3 PEAR Service Line Priorities and Investments that will be included in our agency PEAR Strategic Action Plan are:

List the agency key business lines that are directly impacted by this decision:

Describe the Determinant(s) of PEAR that will be impacted by this decision:

List the impacted Determinant of PEAR Groups (Community Support Systems – Trunk; Family Support Systems – Branches; Community Infrastructure – Root System; Government Practices – (Soil & Nutrients):

Describe the desired PEAR outcomes and outcome measures (how your agency will measure effectiveness of your 3 PEAR Service Line Investments).

Describe how your PEAR Service Line Investments will achieve the desired PEAR outcomes.

List the PEAR habits that are needed to achieve the desired PEAR outcomes.

List your agency’s goals and explain what you will achieve in the first three months after investment start date.

Which impacted communities, organizations, and employee position titles were directly involved in this decision?

What was the self-identified demographic composition of the decision team (race, gender, ethnicity, age, disability, etc.)?

### **Baseline EIR Step 5: Commit – Equitable Lean Continuous Improvement**

In this phase, continue to learn and involve community in determining whether actions/decisions appropriately respond to community/employee priorities and concerns. Creating and improving equitable processes that advance pro-equity, racial justice, access, and belonging. Authentically engage and include impacted parties early, continuously, and meaningfully. Learn with the community/employees to adjust the action/decision as their priorities and concerns shift.

Communicate progress to all who are impacted. Plan to include community/employee feedback into future planning.

Review data reporting plans to ensure investments are where the needs are greatest.

Describe the plan to share, listen, adjust, and learn with impacted communities and employees.

* 1. What evaluation methods will be used to determine if your PEAR Service Line Investments added value to impacted communities’ and employees’ priorities and addressed concerns?

* 1. How will you stay connected and informed as priorities and concerns of impacted communities and employees change?
  2. What is the process for adjusting actions/decisions, in collaboration with impacted communities and employees?
  3. What is your communication plan to communicate progress and challenges toward PEAR outcomes, particularly with impacted communities, employees and/or interested parties?

#### Phase 5: Reflections

* 1. What worked well in EIR Step 5 and what will be done differently?
  2. Of the PEAR outcome measures identified, can any be adapted or broadened to other state activities/processes?
  3. What was learned throughout this EIR process (all steps) that can be used to embed PEAR in your agency?

Phase 5: Checklist – Equitable Lean Continuous Improvement. Listen, adjust, and co-learn with communities and employees

Did your agency do the following?

* Assess whether the action/decision appropriately responds to community and employee priorities and concerns.
* Co-learn with community and employees on how best to adjust the action/decision to accommodate shifts in community and employee priorities and concerns.
* Communicate progress transparently to all interested parties. Plan to include consistent (defined by community or employees) community and employee feedback into future planning.