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# **Our PEAR Service Line Methodology**

Pro-Equity Anti-Racism (PEAR) Service Lines

Leadership, Operations & Services
Plans, Polices & Budgets
Workforce Equity
Tribal Government Relationships
Public communications & education
Facilities & Systems Improvements
Policy Agenda
Building a Racially Just Washington
Capacity Building
Data & Strategy Reporting
Engagement & Community Partnerships

Image description: Each service line in their own circle (each a different color) to create a wreath. 

Washington state will use the **eleven (11) PEAR Service Lines** outlined below to focus our investments in a way that will achieve pro-equity, racial justice, access, and belonging:

* Leadership, Operations & Services
* Plans, Policies & Budgets
* Workforce Equity
* Tribal Government Relationships
* Public Communications & Education
* Facilities & Systems Improvements
* Policy Agenda
* Building a Racially Justice Washington
* Capacity Building
* Data & Strategy Reporting
* Engagement & Community Partnerships

Each PEAR Service Line includes the PEAR Priorities for 2022 – 2027. Proper investment in PEAR Service Line Priorities will help Washington state stay on track to achieve PEAR Outcomes that will be measured using data, including but not limited to anti-racist and decolonized data, and reinforced through our PEAR Habits.

Each PEAR Service Line outlines the PEAR Habits we will adopt and repeat until they become automatic and the investments that we will make to ensure that we advance outcomes that benefit all communities and state employees of Washington.

Collectively, the PEAR Service Lines are the way that Washington state will invest in and cultivate the fifteen (15) PEAR Determinants of Equity:

* Equity in State & Local Practices
* Early Childhood Development
* Quality Education
* Equity in Jobs & Job Training
* Health & Human Services
* Food Systems
* Parks, Recreation & Natural Resources
* Healthy Built & Natural Environments
* Transportation & Mobility
* Economic Justice
* Strong, Vibrant Neighborhoods
* Housing & Home Ownership
* Community & Public Safety
* Equity in Justice Systems & Laws
* Digital Equity

Each PEAR Determinant of Equity is embedded throughout the PEAR Service Lines as PEAR Service Line Priorities.

Our accountability to PEAR Service Lines will be:

* Measured through PEAR data strategies and reporting;
* Transparent and accessible through our Equity Data Hub and Dashboard; and
* Improved through the equitable Lean continuous improvement framework.

## **Directions**

Use this document as a tool to complete the Initial Baseline Equity Impact Assessment (EIA) Worksheet.

1. Identify where the needs are greatest in your key business lines based on your EIA findings.
2. Using this document:
   1. Locate the applicable PEAR Service Line(s) that would best address the root causes of disparities identified by impacted communities, employees, and other interested parties.
   2. Review the PEAR Service Line Priorities and Investments listed under the applicable PEAR Service Line(s).
   3. Identify three (3) proposed PEAR Service Line Priorities and the Investments that you would like to include in your agency PEAR Strategic Action Plan.
   4. Develop your three (3) proposed PEAR Strategic Action Plan Investments in more detail. Consider the PEAR Habits, Outcomes, and Potential Measures listed under the applicable PEAR Service Line(s).

## **PEAR Leadership, Operations & Services**

We advance PEAR practices and systems at all levels of state government through transparent, accountable organizational development, adaptive leadership, and change agents.

**Priorities**

**Relational Partnerships** – Empathy-centered collaboration between government and people groups who have been excluded and marginalized by government decisions and actions to undo harm and advance Pro-Equity Anti-Racism (PEAR) outcomes.

**Learning Organization** - Establish mentorship, coaching, and training standards for agency leaders around recognizing and interrupting White privilege and White supremacist culture and developing abilities to effectively advance pro-equity, racial justice, accessibility, and a sense of belonging for the workforce and the communities served.

**Enterprise Alignment** – Establish, adhere, and improve standards for PEAR strategies, information, resources, responsibilities, messaging, and service delivery across agencies.

**Leadership Modeling** – Commit to the embodiment of PEAR in all decision-making, practices, and interactions at all levels of leadership within the organization.

**Investments**

Principles, Processes, and Procedures that Reinforce Habits

**Equity Impact Assessments (EIAs)** - Perform EIAs to assess the impacts of policies, programs, and budget decisions on PEAR Determinants of Equity and make necessary changes to maximize benefits and reduce harm.

**Directly Resource Community Capacity to Partner in Decision-making** - Provide compensation and reimbursement for adult and childcare costs, travel costs, etc., to community members (2SSB 5793) who participate in the EIA process and other relational partnership opportunities.

**Structure Assessments** - Evaluate our existing organizational structures to determine how to make coordination of services and community accessibility more effective.

**Extending PEAR Accountability** - Ensure that organizations that receive state support are accountable for promoting pro-equity, racial justice, access, and belonging.

**Effective Operations** - Build adequate staffing and resource levels within agencies to ensure consistent operationalization and normalization of pro-equity, racial justice, access, and belonging.

**Leadership Hiring** - Hire and promote leadership who are proven PEAR change agents and reflect the diversity of the workforce and communities served.

**Transparent Systems of Accountability** - Establishing transparent systems of accountability for the state’s operations, internally in performance appraisals, and through service delivery to the public.

**Relationships and Partnerships** - Develop complementary relationships with and support the work of commissions, business resource groups, and other partners in pro-equity, racial justice, access, and belonging.

**PEAR Teams** – Establish PEAR Teams in every agency, division, and section to support the advancement pro-equity, racial justice, access, and belonging at all levels of our government.

**PEAR Investment** – Establish a requirement that every agency’s workplan details an 8-hour day for each employee in the agency to advance PEAR outcomes (i.e., Change Team, Employee Resource Groups, Learning and Development, Equity Impact Assessments, Equitable Lean Continuous Improvement).

**Community Advisory Board** - The Office of Equity will convene a Community Advisory Board that will comprise mostly of representatives from communities that have been historically marginalized and most impacted by government practices, policies, and funding decisions.

**Transparency and Accountability** – Co-create transparent data and reporting strategies with community that assess and report our leadership, operations, and services efficacy.

**Habits**

Behaviors to Repeat Until it Becomes Automatic

**Avoid Quick Fixes** – We will focus on processes and outcomes utilizing data with the realization that systems of inequities and oppression did not manifest overnight. We will move with the understanding that systemic change takes time.

**Equity Impact Assessments (EIAs)**- Our service lines and other planning processes will include analysis of PEAR Determinants of Equity impacts from their operations, services, and programs upon our community.

**Cultural Appropriateness** - Provide culturally and linguistically appropriate services.

**Accountability** – We will ensure compliance in promoting PEAR Service Lines.

**Center the Office of Equity** - Our agencies will see the Office of Equity as the place to go for assistance and expertise and not a place to avoid. The Office of Equity will be given the authority to ensure compliance with the standards detailed in this plan.

**Adaptability** – We must be nimble and able to adjust to circumstances as they arise. We will resource the Office of Equity to equip them with the ability build on existing efforts and work with agency, tribal, and community partners to adjust strategies in illuminating and removing barriers to PEAR outcomes.

**Stability** – The Office of Equity’s structure should be the hardest thing to dismantle in our government and should not hinge on any one component or who is in power.

**Sustainability** – The Office of Equity will have reliable and adequate financial investments that ensure PEAR Service Lines are the top priority in every administration.

**Trust** – Build trust through how we do business to ensure all Washingtonians to feel safe, supported, and welcomed.

**PEAR in Action** - Our agencies will change the way they work at a fundamental level by doing their work through the embodiment of pro-equity, racial justice, access, and belonging. The Office of Equity will guide our agencies through the operationalization of the PEAR Plan & Playbook as we continue our PEAR journey.

**Leaders as Models** - Leadership will model PEAR in their interactions with employees and the communities we serve.

**Codify PEAR Service Lines** - Support resilient structures and enduring change through the codification of PEAR Service Lines in our state and local laws, policies, programs, budgets, systems, and practices.

**Centering Equity at the Highest Levels** - Ensure that the Office of Equity has a seat at the table when decisions with statewide impact are being made at the highest levels of our government.

**PEAR Inspiration** - The Office of Equity and state leadership will work to bring hope and support our agencies in excelling in the implementation of our PEAR strategies to ensure that Washington delivers quality, culturally, and linguistically appropriate services to our workforce and communities we serve in a way that eliminates disparities.

**Relationship Investments** - Invest the necessary time and resources to build strong relationships of trust and partnership with communities and employees, especially those who government has historically excluded, underserved, and marginalized.

**Community Priorities and Solutions** - Ensure that all government work aligns with community-defined priorities and community-driven solutions.

**Silo Busting** - Break down interagency silos to identify common root causes across agencies and to tackle persistent inequities and complex issues.

**Outcomes**

* Improved cultural humility of our workforce to better serve all people in Washington state.
* Improved equity in grant and contracting practices, including increasing the percent of grants and contracts awarded to organizations serving communities who have historically experienced marginalization or underrepresentation.
* Leadership at all levels of our government who are effective, transparent, and accountable in advancing pro-equity, racial justice, access, and belonging.
* Workforce who are skilled change agents who actively apply PEAR knowledge to their work.
* Operations, programs, and services that are pro-equity anti-racism and focus on where the needs are greatest in our service delivery, process design, and measures.
* All people leaders (i.e., leads, supervisors, managers, directors, and secretaries) will have PEAR measures that their performance and development plans are assessed against.
* Three percent year-over-year score increase in pro-equity, racial justice, access, and belonging-based questions in employee and customer service engagement surveys.
* The current status quo of government operations is no longer inaccurately seen as an unbiased “neutral.”

**Potential Measures**

* Pro-equity, racial justice, access, and belonging-based employee engagement, community engagement, and customer service experience.
* Percentage of PEAR measures in performance appraisals and development plans.
* Proficiency ratings on PEAR measures in performance appraisals and development plans.
* Percentage of PEAR competent leaders.
* Percentage of grants and contracts awarded to community-based organizations, Disadvantaged Business Enterprises (DBEs), and vendors who are underrepresented.
* Hiring and promotion metrics by demographics and PEAR abilities.
* Percentage of organizations receiving state support who adequately report how their organization is promoting pro-equity, racial justice, access, and belonging for their workforce and the communities of Washington state.
* PEAR-based staffing models.
* Number of hours employees allocate on PEAR Investments.
* Percentage of community members who are compensated and reimbursed for costs related to participating in EIA process and other relational partnership opportunities.

## **PEAR Plans, Policies & Budgets**

“Whatever affects one directly, affects all indirectly. I can never be what I ought to be until you are what you ought to be. This is the interrelated structure of reality.” – Reverend Dr. Martin Luther King Jr.

Our state will be accountable for incorporating PEAR values into our plans, policies, and budgets to meet the needs of the communities we serve, prioritizing communities where the needs are greatest.

**Priorities**

**Equity in State & Local Practices (a PEAR Determinant of Equity)** – Institutionalize our PEAR Service Lines in our state and local laws, policies, programs, budgets, systems, and practices. Our agencies will leverage data strategy and reporting to implement effective strategies that eliminate inequities and promote better outcomes for all communities, prioritizing communities where the needs are greatest.

**PEAR-Based Budgeting (supports Economic Justice, a PEAR Determinant of Equity)** - Budget decisions, rates, and allocation reflect PEAR values and are tied to PEAR outcome measures and tracked, including but not limited to establishing an appropriation for the Office of Equity that will allow them to effectively implement the strategies detailed in this plan and in the Equity Office Task Force final proposal through staffing (~25 FTE), funding (~$4 million), and other resources.

**Community Advisory Board** – Establish the Office of Equity Community Advisory Board in statute. The Board will show what access, cultural appropriateness, and accountability look like in action and are responsible for confirming the Governor’s appointment of the Office of Equity Executive Director.

**Investments**

Principles, Processes, and Procedures that Reinforce Habits

**Common Language** - Develop alignment and standards in definitions, policies, and practices to facilitate interagency collaboration and systemic change.

**Equity Alignment** - Standardize requirements across equity-related executive orders, laws, policies, and goals.

**Equity Impact Assessments (EIAs)** - Conduct EIAs on all projects, plans, policies, budgets, processes, and programs. Partner in decision-making with those most impacted by our services and workplace culture prior to proposing changes to existing laws and when introducing new laws.

**Equitable Boards and Commissions** - Review and make changes to statutes that govern the compensation of board and commission members, and application process for board and commission membership.

**Directly Resource Community Capacity to Partner in Decision-making** - Provide compensation and reimbursement for adult and childcare costs, travel costs, etc., to community members (2SSB 5793) who participate in the EIA process and other relational partnership opportunities.

**Participatory Budgeting** - Allocate budget funding based upon the Participatory Budgeting (PB) process to ensure community members decide how to spend part of public budgets.

**Fair Taxation** - Coordinate with our regional and national equity partners in making our state tax structure more fair and less regressive.

**Transparency and Accountability** - Co-create transparent data and reporting strategies with community that assess and report our plans, policies, and budget efficacy.

**Habits**

Behaviors to Repeat Until it Becomes Automatic

**Equity Impact Assessments (EIAs)** - Our service lines and other planning processes will include analysis of PEAR Determinants of Equity impacts from their operations, services, and programs upon our community.

**PEAR Policy Agenda** - Our policy guidance incorporates the PEAR Shared Values into analysis and decision-making for operations and program delivery.

**Informed Decisions** - Every decision must be informed by historical, cultural, and socioeconomic contexts. The current outcomes experienced by the communities of our state are rooted in slavery, settler colonialism, attempted erasure of Indigenous peoples, and institutionalized discrimination. We must acknowledge these ongoing legacies to develop effective policies that undo harm, build trust, and address root causes.

**PEAR-Based Budgeting** - Ensure that budget decisions, allocations and charged rates reflect PEAR Service Lines as the top priority.

**Guidance** - Leverage the Relational Partnership Guide at the scoping stage of our policies, programs, processes, and projects to define community involvement.

**Community Impacts** - Identify where budget and policy changes impact communities of color, low-income residents, populations with limited English proficiency; if impacts are negative, identify sustainable solutions for how we will address and mitigate those impacts.

**Outcomes**

* Budget allocations, rates, agency plans, laws, and policies reflect the values and priorities of the communities served by our state.
* Resource allocation is prioritized on “upstream” approaches and where the greatest needs exist in our solutions and service delivery and are measured for progress.
* All of our agencies and commissions have established policy guidance and PEAR Strategic Action Plans that show how we have integrated PEAR values into our analysis and decision making for our operations, agency request legislation, and service delivery.
* Our legislation, policies, plans, and budgets include Equity Impact Assessment analysis, implemented solutions, and progress measures for our operations, services, and programs.
* Our state policies explicitly included pro-equity, racial justice, access, and belonging as a principal partner with communities at the onset of the process.
* Our agency budget requests and decisions reflect our PEAR priorities and values and highlight which PEAR strategies are being addressed.
* Our state has a more progressive tax structure that reduces the tax burden on our communities that are economically disadvantaged.
* Governing jurisdictions have empowered race equity advisory bodies of community members whose well-informed guidance is meaningfully heeded. Decision-making includes representation (demographically, geographically, etc.) of the most impacted.

**Potential Measures**

* Percentage of policies, legislation, budgets, and plans that were developed using Equity Impact Assessments (EIAs) results.
* Percentage of policies, budgets, proposed legislation, and plans that have implemented solutions and progress measures from EIA analysis.
* Percentage of agencies, boards, and commissions that have established PEAR Strategic Action Plans and PEAR policy guidance.
* Percentage of budget funding allocated based upon Participatory Budgeting.
* Percentage of community members who are compensated and reimbursed for costs related to participating in EIA process and other relational partnership opportunities.

## **PEAR Workforce Equity**

In alignment with State Human Resources Directive 20-02, we invest in a Pro-Equity Anti-Racism (PEAR) organization and culture. We build a racially diverse and culturally responsive pipeline for state employees at all levels and create opportunities for each state employee to bring their full self to work and feel welcomed, supported, and valued.

**Priorities**

**Build a Culture of Pro-Equity, Access, Racial Justice, and Belonging** – Become an equitable, racially just, and accessible employer where every employee feels a sense of belonging. Create an environment where no public employee will fear going to work or feel uncomfortable at work because of who they are. Establishing systems for our employees to provide input and guide our agencies to create more equitable, culturally appropriate, and accessible work environments.

**Pathways to Living Wage Jobs (supports Economic Justice, a PEAR Determinant of Equity) –** Removing barriers to employment and providing equitable opportunities to living wage jobs.

**Equity in Jobs & Job Training (a PEAR Determinant of Equity)** – Creating equitable access to jobs and job training that provides communities that have been marginalized with the knowledge, skills, and equitable opportunities to meet their basic needs through valued and fulfilling work.

**Equitable Access to Learning Opportunities** - Establish a shared Pro-Equity Anti-Racism (PEAR) commitment, resources, and support to grow talent through training, development, coaching, and mentoring.

**Equitable Access to Decision-making** - Build a Pro-Equity Anti-Racist organization of shared decision-making and shared-responsibility between staff, leadership, and volunteers, that is grounded in consistent and effective communication, accountability, and transparency.

**Workforce Data** – The Office of Equity will work with the Office of Financial Management State Human Resources to establish and improve existing workforce data standards and explore areas where data can and should be further disaggregated.

**Investments**

Principles, Processes, and Procedures that Reinforce Habits

**Restorative Practices** - Embody and practice restorative approaches that recognize and heal racialized trauma (e.g., circle keeping, mindfulness, coaching, etc.).

**Representative Executive Cabinet** - Hire an Executive Cabinet that represents the diversity of the communities we serve.

**Workforce Enlightenment** - Create a shared space for employees to learn, find support, and heal; maintain a repository of resources for learning about/unlearning racism and other types of oppression.

**Collective Merit-Based System** – Establish performance appraisal/evaluation system that is based upon collective performance and commitment to continuous development.

**Collective Workforce Development** - Develop an interagency collaborative relationship between agencies and higher education institutions in partnership with the Office of Financial Management and Department of Enterprise Services to identify workforce development needs and develop PEAR policies and training standards that build and sustain a diverse, culturally appropriate, and racially just workforce.

**Labor and Equity** - The Office of Equity will work with labor unions to ensure that PEAR practices are applied to the full employment life cycle (e.g., recruitment, hiring, onboarding, training, retention, ongoing career development, and retirement/employee turnover).

**Remove Barriers to Employment** - Evaluate and revise employment laws that create barriers to employment for community members who have/are experienced/ing homelessness and/or incarceration (e.g., valid driver’s license, no criminal record).

**Equity Impact Assessments (EIAs) on Recruitment Processes** -Conduct an Equity Impact Assessment on hiring requirement laws and past hiring/promotion processes and decisions.

**PEAR Teams** – Establish PEAR Teams in every agency, division, and section to support the advancement pro-equity, racial justice, access, and belonging at all levels of our government.

**Future of Work** - Align our future work to the ways that communities are working together across time and distance through technology and digital networks.

**Paid Internships and Apprenticeships** – Create living wage internship and apprenticeship programs that provide development opportunities to Black, Indigenous, People of Color, women, veterans, youth, people with low income, and community members living with a disability.

**Family Care** – Subsidize cost of childcare and adult care for employees.

**Youth Employment** - Develop youth employment programs that connect our young people to enriching, paid employment opportunities.

**Workforce Affirmation and Expression** - Implement gender-affirming restrooms and pronouns in signature blocks.

**Access to Technology** - Provide job seekers with low income with free laptops or tablets and Wi-Fi to complete training programs and apply for jobs.

**Digital Literacy** - Establish and deliver a digital literacy program for people with low-income, low educational attainment, and communities who experience marginalization.

**Workforce Data Inventory Assessment** – Assess existing workforce metrics to determine where workforce equity data gaps exist and leverage findings to guide strategies for how and when the data gaps will be filled.

**Transparency and Accountability** – Co-create transparent data and reporting strategies with community that assess and report equity efficacy.

**Habits**

Behaviors to Repeat Until it Becomes Automatic

**Relatable Workforce** - Ensure cultural, linguistic, and racial/ethnic representation in our workforce that can relate to the lived experiences of our communities and optimizing our state’s ability to meet our community needs and priorities.

**Workforce Experience** - Create an atmosphere that allows employees to show up to work as their full selves and feel they are welcomed, safe, and valued and their work is valued and fulfilling.

**Workforce Capacity-Building** - Provide learning and development based to our workforce to build their abilities to advance pro-equity, racial justice, access, and belonging.

**Continuous Workforce Development** – We will ensure that we hire and promote employees who embody pro-equity, racial justice, access, and belonging with the willingness and ability to improve their practice and develop existing employees PEAR practices through their full employment life cycle.

**Employee Voice** – As an employer we commit to elevating our employees’ voices in our strategies to advance pro-equity, racial justice, access, and belonging in our state.

**Business Resource Group (BRG) Support** – Our government will work with business and employee resource groups to understand and address pro-equity, racial justice, access, and belonging issues that are important to them. We will fund Business Resource Groups (BRGs) to enhance their ability to continue workforce advocacy, increase their visibility, assist our agencies in recruitment and retention efforts, provide training to state agencies, and inform state strategies and policies for a safe, accessible, and culturally appropriate workplace.

**Outcomes**

* Increased diversity at all levels of our government to reflect the diversity of our projected 2040 population, including racial/ethnic, gender, language, and disability.
* Increased psychological safety and accessible and culturally appropriate environments, which ensure all employees can come to work and experience belonging.
* Established career pathways to economic mobility for our communities that have been historically marginalized and underrepresented (e.g., youth of color, formally incarcerated, populations experiencing homelessness, etc.).
* Reduction/Elimination of skills gaps in targeted growth industries.
* Increased digital literacy for low-income populations, Trade workers, Custodians, Food Service Workers.
* Reduction/Elimination in workforce equity data gaps.
* Increase in job training participation by communities that have been marginalized.

**Potential Measures**

* Employment status by race, ethnicity, gender, sexual orientation, and disability status.
* Percentage of workers in household, proximity to work location, and access to vehicles or other modes of transportation.
* Percentage of performance appraisal/evaluations that include PEAR competencies and are based upon team performance and progressive development.
* Performance appraisal/evaluation ratings by position, salary/hourly rate, race, ethnicity, gender, age, and years of service.
* Percentage of gender-affirming restrooms in each government building.
* Percentage of workforce who identify their preferred pronouns in email signature blocks.
* Available internship and apprenticeship programs by agency.
* Percentage of internship and apprenticeship opportunities filled by Black, Indigenous, and People of Color, women, veterans, youth, low income, and community members living with a disability.
* Percentage of defined career pathways to living wage jobs.
* Biennium budgeted amount allocated to child and adult care.
* Amount of child and adult care subsidy allocated to employees by race, years of service, income, and gender.
* Identified growth industry skill needs, existing workforce skills gap and percentage of workforce skilled up to make them competitive for the growth industry jobs.
* Percentage of participants from low-income, low educational attainment, and communities who experience marginalization who successfully complete digital literacy training program.
* Percentage of low-income job seekers provided with laptops/tablets and Wi-Fi and who successfully complete job training programs and attain living wage jobs.
* Employee engagement scores.
* Number of employee discrimination, retaliation, harassment, micro-aggression, and workplace violence claims.
* Proficiency ratings on PEAR measures in performance appraisals and development plans.
* Number of hours employees allocate on PEAR Investments.
* Percentage of workforce metrics utilized in designing workforce-related actions.
* Percentage of decisions based upon workforce metrics.
* Percentage of outstanding workforce equity data gaps.
* Percent of the civilian population age 16 and over who are unemployed.
* Percent of people living under 100 percent of the Federal Poverty Level.
* Percent of family sustaining living wage jobs.
* Median household income.
* Percentage of employees who have received job training within one year of employment by race, ethnicity, gender, disability, and age.

## **PEAR Tribal Government Relationships**

Tribal governments are distinct sovereign nations with inherent authority to govern their own people, lands, and resources. Tribal governments as sovereign nations have a unique relationship with the state and the federal government that is not based upon race. Federally recognized Tribes have the right and authority to regulate activities on their land independent from state government. However, tribes and the state frequently collaborate and cooperate in areas of mutual interest through consultation and government-to-government protocols as required by Chapter 43.376 RCW. It is of the utmost importance that Tribal sovereign nation status is honored throughout this process.

Tribes share responsibility for the health, safety, and welfare of their citizens and their communities with state and federal governments. Tribal Members, American Indians and Alaska Natives are dual citizens, as members of their Tribe and the State of Washington. Both governments share the responsibility to ensure equity and justice for AI/AN Washingtonians.

Invest in Tribal governments and enterprises, and Tribal organizations that progressively inform our state's Pro-Equity Anti-Racism decision-making and cultivate equitable, racially just and accessible participation with recognition of the unique histories of Tribes and AI/AN people, their connection to traditional territories and the significance of the connection between the land and cultural ways of life practiced since time immemorial.

**Priorities**

**Government-to-Government Relations** – Honor and uphold tribal sovereignty, treaty rights, and self-determination.

**Resource Partnerships** - Systematically provide resources to Tribal Governments and enterprises, and tribal organizations to leverage their expertise toward advancing PEAR Outcomes.

**Relationship Development** – Build mutual trust and respect of Tribal Leaders and/or Tribal Government designees. Create collaborative, complementary relationships with governmental partners that cultivate co-creation in PEAR resources and strategies.

**Directly Resource Community Capacity to Participate in Public Engagement:** Provide compensation and reimbursement for adult and childcare costs, travel costs, etc. to American Indian/Alaska Native (AI/AN) community members and Tribal leadership and staff who participate in public engagement opportunities made available by the state government.

**Investments**

Principles, Processes, and Procedures that Reinforce Habits

**Tribal Representation**- Tribal Representation means a person selected by the Tribal Government through a formal process. Each sovereign tribe has an independent relationship with each other and the state. Each Tribal Government needs to represent themselves.

**Recognized American Indian Organizations (RAIOs)** –Ensure policy and practices relative to conferring with RAIOs are consistent throughout the state enterprise.

**Community Representation** – Ensure that the reach for community representation includes all AI/AN communities along with other diverse racial/ethnic communities, communities with low income, the LGBTQ+ community, people with disabilities, and other underrepresented groups have access to and have a voice in state government decisions and actions.

**Engagement** - Engage with tribal governments in a manner that is separate and distinct from stakeholder engagement practices to be in accordance with state-tribal government-to-government policies and protocols.

**Relationship Development** - Increase our capacity to support development of meaningfully government-to-government processes with Tribal Governments through the development of relationships that build trust and demonstrate accountability.

**Leverage Government-to-Government Protocols** - Coordinate and convene roundtables and consultations to establish standards and produce innovative solutions. Tribal governments know their communities best.

**Fund Engagement** - State agencies will develop budgets that allow them to appropriately engage Tribal governments and AI/AN communities. Agencies will invest in Tribal organizations with demonstrated success in engaging with underserved and underrepresented communities.

**Trusted Community Connection** – Each agency will hire an AI/AN Community Liaison who will build and sustain relationships between our government and communities that are underserved or underrepresented. Under RCW 43.376, each agency must have a Tribal Liaison. AI/AN Community Liaisons will coordinate with Tribal Liaisons to ensure their work does not interfere with state-Tribal government-to-government relationships.

**Tribal Investments** – Equitably fund annual tribal government-to-government summits that focus on strengthening relationship, building tribal capacity, and improving tribal health, wealth, housing, and education outcomes.

**Employ and Contract** – Gain better understanding of contracting with Tribal governments. Establish uniformity across agencies in government-to-government contracting practices. Promote employment and contracting opportunities with the state through tribal enterprise and community engagement practices.

**Tribal and AI/AN Community Contact List** – Work with the Governor’s Office of Indian Affairs (GOIA) to ensure accurate contact information for each of the Tribes and RAIOs and a develop a repository of AI/AN community organizations and community partners that will serve as a resource for agencies to bring AI/AN communities into our program planning, budget development, and decision-making. Bringing AI/AN communities into our program planning does not supersede the necessity for state-tribal gov-to-gov consultation.

**Transparency and Accountability** - Co-create transparent data and reporting strategies with community that assess and report our tribal and community partnership efficacy.

**Habits**

Behaviors to Repeat Until it Becomes Automatic

**Elevate Feedback Loop** – Develop and maintain consistent and effective multi-directional communication that promotes power sharing, enhances resources, and promotes meaningful opportunities for engagement.

**Ensure Consultation Protocols with Tribal Governments are Followed** -- Involving Tribal leadership early in the development of new policies, programs and services.

**Amplify and Center Community Voice** – Invite AI/AN communities and employees to assist in identifying equity gaps in our services and recommend how our government can implement stronger strategies on how to elevate the community experience in our design and decision-making.

**Build Partner Capacity** - Provide support to Tribal governments and Tribal organizations that builds their internal capacities and advance our Pro-Equity Anti-Racism (PEAR) ecosystem.

**Model Tribal Partnerships** - Our government will serve as a prototype for relations and advocacy of mechanisms that support tribal sovereignty.

**Key Partnering** – The Office of Equity will work with the following partners to develop PEAR policies and build connectivity among communities that have been historically underserved and underrepresented by our government, including but not limited to:

* The Governor’s Office of Indian Affairs (GOIA)
* Business and Employee Resource Groups (BRGs)
* Racial and ethnic commissions, including the Commission on African American Affairs, the Commission on Hispanic Affairs, and the Commission on Asian Pacific American Affairs
* The Women’s Commission
* The LGBTQ Commission
* The Governor’s Committee on Disability Issues and Employment

**Outcomes**

* A Tribal Government Relations and AI/AN Community Experience Guide is developed for use by all state agencies and operationalized in all outreach activities.
* Each of our agencies can demonstrate how they are involving AI/AN communities, communities of color, communities with limited English proficiency, communities that are economically disadvantaged, and Disability communities in our program planning, budget development, and decision-making.
* Our agencies will report on what percentage of their budget is allocated to Tribal Government relationships and AI/AN community partnering (including Tribal and AI/AN Community Liaisons). This agency report should cross walk to the required agency Centennial Accord highlights report.
* Tribal Liaisons are appropriately resourced in order to ensure appropriate government-to-government relations.
* Tribal governments should receive contracts based on a government-to-government process.
* Increase the number of Tribal, community-based organizations, small businesses, Disadvantaged Business Enterprises (DBEs), minority-owned, women-owned, and veteran-owned businesses in contracts awarded and workforce hired/promoted.

**Potential Measures**

* Percentage of operational budget allocated to Tribal governments and tribal organizations.
* Percentage of agencies, departments, divisions, and programs who demonstrate effective engagement with Tribal governments and recognized RAIOs in program planning, budget development, and decision-making. Note: This does not take the place of government-government consultation.
* Percentage of agencies, department, divisions, and programs who demonstrate effective engagement with AI/AN communities program planning, budget development, and decision-making. Note: This does not take the place of government-to-government consultation.
* Tribal and AI/AN community engagement success rate.
* Tribal Summit participation and satisfaction rates.
* Percentage of Tribal, community-based organizations, small businesses, Disadvantaged Business Enterprises (DBEs), minority-owned, women-owned, and veteran-owned businesses in contracts awarded and workforce hired/promoted.
* Percentage of AI/AN community members, Tribal leaders, and staff who are compensated and reimbursed for costs related to participating in EIA process and other relational partnership opportunities.

## **PEAR Public Communications & Education**

Advance our state's capacity to better communicate and educate our communities in ways that are equitable, racially-just, accessible, and cultivate a sense of belonging.

**Priorities**

**Language Access** – Provide oral, written, and sign language services needed to communicate effectively with persons with limited English proficiency and persons with disabilities, and provide meaningful access to, and an equal opportunity to participate fully in, the services, activities, or other programs administered by the state.

**Communication Services Access** – Provide communication services, including but not limited to transcription (e.g., Braille, captioning, and large print), assistive communication devices and technologies, and telecommunication systems and devices needed to communicate effectively with persons with disabilities and provide an equal opportunity to participate fully in, the services, activities, or other programs administered by the state.

**Relational Partnerships**– Empathy-centered collaboration between government and people groups who have been excluded and marginalized by government decisions and actions to undo harm and advance Pro-Equity Anti-Racism (PEAR) outcomes.

**Update and Apply Language Standards** – Ensure that the language our state uses in its communications, on websites, and other forms of media align resources provided in the PEAR Plan & Playbook, including the Our Common Language Guide. Communications will also align with the to be created Statewide Universal Access & Belonging Plan when available.

**Collaborative Language** - Improved collaboration and language-related tools and resources for state government, regional partners, communities, and businesses.

**Digital Equity (a PEAR Determinant of Equity)** – Improve access to information technology platforms, devices, and applications, affordable, high-quality internet service, and digital literacy skills education for communities where the needs are greatest; support information technology capacity needed for full participation in our society, democracy, and economy for communities where the needs are greatest.

**Investments**

Principles, Processes, and Procedures that Reinforce Habits

**Digital Equity Conditions** - Our government will create conditions in which all community members have the information technology capacity needed for full participation. This includes, but is not limited to:

* Websites, applications, and other online content accessibility;
* Accessible digital documents and communications;
* Access to affordable, robust, reliable wi-fi/internet/broadband services and devices that meet the needs of the user;
* Quality technical support;
* Applications and online content designed to enable and encourage self-sufficiency, participation, and collaboration;
* Pro-equity in emerging technologies, such as facial recognition and artificial intelligence; and
* Access to digital literacy training.

**Affordable, High-Quality Internet Service** - Increase access to affordable, robust, reliable wi-fi/internet/broadband services and devices for communities where the needs are greatest at their homes, jobs, and community hubs (e.g., libraries, health clinics, recreation centers, etc.).

**Build Digital Literacy** – Provide free digital literacy education to employees and communities.

**Digital Equity Partnering** – State government will partner with local governments, tribes, and organizations who are leading in Digital Equity to develop a statewide mapping tool that displays Internet access and shows the relationships between access and income, disability, age, race, and language. This information will be used to inform strategies that enhance digital access (e.g., installation of public wi-fi spots) and prioritize resources to neighborhoods where the needs are greatest.

**Clear and Concise Strategies** - Ensure that Pro-Equity Anti-Racism strategies are less abstract and support our communities in improving their outcomes.

**Strengthen Connections** - Build the capacity of communities that have been underrepresented and historically marginalized to effectively connect with our government.

**Culturally Appropriate Actions** - Update state outreach practices and tools so that they are more culturally appropriate and accessible for communities.

**Accessible Information** - Ensure that all critical documents, public-facing communications, and web pages are provided in at least the top six languages of the region (as determined by available language data) in which the community resides or does business and American Sign Language (ASL). Statewide standards, policies, practices, procedures, and systems will be further defined in the to be created Statewide Universal Access & Belonging Plan.

**Translation and Interpretation Services** - Provide translation and interpretation services for community engagements and government service delivery.

**Communication Services** – Provide communication services, including but not limited to transcription (e.g., Braille, captioning, and large print), assistive communication devices and technologies, and telecommunication systems and devices for community engagements and government service delivery.

**Hire Bilingual/Multilingual Workforce** - Prioritize language skills in hiring to better serve community members with limited English proficiency.

**Language Access Coordinator** - Establish a Language Access Coordinator position in every agency.

**Transparency and Accountability** – Co-create transparent data and reporting strategies with community that assess and report our communication and education efficacy.

**Mobile-Friendly Online Platforms** - Make all websites mobile compliant.

**Language Access Capacity-Building** - Establish a sufficient and dedicated language access budget for agencies to effectively connect with the communities of Washington.

**Language Access Knowledge-Building** - Train staff and leadership on effective use of resources in the PEAR Plan & Playbook, including the Language Access Resource Guide and the to be created Statewide Universal Access & Belonging Plan when available.

**Habits**

Behaviors to Repeat Until it Becomes Automatic

**Information Repository** - Leverage the Office of Equity website for the repository of pro-equity, racial justice, access, and belonging resources (frameworks, tools, model policies, training opportunities, etc.).

**Community-Centered Tools** - Develop tools that center community and improve engagement with our community.

**Communication Standards** - Adopt plain language, culturally appropriate, and accessible language as a communication standard for all communications and job announcements.

**Accessibility Notices** – Use tagline notices in all communications to notify the public and employees that communication and language services are available free of charge to access programs, activities, services, and communications.

**Community Marketing Investments** - Prioritize state marketing investments with small community-based organizations and media outlets.

**Social Media Strategies** - Detail how social media campaigns will be leveraged in all communication plans to maximize coordination and outreach.

**Community Bridging** - Our agencies will have a physical presence and/or sponsor (monetarily) community events that provide engagement activities and materials, and feedback opportunities.

**Bias-Free Testing** - Eliminate racial, gender, language, and ableist biases in standardized testing, services, and program placement.

**Voice Amplification** - Center student, parent, and teacher voices in educational policy, program, procedure, and practice design and decision-making.

**Learn From Students** - Conduct exit interviews for students upon graduation to learn and apply their experiences to educational improvements.

**Transparent District Funding** - Assess funding sources and amounts by school and publish results.

**Early and Often Support** – Prioritize upstream approaches that provide supportive family services during early childhood development for the communities where the needs are greatest.

**Strengths-Based Approach** - Shift from a deficit perspective to identify and increase student strengths. Use strengths as a foundation to connect and improve upon other skills.

**Sustained Partnerships** – Develop partnerships with families through consistent, sustained interactions over time, and initiate for reasons beyond student behavior and performance in order to build trust.

**Outcomes**

* Improved access to information and services for people living with a disability and those whose primary language is a language other than English.
* Increased number of translated documents, materials, and web content.
* Increased number of communication services provided, including but not limited to transcription (e.g., Braille, captioning, and large print), assistive communication devices and technologies, and telecommunication systems and devices.
* Increased community participation in government sponsored events.
* Improved tribal, community, and workforce engagement scores.
* Increased marketing buys with smaller, community-based organizations and media outlets.
* Increased access to engagement, outreach, and feedback activities related to state services by the internet and mobile devices for communities who have the greatest needs.
* Improved collaboration and use of language access tools for employees to provide effective, accessible, and culturally appropriate services to our communities with limited English proficiency and Disability communities.
* Increased number of outreach contacts.
* Increased number of community members with affordable, high-quality internet service in their homes and/or neighborhood.

**Potential Measures**

* Increased percentage of vital documents translated into a minimum of top six languages of the communities being served.
* Percentage of agency points of contact that are accessible to individuals with limited English proficiency.
* Percentage of web pages that are ADA compliant and available in top six languages of the communities being served.
* Percentage of vital documents and public-facing communications that are ADA compliant and available in top six languages of the communities being served.
* Percentage of vital documents and public-facing communications that are provided as ASL videos.
* Percentage of vital documents and public-facing communications that are provided in Braille.
* Percentage of vital documents and public-facing communications that are provided in large print.
* Percentage of community events where Communication Access Real-time Translation (CART) captioning is provided.
* Demographic representation percentage of community members impacted by government action involved in cocreation process and effectively accessed (and understand) the information shared.
* Percentage of language and community engagement tools available for agency use.
* Utilization and efficacy rate of available language and community engagement tools and practices.
* Tribal, community, and workforce satisfaction rate percentage in government communications and services.
* Number of followers, subscribers, and reach of posts.
* Number of social media posts on each platform (e.g., Facebook, Twitter, LinkedIn)
* Increased website traffic from communities that are underrepresented, low income, and live in digital deserts.
* Percentage of households with high-speed broadband internet access by income level and location.
* Percentage of households with a computer by income level and location.

**Priorities**

**Invest in the Well-being of Children**– We will proactively promote the well-being of children by intervening early and investing in counseling, mental health, and well-being support for students, the arts and extracurricular activities, and trauma-informed practices.

**Early Childhood Development (a PEAR Determinant of Equity)** – We will proactively promote early childhood development through nurturing relationships, high-quality, affordable childcare, and early learning opportunities that promote optimal early childhood development, well-being, and school readiness for all children.

**Quality Education (a PEAR Determinant of Equity)** – We will proactively promote education that is high quality and culturally appropriate and allows each student to reach their full learning and career potential.

**Investments**

Principles, Processes, and Procedures that Reinforce Habits

**Bridge gaps** – Close gaps between those who have easy access to learning and unlearning opportunities and those who don’t, whether in schools, colleges, businesses, or public spheres. Make offerings totally accessible to participants.

**Resource Access** - Create equitable access to resources (e.g., technology, books, supplies, funding) for schools where the needs are greatest.

**Transportation Access** - Provide equitable access to transportation for our scholars to safely commute to and from schools within neighborhood boundaries. Bus stops no farther than one-half mile from home with consideration for walking conditions, weather, animals, etc.

**Affordable Programming** - Provide free afterschool programs.

**Close the Gap** - Create free, community-based, all-age, culturally relevant education that centers anti-racism, creativity, access, belonging and cooperation to eliminate disparities in education and skills-building.

**Culturally Appropriate Testing** - Eliminate standardized tests that do not offer accessible, culturally appropriate, and accurate assessments of student growth or achievement.

**Financial Wellness** - Provide living wages for our public educators/teachers, facilitators, and support staff, including but not limited to nurses, psychologists, and paraeducators.

**Skills and Awareness-Building** - Create paid internships, prioritizing scholars in foster care, experiencing poverty, parent educational attainment, with a disability, and who are Black, Indigenous, or Person of Color within every state agency to build awareness of career opportunities within government and future workforce development.

**Culturally Appropriate Content** - Create more culturally appropriate and relevant educational curriculums and standards so that all scholars see themselves in our education material and learn about the difficult truths of White supremacy and colonization in our history, the origins of math, science, etc., and social emotional life skills.

**Early Screening** - Ensure that our scholars are screened for disabilities and provided the necessary support to position them for successful outcomes.

**Well-Being Support** - Provide services to children that enhance their well-being, including but not limited to, counseling, mental health, art, music and extracurricular activities, and trauma-informed practices.

**School Readiness Family Support** - Provide tools to families that they can implement before students enter school that focus on school readiness, including but not limited to building skills, classroom readiness, and well-being.

**Education and Career Coaching for Students** – Provide coaching to students to help them build practical skills that will support their learning and career goals, including but not limited to resume writing, interview skills, and researching.

**Family/Teacher Huddles** – Families and teachers meet in huddles periodically throughout the year to build a relationship and trust. Discussions take place from a strengths-based perspective. Supports that are working well for the student are identified and increased at home and in the classroom. Activities and supplies are shared with families that they can use to help build their student’s skills at home.

**Habits**

Behaviors to Repeat Until it Becomes Automatic

**Bias-Free Testing** - Eliminate racial, gender, language, and ableist biases in standardized testing, services, and program placement.

**Voice Amplification** - Center student, parent, and teacher voices in educational policy, program, procedure, and practice design and decision-making.

**Learn From Students** - Conduct exit interviews for students upon graduation to learn and apply their experiences to educational improvements.

**Transparent District Funding** - Assess funding sources and amounts by school and publish results.

**Early and Often Support** – Prioritize upstream approaches that provide supportive family services during early childhood development for the communities where the needs are greatest.

**Strengths-Based Approach** - Shift from a deficit perspective to identify and increase student strengths. Use strengths as a foundation to connect and improve upon other skills.

**Sustained Partnerships** – Develop partnerships with families through consistent, sustained interactions over time, and initiate for reasons beyond student behavior and performance in order to build trust.

**Outcomes**

* Schools have more money and resources for counseling, mental health, and well-being support for students.
* Arts are embedded in all educational systems, including special education, with no loopholes by which institutions can opt out.
* Schools have full-time, student population-based nursing and counseling staff equipped to address inter-generational trauma.
* Trauma-informed understanding of Adverse Childhood Experiences (ACEs) precedes and informs any testing for or diagnosis of Attention Deficit Disorder (ADD), Attention Deficit Hyperactivity Disorder, Learning Differences, etc., and any subsequent Section 504 Evaluations, Individualized Education Programs (IEPs), etc.
* School-to-prison pipeline is eliminated.
* Graduating students will know that their voice mattered in their education.
* Our scholars are recognized as the future and experience safe, fun, welcoming, and expanding education.
* Families and schools are trusted decision-making partners and they interact consistently to support the student inside the classroom and at home to improve student performance.

**Potential Measures**

* Percentage of kindergarten-ready scholars.
* Percent of students who demonstrate the skills of a kindergartener in the domains of social emotional, physical, language, cognition, literacy, and math at the beginning of kindergarten.
* Distance scholars have to travel to nearest school bus stop (i.e., percentage of bus stops greater than .5 miles from the farthest scholar resident).
* Educational attainment rates by demographics.
* Percentage of students in Highly Capable programs who are from populations that have been underrepresented and excluded, including Black, Indigenous, students of color, students with limited English proficiency, and students with disabilities.
* Student self-efficacy, self-image, perception of learning, growth, and involvement in educational decision-making processes.
* Student skills proficiency in communication, healthy conflict, public speaking, and interpersonal engagements disaggregated by race, gender, gender expression, gender identity, disability, income, sexuality, care status, and housing status.
* Student, family, and teacher engagement rates in educational decisions.
* Percentage of graduating students by social identity who successfully complete an exit interview.
* Per student funding by school district and school.
* Percentage of students proficient in third grade reading on the Measurement of Student Progress (MSP) test.
* Percentage of students proficient in fourth grade math on the Measurement of Student Progress (MSP).
* Percentage of high school students who apply for and secure employment, job training, or admission to higher education institutions after graduation.
* Number of family/teacher huddles conducted over the course of a year.
* Percentage of referrals of students to educational opportunities by race and gender.

## **PEAR Facilities & Systems Improvements**

Design and develop capital improvement programs (CIP) and business diversity programs that center the values and priorities of our workforce and the communities we serve to achieve PEAR outcomes.

**Priorities**

**Equitable Capital Development** – Our capital improvement policies, programs, portfolios, and budgets are based upon our community’s Pro-Equity Anti-Racism (PEAR) needs, values, and vision.

**PEAR State Actions** – Our operations, programs, and services ensure pro-equity anti-racism outcomes for our community in our delivery of service.

**PEAR Infrastructure Systems** – Our lines of business and agency PEAR Strategic Action Plans will clearly identify objectives and methodologies that advance pro-equity, racial justice, access, and belonging.

**PEAR Contracting (supports Economic Justice, a PEAR Determinant of Equity)** – Eliminate disparities in contracts awarded to disadvantaged/minority- and women-owned (where Black, Latino/a/x/e, Native American, Pacific Islander, Subcontinent Asian Americans, and women own at least 51% interest and control management and daily business operations) and Disability-owned, LGBTQIA+-owned, and veteran-owned businesses.

**Priority Hiring** – Develop strategies that increase the capacity (training and living wage employment) of populations that have been economically disadvantaged in the construction industry on projects worth more than $5 million.

**Investments**

Principles, Processes, and Procedures that Reinforce Habits

**PEAR Contract Awarding** - Award points to firms in our procurement processes who provide training and living wage employment opportunities to individuals who have been economically marginalized, formerly incarcerated, and underrepresented community members; and who have joint ventures/major partners with Disadvantaged Business Enterprises (DBEs); eliminate historical asset/capital management history of firms from the contract awarding criteria (where it exists).

**Centering Disadvantaged Business Enterprises (DBEs)** – Build a statewide business owner demographic repository that tracks demographics and can be used for targeted diverse business state certification efforts. Remove the barriers for DBEs to successfully compete for state contracts and decrease disparities for DBEs in our procurement processes. Utilize, implement, and continuously improve Office of Minority & Women Owned Business Enterprises (OMWBE) and Department of Enterprise Services (DES) supplier diversity policies, tools, resources, and data systems. Remove state law, regulatory, and policy barriers identified by DBEs to fair public contracting and diverse business certification.

**Vendor Accountability** - Ensure that organizations who awarded funding for capital improvement projects are accountable for promoting pro-equity, racial justice, and access.

**Living Wage** – Update state policy to require that contractors who are awarded a contract valued at $100,000 or more must pay a living wage to their employees.

**Equitable Contract Awarding** – Award contracts to firms who have a proven equity record (e.g., employee demographics representative of the populations served, operational practices that create a sense of belonging for employees, employee benefits for domestic partners, improved community conditions, etc.).

**Capacity Building** - Support vendors/contractors who are underrepresented through the proposal process.

**Normalize Equity Impact Assessments (EIAs)** - Require EIAs on all capital improvement projects.

**Employment Where Needs are Greatest** - Provide career opportunities to economically distressed communities.

**Metrics and Process Improvement** - Utilize PEAR data strategy and reporting and equitable Lean continuous improvement to create more equitable policies, programs, and processes.

**Hire and Empower** - Hire and empower Program/Project Managers from communities that are underrepresented and disadvantaged.

**Transparency and Accountability** – Co-create transparent data and reporting strategies with community that assess and report our facilities and systems improvement efficacy.

**Habits**

Behaviors to Repeat Until it Becomes Automatic

**Equitable Capital Improvement Programs** - Design and develop facilities and systems improvements that interrupt or eliminate discriminatory practices and disparate outcomes for communities.

**Community Centered Programs** - Create capital improvement programs that are consistent with community values and goals.

**Effective Community Engagement** – Develop partnerships that are responsive, adaptive, and-focused on our communities where the needs are greatest.

**Partner Early and Often** - Our agencies will partner with DBEs in the planning and design phase of capital improvement programs/projects.

**Accessible and Understandable Contracts** - Ensure that all contract information is accessible and consumable by businesses who are disadvantaged in government contract awarding processes.

**Align and Collaborate** - Align PEAR strategies across our regional equity collaboration.

**Building Economic Capacity** - Prioritize local workers who are economically disadvantaged in Washington state capital construction projects.

**Disadvantaged Business Mentorships** - Mentor DBEs on how to successfully serve as prime on large state construction contracts.

**Outcomes**

* Increased number of historically excluded and marginalized contractors awarded state contracts and represented in the Trades workforce.
* Equitable state spend with state certified small businesses owned by historically excluded and marginalized groups (minorities, women, minority women, and veterans,).
* Improved retention rates of underrepresented populations in the Trades.
* Increase PEAR outcomes in Trades.
* Close gap between demand for construction labor and supply of job-ready trade workers in our state.

**Potential Measures**

* Percentage of contracts awarded to vendors and DBEs who are underrepresented.
* Percentage of state spend with vendors and DBEs who are underrepresented.
* Percentage of contracts awarded to firms who provide training and living wage employment opportunities to community members who are economically disadvantaged, formerly incarcerated, and underrepresented.
* Retention rate of Trade workers from communities that are underrepresented.
* Tribal and community engagement success rate.
* Percentage of populations that are economically disadvantaged, formerly incarcerated, and underrepresented that obtain down payment assistance.
* Percentage of state awarded contracts valued at $100K or higher who compensate employees at a living wage or greater.
* Percentage of Project/Program Managers by race.

## **PEAR Policy Agenda**

Washington state will achieve Pro-Equity Anti-Racism (PEAR) outcomes by addressing complex issues upstream, in other words, focusing on root causes, through policies, practices, and systems that increase access to opportunities in our general government services; education; health care and human services; transportation; environmental and natural resources; and community and economic development.

“Everyone in the state of Washington flourishes and achieves their full potential through the advancement of equity and justice for all, for the next seven generations and beyond.”

**Priorities**

**Invest Upstream** – We will use our PEAR framework and tools as guidance in delivering resources and solutions that address root causes and center areas with the greatest need to create a PEAR ecosystem.

**System Transformation** – Disrupt and dismantle systems of institutional racism, structural racism, and oppression and replace them with solutions that create PEAR outcomes.

**Operationalize PEAR and Intersectionality** – Our agencies will center their work on our shared vision of pro-equity, racial justice, access, and belonging, and put into operation PEAR frameworks and tools that embrace intersectionality approaches that identify and address all sources of oppression (e.g., racism, sexism, heterosexism, ageism, ableism).

**Measure Progress** – We must systematically measure institutional change to assess whether efforts are leading to positive shifts in areas where the greatest needs exist in our practices, policies, service delivery, and funding decisions.

**Equitable Lean Continuous Improvement** – We will leverage data and utilize equitable Lean continuous improvement to identify opportunities for implementation and institutionalization in our government that enhance pro-equity, racial justice, access, and belonging.

**Investments**

Principles, Processes, and Procedures that Reinforce Habits

**Agency Norms and Coordination** – Create resources, support, and accountability that advance pro-equity, racial justice, access, and belonging in every agency, and provide a coordinated response for communities that have historically experienced marginalization.

**PEAR Service Line Application** – Leverage our PEAR Service Lines in daily operations, project/program scoping, planning, and implementation, service delivery, tribal, community, and workforce engagement, and budget decisions.

**Transparency and Accountability** – Co-create transparent data and reporting strategies with community that assess and report our policy agenda efficacy.

**PEAR Governance** – Create opportunities for communities and employees to critique the current governance structure without government defensiveness.

**Language and Communication Services Access**– Provide language and communication services to ensure equitable access to communication in governance, education, and other systems, information, programming, and services.

**Habits**

Behaviors to Repeat Until They Become Automatic

**Transformative and Bold** - Be transformative and bold in systematically identifying harms and exclusions built into our current systems and take immediate action to undo inequities.

**PEAR Service Line Practice** - Leverage the frameworks and tools identified in the PEAR Plan & Playbook in policy design, budget decisions, hiring, and service delivery.

**Values Driven, Data Supported** - Utilize our PEAR data strategies and reporting to gauge our efficacy in delivering “Upstream” solutions and advancing PEAR outcomes.

**Outcomes**

* Root Causes Addressed - We understand where the needs are greatest, have identified root causes, and our policies adequately address disparities.
* Equity Data Enabled- Our Equity Data Hub and Dashboard has the data we need to effectively govern in delivering PEAR outcomes.
* Shared Vision - Our agencies have a shared vision of how to center pro-equity, racial justice, access, and belonging in advancing PEAR outcomes.
* Systemic Impacts and Resilience Understood - Our agencies and communities understand the very real impacts of systemic racism (and other systems of oppression), as well as the rich meaning and importance of cultures and subcultures, including how these cultivate the resilience needed to counteract systemic harms of constructed binaries used to categorize groups in opposition to one another.
* Equitable Representation in Governance - There is equitable representation of our diverse communities at all levels of governance (e.g., town, city, county, region, state, federal).
* Equitable Access to Communication in Governance – Barriers to communicating with persons with limited English proficiency and disabilities are removed at all levels of governance.

**Potential Measures**

Measures the Office of Equity can use:

* Percentage of agencies and commissions with established PEAR Strategic Action Plans.
* Percentage of agencies and commissions submitting PEAR Strategic Action Plans performance updates.
* Percentage of equity indicators (e.g., educational attainment, health insurance coverage, tree canopy, workers in household by vehicle, rent and mortgage burden) by quintile (e.g., tree canopy by geographic distribution divided into five equal groups according to the geographic distribution of tree canopy with the middle of the third quintile representing the average) to better capture data at the statewide level.
* Number of Equity Data Hub hits by periods of time.

Measures agencies can use:

* Tribal, community, and employee engagement satisfaction.
* Percentage of anti-racist and decolonized data that is used to measure PEAR efficacy vs. agency-collected, owned, and applied data.
* Efficacy of PEAR metrics.
* Tribal, community, and employee engagement satisfaction.
* Percentage of public communications that are translated into at least the top six languages and provided in ASL.
* Number of community events and meetings where CART captioning and ASL interpreter was provided.

**Priority**

**Housing & Home Ownership (a PEAR Determinant of Equity; supports Economic Justice, another PEAR Determinant of Equity)** – We will develop statewide strategies to eliminate homelessness and increase housing that is safe, affordable, high quality and healthy where the need is greatest.

**Investments**

Principles, Processes, and Procedures that Reinforce Habits

**Mandatory Inclusionary/Affordable Housing** – Work with community to develop a mandatory inclusionary policy that provides a density incentive to developers for building 100% affordable housing units.

**Tenant Relocation Assistance** – Provide financial assistance to tenants who are involuntarily displaced due to development-related reasons or conversion of the unit into a condominium.

**Transit-Oriented Housing** - Establish a regional transportation partnership on service expansion to incorporate affordable housing around transit stations and in redevelopment plans of underutilized publicly owned property.

**Down Payment Assistance** – Provide funding for down payment assistance programs to increase homeownership.

**Affordable Rental Housing** – Investments in subsidized affordable rental housing for households earning at or below 60% of the area median income.

**Community Land Trust** – Invest in community land trusts and other models of permanently affordable, shared equity homeownership.

**Manufactured Housing Community Preservation** – Preserve the manufactured housing communities by investing in these communities, ensuring sustainability and affordability.

**Redevelopment Assistance** – Implement a redevelopment assistance program that provides financial and technical assistance for homeowners at or below 80% area median income to build accessory dwelling units for tenants with incomes at or below 60% area median income.

**Community-Based Housing** - Establish a community-based housing program.

**Tax Exemption** – Establish a Multi-Family Tax Exemption for developers who allocate more than 40% of their units towards affordable housing and increase community awareness about the Property Tax Exemption Program for homeowners.

**Community-Driven Policy** - Require a community preference policy for all new affordable housing projects.

**Habits**

Behaviors to Repeat Until it Becomes Automatic

**Focused Resources** – Ensure capital funding addresses specific affordable housing needs and communities receive the housing interventions that create and sustain housing security.

**Innovative Housing Models** – Pilot new approaches to provide micro modular housing, rotational homeless encampments with service access, and shelter with permanent supportive housing on state-owned property.

**Incentivize Accessory Dwelling Units** – Explore mechanisms to provide incentives for the design, permit coordination and financing of accessory dwelling units.

**Fund Affordable Housing** – Explore various levy funding renewals and tax bonds that create affordable housing for community members experiencing homelessness, mental health or substance use disorders, and veterans.

**Outcomes**

* Increase in housing options.
* Increase in affordable housing units in areas where the need is greatest.
* Increased homeownership amongst Black, Indigenous, and People of Color community members.

**Potential Measures**

* Homeownership levels of Black, Latino/a/x/e, Native American, Pacific Islander, and Subcontinent Asian Americans community members.
* Eviction rates by race and gender.
* Percentage of new affordable high-density housing developments.
* Community satisfaction rate for new developments within their community.
* Percent of population in occupied housing units.
* Renters that pay more than 30 percent of income for housing.
* Mortgage-holders that pay more than 30 percent of income for housing.

**Priorities**

**Parks, Recreation & Natural Resources (a PEAR Determinant of Equity)** – All state residents and visitors will have equitable access to safe, clean, and quality outdoor spaces, facilities, and activities; clean air and water; health and recreation benefits of trails; and working farms, parks, and forests.

**Environmental Justice** – Fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, rules, and policies. Environmental justice includes addressing disproportionate environmental health impacts in all laws, rules, and policies with environmental impacts by prioritizing vulnerable populations and overburdened communities, the equitable distribution of resources and benefits, and eliminating harm.

**Healthy Built & Natural Environments (a PEAR Determinant of Equity)** – Support the development of healthy built and natural environments for all people that include mixes of land use that support jobs, housing, amenities, and services; trees and forest canopy; clean air, water, soil, and sediment.

**Investments**

Principles, Processes, and Procedures that Reinforce Habits

**Representative Climate and Environment Governance** - Improve diversity, accessibility, and cultural responsiveness in climate and environment governance processes, partnerships, program development, and contracted services.

**Healthy Environment for All (HEAL) Act Implementation** – Covered agencies in the HEAL Act (Department of Health, Department of Ecology, Department of Agriculture, Department of Natural Resources, Department of Commerce, Department of Transportation, and Puget Sound Partnership) and those who opt in (state agencies as defined in RCW 34.05.010, including the Governor’s Office and the Office of the Attorney General, but excluding local governmental agencies) will implement requirements under the HEAL Act under the advisement of the Environmental Justice Council and Interagency Work Group staffed by the Department of Health.

**Energy Justice** – Create bill payment plan options and caps set at 3% of household income for households with low income and households with people with disabilities. Write off past due balance debt on accounts after one year of plan payments. Require utilities to regularly report data on residential customer usage and energy assistance need and energy assistance program participation.

**Reduce Vehicle Miles Traveled Without Requiring More Road Building** – Support innovative ideas to reduce vehicle miles traveled that does not rely on more road building (e.g., public transportation systems and accessible bike and walking paths.

**Barrier Removal** - Advocate and incentivize boards and commissions who remove racialized, gender, age, disability, and location barriers to participation and increase membership representation.

**Economize Environmental Justice** - Implement policies and practices that advance economic justice through contracting for infrastructure development of natural and built environmental improvements.

**Environmentally Just Programs** - Ensure that our programs support and prioritize energy efficiency, renewable energy, and climate change.

**Interagency Collaboration** - Integrate community-based organizations, housing programs, and utilities to increase the number of and access to energy and water efficiency grants in communities that have been economically and socially marginalized.

**Equitable Tree Canopy** - Prioritize planting trees in communities where tree canopy is lowest and face higher temperatures due to concentrated paved and built areas.

**Community Preparedness** - Publish information on emergency preparedness in multiple languages and through non-traditional communication channels to reach communities with the greatest need.

**Park and Playground Accessibility** – Design and develop accessible parks and playgrounds where the needs are greatest for leisure activity for all generations to enjoy.

**Habits**

Behaviors to Repeat Until it Becomes Automatic

**Workforce Development** - Collaborate with workforce development, education, non-governmental organizations, and businesses to improve the number and access to paid environment-related internship and mentorship programs.

**Normalize Equity** - Apply equity in long-term systems and policy improvements for built and natural environments.

**PEAR/Environmental Justice Intersection** - Center community-based data and storytelling to drive pro-equity anti-racism planning and programming for open spaces, habitat, trails, trees, green infrastructure, energy conservation, and climate response.

**Community Preparedness** - Prioritize climate change preparedness efforts that improve outcomes for members of our community who are most vulnerable to and at risk of climate change impacts.

**Responsible Development** - Encourage and incentivize green building and other energy efficient elements in affordable housing developments.

**Service Provider Preparedness** - Practice “heat event” activities with health care providers, community centers, emergency responders, and community organizations to address the needs of populations with pre-existing health conditions.

**Outcomes**

* Increased tree canopy in communities where the needs are greatest.
* Establishing a Regional Equity Collaborative that prioritizes environmental justice.
* Decreased emissions statewide, particularly in communities that have been overburdened.
* Increased energy efficient development.
* Increased representation of Black, Indigenous, and People of Color on environmental justice-related boards and commissions.
* Increase the number of safe, clean, quality parks, playgrounds and other outdoor spaces facilities and activities in communities that have been economically and socially marginalized.
* Increased number of working farms, parks, and forests located in or near communities that have been economically and socially marginalized.
* All eligible agencies opt in to HEAL Act implementation.
* Environmental justice principles are embedded in HEAL Act state agency strategic plans and decision-making processes.
* Environmental impact is assessed with communities before agencies take actions.
* Energy is affordable and available to all.

**Potential Measures**

* Air release of all reportable toxic chemicals & carcinogenic chemicals by region.
* Diesel emission annual Tons/Km2.
* Percent of people living near busy roadways.
* Diesel emission annual Tons/Km2, Average toxicity weighted concentration of release into air (RSEI).
* Tree canopy by census tract.
* Open Green Space.
* Distribution of playgrounds.
* Park Accessibility.
* Percentage of state agencies that have opted in to implement the HEAL Act.
* Representation of the Environmental Justice Council and Interagency Workgroup by demographic and community affiliation.

**Priority**

**Transportation & Mobility (a PEAR Determinant of Equity)** – We will enhance mobility and access to transportation by providing everyone with safe, efficient, affordable, convenient, and reliable mobility options including public transit, walking, carpooling, and biking.

**Investments**

Principles, Processes, and Procedures that Reinforce Habits

**Regional Partnership** - Work with regional partners in providing viable, accessible, and affordable transportation options for people with disabilities in rural and suburban areas of the state.

**Accessible and Just Evaluation Standards and Criteria for Transportation Systems** – Complete an Equity Impact Assessment (EIA) with communities to develop accessible and just transit standards and evaluation criteria for creating and developing public transportation, streets, and for our climate.

**Redirect Funding** – No new funding for highway expansion, particularly in overburdened communities facing the greatest cumulative risk from pollution and existing environmental health disparities. Redirect funding to public and active transportation needs.

**Rural Based Resource Allocation** - Provide resources to regional partners that support the development of a transportation infrastructure in rural Washington.

**Rural Mobility** – Support local transportation agencies in exploring and implementing alternative methods that meet the needs of our rural community members.

**Safe Streets** - Develop safer streets for pedestrians and bicyclists.

**Habits**

Behaviors to Repeat Until it Becomes Automatic

**Service Improvement** – Partner with local agencies to increase service in communities that have been excluded and marginalized.

**Service Integration** – Partner with local transportation agencies on integrating services that connects communities that have been excluded and marginalized to major transit hubs.

**Innovative Transportation** – Partner with local transportation agencies in the use of new ridership matching technologies and enhanced paratransit service.

**Community Centered Transportation** – Partner with local agencies on prioritizing community members who depend upon public transit or don’t have access to a car to create alternative transportation options such as shuttles, real-time rideshare, vans or other innovative ways that increase community responsive mobility.

**Outcomes**

* Accessible, safe, and affordable transportation options exist for residents in rural and suburban areas of Washington.
* Persons with disabilities have access to affordable transportation as needed.
* Increased safety for non-drivers.
* Increased funding to public and active transportation needs.
* Decreased highway expansion, particularly near overburdened communities.

**Potential Measures**

* Percentage of available transportation infrastructure in rural and suburban areas of Washington.
* Transportation ridership in rural and suburban areas of Washington by disability, age, and race.
* Percentage of accidents involving pedestrians and bicyclists.
* Traffic violence rate.
* Percent of population within 1 mile of state trails.
* Percent of households with at least 1 car.
* Proximity to public transportation.
* Transportation Cost Burden, such as the cost of gas, the costs of maintaining and owning a car, cost to use buses, light rails, and trains.
* Percentage of funds redirected from highway expansion near overburdened communities to community centered transportation systems.

**Priorities**

**Equity in Justice Systems & Laws (a PEAR Determinant of Equity)** - Laws and justice systems that provide equitable access and fair treatment for all.

**Restorative Justice** – Collaboration with schools, youth, families, and community organizations to prevent and reduce criminal justice involvement; elevate reentry planning and programs to reduce recidivism; center public health and healing and reconciliation-centered approaches in criminal justice.

**Community & Public Safety (a PEAR Determinant of Equity)** - Community and public safety that includes services such as fire, police, emergency medical services and code enforcement that are responsive to all residents so that everyone feels safe to live, work and play in any neighborhood in the state of Washington.

**Investments**

Principles, Processes, and Procedures that Reinforce Habits

**Equity Impact Assessments (EIAs) for Proposed Legislation** – Conduct EIAs before introducing legislation to center community voice and assess potential impacts to communities, particularly communities that have been historically excluded and marginalized, if the legislation becomes law.

**Black, Indigenous, & People of Color Justice** - End over-policing and mass incarceration of Black, Indigenous, and People of Color.

**Restorative Justice/Diversion** – Create and support the use of restorative justice and reparations programs as a substitute for incarceration to divert individuals, particularly youth, from the justice system, including just consideration in cases where violence may have occurred.

**Health and Well-Being** - Prioritize opportunities for healing, rehabilitation, and mental health services for those involved in carceral systems.

**Services and Development** - Provide accessible education, training, personal development, and community engagement services for current and formerly incarcerated community members.

**Treatment and Awareness-Building** - Provide access to healthcare, medical services, medical transport, medication and long-term, consistent, and high-quality therapy and treatment, with skilled awareness of trauma, abuse, and addiction for current and formerly incarcerated community members.

**Living Wage Jobs** - Provide family wage employment opportunities for formerly incarcerated community members.

**Connecting Families with Incarcerated Loved Ones** - Establish free communication methods for our incarcerated community members to connect with family, friends, and support programs using technology platforms.

**Equitable Sentencing** – Repeal mandatory minimum sentences to ensure all people have an opportunity for an individualized consideration of their crime and other factors, and sentences that are not disproportionate to the severity of the crime. Utilize alternatives to incarceration, such as diversion programs, community service, and/or probation where incarceration would otherwise be required.

**Workforce Diversity** – Support workforce diversity hiring and retention at all levels (especially the executive level) in law enforcement, courts, and corrections with lived experience that reflects the communities being served, particularly Black, Indigenous, People of Color.

**Judicial Transparency** – Require the collection and reporting of judicial sentencing data that would include the sentencing judge, crime, sentence imposed (including legal financial obligations), applicable sentencing guidelines range, and the reason the sentence departed from the guidelines (if applicable), and race, gender, income, and other demographics of the defendant.

**Pre-trial Justice** - Determine pre-trial risk in an equitable and just way. Support the presumption of release by utilizing innovative community-approved pretrial services and strategies that will assure the safety of the community.

**Policing Transparency** - Require all police to use bodycams in all interactions with community and make footage available to the public when incidents escalate to arrests or physical interaction. Invalidate arrests made without bodycams.

**Equitable Financial Penalties** - Establish legal fees and fines that are income-based and reasonable and that are not subject to interest or referment to collection agencies.

**Fine/Penalty Alternatives** - Establish alternatives to fines and payment plans for community members who have been economically marginalized.

**Public Defense Capacity-Building** - Increase the number and compensation of readily available Public Defenders to represent community members with low income for criminal and civil issues.

**Police Accountability** - End shielding and justification of officers with patterns of abuse of power, equipment misuse, or violence; subject them to disciplinary action or release them to another field or endeavor.

**Re-Entry Support** - End Department of Corrections’ ability to decline living situation for people re-entering the community.

**Protect LGBTI People** – Discipline or release authorities who do not properly assess, prevent, or address risk or respond to sexual abuse of lesbian, gay, bisexual, transgender, intersex or nonconforming people, particularly Black, Indigenous and People of Color, in jails, prisons, and detention centers and who fail to make individualized housing placements for all transgender and intersex prisoners with input from the incarcerated individual themselves under the Prison Rape Elimination Act (PREA).

**Legal Aid** – Prioritize and sufficiently fund legal aid organizations that provide free or low-cost legal representation to individuals, particularly Black, Indigenous, and People of Color adults and youth with low income.

**Healing-Centered Approach** – Develop and implement healing-centered (trauma-informed) policies that include reentry assessments and programs that focus on needs and outcomes.

**Gender, Intersex, and Culturally Responsive Services** – Deliver culturally responsive and gender and intersex responsive programs, services, including classification of female, transgender, and intersex justice-involved individuals, and treatment to decrease recidivism rates.

**Equitable Response Times** – Track and report response times of fire, police, and emergency medical services by zip code.

**Equity in Emerging Technologie**s – Assess ramifications that emerging technology, such as artificial intelligence and facial recognition technology, may have on communities that have been historically and currently marginalized. Review these emerging technologies either already in use or before their launch with communities to develop policies and laws that ensure that the technology is used in a manner that benefits society and does not have disparate negative impacts on these communities or violate their civil rights.

**Equitable Early Release** – Expand early release criteria to provide Black, Indigenous, and People of Color incarcerated individuals a fair opportunity to be considered for early release.

**Racially Just Process Improvement** – Adopt a transformative methodology that makes everyone responsible for utilizing equitable organizational change management and Lean to address systemic racism in laws and justice system structures and processes and focuses on where the needs are greatest.

**Administrative Hearings Communication & Language Services Access** - Provide appellants with limited English proficiency and disabilities with communication and language services to ensure meaningful access to and equally effective communication in administrative hearing proceedings and communications.

**Prosecutorial Discretion Transparency** - Require the collection and reporting of prosecutorial decision data that would include the prosecutor, crime, decisions made, applicable guidelines, and the reason for departing from guidelines (if applicable), and race, gender, income, and other demographics of the defendant.

**Jury Diversity** – Increase the diversity of juries by prioritizing adequate compensation for jurors and reimbursing them for expenses (child and adult care, travel, etc.); providing support for jurors to participate virtually; utilizing lists with a greater proportion of racial diversity, such as driver license and state ID databases, to populate jury wheels; provide communication and language services to send jury summonses; and provide jurors with limited English proficiency and disabilities with communication and language services to serve on a jury.

**Habits**

Behaviors to Repeat Until it Becomes Automatic

**Representative Engagement** - Diversify all levels of criminal justice and law enforcement.

**Community Involvement** - Provide pathways to community-based sentencing reviews and early release.

**Priority Appropriation** - Reprioritize funding and resources from downstream criminal justice systems to more upstream human services and education.

**Partnership** – Collaborate with community, schools, and justice systems to end the school-to-prison pipeline to prevent youth from interacting with our legal system.

**Harm Reduction** – Utilize successful practices that are healing-centered and reduce harm experienced by community members who have experienced incarceration.

**Community-Based Treatment** – Provide mental health and chemical dependency treatments that prevent community member interaction with our legal system.

**Outcomes**

* There is real community oversight of prosecutors, police, carceral systems, and courts.
* There is state-level independent investigation of all police violence against residents.
* We have a restorative justice system that centers restoration, mediation, and support, not a punitive system.
* Structural racism in the criminal justice system no longer exists.
* Black, Indigenous, and People of Color community members seeking justice see themselves in our criminal justice and law enforcement.
* Police are accountable for effective attachment and operation of bodycams.
* Increased compensation and number of Public Defenders.
* Reduction in hiring and housing biases against formerly incarcerated community members.
* Decrease in recidivism rates.
* Our youth will never be tried as adults in our state.
* Individuals are diverted from the justice system to restorative programs and they never become justice involved.
* Incarceration if needed is humane and centers rehabilitation.
* An individual’s ability to pay is assessed fairly and objectively before imposing legal financial obligations.
* Juries reflect the communities in which the case is being tried.
* Communication and language services are provided at no cost to be able to fully participate in proceedings.

**Potential Measures**

* Percentage of incarcerated population by race and gender identity.
* Average conviction sentencing by race and socio-economic status.
* Rate of recidivism by race and socio-economic status.
* Number of successful diversion and alternative justice programs.
* Education, training program engagement, and access to family and community support for incarcerated community.
* Employment rate of formerly incarcerated.
* Income of formerly incarcerated by race and gender identity.
* Percentage of youth tried as adults.
* Adult incarceration rate per 100,000.
* Juvenile justice decision points.
* Percentage of referrals to educational opportunities for currently incarcerated and formerly incarcerated people by race and gender.
* Percentage of referrals to work release by race and gender.
* Percentage of leaders (WMS, exempt) by Affirmative Action/Equal Employment Opportunity (AA/EEO) demographic.
* Turnover rate by AA/EEO demographic.
* Number and percentage of applicants on local lists, WMS, and exempt recruitments by AA/EEO demographic.
* Percentage of people who advance in hiring process after SME review by AA/EEO demographic.
* Applicant to Hire ratio by AA/EEO demographic.
* Population vs workforce review by AA/EEO demographic.
* Department of Corrections applicant data by AA/EEO demographic.
* Overall percentage increase in job applicants for court, law enforcement, and corrections jobs by race.
* Number of EIAs completed for bills introduced.
* Number of diversion programs available by court and geographic location.
* Amount of legal financial obligations imposed by race and income.
* Demographic representation on juries by race and ethnicity.

**Priorities**

**Healthy Communities** - Collectively shift from costly, crisis-oriented responses to health and social problems, to responses that focus on prevention, embrace recovery, and eliminate disparities.

**Strong, Vibrant Neighborhoods (a PEAR Determinant of Equity)**- Neighborhoods that support all communities and individuals through strong social networks, trust among neighbors and the ability to work together to achieve common goals that improve the quality of life for everyone in the neighborhood.

**Health & Human Services (a PEAR Determinant of Equity)** – Provide health and human services that are high quality, affordable and culturally appropriate and support the optimal well-being of all people.

**Food Systems (a PEAR Determinant of Equity)** - Food systems that support local food production and provide access to affordable, healthy, and culturally appropriate foods for all people.

**Investments**

Principles, Processes, and Procedures that Reinforce Habits

**Needs-Based Funding** - Adequately fund services and programs that provide our communities with quality and affordable health and human services, food, and childcare for the communities where health determinants and income levels are lowest.

**Amplify Community Voices** – Partner in decision-making with communities when identifying community assets and opportunities to inform strategic plans, programs, and service delivery.

**Agency Integration** – Create and sustain interagency, cross-sector, and community collaborative partnerships and linkages that create improved outcomes for our communities.

**Preventative Care** - to responses that focus on prevention, embrace recovery, and eliminate disparities.

**Habits**

Behaviors to Repeat Until it Becomes Automatic

**Health and Human Service Capacity-Building** – Increase funding and resources in our services that target underlying causes of poor health and well-being.

**Data-Informed Strategies** – Leverage data to identify and address emerging, disparate, and significant causes of death and poor health in our communities.

**Prioritize Public Health Funding** – Collaborate with elected officials and regional health partners across the state for sustainable funding.

**System Integration** – Design and implement an integrated system for behavioral health and substance use treatment with primary care.

**Outcomes**

* Everyone has completely accessible anti-racist health care, including culturally relevant mental health care.
* Healthcare centers disability justice analysis in their decision-making.
* Zero youth detention.
* Every child in the state of Washington is provided quality healthcare, food, and childcare.
* Improved health outcomes for every member of our state.
* Reduction in poverty rates amongst Black, Indigenous, and People of Color youth, veterans, women, and those with a disability.

**Potential Measures**

* Percentage of youth incarcerated.
* Cancer rates amongst Black, Indigenous, and People of Color community members.
* Poverty rates by race, veteran status, disability, and gender.
* Percentage of affordable quality food sources per census tract.
* Percentage of quality, culturally appropriate, and affordable childcare options per census tract.
* Access to grocery stores with healthy food and SNAP/WIC status.
* Percentage of community on Public Assistance Income or Food Stamps/SNAP.
* Percentage of uninsured adults.
* Percentage of uninsured children by race
* Life expectancy.
* Percentage of hospitalizations due to asthma, diabetes, or heart disease by race.
* Health insurance coverage by race, gender, age, socioeconomic status, and geographical area.

## **PEAR Racially Just Washington**

Using a Pro-Equity Anti-Racism (PEAR) strategy and implementation to eliminate racial inequities and improve outcomes for all racial groups, with an intentional focus on where the needs are greatest.

**Priorities**

**Racially Just Government** – We are bold, deliberate, and committed in becoming a racially just government, with an intentional focus on our Black and Indigenous communities and employees.

**Racially Just Decision-Making** – As a government, our Governor and agency leaders will co-create a decision-making model that ensures that the Office of Equity is at the planning table and in partnership with the community or communities impacted by the action.

**Racially Just Process Improvement** – Adopt a transformative methodology that makes everyone responsible for utilizing equitable organizational change management and Lean to address systemic racism in our structures and processes and focuses on where the needs are greatest.

**Racial Justice Investments** - Investing in systems that identify where the greatest racial inequities exist and co-creates racially just solutions for our workforce and the communities we serve.

**Investments**

Principles, Processes, and Procedures that Reinforce Habits

**Representational and Concrete** - Ensure that Pro-Equity Anti-Racism (PEAR) strategies are operationalized in a way that employees will apply them to their work daily.

**White Co-Conspirators** – Support opportunities for White people to take an active stand against White supremacy and the benefits that White supremacy provides them because they are not spectators; they are change agents and their future depends on racial justice as well.

**Impact Knowledge** - Conduct Equity Impact Assessments (EIAs) on all government decisions, including budget decisions.

**Risk Appetite** – Develop a Pro-Equity Anti-Racism Risk Appetite Statement that provides guidance from leadership to employees on the amount of risk Washington state and agencies are willing to seek in the pursuit of advancing PEAR outcomes. A Risk Appetite Statement helps agencies make informed risk-informed decisions as they take action to implement their PEAR Strategic Action Plans. Establish PEAR-based language in our insurance policy language to take on more risk to achieve PEAR outcomes.

**Disrupt and Eliminate Anti-Blackness and Anti-Indigenousness**– Support racial justice strategies and initiatives that have been created for and by Black and Indigenous people.

**Black & Indigenous Ownership of Data (Anti-racist and Decolonized Data)** – Utilize data and success measures that are collected, owned, and defined by Black and Indigenous people. Collect intersectional data on the outcomes of Black and Indigenous people within age, disability, income, LGBTQ+ groups, etc.

**Racial Justice-Centered Spaces** – Create spaces where employees and community members can consistently meet to discuss and strategize around racial justice without fear of retaliation.

**Building PEAR Capacity** – Build expectations for employees to spend 8-hour workdays to support PEAR Investments.

**PEAR Teams** – Establish PEAR Teams in every agency, division, and section to support the advancement pro-equity, racial justice, access, and belonging at all levels of our government.

**Transparency and Accountability** – Co-create transparent data and reporting strategies with community that assess and report our efficacy in building a more racially just Washington state.

**Habits**

Behaviors to Repeat Until it Becomes Automatic

**Learn and Apply** – Build awareness of the historical, socioeconomic, and cultural context of the community impacted by the government action in policy development, implement PEAR solutions, and apply equitable Lean continuous improvement.

**Elevate Community Priorities** – As a government we will engage communities, and employees on what their greatest needs are and co-create solutions that will achieve PEAR outcomes.

**Promote Transparency and Accountability** – We will ensure that our government serves our communities and employees in an honest, direct, and responsible manner.

**Normalize Risk Tolerant/Seeking** – Our state government will assess the risk of status quo in our government actions. We will adopt a more progressive view where we see risk as an opportunity for gains as well as losses and take pro-equity anti-racism risks where it adds value.

**Outcomes**

* The Black and Indigenous communities of our state experience racial justice in their interactions (policies, programs, processes, and services) with our government.
* Our communities and employees are knowledgeable of PEAR and can identify, implement, and measure PEAR solutions.
* Our government is risk-seeking in advancing PEAR outcomes.
* We are a transparent and accountable government who centers our community and employee needs.
* Our employees and communities understand that “race” and other binary social categorizations are constructions, rather than immutable “truths.”
* Black, Indigenous, Latino/a/x/e, and People of Color do not have to bear the burden of helping people with power and influence see broader context to understand that solutions need to be centered on the people they’re intended to serve, rather than labeling people for their aggressive or dissociative behavior.
* Success for Black and Indigenous people is measured and defined by Black and Indigenous people.
* Employees and community members discuss racial justice work freely and without retaliation.
* Black, Indigenous, and People of Color state employees feel safe, respected, and treated with dignity at work.
* Black, Indigenous, and People of Color community members feel safe, respected, and treated with dignity by state agencies.

**Potential Measures**

* Tribal, community, and employee engagement satisfaction.
* Number of agency PEAR Risk Appetite Statements.
* Number of racial discrimination complaints made by Black, Indigenous, People of Color.
* Number of resource groups convened by White employees to share and discuss racial justice resources with other White employees.
* Number of hours employees spent supporting PEAR investments.
* Number of listening sessions or other agency-sponsored events that are focused on racial justice.
* Number of racial justice-centered projects and initiatives created and led by Black employees and community partners.
* Percentage of anti-racist and decolonized data that is used to measure PEAR efficacy vs. agency-collected, owned, and applied data.

## **PEAR Capacity Building**

Leverage matrix strategy and support to develop Pro-Equity Anti-Racism organizational capacity intentionally.

**Priorities**

**Director of Office of Equity Preferment –** We will reorganize the Director of Office of Equity to the Executive Cabinet to ensure Pro-Equity Anti-Racism efficacy in every facet of our services in alignment with Governor Inslee’s commitment to equity.

**Empower the Office of Equity** – The Office of Equity will have rulemaking authority to define agency PEAR requirements and ensure implementation.

**Cultivate PEAR Capacity** - Build the PEAR efficacy of our agencies and provide the support agencies need to make them successful in advancing pro-equity, racial justice, access, and a sense of belonging for communities and employees.

**Investments**

Principles, Processes, and Procedures that Reinforce Habits

**Information Sharing** - Promote the exchange of information and practices that advances pro-equity, racial justice, access, and belonging across our government.

**Agency PEAR Consultants** - Establish PEAR Team positions within every Executive Branch agency who adhere to a matrixed reporting structure between the Equity Director and Executive Cabinet representative for the agency.

**Equity Data Hub Onboarding** - Onboard our agencies to the Equity Data Hub and Dashboards where they can access and share current resources, tools, and practices.

**Workforce Awareness-Building** - Provide PEAR-based learning and development for public employees to increase awareness of PEAR framework and tools and build skills that cultivate their abilities to co-create and implement strategies that promote PEAR in employees’ daily work.

**PEAR Teams** – Establish PEAR Teams in every agency, division, and section to support the advancement pro-equity, racial justice, access, and belonging at all levels of our government.

**PEAR Investment** – Establish a requirement that every agency’s workplan details 8 hours per day for each employee in the agency to advance PEAR outcomes (i.e., Change Team, Employee Resource Groups, Learning and Development, Equity Impact Assessments, Equitable Lean Continuous Improvement). PEAR is the work, not a checkbox.

**Transparency and Accountability** –Co-create transparent data and reporting strategies with community that assess and report our capacity-building efficacy.

**Habits**

Behaviors to Repeat Until it Becomes Automatic

**Common Vision** - Guide enterprise-wide efforts through a unified vision of pro-equity, racial justice, access, and belonging.

**Grace** - Recognize that each agency is at a different place on their PEAR journey and would be better served in advancing pro-equity, racial justice, access, and belonging if their supports were custom to where they are on their PEAR journey.

**Evidence-Based -** Effectively use tools and resources that are proven in advancing PEAR outcomes.

**Outcomes**

* The Director of Office of Equity is a ranking member on the Executive Cabinet.
* All agency PEAR requirements, PEAR Strategic Action Plans, and progress is assessed and approved by the Office of Equity.
* Agencies and commissions have the budget and resources needed to effectively advance and sustain pro-equity, racial justice, access, and belonging outcomes.
* Adequate exchange of PEAR information and practices between agencies and commissions.
* Each agency has a PEAR Team that reports directly to the agency director or secretary and partners in advancing PEAR outcomes within the agency.
* Agencies and commissions proficiently use of Equity Data Hub and Dashboards.
* Existing and incoming employees are actively participating in PEAR-based learning and development and applying PEAR in their daily work.

**Potential Measures**

* Percentage of agencies and commissions actively exchanging information and strategies on advancing PEAR outcomes.
* Percentage of agencies and commissions using and updating The Office of Equity Data Hub and Dashboards.
* Percentage of employees participating in PEAR-based learning and development.
* Proficiency ratings on PEAR measures in performance appraisals and development plans.
* Percentage of agencies who have hired PEAR Team positions.
* Percentage of agency and commission budget allocated to PEAR Investments.
* Number of hours employees allocate on PEAR Investments.

## **PEAR Data Strategy & Reporting**

Matrix Data Strategy & Reporting to support Washington state’s intentional Pro-Equity Anti-Racism organizational development to ensure our investments are where the needs are greatest.

Our matrix data strategy & reporting methodology including data management and data assets must be maintained and managed at an enterprise level in partnership with the Office of Equity to ensure that we intentionally drive equitable outcomes by investing where the needs are greatest for all state agencies and across the state of Washington.

**Data Strategy and Reporting Methodology: Intersectional Data Aggregation**

To provide a more in-depth look at how different groups fare, our data strategy and reporting methodology recommends aggregating data by quintiles and U.S. Census Race and Ethnicity categories. An approach like this is often called data disaggregation. More precisely, detailed data is aggregated to intersections of topics, activities, and population groups to reveal trends and patterns. Data refers to the separation of compiled information into smaller units to reveal underlying trends and patterns. We apply this technique to amplify disparities in the distribution of benefits, burdens, opportunities, and prosperity among communities across Washington. This approach enhances our equity lenses with geographic lenses to reveal opportunities to invest where the needs are greatest.

Quintiles

A quintile is a statistical value of a data set that allocates the data into five 20% groupings of a given population. The first quintile represents the lowest fifth of the data (1% to 20%); the second quintile represents the second fifth (21% to 40%) and so on.

Aggregating data into quintiles will allow our state to discover where the needs are greatest in our communities. This data methodology also supports our state in better understanding the root of our disparities and informs our PEAR strategies.

**PEAR Performance Management Methodology**

The PEAR Performance Management Methodology is an Equity Impact Assessment on all 15 PEAR Determinants of Equity in the state’s processes, policies, procedures, programs, and projects. This methodology analyses the level of Equity in State and Local practices through the disaggregate measurement of investment levels in the other 14 PEAR Determinants of Equity. The PEAR Performance Methodology will drive the state’s Pro-Equity Anti-Racism strategy by systemically investing upstream where the needs are greatest leading with priority populations.

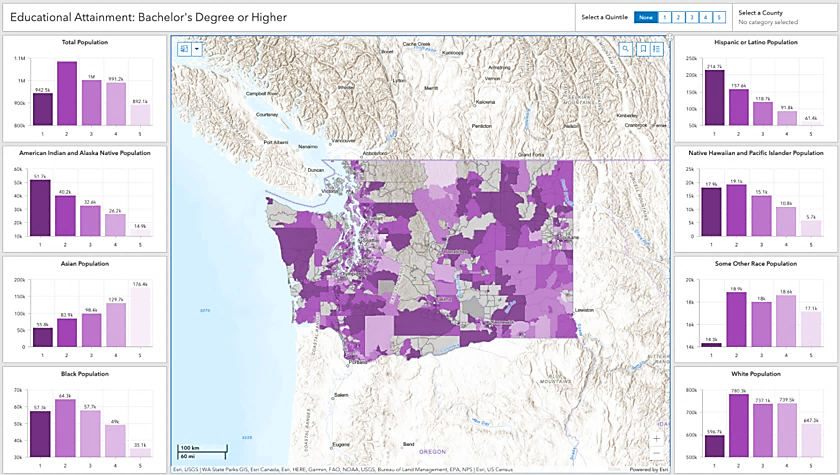
We must work with our community to re-examine the following questions:

• Who decides what information is collected?

• Who owns that information?

• Who determines how data is interpreted and applied?

Washington State Disparities



The graphic above shows the distribution of prosperity in state of Washington in terms of educational attainment, specifically showing where community members earn bachelor’s degree or higher. This measurement of educational attainment is segmented into quintiles by total population and race within each of our state’s census block groups. Each block group is classified into quintiles by the percentage of its population earning a bachelor's degree or higher, including master's degrees, doctorates, and professional degrees. Quintile 1 represents the lowest percentages, while quintile 5 represents the highest. It shows us what areas of our state have the lowest and highest educational attainment.

When aggregating the data by race and ethnicity the graphic shows us that our Native American, Black, Hispanic or Latino/a/x/e, and Pacific Islander populations have the lowest representation of their population within quintile 5 (highest educational attainment) and highest representation within quintiles 1 and 2 (lowest educational attainment).

As we build PEAR strategies to improve educational attainment in our state, the above graphic will serve as a guide for determining where our greatest educational attainment needs are.

**Priorities**

**Performance Management** - Establish a PEAR Performance Management dashboard that will optimize coordination of strategies, information distribution, messaging, and service delivery while enabling public, private, and civic partners to invest upstream where the needs are greatest.

**Greatest Gap**s - Decrease the difference between the top and bottom 20% in every indicator tied to the PEAR Determinants of Equity.

**Data-Informed Action** - Create Community condition layers to better understand where the needs are greatest while centering priority populations.

**Anti-racist and Decolonized Data** – We will collect and share data in a transparent and consistent manner. Our data will tell the story of access, opportunity, and outcomes in our systems. Historically excluded and marginalized communities will determine the information they need for us to collect to effectively determine what is best for them and deliver PEAR services.

**Investments**

Principles, Processes, and Procedures that Reinforce Habits

**Agency PEAR Strategic Action Plan Performance Reporting** - Our agencies will co-create PEAR Strategic Action Plans with community for how they will achieve PEAR outcomes and goals and complete Annual PEAR Strategic Action Plan Performance Reports for publishing in our Equity Data Hub and Dashboards.

**Prioritize Community Experiences** - Transcend the use of disaggregated data to include other sources of information, such as lived experience and community voice.

**Disaggregate Data** - Collect, analyze, and distribute disaggregated data to uncover and raise awareness of inequities that exist within our services, practices, and communities who have been historically and systematically marginalized.

**Progress Tracking** - Create and leverage metrics that track our progress towards making our government more equitable, racially just, and accessible, belonging-centered.

**Data Management** - The Office of Equity will set standards and expectations around data collection, analysis, and reporting to ensure that quality, meaningful data is consistently available and shareable across our government.

**Transparency and Accountability** - Co-create transparent data and reporting strategies with community that assess and report our data strategy and reporting efficacy.

**Habits**

Behaviors to Repeat Until it Becomes Automatic

**Community-Centered Data** - Data collection and research must consider how the historical, cultural, and socioeconomic impacts of structural racism and colonization have historically been used to exclude and harm certain members of our community.

**Standardized Data Management** - Design and apply standards for the collection, analysis, and reporting of disaggregated data and intersectional data.

**Value Storytelling** – We realize that data goes beyond the numbers and includes the “lived experiences” of our communities and employees. We will seek out and elevate stories and lived experiences in our PEAR data analysis.

**Promote Indigenous Data Sovereignty** – Our government will honor the right of a tribal nation to govern the collection, ownership, and application of its own data. This act is derived from tribes’ inherent right to govern their peoples, lands, and resources.

**Outcomes**

* Increased accessibility, transparency, and accountability to PEAR in our state’s processes, programs, policies, and practices impacts.
* Increased web traffic, siting of data, and coordination of PEAR strategies.
* Tribes, communities, and employees govern the collection, ownership, and application of data utilized in decision making.
* Decreased outcome gap between the bottom and top 20% in PEAR Determinants of Equity indicators.
* Office of Equity and agencies utilize quarterly performance reviews and annual performance reports as the primary accountability mechanism in achieving PEAR outcomes and goals.

**Potential Measures**

* Tribal, community, and employee engagement satisfaction.
* Percentage of PEAR Determinant of Equity indicators by quintile.
* Number of Equity Data Hub hits by periods of time.
* Percentage of data collected, owned, and applied by communities and employees.
* Efficacy of PEAR metrics.
* Agency PEAR Strategic Action Plan Investments performance.

## **PEAR Engagement & Community Partnerships**

Ensuring our communities, employees, and partners collaborate to develop and inform Washington state’s Pro-Equity Anti-Racism efforts.

**Priorities**

**Relational Partnerships and Resources** - We will partner between our agencies, community members, and organizations to eliminate racial inequity in all areas of state government, including education, criminal justice, environmental justice, health, housing, transportation, and economic success and in all phases, including the planning phase when scope and priorities are determined.

**Inter-Branch Equity Collaboration** – The Executive Branch will work with our government partners in the Legislative and Judicial Branches on establishing a community of practice that will come together to advance pro-equity, racial justice, access, and belonging outcomes for the communities of Washington state.

**Equity Impact Assessments (EIAs)** - We will conduct EIAs by partnering with those impacted by government systems to better understand historical context and effects of our actions through the collection and analysis of data. We will use this data to set PEAR goals and develop Pro-Equity Anti-Racism (PEAR) Strategic Action Plans and strategies.

**Increase Capacity** – Our agencies will increase their ability to provide meaningful tribal, community, and workforce engagement where the needs are greatest by dedicating the appropriate resources, including funding prioritization and staffing.

**Investments**

Principles, Processes, and Procedures that Reinforce Habits

**Informed Action** - The Office of Equity, state leaders, and workforce inform conversations at all levels of our government and take part in decisions that positively affect communities across the state of Washington.

**Amplify Community Voice** - The Office of Equity, state leaders, and workforce will help lift up voices and concerns from communities and create partnerships throughout state government to better serve communities.

**Qualitative Data** - When appropriate, we will leverage online survey tools to collect information with the realization that surveys limit our engagement to a question-answer format, which does not allow for real-time response and engagement. Our online surveys will be culturally and linguistically appropriate, accessible to all, and complementary to other engagement efforts.

**Optimal Community Participation** - Our outreach and engagement efforts, including virtual spaces will prioritize language access services, cultural humility, accessibility for community members living with a disability, versatile methods of information delivery, and family-friendly environments so that our community can fully participate regardless of age, primary language, income, and disability status.

**Guidance** - As a government, we will utilize practices detailed in the PEAR Relational Partnership Guide when interacting with communities.

**Transparency and Accountability** - Co-create transparent data and reporting strategies with community that assess and report our engagement efficacy.

**Habits**

Behaviors to Repeat Until it Becomes Automatic

**Honor Experiences** - Ensure everyone who lives in the state has the sense of being worthy and is recognized for the powerful and strong legacies of their communities.

**Distribute Authority** - Operationalize and normalize the expectation that our government and community work together, in equal leadership, to create Pro-Equity Anti-Racism outcomes for our communities and our state.

**Allocate Time and Resources** – The Office of Equity and the commissions/committees that represent communities throughout the state will be adequately funded to conduct outreach and engagement.

**Centering Community** - Our government will prioritize communities and employees that have been historically excluded from decision-making and hardest to reach.

**Go to Community** - We will be innovative and adaptive when we interact with communities to meet them where they live and have established gatherings. This includes spaces like markets, places of worship, community centers, clubs/associations, and virtual spaces designed by communities.

**Slow Down** - Organizing at the pace of relationships in order to center grassroots, collective, and collaborative organizing methods within the realms of government, education, health, justice, urban planning, etc.

**Partner with Established Organizations** – We will work with and support, including financially through grants and contracts, grassroots organizations who work closest to the communities of focus.

**Practice Humility and Curiosity** – Our government will be humble, open-minded, avoid pre-determined outcomes, actively listen, and seek community-driven timelines, conversations, and solutions in our engagement. We commit to learning and recognizing how our communities and employees see themselves. We will not assume to know their needs or wants; we will ask them directly.

**Apply Agility** – Our government will be nimble in applying what we learn and connecting our community with resources in a rapid, equitable manner.

**Community Priorities Over Convenience** - Our government will prioritize our actions based upon what’s important to community over what’s convenient to achieve.

**Outcomes**

* Healthy, thriving, and self-sufficient communities.
* Elimination of racial inequities and access barriers in all areas of government.
* Deeper understanding of historical and present impacts of our government systems using PEAR data strategies and reporting that drive our decisions.
* An established PEAR inter-branch collaboration between the Executive, Legislative, and Judicial branches.
* The Office of Equity is sufficiently funded to be able to establish the habits and perform the actions detailed in the PEAR Plan & Playbook.
* Communities experience power sharing in decisions with our government.
* Funding and staffing are prioritized for government-to-government relations with tribes and meaningful relational partnerships with impacted communities, employees, and other interested parties.

**Potential Measures**

* Tribal, community, and employee engagement satisfaction.
* Percentage of racial inequities and barriers identified by Equity Impact Assessments that are addressed.
* Funding and resource levels for the Office of Equity.
* Established PEAR inter-branch team, number of established partnerships, meetings held, and PEAR priorities addressed.
* Percentage of community interactions where the Relational Partnership Guide was utilized.
* Percentage of community areas that have been economically disadvantaged and access to affordable robust broadband internet service.
* Percentage of participants from disadvantaged communities who participate in digital literacy training.
* User experience ratings with online content disaggregated by race, household income, educational attainment, disability, and limited English proficiency.