

Washington State Pro-Equity Anti-Racism (PEAR) Plan & Playbook

2022–2027 Version 1.0



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Please email your questions about the PEAR Plan & Playbook to PEAR@equity.wa.gov

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I. Acknowledgments

We acknowledge our ancestors, our elders, and those who began the quest for equity, social justice, access, and belonging for *all* people long before the state of Washington put forth this five-year **Washington State Pro-Equity Anti-Racism (PEAR) Ecosystem Plan & Playbook (“PEAR Plan & Playbook”)**. We recognize and honor the commitments and sacrifices made by so many champions for equity in Washington state government, in our communities, in our region, across the nation, and worldwide.

Special thanks to Representative Mia Gregerson, Representative Melanie Morgan, and Senator Manka Dhingra for sponsoring and championing legislation that created the Office of Equity, located in the Office of the Governor, and to the Office of Equity Task Force for laying the foundation for this work: Governor’s Interagency Council on Health Disparities Task Force Staff: LinhPhung Huynh, Project Manager Esmael López, Community Engagement Coordinator Hannah Fernald, Administrative Coordinator, Christy Curwick Hoff, former Manager, and Co-Chairs Benjamin Danielson (Co-chair) Jan Olmstead (Co-chair), RaShelle Davis (former Office of the Governor), Washington State Diversity, Equity & Inclusion Council, Sharon Ortiz and Laura Lindstrand (former Human Rights Commission), Elizabeth Gordon (Governor’s Committee on Disability Issues and Employment) and Mandeep Kaundal (alternate), Lisa van der Lugt and alternates Rex Brown and Marika Barto (Office of Minority and Women’s Business Enterprises), Maria Siguenza (Commission on Hispanic Affairs), Ed Prince (Commission on African American Affairs), Toshiko Hasegawa and alternate Carrie Huie Pascua (Commission on Asian Pacific American Affairs), Manny Santiago, Omar Santana, and Allison Spectator (LGBTQ Commission/Community), Michelle Gonzalez and Marie Vela (WA State Women’s Commission), Craig Bill and alternate Mystique Hurtado (Governor’s Office of Indian Affairs), Representative Mia Gregerson, Representative Melanie Morgan, Senator Manka Dhingra, Representative Jeremie Dufault and alternate Alec Regimbal.

We are forever grateful to all of you who invested your time, brilliance, and energy in developing models that Washington state could replicate, customize, and scale for use, especially Dr. Matias Valenzuela (former Director, Office of Equity and Social Justice in King County, Washington), Dr. Markisha Webster (former Director of the Office of Equity and Human Rights for the City of Portland), the Honorable Dr. Janice Underwood (former Chief Diversity Officer of the Commonwealth of Virginia, Office of the Governor), and the Government Alliance on Race and Equity (GARE) for leading as regional and national trailblazers for advancing equity and racial justice.

“We give thanks with a grateful heart.”

To each of you who completed an equity readiness organizational baseline assessment, participated in listening sessions, shared your lived experiences with us, helped to finalize Executive Order 22-04, or spoke up during the Governor’s Community and State Agency Roundtable, we hope you see and hear your voice in this PEAR Plan & Playbook. We are here because of you.

ADEFUA Cultural Education Workshop	Delta Sigma Theta Sorority, Inc. – Tacoma Alumnae Chapter	Environmental & Land Use Hearings Office (ELUHO)
Arts Commission	Denise Ross (Puget Sound Partnership)	Evette Jasper (former DCYF employee)
Asian Pacific Islander Coalition	Department of Corrections (DOC) Executive Strategy Team and Indeterminate Sentence Review Board (ISRB)	Front & Centered
Association of Washington Cities	Department of Natural Resources	Gender and Justice Commission
Attorney General’s Office: Kristin Lamson, Suzanne LiaBraaten	Deputy Directors Group 1: Jessica Todorovich, Heather Bartlett, Catherine Mele, Kendrick Stewart, David Puente, Jr., Wendi Gunther, Annette Meyer, Elizabeth Smith, Cami Feek (former Director), Annette Meyer, Cheryl Sullivan-Colglazier (former OFM employee)	Gonzaga University
Leadership Team	Disability Inclusion Network Business Resource Group (DIN)	Good Shepherd Youth Outreach
Altavia Jones (OFM)	Diversity Center of Washington	Governor’s Committee on Disability Issues & Employment
Ayanna Colman (ESD)	Dr. Erica Hernandez Scott (PESB)	Governor’s Executive Order 22-04 Roundtable Participants: Josephine Tamayo Murray, Yazmin Aguilar, Karen Vargas, Wendy Taliaferro, Faduma Ahmed, Nicole Franklin, John Miller, Clinton Johnson, Ricardo Ibarra, Jan Olmstead, Dr. Ben Danielson, Cami Feek, Lisa Brown, Manny Santiago, Marcus Glasper, Russ Olsen
Blacks United In Leadership & Diversity (BUILD)	Carrie Basas (former Education Ombuds)	Governor’s Executive Team
Black Education Strategy Round Table	Education Ombuds Stakeholders	Governor’s Office of Indian Affairs
Board of Accountancy	Educational Opportunity Gap Oversight and Accountability Committee	Health and Human Services group
Career Connect Washington Statewide Team	Emerald Cities	Helping Human Systems & The Athena Group
Centro Latino	Energy Facility Site Evaluation Council	Information Technology Services Division (ITSD) of OFM
Charter School Commission		Interagency Committee of State Employed Women (ICSEW)
Childhood Obesity Prevention Coalition (COPC)		
Children/Families Ombuds Stakeholder		
Commissioner Cami Feek (ESD)		
Conference of Minority Transportation Officials (COMTO)		
Criminal Justice Training Commission		
Daniya Baisubanova (Arts Commission)		

Interagency Protected Class Network	Puget Sound Partnership (PSP) (Laura Blackmore, Larry Epstein, Stephanie Suter, Melissa Schutten)	Equity & Inclusion council
Jessica Zinda (DSHS)		Washington Federation of State Employees (WFSE)
Joana Ramos and the Washington State Coalition for Language Access (WASCLA)	Rainbow Alliance and Inclusion Network (RAIN)	Washington Immigrant Network (WIN)
Joanne Lee (DES)	Results Washington	Washington Office of Superintendent of Public Instruction (OSPI) Superintendent and Executive Team
Kitsap Equity Race & Community Engagement (ERACE)	Robin Vazquez (HCA)	Washington State Board for Community and Technical Colleges
Larry Delgado (while at DES)	Rodney McAuley & Charlene Kay, Leaders in Spokane	Washington State Board of Pilotage Commissioners
Latino Leadership Network (LLN)	Scott Nicholson (while at OFM)	Washington State Governor's Office for Regulatory Innovation & Assistance (ORIA)
Laura Bradley (OAH)	Secretary of State Executive Team	Washington State Investment Board
Marika Barto (while at OMWBE)	Serve Washington	Washington State LGBTQ Commission
Mark Adreon (former Department of Services for the Blind employee)	State Parks Commission	Washington State Transportation Commission (WSTC)
Microsoft Corporate External Legal Affairs Team: Jiam Ma, Sami Bailey, & Joanne Market	State Treasurer's Office	Washington State Women's Commission
Minority Veterans of America	Statewide DEI Council and State Human Resources	Washington Student Achievement Council (WSAC)
Nicholas Vann (DAHP)	Statewide Deputy Director Group 1	Washington Traffic Safety Commission
Northwest Harvest	Statewide Deputy Director Group 2	Washington Workforce Association (WWA)
Northwest Museum of Arts and Culture	Superior Court Translation Commission	We Are One America
Office of Equity and Community Partnership-Public Health, Seattle & King County	Supreme Court Commission on Children in Foster Care	Wendy T and Trillium Employment Services
Office of Financial Management (OFM) Forecasting Team	Theresa Powell (DSHS)	Western Washington University
Office of the Commissioner of Public Lands	Tiffany Lamoreaux & Patricia Hayden	Workforce Training and Education Coordinating Board
Pacific Lutheran University Executive Team	Utilities and Transportation Commission (UTC)	Washington Recovery Group (WRG)
Pacific Northwest University of Health Services	Veteran's Employee Resource Group (VERG)	
Pierce County Community Engagement Task Force Leaders (PCCETF)	Vicki Lowe (DOHi)	
Pollution Liability Insurance Agency (PLIA)	Washington Center for Deaf and Hard of Hearing Youth Executive Leadership Team	
Professional Educator Standards Board (PESB)	Washington Bar Association	
	Washington State Business Resource Leaders	
	Washington State Deaf Employees Meeting	
	Washington Department of Services for the Blind	
	Washington State Diversity,	

II. Foreword

“...equity and justice for all, now and for generations to come.”

The year 2020 ushered in a decade of both historic challenge and historic opportunity.

- January: COVID-19 swept across the earth and nearly every aspect of our lives.
- March: Blacks, Latinos, and people fully fluent in their native language experienced significantly higher COVID-19 hospitalization and death rates than Whites.
- April: States began to reopen the economy.
- May: The world watched Mr. George Floyd’s murder by police officers responding to a call from a store clerk claiming that he had paid for cigarettes with a counterfeit \$20 bill.

Millions protested and demanded racial justice worldwide and here in Washington state. Racism, they said, is the real public health crisis that must be addressed because the distribution of privilege and the distribution of burden, based on one’s membership in a particular social identity group, continues to be uneven and unjust across society.

We remember the year 2020 as a time of historic opportunity. The Washington State Office of Equity, located in the Office of the Governor, was established in April 2020 to promote equitable access to opportunities and resources that reduce disparities across state government and improve outcomes statewide ([RCW 43.06D.020](#)). The social justice movement of 2020 demanded that government admit and repair the harm it caused to so many people. What was considered “normal” before the pandemic—to serve and privilege some at the expense and erasure of others—was no longer acceptable to people worldwide or in Washington state. People across the state mobilized to hold state leaders accountable for ending

disparities, especially racial and ethnic disparities, in all aspects of state agency decision-making.

We are excited to present the Washington State Pro-Equity Anti-Racism (PEAR) Ecosystem Plan & Playbook (“PEAR Plan & Playbook”). Co-created with input from thousands of state employees and Washingtonians, it recognizes that our people and environment are both healthy and flourish when we work together with those experiencing inequities to ensure that every person who works in, contracts with, or visits a state agency for assistance or services is welcomed, receives procedural and outcome fairness, and is treated with dignity, honor, and respect.

It is time for action. Join us as Washington state leads the way in transforming government to work in a way that achieves equity and justice for all, now and for generations to come.

What are you prePEARed to do in 2022 and beyond?

–Washington State Office of Equity Team
Office of the Governor

III. Preface

“Everyone is different. Everyone belongs here.”

–Unknown



As the inaugural Director of the Washington State Office of Equity, located in the Office of the Governor, I am honored to present the *Washington State Pro-Equity Anti-Racism (PEAR) Ecosystem Plan & Playbook*.

The premise of the PEAR ecosystem is that each and every state employee, no matter their title or position, wants to bring their A-game and authentic self to work, to be seen, heard, and valued as they team up with their colleagues to deliver superior services in a way that affirms the humanity, dignity, and value of every person they encounter. Everyone is different. Everyone belongs here.

What follows is a description of why this historic work is necessary, how the PEAR Plan & Playbook was created, who created the plan, and how the PEAR Ecosystem will advance equity and justice for all across the state of Washington, now and for generations to come.

We believe the PEAR strategy will disrupt longstanding injustice and inequity and create sustainable change, innovation, and productivity statewide and across state government, giving Washington a competitive advantage for becoming the first Belonging state in the nation, the number one “state of choice” to live, learn, work, own a business, play, and stay.

The PEAR Plan & Playbook positions Washington as a national leader in partnering with communities to transform state government to work for everyone, and as a model for other public and private sector organizations to follow, especially those with whom we seek voluntary partnership.

Therefore, it is with great enthusiasm that I present *Washington’s Pro-Equity Anti-Racism (PEAR) Ecosystem Plan & Playbook* and online tools to help Washington and its state-supported agencies, as well as other public and private sector organizations, achieve visible progress in equity, justice, access, and belonging.

Equity & Justice for all,

A handwritten signature in black ink, appearing to read 'Karen A. Johnson, PhD'. The signature is fluid and cursive, with the initials 'KAJ' being particularly prominent.

Karen A. Johnson, PhD (She/Her/Beloved)

Director, Washington State Office of Equity, Office of the Governor

IV. Background: Why? How? So What?

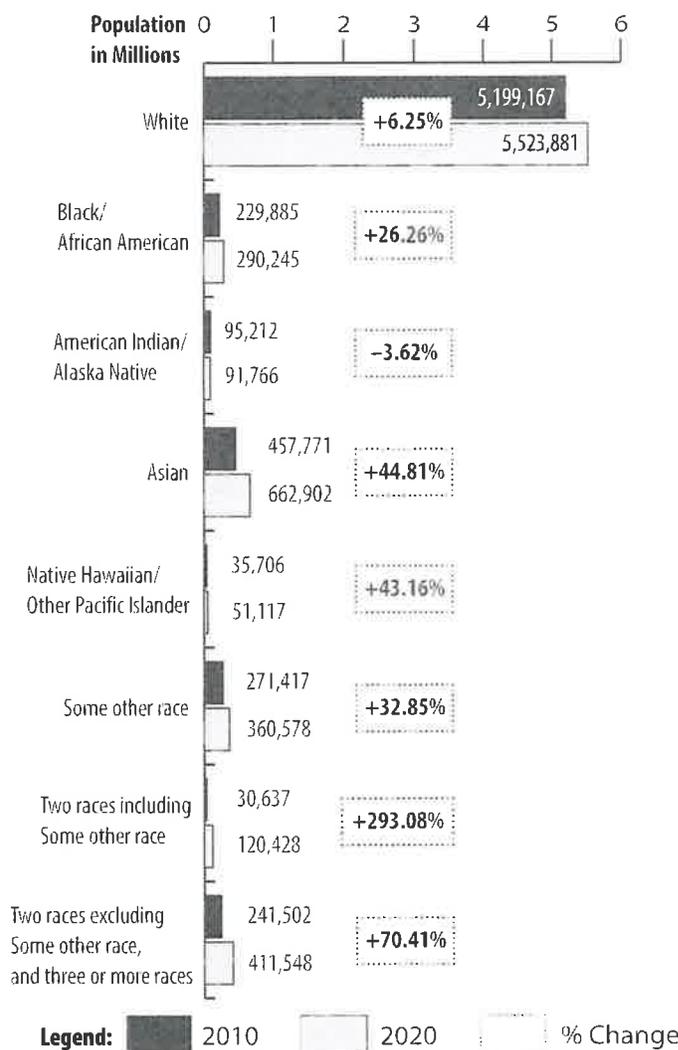
Why? The legislature established the Office of Equity because:

1. They found that the diversity of Washington’s population has increased over the last several decades.



Change in race and ethnicity of Washington residents from 2010 to 2020

Source: [U.S. Census Bureau American Community Survey, 2010 and 2020 5-year Estimates Detailed Tables](#), last accessed 12/22/2022.



The graph at left compares the Washington State population of eight racial groups between 2010 and 2020.

The population of people who identify as:

White alone increased from 5,199,167 in 2010 to 5,523,881 in 2020, an increase of 6.25 percent.

Black or African American alone increased from 229,885 in 2010 to 290,245 in 2020, an increase of 26.26 percent.

American Indian/Alaska Native alone decreased from 95,212 in 2010 to 91,766 in 2020, a decrease of 3.62 percent.

Asian alone increased from 457,771 in 2010 to 662,902 in 2020, an increase of 44.81 percent.

Native Hawaiian/Other Pacific Islander alone increased from 35,706 in 2010 to 51,117 in 2020, an increase of 43.16 percent.

Some other race alone increased from 271,417 in 2010 to 360,578 in 2020, an increase of 32.85 percent.

Two races including Some other race increased from 30,637 in 2010 to 120,428 in 2020, an increase of 293.08 percent.

Two races excluding Some other race, and three or more races increased from 241,502 in 2010 to 411,548 in 2020, an increase of 70.41 percent.

2. As the demographics of our state change, they found that:

1

People from historically and currently marginalized groups still do not have the same opportunities to experience health, wealth, and well-being as their nonmarginalized counterparts.

2

Inequities based on race, ethnicity, gender, and other characteristics continue to be deep, pervasive, and persistent, and they come at a great economic and social cost.

3

Work happening in agencies to address the disparate outcomes faced by people from historically and currently marginalized groups is fragmented across state government.

How? Listening and learning

Between May and September 2021, state agencies and the Office of Equity conducted baseline equity organizational readiness assessments and listened to thousands of community members and state employees to better understand their priorities for the state's first five-year equity strategic plan, designed to bridge opportunity gaps and reduce disparities, including racial and ethnic disparities, statewide and across state government. [You can view the data dashboards that present the results from these efforts in the Online Toolkit.](#)



What we heard from community members and state employees

The following is a collection of quotes from nine different people who responded to the listening surveys. This is a very small sampling of the feedback we received.

“Go to the people. Listen early (before the process is designed or decisions are made) rather than late and listen often. We need to get this right.”

“Explore sustainability from a community perspective: how to build learning structures and culture.”

“Do not create splitting, pitting, or divisive environments for people impacted by inequities.”

“Agencies need to **understand differences in cultural values** when co-creating with communities.”

“Build trust and relationship by hiring people from impacted communities.”

“Set truth and reconciliation tables to **lay a solid foundation of trust to own harm and begin healing.**”

“Hire staff who look like communities served and **ensure that they are at the decision-making table.**”

“Take the time necessary to be relational instead of rushing this in the transaction of work.”

“Intentionally make time to **hear the stories from the community about the harm caused by government** and own the pain caused.”

So What?

We incorporated all of this input to collaboratively create *Washington’s Pro-Equity Anti-Racism (PEAR) Ecosystem Plan & Playbook*, a statewide strategy that calls for state agencies and communities to work together to achieve equity and justice statewide and across Washington’s 100+ state-supported agencies.

V. PEAR Plan & Playbook Design & Office of Equity Dream Teams

“Teamwork makes the dream work.”

—John Maxwell

Washington's Pro-Equity Anti-Racism (PEAR) Ecosystem Plan & Playbook was developed in partnership with a team of expert consultants who also created an online toolkit and data maps for use by state agencies and other stakeholders across the state to collectively measure progress toward broad goals that advance equity and justice in Washington.

PEAR Plan & Playbook Design Dream Team



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VI. Executive Summary

The Washington State Pro-Equity Anti-Racism (PEAR) Ecosystem Plan & Playbook outlines the framework and tools that Washington state agencies will use to create a PEAR ecosystem in which all Washingtonians have full access to the opportunities, power, and resources they need to flourish and achieve their full potential.

PEAR Ecosystem Goals

1. Reduce disparities in public contracting, public education, public employment, and public services ([Executive Order 22-02](#)).
2. Improve outcomes that benefit all tribes, communities, and employees of Washington's PEAR ecosystem ([Executive Order 22-04](#)).

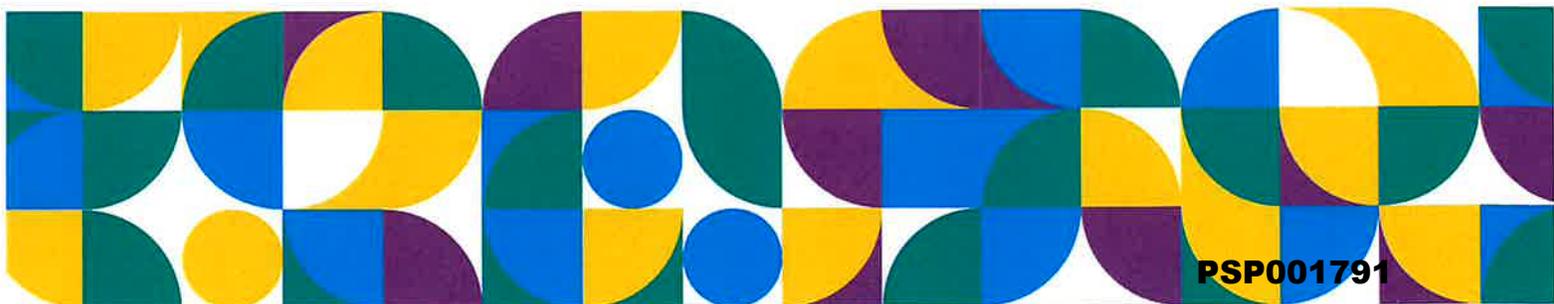


Strategies to help state agencies to achieve the PEAR Ecosystem Goals include:

1. Implement a pro-equity, anti-racism framework in partnership with relevant communities and organizations
2. Embrace continuous learning, growing, and pivoting
3. Consistently assess your actions' equity impact
4. Make values driven, data informed, upstream investments
5. Be transparent, accountable, and operate with urgency

This document contains:

- Definitions and Abbreviations (Section VII) commonly used in this document.
- Introduction (Section VIII) describing what it will take for Washington state to transform from its current state to a Pro-Equity Anti-Racism (PEAR) ecosystem (future state).
- Washington's PEAR Ecosystem Framework (Section IX) described.
- Washington State's PEAR Ecosystem Strategic Plan (Section X) including vision, mission, values, goals and overall strategies, outcomes, and 2022-2027 implementation roadmap (Section XI).



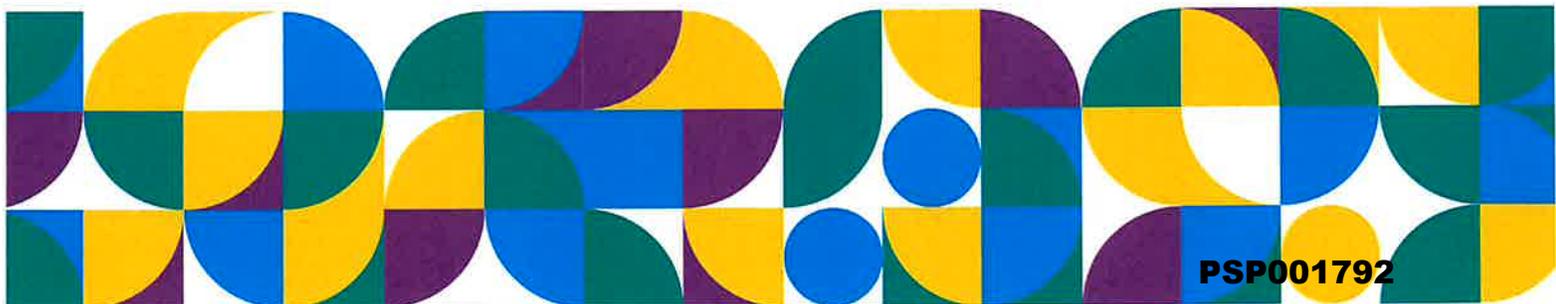
“Everything seems impossible until it’s done.” –Nelson Mandela

Online Toolkit

The [Online Toolkit \(available on the Office of Equity website\)](#) will help facilitate each state agency’s implementation of Washington’s PEAR Ecosystem Plan & Playbook. Every leader is expected to fully leverage all of the online resources. The resources provided are adaptable and can be tailored to meet the needs of each agency or organization. The contents of the Online Toolkit are listed below.

- The **Washington State Pro-Equity Anti-Racism (PEAR) Ecosystem Plan & Playbook** (this document)
- **Easy as 1-2-3:** PowerPoint decks, recorded trainings, and tools provided during PEAR Team Orientation sessions, including guidance for establishing a PEAR Team, completing an initial Equity Impact Assessment and PEAR Strategic Action Plan, and developing a quarterly performance tracker.
- **The Equity Impact Assessment (EIA) tools:** Tools that can be used prior to proposing changes to agency policies, programs, and practices, including budgets and agency request legislation, to assess the potential impact on communities that historically have been marginalized and institutionally oppressed.
- **Language Access guides:** Guides that include best practices and resources for providing language services (written translation, spoken language interpreting services, and sign language interpreting services) to individuals requiring language access to agency programs, activities, and services.
- **Relational Partnership Guide:** Relationships are the foundation of establishing impactful teams that can produce deliverables. The Relational Partnership Guide provides guidance for building relationships with community to help establish your PEAR Teams and build and grow your community network.
- **Tribal government relationship guides:** Guides that include information about the legal framework and requirements for the government-to-government relationship between tribes and the state of Washington and resources to assist agencies in fulfilling their legal obligations as required by Chapter 43.376 RCW.

More resources, including an entire section on the development of the **Statewide Universal Access & Belonging Plan**¹, will be added as they become available.



VII. Definitions & Abbreviations

It is important to have a shared vocabulary in equity and social justice work. Below is a short list of common terms and abbreviations used throughout this document, along with their meanings. A more comprehensive “Glossary of Terms” intended to advance education and awareness of institutional and structural racism and to assist in formulating appropriate language for any formal or informal conversations about race, racism, proposed executive action, or upcoming legislation will be provided in the online toolkit.

Anti-Racism

Anti-racism is a process of actively identifying and opposing racism. The goal of anti-racism is to challenge racism and actively change the policies, behaviors, and beliefs that perpetuate racist ideas and actions.

“Anti-racism is rooted in action. It is about taking steps to eliminate racism at the individual, institutional, and structural levels.” Source: [Verywell Mind](#)

Belonging

The Office of Equity uses [John A. Powell’s definition of belonging](#). Belonging calls for something more than Inclusion and Equity, yet also includes them in meaningful ways.

Belonging is both objective and subjective.

- It can be quantified and measured, but it is also a perception found in the eye of the beholder. In this respect, Belonging, unlike both Equity and Inclusion, contains a psychological component — an affective component, which shapes the way social groups regard whatever it is they are regarding: an institution, a city, or even society writ large.

- If members of a social group feel as if they belong, then belonging exists. But if they do not, despite being included and having few tangible resource inequities or other disparities between groups, then belonging is lacking.

A core element of belonging: the expressive or communicative message that a group belongs.

- It can be expressed explicitly, through representation, or by signaling that members of a particular group are welcome in a particular space, institution, or community.
- It can also be expressed implicitly, as when accommodations are made, such as when special food or holidays are provided for.

Belonging is perceptual and tangible; it is a feeling and a practice. Belonging requires more than accommodation; it also demands agency. Belonging is realized fully when included groups have more than a voice — they are actually able to reshape the institution together with existing stakeholders.

“If my colleagues had the right language, it would make conversations a thousand times easier.” –David Baboolall (they/them)

BIPOC

Black, Indigenous, and People of Color

DE&I

Diversity, Equity & Inclusion

Diversity

Building diversity in our state agencies is only a starting point. Diversity is defined broadly as any difference whatsoever, all of the characteristics that make individuals unique. It is used to describe the various combinations of group/social differences (e.g., race/ethnicity, class, gender, gender identity, sexual orientation, country of origin, and ability, as well as cultural, political, religious and other affiliations) and human differences (e.g., personality, learning style, and life experiences). Our working definition of diversity is to foster a work environment of belonging for every employee, recognizing and effectively utilizing their talent, skills, and perspectives to create a unified and high-performance workforce.

Ecosystem

The biological community of living beings, communicating with the physical environment and other nonliving components. It can also be defined as the chain of communication or interaction between the living organisms and their environment

Equity

The most important construct among DE&I, equity, refers to the creation of opportunities for historically underrepresented populations to have equitable access to equitable opportunity. Equity is also the process of allocating resources, programs, and opportunities to employees, customers, and residents to address historical discrimination and existing imbalances. Therefore, equity requires an organizational commitment that all employees, customers, and residents will be provided equitable access to opportunities, resources, and the ability to fully contribute to the agency’s mission and goals.

The work of the Office of Equity must be guided by the following [principles of equity per RCW 43.06D.020](#):

- Developing, strengthening, and supporting policies and procedures that distribute and prioritize resources to those who have been historically and are currently marginalized, including tribes;
- Eliminating systemic barriers that have been deeply entrenched in systems of inequality and oppression; and
- Achieving procedural and outcome fairness, promoting dignity, honor, and respect for all people.

Historical(ly)

This term refers to a 10-year or longer trend at a given department, agency, organization, or state.

PEAR

Pro-equity, anti-racism (see Pro-Equity)

Institutional Racism

The policies and practices within and across institutions that, intentionally or not, produce outcomes that chronically favor or place one racial group at a disadvantage. The overlapping and intersectionality of personal characteristics, including race, color, national origin, ethnicity, religion, gender, sex, sexual orientation, gender identity, and disability, determine the degree of disadvantage. Examples of institutional racism can be found in school disciplinary policies in which students of color are punished at much higher rates than their white counterparts; in the criminal justice system; and within many employment sectors where day-to-day operations, as well as hiring and firing practices, significantly impact workers of color in a negative manner.

PEAR Ecosystem

Recognizing the interconnectedness between human systems and nature systems, our working definition of the PEAR ecosystem is finding and fostering a microclimate for change:

- Community is the guiding light
- Interconnected system of PEAR Values, PEAR Service Lines, and PEAR Determinants of Equity
- Outcomes: All people in Washington flourish and achieve their full

potential, embody pro-equity, anti-racism values, and enjoy peace, prosperity, and possibility now and for generations to come.

Pro-Equity

"...[T]he proactive way of doing equity work... the knowledge that we live in a society permeated by racism and bigotry... combat or control... in every action..."

Source: [Caroline Hill](#).

Relational Partnership

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.

Structural Racism

A system in which public policies, institutional practices, cultural representations, and other norms work in various, often reinforcing, ways to perpetuate racial group inequity. It identifies dimensions of our history and culture that have allowed privileges associated with "whiteness" and disadvantages associated with "color" to endure and adapt over time. Structural racism is not something that a few people or institutions choose to practice. Instead, it has been a feature of the complex social, economic, and political systems in which we all exist.

Underrepresented

This term refers to populations, of employees, for example, that are disproportionately lower in number relative to their number in the national/ state population.

VIII. Introduction

*“The wrong first question is what do we need to do?
The right first question is who do we need to become?”*

–Benjamin McBride

Washington state will transform from its current state to a Pro-Equity Anti-Racism (PEAR) ecosystem (future state).

Current state:



Some Washingtonians question the legitimacy of state government because decisions are consistently made without them.



Some Washingtonians question whether state government is effective because it is not delivering services that meet their needs. People feel devalued and often cannot access services.



Some Washingtonians do not trust state government because of its history of oppression and marginalization. People are left behind, hopeless, homeless, frustrated, and disconnected.

Future state:

Implementing *Washington’s Pro-Equity Anti-Racism (PEAR) Ecosystem Plan & Playbook* ([Executive Order 22-04](#)) is a critical dimension of the state’s pursuit of bridging opportunity gaps and reducing disparities, including racial and ethnic disparities, statewide and across state government, to keep Washington a great place to live, learn, work, play, and stay.

To remain the number one place to live in the nation and to become a Belonging state, our state government must be able to implement a pro-equity, anti-racism (PEAR) approach that goes beyond meeting government mandates and legal compliance; it is about recognizing that a state workplace culture of equity, justice, access, and belonging produces a competitive business advantage and return on investment with regard to performance, outcomes, and learning. It is about state agencies and communities that are traditionally left out and left behind working together toward reaching our broad, shared goal of achieving equity here: especially in public contracting, public employment, public education, and access to public services ([Executive Order 22-02](#)).



The role of leadership is to create a PEAR culture rooted in equity, justice, access, and belonging to ensure that all people in Washington flourish and achieve their full potential, embody pro-equity anti-racism values, and enjoy peace, prosperity, and possibility now and for generations to come.

Success requires leaders to 1) formally assess their own biases and personal experiences in order to listen, learn, and lead employees in this transformative work, 2) be willing to exhibit exemplary leadership behaviors and implement the processes necessary for attaining both short- and long-term PEAR goals, and 3) prioritize on-going learning opportunities designed to meet the needs of the people we serve and the people who serve them.

Successful equity and belonging reform will involve ongoing experimentation, assessment, and innovation, most of which will challenge historical policies and practices that have presented barriers to achieving equity statewide and across state government, especially for those facing persistent inequities and injustice.

Formalized mechanisms of assessment will serve to hold leaders accountable for increasing and supporting equity and making a belonging environment an agency priority.

PEAR Champions, such as the agency head, the agency-level equity officer, and members of the agency PEAR Team or PEAR Team Advisory Group will play leading roles in promoting and sustaining an organizational culture that values and supports PEAR outcomes. Yet, achieving equity is everyone's work. Applying equity considerations to every law, rule, policy, program, practice, procedure, and interaction both at agency headquarters and in the field requires the collective action of every employee throughout state agencies and Washington communities.

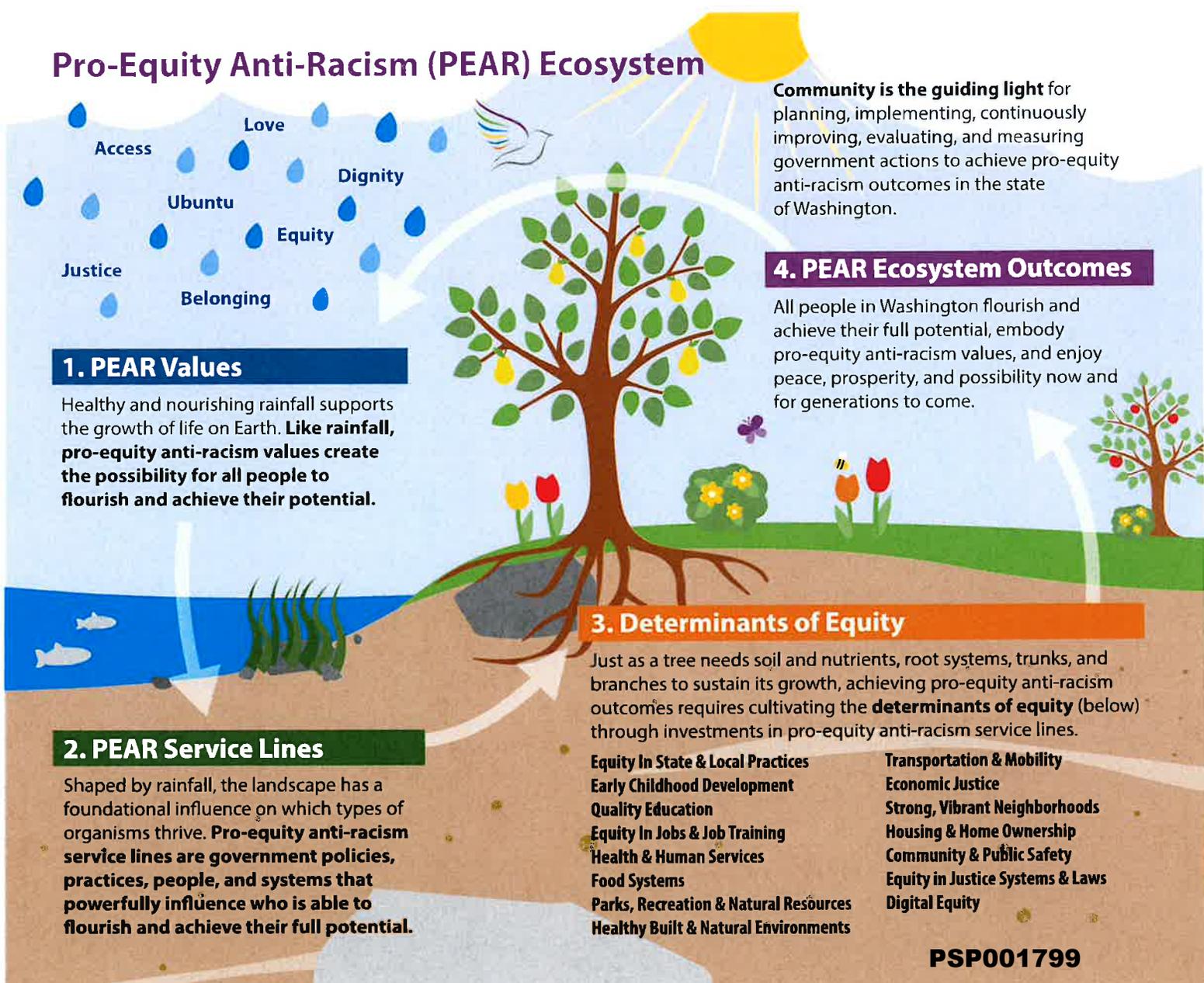


“No phenomenon can be isolated, but has repercussions through every aspect of our lives. We are learning that we are a fundamental part of nature’s ecosystems.”

–Arthur Erickson

IX. Washington's PEAR Ecosystem Framework

"...The PEAR framework prioritizes investments in 15 determinants of equity to achieve outcomes that benefit all tribes, communities, and employees of Washington's ecosystem, and calls for investing more of our state's resources "upstream" to address root causes where the needs are greatest to ensure that individuals in underserved communities have their basic needs met long term in Washington's ecosystem." –[Executive Order 22-04](#)



Pro-Equity Anti-Racism (PEAR) Ecosystem

Image description for the previous page: A bright sun peeks through white clouds above a fruitful pear tree in the center of the image. The tree's roots are shown extending into the soil which provides stability and nutrients. To the left of the tree, a body of water is home to fish and aquatic plants. Flowers and other plants are visited by a bee and a butterfly as they grow from a green field to the right of the pear tree.

Text: Community is the guiding light for planning, implementing, continuously improving, evaluating, and measuring government actions to achieve pro-equity anti-racism outcomes in the state of Washington.

1. PEAR Values (rain feeding the soil)

Healthy and nourishing rainfall supports the growth of life on Earth. Like rainfall, pro-equity anti-racism values create the possibility for all people to flourish and achieve their potential.

Values coming out of clouds through rain:

Access, Justice, Ubuntu, Love, Equity, Dignity, Belonging

2. PEAR Service Lines (soil providing nutrients for tree)

Shaped by rainfall, the landscape has a foundational influence on which types of organisms thrive. Pro-equity, anti-racism service lines are government policies, practices, people, and systems that powerfully influence who is able to flourish and achieve their full potential.

3. Determinants of Equity (fruitful tree)

Just as a tree needs soil and nutrients, root systems, trunks, and branches to sustain its growth, achieving pro-equity, anti-racism outcomes requires cultivating the determinants of equity (below) through investments in pro-equity, anti-racism service lines:

- 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

4. PEAR Ecosystem Outcomes (flows back into clouds)

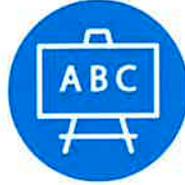
All people in Washington flourish and achieve their full potential, embody pro-equity, anti-racism values, and enjoy peace, prosperity, and possibility now and for generations to come.

Determinants of Equity²

Washington will achieve PEAR ecosystem outcomes by cultivating and measuring state agencies' impact on **15 Determinants of Equity**, the social conditions that everyone in Washington needs to flourish and achieve their full potential:



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 Equity³

Pro-Equity Anti-Racism (PEAR) Service Lines

“This is the interrelated structure of reality.”

–Reverend Dr. Martin Luther King, Jr.

Washington state agencies will cultivate 15 Determinants of Equity by focusing PEAR Strategic Action Plan Investments in PEAR Service Lines, which are 11 aspects of agency decision making, including service delivery, program development, policy development, and budgeting ([RCW 43.06D.040](#)), in order to achieve PEAR outcomes.

The 11 PEAR Service Lines are:



Leadership, Operations & Services: Advance PEAR practices and systems at all levels of state government through transparent and accountable organizational development and adaptive change agent leadership.

Plans, Policies & Budgets: Incorporate PEAR values into plans, policies, and budgets to meet the needs of employees and the communities we serve, eliminating disparities where the needs are greatest.

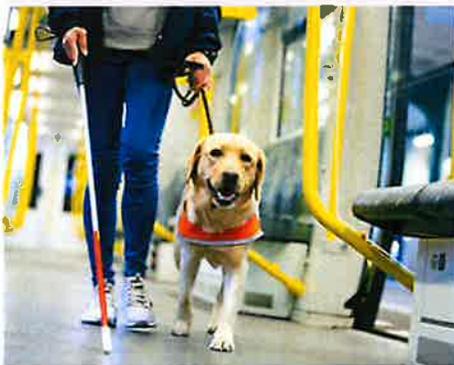


Workforce Equity: Develop a PEAR organizational culture by building a diverse (including racially and ethnically diverse) and culturally responsive pipeline for employees at all levels and create opportunities for each employee to bring their full self to work and feel welcomed, supported, and valued.



Tribal Government Relationships⁴: Invest in Tribal governments and enterprises and Tribal organizations that progressively inform our state’s PEAR decision-making lens and cultivate equitable, racially just and accessible participation with recognition of the unique histories of Tribes and American Indian/Alaska Native people, their connection to traditional territories, and the significance of the connection between the land and cultural ways of life practiced since before our larger nation was founded.

Public Communications & Education: Advance our state’s capacity to better communicate and educate our communities and employees in ways that are equitable, racially just, accessible, and cultivate a sense of belonging.



Facilities & Systems Improvements: Design and develop facilities improvements, public works projects, and business diversity programs that center the values and priorities of our employees and the communities we serve.

Policy Agenda: Address root causes of disparities through policies, practices, and systems to end disparities, including racial and ethnic disparities, and improve outcomes statewide across state government, particularly in hiring and promotions, state spend for public works, goods and services (including client services), procurement, and access to services.



Building a Racially Just Washington: Use PEAR strategies and tools to eliminate racial inequities and improve outcomes for all racial groups, with an intentional focus on places where the needs are greatest.



Capacity Building: Intentionally develop organizational capacity to support the implementation of the PEAR framework in all agency-decision making.

Data & Strategy Reporting: Invest in data and strategy reporting systems to ensure that we drive equitable outcomes by investing where the needs are greatest and hold state agencies accountable for eliminating disparities in their business lines.



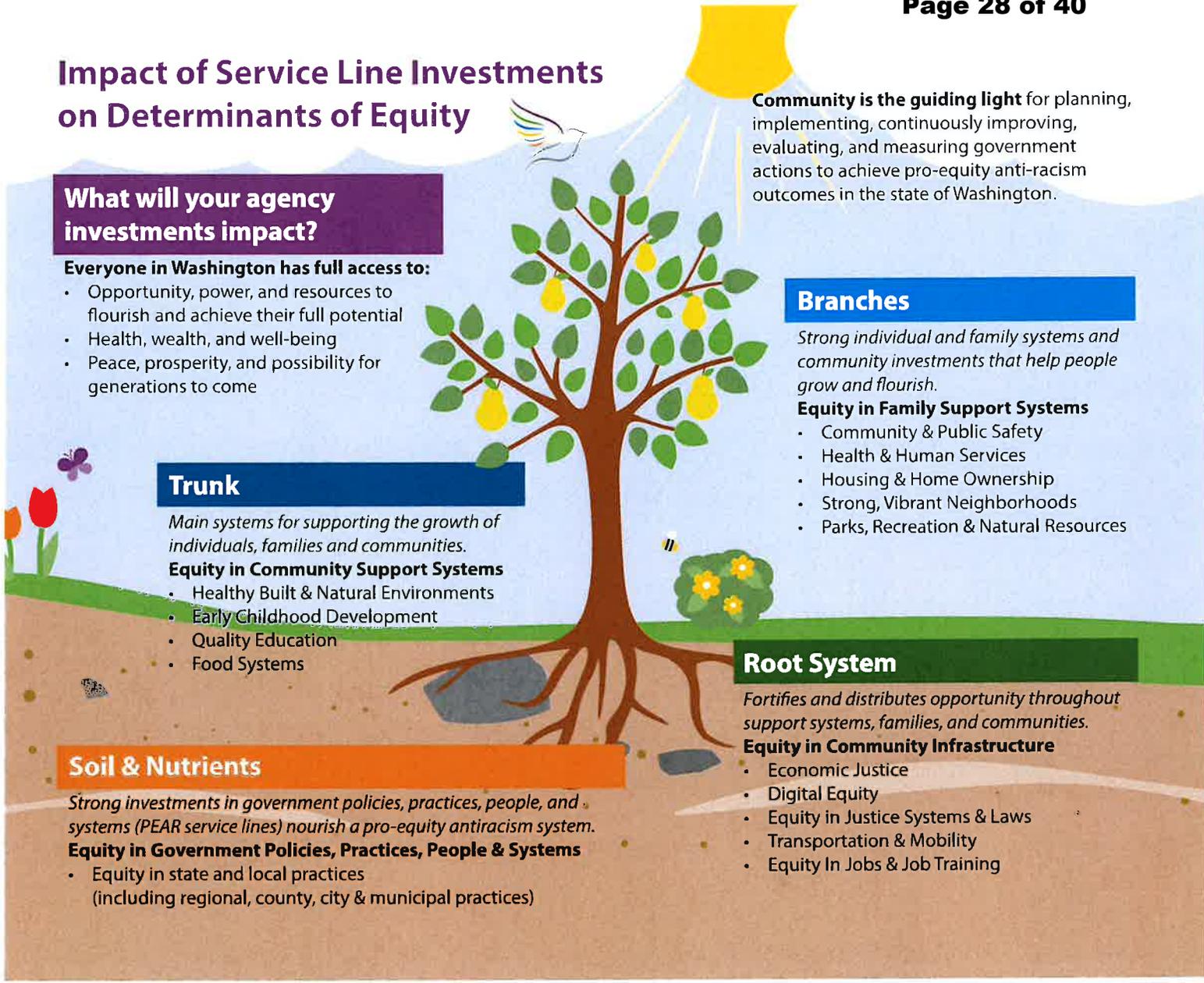
Engagement & Community Partnerships: Build partnerships with communities and employees that inform and support Washington state's PEAR ecosystem.

Consultation and Technical Assistance

Within these 11 PEAR Service Lines, the Office of Equity's Pro-Equity Consultants will provide consultation and technical assistance to help agencies identify:

- PEAR priorities
- PEAR Strategic Action Plan Investments
- PEAR organizational habits
- PEAR intended outcomes
- PEAR performance measures

Impact of Service Line Investments on Determinants of Equity



Impact of Service Line Investments on Determinants of Equity

Image description: A bright sun peeks through white clouds above a fruitful pear tree in the center of the image. The tree's roots are shown extending into the soil which provides stability and nutrients. Flowers and other plants grow from a green field surrounding the pear tree.

Text: Community is the guiding light for planning, implementing, continuously improving, evaluating, and measuring government actions to achieve pro-equity, anti-racism outcomes in the state of Washington.

What will your agency investments impact?

Everyone in Washington has full access to:

- Opportunity, power, and resources to flourish and achieve their full potential
- Health, wealth, and well-being
- Peace, prosperity, and possibility for generations to come.

Equity in Community Support Systems (Trunk)

Main systems for supporting the growth of individuals, families and communities.

- Healthy Built & Natural Environments
- Early Childhood Development
- Quality Education
- Food Systems

Equity in Government Policies, Practices, People & Systems (Soil & Nutrients)

Strong investments in government policies, practices, people, and systems (PEAR service lines) nourish a pro-equity, antiracism system.

- Equity in state and local practices (including regional, county, city & municipal practices)

Equity in Community Infrastructure (Root System)

Fortifies and distributes opportunity throughout support systems, families, and communities.

- Economic Justice
- Digital Equity
- Equity in Justice Systems & Laws
- Transportation & Mobility
- Equity In Jobs & Job Training

Equity in Family Support Systems (Branches)

Strong individual and family systems and community investments that help people grow and flourish.

- Community & Public Safety
- Health & Human Services
- Housing & Home Ownership
- Strong, Vibrant Neighborhoods
- Parks, Recreation & Natural Resources



“And while I stood there, I saw more than I can tell, and I understood more than I saw; for I was seeing in a sacred manner the shapes of things in the spirit, and the shape of all shapes as they must live together like one being.”

–Black Elk, Black Elk Speaks

X. Washington State's PEAR Ecosystem Strategic Plan (2022-2027)

A. PEAR Ecosystem Vision and Mission



Vision

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



Mission

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

B. PEAR Ecosystem Values

Values are basic and fundamental beliefs that guide or motivate our attitudes or actions. They help us to determine what is important to us. Values are the motive behind purposeful action.⁵

The following values reflect the common themes that surfaced during the listening sessions conducted by the Office of Equity and state agencies between May and September 2021.

Access: Creating and supporting barrier-free design, standards, systems, processes, and environments so that all individuals, regardless of ability, background, identity, or situation, can participate in, use, and enjoy the benefits of: employment, programs, services, activities, communication, facilities, electronic information technology, and business opportunities.

Belonging: Values and practices that ensure no person is left out of our circle of concern. Belonging means more than just having access, being seen, or feeling included. It means that every member of society has a meaningful voice, that their well-being is considered, and that they can participate in the design of political, social, and cultural structures.

Dignity: We respect the sacred nature of each individual's personhood. We honor the worth due each person by virtue of their existence as a human being. Human lives have an unimpeachable value simply because they are human, and therefore deserving of a baseline level of respect. That baseline requires more than the absence of violence, discrimination, and authoritarianism. It means giving individuals the freedom to pursue their own happiness and purpose.

Equity: Systemic, full, and true access to opportunities, power, and resources that allow all people to achieve their full potential and thrive.⁶ Our actions and decisions will be guided by the following principles of equity ([RCW 43.06D](#)):

- Equity is not equality. Equity requires developing, strengthening, and supporting policies and procedures that distribute and prioritize resources to people in identified groups who have been historically and currently are marginalized, including tribes;
- Equity requires the elimination of systemic barriers that have been deeply entrenched in systems of inequality and oppression; and
- Equity achieves procedural and outcome fairness, promoting dignity, honor, and respect for all people.

Justice: We make or do right that which has been done wrong. We embody what love looks like in action.

Love: Sometimes defined as a strong affection for another arising out of kinship or personal ties.⁷ Love requires us to:

- **Fumble Forward:** The idea that we are each on a journey. We recognize that while we are on this journey, we are doing the best we can with the tools, conditions, and knowledge we have. We will have compassion and care for one another as we grow.
- **Stay committed; stay open; stay adaptive:** Our collective willingness to embrace the concept that words matter and that the labels we ascribe to ourselves are not simply ways of being "politically correct," they are validations of our humanity. We create and support belonging by expressing love to one another and treating others as they want to be identified and treated. We will check our fear-based decisions to ensure a better future for all is achieved.
- **Be humble:** We own our stories, points-of-view, successes, and mistakes. We admit we do not know everything, in fact no one does, and that instead, we all have something learn from one another. We acknowledge there are things we do not know so we can approach each other with love.

Ubuntu: A South African (Nguni Bantu) term meaning "humanity," often translated as "I am because we are," stresses the importance of the interconnectedness of humanity. We recognize that our destinies are linked and we need each other to survive.

Apply PEAR Values to Agency Work

State agencies are encouraged to tailor the descriptions for the values listed above in a way that guides their agency's PEAR work.

Example use of PEAR Values

Below is an example of how the Washington State Office of Equity describes the PEAR values in all of its job announcements:

We Value

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

C. PEAR Ecosystem Goals & Overall Strategies

The PEAR goals and overall strategies below guide the delivery of state goods, services, policies, and practices so all Washingtonians can participate, prosper, and achieve their full potential. The Office of Equity will partner with state agencies and communities to create an annual report to the Governor and Legislature. The report will include agency strengths and accomplishments made on PEAR expectations and the effectiveness of agency programs and services on reducing disparities, including the agency's action plan to address areas for continued improvement and a timeline for the action plan.

Overall PEAR Ecosystem Goals



Reduce disparities in public contracting, public education, public employment, and public services. [-Executive Order 22-02](#)



Improve outcomes that benefit all tribes, communities, and employees of Washington's PEAR ecosystem. [-Executive Order 22-04](#)

Overall PEAR Ecosystem Strategies



1. Implement a pro-equity, anti-racism framework in partnership with relevant communities and organizations

Partner with others to intentionally name and address implicit and explicit bias and all levels of racism, particularly against people who are seen and treated as Black, Indigenous, or People of Color.



2. Embrace continuous learning, growing, and pivoting

Build organizational capacity and infrastructure to continuously learn, improve, and make adjustments to sustain meaningful policy and systems change that achieves equitable policies, practices, and outcomes.



3. Consistently assess your equity impact

Understand and acknowledge your agency's equity impact to inform agency planning, decision-making, and action steps when changing policies, programs, and practices that perpetuate inequities and when developing new policies and programs that perpetuate equity.



4. Make values driven, data informed upstream investments

Identify and target root causes of opportunity gaps and disparities and prioritize the people who have traditionally been excluded to improve outcomes that benefit all.



5. Be transparent, accountable, and operate with urgency

Create and maintain a long-term commitment to change and help others to see the benefit to them for acting immediately. Build public trust and accountability for sustaining equity through values-driven, data-informed decision-making and outcome tracking.

D. PEAR Ecosystem Outcomes

All people in Washington flourish and achieve their full potential, embody pro-equity anti-racism values, and enjoy peace, prosperity, and possibility now and for generations to come.

XI. 2022-2027 PEAR Implementation Strategy

“For tomorrow belongs to the people who prepare for it today.”
–African Proverb

The Office of Equity and all state agency leaders are responsible and accountable for implementing [Executive Order 22-04, “Implementing the Washington State Pro-Equity Anti-Racism \(PEAR\) Plan & Playbook.”](#)

State Agency Leaders are directed to:

1. Develop a PEAR Team;
2. Conduct an agency Equity Impact Assessment;
3. Develop and implement PEAR Strategic Action Plan; and
4. Prepare and submit a PEAR Annual Performance Report to the Office of Equity each year to demonstrate performance, using outcome-based methodology to determine the effectiveness of agency programs and services on reducing disparities, taking into consideration community feedback on whether the performance measures established accurately measure the effectiveness of agency programs and services in the communities served.



Implementation Phases

The Washington State Office of Equity will provide consultation, technical assistance, and resources to facilitate state agency implementation of Washington’s PEAR Ecosystem in three phases.



PHASE
1

Phase 1: Compliance

Support agencies in meeting Executive Order 22-04 to apply a pro-equity, anti-racism lens in all aspects of decision-making ([RCW 43.06D.040 \(1\)\(a\)](#)).

1. Establish PEAR Teams
2. Conduct Equity Impact Assessment
3. Develop PEAR Strategic Action Plans
4. Produce PEAR Annual Performance Report



PHASE
2

Phase 2: Transformation

Champion agency transformation that seeks and embraces community partnership, centering the voice of people impacted by state programs and services in all we do ([RCW 43.06D.040 \(1\)\(a\)](#)).

Within the 11 PEAR Service Lines, the Office of Equity’s Pro-Equity Consultants will provide consultation and technical assistance to help agencies identify:

- PEAR priorities
- PEAR strategic action plan investments
- PEAR organizational habits
- PEAR intended outcomes
- PEAR performance measures



PHASE
3

Phase 3: Accountability

Establish statewide and agency-specific process and performance measures that foster continued growth and movement towards equity and justice for all, measuring outcomes and impact ([RCW 43.06D.040 \(1\)\(a\)](#)).

Implementation Roadmap

Year 1

- Agency leaders establish their PEAR Teams to create agency PEAR Strategic Action Plans.
- Office of Equity holds PEAR Team Orientation sessions and provides technical assistance to agency leaders and their PEAR Teams.
- Agencies complete the PEAR Readiness Checklist (Available in Online Toolkit).
- Agencies complete a Baseline Equity Impact Assessment (EIA) of key business lines to identify where the needs are greatest and root causes of disparities (Available in Online Toolkit).
- Based on the results of the EIA, agencies complete a PEAR Strategic Action Plan Template (Available in Online Toolkit) and submit to the Office of Equity by September 1, 2022.
- Implementation of agency PEAR Strategic Action Plans begins September 1, 2022.
- Office of Equity helps establish a statewide PEAR Team and PEAR Team Advisory Group to create the Statewide Universal Access & Belonging Plan.
- Office of Equity prepares and submits a report to the Governor and Legislature by October 31, 2022, and every year thereafter.

Years 2–4

- Agencies continue to conduct EIAs prior to proposing changes to agency policies, programs, and practices.
- Continued implementation of agency PEAR Strategic Action Plans.
- Office of Equity continues to provide technical assistance to agency leaders and their PEAR Teams.
- Agencies partner with Office of Equity to conduct quarterly reviews of PEAR Strategic Action Plan performance.
- PEAR Strategic Action Plans are adjusted as needed to achieve PEAR outcomes and goals.
- Updated PEAR Strategic Action Plans are submitted to the Office of Equity annually.
- Agencies prepare and submit agency PEAR Annual Performance Reports to the Office of Equity.
- Agencies prepare and submit responses to reports published by the Office of Equity on agency PEAR Strategic Action Plan performance.
- Statewide PEAR Team completes the Statewide Universal Access & Belonging Plan. Begin implementation and performance monitoring.

Year 5

- Agencies prepare and submit a Five-Year PEAR Performance Report to the Office of Equity that summarizes PEAR Strategic Action Plan performance since September 1, 2022.
- Office of Equity prepares and submits a Five-Year PEAR performance report to the Governor and Legislature.
- Office of Equity leads the development of the 2028 - 2033 PEAR Plan & Playbook.

XII. Conclusion

“If you want to go fast, go alone. If you want to go far, go together.”
–African Proverb

Advancing a state government and statewide culture and reality in which each and every person belongs, matters, and has what they need to be successful requires time, commitment, and active engagement of every person who plays any role in state government.

The *Washington PEAR Ecosystem Plan & Playbook* will be successful only if everyone assumes responsibility and a role in our collective impact. Thus, if we embrace the *PEAR Ecosystem Plan & Playbook* mission to promote equitable access to opportunities, power, and resources across state government that reduces disparities and improves outcomes statewide, achieve equitable access and fairness in public contracting, public education, public employment, and public services ([Executive Order 22-02](#)), and invest upstream to address root causes of inequities where the needs are greatest to achieve outcomes that benefit all tribes, communities, and employees of Washington’s PEAR ecosystem ([Executive Order 22-04](#)), then we will position Washington to be truly an equitable Belonging state, the number one place where all people in a U.S. state flourish and achieve their full potential, embody pro-equity, anti-racism values (access, belonging, dignity, equity, justice, love, Ubuntu), and enjoy peace, prosperity, and possibility now and for generations to come.

We will go far because we will go together.



XII. References

1 Per its authorizing statute Chapter 43.06D RCW, the Office of Equity will help lead the development of a stand-alone Statewide Universal Access & Belonging Plan. The plan will support enterprise-wide investments in the following initial focus areas:

- Language access & belonging
- Disability access, accessibility & belonging
- Digital communications as it relates to language and disability access, accessibility & belonging
- Age discrimination (over 40) in employment
- Plain talk

The Plan will identify policies, procedures, and practices, and required legislation, including but not limited to:

- A sustainable statewide testing and certification system for spoken and sign language interpreters, and translators that all Washington state offices, agencies, departments, and commissions can use;
- Strategies for centering community voice and creating barrier-free access to and delivery of government services; and
- Guidance and technical assistance for Washington state offices, agencies, departments, and commissions to provide language, accessibility, and communication services.

2 In 2015, King County, Washington, identified [14 Determinants of Equity](#), the social conditions that each of us need to thrive, by which future progress toward becoming a fair and just community could be measured. Because these 14 social conditions are the same conditions that “everyone in Washington needs to flourish and achieve their full potential,” the Office of Equity will adapt and focus on the same 14 social conditions, and identify key performance indicators to measure the state’s progress toward becoming an equitable and just state.



3 In 2020, the Office of Equity added Digital Equity as a 15th PEAR Determinant of Equity. For purposes of the PEAR Plan & Playbook, digital equity includes, but is not limited to:

- Websites, applications, and other online content accessibility;
- Accessible digital documents and communications;
- Equitable 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; and
 - Digital literacy training.
- Pro-equity in emerging digital technologies, such as facial recognition and artificial intelligence.

4 Tribal governments are sovereign nations with authority to govern their own people, lands, and resources. Tribal governments as sovereign nations have a unique relationship with the state and federal governments 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.



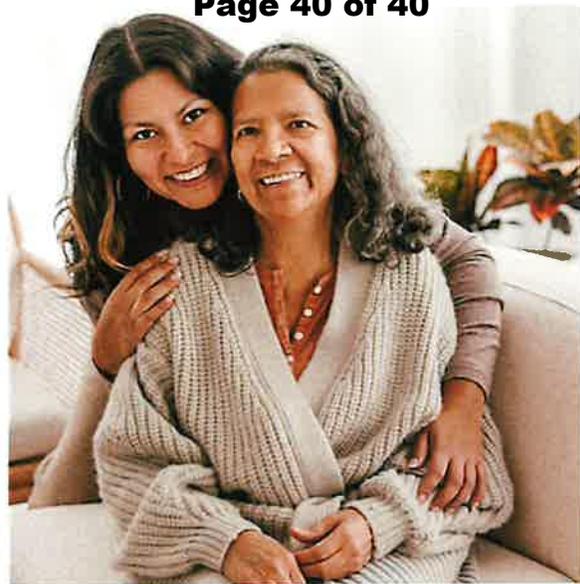
5 [What are Values? - Ethics Sage](#)



6 [Equity vs Equality - What's the Difference? Milken Institute](#)
[School of Public Health - The George Washington University](#)



7 [Love Definition & Meaning - Merriam-Webster](#)



Washington State PEAR Plan & Playbook

2022–2027 Version 1.0

Access additional resources and trainings:

<http://equity.wa.gov>

