

*DRAFT – For Discussion Only (revised 12/12/19)*



# Office of Equity Task Force

PRELIMINARY REPORT TO THE GOVERNOR AND THE LEGISLATURE

*DRAFT – For Discussion Only*  
*Revised 12/12/19*

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## Table of Contents

Executive Summary .....	4
The Office of Equity Task Force.....	5
Authorizing Legislation.....	5
Membership.....	5
Meetings .....	6
Bylaws and Operating Principles.....	6
Government-to-Government Relations.....	8
Community Engagement .....	10
Engagement Model.....	10
Guiding Ethics .....	11
Lessons from the First Four Months .....	16
Background Research.....	17
Community Input .....	17
Existing Statewide Responsibilities Related to Diversity, Equity, and Inclusion (DEI) .....	18
Model Equity Initiatives .....	20
Second Substitute House Bill 1783 .....	22
RECOMMENDATIONS - Introduction .....	24
Guiding Principles for Task Force Recommendations.....	24
RECOMMENDATIONS: Equity Definition and Statements .....	26
Definition of ‘Equity’ [DRAFT] .....	27
Equity Statement [DRAFT] .....	27
Vision Statement.....	27
Mission Statement .....	27
RECOMMENDATIONS: Roles and Functions .....	28
RECOMMENDATIONS: Organizational Structure.....	0
Office of Equity Staff Positions.....	34
Staffing and Responsibilities (2020 – 2022).....	37
RECOMMENDATIONS: Operating Budget.....	38
Methodology for Budget Estimates .....	38
Future Work .....	39
Conclusion.....	39
Appendices .....	40

## Acronyms

CAAA	Commission on African American Affairs
CAPAA	Commission on Asian Pacific American Affairs
CHA	Commission on Hispanic Affairs
DEI	Diversity, Equity, Inclusion
DES	Department of Enterprise Services
GOIA	Governor’s Office of Indian Affairs
HB	House Bill (e.g. House Bill 1783)
OFM	Office of Financial Management
OMWBE	Office of Minority and Women’s Business Enterprises
Results WA	Results Washington (within the Office of the Governor)
SAO	WA State Auditor’s Office
OFM SHR	Office of Financial Management - State Human Resources
WSHRC	WA State Human Rights Commission
WSWC	WA State Women’s Commission
ESHB 1109	Engrossed Substitute House Bill 1109
LGBTQ	Lesbian, gay, bisexual, transgender, and queer communities

## Executive Summary

*This will be written last. Would like ideas from the Task Force.*

Placeholder ideas:

- The WA State Office of Equity would play an integral role in coordinating and elevating DEI efforts in state government.
- Its efforts would promote smarter government by helping agencies invest resources in an equitable way and toward effective strategies.
- An Office of Equity represents an evolution of government.
- Communities deserve real change, not incremental steps.
- The Office cannot represent ‘equity’ in name only—it must ensure state government delivers better opportunities and outcomes for communities. These improvements must be in the form of tangible benefits.
- This report details the Task Force’s work thus far and includes recommendations on the general structure for a WA State Office of Equity, its primary roles, and an estimated operating budget.
- The Task Force will submit a final proposal to the Governor and Legislature by July 1, 2020 that includes further recommendations for the Office of Equity’s operations.

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*“I want us to be a little afraid by what we’re asking of our state. I want us to be afraid of the change that we are expecting in the world around us, because it’s so audacious and so bold as to almost seem impossible. But because we think of it and we dream it up, and we share ideas about it and we’re bold enough to say it, that it becomes possible. And then we work hard on it, it becomes probable. Then we continue to see it through because we’re accountable, and it becomes a reality. I think we have to dedicate ourselves to that.”*

- Benjamin Danielson, Co-chair of the Equity Office Task Force

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## The Office of Equity Task Force

The Office of Equity Task Force held public meetings between August and December 2019 to create recommendations on the general structure and main roles for a Washington State Office of Equity. The Task Force plans to meet in 2020 to form further recommendations. The information below describes the Task Force’s authority, membership, core values, engagement with Indian Tribes as sovereign nations, and outreach to communities.

### Authorizing Legislation

The Office of Equity Task Force was created through a proviso in the state’s 2019-2021 operating budget (Engrossed Substitute [House Bill 1109](#)). Section 221, subsection 7 directs the [Governor’s Interagency Council on Health Disparities](#) to convene and staff the Task Force. The authorizing legislation also outlines membership, purpose, and reporting requirements.

The Task Force is charged with developing a proposal for the creation of a Washington State Office of Equity. It must submit a preliminary report to the Governor and the Legislature by December 15, 2019 and a final proposal by July 1, 2020. The final proposal must include the following recommendations:

- A mission statement and vision statement for the office;
- A definition of “equity,” which must be used by the office to guide its work;
- The organizational structure of the office, which must include a community liaison for the office;
- A plan to engage executive-level management from all agencies;
- Mechanisms for facilitating state policy and systems change to promote equity, promoting community outreach and engagement, and establishing standards for the collection, analysis, and reporting of disaggregated data regarding race and ethnicity;
- Mechanisms for accountability to ensure that performance measures around equity are met across all agencies, including recommendations on audits of agencies and other accountability tools as deemed appropriate; and
- A budget proposal including estimates for costs and staffing.

### Membership

The proviso outlines task force membership, and requires the Chair of the Governor’s Interagency Council on Health Disparities (or that person’s designee) to Chair the Office of Equity Task Force. Furthermore, the Task Force’s [bylaws](#) (adopted August 2019) permit the Chair to “designate an individual to serve as Co-chair of the Task Force.”<sup>1</sup>

There are four seats for state legislators, including two representatives and two senators. Additionally, the Task Force includes one representative each from:

- The [Commission on African American Affairs](#) (CAAA);
- The [Commission on Asian Pacific American Affairs](#) (CAPAA);

<sup>1</sup> <https://healthequity.wa.gov/TheCouncilsWork/OfficeofEquityTaskForceInformation>

**Commented [HL(1)]:** All footnotes will be properly formatted once the narrative is finalized.

**Commented [W2]:** Include links to government organizations

**Commented [HL(3R2)]:** Done. Added a reference to the LGBTQ Commission in the footnotes.

- The [Commission on Hispanic Affairs](#) (CHA);
- The [Governor’s Office of Indian Affairs](#) (GOIA);
- The [Women’s Commission](#) (WSWC);
- The [Office of Minority and Women’s Business Enterprises](#) (OMWBE);
- The [Human Rights Commission](#) (WSHRC);
- The [Office of the Governor](#);
- The [WA State Diversity, Equity, and Inclusion Council](#) (DEI Council);
- The [disability community](#)<sup>2</sup>; and
- The [lesbian, gay, bisexual, transgender, and queer \(LGBTQ+\) community](#).<sup>3</sup>

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*“We are practicing being seen and heard without the fear of being seen and heard.”*

—Commissioner Carrie Huie Pascua,  
Task Force Member, CAPAA

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A roster of current Task Force members and their alternates is included as Appendix X.

### Meetings

The Task Force held monthly public meetings in 2019, beginning with its inaugural meeting on August 19 in Tacoma. The Task Force conducted two community forums: one in Everett on September 5 and one in Yakima on October 20 (see Community Engagement section). The Task Force intends to establish a public meeting schedule for 2020.

**FIGURE X. 2019 Public Meeting Dates and Locations**

Date	August 19	September 20	October 21	November 25	December 16
Location	Tacoma, WA	Vancouver, WA	Yakima, WA	Tumwater, WA	Olympia, WA

### Bylaws and Operating Principles

The Task Force adopted bylaws and operating principles at its first public meeting, and both documents are posted on the Task Force’s [website](#). Bylaws describe the operation and management of Task Force business. The operating principles are the values Task Force members hold closely and apply to their work. The principles were adapted from those of the Governor’s Interagency Council on Health Disparities, and Task Force members thoughtfully engaged with each principle to ensure the final product is reflective of their aspirations and commitments.

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<sup>2</sup> One member on the Task Force is appointed by the Office of the Governor to represent the disability community. The appointed individual is the Executive Director of the Governor’s Committee on Disability Issues and Employment (GCDE), and the Chair of the GCDE serves as the alternate member. See Appendix X for a full list of Task Force members.

<sup>3</sup> The WA State LGBTQ Commission was established in 2019 by [Second Substitute Senate Bill 5356](#) to improve the state’s interface with the LGBTQ community, identify the needs of its members, and ensure there is an effective means of advocating for LGBTQ equity in all aspects of state government. Since the LGBTQ Commission was created concurrently with the Task Force and Commission leadership was not yet in place, the Office of the Governor appointed an individual to represent the LGBTQ community on this Task Force.

FIGURE X. Task Force Operating Principles

### Embrace Equity

We are on a journey toward well-being, where everyone has the opportunity to reach their full potential, as defined by those impacted by inequity. Embracing equity requires us to identify, name, and dismantle institutional racism and oppression.

### Focus on Racism

Racism, a construct of white supremacy, is used to oppress communities as the ‘Other.’ We are committed to promoting equity for all historically marginalized communities. We recognize that different forms of discrimination and oppression are related to each other, and we will take these relationships into account. We also recognize that racism is ingrained in our history and deeply embedded in our institutions today, leading to the inequities we see across all sectors. We seek to challenge and undo all forms of oppression, and we are committed to centering racism as our primary focus.

### Center Community

We recognize that we can only achieve equity if communities impacted by inequities are at the center of our work. We acknowledge that communities know best their assets, needs, and solutions. We recognize and share power and structure our meetings to foster meaningful engagement. Community engagement will be intentional and inclusive. We will create opportunities as a Task Force, individual members, and staff to listen, learn, and seek input to guide our work. We will incorporate stories of lived experience into our reports and recommendations.

### Commit to Bold Action

Eliminating racism and oppression requires revolutionary change. We commit to using the authority we have and our collective influence to propose changes that interrupt and dismantle historical systems of institutional racism and oppression. We will use our time in Task Force meetings to engage in discussions that lead to actionable recommendations. We will commit as individual Task Force members to be bold and serve as leaders for equity in our respective roles. We share a commitment to being comfortable with discomfort as a bold action.

### Be Vigilant for Adverse Consequences and Impacts

We commit to using an equity lens in the development of recommendations as a Task Force and in our decisions as individual members. Policy, program, and budget decisions can have adverse consequences and impacts if equity is not intentionally and systematically considered. We honor the Seven Generation Principle as standing in the present, while looking back three generations to the wisdom and experience of our ancestors, thinking about issues in the current context, and planning forward for three generations for the protection of our children and the generations to come.\*

*\* The Task Force acknowledges the Tribal and Urban Indian Pulling Together for Wellness Leadership Advisory Council, American Indian Health Commission for Washington State for sharing this articulation of the Seven Generation Principle.*



## Government-to-Government Relations

The Office of Equity Task Force acknowledges the historical exclusions and attempted erasures of many Indigenous peoples. The Task Force supports tribal sovereignty and self-determination, and it reaffirms the responsibilities included in government-to-government relations.<sup>4</sup>

**Commented [W4]:** Needs explicit language that reflects tribal sovereignty, treaty rights, and recognition of tribal political status.

**Commented [HL(5R4):** Added a box to include information on tribal political status and government-to-government relationship.

### FIGURE X. Recognition of Tribal Political Status

The Task Force honors the sovereignty and treaty rights of tribes. There are 573 sovereign tribal nations that have a formal nation-to-nation relationship with the United States federal government.<sup>5</sup> As sovereign nations, tribes have the right to self-determination and the authority to self-govern.

The Centennial Accord provides a framework for the government-to-government relationship between 29 federally recognized tribes and the state of Washington. The Accord recognizes that “[e]ach sovereign tribe has an independent relationship with each other and the state.”<sup>6</sup> Furthermore, the Accord outlines implementation procedures to ensure all elements of state and tribal governments work together to execute the relationship.

The requirement for Washington state agencies to establish a government-to-government relationship with Indian tribes is outlined in Chapter 43.376 RCW (Government-to-Government Relationship with Indian Tribes). Agencies must:<sup>7</sup>

- (1) Make reasonable efforts to collaborate with Indian tribes in the development of policies, agreements, and program implementation that directly affect Indian tribes and develop a consultation process that is used by the agency for issues involving specific Indian tribes;
- (2) Designate a tribal liaison who reports directly to the head of the state agency;
- (3) Ensure that tribal liaisons who interact with Indian tribes and the executive directors of state agencies receive training as described in RCW 43.376.040; and
- (4) Submit an annual report to the governor on activities of the state agency involving Indian tribes and on implementation of this chapter.

The Task Force continues to engage tribes to spread awareness of this project and seek input. Tanna Engdahl, Spiritual Leader with the Cowlitz Tribe, gave a welcome address at the Task Force’s September 16 public meeting in Vancouver, WA (see Figure X below). At the same meeting, Task Force member Craig Bill (Governor’s Office of Indian Affairs) spoke with the Task Force about WA State’s government-to-government relationship with Indian Tribes.

Leading up to the Task Force’s meeting in Yakima, staff visited with Yakama Nation leaders on tribal land to hear their concerns and speak about the Task Force’s work. Task Force members attended the 30<sup>th</sup> Annual Centennial Accord Meeting on November 6-7 to understand tribes’ priorities and speak with tribal leaders about the Task Force’s work. Many tribal leaders reminded attendees that the work they are doing today, government-to-government, is meant to better the lives of future generations.

<sup>4</sup> <https://app.leg.wa.gov/rcw/default.aspx?cite=43.376>

<sup>5</sup> <http://www.ncai.org/policy-issues/tribal-governance>

<sup>6</sup> <https://goia.wa.gov/relations/centennial-accord>

<sup>7</sup> <https://app.leg.wa.gov/rcw/default.aspx?cite=43.376&full=true>

Through these experiences, the Task Force makes the following observations:

- **The Task Force recognizes and prioritizes two unique types of engagement:** (1) government-to-government relations with tribes [based on their political status](#) as sovereign nations; and (2) community engagement with American Indian/Alaska Native (AI/AN) populations.
- **Institutional change requires connecting work across state agencies and governments.** At the Centennial Accord Meeting, some tribal leaders expressed the need for more coordination across WA State government, so tribes could work with state government to address complex issues upstream (i.e. focusing on root causes).
- **Formal requirements support enduring cultural and systems change.** Codification of the unique government-to-government relationship, including responsibilities for state agencies, was instrumental in advancing channels for state-tribal engagement. The current infrastructure that facilitates government-to-government relations formed over 30 years and includes the [Centennial Accord](#), the [Millennium Agreement](#), and [RCW 43.376](#) (Government-to-Government Relationship with Indian Tribes).

#### FIGURE X. Cowlitz Tribe Welcome Address

Tanna Engdahl, Spiritual Leader with the Cowlitz Tribe, gave a welcome address at the Task Force’s September 16 public meeting in Vancouver, WA.

Ms. Engdahl shared that the Tribe has experienced racism and inequity at the level of attempted erasure. The Tribe was decimated by illness—reduced from 55,000 individuals to only 500—after the coming of white settlers. She said the Tribe has experienced first-hand the manipulation of systems and policies based on inequity, such as through the offer of treaties. The Tribe declined to move from their land, refusing to leave the place where their ancestors lay, even as the Tribe faced devastation.

Ms. Engdahl said that ‘equity’ is the most difficult word we will ever try to define, live up to, and make happen. She said Task Force members have been pulled together from many places and backgrounds to do amazingly complex and extremely important work. She expressed understanding and appreciation for this effort.

Ms. Engdahl said she and the Tribe will look for the Task Force’s product, and she gave encouragements and reminders. She asked Task Force members to remember who they are as they complete this work, since this is the first component of cultural humility and the most important way to keep on track. Ms. Engdahl added that cultural humility means recognizing others in the way they see themselves. For the Cowlitz Tribe, she said: “One desire we have is for others to know us as we know ourselves.” She said this practice is important if we want to see equity become reality.

## Community Engagement

The Task Force has been intentional in creating opportunities to listen, learn, and seek input from communities to guide its work. This section highlights some of the Task Force’s community engagement efforts in 2019, including a reflection on challenges and lessons drawn from this work.

**Commented [W6]:** Reference ‘Center Community’ operating principle

**Commented [HL(7R6)]:** Added operating principle as the next paragraph.

### Task Force Operating Principle: Center Community

We recognize that we can only achieve equity if communities impacted by inequities are at the center of our work. We acknowledge that communities know best their assets, needs, and solutions. We recognize and share power and structure our meetings to foster meaningful engagement. Community engagement will be intentional and inclusive. We will create opportunities as a Task Force, individual members, and staff to listen, learn, and seek input to guide our work. We will incorporate stories of lived experience into our reports and recommendations.

The Task Force hears community perspectives through the following mechanisms:

- **Representation** – Task Force membership includes representatives from [Washington’s](#) Commission on African American Affairs (CAAA), Commission on Asian Pacific American Affairs (CAPAA), Commission on Hispanic Affairs (CHA), the Governor’s Office of Indian Affairs (GOIA), the Women’s Commission, and the Human Rights Commission. Members were also appointed to represent the disability community and the LGBTQ community.
- **Public Comment** – Between August and November, 23 individuals spoke during the dedicated Public Comment periods at Task Force meetings, while many more engaged in conversations with members throughout the meetings.
- **Community Engagement Updates** – At each Task Force meeting, members receive updates on the Community Engagement Coordinator’s work, and they provide direction to guide future outreach efforts.
- **Online Survey** – The Task Force released an online survey in September 2019 to gather community members’ thoughts on a definition of ‘equity’ and opportunities for state government to promote equity. There were 214 responses to the survey from community members across Washington.
- **Community Forums** – The Task Force hosted community forums in [Everett](#) (September) and Yakima (October). The Task Force will incorporate additional forums in its 2020 schedule.

**Commented [W8]:** List out commissions, boards, etc.

**Commented [HL(9R8)]:** Listed out commissions and included GOIA

**Commented [W10]:** Quantify # of public comments and online survey responses

**Commented [HL(11R10)]:** Added #s

## Engagement Model

Meaningful engagement requires a continuous feedback loop linking the Task Force to communities, so information can be shared both ways. This loop promotes: timely communication; community-driven solutions; and accountability toward communities most affected by government decisions.

FIGURE X. Community Engagement Feedback Loop



### Guiding Ethics

The ethics below guide the Task Force’s work with communities.

FIGURE X. Guiding Ethics for Community Engagement

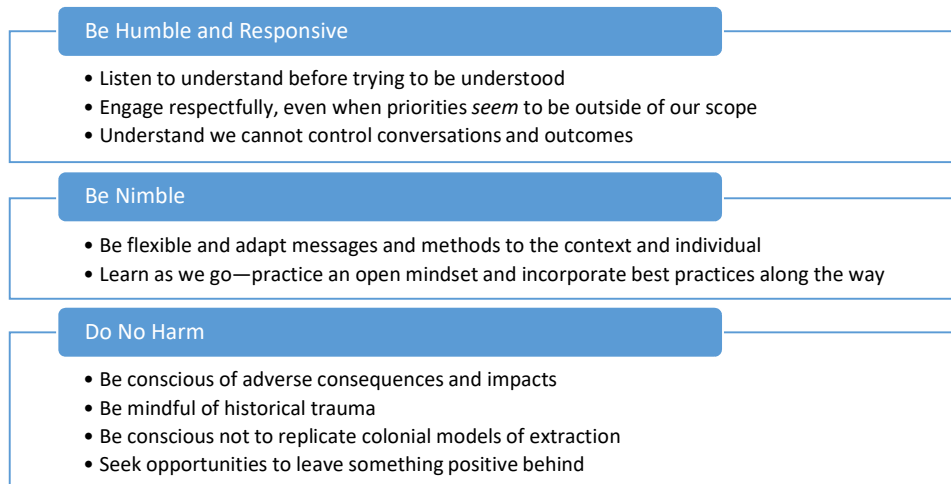


FIGURE X. The Trusted Messenger Model

Institutional racism is embedded in all of our social, political, and economic systems. Communities of color and other historically marginalized communities have been excluded and ignored in many decision-making processes. These communities are harder to reach, and there is greater skepticism and distrust when government actors:

- Engage communities only after decisions have been made;
- Define agendas, priorities, and processes without prior community consultation; and
- Extract data and knowledge without reporting back or demonstrating the direct benefits of their work.

When possible, the Task Force uses the ‘trusted messenger’ model to engage communities. This model relies on trusted, credible leaders serving as bridges into a community. These trusted messengers are members of that community, sharing the same background and speaking the same language. They are invested in the community’s wellbeing, and they have nurtured relationships of trust in the community over many years. They are able to communicate messages in relatable ways and motivate action.

Trusted messengers have been instrumental in the Task Force’s community engagement efforts. Commissioners (from the racial and ethnic commissions, Women’s Commission, Human Rights Commission) and community leaders spread awareness of the Task Force’s work through distribution lists and word-of-mouth. They send personal texts, make phone calls, and meet in community spaces to motivate community members to attend events and voice their thoughts. Leading up to the Task Force’s community forum and public meeting in Yakima, staff worked with local grassroots organizations in the Central Valley to access diverse neighborhoods and listen to community members’ concerns and aspirations.

### Community Engagement Coordinator

The Community Engagement Coordinator serves as a bridge between communities and the Task Force, placing community perspectives front and center in the Task Force’s policy deliberation. The Coordinator conducts statewide outreach to raise awareness along with targeted outreach in local communities prior to a Task Force meeting. When possible, the Coordinator works with established local networks and community leaders using the ‘trusted messenger’ model to raise awareness of the Task Force’s work and encourage communities to participate (see Figure X).

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*“Government shouldn’t be separate or higher than ‘the community.’ We need to have permeable membranes, to re-frame our thinking, that we have community within government...”*

—Community member

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**Commented [W12]:** Reflect more of Esmael’s work; emphasis on relationship-building; continued presence in communities we’ve engaged with.

**Commented [HL(13R12):** Added box below with ‘Letter from the Community Engagement Coordinator’

**FIGURE X. Letter from the Community Engagement Coordinator**

Members of the Office of Equity Task Force have entrusted me to connect with people around the state to build relationships and work towards amplifying the voice of the people. This letter is not intended to duplicate information in this report, but rather, to add context to some of the outcomes and conversations that have taken place over the last five months.

Since the beginning of this project, Task Force members agreed that the most marginalized communities hold the key to understanding strategies for meaningful and authentic community engagement. The question remained: How do we encourage marginalized communities to participate and share their knowledge and experiences with us?

I was posting flyers at the Blue Lagoon Laundromat on Casino Road in Everett when I struck up a conversation with a single mother with three children. I was trying to explain what the Office of Equity Task Force was and what we were hoping to accomplish. She was struggling to understand why I wanted to understand her barriers if I could not help her overcome them. She said she had been approached before by “someone from the government” and that promises were made, but none were kept. This trail of broken treaties has been a very difficult curse to break and really pushes us to make deeper connections with the community.

I shared with her my struggles growing up, and said how it is difficult to care about the long term when we face immediate crisis, but that this work is not just for us—it is also for the future of our children. After a long conversation, I asked her if she would attend a meeting. She responded, “I will come, if there is a place for my children because they will not let me listen.” There are many obstacles to participation, but the main obstacle is trust. Once I was able to establish trust, I was able to get to the other barriers.

She told me that almost all of her money goes to rent and child care. She has been trying to take English as a Second Language classes at a nearby college, but they did not provide daycare and she could not afford it. These are the types of conversations that can only be had once trust is established. According to the WA State Office of Financial Management, there is a large population of single-parent households (ranging from 21% to 40% by county)<sup>8</sup> with very specific needs. More coordinated work must be done at the state level to provide better resources and opportunities for families.

In October, the Office of Equity Task Force held a public meeting and community forum in Yakima. During our outreach efforts, I met a woman who teaches people to open small businesses in the Latinx community. She told me that she helps people access opportunities and reach their goals, despite language barriers. She said there are so many talented bakers, cooks, builders, and artists, but there are limited opportunities for the Spanish (Non-English) speaking communities to learn about business. She told me, “Many kids come from other countries and struggle in high school, but most of them also know how to survive. They have an entrepreneurial spirit.”

<sup>8</sup> <https://ofm.wa.gov/washington-data-research/statewide-data/washington-trends/social-economic-conditions/one-parent-and-two-parent-families/single-parent-families-percent-all-families-children-mapped-county>

I spoke with a group of people working in the fields of Sunnyside to understand their situation. They informed me that many workers are not getting proper education and are being exposed to harmful chemicals. According to these workers, there are no training videos or written materials available to them in a language other than English. Additionally, many people are concerned that farm workers have difficulty finding affordable housing since many are ineligible for assistance programs.

Recently, I met a man who decided he wanted to buy a closed bar and turn the space into a laundromat. He said it was very difficult for him to get approval from the city to change the business license from a bar to a laundromat. He went around the neighborhood and knocked on everyone's door, asking people that if they would use his services if he opened a neighborhood laundromat. The overwhelming majority said yes. Despite the challenges, he was able to establish this laundromat and an unforeseen benefit was that school attendance for youth in this neighborhood went up.

These interactions made me wonder what the scope of the Office of Equity will be and whether it will address equity issues related to education, health, and business. Will it work on interpersonal relationships, educational content, workforce training and development, and much-needed structural changes?

My experience listening and learning from individuals throughout the state tells me that communities hold the answers and they are the key to solutions. As one community member said at the Yakima community forum, "We're learning that equity takes practice. People in the Valley have tremendous potential and we hold the solutions to address our needs—we just need a redistribution of resources to make this happen." As the Office of Equity forms and takes root, communities must have a leading voice in defining priorities and objectives. For the future of our children and generations yet born, this is a promise we cannot break.

—Esmael López, Community Engagement Coordinator

### Online Survey

To complement other outreach efforts, the Task Force conducted an [online survey](#) in September to gather community input on what actions government should take. The Task Force reviewed the concerns expressed in some of the responses, which included:

- Government should not be involved in issues of equity;
- There are enough existing rules and regulations in state government;
- Government should focus on existing diversity, equity, and inclusion (DEI) efforts without a new office; and
- Labeling groups is divisive and leads to preferential treatment.

Yet, overwhelmingly, most respondents stated the urgent need for more equitable policies and practices in government. The Task Force embraces the following community priorities, which were expressed in survey responses:

- Equity is not the same as equality
- Recognize and address systems of privilege and oppression

**Commented [W14]:** Include summary of critical comments that offered constructive advice?

**Commented [HL(15R14):** Added a summary of concerns

- Center the most marginalized communities
- Share power in decision-making with communities and tribes
- Promote communities’ access to opportunities, power, and resources
- Remove barriers to systems access and participation
- Take intersectionality into account

**FIGURE X. ONLINE SURVEY RESPONSES**

Question: What’s your greatest hope or dream for your community?

*“That every parent’s dreams for their children will have a fair opportunity to be fulfilled.”*

*“That each individual can aspire to be what they want to be and will see themselves represented in Government, leadership and in all types of careers.”*

*“That Latinx immigrant, Yakama indigenous, and AAPI voices would be centered in decision-making.”*

*“That black and brown persons are no longer systematically disenfranchised.”*

*“I dream of a place with sincere, compassionate, and sensitive conversation between decision-makers and community members and laws that reflect this.”*

*“My greatest hope is to be a part of a truly inclusive community.”*

**Community Forums**

The Task Force held two community forums in 2019: one in [Everett on September 5](#) and one in Yakima on October 20. Task Force members gathered community input on the definition of ‘equity.’ Community members shared aspirations for their families, their communities, and the state of Washington. Community members also gave input on effective ways to engage communities (see Appendix X). This input has informed the Task Force’s community engagement efforts and its work on creating a definition of ‘equity’ that relates both inward to state government and outward to communities.





Closing circle, Community Forum in Everett (Sept 5, 2019).

### Lessons from the First Five Months

The Task Force will recommend mechanisms for promoting community outreach and engagement in its final report due July 2020. The Task Force will continue to work with communities, the racial and ethnic commissions, tribes, and agency staff in 2020 to form these recommendations. The Task Force recognizes this one-year project does not provide sufficient time nor staffing to fully engage communities across Washington, and this work must continue with the Office of Equity and state agencies. Below are some observations from the Task Force's first five months of community engagement.

**Community Engagement Takes Time.** The Task Force finds that one year is too short to build the relationships of trust needed to engage communities, especially those that are most marginalized and hardest to reach. With one half-time staff person (0.5 FTE) dedicated to community engagement, one year is an impossible timeline to engage the most marginalized communities in an iterative, trust-building relationship. For future projects and for the future Office of Equity, more time and staff capacity must be dedicated to reaching populations that have been historically excluded from decision-making.

**Community Engagement Means Going Into Communities.** Community members emphasized the importance of going into communities to meet them where they live their lives. This includes spaces like markets, places of worship, community centers, and clubs. Although an online survey can reach a wide population in a short amount of time, it is limited to a question-answer format that does not allow real-time response and engagement. Online surveys can only complement other efforts—it cannot be the main mechanism.

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*"Really listen, try to walk in our shoes, come to our communities."*

---

—Community Member

**Commented [W16]:** List out commissions, boards, etc. Add tribes.

**Commented [HL(17R16):** Used the term 'commissions' here to also include Women's Commission, HR Commission, etc.

**Community Engagement Means Working with Grassroots Organizations.** Those that work closest to communities also have the fewest resources—it is important to reach out to these organizations and support their work. They are access points to the hardest-to-reach populations whose voices have been systematically excluded in decision-making. Working with grassroots organizations allows the Task Force to identify and focus on populations that are experiencing significant and persistent inequities.

**Community Engagement Requires Practicing Cultural Humility and an Open Mindset.** Throughout this project, the Task Force is seeking expertise in many forms, including lived experience. Tanna Engdahl, Spiritual Leader with the Cowlitz Tribe (see Figure X), said cultural humility requires us to recognize others in the way they see themselves. Do not assume to know what the community needs or wants—it is imperative to ask directly. To practice humility and maintain an open mindset, avoid predetermined outcomes and seek community-driven timelines and solutions.

**Community Engagement Means Involving Community in All Phases of Work.** One of the Task Force’s guiding ethics for community engagement is ‘work to understand before being understood.’ This work takes time and requires sharing power with communities to define agendas and project scope. Sharing power ensures projects prioritize what is important to communities, not what is convenient to achieve. With an accelerated timeline of work, the Task Force has worked quickly to gather as much community input and feedback as possible to inform the recommendations in this report. For future projects, the Task Force hopes to see more time and resources dedicated to community engagement in all phases of work, including the planning phase when scope and priorities are determined. All projects must prioritize breaking down barriers to participation. This means, among other things, providing interpretation services, ensuring accessibility, delivering information in versatile ways, and creating more family-friendly events.

## Background Research

This section outlines the Task Force’s efforts in seeking expertise to inform its recommendations. Members sought community input on what government could do to support communities and promote equity across state government. They explored WA State’s existing efforts and infrastructure around diversity, equity, and inclusion (DEI). Finally, the Task Force looked at model equity initiatives to understand what has worked well for government jurisdictions undertaking systems change.

## Community Input

The Task Force asked communities for their input on what government could do to support communities and promote equity across state government. The Task Force received input through [public meetings](#), [community forums](#), and an [online survey](#) (see Community Engagement section above).

Community members suggested the following actions for state government:

- Lead by example
- Engage communities
- Use an equity lens in decision-making

- Share power with communities in decision-making
- Involve tribes in planning and decision-making
- Work to remove barriers (e.g. promote language access; address transportation barriers, remove financial barriers to civic engagement)
- Promote culture and systems change
- Support diversity, equity, and inclusion (DEI) efforts within state agencies
- Ensure government leadership is diverse and representative of communities
- Promote the recruitment of a diverse workforce
- Support DEI training for the workforce and agency leadership
- Implement equitable and transparent hiring practices
- Set expectations and standards for all agencies
- Fund agencies and groups that work with communities

#### Existing Statewide Responsibilities Related to Diversity, Equity, and Inclusion (DEI)

The Task Force mapped existing DEI efforts and responsibilities to understand what government entities (agencies, commissions, etc.) are doing across the state and across the enterprise (see Appendix X). The Task Force organized these efforts into ten responsibility areas (defined in Figure X). The map is not exhaustive of all DEI-related efforts, and does not include agencies' efforts to promote DEI internally within their organization.<sup>9</sup>

The Task Force recognizes agencies' efforts around DEI and honors their accomplishments. The mapping exercise demonstrates that WA State has made great strides in incorporating an equity lens in many areas of work. In response to [Governor Inslee's memo](#) on inclusive and respectful work environments, State Human Resources (within the Office of Financial Management) coordinated work around a DEI glossary and employee competencies. The WA State DEI Council created the [DEI Summit](#) to provide a sustainable annual event for employee development. These are just two examples among a variety of efforts.

Additionally, the mapping exercise shows there is a general lack of coordination across sectors and entities. There are concentrated efforts around workforce diversity, cultural humility, and the exchange of information and best practices. Within these areas, there is an opportunity to coordinate strategies, messaging, and delivery. For example, almost every entity on the map shares information and best practices within an area of expertise and using its own platform (e.g. websites, workshops), but there is no central space for these resources and no unifying standard.

<sup>9</sup> Information about the [WA State LGBTQ Commission](#) is not included in the DEI map. The LGBTQ Commission was established in 2019 by [Second Substitute Senate Bill 5356](#) to improve the state's interface with the LGBTQ community, identify the needs of its members, and ensure there is an effective means of advocating for LGBTQ equity in all aspects of state government. The Commission is still forming, and the Task Force plans to engage Commission staff and Commissioners in 2020 to understand their perspectives. More information will be included in the Task Force's final proposal to the Governor and Legislature, which is due by July 1, 2020.

**Commented [W18]:** Footnote: The LGBTQ Commission is being formed and information is not currently included in mapping. Include Commission in the final proposal.

**Commented [HL(19R18)]:** Added this footnote below and in the appendices.

There are major gaps in enterprise-wide resources for areas such as language assistance, equity impact assessments, and standards for disaggregated data. These areas are instrumental in ensuring transparency and accountability, yet they are most lacking in enterprise-wide responsibility and resources.

**FIGURE X. Ten Responsibility Areas for Diversity, Equity, and Inclusion (DEI)\***

Responsibility		Description
1.	<b>Community Voice</b>	Ensure that diverse racial/ethnic communities, Tribes, low-income communities, and others are included and have a voice in state government decisions.
2.	<b>Access to Information (Language)</b>	Improve access to information and services for people who speak languages other than English.
3.	<b>Diversity of Workforce</b>	Increase the diversity of the state workforce to reflect the growing diversity of Washington State, including racial/ethnic, language, and disability diversity.
4.	<b>Cultural Humility</b>	Improve the cultural humility of the state workforce to better serve all people in Washington State.
5.	<b>Equity Impact Assessments</b>	Assess potential impacts of policy, program, and budget decisions on equity and make necessary changes to maximize benefits and limit harms.
6.	<b>Equity in Grant and Contracting</b>	Improve equity in grant and contracting practices, including increasing the percent of grants and contracts awarded to organizations serving diverse communities.
7.	<b>Accountability for State Support</b>	Ensure that organizations that receive state support are also accountable for promoting equity.
8.	<b>Exchange of Info &amp; Best Practices</b>	Promote the exchange of information and best practices to promote equity across state government.
9.	<b>Disaggregated Data</b>	Collect, analyze, and distribute disaggregated data to uncover and raise awareness of inequities that exist within our state’s diverse communities.
10.	<b>Performance Metrics &amp; Progress</b>	Create performance metrics and track progress in making state government more equitable.
* These areas of responsibility were developed by the Governor’s Interagency Council on Health Disparities.		

The Task Force appreciates the work the Governor’s Interagency Council On Health Disparities has done in defining distinct responsibility areas related to DEI, and offers the following updates to the list. The responsibility of providing ADA-compliant technology and materials should be incorporated as a distinct area in all future mapping efforts. Regarding Area 10 (Performance Metrics & Progress), the Task Force recognizes there is a need to revolutionize the state’s approach to information collection, analysis, and representation. Performance metrics and progress must: (1) include enterprise-wide standards for disaggregated data; and (2) transcend the use of disaggregated data to include other sources of

**Commented [HL(20):** Comments from Nov 25 meeting: Add a new paragraph with Task Force’s recommendations to update responsibility areas.

- Add a distinct responsibility: ADA-compliant technology and materials. The Task Force added this one (adapted the HDC definitions).
- Rename #10 to ‘Data management and performance progress’: Revolutionizing the state’s approach to information. Who names what is collected? Who owns it and determines how it’s interpreted? Re-design data and information collection to go beyond disaggregated data.

**Commented [HL(21R20):** Added a new paragraph here.

information such as lived experience and community voice. Government must work with communities to re-examine these questions: Who decides what information is collected? Who owns that information and who determines how it is interpreted and applied? [See Recommendation 4 (Set Expectations and Measure Progress) in the Recommendations section below.]

### Model Equity Initiatives

The Task Force finds that although some jurisdictions across the nation are implementing equity and social justice frameworks, we are unaware of existing state-level efforts operating at the scope proposed in this report. A WA State Office of Equity would be the first of its kind and leader in the nation.

The Task Force looked to local jurisdictions to identify guiding principles and draw parallels to this project. Members heard presentations from the [King County Office of Equity and Social Justice](#) (ESJ) and the [Government Alliance on Race and Equity](#) (GARE). Below are descriptions of each organization's scope of work.

#### Government Alliance on Race and Equity (GARE)

GARE is a national network comprised of government jurisdictions working to achieve racial equity. Member services include:

- A 'pathway for entry' into racial equity work;
- Support through the sharing of best practices, tools, resources, and platforms for discussion;
- More targeted technical assistance through contracts.

GARE leads with a racial equity lens, because "[f]ocusing on race provides an opportunity to also address other ways in which groups of people are marginalized, providing the opportunity to introduce a framework, tools, and resources that can also be applied to other areas of marginalization."<sup>10</sup>

Its [Resource Guide to Put Ideas into Action](#) includes lessons from jurisdictions across the country and outlines six strategies for enduring systems change:

1. Use a Shared Racial Equity Framework
2. Build Organizational Capacity for Racial Equity
3. Implement Racial Equity Tools
4. Use Data and Metrics
5. Partner with Others
6. Communicate and Act with Urgency

**Commented [W22]:** Recognize there aren't other states doing this work; the WA Office would be a model for the nation.

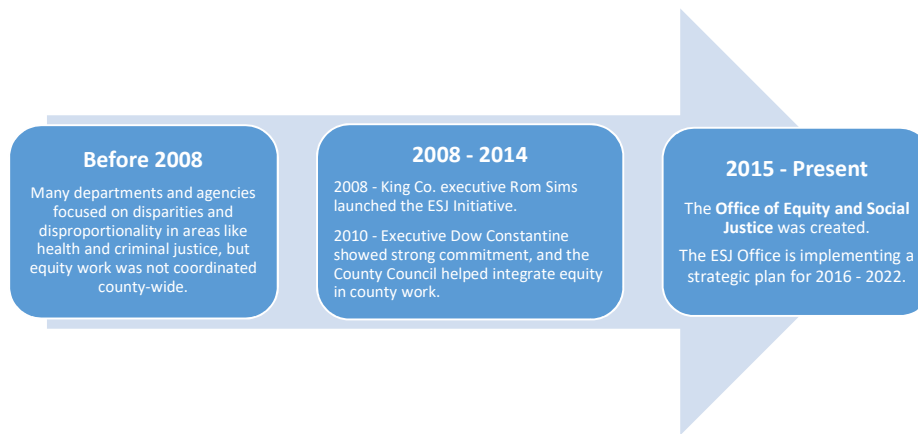
**Commented [HL(23R22)]:** Added

<sup>10</sup> GARE report – [https://racialequityalliance.org/wp-content/uploads/2015/02/GARE-Resource\\_Guide.pdf](https://racialequityalliance.org/wp-content/uploads/2015/02/GARE-Resource_Guide.pdf)

#### King County Office of Equity and Social Justice

The King County Office of Equity and Social Justice (ESJ) was created in 2015 and was a result of multiple phases of work (see Figure X). The Office sits in the Executive branch and is responsible for coordinating King County’s efforts to advance equity within government and in its service to communities.<sup>11</sup>

**FIGURE X. King County’s Journey Toward an Office of Equity and Social Justice**



The King County ESJ Office’s strategies include:<sup>12</sup>

- Investing upstream and where needs are greatest;
- Smartly allocating public resources by addressing root causes;
- Investing in community partnerships to better understand and address equity impacts;
- Investing in public employees to create a racially diverse workforce and workplace at all levels; and
- Tying all efforts to visible, accountable leadership in King County government.

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***“Although there is now an ESJ Office, every County agency and employee is still ultimately responsible for advancing and being accountable for ESJ activities and deliverables.”***

—King Co. Office of Equity and Social Justice, [Strategic Plan](#) (2016 - 2022)

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<sup>11</sup> <https://aqua.kingcounty.gov/dnrp/library/dnrp-directors-office/equity-social-justice/201609-ESJ-SP-FULL.pdf>

<sup>12</sup> <https://aqua.kingcounty.gov/dnrp/library/dnrp-directors-office/equity-social-justice/201609-ESJ-SP-FULL.pdf>

### Second Substitute House Bill 1783

House Bill 1783 was introduced during the 2019 legislative session with the intention of standing up a WA State Office of Equity. The Equity Office Task Force used the language in this legislation as a starting point, and the recommendations in this report reaffirm and build upon that language.

The Task Force acknowledges that:<sup>13</sup>

- A more inclusive Washington is only possible if agencies identify and implement effective strategies to eliminate systemic inequities.
- Over the years, significant strides have been made within agencies to address the disparate outcomes faced by communities of color...[yet] the work happening in agencies is fragmented across state government.
- Smaller agencies may not have the resources necessary to identify and implement policies to address inequities based on race and ethnicity.

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<sup>13</sup> Quoted from HB 1783

# RECOMMENDATIONS



## RECOMMENDATIONS - Introduction

A WA State Office of Equity would play a [non-duplicative and](#) integral role in state government, with unique opportunities to foster culture and systems change across the enterprise. The recommendations in this report outline how an Office of Equity could reach across sectors of government to provide technical assistance to agencies of all sizes while promoting a culture of accountability. Also included are the Task Force’s recommendations for: an organizational structure, including specific staff positions; and an estimated operating budget for the first year, second year, and future biennia.

These recommendations are informed by:

- The Task Force’s mapping of enterprise-wide DEI responsibilities;
- Guiding principles from King County’s journey and GARE’s work with jurisdictions across the nation; and
- Community input and lived experience.

### Guiding Principles for Task Force Recommendations

#### Commit to Equity at the Highest Levels of Leadership

To support resilient infrastructure and enduring change, codify statements in policy and legislation. Placing the King County ESJ Office under the Executive was intentional and has been instrumental to its resilience and ability to coordinate equity work across the County.

#### Lead with Values

Avoid letting data drive the work—be driven by vision and informed by data. To transform government, operationalize equity in tools and center this work on a shared vision of equity. It is important to be explicit about government’s historical role in creating and perpetuating inequities. Use a definition of ‘equity’ that is easily understood.

*“By failing to acknowledge these inequities in the past, we play a role in perpetuating them in the present.”*

—Community Member

#### Break Down Silos

It is ineffective and costly to continue working in a fragmented manner. Government must break down silos to tackle persistent inequities, because:

1. Population-level outcomes are determined by multiple factors, so government must work across sectors (i.e. de-silo its efforts) to address complex issues.
2. Many disparities exist across issue areas and sectors, because they share the same root causes.

#### Reach Hearts and Minds to Effect Personal and Institutional Change

Bold action and quick fixes are incompatible—beware of the illusion of quick fixes. Equity requires culture and systems change at the foundational level. Equity should be more than a priority area—it should be woven into an agency’s DNA. Make equity work everyone’s work.

Commented [W24]: Name the non-duplicative nature of this effort.

Commented [HL(25R24)]: Added

### **Build Capacity**

Capacity-building within agencies is critical to advancing equity across the enterprise. Training for public employees “increases understanding of institutional and structural racism and the use of racial equity tools.”<sup>14</sup> It should be “focused on building skills to implement strategies that promote racial equity in employees’ daily work.”<sup>15</sup> While providing tools and resources broadly, use those that have been shown to be effective (i.e. do not ‘reinvent the wheel’). A central/coordinating entity must also build its own capacity to ensure it can provide expert technical assistance to agencies and lead innovative efforts. This entity must foster a learning environment, so there is trust among internal and external partners to correct course when necessary.

### **Implement a Strategic Plan and Measure Progress**

It is important for a central/coordinating entity within government to have a strategic plan. This plan should include measurable goals and minimums for each office or department. Smart objectives make the difference for accomplishing agencies’ internal goals and creating consistency across the enterprise. Systematically measuring institutional change can show if efforts are leading to positive shifts in practices, policies, service delivery, and funding decisions.

### **Remain Community-Centered**

An Office of Equity needs to bring both government leadership and communities along in its work. Focusing on the process creates a strong foundation to move forward together. King County interviewed 300 community organizations and 800 employees before creating its strategic plan.

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*“Equity means clear representation, commonalities, and ties between the people who create systems and those who exist within them.”*

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—Community Member

### **Prioritize Government-to-Government Relations**

Efforts to promote equity at the state level must go hand-in-hand with support for tribal sovereignty and self-determination. An Office of Equity must model best practices for government-to-government relations, and advocate for mechanisms that support tribal sovereignty, such as data sovereignty and the decolonization of data (see Figure X below).

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<sup>14</sup> [https://racialequityalliance.org/wp-content/uploads/2015/02/GARE-Resource\\_Guide.pdf](https://racialequityalliance.org/wp-content/uploads/2015/02/GARE-Resource_Guide.pdf)

<sup>15</sup> [https://racialequityalliance.org/wp-content/uploads/2015/02/GARE-Resource\\_Guide.pdf](https://racialequityalliance.org/wp-content/uploads/2015/02/GARE-Resource_Guide.pdf)

## RECOMMENDATIONS: Equity Definition and Statements

This section includes the Task Force’s recommendations on a definition of ‘equity,’ an equity statement, a vision statement, and a mission statement, which should guide the Office of Equity’s work.

### Words Matter

‘Equity’ means many different things to different people. At the first Task Force meeting, members discussed the concept of ‘equity’ and how a common understanding can serve as a touchstone throughout this project. And as Spiritual Leader Tanna Engdahl (Cowlitz Tribe) described, ‘equity’ is the most difficult word we will ever try to define, live up to, and make happen.

The Task Force recognizes that words matter, and they can be a matter of life and death. In her welcome address to the Task Force, Ms. Engdahl shared that her tribe has experienced first-hand the manipulation of systems and policies based on inequity, perpetuated by mechanisms like treaties. Currently, the U.S. Supreme Court is deciding whether the federal statute that prohibits sex discrimination should be interpreted to include protections for sexual orientation and gender identity.

Understanding that words can give power, shape systems, and directly affect lives, the Task Force centered the following principles in its work:

- A definition of ‘equity’ must relate inward to state government and outward to communities.
- A definition of ‘equity’ must be community-informed and evolve to align with community priorities and needs.
- A definition of ‘equity’ and its application must result in tangible benefits for communities, especially for those that have been historically marginalized.
- Equity is not the same as equality, and it goes beyond reaching parity. Equity ensures everyone has full access to the opportunities, power, and resources they need to flourish and achieve their full potential.
- Definitions, statements, and legislation must balance the use of inclusive language with the boldness of naming specific communities that have been historically marginalized and most impacted by inequities.

### FIGURE X. WA State Law Against Discrimination

The WA State Law Against Discrimination ([Chapter 49.60 RCW](#)) protects individuals from discrimination based on race, creed, color, national origin, sex, honorably discharged veteran or military status, sexual orientation, or the presence of any sensory, mental, or physical disability or the use of a trained dog guide or service animal by a person with a disability. The [WA State Human Rights Commission](#) is responsible for administering and enforcing this civil rights law.

The Office of Equity should support the Human Rights Commission’s work, but not duplicate it. As envisioned in this report, the Office of Equity should change the way government does business by facilitating structural changes that yield population-level outcomes. It should serve the non-duplicative role of a coordinating entity across state government, helping agencies identify and

**Commented [HL(26)]:** I added more information here following our Nov 25 meeting. The Task Force will continue discussions on a definition of ‘equity’ at the Dec 16 meeting.

**Commented [HL(27)]:** Need TF approval. Should we include this box?

**DRAFT – For Discussion Only (revised 12/12/19)**

implement effective strategies to eliminate disparities and improve opportunities and outcomes for communities.

To achieve the intended results, the Office of Equity's work should neither be defined by nor limited to the protected classes in the WLAD. For example, the Office can work with agencies to address disparities in health outcomes and access to resources for rural communities.

**Question for the Task Force:**

- Should this definition and these statements be included in future legislation to create an Office of Equity?

**Definition of 'Equity' [DRAFT]**

Equity is the path to wellbeing that allows each person to thrive. It is an evolving, community-centered journey toward healing that requires shifting power to disrupt and dismantle deeply entrenched systems of privilege and oppression. Equity allows the fullest expression of dignity, honor, and respect that we all deserve.

**Equity Statement**

Equity requires a commitment to bold action. It begins with the acknowledgement of historical systems of institutional racism and oppression that have led to the uneven distribution of benefits and burdens in our communities. Racism is ingrained in our history and deeply embedded in our institutions, affecting all sectors. An equitable decision-making process prioritizes community-led solutions, driven by those most affected. Generational healing takes time and requires us to embrace discomfort and practice humility. Equity ensures everyone has full access to the opportunities, power, and resources they need to flourish and achieve their full potential.

**Vision Statement**

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

**Mission Statement**

The Office of Equity will promote access to equitable opportunities and resources that reduce disparities and improve outcomes statewide across government.

**Commented [HL(28):** The Task Force can discuss this on Dec 16.

Some options: (1) include in legislation; (2) give Office the authority to adopt by rule; (3) recommend the Office consider the definition and statements included in this report.

**Commented [HL(29):** This definition has not been finalized, and the TF will consider language at the Dec 16 meeting.

**Commented [HL(30):** This is the equity statement members approved at our Nov 25 meeting.

**Commented [HL(31):** This is the vision statement members approved at our Nov 25 meeting.

**Commented [HL(32):** This is the mission statement members approved at our Nov 25 meeting.

## RECOMMENDATIONS: Roles and Functions

FIGURE X. Summary Table - Recommended Roles for the WA State Office of Equity

REC 1	Guide enterprise-wide efforts through a Unified Vision of Equity	<ul style="list-style-type: none"> <li>➤ Establish a universal definition of 'equity' that relates to government and communities</li> <li>➤ Get ongoing community guidance on definitions and statements</li> </ul>
REC 2A	Serve as a Conduit for Government and Communities	<ul style="list-style-type: none"> <li>➤ Maintain a feedback loop with communities</li> <li>➤ Promote meaningful opportunities for community engagement in decision-making processes</li> <li>➤ Convene a Community Advisory Board to set the organization's priorities and timelines</li> <li>➤ Recommend strategies on community outreach and engagement, including language access</li> </ul>
REC 2B	Serve as a Conduit for State Institutions	<ul style="list-style-type: none"> <li>➤ Facilitate collaboration between agencies</li> <li>➤ Facilitate systems and policy change</li> <li>➤ Coordinate and convene workgroups</li> <li>➤ Maintain an inventory of DEI efforts</li> <li>➤ Provide platforms to share promising practices and useful tools</li> <li>➤ <u>Collaborate with OFM and DES to develop policies and training on maintaining a diverse, inclusive, and culturally sensitive workforce</u></li> <li>➤ <u>Work with OFM and DES to identify workforce development needs and collaborate with agencies to develop policies and trainings</u></li> </ul>
REC 3	Provide Guidance and Technical Assistance to Foster Systems and Policy Change	<ul style="list-style-type: none"> <li>➤ Require every agency to have a DEI plan, and provide assistance with plan development</li> <li>➤ Require each agency to designate a 'DEI Liaison'</li> <li>➤ Serve as a clearinghouse for tools and resources</li> <li>➤ Promote an 'upstream' approach focused on root causes</li> <li>➤ Promote more equitable decision-making practices</li> <li>➤ Work with GOIA to uphold the significance of government-to-government relations and the expectation for working with sovereign nations</li> </ul>
REC 4	Set Expectations and Measure Progress	<ul style="list-style-type: none"> <li>➤ <u>Partner with Results WA to meet agencies where they are and help them achieve bold aspirations toward improvement by creating agency-specific performance measures and a public dashboard to publish outcomes</u></li> <li>➤ Convene a workgroup to establish standards for the collection, analysis, and reporting of disaggregated data</li> <li>➤ <u>Coordinate Work with OFM and DES to coordinate</u> messages across the enterprise on the prospects and use of workforce data</li> </ul>
REC 5	Ensure Accountability and Enforcement	<ul style="list-style-type: none"> <li>➤ <u>Conduct audits to review agency performance</u></li> <li>➤ <u>Support performance improvement process</u></li> <li>➤ <u>Publish each agency's performance and progress over their baseline</u></li> </ul>

**Commented [HL(33):** Added 'OFM SHR' and 'DES' for clarity

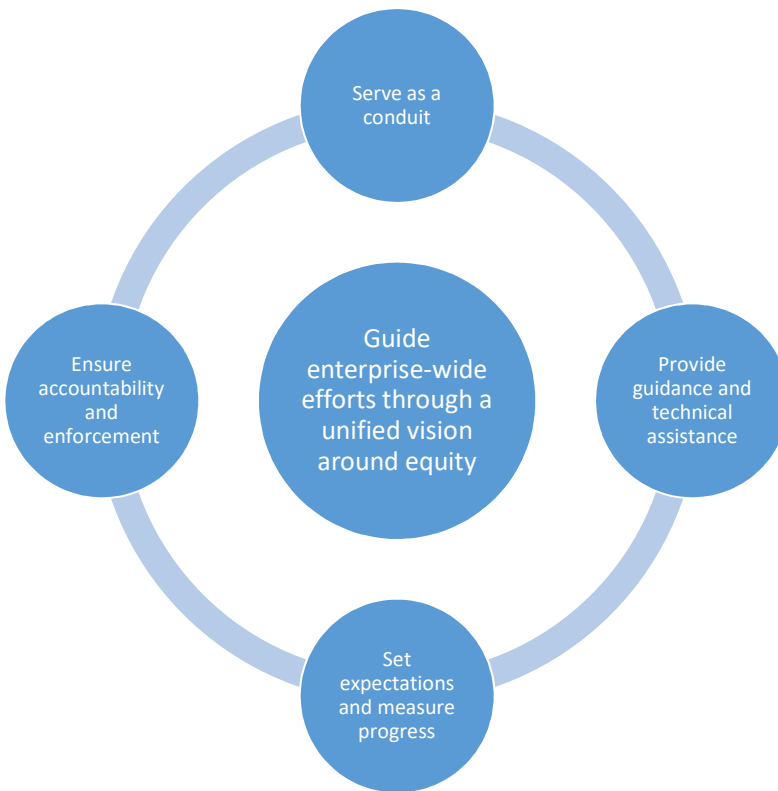
**Commented [HL(34):** Updated this section to reflect members' discussion on Nov 25.

		<ul style="list-style-type: none"> <li>➤ Enact consequences and take corrective action when agencies progress below their baseline. Provide technical assistance as needed.</li> <li>➤ Recognize and celebrate progress and accomplishments</li> </ul>
REC 6	Reconvene the Task Force in X Years	

**Commented [W35]:** The TF will explore what audits will look like. We have not defined what audits and the role of Ombuds looks like.

**Commented [HL(36):** Will need to discuss this as a TF.

FIGURE X. Recommended Roles for the Office of Equity



★ **Recommendation 1: Guide Enterprise-wide Efforts through a Unified Vision of Equity**

- Establish a universal definition of ‘equity’
- Define equity in a way that relates both inward and outward, allowing everyone to relate it to themselves and their work
- Get ongoing community guidance on the definition of ‘equity,’ an equity statement, and the Office of Equity’s vision and mission statements

An Office of Equity, created within the Office of the Governor, would serve a non-duplicative, coordinating role. The Office should provide a unified vision around equity for all state agencies, ensuring the state steps together in the same direction by prioritizing goals and implementing effective strategies around diversity, equity, and inclusion. A central entity coordinating and elevating these priorities will help normalize language and concepts around equity, racial equity, social justice, diversity, and inclusion.

**Commented [W37]:** State: Non-duplicative and coordinating role

**Commented [HL(38R37)]:** Added

★ **Recommendation 2A: Serve as a Conduit between Government and Communities**

- Maintain a feedback loop with communities to ensure statewide efforts are prioritizing community voice and meeting community needs
- Promote meaningful opportunities for community engagement in the Office of Equity's work
- Convene a Community Advisory Board to inform the Office of Equity's priorities and timelines
- Recommend strategies to agencies on how to center community voice in order to deliver barrier-free access to government services

The Office of Equity should be a conduit between state government and communities. This connection ensures the statewide vision of equity is driven by community aspirations and needs. Participation on the Community Advisory Board should be barrier-free for all invited community members.

**Commented [W39]:** Focus on the value added of an Office; answer role of commissions

**FIGURE X. The Community Advisory Board**

The Office of Equity should convene a Community Advisory Board to inform the Office's priorities and timelines. This Board would help the Office of Equity understand the complexity of communities, and it would be one point of access for communities to inform state government decisions in a direct way. Guidance from this Board should have a direct impact on the standards and performance measures the Office establishes for state government.

The Board must include representatives from communities that are most impacted by government practices, policies, and funding decisions, including historically marginalized communities.

Membership must represent diverse opinions and backgrounds, including meaningful and comprehensive geographic representation.

The Office must address barriers to participation including, but not limited to, barriers related to language access, time, cost, transportation, and full access for individuals with physical disabilities and sensory impairments. Functional technology should be provided for members who are unable to attend meetings and other gatherings in person. The Office of Equity should model practices in decolonizing boards and other government structures by identifying and dismantling culture-bound rules around decorum, time requirement, and educational and 'expertise' requirements.

More generally, state policies must be updated to support strong community engagement and remove barriers to participation. Workgroups, such as councils, commissions, and boards are often governed by statute that prohibits member reimbursement unless the agency/organization obtains an exemption. Even with an exemption, members of advisory boards can only be reimbursed for certain expenses and are not compensated for their time.<sup>16</sup> These barriers place the burden on community members to volunteer their time and other resources. The Office of Equity should lead

**Commented [W40]:** The PRWG has a steering committee. Members are not compensated for their time. If we have community rep from all walks of life, it is important to call out in legislation the need to create a stipend system. Provide per diem and stipend for those who cannot take PTO.

**Commented [W41]:** OMWBE has a board. The board meets quarterly by phone. The director meets one-on-one with members on certain topics as well. The board talks about legislative plan and hiring decisions. The board provides advice on specific topics and circumstances. Important to have people of very diverse opinions and backgrounds. Create a safe space for everyone to voice their thoughts. The board may bring light to issues that the OMWBE may not be cognizant of. They can provide suggestions on process improvement, policy changes, etc. Count on this board for consistent feedback on how the agency is doing and how it is providing services. Has approx. 11-12 members. Members include DES staff, small business owners, etc.

**Commented [W42]:** Include language that ensures representation across the state (geography)

**Commented [HL(43R42)]:** Incorporated comments.

<sup>16</sup> <https://app.leg.wa.gov/RCW/default.aspx?cite=43.03.220>

the way in formalizing a process that compensates members for their time and provides upfront financial support for mileage, lodging, and meals.

**WA’s Commissions:** The Task Force recognizes the unique and varying roles of commissions, including the Women’s Commission, the Human Rights Commission, the Commission on African American Affairs (CAAA), the Commission on Asian Pacific American Affairs (CAPAA), and the Commission on Hispanic Affairs (CHA). Commissions are uniquely positioned to serve as focal points in state government to represent and elevate their communities’ needs. The Community Advisory Board would not be duplicating or replacing these efforts.

**Commented [HL(44):** Make sure this language accurately reflects the TF’s intention.

The Office of Equity should build a collaborative, complementary relationship with commissions. The Office should develop the tools and standards that agencies use to consider the impact of their decisions on specific communities and populations. When working with agencies, the Office should leverage the commissions’ expertise to provide agencies with population-specific resources (e.g. appropriate service delivery, engagement, and communication). Furthermore, the Office should partner with these commissions to identify policy and systems barriers to engagement (e.g. language access), and make recommendations to eliminate those barriers.

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*“I would like to see the state take unified action across all state agencies—with similar definitions of equity, similar access to training, similar expectations for review and revision of policy and practice.”*

—Community Member

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#### ★ **Recommendation 2B: *Serve as a Conduit for State Institutions***

- Facilitate collaboration between agencies
- Facilitate systems and policy change
- Coordinate and convene workgroups to establish standards and produce innovative solutions
- Maintain an inventory of DEI efforts within and across agencies
- Provide platforms to share promising practices and useful tools
- Identify workforce development needs and collaborate with agencies to develop policies and trainings

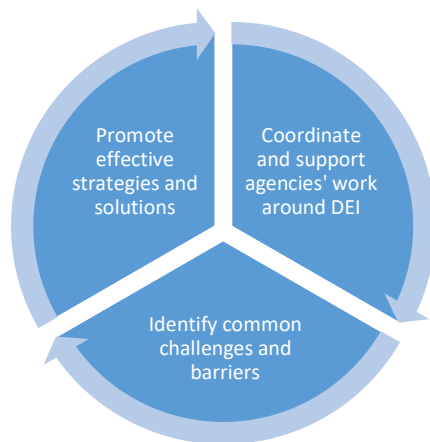
The Office of Equity should coordinate DEI responsibilities to ensure government is addressing the most pressing needs with the most impactful strategies. As a conduit between state institutions, the Office should support consistent messaging around priorities, requirements, and standards. The Office should ensure everyone doing related work is talking to each other by providing accessible channels for these groups to connect and share information. While the Office of Equity’s focus will be on the executive branch of government, it should serve as the channel for collaboration with the judicial and legislative branches. In particular, the Office should collaborate with the [Minority and Justice Commission](#) and the [Gender and Justice Commission](#) as they work to eliminate biases in our judicial systems.



**The Office of Financial Management (OFM) and the Department for Enterprise Services (DES):** The Office of Equity should collaborate with OFM and DES to develop policies and provide technical assistance and training on maintaining a diverse, inclusive, and culturally sensitive workforce. In partnership with OFM, the Office should do public outreach to identify effective methods for workforce engagement. In partnership with DES, the Office should identify needs around workforce development and culture change within state systems. Throughout these efforts, the Office of Equity should use the DEI employee competencies created by the [WA State DEI Council](#) (convened by OFM) and the human resources standards and best practices set by OFM State Human Resources.

**Commented [HL(45):** Will seek a link to final materials; we currently only have the draft copies:  
<https://healthequity.wa.gov/TaskForceMeetings/MeetingMaterials/September16Vancouver>

**FIGURE X. The Office of Equity as a Coordinating Entity**



★ **Recommendation 3: *Provide Guidance and Technical Assistance to Foster Systems and Policy Change***

- ~~Assist government agencies to consider race, ethnicity, gender, and equitable impacts in all aspects of their decision making including services, programming, policy development, budgeting, staffing, and more.~~
- ~~Help agencies identify agency policies, procedures, practices, statutes, rules, and budget decision making practices that may perpetuate inequities.~~
- Require every agency to have a DEI plan, and provide assistance with plan development
- Require every agency to designate a 'DEI Liaison'
- Serve as a clearinghouse for tools and resources
- Promote an 'upstream' approach focused on root causes
- Promote more equitable decision-making practices
- Work with GOIA to uphold the significance of government-to-government relations and the expectation for working with sovereign nations

**Commented [HL(46):** Deleting because this seems repetitive with "recommend equity assessment tools for agencies to use in the development and evaluation of their agency programs, policies, budgeting, and other decisions."

The Office of Equity should lead with values and use data (quantitative and qualitative), frameworks, tools, and other resources to facilitate systems and culture change. It should foster a learning environment that meets agencies ‘where they are,’ guiding staff/agencies just beginning this work and those with more experience.

---

*“We would realize that it costs us more to continue investing in a broken paradigm over the long-term than to humble ourselves and take care of our people.”*

---

—Community Member

**Clearinghouse:** The Office of Equity should serve as a clearinghouse for tools and resources, including equity impact assessments. Within and across agencies, there is variation in resources, capacity, and commitment to furthering DEI work. Efforts and expenditures become redundant when each agency must independently seek out promising models, tools, and practices to inform its work. The cost of entry for this type of work can be prohibitive for smaller agencies. The Office of Equity can help agencies avoid unnecessary costs and establish standards for these resources to ensure transparency and accountability. In areas where enterprise-wide guidance is most lacking, such as standards for language assistance and data disaggregation, the Office should convene experts from agencies and communities to help produce resources.

#### **FIGURE X. Evidence-based Solutions**

The Office of Equity should caution agencies on the use of ‘evidence-based’ practices when serving communities of color and other marginalized communities. One size does not fit all—practices and programs that work well in one community can have very different results in other communities.

Approaches must be culturally-appropriate and community-specific. Agencies must adapt approaches by taking into account a community’s culture, history, location, and unique circumstances. Sometimes this requires designing a new program or procedure. The most effective strategy is to work with communities to customize programs that will work for them. The Office of Equity should provide agencies with technical assistance and tools to incorporate this community-centered strategy in their daily operations.

**Agency DEI Plans and DEI Liaison:** To ensure consistent application of standards and tools across the enterprise, the Office of Equity should require each agency to develop a DEI plan and appoint a DEI Liaison. The DEI Liaison should serve as the main point-of-contact for reporting, submitting the agency’s DEI plan, and collaboration with the Office of Equity.

**Community of Practice:** The Office of Equity should serve as a central gathering space for staff across the enterprise. This ‘community of practice’ should be a platform for discussion, learning, and assistance. Practitioners could workshop challenges and produce innovative approaches. These individuals are instrumental in bringing back expertise and standards of practice to their respective agencies, helping implement the equity tools that change how funding and policy decisions are made.

**FIGURE X. GARE Spotlight on The City of Seattle’s Race and Social Justice Initiative (RSJI)**

The Government Alliance on Race and Equity (GARE) features the City of Seattle’s Race and Social Justice Initiative (RSJI) in its resource guide for putting ideas into action. The following example illustrates how organizations can build infrastructure to support change:

“RSJI helped to create ‘change teams’ in every city department. Change teams lead racial equity work in their department with the help of an Executive Sponsor and a liaison from RSJI. Each department has developed an annual work plan for racial equity since 2007, which can be found on the City of Seattle’s website. Although consistency has varied between departments, over the course of years, the overall quality has improved, with more meaningful actions being implemented.”<sup>17</sup>

**Leveraging Resources:** The Office of Equity should leverage existing efforts, including resources within agencies and commissions (see Figure X). This approach enables agencies to have ownership of and be accountable for their work in incorporating equity at every level of operations and within every layer of services and service delivery. The goal should be to build a resilient system wherein:

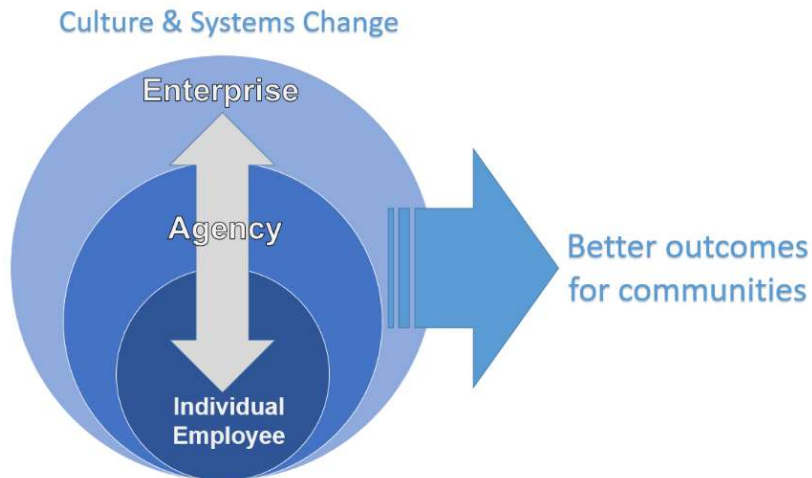
- The Office of Equity can devote its resources and capacity to an efficient process, while avoiding scope creep and overburden; and
- The enterprise experiences enduring culture and systems change.

**FIGURE X. Leveraging Agency Resources to Facilitate Systems Change**

- Agencies will collect and report data to use on the public dashboard
- Agencies will engage communities using best practices established by the Equity Office and commissions
- Each agency will designate a ‘DEI Liaison’ to be the point-of-contact and take the lead in reporting, submitting the agency plan, and collaboration with the Equity Office
- Each agency will perform its own equity impact assessments using tools provided by/endorsed by the Office of Equity. The Office will provide guidance and technical assistance.
- The Office of Equity can facilitate communication between agencies and DES and OFM SHR, but DES remains the go-to agency for workforce development and OFM SHR remains the go-to agency for HR guidance/standards.

<sup>17</sup> [https://racialequityalliance.org/wp-content/uploads/2015/02/GARE-Resource\\_Guide.pdf](https://racialequityalliance.org/wp-content/uploads/2015/02/GARE-Resource_Guide.pdf)

FIGURE X. Fostering Culture and Systems Change by Making Equity Everyone’s Work



★ Recommendation 4: **Set Expectations and Measure Progress**

- Work with Results WA and agencies to create agency-specific performance measures and a public dashboard to publish outcomes
- Convene a workgroup to establish standards for the collection, analysis, and reporting of disaggregated data
- Coordinate messages across the enterprise on the prospects and use of workforce data

The Office of Equity should set standards and expectations to ensure there is consistency in implementation across state government. It should convene a workgroup—composed of Results WA, agency staff, and community representatives—to establish standards for the collection, analysis, and reporting of disaggregated data regarding race and ethnicity, including subracial and subethnic populations.

The Office should systematically measure progress to see whether there are shifts in institutional practices, policies, and funding decisions that lead to better outcomes for communities. Agency-specific performance measures should be community-informed and tell a meaningful story about individual and community wellbeing. For a more transparent and accountable government, the Office of Equity should maintain performance information on an online dashboard.

**Commented [HL(47):** Instead of “Create/Maintain a ‘data-verse’ that highlights communities’ strengths, aspirations, and needs”

#### FIGURE X. Decolonizing Data & Data Sovereignty

The Office of Equity should advocate for indigenous data sovereignty and the decolonization of data. It should promote best practices for supporting indigenous peoples' rights to control data that is from and about them.

**"Indigenous data sovereignty** is the right of a nation to govern the collection, ownership, and application of its own data. It derives from tribes' inherent right to govern their peoples, lands, and resources."<sup>18</sup>

Abigail Echo-Hawk is the Chief Research Officer at the [Seattle Indian Health Board](#). She creates programs and databases aimed at better serving indigenous communities. Echo-Hawk states:

"When we think about data, and how it's been gathered, is that, from marginalized communities, it was never gathered to help or serve us. It was primarily done to show the deficits in our communities, to show where there are gaps. And it's always done from a deficit-based framework... What they don't talk about is the strengths of our community. What we know, particularly for indigenous people, is that there was a genocide and assimilation policies and termination policies that were perpetuated against us. If they had worked, we wouldn't be here. And so we were always strength-based people, who passed on and continued knowledge systems regardless of people who tried to destroy us.

**"Decolonizing data** means that the community itself is the one determining...the information they want us to gather. Why are we gathering it? Who's interpreting it? And are we interpreting it in a way that truly serves our communities?

**Decolonizing data** is about controlling our own story, and making decisions based on what is best for our people. That hasn't been done in data before, and that's what's shifting and changing."<sup>19</sup>

**Workforce Data:** The Office of Equity should work with OFM State Human Resources to identify existing workforce data standards, and explore areas where data can and should be further disaggregated. In partnership with OFM State Human Resources and other agencies, the Office should create consistent messaging around the benefits of collecting public workforce data and provide information about: why data is collected; what data is used for/what is not used for; and how workforce data can benefit the public workforce and communities.

#### ★ Recommendation 5: **Ensure Accountability and Enforcement**

- Publish each agency's performance and progress
- Recognize and reward accomplishments
- Enact consequences

<sup>18</sup> <https://usindigenoudata.org/>

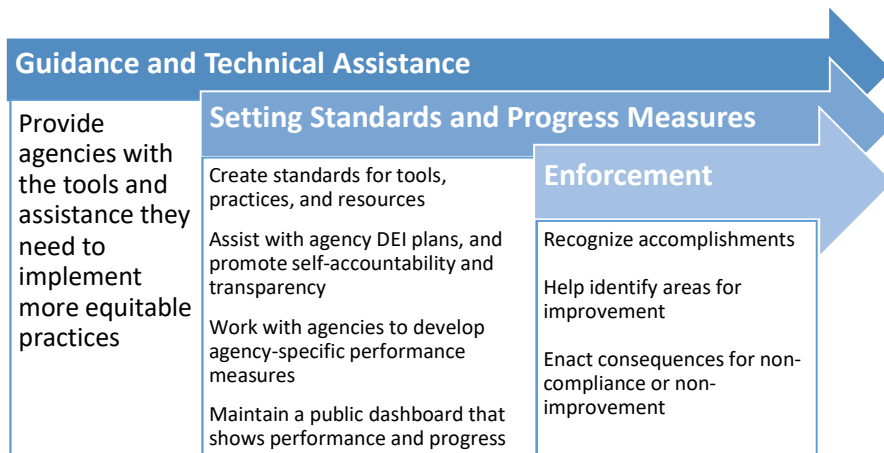
<sup>19</sup> <https://crosscut.com/2019/05/abigail-echo-hawk-art-and-science-decolonizing-data>

The Office of Equity should be accountable to communities, and must be responsive to their needs and aspirations. The Office must also be accountable to the enterprise, and should take the lead in modeling equitable policies and practices.

The Office of Equity should recognize leaders in the enterprise and those who have made great strides to improve organizational culture, practices, and outcomes. These leaders are instrumental in inspiring and assisting other agencies, and the Office should provide space for them to share promising practices with others.

The Office of Equity must have the authority to enforce standards and requirements. It should assess each agency's performance and produce a report that details the agency's strengths and accomplishments, areas for continued improvement, and areas for corrective action. In response to these assessments, each agency must submit a plan and timeline for improvement, which includes: an acknowledgement of areas to address; a plan with action steps to address each area; and a timeline with milestones for progress checks.<sup>20</sup>

**FIGURE X. Accountability in Multiple Forms**



**Recommendation 5: Reconvene this Task Force in X Years**

The Legislature should reconvene and fund this Task Force to:

- evaluate the state's implementation of an Office of Equity; and
- review the Office of Equity's progress to recommend any needed changes to its operations and strategies.

**Commented [HL(48):** How many years is appropriate to allow the Office to get established?

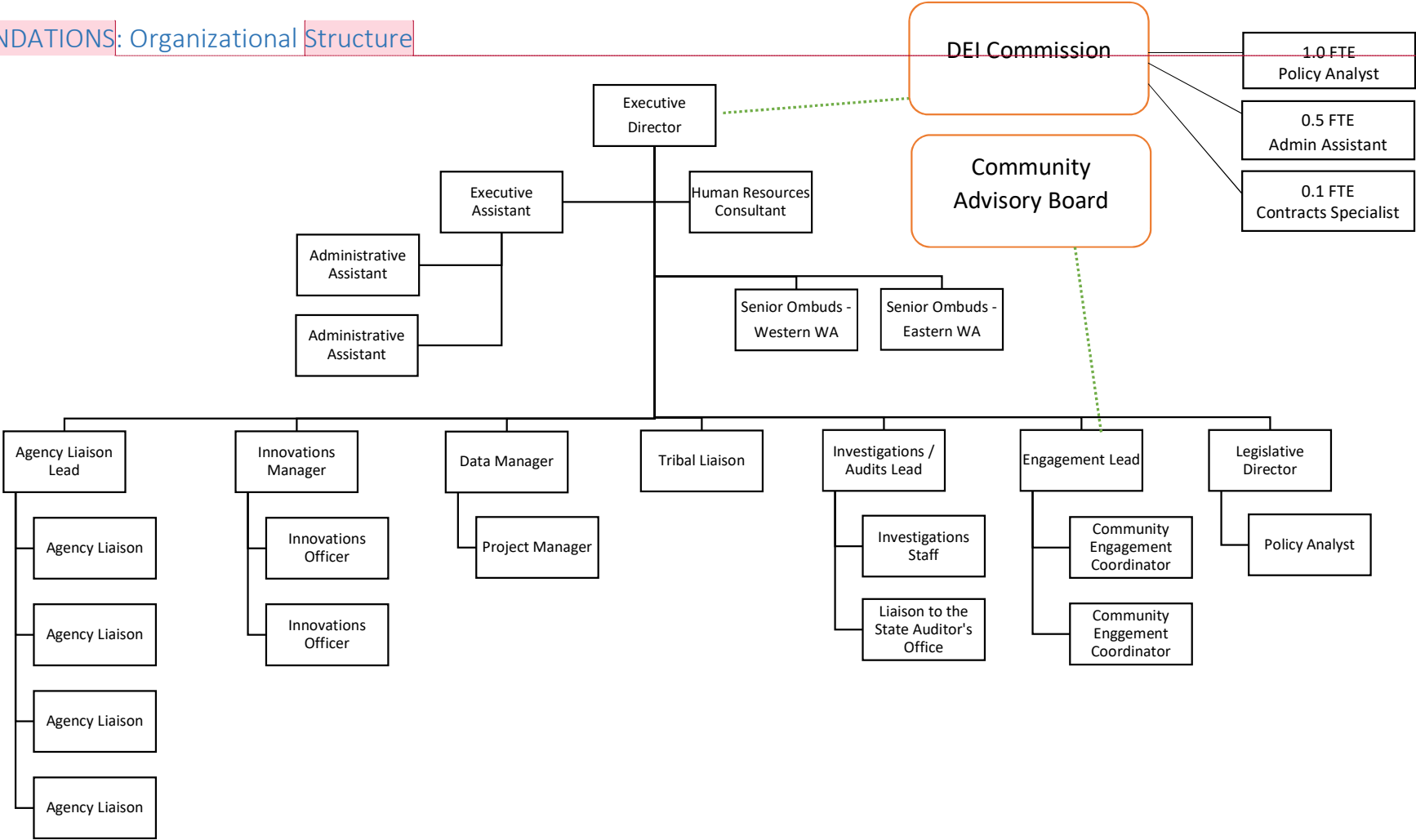
<sup>20</sup> As part of its work in 2020, the Task Force will explore additional accountability and enforcement mechanisms, including audits and possible consequences for non-compliance and non-improvement. It will include further recommendations in the final proposal due by July 1, 2020.

***DRAFT – For Discussion Only (revised 12/12/19)***

At a minimum, the reconvened Task Force should review the following items:

- the level of staffing and funding provided to the Office of Equity for its operation;
- guidance to the Office of Equity from the Community Advisory Board;
- the Office of Equity’s strategic plan;
- agency-specific performance measures and outcomes; and
- the state of DEI efforts across the enterprise.

RECOMMENDATIONS: Organizational Structure



**Commented [HL(49)]:** The positions related to the DEI Commission (I-1000) are still on this org chart. At our Dec 16 meeting, the Task Force can discuss how to move forward with these items.

**Commented [HL(50)]:** How can the community advisory board be represented on this chart? Is there a more accurate and meaningful way?



**DRAFT – For Discussion Only**

## Office of Equity Staff Positions

Below are recommended staff positions for the Office of Equity. Each position is tied directly to the proposed functions outlined in this report, and this overall level of staffing (25 FTE) is the minimum requirement for a successful Office of Equity.

### Executive Director (1.0 FTE)

- Oversees administration, programs, and strategic planning
- Represents the Office in formal interactions with tribal governments, the Legislature, agencies, and communities
- Maintains primary contact with the DEI Commission, and serves as a conduit between the Equity Office and DEI Commission

**Commented [HL(51):** Need to update this language based on the Task Force's discussion at the Dec 16 meeting.

### Executive Assistant (1.0 FTE)

- Principal assistant for administrative matters to the Executive Director
- Provides office management and support for communications and projects

### Administrative Assistant (2.0 FTE)

- Performs varied administrative and secretarial support duties
- Responsible for one or more major program activities, such as: budget development and management, expenditure control, office space management, equipment purchases, public relations, personnel administration, records management, and report preparation
- Supports the DEI Commission

**Commented [HL(52):** Need to update based on the TF's discussion at the Dec 16 meeting.

### Human Resources Consultant (1.0 FTE)

- Provides advice and consultation to management, professional staff, and peers
- Handles the organization's most sensitive, complex, or critical HR issues
- Interviews and makes hiring recommendations, conducts training

**Commented [HL(53):** Get TF approval: Can we strike this position? DES provides HR support for small agencies, and the Executive Assistant can perform office management.

### Senior Ombuds for Western WA & Eastern WA — (2.0 FTE total)

- Helps resolve problems flagged by individuals who experience barriers when accessing state systems, and helps determine if an investigation or audit is required

### Agency Liaison Lead (1.0 FTE)

- Provides guidance and technical assistance to agencies
- Communicates the Office of Equity's guidelines and recommendations
- Coordinates the work of Agency Liaisons under a strategic framework and consistent messaging

### Agency Liaisons (4.0 FTE)

- Provides guidance and technical assistance to agencies for DEI plans, frameworks, tools
- Works with the Data Manager, Results WA, and agencies to establish agency-specific performance measures
- Maintains an inventory of DEI efforts across agencies
- Connects agency staff to each other and to the tools they need

**Innovations Manager (1.0 FTE)**

- Establishes the Office’s role as a leader in DEI efforts
- Helps identify and promote innovative approaches by convening practitioners from state agencies, academia, and communities
- Manages accessible platforms for the exchange of information and best practices
- Staffs workgroups
- Works with the Engagement Lead to align the Office’s policies and practices with the Community Advisory Board’s recommendations

**Innovations Officer (2.0 FTE)**

- Helps identify and promote innovative approaches by convening practitioners from state agencies, academia, and communities
- Manages accessible platforms for the exchange of information and best practices
- Provides support to agencies for change management

**Data Manager (1.0 FTE)**

- Works with Results WA and agencies to establish performance measures
- Maintains a public dashboard that incorporates performance measures, community priorities, and stories of lived experience
- Convenes a workgroup to establish standards for the collection, analysis, and reporting of disaggregated data
- Provides technical support to agencies around disaggregated data
- Designs and directs research projects

**Project Manager (1.0 FTE)**

- Helps maintain the public dashboard
- Works with Results WA and agencies to establish performance measures
- Promotes best practices for decolonizing data
- Fulfills external data requests, and performs research and analyses for the Office

**Tribal Liaison (1.0 FTE)**

- Coordinates the government-to-government relationship between the Office and federally recognized Indian tribes, including establishing and maintaining a consultation process
- Works with GOIA and agencies to address emerging issues

**Investigations/Audits Lead (1.0 FTE)**

- Ensures the Office is accountable to the public by: (1) fulfilling its role in helping solve issues and (2) following up on investigations and audits
- Compiles reports that cover an agency’s strengths/accomplishments, areas for improvement, and areas for corrective action

***DRAFT – For Discussion Only***

**Senior Investigator (1.0 FTE)**

- Performs examinations of a specific rule, policy, or procedure in state government
- These examinations can be periodic, informed by outcomes, or be triggered by a complaint submitted to the Ombuds

**Liaison to the State Auditor’s Office (1.0 FTE)**

- Serves as the bridge between the Office and the SAO as they work together to establish standards and processes for agency audits
- Auditing may involve agency-specific performance measures, improvement/action plans, and guidelines published by the Office of Equity

**Legislative Director (1.0 FTE)**

- Advises the Executive Director on all legislative areas
- Leads in the development of policy positions and legislative initiatives
- Maintains and promotes government relations with agencies and public constituents

**Policy Analyst (1.0 FTE)**

- Supports the DEI Commission
- Tracks legislation and assigns bills to staff for analysis
- Performs policy analysis and conducts research projects
- Supports the Legislative Director in maintaining government relations

**Commented [HL(54)]:** Need to update based on the TF’s discussions at the Dec 16 meeting.

**Engagement Lead (1.0 FTE)**

- Supports the Community Advisory Board and organizes meetings
- Works with commissions to recommend best practices in community outreach and engagement
- Engages communities across WA and ensures their priorities are reflected in the Office’s projects and timelines

**Community Engagement Coordinator (2.0 FTE)**

- Engages communities across WA and ensures their priorities are reflected in the Office’s projects and timelines
- Provides technical assistance to agencies as they implement best practices in community outreach and engagement

	July 1, 2020	October 1, 2020	January 1, 2021	July 1, 2021 – June 2022 (FY22)
Staff On Board	<b>The Office of Equity is established.</b> <ul style="list-style-type: none"><li>Executive Director</li><li>Executive Assistant</li></ul>	Additional positions on board: <ul style="list-style-type: none"><li>Agency Liaison Lead</li><li>Innovations Manager</li><li>Data Manager</li><li>Engagement Lead</li><li>Engagement Coordinators (x2)</li><li>Tribal Liaison</li><li>Policy Analyst</li><li>Administrative Assistant</li></ul>	Additional positions on board: <ul style="list-style-type: none"><li>Agency Liaisons (x4)</li><li>Innovations Officer</li></ul>	<b>The Office of Equity is whole.</b>  Additional positions on board: <ul style="list-style-type: none"><li>Western WA Ombuds (1)</li><li>Eastern WA Ombuds (1)</li><li>Innovations Officer</li><li>Project Manager</li><li>Legislative Director</li><li>Investigations/Audits Lead</li><li>Senior Investigator</li><li>Investigation Liaison w/ SAO</li><li>Administrative Assistant</li></ul>
Objectives	<ul style="list-style-type: none"><li>Establish office space and operations</li><li>Make connections across government and communities</li><li>Establish government-to-government relations with tribes</li></ul>	<ul style="list-style-type: none"><li>Smooth out operations</li><li>Determine priorities</li><li>Build capacity to assist agencies</li><li>Build relationships with agencies and communities</li></ul>	<ul style="list-style-type: none"><li>Smooth out operations</li><li>Build capacity to assist agencies</li><li>Begin providing guidance and technical assistance to agencies</li><li>Convene Community Advisory Board</li><li>Continue building relationships</li></ul>	<ul style="list-style-type: none"><li>Provide guidance to agencies on DEI plans</li><li>Implement Ombuds, auditing, and investigation functions</li><li>Launch platform for tools &amp; resources</li><li>Launch public dashboard</li><li>Release strategic plan</li></ul>
Projects	<ul style="list-style-type: none"><li>Begin hiring for positions</li><li>Set foundation for strategic planning &amp; priorities</li></ul>	<ul style="list-style-type: none"><li>Onboard new staff</li><li>Begin strategic planning</li><li>Prepare for legislative session</li><li>Work with key partners: OFM, DES, Results WA</li><li>Convene DEI practitioners; compile tools and resources</li><li>Continue hiring staff</li></ul>	<ul style="list-style-type: none"><li>Participate in legislative session</li><li>Conduct strategic planning</li><li>Start establishing agency-specific performance measures; begin creating an online dashboard</li><li>Operationalize accountability and enforcement mechanisms</li><li>Continue hiring staff</li></ul>	<ul style="list-style-type: none"><li>Onboard new staff</li><li>Convene workgroups</li><li>Provide guidance to every agency on a DEI plan and performance measures</li><li>Roll out and communicate requirements around: reporting, auditing/investigations, and corrective action</li></ul>
	First-Year Operating Cost (FY21): \$2,250,000			Second-Year (FY22) / Ongoing Operating Cost: \$3,900,000/yr
	Total Cost for FY21 & FY22: \$6,150,000			

Commented [HL(55)]: Need TF approval.

This chart shows the Office’s staffing and responsibilities during its first two years, assuming it is created in July 2020.

The general idea is that staff will be phased in, and certain positions will be hired on first to begin defining processes for the Office’s work. Most of the team will be hired within the first year, allowing work to start on strategic planning and defining performance measures. The accountability and enforcement-focused positions will join the second year when their processes are more defined and performance measures begin to take shape.

## RECOMMENDATIONS: Operating Budget

The Task Force estimates an annual operating budget of **\$3.9 million** for the Office of Equity. There are anticipated cost savings in the first year as the Office hires staff in phases to build out capacity (see page 37). The estimated operating budget for the first year is \$2.25 million, bringing the total budget for Years 1 and 2 to \$6.15 million.

A majority of the staff positions should be hired within the first year to build a strong foundation for the Office’s long-term success. Staff should focus on opening communication channels and building trust with tribal governments, agency staff and management, and communities. The Office should continue to build its own capacity, so it can provide expert assistance to agencies. Once performance measures are defined, the Office can begin implementing processes around performance reports and evaluation.

**The Office of Equity must become whole in its second year, so it can function as intended.** The remaining staff positions should be hired, so the Office can begin implementing processes related to investigations, auditing, evaluation, and enforcement. These efforts ensure consistent implementation across state government, leading to better opportunities and outcomes for communities.

### Methodology for Budget Estimates

The Task Force included the following costs when estimating the Office of Equity’s operating budgets for Years 1 and 2:

- salaries and benefits;
- lease costs for office space;
- goods and services;
- travel and training;
- human resources services for small agencies from DES;
- financial services for small agencies from DES; and
- one-time expenditures for workspaces and technology.

The Task Force used the following assumptions to arrive at the cost estimates:

- The Office of Equity would be an exempt office (not subject to [WAC 357](#));
- The benefit factor is 32.4% based on current costing done with OFM for salary projections;
- The Executive Director’s salary is an estimation based on current comparables—the position would need to be evaluated through the **SOSA** process;
- Salary projections do not include salary increases in subsequent years;
- Lease and office costs are based on current estimates provide by OFM;
- Salary estimates are based on the position descriptions contained in this report and a comparison of work with other exempt agencies; and
- Small-agency services provided by DES can support between 20 to 30 FTE.

**Commented [HL56]:** Need to spell this out

## Future Work

The Task Force will continue this project in 2020 to fulfill the responsibilities outlined in [ESHB 1109](#) (section 221, subsection 7). Members will submit a final proposal to the Governor and Legislature by July 1, 2020 that includes further recommendations for the Office of Equity's operations. The content below highlights some of the Task Force's plans.

**Government-to-Government Relations:** The Task Force hopes to engage tribes in this work and incorporate their input and feedback. It is important to hear tribes' perspectives on what an Office of Equity can do to help advance government-to-government relations.

**Executive-Level Management:** The Task Force will recommend a plan for the Office of Equity to engage executive-level management at all agencies. It will highlight approaches that have been effective in balancing technical assistance and accountability in similar government settings.

**Community Engagement:** The Task Force will continue to engage communities to gather input and feedback. It will recommend additional strategies for promoting community outreach and engagement.

**Data:** The Task Force will consider additional mechanisms related to establishing standards for the collection, analysis, and reporting of disaggregated data. It will identify strategies the Office of Equity can use to help de-silo government work and push approaches upstream to address root causes of inequities. The Task Force will also explore decolonizing methodologies and recommend strategies to support this work.

**Public Dashboard & Reporting:** The Task Force will continue to work with Results WA and other partners to determine what a public dashboard should look like. It will also provide additional details around evaluation and reporting.

**Accountability & Enforcement:** The Task Force will explore additional accountability and enforcement mechanisms, including audits and possible consequences for non-compliance and non-improvement. It will consider different models of ombuds and recommend practices for the Office of Equity.

## Conclusion

***[This will be written last once other content is approved.]***

**Commented [HL(57):** Need to review on Dec 16 for approval.

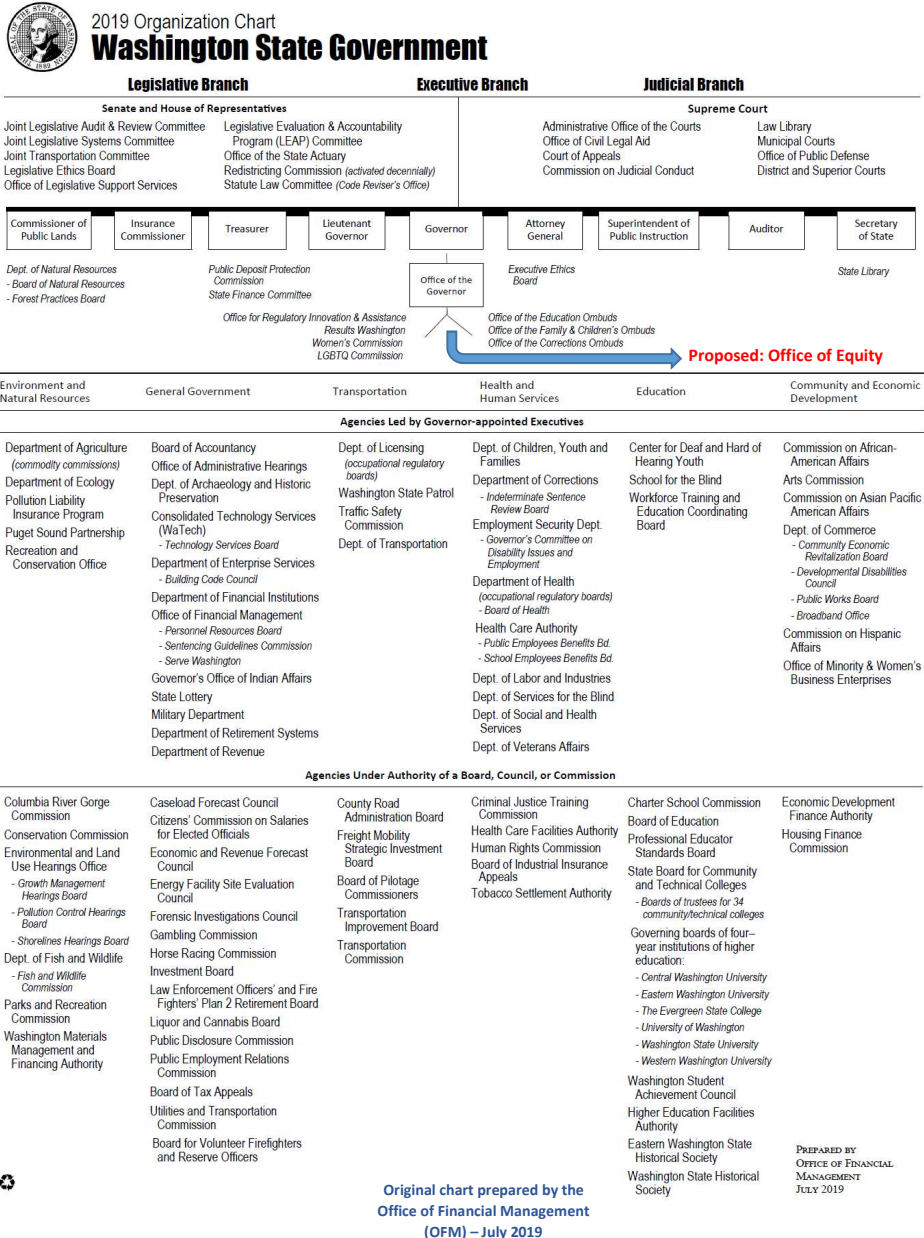
## APPENDICES

**Commented [HL(58):** These will be properly organized and labeled once the report narrative is complete.

### APPENDIX --. Membership for the Office of Equity Task Force

Task Force Members	
<b>Governor’s Interagency Council on Health Disparities (HDC)</b> Benjamin Danielson (Co-chair) Jan Olmstead (Co-chair)	<b>Legislators*</b> Senator Manka Dhingra   Representative Mia Gregerson (alternate) Representative Jeremie Dufault   Alec Regimbal (alternate) Representative Melanie Morgan
<b>Office of the Governor</b> RaShelle Davis	<b>Commission on African American Affairs (CAAA)</b> Ed Prince
<b>Diversity, Equity, and Inclusion (DEI) Council</b> Karen A. Johnson	<b>Commission on Asian Pacific American Affairs (CAPAA)</b> Toshiko Hasegawa   Carrie Huie Pascua (alternate)
<b>Human Rights Commission</b> Sharon Ortiz	<b>Commission on Hispanic Affairs (CHA)</b> Maria Siguenza
<b>WA State Women’s Commission (WSWC)</b> Michelle Gonzalez   Marie Vela (alternate)	<b>Governor’s Office of Indian Affairs (GOIA)</b> Craig Bill   Mystique Hurtado (alternate)
<b>Office of Minority and Women’s Business Enterprises (OMWBE)</b> Lisa van der Lugt   Rex Brown (alternate)   Dawn Rains (alternate)	<b>Disability Community</b> Elizabeth Gordon   Mandeep Kaundal (alternate)
	<b>LGBTQ+ Community</b> Allison Spector
* One legislator seat remains vacant, reserved for a Republican senator who must be appointed by the President of the Senate.	

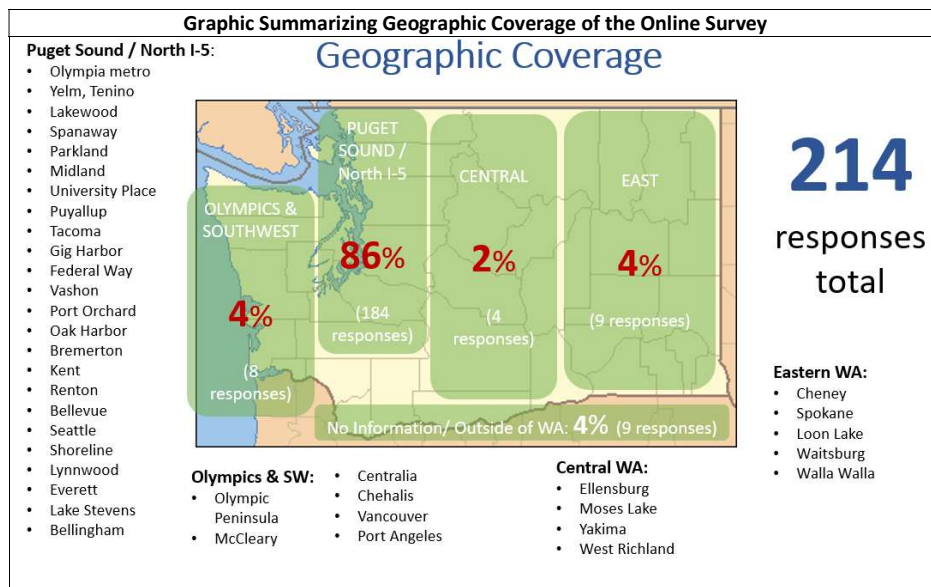
## APPENDIX --. WA State Government Organizational Chart with Proposed Office of Equity





**APPENDIX --. September 2019 Online Survey - Questions and Geographic Coverage of Responses**

Questions from the September 2019 Online Survey	
1. What city are you from in WA?	
2. What does equity mean to you? Why is it important?	
3. How do you see equity benefiting everyone? What would look different?	
4. What's your greatest hope or dream for your community?	
5. What bold things can state government do to support communities and promote equity?	
6. How can state government engage communities in a meaningful way?	
7. How can government work with the community to be more responsive to the needs of the community?	
8. What are some barriers to a more equitable government? What's in the way?	
9. Is there anything else you'd like to tell the Task Force?	
(All questions were optional.)	



## **APPENDIX --. Summary of Community Input - Strategies for Meaningful Community Engagement (September 2019)**

At the September 5 community forum in Everett, community members gave input on how the Task Force can engage communities in authentic and impactful ways. Read the [full community forum report](#) on the Task Force's website.

Table Summarizing Community Input	
Channels for Two-Way Communication	Strategies
<ul style="list-style-type: none"><li>➤ Connect with organizations that have deep community ties: Parent Leadership Training Institute (PLTI); student-led organizations like M.E.C.H.A.; YWCA; Boys and Girls Clubs; Community to Community; NAACP, etc.</li><li>➤ Meet communities where they are:<ul style="list-style-type: none"><li>• Markets and other social places</li><li>• Sea Mar and other healthcare clinics</li><li>• Wraparound service clinics</li><li>• Camps (sports camp, arts camp)</li><li>• People of color-led places of worship</li></ul></li><li>➤ Communication tools:<ul style="list-style-type: none"><li>• Social media</li><li>• Word of mouth</li><li>• Radio</li><li>• Networks</li><li>• Person-to-person relationships</li></ul></li></ul>	<ul style="list-style-type: none"><li>➤ Go into communities to do outreach</li><li>➤ Work with trusted, existing community organizations</li><li>➤ Identify leaders in the community to connect with</li><li>➤ Elevate youth voice; connect with children in their own neighborhoods</li><li>➤ Offer free events with food and incentives for youth</li><li>➤ Build bridges between City Hall and neighborhoods</li><li>➤ Build relationships between communities and legislators to promote advocacy</li><li>➤ Create solidarity between different communities</li><li>➤ Find unity through issue areas</li><li>➤ Empower people working in the communities in various ways</li><li>➤ Build trust through accountability and transparent practices and policies</li><li>➤ Create a budget that prioritizes equity</li></ul>













































APPENDIX --. Statewide Diversity, Equity, and Inclusion (DEI) Responsibilities

The Equity Office Task Force mapped existing DEI responsibilities to understand what government entities (agencies, commissions, etc.) are doing across the state and across the enterprise. The Task Force organized these efforts into 10 responsibility areas (defined in the chart below). The map is not exhaustive of all DEI-related efforts, and does not include individual agencies’ efforts to promote DEI internally within their institution.

Responsibility		Description
1.	Community Voice	Ensure that diverse racial/ethnic communities, Tribes, low-income communities, and others are included and have a voice in state government decisions.
2.	Access to Information (Language)	Improve access to information and services for people who speak languages other than English.
3.	Diversity of Workforce	Increase the diversity of the state workforce to reflect the growing diversity of Washington State, including racial/ethnic, language, and disability diversity.
4.	Cultural Humility	Improve the cultural humility of the state workforce to better serve all people in Washington State.
5.	Equity Impact Assessments	Assess potential impacts of policy, program, and budget decisions on equity and make necessary changes to maximize benefits and limit harms.
6.	Equity in Grant and Contracting	Improve equity in grant and contracting practices, including increasing the percent of grants and contracts awarded to organizations serving diverse communities.
7.	Accountability for State Support	Ensure that organizations that receive state support are also accountable for promoting equity.
8.	Exchange of Info & Best Practices	Promote the exchange of information and best practices to promote equity across state government.
9.	Disaggregated Data	Collect, analyze, and distribute disaggregated data to uncover and raise awareness of inequities that exist within our state’s diverse communities.
10.	Performance Metrics & Progress	Create performance metrics and track progress in making state government more equitable.

Note: These responsibility areas were identified and defined by the Governor’s Interagency Council on Health Disparities.

Appendix -- (Continued). Overview Map - Statewide Diversity, Equity, and Inclusion (DEI) Responsibilities<sup>21</sup>

 = responsibility or effort in this area	Community Voice	Access to Information (Language)	Workforce Diversity	Cultural Humility	Equity Impact Assessments	Equity in Grant & Contracting	Accountability for State Support	Exchange of Info & Best Practices	Disaggregated Data	Performance Metrics & Progress	Other
WA State Racial and Ethnic Commissions: CAAA, CAPAA, CHA											
Governor's Office of Indian Affairs (GOIA)											
Women's Commission (WSWC)											
Human Rights Commission (WSHRC)											
Office of Minority and Women's Business Enterprises (OMWBE)											
WA State Diversity, Equity, Inclusion (DEI) Council											
Results Washington											
Dept. of Enterprise Services – Workforce Support and Development (DES WSD)											
Interagency Committee of State Employed Women (ICSEW)											
State Business Resource Groups (BRGs)											

<sup>21</sup> Information about the [WA State LGBTQ Commission](#) is not included in this map. The LGBTQ Commission was established in 2019 by [Second Substitute Senate Bill 5356](#) to improve the state's interface with the LGBTQ community, identify the needs of its members, and ensure there is an effective means of advocating for LGBTQ equity in all aspects of state government. The Commission is still forming, and the Task Force plans to engage Commissioners in 2020 to understand their perspectives. More information will be included in the Task Force's final proposal to the Governor and Legislature, which is due by July 1, 2020.

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Office of Financial Management – State Human Resources (SHR)											
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**Government Entities:** WA State Racial and Ethnic Commissions - Commission on African American Affairs (CAAA), Commission on Asian Pacific American Affairs (CAPAA), Commission on Hispanic Affairs (CHA)

1. Community Voice	2. Access to Information (Language)	3. Workforce Diversity	4. Cultural Humility	5. Equity Impact Assessments
<ul style="list-style-type: none"><li>Community engagement and outreach</li><li>Maintain mechanisms for public input</li><li>Elevate the priorities and needs of communities of colors; legislative advocacy</li><li>Conduct story-finding to understand the experiences of communities of color statewide</li><li>Sponsor community-based events</li></ul>	<ul style="list-style-type: none"><li>Receive inquiries and direct community members to resources</li></ul>	<ul style="list-style-type: none"><li>When asked, assist agencies in hiring decisions by participating in interview and hiring processes for management, supervisor, and director-level positions</li></ul>	<ul style="list-style-type: none"><li>Commissioners across WA are racially and ethnically diverse</li><li>Serve as a resource on: how to access communities; and how to appropriately interact with and serve communities</li></ul>	<ul style="list-style-type: none"><li>Conduct needs assessments of target populations in the context of specific issues and projects</li></ul>
6. Equity in Grant & Contracting	7. Accountability for State Support	8. Exchange of Info & Best Practices	9. Disaggregated Data	10. Performance Metrics & Progress
<ul style="list-style-type: none"><li>Promote business diversity opportunities through outreach, education, and recruitment</li><li>Connect business owners to resources</li></ul>		<ul style="list-style-type: none"><li>Commission representation on workgroups, task forces, committees</li><li>Share best practices on community engagement and culturally appropriate services</li></ul>	<ul style="list-style-type: none"><li>Advocate the need for disaggregated data across departments and programs</li><li>Advise on specific projects, initiatives, and strategies</li></ul>	<ul style="list-style-type: none"><li>Assist agencies in setting and achieving internal goals</li><li>Provide guidance on internal procedures, protocols, systems, and tools</li></ul>

Government Entity: Governor’s Office of Indian Affairs (GOIA)

1. Community Voice	2. Access to Information (Language)	3. Workforce Diversity	4. Cultural Humility	5. Equity Impact Assessments
Advocate for the social and economic betterment of American Indians and Alaska Natives living within WA			Provide educational resources and training on effective communication and collaboration between state agencies and Indian Tribes	
6. Equity in Grant & Contracting	7. Accountability for State Support	8. Exchange of Info & Best Practices	9. Disaggregated Data	10. Performance Metrics & Progress
		<ul style="list-style-type: none"><li>Advise on issues related to state-tribal relations</li><li>Provide guidance around implementation of government-to-government relations</li></ul>		
Other Responsibilities:	<ul style="list-style-type: none"><li>Assist the state in developing policies consistent with government-to-government relationship</li><li>Maintain the WA State Tribal Directory</li><li>Convene the annual Centennial Accord Meeting</li></ul>			

Government Entity: Washington State Women’s Commission (WSWC)

1. Community Voice	2. Access to Information (Language)	3. Workforce Diversity	4. Cultural Humility	5. Equity Impact Assessments
<ul style="list-style-type: none"><li>Engage women, including women of color</li><li>Advocate for policy changes</li></ul>		<ul style="list-style-type: none"><li>Identify barriers for women and make recommendations for equitable opportunities</li><li>Promote strategies to increase women in leadership</li><li>Provide input on enterprise-wide policy updates related to sexual harassment and sexual assault prevention</li></ul>	<ul style="list-style-type: none"><li>Commissioners across WA are racially and ethnically diverse</li></ul>	
6. Equity in Grant & Contracting	7. Accountability for State Support	8. Exchange of Info & Best Practices	9. Disaggregated Data	10. Performance Metrics & Progress

**Government Entity:** Washington State Human Rights Commission (WSHRC)

1. Community Voice	2. Access to Information (Language)	3. Workforce Diversity	4. Cultural Humility	5. Equity Impact Assessments
		<ul style="list-style-type: none"><li>Investigate complaints of discrimination in employment, public accommodation</li><li>Respond to state employee whistleblower complaints</li></ul>	<ul style="list-style-type: none"><li>Offer implicit bias and cross cultural training</li></ul>	
6. Equity in Grant & Contracting	7. Accountability for State Support	8. Exchange of Info & Best Practices	9. Disaggregated Data	10. Performance Metrics & Progress
		<ul style="list-style-type: none"><li>Provide informational materials (brochures, posters) on: employment discrimination, sexual harassment, fair housing, public accommodation, etc.</li><li>Sexual Harassment Prevention &amp; Response – introduction, best practices, model policy and procedures</li></ul>		
Other Responsibilities:	<ul style="list-style-type: none"><li>Rule-making: Created administrative rules to include sexual orientation and gender identity in WA’s Law Against Discrimination (WLAD)</li><li>Creating standards: Fair Housing Occupancy Standards</li><li>Respond to questions about civil rights laws from the public, employers, housing providers, and other institutions</li><li>Provide education and outreach to employers, landlords, business owners, etc.</li></ul>			



Government Entity: Office of Minority and Women’s Business Enterprises (OMWBE)

1. Community Voice	2. Access to Information (Language)	3. Workforce Diversity	4. Cultural Humility	5. Equity Impact Assessments
<ul style="list-style-type: none"><li>• Increase participation for small businesses owned by minorities, women, veterans, and disadvantaged persons</li><li>• Engagement with and assistance to small businesses</li></ul>				<p>Conducted a disparity study to identify:</p> <ul style="list-style-type: none"><li>• gaps in actual contracting dollars versus possible contracting dollars for minority-, women-, and veteran-owned businesses; and</li><li>• tools for state agencies to ensure fair and non-discriminatory practices</li></ul>
6. Equity in Grant & Contracting	7. Accountability for State Support	8. Exchange of Info & Best Practices	9. Disaggregated Data	10. Performance Metrics & Progress
<ul style="list-style-type: none"><li>• Promote equity in contracting and procurement</li><li>• Provide certification and education for target populations</li><li>• Maintain directory of certified firms</li><li>• RCW 39.19.030: Annually report state agency and educational state institution dollars spent on public works and procurement with OMWBE-certified businesses</li></ul>	Agencies and educational institutions can submit an annual plan outlining efforts to increase supplier diversity	<ul style="list-style-type: none"><li>• Provide best practices around Supplier Diversity</li><li>• The Governor’s Business Diversity Subcabinet is developing a Community of Practice</li><li>• (In process) Develop diversity contracting tools and working documents, which agencies can use to ensure fair and non-discriminatory practices</li></ul>		<p>(In progress) Improve the measurement framework that assesses how state government is doing when it comes to minority-, women-, veteran-owned business in contracts and purchasing</p>

Government Entity: WA State Diversity, Equity, Inclusion (DEI) Council

1. Community Voice	2. Access to Information (Language)	3. Workforce Diversity	4. Cultural Humility	5. Equity Impact Assessments
		Develop recommendations on enterprise-wide DEI policies and strategies	<ul style="list-style-type: none"><li>• Provide feedback on DEI trainings</li><li>• Create an annual DEI signature event for employee development</li><li>• Develop foundational employee competencies around DEI (see DES WSD info)</li></ul>	
6. Equity in Grant & Contracting	7. Accountability for State Support	8. Exchange of Info & Best Practices	9. Disaggregated Data	10. Performance Metrics & Progress
		<ul style="list-style-type: none"><li>• Bring together staff from a wide array of state agencies</li><li>• Provide input on issues brought forward by HR directors and managers</li><li>• Develop foundational DEI definitions (see DES WSD info)</li></ul>		

Government Entity: Results Washington

1. Community Voice	2. Access to Information (Language)	3. Workforce Diversity	4. Cultural Humility	5. Equity Impact Assessments
			Provide feedback and recommendations on proposed DEI policies and trainings	
6. Equity in Grant & Contracting	7. Accountability for State Support	8. Exchange of Info & Best Practices	9. Disaggregated Data	10. Performance Metrics & Progress
			Encourage the safe and appropriate use of disaggregated data to understand gaps	<ul style="list-style-type: none"><li>• Develop outcome measures that reflect the Governor’s priorities</li><li>• Incorporate a DEI lens into all outcome measures</li><li>• (In progress) Create/ maintain a public DEI dashboard</li></ul>
Other Responsibilities:	<ul style="list-style-type: none"><li>• Elevate DEI issues through the Governor’s Results Reviews</li></ul>			

**Government Entity:** Department of Enterprise Services – Workforce Support and Development (DES WSD)

1. Community Voice	2. Access to Information (Language)	3. Workforce Diversity	4. Cultural Humility	5. Equity Impact Assessments
		<p>Draft model policy in the following areas:</p> <ul style="list-style-type: none"><li>• Diversity, Equity, Inclusion</li><li>• Respectful Work Environment</li><li>• Discrimination</li><li>• Harassment</li><li>• Sexual Harassment</li><li>• Reasonable Accommodation</li><li>• Affirmative Action</li></ul>	<ul style="list-style-type: none"><li>• Develop foundational employee competencies around DEI</li><li>• Develop an equity lens to integrate DEI in all trainings</li><li>• Using a training lens, develop a maturation model to integrate DEI in organizational culture</li></ul>	
6. Equity in Grant & Contracting	7. Accountability for State Support	8. Exchange of Info & Best Practices	9. Disaggregated Data	10. Performance Metrics & Progress
		<ul style="list-style-type: none"><li>• Provide foundational DEI definitions to create consistent and shared language across the enterprise</li><li>• Identify best practices for DEI training</li><li>• Produce research on the state of DEI training, practices, and resources to inform others' work</li></ul>		<ul style="list-style-type: none"><li>• Recommend DEI training standards and outcomes</li><li>• Recommend mechanisms to track training compliance for all agencies</li></ul>
<b>Other Responsibilities:</b>	<p>Provide resources for investigations:</p> <ul style="list-style-type: none"><li>• Provide an Implicit Bias Awareness Checklist for investigators</li><li>• Recommend categories for complaints</li><li>• Provide an interview tool for investigation participant interviews;</li><li>• Recommend investigation documentation practices</li><li>• Compile statewide data on complaints, investigations, and agency experience feedback</li></ul>			

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	<ul style="list-style-type: none"><li>Draft investigation process template</li></ul>
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Government Entity: Interagency Committee of State Employed Women (ICSEW)

1. Community Voice	2. Access to Information (Language)	3. Workforce Diversity	4. Cultural Humility	5. Equity Impact Assessments
		<ul style="list-style-type: none"><li>This is an employee-led group</li><li>Make policy recommendations to support state-employed women</li><li>Provide opportunities for networking and professional development</li></ul>		
6. Equity in Grant & Contracting	7. Accountability for State Support	8. Exchange of Info & Best Practices	9. Disaggregated Data	10. Performance Metrics & Progress
		<ul style="list-style-type: none"><li>Collaborate with other groups, such as the Business Resource Groups (BRGs)</li></ul>		

Government Entity: State Business Resource Groups (BRGs)

1. Community Voice	2. Access to Information (Language)	3. Workforce Diversity	4. Cultural Humility	5. Equity Impact Assessments
		<ul style="list-style-type: none"><li>• These are employee-led groups</li><li>• Assist in recruitment and retention efforts</li><li>• Advocate for increased representation in workforce and leadership positions</li><li>• Inform state strategies and policies for a safe and inclusive workplace</li></ul>	<ul style="list-style-type: none"><li>• Provide training to state agencies (ad hoc)</li></ul>	
6. Equity in Grant & Contracting	7. Accountability for State Support	8. Exchange of Info & Best Practices	9. Disaggregated Data	10. Performance Metrics & Progress
		<ul style="list-style-type: none"><li>• Provides space for state employees to connect and share their unique experiences, knowledge, and perspectives</li><li>• Membership based on shared interest or characteristic: veterans, LGBTQ+, Latinx, Immigrants, Black/African American, people with disabilities</li></ul>		

Government Entity: Office of Financial Management – State Human Resources (OFM SHR)

1. Community Voice	2. Access to Information (Language)	3. Workforce Diversity	4. Cultural Humility	5. Equity Impact Assessments
		<ul style="list-style-type: none"><li>Update and maintain the Affirmative Action Job Profile form and the HR Management System (HRMS)</li><li>Update forms and systems to implement additional data collection steps</li><li>Conduct workforce surveys – engagement and exit</li><li>Refine laws and rules around veteran preference</li><li>Provide administrative support and policy guidance to Business Resource Groups (BRGs)</li><li>I-1000: Guidance on hiring practices</li></ul>		
6. Equity in Grant & Contracting	7. Accountability for State Support	8. Exchange of Info & Best Practices	9. Disaggregated Data	10. Performance Metrics & Progress
			<ul style="list-style-type: none"><li>Conduct a workforce demographic survey – age, race and ethnicity, gender identity, military/veteran status, job position</li><li>Update HRMS to implement new data collection steps</li></ul>	<ul style="list-style-type: none"><li>Putting workforce data on dashboards to inform decision-making</li><li>I-1000: Review and reporting on agency-tailored goals related to increasing workforce diversity</li></ul>

Commented [HL(59)]: Will update this language based on the TF’s discussion at the Nov 25 meeting.

