



STATE OF WASHINGTON
— OFFICE OF GOVERNOR JAY INSLEE —

EXECUTIVE ORDER 22-04

**IMPLEMENTING THE
WASHINGTON STATE PRO-EQUITY ANTI-RACISM (PEAR) PLAN & PLAYBOOK**

WHEREAS, the Legislature and I created the Washington State Office of Equity (“Office of Equity”) in April 2020 to: (1) promote access to equitable opportunities and resources that reduce disparities and improve outcomes statewide across state government consistent with [RCW 43.06D.020](#); (2) support executive branch state agencies and executive branch boards and commissions (“state agencies”) in our commitment to be an anti-racist government system; (3) partner with state employees and communities to develop the state’s comprehensive equity strategic plan and outcome measures designed to bridge opportunity gaps and reduce disparities; and (4) publish and report the effectiveness of agency programs on reducing disparities using input from the communities served by those programs; and

WHEREAS, in December 2020, I declared that Washington will be an anti-racist state and committed to take actions that hold our state to that commitment. Washington is a state where all are welcomed and will have the opportunity to thrive regardless of race, ethnicity, creed, color, national origin, citizenship or immigration status, sex, honorably discharged veteran or military status, sexual orientation, or the presence of sensory, mental, or physical disability; and

WHEREAS, determinants of equity are the driving factors that impact the overall quality of life for all Washingtonians. King County established the following 14 determinants of equity: economic justice, state and local practices, jobs and job training, justice systems and laws, health and human services, food systems, environment and natural resources, community and public service, transportation and mobility, community and economic development, and housing and home ownership, early childhood development, and education. I agree that these are appropriate determinants of equity and would also add digital access and literacy. By adding digital access and literacy, which is an issue creating additional divides and gaps between Washingtonians, the state has identified 15 determinants of equity. Eliminating disparities in terms of access, practices and procedures, quality of services, and programs in these 15 determinants of equity correlate to better outcomes for people and a Washington where all can thrive; and

WHEREAS, the Office of Equity gathered the collective wisdom of thousands of community members, state employees, board and commission members, state employees, a host of partners across many sectors, and members of all branches of state government to co-create the state’s inaugural five-year Washington State Pro-Equity Anti-Racism (PEAR) Plan & Playbook (“PEAR Plan & Playbook”), Washington’s approach for achieving pro-equity and social justice across state government. The PEAR Plan & Playbook is designed to bridge opportunity gaps and reduces disparities so everyone in Washington flourishes and achieves their full potential; and

WHEREAS, the PEAR Plan & Playbook establishes a unified vision of equity for state government, mission, values, and goals, and contains a step-by-step playbook for developing, implementing, and embedding PEAR into every government action across state government. It reflects both how we do our daily work and who we are at our core – public servants with a shared desire for promoting equity, justice, access, and belonging for the people we serve and our colleagues who serve them; and

WHEREAS, the PEAR Equity Impact Review (EIR) framework describes a five-step process that blends numerical data and descriptive, community narrative data to inform agency planning, decision-making, and implementation of actions that achieve equitable access to opportunities and resources that reduce disparities and improve equitable outcomes statewide. Conducting an EIR is necessary prior to proposing changes to agency policies, programs, and practices. Our people and environment are both healthy and flourish when we work together with those experiencing inequities to ensure that everyone employed or served by state government is treated with fairness, dignity, honor, and respect; and

WHEREAS, the PEAR framework identifies priority investment in the 15 determinants of equity to achieve outcomes that benefit all tribes, communities, and employees of Washington’s ecosystem, and calls for investing more of our state’s resources “upstream” to address root causes where the needs are greatest to ensure that individuals in underserved communities have their basic needs met long term in Washington’s ecosystem; and

NOW, THEREFORE, I, Jay Inslee, Governor of the state of Washington, by virtue of the power vested in me by the Constitution and statutes of the state of Washington, do hereby order and direct as follows:

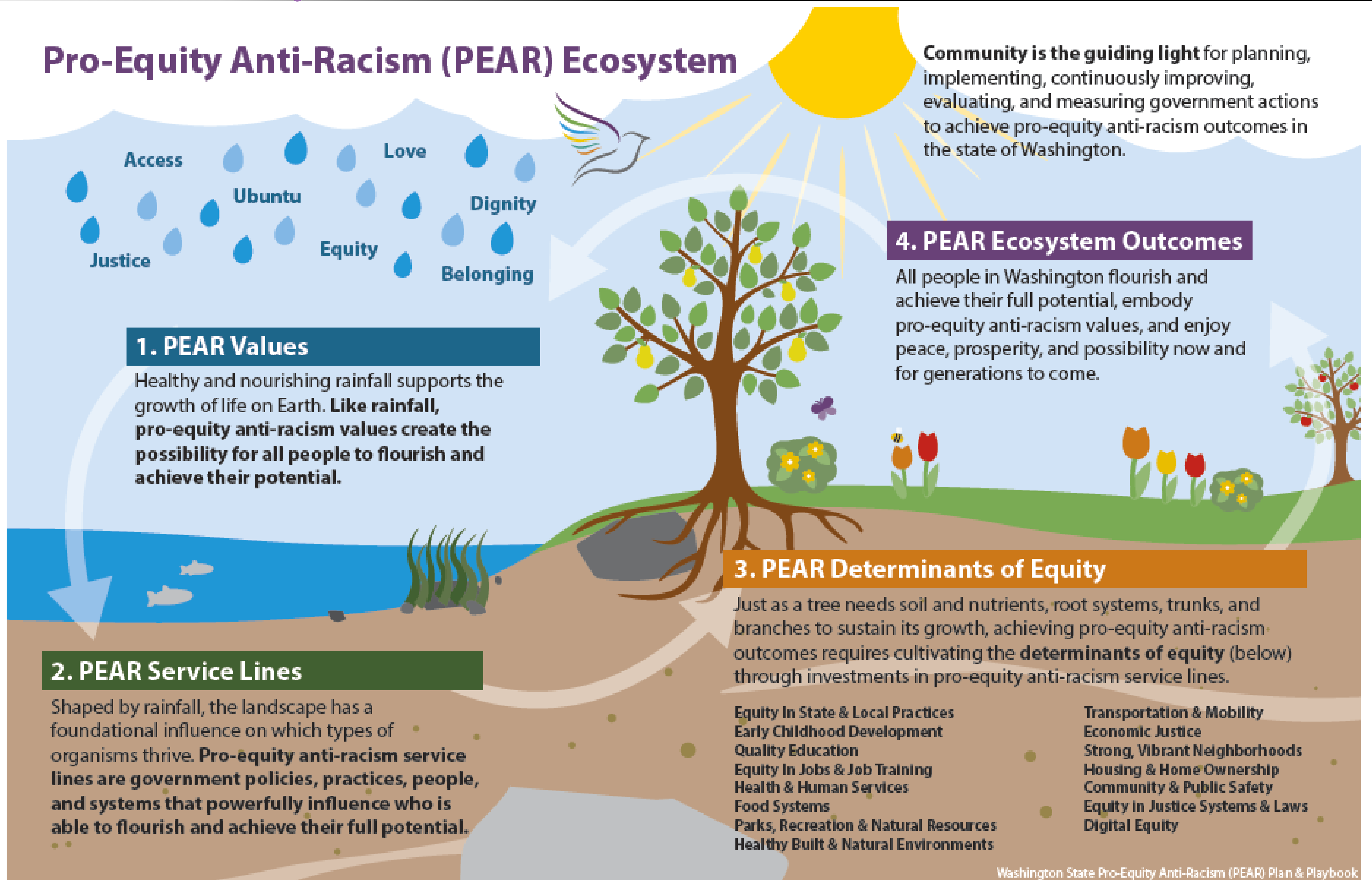
1. The Washington State Office of Equity (Office of Equity) is charged with the implementation of Executive Order (EO) 22-04. The Office of Equity will be required to:
 - a. Communicate the PEAR Plan & Playbook to state agencies in an effective and accessible way.
 - b. Provide templates, toolkits, consultation, guidance, technical assistance, and training necessary for state agencies to develop, implement, and measure the effectiveness of their pro-equity, racial justice, access, and belonging strategic action plans. This support will include:
 - Developing a form (format, content, and frequency) that will serve as each agency's strategic action plan.
 - Creating statewide and agency-specific process and outcome measures to show performance, using outcome-based methodology to determine the effectiveness of agency programs and services on reducing disparities.
 - Convening a team of employees and communities to determine whether the performance measures established accurately measure the effectiveness of agency programs and services in the communities served.
 - Creating an online dashboard to publish statewide and agency-specific plans, performance measures, and outcomes.
 - Establishing a process to report on each agency’s performance and a process for each agency to respond.

- c. Establish- procedures to hold agencies accountable, which may include conducting performance reviews related to agency compliance with Office of Equity performance measures.
 - d. Convene a team of employees and communities impacted by state programs and services to develop and publish a report for each agency detailing whether the agency has met the performance measures established and the effectiveness of agency programs and services on reducing disparities, including the agency's strengths and accomplishments, areas for continued improvement, and areas for corrective action.
 - e. Post statewide and agency-specific plans performance measures and outcomes and Equity Office agency performance review reports on the dashboard, by September 30, 2023, and every year thereafter.
 - f. Beginning in 2022, develop and submit an annual report to the Legislature and me by October 31, detailing an overview of agency compliance with the Office of Equity's standards and performance measures per RCW 43.06D.040(1)(e)(2).
 - g. Fulfill all other duties consistent RCW 43.06D.040.
2. All state agencies are charged with the implementation of Executive Order (EO) 22-04. The agency leader is responsible and accountable for achieving agency PEAR outcomes, and these duties include but are not limited to:
- a. Developing, implementing, and reporting on progress of the PEAR Strategic Action Plan.
 - b. Gathering data, helping to improve communications, and updating (or recommending, where required) policies, and educating employees about ways to create a PEAR culture.
 - c. Establishing and delegating authority to the PEAR Team, reporting directly to executive leadership, comprised of agency executive leaders, the agency equity officer, employees, and external customers, partners, and experts for key business lines to assist the agency leader in achieving these goals.
 - d. Providing agency PEAR Team's contact information to the Office of Equity by **April 30, 2022**.
 - e. Partnering with individuals, groups, and communities impacted by agency programs or services to complete an initial EIR by **August 1, 2022**, to determine agency baseline.
 - f. Based on the results of the EIR, completing a PEAR Strategic Action Plan Template due to the Office of Equity by **September 1, 2022**; updated plans are due every year thereafter.
 - g. Implementing agency PEAR Strategic Action Plans, beginning **September 1, 2022**.
 - h. Preparing and submitting a PEAR Annual Performance Report to the Office of Equity by **September 1, 2023**, and every year thereafter.
 - i. Utilizing quarterly performance review process as best practice to monitor progress towards agency PEAR Strategic Action Plan goals.
 - j. Preparing and submitting a response to reports published by the Office of Equity on the agency's PEAR Strategic Action Plan performance. The agency's response must include the agency's progress on performance, the agency's action plan to address areas for improvement and corrective action, and a timeline for the action plan per RCW 43.06D.040(1)(e)(ii).
 - k. Providing executive-level support and resources needed to fulfill requirements under this Executive Order.
 - l. Requesting and receiving consultation, guidance, technical assistance, and training from the Office of Equity as needed to implement this Executive Order.

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



Pro-Equity Anti-Racism (PEAR) Ecosystem



Our Vision

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

Our Mission

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

Our Values

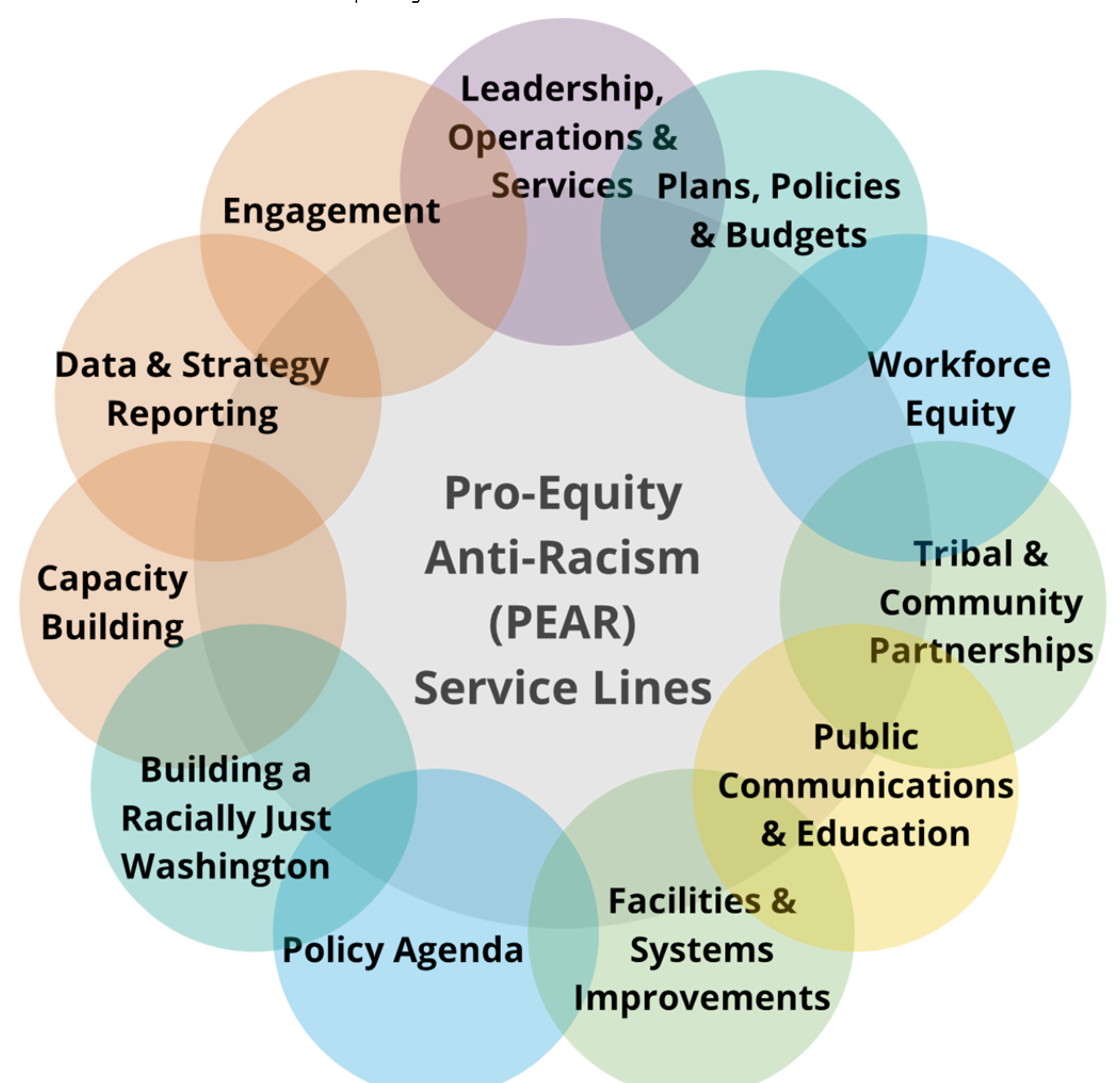
Access + Belonging + Dignity + Equity + Justice + Love + Ubuntu

Our Goals

1. **DRIVE** pro-equity and social justice for all.
2. **CENTER** racial justice.
3. **ENSURE** equitable access.
4. **BUILD** a culture of belonging.
5. **END** disparities, including racial and ethnic disparities, to achieve equitable outcomes. We will share power with our employees and communities to prioritize hiring and promotions; state spend for public works, goods and services (including client services), and procurement; and access to services.

Our Methodology

As a government system, we are **investing** in our **Pro-Equity Anti-Racism Service Line priorities** to achieve Pro-Equity Anti-Racism **outcomes** that we will **measure** using decolonized data and reinforce through our Pro-Equity Anti-Racism **habits**.



Our PEAR Commitments Now & Future Generations

We are committed to reframing state government to work in a way that reduces disparities and improves equitable and just outcomes for everyone in Washington now and for future generations by creating a state culture that centers equity and belonging to sustain workplace diversity.

We are committed to manifesting a pro-equity anti-racism ecosystem in a multicultural Washington state where everyone flourishes and achieves their full potential now and for future generations.

Equity Impact Reviews

A five-step equity impact review (EIR) process that blends numerical (quantitative) data and descriptive community language (qualitative) to inform agency planning, decision-making, and implementation of actions that achieve equitable access to opportunities and resources that reduce disparities and improve equitable outcomes statewide.

Equitable Lean Continuous Improvement

We are committed to using Lean principles and tools to create and continuously improve equitable processes and practices that embed Pro-Equity, Racial Justice, Access, and Belonging into the culture of our state's public service delivery system.

PEAR Competencies

1. Knowledge, Understanding & Commitment
2. Self-Awareness & Commitment to Growth
3. Cultivating Mutually Beneficial & Trusting Strategic Partnerships
4. Equitable & Accessible Excellence & Allyship
5. Measuring for Success & Improvement

1. SCOPE

Scope the reach, intensity, and duration of the proposed action.

2. ANALYZE & INITIATE

Analyze equity conditions and initiate community engagement.



5. COMMIT

Commit to equitable lean continuous improvement.

4. IMPLEMENT

Are we staying connected (e.g., communicating, engaging, assessing efficacy) in the advancement of pro-equity anti-racism with the communities impacted by the proposed action?

3. CO-CREATE & SHARE POWER

Co-create and share power in decision-making (design, planning, and implementation) with the communities impacted by the proposed action (e.g. plans, policies, and practices).

Impact of Service Line Investments on Determinants of Equity

What will your agency investments impact?

Everyone in Washington has full access to:

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

Trunk

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

Equity in Community Support Systems

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

Soil & Nutrients

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

Equity in Government Policies, Practices, People & Systems

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

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

Branches

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

Equity in Family Support Systems

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

Root System

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

Equity in Community Infrastructure

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