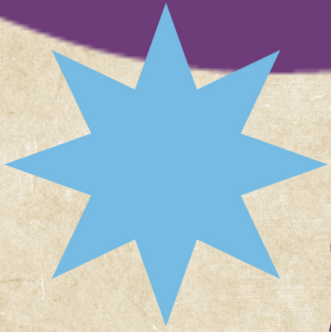


Washington State



OFFICE OF
EQUITY



STRATEGIC PLAN

2024-2025



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Accessibility

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Our practices are shaped by community feedback. Please let us know how you're finding our content so we can meet our audience's needs, and alert us to areas we can improve! Thank you for being with us on this journey.

Alternate Formats

Please email access@equity.wa.gov to request communication or language services free of charge, such as written information in other languages, or other formats (such as large print, Braille, audio, electronic, plain text).

Introduction to the Office of Equity

The Legislature established the Washington State Office of Equity in April 2020. At that time, the Legislature found that:

- The population of Washington has become increasingly diverse over the last several decades.
- As the demographics of our state change, historically and currently marginalized communities still do not have the same opportunities as their nonmarginalized counterparts across nearly every measure. This includes education, wealth, employment, and health.
- Inequities based on race, ethnicity, gender, and other characteristics continue to be deep, pervasive, and persistent, and they come at great economic and social cost.

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

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

Our Core Values

Access: Barrier-free environments so everyone can participate.

Belonging: The right to participate in all aspects of society with acceptance, attention, and support from members of the society, while providing the same to others.

Dignity: We honor the sacred nature of individual personhood.

Equity: Acknowledge systemic inequalities by developing, strengthening, and supporting policies and procedures that distribute and prioritize resources to people in social identity groups who have historically been and currently are marginalized. This ensures everyone has access to the same opportunities, power, resources, and outcomes to achieve equality.

Justice: Treating people fairly. To make right. What love looks like in public (Cornell West).

Love: A selfless and giving act of will. We seek to out-give and out-serve the other.

Ubuntu: I am because we are. We are interconnected.

Our Unifying Goal: Embed the Office of Equity into Washington State Government so that we are here for generations to come until we are no longer needed because equity is just how our government works.

2024-2025 STRATEGIC PLAN

To move state government from Foundation to Transformation, the Office of Equity (EQUITY) is focusing on strategic priorities that have an internal impact, enterprise impact, and community impact. These priorities will help us model relationship building, collaboration, co-creation, transparency, and accountability.

Our strategic planning process was guided by an intentional focus on:

- Demonstrating our goal and strategy development is in alignment with our vision, mission, values, and shared purpose.
- Understanding that it is our duty to be transparent and accountable to the impact of our office through meeting our mandates and systems change.
- Continuously elevating What We Do and Our Responsibilities (RCW 43.06D.040) as we grow and develop as an Office.
- Utilizing a SMARTIE Goal framework to explicitly center antiracism, pro-equity, and inclusion as a component for goal development to support belonging and elevation of communities that have traditionally experienced marginalization and acts of oppression that has created disparity and systemic injustice. (For reference, SMARTIE stands for Specific, Measurable, Ambitious, Realistic, Time-Bound, Inclusive, Equitable).

In the following section, you will find the Office of Equity strategic priorities, SMARTIE goals, and actions that we have set for the timeline of January 2024 through June 2025. Our antiracism and equity priorities for this strategic planning period are:

- Community Advisory Board Partnership
- Tribal Relations
- Organizational Development and Effectiveness
- Budget and Legislative Strategy
- Advancing Systems Change



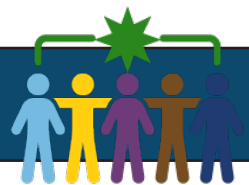
STRATEGIC PRIORITY: Community Advisory Board Partnership

The Office of Equity affirms its commitment to remain accountable to communities and has led the work to convene a Community Advisory Board. Our priority is to actualize meaningful community engagement that is relational and not transactional. We are guided by the Pro-Equity Antiracism (PEAR) values and recognize that communities are a guiding light that Washington State must partner with to:

- Transform Washington state into the first belonging State.
- Recognize that those closest to the problems are closest to the solutions.
- Foster systems change to create a government for the people, by the people, and of the people.



COMMUNITY ADVISORY BOARD MANAGERS



SMARTIE Goal:

Embed the Community Advisory Board into the work of the Office so that we model the way for how state entities partner with community through intentional relationship building and collaboration.

2024-2025 Benchmarks:

- Hire and onboard two Community Advisory Board Managers by July 2024.
- Establish an ongoing board member recruitment process that is rooted in meaningful representation through board composition.
- Establish operational process for the board that includes developing and adopting bylaws and a streamlined compensation process.



Wild Horses Monument (Washington State)



Native person fishing for salmon.

STRATEGIC PRIORITY: Tribal Relations

The Washington State Office of Equity champions equity and justice for American Indian and Alaska Native people and celebrates the rich heritage that has shaped the state's history and is instrumental to its future success. We recognize the value and dignity of American Indian and Alaska Native people and work to ensure that every American Indian and Alaska Native person has equitable access to the opportunities, power, and resources they need to succeed and are welcomed, supported, and feel a sense of belonging when working in or seeking assistance from state agencies.

SMARTIE Goal:

Plan implementation of Tribal Relations program that standardizes and outlines promising practices for engaging with tribal nations, ensuring that all interactions are conducted respectfully, effectively, and in a culturally sensitive manner.

Benchmarks:

- Create a list of tribal nations and state enterprises for engagement. Complete initial draft through a collaborative engagement with tribal nations and state enterprises by July 2024.
- Begin stakeholder and listening sessions focusing on iterative design, and updates by January 2025.
- Finalize draft and identify and facilitate state enterprise pilot testing of External Tribal Consultation & Interactions Policy and Guidelines by July 2025.



Ginkgo Petrified Forest (Washington State)

STRATEGIC PRIORITY:

Organizational Development & Effectiveness

Our organizational goals are critical to establish an operational foundation for an effective team. We are laying our Office's foundation and internal infrastructure with the intention of measuring impact and embedding accountability in our operations. The organizational development and effectiveness section focuses on organizational capacity, internal processes, culture and wellness, and hiring and onboarding.

ADMINISTRATIVE SUPPORT



SMARTIE Goal:

Rebalance the workload of the Administrative team to create an equitable distribution of work by November 2025.

2024-2025 Benchmarks:

- Hire and onboard an Administrative Support team for full office coverage.
- Utilize relational culture framework to match Administrative Assistants to Directors and team members.
- Identify clear lines of workflow and partnering between the Administrative Assistant, Director, and team.

SMARTIE Goal:

Contribute to building Office of Equity's operational effectiveness and efficiency by reducing reducing the need for revisions, duplication, and delays by June 2024.

2024-2025 Benchmarks:

- Develop operational procedures and guidance for office management with alignment of workflow communication by Administrative Assistants, Directors, and teams.

SMARTIE Goal:

Provide excellent internal organizational support and services that assist the Office's Administrative team in capacity building, professional development, and a strategy to evolve metric development by February 2025.

2024-2025 Benchmarks:

- Standardize and communicate processes for consistency for Administrative Assistants and Office staff.
- Utilize SmartSheet to request and track processes.
- Develop feedback strategy that fosters transparency and opportunities for continuous improvement.

COMMUNICATIONS - EVENTS



SMARTIE Goal:

Develop and implement Office of Equity Events Workflow Process through collaboration with each Office bench that will guide diverse, inclusive, and accessible event planning, implementation, and management.

2024-2025 Benchmarks:

- Development and facilitation of events workflow process by Equity Event Managers through a co-development approach.
- Produce at least three bench events and the annual Convening with a focus on diversity in attendance and development of registration timelines and event approvals with pro-equity embedded in the process.



DIRECTORS

SMARTIE Goal:

Uphold the Office of Equity's mission through strategic positioning that identifies, understands, and plans for resistance to the advancement of antiracism, pro-equity, and belonging.

2024-2025 Benchmarks:

- Forge collaborative and strategic partnerships to proactively plan for future challenges and facilitate co-creation sessions that aid in the development of actionable mitigation strategies.
- Build knowledge base through research, policy briefs, and position papers to build situational awareness and understanding of acts of antiracism resistance.
- Conduct risk analysis and identify risk factors that would prevent the Equity office from meeting its mission.

EQUITY & BELONGING



SMARTIE Goal:

Embed shared power values into all Office of Equity culture and operations including the onboarding process.

2024-2025 Benchmarks:

- Host shared power principles workshop in onboarding process, facilitated by shared power consultants, so all Office team members understand their role in developing and upholding the Office's culture of belonging.

INNOVATION & PERFORMANCE



SMARTIE Goal:

Lay a strong foundation for accountability rooted in workforce equity and build a team culture of trust, vulnerability, innovation, excellence, and autonomy.

Benchmarks:

- Build Innovation's team capacity to effectively report on agency performance and human impact of agency decision making by hiring two equity accountability analysts and an equity impact analyst in addition to hiring a spatial equity analyst to maintain the equity hub.
- Implement a project management process and agile approach for continuous monitoring and improvement to deliver consistent excellence in service equity to our internal team and external partners.

OPERATIONS



SMARTIE Goal:

Create and sustain an inclusive and welcoming workplace culture (virtual and in person) that fosters career development, collaboration, community engagement, and wellness.

2024-2025 Benchmarks:

- Develop and implement employee onboarding, culture, and belonging strategies. Review employee resources and prepare decision packages for increasing FTE's or program resources as needed.
- Reevaluate employee development strategies and establish feedback loop for employee input while ensuring employees receive clear position descriptions and performance expectations and timely evaluations.
- Establish baseline performance metrics as culture and belonging strategies progress.

SMARTIE Goal:

Ensure the Office of Equity has clear goals, shared purpose, and performance measures to lead and model PEAR based accountability.

2024-2025 Benchmarks:

- Develop Supplier Diversity strategy through a collaborative process.
- Develop and publish the Office's 2024-2025 Strategic plan in Spring 2024 as well as the 2025-2027 Strategic Plan in Summer 2024
- Develop and publish the Office's 2024 Annual Report that highlights yearly actions, accomplishments, and opportunities for continuous improvement in October 2024.



STRATEGIC PRIORITY: Budget & Legislative Strategy

Our budget strategy focuses on using funding for the broadest impact possible. In 2023, the Office of Equity moved to a Central Services Model for funding which means the Office's allocated budget is funded by the agencies we serve. It signifies the importance and service of the Office of Equity to each agency as we advance equity, belonging, and justice.

Additionally, our legislative approach will be led by our newly established Legislative team. The team will approach legislative affairs by balancing our desire to build relationships that are not extractive with our desire to be efficient in our work. The following legislative goals will allow our office to rethink how legislative sessions are traditionally conducted. Our processes will improve transparency and share with communities how the Office of Equity's legislative work allows for better access to legislative activities.



SMARTIE Goal:

Prepare for the 2025 legislative session and beyond to advance the Office's legislative priorities. Build key relationships to equip the Office with needed insight on expectations, as well as, partnerships to successfully navigate legislative session to advance the Office of Equity's impact on equity and justice for all.

2024-2025 Benchmarks:

- Build relationships with state agency legislative teams to end practices of siloing and better position ourselves in a unified and collaborative way to advance legislation and policy.
- Meet with legislative committee and caucus staff to build relationships, foster continued communication, and understand legislative leadership priorities to aid the Office in navigating complex and competing priorities.
- Meet with legislators who have expressed their intention to serve in the 2025 legislative session and ensure they receive frequent updates from the Office.
- Meet with community organizations involved in legislative work in each legislative district.
- Continue to meet with each Commission and Committee to establish an impact method to support legislative priorities.
- Plan, develop, and build an internal legislative process to prepare the Office for 2025 legislative session and beyond.



SMARTIE Goal:

Ensure the Office of Equity has sufficient funding to meet our mandates by developing a robust and transparent budget that allocates resources in a way that prioritizes equity, supplier, diversity, and justice in collaboration with state business partners.

2024-2025 Benchmarks:

- Establish budget allocations and spending goals to ensure equity in budget development and program resource allocation to meet mandates as set forth by the legislature. This includes securing Access and Accessibility program funding and a Transportation provision revision (ESHB1125) in the 2024 Legislative Session.
- Establish regular program budget reviews for knowledge building, transparency, and opportunities to build upon informed decision making.
- Complete 2023-2025 program index allocations and establish 2025-2027 program index allocations by August 2024.



Top row: Tim Probst, John Traugott, William Westmoreland
Second row: Caitlyn Jekel, Amy Martinez, Cami Feek, Omar Santana-Gomez, Megan Fiess



STRATEGIC PRIORITY: Advance System Changes

We strive to meet our mandates to advance systems change by building and sustaining a PEAR Ecosystem through consultation and providing resources to state agencies and community. This includes supporting agencies as they meet Executive Order 22-04 and apply a pro-equity antiracism lens in all aspects of decision-making (RCW 43.06D.040 (1)(a)). This includes all Cabinet agencies having a fully established PEAR team rooted in relational partnership, having a complete and submitted baseline Equity Impact Assessment, and having a developed PEAR Strategic Action Plan.

Additionally, our mandates call upon us to drive accountability through innovation, lead with transparency through communications, and uplift access and accessibility.

ACCESS & ACCESSIBILITY



SMARTIE Goal:

Develop, publish, and disseminate the Universal Access and Belonging Plan that will serve as an enterprise-wide tool and resource for state agencies to utilize best practices that are rooted in accessibility, pro-equity, and antiracism.

2024-2025 Benchmarks:

- Utilize established relationships to inform and develop shared definitions and vocabulary for access and accessibility.
- Develop and implement a barriers survey to inform prioritization of barrier mitigation and best practices.
- Develop and publish an accessibility analysis tool for state agency use.
- Compile and regularly update accessibility resources and guidance.

SMARTIE Goal:

Develop a Community of Practice of accessibility resources and professionals to identify barriers to accessibility at the enterprise level and prioritize a pro-equity centered approach to ensure accessibility and access for all.

2024-2025 Benchmarks:

- Connect with identified partners utilizing a pro-equity centered approach that prioritizes connection with traditionally underrepresented groups.
- Conduct accessibility survey drafted through relational and collaborative work sessions to establish baseline accessibility standards.



SMARTIE Goal:

- Create website and implement accessibility guidelines that will serve as an internal tool and resource for Office of Equity team members to utilize best practices that are rooted in accessibility, pro-equity, and antiracism.

2024-2025 Benchmarks:

- Finalize accessibility and usability testing of the website to yield insight on website usage by May 2024.
- Implement results from website testing by November 2024.
- Develop and implement accessibility guidelines for staff utilization by November 2024.
- Continuously track website flow for success of accessibility implementation.

SMARTIE Goal:

- Develop and implement a communications strategy that increases engagement across Office of Equity communications platforms by December 2024 through maximizing communication channels with an intentional approach of meeting people where they are while utilizing plain talk and preferred language.

2024-2025 Benchmarks:

- Utilize communications workflow to inform our audience of the work happening within the office to connect the enterprise and the community to our overall impact.
- Determine and assess baseline engagement data for performance tracking to enhance our communications approach.
- Develop and continue to utilize digital and traditional media outlets to provide transparent communication.



DIRECTORS



SMARTIE Goal:

Develop, solidify, and implement an internal infrastructure that consists of policies, procedures, processes, and priorities for long-term success in advancing EQUITY mandates.

2024-2025 Benchmarks:

- Establish centralized and accessible location to store policies, processes, and procedures to ensure organizational efficiency.
- Establish process and guidelines to meaningfully develop and quantify number of policies and procedures formally documented and stored that provides correlation between development and impact.

EQUITY & BELONGING



SMARTIE Goal:

Establish PEAR consultation program that supports agencies' implementation of the PEAR framework and understanding of the 15 determinants of equity through the lens of the Office of Equity's values, mission, and vision.

2024-2025 Benchmarks:

- Complete consultation plan for engaging with agencies that includes programmatic goals, engagement strategies, intake and tracking processes, and foundational training principles by September 2024.
- Develop resource library for pro-equity and shared power, including training modules and written guidance.
- Review and revise the PEAR Plan and Playbook to focus on resources and best practices for PEAR implementation at the agency level.

SMARTIE Goal:

-
- Develop effective strategies for measuring agency progress in their implementation of the PEAR framework, centered in the 15 determinants of equity, while reframing accountability as truth and reconciliation.

2024-2025 Benchmarks:

- In collaboration with the Communications and Innovation & Performance benches, finalize the process for measuring and communicating agency progress in implementing Executive Order 22-04.
- Establish performance metrics that evaluate our performance in providing support to agencies around PEAR strategies.



SMARTIE Goal:

Reframe accountability as truth and reconciliation to achieve transformative and transparent systems change in Washington.

Benchmarks:

- Realign performance reporting strategy and timelines in a way that supports agency participation, addresses capacity and resource limitations, and maximizes Office of Equity's enterprise impact to include and Equity Impact Reporting strategy for the 15 Determinants of Equity.
- Complete 18-month performance reporting for each agency that includes a feedback loop to co-create improvement plans.
- Draft Agency Equity Digest prototype using previously collected information from agencies and pilot the feedback process.
- Draft Equity Performance Dashboard prototype and deploy the dashboard in 2025.
- Publish comprehensive assessments of Digital Equity and Economic Justice in relation to the state's performance, accountability, and impact on equitable outcomes in community conditions.

SMARTIE Goal:

Operationalize and reinforce pro-equity practices statewide by providing technical support, training, and resources that embeds relational partnership and service equity to state agencies.

Benchmarks:

- Develop a project charter and roadmap for the Equity Hub. Deploy fully tested and accessible Equity Hub v1.0 by July 2025. Develop training curriculum and workshops agendas for agencies and publish a community engagement strategy specific to Equity Hub collaboration.
- Begin internal review and feedback process and complete Equity Hub Monitoring and Improvement Plan.
- Refresh equity impact assessment tools to support agencies in reaching compliance to capture baseline data that is critical to assessing progress and impact.

IN CLOSING...

The Office of Equity is continuing the work to create a Washington State where everyone has full access to the opportunities, power, and resources they need to flourish and achieve their full potential, for the next seven generations and beyond.

As we commit to our Office's internal approach and guide agencies in creating a sustainable PEAR ecosystem through establishing relational partnership norms, we ask state employees to see themselves as a part of the solution. No matter your role, we are all here to serve Washingtonians.

We look forward to working within the state government and the community to further this approach. We stand ready to make bold decisions and take courageous actions to make Washington an equitable state for everyone.

Equity and Justice for all,

The Office of Equity Team





Washington State
**OFFICE OF
EQUITY**

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