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EDUCATION • HEALTH AND HUMAN SERVICES • ECONOMIC DEVELOPMENT



The State of Washington  
**CAPAA**  
COMMISSION ON  
ASIAN PACIFIC  
AMERICAN AFFAIRS  
Improving the lives of Asian Pacific Americans



# STRATEGIC PLAN

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2009-2015

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## ACKNOWLEDGMENTS

The contribution of the following individuals in preparing this document is gratefully acknowledged:

Jagdish Sharma, Chair; Rey Pascua, 1<sup>st</sup> Vice Chair; Frieda Takamura, 2<sup>nd</sup> Vice Chair; Commissioner Albert Shen; Jeffrey Showman, Budget Assistant to the Governor, Performance Measures; and Ben Henry, CAPAA/ACLF Fellow.

### COMMISSION ON ASIAN PACIFIC AMERICAN AFFAIRS HISTORY

Due to pervasive discrimination and barriers in accessing government services, a group of local Asian Pacific American community members met with the Governor in 1971 to examine a broad range of issues facing the Asian Pacific American population in the areas of employment, education, social services, community development, immigration, and civil rights. In January 1972, Governor Evans created The Governor's Asian Advisory Council by executive order. On February 26, 1974, the 43rd Washington State Legislature formally created The State of Washington Commission on Asian American Affairs as a state agency. On April 17, 1995, Governor Mike Lowry signed a bill to change the Commission's name to The State of Washington Commission on Asian Pacific American Affairs to include Pacific Islanders.

The Commission was formed by the Legislature over concern with the plight of those Asian Pacific Americans who, for economic, linguistic, or cultural reasons, find themselves disadvantaged or isolated from American society and the benefits of equal opportunity. The Legislature deemed it necessary to create the commission to carry out the following purposes:

- Improve the well-being of Asian Pacific Americans by ensuring their access to participation in the fields of government, business, education, and other areas.
- Help all Asian Pacific Americans achieve full equality and inclusion in American society.
- Aid Asian Pacific Americans in obtaining governmental services in order to promote the health, safety, and welfare of all the residents of this state.



The State of Washington  
**COMMISSION ON ASIAN PACIFIC AMERICAN AFFAIRS**

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*Improving the lives of Asian Pacific Americans*

March 2010

Dear Governor Christine Gregoire, Legislators, and State Agency Directors:

This year marks the 36<sup>th</sup> Anniversary of the Commission on Asian Pacific American Affairs. As we celebrate this landmark year, we reflect on the progress our community has made and the current obstacles in the policy arena still facing our community. It is clear that the powers and duties of our Commission remain important to improving the lives for over 470,361 of Asian Pacific Americans in Washington State.

Our responsibility is great, as the Legislature has given us the powers and duties to examine and define issues pertaining to the rights and needs of Asian Pacific Americans and make recommendations to the governor and state agencies with respect to desirable changes in programs and laws. We value this opportunity to represent our community to improve the well-being of Asian Pacific Americans by ensuring their access to participation in the fields of government, business, and other areas. Our strategic plan is a culmination of our work and efforts to fulfill this mandate.

The Commission strives to be a voice for the Asian Pacific American community, to represent the needs of our community, and to serve as a bridge between our communities and the State. In the past few months, we have taken great strides to build upon our strategic plan and establish active committees in our three priority areas of: education, health care/ human services, and economic development. While we are realistic that we cannot accomplish everything, we are optimistic in knowing that we are striving to accomplish our vision to create a culture where full participation and social equity of Asian Pacific Americans is achievable.

I would like to take this opportunity to thank all my fellow commissioners for placing their trust in my abilities to serve as Chair to work on meeting the challenges that our community faces. I am very honored to meet this challenge with the help of my fellow commissioners, committee chairs, and the agency's dedicated staff.

I look forward to working with you and hearing your input and suggestions.

Respectfully,

A handwritten signature in blue ink, appearing to read "Jagdish Sharma".

**Jagdish Sharma**

*Chair*

## COMMISSIONERS



**Jagdish  
Sharma**  
Chair



**Rey Pascua**  
1<sup>st</sup> Vice  
Chair



**Frieda  
Takamura**  
2<sup>nd</sup> Vice  
Chair



**Albert Shen**



**Bee Cha**



**Debadutta  
Dash**



**Falluaina  
(Lua)  
Pritchard**



**Sofia  
Aragon**



**Jeannie Lee**



**Tanya Tran**



**Doug  
Heyamoto**

## COMMITTEES

- Education Committee
- Health and Human Services Committee
- Economic Development Committee

## LIAISONS

- Legislative Liaison
- Outreach Liaison
- Asian Pacific Islander Legislative Day Liaison
- Asian Pacific Islander Heritage Month Liaison

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# 1. MISSION

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The Commission on Asian Pacific American Affairs (CAPAA) represents Washington State's Asian American and Pacific Islander community to improve the well-being of Asian Pacific Americans by ensuring their access to participation in the fields of government, business, education, and other areas.

## 1.1. VISION

To create a culture where full participation and social equality of Asian American and Pacific Islanders are achievable.

## 1.2. AUTHORITY

CAPAA's statutory authority is established in RCW 43.117.010. Implementing regulations are contained in WAC 34-02.

## 1.3. COMMISSION POWERS AND DUTIES

The Commission examines and defines issues pertaining to the rights and needs of Asian Pacific Americans and makes recommendations to the governor and state agencies with respect to desirable changes in program and law.

The Commission advises state government agencies on the development and implementation of comprehensive and coordinated policies, plans, and programs focusing on the special problems and needs of Asian Pacific Americans.

The Commission coordinates and assists with statewide celebrations during the fourth week of Asian Pacific American Heritage Month that recognize the contributions to the state by Asian Pacific Americans in the arts, sciences, commerce, and education.

The Commission coordinates and assists educational institutions, public entities, and private organizations with celebrations of Korean-American day that recognize the contributions to the state by Korean-Americans in the arts, sciences, commerce, and education.

The Commission recommends potential commissioner candidates to the Governor for review and appointment.

The Commission establishes relationships with local governments and private industry to promote equal opportunity and benefits to Asian Pacific Americans in government, education, economic development, employment, and services.

The Commission holds public hearings, takes testimony, receives evidence, as the commission deems advisable.

The Commission secures directly from any department or agency of the state information necessary to enable it to carry out its purpose. Upon request of the chair of the commission, the head of such department or agency shall furnish such information to the commission.

The Commission has authority to receive such gifts, grants, and endowments from public or private sources as may be made from time to time in trust or otherwise for the use and benefit of the purposes of the commission.

## 2. PRIMARY GOAL

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To ensure the mission of the Commission on Asian Pacific American Affairs is successfully achieved through Commission actions, and through effectively communicating on CAPAA matters and following up on Commission recommendations.

### 2.1. OBJECTIVES

**Impact and Standards:** Ensure the work of the Commission is responsive and useful to the Governor and state agencies by making timely and substantive recommendations based on research.

**Accountability:** Institute measures that allow for the agency to monitor its efforts so that the Commission's constituents and Governor are able to identify CAPAA's successes.

**Communications:** Increase participation of the Commission with the Governor, state agencies, and the community on policy recommendations.

### 2.2. IMPACT AND STANDARDS

- Identify and develop any relevant studies in the areas of education, health care/human services, or economic development that impact the APA community so that policy recommendations can be made to the Governor and state agencies
- Ensure studies and recommendations are used
- Meet with the Governor, legislators, and state agencies as appropriate within the scope of the recommendations
- Educate the Asian Pacific American community about laws, programs, and policies that affect its well-being



- Make government more accessible by serving as a liaison and consultant between Asian Pacific American communities and state agencies
- Serve as a resource through research and educational materials, technical assistance, agency referrals, casework, community forums, and other venues of partnership and cooperation

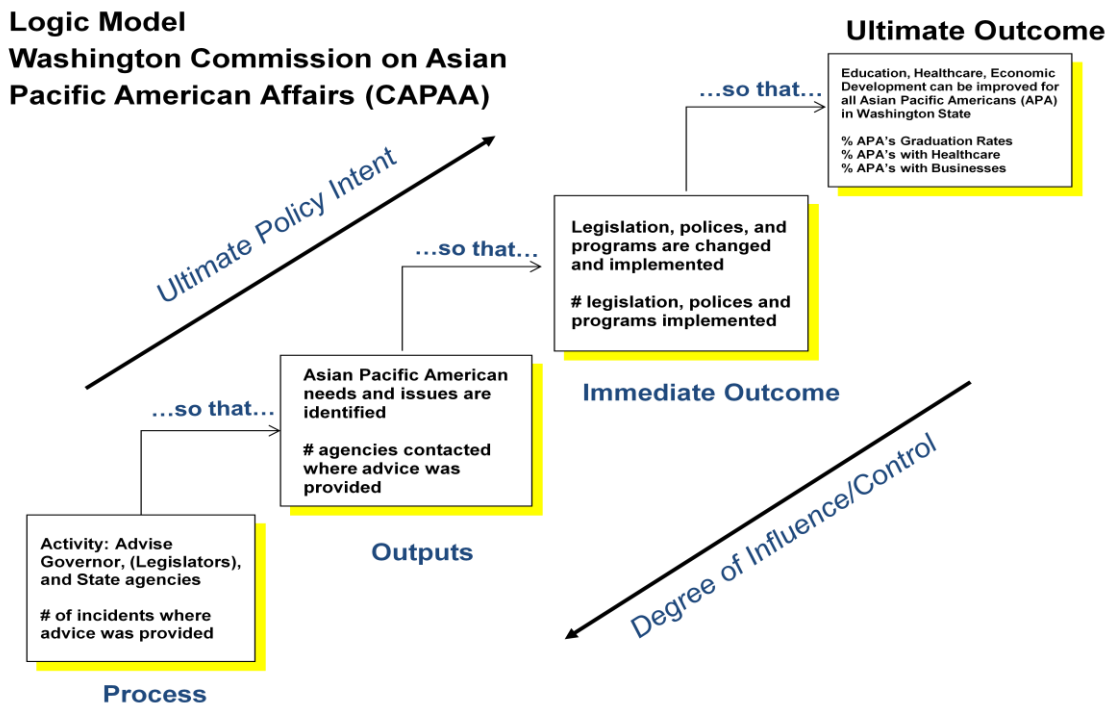
### 2.3. ACCOUNTABILITY

- CAPAA policy recommendations adopted by the Governor and/or state agencies should have communication mechanisms (Web site, email, public forums, testimony, surveys, etc.) so that API communities from across the state will be able to communicate to CAPAA on the impacts of policy recommendations and/or initiatives.

### 2.4. COMMUNICATIONS

- Present studies, reports, and recommendations to the Governor and state agencies
- Encourage opportunities to share studies and results with other audiences
- Assess value of publications, presentations, and other communications

## 3. LOGIC MODEL





## 4. EDUCATION – GOALS & STRATEGIES

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The Education Committee is comprised of commissioners, teachers, administrators, community leaders and other individuals from communities across the state. The committee is tasked with identifying issues, making recommendations, and reporting findings affecting Asian Pacific American students.

### GOAL

Improve the high school graduation rate of the highest-risk API student populations who are most in need based on the data from the two achievement gap research reports on Asian students and Pacific Islander students. The Education Committee will then partner with state agencies, schools, and community organizations to find solutions to the API drop-out rate.

#### Measures:

- A significant statistical increase in the number of high risk API students performing well in state standards on state assessment tests
- An increase in the number of high risk Asian Pacific American students with graduation rates that equal their API non-high risk students

#### Action Steps:

- Partner with the Governor’s Achievement Gap Oversight and Accountability Committee and the Office of the Superintendent of Public Instruction (OSPI) to identify data elements affecting API student performance on state assessments and on improved graduation rates
- Partner with the Office of Financial Management’s Data Governance Group and OSPI to identify and ensure data elements that accurately disaggregate API student demography in the state
- Host community forums to gather input
- Submit a Recommendation Memorandum to the Superintendent of Public Instruction on improving graduation rates for API students
- Submit a Recommendation Memorandum to the Data Governance Group and OSPI on API student population disaggregation
- Create an implementation plan based on the feedback from the memos

#### Timeline:

- Meet with the Data Governance Group of OFM by end of February 2010
- Meet with the Office of the Superintendent of Public Instruction (OSPI) by the end of March 2010

- Develop data elements by April 2011
- Hold community forums by June 2011
- Submit a Recommendation Memorandum to OSPI and OFM by September 2011
- Follow-up on the status of the Recommendation Memorandum to OSPI and OFM by December 2011

## 5. HEALTH AND HUMAN SERVICES – GOALS & STRATEGIES

The Health and Human Services Committee is tasked with identifying issues, making recommendations, and reporting findings affecting the Asian Pacific American population.

### GOAL

Identify health disparity issues specific to the Asian Pacific American community and support identification and promotion of solutions. Issues are to include:

- Access to care and insurance
- Culturally competent care and translation service
- Promotion of healthy lifestyles and the adoption of prevention measures

#### Measures:

- Number of forums with the Asian Pacific American community – at least one east of the mountains
- Identify viable solutions to promote within the API community
- Memorandum to the Governor communicating support of policies that benefit the API community

#### Action Steps:

- Review recommendations of the Governor’s Health Disparities Council
- Partner with the Asian Pacific American community to identify priority issues in the Health Disparities Council Report
- Partner with Asian Pacific American community to identify additional health

#### PRIORITIES TO BE ADDRESSED IN STATE ACTION PLAN

1. Education
2. Health Insurance Coverage
3. Health Workforce Diversity
4. Diabetes
5. Overweight & Obesity

*Source: Governor’s Interagency Council on Health Disparities 2010 Progress Report*

issues

- Identify data measures with DOH, DSHS, OFH, and others (OFM, OSPI)
- Partner with other ethnic Commissions to find common health disparities issues
- Identify gaps in data and examine how to obtain data with OFM and state agencies
- Submit a Recommendation Memorandum to the Governor to support policies
- Create an implementation plan based on feedback of the memo

**Timeline:**

- Briefing by Health Disparities Council by May 2010
- Hold community forums and receive community input during July-August 2010
- Identify data measures with various state agencies in August 2010
- Identify gaps in data and how to obtain it with state agencies by August 2010
- Develop a Recommendation Memorandum to the Governor to support policies by August 2010
- Partner with other ethnic Commissions to find common health disparities by September 2010
- Have implementation plan created by November 2010
- Follow-up on the status of the Recommendation Memorandum to the Governor by December 2011

## 6. ECONOMIC DEVELOPMENT – GOALS & STRATEGIES

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The Economic Development Committee is comprised of commissioners, business owners, community leaders and other individuals from communities across Washington State. The committee is tasked with researching economic development and business-related issues that affect Washington State’s Asian Pacific American communities and reporting on related issues and challenges to the Commission.

### GOAL

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The Commission’s Economic Development Committee will link Asian Pacific American small business owners and those seeking to start and maintain a business with the knowledge, tools and resources required to be successful.

#### Measures:

- A reduction in API businesses that do not close operations or reduce staff levels
- Expansion or increase of API businesses across the state that apply for state licenses
- Increase of API businesses that are able to win state contracts as primes or subs
- An increase of API businesses that are able to obtain access to capital and repay any capital debt over time
- Attendance by Commissioners and/or committee members to economic development conferences, outreach events, forums, roundtables, or other meetings in a year so that CAPAA will have increased visibility and partnerships with other agencies

#### Action Steps:

- Coordinate with various Asian Pacific American communities throughout the State and partner with local chambers of commerce, federal, city, county and University institutions with Small Business Development Centers to provide economic development support
- Promote business assistance programs in API available languages via conferences, workshops, or forums
- Explore possible opportunities for small and medium business owners in the Asian Pacific American community to expand their presence in the global economy by coordinating with various state agencies, chambers of commerce, and international trade organizations

- Engage in conversations with the various city and county local agencies to determine needs and solicit solutions from the local Asian Pacific American community
- Take steps to provide opportunities (forums, roundtables, discussions) to local API business owners and identify what services each agency can provide
- Add and update the list of state agency directories on the Commission Web site
- Add and update other organizations providing various services to Asian Pacific American communities in the state on the Commission Web site
- Solicit feedback from API businesses to develop common sense policies that are realistic so that businesses can be sustained
- Provide feedback to the banking industries so that obstacles on access to capital can be minimized for API businesses

**Timeline:**

- Hold an economic development forum at each of the CAPAA 2010 board meetings to gain maximum outreach range to API small businesses
- Meet with various federal, county and city agencies in 2010 to collaborate and partner on small business initiatives
- Directories of state agencies and other service providers will be posted by December 2010

## 7. PERFORMANCE MEASURES

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The success of the Washington State Commission on Asian Pacific American Affairs will also be determined by the following factors:

- Percentage of policy recommendations implemented by the Governor, legislature, and state agencies
- Legislation passed to improve the well-being of Asian Pacific Americans by ensuring their access to participation in the fields of government, business, education, and other areas
- Quantifiable service provided to the Asian Pacific American community on state services
- Number of presentations on reports and policy recommendations provided to the Governor, legislature, state agencies, and other groups
- Building cooperation and understanding between Asian Pacific Americans and the government by providing Asian Pacific Americans with information resources and informing the Governor, Legislature, and state agencies about Asian Pacific American issues throughout the state

- Partnering with state agencies to assure equity and access to culturally competent programs and services by reviewing state agency policies, practices, procedures, and by making appropriate recommendations to ensure proper delivery of state services and resources throughout the community
- Developing and maintaining a strategic plan that will set goals and define solutions which will directly impact the needs of the Asian Pacific American community in the State
- Promoting community awareness on state programs, policies, and legislation impacting Asian Pacific Americans
- Developing initiatives and procedures that will create awareness of issues to form the foundation for institutional and systemic change in Washington State government

## 8. WHERE WE ARE NOW

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### 8.1. ORGANIZATIONAL CAPACITY AND CONSTITUENCY NEEDS

The Commission on Asian Pacific American Affairs is severely limited in its ability to meet Asian Pacific American constituent needs. The legislature established the agency in 1974 to improve the well-being of APAs by improving access to participation in the fields of government, business, education, and other areas (RCW 43.117.110). Our agency endeavors to meet this charge by examining state policies that affect APAs and offering policy alternatives when necessary.

However, in the last 36 years, as the Asian Pacific American population increased by over 700%, the agency's capacity in terms of FTEs increased by only one during the same period, from two to three in 1984. For the fiscal year of 2003, CAPAA staffing level has been reduced by 60% to 1.8 FTEs. In 2005, the 1.8 FTE became 2.0 FTE. Also adding to the complexity, the Legislature included the Pacific Islanders to CAPAA's stewardship in 1995. The name change from Commission on Asian American Affairs (CAAA) to the Commission on Asian Pacific American Affairs (CAPAA) reflected this additional responsibility. In effect, this change added 19 more communities to CAPAA's stewardship of 28 Asian communities, for a total of 47 distinct communities.

No other ethnic group in our state has as diverse a collection of ethnicities with differing languages, dialects, culture, and immigration patterns. It is simply *unrealistic* to expect the Commission on Asian Pacific American Affairs to meet its constituent needs without the capacity and the tools necessary to accomplish its mission.

Our two staff are responsible for the purchasing, contracting, reporting, and compliance rules. We are also required by statute to plan and host five Commission meetings a year around the state. The staff also must:

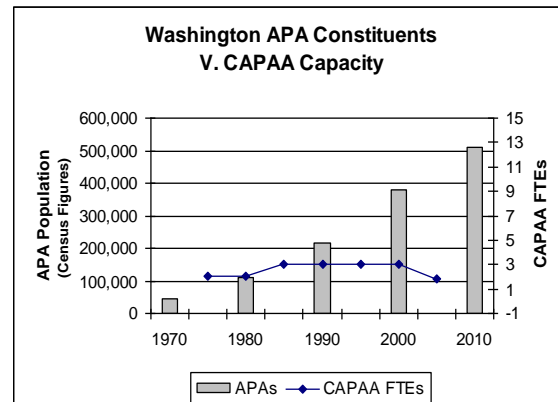
- Manage interagency/ intergovernmental/ public request for information and referral to resources in the Asian Pacific American community
- Direct and refer requests from the public to state services
- Perform ceremonial and public relations duties for the Governor's Office
- Appear at public events and make speeches upon constituent requests
- Convene committee meetings and advisory groups to provide subject-matter expertise and to make recommendations to the Governor and state agencies
- Assist community groups in the coordination of Asian Pacific American Legislative Day
- Coordinate and assist with statewide celebrations during the fourth week of Asian Pacific American Heritage Month



- Coordinate and assist educational institutions, public entities, and private organizations with celebrations of Korean-American Day
- Coordinate with the commissioners to plan and execute board work
- Support Commissioner participation in meetings and work sessions with state agencies, local governments, and other entities by constituent request
- Conduct public outreach
- Update and maintain the agency Web site and constituent database
- Coordinate all contracts for support services, including web content development, other IT services, topical research related to public policy, and other services

With an additional FTE, CAPAA will tremendously increase its capacity to achieve its mission and meet Governor Gregoire’s mandate on all fronts, considering that we have one of the most progressive, forward thinking state governments in the nation.

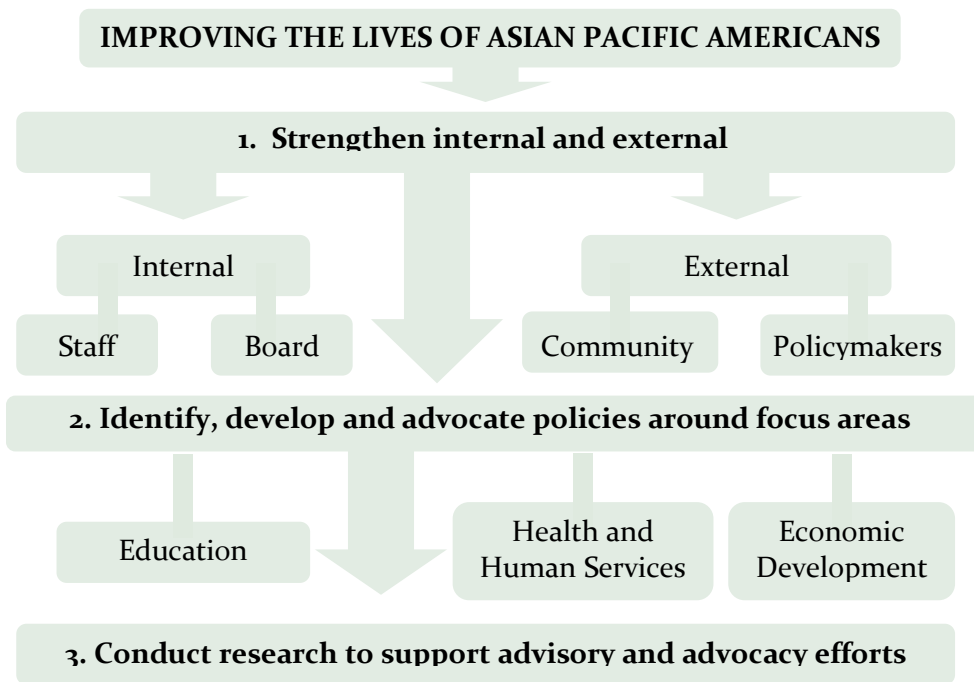
Despite the challenges of our human capital and budgetary constraints, our agency was fortunate to have one fellow, two interns, and the additional support of three full-time fellows through a partnership with the Fred T. Korematsu Center for Law and Equality in 2010. These volunteer fellows and interns worked approximately 2176 hours (equivalent to 1 FTE) in assisting staff and supporting the work of the Commission.



In 2009, the Governor requested a 2% reduction for all agencies to go into effect at the conclusion of the 2010 legislative session. The Commission also had to implement a reduction in its travel budget, severely hindering its ability to hold annual meetings throughout the state, a necessary tool to ensure the Commission has a forum to directly hear from members of the community to best represent their needs.

## 8.2. FULFILLING CONSTITUENT NEEDS: IMPROVING THE LIVES OF ASIAN PACIFIC AMERICANS

The following strategy reflects a three-pronged approach to enable the Commission on Asian Pacific American Affairs to effectively, efficiently, and substantively improve the lives of Asian Pacific Americans.



## 8.3. ASIAN AMERICAN AND PACIFIC ISLANDER, A DIVERSE POPULATION

The Asian and Pacific Islander population is made up of many different groups of people, including Asian Indians, Filipinos, Koreans, Native Hawaiians, and Samoans. Many of the people in some groups, such as the Chinese or Japanese, have been in the United States for generations. Other groups, such as the Hmong, Vietnamese, Laotians, and Cambodians, are comparatively recent arrivals to this country. Chinese make up the largest group of Asians, with Filipinos and Asian Indians the next two largest in size.

The Asian population in the U.S. is increasing faster than the total population. From 1990 to 2000, the population of those people who identified themselves as being Asian (either alone or in combination with another race) grew 72 percent, while the total population

grew only 13 percent. About half of the Asian population lived in the West in 2000, where they made up 9.3 percent of the total population.

## 9. OTHER — GOALS & STRATEGIES

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To meet the activities and performance measures of the agency and fulfill the agency's primary duties, the staff of the Commission on Asian Pacific Affairs will primarily focus on strengthening four areas: management and administration, advising the Governor and state agencies, conducting outreach, and communication.

### GOAL #1 MANAGEMENT AND ADMINISTRATION

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Take proactive measures to increase the efficiency and effectiveness of the agency through the adoption and implementation of a policy and procedure manual and establishing internal systems to increase the agency's ability to respond to the public to keep up with our population growth.

In 2010, the Commission created, developed, and adopted a new policy and procedure manual. Over sixty pages long, this manual provides guidance for the agency by outlining policy protocol in the following areas: general administrative, commissioner duties and responsibilities, personnel, travel, meetings, public records, public response, information technology, and inventory.

Action Plan: Ongoing implementation and enforcement of the policies.

To position the agency to better fulfill the number of technical assistance and informational requests from the public, the Commission on Asian Pacific American Affairs updated and strengthened its Web site. In 2010, the agency launched a new Web site focusing more on services and information dissemination taking in consideration the agency's mission to improve the well-being of Asian Pacific Americans by ensuring their access to participation in the field of government, etc. Additions to the Web site include new drop down features linking more state agency resources to the Web site and placing the Commission's priority areas of education, health care/human services, and economic development in a higher profile on the main page. As we have found the launch and our current information update schedule to be effective proven by the increase of hits to our Web site, staff will continue to keep this a priority based on the increased usage by the community.

Action Plan: On a monthly basis, staff will monitor the usage of the site and make updates to the most frequently visited pages.

## GOAL #2 ADVISEMENT

Make recommendations to the Governor and state agencies on changes in programs and laws affecting the Asian Pacific American community.

Acting on the powers and duties of the Commission to examine and define issues pertaining to the rights and needs of Asian Pacific Americans and make recommendations to the governor and state agencies with respect to desirable changes in programs and laws, in 2010, the Commission entered into a partnership with the Fred T. Korematsu Center for Law and Equality to produce a report on the *State of Asian Pacific Americans in Washington*. Using available Census and ACS data, this report will provide information on the demographics, social conditions, economic indicators, and political and legal participation of the community. Draft policy recommendations will be presented to the community in two state-wide outreach events to be held in Western and Eastern Washington to gather community feedback on the policy recommendations prior to submission to the governor, legislature, and state agencies.

Action Plan: The *State of Asian Pacific Americans in Washington* is currently in progress and it is expected to be completed no later than December 2010.

Another power and duty of the Commission is to advise state government agencies on the development and implementation of comprehensive and coordinated policies, plans, and programs focusing on the special problems and needs of Asian Pacific Americans. To fulfill this duty, the Commission staff provided the board with an infrastructure to support the reactivation of its standing committees. Each committee formed its own membership, chaired by a Commissioner, and published a work plan incorporated into the strategic plan. Many of these work plans included timelines to makes policy recommendations to state agencies in programs and law affecting the Asian Pacific American community. In 2010, almost thirty state-wide community members became part of the standing committees focusing on the Commission's three priory areas of education, health/ human services, and economic development.

Action Plan: Staff will continue to support the work of each committee by maintaining an infrastructure for meetings, facilitating meetings between state agencies and the committee upon request, and fulfilling any information requests.

### GOAL #3 OUTREACH

Create, develop, and implement a three prong outreach plan targeting the Asian Pacific American community, state agencies, and public entities to raise the visibility of the Commission, educate the API community on laws, programs and policies affecting its well-being, and make government more accessible.

In 2010, the Commission staff will develop an outreach plan focusing on the API community, state agencies, and public entities. Implementation of this outreach plan will begin no later than 2011 and will supplement the board members' increased presence at outreach events within their respective communities. A few highlights of the plan are:

**API Community:** Continuing and preserving outreach to already involved stakeholders, reaching out to underrepresented populations, and our youth are the three primary targets. One of the most critical roles of the agency is to involve valued stakeholders and community representatives to guide the positions taken by the Commission. To meet this role, the Commission on Asian Pacific American Affairs re-launched and convened three standing committees in its priorities areas of: education, health care/ human services, and economic development during the biennium to focus on narrowing the “achievement gap,” “health gap,” and increase the number of Asian Pacific American businesses accessing technical support from state agencies, and assistance in applying for certification and state contracting.

Another area the Commission staff will be focusing on is enhancing relationships and ties among some traditionally underrepresented communities within the API population, in particular some Pacific Islander and immigrant groups.

Staff will also focus on the future of our community, our youth. Through the adoption of new media outreach tools, the Commission launched a facebook page in 2010 to be in a stronger position to connect with this younger demographic.

**State Agencies and Public Entities:** To fulfill the agency’s duty to advise state government agencies on the development and implementation of comprehensive and coordinated policies, plans, and programs focusing on the special problems and needs of Asian Pacific Americans, the Commission staff will develop a plan to reach out to state agencies that work in its priority areas of education, health care/ human services, and economic development. In 2010, staff will begin initiating meetings with these identified state agencies to explore partnership opportunities for implementation in 2011. The staff will also continue to facilitate meetings for the community and act as a bridge for the committees to meet with state agency officials to promote access for Asian Pacific Americans and ensure policy recommendations are received.

In aligning with the three priority areas of education, health care/ human services, and economic development set forth by the Board of Commissioners, agency staff is in the process of meeting with the following state agencies to build relationships, share information, and identify partnerships or plans to better serve its clients. Given the limited agency resources, the following agencies have been identified:

- Office of Superintendent of Public Instruction
- Department of Early Learning
- Office of the Education Ombudsman
- Department of Social and Health Services
- Department of Commerce
- Office of Minority and Womens Business Enterprises

Initially focusing on building relationships with state agencies that conduct work in the Commissions three priority areas is necessary given the agency’s limited human capital. This does not mean that other areas are not significant; however, these perimeters guide the staff’s allocation of time. Many other state agency relationships arise out of the other agencies contacting the Commission. Examples of some of these agencies are:

- Department of Veterans Affairs
- Department of Revenue
- Human Rights Commission

Action Plan: CAPAA staff will develop an outreach plan in 2010 and begin implementation in 2011.

Total	405,030
Asian Indian alone	41,583
Chinese alone	72,135
Filipino alone	87,871
Hawaiian	7,634
Samoan	7,303
Japanese alone	40,115
Korean alone	51,929
Vietnamese alone	60,543
Other Pacific islander	6,736
Guamanian or Chamorro	6,707
Other Asian, not specified	50,854

## GOAL #4 COMMUNICATION

Strengthen the agency's role as a state resource and offer more timely informational material for the Asian Pacific American community.

**Web site:** In response to community input, a new Web site serving as a one-stop location of information for the community was developed. Staff redesigned the site's content and appearance. The new Web site became available to the public on January 11, 2010. Information on the new Web site was disseminated to the press, outreach meetings, forums, and community events. Since its launch, there has been an increase of visitors. The percentage increase is 21% more in comparison to previous years. The agency will also increase the frequency of updates to the agency Web Site to ensure that new material is posted to our main page and the most frequently visited pages on a monthly basis.

**New Electronic Media:** To increase the visibility and strengthen communication with the community on state-wide resources that are available, the agency added three new electronic media pieces: e-legislative update, e-newsletter, and topical update. The e-legislative update will be sent out weekly during the legislative session and disseminate to a population of over 12,000. The e-newsletter will be sent out on a quarterly basis in the months of: January, May, August, and November. Based on funding resources, the agency will send out a hard copy of an annual newsletter to reach those community members who may not have access to the internet.

**Action Plan:** Staff will continue to strengthen the agency's role as a state resource for the community by updating the Web site on a monthly, if not weekly basis, and sending out consistent electronic updates (e-legislative updates, e-newsletter, and topical information).



## 10. BUDGET

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Below is an overview of our agency's budget for fiscal year 2010-2011.

	<b>FY 2010</b>	<b>FY 2011</b>	<b>Biennial Total</b>
FTEs	2.0	2.0	2.0
GFS	\$236,000	\$224,000	\$460,000
Other	\$0	\$0	\$0
Total	\$236,000	\$224,000	\$460,000

The State of Washington  
**CAPAA**  
COMMISSION ON  
ASIAN PACIFIC  
AMERICAN AFFAIRS  
Improving the lives of Asian Pacific Americans



# STRATEGIC PLAN

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2009-2015