



**Washington State Commission
on Asian Pacific American Affairs**

Strategic Plan

2019-2022

Improving the well-being of Asian Pacific Americans by ensuring their access to participation in the fields of government, business, education, and other areas.

MESSAGE FROM THE CHAIR & DIRECTOR

July 2019

Dear Community Partners,

The Washington State Commission on Asian Pacific American Affairs is proud to present our 2019 – 2022 strategic plan. Asian Pacific Americans represent the states' second-largest and fastest-growing minority group. This document is our road map to address challenges and opportunities that continue to face our diverse communities, with a special focus upon the issue areas of civil rights, economic development, education, health and human services.

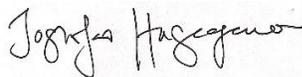
The Commission strives to approach each issue and challenge by applying a lens of equity, inclusion, and social justice. The work we do impacts people in the most personal of ways – sometimes, their very lives are at stake. As a society, we're going to address complex issues by talking about them and proactively working towards solutions.

Today, we renew our resolve to promote our mission in pursuing our purpose to improve the well-being of Asian Pacific Americans. Furthermore, as the Commission begins its 45th year of service, we do so with an appreciation for the community leaders who have served and responded to a broad range of changing issues over four decades.

The work ahead requires engaging in the difficult conversations and doubling down on the hard work to achieve meaningful outcomes for diverse communities statewide. With the spirit of collaboration and the audacity to lead, we are certain our diverse communities will champion every challenge.

We look forward to all we'll take on and accomplish – together.

Yours in Service,



Toshiko Hasegawa
Executive Director



Lisa Dickinson
Chair

OVERVIEW OF GOALS AND OBJECTIVES

The Commission has identified the following goals and objectives for its key priority areas in order to improve the lives of Asian Pacific Americans in Washington State.

Education

GOAL: Close the educational opportunity gaps that impact Asian Pacific American students.

Objectives:

- 1) Examine and define the educational opportunity gaps as it impacts Asian Pacific American students, from early learning through K-12 graduation, to higher education.
- 2) Increase awareness about the opportunity gaps that impact APA students.
- 3) Develop and advocate for targeted strategies, including collaboration statewide with communities, parents and educators that will close the educational opportunity gaps for Asian Pacific American students.

Health and Human Services

GOAL: Identify and address health and human services disparities specific to the Asian Pacific American community in order to increase their overall health and wellness.

Objectives:

- 1) Examine health disparities that impact Asian Pacific Americans.
- 2) Increase awareness of health disparities that impact Asian Pacific Americans.
- 3) Develop and advocate for targeted strategies, including culturally-appropriate wellness and prevention approaches that will address health disparities for Asian Pacific Americans.

Economic Development

GOAL: Support Asian Pacific American business owners and those seeking to start and maintain businesses with the knowledge, tools, and resources required to be successful.

Objectives:

- 1) Examine and define economic development issues that impact Asian Pacific American businesses.
- 2) Increase awareness of business challenges faced by Asian Pacific Americans, especially to state agencies and educational institutions.
- 3) Develop and advocate for targeted strategies, including increased state contract utilization that will promote economic development opportunities for Asian Pacific American businesses.

Community Representation and Justice

GOAL: Support and promote the equitable representation of Asian and Pacific Islander persons and immigrants and their interests in government, community, and nonprofit groups throughout the state.

Objectives:

- 1) Examine and define issues of systematic or widespread discrimination, bias, or disadvantage against Asian Pacific American immigrants and their families.
- 2) Increase awareness of examples of negative situations and positive approaches and their implications.
- 3) Develop and advocate for targeted improvement strategies, including strengthening coalitions, encouraging Asian Pacific American participation in government, and advising the legislature of more equitable solutions.

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AGENCY OVERVIEW

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.

Mission

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.

Vision

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

Authority

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

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.

Primary Goal

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.

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.

Impact and Standards

- Identify and develop any relevant studies in the areas of education, health care and human services, or economic development that impact the Asian Pacific American community so that policy recommendations can be made to the Governor and state agencies.
- Ensure studies and recommendations are utilized.
- 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.

Accountability

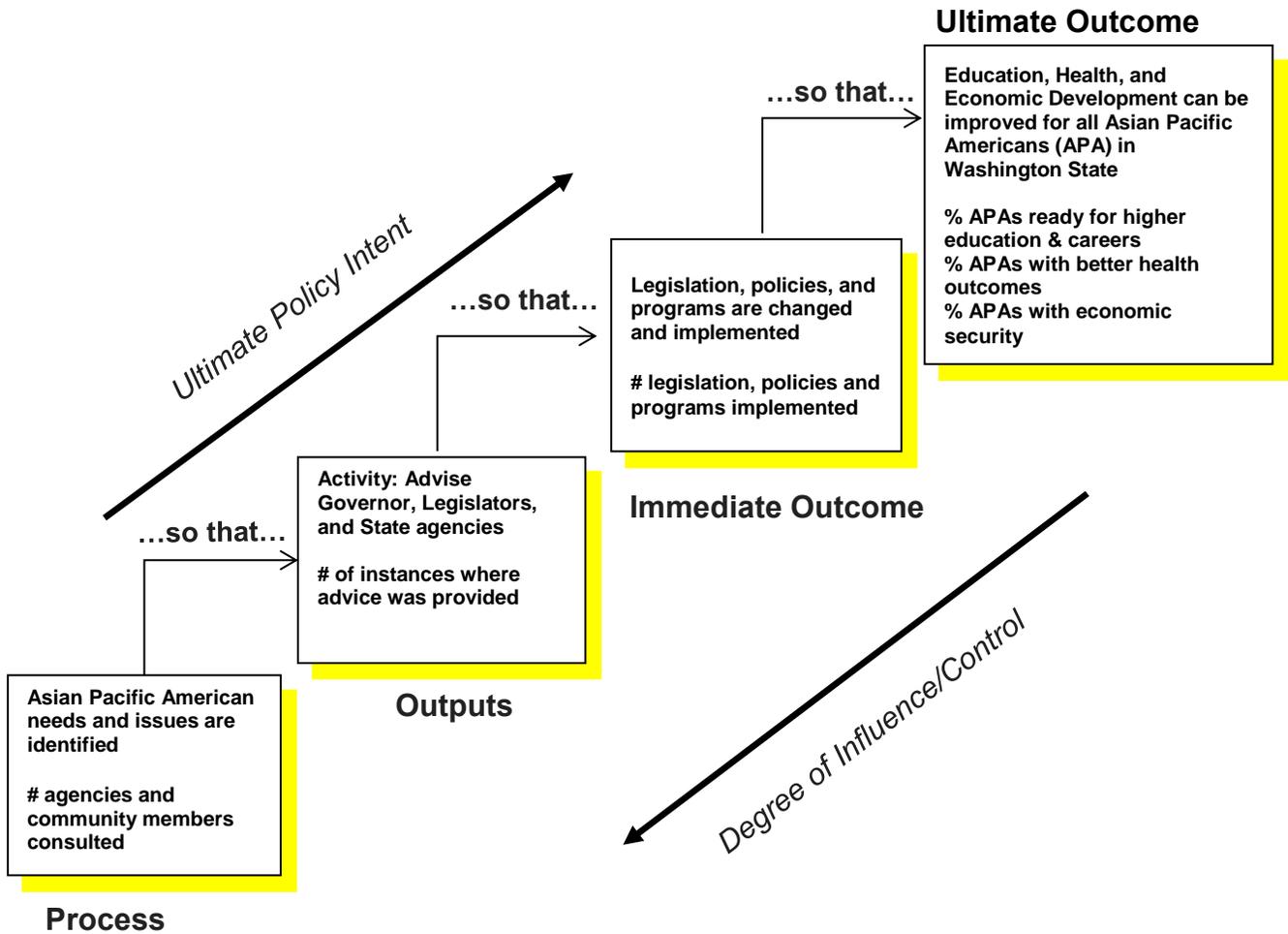
CAPAA policy recommendations adopted by the Governor and/or state agencies should have communication mechanisms (website, email, public forums, testimony, surveys, etc.) so that API communities from across the state will be able to communicate to CAPAA on the impacts of policy recommendations and/or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

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.

Logic model

The Commission works 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.



EDUCATION: GOAL & STRATEGIES

GOAL: CLOSE THE EDUCATIONAL OPPORTUNITY GAPS THAT IMPACT ASIAN PACIFIC AMERICAN STUDENTS.

Background

The 2012 state Supreme Court decision in the McCleary case was a compelling force in significant education policy and funding decisions in the state through 2018 and beyond. This once-in-a-generation opportunity will help reshape the state’s public education system to ensure that APA students are better prepared to succeed in life. Other drivers of change include: efforts to expand access to quality early childhood education programs; transition to the new Common Core standards; development of Social Emotional Learning pilot programs; recruitment and retention of underrepresented communities; affordability of college tuition; de-criminalization of truant youth; and the passage of an Ethnic Studies curriculum.

Recognizing the challenge of dismantling systemic inequities that cause APA communities to face persistent barriers in achieving a quality public education, the Commission must stay vigilant to identify potential barriers to achieving economic equity in education for APA students, as well as to promote new pathways to equity.

- 1) *Objective: Examine and define the educational opportunity gaps as it impacts Asian Pacific American students, from early learning through K-12 graduation, to higher education.*

Strategies	Tactics
A. Form partnerships to produce briefing papers and materials that examine and define the APA student populations that are impacted by the educational opportunity gaps.	<ul style="list-style-type: none">• Survey feedback: Support efforts to publish a new report on API educational opportunity gaps for 2020. Include more information that examine/define gaps experienced by specific API ethnic groups.• Survey feedback: Examine/define workforce education and opportunities• Survey feedback: Examine/define school safety, discipline, and bullying issues that impact API students.• Survey feedback: Include more work on higher education and early learning issues.• Survey feedback: Examine/define programs to help students transition between education systems, such as high school and higher

education or the workforce (ex. Running Start, AP/IB, skills centers, etc.)

2) *Objective: Increase awareness about the opportunity gaps that impact Asian Pacific American students.*

Strategies	Tactics
A. Launch communications campaign around the APA opportunity gaps.	<ul style="list-style-type: none">• Write op-eds about the APA opportunity gaps and the importance of the McCleary decision.• Talk about the APA opportunity gaps on ethnic radio stations.
B. Educate policymakers about the opportunity gaps among APA students.	<ul style="list-style-type: none">• Meet with policymakers to inform and update them about the opportunity gaps among APA students.• Present at conferences involving educators and administrators about issues and data.
C. Increase the Asian Pacific American community's awareness of the opportunity gaps among APA students.	<ul style="list-style-type: none">• Develop and distribute culturally and linguistically-appropriate informational materials about the APA opportunity gaps to APA education stakeholders.• Hold community forums about the APA opportunity gaps and McCleary decision.• Hold more frequent education roundtable meetings with the community and students and invite community to participate during Education Committee meetings.

3) *Objective: Develop and advocate for targeted strategies, including collaboration statewide with communities, parents and educators that will close the educational opportunity gaps for Asian Pacific American students.*

Strategies	Tactics
A. Monitor and advise the work of task forces and committees that are working to address the opportunity gaps.	<ul style="list-style-type: none">• Ensure Asian American and Pacific Islander representation on the Educational Opportunity Gap Oversight and Accountability Committee (EOGOAC).• Ensure Asian American and Pacific Islander representation on the Student Discipline Task Force.• Assist in the implementation of Results Washington World-class Education Goal

Council measures to track and address the opportunity gaps.

- Continue to support and engage in oversight and accountability of implementation of HB1541.

B. Partner with community-based organizations and think tanks that support or work directly with families to promote the academic success of students.

- Develop a tool kit to promote school and family partnerships and help families navigate/advocate for their students, including decisions on school funding and programs.
- Support Asian American Native American Pacific Islander Serving Institutes.
- Expand work to promote diversity and inclusion in school on issues such as disability, sexual orientation, gender expression, religion, English language learners, etc.
- Work with school districts and decision-makers to address high rates of students missing school.
- Hold a workshop to promote the World Language Credit Program to encourage retention of languages.

C. Support community and legislative efforts to close the educational opportunity gaps.

- Commissioners advocate for legislation that will close the opportunity gaps, including disaggregation of data to better track APA educational outcomes.
- Partner with agencies and community groups to increase the number of APAs in the teaching force.
- Meet with Governor's staff and policymakers to advocate for inclusion and passage of legislation and funding to close the gaps.
- Sponsor agency-requested legislation to implement key strategies to close the opportunity gaps.
- Continue to develop policy on culturally-responsive training requirements for school districts, including trauma-informed practices.
- Develop more accommodations on assessments for API English language learners and support for their families.
- Support efforts to diversify the teaching workforce and school curriculum.

HEALTH AND HUMAN SERVICES: GOAL & STRATEGIES

GOAL: IDENTIFY AND ADDRESS HEALTH DISPARITY ISSUES SPECIFIC TO THE ASIAN PACIFIC AMERICAN COMMUNITY IN ORDER TO INCREASE THEIR OVERALL HEALTH AND WELLNESS.

Background

Health disparities are complex and specific to ethnic group, generation, and level of access to care. Addressing health disparities will require coordination among communities of color, state agencies, and the health care system. Several Results Washington goals present opportunities to make significant progress in addressing health disparities.

Policy changes at the state and national level have dramatically changed impacts to health and human services. The Affordable Care Act (ACA) has improved affordability and access to health care. Washington’s successful implementation of the ACA is a model for the nation. However, technical problems and cultural and linguistic barriers presented challenges for APAs in enrolling. APA-serving community health clinics and organizations were instrumental in overcoming the challenges, but more funding and coordination is needed to support their work. A COFA Islander Health Care and Dental Care package was approved by the state, but recruitment and retention of program participants will require specialized outreach strategies that are culturally appropriate and effective.

- 1) *Objective: Examine and define health disparities that impact Asian Pacific Americans.*

Strategies	Tactics
A. Form partnerships to produce briefing papers and materials that examine and define APA access to health care and health disparities.	<ul style="list-style-type: none">• Collect and request data from agencies about access to care and health disparities that impact APA sub-ethnic groups.• Develop and utilize more visuals and storytelling strategies about APA health disparities

<p>B. Conduct community-based research to examine APA health disparities.</p>	<ul style="list-style-type: none"> • Partner with researchers and experts to conduct focus groups of Native Hawaiians and Pacific Islanders on perceptions about diabetes and diabetes management. • Conduct focus groups to learn more about API health issues and disparities.
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2) *Objective: Increase awareness of health disparities that impact Asian Pacific Americans.*

Strategies	Tactics
<p>A. Launch communications campaign around APA mental health awareness month.</p>	<ul style="list-style-type: none"> • Write op-eds about APA mental health awareness month. • Talk about APA mental health awareness month on ethnic radio.
<p>B. Increase the Asian Pacific American community’s awareness of diabetes epidemic.</p>	<ul style="list-style-type: none"> • Distribute culturally and linguistically-appropriate informational materials about diabetes prevention. • Engage community organizations on providing culturally competent care to prevent diabetes.
<p>C. Make stomach cancer an APA health priority.</p>	<ul style="list-style-type: none"> • Distribute informational materials about stomach cancer. • Partner with community-based organization to hold a summit on making stomach cancer an APA health priority.
<p>D. Educate policymakers about APA health disparities.</p>	<ul style="list-style-type: none"> • Meet with policymakers to inform and update them about APA health disparities. • Consider including other disparities/issues such as Alzheimer’s, dementia, hypertension, heart disease, obesity, food disparities, and substance abuse. • Hold community meetings on issues • Present at conferences and coalitions on API health disparities. • Meet with local public health agencies across the state.

3) *Objective: Develop and advocate for targeted strategies, including culturally-appropriate wellness and prevention approaches that will address health disparities for Asian Pacific Americans.*

Strategies	Tactics
<p>A. Monitor and influence the work of task forces and committees that could address APA health disparities.</p>	<ul style="list-style-type: none"> • Ensure API representation on the Governor’s Interagency Council on Health Disparities. • Assist in the implementation of Results Washington Healthy Communities Goal Council measures to track and address health disparities • Continue to support implementation of COFA Islander Health Care program to ensure its success, including holding community meetings.
<p>B. Support community, agency, and legislative efforts to address health disparities.</p>	<ul style="list-style-type: none"> • Commissioners advocate for policies to promote a culturally competent health care system and workforce and prevent and test for disparate health impacts for APAs. • Meet with Governor’s staff and policymakers to advocate for passage of legislation. • Develop a disaggregation of data policy similar to K-12 system for health data. • Work with state agencies to ensure public health initiatives are accessible to LEP communities • Develop legislation requiring translated prescription drug labels. • Work with communities on how to reduce barriers to access and utilize health care/insurance.

ECONOMIC DEVELOPMENT: GOAL & STRATEGIES

GOAL: SUPPORT ASIAN PACIFIC AMERICAN BUSINESS OWNERS AND THOSE SEEKING TO START AND MAINTAIN BUSINESSES WITH THE KNOWLEDGE, TOOLS, AND RESOURCES REQUIRED TO BE SUCCESSFUL.

Background

Asian Pacific Americans are generally among both the highest income and the lowest wage earners in Washington State. Immigrant entrepreneurship and the role of small businesses are particularly important for APA households and communities. However, many communities are unable to access mainstream resources offered by American financial institutions due to their lack of knowledge and experience with credit—making culturally and linguistically-appropriate technical assistance a critical need.

Recognizing the challenge of dismantling systemic inequities that cause APA communities to face persistent barriers to business opportunities, the commission must take on the role of first identifying the barriers to entry for Asian Pacific American business owners and then educating the community on the vast number of resources available to them. The commission must also stay vigilant and continue to identify potential barriers to achieving economic equity in business opportunities for APA's, as well as to promote new pathways to equity.

- 1) *Objective: Examine and define economic development issues that impact Asian Pacific American businesses.*

Strategies

Tactics

A. Form partnerships to produce briefing papers and materials that examine and define the top issues of concern for APA business community.

- Collect and request economic development data from agencies.
- Develop a culturally and linguistically-appropriate resource guide for business owners about access to capital, technical assistance, etc.

2) *Objective: Increase awareness of business challenges faced by Asian Pacific Americans, especially to state agencies and educational institutions.*

Strategies	Tactics
<p>A. Work with state agencies to address cultural and language barriers to improve access to programs and services.</p>	<ul style="list-style-type: none"> • Develop a Resource Tool Kit to assist entrepreneurs and minority-owned business in applying for governmental grants. • Invite API business owners to participate in policymaking.
<p>B. Work with state agencies and ethnic chambers to improve understanding of state regulations and policy changes.</p>	<ul style="list-style-type: none"> • Convene meetings and focus groups with minority-business owners. • Conduct outreach outside the Seattle metropolitan area such as Central and Eastern Washington.

3) *Objective: Develop and advocate for targeted strategies, including increased state contract utilization that will promote economic development opportunities for Asian Pacific American businesses.*

Strategies	Tactics
<p>A. Develop statewide strategy plan to support APA and minority-owned businesses.</p>	<ul style="list-style-type: none"> • Develop a centralized resource with all state contracting opportunities that is also accessible to LEP communities.
<p>B. Educate policymakers about APA economic development issues.</p>	<ul style="list-style-type: none"> • Continue to engage with the Governor’s Business Diversity Subcabinet and disparity study.
<p>C. Simplify certification process for minority-owned business.</p>	<ul style="list-style-type: none"> • Work with the Office of Minority and Women’s Business Enterprise (OMWBE) to streamline certification process. • Examine feasibility of consolidating certification for local, state, and federal requirements.
<p>D. Educate reasons for and promote certification of minority-owned businesses.</p>	<ul style="list-style-type: none"> • Partner with OMWBE to hold ethnic-specific workshops on certification.
<p>E. Train procurement officers at all state agencies on strategies to increase</p>	<ul style="list-style-type: none"> • Meet with directors and procurement officers to discuss strategies. • Conduct workshops on best practices.

utilization of minority-owned businesses.

COMMUNITY REPRESENTATION & JUSTICE: GOAL & STRATEGIES

GOAL: SUPPORT AND PROMOTE THE EQUITABLE REPRESENTATION OF ASIAN AND PACIFIC ISLANDER PERSONS AND IMMIGRANTS AND THEIR INTERESTS IN GOVERNMENT, COMMUNITY, AND NONPROFIT GROUPS THROUGHOUT THE STATE.

Background

Asian Pacific Americans are generally among both the highest income and the lowest wage earners in Washington State. Immigrant entrepreneurship and the role of small businesses are particularly important for APA households and communities. However, many communities are unable to access mainstream resources offered by American financial institutions due to their lack of knowledge and experience with credit—making culturally and linguistically-appropriate technical assistance a critical need.

1. *Objective: Examine and define issues of systematic or widespread discrimination, bias, or disadvantage against Asian Pacific American immigrants and their families.*

Strategies	Tactics
A. Raise awareness of the impact of federal immigration and naturalization policies on API communities.	<ul style="list-style-type: none">• Partner with community based organizations (CBOs), legal aide and state agencies who are trusted by, and currently serving our API communities in immigration and naturalization services (i.e. hosting free citizenship & immigrant rights help events)
B. Raise awareness of issues and challenges faced by specific ethnic and/or underrepresented communities within the API population.	<ul style="list-style-type: none">• Census 2020 quantitative data work with statewide and national partners will allow for more up to date statistics and reporting about the status and needs our API communities• Utilize Census data to guide and inform best practices, and lead in API data disaggregation for WA State

2. *Objective: Increase awareness of examples of negative situations and positive approaches and their implications.*

Strategies	Tactics
C. Support efforts in state government to develop a comprehensive equity, diversity, and inclusion framework.	<ul style="list-style-type: none"> • Take an active role in contributing and shaping legislative session 2019 through POC legislative summit next steps and fostering shared legislative goals with other Commissions and Members of Color Caucus (MOCC).

3. *Objective: Develop and advocate for targeted improvement strategies, including strengthening coalitions, encouraging Asian Pacific American participation in government, and advising the legislature of more equitable solutions.*

Strategies	Tactics
4. Promote the state of Washington as an employer of choice for API communities to diversity the state workforce at all levels.	<ul style="list-style-type: none"> • Increase opportunities, funding, professional development, and support for Commissioners to engage with the community. (Need to discuss developing a specific measure for each Commissioner to reach annually or during their 3-year term.)
5. Increase API engagement with the Commission, state government, the Legislature, and in policymaking.	<ul style="list-style-type: none"> • Promote voter engagement, civic engagement (including relationships with APIs and elected/public officials), and community advocacy. • Promote awareness of how to access the capital budget to build affordable housing and community spaces. • Advocate for additional funding for the Commission to increase outreach and staffing levels due to population changes and increase in issues impacting APIs. • Improve the Commission’s capability to advise the Legislature and ensure APIs understand policy and policy making through increased staffing and communications strategies and educational materials in multiple languages.

	<ul style="list-style-type: none"> • Support the development of coalitions to address unmet needs and increase the voice of underrepresented communities. • Host joint meetings with all three ethnic commissions on issues of mutual concern. • Create and maintain a tab on CAPAA website for Community Representation and Justice info and away for community members to submit comment, events or issues.
<p>6. Collaborate with state agencies and the community to support a complete count for the 2020 Census.</p>	<ul style="list-style-type: none"> • Make sure all info are language accessible and culturally appropriate to get our community members to participate as fully as possible.

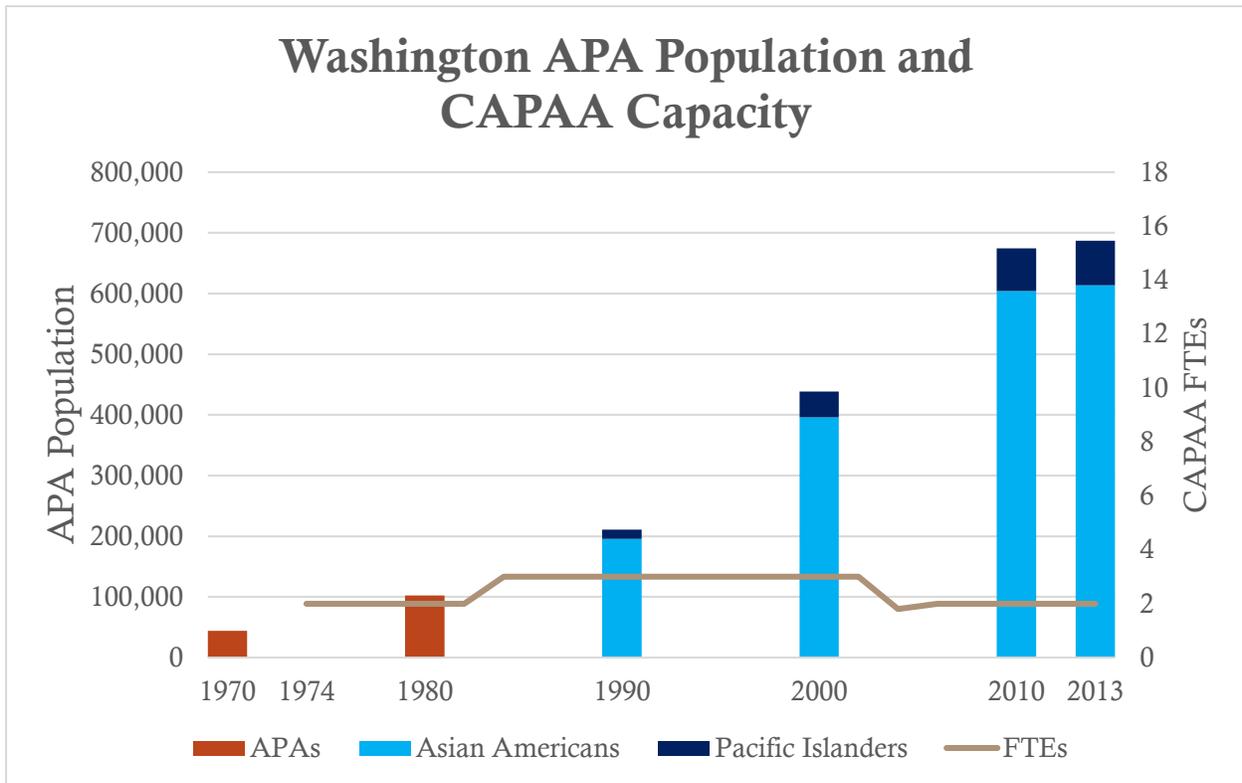
BUILDING ORGANIZATIONAL CAPACITY

The Commission examines issues pertaining to the rights and needs of the Asian Pacific American community and makes recommendations to the governor, state agencies and local governments for changes in programs, policies, plans, and laws.

Since the Commission was established in 1974, the APA population has increased from about 44,000 to more than 674,000 (2010 census). From 2010 to 2012, the Asian American population grew by 8.1 percent, the fastest in the state, and Native Hawaiians and Pacific Islanders grew by 6.2 percent. Today, APAs represent the second-largest and fastest-growing minority group, a diverse collection of more than 47 distinct ethnic groups with unique languages, dialects, culture, and immigration patterns.

The Commission is the only agency in state government performing the essential activity of ensuring the Asian Pacific American community has access to government and the services it provides. In order to define issues of importance to the community, the Commission holds public meetings, meets with the community, and develops networks with groups that serve the population. The Commission also conducts public information and outreach programs with particular emphasis on education, health, human services, economic development, as well as develops special studies and reports to address issues of concern to the Asian American and Pacific Islander community.

Due to the population growth, the Commission is in need of additional resources and staffing to adequately serve the state’s most diverse population group.



These additional resources would provide:

- Access to translation services to develop linguistically-appropriate materials and webpages for limited English proficient populations;
- Access to interpretation services to receive community input from limited English proficient populations;
- Ability to convene community forums on emerging and pressing issues;
- Access to underrepresented and underserved APA communities in Eastern Washington;
- Ability to conduct, produce, and distribute research materials on APA issues;
- Professional training opportunities for Commissioners to gain more knowledge about policymaking; and
- Additional staff to adequately support the various and growing number of commission duties, projects, and outreach efforts.

CONTACT US

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