

The Commission on Asian Pacific American Affairs is conducting strategic planning with staff and Commissioners to develop its 2019-2022 Strategic Plan.

Phase 1: CAPAA reviewed the 2015-2018 strategic plan accomplishments at its June board meeting. CAPAA utilized a strategic plan survey to generate feedback on current goals and objectives with the assistance of Athena Consulting, which produced a report to CAPAA. The report was emailed to all Commissioners on July 16. The Executive Committee conducted a conference call with Athena Consulting on July 30 to discuss the report and next steps.

→ **Phase 2:** CAPAA committees will review this document and move into brainstorming on strategies and tactics.

Phase 3: CAPAA will convene a strategic planning meeting to develop a 2019-2022 Strategic Plan draft document. The meeting will begin with a review of phase 1 and 2 and discussion of proposed changes and additions to goals and objectives. The meeting will devote time to develop and refine strategies, tactics, and measures, which will be the framework for the Commission's work over the next four years. The information gathered from this meeting will be used to develop a draft document that will be reviewed between November and January 2019 in committees.

Final Step: CAPAA discusses and votes on its 2019-2022 Strategic Plan in January 2019.

Resource: [Strategic plan guidelines](#) (WA State)

Goal Areas – Commission Review

Goals are broad, high-level, issue-oriented statements of outcomes that an agency will strive to achieve. They should fit well with the mission statement and values, and answer the question, "What must we do to accomplish our mission or achieve a result?"

Goal examples:

- Reduce tobacco use among adults, pregnant women, and children.
- Protect public health by ensuring safe food supply

Goal Area	Current	Proposed Changes from Athena Report	Comments/Questions
Education	Close the educational opportunity gaps that impact Asian Pacific American students.	No proposed changes.	
Health & Human Services	Identify health disparity issues specific to the Asian Pacific American community and support identification and promotion of solutions.	Identify and address health disparity issues specific to the Asian Pacific American community in order to increase their overall health and wellness.	Should this goal area be expanded to incorporate issues relating to human services? Proposed strategies that include access to human services, language access, etc. would fit better under a goal that incorporates human services rather than just health disparities. However, this would further expand CAPAA's work. [Michael Itti]
Economic Development	Support Asian Pacific American business owners and those seeking to start and maintain a business with the knowledge, tools, and resources required to be successful.	Support Asian Pacific American business owners and those seeking to start and maintain businesses with the knowledge, tools, and resources required to be successful.	
Community Representation and Justice	N/A	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 – Commission Review

Objectives break goals down into smaller, more specific pieces. They describe measurable results an agency expects to accomplish within a given time period. A good objective statement will provide an operational way to know if your strategies are successfully moving toward your targeted goal. Try to start each objective sentence with one of these words: increase, decrease, or maintain.

Objective examples:

- Decrease the proportion of cigarette smoking among 10th grade adolescents by 10%.
- Increase the proportion of food processors that comply with public health standards to 95%.

Education	
Current Objectives	Proposed Changes from Athena Report
Examine and define the educational opportunity gaps as it impacts Asian Pacific Americans students.	Examine and define the educational opportunity gaps as it impacts Asian Pacific American students, from early learning through K-12 graduation, to higher education.
Increase awareness about the opportunity gaps that impact APA students.	No proposed changes.
Advocate for targeted strategies that will close the educational opportunity gaps for Asian Pacific American students.	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	
Current Objectives	Proposed Changes from Athena Report
Examine health disparities that impact Asian Pacific Americans.	No proposed changes.
Raise awareness of health disparities that impact Asian Pacific Americans.	Increase awareness of health disparities that impact Asian Pacific Americans.
Advocate for targeted strategies, including culturally-appropriate wellness and prevention approaches that will address health disparities for Asian Pacific Americans.	Develop and advocate for targeted strategies, including culturally-appropriate wellness and prevention approaches that will address health disparities for Asian Pacific Americans.
Take prudent and proactive steps on reducing disparate impacts of marijuana legalization on Asian Pacific American community.	Removed.

Economic Development	
Current Objectives	Proposed Changes from Athena Report
Examine and define economic development issues that impact Asian Pacific Americans businesses.	No proposed changes.
Develop and advocate for targeted strategies that will promote economic development opportunities for Asian Pacific American businesses.	Develop and advocate for targeted strategies, including increased state contract utilization , that will promote economic development opportunities for Asian Pacific American businesses.
Increase state agency and educational institution utilization of minority-owned businesses.	Incorporated into previous objective.
	Increase awareness of business challenges faced by Asian Pacific Americans, especially to state agencies and educational institutions.

Community Representation and Justice	
Current Objectives	Proposed Changes from Athena Report
N/A	Examine and define issues of systematic or widespread discrimination, bias, or disadvantage against Asian Pacific American immigrants and their families.
N/A	Increase awareness of examples of negative situations and positive approaches and their implications.
N/A	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 – Committee & Staff Review

Strategies are methods to achieve an objective. While goals and objectives state what the organization wants to achieve, strategic statements state how goals and objectives will be achieved. Strategies should guide the near-term work and activities that an agency undertakes to achieve specific goals and objectives.

Strategy examples:

- Produce anti-smoking messages and a media campaign targeted to teenagers.
- Inspect, test, and provide technical assistance to food storage and processing industries

“Tactics are much more concrete and are often oriented toward smaller steps and shorter timeframes along the way. They involve best practices, specific plans, resources, etc. Strategy and tactics work together as means to an end. If your strategy is to climb a mountain, one key component of your strategy might be to decide which side of the mountain you should climb. Your tactics would be the gear you’d buy, who you’d bring with you, your complete trip plan, how long it would take to get there, what season you’d go in, and so on.” Source: Internet

Goal: Education

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

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.**

Current Strategy	Proposed Changes/Additions	Current Tactics	Proposed Changes/Additions
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"> • Report data about graduation rates, test scores, college going-rates, etc. for APA sub-ethnic groups. • Partner and coordinate with iCount researchers to update the 2008 opportunity gap reports with new data. 	<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.

			<ul style="list-style-type: none"> 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.)
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Objective: Increase awareness about the opportunity gaps that impact APA students.

Current Strategy	Proposed Changes/Additions	Current Tactics	Proposed Changes/Additions
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. 	
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. 	<ul style="list-style-type: none"> Survey feedback: Present at conferences involving educators and administrators about issues and data.
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. 	<ul style="list-style-type: none"> Survey feedback: Hold more frequent education roundtable meetings with the community and students and invite community to participate during Education Committee meetings.

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.

Current Strategy	Proposed Changes/Additions	Current Tactics	Proposed Changes/Additions
<p>Monitor and advise the work of task forces and committees that are working to address the opportunity gaps.</p>		<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. 	<ul style="list-style-type: none"> • Survey feedback: Continue to support and engage in oversight and accountability of implementation of HB1541.
<p>Partner with community-based organizations and think tanks that support or work directly with families to promote the academic success of students.</p>		<ul style="list-style-type: none"> • Document and share recommendations and best practices from community partners. • Continue to support the work of the Southeast Asian American Access in Education Coalition, Our Future Matters, and the Asian Pacific Islander American Think Tank to include families and communities in the policymaking process. 	<ul style="list-style-type: none"> • Survey feedback: 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. • Survey feedback: Support Asian American Native American Pacific Islander Serving Institutes. • Survey feedback: Expand work to promote diversity and inclusion in school on issues such as disability, sexual orientation, gender expression, religion, English language learners, etc. • Survey feedback: Work with school districts and decision-makers to

			<p>address high rates of students missing school.</p> <ul style="list-style-type: none"> • Survey feedback: Hold a workshop to promote the World Language Credit Program to encourage retention of languages.
Support community and legislative efforts to close the educational opportunity gaps.		<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Survey feedback: Continue to develop policy on culturally-responsive training requirements for school districts, including trauma-informed practices. • Survey feedback: Develop more accommodations on assessments for API English language learners and support for their families. • Survey feedback: Support efforts to diversify the teaching workforce and school curriculum.
	Survey feedback: Collaborate with higher education institutions to ensure retention and completion programs are accessible to API students.	<ul style="list-style-type: none"> • 	

Goal: Health & Human Services

Goal: Identify and address health disparity issues specific to the Asian Pacific American community in order to increase their overall health and wellness.

Objective: Examine and define health disparities that impact Asian Pacific Americans.

Current Strategy	Proposed Changes/Additions	Current Tactics	Proposed Changes/Additions
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. 	<ul style="list-style-type: none"> Develop and utilize more visuals and storytelling strategies about APA health disparities
Conduct community-based research to examine APA health disparities.		<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. 	<ul style="list-style-type: none"> Survey feedback: Conduct focus groups to learn more about API health issues and disparities. Survey feedback: Issues include: aging populations, long-term care, environmental equity impacts, etc.

Objective: Increase awareness of health disparities that impact Asian Pacific Americans.

Current Strategy	Proposed Changes/Additions	Current Tactics	Proposed Changes/Additions
Launch communications campaign around APA mental health awareness month.		<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. 	
Increase the Asian Pacific American community's awareness of diabetes epidemic.		<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. 	
Make stomach cancer an APA health priority.		<ul style="list-style-type: none"> Distribute informational materials about stomach cancer. 	

		<ul style="list-style-type: none"> Partner with community-based organization to hold a summit on making stomach cancer an APA health priority. 	
Educate policymakers about APA health disparities.		<ul style="list-style-type: none"> Meet with policymakers to inform and update them about APA health disparities. 	<ul style="list-style-type: none"> Survey feedback: Consider including other disparities/issues such as Alzheimer's, dementia, hypertension, heart disease, obesity, food disparities, substance abuse. Survey feedback: Hold community meetings on issues Survey feedback: Present at conferences and coalitions on API health disparities. Survey feedback: Meet with local public health agencies across the state.

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

Current Strategy	Proposed Changes/Additions	Current Tactics	Proposed Changes/Additions
Monitor and influence the work of task forces and committees that could address APA health disparities.		<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 	<ul style="list-style-type: none"> Continue to support implementation of COFA Islander Health Care program to ensure its success, including holding community meetings.
Support community, agency, and legislative efforts to address health disparities.		<ul style="list-style-type: none"> Commissioners advocate for policies to promote a culturally competent health care system and workforce 	<ul style="list-style-type: none"> Survey feedback: Develop a disaggregation of data policy similar to K-12 system for health data.

		<p>and prevent and test for disparate health impacts for APAs.</p> <ul style="list-style-type: none">• Meet with Governor’s staff and policymakers to advocate for passage of legislation.	<ul style="list-style-type: none">• Survey feedback: Work with state agencies to ensure public health initiatives are accessible to LEP communities• Commissioner idea: Develop legislation requiring translated prescription drug labels.• Survey feedback: Work with communities on how to reduce barriers to access and utilize health care/insurance.
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Goal: 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.

Objective: Examine and define economic development issues that impact Asian Pacific American businesses.

Current Strategy	Proposed Changes/Additions	Current Tactics	Proposed Changes/Additions
Form partnerships to produce briefing papers and materials that examine and define the top issues of concern for APA business community.		<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Survey feedback: Impact of Initiative 200.

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

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

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

Current Strategy	Proposed Changes/Additions	Current Tactics	Proposed Changes/Additions
Develop statewide strategy plan to support APA and minority-owned businesses.		<ul style="list-style-type: none"> • Meet with ethnic chambers of commerce and owners from various industry sectors (agriculture, construction, etc.) to develop key strategies. • Create opportunities for business owners to attend community forums and agency roundtables. • Convene Minority Business Development Summit to develop coordinated policy recommendations. 	<ul style="list-style-type: none"> • Survey feedback: Develop a centralized resource with all state contracting opportunities that is also accessible to LEP communities. • Survey feedback: Advocate for repeal of Initiative 200.
Educate policymakers about APA economic development issues.		<ul style="list-style-type: none"> • Educate Small Business Liaison Team, a 26-member state agency panel, about APA concerns. 	<ul style="list-style-type: none"> • Survey feedback: Continue to engage with the Governor’s Business Diversity Subcabinet and disparity study.
Simplify certification process for minority-owned business.		<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. 	
Educate reasons for and promote certification of minority-owned businesses.		<ul style="list-style-type: none"> • Partner with OMWBE to hold ethnic-specific workshops on certification. 	
Train procurement officers at all state agencies on strategies to increase utilization of minority-owned businesses.		<ul style="list-style-type: none"> • Meet with directors and procurement officers to discuss strategies. • Conduct workshops on best practices. 	

Goal: 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.

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

Proposed Strategy	Proposed Tactics
Survey feedback: Raise awareness of the impact of federal immigration and naturalization policies on API communities.	<ul style="list-style-type: none"> Survey feedback: Issues include deportation, detention, etc. Survey feedback: Host workshops on immigration issues.
Survey feedback: Raise awareness of issues and challenges faced by specific ethnic and/or underrepresented communities within the API population.	<ul style="list-style-type: none"> Survey feedback: Issues include racism, hate crimes, persons with a disability, LGBTQ APIs, domestic violence, intergenerational trauma/conflict, identity issues, etc.

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

Proposed Strategy	Proposed Tactics
Survey feedback: Support efforts in state government to develop a comprehensive equity, diversity, and inclusion framework.	<ul style="list-style-type: none">

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.

Proposed Strategy	Proposed Tactics
Survey feedback: 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"> Brainstorm: Ways to promote recruitment and retention that promote diversity, equity, and inclusion. Survey feedback: Support the new Washington Immigrant Network to support current state employees and recruit immigrants to work in state government.
Survey feedback: Increase API engagement with the Commission, state government, the Legislature, and in policymaking.	<ul style="list-style-type: none"> Survey feedback: 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.)

	<ul style="list-style-type: none"> • Survey feedback: Promote voter engagement, civic engagement (including relationships with APIs and elected/public officials), and community advocacy. • Survey feedback: Promote awareness of how to access the capital budget to build affordable housing and community spaces. • Survey feedback: Advocate for additional funding for the Commission to increase outreach and staffing levels due to population changes and increase in issues impacting APIs. • Survey feedback: Improve the Commission’s capability to advise the Legislature and ensure APIs understand policy and policymaking through increased staffing and communications strategies and educational materials in multiple languages. • Survey feedback: Support the development of coalitions to address unmet needs and increase the voice of underrepresented communities. • Survey feedback: Host joint meetings with all three ethnic commissions on issues of mutual concern.
<p>Survey feedback: Collaborate with state agencies and the community to support a complete count for the 2020 Census.</p>	<ul style="list-style-type: none"> •

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