



EQUITY STRATEGIC PLAN

A Vision for Equity in the City of Olympia Workforce

Our Commitment

The City of Olympia is proud to present its first Workforce Equity Strategic Plan, a bold commitment to creating an inclusive, supportive, and respectful workplace for all employees. This plan was shaped by over three years of listening to staff across departments, assessing equity conditions, and gathering input through surveys, interviews, and meetings.

Why This Plan?

Olympia's strength lies in its people. Our employees serve a diverse and growing community and deserve an internal culture that reflects our external equity commitments. Staff shared a consistent message: we need more transparency, accountability, and fairness in how we hire, develop, and support our workforce. This plan responds to that call.

Our Vision

The City of Olympia is an inclusive, supportive, and respectful place to work. Where equity is not just an ideal but a daily practice embedded in culture, policy, and leadership.

City Values in Action

- **Compassion:** Recognizing and responding to the needs of others
- **Integrity:** Aligning actions with principles, even when difficult
- **Effectiveness:** Designing systems that drive equity-focused results

This plan is more than a document, it's a **living framework for cultural transformation**, co-created by employees and grounded in Olympia's First Order Principles.



Thank you for your dedication to public service and to each other. We are excited to work collaboratively in implementing this Equity Strategic Plan. The journey will not always be easy, but it is necessary. By working together – across all departments and levels – we will make a difference in our workforce and for each other and, in turn, for everyone we serve.

— Jay Burney, City Manager





STRUCTURE OF THE PLAN - GOALS, OBJECTIVES, AND STRATEGIES

GUIDING PRINCIPLES AND TOOLS FOR CHANGE

Two Goals Anchor the Plan

1. Employees Feel Valued and Included

2. Hiring, Policies, and Processes Are Aligned with DEIB

Each goal includes key objectives and strategies designed to bring meaningful, sustainable change:

Goal 1: Employees Feel Valued and Included

Objective A: Build an Inclusive Culture

- Strategies include:
- Standardizing employee engagement and feedback
 - Expanding wellness supports and team-building
 - Embedding DEIB in policies, training, and communications

Objective B: Enhance Leadership Accountability

Strategies include:

- Training leaders in inclusive practices
- Establishing clear expectations and feedback loops
- Creating leadership codes of conduct

Goal 2: Systems That Reflect Equity

Objective A: Optimize Workforce Capacity

- Invest in HR, staffing levels, and equity infrastructure

Objective B: Align HR with Equity Principles

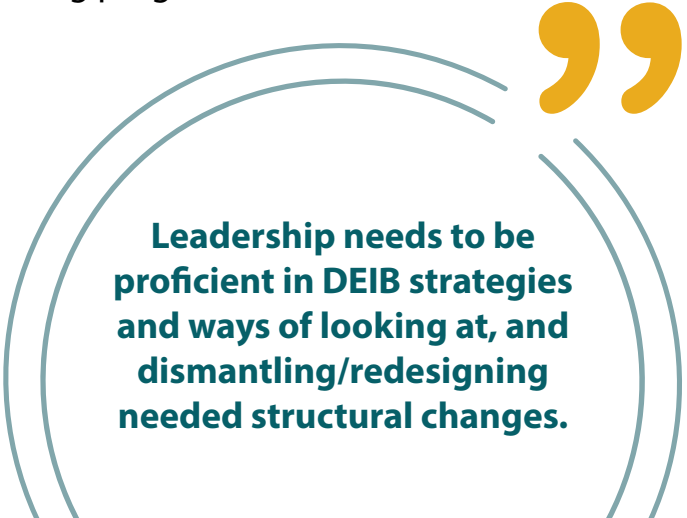
- Create equitable hiring and onboarding processes

Objective C: Build Inclusive Operational Systems

- Standardize policies and decision-making frameworks

A Phased Approach

Initial focus areas: employee engagement and feedback, supporting ERGs, and developing 1-2 DEIB departmental teams. Remaining strategies will be implemented as resources grow, with BEAT and leadership tracking progress.



Guiding Commitments – Our First Order Principles

The plan is built on four core principles that guide every decision and action:

- 1. Address Historical Inequities**
 - We will not ignore or perpetuate historical and structural injustices that have marginalized people.
- 2. Leadership Accountability**
 - We hold leadership accountable in creating and maintaining an equitable and inclusive work culture.
- 3. Sustainable Systems**
 - We will not build systems that compromise the protection of individuals, services, and the environment, now or in the future.
- 4. Lifelong Learning and Adaptability**
 - We will not forgo our commitment to lifelong learning, adaptability, and self-reflection by clinging to outdated practices, unchallenged structures, or resource allocations.

Employee-Led and Staff-Centered

The **Belonging & Equity Action Team (BEAT)** ensured staff voices shaped this plan. BEAT will continue supporting implementation, tracking results, and fostering cross-departmental engagement. This plan belongs to all of us. Every employee has a role to play in building the workplace Olympia aspires to be.



WHAT HAPPENS NEXT- TAKING ACTION, TOGETHER



Phase 1 Implementation Begins Now

We're starting with the highest-impact strategies that lay the foundation for cultural and operational change:

1. Standardize Employee Engagement

- Digital feedback tools
- Departmental DEIB teams
- Empowered Employee Resource Groups (ERGs)

- Improving employee benefits, wellness access, and work schedule equity
- Creating transparent and consistent operational systems

Equity Is an Ongoing Journey

We are not waiting for perfection to begin. This plan is a living document designed to grow with us, respond to feedback, and reflect real-world change.

Beyond Phase 1: A Growing Movement

Future priorities include:

- Enhancing leadership training and accountability
- Building internal capacity in HR, IT, and Finance

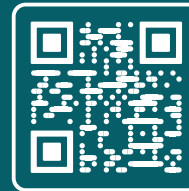
THANK YOU

To the hundreds of staff who shared your voices, insights, and hopes, this is your plan. Thank you for helping build a City workplace where everyone can thrive.

Let's continue moving forward—together.



LEARN MORE:



<https://qrco.de/wesp>