

One Community Strategic Plan





The One Community Plan began guiding Olympia's response to the homelessness crisis in February 2020. To create the plan, a Community Work Group engaged extensively with the broader community to capture recommendations for how Olympians want their community to help people experiencing homelessness and address the impacts the homelessness crisis has on the broader community. The plan includes strategies and possible implementation approaches. Under its guidance, City staff and partners are making significant strides in addressing the homelessness crisis.

In the last few years, City staff and partners have responded to the homelessness crisis, applied learning about how the City best contributes, and carried out the systems and interventions that work for our community. City resources can't solve the homelessness crisis alone, but we do have an important role in making continued progress.

That role and path forward is now being outlined in the City's One Community Strategic Plan. The purpose of the Strategic Plan is to transition from the recommendations of the One Community Plan to a more clearly defined implementation strategy. Four goal areas help to outline the City's path forward toward a grounded vision of success.

The strategy is informed by the experiences of employees who have been so critical in contributing to the achievements to date. Teams comprised of staff across all City departments will continue to determine where and how their collaboration can help to achieve the goals of the Strategic Plan as a City-wide priority.

Through these actions, implemented across 2024-2026, we can address suffering and instill hope in our community to create a more prosperous Olympia for all.

Our Mission: Respond to homelessness in a way that balances compassion and accountability, so Olympia is a safe and healthy community.

Our Vision: In the City of Olympia, homelessness is rare and brief and housing is available and affordable.

Our Role: The City's role in responding to the homelessness crisis is to serve as a first responder, connector of services, leader, funder and innovator.

Goal 1: Provide a streamlined, rapid-response system to connect people to services and address urgent needs.

Strategy 1.1: Connect people to shelter, housing, and support services.

Strategy 1.2: Leverage community partners to coordinate and connect people to services.

Strategy 1.3: Expand social service partnerships locally and regionally and explore new opportunities to contract for services.

Strategy 1.4: Simplify and increase the use of the coordinated entry system.

Strategy 1.5: Increase access to local substance use disorder and mental health treatment facilities and services.

Strategy 1.6: Develop pathways to education and economic opportunities that build pathways to upward mobility and financial stability.

Strategy 1.7: Respond to housing and homelessness as a City-wide priority for every department.

Strategy 1.8: Provide an easy and accessible way for the public to report issues and request services.

“ We do not expect a near-term victory where every community member is housed. Yet, we’re making real progress toward available and affordable housing. Working together I believe we can reach a state where homelessness is brief and rare in Olympia. ”

-City Manager Jay Burney

Goal 2: Expand the continuum of affordable housing and temporary shelter options to address and prevent homelessness.

- Strategy 2.1: Implement policies and programs that help people find housing and remain housed.
- Strategy 2.2: Preserve and improve Olympia’s existing housing inventory.
- Strategy 2.3: Provide incentives and reduce barriers to developing a continuum of housing.
- Strategy 2.4: Attract developers to build permanent supportive and low-income housing options.
- Strategy 2.5: Pursue and leverage regional, state, and federal funding sources to support housing development.
- Strategy 2.6: Work regionally to promote a diversity of temporary shelter and housing types are available throughout the County.

Goal 3: Ensure public health and safety standards are enforced by balancing compassion and accountability.

- Strategy 3.1: Collaborate with surrounding neighbors and business owners to mitigate the impacts of encampments and temporary shelters.
- Strategy 3.2: Remove encampments after transitioning people to housing.
- Strategy 3.3: Prevent new encampments from becoming established on City property.
- Strategy 3.4: Prevent new encampments from becoming established on private property.
- Strategy 3.5: Prioritize restorative justice methods to hold people accountable for unlawful and unsafe behavior.

Goal 4: Demonstrate leadership by promoting approaches that result in long-term, sustainable solutions.

- Strategy 4.1: Provide housing and homelessness programs and services that are financially sustainable.

Strategy 4.2: Allocate and pursue resources strategically.

Strategy 4.3: Pursue and advocate for State and Federal funding, policy, and regulatory changes.

Strategy 4.4: Continue to recruit and retain highly qualified staff who are committed to public service.

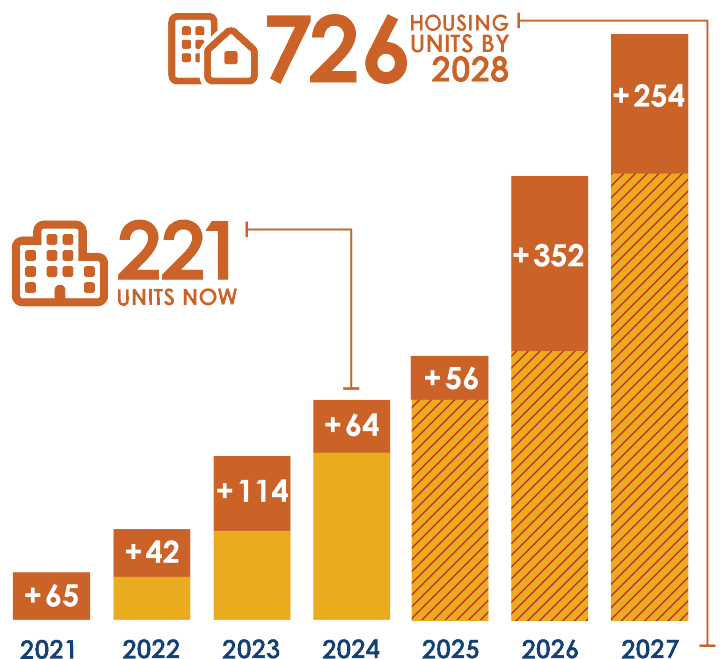
Strategy 4.5: Promote City staff health, safety, and wellness.

Strategy 4.6: Champion a regional approach and response.

Strategy 4.7: Be a model locally, regionally, and nationally for innovation and the implementation of best practices.

Strategy 4.8: Develop and implement internal and external information and engagement strategies.

Strategy 4.9: Develop qualitative and quantitative measures and indicators to assess, evaluate, and pivot when necessary.



The City of Olympia has invested in the Home Fund since 2019 and since then, the number of new housing units continues to grow.

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ENCAMPMENTS ADDRESSED

DESCHUTES PARKWAY
ENSIGN ROAD
PACIFIC AVENUE
SLEATER-KINNEY ROAD
WHEELER AVENUE
CITY CENTER
LILY ROAD
NICKERSON PROPERTY



265

PEOPLE

TRANSITIONED FROM
ENCAMPMENTS TO
HOUSING IN 2022-23

Staff Role: All City employees—across all departments and at all levels within the organization—can contribute to our success in carrying out the One Community Strategic Plan. Our response to the crisis will continue to center on the following six **guiding principles**:

Human Centered. We lead with equity and social justice, centered on treating all people with dignity and respect.

Balance. We strive for and maintain a sustainable balance between compassion and accountability in our actions and policies.

Innovation. We continuously learn and welcome innovation to improve processes and services to better serve our community.

Community. We listen, seek to understand, and address in a balanced way the needs of everyone in our community.

Employee Well-Being. We prioritize employee health and well-being by providing a psychologically and physically safe work environment.

Financial Resiliency. We operate within a fiscally responsible and sustainable framework.

These guiding principles, as well as available partnership opportunities with other jurisdictions and organizations, will determine the prioritization of the identified actions included in the plan.

The City will continue to work closely with our regional partners through the Regional Housing Council to accomplish our goals, and to pursue innovative solutions and key funding opportunities. A “CORE Team” of cross-department and program employees, including the Olympia Police Department, Fire Department, Code Enforcement, Clean Team, Human Resources, and Parking Services, will continue to work together to address complex community impacts with strategy and compassion.

What Success Looks Like

We’ll do this work together, with a balance of compassion and accountability. The City will use this strategy to inform Olympia 2045, the current comprehensive plan update, as well as future work plans. We will continue to be flexible and nimble as best practices and strategy is ever evolving. We will lead with care and hope, helping to restore dignity to all Olympia residents. This work is challenging, but we are committed in taking bold action and doing all we can!

A full list of the City’s goals, strategies and actions is available at olympiawa.gov/onecommunity.

