



# City of Olympia's Equity Strategic Plan Update

December 2025

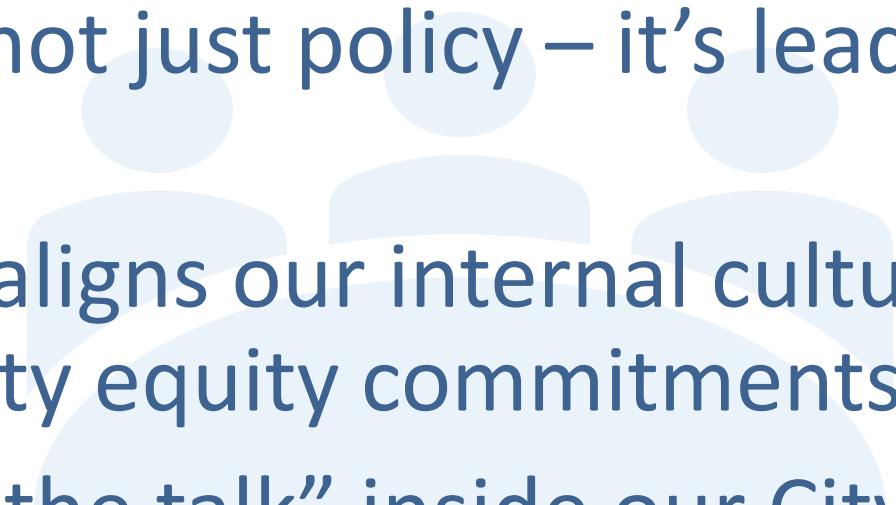
Social Justice and Equity Commission

“Success is not  
about reaching  
the goal itself.  
It's about who  
we become in  
the process. ”

- Niki Jones

# Equity Strategic Plan

- Equity is not just policy – it's leadership in action
- The plan aligns our internal culture with community equity commitments.
- “Walking the talk” inside our City government strengthens public trust.



The greatest of a community is most accurately measured by the compassionate actions of its members.  
- Coretta Scott King

# Equity Strategic Plan

Developed from workforce information gathered from:

- ✓ Staff interviews
- ✓ City-wide survey
- ✓ Departmental meetings
- ✓ Ongoing staff feedback



Strategy is not a lengthy action plan. It is the evolution of a central idea through continually changing circumstances.

-Jack Welch

# Strategic Goals



- Employees feel valued and included.
- Hiring, policies, and processes are consistent and aligned with diversity, equity, inclusion, belonging.

What you get by achieving your goals is not as important as what you become by achieving your goals.  
-Zig Ziglar

# Vision & Values



- An inclusive, supportive, respectful workplace.
- Guided by Olympia's values: Compassion, Integrity, Effectiveness.
- Anchored in First Order Principles: addressing inequities, leadership accountability, sustainable systems, lifelong learning.

Vision  
without  
action is  
merely a  
dream.

- Joel A.  
Barker

# Key Strategies



1. Staff feedback formalized in decision-making.
2. Strengthening DEIB throughout the City.
3. Tools, resources and know-how to embed equity and inclusion throughout the Workforce lifecycle and City operations.
4. Transparent, standardized operational processes.
5. Wellness and flexible scheduling for staff.

A vision  
without a  
strategy  
remains an  
illusion.

- Lee Bolman

# Actions & Outcomes 2026

Actions	Outcomes
<ol style="list-style-type: none"><li>1. Create Employee Feedback Workgroup</li><li>2. Collect data</li><li>3. Launch feedback mechanisms</li></ol>	<b>Formalized staff feedback included in decision making.</b>
<ol style="list-style-type: none"><li>1. Train and support leadership</li><li>2. ID executive sponsors for ERGs</li><li>3. Create ongoing reporting from ERGs to E-Team</li></ol>	<b>Strong and resourceful employee resource groups.</b>
<ol style="list-style-type: none"><li>1. ID Departments for internal equity teams</li><li>2. Train staff on ESP goals &amp; strategies</li><li>3. Create departmental workplans</li></ol>	<b>Departmental DEIB teams tackling universal and unique DEIB goals.</b>

**The way to maximize outcome is to focus on the process.**

- Seth Klarman

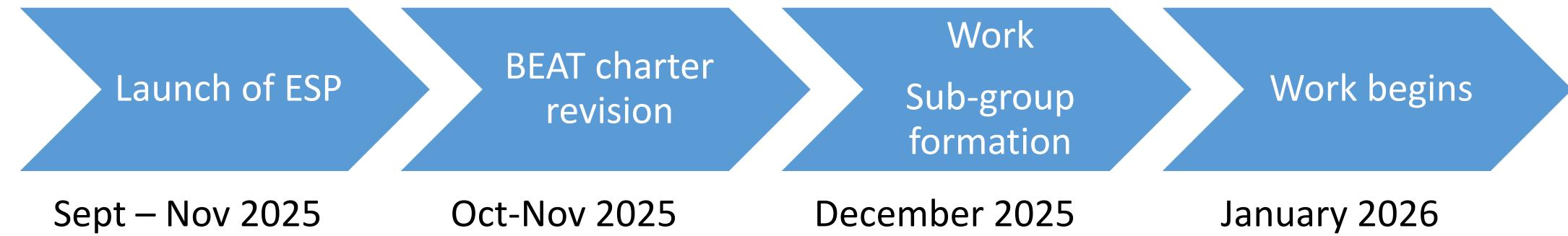
# Where we will begin



1. Assess, create, and support employee feedback mechanisms – *so staff voices continue to be heard and utilized.*
2. Establish clear standards and strong support for Employee Resource Groups – *so staff have communities where their voices can influence the City's work.*
3. Create 1-2 Departmental DEIB Teams- *so the work we are creating captures the unique needs of our departments.*

Trust the  
magic of new  
beginnings.  
-Unknown

# Next Steps



# Next Steps

## Launch of ESP

Sept – Nov 2025

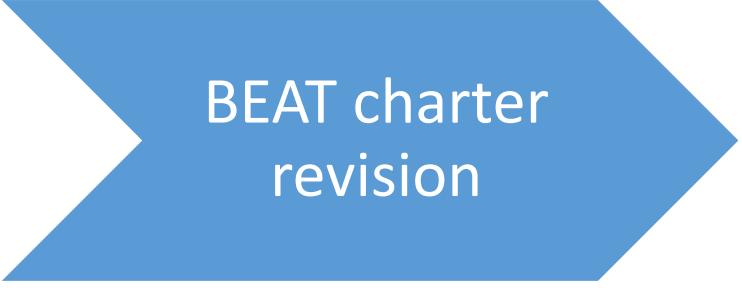
Sept. 4<sup>th</sup>: E-Team presentation

Sept. 11<sup>th</sup>: ESP launch at Employee Recognition

November 10<sup>th</sup>: Council Presentation

November 17<sup>th</sup>: InsideOly ESP Launch

**December 1<sup>st</sup> : Social Justice & Equity Commission**



BEAT charter  
revision

Oct-Nov 2025

**Review and revise** BEAT charter for clarity, roles, expectations, and accountability.

Next Steps

## Work & Sub-group formation

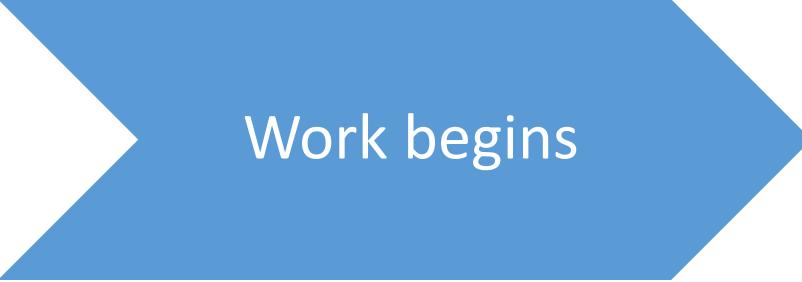
December 2025

- Identify Staff Feedback workgroup members from across the City for workgroup
- Build steps for workgroup and sub-groups

Identified sub-groups:

- Data gaps/creation/utilization
- Developing performance measures
- Training/resources identification and creation
- Communications
- Dashboard

# Next Steps



Work begins

January 2026 - Onward

- Workgroups and subgroups begin work
- Training and orientation to process for work including leadership expectations and accountability
- Focused work on strengthening ERGs begins

# Belonging and Equity Action Team

- **Amber Coleman** (Legal)
- **Amelia Layton** (CPED)
- **Amy Stull** (OPARD)
- **Andrea Windmeyer** (Strat Comm)
- **Jay Burney** (City Manager)
- **Joshua Channey** (CPED | HRU)
- **Katherine Trahan** (CMO)
- **Kittredge Mullikin** (IT)
- **Kym Foley** (PW)
- **Mark Hartley** (CPED)
- **Mark Rains** (Clerk's Office)
- **Regina Adams** (HR)
- **Salvador Orozco** (PW)
- **Sarah Jones** (Finance)
- **Suki Bell-Sullivan** (CPED)
- **Valerie Roberts** (OPARD)
- **Zulaika Kim** (CPED)
- BEAT LEAD: **Keli Drake** (DEI Coordinator)

## Former Members:

- **Aaron Ficek** (OPD)
- **Aiesa Johnston** (CPED)
- **Brian Hegge** (OPD)
- **Carrie McCausland** (Strat Com)
- **Cassie Hall** (CRU)
- **Cassie Wood** (CRU)
- **Daisha Versaw** (CPED)
- **Dawn Carvalho** (CMO)
- **Erik Gonzalez** (CPED)
- **Jacob Theis** (OPD)
- **Javier Sola Del Vigo** (OPD)
- **Kevin Bossard** (OFD)
- **Laura Keehan** (OPARD)
- **Taylor DeFrees** (MSW intern)
- **Tiffany Hieronymus** (OFD)
- **Toby Levens** (OFD)
- **Virginia Wilford** (Finance)

BEAT

# Questions?

The Belonging and Equity Action Team (BEAT) at

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or

Keli Drake (any)

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