

Reimagining Public Safety

Guiding Principles

- Will not perpetuate or cause additional physical, psychological or economic harm to any member of the community
- Will be pro-equity and anti-racist in nature
- Will be based on meaningful collaboration and authentic engagement among everyone in the community
- Will be based on the best available information and progress will be measured and regularly reported to the community

Goal 1: Build trust and legitimacy in the City's public safety system

Strategy 1.1: Center the City's public safety system on moving people towards wellness

Action	Deliverable	Department	Staff	Status	Notes
Clearly define the components of the public safety system and what community members need to feel safe (health, emergency response, policing, housing, courts, etc.)					
More clearly identify the City's role in relationship to community organizations and non-profits, and regional partners					
Establish a vision, mission and values for the City public safety system that reflects our community	2021 Updated Mission, Vision, Values statements	Fire	Chief Flowers/Whittney Ramirez	Complete	Mission "Respond rapidly, with highly trained professionals to mitigate emergencies for our community. We are dedicated to reducing risk through prevention, fire and medical education and disaster preparedness." Vision "To be good stewards of the resources entrusted to us. To continually invest in safety and long term well-being of our firefighters. To provide vital information, education and training. To leverage equipment and technology for increased efficiency. To critically review and improve our service delivery." Values "Professionalism - Commitment to excellence
<i>Establish a vision, mission and values for the City public safety system that reflects our community</i>	2024 Updated Mission, Vision, Values statements with a focus on strengthening community trust	Police	DC Brady / Whittney Ramirez	Complete	Mission "The Olympia Police Department provides services, builds partnerships, and enhances public safety to strengthen community trust and improve quality of life for current and future generations." Vision "A safe and vibrant community for all." Values "Teamwork, accountability, compassion and integrity."
Establish a culture that eliminates bureaucracy and centers the needs of real people in the development and implementation of processes and services					
Balance compassion and accountability; hold individuals responsible and accountable in a safe, relational and equitable way when laws are violated to influence behavior and assist individuals in moving towards wellness.	OPD balances the need for compassion through Outreach Services or other community resources, with the need to also hold certain behaviors accountable. OPD has worked hard with service providers to find other resources for individuals when feasible to avoid incarceration when possible.	Police	DC Brady	Ongoing	Also see Strategy 5.4

Strategy 1.2: Expand the role of community in the City's public safety system

Action	Deliverable	Department	Staff	Status	NOTES
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Public safety staff regularly meet with and listen to community members to understand and be responsive to their needs; invest in more collaboration on identifying public safety challenges and solutions.	OPD staff attend regular meetings with community members, businesses, and other community groups to work collaboratively on issues.				Examples: monthly Regional Retail Theft meetings with area business and other law enforcement agencies, Neighborhood Association meetings, visits with local faith communities.
Establish a civilian/community member oversight model for the entire public safety system that meets the needs of the community	2025 established Community Policing Board	City	Margo Morales	Complete	Recommendations from the Community Oversight of Law Enforcement process accepted by City Council in July 2024 included changes to Police Auditor scope of work, and established Community Policing Board. The Board was established in the fall of 2025 and had their first official business meeting in March 2026. The purpose of the board is to ensure Olympia Police Department accountability and transparency.
Evaluate how to engage the community in developing and/or reviewing public safety policy. Regularly share, review, and learn from data with the community.					
Gather with community members for visioning opportunities, ways to think outside-the-box, and identify impactful and systemic changes					

Strategy 1.3: Use data to regularly monitor outcomes and inform decision-making and strategies

Action	Deliverable	Department	Staff	Status	Notes
Track and report on data for race/ethnicity, gender, gender identity, economic status, sexual orientation, age and disability status to better understand disparities and areas of concern	The current records management system does not allow flexibility in what demographics data it collects. It is something that we are aware of and are working on efforts within our new system to see if this will be possible with the new program.	Police	DC Brady	Exploring for future transition to new records software	
Include Hispanic/Latino as a race, rather than a separate category for ethnicity.	This is a federal reporting issue and not something that we are able to change in our current reporting systems. It is something that we are aware of and are working on efforts within our new system to see if this will be possible with the new program.	Police	DC Brady	Exploring for future transition to new records software	
Gender data will be trans-inclusive in accordance with the City's resolution protecting transgender and non-binary people.	OPD is very mindful in the narrative of the reports to use trans-inclusive language and document how community members choose to be identified. Part of our reporting for federal requirements does not allow us to accurately reflect this in the data, but in our communications with community members and in our narratives we are very mindful.	Police	DC Brady	Ongoing	OPD has been very mindful in our training and use of inclusive descriptors. Records management software is limited in what data can be collected, OPD but has made changes to training and expectations for reports to ensure the narratives are inclusive.
Collect data with sensitivity to the power dynamics involved in who's asking, and always include an option not to disclose.					
Data should be disaggregated and analyzed along multiple lines of identify intersections					
Collect data on individuals included in Community Court and other diversion programs, including numbers and demographic data on who is and is not being diverted.					

Enhance the ability to report and collect data on hate crimes and other associated statistics and develop proactive strategies to address hate crimes.	OPD collects data on hate crimes.	Police	DC Brady	Ongoing/Future Opportunity	The mechanism for reporting and tracking is in place, however the department recognizes that there could be more community education on what a hate crime is and how to report it.
Collect data on racial profiling.	Civilian Police Auditor assess for indications of bias in uses of force as part of their regular auditing function. Findings are included in their regular reports.	City Manager's Office	Margo Morales	Ongoing	Link to Annual Report covering 2025.
Regularly validate data through independent analysis and share those results with the community	In 2024 Council accepted recommendations from the Social Justice and Equity Commission on an expanded role of the Civilian Police Auditor. The Police Auditor reviews all use of force incidents as well as complaints and provides a mid-year and annual report to Council on their findings with recommendations for policy and training updates.	City Manager's Office	Margo Morales	Ongoing	OIR Group was hired in May 2025 to fill the expanded role. The Community Policing Board was established in Fall 2025 to support the work of the auditor, providing community perspectives on their work. See link above to Police Auditor's report.
Share regular data reports and/or dashboards with the community.	2025 OPD Launched a data dashboard as part of the City's ClearPoint data page.	Police	DC Brady	Complete	Updated annually. OPD Data Dashboard
<i>Share regular data reports and/or dashboards with the community.</i>	2026 OFD Launched a dashboard on ClearPoint data page.	Fire	Chief Flowers	Complete	Will likely add more metrics in the future but started with four. Data updated annually. OFD Data Dashboard
Establish success metrics for all public safety system programs and use data to increase efficiencies and effectiveness in all parts of the system.					
Proactively seek out new ways to collect data, including enhancing data collection and sharing with Thurston County and the State of Washington,					

Strategy 1.4: Develop a healthy and inclusive workforce that reflects our community's values

Action	Deliverable	Department	Staff	Status	Notes
Develop a comprehensive, inclusive, and innovative recruitment strategy to diversity the City's public safety system staff to be more representative of community demographics.	OFD increased recruitment and engagement with local community colleges and universities to hire staff representative of community demographics.	Fire	Chief Flowers	Ongoing	OFD also occasionally partners with Thurston County Medic One on recruitment events. Most recently OFD participated in recruitment events at Pierce College, Tacoma Community College, and Central Washington University
<i>Develop a comprehensive, inclusive, and innovative recruitment strategy to diversity the City's public safety system staff to be more representative of community demographics.</i>	OPD strives to hire the best qualified applicants while being ever mindful of the need to enhance diversity. OPD strives to recruit diversity in our staff and this can be seen in an examination of recent hiring that includes many diverse individuals.	Police	DC Brady	Ongoing	In past couple years OPD attended career events at Olympia High School, Capital High School. South Pudget Sound Community College, Central Washington University, University of Washington Tacoma, Washington State University and career events specifically for Women in Law Enforcement (UW Tacoma) and Veterans Career fairs at Joint Base Lewis-McChord.
Recruit and hire more multilingual staff.	OPD has hired more multi-lingual staff in the last few years. OPD also offers bilingual allowances for staff that qualify <i>Guild, Teamsters, Sgts</i>	Police	DC Brady / Whittney Ramirez	Ongoing	Currently - Spanish, Portuguese, Russian and Mongolian

Hire, retain and promote staff that are in alignment with the culture and values of our city; demote and remove staff that are not in alignment.	Promotional processes intentionally included community members from the Social Justice & Equity Commission/Community Policing Board etc.	Police	DC Brady	Ongoing	Members of the Community Policing Board and Social Justice & Equity Commission have participated in the most recent lieutenant promotion process, and sergeant promotion process to ensure alignment with community values and increased community participation in law enforcement.
<i>Hire, retain and promote staff that are in alignment with the culture and values of our city; demote and remove staff that are not in alignment.</i>	OPD has focused heavily on our hiring and recruitment to ensure staff values align with the values of our city. This is further promoted through our rigorous training programs.	Police	DC Brady	Ongoing	
Develop a comprehensive, trauma-informed, trauma-responsive and holistic approach to ensure public safety system staff safety, health and wellness.	In the past 2-3 years OPD worked very hard to increase staff health and wellness. Joined The Counseling Team International (TCTI) to provide free mental health services to employees. Also added a new health screening program called Sigma Tactical.	Police	DC Brady	Complete	Sigma Tactical provides advanced screening to look for signs of cardiac or other medical related issues with employees.
Explore more ways to help ensure public safety staff feel safe and supported when they are on-and off-duty.	OPD Peer Support expanded their program to include civilian staff.	Police	DC Brady	Complete	OPD provides initial training for members joining the team, annual meeting of all peer support team members, and other trainings as available.
<i>Explore more ways to help ensure public safety staff feel safe and supported when they are on-and off-duty.</i>	OFD expansion of their Peer Support program.	Fire	Chief Flowers	Complete	Program started in 2019 and established a policy in 2020. The department has intentionally expanded the program in the past few years and now has 14 members. They meet quarterly as a team and participate in trainings, as well as County level training opportunities twice a year.
<i>Explore more ways to help ensure public safety staff feel safe and supported when they are on-and off-duty.</i>	City offers Ready Rebound benefit services to improve staff access to care after on the job injury, and facilitate faster recovery and return to work.	Human Resources	Whittney Ramirez	Complete	Started with OFD in 2019 and incrementally expanded until all City staff were included in 2025
Look at offering early retirement or other transition opportunities in response to the toll that strenuous conditions, burnout, and stigma can have on staff members.					
Create a culture in which public safety staff challenge themselves to always be a curious, innovative, and learning organization.	OPD encourages staff to always be learning and seeking training opportunities for growth. OPD has focused heavily on training to make sure staff is on the forefront of learning. Chief Parker has implemented opportunities for employees to make suggestions for changes that will be thoroughly reviewed and considered by the administration.	Police	DC Brady	Ongoing	City has had a long history of investing in OPD officer training. All officers have at least 80 hours of training available per year compared to the state requirement of 24 hours. In 2025 OPD invested an average of 97.2 training hours per commissioned officer. Additional training data is available on the OPD Data Dashboard

Strategy 1.5: Regularly and proactively communicate about public safety in Olympia

Action	Deliverable	Department	Staff	Status	Notes
Ensure the community has easy, reliable, clear, timely, and accessible access to City public safety information.	In February of 2024 OPD added a Facebook page to their social media presence to increase regular communication with community.	Police	DC Brady	Complete	Social media - Facebook, Instagram, X, Neighbors, Nextdoor.

Ensure the community has easy, reliable, clear, timely, and accessible access to City public safety information.	Unmanned Aerial Systems (UAS) Web page - post information to the website on about each usage of UAS generally within a week. Flock transparency portal - provided monthly reports on FLOCK usage, including types and number of cases as well as success stories. Flock page was sunset after the program was ended.	Police	DC Brady	Complete	Link to UAS website
Ensure the community has easy, reliable, clear, timely, and accessible access to City public safety information.	OFD added a Facebook page to increase regular communication with community in 2023	Fire	Chief Flowers	Complete	OFD looking at additional and alternative tools to increase their ability to communicate with the community.
Host meetings and share information in spaces where people already gather; use community partner networks and connections to share and gather information more effectively.					
Ensure cultural humility and fairness in official statements, publications and web content.					
Establish and regularly report on clear metrics of success for all public safety programs and services.	OFD Dashboard launched in 2026 on the City's performance and budget page	Fire	Chief Flowers	Complete	Dashboard includes four measures: number of calls, responses, performance and reliability. See link in Strategy 1.3
Ensure easy and regular access to crime statistics.	OPD Data Dashboard includes crime stats, as does OPD weekly update	Police	DC Brady	Complete	Dashboard launched in 2025, additional measures added in 2026 for a total of 11 measures. See link in Strategy 1.3
Provide more education to the community on what the municipal public safety system can do with regards to enforcement, investigation, prosecution and sentencing.					
Regularly acknowledge and share with the community the challenges associated with public safety; helping the community to understand the intersections amongst different parts of the system, mental health, economic disparity, substance use, etc. Regularly share the innovations, the progress made on addressing issues, and achievements of the staff, programs, and apartments within the City's public safety system.	OPD regularly communicates with many community groups regarding these challenges. Particularly through Community Policing and Outreach Services (neighborhood meetings, Community Academy, Coffee with a Cop)	Police	DC Brady	Ongoing	In 2025 the Neighborhood Police attended 98 meetings and events with non-profits, community groups, neighborhood organizations, businesses and service organizations. Chief Parker also attended meetings with local faith based groups, non-profits and community organizations. In 2025 Outreach Services staff attended 10 community events.
Close the loop whenever the public is engaged - do a better job of letting them know how their input is used and draw clear connections to decisions, and changes in policies and programs.					
Other related	Council Study Session with representatives from the District Court, Prosecution, and Public Defense to update the City Council and community on the transition of Olympia's court services.	Courts/ Prosecution/ Public Defense	Bryanna Pinkston / Diane Whaley	Complete	Link to Council Study Session Recording

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Goal 2: Reduce overall crime by addressing root causes

Strategy 2.1: Develop and expand resources to address root causes of individuals engaging with the public safety system

Action	Deliverable	Department	Staff	Status	Notes
Promote the safety of the houseless community by expanding access to low-barrier transitional and temporary shelter and supportive housing options while reducing unlawful encampments.					
Lobby the state legislature for funding for a Mental Health Crisis Facility to provide a resource for people diverted away from the criminal system or in need of additional crisis support.					
Lobby the state legislature for funding to establish and operate long-term mental health care facilities to divert individuals away from the jail or hospital and reduce the likelihood of them being released back onto the street with little or not connection to care.					
Lobby for reforms to the mental health system to allow for people to be committed without consent when they are a danger to themselves or others.					
Coordinate across government and non-governmental programs to proactively address the substance use disorder and overdose crisis in way that moves people towards stabilization, recovery and wellness.					
Explore innovative policy around decriminalization of substances and safe supply to address the overdose crisis					
Lobby the state legislature for funding for more substance use disorder treatment facilities with capacity to accept individuals immediately					

Strategy 2.2: Support successful community reentry and stabilization of justice-involved individuals

Action	Deliverable	Department	Staff	Status	Notes
Remove systemic barriers to stabilization (ex. Access to supportive housing, affordable housing, employment, etc.)	Public Defense has had a grant with Washington State Office of Public Defense since 2018 for a part time, 16 hour per week Social Services Worker.	Public Defense	Diane Whaley	Ongoing	Public Defense actively pursues this grant every year to maintain this position. The Social Services Worker connects justice involved defendants with services such as drug and alcohol services, mental health, housing, etc.
Ensure the planning and resourcing for reentry is strongly aligned an in collaboration with existing local non-governmental organizations.					
Provide supportive living environments where individuals have peer support and can establish community.					
Prior to release, prioritize establishing permanent supportive housing for chronically houseless individuals with mental health and/or substance use disorders.					

Invest in developing new opportunities for formerly justice-involved individuals to achieve stability through economic opportunity, including education, technical skills training and/or entry-level employment.					
Develops way for community members that are incarcerated with the Department of Corrections and/or Thurston County to work with City-employed peer counselors to connect with reentry services and develop a comprehensive reentry plan well before reentering the community.					
<i>Other related</i>	In 2026, Mental Health Probation became available to Olympia through the District Court.	Courts/Prosecution	Bryanna Pinkston	Ongoing	With the transition to the County for court services, City Prosecutors can request that individuals needing additional mental health support be placed on Mental Health Probation, instead of traditional Probation, to provide additional hands-on support. This is a new opportunity since transitioning court services to Thurston County District Court.

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Goal 3: Acknowledge and correct the disproportionate impacts the public safety system has on marginalized community members

Strategy 3.1: Work towards healing the community from harm created by the public safety system

Actions	Deliverable	Department	Staff	Status	Notes
Acknowledge the historical wrongs perpetrated by the public safety system.					
Acknowledge the disproportionate impacts the public safety system has on marginalized community members.					
Educate public safety staff in the disproportionate impacts the system has on marginalized community members.	OPD has had numerous required CJTC trainings on these topics to include: LGBTQ+ Core Competency; The Criminal Legal System: Structural Inequalities, Monetary Sanctions, Policy and Reform; People First: Awareness, Challenges, and Response to Poverty and Recidivism; Understand the Diversity and Complexity of Asians and Asian American Communities; Introduction to the Historical Intersection of Race and Policing; Who are Sikhs?; Introduction to Indigenous Concepts and Culture.	Police	DC Brady	Ongoing	
Educate public safety staff in the disproportionate impacts the system has on marginalized community members.	Continued DEI training at code enforcement annual conferences and ongoing training discussions.	Code Enforcement	Dalton Maurer	Ongoing	Washington Association of Code Enforcement hosted 2022 DEI training presented by Be Culture. Training titled "DEI as Customer Service, Evaluating Codes with Equity in Mind, Enhancing Compliance with DEI-Sensitive Education Practices"
Engage with historically marginalized community members to co-create a comprehensive plan for how to repair relationships and work towards healing the community from harm and trauma associated with the public safety system.	OPD is actively emphasizing this work by meeting with different groups throughout our community to build relationships and work toward healing. Chief Parker participated in many meetings hosted by local faith centers particularly focused on responding to community concerns in the past year.	Police	DC Brady	Ongoing	Some examples are the Islamic Center of Olympia, Temple Beth Hatfilo, PFLAG, and the NAACP.

Strategy 3.2: Build authentic relationships with marginalized community groups

Actions	Deliverable	Department	Staff	Status	Notes
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Commit to regular meaningful engagement with a diversity of community groups throughout the year to intentionally learn about their cultures, interests, perceptions and concerns.	Chief Parker has heavily emphasized this throughout the last year meeting with very diverse groups throughout our community. Community Policing and Outreach Services also supporting this work, meeting with various community groups.	Police	DC Brady	Ongoing	In 2025 the CRU Team started collaborating with the Thurston County Project SAFER (Special Assistance for Emergency Response) to build trust with community members who have developmental disabilities and their families. They attended a number of relationship building events, and started offering home visits which can be requested through the Thurston County SAFER program website.
Host and participate in community conversations, special events, gatherings, service projects or informal activities with community members.	OPD staff regularly participate in informal community activities such as Coffee with a Cop, and pop-up events in the summer at local splash parks.	Police	DC Brady	Ongoing	
Provide resources to support and/or leverage existing information gatherings and events as opportunities to make connections and build relationships.					
Collaborate on reporting hate crimes, sharing public safety data and identifying solutions.					

Strategy 3.3:Develop equitable and anti-racist procedures, policies, and services

Actions	Deliverable	Department	Staff	Status	Notes
Use data and community input to understand, communicate and educate about the disproportionate impacts the public safety system has on marginalized community members.					
Regularly audit all existing policies and procedures using a pro-equity and anti-racist lens.	OPD Policy Committee regularly reviews and updates policies and procedures. The Civilian Police Auditor also includes recommendations for policy and procedure updates based on their findings.	Police/City	DC Brady/ Whittney Ramirez/ Margo Morales	Ongoing	
Use an equity framework to evaluate all new operational changes, policies, and programs.	City developed an equity framework that launched January 2, 2023 for staff to use when working on changes to policies, programs, and moving forward projects.	City	Keli Drake	Complete	Equity statements should be included in all staff reports coming before Council.
Proactively and regularly engage with professional organizations that promote and educate about equitable and anti-racist public safety.	Chief Parker and the administration have had meetings with NAACP and other groups, and plan to continue having meetings with these groups to work collaboratively.	Police	DC Brady	Ongoing	Some examples are the Islamic Center of Olympia, Temple Beth Hatfilo, PFLAG, and the NAACP
Ensure that all people encountering the public safety system are treated with respect, including respecting chosen names, pronouns, and gender identify.	OPD policy requires and addresses this issue. OPD regularly trains and encourages our employees to always be respectful. OPD members are held accountable to our policies when in violation of these standards.	Police	DC Brady	Ongoing	Policy 318 - Interaction with Transgender Individuals was updated February 1, 2024 and Policy 320 - Standards of Conduct was updated December 21, 2022

<i>Ensure that all people encountering the public safety system are treated with respect, including respecting chosen names, pronouns, and gender identify.</i>	Code Enforcement has strongly focused on respectful communication, technical competence, and solution-oriented thinking. "Education before enforcement"	Code Enforcement	Dalton Maurer	Ongoing	Example: Relationship with a downtown community organization embodies this. Initial contact in 2021 had to rely on infractions to gain compliance with codes. Code Enforcement emphasized relationship building with this group, specifically through respectfully communication and emphasis on respecting preferred names and pronouns. Have had ongoing success supporting the group with addressing code complaints. Most recent interaction in 2025 were resolved through voluntary compliance, resulting in better outcomes for everyone involved.
Ensure the system is fully accessible for all community members, including those with a disability, who are neurodivergent and/or have a language barrier.	OPD has hired many bilingual speakers as well as contracts with Language Line to provide interpreter services to assist in communication where language barrier exists. In 2025 OPD completed 8 hr. training on Deaf Awareness and in 2026 moved to Axon Translate that interprets in real time more than 50 languages through officer's body cameras.	Police	DC Brady	Ongoing	Other recent related work includes officer trainings on interacting with community members with a disability, and community members with neurodivergence. OPD also met with stakeholders in the development of it's Body Worn Camera policy in 2022. In 2020 the Community Policing Division collaborated with a local Deaf/Hard of Hearing resource group in Olympia to develop a resource card to help with officer communications with deaf/hard of hearing drivers on traffic stops.
<i>Ensure the system is fully accessible for all community members, including those with a disability, who are neurodivergent and/or have a language barrier.</i>	Translation of Code Enforcement documents as-needed to support clear communication with customers.	Code Enforcement	Dalton Maurer	Ongoing	This service has been available through the State for sometime, however Code Enforcement recently became aware. They started using the State's contracted translation services in 2025 to support communication with customers on an as-needed basis.
Provide culturally and linguistically appropriate translation services, outreach and education to ensure the community understands the public safety system and how to use its services.					

Strategy 3.4: Expand and improve anti-racist and pro-equity training

Actions	Deliverable	Department	Staff	Status	Notes
Expand and improve on anti-racist and pro-equity training requirements and opportunities for all public safety system staff.					
Communicate the value of anti-racist and pro-equity training and connect that value back to the overall City and public safety system vision and values.					
Include inter-cultural development and an understanding of equity in staff evaluations, and professional growth and development plans (e.g. Intercultural Development Inventory).					
Intentionally create opportunities for staff to engage in formal and informal learning experiences (outreach, volunteering, recreational activities, etc.) with community members who are different from them.					
Ensure staff have ongoing safe and supportive spaces and resources for continued pro-equity and anti-racist learning, processing, and dialogue.					

Review existing training for inherent bias, reinforcing outdated practices and methods that are not in line with our city values.					
Emphasize de-escalation and non-violent methods for addressing conflict.	OPD Officer trainings regularly include de-escalation. The department offered a specialized de-escalation training for interactions with juveniles in 2024.	Police	DC Brady	Ongoing	Juvenile de-escalation training was in alignment with recommendation from the Civilian Police Auditor. De-escalation is woven into all department reality based training. All Use Of Force curriculum incorporates Reality Based Training.

Strategy 3.5: Examine when and how to eliminate or significantly reduce fines and fees that are inequitable and have a disproportionate impact on low-income and marginalized groups

Actions	Deliverable	Department	Staff	Status	Notes
Prioritize eliminating or significantly reducing fines and fees for individuals who are unable to pay.					
Join with other municipalities and/or a statewide system for waiving or resolving fees to help people become relicensed.					
Reform the bail process to address the lack of equity for individuals experiencing poverty.					
Improve coordination amongst departments and record-keeping to prevent onerous and inappropriate assignment of fees.	Aligned Body Worn Camera and Public Records Request fee structure with best practices adopted by other municipalities. Ensuring transparency and responsive access to records, and that the system is designed to serve everyone.	Police/City Clerks Office	DC Brady	Complete	The previous fee structure was not aligned with best practice. Update was completed in September of 2024. The work was a partnership between the City Clerk's Office and OPD Records Staff to bring the fee structures into alignment with best practices.
Streamline the process to resolve fines and fees to prevent them from escalating and avoid an individual needing to navigate the court system.					

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Goal 4: Reduce the number of individuals who connect initially and repeatedly with law enforcement and the criminal justice system

Strategy 4.1: Expand the availability and use of unarmed crisis responders

Actions	Deliverable	Department	Staff	Status	Notes
Provide more training to emergency call center/911 operators on how to identify community needs that may be handled by non-law enforcement responders.					
Use technology solutions to provide or known alternative responders to be called when an individual is experiencing a mental health crisis; this can include case workers, family members, peer navigators, mental health professionals, etc.					
Provide education on what the Crisis Response Unit can and can't do when responding to a call.	Community Policing and Outreach Services regularly share with community at meetings/events about CRU's role in the system	Police	DC Brady/Ren Emerson	Complete/Ongoing	In 2025 the Crisis Response Unit attended 10 community events to increase awareness about the program and their services. The Neighborhood Policing Unit also regularly shares about CRU when attending neighborhood and community meetings.
Ensure the public has a direct way to request the Crisis Response Unit.	CRU can be requested directly by contacting Dispatch.	Police	DC Brady/Ren Emerson	Complete	Call non-emergency dispatch or 911. Neighborhood Police Officers frequently share with community on how to access CRU services. Dispatch will still triage the call, so if not appropriate to send CRU will send a different resource.
Explore co-response models that include embedding a social workers with first responders.					
<i>Other related</i>	C.A.R.E.S program established in 2023 and provides short term case management services. Serves as a pathway/connection point between emergency services and applicable social service programs.	Fire	Chief Flowers	Complete	The C.A.R.E.S. team strives to support a healthier community and reduce reliance on the 911 system and local emergency departments for non-acute concerns.
<i>Other related</i>	OPD has an in-house Designated Crisis Responder (DCR) - The model is primarily Alternative Response but as needed can co-respond with Officers/CRU	Police	DC Brady/Ren Emerson	Complete	Original pilot program contract with Olympic Health and Recovery Services (OHRS) in February 2021.Full contract started in September 2021. Provides better follow up and response times. Creates better outcomes for individuals.

Strategy 4.2: Develop and expand pre-arrest and pre-booking diversion programs

Actions	Deliverable	Department	Staff	Status	Notes
Prioritize diversion options first; wherever possible, don't exclude people because of their prior criminal history.					
Create more diversified options for diversion prior to an arrest.					
Build a more robust and available network of services to meet the needs of individuals that are being diverted.					

Ensure that required activities within diversion (e.g., domestic violence treatment) are available locally.					
Make diversion requirements available at low or no cost to participants.					
Expand partnerships with community-based non-profit organizations to create more opportunities to resolve cases before filing and after charges are filed.					
Regularly evaluate partners being used for diversion programs and ensure that they are not creating barriers to participants being able to use or succeed within their programs.					
Use the LEAD diversion model to provide intensive case management services in lieu of charging and booking individuals who have committed low level drug crime and "nuisance crimes," and have continual repeat contact with law enforcement due to their behavioral health issues and poverty.					
Develop a resource for mediation to respond to non-criminal activity or situations that do not require a mental health response.					

Strategy 4.3: Offer restorative practices and transformative justice options

Actions	Deliverable	Department	Staff	Status	Notes
Learn about and offer safe and equitable restorative justice practices where victims and offenders can choose to be involved in structured conversational processes where a victim can voice how they have been affected and the offender to take full responsibility and be present for the development of a restitution agreement,					
Access local and state resources to educate the community about restorative and transformative justice practices.					

Strategy 4.4: Expand the availability and use of therapeutic courts

Actions	Deliverable	Department	Staff	Status	Notes
Expand the availability and eligibility for Community Court.					
Establish additional evidence-based therapeutic courts, such as Substance Use Court, Mental Health Court and Veteran's Court as an intervention option that provides supervision, accountability and access to treatment services.					

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Goal 5: Ensure the public safety system is accessible and responsive

Strategy 5.1: Ensure the public safety system is accessible and supportive

Actions	Deliverable	Department	Staff	Status	Notes
Proactively develop materials and tools that help community members understand better how to navigate the public safety system.					
Expand support available to victims of all crimes, including those without a suspect, to help them access the system, navigate the system and take the necessary steps to help remedy their situation.	In May 2021 hired a second victim advocate. Prosecution now has two full time advocates expanding capacity to support victims.	Prosecution	Bryanna Pinkston	Complete/Ongoing	Previously were only doing DV crimes. With the additional staff support they were able to expand to "general victim advocate crimes" in August of 2021
Ensure victims and defendants can get ready access to reports, filings and other documents they need to understand the status of and expedite their case (e.g., police reports).	Public Records information is readily available and information is provided on OPD's website for how to obtain reports and information.	Police	DC Brady	Complete/Ongoing	Implementation of Body Worn Cameras (BWC) created a new position within Records dedicated to responding to requests, and created an additional IT support position to support digital records. See additional notes on public records requests fee structure related to BWC in Strategy 3.5
Invest in a municipal facility that supports crisis resolution, detox, medical respite for the houseless and support and space for diversion and therapeutic court options.					
Ensure that individuals in the jail have safe and equitable access to their public defenders, and support service providers.	As of February 2026, public defenders now have two allotted days per week for one hour each to allow confidential client meetings via Zoom with Olympia inmates housed in Nisqually Jail.	Public Defense	Diane Whaley	Complete/Ongoing	Lt. Wyllie at OPD and Diane have worked extensively over the last year to improve access to council. This includes many steps that have been taken with the Nisqually Jail to include more access to tablets and set hours to provide access and support. Over 80% of sexual assault survivors choose not to report their experiences to law enforcement—often due to fear they will not be believed or that the process will retraumatize them. Seek Then Speak provides a safe, trauma-informed alternative that puts control back in the hands of survivors. Link to Seek Then Speak website
<i>Other Related</i>	In 2025 OPD detectives launched an alternative reporting program for victims of sexual assault. "Seek Then Speak" is a confidential and interactive tool that helps adult (18 and above) survivors of sexual assault find information, explore support options, and begin the reporting process - on their terms.	Police	DC Brady	Complete	

Strategy 5.2: Evaluate public safety system staffing levels

Actions	Deliverable	Department	Staff	Status	Notes
Evaluate current public safety system staffing levels in relationship to the growing community needs and expectations for moving individuals towards wellness, expanding the collection and use of data and enhancing call responsiveness.	Completed Community Risk Assessment and Standards of Cover at the end of 2025. This document outlines the community needs relating to fire department performance and response.	Fire	Chief Flowers	Complete	
<i>Evaluate current public safety system staffing levels in relationship to the growing community needs and expectations for moving individuals towards wellness, expanding the collection and use of data and enhancing call responsiveness.</i>	OPD staffing study was completed in 2023 and published in 2024. Recommendation was made for increased staffing levels. City Council approved an additional 9 police officer positions.	Police	DC Brady	Complete/Ongoing	Also recommended the expansion of Familiar Faces and an additional position was funded. Then, based on City budget the position was frozen, and ultimately cut for 2026.
<i>Evaluate current public safety system staffing levels in relationship to the growing community needs and expectations for moving individuals towards wellness, expanding the collection and use of data and enhancing call responsiveness.</i>	Expansion of CRU to include swing shift coverage in April 2023 and Walking CRU in January 2024	Police	DC Brady/Ren Emerson	Complete	

Evaluate current public safety system staffing levels in relationship to the growing community needs and expectations for moving individuals towards wellness, expanding the collection and use of data and enhancing call responsiveness.	Increase staffing in City Prosecutor's office to support traffic enforcement and establishment of therapeutic courts.	Prosecution	Bryanna Pinkston	Future Opportunity	
Ensure appropriate staffing to be response to community expectations for engagement, transparency and reporting, and communications.					
Review and implement policies for staffing levels that ensure manageable court caseloads in which individuals and cases can receive the time and attention needed, with an emphasis on parity between prosecution and public defense.	The City has added additional public defense case credits to ensure compliance with the Washington State Supreme Court's Standards for Indigent Defense to ensure manageable caseloads for public defenders so that criminal cases can receive the time and attention needed.	Public Defense	Diane Whaley	Complete/Ongoing	Case credit value has been increased along with a 10% reduction in maximum case credits allowed per public defender.
Review and implement policies for staffing levels to ensure call responsiveness is appropriate to call volume and needs as established using data.					

Strategy 5.3: Improve the responsiveness of emergency services

Actions	Deliverable	Department	Staff	Status	Notes
Increase the coordination and training for 911 dispatchers to ensure the right response entity is dispatched to a call for service.	The Assistant Chief of Emergency Medical Services (EMS) regularly attends Criteria Based Dispatch (CBD) – Quality Assurance/Quality Improvement Committee. In 2025 they completed a review of dispatch criteria related to Advanced Life Support (ALS) and Basic Life Support (BLS) calls for service.	Fire	Chief Flowers	Ongoing	
<i>Increase the coordination and training for 911 dispatchers to ensure the right response entity is dispatched to a call for service.</i>	OPD worked with TCOMM to draft a response protocol for the CRU team and TCOMM works hard to dispatch calls to CRU as appropriate.	Police	DC Brady	Complete	March of 2023
Right-size the response to the situation; start with the lowest level of department and staffing response needed to assess and respond to the situation.	From 2024 to 2025 the Deputy Chief of Operations reviewed run cards and made adjustment for the number of units and personnel responding to emergencies.	Fire	Chief Flowers	Complete	Run Card: Structured, often computerized, dispatch protocol that predetermines which emergency units respond to specific locations based on incident type and severity. It ensures the closest/most appropriate resources are deployed.
<i>Right-size the response to the situation; start with the lowest level of department and staffing response needed to assess and respond to the situation.</i>	OPD strives to adequately staff calls for service with appropriate resources and to use CRU as appropriate. This is an ongoing effort.	Police	DC Brady	Ongoing	The Civilian Police Auditor Workplan includes looking at opportunities for additional or more collaborative use of CRU and will make recommendations in their 2026 report
<i>Right-size the response to the situation; start with the lowest level of department and staffing response needed to assess and respond to the situation.</i>	OPD has implemented Community Service Officers (CSO) to respond to traffic control, found property, transport assistance, etc. <i>OPD plans to work on expanding the response of CSOs as appropriate and subject to labor negotiations.</i>	Police	DC Brady	Ongoing	Two positions were temporarily frozen in 2025 due to budget. Actively working to fill those vacancies in 2026 (total of 4 CSO positions)
Ensure that public safety system staff are responding to calls from community members, acknowledging requests and consistently following up with individuals					
Expand and resource the types of services that can be provided by unarmed peer responders <u>or an appropriate service provider to meet the level of need.</u>	OFD began providing low acuity ambulance transport by staffing two Aid Units that are staffed by two firefighter/EMTs.	Fire	Chief Flowers	Complete	Started in 2024, started billing in October 2024
Explore creation of a civilian investigation unit to respond to low-level property crimes and other situations in which people do not feel safe interacting with law enforcement.					
Establish clarity on what program and/or responders community members should contact for different public safety situations and needs; provide clear information and instructions for the community.	Community members should contact TCOMM Dispatch, who is the point of contact and has criteria for connecting the right response to the need. This information is regularly shared at community meetings and on social media educational posts.	Police/Fire	DC Brady/Chief Flowers	Complete/Ongoing	OPD and OFD continue to work with TCOMM to adequately identify the best response for situations. The primary contact for all services is through TCOMM via the emergency or non-emergency lines and they work to triage calls to the appropriate response. Officer and supervisors have the ability to also triage calls and shift calls to other resources such as CRU or OFD C.A.R.E.S. OPD has ensured that TCOMM has in clear instructions on how CRU should be dispatched.

Connect frequent and persistent users of the 911 system to long-term, holistic case management that can better address those individuals' behavioral and emotional health needs.	Familiar Faces Program (FF) was established in late 2018 as contracted employees. They became City staff in March 2021. An OPD staffing study in 2024 recommended the addition of another peer, however due to budget the additional position was ultimately cut.	Police	DC Brady/Ren Emerson	Ongoing	Due to current capacity for OPD Familiar Faces staff, they partner with community services likeCommunity Catholic Services' AJA Peer navigators to support community members.
<i>Connect frequent and persistent users of the 911 system to long-term, holistic case management that can better address those individuals' behavioral and emotional health needs.</i>	OFD Cares Program established in 2023. The C.A.R.E.S. team strives to support a healthier community and reduce reliance on the 911 system and local emergency departments for non-acute concerns. CARES program staff regularly engage with high utilizers of the 911 system to provide access to resources	Fire	Chief Flowers	Complete	

Strategy 5.4: Enhance coordination amongst different parts of the system, City and community-led response programs, and regional partners

Action	Deliverable	Department	Staff	Status	Notes
Organize the City's unarmed responders into a new "Community Safety Response" Department outside of the Police Department that would include, for example, Crisis Response Unit and Familiar Faces.					
Enhance ongoing coordination amongst the alternative and crisis response teams operating in the city, including both public and non-profit: Arrest and Jail Alternatives Program, Familiar Faces and Crisis Response Unit.	OPD Outreach Services has regular meetings with AJA, Downtown Stakeholders (Walking Patrol, Downtown Guides, AJA, Intercity Transit), Downtown Vibrancy, and Fusion. OPD Outreach Services regularly coordinates and shares information with AJA, OHRS, UGM, Interfaith, OFD CARES, Franklin Harm Reduction Center, Providence Street Med, Downtown Guides, Clean Team, Resource HUB, Family Support Center, Hope & Healing, CYS, APS, Catholic Community Services, DDA, and Intercity Transit.	Police	DC Brady/ Ren Emerson	Ongoing	2024 highlights: Alternative Mobile Services Association, Co-Responder Outreach Alliance, Peer Olympia, Arrest and Jail Alternatives (AJA), Olympic Health and Recovery Services (OHRS) Council of State Government (CSG), Thurston Co Resource Humb, Criminal Justice Training Commission. 2025 highlights: Co-Responder Outreach Alliance (CROA), Peer Olympia, AJA, OHRS, CSG, Thurston Co Resource Hub, Providence Street Medicine, Law Enforcement Action Partnership (LEAP) From Ren's List...
Physically co-locate with community partners engaged in public safety response (e.g., Arrest and Jail Alternatives Program).					
Ensure that contracts with community organizations to provide public safety support include a living wage for employees.					
Strengthen regional cooperation amongst law enforcement agencies that may co-respond or work closely with Olympia to help ensure our community's innovative and community-drive approaches are recognized and utilized by others.	This is an ongoing effort with all of our partner law enforcement agencies. See notes section for examples of recent regional cooperative efforts.	Police	DC Brady	Ongoing	Examples of cooperative efforts: Reginal Detectives Meetings including all Thurston County LE agencies. Re-establishing regional CompStat meetings. In July 2025 established the Special Investigations Response Team (SIRT) addressing regional crime trends. In 2022 established Regional Organized Retail Theft meetings with local retailers and local LE agencies.
Work closely with the local hospitals to identify more effective approaches to treating, holding and releasing individuals experiencing a mental health and/or substance use crisis.					
<i>Other related - coordination amongst different parts of the system</i>	OFD & OPD have done joint trainings for decades, however in the past 5 years there has intentional emphasis on joint reality based training for critical incidents and public order responses.	Police/Fire	DC Brady / Chief Flowers	Ongoing	Training Examples: Active shooter training, Public Order training, hyperactive delirium training. Draft policy provided by Lt Wyllie. These trainings are not just theoretical response plans in a classroom, but are hands on reality based trainings to improve coordinated responses and outcomes for the community. Established a new program and draft policies in 2021 for Tactical Emergency Medical Services (TEMS). Also established Hyperactive Delirium Protocol for coordinated response to individuals in crisis.
<i>Other related - coordination amongst different parts of the system</i>	In the last two years Prosecutors office staff have worked to strengthen relationships with OPD, attending trainings and being a resource for officers to ask questions and collaboratively solve issues.	Prosecution	Bryanna Pinkston	Ongoing	This Improves outcomes for victims, and defendants and improved access to resources.

Strategy 5.5: Address conditions or situations that contribute to people feeling unsafe

Actions	Deliverable	Department	Staff	Status	Notes
Expand the Neighborhood Policing unit so that officers not dedicated to responding to 911 calls can spend more time developing relationships with community members and addressing emerging issues of concern.	Due to staffing challenges, OPD has not been able to expand the unit. However the department maintains committed to the unit and its work in spite of staffing challenges as evident in their community engagement data.	Police	DC Brady	Ongoing	For the last few years the Neighborhood Policing unit (NPO) has not been consistently fully staffed do to patrol staffing needs as well as budget impacts with a staff positions eliminated at the end of 2024. In spite of these challenges the NPO team has remained committed to developing relationships and attending community meetings and events. 2022: 207 events 2023: 248 events 2024: 234 events 2025 161 events
Continue to invest in debris removal and maintaining clean public spaces and rights-of-way.	Code Enforcement focus heavily on safe and walkable streets and sidewalks and partner with Clean Team on debris removal.	Code Enforcement	Dalton Maurer	Ongoing	Meet weekly or at least biweekly with Clean Team supervisor to ensure problem areas are resolved, property lines clarified, and that the work gets done.
Proactively work with private owners, providing technical assistance, incentives, grants, etc., to increase property maintenance standards.	Share information, resources, and treat situations as a partnership with community members and stakeholders rather than just an expectation from the government	Code Enforcement	Dalton Maurer	Ongoing	Example: Cross-departmental work with OPD on a nuisance property where there was also a domestic violence case. Shared appropriate information with neighbors regarding the situation and provided victim with time to work through a protection order prioritizing their safety and security before following up about property maintenance standards and working on that portion.
Expand the staffing and hours for the Police Walking Patrol and/or other models to increase support for public safety in Downtown.	2024 established Walking CRU team for downtown. On foot and present in the downtown core.	Police	DC Brady	Complete	
Response quickly and proactively to neighborhood concerns (ex. Newly established encampments, illegal dumping, etc.)	City's CORE Team meets bi-weekly to discuss issues. Frequent contact and colaboration with other departments ensures effective coordination.	Code Enforcement/Police	Dalton Maurer/DC Brady	Ongoing	CORE Team consists of Homeless Response, Neighborhood Police, Clean Team, Parking Enforcement, Code Enforcement. Invite other departments/teams as relevant to upcoming projects. Plan to create the CORE team was pitched March of 2022 with first meeting following later that year.