



★ 2022 ★

JOINT BASE LEWIS-MCCHORD  
**GROWTH COORDINATION PLAN**

# Acknowledgements

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The 2022 JBLM Growth Coordination Plan was developed in close partnership with SSMCP’s regional partners and reflects the input and expertise of many participating stakeholders. Special acknowledgment is due to SSMCP staff, the Executive Leadership Team, and Working Group Chairs, as well those other stakeholders and subject matter experts who provided valuable input during individual interviews.

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## IDENTITY

SSMCP is a partnership of more than 50 members: cities, counties, tribes, nonprofits, corporations, organizations, and Joint Base Lewis-McChord.

## VISION

We seek to bridge military and civilian communities through innovative and flexible partnerships and performing mutually beneficial work in the South Sound.

## MISSION

We aim to foster communication and mutual benefit by coordinating amongst our partnership on complex issues affecting the military and civilian communities.



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# Executive Summary

The 2022 Joint Base Lewis-McChord (JBLM) Growth Coordination Plan (GCP) is the South Sound Military & Communities Partnership's (SSMCP) guiding document to support its mission of addressing issues that affect military and civilian communities around JBLM and to foster outcomes that are mutually beneficial for the South Puget Sound region.

The GCP was funded through a grant from the Office of Local Defense Community Cooperation (OLDCC) under the U.S. Department of Defense (DoD). The plan is a result of a collaborative effort among local, regional, state, federal, and tribal partners that is designed to create dialogue and collaboration around complex issues related to JBLM.

## Mission:

*“Develop a long-range action plan that assesses existing conditions, identifies opportunities for improvements, and establishes a framework of implementable and measurable action items that are designed to improve the quality of life in the JBLM region, while balancing military readiness and community interests.”*

The 2022 GCP builds on and updates the 2010 GCP. The current effort assesses the continued relevance of the strategies and priorities described in the 2010 GCP and, based on the assessment, modifies SSMCP Work Plan priorities. Many of the work plan recommendations outlined in the 2010 GCP have been completed. Likewise, the SSMCP has spearheaded completion of the 2015 Joint Land Use Study (JLUS) and most of its recommendations.

Conditions in the region have changed since the 2010 GCP was written. The joint base was established in October 2010, followed by the establishment of the SSMCP in May 2011 – one of the major recommendations from the 2010 GCP. Combat operations in Iraq and Afghanistan have ended. Following the drawdown of forces, the recurring rotational deployments to Iraq and Afghanistan that had such a stressful influence on military families have virtually ceased.

Underpinning this effort is the recognition of interdependency of JBLM and the broader South Puget Sound region. JBLM's economic impact is considerable; JBLM has an estimated \$9 billion in salary/wage earnings that helps to produce almost \$14 billion in gross output which translates into \$2.25 billion in revenue for federal, state, and local governments. Regional economic conditions; transportation and utility infrastructure; housing availability; land use development patterns; public safety and emergency services; environmental quality; and access to health care, social services, education, and child care resources all have the potential to enable or hinder the mission readiness of the joint base and its more than 38,000<sup>1</sup> service members and their families.

Conversely, the presence of JBLM in the region places weight on the broader community infrastructure. With 71% of the active duty force and a total of 87% of the JBLM workforce living off-base in JBLM's surrounding communities, this assessment was very much needed. Recent growth stems from new unit stationing on JBLM. As an example, a new Security Force Assistance Brigade and a new Multi-Domain Task Force are now stationed on JBLM. The United States Air Force moved its C17 training school to JBLM. Assigned military strength continues to expand. Over the analysis period of fiscal years 2003 to 2020, JBLM added approximately 10,596 full-time military personnel, which represents a 54 percent expansion.<sup>2</sup>

Some impacts are specific to a military installation, such as noise from aircraft or training operations. Other impacts are similar to those that occur with any major population center: housing demand, traffic congestion, demand for health care, child care and other services.

While the Washington State Growth Management Act (GMA) recognizes the vital nature of military installations to the state's economy and encourages the protection of land surrounding military installations from incompatible development, the

<sup>1</sup> Source: Plans, Analysis, and Integrations Office at Joint Base Lewis-McChord, 2021.

<sup>2</sup> Ibid.

As of 2021, there were approximately 54,355 active duty service members, civilians, and contractors supporting JBLM. JBLM forecasts its military personnel and civilian population to increase by 2,537 persons by 2026.

unique needs and impacts of military installation growth are not well-accounted for in local and regional community planning processes. The SSMCP and GCP are intended to meet this planning need through coordination among military, community, and tribal partners to ensure the continued viability of JBLM and a high quality of life for all members of the South Sound community.

The 2022 GCP provides a summary of the analysis performed during the course of the study; documents guidance received from stakeholders, including SSMCP membership and the broader public; and a set of recommended strategies that will form the basis of SSMCP's ongoing work plan.

The study is structured around analysis of 11 core resource areas. The resource areas provided the starting point for research and organized the initial development of recommended strategies. The study began by investigating a similar set of resource areas that structured the 2010 GCP. This provided continuity in the analysis and allowed the SSMCP the opportunity to evaluate progress toward completing the objectives in the 2010 study.

During the course of the existing conditions research, the land use and housing resource areas were combined and a climate change resource area was added. SSMCP serves as a legislative advocate on behalf of local governments and the JBLM military community. This work includes, but is not limited to, promoting information sharing and regional collaboration. Advocating for a shared regional legislative agenda is more influential and effective when many local jurisdictions speak with one voice. The success of SSMCP's legislative priorities have demonstrated this.

The 2022 JBLM GCP provides a robust work plan to drive SSMCP efforts for the next ten years with the ultimate goal of enabling a high quality of life for military families and the region as a whole.

While this study began by examining issues focused on the 11 core resource areas, many of the most pressing issues facing the region are cross-discipline in nature or simply one piece of a larger picture. The greatest needs identified in this study largely align with the pressing needs for the region as a whole.

The GCP presents the SSMCP with a recommended 2023-2024 SSMCP Work Plan. The near-term work plan represents the highest priority and short-term implementation strategies as summarized below:

- Support development of and access to on- and off-base housing
- Advocate for occupational licensure portability
- Pursue funding for I-5 corridor improvements
- Measure and communicate the economic benefits of JBLM to the region
- Support improvements to family and child care provider communications and connections
- Support behavioral health care initiatives that expand services
- Implement land use compatibility in policies and at the North Clear Zone
- Evaluate and update working group work plans
- Support regional initiatives to address military family food insecurity
- Support DoD efforts to address climate change and mitigate impacts to mission readiness

#### 11 core resource areas:

- Economics
- Transportation
- Land Use
- Housing
- Education and Child Care
- Social Services
- Health Care
- Public Utilities and Infrastructure
- Public Safety
- Quality of Life
- Climate Change

# 1

# Introduction

## Growth Coordination Plan Purpose

The 2022 Joint Base Lewis-McChord (JBLM) Growth Coordination Plan (GCP) is the South Sound Military & Communities Partnership’s (SSMCP) guiding document to support its mission of addressing issues that affect military and civilian communities around JBLM and to foster outcomes that are mutually beneficial for the South Puget Sound region. The GCP is funded through a grant from the Office of Local Defense Community Cooperation (OLDCC) under the U.S. Department of Defense (DoD). The plan is a result of a collaborative effort among local, regional, state, federal, and tribal partners that is designed to create dialogue around complex issues related to JBLM and the South Sound region. The 2022 GCP updates the 2010 GCP, which led to the formation of the SSMCP. The current effort assesses the continued relevance of the strategies and priorities described in the 2010 GCP and, based on the renewed assessment, modifies SSMCP Work Plan priorities.

### Executive Leadership Team

- Joint Base Lewis-McChord
- City of Lacey
- City of Lakewood
- Pierce County

### Steering Committee

- City of DuPont
- Nisqually Tribe
- Puget Sound Energy
- City of Tacoma
- Thurston County
- City of University Place
- City of Yelm

### Working Group Chairs

- Bates Technical College
- Care Partners
- Clover Park School District
- Cohen Military Family Clinic
- City of Olympia
- Pierce Transit
- Tacoma-Pierce County Chamber of Commerce
- Thurston Regional Planning Council
- Thurston Chamber of Commerce
- United Way-Pierce County
- Washington State Department of Transportation

Underpinning this effort is the recognition of interdependency of JBLM and the broader South Puget Sound region. Regional economic conditions; transportation and utility infrastructure; housing availability; land use development patterns; public safety and emergency services; environmental quality; and access to health care, social services, education, and child care resources all have the potential to enable or hinder the mission readiness of the joint base and its more than 38,000<sup>3</sup> service members and their families. Conversely, the presence of JBLM places weight on regional infrastructure. Some impacts are specific to a military installation, such as noise from aircraft or training operations. Other impacts are similar to those that occur with any major population center: housing demand, traffic congestion, demand for health care, child care and other services.

While the Washington State Growth Management Act (GMA) recognizes the vital nature of military installations to the state’s economy and encourages

<sup>3</sup> Source: Plans, Analysis, and Integrations Office at Joint Base Lewis-McChord, 2021.



the protection of land surrounding military installations from incompatible development, the unique needs and impacts of military installation growth are not well accounted for in local and regional community planning processes. The SSMCP and GCP are intended to meet this planning need through coordination among military, community, and tribal partners to ensure the continued viability of JBLM and a high quality of life for all members of the South Sound region.

## Using This Document

The 2022 GCP provides a summary of the analysis performed during the course of the study; documents guidance received from stakeholders, including SSMCP membership and the broader public; and a set of recommended strategies that form the basis of SSMCP's ongoing work plan.

The study is structured around analysis of the following 11 core resource areas:

- Economics
- Transportation
- Land Use
- Housing
- Education and Child Care
- Social Services
- Health Care
- Public Utilities and Infrastructure
- Public Safety
- Quality of Life
- Climate Change

The resource areas provided the starting point for research and organized the initial development of recommended strategies. The study began by investigating a similar set of resource areas that structured the 2010 GCP. This provided continuity in the analysis and allowed the SSMCP the opportunity to evaluate progress toward completing the objectives of the 2010 study. During the course of the existing conditions research, the resource areas were refined; the land use and housing resource areas were combined and a climate change resource area was added.

This document briefly summarizes background information on JBLM and the South Sound region, the planning process used to prepare the GCP, and the key findings from the existing conditions research and needs assessment. The final recommended strategies and implementation guidance, including a recommended SSMCP Work Plan for 2023-2024, form the heart of the GCP. Concluding thoughts and supporting appendices are included. This document is structured as follows:

**Chapter 2, Plan Setting and Background** defines the GCP Study Area and provides important background information on JBLM and the service member and military-related population, study area demographics, the economic impact of JBLM to the region, and the impact of military growth. A brief history of the 2010 GCP is provided followed by information on the formation, mission, and accomplishments of the SSMCP.

**Chapter 3, Needs Assessment** provides a condensed summary of the key findings from the existing conditions research and needs assessment for each of the study's core resource areas. The key needs identified in this section provide the problem statements that each of the recommended strategies intend to address.

**Chapter 4, Recommended Work Plan** outlines the approach used to prioritize and track implementation of the 26 overarching strategies recommended by this GCP and presents a recommended SSMCP Work Plan for 2023-2024, strategies for future work plans, and work plans for each working group.

**Chapter 5, Conclusion** offers closing thoughts on the future of the SSMCP and the region and how SSMCP can continue to provide the greatest benefit to the quality of life of the military and broader community in the South Sound region.

**Chapter 6, Strategies** contains detailed descriptions of each of the 26 recommended strategies, presented in priority order as determined by the SSMCP Steering Committee.

Appendices include:

**A. GCP Process Summary** contains a detailed overview of the planning process used to prepare the 2022 GCP.

**B. SSMCP Memorandum of Agreement** establishes the SSMCP Purpose, Objectives, Responsibilities, Membership, Funding, and Subcommittee formation.

**C. Stakeholder Participation Program** describes the approach to engagement of stakeholders, subject matter experts, and the broader community.

**D. Existing Conditions Report** includes an Executive Summary and ten Technical Memos containing findings from the existing conditions research needs assessment. The appendix includes summaries of the public survey results and stakeholder interviews.

**E. Needs and Recommendations Memos** outline draft recommended strategies intended to address each of the needs identified during the needs assessment. The draft recommendations were further refined following Steering Committee review, resulting in the final GCP strategies.

# 2

## Plan Setting and Background

### Regional Setting

The 2022 JBLM GCP Study Area is comprised of all land and cities within the bounds of Pierce and Thurston counties. The boundaries were selected for this study because Pierce and Thurston counties experience the most growth impacts from JBLM. While JBLM employment and associated economic

impact have a major role in the greater Puget Sound region, they are not felt to the extent that they are in the South Sound. Situated at the southern edge of the Puget Sound region, Pierce and Thurston counties both have a growing economy, diverse residents, and employment opportunities covering a broad range of industries.

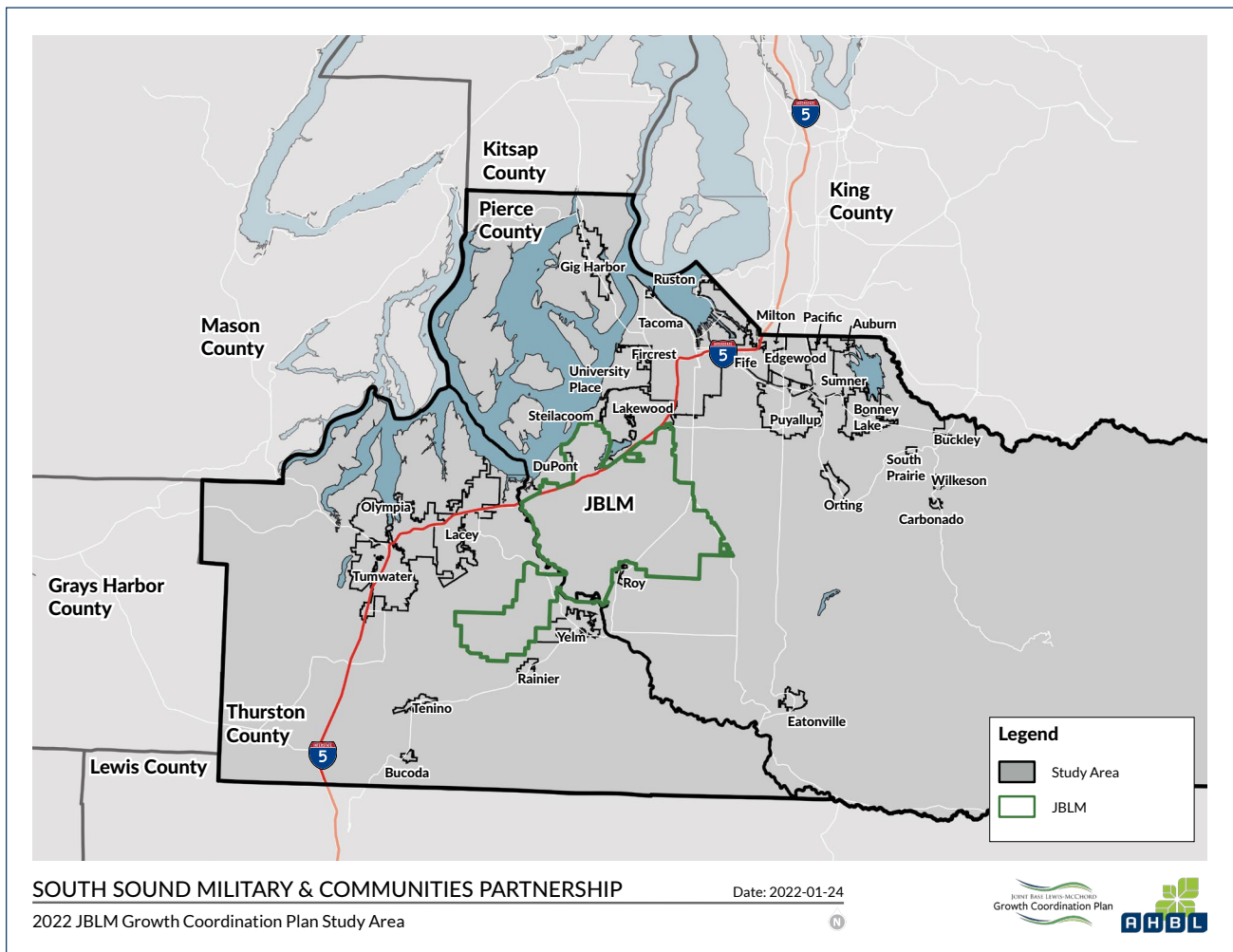


Figure 2.1: 2022 JBLM Growth Coordination Plan Study Area

## Pierce County

Pierce County is home to JBLM. As of the 2020 Census, the Pierce County population was 921,130,<sup>4</sup> up from 795,225 in 2010,<sup>5</sup> making it the second-most populous county in Washington behind King County, and the 61st-most populous in the United States. The Pierce County portion of the study area includes 23 cities and towns, seven unincorporated urban growth areas, as well as Camp Murray, the Port of Tacoma, and the Puyallup Tribe and Muckleshoot Tribe reservations.

## Thurston County

Thurston County's population, as of the 2020 census, was 294,793.<sup>6</sup> The county seat and largest city is Olympia, the state capital. The Thurston County portion of the study area includes eight cities and towns and the Port of Olympia, and the Nisqually Indian Tribe and the Squaxin Island Tribe reservations.

## Service Members in the Community

Where service members live within the study area has changed over time. In 2010 service members were predominately living close to base, but since then they have shifted their home locations with more moving south into Thurston County and the Lacey/Olympia area, likely due to lower housing costs and general housing availability. Figure 2.2 shows the distribution of the service member population in the study area, based on data provided by the Plans, Analysis, and Integrations Office at JBLM for 2021. The mapped data shows only service members and does not include their families. Lacey and adjacent areas to the west of JBLM are home to the greatest numbers of service members, followed by DuPont, Lakewood, unincorporated Thurston County and the Yelm area, and the Spanaway/Bethel area. Refer to Appendix A (GCP Process Summary) for more specific data.

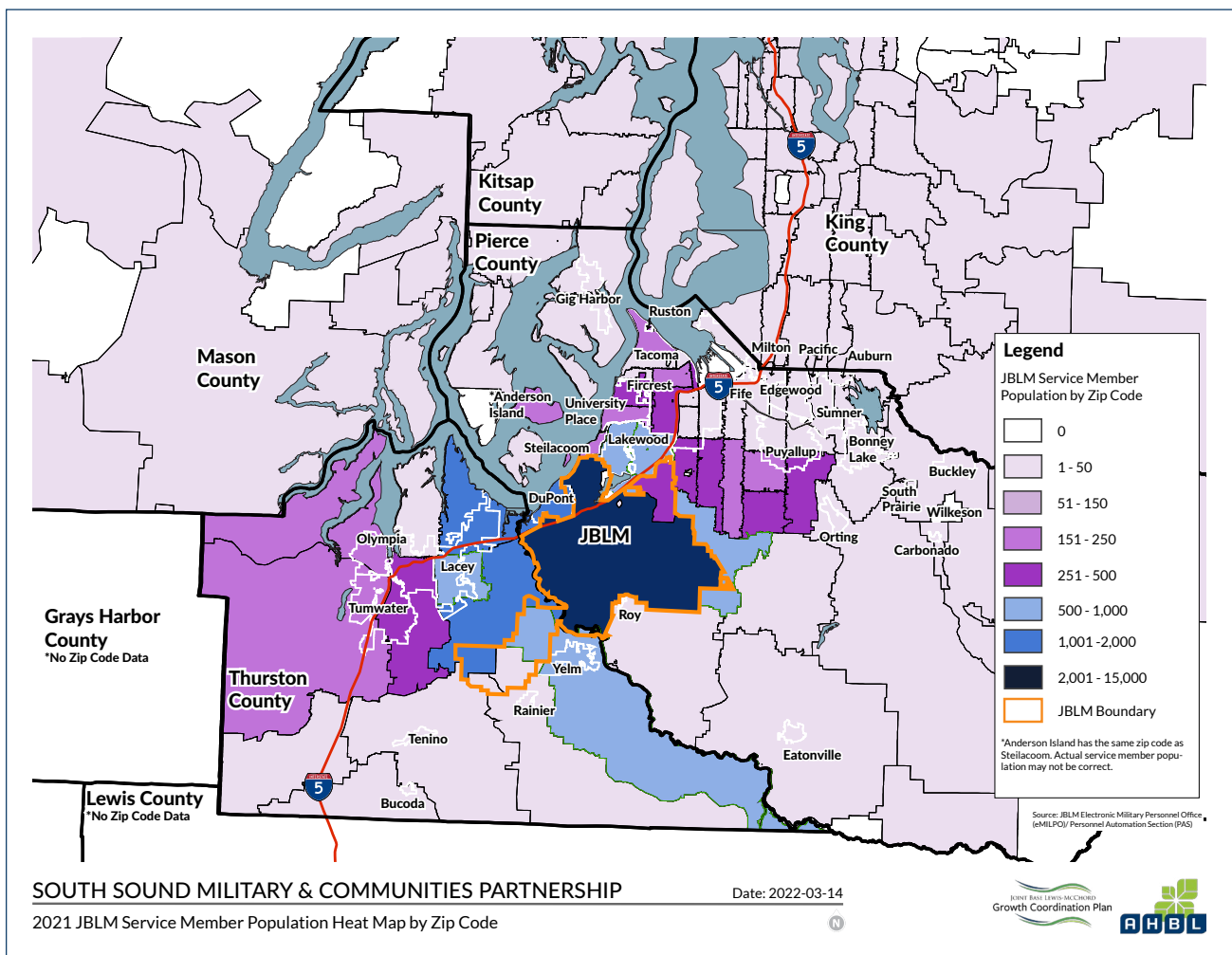


Figure 2.2: 2021 JBLM Service Member Population Heat Map by Zip Code

<sup>4</sup> Source: "QuickFacts- Pierce County, Washington" (Web). United States Census Bureau. Retrieved December 26, 2021.

<sup>5</sup> Source: "State & County QuickFacts". United States Census Bureau. Archived from the original on June 7, 2011. Retrieved January 7, 2014.

<sup>6</sup> Source: "QuickFacts- Thurston County, Washington" (Web). United States Census Bureau. Retrieved December 26, 2021.

## JBLM Economic Impact to Study Area

JBLM provides economic stability to the region and influences employment levels, sectors, and community trends. JBLM is an anchor institution in the South Sound and the base has a significant impact on the community demographics by providing employment, a large skilled Veteran workforce, investment in the region, and industry sector growth. In terms of number of jobs, JBLM is considered the fourth-largest employer in Washington State and number one employer in Pierce County. Approximately 529,784 Veterans reside in Washington State (2015-2019 U.S. Census Bureau ACS Survey). Among this total, nearly 13 percent of all adults in Pierce and Thurston counties served in the military.

JBLM's economic impact is considerable; JBLM has an estimated \$9 billion in salary/wage earnings helping to produce almost \$14 billion in gross output that translated into \$2.25 billion in revenue for federal, state, and local governments. Of this total, Pierce and Thurston counties generated an estimated \$12.1 billion in total economic impact and over \$2 billion in tax revenue. Key findings from the June 2020 Regional Economic Impact Analysis (REI) completed in partnership with the SSMCP and University of Washington-Tacoma include:

- Approximately 83,587 jobs in Pierce and Thurston counties are attributable to JBLM's presence. Of these jobs, 69 percent are directly employed by the base and the remaining 31 percent are "spin-off" jobs resulting from JBLM's economic activity in the South Sound region.
- The direct jobs at JBLM translate to \$6.9 billion of labor income, and "spin-off" jobs translate to roughly \$1.4 billion of labor income.
- About \$1.74 billion in federal taxes is generated by JBLM, and another \$0.39 billion is generated in state and local taxes.

JBLM is considered the fourth-largest employer in Washington State and number one employer in Pierce County.

<sup>7</sup> Source: Plans, Analysis, and Integrations Office at Joint Base Lewis-McChord, 2021.

<sup>8</sup> Ibid.

## Military Growth

From 2003 to 2020, JBLM added approximately 10,596 full-time military personnel, which represents a 54 percent expansion. Over the same period, the count of full-time civilians increased by about 6,304 individuals (76 percent). Since 2003, the overall JBLM Population, which includes active-duty and reserve military and civilian employees, increased and reached a peak in 2013 before resting at around 45,000 in recent years. Additionally, as of 2019, there was an estimated total of 46,518 family members for all services residing within 40 miles of JBLM and an estimated 39,608 retirees and 138,406 retirees' family members in that same area.<sup>7</sup>

As of 2021, there were approximately 54,355 active duty service members, civilians and contractors supporting JBLM. JBLM forecasts its military personnel and civilian population to increase by 2,537 persons by 2026.<sup>8</sup>

## 2010 Growth Coordination Plan

In 2005, the Base Realignment and Closure (BRAC) Commission recommended the merger of the U.S. Army Base Fort Lewis and McChord Air Force Base, which formed JBLM in 2010. The 2010 Growth Coordination Plan was established through a regional partnership to help the South Puget Sound region prepare for base growth expected following the merger. The growth expected after 2010 was a continuation of significant base growth beginning around 2001 in response to the Iraq and Afghanistan wars. The plan helped improve regional coordination and collaboration between the impacted communities and JBLM. This period of growth eased after reaching a peak in 2013 and since then, the total JBLM population has remained consistently below 50,000 between 2014 to 2020.

Many of the work plan recommendations outlined in the 2010 GCP were completed, including the formation of the SSMCP and the completion of the 2015 Joint Land Use Study (JLUS) and most of its recommendations. A summary of the significant accomplishments completed since the 2010 GCP and 2015 JLUS is provided below in SSMCP Accomplishments.

## SSMCP Formation and Mission

The South Sound Military & Communities Partnership (SSMCP or Partnership) was formed as a result of the 2010 Growth Coordination Plan. The SSMCP is guided by the terms of a Memorandum of Agreement (MOA). The most recent MOA (2018), found in Appendix B, establishes the SSMCP Purpose, Objectives, Responsibilities, Membership, Funding, and Subcommittee formation.

SSMCP is a regional partnership that provides a framework for collaboration in the south Puget Sound region between local governments, military installations, state agencies, federal agencies, and community organizations to better coordinate efforts in such areas as: military relations, transportation and land use planning, environmental protection, emergency preparedness, data coordination, funding requests, health care coordination, population forecasting workforce development, education, housing, community development, economic development, and other issues that may arise. The Partnership provides actionable recommendations to regional leaders on initiatives, programs and topics that strengthen the roles that JBLM, the National Guard, and Reserves play in America's defense strategy and the economic health and vitality of the region and the State of Washington.<sup>9</sup>

Today, SSMCP is a Partnership of more than 50 member cities, counties, the Nisqually Tribe of Indians, JBLM, state, regional, corporate, and non-profit organizations. Since its formation, the SSMCP has worked to complete the recommendations of the 2010 Growth Coordination Plan to foster outcomes that are beneficial throughout the South Sound region and JBLM.

SSMCP provides actionable recommendations to regional leaders on initiatives, programs and topics that strengthen the roles that JBLM, the National Guard, and Reserves play in America's defense strategy, the economic health and vitality of the region, and the State of Washington.

In the 2019 SSMCP membership survey, legislative advocacy was identified as the top SSMCP activity of benefit to the Partnership.

Additionally, the SSMCP State Legislative Program is completed with the help of a government affairs consultant hired on a contract basis. SSMCP serves as a legislative advocate on behalf of local governments and the JBLM military community. This work includes promoting information sharing and regional collaboration. Advocating for a shared regional legislative agenda is more effective when many local jurisdictions speak with one voice, as the success of SSMCP's legislative priorities have demonstrated.

The purpose of SSMCP's engagement with the legislature is two-fold: to garner state support for SSMCP initiatives (funding requests) and to influence legislation that may positively or negatively impact military service members, their family members, and/or military communities. One of the reasons SSMCP has been successful in accomplishing legislative priorities is because of the relationships developed with legislators. This is done on an individual basis by SSMCP members as well as through structured events such as the biannual Elected Officials Council (EOC) meetings.

<sup>9</sup> Source: South Sound Military & Communities Partnership 2018 Memorandum of Agreement.

## SSMCP Accomplishments

Many of the SSMCP accomplishments since formation are detailed in the Existing Conditions Report (see Appendix D). A summary of the accomplishments completed since 2015 include the following:

**Business & Economic Development** – SSMCP demonstrated the critical importance of JBLM in maintaining a stable state economy through the results from business and workforce surveys and conducting Regional Economic Impact Analyses, the most recent of which was completed in 2020.

**Transportation** – SSMCP has worked to remain on the leading edge of regional transportation planning by focusing legislative advocacy efforts toward the completion of numerous local transportation project and studies. To date, over \$1 billion in funding has been secured toward transportation studies or improvements that seek to improve access to and around JBLM.

**Legislative Advocacy** – SSMCP advocacy and collaborative efforts increased communication between military and civilian communities. Advocacy efforts have resulted in \$835 million in combined federal funding for projects within the region that range from transportation improvements to addressing the North Clear Zone encroachments. Legislative advocacy has also included establishing the Defense Community Compatibility Account and supporting licensure portability for military spouses.

**Social Services** – Social services issues are often behavioral and/or culturally based. This requires a long-term focus for change. SSMCP efforts to improve social services in the region have included networking with and supporting service providers, educating the military affiliated community through services events, and participating in other specific initiatives focused on providing assistance.

**Land Use and Housing** – In 2015 the SSMCP and its consultant team completed the 2015 JLUS. Implementation of most of the JLUS recommendations was completed, including resolving the North Clear Zone encroachments, completing a 2020 Prairie Conservation Study and a 2020 Off-Installation Housing Study, and lobbying for the establishment of the Defense Community Compatibility Account (DCCA) by the state legislature.

**Health Care** – SSMCP has served as convener of local resources enhancing health care collaboration in the region through health care forums and advocacy.

**Education** – Focus on education is important to the military as a retention tool. Prior to 2016, there had been no previous SSMCP coordinated efforts to address the education recommendations from the 2010 Growth Coordination Plan. Since then, Clover Park School District’s on-base elementary schools have been replaced at a cost of \$140 million. Other support and advocacy efforts have included Veteran workforce development, establishment of the Military Education Advisory Council, and establishment of a centralized military resource library for educators.

# 3

## Needs Assessment

Following initial stakeholder input and guidance, a comprehensive assessment of the existing conditions in the study area was conducted that focused on the study's core resource areas.

The resulting Existing Conditions Report (ECR) was the first major deliverable in the 2022 Growth Coordination Plan process. The ECR consists of ten technical memos (see Appendix D), one for each resource area, that document current conditions and assess how current conditions have changed since the 2010 Growth Coordination Plan. The ECR technical memos identify gaps in the provision of services, infrastructure, or key resources that affect the mission of JBLM and overall quality of life of service members, their families, government or civilian employees and contractors, military retirees, and the public at large within the South Sound region. Based on this analysis, the ECR provides an assessment of needs that are the basis for recommended strategies (see Needs & Recommendations Memos Appendix E).

The following summary lists those issues determined to be the most important to address in, and which were best suited for, the future SSMCP Work Plan.

- **Housing** – Housing affordability and attainability in the study area was identified as the top issue that impacts service members and their families as well as the general civilian community. Efforts to increase the supply of attainable housing that is located off-base, as well as the supply of additional on-base housing, are needed. In addition, it is particularly difficult for incoming service members to find housing in the region's low supply/high cost housing market, and more

can be done to help the service members during this high-stress time to better manage their financial burden.

- **Climate Change** – Climate Change is a local, state, regional, national, and international issue. Within the JBLM GCP Study Area, the effects of climate change may result in specific impacts to JBLM and its ability to facilitate mission readiness, as well as indirect impacts in the community that affect JBLM. There is a high need to support the region's climate change and resiliency-planning efforts with an emphasis on issues that affect mission readiness.
- **Occupational Licensure Portability** – Despite having the required education, training, and a valid license in another state, obtaining the appropriate occupational license can create a significant barrier to military spouse employment that results in undue hardship on military families relocating to Washington. Improvements to licensure portability will support military families through improved employment opportunities and transition experience.

Housing affordability and attainability in the study area was identified as the top issue that impacts service members and their families as well as the general civilian community. Efforts to increase the supply of attainable housing that is located off-base, as well as the supply of additional on-base housing, are needed.



- **Economic Benefits of JBLM** – The significant economic impacts and benefits that JBLM provides to the region are not well communicated or understood in the region. Efforts to clearly and effectively communicate the economic significance of JBLM should be increased locally, regionally, and across the state.
- **Child Care Program Assistance** – Child Care facilities are stressed due to lack of staffing and impacts caused by COVID-19. Military and civilian families are stressed by increasing costs and difficulties in locating available and suitable care providers. There are opportunities for more partnerships with providers, referrals, and training assistance, which would help the facilities and military and civilian families alike.
- **Improvements to Interstate 5** – Many needed improvements to Interstate 5 have been either funded, designed, or constructed since the 2010 GCP, including the expansion of the HOV lane system and interchange improvements around JBLM. However, there is more work to be done. Recent research has shown that I-5 is at risk of being undercut by the Nisqually River as sea levels rise, making I-5 impassable. This segment of I-5 is critical to ensure continued flow of people and goods through the region and maintain JBLM military readiness. A Planning and Environmental Linkages (PEL) study is currently being completed for I-5 between Mounts Road and Tumwater, and additional funding is needed for the design and construction of the improvements as well as additional expansion of the HOV system.
- **Behavioral Health Services** – Improving and expanding behavioral health care capacity has remained a top priority since the 2010 GCP. There are significant needs for additional resources and collaboration among existing providers of behavioral health care both on and off the installation.
- **Health Care Services** – The 2010 GCP identified a shortage of network providers locally that continues to this day. Expanding access to TRICARE benefits and educating providers on TRICARE system would help alleviate access to health care issues.

# 4

## Recommended Work Plan

### Overview

The 2022 JBLM GCP provides 26 strategies and associated sub-strategies that are recommended as the basis for SSMCP’s ongoing work plan. Each strategy and its sub-strategies is outlined in Chapter 6. The strategy sheets provide an overview of the need driving the strategy, and specific action steps. Key implementing factors are noted for each strategy, including the projected timeframe for implementation, level of effort, and need, as defined below. SSMCP and specific work group roles are noted as leading or supporting, and key implementing partners are identified. Funding opportunities and additional resources are noted where applicable. Finally, the strategy sheets in Chapter 6 provide recommendations for how to measure success so that progress can be tracked.

### *Timeframe*

Timeframe refers to the estimated time required to begin implementation of each strategy.

- Near-term is the period from the publication of this study in 2022 to the completion of the SSMCP’s next upcoming work plan (2023-2024)
- Mid-term falls within the SSMCP’s 2025-2026 work plan
- Long-term occurs after the 2025-2026 work plan
- Ongoing refers to strategies that will require continual effort upon being initiated

### *Effort*

Effort refers to the level of work necessary to implement each strategy and is intended to encompass both actual costs and time.

- Low effort means those strategies that can be implemented at no or nominal cost by SSMCP staff
- Medium effort strategies may require costs that could be covered by grant funding or other partnerships and would require work group and partner-driven implementation efforts
- High effort strategies require funding to hire consultants or construct capital projects, or significant federal legislation

### *Priority*

Priority is intended to capture the need and urgency of the issues addressed by each strategy.

- Low priority can be thought of as “nice-to-have” strategies without significant urgency
- Medium priority would be those strategies that address important needs and warrant some urgency
- High priority strategies are those that address the most important and urgent issues in the region

The strategy sheets are accompanied by tables that compile key details of each strategy and allow for sorting in various ways. The master table is provided in Chapter 6. In addition to this document, SSMCP staff is provided with an electronic spreadsheet to allow for sorting and continuous updates.

Strategies are presented here in order of need as determined from SSMCP Steering Committee input.

## Recommended SSMCP Work Plans

The following tables provide the 2023-2024 Recommended Work Plan, the future work plan, and work plans for each working group. The master spreadsheet of all strategies is provided in Chapter 6.











The SSMCP 2023-2024 Recommended Work Plan was prepared following an in-depth analysis of the strategies spreadsheet provided in Chapter 6. The Work Plan represents a comprehensive list of high priority sub-strategies, together with the strategies with a near-term or near-term/ongoing implementation timeframe. In addition, medium priority sub-strategies that require a low level of effort are included. These measures represent a comprehensive list of the highest priority tasks that can or should be implemented in the near-term and represent a reasonable level of effort for the SSMCP staff and its implementing partners. The Work Plan includes:








- Fourteen overarching strategies
- A total of 22 sub-strategies
- Thirteen sub-strategies that require a relatively low level of effort.
- Fifteen ongoing strategies that will require effort over multiple years.











The 2023-2024 Recommended SSMCP Work Plan is shown in Table 4.1. Future SSMCP work plans will likely include any tasks that are “ongoing” or have not yet been fully completed. These future work plan strategies are provided in Table 4.2.





Tables 4.3- 4.7 include strategies organized by working group. In these tables, rows in green indicate strategies from the 2023-2024 Recommended SSMCP Work Plan.

**Table 4.1: Recommended 2023 - 2024 SSMCP Work Plan**








Strategy No.	Strategy	Sub-strategy	Resource Area	Ongoing Task
<b>High Priority, Low Effort Strategies</b>				
2.1	Advocate for occupational licensure portability	Support the military spouse liaison in advocating for occupational licensure portability for military spouses working in the child care and education industry, among other industries.	 Cross-Discipline	
8.1	Support Service Members in Obtaining Off-base Housing	Support JBLM Housing Services Office (HSO) and Rental Partnership Program (RPP).	 Housing	
8.2	Support Service Members in Obtaining Off-base Housing	Support creative solutions that assist connecting service members to attainable housing.	 Housing	
9.1	Increase communication between JBLM, child care providers, and military families	Facilitate connections between JBLM and off-base child care providers, as well as increase communication to military families regarding available child care providers and fee assistance.	 Education and Child Care	
9.2	Increase communication between JBLM, child care providers, and military families	Support JBLM in increasing communication to military families regarding available child care providers and how to utilize fee assistance.	 Education and Child Care	
10.3	Prioritize initiatives that expand behavioral health services for military family members, including adults and children	Assist Pierce and Thurston counties in evaluating adoption of Washington State's Behavioral Health Model ordinance.	 Cross-Discipline	

Strategy No.	Strategy	Sub-strategy	Resource Area	Ongoing Task
<b>High Priority Strategies</b>				
1.1	Support Off-base Housing Development Opportunities	Support South Sound Housing Affordability Partnership.	 Housing	✓
3.1	Support I-5 Corridor Improvements	Pursue funding for I-5 Nisqually improvements south of Mounts Road.	 Transportation	✓
3.2	Support I-5 Corridor Improvements	Support expansion of the I-5 HOV system between Tacoma and Olympia.	 Transportation	✓
3.3	Support I-5 Corridor Improvements	Continue transportation legislative advocacy at state & federal Level.	 Transportation	✓
4.2	Improve Resiliency Planning	Pursue OLDCC funding to conduct a Military Installation Resilience (MIR) study.	 Climate Change	✓
5.1	Communicate the Economic Benefits of JBLM on the Region	Develop a communication strategy to support effective communication on JBLM's economic contributions to the region.	 Economics	✓
5.2	Develop a Communication Strategy to Support Effective Communication on JBLM's Economic Contributions to the Region.	Communicate the economic benefits of JBLM on the region	 Economics	✓








Strategy No.	Strategy	Sub-strategy	Resource Area	Ongoing Task
6.1	Support JBLM in Developing On-base Housing	Support JBLM in its efforts to develop additional on-base housing	 Housing	
10.2	Prioritize Initiatives that Expand Behavioral Health Services for Military Family Members, Including Adults and Children	Continue assessing frequency of Behavioral Health Care Forum events to share information and improve access to care for all service members and their families.	 Cross-Discipline	
12.3	Continue Pursuing Land Use Compatibility Measures	Support resolution of North Clear Zone encroachments.	 Land Use	
<b>Low Effort Strategies</b>				
12.1	Continue Pursuing Land Use Compatibility Measures	SSMCP advocate for the inclusion of military-related land use compatibility policies in the Thurston County countywide policies.	 Land Use	
12.2	Continue Pursuing Land Use Compatibility Measures	Support local communities as they update their comprehensive plans.	 Land Use	
18.1	Ensure that New Organizations and Initiatives are Invited to Participate in Relevant SSMCP Working Groups.	Ensure that new organizations and initiatives are invited to participate in relevant SSMCP working groups.	 Cross Discipline	







Strategy No.	Strategy	Sub-strategy	Resource Area	Ongoing Task
20.1	Support Regional Initiatives addressing Food Insecurity Among Service Members and Their Families	Support regional initiatives addressing food insecurity among service members and their families	 Social Services	
25.1	Augment the Role of the Economics and Business Working Group	Develop a focused work plan for the Economics and Business Working Group.	 Economics	








**Table 4.2: Future SSMCP Work Plan**



Strategy No.	Strategy	Substrategy	Resource Area
1.2	Support Off-base Housing Development Opportunities	Support Thurston County efforts to address housing issues in the region.	 Housing
1.3	Support Off-base Housing Development Opportunities	Advocate for state legislation, funding resources and/or programs in developing more attainable housing.	 Housing
4.1	Improve Resiliency Planning	Advocate for land use-related planning and implementation measures that impact mission readiness.	 Climate Change
4.2	Improve Resiliency Planning	Pursue OLDCC funding to conduct a Military Installation Resilience (MIR) study.	 Climate Change
7.1	Support the Creation of a Centrally Located, Dependent-Friendly Family Service Center on JBLM.	Pursue discussions with JBLM representatives, through the working group, to determine the extent to which the SSMCP can support/advocate/partner with JBLM on creating a centrally located, dependent-friendly family service center.	 Social Services
10.1	Prioritize Initiatives that Expand Behavioral Health Services for Military Family Members, including Adults and Children.	Facilitate coordination among community organizations and JBLM to build a network of resources in the region.	 Cross-Discipline
11.1	Enhance Resiliency Planning and Environmental Impacts	Continue regional emergency access planning.	 Transportation









Strategy No.	Strategy	Substrategy	Resource Area
11.2	Enhance Resiliency Planning and Environmental Impacts	Enhance connections between Thurston and Pierce counties.	 Transportation
11.3	Enhance Resiliency Planning and Environmental Impacts	Monitor environmental impacts caused by tire-related chemicals.	 Transportation
13.1	Support Local Arterial/Highway Access Improvements	Pursue funding for roundabout improvements on the SR 507 Corridor.	 Transportation
13.2	Support Local Arterial/Highway Access Improvements	Pursue access improvements to JBLM at the Muck Creek Bridge.	 Transportation
13.3	Support Local Arterial/Highway Access Improvements	Support DuPont-Steilacoom Road corridor improvements.	 Transportation
13.4	Support Local Arterial/Highway Access Improvements	Advocate to complete the Yelm Bypass.	 Transportation
14.1	Support Workforce Development Initiatives Focused on Helping Service Members Transitioning from JBLM and Their Families with Career Growth	Study Veteran employment trends, research existing skill gaps within the region's major industry sectors and collect information to comprehensively describe the existing resources available to Veterans to help identify gaps.	 Cross-Discipline



Strategy No.	Strategy	Substrategy	Resource Area
14.2	Support Workforce Development Initiatives Focused on Helping Service Members Transitioning from JBLM and Their Families with Career Growth	Assist partner organizations effectively providing support for JBLM service members transitioning into the workforce; and explore how SSMCP and its partners could broaden coordination with growing private businesses in the region to broaden opportunities for the employment of transitioning JBLM service members.	 Cross-Discipline
14.3	Support Workforce Development Initiatives Focused on Helping Service Members Transitioning from JBLM and Their Families with Career Growth	Pursue collaborations with higher education institutes and key vocational programs in the region offering fair wages and the opportunity for career advancement of transitioning JBLM service members.	 Cross-Discipline
15.1	Create a School-Based Health Clinic Model for School Districts to Utilize	Collaborate with districts and/or OSPI on creating a model of health clinics at schools.	 Cross-Discipline
16.4	Determine SSMCP's Level of Advocacy for Representing JBLM and the Region in National Discussions about TRICARE Issues	Focus on collecting regional data that can be used to advocate for the region during higher-level, national discussions about TRICARE issues.	 Health Care
17.1	Pursue Funding for Other Transportation Studies	Pursue funding for a I-5 Exit 120 Flyover.	 Transportation
17.2	Pursue Funding for Other Transportation Studies	Complete a Perimeter Road Corridor Study.	 Transportation

Strategy No.	Strategy	Substrategy	Resource Area
19.1	Broaden the Recruitment of Local Businesses on JBLM Contracts	Prolong the assistance offered to partner organizations effectively providing government contracting support for local businesses through activities such as hosting events, and providing training workshops, services, or education. Grants, resources, and funding should be considered for this support.	 Economics
19.2	Broaden the Recruitment of Local Businesses on JBLM Contracts	Explore ways to expand contracting to include the recruitment of Black, Indigenous, and People of Color (BIPOC) business owners.	 Economics
19.3	Broaden the Recruitment of Local Businesses on JBLM Contracts	Help coordinate periodic data acquisition requests (no more than an annual basis) on JBLM contracting to support economic modeling and monitoring.	 Economics
22.1	Apply an Equity Lens to Future SSMCP Efforts	Pursue equity-focused Initiatives.	 Cross-Discipline
23.1	Expand Transit and Transportation Demand Management Program	Advocate for improved transit service to and around JBLM.	 Transportation
23.2	Expand Transit and Transportation Demand Management Program	Support expansion of vanpool programs.	 Transportation
23.3	Expand Transit and Transportation Demand Management Program	Support enhancements to on-base shuttle system	 Transportation







Strategy No.	Strategy	Substrategy	Resource Area
24.1	Coordinate with JBLM on Projects to Mitigate Potential Climate Change Impacts to Mission Readiness	Support DoD efforts to enhance climate resilience through on-post and off-post planning efforts and projects.	 Climate Change
26.1	Establish a Permanent Point-of-Contact for JBLM Coordination	Advocate for and assist JBLM in creating a dedicated Civilian Community Liaison position.	 Cross-Discipline






**Table 4.3: Housing Working Group Strategies**

Strategy No.	Strategy	Substrategy	Resource Area
1.1	Support Off-base Housing Development Opportunities	Support South Sound Housing Affordability Partnership.	 Housing
1.2	Support Off-base Housing Development Opportunities	Support Thurston County efforts to address housing issues in the region.	 Housing
1.3	Support Off-base Housing Development Opportunities	Advocate for state legislation, funding resources and/or programs in developing more attainable housing.	 Housing
6.1	Support JBLM in Developing On-base Housing	Support JBLM in its efforts to develop additional on-base housing.	 Housing
8.1	Support Service Members in Obtaining Off-base Housing	Support JBLM Housing Services Office (HSO) and Rental Partnership Program (RPP).	 Housing
8.2	Support Service Members in Obtaining Off-base Housing	Support creative solutions that assist connecting service members to attainable housing.	 Housing

Strategy No.	Strategy	Substrategy	Resource Area
18.1	Ensure that New Organizations and Initiatives are Invited to Participate in Relevant SSMCP Working Groups.	Inventory the existing working group roster, identify gaps in representation, and invite identified organizations to join the working group and conduct an annual review of the roster.	 Cross-Discipline
22.1	Apply an Equity Lens to Future SSMCP Efforts	Pursue equity-focused initiatives.	 Cross-Discipline







**Table 4.4: Business and Economics Working Group Strategies**





Strategy No.	Strategy	Substrategy	Resource Area
5.1	Communicate the Economic Benefits of JBLM on the Region	Develop a communication strategy to support effective communication on JBLM’s economic contributions to the region.	 Economics
5.2	Communicate the Economic Benefits of JBLM on the Region	Measure the economic significance of JBLM on the region.	 Economics
14.1	Support Workforce Development Initiatives Focused on Helping Service Members Transitioning from JBLM and Their Families with Career Growth	Study Veteran employment trends, research existing skill gaps within the region’s major industry sectors and collect information to comprehensively describe the existing resources available to Veterans to help identify gaps.	 Cross-Discipline
14.2	Support Workforce Development Initiatives Focused on Helping Service Members Transitioning from JBLM and Their Families with Career Growth	Assist partner organizations effectively providing support for JBLM service members transitioning into the workforce; and explore how SSMCP and its partners could broaden coordination with growing private businesses in the region to broaden opportunities for the employment of transitioning JBLM service members.	 Cross-Discipline
14.3	Support Workforce Development Initiatives Focused on Helping Service Members Transitioning from JBLM and Their Families with Career Growth	Pursue collaborations with higher education institutes and key vocational programs in the region offering fair wages and the opportunity for career advancement of transitioning JBLM service members.	 Cross-Discipline
18.1	Ensure that New Organizations and Initiatives are Invited to Participate in Relevant SSMCP Working Groups.	Inventory the existing working group roster, identify gaps in representation, and invite identified organizations to join the working group and conduct an annual review of the roster.	 Cross-Discipline

Strategy No.	Strategy	Substrategy	Resource Area
19.1	Broaden the Recruitment of Local Businesses on JBLM Contracts	Prolong the assistance offered to partner organizations effectively providing government contracting support for local businesses through activities such as hosting events, and providing training workshops, services, or education. Grants, resources, and funding should be considered for this support.	 Economics
19.2	Broaden the Recruitment of Local Businesses on JBLM Contracts	Explore ways to expand contracting to include the recruitment of Black, Indigenous, and People of Color (BIPOC) business owners.	 Economics
19.3	Broaden the Recruitment of Local Businesses on JBLM Contracts	Help coordinate periodic data acquisition requests (no more than an annual basis) on JBLM contracting to support economic modeling and monitoring.	 Economics
22.1	Apply an Equity Lens to Future SSMCP Efforts	Pursue equity-focused initiatives.	 Cross-Discipline
25.1	Augment the Role of the Economics and Business Working Group	Develop a focused Work Plan for the Economics and Business Working Group.	 Economics












**Table 4.5: Social Services Working Group Strategies**

Strategy No.	Strategy	Substrategy	Resource Area
2.1	Advocate for Occupational Licensure Portability	Support the military spouse liaison in advocating for occupational licensure portability for military spouses working in the child care and education industry, among other industries.	 Cross-Discipline
7.1	Support the Creation of a Centrally Located, Dependent-Friendly Family Service Center on JBLM	Pursue discussions with JBLM representatives, through the working group, to determine the extent to which the SSMCP can support/advocate/partner with JBLM on creating a centrally located, dependent-friendly family service center.	 Social Services
9.1	Increase Communication Between JBLM, Child Care Providers, and Military Families	Facilitate connections between JBLM and off-base child care providers, as well as increase communication to military families regarding available child care providers and fee assistance.	 Education and Child Care
9.2	Increase Communication Between JBLM, Child Care Providers, and Military Families	Support JBLM in increasing communication to military families regarding available child care providers and how to utilize fee assistance.	 Education and Child Care
10.1	Prioritize Initiatives that Expand Behavioral Health Services for Military Family Members, Including Adults and Children	Facilitate coordination among community organizations and JBLM to build a network of resources in the region.	 Cross-Discipline
10.2	Prioritize Initiatives that Expand Behavioral Health Services for Military Family Members, including Adults and Children	Continue assessing frequency of Behavioral Health Care Forum events to share information and improve access to care for all service members and their families.	 Cross-Discipline






Strategy No.	Strategy	Substrategy	Resource Area
10.3	Prioritize Initiatives that Expand Behavioral Health Services for Military Family Members, including Adults and Children	Assist Pierce and Thurston counties in evaluating adoption of the Washington State’s Behavioral Health Model Ordinance.	 Cross-Discipline
18.1	Ensure that New Organizations and Initiatives are Invited to Participate in Relevant SSMCP Working Groups	Inventory the existing working group roster, identify gaps in representation, and invite identified organizations to join the working group and conduct an annual review of the roster.	 Cross-Discipline
20.1	Support Regional Initiatives Working on Addressing Military Family Food Insecurity	Support regional initiatives working on addressing military family food insecurity.	 Social Services
22	Apply an Equity Lens to Future SSMCP Efforts	Pursue equity-focused initiatives.	 Cross-Discipline

**Table 4.6: Health Care Working Group Strategies**

Strategy No.	Strategy	Substrategy	Resource Area
2.1	Advocate for Occupational Licensure Portability	Support the military spouse liaison in advocating for occupational licensure portability for military spouses working in the child care and education industry, among other industries.	 Cross-Discipline
10.1	Prioritize Initiatives that Expand Behavioral Health Services for Military Family Members, Including Adults and Children	Facilitate coordination among community organizations and JBLM to build a network of resources in the region.	 Cross-Discipline
10.2	Prioritize Initiatives that Expand Behavioral Health Services for Military Family Members, Including Adults and Children	Continue assessing frequency of Behavioral Health Care Forum events to share information and improve access to care for all service members and their families.	 Cross-Discipline
10.3	Prioritize Initiatives that Expand Behavioral Health Services for Military Family Members, Including Adults and Children	Assist Pierce and Thurston counties in evaluating adoption of the Washington State’s Behavioral Health Model Ordinance.	 Cross-Discipline
15.1	Create a School-Based Health Clinic Model for School Districts to Utilize	Collaborate with districts and/or OSPI on creating a model of health clinics at schools.	 Cross-Discipline
16.4	Determine SSMCP’s Level of Advocacy for Representing JBLM and the Region in National Discussions about TRICARE Issues	Focus on collecting regional data that can be used to advocate for the region during higher-level, national discussions about TRICARE issues.	 Health Care
18.1	Ensure that New Organizations and Initiatives are Invited to Participate in Relevant SSMCP Working Groups.	Inventory the existing working group roster, identify gaps in representation, and invite identified organizations to join the working group and conduct an annual review of the roster.	 Cross-Discipline

Strategy No.	Strategy	Substrategy	Resource Area
21.2	Continue Educating Civilian Medical Providers on TRICARE Benefits and Advocate for their Participation as a TRICARE Provider	Help civilian providers gain new cultural competency by understanding the TRICARE system, process of transition, issues with TRICARE, and military culture.	 Health Care
22.1	Apply an Equity Lens to Future SSMCP Efforts	Pursue equity-focused initiatives.	 Cross-Discipline

**Table 4.7: JLUS Task Force Working Group Strategies**

Strategy No.	Strategy	Substrategy	Resource Area
10.3	Prioritize Initiatives that Expand Behavioral Health Services for Military Family Members, Including Adults and Children.	Assist Pierce and Thurston counties in evaluating adoption of the Washington State’s Behavioral Health Model Ordinance.	 <p>Cross-Discipline</p>
4.2	Improve Resiliency Planning	Pursue OLDCC funding to conduct a Military Installation Resilience (MIR) study.	 <p>Climate Change</p>
18.1	Ensure that New Organizations and Initiatives are Invited to Participate in Relevant SSMCP Working Groups.	Inventory the existing working group roster, identify gaps in representation, and invite identified organizations to join the working group and conduct an annual review of the roster.	 <p>Cross-Discipline</p>
24.1	Coordinate with JBLM on Projects to Mitigate Potential Climate Change Impacts to Mission Readiness	Support DoD efforts to enhance climate resilience through on-post and off-post planning efforts and projects.	 <p>Climate Change</p>
22.1	Apply an Equity Lens to Future SSMCP Efforts	Pursue equity-focused initiatives.	 <p>Cross-Discipline</p>

# 5

## Conclusion

The 2022 JBLM GCP provides a robust work plan to drive SSMCP efforts for years to come, with the ultimate goal of enabling a high quality of life for military families and the region as a whole. While this study began with the examination of issues focused on one of the ten core resource areas, many of the most pressing issues facing the region are cross-discipline in nature or simply one piece of a larger picture. The greatest needs identified in this study align with the pressing needs for the region as a whole. Transportation and housing needs are pervasive problems that tend to plague areas with an otherwise high quality of life. Desirable areas

attract more residents, leading to traffic congestion, and drive home prices to levels that are unattainable for large segments of the population. The cost and availability of child care, food insecurity, and financial hardship reflect broader economic and social challenges; moreover, the transferability of professional licenses for military spouses can exacerbate already strained financial situations. Behavioral health resources, a particular need of military service members and their families, have been under widespread stress during the COVID-19 pandemic.



Figure 5.1: Impacts to Behavioral Health and Quality of Life

SSMCP serves a unique role as convener of discussions and coordinator of resources among the region's many partners. Because of its unique role and successful history of implementation, the SSMCP has the opportunity to make progress on core regional issues in ways that may not be achievable by partners acting alone.

While discussion facilitation, cooperation, and pursuit of grants for studies and planning efforts will continue to characterize SSMCP's work, legislative advocacy at the state and federal levels has emerged as one of SSMCP's most effective tools for regional progress.

Despite the daunting challenges facing the region, the future is bright for SSMCP and the South Sound community. The first decade of SSMCP's existence proved the usefulness and effectiveness of its model for regional cooperation. Continuing into the next decade, SSMCP will further drive cooperative regional planning toward a goal of a high quality of life for the military and civilian communities.

## Assessment of SSMCP Organizational Structure

Established through an MOA, the current SSMCP organizational structure includes two SSMCP staff members (a Program Director and Program Coordinator), the Executive Leadership Team, Steering Committee, working groups, ad hoc committees and task forces, and hired technical experts/consultants, all of whom work together to achieve the various goals and outcomes that are included in the SSMCP work plan. The MOA that establishes the current organization structure of SSMCP is provided in Appendix B.

One of the goals for the JBLM GCP Update was to reassess the organizational structure. Throughout the development of the GCP needs and priorities, consideration was given as to how the organizational structure of the SSMCP may need to be modified to complete the identified priorities. This was interpreted as an assessment of staffing levels and workload capabilities within the context of the identified priorities, as the consultant team did not include an organizational expert. The conclusion ultimately reached is that, with efforts to "right-size"

the work plans each year in accordance with available staffing and support, the existing organizational structure is appropriate. An additional SSMCP staff member would certainly help to accomplish the goals; however, this would require an increase in membership dues, which has the potential to reduce membership, and would need to be voted on by the Steering Committee.

At the annual Steering Committee Retreat in September 2021, the consultant team presented the findings of the Existing Conditions and Needs Assessments by individual resource area for group discussion and feedback. The Steering Committee was asked to help define SSMCP's role in addressing the pressing needs of the region by asking, "Is the SSMCP role as that of a leader or in support of others, and which working groups or other implementing partners should be involved to address the stated needs?"

The Steering Committee provided both high-level and specific feedback as to which needs and recommended strategies to address those needs should become SSMCP Work Plan items. The Steering Committee stated the issues selected for the SSMCP Work Plan need to be (a) of high importance, (b) something that could be reasonably accomplished and done really well, and (c) include issues that affect military mission readiness.

The following specific feedback was useful in right-sizing the SSMCP priorities and led to the conclusion that they can be completed within the existing organizational structure:

- Certain issues should not be topics for the SSMCP to tackle either because of complexity and litigious history, such as water rights issues, or because of a number of other groups are already leading efforts to address the issue, such as homelessness. The Steering Committee feedback was that the SSMCP does not have the bandwidth to address or resolve all of the identified issues; therefore, some of the initial priority issues were subsequently removed from the priority list.

- The entire resource area identified as “Quality of Life” was deemed to be too broad and not necessary to be pursued as a standalone strategy; rather, the individual issues of concern were distributed among other resource areas (e.g., housing, child care, transportation, etc.).
- The entire resource areas identified as “Utilities” and “Public Safety” were evaluated in the Existing Conditions Analyses, but ultimately the Steering Committee determined that the issues were not appropriate for SSMCP to engage in. The identified needs included addressing water contamination, hazard mitigation, and emergency response time. However, the group did not see a role for SSMCP, therefore no strategies or work plan items were put forth for SSMCP.
- The consultant team proposed the addition of a new position at JBLM, a Community Plans Liaison Officer (CPLO), as part of the overall strategy for a permanent point of contact at JBLM. The intent was that the CPLO would be a dedicated professional tasked with improving joint consultation and information sharing among local community and military decision makers. The CPLO would work closely with SSMCP staff as a community partner and would, over time, build their relationships in the community and provide stability during JBLM and community staff transitions and rotations. The Steering Committee ultimately ranked this strategy as the lowest priority among all other strategies because the SSMCP has existing staff for coordination and the lack of this position does not currently prevent the SSMCP from working with JBLM.
- The strategies identified SSMCP working groups, ad hoc committees, and other implementing partners. The Steering Committee felt that some working groups, such as the Housing Working Group, were clearly needing to be re-engaged, some working groups need to refresh their work plans (Business and Economic Working Group), and other working groups were no longer needed (such as the Land Use Working Group) or not currently needed but may be in the future (such as a new Climate Change Working Group). The consultant team is recommending annual review of committee and working group rosters to make sure that the right partners are participating within each group and that all contact information is current.
- SSMCP has been serving as a legislative advocate on behalf of local governments, and the JBLM military community, and has achieved significant success in obtaining funding. The advocacy work is largely completed by a Government Affairs Consultant under contract and management by SSMCP staff. The level of effort involved in completing the tasks is largely led by the consultant, albeit with SSMCP staff management time, meeting time, and other legislative advocacy support.
- Other strategies require technical expertise from outside consultants and grant funding to complete, such as the strategies addressing climate change. Within the existing organizational structure, these technical experts provide the additional resources needed to augment the SSMCP staffing to accomplish the priorities.

Based on the Steering Committee's valuable feedback, and recommendations to carefully “right-size” each year’s work plans, the existing organizational structure is sufficient to accomplish the recommended SSMCP work plan. Contingencies should be considered to account for emerging issues that have not been anticipated and will require SSMCP time to address. Additional acknowledgment of SSMCP staff time should be accounted for the time required for coordination, management, and meetings of consultants.



## Assessment of GCP Planning Goals

Preparation of the Growth Coordination Plan was guided by a set of goals developed through a stakeholder interview process and agreed upon by the Steering Committee. These goals are provided below and followed by an explanation as to how the goals were ultimately accomplished. See Chapter 6 for full details on the referenced strategies.

1. Leverage the regional clout of the SSMCP membership in lobbying for funding and improvements.

*This goal has been accomplished. Approximately 14 of the sub strategies require legislative advocacy in order to obtain necessary funding to achieve the objectives.*

2. Identify public service gaps, including infrastructure, education, public health and childcare, and recommend measures for closing the gaps.

*This goal has been accomplished. Each of the resource areas were evaluated and the findings were summarized in the existing conditions report. Where gaps were identified, a needs assessment was completed, followed by the preparation of strategies and implementation measures to address the needs. The strategies were then refined, ranked, and prioritized. See the Existing Conditions Reports in Appendix D, the Needs and Recommendations in Appendix E, and the Strategies in Chapter 6.*

3. Identify opportunities to enhance economic development opportunities for all sectors and citizens.

*This goal has been accomplished. The economic resource strategies include communicating the economic benefits of JBLM on the region (Strategies 5.1 and 5.2), broadening the recruitment of local businesses on JBLM contracts (Strategy 19.1 - Strategy 19.3) and furthering the work plan for the Economics and Business Working Group (Strategy 24.1). Cross-discipline strategies include advocating for military spouse occupational licensure portability (Strategy 2.1) and supporting*

*workforce development initiatives that help transitioning service members and their families (Strategy 14.2).*

4. Identify opportunities to enhance understanding of JBLM economic benefits to the region.

*This goal has been accomplished. The economic strategies include communicating the economic benefits of JBLM to the region (Strategies 5.1 and 5.2).*

5. Identify opportunities for improving retention of Veterans within our communities.

*This goal has been accomplished. Strategy 14.2 calls for supporting workforce development initiatives for transitioning service members and their families.*

6. Support our local communities in their efforts to increase the supply of, and access to, attainable housing.

*This goal has been accomplished. Increasing the supply of attainable housing emerged as the number one priority issue. Strategies 1.1 - 1.3 seek to support the development of off-base housing and Strategy 6.1 seeks to support JBLM in the development of additional on-base housing. Strategies 8.1 and 8.2 seek to support service members in obtaining access to housing.*

7. Identify opportunities to improve regional mobility for all modes of travel.

*This goal has been accomplished. Regional mobility strategies include supporting I-5 corridor improvements (Strategy 3.1), supporting local arterial/highway access improvements (Strategy 13.1), pursuing funding for an I-5 Exit 120 Flyover (Strategy 16.1), and advocating for improved transit service to and around JBLM (Strategy 22.1).*

8. Provide implementable and measurable action items with assignments and deadlines.

*This goal has been accomplished. Each of the strategies includes a detailed listing of tasks required to address or complete the strategies,*

*identifies implementing partners, and provides metrics for measuring success over time. Each of the strategies identifies the anticipated timeframe for completion (e.g., near-term, medium-term, long-term, and ongoing).*

9. Assess the optimal organizational structure of SSMCP.







*This goal has been accomplished. See above for an assessment of the SSMCP organizational structure.*






# 6





## Strategies

















**Table 6.1: Strategies**

Strategy No.	Strategy	Sub-strategy	Resource Area	SSMCP Role	SSMCP Working Group	Implementing Partners	Priority	Timeframe	Effort
1.1	Support Off-Base Housing Development Opportunities	Support South Sound Housing Affordability Partnership.	 Housing	Support and join South Sound Housing Affordability Partnership (SSHA3P) in its efforts to collectively address housing issues in the Pierce County region.	Housing Working Group and SSMCP Government Affairs Consultant	South Sound Housing Affordability Partnership (SSHA3P)	High	Near-term/ Ongoing	Medium
1.2	Support Off-base Housing Development Opportunities	Support Thurston County efforts to address housing issues in the region.	 Housing	Support Thurston County elected officials and staff in their efforts to collectively increase the supply of attainable housing in the Thurston County region.	Housing Working Group	Thurston County Regional Council, and Thurston County local agencies	High	Mid-term/ Ongoing	Medium
1.3	Support Off-base Housing Development Opportunities	Advocate for state legislation, funding resources, and/or programs in developing more attainable housing.	 Housing	Lead and supporting role in advocating to the Washington State Legislature for legislation and funding that leads to the development of more attainable housing.	Housing Working Group and SSMCP Government Affairs Consultant	Washington State Legislature	High	Mid-term/ Ongoing	Medium
2.1	Advocate for Occupational Licensure Portability	Support the military spouse liaison in advocating for occupational licensure portability for military spouses working in the child care and education industries, among other industries.	 Cross-Discipline	Support advocacy for occupational licensure portability.	Healthcare Working Group and Social Services Working Group	SSMCP Government Affairs Consultant, Military Spouse Liaison, Local Universities with Healthcare Programs  Other partners are represented in the Healthcare and Social Services Working Groups	High	Near-term/ Ongoing	Low
3.1	Support I-5 Corridor Improvements	Pursue funding for I-5 Nisqually improvements south of Mounts Road and SR 507 corridor RAB improvements.	 Transportation	Continue a leading role in advocating for improvements to I-5 across the Nisqually River delta, as it has done in the past for previous I-5 corridor improvement funding and identify the best forum for supporting funding for I-5 expansion at the federal level.	Transportation Working Group	WSDOT, JBLM, Thurston County, Nisqually Indian Tribe, TRPC, City of Lacey, Intercity Transit, City of DuPont	High	Near-term/ Ongoing	High (\$4 Billion+)
3.2	Support I-5 Corridor Improvements	Support expansion of the I-5 HOV system between Tacoma and Olympia.	 Transportation	Support and monitor progress of the I-5 JBLM Corridor Improvements and advocate that WSDOT extend the recently constructed HOV lanes through JBLM, north to connect to the regional HOV system at their present terminus at S 38th Street in Tacoma.	Transportation Working Group	WSDOT, JBLM, City of Tacoma, City of Lakewood, Pierce County, PSRC	High	Near-term/ Ongoing	High (\$310 Million+) based on a practical design approach





Strategy No.	Strategy	Sub-strategy	Resource Area	SSMCP Role	SSMCP Working Group	Implementing Partners	Priority	Timeframe	Effort
3.3	Support I-5 Corridor Improvements	Continue transportation legislative advocacy at state & federal level.	 Transportation	Continue leading legislative advocacy for transportation funding at the state level and expand advocacy efforts to the federal level, to take advantage of other funding opportunities.	Transportation Working Group	WSDOT, JBLM, TRPC, Thurston County, Pierce County, Nisqually Tribe, All local governments of and within Pierce and Thurston counties	High	Near-term/ Ongoing	High
4.1	Improve Resiliency Planning	Advocate for land use-related planning and implementation measures that impact mission readiness.	 Climate Change	Support regional and JBLM climate change and resiliency-planning efforts.	JLUS Task Force and SSMCP Government Affairs Consultant	All local governments in Pierce and Thurston counties, Puget Sound Regional Council, Thurston Regional Planning Council, JBLM, emergency management organizations, and local fire districts	High	Mid-term	Medium
4.2	Improve Resiliency Planning	Pursue OLDCC funding to conduct a Military Installation Resilience (MIR) study.	 Climate Change	Lead coordination with state and local government entities to apply for grant funding from OLDCC to conduct an MIR study, select consultants to conduct the study, and oversee the study completion.	JLUS Task Force	Office of Local Defense Community Cooperation (OLDCC), JBLM, Thurston Regional Planning Council (TRPC), Puget Sound Regional Council (PSRC), Pierce County, Thurston County, the City of Lakewood, and other local governments in the region	High	Near-term/ Ongoing	Medium (10% of project cost to be funded by non-federal sources)
5.1	Communicate the Economic Benefits of JBLM on the Region	Develop a communication strategy to support effective communication on JBLM's economic contributions to the region.	 Economics	Lead collaborative efforts with a communications team (to be determined) to help develop and implement a communications strategy.	Business and Economic Development Working Group	JBLM, Executive Group SSMCP, Thurston County Economic Alliance (TEA), Economic Development Board in Tacoma/Pierce County, Puget Sound Regional Council, state partners such as the Washington Military Alliance	High	Near-term/ Ongoing	Medium
5.2	Communicate the Economic Benefits of JBLM on the Region	Measure the economic significance of JBLM on the region.	 Economics	Lead collaborative efforts with the University of Washington-Tacoma or other similar organizations to guide the JBLM regional economic impact analysis (producing similar results as the previous Economic Impact Analysis in 2020).	Business and Economic Development Working Group	JBLM, Executive Group SSMCP, Thurston County Economic Alliance (TEA), Economic Development Board in Tacoma/Pierce County, Puget Sound Regional Council, state partners such as the Washington Military Alliance	High	Near-term/ Ongoing	Medium







Strategy No.	Strategy	Sub-strategy	Resource Area	SSMCP Role	SSMCP Working Group	Implementing Partners	Priority	Timeframe	Effort
6.1	Support JBLM in Developing On-base Housing	Support JBLM in its efforts to develop additional on-base housing.	 Housing	Support JBLM in its efforts to develop additional on-base housing. This may include legislative advocacy, facilitating in the development of public-private housing development partnerships, or other tasks.	Housing Working Group and SSMCP Government Affairs Consultant	JBLM	High	Near-term/ Ongoing	High
7.1	Support the Creation of a Centrally Located, Dependent-Friendly Family Service Center on JBLM	Pursue discussions with JBLM representatives, through the working group, to determine the extent to which the SSMCP can support/advocate/partner with JBLM on creating a centrally located, dependent-friendly family service center.	 Social Services	Support and pursue discussions with JBLM representatives.	Social Services Working Group	JBLM, including, for example:  - Directorate of Personnel and Family Readiness  - Department of the Army including local Directorate of Public Works master planning staff  - Department of the Air Force including local Civil Engineer Squadron master planning staff  Other partners are represented in the Social Services Working Group will be determined as the strategy is pursued.	High	Long-term	High
8.1	Support Service Members in Obtaining Off-base Housing	Support JBLM Housing Services Office (HSO) and Rental Partnership Program (RPP).	 Housing	Support JBLM in its federal legislative advocacy efforts to increase staff levels for the JBLM Housing Services' Office, to expand the JBLM Rental Partnership Program, and to increase the per diem provided to service members for use in their permanent change in station.	Housing Working Group and SSMCP Government Affairs Consultant	JBLM leadership, JBLM Housing Services Office, JBLM Rental Partnership Program and Congresswoman Marilyn Strickland (WA, 10th District)	High	Near-term	Low
8.2	Support Service Members in Obtaining Off-base Housing	Support creative solutions that assist connecting service members to attainable housing.	 Housing	Support public agencies, non-profits and private entities with efforts to connect service members to attainable housing.	Housing Working Group	JBLM Housing Services Office, JBLM Rental Partnership Program, SSHA3P, local housing authorities and non-profit housing organizations	High	Near-term/ Ongoing	Low







Strategy No.	Strategy	Sub-strategy	Resource Area	SSMCP Role	SSMCP Working Group	Implementing Partners	Priority	Timeframe	Effort
9.1	Increase Communication Between JBLM and Both Child Care Providers and Military Families	Facilitate connections between JBLM and off-base child care providers.	 Childcare	Lead coordination of meetings between implementing partners, JBLM, and off-base child care providers.	Social Services Working Group and potentially Government Affairs Consultant	JBLM's Child and Youth Services (CYS) office, Child Care Aware America (CCAA), Child Care Aware of Washington (CCAWA), off-base child care providers	High	Near-term/ Ongoing	Low
9.2	Increase Communication Between JBLM and Both Child Care Providers and Military Families	Support JBLM in increasing communication to military families regarding available child care providers and how to utilize fee assistance.	 Childcare	Support JBLM to increase the frequency of information sent to military families regarding child care.	Social Services Working Group	JBLM's Child and Youth Services (CYS) office	High	Near-term/ Ongoing	Low
10.1	Prioritize Initiatives That Expand Behavioral Health Services for Military Family Members, Including Adults and Children	Facilitate coordination among community organizations and JBLM to build a network of resources in the region.	 Cross-Discipline	Support and convene focus groups to facilitate discussions among community providers and the military seeking to build out a robust network of resources across the fence line.	Healthcare Working Group and Social Services Working Group	Partners are represented in the Healthcare and Social Services Working Groups	High	Mid-term	Medium
10.2	Prioritize Initiatives That Expand Behavioral Health Services for Military Family Members, Including Adults and Children	Continue assessing frequency of Behavioral Health Care Forum events to share information and improve access to care for all service members and their families.	 Cross-Discipline	Lead assessment of feedback from the 2021 Behavioral Health Care Forum.	Healthcare Working Group and Social Services Working Group	Partners are represented in the Healthcare and Social Services Working Groups	High	Near-term	Medium
10.3	Prioritize Initiatives That Expand Behavioral Health Services for Military Family Members, Including Adults and Children	Assist Pierce and Thurston counties in evaluating adoption of the Washington State's Behavioral Health Model Ordinance.	 Cross-Discipline	Support and facilitate discussions with Pierce and Thurston counties.	Healthcare Working Group and Social Services Working Group	Pierce County, Thurston County, Thurston Regional Planning Council, Pierce County Regional Council	High	Near-term	Low
11.1	Enhance Resiliency Planning and Monitoring of Environmental Impacts	Continue regional emergency access planning.	 Transportation	Support the planning process by continuing to bring together JBLM staff and other agencies and emergency service providers to coordinate on emergency access planning.	Transportation Working Group	WSDOT, JBLM, Camp Murray, Thurston County, TRPC, City of Lacey, City of DuPont, City of Lakewood, WSP	Medium	Long-term	High
11.2	Enhance Resiliency Planning and Monitoring of Environmental Impacts	Enhance connections between Thurston and Pierce counties.	 Transportation	Continue to support and advocate for improved resiliency planning and be included in any planning for additional facilities or services that might improve cross-county travel.	Transportation Working Group	WSDOT, JBLM, Thurston County, TRPC, Pierce County, local cities	Medium	Long-term	High





Strategy No.	Strategy	Sub-strategy	Resource Area	SSMCP Role	SSMCP Working Group	Implementing Partners	Priority	Timeframe	Effort
11.3	Enhance Resiliency Planning and Monitoring of Environmental Impacts	Monitor environmental impacts caused by tire-related chemicals.	 Transportation	Support and collaborate with local transportation agencies to monitor the research and potential mitigation recommendations to understand the impacts to transportation projects in the area.	Transportation Working Group	WSDOT, JBLM, Thurston County, TRPC, Pierce County, local cities	Medium	Long-term	High
12.1	Continue Pursuing Land Use Compatibility Measures	SSMCP advocate for the inclusion of military-related land use compatibility policies in the Thurston County countywide policies.	 Land Use	Support and advocate for adoption of Thurston County military-related land use compatibility policies within the TRPC countywide policies.	JLUS Task Force	Thurston Regional Planning Council	Medium	Near-term	Low
12.2	Continue Pursuing Land Use Compatibility Measures	Support local communities as they update their comprehensive plans.	 Land Use	Support local communities in updating their comprehensive plans.	JLUS Task Force	All local jurisdictions in Pierce and Thurston counties	Medium	Near-term	Low
12.3	Continue Pursuing Land Use Compatibility Measures	Support resolution of North Clear Zone encroachments	 Land Use	Support the implementing partners	SSMCP Government Affairs Consultant	City of Lakewood, Pierce County, JBLM, Washington State, and Federal Agencies	High	Near-term/ Ongoing	Medium
13.1	Support Local Arterial/ Highway Access Improvements	Pursue access improvements to JBLM at the Muck Creek Bridge.	 Transportation	Support and work with the City of Roy and JBLM to prioritize these improvements and help identify potential funding sources.	Transportation Working Group	WSDOT, JBLM, Pierce County, City of Roy	Medium	Mid-term	High (\$2 million)
13.2	Support Local Arterial/ Highway Access Improvements	Support DuPont-Steilacoom Road corridor improvements.	 Transportation	Support implementing improvements to the corridor by Pierce County.	Transportation Working Group	City of DuPont, Pierce County, JBLM, WSDOT	Medium	Mid-term	High
13.3	Support Local Arterial/ Highway Access Improvements	Advocate to complete the Yelm Bypass.	 Transportation	Support WSDOT efforts to complete the Yelm Bypass, which is currently in the environmental impact assessment phase.	Transportation Working Group	WSDOT, City of Yelm, Thurston County, TRPC	Medium	Mid-term	High (\$58.5 Million)



Strategy No.	Strategy	Sub-strategy	Resource Area	SSMCP Role	SSMCP Working Group	Implementing Partners	Priority	Timeframe	Effort
14.1	Support Workforce Development Initiatives Focused on Helping Service Members Transitioning from JBLM and Their Families with Career Growth	Study Veteran employment trends, research existing skill gaps within the region's major industry sectors and collect information to comprehensively describe the existing resources available to Veterans to help identify gaps.	 Cross-Discipline (Economics, Education and Childcare)	Support partner workforce organizations such as the Pacific Mountain Workforce Development Organization (PMWDO) to help support this strategy.	Business and Economic Development Working Group	The Pacific Mountain Workforce Development Organization (main), Lacey Veterans Services Hub	Medium	Long-term/Ongoing	Medium
14.2	Support Workforce Development Initiatives Focused on Helping Service Members Transitioning from JBLM and Their Families with Career Growth	Assist partner organizations effectively providing support for JBLM service members transitioning into the workforce; and explore how SSMCP and its partners could broaden coordination with growing private businesses in the region to broaden opportunities for the employment of transitioning JBLM service members.	 Cross-Discipline (Economics, Education and Childcare)	Support the Business and Economic Development Work Group for the first part of 15.2, the assistance to partner organizations. SSMCP should lead the exploration of how to broaden coordination with private businesses and gain support from the Business and Economic Development Working Group and partners.	Business and Economic Development Working Group	The Pacific Mountain Workforce Development Organization (main) and support from the Lacey Veterans Services Hub	Medium	Long-term/Ongoing	Medium
14.3	Support Workforce Development Initiatives Focused on Helping Service Members Transitioning from JBLM and Their Families with Career Growth	Pursue collaborations with higher education institutes and key vocational programs in the region offering fair wages and the opportunity for career advancement of transitioning JBLM service members.	 Cross-Discipline (Economics, Education and Childcare)	Lead and gain support from the Business and Economic Development Working Group and partners.	Business and Economic Development Working Group	The Pacific Mountain Workforce Development Organization (main), support from the Lacey Veterans Services Hub	Medium	Long-term/Ongoing	Medium
15.1	Create a School-Based Health Clinic Model for School Districts to Utilize	Collaborate with districts and/or OSPI on creating a model of health clinics at schools.	 Cross-Discipline (Education and Health Care)	Provide support for, convene participants, and facilitate information distribution.	Healthcare Working Group and SSMCP Government Affairs Consultant	Regional School Districts, Madigan Army Medical Center (MAMC), Office of Superintendent of Public Instruction (OSPI)	Medium	Long-term	Medium

Strategy No.	Strategy	Sub-strategy	Resource Area	SSMCP Role	SSMCP Working Group	Implementing Partners	Priority	Timeframe	Effort
16.1	Determine SSMCP's Level of Advocacy for Representing JBLM and the Region in National Discussions about TRICARE Issues	Focus on collecting regional data that can be used to advocate for the region during higher-level, national discussions about TRICARE issues.	 Health Care	Provide support by writing a letter to the Northwest Regional Liaison, Defense-State Liaison Office.	Healthcare Working Group	SSMCP Government Affairs Consultant Federal Lobbyist Northwest Regional Liaison, Defense-State Liaison Office	Medium	Mid-term	High
17.1	Pursue Funding for Other Transportation Studies	Pursue funding for a I-5 Exit 120 flyover.	 Transportation	Support JBLM in securing funding to design and construct the I-5 Exit 120 Flyover concept identified as a high priority in the 2020 SSMCP Local Transportation Impact Study.	Transportation Working Group	WSDOT, JBLM, Sound Transit	Medium	Mid-term	Medium (\$1.5 Million Preliminary Design, \$200 Million+ Construction)
17.2	Pursue Funding for Other Transportation Studies	Complete a Perimeter Road corridor study.	 Transportation	Lead securing funding and management of a study that seeks to identify Perimeter Road improvements on behalf of JBLM.	Transportation Working Group	JBLM, Pierce County	Medium	Mid-term	Medium (\$350,000)
18.1	Ensure that New Organizations and Initiatives are Invited to Participate in Relevant SSMCP Working Groups.	Inventory the existing working group roster, identify gaps in representation, and invite identified organizations to join the working group and conduct an annual review of the working group roster.	 Cross-Discipline	Lead routinely refreshing working group membership.	All working groups	Not applicable	Medium	Near-term/ Ongoing	Low
19.1	Broaden the Recruitment of Local Businesses on JBLM Contracts	Prolong the assistance offered to partner organizations effectively providing government contracting support for local businesses through activities such as hosting events, and providing training workshops, services, or education. Grants, resources, and funding should be considered for this support.	 Economics	Continue to support the Washington State Procurement Technical Assistance Center (PTAC) in facilitating contracts with local businesses.	Business and Economic Development Working Group	The Washington State Procurement Technical Assistance Center (PTAC) and other identified local organizations and partners	Medium	Near-term/ Ongoing	Medium (continue providing existing support to PTAC)
19.2	Broaden the Recruitment of Local Businesses on JBLM Contracts	Explore ways to expand contracting to include the recruitment of Black, Indigenous, and People of Color (BIPOC) business owners.	 Economics	Support PTAC and the Business and Economic Development Working Group to help inclusively broaden the recruitment (where feasible) of diverse local businesses on JBLM contracts.	Business and Economic Development Working Group	The Washington State Procurement Technical Assistance Center (PTAC) and other identified local organizations and partners	Medium	Near-term/ Ongoing	Medium (continue providing existing support to PTAC)

Strategy No.	Strategy	Sub-strategy	Resource Area	SSMCP Role	SSMCP Working Group	Implementing Partners	Priority	Timeframe	Effort
19.3	Broaden the Recruitment of Local Businesses on JBLM Contracts	Help coordinate periodic data acquisition requests (no more than an annual basis) on JBLM contracting to support economic modeling and monitoring.	 Economics	Support the coordination of periodic data acquisition requests to help monitor JBLM contracting trends.	Business and Economic Development Working Group	The Washington State Procurement Technical Assistance Center (PTAC) and other identified local organizations and partners	Medium	Near-term/ Ongoing	Medium (continue providing existing support to PTAC)
20.1	Support Regional Initiatives Working on Addressing Military Family Food Insecurity	Support regional initiatives working on addressing military family food insecurity as an element of financial readiness/literacy.	 Social Services	Support and join the Washington Military Family Hunger Advocacy Campaign coalition.	Social Services Working Group	SSMCP Government Affairs Consultant, Federal Lobbyist, Northwest Regional Liaison, Defense-State Liaison Office	Medium	Near-term/ Ongoing	Low
21.1	Continue Educating Civilian Medical Providers on TRICARE Benefits and Advocate for their Participation as a TRICARE Provider	Help civilian providers gain new cultural competency by understanding the TRICARE system, process of transition, issues with TRICARE, and military culture.	 Health Care	Lead and host a series of focused, educational forums with military and civilian health care providers.	Healthcare Working Group	Madigan Army Medical Center; other partners are represented in the Healthcare Working Group	Low	Mid-term	Low
22.1	Apply an Equity Lens to Future SSMCP Efforts	Pursue equity-focused initiatives.	 Cross-Discipline	Lead by incorporating equity considerations into SSMCP decision-making and initiatives by engaging with key community members and stakeholders and creating a plan to identify opportunities for future action.	All working groups	Association of Defense Communities (ADC), JBLM	Medium	Near-term/ Ongoing	Medium
23.1	Expand Transit and Transportation Demand Management Program	Advocate for improved transit service to and around JBLM.	 Transportation	Support and advocate for transit service enhancements, working with transit providers such as Sound Transit, Pierce Transit, and InterCity Transit.	Transportation Working Group	JBLM, Sound Transit, Pierce Transit, Intercity Transit	Low	Long-term	High
23.2	Expand Transit and Transportation Demand Management Program	Support enhancements to on-base shuttle system.	 Transportation	Support the work of the JBLM Public Works staff to continue to fund and operate the on-base shuttle system.	Transportation Working Group	JBLM, Pierce Transit	Low	Long-term	High

Strategy No.	Strategy	Sub-strategy	Resource Area	SSMCP Role	SSMCP Working Group	Implementing Partners	Priority	Timeframe	Effort
23.3	Expand Transit and Transportation Demand Management Program	Encourage more on-base services to extend off base.	 Transportation	Support and advocate for JBLM and the various service providers in the region continue strong collaboration on consideration of relocating services outside the secure perimeter.	Transportation Working Group	JBLM, various service providers (health care, VA Services, etc.)	Low	Long-term	High
24.1	Coordinate with JBLM on Projects to Mitigate Potential Climate Change Impacts to Mission Readiness	Support DoD efforts to enhance climate resilience through on-post and off-post planning efforts and projects.	 Climate Change	Support evaluation of all other SSMCP priorities and projects through a climate resilience lens.	JLUS Task Force and SSMCP Government Affairs Consultant	JBLM	Medium	Mid-term	Low
25.1	Augment the Role of the Economics and Business Working Group	Develop a focused work plan for the Economics and Business Working Group.	 Economics	Lead coordination of the Economics and Business Working Group in partnership with the working group chairs. The goal for this strategy is to assess the proposed economic strategies for the 2022 Growth Coordination Plan and identify projects and/or activities that support plan implementation.	Business and Economic Development Working Group	None	Medium	Near-term/ Ongoing	Low (likely no additional cost)
26.1	Establish a Permanent Point-of-Contact for JBLM Coordination	Advocate for and assist JBLM in creating a dedicated Civilian Community Liaison position.	 Cross-Discipline	Pursue and lead discussions with JBLM.	None	JBLM, including, for example:  - Department of the Army including local Directorate of Public Works master planning staff  - Department of the Air Force including local Civil Engineer Squadron master planning staff	Low	Long-term	High

# 1. Support Off-Base Housing Development Opportunities

## Strategy 1.1

Support South Sound Housing Affordability Partnership

### Resource Area



Housing

### SSMCP Role



**Support** and join South Sound Housing Affordability Partnership (SSHA3P) in its efforts to collectively address housing issues in the Pierce County region.

### SSMCP Working Group

Housing Working Group and SSMCP Government Affairs Consultant

### Implementing Partners

SSHA3P

### Timeframe

Near-term / Ongoing

### Action Steps

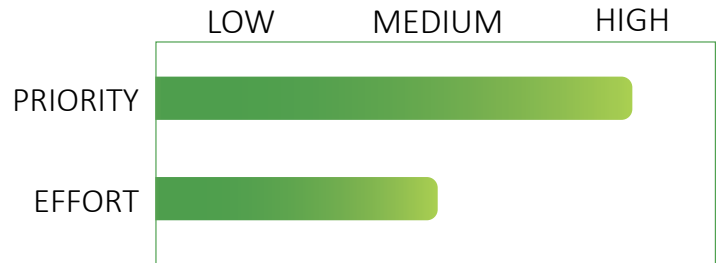
- SSMCP staff to contact SSHA3P staff with request to join South Sound Housing Affordability Partnership Advisory Board by April 2022.
- SSMCP to reconvene the SSMCP Housing Working Group by June 2022.
- Regularly attend SSHA3P Advisory Board meetings.
- Provide ongoing support to SSHA3P.
- SSMCP Staff report to the SSMCP Steering Committee and SSMCP Housing Working Group on SSHA3P actions.

### Funding Opportunities

At this time partnership dues are not required to be a member of the advisory board.

### Other Resources

[South Sound Housing Affordability Partnership Website](#)



### Summary

Housing affordability and attainability in the study area is a significant issue that impacts service members and their families as well as the general civilian community. During the GCP Update process, the SSMCP stakeholders determined that the development of additional attainable off-base housing is the number one priority for SSMCP and the region. SSMCP participation in the SSHA3P is one of the recommended strategies to address the issue.

SSHA3P is a new working group of Pierce County elected officials that is collaborating to address housing affordability and attainability issues in the Pierce County region. It was initially formed through a roundtable discussion with the Pierce County Executive, City of Tacoma Mayor, and Pierce County Councilmembers. It has grown to include elected officials from several of the local Pierce County communities, many of which are also SSMCP members. The SSHA3P is working on developing its structure and membership through an interlocal government, which defines funding and voting rights. The partnership has established an Executive Board and is working on filling an Advisory Board and hiring an SSHA3P Executive Manager.

It is anticipated that the SSMCP staff would join and participate in the SSHA3P Advisory Board, which at this time does not require a financial contribution but will require staff time. SSMCP staff's primary role or purpose for involvement is to support SSHA3P in its efforts to increase the supply of additional attainable

housing (for rent and for sale) within the Pierce County region. The Advisory Board is to be comprised of “key housing stakeholders.”

Once SSMCP joins the SSHA3P Advisory Board, it is anticipated that the support will be ongoing, and the level of effort could rise to medium in terms of staff time, communication, and collaboration to address work plan items and legislative priorities. Anticipated SSMCP action items include:

1. SSMCP staff contact the SSHA3P requesting to join SSHA3P Advisory Board.
2. SSMCP staff reconvenes the SSMCP Housing Working Group. This step is needed to assist and advise SSMCP staff priorities and action items to address the ongoing housing issues and would help SSMCP staff and the SSMCP Steering Committee support SSHA3P.
3. SSMCP staff regularly attend SSHA3P Advisory Board meetings and provide ongoing participation and support within this group structure.
4. SSMCP staff regularly reports to the SSMCP Housing Working Group and the SSMCP Steering Committee on SSHA3P activities and SSMCP time commitments and relevant work plan items. SSMCP Housing Working Group will advise the SSMCP Steering Committee if any work plan items should be added to the SSMCP legislative agenda. SSMCP Steering Committee and Housing Working Group will determine when the ongoing support of SSHA3P is no longer needed or effective.

### How to Measure Success:

**Near-term:** By 2nd quarter of 2022, SSMCP successfully joins the SSHA3P Advisory Board.

**Mid-term/Ongoing:** SSMCP provides SSHA3P support through its participation on the Advisory Board in achieving its work plan initiatives. Success is measured through attendance at the meetings and support of work plan efforts. Additional support could be inclusion of SSHA3P legislative initiatives within the SSMCP legislative agenda.

**Long-term:** Ongoing Advisory Board attendance and support. Ongoing legislative advocacy as appropriate. Success is measured in the implementation of SSHA3P work plan measures resulting in opportunities for the development of additional attainable housing in the study area.

# 1. Support Off-Base Housing Development Opportunities

## Strategy 1.2

Support Thurston County efforts to address housing issues in the region

### Resource Area



Housing

### SSMCP Role



**Support** Thurston County elected officials and staff in their efforts to collectively increase the supply of attainable housing in the Thurston County region.

### SSMCP Working Group

Housing Working Group

### Implementing Partners

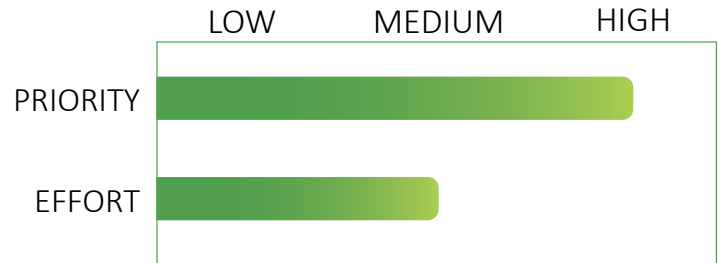
Thurston County Regional Housing Council and Thurston County local agencies

### Timeframe

Mid-term / Ongoing

### Action Steps

- SSMCP staff to contact Thurston County Housing Program Manager for an informational meeting with Thurston County Regional Housing Council (RHC) Technical Team to discuss potential collaboration opportunities for increasing attainable housing in Thurston County. This could include requesting attainable housing for service members be added to the RHC work plan or future work plans and potential updating of their Memorandum of Understanding (MOU).
- SSMCP staff to provide ongoing support and participation to the RHC work plan items that increase attainable housing in the county.
- SSMCP staff report to the SSMCP Housing Working Group and SSMCP Steering Committee on any potential RHC actions, including work plan initiatives that should be added to the SSMCP legislative agenda.



### Funding Opportunities

None anticipated.

### Other Resources

[Thurston County Regional Housing Council Website](#)

[South Sound Housing Affordability Partnership Website](#)

<https://www.trpc.org/390/Contact-Us>

### Summary

Housing affordability and attainability in the study area is a significant issue that impacts service members and their families as well as the general civilian community. During the GCP Update process, the SSMCP stakeholders determined that the development of additional attainable off-base housing is the number-one priority for SSMCP and the region.

The 2020 Off-Installation Housing Study found that approximately 70% of service members live off-base, that there is a current shortage of over 8,800 housing units in the JBLM Study Area, and that most new housing being constructed is unaffordable to lower-ranked service members. As noted in the land use and housing existing conditions report and the 2020 Off-Installation Housing Study, these pressures have caused more service members to move further south into Thurston County to find housing that is both available and affordable. Supporting the development of additional attainable housing in Thurston County

would help service members and is a high priority for SSMCP. This strategy is similar to Strategy 1.1, however, it is focused on the Thurston County portion of the study area.

Thurston County established its RHC in 2021 that is primarily focused on responding to homelessness and affordable housing issues in Thurston County. Specifically, this group will be looking to implement Thurston County's Five-Year Homeless Crisis Response Plan. While the RHC is focused on homelessness and affordable housing, the goal of this strategy is to expand the RHC focus to help in addressing the supply of attainable housing in Thurston County. Anticipated SSMCP action items include:

1. SSMCP staff to contact Thurston County Housing Program Manager for an informational meeting with the Thurston County RHC to discuss potential collaboration options. This could include requesting that attainable housing be added to the RHC work plan or future work plans. It is anticipated that the strategy would start no more than one year after SSMCP joins SSHA3P Advisory Board (Strategy 1.1).
2. SSMCP staff would regularly report to the SSMCP Housing Working Group and the SSMCP Steering Committee on the partnership activities, SSMCP time commitments, and relevant work plan items. The SSMCP Housing Working Group will advise the The SSMCP Steering Committee if any work plan items should be added to the SSMCP legislative agenda. The SSMCP Steering Committee and Housing Working Group will determine when the ongoing support of RHC is no longer needed or effective.

It is anticipated that this strategy would be initiated within one year and worked on between one and three years (mid-term timeframe) and would require low effort from SSMCP staff initially. The level of effort could raise to medium level if it is determined that collaboration with Thurston County RHC is determined appropriate after the initial informational meeting. The SSMCP Housing Working Group will advise the SSMCP Steering Committee if SSMCP ongoing support of the partnership is appropriate.

### How to Measure Success:

**Mid-term/Ongoing:** SSMCP staff to engage in conversations with Thurston County Housing Program Manager and Thurston County RHC Technical Team to discuss potential collaboration options to address access to attainable housing in Thurston County. Convening a meeting with Thurston County Housing Program Manager and Thurston County RHC Technical Team is the first measure of success. If Thurston County RHC is interested, the second measure of success is increasing the supply of attainable housing as a work plan item and SSMCP participation in the new housing partnership.

**Long-term:** If collaboration with Thurston County RHC is determined appropriate, work plan initiatives are to be supported by SSMCP staff. Where appropriate, work plan items may be added to the SSMCP legislative agenda. Ultimate success is measured as implementation of work plan initiatives that result in opportunities for the development of additional attainable housing in the study area.



# 1. Support Off-Base Housing Development Opportunities

## Strategy 1.3

Advocate for state legislation, funding resources, and/or programs in developing more attainable housing.

### Resource Area



Housing

### SSMCP Role



**Lead** and **supporting** role in advocating to the Washington State Legislature for legislation and funding that leads to the development of more attainable housing.



### SSMCP Working Group

Housing Working Group and SSMCP Government Affairs Consultant

### Implementing Partners

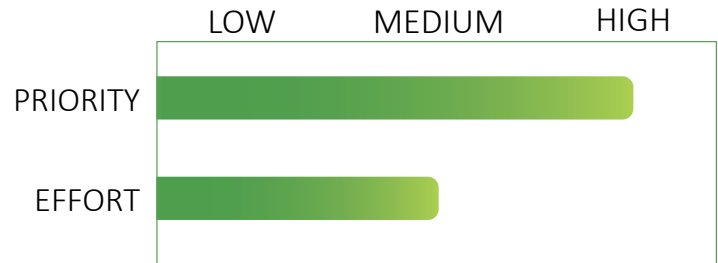
Washington State Legislature

### Timeframe

Mid-term / Ongoing

### Action Steps

- Reconvene the SSMCP Housing Working Group in a meeting with the SSMCP Government Affairs Consultant to determine the short-term, housing-focused advocacy goals for the legislative agenda. Present the goals for consideration to the SSMCP Steering Committee. It is anticipated that the 2020 Housing Study recommendations and the SSNA3P legislative agenda will be useful in formulating the legislative agenda.
- SSMCP, with assistance from the Government Affairs Consultant, will prepare a brief for the Washington State Legislature that describes the purpose and need for additional on-base housing. Using the brief, the SSMCP Government Affairs Consultant will advocate for a Washington State Legislature joint-resolution in support of JBLM's efforts to increase on-base housing for the legislative session. This is a cross-over action step from Strategy 7.0.1.



- Develop a long-term (5-year) housing advocacy plan.
- Provide ongoing support to SSMCP communities in their efforts to obtain state grants or assistance that is directly targeted to address attainable housing within their communities.
- SSMCP staff, SSMCP Housing Working Group, and SSMCP Government Affairs Consultant shall update the long-term (5-year) housing advocacy plan after every legislative session.

### Funding Opportunities

State and/or federal funding provided through new legislation to support new legislative mandates.

### Other Resources

[Department of Commerce's Growth Management website](#)

[Association of Washington Cities website](#)

### Summary

The Washington State Legislature and many local communities have made significant strides to address the development of attainable housing for Washington over the last few years. The State Legislature has revised housing incentives and paved the way for cities to revise local municipal codes so that housing impediments can be removed (through Housing Action Plans and other methods). However, there remains an affordability and housing supply crisis and there is more work to be done, including addressing zoning changes and incentives for the development of additional attainable housing, such as through public-private partnerships.

SSMCP provides a regional voice to lead and support advocacy for addressing the supply of attainable housing due to its unique regional membership, relationships with civilian and military populations, and success with legislative advocacy at the state level. Anticipated SSMCP action items for Strategy 1.3.0 include:

1. Work with the SSMCP Steering Committee, Housing Working Group, and the SSMCP Government Affairs Consultant to develop a state legislative agenda that pursues new legislation and funding focused on the development of attainable housing within the study area. In this effort, seek new legislation that provides local flexibility in implementation (local autonomy) and funding where appropriate. Sub tasks include:
  - Reconvene the SSMCP Housing Working Group in a meeting with the SSMCP Government Affairs Consultant to determine the short-term, housing-focused advocacy goals for the legislative agenda.
  - Present the goals for consideration to the SSMCP Steering Committee. It is anticipated that the 2020 Housing Study recommendations and the SSHA3P legislative agenda will be useful in formulating the legislative agenda.
2. Partner with or support SSMCP member communities in their efforts to obtain state grants, other sources of funding or legislation for infrastructure upgrades, and/or improvements that are needed to serve new residential communities. These efforts would be presented by SSMCP member communities to the Housing Working Group for discussion and consideration of SSMCP support.
3. Working with the Government Affairs Consultant, develop a long-term (5-year) housing advocacy plan/legislative agenda. It is anticipated that some housing legislation needs to be developed and advocated over multiple legislative sessions, and this allows SSMCP to better utilize its resources and connections over the long-term. Sub tasks include:
  - SSMCP staff, SSMCP Housing Working Group, and SSMCP Government Affairs Consultant would meet to discuss the long-term advocacy plans.

- The long-term housing advocacy plan would be presented for consideration to the SSMCP Steering Committee.

4. Since legislative priorities change year-to-year due to the impact of local, state, and federal elections, it will be important that there are yearly updates to the legislative goals and the long-term legislative plan.

With the 2022 GCP being completed during the short 2022 Washington Legislation Session, it is anticipated that this strategy timeframe will range from medium- to long-term. It is anticipated that SSMCP staff, SSMCP Housing Working Group, and specifically the SSMCP Government Affairs Consultant would need to provide a high level of effort to ensure the success of this strategy.




## How to Measure Success:

**Mid-term/Ongoing:** SSMCP should reconvene the SSMCP Housing Working Group in a meeting with the SSMCP Government Affairs Consultant to determine the short-term, housing-focused advocacy goals for the legislative agenda. Present the goals for consideration to the SSMCP Steering Committee at the annual Fall Retreat. Success is measured by the Steering Committee adoption of housing-related advocacy in the SSMCP legislative agenda.

Provide ongoing support to SSMCP member communities in their efforts to obtain state grants or other sources of funding for infrastructure upgrades and/or improvements that are needed to serve new residential communities. These efforts would be presented by SSMCP member communities to the Housing Working Group for discussion and consideration of SSMCP support. Success is measured by including this topic in all Housing Working Group meetings, followed by determination of which measures SSMCP can support and how it can be supported.

**Long-term:** In 2023, SSMCP should initiate the development of a long-term housing advocacy plan/legislative agenda. SSMCP staff, SSMCP Housing Working Group, and the SSMCP Government Affairs Consultant would meet in the summer of 2023 to discuss the long-term advocacy plan. The long-term housing advocacy plan would be presented for consideration to the SSMCP Steering Committee at its 2023 Fall Retreat. Success is measured by the Steering Committee adoption of the long-term housing advocacy plan in the 2024 (and beyond) legislative agenda.



## 2. Advocate for Occupational Licensure Portability

### Strategy 2.1

Support the military spouse liaison in advocating for occupational licensure portability for military spouses working in the child care and education industries, among other industries

#### Resource Area



Cross-Discipline

#### SSMCP Role



**Support** advocacy for occupational licensure portability.

#### SSMCP Working Group

Healthcare Working Group  
Social Services Working Group

#### Implementing Partners

SSMCP Government Affairs Consultant, Military Spouse Liaison, and Local Universities with Healthcare Programs. Other partners are represented in the Healthcare and Social Services Working Groups.

#### Timeframe

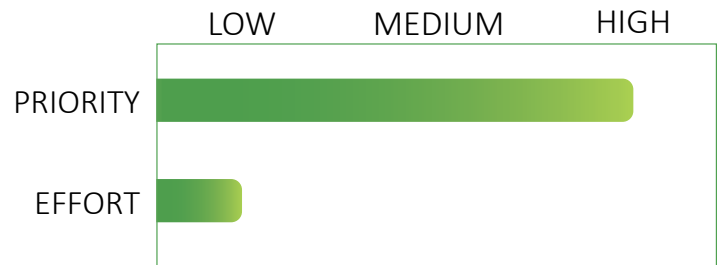
Near-term / Ongoing

#### Action Steps

- Maintain awareness of advocacy efforts.

#### Funding Opportunities

Not Applicable



#### Other Resources

American Occupational Therapy Association, Interstate Professional Licensing Compact: <https://www.aota.org/Advocacy-Policy/State-Policy/Licensure/Interstate-Professional-Licensing-Compact.aspx>

National Conference of State Legislatures, Universal Licensure Recognition: <https://www.ncsl.org/research/labor-and-employment/universal-licensure-recognition.aspx>

Federal Trade Commission, Options to Enhance Occupational License Portability: [https://www.ftc.gov/system/files/documents/reports/options-enhance-occupational-license-portability/license\\_portability\\_policy\\_paper\\_0.pdf](https://www.ftc.gov/system/files/documents/reports/options-enhance-occupational-license-portability/license_portability_policy_paper_0.pdf)

SSMCP Legislative Agenda: <https://cityoflakewood.us/wp-content/uploads/2021/09/2022-State-Legislative-Agenda-front-page.jpeg>

NCSBN NLC Webinars: <https://www.ncsbn.org/nlc-meetings.htm>

NASDTEC: <https://www.nasdtec.net/>

Teach for America Licensing: <https://www.teachforamerica.org/life-in-the-corps/licensing-and-employment>

National Database of Child Care Licensing Regulations: <https://licensingregulations.acf.hhs.gov/>

## Summary

Despite having the required education, training, and a valid license in another state, obtaining the appropriate occupational license for Washington State can create a significant barrier to military spouse employment and undue hardship on military families relocating to Washington. To ease the process of occupational licensure for military spouses moving to Washington following a Permanent Change of Station (PCS) to JBLM and to increase the number of providers (e.g., health care, social services, child care, etc.) in the region generally, the SSMCP should continue advocating for legislation related to enhanced spousal occupational licensure portability.

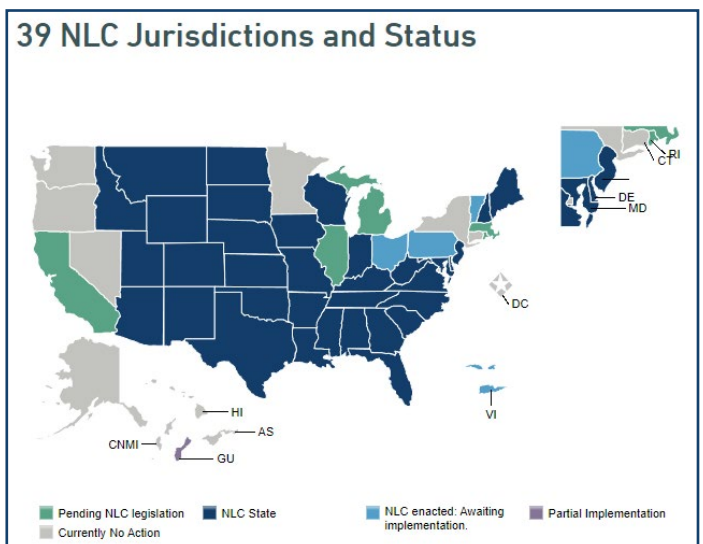
This strategy is a high priority because the SSMCP has already added occupational licensing improvements to its 2022 State Legislative Agenda and these improvements will support military families through improved employment opportunities and transition experience. Furthermore, the timely licensure of military spouses can help address the provider shortage in both the military and civilian communities in Washington for high-demand services, such as mental health counseling. The SSMCP should continue supporting the Military Spouse Liaison in advocating for occupational licensure portability for military spouses working in the child care and education industries, among other industries. The Healthcare Working Group and Social Services Working Group can contribute subject matter expertise as needed, and the SSMCP Government Affairs Consultant will continue to advise the SSMCP.

### Specific action steps:

The SSMCP should pursue the following action steps:

- Maintain awareness of advocacy efforts and continue expressing support.
  - Add occupational licensure portability to the “Maintain Active State Support for Military Affairs in Washington” section for policy positions outlined on the SSMCP website.
- Additional activities may include:
  - Conduct research and seek engagement on existing initiatives and potential options for advocating for occupational licensure. This research may include:

- Research and reach out to professional organizations working on this topic.
- Engage directly with organizations that manage licensure and, therefore, may be interfacing with states on specific requirements and licensure portability.
- The **Nurse Licensure Compact (NLC)**, for example, allows nurses to practice in other NLC states without having to obtain additional licenses. This increases access to care while maintaining public protection at the state level. The National Council of State Boards of Nursing (NCSBN) is an independent, not-for-profit organization through which nursing regulatory bodies act and counsel together on matters of common interest regarding public health and safety and welfare, including the development of nursing licensure examinations. The NCSBN offers free, topic-specific webinars about the NLC covering topics such as:
  - Overview of the Nurse Licensure Compact
  - Update regarding the status of pending legislation in various states
  - Explanation of Nursys®, the national nurse licensure database and E-Notify
  - Requirements when changing primary state of residence



- **Travel Nurses Across America** offers a licensing valet program for certain states allowing for expedited and simplified licensing. Such programs could provide helpful lessons learned and strategies.
- The **National Association of State Directors of Teacher Education and Certification (NASDTEC)** is an agreement for teaching reciprocity between states allowing compact agencies to check a teacher’s license status in other states. The interstate agreement, arranged by NASDTEC, is a collection of over 50 individual agreements by states and Canadian provinces. Each agreement is a statement by the respective state or jurisdiction outlining which other states’ educator certificates are accepted by that state. Specifically, the agreement outlines which types of educator certificates (teachers, administrators, service personnel, or career/technical) and which styles of certifications (titles, fields, etc.) are accepted.
- **Teach for America** assigns a region-specific staff member to teachers to ensure they are able to fulfill initial requirements and meet deadlines to become eligible for teaching positions in the region.
- The **National Database of Child Care Licensing Regulations** from the Administration for Children and Families is a tool for finding and searching national and state information about child care licensing regulations, agency policies, and requirements for licensed child care centers, family child care homes, and group child care homes.
- Examples from sectors outside of teaching, health care, and social services include the American Society of Landscape Architects, which creates and administers the landscape architecture exam. It offers a service that helps licensed landscape architects manage and document credentials to streamline the process of licensing across states. Architecture and engineering professionals generally maintain licenses in multiple states so they

can work on multiple projects in different geographic locations at the same time. While these sectors differ from health care and social services, they offer potential models that could be applied to health care and social services.

- The SSMCP could explore options to engage with students in healthcare programs at local universities to conduct this type of research as a class project.



**How to Measure Success:**

**Near-term:** Add occupational licensure portability to the SSMCP policy positions (within three months).

**Long-term:** Contribute support to ongoing advocacy efforts.



### 3. Support I-5 Corridor Improvements

## Strategy 3.1

Pursue funding for I-5 Nisqually improvements south of Mounts Road and SR 507 corridor RAB Improvements

#### Resource Area



Transportation

#### SSMCP Role



Continue a **leading** role in advocating for improvements to I-5 across the Nisqually River delta, as it has done in the past for previous I-5 corridor improvement funding, and identify the best forum for supporting funding for I-5 expansion at the federal level.

#### SSMCP Working Group

Transportation Working Group

#### Implementing Partners

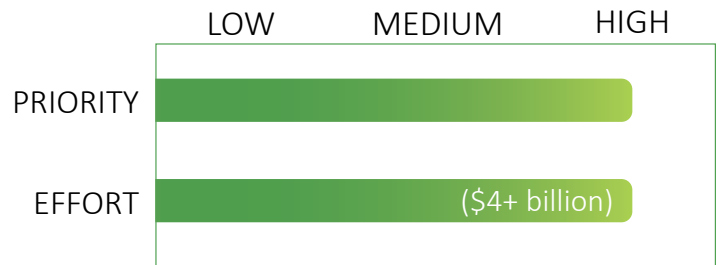
Washington Department of Transportation (WSDOT), JBLM, Thurston County, Nisqually Indian Tribe, Thurston Regional Planning Council (TRPC), City of Lacey, Intercity Transit, City of DuPont, Pierce County Regional Council, and City of Yelm

#### Timeframe

Near-term / Ongoing

#### Action Steps

- Identify funding opportunities, both at the state and federal level.
- Continue cataloging research of climate impacts to the Nisqually area and I-5 roadway infrastructure to highlight need for action.
- Develop advocacy plan to engage stakeholders and legislative decision makers.
- Push for \$125 million in the state budget needed to complete environmental review and design work.
- Ensure capital funding is included in any potential state transportation revenue package.



- Work with WSDOT and Yelm to pursue funding opportunities jointly from state and federal sources, and other grant programs

#### Funding Opportunities

WA State Biennial Transportation Budget, New WA State Transportation Package, Federal Appropriations (USDOT & DoD)

#### Other Resources

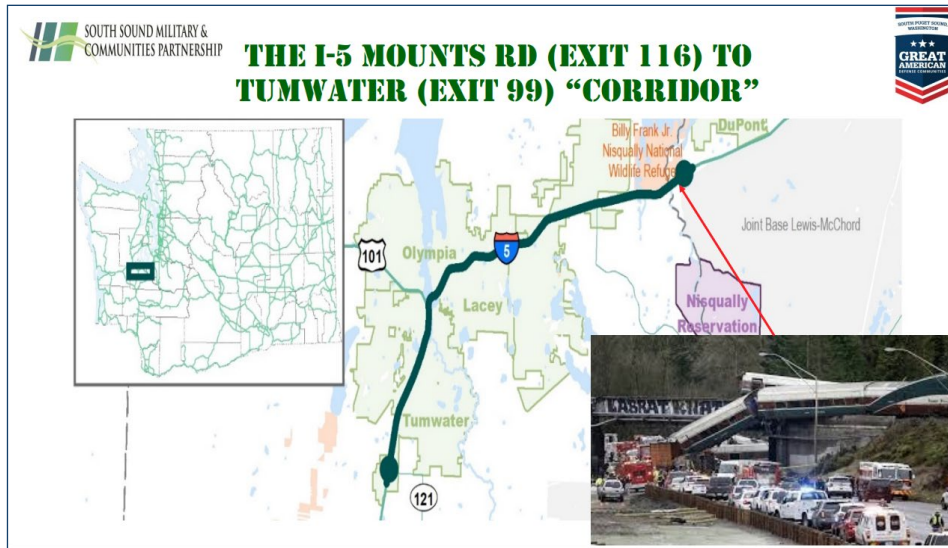
<https://wstc.wa.gov/wp-content/uploads/2021/04/2021-0421-BP10A-CrossingNisquallyDelta-SouthSoundMilitaryCommunitiesPartnerships.pdf>

<https://wsdot.wa.gov/construction-planning/search-studies/i-5-tumwater-mounts-road-corridor-planning-and-environmental-linkages-study>

<https://www.trpc.org/662/Regional-Transportation-Plan---What-Move>

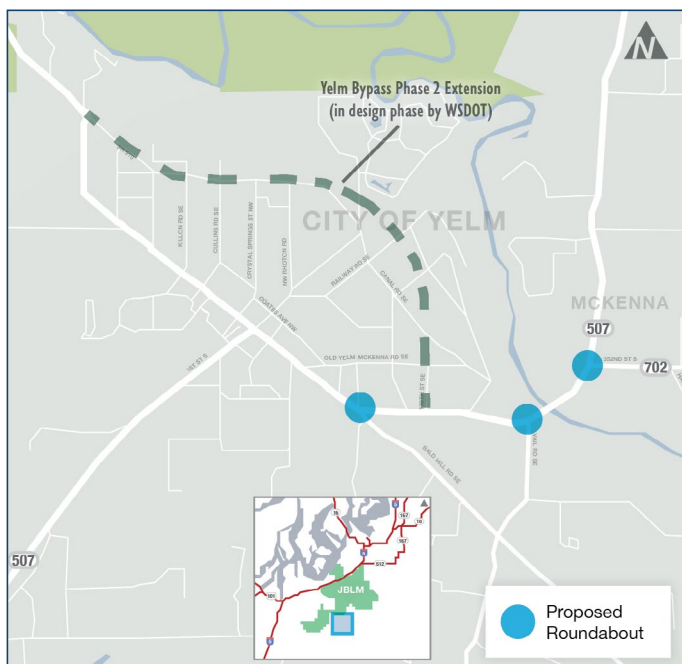
#### Summary

A PEL study is currently being completed for I-5 between Mounts Road and Tumwater. This study will build upon goals and strategies of the 2018 corridor study to consider environment, community, and economic goals of the area and to start the overall environmental review process for I-5 corridor improvements. Recent research has shown that I-5 is at risk of being undercut by the Nisqually River. This is expected to occur as early as 2037, making



I-5 impassable. This location of I-5 is critical to ensure continued flow of people and goods through Thurston County, and maintain JBLM military readiness requirements. SSMCP should continue working with the Washington State Legislature to advocate for the allocation of public funds for I-5 improvements south of Mounts Road through the Nisqually Delta. These improvements will benefit both JBLM personnel and residents of Pierce and Thurston County. SSMCP should continue with its leading role in this advocacy work, as it has done in the past for previous I-5 improvement funding, and identify the best forum for supporting funding for I-5 expansion at the federal level.

Additionally, as identified in the 2020 SSMCP Local Transportation Impact Study and the TRPC Regional Transportation Plan, three intersections were highlighted as locations that could be improved by the construction of roundabouts along the SR 507 corridor, each of which currently operate below Level of Service (LOS) standards: Bald Hills Road, Vail Road, and SR 507. These intersections currently create bottlenecks and delays along this important corridor that connects Thurston and Pierce counties and offers an alternative route to JBLM apart from I-5. SSMCP should support this project to improve system resiliency and alternative travel routes for JBLM access and cross county travel.



SSMCP should work with local, regional, and state agencies to help prioritize and secure funds to implement these critical improvements. These projects will improve intersection operations, relieve traffic congestion, allow for system resiliency during emergency detours, and provide safe pedestrian crossings. Roundabouts are proven to reduce the rate and severity of collisions.





## How to Measure Success:

**Near-term:** The project is identified in SSMCP's Legislative Priorities for 2022. SSMCP should work with WSDOT and local leaders to confirm if there are any additional funding opportunities as part of the new Federal Infrastructure Bill by second quarter 2022. Success is measured by the identification of new federal funding sources. Include the 2020 SSMCP Local Transportation Impact Study on the SSMCP website.

**Mid-term/Ongoing:** At Transportation Working Group meetings, SSMCP should continue having an ongoing agenda item to discuss legislative priorities and funding opportunities.

**Long-term:** Submission of grant applications and working with Government Affairs Consultant to share the importance of I-5 improvements with state legislators. Success is achieved when adequate funding has been secured to meet the need for construction improvements.



### 3. Support I-5 Corridor Improvements

## Strategy 3.2

Support Expansion of the I-5 HOV System Between Tacoma and Olympia

#### Resource Area



Transportation

#### SSMCP Role



**Support** and monitor progress of the I-5 JBLM Corridor Improvements and advocate that WSDOT extend the recently constructed HOV lanes through JBLM, north to connect to the regional HOV system at its present terminus at South 38th Street in Tacoma.

#### SSMCP Working Group

Transportation Working Group

#### Implementing Partners

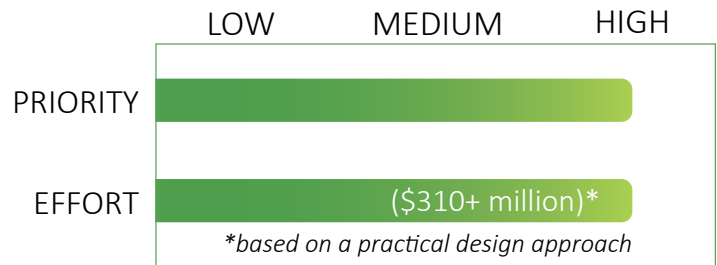
WSDOT, JBLM, City of Tacoma, City of Lakewood, Pierce County, Puget Sound Regional Council (PSRC), and Pierce County Regional Council

#### Timeframe

Near-term / Ongoing

#### Action Steps

- Continue monitoring the progress of I-5 JBLM Stage 3 & 4 Improvements.
- Support WSDOT in advocating for funding to extend the HOV lanes through JBLM north to connect with the regional HOV system.
- Support WSDOT's practical design solution identified in WSDOT's *I-5, JBLM to S. 38th St. – HOV Feasibility Study*, January 2017.



#### Funding Opportunities

WA State Biennial Transportation Budget, Federal Appropriations

#### Other Resources

<https://wsdot.wa.gov/construction-planning/major-projects/i-5-mounts-road-thorne-lane-ic-corridor-improvements>

<https://wsdot.wa.gov/construction-planning/major-projects/i-5-sr-16-tacomapierce-county-hov-program>

#### Summary

In July 2015, as part of the Connecting Washington transportation revenue package, the Washington State Legislature included \$495 million for the I-5 Mounts Road to Thorne Lane Interchange-Corridor Improvements project. The project widens seven miles of I-5 in Pierce County, from DuPont to Lakewood, adding an HOV lane in each direction. The project has four phases, with Stage 2 recently completed. This stage constructed a new HOV lane in each direction through JBLM and rebuilt the Thorne Lane and Berkeley Street interchanges. SSMCP should continue to monitor the progress of the Stage 3 improvements that include the construction of a new DuPont-Steilacoom Road interchange. Stage 4 includes the construction of the Gravelly-Thorne

Connector and the shared-use path which has already been funded with construction starting in 2023 and is expected to be completed by 2025.

After completion of the I-5 improvements through JBLM, the SSMCP should support WSDOT efforts to extend the HOV lanes north to connect to the regional HOV system at its present terminus at South 38th Street in Tacoma. Connecting the recently completed high-occupancy vehicle lanes into the regional HOV system will improve the mobility and reliability of vehicle travel along I-5 through the JBLM area.



### How to Measure Success:

**Near-term:** Work with WSDOT to determine the best way to support the HOV system expansion in south Pierce County and avoid competing for the same funds to complete the I-5 improvements across the Nisqually River. Based on WSDOT discussion, modify SSMCP legislative requests and priorities accordingly.

**Mid-term/Ongoing:** At Transportation Working Group meetings, SSMCP should continue having an ongoing agenda item to discuss legislative priorities and funding opportunities as well as how this project fits into other requests.

### 3. Support I-5 Corridor Improvements

## Strategy 3.3

Continue transportation legislative advocacy at state & federal level

#### Resource Area



Transportation

#### SSMCP Role



Continue **leading** legislative advocacy for transportation funding at the state level and expand advocacy efforts to the federal level, to take advantage of other funding opportunities.

#### SSMCP Working Group

Transportation Working Group

#### Implementing Partners

WSDOT, JBLM, TRPC, Thurston County, Pierce County, Nisqually Tribe, Pierce County Regional Council, and local cities

#### Timeframe

Near-term / Ongoing

#### Action Steps

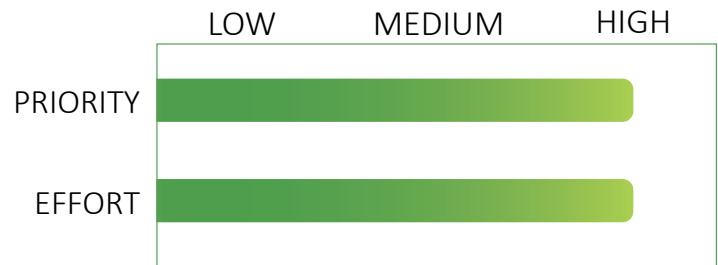
- Update and adopt a legislative priorities agenda that includes transportation funding priorities along I-5 and SR 507.
- Coordinate with Congresswoman Marilyn Strickland's office (WA - 10th District) on federal funding opportunities.
- Identify the best forum to support funding for I-5 expansion at the federal level.
- Research federal funding opportunities, not previously explored.

#### Funding Opportunities

None Needed

#### Other Resources

<https://cityoflakewood.us/south-sound-military-and-communities-partnership/>



#### Summary

SSMCP should continue its legislative advocacy for transportation funding at the state level and expand advocacy efforts to the federal level as well to take advantage of other funding opportunities. Transportation improvements in the area will need to be funded through a variety of mechanisms at the local, regional, state, and federal levels and SSMCP provides an optimal forum to advocate together as a military community for the shared interests of the surrounding jurisdictions and transportation providers.

#### How to Measure Success:

**Near-term:** Convene Transportation Working Group to Review Legislative outcomes from the 2022 session in Q2 2022.

**Mid-term/Ongoing:** At Transportation Working Group meetings, SSMCP should continue having an ongoing agenda item to discuss legislative priorities and funding opportunities.

**Long-term:** Work with the Government Affairs Consultant to discuss importance of transportation improvements with state legislators. Success is measured as the accumulation of funding for I-5 and SR 507 priority projects.

## 4. Improve Resiliency Planning

### Strategy 4.1

Advocate for land use-related planning and implementation measures that impact mission readiness

#### Resource Area



Climate Change

#### SSMCP Role



**Support** regional and JBLM climate change and resiliency-planning efforts.

#### SSMCP Working Group

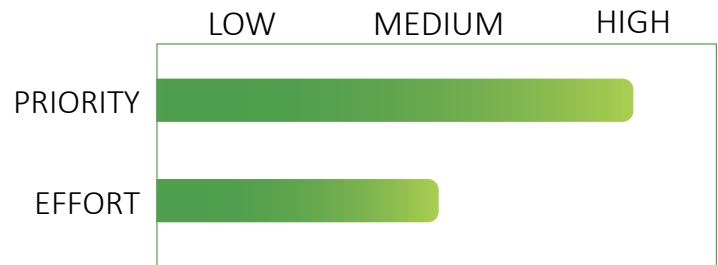
JLUS Task Force and SSMCP Government Affairs Consultant

#### Implementing Partners

All local jurisdictions in Pierce and Thurston counties, Puget Sound Regional Council and Thurston Regional Planning Council, JBLM, emergency management organizations, and local fire districts

#### Timeframe

Mid-term



#### Action Steps

- SSMCP Government Affairs Consultant to monitor Washington State Legislature efforts to pass legislation to require climate change planning within comprehensive plans in the 2023 and 2024 legislative sessions. SSMCP Government Affairs Consultant report to SSMCP Steering Committee on climate change related state legislation for the 2023 and 2024 legislative sessions.
- SSMCP staff pursue OLDCC or other funding sources to engage a consultant to develop a Climate Change Assessment that evaluates regional climate change planning efforts that impact mission readiness. Specific consultant tasks could include the following: (a) review of PSRC Vision 2050, TRPC Sustainable Thurston Plans, and all other Climate Change Plans adopted in the study area for the findings and implementation measures related to or impacting mission readiness; and (b) identification of gaps in the plans and recommend measures to improve the planning specific to protecting military readiness.
- SSMCP staff will report to the Steering Committee with any plan-related implementation measures that require either staff effort or additional funding. The Steering Committee shall consider re-activating the JLUS Task Force to address Climate Change. When grants are obtained, the Steering Committee shall consider formation of a new Climate Change Working Group.

## Funding Opportunities

New state and/or federal grant funding could be provided through new legislation to support legislative mandates related to climate change planning. OLDCC grant could be pursued for a Climate Change Assessment.

## Other Resources

Pierce County Climate Change: <https://www.piercecountywa.gov/7106/Climate-Change-Explained#:~:text=Pierce%20County's%20Response%20to%20Climate,promotes%20and%20supports%20our%20economy.>

Thurston County Regional Planning Council Climate Change: <https://www.trpc.org/908/Climate-Change>

Washington Department of Natural Resources Wildland Fire Management Division: <https://www.dnr.wa.gov/programs-and-services/wildfire-resources>

Association of Washington Cities: <https://wacities.org/>

Washington Department of Commerce Climate Change: <https://www.commerce.wa.gov/serving-communities/growth-management/growth-management-topics/climate-change/>

## Summary

Climate Change is a local, state, regional, and national issue, and specifically within the Growth Coordination Plan Study Area, has the potential to cause significant impacts to service members and mission readiness. During the GCP Update process, the Climate Change Existing Conditions Report findings, as well as the surveys from SSMCP stakeholders and SSMCP Steering Committee, have identified a high need to support the region's climate change and resiliency-planning efforts to ensure continued mission readiness.

The Washington State Legislature will continue drafting legislation and policies to address climate change in the state. SSMCP should ensure that it can monitor and review these efforts while pursuing a Climate Change Assessment for Pierce and Thurston

counties. SSMCP can impact climate change and its positive and negative impacts to mission readiness by preparing a Climate Change Assessment that reviews the policy gaps between Pierce and Thurston counties, gaps in comprehensive plan policies, and that recommends specific measures to protect military readiness from off-base regional climate change issues. It is anticipated that SSMCP would support Washington State legislative efforts in drafting climate change policies and lead efforts to develop a Climate Change Assessment. Anticipated SSMCP action items for Strategy 4.1 include:

1. The SSMCP Government Affairs Consultant would monitor Washington State legislative efforts to pass legislation to require climate change planning within comprehensive plans in the 2023 and 2024 legislative sessions. The SSMCP Government Affairs Consultant would report to the SSMCP Steering Committee on such legislation.
2. SSMCP staff pursues OLDCC or other funding sources to engage a consultant to develop a Climate Change Assessment that evaluates regional climate change planning efforts that impact mission readiness. Specific consultant tasks could include the following: (a) review PSRC Vision 2050, TRPC Sustainable Thurston Plans, and all other Climate Change Plans adopted in the study area for the findings and implementation measures related to or impacting mission readiness; and (b) the consultant shall identify gaps in the plans and recommend measures to improve the planning specific to protecting military readiness. Subtasks include:
  - o SSMCP staff pursue OLDCC or other funding to develop a Pierce- and Thurston County-specific Climate Change Assessment.
  - o SSMCP request proposals from consultants to prepare a Climate Change Assessment.
  - o SSMCP staff will report to the Steering Committee with any plan-related implementation measures that require either staff effort or additional funding.

Due to the 2022 GCP being completed during the short 2022 Washington Legislation Session, it is anticipated that the timeframe for the first task of this

strategy will range from medium- to long-term. Due to the need to pursue funding and consultants for the Climate Change Assessment, it is anticipated that the time frame for the second and third tasks will be long-term. SSMCP Government Affairs Consultant would need a low to medium level of effort, but SSMCP Staff would need to provide a high level of effort to ensure the success of this strategy. The Steering Committee shall consider reactivating the JLUS Task Force to address Climate Change. When grants are obtained, the Steering Committee shall consider formation of a new Climate Change Working Group.

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### How to Measure Success:

**Near-term:** The SSMCP Government Affairs consultant monitors Washington State Legislature efforts to pass climate change legislation. Initial success is measured upon identifying climate change legislature that will likely be presented in the 2023 legislative session.

At the Steering Committee Fall 2022 Retreat, add climate change advocacy to the legislative agenda, if appropriate.

**Mid-term/Ongoing:** The SSMCP Government Affairs consultant monitors Washington State Legislature efforts to pass climate change legislation on an ongoing bases. SSMCP Staff should identify, apply for, and be granted funding to develop a Pierce and Thurston County Climate Change Assessment.

SSMCP staff prepare climate change work plan items on an ongoing basis.

**Long-term:** It is anticipated that addressing climate change in the region will be a long-term endeavor.

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## 4. Improve Resiliency Planning

### Strategy 4.2

Pursue OLDCC funding to conduct a Military Installation Resiliency (MIR) study

#### Resource Area



Climate Change

#### SSMCP Role



**Lead** coordination with state and local government entities to apply for grant funding from OLDCC to conduct an MIR study, select consultants to conduct the study, and oversee the study completion.

#### SSMCP Working Group

JLUS Task Force

#### Implementing Partners

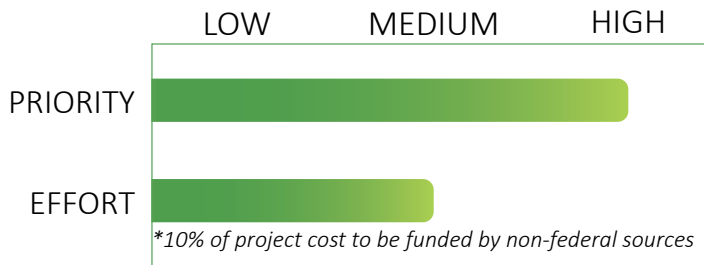
OLDCC, JBLM, TRPC, PSRC, Pierce County, Thurston County, the City of Lakewood, and other local governments in the region

#### Timeframe

Near-term / Ongoing

#### Action Steps

- Determine government partner agencies.
- Organize partners.
- Release RFP for MIR study and select consultant team to conduct the study.
- Work with partners to oversee the study execution.
- Implement study findings.
- Consider activating the JLUS Task Force to address Climate Change.
- Consider formation of a new Climate Change Working Group when grants are obtained.



#### Funding Opportunities

MIR grant program offered by OLDCC

- Overview of OLDCC Military Installation Sustainability initiatives: <https://oldcc.gov/our-programs/military-installation-sustainability>
- OLDCC Military Installation Resiliency nomination process: <https://oldcc.gov/community-military-installation-resilience-nomination-process>

#### Other Resources

OLDCC website: <https://oldcc.gov>

#### Summary

The effects of climate change may impact JBLM and its ability to facilitate mission readiness as well as indirect impacts to the community that affect JBLM. Examples include drought and heat-related impacts that affect training areas on JBLM as a result of wildfires, or drought impacts on the regional water supply, potentially threatening JBLM's access to water. The SSMCP can play an important role in facilitating communication and cooperation between JBLM and South Sound communities around climate change issues.

A program within the OLDCC provides funding and technical assistance to state and local governments to conduct MIR studies, including Military Installation Resiliency Reviews (MIRRs). MIR studies identify risks to infrastructure outside of an installation. This program is designed to facilitate cooperation between communities and military installations to



respond to, address, or mitigate potential threats to the resilience and overall readiness of an installation.

The SSMCP Executive Leadership Team and Steering Committee should take the lead in exploring whether a MIRR would benefit JBLM and the South Sound region and seek partners who can apply for funding for such a study through OLDCC. The technical data and recommended strategies that come from the MIRRs would provide focused action items for future resiliency planning that would benefit both JBLM and communities in the region. The Steering Committee shall consider reactivating the JLUS Task Force to address Climate Change. When grants are obtained, the Steering Committee should consider formation of a new Climate Change Working Group.

The timeframe for this strategy would be long-term, allowing one to two years to put together an application for and receive the funding, and one to two years for the study to be completed. There would be a high level of effort required by the SSMCP since it would be taking the lead on securing funding and coordinating the study.

This strategy is classified as medium priority since the issues addressed by the resiliency study are pervasive and persistent, but there are other more pressing issues that need to be addressed by the SSMCP.

Anticipated SSMCP action items for Strategy 4.2 include:

- Apply for MIR grant funding. In partnership with state or local government entities, SSMCP will develop the grant proposal for MIR study funding as the lead agency. This will require identifying non-federal funding to support the project, which should amount to 10% of the total project cost.
- Organize partners. The SSMCP should assist the state or local government entities with recruiting partner organizations that could serve on oversight committees during the study development. The Steering Committee shall consider re-activating the JLUS Task Force to address Climate Change. When grants are obtained, the Steering Committee should consider formation of a new Climate Change Working Group.

- Release RFP for MIR study and select consultant team to conduct the study. An OLDCC Project Manager will be assigned to help manage the preparation of the study. The SSMCP would assist the state or local government entity with developing the RFP and publicizing its release, as well as conducting a thorough review of applications. This process would involve interviewing potential candidate consultants.
- Work with partners to oversee the study execution. The SSMCP should be involved at all phases of study development, from providing data and background information to the consultant to reviewing draft versions of the study and providing feedback.
- Implement study findings. The MIR study will make recommendations to promote resiliency, many of which could be championed by the SSMCP and/or incorporated into future GCP planning efforts.

### How to Measure Success:

**Near-term:** MIR application resources will be gathered and pertinent questions will have known, nuanced answers. At the Steering Committee Fall 2022 Retreat, discuss resources or answers that may need further development.

**Mid-term/Ongoing:** The SSMCP will apply for and be granted funding to conduct a MIR study. Requests for proposals will be solicited. A consultant team will be selected, and high-quality study will be prepared.

**Long-term:** Successful implementation and monitoring of MIR recommendations.

## 5. Communicate the Economic Benefits of JBLM on the Region

### Strategy 5.1

Develop a communication strategy to support effective communication on JBLM's economic contributions to the region

#### Resource Area



Economics

#### SSMCP Role



**Lead** collaborative efforts with a communications team (to be determined) to help develop and implement a communications strategy.

#### SSMCP Working Group

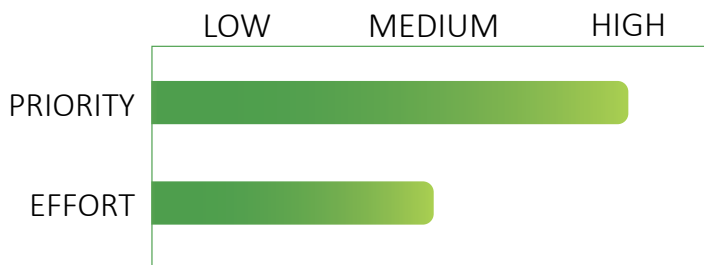
Business and Economic Development Working Group

#### Implementing Partners

JBLM, Executive Group SSMCP, Thurston County Economic Alliance (TEA), Economic Development Board in Tacoma/Pierce County, Puget Sound Regional Council, Central Puget Sound Economic Development District, higher education organizations and community colleges, and state partners such as the Washington Military Alliance

#### Timeframe

Near-term / Ongoing



#### Action Steps

- SSMCP will establish a communications subcommittee that includes representation from the Business and Economic Development Working Group and other targeted stakeholders.
- SSMCP will secure funding and determine the scope for developing a communications strategy and a communications campaign.
- With input from the subcommittee, SSMCP will write a Request for Proposal (RFP) for a consultant team to develop and help implement a communications strategy. This RFP should describe the goals for the communication strategy and the targeted audiences. After responses are submitted, SSMCP and the subcommittee will select a consultant team.
- SSMCP will work with the consultant team to develop a communications strategy. The communications strategy should provide recommendations on the timing, format, channels, sequencing, messaging options, and other needed items as identified in the scope of work. The results of the economic impact modeling should be integrated into this strategy.
- The last step for this action is to implement the communications strategy. Implementation of messaging about JBLM's economic benefits will be ongoing.

## Funding Opportunities

To be determined

## Other Resources

Previous economic impact reports completed for JBLM and other similar military bases could serve as helpful resources for this strategy.

Local example of a military-focused economic impact assessment provided by the Kitsap County Economic Development Alliance is available here: <https://www.kitsapeda.org/key-industries/defense/>

Example factsheet communicating the economic significance of a base: [http://www2.economicgateway.com/media/userfiles/subsite\\_197/files/nbk-economic-impact-factsheets.pdf](http://www2.economicgateway.com/media/userfiles/subsite_197/files/nbk-economic-impact-factsheets.pdf)

San Diego Military Advisory Council and Rady School of Management at the University of California San Diego 2020 Military Economic Impact Report: <https://www.sdmac.org/impact-study/meis-2019/>

Assessment of Texas military bases: <https://www.tpr.org/military-veterans-issues/2020-06-22/texas-military-bases-are-boosting-local-economies-according-to-new-study> and <https://comptroller.texas.gov/economy/fiscal-notes/2016/september/militaryphp>

## Summary

Recent studies by the University of Washington-Tacoma highlight the significant economic impacts and benefits that JBLM provides to the region. The scope of JBLM's economic impacts, however, are not well understood in the region. This strategy should focus on clearly and effectively communicating the economic significance of JBLM in terms of direct, indirect, and induced economic impacts especially through JBLM contracts and employment. Awareness should be increased locally, regionally, and across the state. JBLM is an anchor institution in the South Sound and the base has a significant impact on the community demographics by providing myriad job opportunities, a large skilled Veteran workforce, investment in the region, and industry sector growth. JBLM contracts have significantly impacted local businesses in the study area and beyond. The SSMCP Executive Leadership Team (ELT) largely felt there was

a high need for this strategy (per the October 2021 ELT meeting).

Strategy action 5.1 focuses on communicating JBLM in a relatable way through comparisons between JBLM and other companies/firms ranking high for economic significance (in terms of employment) in the State of Washington. Since JBLM ranks as one of the top employers in the state, the comparisons should describe other top employers to contextualize JBLM and its economic benefit, or it should focus on communicating other metrics that resonate with target audiences. In addition, JBLM's value across the region and state should be emphasized. This information would contextualize JBLM and more effectively communicate its economic benefits. SSMCP would take a lead in hiring a firm to help provide a communications campaign. The hired team providing communication expertise could work in partnership with SSMCP and JBLM to ensure the communications plan achieves objectives.

## 5. Communicate the Economic Benefits of JBLM on the Region

### Strategy 5.2

Measure the economic significance of JBLM on the region

#### Resource Area



Economics

#### SSMCP Role

**Lead** collaborative efforts with the University of Washington-Tacoma or other similar organizations to guide the JBLM regional economic impact analysis (producing similar results as the previous Economic Impact Analysis in 2020).



#### SSMCP Working Group

Business and Economic Development Working Group

#### Implementing Partners

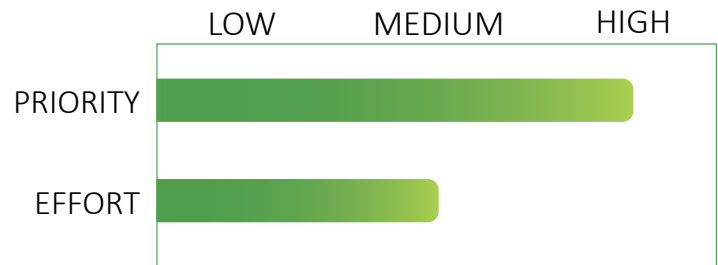
JBLM, Executive Group SSMCP, Thurston County TEA, Economic Development Board in Tacoma/Pierce County, Puget Sound Regional Council, Central Puget Sound Economic Development District, higher education organizations and community colleges, and state partners such as the Washington Military Alliance

#### Timeframe

Near-term / Ongoing

#### Action Steps

- SSMCP will work collaboratively with the University of Washington-Tacoma or other educational organizations to develop a work plan for the economic impact modeling in 2023. Because the economic model integrates results from the workforce survey, the economic modeling would need to be done after the release of the workforce survey (the next survey is expected in 2022). The work plan should incorporate recommendations from the communications strategy. The results of this modeling will be incorporated into the communication strategy.



- SSMCP will help collect and organize data (such as contracts data) that will be key for the economic impact modeling. This regional economic impact analysis is expected to incorporate methods similar to the previous Regional Economic Impact Analyses (2018 and 2020).
- SSMCP will guide the implementation of this periodic economic impact modeling approximately every five years.
- The modeling results will be described in a report, presentation, and other channels for communicating the results (such as video, factsheet, press release, presentation).

#### Funding Opportunities

To be determined

#### Other Resources

Previous economic impact reports completed for JBLM and other similar military bases could serve as helpful resources for this strategy.

Local example of a military-focused economic impact assessment provided by the Kitsap County Economic Development Alliance is available here: <https://www.kitsapeda.org/key-industries/defense/>

Example factsheet communicating the economic significance of a base: [http://www2.economicgateway.com/media/userfiles/subsite\\_197/files/nbk-economic-impact-factsheets.pdf](http://www2.economicgateway.com/media/userfiles/subsite_197/files/nbk-economic-impact-factsheets.pdf)

San Diego Military Advisory Council and Rady School of Management at the University of California San Diego 2020 Military Economic Impact Report: <https://www.sdmac.org/impact-study/meis-2019/>

Assessment of Texas military bases: <https://www.tpr.org/military-veterans-issues/2020-06-22/texas-military-bases-are-boosting-local-economies-according-to-new-study> and <https://comptroller.texas.gov/economy/fiscal-notes/2016/september/military.php>

## Summary

Strategy 5.2 focuses on periodically measuring the economic significance of JBLM on the region. SSMCP should coordinate regional economic assessments of JBLM. SSMCP should consider measuring the economic significance approximately every five years. SSMCP should collect and maintain datasets useful for this economic impact modeling to help streamline the analysis (including data describing contracts).

### How to Measure Success for Strategy 5:

#### Near-term:

- By the end of the second quarter of 2022, SSMCP successfully develops a scope of work and RFP to hire a team to prepare a communications strategy, should external help be needed (Task 1).
- By the third quarter of 2022, SSMCP should outline a plan for the economic modeling work, identify potential partners (such as UW-Tacoma) to carry out the work and help collect needed data to begin the modeling (Task 2).
- By the end of the third quarter of 2022, SSMCP successfully hires a team to help with the communications strategy (Task 1).
- By the end of the fourth quarter of 2022, SSMCP connects with potential partners that could carry out economic modeling to identify the data collection needs and gain cost estimates for modeling (Task 2).

#### Mid-term:

- By the end of the first quarter of 2023, the communication team executes the communications deliverables. (This timeline assumes that the communications campaign work would take approximately one year to be completed.)
- By the end of 2023, the economic impact modeling work should be completed and by the end of the first quarter of 2024, the updated results would be available.

#### Long-term:

- SSMCP and JBLM shares the communication deliverables to a broader external audience. Communications-focused performance metrics should consider:
  - Range of material available and distributed.
  - Total number of impressions delivered via media coverage (such as number of website visits, number of views of a video produced through the communications campaign).
  - Total number of presentations at meetings delivering newly produced messaging about JBLM's economic significance and benefits to the region. Estimate number of public participants reached during these events.
  - Range of media coverage covering the messaging released about JBLM's economic benefits to the region.
- SSMCP, in partnership with the Business and Economic Working Group, will coordinate the periodic economic modeling plan to ensure the economic significance of JBLM on the region is measured incrementally every five years. An additional modeling effort should be delivered within five years from the 2023 economic modeling effort.

## 6. Support JBLM in Developing On-base Housing

### Strategy 6.1

Support JBLM in its efforts to develop additional on-base housing

#### Resource Area



Housing

#### SSMCP Role



**Support** JBLM in its efforts to develop additional on-base housing. This may include legislative advocacy, facilitating in the development of public-private housing development partnerships, or other tasks.

#### SSMCP Working Group

Housing Working Group and SSMCP Government Affairs Consultant

#### Implementing Partners

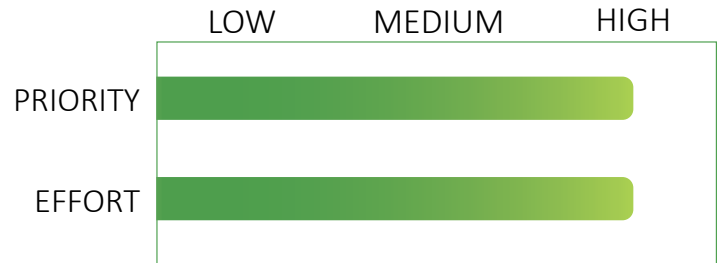
JBLM

#### Timeframe

Near-term / Ongoing

#### Action Steps

- SSMCP Staff should meet with JBLM leadership by the end of June 2022 to discuss how SSMCP can support JBLM efforts to develop additional on-base housing.
- SSMCP and JBLM jointly prepare a work plan to add on-base housing. The work plan should identify tasks for SSMCP staff with timeframes for completion.
- SSMCP, with assistance from the Government Affairs Consultant, will prepare a brief for the Washington State Legislature that describes the purpose and need for additional on-base housing. Using the brief, the SSMCP Government Affairs Consultant will advocate for a Washington State Legislature joint-resolution in support of JBLM's efforts to increase on-base housing during the 2023 legislative session.



#### Funding Opportunities

Federal grants may be needed to fund additional housing market studies necessary to demonstrate the need for more on-base housing that correct the DoD-commissioned Housing Market Analysis. It is anticipated that grants and other funding would be pursued by JBLM. The construction of this housing would require a public/private partnership and some level of federal appropriations.

#### Other Resources

Lincoln Properties at JBLM website: <https://www.livelmh.com/why-military-housing>

#### Summary

SSMCP Stakeholders and the Steering Committee agree that housing availability and affordability is the number one issue for the region and is considered a high priority for SSMCP. SSMCP completed a JBLM Off-Installation Housing Study (Housing Study) in 2020, which was intentionally focused on assessing the off-base housing issues, but acknowledges that all types and locations for new housing development has a benefit to improve availability and pricing for all in the housing market. JBLM has available land for additional housing on base and the development of more on-base housing has the potential to improve housing opportunities for the lower ranks. The 2020 Housing Study found that approximately 7,900

service members ranked E1 to E5 need to seek off-base housing due to the limited supply on base. In addition, a survey of stakeholders voiced concerns regarding the on-base housing wait list times, the difficulties new service members face with locating affordable housing in the local communities, and the health and safety stigmas associated with the on-base housing stock. Therefore, this strategy is a high priority for SSMCP.

Concurrent with the 2020 Off-Installation Housing Study, DoD initiated a JBLM Housing Market Analysis (HMA) to assess the housing market within a 20-mile radius of JBLM region. The HMA was procured by DoD (as it does on a regular cycle basis) and is used to determine how the on-installation housing is serving the installation's needs. The HMA found that with a constant number of existing on-base housing units forecasted, there would be a total off-base military family housing need decrease from 2020 to 2025. Although the HMA has a different study area than the SSMCP Off-Installation Housing Study, the findings are significantly different and, in some respects, tie JBLM's hands. JBLM's leadership believes there are many benefits to adding housing on-base that go beyond assisting in the housing supply issue, such as better control over the service member's financial security, costs, proximity to post, better security, etc. JBLM leadership is interested in determining options and methods to pursue additional on-base housing, either through a new study or other means.

While JBLM will be taking the lead role in pursuing its options to develop on-base housing, it is expected that SSMCP can provide support and assistance. Anticipated SSMCP action items include:

1. The initial action step is for SSMCP Staff to meet with JBLM leadership to develop a work plan designed to add on-base housing. The work plan should include assignments and timeframes for completion. Potential work plan items may include:
  - o Strategies for JBLM to present the SSMCP Off-Installation Housing Study to DoD as an alternative study for consideration of the development of additional on-base housing.

- o Strategies to dispute the HMA Study findings. This may include JBLM hiring a consultant to analyze the findings and/or perform a new study. The strategies should determine potential funding sources for the additional housing study. SSMCP would play a support role.
  - o Strategies for development of housing through a public-private partnership, like existing on-base housing owned and managed by Lincoln Properties. JBLM/DoD need to determine the federal procedures required to initiate the process and develop a work plan and timeline to complete them. SSMCP would support the efforts as needed or where possible.
2. A mid-term action step that would support Strategy 1.3 would be to add to the 2023 SSMCP legislative agenda advocacy for the Washington State Legislature to approve a joint-resolution in support of JBLM efforts to increase on-base housing. Since a minimum of 7,900 service members need to seek off-base housing, it further reduces the housing availability for the region. There is a direct connection between housing availability and the amount of service members that require off-base housing. Therefore, it is important for the Washington State Legislature to also support JBLM efforts in developing additional on-base housing. To pursue this strategy, a purpose and need brief should be prepared by SSMCP staff in consultation with the Government Affairs Consultant.



## How to Measure Success:


**Near-term:** SSMCP staff convenes a meeting with JBLM leadership and develops a work plan to add on-base housing inclusive of assignments and timeframes. The work plan items for SSMCP staff should be reviewed and approved by the Housing Working Group and Steering Committee at the Steering Committee Fall 2022 Retreat. Initial success is measured as holding the meeting and the development of the work plan.

At the Steering Committee Fall 2022 Retreat, add to the legislative agenda advocacy for a joint resolution in support of additional JBLM on-base housing. Success is measured in adoption of the agenda item.

**Mid-term/Ongoing:** The SSMCP Government Affairs Consultant pursues support for a joint resolution. SSMCP staff prepares the purpose and need briefing for the legislature. Success is measured when the Washington State Legislature approves the resolution supporting the development of additional on-base housing.

SSMCP work plan items identified in the meeting with JBLM are to be pursued on an ongoing basis. Additional follow-up meetings should occur with JBLM leadership as measures are completed, and/or additional tasks are identified.

**Long-term:** It is anticipated that the development of additional on-base housing will be a long-term endeavor. Success is measured when DoD provides an agreed-upon path for developing more on-base housing.





## 7. Support the Creation of a Centrally Located, Dependent-Friendly Family Service Center on JBLM

### Strategy 7.1

Pursue discussions with JBLM representatives, through the working group, to determine the extent to which the SSMCP can support/advocate/partner with JBLM on creating a centrally located, dependent-friendly family service center

#### Resource Area



Social Services

#### SSMCP Role



**Support** and pursue discussions with JBLM representatives.

#### SSMCP Working Group

Social Services Working Group

#### Implementing Partners

JBLM, including, for example:

- Directorate of Personnel and Family Readiness
- Department of the Army including local Directorate of Public Works master planning staff
- Department of the Air Force including local Civil Engineer Squadron master planning staff

Other partners are represented in the Social Services Working Group and will be determined as the strategy is pursued.

#### Timeframe

Long-term

#### Action Steps

- Approach JBLM to discuss initiating feasibility study/requirements analysis.
- Support JBLM, if needed, to secure funding for the study and hire a consultant.
- Develop a coalition.
- Discuss how the SSMCP can support implementation.

LOW MEDIUM HIGH

PRIORITY



EFFORT



#### Funding Opportunities

- As appropriate, the SSMCP can support JBLM in securing funding via the Army.
- If jointly funded with an off-base community partner outside the fence line, potential to pursue grant funding through the Washington State Department of Commerce's Behavioral Health Facilities Program, which provides grant funding in support of new behavioral health service capacity through acquisition, renovation, or new construction of real property: <https://www.commerce.wa.gov/building-infrastructure/capital-facilities/behavioral-health-bed-grants/>

#### Other Resources

Joint Base McGuire-Dix-Lakehurst Military & Family Support Center (MFSC): <https://gomdl.com/activities/military-family-support-center/>

Joint Base Pearl Harbor-Hickam Military & Family Support Center (MFSC): <https://jbphh.greatlifehawaii.com/support/military-family-support-center>

Joint Base Andrews Military & Family Support Center (MFSC): <https://www.andrewsfss.com/mfsc>

## Summary

JBLM's Directorate of Personnel and Family Readiness (DPFR) was established in 2017 when the installation consolidated the Army Community Services (ACS), Directorate of Human Resources (DHR), and Airman & Family Readiness Center (A&FRC) into one organization. DPFR ensures that service members and their families, retirees, and DoD civilians are provided with the tools to successfully navigate military life and beyond. While the consolidation into hubs helped to co-locate services, stakeholders indicate that there is still a need for a dependent-friendly, centrally located family service center. Many joint bases have consolidated family support services into a single Military & Family Support Center (MFSC). These MFSCs provide essential services and quality of life support to individuals and families. For example, the Joint Base McGuire-Dix-Lakehurst MFSC incorporates the AFRC and ACS and Fleet & Family Support Center in one location. The MFSC provides information, education, and programs to strengthen communities, encourage self-sufficiency, enhance mission readiness, and ease adaptation to the military way of life.

This strategy is high priority because this need was communicated by multiple stakeholders. Expanding support services for military families, including children, was recognized as a key need in the region.

The SSMCP can help support, advocate, and/or partner with JBLM to pursue this initiative. While the SSMCP cannot make real property or on-base development decisions within JBLM, the organization can pursue and facilitate discussions with JBLM representatives to determine the extent to which it can support this goal, as well as connect JBLM to community partners who would find such an initiative to be mutually beneficial.

Anticipated SSMCP action items include:

- Approach JBLM to discuss initiating feasibility study/requirements analysis to determine the business case for funding a centrally located, dependent-friendly MFSC. If JBLM is open to pursuing this, then:
  - Support JBLM, if needed, to secure funding for the study and hire a consultant.

- A relevant example that JBLM could use when requesting funding for the study is the Joint Base Myer-Henderson Hall Requirements Analysis that examined consolidation of garrison functions into a campus and creating a one-stop campus.
- Develop a coalition, as a sub-working group to the Healthcare and Social Services Working Groups, in partnership with JBLM to support the study. This process may involve:
  - Reviewing and/or reaching out to similar facilities at other military installations, such as the Joint Base McGuire-Dix-Lakehurst MFSC and Joint Base Pearl Harbor-Hickam MFSC as models and learn from their successes.
  - Considering opportunities JBLM could pursue public-public, public-private partnerships with external organizations that would benefit from representation in the MFSC (i.e., find potential willing partners).
  - Discussing the feasibility and benefits of locating the MFSC in the community as compared to locating it on JBLM.
- Once the study is published, discuss how the SSMCP can support implementation.

### How to Measure Success:

**Near-term:** Contact JBLM for initial discussion (within one month).

**Long-term:** Participate in feasibility study/requirements analysis.

## 8. Support Service Members in Obtaining Off-Base Housing

### Strategy 8.1

Support JBLM Housing Services Office (HSO) and Rental Partnership Program (RPP)

#### Resource Area



Housing

#### SSMCP Role



**Support** JBLM in its federal legislative advocacy efforts to increase staff levels for the JBLM Housing Services' Office, to expand the JBLM Rental Partnership Program, and to increase the per diem provided to service members for use in their permanent change in station.

#### SSMCP Working Group

Housing Working Group and SSMCP Government Affairs Consultant

#### Implementing Partners

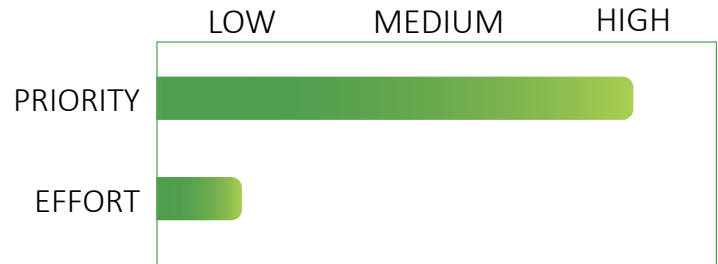
JBLM leadership, JBLM Housing Services Office, JBLM Rental Partnership Program and Congresswoman Marilyn Strickland (WA, 10<sup>th</sup> District)

#### Timeframe

Near-term

#### Action Steps

- SSMCP staff monitor President Biden's signature on the S. 1605 National Defense Authorization Act (NDAA) for its potential increases in JBLM HSO/RPP staffing and PCS per diem.
- SSMCP staff meet with JBLM staff by mid-2022 to discuss (a) a work plan for SSMCP to assist in augmenting the RPP service offerings and increase participating properties, and (b) legislative options to increase staffing and per diem should it not be included in the NDAA.
- SSMCP staff report on the meeting to the SSMCP Housing Working Group and Steering Committee and obtain their approval of the recommended action steps. If this includes federal legislative advocacy and/or meetings with Congresswoman Strickland's office, the SSMCP Government Affairs Consultant should participate.



#### Funding Opportunities

Additional JBLM staffing, service offerings and per diem increases would require additional funding from DoD.

#### Other Resources

What's in the new NDAA: <https://defensecommunities.org/2021/12/whats-in-the-new-ndaa/>

JBLM HSO website: <https://home.army.mil/lewis-mcchord/index.php/my-Joint-Base-Lewis-Mcchord/all-services/directorate-public-works/HSO>

JBLM RPP website: <https://home.army.mil/lewis-mcchord/index.php/my-Joint-Base-Lewis-Mcchord/all-services/directorate-public-works/rental-partnership-program>

House Armed Services Committee website: <https://armedservices.house.gov/>

#### Summary

Housing affordability and attainability in the study area is a significant issue that impacts service members and their families as well as the general civilian community. During the GCP Update process, the SSMCP stakeholders determined that the development of additional attainable housing is the number-one priority for SSMCP and the region. It is particularly difficult for incoming service

members to navigate the search for housing in such a low-supply/high-cost market. The 2020 Off-Installation Housing Study surveyed active-duty service members about their experiences in locating housing either on or off base and identified a significant gap in services for incoming service members. At the time there was an extensive wait list for on-base housing and the service members voiced significant concerns about the challenges of in locating housing off-base within the 10-day per diem provided by the DoD that was also affordable and within a 30-minute drive to post. At the time of the Housing Study, the JBLM Rental Partnership Program (RPP) had paused operations, further challenging efforts to support and assist service members in locating suitable housing. There is an immediate need to increase the HSO and RPP staffing levels, increase the number of RPP participating properties, and provide other supporting services (e.g., financial literacy training) designed to help service members when they have a permanent change in station to JBLM.

Congresswoman Marilyn Strickland (WA-10th District), a member of the House Armed Services Committee, is currently advocating for approval of S. 1605, the NDAA for Fiscal Year 2022. The NDAA includes supporting off-base housing solutions by examining the RPP, examining wait times for on-base housing, and examining whether a maximum 10-day per diem is adequate based on the time it takes to secure housing in highly competitive housing markets such as the South Sound. As of this writing, the NDAA passed the House and has been forwarded to the Senate.

It is anticipated that JBLM would take the lead in advocating for increased staffing and per diem. SSMCP staff would provide support as needed. If the measure does not pass the Senate with these provisions intact, Congresswoman Strickland's office should be contacted to determine other federal legislative options for assistance.

The primary action step is for SSMCP staff to meet with JBLM leadership by the end of summer 2022 to develop a work plan for SSMCP support of JBLM efforts. The SSMCP staff would present the work plan to the Housing Working Group and Steering Committee for their approval and work to

implement the tasks developed in the work plan. It is expected that this strategy require a low level of time commitment for SSMCP staff and should not require funding beyond what JBLM procures from DoD for the needed staffing to augment that of HSO/RPP. Should the funding for the staffing and per diem increase not pass the Senate for FY 2022, SSMCP staff and the Government Affairs Consultant should confer with Congresswoman Strickland's office to identify other options.

### How to Measure Success:

**Near-term/Ongoing:** Monitor the passage of S.1605 (NDAA) and for the inclusion of the additional HSO/RPP staffing and increase in per diem as currently proposed. Steps to complete include:

- (a) By mid-2022 SSMCP staff should meet with JBLM staff to develop a work plan to augment the RPP service offerings and increase participating properties. The work plan should also include SSMCP tasks to assist JBLM in increasing services that ensure service members are aware of the RPP program and all available housing assistance. Success is measured when the JBLM meeting occurs and SSMCP work plan is developed. It is anticipated that the work plan will include regularly occurring follow-up meetings with JBLM staff.
- (b) Should funding not be allocated in the NDAA for additional staffing or the per diem increase, contact Congresswoman Strickland's office to identify other options to pursue funding elsewhere, with a focus on how SSMCP can assist/participate. It should be assessed whether the SSMCP Government Affairs Consultant should participate in the discussions.
- (c) SSMCP staff should report on the meeting to the Housing Working Group and Steering Committee and obtain support for all work plan efforts that are geared toward assisting service members in their off-base housing search.

## 8. Support Service Members in Obtaining Off-Base Housing

### Strategy 8.2

Support creative solutions that assist connecting service members to attainable housing

#### Resource Area



Housing

#### SSMCP Role



**Support** public agencies, non-profits, and private entities with efforts to connect service members to attainable housing.

#### SSMCP Working Group

Housing Working Group

#### Implementing Partners

JBLM Housing Services Office, JBLM Rental Partnership Program, SSHA3P, and local housing authorities, and non-profit housing organizations

#### Timeframe

Near-term / Ongoing

#### Action Steps

- Evaluate programs and opportunities as they are presented.
- If opportunities are deemed valid and viable, provide support to the initiating entities as needed.

#### Funding Opportunities

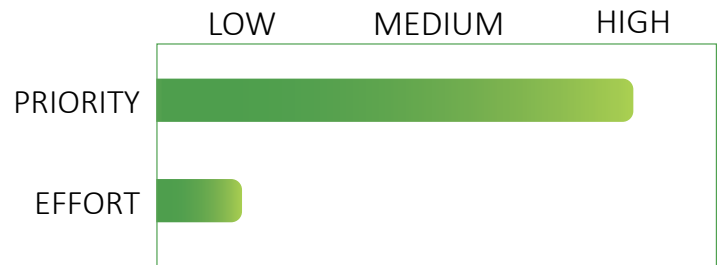
None required

#### Other Resources

<https://www.operationreddot.com/>

#### Summary

New service members arriving to JBLM are provided a 10-day per diem to locate housing in a very competitive market. For many, the time is too short, and they can find themselves making rushed



decisions or paying more out of pocket for the PCS costs. Many service members do not consider home ownership as an option given the potential for relocation. The result can impact the service member's financial health and wealth-building potential. SSMCP should support efforts to assist service members to alleviate their stress and connect them with attainable housing.

One example of a known private entity that provides a potential opportunity to be evaluated can be found at <https://www.operationreddot.com>. Other opportunities may emerge that require evaluation or consideration. Where found to be viable, these opportunities should be supported by SSMCP. Anticipated SSMCP action items include:

- Evaluate the opportunity by reviewing plans and background information to determine if it is legitimate and of benefit to service members.
- Evaluate the proposals against SSMCP priorities and the SSMCP Purpose and Partnership Objectives as described in the SSMCP Memorandum of Agreement.
- Provide support to groups if deemed a viable and feasible opportunity to improve housing options for service members. This may include assistance with promotional materials/getting the word out, potential membership with the SSMCP, and/or participation with the Housing Working Group.

## 9. Increase Communication Between JBLM and Both Child Care Providers and Military Families

### Strategy 9.1

Facilitate connections between JBLM and off-base child care providers

#### Resource Area



Child Care

#### SSMCP Role



**Lead** the facilitation of meetings between implementing partners, JBLM, and off-base child care providers.

#### SSMCP Working Group

Social Services Working Group and potentially Government Affairs Consultant

#### Implementing Partners

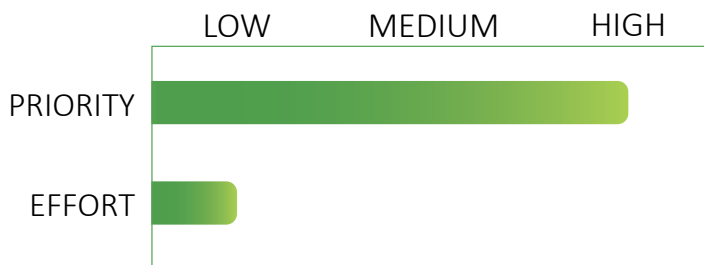
JBLM's Child and Youth Services (CYS) office, Child Care Aware America (CCAA), Child Care Aware of Washington (CCAWA), and off-base child care providers

#### Timeframe

Near-term / Ongoing

#### Action Steps

- Create updated list of off-base child care providers in the region.
  - Contact CCAWA bi-annually to keep contact information current.
  - Identify child care providers in the region that are nationally accredited but are not providing fee assistance.
- Develop marketing strategy for DoD fee assistance to child care providers in the region.
- Compile guest lists for quarterly meetings.
- Identify JBLM and SSMCP representatives to attend and facilitate meetings.



- Create quarterly meetings to have round table discussions about mutual support and partnerships.
- Advocate for funding for the national accreditation costs for new members.

#### Funding Opportunities

DoD; Existing operating budgets

#### Other Resources

Implementing partners:

<https://jblm.armymwr.com/categories/cys> and <https://www.childcareaware.org/>

Partnership Example:

<https://www.kindercare.com/resources/subsidized-child-care-and-support-for-military-and-federal-families>

## Summary

SSMCP taking a leadership role in creating opportunities for these partnerships to be formed between off-base child care providers and JBLM would be mutually beneficial for all of those involved. Providers have indicated that having assistance with the Child Care Aware/fee assistance system, referrals to their centers, and care-giver trainings were all top resources that would help their facilities and can be accomplished through a partnership with JBLM. This can also be a way for JBLM to enhance its relationship with the community and for JBLM and providers to aid each other in how to approach the child care staffing shortage occurring on-base and in the region.

Holding quarterly meetings can ensure that lasting partnerships are forged between the providers and agencies. These partnerships are key in creating a mutually beneficial relationship between JBLM and child care providers. SSMCP will be the communication link between the partners, setting the agenda for meetings, and being the point of contact between meetings for any issues or ideas that may arise. Example topics for the quarterly meetings could range from military families on waitlists, aiding facilities in beginning (getting accredited for) and maintaining fee assistance, military children-related training opportunities and resources, and maintaining a refined, up-to-date list of available providers in the area.

### How to Measure Success:

**Near-term:** By second quarter of 2022, SSMCP and JBLM to establish a list of off-base child care providers in the region, assemble a guest list for meetings, and identify a representative to facilitate the meetings.

**Mid-term:** Develop marketing strategy for fee assistance to child care providers. Cross reference all off-base child care providers in the region with those who have obtained national accreditation to encourage them to offer DoD fee assistance (at no additional cost to the providers).

**Long-term/Ongoing:** Quarterly meetings scheduled and attended by child care providers, JBLM, Social Services Working Group and SSMCP representatives. Success is measured by ongoing relationship building and support to off-base child care providers who serve military families. Through the support, partnerships are formed and mutual benefits realized.

## 9. Increase Communication Between JBLM and Both Child Care Providers and Military Families

### Strategy 9.2

Support JBLM in increasing communication to military families regarding available child care providers and how to utilize fee assistance

#### Resource Area



Child Care

#### SSMCP Role



**Support** JBLM to increase the frequency of information sent to military families regarding child care.

#### SSMCP Working Group

Social Services Working Group

#### Implementing Partners

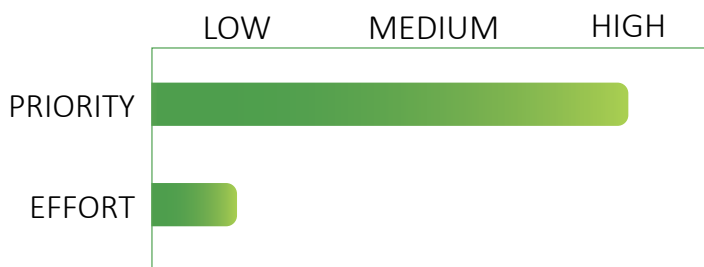
JBLM's CYS office

#### Timeframe

Near-term / Ongoing

#### Action Steps

- Work with CYS to identify challenges/ gaps military families face in accessing child care information.
- Identify military families connected to JBLM.
- Create a quarterly newsletter regarding child care (on and off base).
- Develop informational sheets regarding child care resources in the region.
- Develop instructional handouts about navigating off-base child care and fee assistance.
- Work with the Garrison App developer to add child care resources to the app.



#### Funding Opportunities

DoD; Existing operating budgets

#### Other Resources

Implementing partner: <https://jblm.armymwr.com/categories/cys>

Fee assistance information: <https://www.childcare.gov/consumer-education/military-child-care-fee-assistance-programs>



## Summary

The majority of the military personnel at JBLM use off-base child-care services due to limitations in the availability of on-base child care. Department of Defense personnel are eligible for fee assistance for child care off base through Child Care Aware. Fee assistance can only be used by families who are unable to secure child care on base and is used to make outside prices more comparable to those offered on base. A disconnect in the communication military families receive about fee assistance and off-base child care providers appears to currently exist. Families sometimes do not know where to look for off-base child care that offers fee assistance to avoid paying an unnecessarily high cost for care. Information is available on CCAA; however, the site can be difficult to navigate and operates at a national level.

The first strategy should be speaking to families and children to identify the gaps in knowledge and the challenges families have in receiving this information. The current communication methods can then be reviewed and resources can be better produced and distributed to ensure the families in need become better aware of available child care resources and applicable fee assistance.

### How to Measure Success:

**Near-term:** By second quarter of 2022, SSMCP and JBLM to identify gaps in communication to military families who utilize child care and create a list of military families who are connected to JBLM.

**Mid-term:** By the end of 2022, create informational sheets and instructional handouts and identify an easily accessible place to locate the information to be accessed by military families.

**Long-term/Ongoing:** Quarterly newsletter regarding child care is created and distributed, informational sheets and instructional handouts are linked within the newsletter. Resources are reviewed and updated annually to keep information relevant.

# 10. Prioritize Initiatives that Expand Behavioral Health Services for Military Family Members, Including Adults and Children

## Strategy 10.1

Facilitate coordination among community organizations and JBLM to build a network of resources in the region

### Resource Area



Cross-Discipline

### SSMCP Role



**Support** and convene focus groups to facilitate discussions among community providers and the military seeking to build out a robust network of resources.

### SSMCP Working Group

Healthcare Working Group and Social Services Working Group

### Implementing Partners

Partners are represented in the Healthcare and Social Services Working Groups

### Timeframe

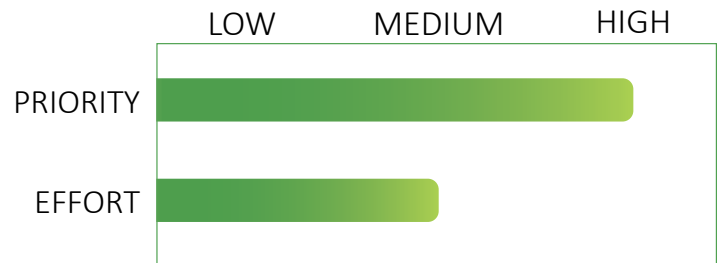
Mid-term

### Action Steps

- Establish a focus group as a subset of the Healthcare and Social Services Working Groups to identify specific, concrete resources.
- Develop an action plan for building resources through a series of meetings.
  - Meeting #1, Evaluate Potential Resources
  - Meeting #2, Develop Plan of Action Framework
  - Meeting #3, Progress Check-in
  - Meeting #4, Final Check-in

### Funding Opportunities

As resources are identified, explore availability of grants to support initiatives.



### Other Resources

Connecticut Military Support Program: <https://portal.ct.gov/DMHAS/Programs-and-Services/Veterans-Services/Military-Support-Program>

Maryland Coalition of Families for Children’s Mental Health: <https://www.mdcoalition.org/>

Veterans Conservation Corps Program: <https://corpsnetwork.org/our-impact/programs-initiatives/veterans-conservation-corps/>

### Summary

Improving and expanding behavioral health support has remained a top priority since the 2010 GCP. Stakeholders indicated that there are significant needs for additional resources and collaboration among existing providers of behavioral health care. Stakeholders indicated that individuals and families living off-installation tend to prefer accessing medical services off-installation because it is less cumbersome to go to appointments near their off-base homes than coming onto the installation for care. Stakeholders from Madigan Army Medical Center (MAMC) noted that the most pressing need is expanding behavioral health support for military family members, including adults and children. Since the SSMCP established the Healthcare and Social Services Working Groups following the 2010 GCP, these groups have been pursuing initiatives to improve behavioral health support in the region.

As a convener of civilian and military stakeholders, the SSMCP is uniquely positioned to facilitate coordination among community organizations and JBLM to build a network of resources in the region. Potential resources could include:

- **Other models of civilian/military support programs:** The Connecticut Military Support Program (MSP) and the Maryland Coalition of Families for Children’s Mental Health can serve as models for programs. The MSP is a one-of-a-kind program that embeds civilian clinicians within the National Guard Units at the Company level and provides an array of behavioral health services to Connecticut’s Veterans, Citizen Soldiers, and their families. Maryland Coalition provides advocacy and support to families and caregivers of children and youth with behavioral health issues.
- **Comprehensive referral networks:** Stakeholders suggested that regionally, the approach should be “[There is] no wrong door, but any door you enter will take responsibility to get you to the right one.” To that end, referral and service networks should include support services that include behavioral health support — as well as social, financial, and spiritual support — so that individuals can connect with the services that best address their needs. An ancillary benefit to this approach is that it could help alleviate some of the pressure on behavioral health services, which often have long wait times.
- **Peer-to-peer resources:** Similar to comprehensive referral networks, stakeholders noted that peer-to-peer resources can be an excellent approach for providing individuals with support, including as an interim option while waiting to connect with a behavioral health provider and as a primary means of support. Peer-to-peer resources can include group activities connected to the community, such as volunteer activities, to help provide a sense of community and purpose. For example, the Veterans Conservation Corps Program runs programs where Veterans can learn to farm or build trails. They have found that those kinds of volunteer opportunities can be therapeutic and helpful for some individuals. Another example of a peer support group is Alcoholics Anonymous, which uses an informal,

discussion-based meeting format to facilitate peer support among individuals seeking help. Ultimately, these social groups give participants a sense of exercising control over the quality and direction of their lives as they draw on lived experiences or shared characteristics to provide knowledge, experience, emotional assistance, practical help, and social interaction to help each other.

- **Enhancing “access points” for care:** Stakeholders reiterated the need to have ample access points for accessing care networks, especially because so many service members and their families live in the community. In addition to the link between Military OneSource and Washington 211, ideas such as developing a mobile app to coordinate resources, increasing outreach to rural areas, and leveraging tele-health were suggested. Bridging access points “hands individuals over” to another provider by taking responsibility for their continuity of care, rather than providers releasing the patient to “go it alone.” Peer-to-peer resources, as described above, also help to bridge these access points.

The behavioral health system was unanimously identified as a top priority for the JBLM region by medical and social services providers in the 2010 GCP and continues to be a top priority today. This strategy is high priority because it is in accordance with ongoing efforts in the JBLM region to address behavioral health service needs and enhance behavioral health support.

As a regional facilitator across JBLM and among civilian stakeholders, the SSMCP can support the coordination needed to expand the region’s behavioral health resource network. Leveraging the expertise of the Healthcare and Social Services Working Groups’ members, the SSMCP should convene focus groups to facilitate discussions among community providers and the military seeking to build a robust network of resources. Though the SSMCP may not take the helm in developing specific resources, the SSMCP provides a framework within which organizations can collaborate in building relationships and trust across the fence line, and ultimately, more seamless support for service members and their families.

The SSMCP should pursue the following action steps:

- Establish a focus group as a subset of the Healthcare and Social Services Working Groups. The purpose of the focus group will be to identify specific, concrete resources that consider the full spectrum of factors such as social, financial, or spiritual challenges that could cause someone to seek behavioral health support.
- Through a series of meetings, develop an action plan for building resources.
  - **Meeting #1, Evaluate Potential Resources:** determine which resources (e.g., support networks, referral programs, peer-to-peer resources, access points) the focus group is prepared to pursue. This may include discussing feasibility relative to utility.
  - **Meeting #2, Develop Plan of Action:**  
**Framework:** for the resources the focus group decides to pursue, determine:
    - Resource Champion
    - Supporting Stakeholders/Organizations
    - Resources Required (funding, technology, etc. )
    - Action Steps to Complete (including additional resource-specific working meetings and stakeholder outreach if needed)
    - Target Date for Accomplishment
  - **Meeting #3, Progress Check-in:** at an interval that represents the general mid-point for accomplishing the resources being pursued, have a check-in where resource champions brief the focus group on progress to-date, expected next steps, and any identified needs.
  - **Meeting #4, Final Check-in:** resource champions should brief the focus group on outcomes. The focus group can then determine if it would like to dissolve or remain intact to pursue additional resources.

## How to Measure Success

**Near-term:** Establish focus group (within six months).

**Long-term:** Conduct series of meetings.

# 10. *Prioritize Initiatives that Expand Behavioral Health Services for Military Family Members, Including Adults and Children*

## Strategy 10.2

Continue assessing frequency of Behavioral Healthcare Forum events to share information and improve access to care for all service members and their families

### Resource Area

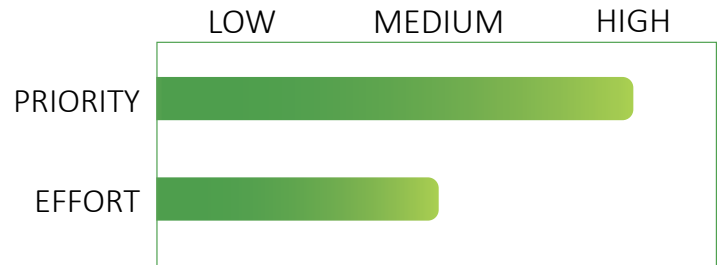


Cross-Discipline

### SSMCP Role



**Lead** assessment of feedback from the 2021 Behavioral Health Care Forum.



### SSMCP Working Group

Healthcare Working Group and Social Services Working Group

### Funding Opportunities

If the forum continues, explore availability of sponsorship partners to support event.

### Implementing Partners

Partners are represented in the Healthcare and Social Services Working Groups

### Other Resources

Not Applicable

### Timeframe

Near-term

### Summary

A 2016 Healthcare Forum hosted by the SSMCP brought together civilian and Army doctors to discuss expanding access to TRICARE providers. Another forum was held on October 29, 2021. The priority for this strategy is medium because stakeholders repeatedly noted that the forum provides a venue for providers on and off base to meet and connect. The participants in the October 2021 forum indicated that they feel much more comfortable providing referrals when they are familiar with the organization with whom they are referring someone. This strategy is medium priority because the forum provides opportunities for networking and building working relationships. Consideration to make the forum an annual event would affect the frequency of these opportunities. In its role convening regional organizations and initiatives, the SSMCP is uniquely positioned to continue facilitating helpful discussions among civilian providers and JBLM.

### Action Steps

- Compile survey feedback from the October 2021 Behavioral Healthcare Forum.
- Schedule a debrief with the Healthcare and Social Services Working Groups that would include:
  - Verifying referred frequency
  - Developing a running topic list
  - Creating a stakeholder list
  - Developing an outreach plan
- Consider developing a resources page on the SSMCP's website.
- Following each forum, distribute a survey to continue assessing the effectiveness and frequency of the forums.

The SSMCP should pursue the following action steps:

- Compile survey feedback from the October 2021 Behavioral Healthcare Forum.
- Schedule a debrief with the Healthcare and Social Services Working Groups to review the feedback; read and send compiled survey feedback at least three days before the debrief.
- The debrief should:
  - o Review survey feedback.
  - o Discuss additional feedback from debrief attendees.
  - o Verify preferred frequency of forums (annual, every six months, etc.).
  - o Develop a running topic list of focus areas for upcoming forums and preferred locations for these forums to maximize participation.
  - o Create a participant list documenting audiences that the forums should target.
  - o Develop an outreach plan that details key advertising milestones in the months leading up to the event(s).
  - o Consider developing a resources page on the SSMCP's website dedicated to the Behavioral Healthcare Forum. Resources may include:
    - A calendar with upcoming forums.
    - A link to register for upcoming forums.
    - A link to sign up for email information regarding upcoming forums.
    - Recordings of previous forums.
    - An option for visitors to leave feedback and suggestions.
- Following each forum, the SSMCP should distribute a survey to continue assessing the effectiveness of the forums.

## How to Measure Success

**Near-term:** Review survey data (within two months).

**Long-term:** Determine frequency of future of Behavioral Healthcare Forum events.

# 10. Prioritize Initiatives that Expand Behavioral Health Services for Military Family Members, Including Adults and Children

## Strategy 10.3

Assist Pierce and Thurston counties in evaluating adoption of Washington State’s Behavioral Health Model Ordinance

### Resource Area

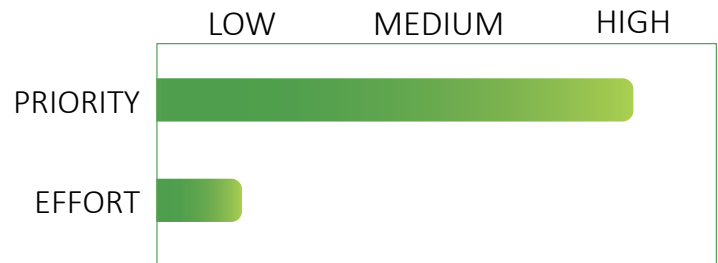


Cross-Discipline

### SSMCP Role



**Support** and facilitate discussions with Pierce and Thurston counties.



### SSMCP Working Group

Healthcare Working Group and Social Services Working Group

### Implementing Partners

Pierce County, Thurston County, Thurston Regional Planning Council, and Pierce County Regional Council

### Timeframe

Near-term

### Action Steps

- Invite Pierce and Thurston counties to a facilitated discussion.
- Work through questions in the ordinance’s toolkit.
- Discuss which, if any, components of the ordinance the counties should adopt.
- Provide support, as appropriate, if the counties pursue adoption.

### Funding Opportunities

Not Applicable

### Other Resources

Washington Behavioral Health Model Ordinance Project: <https://www.commerce.wa.gov/building-infrastructure/capital-facilities/behavioral-health-model-ordinance-project/>

### Summary

Washington’s Behavioral Health Model Ordinance Project Communications Toolkit was developed as a resource to support jurisdictions and providers in siting community-based behavioral health facilities. The toolkit and ordinance were developed in accordance with Revised Code of Washington (RCW) 71.24, Community Behavioral Health Services Act. Stakeholders indicated that it is not yet known how the model ordinance will be used by jurisdictions in Pierce and Thurston counties. Behavioral health was unanimously identified as a top priority for the JBLM region by medical and social services providers in the 2010 GCP and continues to be a top priority today. This strategy is medium priority because it could augment ongoing efforts in the JBLM region to address behavioral health service needs and enhance behavioral health support. The SSMCP could, for example, leverage the expertise of the Healthcare Working Group to help guide jurisdictions in Pierce and Thurston counties determine whether adopting the model ordinance would help achieve local behavioral health goals.

The SSMCP should pursue the following action steps:

- Invite jurisdictions in Pierce and Thurston counties to a facilitated discussion about integrating the Washington State’s Behavioral Health Model Ordinance into local codes.

- Leverage expertise within the Healthcare and Social Services Working Groups to work through the questions the ordinance’s toolkit suggests taking into consideration, including:
  - o Does the community already have processes and codes that allow for behavioral health facilities?
  - o Are there already behavioral health treatment facilities in the community?
  - o Where do community members who need treatment go for help?
  - o Has the county or city passed the sales and use tax for chemical dependency, mental health treatment services, or therapeutic courts?
- Discuss which, if any, components of the ordinance the jurisdictions should adopt.
- Provide support, as appropriate, for jurisdictions pursuing adoption.

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### How to Measure Success

**Near-term:** Contact jurisdictions in Pierce and Thurston counties (within four months).

**Long-term:** Conduct facilitated meeting with jurisdictions in Pierce and Thurston counties.

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# 11. Enhance Resiliency Planning and Monitoring of Environmental Impacts

## Strategy 11.1

Continue regional emergency access planning

### Resource Area



Transportation

### SSMCP Role



**Support** the planning process by continuing to bring together JBLM staff and other agencies and emergency service providers to coordinate on emergency access planning.

### SSMCP Working Group

Transportation Working Group

### Implementing Partners

WSDOT, JBLM, Camp Murray, Thurston County, TRPC, City of Lacey, City of DuPont, City of Lakewood, Washington State Patrol (WSP), Pierce County, and Pierce County Regional Council

### Timeframe

Long-term

### Action Steps

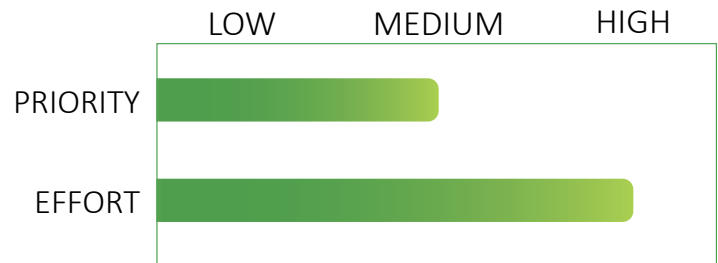
- Bring emergency services into meetings with the Transportation Working Group where appropriate to identify operational considerations.
- Develop and maintain an emergency access strategy for cross-county travel, particularly in regards to how JBLM can help play a role during potential emergencies.

### Funding Opportunities

\$150,000 to update the Emergency Access Plan.

### Other Resources

<https://www.seattletimes.com/seattle-news/train-derails-from-bridge-onto-interstate-5-near-olympia/>



### Summary

Recent incidents such as the Amtrak train derailment in 2017 near Dupont, WA and the 2020 flooding of I-5 have highlighted the need for improved emergency alternative routing within the JBLM area. SSMCP should investigate options to address travel during times of emergency by having an operational plan to utilize secondary JBLM gates to provide temporary access to/from JBLM in times of emergencies or incidents that significantly disrupt travel between Pierce and Thurston counties. SSMCP should play a supportive role in this planning process, bringing together JBLM staff and other regional partners for meaningful conversation and engagement.

### How to Measure Success

**Near-term:** Determine the status of emergency access planning with the Transportation Working Group and JBLM staff and identify what next steps might be.

**Mid-term/Ongoing:** Encourage ongoing discussions between emergency service providers and JBLM to maintain an operational emergency access plan. Success is measured by whether the plan is maintained at an operational readiness state to adequately respond to emergencies.

**Long-term:** Update the Emergency Access Plan to consider the changing needs and service providers in the area.

# 11. Enhance Resiliency Planning and Monitoring of Environmental Impacts

## Strategy 11.2 Enhance connections between Thurston and Pierce counties

**Resource Area**  Transportation

### SSMCP Role



Continue to **support** and advocate for improved resiliency planning and be included in any planning for additional facilities or services that might improve cross-county travel.

### SSMCP Working Group

Transportation Working Group

### Implementing Partners

WSDOT, JBLM, Thurston County, TRPC, Pierce County, local cities, Sound Transit, Pierce Transit, and Pierce County Regional Council

### Timeframe

Long-term

### Action Steps

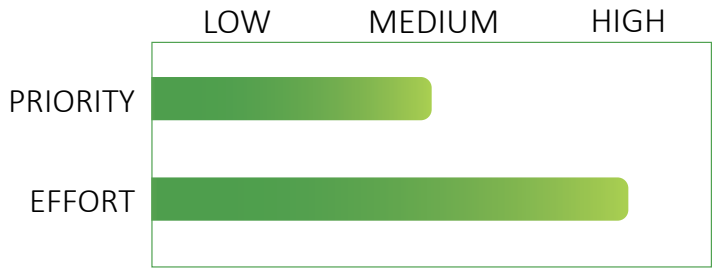
- Work with Transportation Working Group to identify what next steps might entail.
- Monitor planning activities in the area to advocate for improved resiliency of the cross-county transportation system.

### Funding Opportunities

No funding necessary

### Other Resources

Not Applicable



### Summary

As part of the advocacy work to identify funds for I-5 improvements south of Mounts Road through the Nisqually Delta (see Recommendation 1.A), SSMCP should ensure that any projects identified include improvements to resiliency for travel across the county border. This strategy is to build upon the emergency access planning in Recommendation 2.A and look for opportunities to fund capital projects to improve resiliency. Improving travel on the local arterial and highway system is the focus, such as SR 507 (see Recommendation 3.A) to improve north-south mobility in times of I-5 backups and/or closures, and to support growth of cross-county travel.

### How to Measure Success

**Near-term:** Discuss with the Transportation Working Group what any next steps might entail. Identify a time to discuss with emergency services and JBLM staff (combine with 2.A).

**Mid-term/Ongoing:** Monitor planning activities in the area to advocate for improved resiliency of the cross-county transportation system.

# 11. Enhance Resiliency Planning and Monitoring of Environmental Impacts

## Strategy 11.3 Monitor environmental impacts caused by tire-related chemicals

Resource Area  Transportation

### SSMCP Role



**Support** and collaborate with local transportation agencies to monitor the research and potential mitigation recommendations to understand the impacts to transportation projects in the area.

### SSMCP Working Group

Transportation Working Group

### Implementing Partners

WSDOT, JBLM, Thurston County, TRPC, Pierce County, local cities, and Pierce County Regional Council

### Timeframe

Long-term

### Action Steps

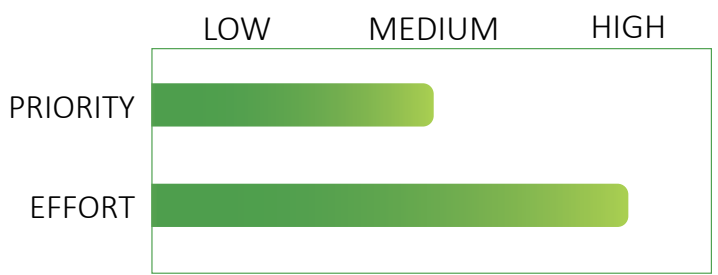
- Work with the Transportation Working Group to determine appropriate role of the SSMCP.
- Monitor the tire-related chemical research and potential mitigation recommendations and how they might impact key transportation priorities of the SSMCP and JBLM.

### Funding Opportunities

No Funding Needed

### Other Resources

<https://www.washington.edu/news/2020/12/03/tire-related-chemical-largely-responsible-for-adult-coho-salmon-deaths-in-urban-streams/>



### Summary

Research from recent studies has found tire wear particles leach a mix of harmful chemicals that drain into local streams. These chemicals have been found to contribute to coho salmon deaths in urban streams. The National Oceanic and Atmospheric Administration (NOAA) Fisheries is developing potential mitigation measures to address the impacts, and the outcomes could significantly impact federally funded transportation projects. SSMCP should work with other local transportation agencies to monitor the research and potential mitigation recommendations to understand the impacts to transportation priorities in the area.



### How to Measure Success

**Near-term:** Include in the discussion if a Climate Change Working Group or task force is formed.

**Mid-term/Ongoing:** Consider having the Climate Change Working Group monitor the research about tire-related chemical impacts and update the Transportation Working Group periodically on the findings.



# 12. Continue to Pursue Land Use Compatibility Measures

## Strategy 12.1

Advocate for the inclusion of military-related land use compatibility policies in the Thurston County Countywide Planning policies

### Resource Area



Land Use

### SSMCP Role



**Support** and advocate for adoption of Thurston County military-related land use compatibility policies within the TRPC Countywide Planning Policies.

### SSMCP Working Group

JLUS Task Force

### Implementing Partners

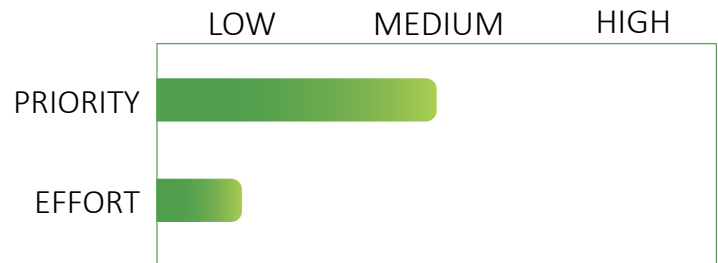
Thurston Regional Planning Council

### Timeframe

Near-term

### Action Steps

- SSMCP staff to contact four jurisdictions by email (with input from TRPC) to gather support for initiating countywide planning policy amendments to add military compatibility policies to the Thurston County Countywide Policies. The email would explain the need for military compatibility policies, a copy of draft policies, and request for support. A follow-up phone conversation may be needed.
- Provide technical assistance to Thurston Regional Planning Council as needed during the Countywide Planning Policy update process.
- Monitor issuance of draft policies and provide comments during the formal comment period.



### Funding Opportunities

Funding is not required for this strategy.

### Other Resources

<https://www.trpc.org/390/Contact-Us>

### Summary

SSMCP has completed a significant amount of work designed to address military-related land use compatibility issues in the study area. The land use existing conditions report identified a policy gap, however Thurston County Countywide Planning Policies currently do not include any military-related land-use compatibility policies. The Thurston County Regional Council is the vehicle to facilitate Thurston County Countywide Planning Policy revisions, but a minimum of four jurisdictions must request that TRPC initiate countywide policy review. At this time, TRPC has not been notified of any jurisdiction's intent to request Thurston County Countywide Planning Policy amendments. Since jurisdictions in Thurston County are required to prepare periodic updates to local comprehensive plans are due in 2025, any Thurston County Countywide Planning Policies amendments initiation would need to start in 2023 to be included with the comprehensive plan updates. Therefore, the time is right for SSMCP staff to encourage TRPC and Thurston County jurisdictions to include military-related land use compatibility policies in their update process, otherwise the opportunity will not arise for another eight years.

Due to the upcoming update cycle, the timeframe for this strategy is near-term. There are two primary action steps. The first step is to contact four jurisdictions within Thurston County and discuss the need for military compatibility policies and request support for initiating the Countywide Policy amendment process. This could be a simple email explaining the prior work, explaining the need for the policies and attaching the draft policies for their consideration. A follow-up phone call with the four jurisdictions may be required. At a minimum, the email should be distributed to SSMCP member agencies. This step should be completed by the end of 2022. If needed or requested, SSMCP staff should provide assistance to Thurston Regional Planning Council and provide supporting comments during the formal comment period. It is anticipated that this is a low effort item for SSMCP staff, and the new policies would be adopted by TRPC by the end of 2024.

If local agency support cannot be obtained during the current comprehensive plan cycle, the tasks associated with this strategy should be re-initiated in eight years to affect change in the next comprehensive plan update cycle.

### How to Measure Success:

**Near-term:** By 2nd quarter of 2022, SSMCP staff should email Thurston County local agencies to request that the Countywide Planning Policy be amended to include military compatibility policies. The email should attach draft policy language for their consideration. Follow-up emails or phone calls should be made to the SSMCP member agencies and others that SSMCP staff identify as potential partners in this endeavor. Success is measured in the completion of the two tasks.

**Near-term/Ongoing:** On an ongoing basis, SSMCP staff should monitor the public comment phase of the Countywide Policies and provide additional comment or support to TRPC as needed. Success is measured in terms of the monitoring and responses provided. While ultimate success would be the adoption of the military-related land use compatibility policies, the adoption phase is ultimately outside of SSMCP staff control.


# 12. Continue to Pursue Land Use Compatibility Measures

## Strategy 12.2

Support local communities as they update their comprehensive plans

**Resource Area**  Land Use

### SSMCP Role

 **Support** local communities in updating local comprehensive plans.

### SSMCP Working Group

JLUS Task Force

### Implementing Partners

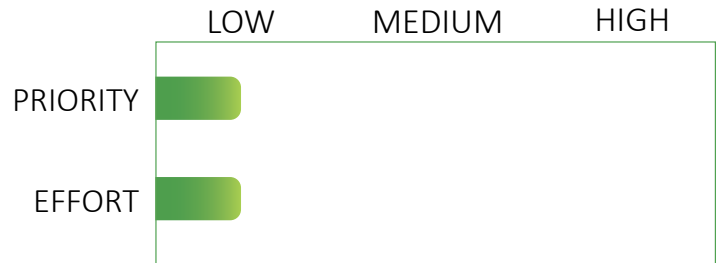
All local jurisdictions in Pierce and Thurston counties

### Timeframe

Near-term

### Action Steps

- SSMCP staff to email all Pierce County jurisdictions by December 31, 2022 to request that each jurisdiction incorporate the 2019 Military Influence Areas Overlay (MIAO) Report recommendations into local comprehensive plan updates using the Comprehensive Plan Military Compatibility Checklist as guidance. The email should also request return of the completed Comprehensive Plan Military Compatibility Checklist.
- SSMCP staff to email all Thurston County jurisdictions by December 31, 2023 to request that each jurisdiction incorporate the 2019 MIAO Report recommendations into their comprehensive plan updates using the Comprehensive Plan Military Compatibility Checklist as guidance. The email should also request return of the completed Comprehensive Plan Military Compatibility Checklist.



- Respond to questions and provide assistance to the local agencies as needed so that they can better understand the background and need for the policies. Additional background information is provided in the Land Use Existing Conditions Report.
- SSMCP staff to periodically update the 2015 JLUS land use matrix to track the comprehensive plan updates.

### Funding Opportunities

Washington State provides grant funding for comprehensive plan updates. Additional funding is not required for this strategy.

### Other Resources

<https://www.commerce.wa.gov/serving-communities/growth-management/growth-management-topics/military-base-land-use/>

### Summary

Pierce County and Thurston County jurisdictions are mandated to update their comprehensive plans by June 2024 and June 2025, respectively. By state law, the subsequent comprehensive update cycle will not occur for another eight years (2032 and 2033). Since the last major comprehensive plan updates, SSMCP has completed the 2019 MIAO Report, and the Washington Department of Commerce has created an optional comprehensive plan Military Compatibility Checklist. The land use and housing existing conditions report determined that SSMCP

has made a significant amount of progress in addressing military-related land use compatibility issues, but it also found that there are a number of local jurisdictions that have not yet adopted military land use compatibility policies. Due to the upcoming comprehensive plan update cycle and the potential to significantly influence jurisdiction planning policies, the priority for this strategy is rated medium and the timeframe for completion is mid-term (within three years).

To ensure that the 2024 and 2025 comprehensive plan updates include the best available information and best military compatibility policies, SSMCP can participate in the upcoming planning processes in a supporting role. The primary actions steps include emailing all Pierce County and Thurston County Planning directors and elected officials a copy of the 2019 MIAO Report and the Comprehensive Plan Military Compatibility Checklist for their consideration in the comprehensive plan update process. This correspondence should be sent to Pierce County and Thurston County jurisdictions by December 31, 2022 and December 31, 2023, respectively. The email should request that each agency return the completed Comprehensive Plan Military Compatibility Checklist. If needed or requested, SSMCP staff should provide assistance to the local agencies and provide supporting comments during the formal comment period. SSMCP staff should periodically update the 2015 Land Use Matrix to track each agency's progress. It is anticipated that this is a medium effort item (due to the number of agencies involved) and funding is not required.

### How to Measure Success:

**Near-term:** By second quarter of 2022, SSMCP staff should email Pierce County local agencies' planning directors and elected officials to request that military compatibility policies be included in local comprehensive plan updates. The email should attach draft policy language for their consideration and the Comprehensive Plan Military Compatibility Checklist. The email should request return of the completed Military Compatibility Checklist. This task is complete when the email is sent.

**Mid-term/Ongoing:** By second quarter of 2023, SSMCP staff should email Thurston County local agencies' planning directors and elected officials and request that military compatibility policies be included in their comprehensive plan updates. The email should attach draft policy language for their consideration and the Comprehensive Plan Military Compatibility Checklist. The email should request return of the completed Military Compatibility Checklist. This task is complete when the email is sent.

On an ongoing basis, SSMCP staff should provide additional comments or support to the local agencies as needed or requested. Staff should periodically update the SSMCP 2015 JBLM Land Use Matrix. While ultimate success would be the adoption of the military-related land use compatibility policies into the local comprehensive plan updates, the adoption phase is ultimately outside of SSMCP staff control.


# 12. Continue to Pursue Land Use Compatibility Measures

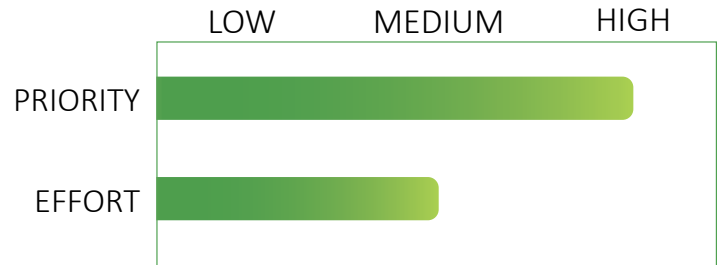
## Strategy 12.3

Support resolution of North Clear Zone encroachments

Resource Area  Land Use

### SSMCP Role

 **Support** the implementing partners.



### SSMCP Working Group

SSMCP Government Affairs Consultant

### Implementing Partners

City of Lakewood, Pierce County, JBLM, Washington State, and Federal Agencies

### Timeframe

Near-term / Ongoing

### Action Steps

- Continue to pursue funding of the Defense Community Compatibility Account for acquisition of properties within the North Clear Zone (NCZ).
- Continue to pursue acquisition of properties within the clear zone through outreach with interested and willing sellers.
- Assist interested and willing sellers in relocating elsewhere in the vicinity but outside the clear zone.

### Funding Opportunities

Washington State Legislature (DCCA account), Department of Defense, and City of Lakewood continue to provide the greatest funding to relocate businesses and purchase properties within the North Clear Zone. Additional funding would be required to continue resolving the clear zone encroachments.

### Other Resources

[Washington State Department of Commerce Defense Community Compatibility Account](#)

### Summary

In 2015, a JLUS was completed to analyze and address encroachment and land use compatibility issues. The 2015 JLUS analyzed encroachment into clear zones and Accident Potential Zones (APZ), and it was recommended that an update to the Air Installation Compatible Use Zones (AICUZ) was needed. As a result of updating the AICUZ, the NCZ was identified as one of the major JBLM land use encroachments requiring immediate correction. As such, a multijurisdictional Memorandum of Agreement was signed in 2017 by representatives from state Department of Commerce, Pierce County, JBLM, the City of Lakewood and SSMCP to implement the recommendations in the plan to resolve the decades-long encroachment in the NCZ.

The City of Lakewood signed a Cooperative Agreement with the Department of the Army which projects funding over three decades up to \$80 million to acquire the NCZ properties. The cooperative agreement requires a 20 percent funding commitment from local sources (City of Lakewood). With the cost-share agreement in place, the Department of Defense has committed \$50 million over the next 10 years, with the option to extend the contract in 10-year increments up to 2069, not



to exceed \$80 million. With additional monies now available, the city and SSMCP will continue outreach to property owners within the clear zone who are willing and interested in selling their sites and relocating elsewhere in the City of Lakewood. The end goal is for all properties within the clear zone to be free from public safety risks.

City of Lakewood, Pierce County, and JBLM have taken lead roles in the effort to resolve land use encroachments. SSMCP has played – and is anticipated to continue to play – a support role through assisting in state and federal advocacy and assisting Lakewood and Pierce County in the NCZ properties relocation and purchase process. Anticipated SSMCP action items for Strategy 12.3 include:

1. Continue to pursue additional state funding of the Defense Community Compatibility Account for acquisition of properties within the NCZ.
2. Continue to pursue acquisition of properties within the clear zone through outreach with interested and willing sellers.

Assist interested and willing sellers in relocating elsewhere in the vicinity but outside the clear zone.

It is anticipated that this strategy would be pursued during the current and future Washington Legislative Sessions, and the SSMCP Government Affairs Consultant would need to provide a high level of effort.

### How to Measure Success:

On an ongoing basis, SSMCP staff should provide additional support to City of Lakewood, Pierce County, and JBLM as needed or requested. Staff should periodically update the SSMCP Steering Committee on ongoing action steps. While ultimate success would be complete resolution of the land use encroachments within the NCZ, the funding needed to achieve this resolution is ultimately outside of SSMCP staff control.

**Near-term:** Secure funding of the DCCA in the 2022 or 2023 legislative sessions.

**Mid-term/Ongoing:** Complete acquisition and/or resolution of all clear zone encroachments.


# 13. Support Local Arterial/Highway Access Improvements

## Strategy 13.1

Pursue access improvements to JBLM at the Muck Creek Bridge

**Resource Area**  Transportation

### SSMCP Role

 **Support** and work with the City of Roy and JBLM to prioritize these improvements and help identify potential funding sources.

### SSMCP Working Group

Transportation Working Group

### Implementing Partners

WSDOT, JBLM, Pierce County, and City of Roy

### Timeframe

Mid-term

### Action Steps

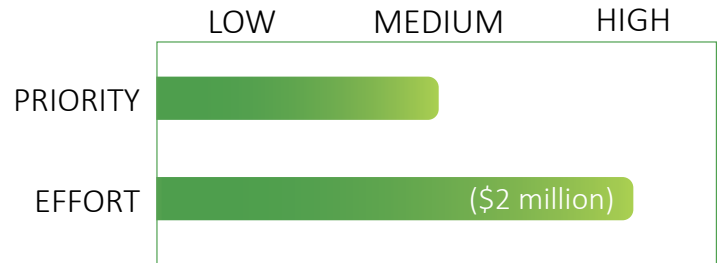
- Check in with City of Roy to determine if they support the improvements and include them in their comprehensive plan and 6-year Transportation Improvement Program (TIP).
- Identify grant funding opportunities from state and federal sources.
- Assist City of Roy as needed in actively pursuing funding and submitting grant applications.

### Funding Opportunities

Federal Surface Transportation Funds, Transportation Improvement Board Grants

### Other Resources

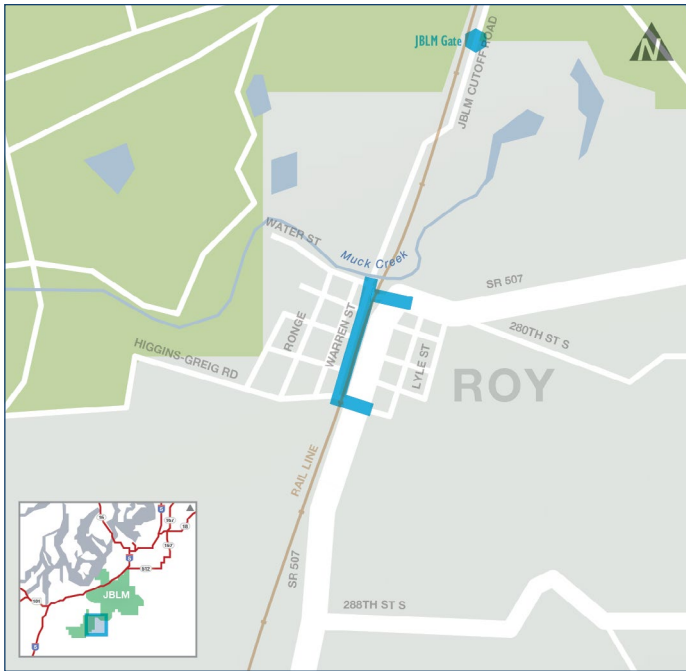
<https://cityoflakewood.us/south-sound-military-and-communities-partnership/>



### Summary

Identified in the 2020 SSMCP Local Transportation Impact Study, improvements to JBLM access around the Muck Creek Bridge were highlighted as a high priority. The improvements will provide for an asphalt overlay along Warren Street, Water Street, and Huggins-Greig Road, along with added curbs, sidewalks, streetlights, bike lanes, and new traffic control. The roadways are narrow, with poor pavement condition and include no pedestrian and bicycle facilities to serve the local community.

The project will improve access between JBLM’s Roy Cutoff Road and SR 507 and provide complete street amenities and rehabilitate the existing pavement. The Roy Cutoff Road is an important alternative access to the east side of JBLM and allows an important alternative to I-5 or SR 507 in the event of an incident. SSMCP should work with the City of Roy and JBLM to prioritize these improvements and help identify potential funding sources.



## How to Measure Success

**Near-term:** Check in with City of Roy regularly to discuss JBLM access improvements and how SSMCP might assist. Include the 2020 SSMCP Local Transportation Impact Study on the SSMCP website.

**Mid-term/Ongoing:** Work to identify potential funding sources with City of Roy/JBLM.

**Long-term:** Ensure construction of JBLM access improvements around the Muck Creek Bridge. Success is defined by finished construction of the improvements discussed above.


# 13. Support Local Arterial/Highway Access Improvements

## Strategy 13.2

Support DuPont-Steilacoom Road corridor improvements

**Resource Area**  Transportation

### SSMCP Role

 **Support** implementing improvements to the corridor by Pierce County.

### SSMCP Working Group

Transportation Working Group

### Implementing Partners

City of DuPont, Pierce County, JBLM, WSDOT, and Pierce County Regional Council

### Timeframe

Mid-term

### Action Steps

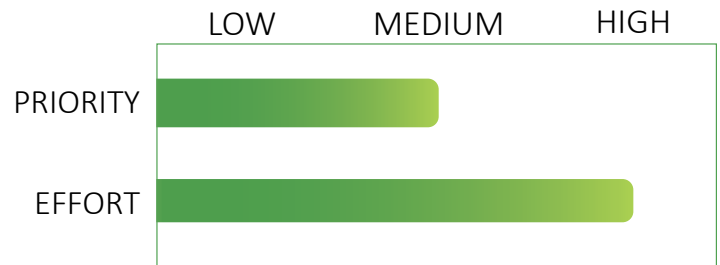
- Support the City of DuPont, Pierce County and JBLM in completing the corridor improvements projects.
- Monitor construction of the corridor improvements.

### Funding Opportunities

The project is fully funded and is currently under construction

### Other Resources

[https://dupontwa.gov/DocumentCenter/View/4576/DuPont-Steilacoom-Rd-Improv\\_-Materials--Complete?bidId=](https://dupontwa.gov/DocumentCenter/View/4576/DuPont-Steilacoom-Rd-Improv_-Materials--Complete?bidId=)



### Summary

SSMCP should support local agency efforts to complete improvements to the DuPont-Steilacoom Road corridor, which is owned by JBLM, but maintained by Pierce County and the City of DuPont. SSMCP will play a supporting role by monitoring the successful completion of the improvements.

The project widens the existing roadway from one to two lanes in each direction from Pendleton Avenue to Wharf Road. The project will connect to the future WSDOT interchange project at Exit 119 that will improve access from I-5 to DuPont-Steilacoom Road, City of DuPont, and JBLM. The project will also improve multimodal facilities along the corridor.



#### How to Measure Success:

**Near-term:** Monitor construction of the corridor improvements.




# 13. Support Local Arterial/Highway Access Improvements

## Strategy 13.3 Advocate to complete the Yelm Bypass

**Resource Area**  Transportation

### SSMCP Role

 **Support** WSDOT efforts to complete the Yelm Bypass, which is currently in the environmental impact assessment phase.

### SSMCP Working Group

Transportation Working Group

### Implementing Partners

WSDOT, City of Yelm, Thurston County, and TRPC

### Timeframe

Mid-term

### Action Steps

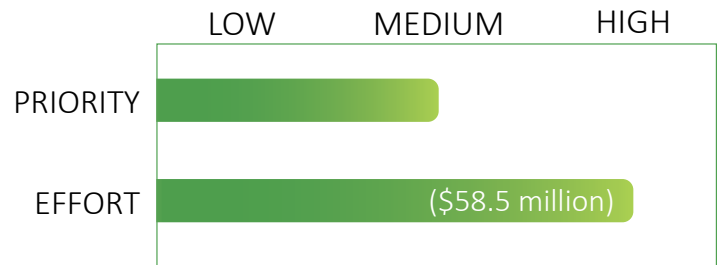
- Work with Cities of Yelm and WSDOT to identify opportunities to assist in moving the project forward.

### Funding Opportunities

Partially Funded. WA State Biennial Transportation Budget, New WA State Transportation Package.

### Other Resources

<https://wsdot.wa.gov/construction-planning/search-projects/sr-510-yelm-loop-new-alignment-phase-2>



### Summary

State Route 510 is a two-lane highway that is often congested in the Yelm area during peak commute hours. Congestion can also be heavy when drivers are diverting around crashes or other incidents on I-5 and during the summer travel season. SR 510 is the main corridor through Yelm. Heavy congestion can affect general commute times and emergency response times. This project would improve travel times for regional travel, reduce the volume of regional traffic in downtown Yelm, help reduce the potential for collisions on Yelm Avenue, and provide a new non-motorized route for cyclists and pedestrians.

SSMCP should support WSDOT efforts to complete the Yelm Bypass, which is currently in the environmental impact assessment phase. This project would improve travel times for regional traffic, reduce the volume of regional traffic in downtown Yelm, help reduce the potential for collisions on Yelm Avenue and provide a new non-motorized route for cyclists and pedestrians. Phase 2 is proposed to have a shared-use path on one side of the proposed new section of highway. SSMCP should play a supportive role in this project.



## How to Measure Success

**Mid-term/Ongoing:** Check in with City of Yelm and WSDOT to discuss progress of Yelm Bypass and how SSMCP might assist.

**Long-term:** Ensure construction of Yelm Bypass. Success is measured by finished construction of the new Bypass.

# 14. Support Workforce Development Initiatives Focused on Helping Service Members Transitioning from JBLM and Their Families with Career Growth

## Strategy 14.1

Study Veteran employment trends, research existing skill gaps within the region’s major industry sectors, and collect information to comprehensively describe the existing resources available to Veterans and their families to help identify gaps.

### Resource Area

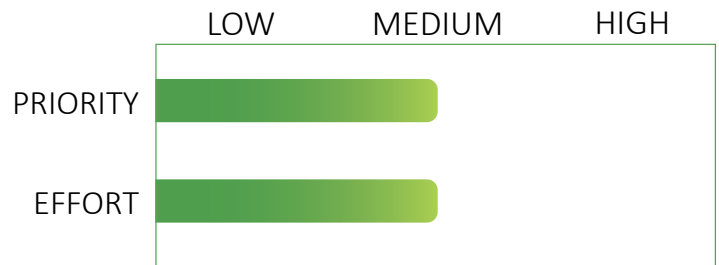


Economics, Education and Childcare

### SSMCP Role



**Support** partner with workforce organizations such as the Pacific Mountain Workforce Development Organization (PMWDO) to help support this strategy.



### SSMCP Working Group

Business and Economic Development Working Group

### Implementing Partners

The Pacific Mountain Workforce Development Organization (main), and Lacey Veterans Services Hub

### Timeframe

Long-term / Ongoing

### Action Steps

- Work with the PMWDO to develop a work plan and budget for this study.
- Seek funding sources for this study.
- Implement key recommendations based on the study findings and other relevant considerations.
- Include questions on the survey of military personnel about plans after service.

### Funding Opportunities

To be determined

### Other Resources

The Pacific Mountain Workforce Development Organization: <https://pacmtn.org/>

Lacey Veterans Services Hub: <https://www.laceyveteranshub.org/>

Worksource Washington: <https://worksourcewa.com/>

The Thurston Economic Development Council <https://thurstonedc.com/>

JBLM Unlimited: <https://www.facebook.com/JBLMUnlimited>

### Summary

Strengthening the workforce and providing more resources and education consistently emerged as a common theme in economic development strategies. Several plans included strategies which provided career transition and pathway support and job placement/entry level employment resources (apprenticeship programs, internships). The Lacey Veterans Services Hub provides Veterans

with employment, training, and job readiness assistance – including sharpening their resumes and interview skills. The Hub also partners with several organizations to provide services: JBLM Unlimited, Worksource, Working for Washington, USAJOBS, and the Thurston Economic Development Council.

Over the last decade, the share of Veterans as a percentage of the total adult population has slightly decreased in both counties and in the state a whole.<sup>10</sup> The reasons for the lack of retention of Veterans living and working in the region beyond their service should be analyzed further. Support should be provided to help JBLM service members better transition into the regional workforce. The project team should collect information on trends associated with Veteran employment including information on where they are working. In addition, the study should include research about workforce development opportunities to retain transitioning service members in the region. The project team should identify the job clusters to leverage and then determine the resources needed to build up this talent. JBLM partners should work with SSMCP to address this need. The SSMCP Executive Leadership Team mostly perceived this strategy as meriting a medium to high need (10/20/21 ELT meeting). This strategy would update Strategy 4.07: Support Workforce Development of Retired Military and Spouses and Analyze Emerging Industries in the 2010 Growth Coordination Plan.

This study will help provide an improved understanding of the reasons for the lack of retention of Veterans in the region and help identify strategies that would help address the problem. The study could research existing skill gaps within the region's major industry sectors to identify new and emerging industries that will benefit from an increased pool of skilled workers. Lastly, information should be collected to comprehensively describe the existing resources available to Veterans to help identify gaps.

Anticipated SSMCP action items include:

- Work with the PMWDO to develop a work plan and budget for this study.
- Seek funding sources for this study.
- Implement the study.

<sup>10</sup> Statewide, the share of Veterans as a percent of the total adult population decreased by 2.7 percentage points between 2010 and 2019 (11.6% to 8.9%). The statewide trend is also seen in both Pierce and Thurston counties. Veterans as a share of the total adult population in Pierce and Thurston counties decreased slightly by two percentage points between 2010 and 2019 (Pierce: 14.9% to 12.9%, Thurston: 15.1% to 13.0%). Source: U.S. Census Bureau, ACS PUMS Estimates, 2010 and 2019 (1-Year).



# 14. Support Workforce Development Initiatives Focused on Helping Service Members Transitioning from JBLM and Their Families with Career Growth

## Strategy 14.2

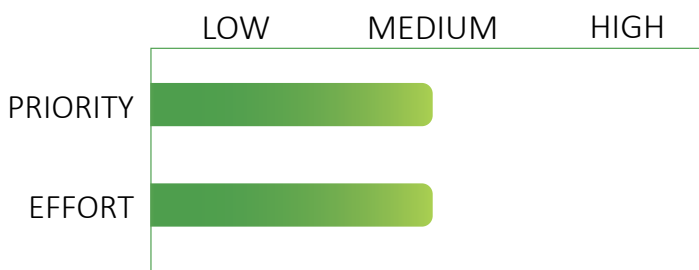
Assist partner organizations effectively providing support for JBLM service members transitioning into the workforce, and explore how SSMCP and its partners could broaden coordination with growing private businesses in the region to broaden opportunities for the employment of transitioning JBLM service members.

**Resource Area**   Economics, Education and Childcare

### SSMCP Role



**Support** the Business and Economic Development Work Group for the first part of 14.2, the assistance to partner organizations. SSMCP should lead the exploration of how to broaden coordination with private businesses and gain support from the Business and Economic Development Working Group and partners.



- Coordinate with organizations to identify events (e.g., career fairs) to match personnel with potential employers.

### SSMCP Working Group

Business and Economic Development Working Group

### Implementing Partners

The Pacific Mountain Workforce Development Organization (main) and support from the Lacey Veterans Services Hub

### Timeframe

Long-term / Ongoing

### Action Steps

- Identify activities to help support partner organizations.
- Identify higher education and vocational institutes and partners in the region.
- Meet with these partners to discuss potential collaboration opportunities.
- Meet with local economic development agencies and partner organizations to identify growing private businesses.

### Funding Opportunities

To be determined

### Other Resources

The Pacific Mountain Workforce Development Organization: <https://pacmtn.org/>

Lacey Veterans Services Hub: <https://www.laceyveteranshub.org/>

### Summary

Anticipated SSMCP action items include:

- Meet with partner organizations to identify how SSMCP can support PMWDO or other partner organizations.
- Identify activities to help support partner organizations.
- Meet with local economic development agencies and partner organizations to identify growing private businesses.
- Coordinate with organizations to identify events (e.g., career fairs) to match personnel with potential employers.

# 14. Support Workforce Development Initiatives Focused on Helping Service Members Transitioning from JBLM and Their Families with Career Growth

## Strategy 14.3

Pursue collaborations with higher education institutes and key vocational programs in the region offering fair wages and the opportunity for career advancement of transitioning JBLM service members.

### Resource Area



Economics, Education and Childcare

### SSMCP Role



**Lead** and gain support from the Business and Economic Development Working Group and partners.

### SSMCP Working Group

Business and Economic Development Working Group

### Implementing Partners

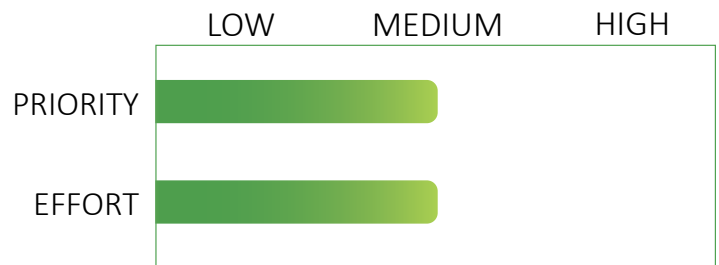
The Pacific Mountain Workforce Development Organization (main) and support from the Lacey Veterans Services Hub

### Timeframe

Long-term / Ongoing

### Action Steps

- Identify higher education and vocational institutes and partners in the region.
- Meet with these partners to discuss potential collaboration opportunities.



### Funding Opportunities

To be determined

### Other Resources

The Pacific Mountain Workforce Development Organization (PMWDO): <https://pacmtn.org/>

Lacey Veterans Services Hub: <https://www.laceyveteranshub.org/>

### Summary

The goal for this strategy action is to focus on entities that could harness Veteran talent, support their successful integration in the regional workforce, and promote their economic prosperity. SSMCP should lead this initiative and gain support from the Business and Economic Development Working Group and partners.

Anticipated SSMCP action items include:

- Identify higher education and vocational institutes and partners in the region.
- Meet with these partners to discuss potential collaboration opportunities.

## How to Measure Success for Strategy 14:

### Near-term:

- By 2nd quarter of 2022, SSMCP successfully works with the PMWDO to develop a work plan and budget for the study and other task work that is part of this strategy.

### Mid-term:

- SSMCP and the PMWDO seek funding sources for this study.
- Meet with partner organizations to identify how SSMCP can support PMWDO or other partner organizations. Identify activities to help support partner organizations.

SSMCP works with a partner organization to identify higher education and vocational institutes partners in the region and meets with them to discuss potential collaboration opportunities.

### Long-term:

- Implement key recommendations based on the study findings and other relevant considerations.
- Workforce Development Initiative performance metrics to consider:
  - Number and description of events, such as job fairs, that were available to support transitioning service members and their families.
  - Number and description of engagement sessions that were provided to support transitioning service members and their families.
  - Total number of transitioning service members and their families that were reached with employment support sessions.
- Overall: Track the retention of JBLM transitioning service members and their families over time through surveys, available Veteran employment data, and other recommended data sources to understand the long-term effects of this strategy.


# 15. Create a School-Based Health Clinic Model for School Districts

## Strategy 15.1

Collaborate with districts and/or OSPI on creating a model of health clinics at schools.

**Resource Area**   Education and Healthcare

### SSMCP Role

 Provide **support** for, convene participants, and facilitate information distribution.

### SSMCP Working Group

Healthcare Working Group and Government Affairs Consultant

### Implementing Partners

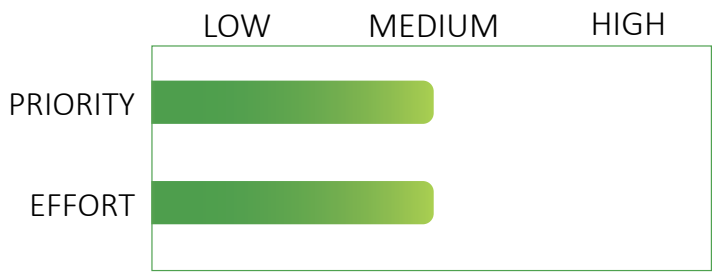
Regional School Districts, Madigan Army Medical Center (MAMC), and Office of Superintendent of Public Instruction (OSPI)

### Timeframe

Long-term

### Action Steps

- Identify a point of contact at the MAMC.
- Collaborate with schools that have, or had, clinics to identify what worked, and what did not.
- Identify school districts that are interested in providing this service.
- Reach out to OSPI to determine their interest in involvement and a potential representative.
- Facilitate a meeting between MAMC/JBLM and school district representatives.
- Coordinate with MAMC and school districts to create informational resources about establishing and maintaining a health clinic for military families at schools.



### Funding Opportunities

DoD; Washington State Department of Health; Community Health Grants; Department of Defense Education Activity (DoDEA) Grant

### Other Resources

<https://madigan.tricare.mil/Health-Services/Pediatrics/School-Based-Health-Clinics>

### Summary

In interviews conducted for the Growth Coordination Plan update, staff from multiple school districts stated that there was a desire for school districts to provide health clinics at secondary schools so that parents or family members would not have to remove their children from school and travel to a doctor’s office. Over half of the school districts interviewed mentioned healthcare as an issue requiring coordination with JBLM. Finding primary care physicians can be difficult for military families and this can aid these families in getting healthcare appointments in a timely fashion. Clover Park School District provides health clinics for students on-base. The MAMC conceptualized health clinics at secondary schools for military-connected students. The Bethel School District, which reports that about 10 percent of their student body is military-connected, has previously had MAMC-provided healthcare services. These school districts who have successfully

implemented a model in the past could take on a leadership role in outlining a model for other districts to emulate and meet with other school districts who are interested and bring them to the table.

This would be a cross-discipline strategy for SSMCP involving both healthcare and education. SSMCP would act as the convener bringing resources together and facilitating conversations between schools for which this has been successful and for districts that have a desire to learn more about this. SSMCP could also serve a coordinating function with both JBLM (in particular the MAMC that previously spearheaded clinics) and the OSPI. SSMCP should also work with lobbyists and the state and federal legislature to obtain funding for school districts serving military populations.

### How to Measure Success:

**Near-term:** By 3rd quarter of 2022, SSMCP and JBLM shall identify a point of contact at MAMC, representatives from school districts that have operated a clinic previously (or currently), districts interested in providing this service, and make contact with OSPI to gauge interest in involvement in creating a model. Prepare a master contact list for ongoing use.

**Mid-term:** By the 2nd quarter of 2023, SSMCP should facilitate a meeting with MAMC, school districts, and OSPI (if interested) to discuss the health clinic model. Informational resources are created out of this meeting of what works/doesn't, steps to take, etc.

**Long-term/Ongoing:** Health clinics are established at various school districts that serve military-connected families and continue to operate. SSMCP acts as a facilitator for any questions/issues and potentially conducts check-in meetings with those schools that operate clinics outside of MAMC/JBLM.


# 16. Determine SSMCP's Level of Advocacy for Representing JBLM and the Region in National Discussions about TRICARE Issues

## Strategy 16.1

Focus on collecting regional data that can be used to advocate for the region during higher-level, national discussions about TRICARE issues

**Resource Area**  Health Care

### SSMCP Role

 Provide **support** by writing a letter to the Northwest Regional Liaison, Defense-State Liaison Office.

### SSMCP Working Group

Health Care Working Group

### Implementing Partners

SSMCP Government Affairs Consultant, Federal Lobbyist, Northwest Regional Liaison, and Defense-State Liaison Office

### Timeframe

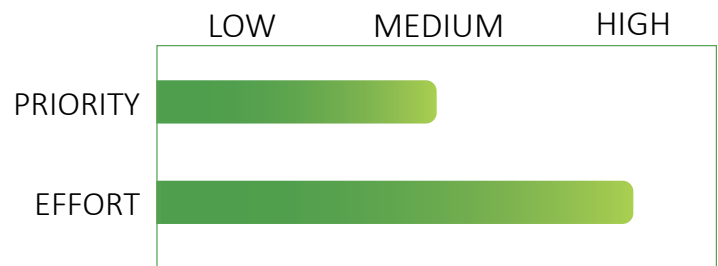
Mid-term

### Action Steps

- Quantify and document the average lengths of time service members and their families spend on TRICARE provider waitlists.
- Evaluate opportunities to further advocate and/or contribute to existing advocacy.

### Funding Opportunities

Not Applicable



### Other Resources

American Psychological Association, Military & Veterans: <https://www.apa.org/advocacy/military-veterans>

Northeast Arkansas Military Officers of America (MOAA) Chapter: <https://www.moaa.org/chapter/northeastarkansas/>

### Summary

Stakeholders noted a continued shortage of network providers locally, largely due to low reimbursement rates and a cumbersome credentialing process, as detailed in the 2010 GCP. Because TRICARE issues are not unique to the JBLM region, and broad changes to TRICARE credentialing and reimbursements would need to occur at a national policy level, the SSMCP should focus on ensuring that the region is adequately represented during higher-level, national discussions about TRICARE issues. This may include advocacy and representation related to TRICARE requirements that impact the provision of services (such as a TRICARE requirement for a Licensed Mental Health Counselor to be supervised by a medical doctor despite the fact that they practice independently in Washington state – limiting the number of local providers who meet this TRICARE requirement).

This strategy is medium priority because the SSMCP has an opportunity to collect regional data that can be used to ensure the JBLM region is advocated for and represented. Working within the Healthcare Working Group, the SSMCP should partner with TRICARE-related entities from JBLM (e.g., MAMC) and civilian providers to collect data.

SSMCP should pursue the following action steps:

- Write a letter to the Northwest Regional Liaison, Defense-State Liaison Office requesting an update on the TRICARE situation in the region and request referrals to contacts administering TRICARE in the region.
- Additional activities may include:
  - Quantify and document the average lengths of time service members and their families spend on TRICARE provider waitlists due to provider shortages. Accomplishing this will require the Healthcare Working Group to:
    - Consult with the SSMCP Government Affairs Consultant to discuss proposed approach, including:
      - Identifying preferred metrics to capture, the desired time for data collection, and civilian medical providers to solicit data from.
      - Leveraging working group members' expertise, determine the best format for data collection (e.g., online survey, hardcopy survey, verbal interviews, emails, etc.).
      - Collating the collected data into a debrief, including a summary slide with key highlights/findings.
      - Setting-up a debrief with JBLM leadership and others (as advised by the SSMCP Government Affairs Consultant) to share the findings.

- Evaluate opportunities to further advocate for and/or contribute to existing advocacy (consulting with the SSMCP Government Affairs Consultant, as needed). This may include looking to other organizations working in the TRICARE advocacy space for ideas on how to approach advocacy and/or opportunities to contribute to existing advocacy, such as:

- The American Psychological Association (APA) which has led a multi-pronged, intense advocacy effort to shift the Department of Defense's management and oversight of its TRICARE program. Recent efforts have included a survey of all practicing APA members, which found that psychologists raised concern over factors such as confusing contract negotiations or lack of any negotiations and criteria by which contractors would be renewed or selected in the next round.
- At the regional level, the Northeast Arkansas Military Officers Association of America (MOAA) Chapter publishes a monthly newsletter with the latest information on events affecting members, including TRICARE updates.



### How to Measure Success

**Near-term:** Write a letter to the Northwest Regional Liaison, Defense-State Liaison Office (within six months).

**Long-term:** Conduct additional advocacy activities, as appropriate.



# 17. Pursue Funding for Other Transportation Studies

## Strategy 17.1

Pursue funding for a I-5 Exit 120 Flyover

### Resource Area



Transportation

### SSMCP Role



**Support** JBLM in securing funding to design and construct the I-5 Exit 120 Flyover concept identified as a high priority in the 2020 SSMCP Local Transportation Impact Study.

### SSMCP Working Group

Transportation Working Group

### Implementing Partners

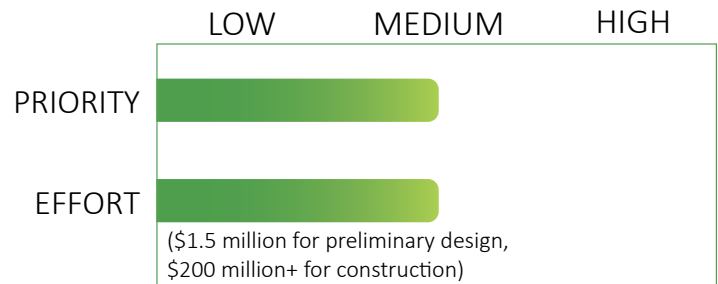
WSDOT, JBLM, and Sound Transit

### Timeframe

Mid-term

### Action Steps

- Review findings of the 2020 SSMCP Local Transportation Impact Study.
- Develop advocacy plan to engage legislative and congressional decision makers.
- Secure funding to begin engineering and environmental review.
- Confirm the feasibility of building an I-5 Exit 120 Flyover with qualified engineering consultant. Results of the study will determine whether construction should be pursued.
- Coordinate with JBLM to secure MILCON funding to construct the project.



### Funding Opportunities

State DCCA, DoD OLDCC Funding, MILCON funding, or other federal appropriations

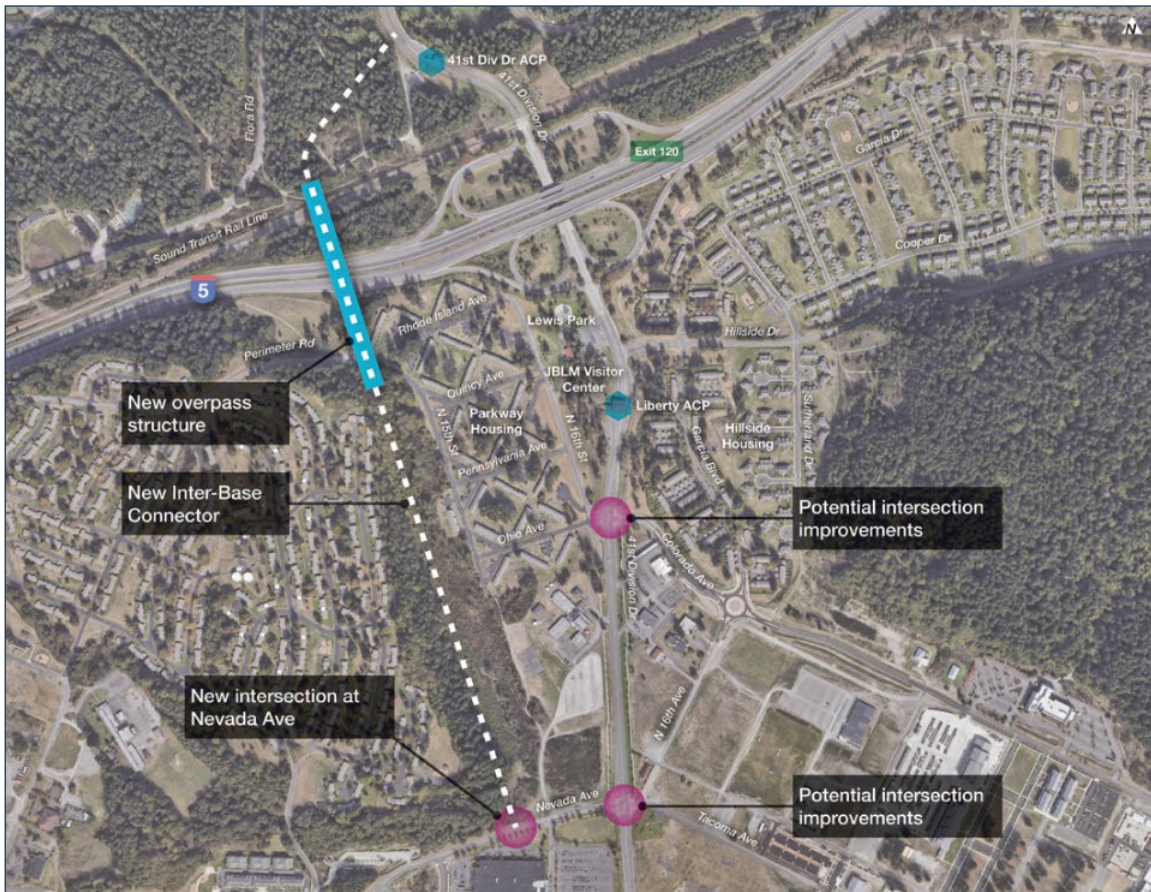
### Other Resources

<https://cityoflakewood.us/south-sound-military-and-communities-partnership/>

### Summary

SSMCP should coordinate with JBLM to seek funding to study and ultimately construct the I-5 Exit 120 Flyover concept identified as a high priority in the 2020 SSMCP Local Transportation Impact Study. This connector would eliminate the need for JBLM personnel to leave and re-enter the secure perimeter at 41st Division Drive and I-5 thereby reducing the friction of cross-base travel, improving safety by eliminating an at-grade high speed rail crossing, and reducing operational security costs of JBLM. SSMCP would likely play a supporting role in helping secure funding for a preliminary design study of the I-5 Exit 120 Flyover. JBLM has begun the process to request MILCON funding to complete planning, design, and environmental analysis.





## How to Measure Success

**Near-term:** Work with JBLM to develop an advocacy plan to engage legislative and congressional decision makers. Include the 2020 SSMCP Local Transportation Impact Study and I-5 Exit 120 Flyover Feasibility Study on the SSMCP website.

**Mid to Long-term:** Carry out engineering and environmental review study that determines the feasibility of building an I-5 Exit 120 Flyover with a qualified engineering consultant. Results of the study will determine whether construction should be pursued.

# 17. Pursue Funding for Other Transportation Studies

## Strategy 17.2

Complete a Perimeter Road corridor study

### Resource Area



Transportation

### SSMCP Role



**Lead** securing funding and management of a study that seeks to identify Perimeter Road improvements on behalf of JBLM.

### SSMCP Working Group

Transportation Working Group

### Implementing Partners

JBLM and Pierce County

### Timeframe

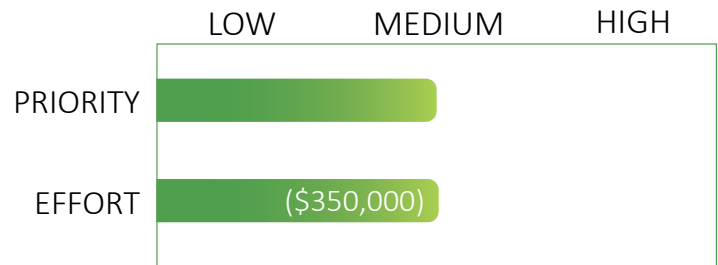
Mid-term

### Action Steps

- Work with JBLM to confirm interest in the study.
- Pursue funding from OLDCC to complete the study.
- Leverage study results to identify a set of projects to improve Perimeter Road.

### Funding Opportunities

DoD OLDCC

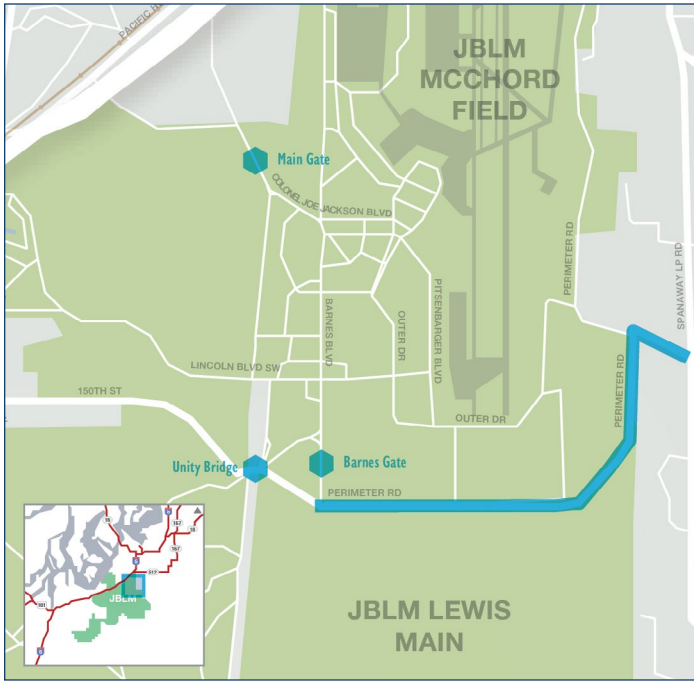


### Other Resources

<https://cityoflakewood.us/south-sound-military-and-communities-partnership/>

### Summary

Due to removal of the cross-base highway from state and regional long-term transportation plans, there is an increased focus on Perimeter Road and the way it will support travel in and around JBLM. Perimeter Road remains the only east-west link other than SR 512 through JBLM and is owned and maintained by JBLM Public Works. This roadway will likely become increasingly important as travel demand throughout the study area continues to increase. Perimeter Road needs to serve multimodal users, transit users, and the freight activity traveling to and from Spanaway/Frederickson. Further study of Perimeter Road is warranted to better understand how it will serve these users. SSMCP would play a leading role in securing funding and managing a study that seeks to identify Perimeter Road improvements on behalf of JBLM.



## How to Measure Success

**Near-term:** Confirm with JBLM their interest in such a study. Include the 2020 SSMCP Local Transportation Impact Study on the SSMCP website.

**Mid-term:** Pursue OLDCC funding to conduct the Perimeter Road corridor study in conjunction with JBLM.

**Long-term:** Leverage the results of the Perimeter Road corridor study to identify a list of capital projects to improve travel options on Perimeter Road.

# 18. Ensure that New Organizations and Initiatives are Invited to Participate in Relevant SSMCP Working Groups

## Strategy 18.1

Inventory the existing working group roster, identify gaps in representation, and invite identified organizations to join the working group and conduct an annual review of the working group roster

### Resource Area



Cross-Discipline

### SSMCP Role



**Lead** routinely refreshing working group membership.

### SSMCP Working Group

All working groups

### Implementing Partners

Not Applicable

### Timeframe

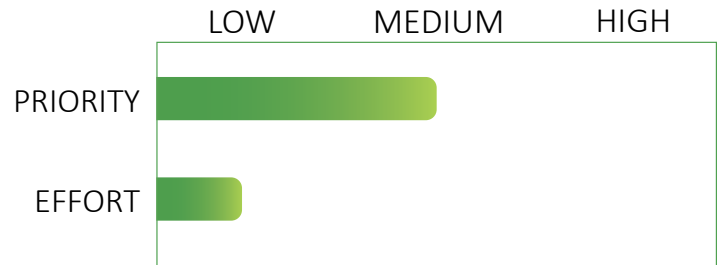
Near-term / Ongoing

### Action Steps

- Move the SSMCP stakeholder spreadsheet into a collaborative environment that allows multiple users to view and edit.
- Engage the working groups to:
  - Review the list.
  - Provide suggestions.
- Determine if each working group has an optimal capacity; vet suggested additions.
- Invite suggested new members or organizations.
- Repeat the process annually.

### Funding Opportunities

Not Applicable



### Other Resources

Not Applicable

### Summary

Since the SSMCP's Working Groups were established following publication of the 2010 GCP, SSMCP has continued to build relationships and make connections within the region. SSMCP should formalize its approach to maintaining and updating working group members to ensure that new organizations and contacts become a part of the existing SSMCP network, which serves as a regional knowledge base and network of professionals. By expanding its network to new organizations and contacts, SSMCP will continue to optimize its influence and resources to support a robust military and civilian network.

This strategy is medium priority because stakeholders agreed that it is beneficial to keep the working groups current. The existing process for updating working group membership is ad hoc; formalizing the process will allow the SSMCP to routinely refresh working group membership. The SSMCP can leverage existing working group members to reach out to and engage with new contacts and organizations.

SSMCP should pursue the following action steps:

- Move the SSMCP stakeholder spreadsheet into a collaborative environment that allows multiple users to view and edit. Options include:
  - Collaborative software that supports spreadsheets, such as Microsoft Teams or Google Sheets.
  - Customer relationship management (CRM) software. Many CRM platforms offer free versions with stakeholder management tools that the SSMCP could use to seamlessly track contacts. These platforms are optimized to store data like contact information and track communications.
- Engage the working groups to:
  - Review the list to ensure existing information is accurate for current members and contacts.
  - Provide suggestions for organizations or individuals who should be added; include contact information.
- Determine if each working group has an optimal capacity; vet suggested additions, as needed.
- Invite suggested new members or organizations to join.
- Repeat the process annually.

## How to Measure Success

### Near-term:

- Compile stakeholder spreadsheet into a collaborative environment (within two months).
- Revise spreadsheet (within six months).

### Long-term:

- Review and update spreadsheet annually.

# 19. Broaden the Recruitment of Local Businesses on JBLM Contracts

## Strategy 19.1

Prolong the assistance offered to partner organizations who provide government contracting support for local businesses through activities such as hosting events, and providing training workshops, services, or education. Grants, resources, and funding should be considered for this support.

### Resource Area



Economics

### SSMCP Role



Continue to **support** the Washington State PTAC in facilitating contracts with local businesses.

### SSMCP Working Group

Business and Economic Development Working Group

### Implementing Partners

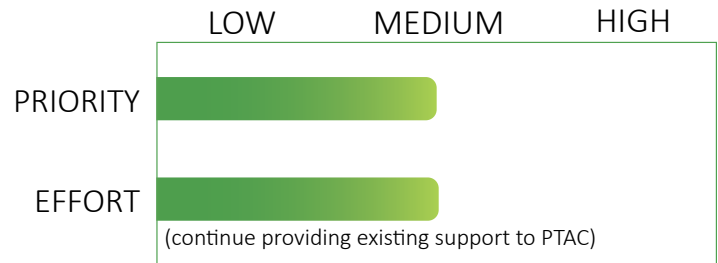
The Washington State PTAC and other identified local organizations and partners

### Timeframe

Near-term / Ongoing

### Action Steps

- SSMCP will work collaboratively with PTAC to identify which activities should be continued or expanded to help local businesses procure contracts with JBLM. PTAC should identify partner organizations and describe the type of assistance needed to support this strategy.
- SSMCP will work with PTAC to identify grant opportunities and other funding opportunities that would support this strategy.
- SSMCP could partner with PTAC on events and help provide training and referrals.



### Funding Opportunities

To be determined

### Other Resources

Organizations:

- PTAC description of equity in the federal procurement process: <https://washingtonptac.org/advancing-equity-in-federal-procurement/><sup>11</sup>
- PTAC: <https://washingtonptac.org/>
- Tacoma – Pierce County Chamber: <https://www.tacomachamber.org/>
- Pacific Northwest Defense Coalition (commissions contract studies): <https://www.pndc.us/>
- Pierce County Purchasing Forum: <https://alliancenorthwest.org/gpcpf/>
- The Pierce County Business Accelerator, developed by the Pierce County Economic Development Division, will serve entrepreneurs and business owners throughout Pierce County with a focus on BIPOC, Veteran, and women-owned businesses to help foster innovation and create wealth-building opportunities: <https://www.pcba.biz/>

<sup>11</sup> Federal government information on equity in federal contracting: <https://www.dol.gov/sites/dolgov/files/OPA/blog/equity-in-federal-contracting.pdf>. On day one of the Biden-Harris administration, the President signed the Executive Order on Advancing Racial Equity and Support for Underserved Communities through the Federal Government (January 2021).

## Summary

The JBLM contracting processes should be described in more detail to identify ways to support local businesses in their pursuit of JBLM contracting opportunities. This need should be discussed with existing organizations such as PTAC that may already have the JBLM contracting process described. The analysis in the Economics Technical Report of the GCP can serve as a template. The project team assessed trends associated with JBLM contracts and found a general trend leaning towards more local contracting particularly for Pierce County businesses. This momentum should be further leveraged by finding more opportunities to help local businesses gain additional JBLM contracts. This recommendation is similar to Strategy 4.06: Recruit Local Subcontractors on JBLM Construction Projects. However, it generalizes the type of contracts to go beyond construction projects. The project team's analysis of contract dollars awarded to construction businesses from 2010 to 2020 showed increased allocation to Pierce County and Thurston County businesses particularly since 2017 (overall, approximately 42 percent of construction contracts were awarded to Pierce County businesses and seven percent were awarded to Thurston County businesses). JBLM allocates contracts to other sectors such as manufacturing; administrative, support and waste management/remediation services; professional, scientific, and technical services. Continued local contracting in these sectors and in general should be the focus of this recommendation. The SSMCP Executive Leadership Team mostly perceived this strategy as meriting a medium to high need (10/20/21 ELT meeting).

Anticipated SSMCP action items include:

- SSMCP will work collaboratively with PTAC to identify which activities should be continued or expanded to help support local businesses procure contracts with JBLM. PTAC should identify partner organizations and describe the type of assistance needed to support this strategy.
- SSMCP will work with PTAC to identify grant opportunities and other funding opportunities that support this strategy.
- SSMCP could partner with PTAC on events and help provide training and referrals.

# 19. Broaden the Recruitment of Local Businesses on JBLM Contracts

## Strategy 19.2

Explore ways to expand contracting to include the recruitment of Black, Indigenous, and People of Color (BIPOC) business owners.

**Resource Area**  Economics

### SSMCP Role



**Support** PTAC and the Business and Economic Development Working Group to help inclusively broaden the recruitment (where feasible) of diverse local businesses on JBLM contracts.

### SSMCP Working Group

Business and Economic Development Working Group

### Implementing Partners

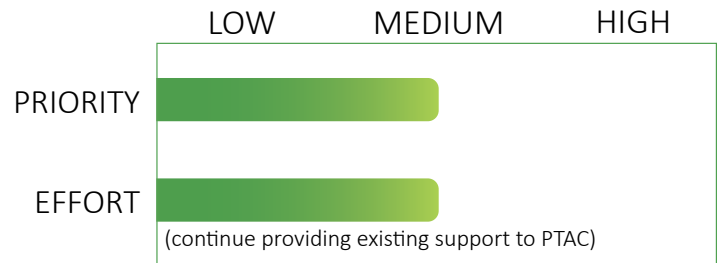
The Washington State PTAC and other identified local organizations and partners

### Timeframe

Near-term / Ongoing

### Action Steps

- The Business and Economic Development Working Group should inventory and summarize existing relevant organizations and programs established in the region that could help implement this task and provide examples for how this could work. PTAC could provide an overview of the current contracting practices and potential opportunities to coordinate with targeted organizations (meeting no more than twice per year).
- The working group (including SSMCP) could facilitate a discussion, including PTAC, on ways to expand contracting to include the recruitment of BIPOC business owners.
- The results of this discussion along with suggested next steps should be shared.



### Funding Opportunities

To be determined

### Other Resources

Organizations:

- PTAC description of equity in the federal procurement process: <https://washingtonptac.org/advancing-equity-in-federal-procurement/><sup>12</sup>
- PTAC: <https://washingtonptac.org/>
- Tacoma – Pierce County Chamber: <https://www.tacomachamber.org/>
- Pacific Northwest Defense Coalition (commissions contract studies): <https://www.pndc.us/>
- The Pierce County Business Accelerator, developed by the Pierce County Economic Development Division, will serve entrepreneurs and business owners throughout Pierce County with a focus on BIPOC, Veteran, and women-owned businesses to help foster innovation and create wealth-building opportunities: <https://www.pcba.biz/>
- South Sound BIPOC: <https://ssbipoc.org/>
- Thurston Chamber, BIPOC business advocacy: <https://thurstonchamber.com/bipoc-business-advocacy/>

<sup>12</sup> Federal government information on equity in federal contracting: <https://www.dol.gov/sites/dolgov/files/OPA/blog/equity-in-federal-contracting.pdf>. On day one of the Biden-Harris administration, the President signed the Executive Order on Advancing Racial Equity and Support for Underserved Communities through the Federal Government (January 2021).



## Summary

Anticipated SSMCP action items include:

- The Business and Economic Development Working Group should inventory and summarize existing organizations in the region that could help implement this task and examples for how this could work (such as the Metropolitan Contractor Improvement Partnership). PTAC could provide an overview of the current contracting practices.
- The Business and Economic Development Working Group could facilitate a discussion, including SSMCP, on ways to expand contracting to include the recruitment of BIPOC business owners.


# 19. Broaden the Recruitment of Local Businesses on JBLM Contracts

## Strategy 19.3

Help coordinate periodic data acquisition requests (on no more than an annual basis) on JBLM contracting to support economic modeling and monitoring.

**Resource Area**  Economics

### SSMCP Role

 **Support** the coordination of periodic data acquisition requests to help monitor JBLM contracting trends.

### SSMCP Working Group

Business and Economic Development Working Group

### Implementing Partners

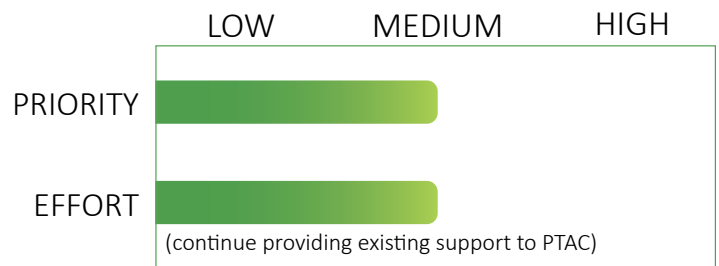
The Washington State PTAC and other identified local organizations and partners

### Timeframe

Near-term / Ongoing

### Action Steps

- SSMCP would work with PTAC on the data acquisition request to be sent to JBLM. They should determine a strategy for whom should be the lead on the analysis of the data.
- This data could be analyzed as a part of the economic impact modeling and by those involved with monitoring JBLM’s progress associated with local business government contracting.



### Funding Opportunities

To Be Determined

### Other Resources

Organizations:

- PTAC description of equity in the federal procurement process: <https://washingtonptac.org/advancing-equity-in-federal-procurement/><sup>13</sup>
- PTAC: <https://washingtonptac.org/>
- Tacoma – Pierce County Chamber: <https://www.tacomachamber.org/>
- Pacific Northwest Defense Coalition (commissions contract studies): <https://www.pndc.us/>
- The Pierce County Business Accelerator, developed by the Pierce County Economic Development Division, will serve entrepreneurs and business owners throughout Pierce County with a focus on BIPOC, Veteran, and women-owned businesses to help foster innovation and create wealth-building opportunities: <https://www.pcba.biz/>
- South Sound BIPOC: <https://ssbipoc.org/>
- Thurston Chamber, BIPOC business advocacy: <https://thurstonchamber.com/bipoc-business-advocacy/>

<sup>13</sup> Federal government information on equity in federal contracting: <https://www.dol.gov/sites/dolgov/files/OPA/blog/equity-in-federal-contracting.pdf>. On day one of the Biden-Harris administration, the President signed the Executive Order on Advancing Racial Equity and Support for Underserved Communities through the Federal Government (January 2021).

## Summary

Anticipated SSMCP action items include:

- SSMCP will work with PTAC to develop data requests to JBLM. The contract data should include information such as the company name, contract amount and duration, location, amount allocated to subcontract firms, number of subcontract firms, and industrial sector of the businesses.
- This data could be analyzed as a part of the economic impact modeling and by those involved with monitoring progress associated with local business contracting.

### How to Measure Success for Strategy 19:

#### Near-term:

- By second quarter of 2022, SSMCP successfully meets with PTAC to discuss opportunities to bring in more local contractors (such as cyber security, construction, etc.).

#### Mid-term:

- By the end of 2022, the Business and Economic Development work group hosts a meeting to summarize BIPOC business promotion efforts already in place and discuss how this could be considered for government contracting.
- SSMCP will work with PTAC to meet and discuss grant/funding opportunities and referrals that would support this strategy. Success could be measured by describing the types of grants and funding opportunities that were pursued and the amount of funding received.
- SSMCP will work with PTAC to develop data requests to JBLM.

#### Long-term:

- SSMCP could partner with PTAC on events and help provide training. Success could be measured by the number of events and training sessions that were provided to cover local contracting opportunities with JBLM.
- SSMCP would work with PTAC to support the reporting of findings associated with JBLM contracting.
- Performance metrics to consider that are associated with JBLM contracting (measured over time):
  - Number of both small business and overall number of businesses contracting with JBLM (increasing numbers could indicate that there are more small businesses contracting).
  - Number of local business contracts, number of local business contracts by industry sector, amount in total local business contract value. Number of new businesses in the government contracting marketplace.
  - Other identified metrics.

## 20. Support Regional Initiatives Addressing Food Insecurity Among Service Members and Their Families

### Strategy 20.1

Support regional initiatives addressing food insecurity among service members and their families

#### Resource Area



Social Services

#### SSMCP Role



**Support** and join the Washington Military Family Hunger Advocacy Campaign coalition.

#### SSMCP Working Group

Social Services Working Group

#### Implementing Partners

SSMCP Government Affairs Consultant, Federal Lobbyist, Northwest Regional Liaison, and Defense-State Liaison Office

#### Timeframe

Near-term / Ongoing

#### Action Steps

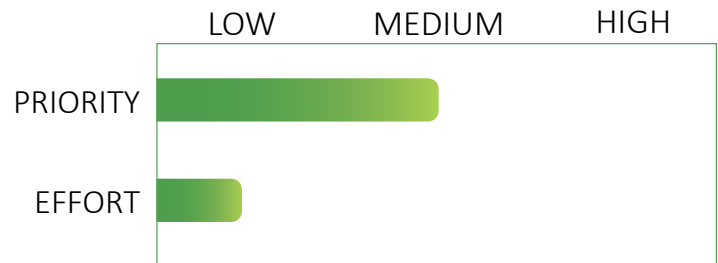
- Join the Washington Military Family Hunger Advocacy Campaign coalition.
- Support and participate in community-based outreach to service members.
- Support Representative Leavitt's state legislative efforts to address military family hunger.

#### Funding Opportunities

Not Applicable

#### Other Resources

Washington Military Family Hunger Advocacy Campaign: <https://foodlifeline.salsalabs.org/militaryhungercampaign/index.html?fbclid=IwAR3aEPtmBJJMF1tiWiUGl7zCtnrMwwSYMrJY-Hv14S79dRXK-XTTj555q24/>



#### Summary

Food insecurity exacerbates mental health conditions and is influenced by factors such as unemployment for military spouses, high cost of housing, and high cost of child care. As the SSMCP continues to encourage comprehensive approaches to supporting behavioral health care, addressing military family hunger should also be an area in which the SSMCP focuses.

An immediate pathway by which the SSMCP can join existing organized advocacy efforts is through the Washington Military Family Hunger Advocacy Campaign. The campaign's statewide coalition is working to elevate the issue of food insecurity among military Veterans, service members, and families, advocate for passage of a military Basic Needs Allowance in the upcoming National Defense Authorization Act, and join the network of organizations (e.g., food banks, food pantries, community groups, associations, etc.) working to support military Veterans, military members, and families. By joining the Washington Military Family Hunger Advocacy Campaign coalition, the SSMCP would join a broad network of organizations and contribute to advocacy for practical measures in the National Defense Authorization Act that can provide relief for service members.

Representative Mari Leavitt (28th District) is working to bring legislation to the floor during the 2022 legislative session that addresses food insecurity.

Coordination with her office and support of her efforts should be pursued as it could result in state funding and programs. This work would be supported with the assistance of the SSMCP Government Affairs Consultant.

It is to be acknowledged that there is a valid question as to whether resources would be better spent to address military family food insecurity by addressing the contributing factors (spouse unemployment/ licensure portability, and high costs of housing and child care, for example), which are also SSMCP work plan initiatives. Efforts to address food insecurity should include assisting JBLM with their efforts to support service members in financial readiness/ literacy.

The SSMCP should pursue the following action steps:

- Join the Washington Military Family Hunger Advocacy Campaign coalition by completing the online form (estimated time to complete is 5 minutes): <https://foodlifeline.salsalabs.org/militaryhungercampaign/index.html?fbclid=IwAR3aEPtmBJJMF1tiWiUGl7zCtnrMwwSYMrJY-Hv14S79dRXK-XTTj555q24/>
- Add military food insecurity to the “Maintain Active State support for Military Affairs in Washington” section for policy positions outlined on the SSMCP website.
- Coordinate with Representative Leavitt’s office to support legislative efforts to address food insecurity.
- Support and participate in community-based outreach to service members as opportunities arise; activities may include:
  - Publicizing events/initiatives within the SSMCP (e.g., identify resources at forums, galvanize volunteers, etc.), and
  - Assisting local organizations in increasing access points throughout and near JBLM to better reach service members by leveraging existing connections within the SSMCP.
- Work with the JBLM DPF to obtain data and support their efforts, where possible.

## How to Measure Success

**Near-term:** Complete online form to join the Washington Military Family Hunger Advocacy Campaign.

**Long-term:** Conduct additional advocacy activities, as appropriate.

# 21. Continue Educating Civilian Medical Providers on TRICARE Benefits and Advocate for Their Participation as a TRICARE Provider

## Strategy 21.1

Help civilian providers gain new cultural competency by understanding the TRICARE system, process of transition, issues with TRICARE, and military culture

### Resource Area



Health Care

### SSMCP Role



**Lead** and host a series of focused, educational forums with military and civilian health care providers.

### SSMCP Working Group

Health Care Working Group

### Implementing Partners

Madigan Army Medical Center (MAMC). Other partners are represented in the Healthcare Working Group.

### Timeframe

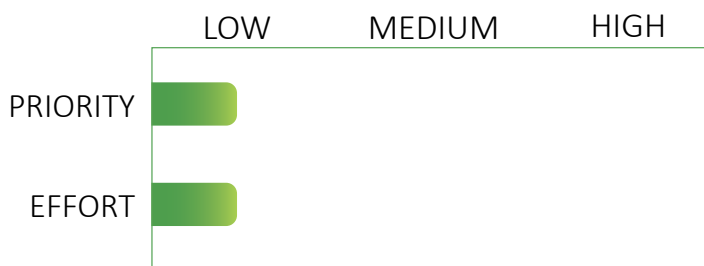
Mid-term

### Action Steps

- Working within the Healthcare Working Group:
  - Reach out to MAMC.
  - Identify discussion topics.
  - Develop a schedule and format.
  - Build a stakeholder list.
  - Develop an outreach plan.
  - Record and publish forums on the SSMCP website.
- Continue assessing frequency of Behavioral Healthcare Forum events (refer to Strategy 10.B).

### Funding Opportunities

Explore potential to leverage MAMC programs.



### Other Resources

MAMC programs:

- <https://madigan.tricare.mil/About-Us/Graduate-Medical-Education>
- <https://madigan.tricare.mil/About-Us/Graduate-Medical-Education/Faculty-Development>
- <https://madigan.tricare.mil/About-Us/Department-of-Clinical-Investigation/Business-Cell>

### Summary

Services for TRICARE beneficiaries provided at MAMC occur on a priority and availability basis, with active-duty service members receiving first priority, followed by family members, retirees, and retiree dependents. For specialty services not provided at MAMC, beneficiaries are referred to community services. Stakeholders noted a continued need to help civilian providers understand the TRICARE system and military culture to help improve referral follow-through and access. A 2016 Healthcare Forum hosted by the SSMCP brought together civilian and Army doctors to discuss expanding access to TRICARE providers. Participants in the forum reiterated that TRICARE reimbursement rates are comparatively low, and TRICARE requirements do not provide sufficient incentives for civilian providers.

Discussions during a Behavioral Healthcare Forum hosted by the SSMCP in October 2021 reiterated the need to continue educating civilian medical

providers on TRICARE benefits and advocate for their participation as a TRICARE provider. Expanding outreach and education related to TRICARE will help civilian providers gain new cultural competency by understanding the TRICARE system, process of transition, issues with TRICARE, and military culture.

One of the sessions during the 2021 Behavioral Healthcare Forum focused on common myths about serving the military community. Stakeholders indicated that many civilian providers feel that if they do not have a military background or experience treating conditions like Post Traumatic Stress Disorder (PTSD), they are not equipped to treat service members or their families; however, many of the issues experienced by service members and their families are universal and share commonalities with civilians. Open discussion spaces that bring together military and civilian providers, like the Behavioral Healthcare Forum, provide a space for such misconceptions to be corrected. The SSMCP should consider hosting a series of focused, educational forums in which military and civilian providers can come together to discuss specific topics, such as TRICARE or military culture. The Healthcare Working Group's expertise can be leveraged to determine the most effective format and scope for the series and should consider broadening participation to include leaders of organizations and individuals within those organizations who may benefit from gaining additional cultural competency.

The SSMCP should pursue the following action steps:

- Work within the Healthcare Working Group:
  - Reach out to MAMC to determine if representatives would like to jointly host forums with the SSMCP.
  - Identify discussion topics related to the TRICARE system, process of transition, issues with TRICARE, and military culture.
  - Develop a schedule and format for topic-focused forums to discuss each topic identified.
  - Build out a stakeholder list to ensure a broad audience of civilian medical providers are invited to the events.

- Develop an outreach plan that details key milestones for advertising the forums in the lead up to an event.
- Record and publish forums on the SSMCP website as a reference hub; consider including:
  - A calendar with upcoming forums
  - A link to register for upcoming forums
  - A link to sign up for email information regarding upcoming forums
  - Recordings of previous forums
  - An option for visitors to leave feedback and suggestions
- Determine if the Behavioral Healthcare Forum should be an annual event (please refer to Strategy 12).

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### How to Measure Success

#### Near-term:

- Approach MAMC (within two months).
- Program educational events for next calendar year (within six months).

**Long-term:** Conduct first year of educational events.

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## 22. Apply an Equity Lens to Future SSMCP Efforts

### Strategy 22.1

Pursue equity-focused initiatives

#### Resource Area



Quality of Life

#### SSMCP Role



**Lead** by incorporating equity considerations into SSMCP decision-making and initiatives by engaging with key community members and stakeholders and creating a plan to identify opportunities for future action.

#### SSMCP Working Group

All working groups

#### Implementing Partners

Association of Defense Communities (ADC) and JBLM

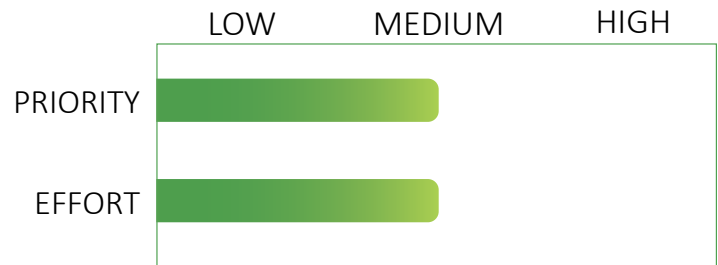
#### Timeframe

Near-term / Ongoing

#### Action Steps

Task 1: Incorporate equity considerations in community decision-making

- Invite members of equity-focused organizations to serve on SSMCP committees.
- Invite active-duty service members, Veterans, and military spouses/domestic partners to serve on SSMCP committees.
- Develop language for future scopes of work/RFPs to require consideration of equity issues in future SSMCP studies.



Task 2: Consider conducting local surveys and listening sessions

- Reach out to ADC for more information about how to plan and execute local surveys and/or listening sessions.
- Identify funding sources that could help support outside consultants to conduct the surveys or lead the sessions, if needed.
- Consider how to integrate feedback from surveys and listening sessions into future SSMCP initiatives.

Task 3: Develop a strategic roadmap for diversity, equity, and inclusion (DEI) initiatives

- Consider hiring an outside consultant experienced with DEI initiatives to lead discussions that would inform a strategic roadmap for SSMCP.
- Develop the strategic roadmap for DEI initiatives with the assistance of key stakeholders.



## Funding Opportunities

There are several grant opportunities available to support racial equity. The Washington State Office of Equity may be aware of additional funding resources available at the state level, such as the Washington Equity Relief Fund for Nonprofits and others.

## Other Resources

ADC's One Military, One Community Initiative website: <https://defensecommunities.org/onecommunity/>

Understanding Diversity, Equity, and Inclusion in Defense Communities Report (ADC): <https://defensecommunities.org/wp-content/uploads/2021/03/Understanding-Diversity-Equity-and-Inclusion-in-Defense-Communities.pdf>

Video on Northern Virginia Listening Sessions, conducted in collaboration with ADC: <https://www.youtube.com/watch?v=2rT3VaWgYao>

Northern Virginia draft DEI roadmap: <https://www.novaregion.org/DocumentCenter/View/13131>

## Summary

While many SSMCP initiatives either directly or indirectly support racial and socioeconomic equity, there is a desire by many SSMCP stakeholders to promote equity more explicitly throughout all SSMCP efforts. There are tangible and concrete ways to apply an equity lens to future SSMCP efforts, but it will require collaboration among many partners working in various focus areas: education, housing, healthcare, transportation, and environmental sustainability, among others.

Fortunately, the ADC has a host of resources available for community organizations who want to promote diversity, equity, and inclusion within defense communities. Its "One Military, One Community Initiative" aims to identify and remove structural barriers to equity in defense communities. A study completed in March 2021 reported the results of a survey of active-duty service members, Veterans, and military spouse/domestic partners that asked about their perceptions of belonging, acceptance, support, racial and ethnic inclusiveness, and safety

within their communities. The study found that, on the whole, non-white respondents felt less safe and less supported than white respondents in off-base communities.

The study also identified strategies for defense communities to address structural barriers to equity, including conducting local surveys and listening sessions, developing a strategic roadmap for DEI initiatives, and incorporating equity considerations in community decision-making. The sections below outline how the SSMCP could adopt these strategies in the context of its existing initiatives. At this time, the SSMCP has made the decision to delay implementation of ADC initiatives that include surveys and listening sessions until such time as the Department of Defense and JBLM provide full support to these steps. However, there are other general equity measures that SSMCP can implement with low effort while continuing to work with JBLM on any future specific engagement efforts.

### *Task 1: Incorporate equity considerations in community decision-making*

ADC recommends that community organizations consider the following factors in their decision-making processes:

- The diversity of individuals serving in decision-making roles in the community
- The way in which resources and services are promoted and offered in proximity to those who need them most
- The populations that are adversely impacted by racial/ethnic disparities in the community
- The extent to which community programs and policies are intentionally transformative and equitable

Inviting members of equity-focused organizations, active-duty service members, Veterans, and military spouses/domestic partners to serve on SSMCP committees will help inform committee efforts by taking advantage of their unique perspectives, experiences, and connections to diverse populations. SSMCP can work with JBLM and other key stakeholders to help identify potential committee members.

Including language in future SSMCP scopes of work/RFPs is another way to ensure that future SSMCP decision-making considers issues related to DEI, and that the resulting actions meet DEI goals. The directives could include a requirement to examine the impact of a study's recommendations on historically underserved populations or neighborhoods.

Action Items:

- Invite members of equity-focused organizations to serve on SSMCP committees.
- Invite active-duty service members, Veterans, and military spouses/domestic partners to serve on SSMCP committees.
- Develop language for future scopes of work/RFPs to require consideration of equity issues in future SSMCP studies.

*Task 2: Consider conducting local surveys and listening sessions*

Conducting surveys and listening sessions at the local level would allow SSMCP a greater understanding of any unique structural barriers to equity within the region. This information could illuminate opportunities for action of which SSMCP was not yet aware or help focus current SSMCP initiatives. ADC will be a key partner for this work, as it has resources to share and can help SSMCP determine the amount of cost and effort needed for both the surveys and listening sessions.

Action Items:

- Reach out to ADC for more information about planning and executing local surveys and/or listening sessions.
- Identify funding sources that could help support outside consultants to conduct the surveys or lead the sessions, if needed.
- Consider how to integrate feedback from surveys and listening sessions into future SSMCP initiatives.

*Task 3: Develop a strategic roadmap for DEI initiatives*

After engaging in Tasks 1 and 2, SSMCP will be well-equipped to consider how to continue engaging in DEI efforts throughout the region. SSMCP should consider the South Sound region's unique characteristics and needs, the results of any surveys and/or listening sessions, and feedback from key stakeholders when considering its path forward. An outside consultant may be desired to help serve as an unbiased moderator for discussions.

Given that the SSMCP is already committed to initiatives that support equity, the roadmap may simply help identify ways to promote equity within existing initiatives. It could also serve as an addendum to the GCP.

Action Items:

- Consider hiring an outside consultant experienced with DEI initiatives to lead discussions that would inform a strategic roadmap for SSMCP.
- Develop the strategic roadmap for DEI initiatives with the assistance of key stakeholders.

It will be helpful to identify opportunities to promote equity early on in working towards other SSMCP goals. The level of effort required is medium because while the SSMCP would be leading the majority of efforts associated with this task, the action items do not require an excessive amount of effort or cost. Most action items could be accomplished within the short term, but implementation will continue into the long-term.




## How to Measure Success:

**Near-term:** SSMCP will target members of relevant equity-centric organizations to fill committee positions.

**Mid-term:** Using precise and replicable methodology, SSMCP will identify disenfranchised communities and target implementation to increase impact of programming across all working group actions. Other regions can provide resources for evaluation of regional success, such as the City of Tacoma's Office of Equity and Human Rights or Northern Virginia's DEI Roadmap.

**Long-term/Ongoing:** As JBLM and the DoD roll out their own equity plans and programs, the SSMCP will endorse and support these efforts. Ongoing data evaluation and community surveys will be advocated for as a means of monitoring success.

Equity will also be a lens through which every working group can identify how their actions align with SSMCP's equity work.



## 23. Expand Transit and Transportation Demand Management Programs

### Strategy 23.1

Advocate for expanded transit service to and around JBLM, including vanpools

#### Resource Area



Transportation

#### SSMCP Role



**Support** and advocate for transit service enhancements, working with transit providers such as Sound Transit, Pierce Transit, and InterCity Transit.

#### SSMCP Working Group

Transportation Working Group

#### Implementing Partners

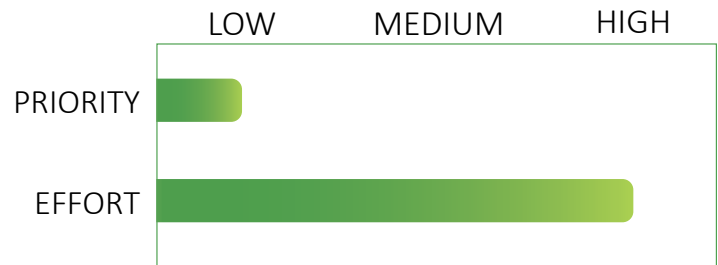
JBLM, Sound Transit, Pierce Transit, and Intercity Transit

#### Timeframe

Long-term

#### Action Steps

- Invite transit agencies to attend a Transportation Working Group to discuss opportunities to serve JBLM.
- Work with JBLM to encourage transit use among active-duty personnel.
- Find ways to better align on-base transit service (i.e., Go JBLM) with off-base transit providers.
- Work with JBLM to conduct a survey of existing vanpool users to better understand how and why they use vanpool.
- Work with JBLM to encourage vanpool use among active-duty personnel.
- Work to identify funding strategies to expand transit service and the vanpool program that enhances travel to/from JBLM.



#### Funding Opportunities

To be determined

#### Other Resources

Pierce Transit: <https://www.piercetransit.org/>

Intercity Transit: <https://www.intercitytransit.com/>

JBLM Commute Trip Reduction: [https://home.army.mil/lewis-mcchord/index.php/my-Joint-Base-Lewis-Mcchord/all-services/public\\_works-environmental\\_division/transit](https://home.army.mil/lewis-mcchord/index.php/my-Joint-Base-Lewis-Mcchord/all-services/public_works-environmental_division/transit)

#### Summary

There are currently a limited number of transit routes that serve JBLM directly, and JBLM personnel rarely commute by public transit. SSMCP should advocate for improved transit connections and service to and around the base, including extension of Sounder Rail to DuPont, new Tillicum Station with connections to JBLM, and further evaluation of frequent transit services along I-5 with connections to the base. Expanding the vanpool offerings may help reduce the daily demand for vehicle access to JBLM and provide base personnel alternative transportation options. SSMCP would play a supporting role in these service enhancements, working with local agencies and transit providers such as Sound Transit, Pierce Transit, and InterCity Transit.

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## How to Measure Success

**Near-term:** Set up Transportation Working Group meeting in 2022 with Sound Transit, Pierce Transit and Intercity Transit representatives to discuss options to improve transit service to JBLM.

**Mid-term:** Work with JBLM staff, Go JBLM (on-base transit service) and local transit agencies to identify transit improvements that would make commuting to JBLM by transit more accessible. Maintain a list of project ideas and check-in with the transit agencies about potential next steps. Work with JBLM staff to understand existing barriers to vanpool use. Communicate these barriers to transit agencies and look for ways to encourage vanpool use for JBLM personnel. Consider increasing the current Mass Transit Benefit Subsidy.

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## 23. Expand Transit and Transportation Demand Management Programs

### Strategy 23.2

Support enhancements to on-base shuttle system

#### Resource Area



Transportation

#### SSMCP Role



**Support** the work of the JBLM Public Works staff to continue to fund and operate the on-base shuttle system.

#### SSMCP Working Group

Transportation Working Group

#### Implementing Partners

JBLM, Sound Transit, Pierce Transit, and Intercity Transit

#### Timeframe

Long-term

#### Action Steps

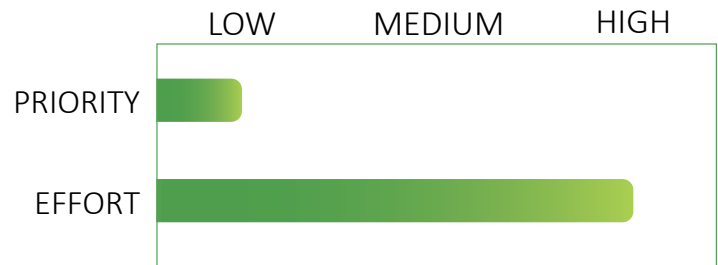
- Set up Transportation Working Group meeting to discuss performance of on-base shuttle system (i.e., Go JBLM).
- Work with JBLM staff to understand existing barriers to shuttle use.

#### Funding Opportunities

To be determined

#### Other Resources

<https://home.army.mil/lewis-mcchord/index.php/my-Joint-Base-Lewis-Mcchord/all-services/transit/go-transit-route-schedules/go-transit-route-schedules>



#### Summary

SSMCP should support the work of the JBLM Public Works staff to continue to fund and operate the on-base shuttle system. Improving connectivity with off-base transportation hubs (including transit stops and TNC pickup/drop-off locations) will need to be explored to enhance the existing shuttle system and allow it to integrate with other public transit options more seamlessly. SSMCP would play a support role, advocating for continued collaboration between JBLM and local transit agencies on outreach and coordination to enhance the overall transit system.

#### How to Measure Success

**Near-term:** Set up Transportation Working Group meeting in 2022 to discuss performance of on-base shuttle system (i.e., Go JBLM). Consider including Sound Transit, Pierce Transit and Intercity Transit representatives to discuss options to improve integration with other agency operations.

**Mid-term:** Work with JBLM staff to understand existing barriers to shuttle use. Communicate these barriers to Go JBLM operators and look for ways to encourage on-base shuttle use for JBLM personnel. Consider increasing the current Mass Transit Benefit Subsidy.

## 23. Expand Transit and Transportation Demand Management Programs

### Strategy 23.3

Encourage more services (VA, healthcare, etc) to relocate off-base

#### Resource Area



Transportation

#### SSMCP Role



**Support** and advocate for JBLM and the various service providers in the region to continue strong collaboration on consideration of relocating services outside the secure perimeter.

#### SSMCP Working Group

Transportation Working Group (and others when appropriate)

#### Implementing Partners

JBLM and various service providers (healthcare, VA services, etc.)

#### Timeframe

Long-term

#### Action Steps

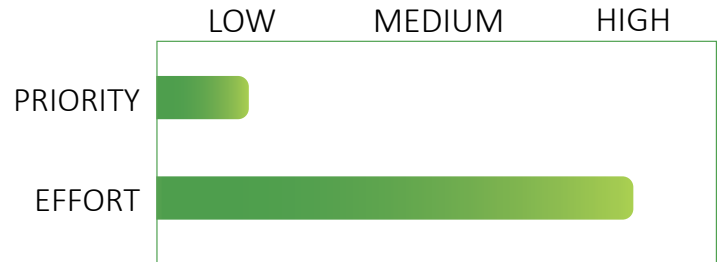
- Work with JBLM and various service providers to identify on-base services that may be located off-base.
- Interview providers of the identified services on base and discuss the possibility of relocating off base.
- Identify the appropriate working group to support JBLM.

#### Funding Opportunities

To be determined

#### Other Resources

Not Applicable



#### Summary

SSMCP should coordinate with JBLM and other regional providers to take advantage of opportunities as they arise to locate certain services (such as health care, Veterans' services, etc.) off base or outside the secure perimeter to reduce transportation demand to and from base. This could also include leveraging new services such as tele-health that would reduce the need to travel. SSMCP would likely play a support role, advocating that JBLM and the various service providers in the region continue strong collaboration on the subject.

#### How to Measure Success

**Near-term:** SSMCP should work with JBLM to identify on-base services that may be located off base without degrading service in 2022.

**Mid-term:** Once a list of services is completed, the Transportation Working Group should work with JBLM staff and other SSMCP working groups (depending on service) to interview providers of the identified services on base and discuss the possibility of relocating off base or providing increased virtual options.

**Long-term:** Once services have been identified as potential fits for increased virtual options or full off-base relocation, SSMCP should identify the appropriate working group to support JBLM on the transition to virtual or off-base locations, where appropriate.

## 24. Coordinate with JBLM on Projects to Mitigate Potential Climate Change Impacts to Mission Readiness

### Strategy 24.1

Support DoD efforts to enhance climate resilience through on-post and off-post planning efforts and projects

#### Resource Area



Climate Change

#### SSMCP Role



**Support** evaluation of all other SSMCP priorities and projects through a climate resilience lens.

#### SSMCP Working Group

JLUS Task Force and SSMCP Government Affairs Consultant

#### Implementing Partners

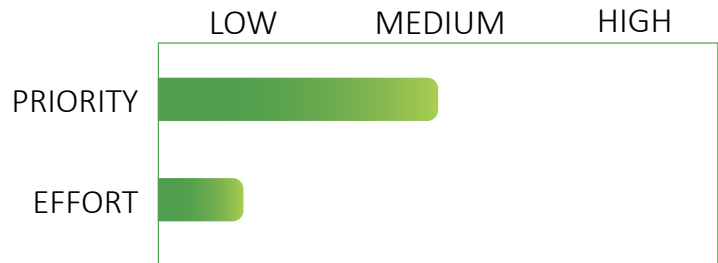
JBLM

#### Timeframe

Mid-term

#### Action Steps

- Document and quantify the climate resilience and environmental “services” that JBLM contributes to the region.
- Coordinate with JBLM when Army Headquarters begins the process of climate resilience planning at JBLM.
- Evaluate all other SSMCP priorities and projects through a climate resilience lens to determine if resilience-related funding could enhance other funding requests.
- The Steering Committee shall consider re-activating the JLUS Task Force to address Climate Change. When grants are obtained, the Steering Committee shall consider formation of a new Climate Change Working Group.



#### Funding Opportunities

See below

#### Other Resources

JBLM REPI Fact Sheet: [https://www.repi.mil/Portals/44/Documents/Buffer\\_Fact\\_Sheets/Joint%20Bases/JBLM.pdf](https://www.repi.mil/Portals/44/Documents/Buffer_Fact_Sheets/Joint%20Bases/JBLM.pdf)

#### Summary

Military installations rely on nearby communities for commodities and infrastructure such as electricity, access roads, and telecommunications. To help protect its installations from the effects of climate change and extreme weather, DoD coordinates with communities to improve community resilience. Community resilience encompasses the entirety of all aspects that make up a community. It is complex and complicated, and each community is different. The categories of a community are often described as the triple bottom line: social, environment, and economy. Built infrastructure, such as homes, roads, bridges, and flood damage reduction structures, are considered elements of the environment that comprise the community. The built environment is an important component of the community and can contribute to, or deter from, the resilience of a community.

DoD and other federal agencies administer grant programs that support community coordination with



local installations on climate change and extreme weather. For example, DoD helped fund a study that led one community to elevate a road leading to a base in a flood-prone area. This strategy is medium priority because as Army Headquarters rolls out its pilot Climate Resilience Planning Program, SSMCP will have a key opportunity to collaborate and work with JBLM as the installation begins the process.

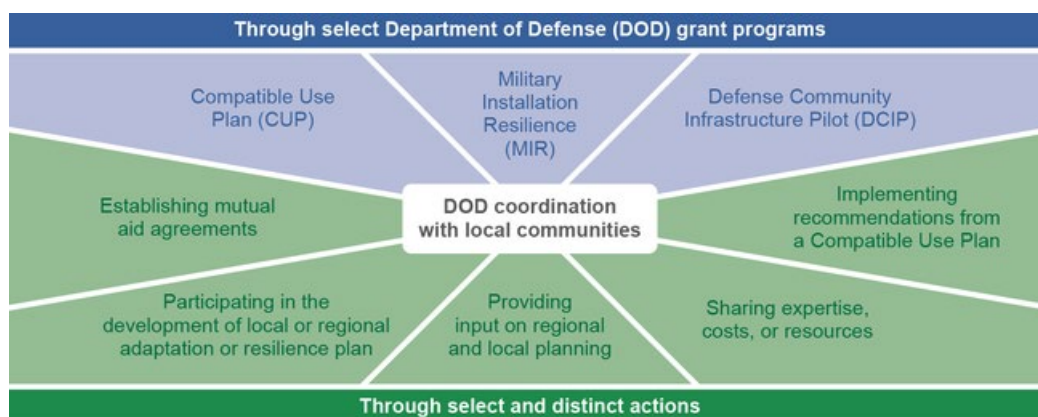
The SSMCP should pursue the following action steps:

- SSMCP has an opportunity to work with JBLM and regional partners to document and quantify some of the climate resilience and environmental “services” that JBLM contributes to the region. JBLM’s undeveloped range and training lands play an important role in the regional ecosystem, including contributing to aquifer recharge areas. The portion of the installation within the Nisqually Watershed (the Lower Nisqually River Sub-Basin), for example, is primarily undeveloped training land and contributes to improved water quality and overall habitat value. Precipitation in this sub-basin percolates into the aquifer and discharges to springs, shallow aquifers, or the deeper aquifers in the Puget Sound. Clear Creek, a spring complex that intersects the Nisqually River and is located on the Nisqually Indian Reservation and JBLM, is a federal salmon hatchery operated by the Nisqually Indian Tribe. Stakeholders indicated that one of the most important contributions

JBLM can make to the watershed is continuing to preserve undeveloped land on installation.

Through DoD’s Readiness and Environmental Protection Integration program, JBLM has worked with community partners to preserve over 2,000 acres within the installation. One project focuses on restoring habitat on southern Puget lowlands and sustaining the Army training mission. As the first designated Sentinel Landscape (an area that supports the military mission, working lands, and conservation), partners including conservation organizations, federal agencies, state and local governments, and individual landowners are working together to protect, restore, and manage prairie habitat. This allows for species recovery, research, and planning to reduce and avoid restrictions on training. A second project leverages contributions from the state and local governments to protect the McChord Field runway. Buffers prevent new commercial development and allow for the removal of buildings that violate runway safety zone requirements. Pilots can now use a previously unavailable precision-guidance instrument landing system, while ecological assets are preserved before they are endangered, benefiting the entire region.

- SSMCP can take the lead on sharing some of this critical information with the community



Source: GAO analysis of GAO survey of 65 Department of Defense installations. | GAO-21-46

*Department of Defense’s Climate Change and Extreme Weather Coordination Efforts with Communities*

as well as coordinating with JBLM to understand its role in providing a “service” to the community and how future changes could impact this role.

- o This will be something that can be included and considered in future regional water and climate resilience planning as well as DoD-led resilience planning that focuses on JBLM.
- Coordinate with JBLM when Army Headquarters begins the process of climate resilience planning at JBLM. The Army is currently working on a pilot project to prepare a climate resilience component as part of an installation’s real property master plan. As that effort is finalized, additional installations will begin the process of completing a climate resilience component. When that process starts at JBLM, SSMCP will have an opportunity to play an important role in coordinating this planning effort with off-post partners so that the planning process at JBLM is comprehensive and looks holistically at the ways that off-post systems impact the climate resilience of on-post facilities and missions at JBLM. There will also be an opportunity to build relationships and bolster the ways that JBLM can help to contribute to resilience planning and projects in the community as well.
- The Steering Committee shall consider re-activating the JLUS Task Force to address Climate Change. When grants are obtained, the Steering Committee shall consider formation of a new Climate Change Working Group.
- Evaluate all other SSMCP priorities and projects through a climate resilience lens to determine if resilience-related funding could enhance funding applications. Securing funding for these efforts will be critical. There will also be opportunities to frame other SSMCP/JBLM activities through the lens of climate resilience in order to enhance other funding requests.
  - o **Federal Funding:** Many federal agencies operate grant programs that support resiliency projects. Most federal grant programs have specific eligibility and cost-share requirements. Further, most federal funding opportunities cannot be combined with other federal funds (i.e., a community cannot use a federal grant to meet their local

cost-share requirement for another federal grant). However, funds from state grant programs can typically be used to match federal grants, and vice versa.

- **DoD Office of Local Defense Community Cooperation:** DoD OLDCC administers the Military Installation Sustainability Program to provide technical and financial assistance to state and local governments to review existing capabilities supporting military installations and develop strategies to protect resources necessary to enhance resilience of military installations.
- **DoD Defense Community Infrastructure Program:** The Defense Community Infrastructure Program (DCIP) is another OLDCC program, aimed at enhancing infrastructure in defense communities by Advancing Resilience for Defense Communities | A Planning Framework supporting projects that address deficiencies in off-base community infrastructure.
- **DoD Readiness and Environmental Protection Integration:** The Readiness and Environmental Protection Integration (REPI) program supports the use of management partnerships to combat encroachment that can limit or restrict military training and testing.
- **Defense Access Roads Program:** DoD and the Federal Highway Administration cooperate to ensure the needs of the military are considered in the nation’s Federal-Aid Highway Program. The Defense Access Road (DAR) Program provides a means for the military to pay its share of the cost of public highway improvements necessary to mitigate an unusual impact of a defense activity.
- **Federal Emergency Management Agency Grant Programs:** The Federal Emergency Management Agency (FEMA) administers an array of grant programs that communities can use toward funding resilience projects, specifically for those geared toward hazard mitigation. Funding opportunities are often available to eligible

states, cities, territories, and tribes, including defense communities.

- **Department of Commerce Economic Development Administration Grants:** The Economic Development Administration (EDA) administers funds to support long-term community economic recovery planning, project implementation, redevelopment, and resiliency. EDA funding programs focus on economic recovery, or the ability for communities to restore economic and business activities and develop new economic opportunities, in areas impacted by Presidentially declared disasters.
  - **Department of Housing and Urban Development:** The Department of Housing and Urban Development (HUD) administers several grant programs that can be used for hazard mitigation and/or disaster recovery projects.
  - o **State Funding:** In addition to federal funding, many states, including Washington, have their own resilience-related funding. These are typically housed in state departments of natural resources, environmental quality, and emergency management services. These should be explored as community financing tools can be used to meet local grant cost-share requirements or to fund projects that are not eligible or competitive for federal grants. These will likely require local government partnerships with SSMCP.
    - **Bonds**
    - **Capital Improvement Planning**
    - **Stormwater Fees**
    - **Mitigation Banking**
    - **Public-Private Partnerships**
  - o **Non-Government Funding:** While local, state, and federal funds are often significant drivers in community infrastructure and other projects, non-government funds can play a significant role in resilience strategies.
- **The Funders Network Partners for Places Program:** Partners for Places is a matching grant program that improves U.S. and Canadian communities by building partnerships between local government leaders, community groups, and place-based foundations. National funders invest in local projects developed through these partnerships to advance efforts to create communities that are sustainable, prosperous, and just.
  - **The Kresge Foundation Environment Program:** Kresge’s Environment Program helps cities combat and adapt to climate change while advancing racial and economic equity. It is encouraged that cities address climate change mitigation and adaptation concurrently. The pollution that causes heat waves, extreme storms and other climate disasters disproportionately harms low-income communities and communities of color.
  - **National Fish and Wildlife Foundation (NFWF) Five Star and Urban Waters Restoration:** NFWF is 501(c)(3) nonprofit organization that works to protect and restore imperiled species, promote healthy oceans and estuaries, improve working landscapes for wildlife, advance sustainable fisheries and conserve water for wildlife and people.




## How to Measure Success:

**Near-term:** SSMCP and JBLM will share previous and ongoing climate change efforts with the public and relevant interest groups. Organizational leadership of interest groups will be able to identify mitigation actions made by JBLM and SSMCP.

**Mid-term/Ongoing:** SSMCP and JBLM will coordinate between installation planners and off-post partners for creation of an Installation Development Plan climate change element. Relevant interest groups will play a part in regional partnership and initiatives tied to this element.

**Long-term:** It is anticipated that addressing climate change in the region will be a long-term endeavor, and JBLM and the SSMCP will be able to identify joint efforts, provide data from monitoring efforts, and evaluate impacts.



## 25. Augment the Role of the Economics and Business Working Group

### Strategy 25.1

Develop a focused work plan for the Economics and Business Working Group

#### Resource Area



Economics

#### SSMCP Role



**Lead** coordination of the Economics and Business Working Group in partnership with the working group chairs. The goal for this strategy is to assess the proposed economic strategies for the 2022 Growth Coordination Plan and identify projects and/or activities that support plan implementation.

#### SSMCP Working Group

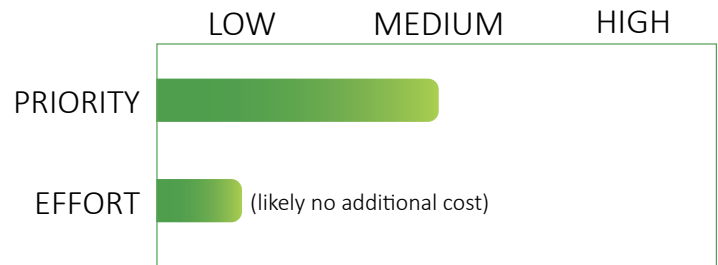
Business and Economic Development Working Group

#### Implementing Partners

None

#### Timeframe

Near-term / Ongoing



#### Action Steps

- Assess the Business and Economic Development Working Group role associated with proposed economic strategies for the 2022 Growth Coordination Plan. SSMCP or the SSMCP coordinator should be involved and should solicit input from the Business and Economic Development Working Group.
- Explore opportunities to focus or expand the working group's role to support regional economic strategy coordination and collective grant funding pursuits. SSMCP or the SSMCP coordinator should be involved and should solicit input from the Business and Economic Development Working Group. The working group could use the Strategic Doing™ or a similar framework to identify and prioritize projects and actions.
- Develop a plan for how the working group could help communicate the monitoring and assessment of progress associated with economic strategies. SSMCP should monitor and report on the implementation of economic strategies to the working group. The working group could help identify ways to make progress, identify barriers withholding progress, and provide a forum to discuss solutions/next steps and resource needs.

## Funding Opportunities

This working group is already established. No additional funding needed.

## Other Resources

Strategic Doing: <https://strategicdoing.net>

Strategic Doing: 10 Rules for Agile Leadership: <https://strategicdoing.net/agile-leadership/>

## Summary

The role, mission, and focus of the Business and Economic Development Working Group should be revisited. The Business and Economic Development Working Group could be reinvigorated by including periodic check-ins on the Growth Coordination Plan and the monitoring of strategies and focused projects. This working group could augment its role by coordinating regionally focused projects, discussing economic strategies involving different partner organizations and agencies, and supporting coordination of regional grant funding pursuits. SSMCP has a critical role in coordinating different partners, agencies, and jurisdictions on regional level concerns such as employment and investment-related initiatives. These types of initiatives should be discussed, explored, and developed to provide regional coordination. The SSMCP Executive Leadership Team determined there was mostly a medium need for this strategy (per the 10/20/21 meeting).

Strategic Doing™ is an agile strategy framework for managing complex collaborations. A complex collaboration is when a group of organizations are pursuing a set of shared values or goals where no organization can tell other organizations what to do. Collaboration is essential to meet complex challenges and the SSMCP is effectively a complex collaboration. The Strategic Doing™ framework allows people to form collaborations quickly and move them toward measurable outcomes while making needed adjustments along the way. Strategic Doing™ helps leaders design and guide networks to generate innovative solutions. The framework is an ideal platform for generating project ideas and facilitating action on a set of desired outcomes.

The SSMCP should pursue the following action steps:

- Assess the Business and Economic Development Working Group role associated with proposed economic strategies for the 2022 Growth Coordination Plan. SSMCP or the SSMCP coordinator should be involved, and should solicit input from the Business and Economic Development Working Group.
- Explore opportunities to expand the working group's role to support regional economic strategy coordination and collective grant funding pursuits using the Strategic Doing framework. Several stakeholders indicated that obtaining funding for programs that serve transitioning military personnel was an ongoing process. They felt that the Economic Development Working Group could be helpful in obtaining funding by demonstrating strong coordination and partnerships in the region. Regular check-ins with partner organizations such as PTAC, the Lacey Veterans Services Hub, and others would help SSMCP better track the ongoing needs of these organizations. SSMCP or the SSMCP coordinator should be involved, and they should solicit input from the Business and Economic Development Working Group.
- Develop a plan for how the work group could help communicate the monitoring and assessment of progress associated with economic strategies. SSMCP should monitor and report on the implementation of economic strategies to the working group. The working group could help identify ways to make progress, identify barriers withholding progress, and provide a forum to discuss solutions/next steps and resource needs. A simple way to do this would be to identify priorities on an annual basis and then develop a short work plan to address the priorities. This also helps inform future Growth Coordination Plan updates.




## How to Measure Success:

### Near-term:

- By second quarter of 2022, SSMCP successfully hosts a Business and Economic Development Working Group meeting to discuss their role associated with the economic strategies for the 2022 Growth Coordination Plan. At this meeting, the group should explore opportunities to focus or expand the working group's role to support regional economic strategy coordination and collective grant funding pursuits.
- By the end of 2022, the working group, possibly through a subcommittee, should develop a plan for how the work group could help communicate the monitoring and assessment of progress associated with economic strategies. This plan should be shared at another Business and Economic Development Working Group meeting.

**Mid-term:** SSMCP should monitor and report on the implementation of economic strategies to the working group through a plan report card on an annual or biannual basis. Strategy performance should be discussed at future Business and Economic Development Working Group meetings and during this facilitated discussion, the group should explore additional actions, as needed.

**Ongoing:** The working group could help identify ways to make progress, identify barriers withholding progress, and provide a forum to discuss solutions/next steps and resource needs.



## 26. Establish a Permanent Point-of-Contact for JBLM Coordination

### Strategy 26.1

Advocate for and assist JBLM in creating a dedicated civilian Community Liaison position

#### Resource Area



Cross-Discipline

#### SSMCP Role



Pursue and **lead** discussions with JBLM.

#### SSMCP Working Group

None

#### Implementing Partners

JBLM, including, for example:

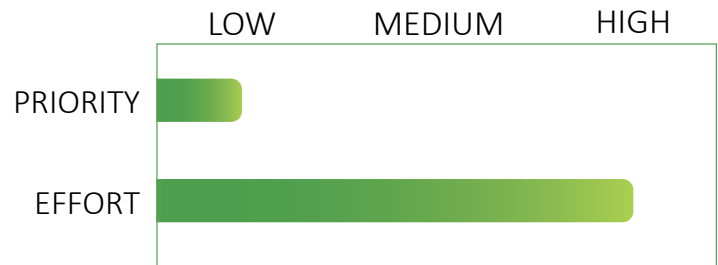
- Department of the Army including local Directorate of Public Works master planning staff
- Department of the Air Force including local Civil Engineer Squadron master planning staff

#### Timeframe

Long-term

#### Action Steps

- Discuss this suggestion with JBLM planning staffs.
- Discuss this recommendation with installation leadership.
- Advocate for this position with formal written communication.
- Assess unique partnerships that may benefit the creation of a formal community liaison position.



#### Funding Opportunities

Not Applicable (position would be funded via the Army)

#### Other Resources

Navy Community Planning: [https://www.cnic.navy.mil/regions/cnrse/installations/nas\\_kingsville/om/community-planning.html](https://www.cnic.navy.mil/regions/cnrse/installations/nas_kingsville/om/community-planning.html)

Luke Air Force Base Community Initiatives Team: <https://www.luke.af.mil/News/Article-Display/Article/360029/community-initiatives-team-keeps-luke-on-map/>

#### Summary

There is a demonstrated need for a long-term civilian liaison (or team) from JBLM to contribute to timely, meaningful information-sharing between JBLM and the surrounding communities. The SSMCP functions as a long-term civilian liaison from the community; a JBLM-based counterpart would augment existing communication by providing an ongoing, preliminary connection point to JBLM on a variety of topics. The SSMCP and its members continue to rely heavily on coordination with uniformed members of the military who rotate to other duty stations every two to three years.

At some installations throughout the Department of Defense, civilian staff have been appointed as liaisons between their community and the installation to



build institutional knowledge and provide a one-stop-shop for community inquiries. At these installations, it has been recognized that the coordination required with the host communities often transcends the boundaries of the installation and the silos on an organizational chart. For that reason, these staff members typically report directly to the installation commander while working closely with installation departments, divisions, directorates, tenants, etc.

The ideal appointee to such a position would be well-versed in local government and the operation of local non-governmental agencies. Ideally, the liaison would be well-connected in the community or able to quickly build such networks for the installation's benefit. The liaison may have a background in urban planning, engineering, geography, landscape architecture, political science (or any related field), or may have a background in military operations.

This strategy is low priority because the SSMCP has existing coordination and contact with JBLM; while establishing a permanent point-of-contact for JBLM coordination via a civilian community liaison position at JBLM would optimize and enhance regional coordination, the lack of this position does not currently prevent the SSMCP from working with JBLM.

As a community partner to JBLM, the SSMCP's role in pursuing this strategy is to demonstrate the need and desire for a civilian community liaison position to JBLM. Following the precedent set by the Navy and Air Force at other joint installations, JBLM would consider the creation of and/or appointment of a dedicated civilian community liaison to assist with issues related to community coordination, mission sustainment, and intergovernmental/interagency coordination. Examples include:

- **Navy Community Plans and Liaison Officer (CPLO):** Most U.S. Navy installations have a dedicated CPLO assigned to handle issues related to compatible development, civilian encroachment, and related government affairs and relationships. The Navy CPLO is a member of the installation commanding officer's (ICO's) staff, reporting to the ICO for daily direction while advising the ICO directly on issues related to community growth and compatibility with the mission (the CPLO often reports administratively to the Public Works Officer [PWO]). The CPLO works with local and regional government agencies and staff to facilitate intergovernmental coordination. The CPLO represents the ICO at local and regional government meetings, as well as community meetings. The CPLO works closely with the Public Affairs Office (PAO) and operational units at the installation.

The Navy CPLO's main focus is on mission sustainment via encroachment management. However, in the course of their work, there is often overlap with government relations (such as state-level legislative agendas and regional coordination plans related to transportation and utilities), coordination and communication with nearby landowners and homeowner organizations, and ex-officio (non-voting / advisory) membership on local boards and commissions when requested. Navy CPLO's typically have specialized experience that demonstrates the ability to provide guidance, management, coordination, and oversight to local officials, high-ranking military or civilian managers, supervisors, and technical staff within their organizations, along with public entities who are interested in land use decisions surrounding the installation.

At Naval Air Station (NAS) Fort Worth Joint Reserve Base (JRB), the CPLO staffs an on-base Compatible Development Working Group, provides staff support for the statewide Texas Commanders' Council, and participates in local planning/zoning and city council meetings on a routine basis.

- **Air Force Community Initiatives Team:** Air Force bases typically have a dedicated Community Planner who reports to the base Civil Engineer at the installation. Their workload includes on-base planning and coordination with off-base development interests to limit encroachment. However, in some cases, the Air Force has implemented community initiatives teams – groups of specialized professionals who work with the surrounding community on issues that are impacted by the installation’s size or complexity or by the number of community programs involved at a specific installation.

At Joint Base San Antonio (JBSA), a community initiatives team is in place and comprised of three to five staff members at any given time. These staff members work with local communities on a variety of items including public-private partnerships, buffering programs through the Readiness and Environmental Protection Integration (REPI) program, and land use decisions that may impact the installation. The community initiatives team at JBSA is charged with the transformation of the region’s military community through congressionally mandated joint base initiatives. The team is accountable for the collaborative development of an innovative corporate structure, integration of JBSA mission partners and stakeholders, and execution of diverse and critical programs ranging from local and community levels to Department of Defense enterprise level. The community initiatives team is responsible for: providing oversight of all JBSA encroachment issues within the City of San Antonio and its surrounding communities, creating partnerships, and promoting development opportunities that are synchronized with the unique capabilities and requirements of the installation. The team also reviews development requests submitted by the surrounding community to ensure development is compatible with the adopted Joint Land Use Study (JLUS) and Air Installations Compatible Use Zones (AICUZ) Studies. This allows the team to proactively identify areas that are not in compliance and implement courses of action that will mitigate those concerns so that the region can continue to grow without placing critical missions at risk.

The SSMCP should pursue the following action steps:

- Discuss this suggestion with planning staffs at JBLM to include the Directorate of Public Works Master Planning Division and 627th Civil Engineer Squadron and determine if there are any local plans also pursuing this suggestion.
- Following the preliminary staff-level discussion, discuss this recommendation with installation leadership. Provide the justification for this position to be created, provide examples from other installations, and discuss the benefits and drawbacks of such an initiative.
- Advocate for this position with formal written communication that the installation can use to request funding for such a position.
- Assess unique partnerships that may benefit the creation of a formal community liaison position to include funding programs (if applicable), committees that may support and be supported by the liaison, and similar.

### How to Measure Success

**Near-term:** Contact JBLM planning staff and have an initial discussion (within one year).

**Long-term:** Provide written communication to JBLM.

# Acronyms

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<b>A&amp;FRC</b>	Airman & Family Readiness Center	<b>HSO</b>	Housing Services Office
<b>ACS</b>	American Community Survey	<b>HUD</b>	Department of Housing and Urban Development
<b>ACS</b>	Army Community Services	<b>ICO</b>	Installation Commanding Officer
<b>ADC</b>	Association of Defense Communities	<b>JBLM</b>	Joint Base Lewis-McChord
<b>AICUZ</b>	Air Installation Compatible Use Zones	<b>JBSA</b>	Joint Base San Antonio
<b>APA</b>	American Psychological Association	<b>JLUS</b>	Joint Land Use Study
<b>APZ</b>	Accident Potential Zone	<b>JRB</b>	Joint Reserve Base
<b>BIPOC</b>	Black, Indigenous, and People of Color	<b>LOS</b>	Level of Service
<b>BRAC</b>	Base Realignment and Closure	<b>MAMC</b>	Madigan Army Medical Center
<b>CCAA</b>	Child Care Aware America	<b>MFSC</b>	Military & Family Support Center
<b>CCAWA</b>	Child Care Aware of Washington	<b>MIAO</b>	Military Influence Areas Overlay
<b>CPLO</b>	Community Plans Liaison Officer	<b>MILCON</b>	Military Construction
<b>CRM</b>	Customer relationship management	<b>MIR</b>	Military Installation Resilience
<b>CYS</b>	Child and Youth Services	<b>MIRR</b>	Military Installation Resiliency Review
<b>CZ</b>	Clear Zone	<b>MOA</b>	Memorandum of Agreement
<b>DAR</b>	Defense Access Road	<b>MOAA</b>	Military Officers of America
<b>DCCA</b>	Defense Community Compatibility Account	<b>MOU</b>	Memorandum of Understanding
<b>DCIP</b>	Defense Community Infrastructure Program	<b>MSP</b>	Military Support Program
<b>DEI</b>	Diversity, Equity, and Inclusion	<b>NAS</b>	Naval Air Station
<b>DHR</b>	Directorate of Human Resources	<b>NASDTEC</b>	National Association of State Directors of Teacher Education and Certification
<b>DoD</b>	U.S. Department of Defense	<b>NCSBN</b>	National Council of State Boards of Nursing
<b>DoDEA</b>	Department of Defense Education Activity	<b>NCZ</b>	North Clear Zone
<b>DPFR</b>	Directorate of Personnel and Family Readiness	<b>NDA</b>	National Defense Authorization Act
<b>ECR</b>	Existing Conditions Report	<b>NFWF</b>	National Fish and Wildlife Foundation
<b>EDA</b>	Economic Development Administration	<b>NLC</b>	Nurse Licensure Compact
<b>ELT</b>	SSMCP Executive Leadership Team	<b>NOAA</b>	National Oceanic and Atmospheric Administration
<b>FEMA</b>	Federal Emergency Management Agency	<b>OLDCC</b>	Office of Local Defense Community Cooperation
<b>GCP</b>	Growth Coordination Plan	<b>OSPI</b>	Office of Superintendent of Public Instruction
<b>GMA</b>	Washington State Growth Management Act	<b>PAO</b>	Public Affairs Office
<b>HMA</b>	Housing Market Analysis	<b>PCS</b>	Permanent Change of Station
<b>HOV</b>	High Occupancy Vehicle		

<b>PEL</b>	Planning and Environmental Linkages
<b>PMWDO</b>	Pacific Mountain Workforce Development Organization
<b>PSRC</b>	Puget Sound Regional Council
<b>PTAC</b>	Procurement Technical Assistance Center
<b>PUMS</b>	Public Use Microdata Sample
<b>PWO</b>	Public Works Officer
<b>RCW</b>	Revised Code of Washington
<b>REI</b>	Regional Economic Impact Analysis
<b>REPI</b>	Readiness and Environmental Protection Integration
<b>RFP</b>	Request for Proposals
<b>RHC</b>	Thurston County Regional Housing Council
<b>RPP</b>	Rental Partnership Program
<b>SR</b>	State Route
<b>SSHA3P</b>	South Sound Housing Affordability Partnership
<b>SSMCP</b>	South Sound Military & Communities Partnership
<b>SSWG</b>	Social Services Working Group
<b>TEA</b>	Thurston County Economic Alliance
<b>TIP</b>	Transportation Improvement Program
<b>TRPC</b>	Thurston Regional Planning Council
<b>USAF</b>	U.S. Air Force
<b>USDOT</b>	U.S. Department of Transportation
<b>UW</b>	University of Washington
<b>VA</b>	Veterans Affairs
<b>WSDOT</b>	Washington State Department of Transportation
<b>WSP</b>	Washington State Patrol

# Appendices

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- A. GCP Process Summary
- B. SSMCP MOA
- C. Stakeholder Participation Program
- D. Existing Conditions Report
  - i. Executive Summary
  - ii. Technical Memos
  - iii. Public Survey Results
  - iv. Stakeholder Interview Summary
- E. Needs and Recommendations Memos