

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

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>

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.

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

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.kitsapedia.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

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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).

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:
 - o Range of material available and distributed.
 - o 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).
 - o 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.
 - o 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.

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).

Support Workforce Development Initiatives Focused on Helping **14. 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.

Funding Opportunities

To be determined

Other Resources

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

Lacey Veterans Services Hub: <https://www.laceyyveteranshub.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

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.

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.¹⁰ 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.

¹⁰ 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).

Support Workforce Development Initiatives Focused on Helping

14. 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.

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.



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

Funding Opportunities

To be determined

Other Resources

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

Lacey Veterans Services Hub: <https://www.laceyyveteranshub.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.

Support Workforce Development Initiatives Focused on Helping **14. Service Members Transitioning From JBLM and Their Families With Career Growth**

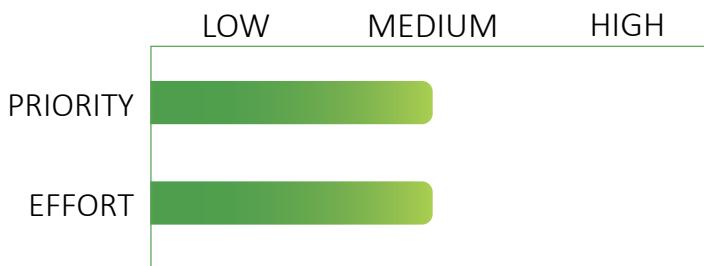
Strategy 14.3

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.

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.

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.

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.

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/>¹¹
- 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/>

¹¹ 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

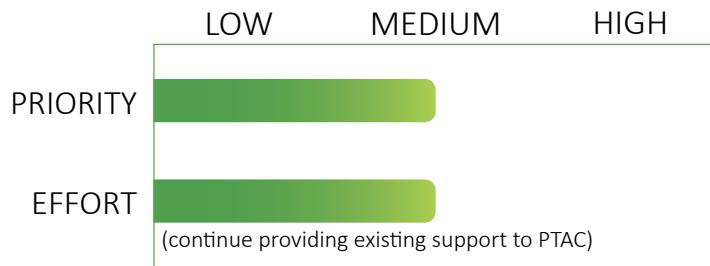
Strategy 19.2

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/>¹²
- 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/>

¹² 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

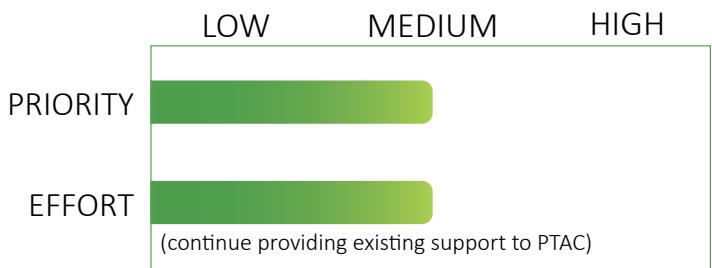
Strategy 19.3

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/>¹³
- 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/>

¹³ 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):
 - o Number of both small business and overall number of businesses contracting with JBLM (increasing numbers could indicate that there are more small businesses contracting).
 - o 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.
 - o Other identified metrics.

22. Apply an Equity Lens to Future SSMCP Efforts

Strategy 22.1

Pursue equity-focused initiatives

Resource Area



Cross-Discipline



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.

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

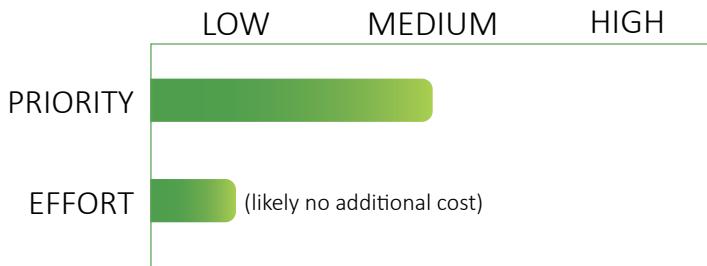
Strategy 25.1

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.