

# 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

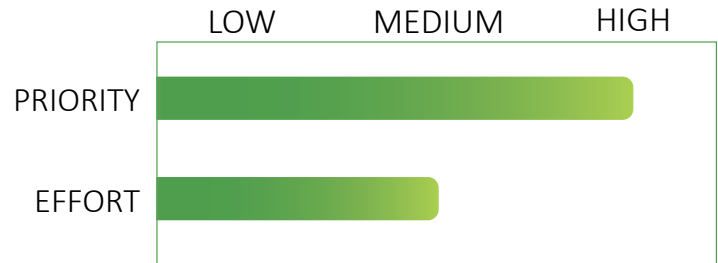
- SSMCP staff to contact SSHA3P staff with request to join South Sound Housing Affordability Partnership Advisory Board by April 2022.
- SSMCP to reconvene the SSMCP Housing Working Group by June 2022.
- Regularly attend SSHA3P Advisory Board meetings.
- Provide ongoing support to SSHA3P.
- SSMCP Staff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

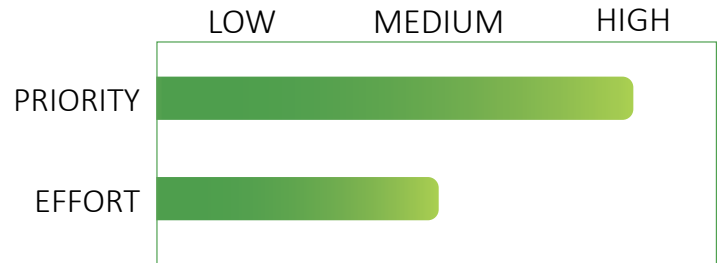
Thurston County Regional Housing Council and Thurston County local agencies

### 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

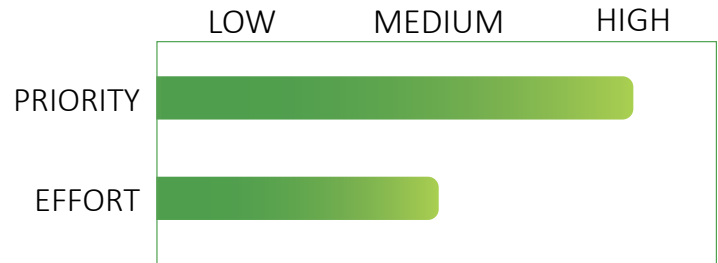
Washington State Legislature

### 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 SSHPA3P 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.



## 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

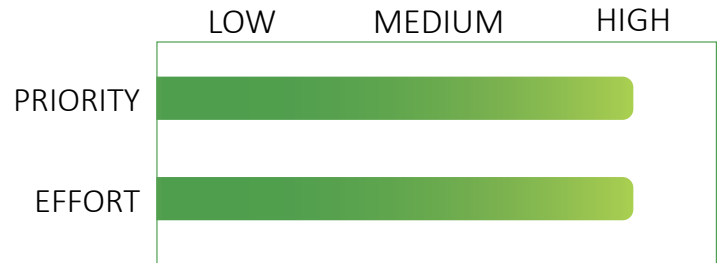
JBLM

#### 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.



## 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

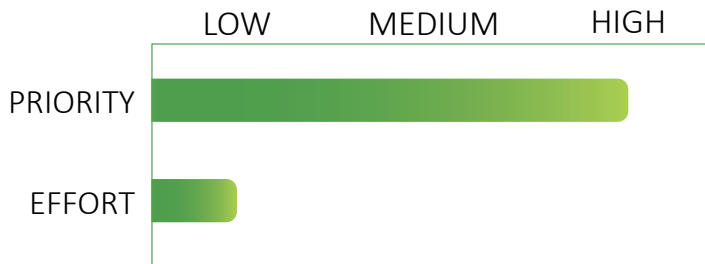
JBLM leadership, JBLM Housing Services Office, JBLM Rental Partnership Program and Congresswoman Marilyn Strickland (WA, 10<sup>th</sup> District)

#### 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

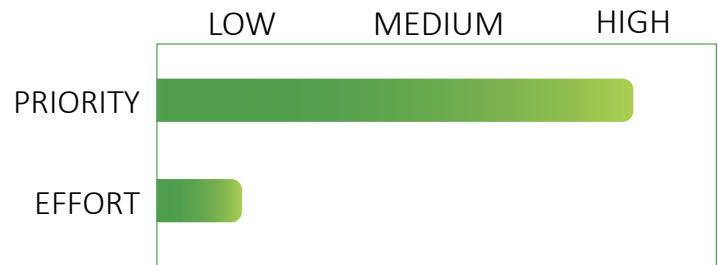
None required

#### 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.

# 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

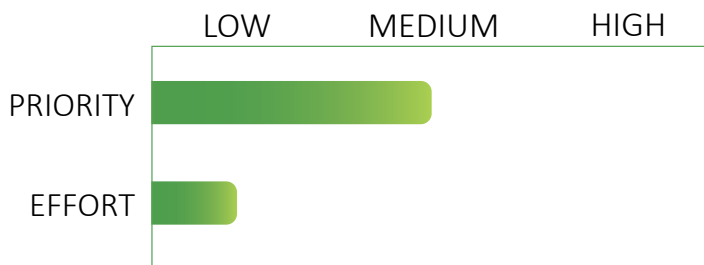
Near-term / Ongoing

### 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.

## 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

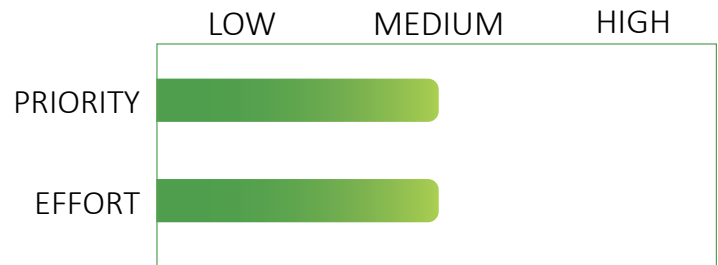
#### Timeframe

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.

