

3. Support I-5 Corridor Improvements

Strategy 3.1

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

Resource Area



Transportation

SSMCP Role



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

SSMCP Working Group

Transportation Working Group

Implementing Partners

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

Timeframe

Near-term / Ongoing

Action Steps

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



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

Funding Opportunities

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

Other Resources

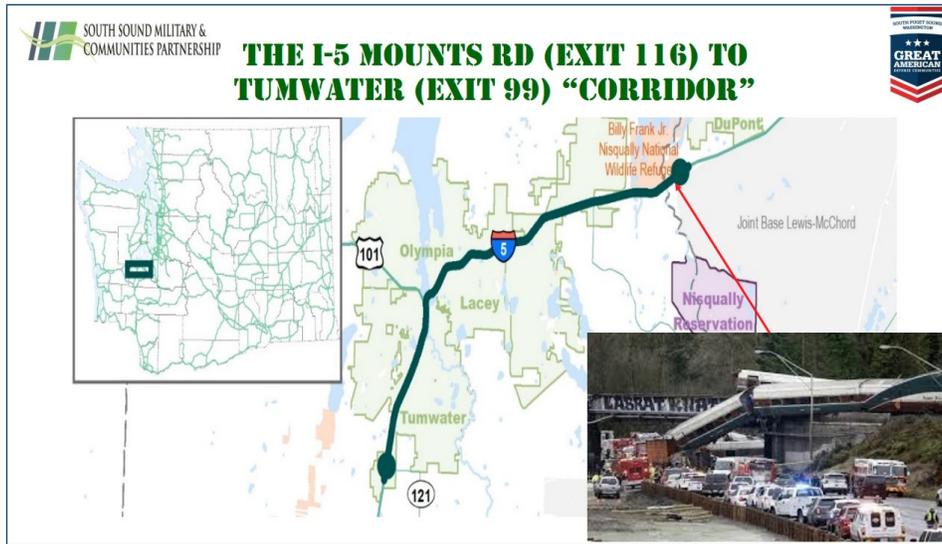
<https://wstc.wa.gov/wp-content/uploads/2021/04/2021-0421-BP10A-CrossingNisquallyDelta-SouthSoundMilitaryCommunitiesPartnerships.pdf>

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

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

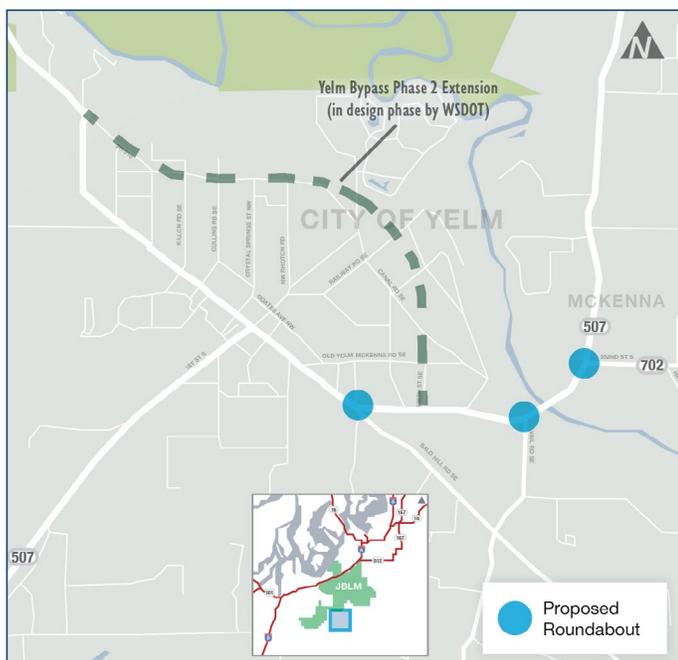
Summary

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



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

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



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



How to Measure Success:

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

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

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



3. Support I-5 Corridor Improvements

Strategy 3.2

Support expansion of the I-5 HOV system between Tacoma and Olympia

Resource Area



Transportation

SSMCP Role



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

SSMCP Working Group

Transportation Working Group

Implementing Partners

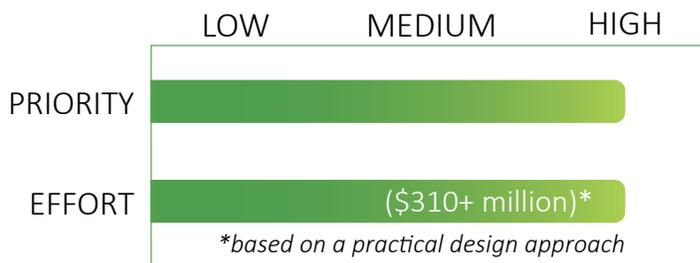
WSDOT, JBLM, City of Tacoma, City of Lakewood, Pierce County, Puget Sound Regional Council (PSRC), and Pierce County Regional Council

Timeframe

Near-term / Ongoing

Action Steps

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



Funding Opportunities

WA State Biennial Transportation Budget, Federal Appropriations

Other Resources

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

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

Summary

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

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

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



How to Measure Success:

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

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

3. Support I-5 Corridor Improvements

Strategy 3.3

Continue transportation legislative advocacy at state & federal level

Resource Area



Transportation

SSMCP Role



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

SSMCP Working Group

Transportation Working Group

Implementing Partners

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

Timeframe

Near-term / Ongoing

Action Steps

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

Funding Opportunities

None Needed

Other Resources

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



Summary

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

How to Measure Success:

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

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

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

11. Enhance Resiliency Planning and Monitoring of Environmental Impacts

Strategy 11.1 Continue regional emergency access planning

Resource Area



Transportation

SSMCP Role



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

SSMCP Working Group

Transportation Working Group

Implementing Partners

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

Timeframe

Long-term

Action Steps

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

Funding Opportunities

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

Other Resources

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



Summary

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

How to Measure Success

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

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

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

11. Enhance Resiliency Planning and Monitoring of Environmental Impacts

Strategy 11.2 Enhance connections between Thurston and Pierce counties

Resource Area



Transportation

SSMCP Role



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

SSMCP Working Group

Transportation Working Group

Implementing Partners

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

Timeframe

Long-term

Action Steps

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

Funding Opportunities

No funding necessary

Other Resources

Not Applicable



Summary

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

How to Measure Success

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

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

11. Enhance Resiliency Planning and Monitoring of Environmental Impacts

Strategy 11.3 Monitor environmental impacts caused by tire-related chemicals

Resource Area  Transportation

SSMCP Role



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

SSMCP Working Group

Transportation Working Group

Implementing Partners

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

Timeframe

Long-term

Action Steps

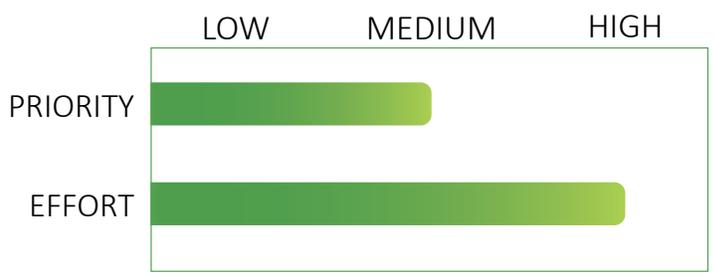
- Work with the Transportation Working Group to determine appropriate role of the SSMCP.
- Monitor the tire-related chemical research and potential mitigation recommendations and how they might impact key transportation priorities of the SSMCP and JBLM.

Funding Opportunities

No Funding Needed

Other Resources

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



Summary

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



How to Measure Success

Near-term: Include in the discussion if a JLUS Task Force is formed.

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



13. Support Local Arterial/Highway Access Improvements

Strategy 13.1

Pursue access improvements to JBLM at the Muck Creek Bridge

Resource Area  Transportation

SSMCP Role

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

SSMCP Working Group

Transportation Working Group

Implementing Partners

WSDOT, JBLM, Pierce County, and City of Roy

Timeframe

Mid-term

Action Steps

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

Funding Opportunities

Federal Surface Transportation Funds, Transportation Improvement Board Grants

Other Resources

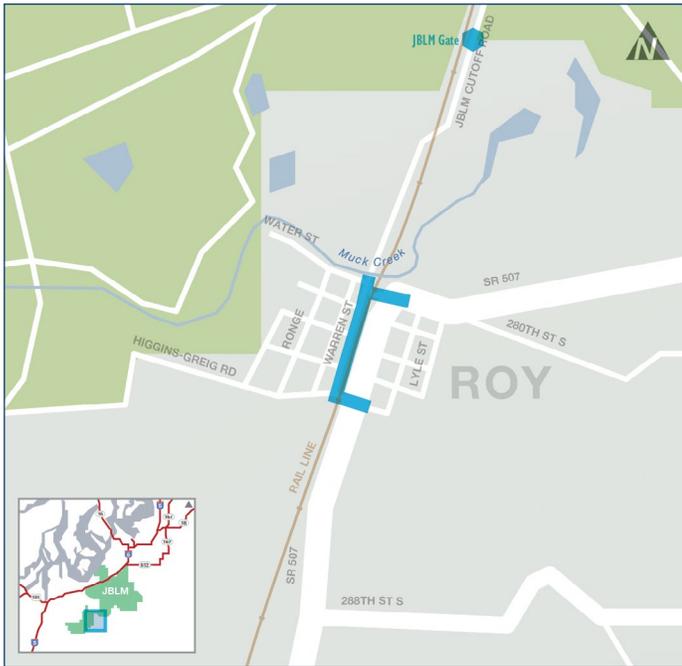
<https://cityoflakewood.us/south-sound-military-and-communities-partnership/>



Summary

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

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



How to Measure Success

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

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

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

13. Support Local Arterial/Highway Access Improvements

Strategy 13.2

Support DuPont-Steilacoom Road corridor improvements

Resource Area  Transportation

SSMCP Role

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

SSMCP Working Group

Transportation Working Group

Implementing Partners

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

Timeframe

Mid-term

Action Steps

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

Funding Opportunities

The project is fully funded and is currently under construction

Other Resources

https://dupontwa.gov/DocumentCenter/View/4576/DuPont-Steilacoom-Rd-Improv_-Materials--Complete?bidId=



Summary

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

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



How to Measure Success:

Near-term: Monitor construction of the corridor improvements.



13. Support Local Arterial/Highway Access Improvements

Strategy 13.3 Advocate to complete the Yelm Bypass

Resource Area  Transportation

SSMCP Role

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

SSMCP Working Group

Transportation Working Group

Implementing Partners

WSDOT, City of Yelm, Thurston County, and TRPC

Timeframe

Mid-term

Action Steps

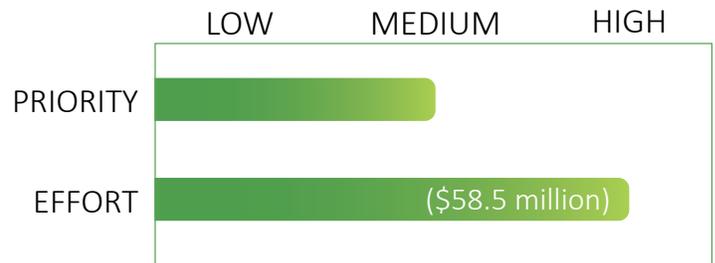
- Work with Cities of Yelm and WSDOT to identify opportunities to assist in moving the project forward.

Funding Opportunities

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

Other Resources

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



Summary

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

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



How to Measure Success

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

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

17. Pursue Funding for Other Transportation Studies

Strategy 17.1

Pursue funding for a I-5 Exit 120 Flyover

Resource Area



Transportation

SSMCP Role



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

SSMCP Working Group

Transportation Working Group

Implementing Partners

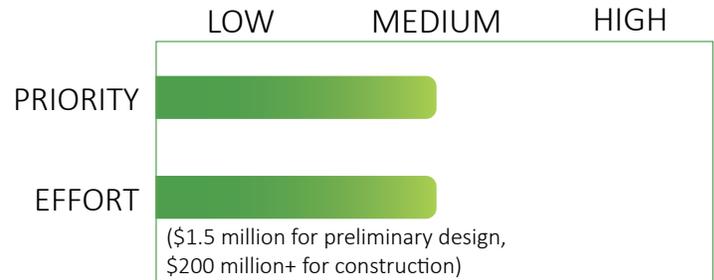
WSDOT, JBLM, and Sound Transit

Timeframe

Mid-term

Action Steps

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



Funding Opportunities

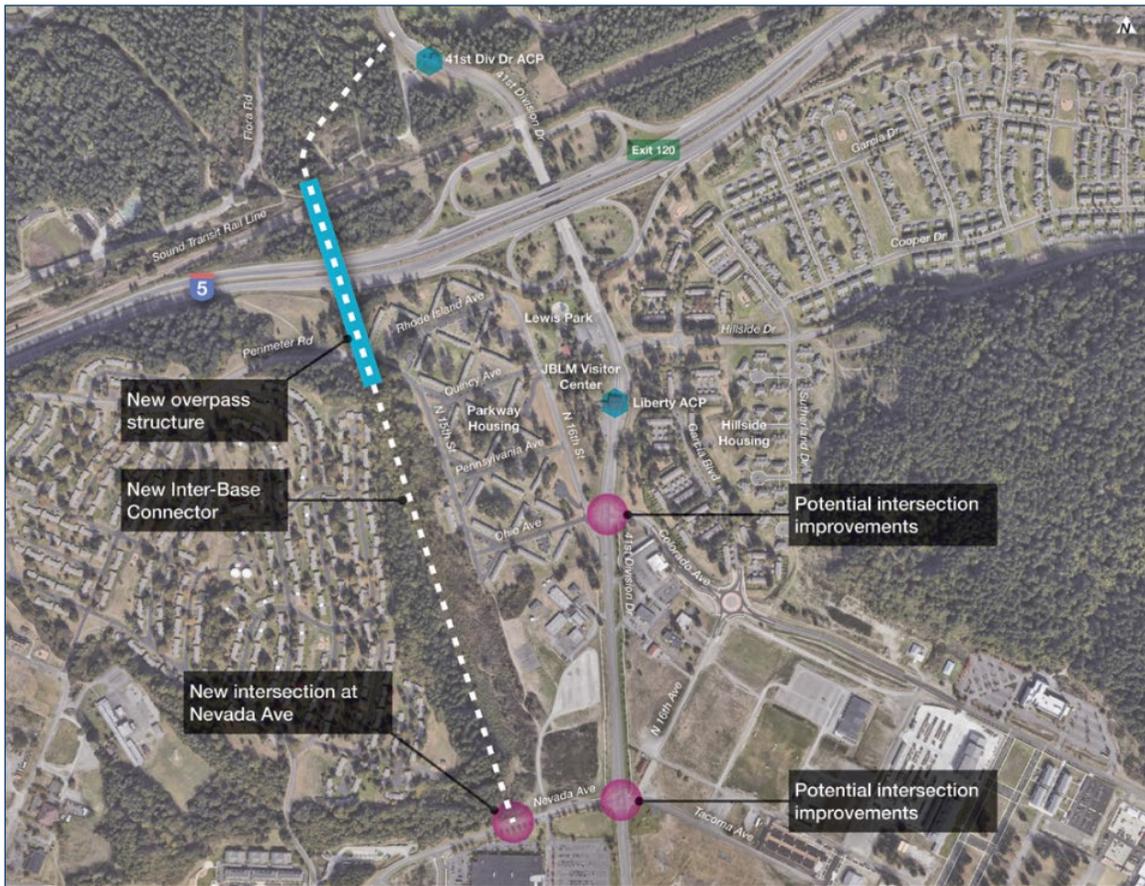
State DCCA, DoD OLDCC Funding, MILCON funding, or other federal appropriations

Other Resources

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

Summary

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



How to Measure Success

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

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

17. Pursue Funding for Other Transportation Studies

Strategy 17.2

Complete a Perimeter Road corridor study

Resource Area



Transportation

SSMCP Role



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

SSMCP Working Group

Transportation Working Group

Implementing Partners

JBLM and Pierce County

Timeframe

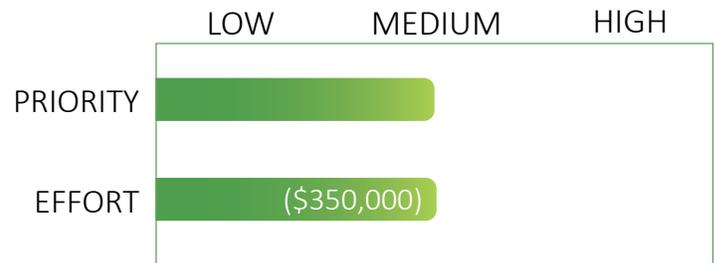
Mid-term

Action Steps

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

Funding Opportunities

DoD OLDCC

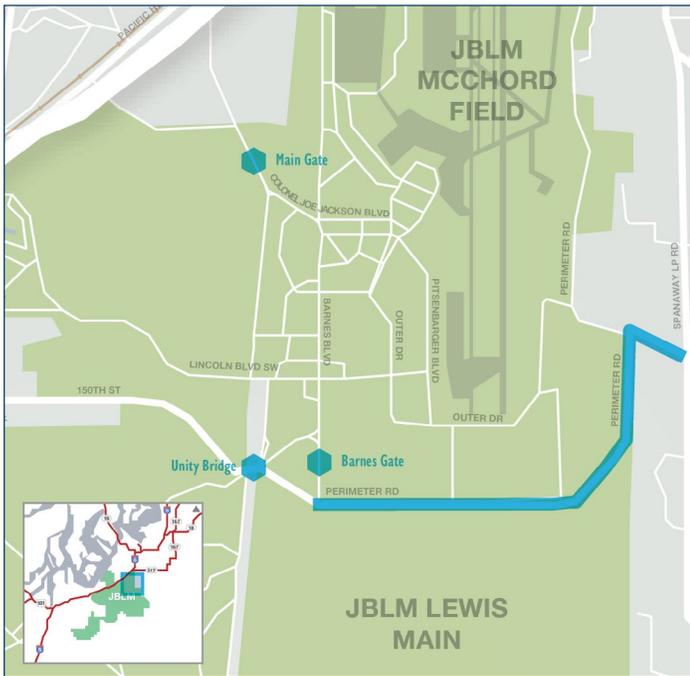


Other Resources

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

Summary

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



How to Measure Success

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

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

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



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

Strategy 18.1

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

Resource Area



Cross-Discipline

SSMCP Role



Lead routinely refreshing working group membership.

SSMCP Working Group

All working groups

Implementing Partners

Not Applicable

Timeframe

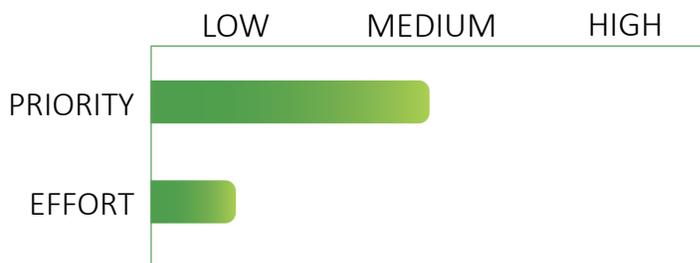
Near-term / Ongoing

Action Steps

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

Funding Opportunities

Not Applicable



Other Resources

Not Applicable

Summary

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

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

SSMCP should pursue the following action steps:

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

How to Measure Success

Near-term:

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

Long-term:

- Review and update spreadsheet annually.

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.



23. Expand Transit and Transportation Demand Management Programs

Strategy 23.1

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

Resource Area



Transportation

SSMCP Role



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

SSMCP Working Group

Transportation Working Group

Implementing Partners

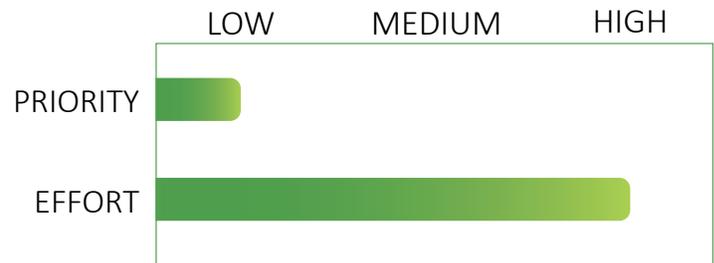
JBLM, Sound Transit, Pierce Transit, and Intercity Transit

Timeframe

Long-term

Action Steps

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



Funding Opportunities

To be determined

Other Resources

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

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

JBLM Commute Trip Reduction: https://home.army.mil/lewis-mcchord/index.php/my-Joint-Base-Lewis-Mcchord/all-services/public_works-environmental_division/transit

Summary

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

How to Measure Success

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

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

23. Expand Transit and Transportation Demand Management Programs

Strategy 23.2

Support enhancements to on-base shuttle system

Resource Area



Transportation

SSMCP Role



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

SSMCP Working Group

Transportation Working Group

Implementing Partners

JBLM, Sound Transit, Pierce Transit, and Intercity Transit

Timeframe

Long-term

Action Steps

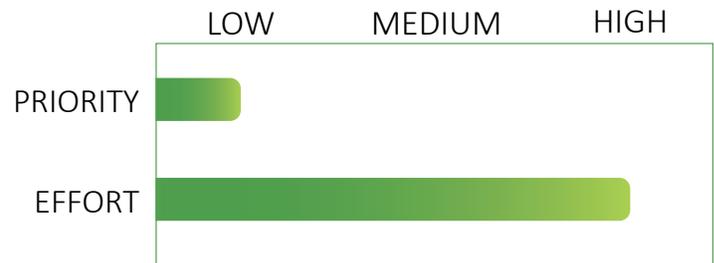
- Set up Transportation Working Group meeting to discuss performance of on-base shuttle system (i.e., Go JBLM).
- Work with JBLM staff to understand existing barriers to shuttle use.

Funding Opportunities

To be determined

Other Resources

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



Summary

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

How to Measure Success

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

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

23. Expand Transit and Transportation Demand Management Programs

Strategy 23.3

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

Resource Area



Transportation

SSMCP Role



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

SSMCP Working Group

Transportation Working Group (and others when appropriate)

Implementing Partners

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

Timeframe

Long-term

Action Steps

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

Funding Opportunities

To be determined

Other Resources

Not Applicable



Summary

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

How to Measure Success

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

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

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