

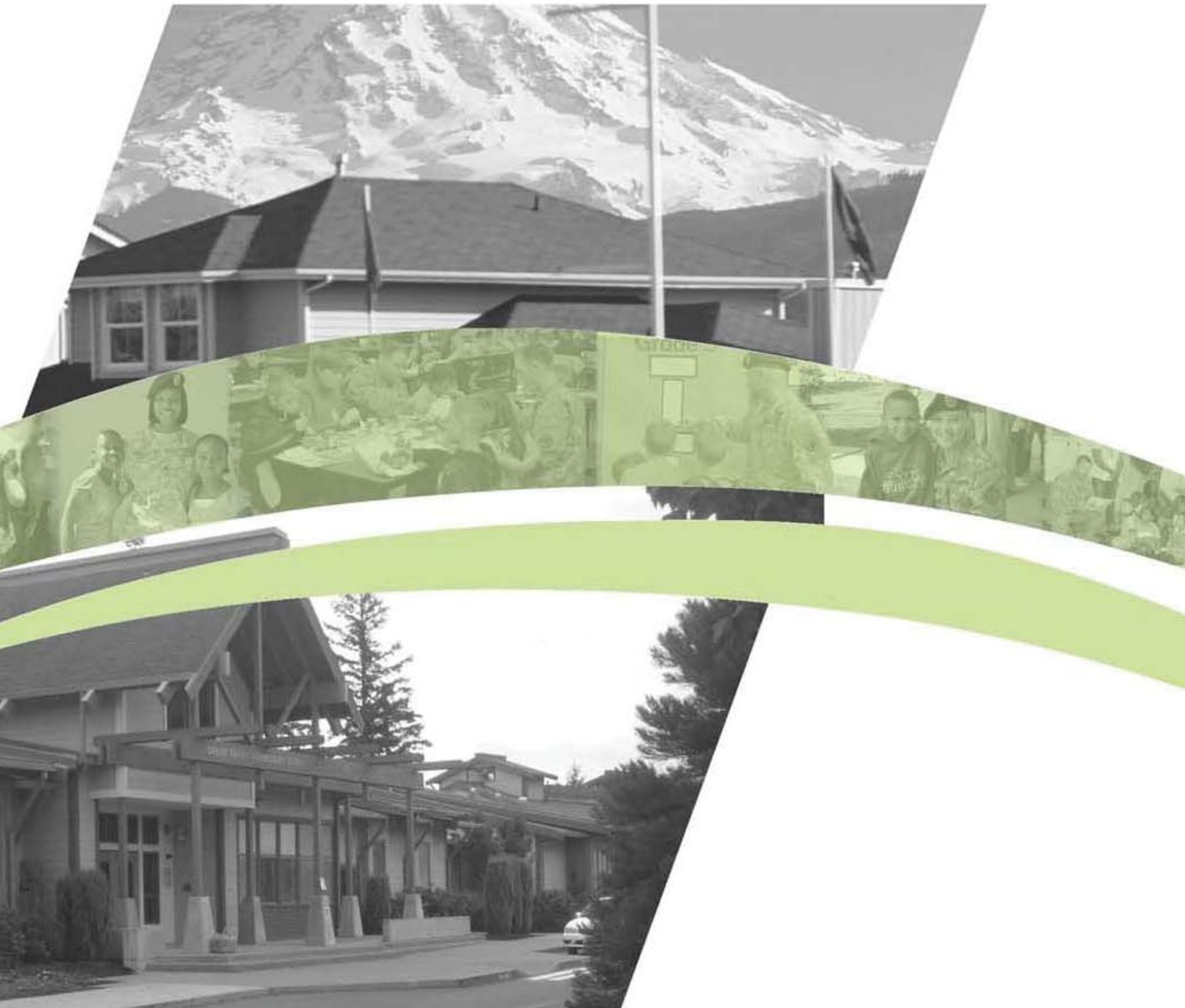
September 2010

Draft



**JOINT BASE LEWIS MCCHORD
GROWTH COORDINATION
PLAN**

EXECUTIVE SUMMARY





Our Mission

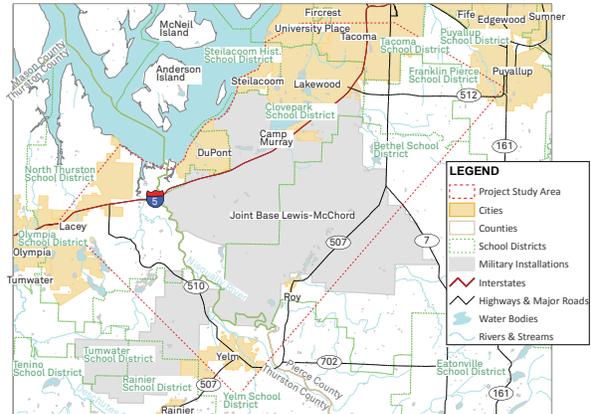
The Draft Joint Base Lewis McChord (JBLM) Growth Coordination Plan is a regional plan created through a collaborative effort of many partners with a shared mission. The mission is to:

“Coordinate regionally to manage military-related growth in communities surrounding JBLM so that all civilian residents, military personnel, and their families have access to a high quality of life.”

Goals of the plan include:

- Regional Coordination
- Close Public Service Gaps
- Enhance Economic Development
- Improve Education Opportunities
- Provide Affordable Housing Opportunities
- Enhance Regional Mobility
- Sustain a Healthy and High Quality of Life for All Residents

This plan must be owned and stewarded, updated, and implemented by the people and organizations involved in its creation including regional leaders, representatives from school districts, health care providers, non-profit social service providers, local jurisdictions, and JBLM.



Study Area

JBLM’s recent and unanticipated growth affects a geographically diverse area, including two counties, multiple jurisdictions, school districts, and service providers. This study area does not follow the geographic boundaries of any one jurisdiction or service agency and is unique to this study and the needs of those within it.

Background

JBLM has a rich and expansive history. Since its inception in 1917 as Camp Lewis, the historical growth and expansion of the military have driven regional population and economic growth as the base has undergone several organizational changes. In 2010, the Fort Lewis Army Post and McChord Air Force Base were officially combined to form JBLM, the premier military installation in the Northwest. Now the largest military installation located west of the Mississippi River, JBLM is one of twelve joint bases in the country and the most requested duty station. As a result of several Department of Defense (DoD) transformation initiatives and national defense priorities, the first decade of the 21st century has been a period of rapid military growth and economic opportunity for the South Puget Sound region. This surge in military-related growth requires coordinated planning between local jurisdictions and service providers.

The Draft JBLM Growth Coordination Plan

Development of the plan was funded by the Office of Economic Adjustment (OEA) through a grant administered by the City of Lakewood. The City of Lakewood commissioned AECOM to lead a team of both national and local consultants to work with over 100 agency partners. The plan's primary purpose is to:

- Identify the impacts and opportunities of military-related growth over the next five years (to 2016).
- Provide recommendations on how to address gaps in services related to JBLM-induced change.
- Assist state and local officials and service providers with anticipating growth impacts and capitalizing on opportunities.

The plan goes beyond this to recommend an implementing organization – a new Regional Partnership - as a means for ongoing collaboration to address pressing issues that transcend jurisdictional boundaries.



Partners

Continuing involvement of partners from the regional and local jurisdictions, the military, and service providers is core to the success of the plan. Recommendations identified in the plan were arrived through the involvement of many knowledgeable service providers, including:

- **Ten Expert Panels** – includes technical experts working directly in public, private, or non-profit entities.
- **The Growth Coordination Committee (GCC)** – two members of each Expert Panel created a “committee of the whole” to advise on the development of the recommendations and strategies.
- **The Regional Steering Committee (RSC)** – includes city managers, county executives, regional authorities, state agencies, and representatives from JBLM who provided broad oversight of the process and will be responsible for ensuring successful plan implementation.
- **Elected Officials** – will be responsible for supporting and integrating recommendations into their plans and contributing to the collective “voice” of the region.
- **The General Public** – has been encouraged to attend public forums, comment, and follow the progress of the plan on the public website: <http://www.jblm-growth.com>.



The Case for Regional Collaboration

Military-Related Population Growth at JBLM (2010–2016)

Between the years 2010 and 2016, JBLM estimates that the combined total of direct military, DoD civilian, and non-DoD civilian contractor employment, plus family members related to JBLM personnel, will grow an additional 4,997 persons (3.8%) to approximately 136,124 people. The cumulative change in indirect population impacts (Figure 2-1) by 2016 is projected at 33,440 people, with approximately 62.2% being captured in Pierce County. The next largest population change (9,083) is projected to occur outside the region in the rest of Washington. This reflects the fact that JBLM’s impacts extend beyond the immediate region and will more than likely be captured by King County, the state’s largest urban county.

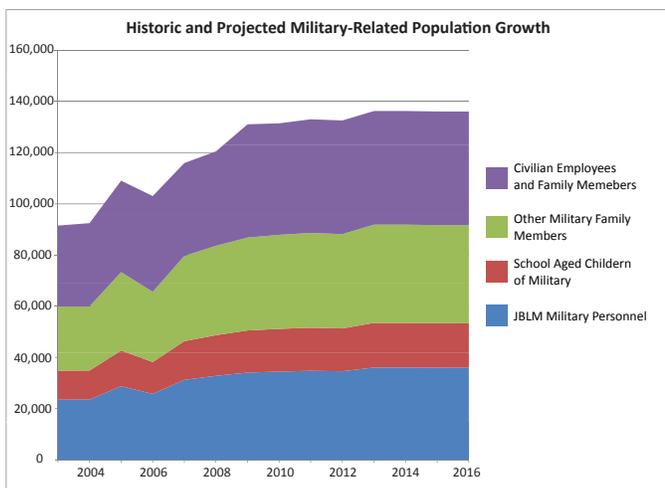


Figure 2-1. Historic and Projected Military-related Population Growth, 2003-2016.

Deployment Impacts

By October 2010, the region should feel the full impact of JBLM’s recent personnel growth when more than 17,000 Soldiers will be returning to JBLM from deployments in Iraq and Afghanistan. Figure 2-2 shows the deployment and returning (or “re-deployed”) troops at Fort Lewis between FY 2004 and FY 2010. (The data do not include McChord AFB personnel and troops from other installations being deployed/redeployed through Fort Lewis.)

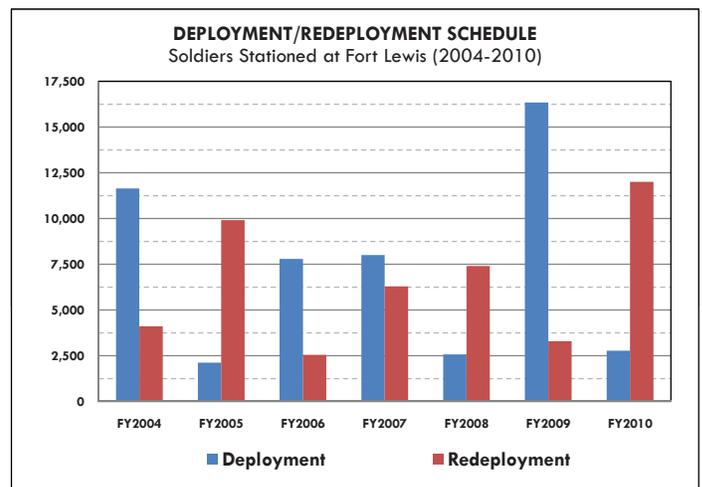


Figure 2-2. Historic and Projected Military-related Population Growth, 2004-2010.

Key Findings

There are several key findings related to the projected growth at JBLM between 2010 and 2016. The size of Pierce and Thurston counties is such that JBLM growth should have modest impacts on the region. However, the impacts of returning troop by the end of 2010 will stress some public services.

- **General Impacts** – The impacts associated with JBLM’s projected growth are expected to be modest during 2010–2016 as compared to the size of the region’s economy. The bulk of the installation’s growth occurred during the years 2003 to 2010 when nearly 11,000 new personnel were assigned to the base.
- **Deployment Impacts** – Many JBLM personnel have been stationed abroad in Iraq and Afghanistan. With the conclusion of the combat mission in Iraq, 17,000 personnel are expected to return to the region by the end of September

2010. These returning Soldiers will further stimulate the economy and place strains on local jurisdictions in terms of increased service demand and need for suitable housing.

- **Housing Demand** – 785 new Soldiers and their families will need off-base housing near JBLM between 2010 and 2016. This estimated increase represents 2,126 new persons including Soldiers and their dependents. Of this total, the majority of Soldier households are projected to locate in Lacey (13.8%, 292 Soldiers and dependents), Tacoma (13.1%, 277 Soldiers and dependents), and Lakewood (12.3%, 261 Soldiers and dependents).
- **Construction Spending** - During the 2010 to 2016 period, it is projected that approximately \$2.4 billion of construction spending will occur at JBLM (Figure 2-3). This will have significant impacts on the region’s economy, far beyond just the construction sector.

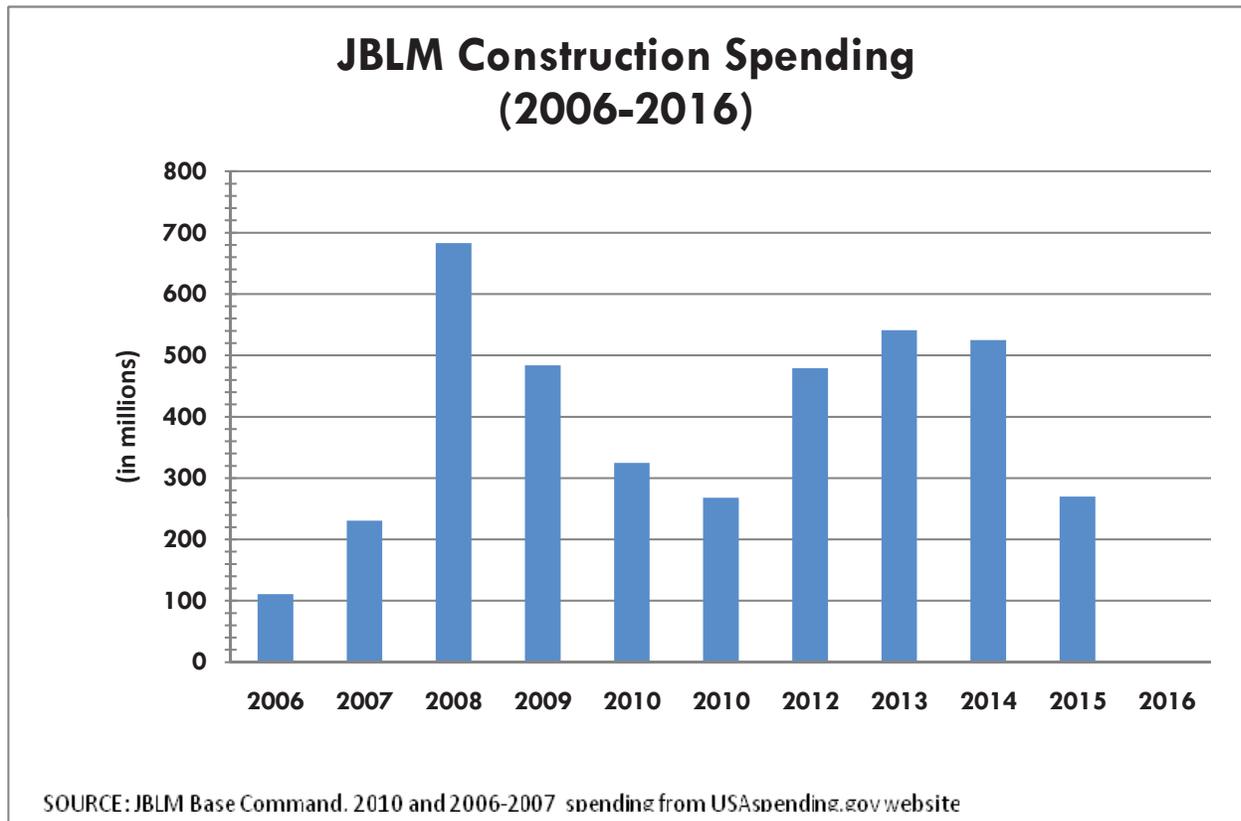


Figure 2-3. JBLM Construction Spending, 2006-2016.



- Employment Growth – The majority of employment growth from JBLM growth is projected to be captured by Pierce County during the 2010 to 2016 projection period. Employment is projected to peak in 2013 as 1,453 incoming military personnel and construction spending (\$541 million) peak during the same year. During 2013, the employment spin-off related to JBLM growth is projected to peak at 14,265 jobs, with construction accounting for 4,151 jobs or 29% of the total.

Key Findings: Growth Impacts and Community Needs

After thoughtfully consolidating issues revealed through the “Needs Assessments” of ten resource areas (economics, housing, education, transportation, land use, public safety, utilities and infrastructure, health, social services, and quality of life), several specific challenges rise to the top. They include: (1) Inadequate Access to Information; (2) Inadequate Access to Services; and (3) Need for Improved Collaboration, Communication, and Coordination.



Review of the following summary of key findings from the Needs Assessments will assist readers in understanding the genesis of the recommendations. Key findings are summarized below:

Regional Coordination and Planning

Governing and Service Entities Affecting JBLM and the Study Area – The various entities that affect and are affected by JBLM have different decision-making models; therefore, coordination on critical measures is an ongoing challenge. Policy decisions associated with the national defense mission, military personnel deployments, and operations at JBLM are established and guided by multiple federal entities.

JBLM Decision-Making and Planning – The JBLM Garrison Commander, whose role is similar to that of a local city manager, receives orders from federal entities. When making decisions, the Commander considers the local and regional effects, but he must follow policy and directives driven at the federal level. This presents a challenge to local jurisdictions seeking to collaborate with JBLM.

Information Needs of State, Regional, and Local Planning and Service Provision – Planning authorities and service providers require accurate data from JBLM about personnel growth, deployments, and operations to serve the needs of the local citizens, including the military population. State, regional, and local planning entities use JBLM population, employment, and operations data to ensure adequate housing, jobs, schools, health, and public safety services; child care; parks; and transportation and utilities infrastructure. Serving is undermined without a process to obtain consistent data regarding short- and long-term changes and a coordinated a unified response to change.

Opportunities for Collaboration – The development of this plan has provided a forum for regional discussions. Continuing policy changes at the national level have led to a shift in priorities toward local service provision. In August 2010, after 9 years of combat, the U.S. military is shifting focus from executing the war Iraq to helping the troops who have fought adjust to life outside the war zone. Admiral Mike Mullen, Chairman of the Joint Chiefs of Staff, told several hundred troops at JBLM that he is dedicated to making sure that service members get the assistance they need to make a successful transition back to the region. Regional coordination will be especially important as major units return to spend twice as much time at the base as when deployed.

Economy

Need for Enhanced Economic Development Linkages with JBLM – Local economic developers recognize JBLM as one of the region’s greatest economic development assets. However, the economic linkages between the base and private businesses are unclear, and economic development professionals lack sufficient information to develop strategies to attract new businesses.

Access to Federal Contracting Opportunities – During the 2010 to 2016 period, over \$2.4 billion in construction spending will occur at JBLM to support the expanded mission. Many smaller contractors within the region may not be familiar with federal procurement procedures or have access to prime contractors. Helping regional companies overcome these obstacles will allow local companies to capture federal contracts.

Better Integration of Former Military Personnel in the Workforce – More must be known about the major skill sets, education levels, and interests of separated and retired military personnel to integrate this population into the private workforce. Customized training programs can be created to assist these people in their transition.

Increased Affordable Rental Housing for Military Personnel – Many economic development strategies involve the provision of basic, affordable housing for all workers so that they can live in near their work. Creating higher density, affordable rental housing near JBLM and in nearby communities will reduce the need for Soldiers to seek housing farther from JBLM.



Housing

Develop Local and Regional Partnerships to Improve Communication of JBLM Housing Needs – Better communication would inform real estate professionals and planners about the changing housing needs. As changes occurs, cooperation is needed between JBLM and local developers, property managers, and planners to track and coordinate the supply, pricing, and changing demand for housing. Overbuilding can occur when development in one area exceeds demand. The mobilization and remobilization of stationed military personnel is largely unquantifiable by people outside the fence.

Education and Child Care

Unique Military-Related Education and Child Care Impacts – The growth of military-related population affects education and child care providers. As classrooms become increasingly populated with military-connected children, teachers and counselors must deal with behavioral challenges unique to military children and families. More students with military backgrounds are enrolling in regional higher education programs. Significant growth of on-base child care programs affects off-base providers. Regional child care providers, school districts, colleges, and universities must address these and other impacts to best serve the military-connected population.



Need for Coordination Between Off-Base Providers and JBLM – The lack of proactive coordination between off-base providers and representatives of JBLM is a common theme with providers of child care, K-12 education, and higher education. Information exchanges are needed for planning for service adjustments.

Child Care - Issues specific to child care include a lack of data on providers' service to military children, limited awareness of existing training opportunities to assist providers in recognizing and serving military family needs, and lack of collaboration between JBLM and off-base providers regarding the current and planned level of service for child care provided on-base.



K-12 Education – Unpredictable military variables like deployment, duty station changes, and force structure changes can often leave classrooms overburdened or drastically under-utilized in nearly a moment's notice – dramatically affecting budgets and staffing. Many districts notice a lack of centralized communication surrounding staff training opportunities specific to serving military students. Most districts indicated a need to increase funding resources, and many require additional classroom space including renovation/replacement needs for schools on JBLM.

Higher Education – A dramatic increase in the need for highly specialized support for unique military-related conditions has occurred as more military students enroll in higher education programs. Students wish to leverage past military training for higher education transfer credit. Higher military student enrollment has led to a need for effective working knowledge of federal funding mechanisms for Soldiers and their families. A lack of knowledge about which academic programs are in demand and are best suited to support the regional economy has led to conversations surrounding additional workforce development studies.

Transportation

Growth of JBLM Traffic Impacts – Traffic between southern Pierce and northern Thurston County continues to grow, in part due to the growth of JBLM-related traffic. There are few options for alternative travel routes due to the barriers created by the base and the limited availability of transit services due to funding and policy constraints. These impacts can sometimes be felt on a day-to-day basis as military operations are fluid in terms of troop deployments, varying security levels, holidays, and leave.

Longer Term Growth Impacts – In addition to these short-term influences, longer term growth impacts will occur. The “true” impact of recent growth at JBLM has yet to be fully experienced due to Soldiers not yet having returned from deployment. Currently, JBLM generates, on average, an order of magnitude of 150,000 off-site vehicle trips per day, with most of them by single occupancy vehicle.

Entry Gate Operations and Impacts on Surrounding Roadways – Due to the high variability of day-to-day base operations (i.e., troop deployments, security level changes) and anticipated increases in future troop levels, gate operations will continue to impact the I-5 corridor. Accentuating this issue is the lack of alternative routes between Pierce and Thurston counties. The two main routes – I-5 and SR 507 - are congested throughout the day, making traveling to and from JBLM very difficult.

Limited Travel Choices – Further complicating congestion are limited travel choices to the installation. JBLM is under served by fixed route transit services that would typically operate in a city that mirrored JBLM in terms of population and employment. Providing transit service within the instal-

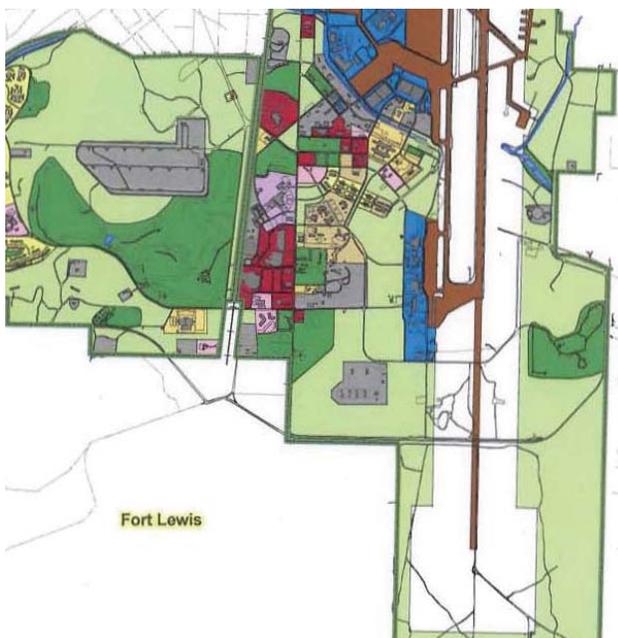
lation is difficult due to the gate security check points and the fact that only authorized personnel can use the transit service once it passes through the installation.

Need for Regional Collaboration – To fully achieve mobility within the transportation system on post and in surrounding communities, the region must work together to not only fund critical capital improvements, but also break down barriers to coordinating and funding regional initiatives and transit operations that can provide options for base personnel and their families.

To ensure efficiency in the transportation system and provide continued opportunities for economic growth in the region, major investments are needed along the I-5 corridor. Other key issues are the need for regional collaboration, need for a fixed route bus system on post, investment in coordinated marketing and transportation demand management strategies, and other surface street investments.

Land Use

Complex Planning Framework Affecting Study Area – JBLM growth affects a region that is comprised of multiple governmental and planning jurisdictions, including seven incorporated cities; two counties; two regional planning agencies; numerous special districts, such as fire, utility and park districts; and JBLM.



Land Use Compatibility – An issue for all military installations is land use compatibility, both in terms of mitigating impacts of the base on surrounding development and in ensuring that development near the base does not interfere with military operations. To address coordinated planning DoD funds Joint Land Use Studies (JLUS) through OEA to assess such issues as noise impacts from aircraft and firing ranges, aircraft safety zones and height restrictions, fire danger, electromagnetic interference, traffic, and others. A JLUS was conducted for the region in 1992. Given the changes that have occurred in the nearly two decades since, an update is recommended.

Need for Regional Planning Coordination and Information Sharing - JBLM has not been fully integrated into the regional planning framework. A process is needed to allow for the collaboration of JBLM and community planners to achieve common goals, such as adequate housing, transportation, utility servicing, amenities related to quality of life, and others. Likewise, coordination is needed to ensure that accurate military population and employment data are available for use in local planning. Planning is also needed at the site or subarea level that directs military-related growth to higher density areas, while ensuring land use compatibility with military operations.

Recognition of JBLM as Economic Driver – The region has not consistently recognized JBLM for the enormous economic impact it has to the region and state. Consistent policy direction should encourage improved planning to support JBLM as a major employment generator and facilitate complementary land use planning around it.

Prairie Land Preservation – Native prairie lands are quickly disappearing in Thurston County and in proximity to the installation. JBLM operations would be constrained if any of four candidate species that inhabit these lands are listed under the Endangered Species Act. An opportunity exists to preserve prairie land that will act as a buffer for military operations, thereby meeting the double goal of endangered species habitat protection, and land use encroachment minimization.



Public Safety

Local Service Provision Context – Military police and fire divisions provide public safety services almost exclusively within the JBLM jurisdiction, and are not affected by the growth of the surrounding communities. Conversely, public safety services in local communities are affected by growth in the military population. On-base personnel frequently patronize local communities, which correlates to increased demand for local public safety services.



Level of Service Standards and Data Needs – Local and JBLM jurisdictions independently plan for public safety services using different tools and data. Common regional tools and data, public safety jurisdictions, and a regional framework are needed to measure, and pro actively plan for and respond to changes in military service demand. The lack of data limits local planning for military-related growth. For example, level of service indicators and crime statistics are based on local population counts, which inform the provision of staff and financial resources in local jurisdictions. In the communities surrounding JBLM, population-based indicators do not account for the on-base military population, nor do they account for higher daytime populations in the region's job centers. Public safety jurisdictions use different level of service standards to evaluate service, staff, and budgetary needs. Regional level of service indicators may better represent the demand for public safety ser-

VICES, but are more complex to calculate due to the different indicators and reporting systems used in various jurisdictions.

Public Safety Response Capacity – Public safety stakeholders indicate that local capacity to respond to public safety needs remains constant regardless of large changes in population, including the deployment and arrivals of the military population as well as daily shifts in populations. Local budgets currently suffer from declining revenue sources, which include primarily property tax levies and sales tax proceeds. Staff resources are expected to remain constant or decline over the near term despite increasing demand driven by population growth.

Need for Regional Coordination – Stakeholders identified the need for inter-local and local-military coordination, as a critical next step to sustaining and improving public safety services. Initiatives such as the City of Lakewood Military Police Liaison Program, recent inter-local service agreements, and joint teams like the SWAT program, are examples of successful coordination. These programs demonstrate that service consolidation and coordination can result in funding efficiencies and diversification, better service, and less duplication.

Utilities and Infrastructure

Potable Water Supply and Groundwater Rights – The study area's capacity to accept new development is directly related to water supply. Growth in some areas is causing a strain on water supplies, particularly in the cities of Lacey, Yelm, and Roy; these communities do not currently have sufficient water rights to meet future water demands and have found it necessary to limit new connections. Doing so reduces the future tax base necessary to fund expansion and operation and maintenance activities.



Wastewater Treatment at JBLM – The Tatsolo Point Wastewater Treatment Plant (WWTP) is operated by JBLM and treats wastewater generated on the joint base. Based on a Feasibility Study that evaluated the physical and operational status of the treatment facility, it was recommended that a series of short-term improvements be implemented and that the existing WWTP be replaced. JBLM is currently pursuing funding to implement these recommendations.

Increased Coordination: Utility Providers and Transportation Planners – Utilities are typically buried below paved roadway. When major roadwork is constructed it is desirable to upgrade the underground utilities at the same time. Underground utility providers frequently find it necessary to construct or upgrade utilities before jurisdictions have planned or budgeted for roadway construction.

Increased Coordination: Local Utility Planners and JBLM – Utility providers must continually plan for future expansions, for improved service, and for maintenance of their systems. Currently, military population information is generally not available to local agencies for inclusion into utility planning programs.

Health

The regional health care system is essential to deployment readiness. Service members must be healthy to begin their service overseas and family members must also be mentally and physically healthy to support the needs of their Soldiers. Thus, the availability of medical, dental, and behavioral health services for all beneficiaries in the region is critically important. Economic factors may drive families to buy or rent homes in affordable areas that are less desirable or more remote. Less desirable urban areas may subject families to pollution, crime, and schools with poorer resources and achievement. More remote areas, such as the towns of Roy and Rainier, have no medical, dental, or behavioral health services or public transportation needed to access those services. Low income families often experience more acute health care needs. Health care needs cannot be met in isolation, but rather must be met through multidisciplinary, regional collaboration dedicated to improving the lives of families throughout the area.



Behavioral Health Priorities – Improving the behavioral health system was identified as the top priority for the JBLM region by medical and social services providers. There are significant needs for additional resources and collaboration between existing providers of behavioral health care. The health care expert panel identified several major issues that include:

- The supply of behavioral health providers (psychiatrists and mid-level providers) is insufficient. Behavioral health addresses mental substance abuse prevention and treatment.
- The supply of adult inpatient mental health beds for voluntary admissions is limited.
- There are no beds available within a five-county radius for children and adolescents requiring inpatient care.
- Funding for behavioral health services in Washington State is inadequate.
- Coordination between providers, particularly between Madigan and civilian providers, is lacking.



Physical Health Needs – Soldiers are more likely to have certain health care needs. They are often young, displaced from their usual social support system, limited in financial resources, and exposed to significant physical and emotional stress in their work. Young adults with families have reproductive health (including sexually transmitted diseases), pregnancy care, and pediatric care needs. Pierce and Thurston County residents have significant chronic disease risk factors of obesity and smoking; Soldiers often have higher rates of smoking. Location of providers, military or civilian, and participation in TRICARE are also important factors when seeking to access health services.

Social Services

Use of Social Services by Military-Connected People – The region has substantial social service needs. Military families face the continued stressors of deployment and reintegration. As troops are deployed multiple times, the stress on families increases exponentially. Military family needs, in combination with a struggling economy, have resulted in an increased need for support from established social services both on and off base. Further, JBLM provides Exceptional Family Member Services, which results in a greater number of disabled family members locating at JBLM and in the surrounding communities and utilizing social services at a higher rate than other families.

Off-base Utilization of Social Services – Outside of the base, Pierce County is home to Western State Hospital and numerous Department of Corrections facilities. Often, persons discharged from one of these facilities choose to stay in the Pierce County area and use social services at higher rates than average citizens. Although it is expected that the nation's economic conditions will improve over the next several years, many members of the civilian community and military spouses continue to be without work. As such, there is expected to be a continued reliance on organizations to meet basic needs, as well as behavioral health providers.

Budgets Constraining Availability of Services – The region's reliance on social services is increasing at a time when many providers are being forced to cut or reduce services due to budget cuts at the federal, state, local, and organizational levels. As the region's population continues to grow, additional resources must be filtered to these organizations

to meet critical needs for services.

Social Service Needs Resulting from JBLM Growth

– The continued population growth in the region through 2016 is not expected to result in the need for new services. Rather, the increased military population is expected to exacerbate resource needs already present, both on JBLM and in the community. The most critical needs are Service coordination, collaboration, and outreach; enhanced domestic violence services in the region; access to services and information for families living off base; enhance basic needs services in the JBLM region; adequate and appropriate on-base service space and expanded after school program capacity; and increase availability of qualified child care providers.

Quality of Life

Quality of Life encompasses a broad range of services: leisure and recreation, arts, culture, ethnic diversity, entertainment, libraries, and lifelong and early learning opportunities. Provision of these services touches on other services including education, public services, transportation choices, health, welfare, and social services. Service providers strive to promote abundant, accessible, affordable, and diverse cultural, recreational, and lifelong learning and development opportunities, and to help create a welcoming and inclusive community. Providers recognize that offerings often provide a support network and promote healthy lifestyles. These services are preventative and have the benefit of reducing the need for social services and intervention.



Serving Diverse People and Needs – Military personnel and their families represent a diverse population, from active duty or reserve military service men and women, retirees and veterans, wounded warrior and their spouses and children. Over 50% of the people residing in the study area including the base are non-Caucasian. Many of these people are bilingual and/or are adapting to life-changing situations including deployment or relocation and associated family impacts, recovery from injuries, new disabilities, and/or adapting to civilian or military life. The diversity of the population results in a range of interests, needs, and services spread over a large geographic area.

Quality of Life Needs – Several significant needs relating to quality of life services have been identified including need for increased communication and collaboration with JBLM and specifically the Directorate of Family Morale, Welfare, and Recreation (MWR), and between local government agencies, and service providers, improving access to information on and off base for those seeking services, improved understanding of needs of unique and culturally diverse people, expanding free and affordable access, and securing funding for growing capital facilities, operations, and maintenance needs



Proposed Recommendations and Strategies

Integrated Recommendations Summary

The recommendations build upon challenges identified in the Needs Assessment and integrate the work of 10 Expert Panels. Each panel focused on strategies specific to their needs assessment, sharing the objectives to resolve service and infrastructure gaps in the region, advocate for preventative measures to reduce demand for some services and facilities, and institutionalize methods for adapting to changes that will continually occur at JBLM. The recommendations of all Expert Panels were consolidated into seven overall recommendations supported by multiple strategies. The strategies within the recommendations are designed to:

- Address social, environmental, and economic challenges related to military-related growth since 2003.
- Support the JBLM National Defense Mission through Soldier readiness, retention, or operational efficiency.
- Create service efficiencies.
- Benefit the organizations and people most affected by growth.

- Benefit multiple jurisdictions.
- Improve conditions in multiple resource areas.
- Provide a reasonable return on the proposed investment.
- Contribute to community resiliency (or allow communities to rapidly respond to change).
- Be Implementable.
- Be Preventative (address a root problem or reduce the need or demand for services or infrastructure).



Intentionally, the recommendations are not split out in “silos.” Instead, seven broad integrated recommendations are supported by numerous strategies for addressing the region’s challenges across geographies and jurisdictions. A summary of the recommendations follows.

Recommendation 1 - Formalize New Methods of Collaboration.

Providers of health, education, emergency, housing, social services, leisure, recreation, and cultural and economic development services have identified a significant disconnect in local, regional, and military planning and coordination efforts. Nearly all agree that formalizing collaboration, communication, and coordination processes will deliver improved services to military personnel and their families. Specific strategies in the Draft Plan iden-

tify methods for building stronger communication networks and institutionalizing collaboration.

Recommendation 2 - Improve and Expand Access to Existing Information.

Improving access to JBLM data and existing information on programs offered by service providers is essential to expanding access to services. Strategies addressing data and information access, management, and sharing are proposed. They address information on people in need of services, monitoring changes, coordinating and/or expanding existing web-based data, establishing centralized resources, and using statistically valid surveys to quantify needs and improving cooperation and collaboration.



Recommendation 3 - Improve and Expand Access to Existing Services.

There is a need to improve and expand access to existing services. Strategies addressing coordination, outreach strategies, new studies, coordinated level of service standards, response protocols, recruitment of providers, and changes in provider compensation policies are addressed under this recommendation.

Recommendation 4 - Improve Community and Environmental Health through Coordinated Planning.

Collectively, strategies under this recommendation encourage coordinated planning for community and environmental health. They include stakeholders’ interests in an integrated regional health initiative, workforce development opportunities, improving land use compatibility, coordinated planning of groundwater resources, and implementing smart growth principles to create healthy communities.

Recommendation 5 - Recognize and Support JBLM as a Center of Regional Economic Significance.

To support economic opportunities related to JBLM growth, the region must address planning challenges currently experienced and develop consistent policies that recognize JBLM as a region-shaping institution. A more consistent approach to regional land use (with JBLM as a partner) could further the local goals of walkable communities, clustered development, environmental health, jobs/housing balances, regional mobility, and economic development within the policy context of Washington State’s Growth Management Act.

Recommendation 6 - Empower Military Families by Reducing Stress, and Creating Financial Opportunities.

Families supporting military personnel are stressed in an environment where their loved ones are stationed abroad and the burden of raising kids and managing every-day life away from extended family support can feel daunting. The strategies within this recommendation support families dealing with issues as varied as domestic violence, behavior health issues, day care assistance, encouraging new ways of gaining access to job opportunities and higher education, and providing improved schools for military kids. Streamlining schools on JBLM is one of several capital-intensive strategies recommended in the plan.

Recommendation 7 – Support Regional Mobility.

Mobility is a significant challenge to resolving many of the issues related to base operations, access to existing services, getting people to and from work, moving goods and services, and the quality of life of those who live in the study area. The lack of regional mobility is an obstacle to the economic opportunities extended by JBLM-related growth, and the strategies to encouraging improved flow are complex and capital intensive. Strategies within this recommendation include improvements to Interstate-5, HOV and transit improvements, transportation demand management policies and strategies, JBLM gate and on-post, and completing the Cross-Base Highway, to name a few.

The full report provides a more detailed discussion of each of the recommendations and the supporting strategies. The report includes a graphic sheet for each strategy. These icons illustrate the range of issues a single strategy can address.

	Collaboration		Water/environment /utilities
	Health		Social services
	Mobility		Land use planning
	Public safety		Streamlining efficiencies
	Housing		Social justice
	Education		Jobs
	Quality of life		

The following is a summary table of all draft recommendations and associated strategies. Strategies include capacity building, coordination, programs, policy changes, studies and surveys, and capital projects.

Recommendation 1 - Formalize New Methods of Regional Collaboration

1.01	Establish a Regional Partnership to Coordinate Community & Military Planning Services	All	\$120,000 - \$250,000/year
1.02	Establish a Military Education Advisory Council	Education	\$100,000/year
1.03	Hold Annual Forums on Military Behavioral Health	Education	\$25,000/year
1.04	Hold Regular Forum with JBLM and Economic Development Officials to Identify Local Contracting Opportunities	Economics	\$25,000
1.05	Enhance Collaboration Among JBLM Regional Providers	Health Care	Minimal
1.06	Establish Military Child Care Stakeholder Meetings	Child Care	\$1,000/year

Recommendation 2 - Improve and Expand Access to Existing Information

2.01	Create Address Database of Military Personnel Living Off Base	Housing	\$0 - \$25,000
2.02	Monitor JBLM Population Changes	All	\$0 - \$25,000
2.03	Adapt Existing Child Care Online Database to Track Military Specific Data	Child Care	\$100,000 - \$250,000
2.04	Establish Centralized Military Resources Library for Educators	Education	\$25,000 - \$50,000
2.05	Create a Military Family Life Awareness Course	Education	\$1,000 - \$5,000/course
2.06	Establish and Maintain a Single Online Source of Regional Service and Program Information	All	\$100,000
2.07	Conduct a Statistical Survey of Military Personnel and Families' Housing Preferences/Needs and Use Patterns/Needs	All	\$150,000
2.08	Communicate the Changing Needs for Off-Base Housing	Housing	Minimal
2.09	Improve Regional Land Use Policy Coordination	Land Use	Minimal



Recommendation 3 - Improve and Expand Access to Existing Services

3.01	Establish a Regional Social Services Coordination, Collaboration, and Outreach Office	Social Services	\$415,000 - \$450,000/year
3.02	Complete a Comprehensive Behavioral Health Study	Health Care	\$200,000 - \$500,000
3.03	Enhance Basic Needs Services in the JBLM Region	Social Services	Minimal
3.04	Establish Levels of Service for Safety and Emergency Services Consistent with Federal Government Standards	Public Safety	\$22,500 - \$25,000
3.05	Establish Consistent Safety and Emergency Protocols to Improve Responses to Military-Related Incidences Off Base	Public Safety	\$14,500
3.06	Close Existing Regional Safety and Emergency Service Gaps	Public Safety	\$30,000 - \$35,000
3.07	Improve Outreach to Underserved Population(s)	All	Minimal
3.08	Conduct a Study of Dental/Oral Health Service Gaps	Health Care	\$150,000 - \$300,000
3.09	Expand Access to TRICARE Providers	Health Care	\$140,000 - \$875,000

Recommendation 4 - Improve Community and Environmental Health Through Coordinated Planning

4.01	Establish an Integrated Health Initiative for the Region	Health Care	Minimal
4.02	Advance Workforce Development Opportunities	Economics	\$150,000 - \$500,000
4.03	Conduct a Joint Land Use Study	Land Use	\$400,000 - \$600,000
4.04	Establish a Coordinated Regional Plan for Groundwater and Water Rights	Utilities	\$1 Million - \$10 Million
4.05	Work with Developers and Planners to Encourage Military Growth Off-Base to Locate in Higher Density Areas / Transit Oriented Development Nodes	Land Use	\$250,000 - \$900,000

4.06	Analyze the Impacts and Market the Opportunities From the Development of Freedom’s Crossing on JBLM	Economics	less than \$30,000
4.07	Upgrade JBLM Wastewater Treatment Facility	Utilities	\$100 Million

Recommendation 5 – Recognize and Support JBLM as a Center of Regional Economic Significance

5.01	Develop Guidance to Improve Regional Land Use Policy Consistency	Land Use	Minimal
5.02	Conduct Industry Analysis and Hold an Economic Summit to Target Emerging Industries	Economics	\$25,000 - \$100,000
5.03	Conduct Workshops to Train Local Firms on Federal Procurement Procedures	Economics	\$25,000 - \$100,000
5.04	Hire Ombudsman to Recruit Local Subcontractors on JBLM Construction Projects	Economics	\$100,000 - \$250,000

Recommendation 6 – Empower Military Families by Reducing Stress and Creating Financial Opportunities

6.01	Establish Formal Partnerships to Enhance Domestic Violence Services in the Region	Social Services	\$260,000 - \$500,000
6.02	Establish a Forum for Leveraging Military Experience and Training as Credit Toward Higher Education Opportunities	Education	\$5,000
6.03	Enhance Marketing of Online Higher Education Programs	Education	\$20,000 - \$50,000
6.04	Form a Coalition to Coordinate with MWR to Increase Access to Free or Low-Cost Recreation and Leisure Programs	Quality of Life	Minimal
6.05	Match Skill Sets of Military Personnel/Spouses with Private Sector Job Opportunities	Economics	\$100,000 - \$250,000
6.06	Increase the Availability of Qualified Child Care Providers and Expand Afterschool Program Capacity	Child Care	\$100,000 - \$200,000
6.07	Develop or Expand College Programs to Enhance Skill Sets and Support Transition of Separated Military / Spouses to Private Employment	Education	\$150,000 - \$500,000



6.08	Increase Department of Education Impact Aid Funding to Districts	Education	\$50,000
6.09	Consolidate Seven Elementary Schools on JBLM and Relocate One Middle School	Education	\$165 Million
6.10	Enhance On-Base Behavioral Health and Social Services Space	Social Services	Minimal
6.11	Identify a Child Care Community Liaison Representative at JBLM	Child Care	\$60,000 - \$80,000/year

Recommendation 7 - Improve Regional Mobility

7.01	Improve Regional Mobility through Interstate 5 Improvements	Transportation	\$1.06 Billion
7.02	Improve Regional Mobility through HOV and Transit Improvements	Transportation	\$10 Million - \$62 Million
7.03	Reduce Traffic Congestion through Transportation Demand Management Policies and Strategies	Transportation	Minimal
7.04	Reduce Military-Related Impacts on I-5 Flow through JBLM Gate and On-Post Improvements	Transportation	\$110 Million
7.05	Increase Access to and on JBLM; Complete the Cross-Base Highway	Transportation	\$453 Million

IV Organizing for Regional Collaboration and Implementation

Most participants agree that the geography and variety of needs and services addressed in the plan are unique and that implementation will require focused energy of regional leadership supported by technical expertise and day-to-day administrative support. This JBLM Growth Coordination Plan recommends that a new Regional Partnership be created and governed by a Board comprised of current members of the Regional Steering Committee. New Board members may be added as appropriate.

The Board will be responsible for:

- Developing strong working relationships and communication between JBLM and its surrounding communities.
- Overseeing the implementation of the JBLM Growth Coordination Plan recommendations.
- Developing supporting sub-committees to foster implementation strategies.
- Seeking funds, including state, federal, and NGO support.

NEXT STEPS

The full Draft Growth Coordination Plan document and appendices are available for stakeholder and public review and comment through October 29, 2010. Interested parties are encouraged to download and share the draft, as well as other project-related materials, from the public website: <http://www.jblm-growth.com>. Comments can be directly emailed to Nancy Bird at nancy.bird@aecom.com. The Final JBLM Growth Coordination Plan is anticipated to be complete in December 2010.

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Thank you to all of the stakeholders who have devoted their time and energy to support this process and improve the quality of life in the South Puget Sound region.



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