Appendix C

JBLM 2022 GROWTH COORDINATION PLAN STAKEHOLDER PARTICIPATION PROGRAM

Overview and Intent

This Stakeholder Participation Program and Communication Plan describes the intents and desired outcomes of the stakeholder engagement component of the Joint Base Lewis-McChord (JBLM) 2022 Growth Coordination Plan (GCP); identifies targeted stakeholders; outlines various engagement methods to be employed; and establishes a schedule for engagement efforts and their integration with the overall plan development process.

The 2022 GCP will provide an update to, and evolution of, the 2010 GCP, which served as the foundational plan for the South Sound Military and Communities Partnership (SSMCP) and initiated coordinated regional planning focused on issues of mutual military and community concern.

Broad stakeholder engagement and participation is vital to the success of this plan for several reasons. First, the holistic scope of the subject matter of this study means that no one person will have all the knowledge and expertise required to adequately address all issues. Therefore, engaging the unique contributions of knowledge, expertise, and values of all affected stakeholders is necessary to produce a high quality and effective plan.

Second, early and substantive engagement of stakeholders in a truly collaborative fashion builds trust in the process and increases the likelihood of plan success. This community support is especially critical for this plan, which depends on the voluntary and collaborative implementation of initiatives and policies across local jurisdictions.

The overall intent of this plan is to generate stakeholder participation and engagement that will serve several purposes:

- **Approval**: Obtain the approval and acceptance of the plan by SSMCP leadership.
- **Guidance**: Receive direction and guidance from SSMCP leadership.
- **Knowledge**: Gather institutional knowledge and "lessons learned" from core stakeholders with prior involvement in the 2010 Growth Coordination Plan and the SSMCP.
- **Technical Information**: Draw from the technical expertise of regional Subject Matter Experts (SMEs) in the resource areas addressed in the GCP.
- **Awareness**: Facilitate awareness of military-community planning issues and efforts among the broader public by providing information and project updates.
- **Input**: Solicit input and feedback from the broader public regarding military-community issues and proposed plan recommendations.
- **Buy-In**: Generate "buy-in" of plan recommendations and SSMCP implementation efforts among Tribal, JBLM, state, and municipal leaders; core SSMCP stakeholders; and the broader public through transparency and active participation.

Stakeholder Identification

Overview

A large and varied group of individuals and organizations have a stake in or will be called upon to contribute to the GCP, given the extensive study area and broad scope of the study. For the purposes of this engagement plan, "stakeholders" will refer to individuals and groups who fall into three overarching categories:

1. SSMCP Leadership and Partners
2. Subject Matter Experts
3. General Public

Each of these categories is discussed in more detail below.

SSMCP Leadership and Partners

The SMMCP is a partnership of more than 50 member cities, counties, the Nisqually Tribe of Indians, Joint Base Lewis-McChord, State, regional, corporate, and non-profit organizations. This innovative and flexible partnership is uniquely positioned to provide regional leadership to bridge military and civilian communities. The organization's mission is to foster communication, understanding, and mutual benefit by serving as the most effective point of coordination for resolution of those issues that transcend the specific interests of the military and civilian communities of the South Sound region.

Engagement with the SSMCP is organized around the following tiers of leadership and membership:

Executive Leadership Team (ELT)

The current SSMCP meets monthly to discuss SSMCP matters and consists of four members:

Bill Adamson, SSMCP Program Director

Scott Spence, City Manager for City of Lacey

John Caulfield, City Manager for City of Lakewood

Tom Knight, Chief of Staff for Joint Base Lewis-McChord

Don Anderson, Senior Counsel to the Executive for Pierce County

Elected Officials Council (EOC)

The Elected Officials Council (EOC) is the policy-making board for the SSMCP. The EOC's role is to advocate for military issues of mutual concern in the south Puget Sound region. The EOC is convened by its co-chairs, the Mayor of Lakewood, the Pierce County Executive, and the Chair of the Thurston County Commissioners at least two times annually to receive updates on military and community issues, review the SSMCP annual work plan, coordinate legislative strategies, and suggest outreach efforts to maintain a high level of visibility for these priorities. EOC meetings conform to the Open Public Meetings Act of the State of Washington, 42.30 RCW. Each EOC member is allocated one vote on action items.

All elected leaders within Pierce and Thurston Counties, the surrounding cities and legislative districts are invited to attend EOC meetings, but a single representative from each governmental body is requested to vote and represent their interests on the EOC.

<u>Steering Committee (SC)</u>

The SSMCP SC meets on the fourth Friday of each month and consists of 11 members representing local jurisdictions, public agencies, and the Nisqually Indian Tribe. Current SC membership is as follows:

Andy Takata, City Administrator for City of DuPont

Scott Spence, City Manager for City of Lacey

John Caulfield, City Manager for City of Lakewood

Anita Gallagher, Assistant to the City Manager for Policy Development and Government Relations for City of Tacoma

Steve Sugg, City Manager for City of University Place

Tom Knight, Chief of Staff for Joint Base Lewis-McChord

Joe Cushman, Planning and Economic Development Director for Nisqually Indian Tribe

Don Anderson, Senior Counsel to the Executive for Pierce County

Kierra Phifer, Local Government Affairs & Public Policy Manager for Puget Sound Energy

Ramiro Chavez, County Manager for Thurston County

Michael Grayum, City Administrator for Yelm

<u>Working Groups (WG)</u>

There are five active working groups focused on specific resource area topics as well as two ad hoc task forces (Housing and Joint Land Use) that were created to support prior planning efforts (2019 Housing Study and 2015 Joint Land Use Study respectively). Each of the standing working groups will be engaged in this effort. The ad hoc working groups and additional ad hoc groups may be engaged as well, depending on project needs identified during the Study Scoping phase of the project.

The Working Groups targeted for engagement are as follows:

a. Economics & Business Development
b. Education & Child Care
c. Health Care
d. Transportation
e. Social Services
f. Housing Task Force
g. Joint Land Use Task Force

h. Other ad hoc working group(s) as needed

Subject Matter Experts

A variety of SMEs will be engaged to gain technical information needed for analysis in each of the study's resource areas.

Examples of SMEs include:

- Staff planners within local jurisdictions' Planning or Community Development Departments
- Technical staff of local jurisdictions, including Environmental Scientists, Engineers, etc.
- Representatives of non-governmental organizations with expertise applicable to the study's resource areas
- Academic experts

SMEs will be identified depending on project needs identified during the Study Scoping phase of the project.

General Public

The General Public, for the purposes of this engagement effort, can be broken into two subgroups as follows:

1. Military-related population (servicemembers, families, employees/contractors, retirees)
2. Other residents and employees of the study area
   a. Target demographics of specific resource areas?

Both subgroups will be engaged via similar means (i.e., website, surveys, and virtual open houses). Unique surveys or survey questions may be developed to target each subgroup or specific demographics within each subgroup as needs are identified during the Study Scoping phase of the project. Distribution methods may vary as well, depending on the target demographic.

Engagement Methods

A variety of methods will be employed to engage the targeted stakeholders. In most cases, multiple methods will be used for each category of stakeholder, depending on the type of engagement intended.

SSMCP Leadership Briefings

ELT Meetings

The ELT holds regular meetings monthly. The consultant team will engage with the ELT as needed throughout the project.

Elected Officials Council Meetings

The EOC holds meetings twice a year. The EOC will be briefed on the GCP at each of their regular meetings during the study for a total of three meetings:

13 May 21: Present engagement plan, plan mission and goals, and initial observations

18 Nov 21: Present preliminary recommendations

XX May 22: Present the final GCP and implementation strategy

Steering Committee meetings

Regular Steering Committee meetings are held on the fourth Friday of every month, with the exceptions of May, September, and December. The project team will attend Steering Committee meetings and provide briefings on project status or presentations of plan content and issues at key points throughout the process.

Steering Committee meetings, and projected agendas, will include:

23 Apr 21: Present engagement plan, plan mission and goals, and initial observations

25 Jun 21: Present summary of output from Working Groups Session #1

23 Jul 21: Provide summary of Virtual Open House #1

27 Aug 21: Preview Existing Conditions Report Findings

22 Oct 21: Present summary of output from Working Groups Session #2

28 Jan 22: Review the Draft GCP

25 Mar 22: Present the Final GCP and Implementation Strategy

Steering Committee Retreat

The annual SSMCP Steering Committee Retreat will be held 10 Sep 21. At the retreat, the project team will lead a detailed review of key existing conditions findings and discussion of potential plan recommendations.

Resource Area Working Groups

Conduct two, week-long series of working group sessions. Each series will consist of two-hour sessions with each active working group plus any additional ad hoc groups deemed necessary. The consultant team will engage the working groups with activities and guided discussions focused on topics relevant to the study. These series should ideally take place once in the study scoping and existing conditions phase of the project and again once preliminary recommendations have been developed. Surveys can be distributed in advance of each series to gather data for discussion during the working sessions. Each series will conclude with a summary presentation to the Steering Committee during a regular meeting.

Sample Agenda

Monday, 7 Jun 21

0900-1100 PDT | Session #1: Economics & Business Development Working Group

1300-1500 PDT | Session #2: Health Care Working Group

Tuesday, 8 Jun 21

0900-1100 PDT | Session #3: Education & Child Care Working Group

1300-1500 PDT | Session #4: Transportation Working Group

Wednesday, 9 Jun 21

0900-1100 PDT | Session #5: Social Services Working Group

Thursday, 10 Jun 21

0900-1100 PDT | Session #6: Housing/Land Use (or other ad hoc) Working Group

Friday, 28 May 21

0900-1100 PDT | Session #7: Housing/Land Use (or other ad hoc) Working Group

Interviews

Individual and small group phone/web conference interviews will be conducted in two phases with core stakeholders and SMEs:

1. Phase 1: SSMCP Leadership and Partners (5-23 Apr 21)
   Approximately 20-30 interviews will be conducted in April prior to the 23 Apr Steering Committee meeting. Interviewees will include the SSMCP ELT, SC, and WG chairs, as well as several "legacy" stakeholders with previous involvement in SSMCP planning efforts.

2. Phase 2: SMEs (May-Jul 21)
   Approximately 10-20 additional interviews will be conducted during the Existing Conditions and Gap Analysis phase. Interviewees will include SMEs with expertise in the study resource areas.

Website

The 2022 GCP website will include an overview of the project, live project updates, surveys, and the virtual open house. There will also be a general contact function for any needs not met by the site. Finally, the website will include an option for translation, to better reach community members whose first language may not be English.

Target public release date: 30 Apr 21

Surveys

Surveys will be distributed to gather input to inform the study at key points in the process. Public surveys will be accessible via the project website in conjunction with the virtual open houses. A survey to SSMCP membership will be pushed directly to members via the contact information they have provided.

Target audiences for surveys include:

1. SSMCP Steering Committee, Working Groups, and General Membership
2. General Public
3. Military-Connected Population

These surveys will collect data not readily available from other sources and create opportunities for meaningful input from the communities affected by the GCP. Hosted on the 2022 GCP website, this platform can be shared widely, and efforts can be made to target traditionally disenfranchised communities by sharing links with organizations connected to these groups.

Virtual Open Houses

To reach a broader audience and create a more flexible opportunity for engagement, a virtual open house will be hosted on the 2022 GCP website. Set on the backdrop of a virtual room, this open house will include posters linking to key documents for stakeholders to review, as well as links to the surveys described above. By engaging stakeholders online over a longer period than a traditional open house evening, we will be able to reach more individuals, improving the quality of the final product.

Other

Other methods of public outreach will include news releases and the use of social media. News releases will be prepared and distributed with the assistance of the City of Lakewood Communications Office at several key points in the study, including in conjunction with the website launch, release of public surveys, advertising the virtual open houses, and at release of the final GCP.

Schedule

Study Scoping (29 Jan – 11 Jun 21)

Purpose:

- Review 2010 GCP
  - Identify implementation status of proposed recommendations
  - Identify efficacy of proposed strategies
- Identify changed conditions from 2010
- Determine priorities for 2022 GCP study focus
- Establish vision and goals for 2022 GCP
- Develop stakeholder engagement plan and schedule

Deliverables/Outcomes:

- Stakeholder engagement plan due 23 Apr 21
- Website launch 30 Apr 21
- Conduct stakeholder interviews
- Conduct survey of SSMCP general membership
- Conduct Working Groups Session #1

Existing Conditions and Gap Analysis (12 Jun – 1 Sep 21)

Purpose:

- Gather and analyze existing conditions data for each study resource area
- Identify and analyze study gaps
- Apply metrics to each resource area

Deliverables/Outcomes:

- Complete stakeholder interviews
- Conduct surveys of general public and military-connected population
- Conduct public Virtual Open House #1
- Draft Existing Conditions Report due 1 Sep 21

Preliminary Recommendations (2 Sep – 18 Nov 21)

Purpose:

- Propose a preliminary set of recommendations to address identified gaps, needs, and priorities
- Review and prioritize recommendations

Deliverables/Outcomes:

- Conduct Working Groups Session #2
- Draft Recommendations due 18 Nov 21

Plan and Recommendation Refinement (19 Nov 21 – 28 Jan 22)

Purpose:

- Refine proposed recommendations based on input received in prior phase
- Produce draft GCP

Deliverables/Outcomes:

- Draft 2022 Growth Coordination Plan due 14 Jan 22
- Conduct public Virtual Open House #2

Final Plan and Implementation (29 Jan – May 22)

Purpose:

- Finalize 2022 Growth Coordination Plan
- Prepare implementation strategy

Deliverables/Outcomes:

- Final 2022 Growth Coordination Plan due 31 Mar 22

Assumptions

This engagement plan assumes that all outreach methods will employ virtual means, e.g., web-based meetings, email or social media communication, etc., not in-person meetings. This plan is designed to be effective and maximize participation using these means and take advantage of the flexibility that virtual participation offers. However, depending on conditions regarding the Covid pandemic, including vaccination and case rates, and local policies, in-person meetings can be held. These may include in-person Steering Committee or EOC briefings.

JBLM GCP Stakeholder Participation Program Summary Matrix

Stakeholder Category	Stakeholder	Engagement Intent	Approaches	Timing
SSMCP Leadership & Partners	Executive Leadership Team (ELT)	Approval Guidance Knowledge Buy-In	SSMCP Leadership Briefings Interviews Survey	All Phases
SSMCP Leadership & Partners	Elected Officials Council (EOC)	Guidance Awareness Buy-In	SSMCP Leadership Briefings	Study Scoping Preliminary Recommendations Final Plan and Implementation
SSMCP Leadership & Partners	Steering Committee	Guidance Knowledge Buy-In	SSMCP Leadership Briefings Interviews Survey	All Phases
SSMCP Leadership & Partners	Working Groups: • Economics & Business Development • Education & Child Care • Health Care • Transportation • Social Services • Housing Task Force? • Joint Land Use Task Force? • Other ad hoc working group(s)?	Guidance Knowledge Technical Information Input Buy-In	Interviews Resource Area Working Groups Survey	Study Scoping Existing Conditions and Gap Analysis Preliminary Recommendations
Subject Matter Experts	TBD	Knowledge Technical Information Input Buy-In	Interviews Resource Area Working Groups Survey	Study Scoping Existing Conditions and Gap Analysis Preliminary Recommendations
General Public	Military-connected population (servicemembers, families/dependents, retirees, civilian employees/contractors)	Awareness Input Buy-In	Website Survey Virtual Open Houses	Study Scoping Existing Conditions and Gap Analysis Plan and Recommendation Refinement Final Plan and Implementation
General Public	All other residents or employees in the study area	Awareness Input Buy-In	Website Survey Virtual Open Houses	Study Scoping Existing Conditions and Gap Analysis Plan and Recommendation Refinement Final Plan and Implementation

Definitions:

Approval: Obtain the approval and acceptance of the plan by SSMCP leadership.

Guidance: Receive direction and guidance from SSMCP leadership.

Knowledge: Gather institutional knowledge and "lessons learned" from core stakeholders with prior involvement in the 2010 Growth Coordination Plan and the SSMCP.

Technical Information: Draw from the technical expertise of regional Subject Matter Experts (SMEs) in the resource areas addressed in the GCP.

Awareness: Facilitate awareness of military-community planning issues and efforts among the broader public by providing information and project updates.

Input: Solicit input and feedback from the broader public regarding military-community issues and proposed plan recommendations.

Buy-In: Generate "buy-in" of plan recommendations and SSMCP implementation efforts among Tribal, JBLM, state, and municipal leaders; core SSMCP stakeholders; and the broader public through transparency and active participation.

JBLM GCP Stakeholder Engagement Schedule

Date	Milestone	Target Stakeholder(s)	Agenda/Purpose
Study Scoping (29 Jan – 11 Jun 21)			
5-23 Apr 21	Interviews Phase 1	SC	High-level observations, efficacy of prior plan, changed conditions, focus of future study
23 Apr 21	Steering Committee Presentation	SC	Present engagement plan, initial observations
30 Apr 21	Website Rollout & News Release	Public	Publicize study kickoff
13 May 21	Elected Officials Council	EOC	Present engagement plan, initial observations
24 May 21	SSMCP General Membership Survey	SC/WGs	Input on changed conditions, focus of future study
May-Jun 21	Interviews Phase 2	SC, SMEs	Gather resource area information
7-11 Jun 21	Working Groups Session 1	SC/WGs	Changed conditions, gaps, focus for future study
Existing Conditions and Gap Analysis (12 Jun– 1 Sep 21)			
25 Jun 21	Steering Committee Briefing	SC	Summarize output from working group session 1
Jul 21	Interviews Phase 2 (continued)	SC, SMEs	Gather resource area information
5 Jul 21	Public Survey	Public	Solicit input on priorities for future study
19-23 Jul 21	Virtual Open House 1	Public	Overview of project background, goals, solicit input
23 Jul 21	Steering Committee Briefing	SC	Provide progress update, summary of virtual open house
27 Aug 21	Steering Committee Review	SC	Preview Existing Conditions Report
1 Sep 21	*Existing Conditions Report*		*Deliverable*
Preliminary Recommendations (2 Sep – 18 Nov 21)			
10 Sep 21	Steering Committee Retreat	SC	Detailed review of existing conditions & discussion of preliminary recommendations
18-22 Oct 21	Working Groups Session 2	SC/WGs	Refine draft recommendations
22 Oct 21	Steering Committee Briefing	SC	Conclude working group session 2
18 Nov 21	Elected Officials Council	EOC	Present draft recommendations
Plan and Recommendation Refinement (19 Nov 21 – 28 Jan 22)			
14 Jan 22	*Draft GCP*		*Deliverable*
24-28 Jan 22	Virtual Open House 2	Public	Present recommendations & invite input
28 Jan 22	Steering Committee Presentation	SC	Review draft GCP
Final Plan and Implementation (29 Jan – May 22)			
25 Mar 22	Steering Committee Presentation	SC	Present final plan and implementation kickoff
31 Mar 22	*Final GCP*		*Deliverable*
May 22	Elected Officials Council	EOC	Present final plan and implementation kickoff