

Pierce County, Thurston County, and associated cities will be updating their Comprehensive Plans within the next three years. SSMCP has recently completed the 2019 MAIO Report and 2020 Housing Study and the Washington Department of Commerce recently created a Comprehensive Plan Military Compatibility Checklist. It is not clear if these documents have been shared with the local agencies or the level of awareness of these military compatibility planning efforts. To ensure that the 2023 and 2024 Comprehensive Plan updates include the best available information and best military compatibility policies, SSMCP can participate in the upcoming planning processes. It is anticipated that SSMCP would e-mail the military compatibility planning documents along with potential draft policy language to the local agencies for consideration when they embark upon their Plan update. SSMCP would also monitor issuance of draft plans and provide comment during the formal comment periods.

B. Convene a forum to discuss potential adoption of the Behavioral Health Model Ordinance.

The SSMCP could leverage the expertise of, for example, the Health Care Working Group to help guide Pierce and Thurston Counties through an evaluation of whether adopting the model ordinance would help the region achieve behavioral health goals. Per the ordinance's toolkit, jurisdictions are not required to adopt the model ordinance, but are encouraged to consider the following questions when evaluating adoption:

- Does the community already have processes and codes that allow for behavioral health facilities?
- Are there already behavioral health treatment facilities in the community?
- Where do community members who need treatment go for help?
- Has the county or city passed the sales and use tax for chemical dependency or mental health treatment services or therapeutic courts?

These questions are intended to assist jurisdictions in evaluating which components of the model ordinance may benefit their communities. The SSMCP could facilitate this discussion to help Pierce and Thurston Counties determine the best path forward and whether there are considerations that impact both counties that could be addressed through coordination.

2.2 Advocate for occupational licensure reciprocity

It would be preferable to allow military spouses working in health care a six-month to one-year grace period in which they can continue working after a Permanent Change of Station to JBLM. Following the grace period, individuals would need to fulfill state-specific requirements to maintain their license. Licensure reciprocity would help military spouses as they transition to JBLM. It would also increase the number of providers in the region, including those in health care. The proposed 6-month to one-year grace period would allow military spouses to work while they gathered the information and documentation needed to fulfill state-specific requirements, process paperwork, pay fees, and meet any additional state-specific training requirements.

This is a recommendation that overlaps between multiple topics within the GCP and includes professions such as nursing, teaching, child care and other related industries. RCW 43.60A.245 recently established a military spouse liaison position which advocates on behalf of military spouses for occupational licensure reciprocity.

Resource Areas Affected: Education & Child Care, Health Care, Social Services

Recommendations

The following is a potential work plan action item for SSMCP to address the described needs:

A. Support the military spouse liaison in advocating for occupational licensure reciprocity for military spouses working in the child care and education industry, among other industries.

SSMCP can take a supporting role in advocating to the state legislature for occupational licensure reciprocity to give military spouses working in the child care and education industry an opportunity to

continue employment for a period of six months to one year of a Permanent Change of Station to JBLM. After the grace period, individuals would be required to obtain any state-specific requirements to maintain their license.

- B. As the SSMCP pursues occupational licensure reciprocity as part of its broader policy agenda, the Health Care Working Group should stay engaged and provide for health care-specific pursuits, as needed.**

Because occupational licensure reciprocity is a broader issue impacting many fields, the Health Care Working Group should focus on supporting the SSMCP's overall legislative advocacy in this space. Stakeholders with health care-related subject matter expertise can contribute to the SSMCP's advocacy approach and provide the subject matter expertise needed to ensure that licensure reciprocity in the health care sector remains a component of the advocacy.

2.3 Create a school-based health clinic model for school districts to utilize

In interviews for the existing conditions report, staff from multiple school districts referenced student health in general, and the idea of considering the placement of health care clinics at schools. A need was suggested for school districts to provide health clinics at secondary schools so that parents or family members would not have to remove their children from school and travel to a doctor's office. Clover Park and Bethel School Districts provide health clinics for students and the Madigan Army Medical Center indicated the clinics that exist were closed during the COVID-19 pandemic but agreed that continuing them in the future is beneficial. However, the school-based health clinics that are offered in the Clover Park and Bethel School Districts have not been shared as a working model that can be applied in other school districts with military children.

Resource Areas Affected: Education & Child Care, Health Care

Recommendations

The following is a potential work plan action item for SSMCP to address the described needs:

- A. Collaborate with districts and/or OSPI on creating a model of health clinics at schools.**

SSMCP would act in a supporting role to facilitate conversations and bring resources together in an effort to create a model for deploying in-school health clinics. SSMCP can serve a coordinating function for communication and information between school districts, JBLM, or the Office of the Superintendent of Public Instruction.

2.4 Prioritize initiatives that expand behavioral health services for military family members, including adults and children.

Stakeholders indicated that individuals and families living off-installation tend to prefer accessing medical services off-installation because it is less cumbersome to go to appointments near their homes off-installation than coming onto the installation for care. Stakeholders from Madigan Army Medical Center (MAMC) noted that the most pressing need is expanded behavioral health support for military family members, including adults and children. The SSMCP could model activities on similar efforts, such as:

- **The Connecticut Military Support Program (MSP).** Connecticut is unique in that no other state in the country has established a program that embeds civilian clinicians within the National Guard Units at the Company level. MSP provides an array of behavioral health services to Connecticut's veterans, citizen soldiers and their family members. MSP clinicians are embedded within Guard Units affected by deployments. Embedded MSP clinicians are civilian clinicians who serve our citizen soldiers in the National Guard and their families. Unit members receive confidential support and assistance from their embedded clinician in accessing community support services. Embedded Clinicians are all licensed Master's-level behavioral health professionals who are credentialed by, and sub-contract with, Advanced Behavioral

Health, Inc. ABH authorizes all embedded clinician services, pays claims, monitors contract performance, and engages in re-credentialing of clinicians.

- **Maryland Coalition of Families for Children’s Mental Health.** Maryland Coalition provides advocacy and support to families and caregivers of children and youth with behavioral health issues. They offer a range of support services such as, advocacy, information and referral, support groups, transition-age youth, military family supports, and more.

Resource Areas Affected: Social Services, Health Care

Recommendations

During the October 2021 Behavioral Health Care Forum, which brought together a wide range of stakeholders, including those representing civilian providers and those representing JBLM, there was extensive discussion regarding enhancing behavioral health support in the region.

The following are potential work plan action items for SSMCP to address the described needs:

A. Facilitate coordination among community organizations and JBLM to build a network of resources in the region.

Stakeholders suggested that the behavioral health support in the region should consider the full spectrum of factors that could be causing someone to seek behavioral health support. For example, sometimes the root of a crisis is not necessarily psychiatric, but related to other factors, such as social, financial, or spiritual challenges. The SSMCP could convene focus groups to facilitate discussions among community providers and the military seeking to build out a robust network of resources across the fenceline such as:

- **Comprehensive Referral Networks:** Stakeholders suggested that regionally, the approach should be “no wrong door, but any door you enter will take responsibility to get you to the right one.” To that end, referral and service networks should include support services that include behavioral health support, as well as social, financial, and spiritual support, so that individuals can be connected with the service that best addresses their needs. An ancillary benefit to this approach is that it could help alleviate some of the pressure on behavioral health services, which often have long wait times.
- **Peer-to-Peer Resources:** Similar to comprehensive referral networks, stakeholders noted that peer-to-peer resources can be an excellent approach for providing individuals with support, including as an interim option while waiting to connect with a behavioral health provider and as a primary means of support. Peer-to-peer resources can include group activities connected to the community, such as volunteer activities, to help provide a sense of community and purpose. For example, the Veterans Conservation Corps Program runs programs where Veterans can learn to farm or build trails. They have found that those kinds of volunteer opportunities can be therapeutic and helpful for some individuals. Another example format of a peer support group is Alcoholics Anonymous. Ultimately, these social groups give participants a sense of exercising control over the quality and direction of their lives as they draw on lived experiences or shared characteristics to provide knowledge, experience, emotional assistance, practical help, and social interaction to help each other.
- **Enhancing “access points” for care:** Stakeholders reiterated the need to have ample access points for accessing care networks, especially because so many service members and their families live in the community. In addition to the link between Military OneSource and Washington 211, ideas such as developing a mobile app to coordinate resources, increasing outreach to rural areas, and leveraging telehealth were suggested. Bridging access points “hands the individual over” to another provider by taking responsibility of their continuity of care, rather providers letting go of the patient to “go it alone.” Peer-to-peer resources, as described above, also help to bridge these access points.

Stakeholders underscored the importance of venues, like the Behavioral Health Care Forum, as an opportunity for providers in the community and military to get to know one another and build trust across the fence line, which ultimately leads to more seamless referrals and support for service members and their families. Though the SSMCP may not take the helm in developing specific resources, the SSMCP provides a framework within which organizations can collaborate in pursuit of these goals.

2.5 Apply an Equity Lens to Future SSMCP Efforts

Direction from the SSMCP Steering Committee indicates that QoL-specific work plan actions or actions focused solely on recreation and leisure amenities are not seen as priorities for future SSMCP effort. However, the need to address issues of socioeconomic equity has been expressed by key stakeholders. The recommendation to apply an equity lens to future SSMCP efforts is a cross-discipline recommendation. This likely takes the form of incorporating the need for this analysis as a component in the scopes of work of future efforts, but may also include the SSMCP playing a supporting role in ongoing efforts more focused on equity. As an example of the former, future housing studies may seek to gather socioeconomic data to assess the extent to which differences in access to attainable and high-quality housing is affected by inequitable socioeconomic conditions. An example of the latter may be finding opportunities to support the Association of Defense Communities' (ADC) One Military, One Community Initiative.

Resource Areas Affected: All

Recommendations

The following are potential work plan action items for SSMCP to address the described needs:

A. Incorporate an Equity Lens in Future SSMCP Efforts

Incorporate the requirement for an analysis of socioeconomic equity factors in future scopes of work. SSMCP would act in a lead role in establishing such requirements.

B. Support ADC's One Military, One Community Initiative

Support the ADC's One Military, One Community Initiative. SSMCP would play a supporting role in this effort.

2.6 Establish a permanent point-of-contact for JBLM coordination

There is a demonstrated need for a long-term civilian liaison (or team) to facilitate timely, meaningful information-sharing between JBLM and the surrounding communities. A dedicated liaison (or team) would fill the gaps and serve as a preliminary connection point between the installation and the communities on a variety of topics.

The SSMCP was established ten years ago to "improve and formalize collaboration and coordination between the installation leadership and community executives." In response to this demonstrated need, the community mobilized and developed a formal membership structure (including a dues-paying system to fund staff). Today the SSMCP has about 50 member organizations, including the local cities, counties, and agencies that surround JBLM, and two personnel on staff. The SSMCP and its members continue to rely heavily on coordination with uniformed members of the military who rotate to other billets every 2-3 years.

At some installations throughout the Department of Defense infrastructure, civilian staff have been appointed as liaisons between their community and the installation to build institutional knowledge and provide a one-stop-shop for community inquiries. At these installations, it has been recognized that the coordination required with the host communities often transcends the boundaries of the installation and the silos on an organizational chart. For that reason, these staff members typically report directly to the installation commander while working closely with installation departments, divisions, directorates, tenants, etc.

The ideal appointee to such a position would be well-versed in local government and the operation of local non-governmental agencies. Ideally the liaison would be well-connected in the community or able to quickly build such networks for the installation's benefit. These liaisons may have a background in urban planning, engineering,

geography, landscape architecture, or political science (or any related field), or they may have a background in military operations.

Resource Areas Affected: All

Recommendations

The following is a potential work plan action item for SSMCP to address the described needs:

A. Advocate for and assist JBLM in creating a civilian Community Planning Liaison Officer (CPLO) position.

Following the precedent set by the Navy and Air Force at other joint installations, JBLM should consider the creation of and/or appointment of a dedicated civilian liaison officer to assist with issues related to community coordination, mission sustainment, and intergovernmental/interagency coordination. SSMCP would play a supporting role in this effort.

2.7 Transportation Demand Management Program Expansion

Expand the number and scale of transportation demand management programs available at JBLM to reduce the need for service personnel to rely on single-occupant vehicles to travel to and from base.

Resource Areas Affected: All

Recommendations

The following are potential work plan action items for SSMCP to address the described needs:

A. Support expansion of vanpool programs

SSMCP should support local transit agency and JBLM efforts to expand vanpool offerings both on and off-base. Expanding the vanpool offerings may help reduce the daily demand for vehicle access to JBLM. SSMCP would play a support role, assisting JBLM and local transit agencies with outreach and identifying funding sources.

B. Continue to enhance on-base shuttle system

SSMCP support the work of the JBLM Public Works staff to better understand how personnel are using the existing on-base shuttle system. Improving connectivity with off-base transportation hubs (including transit stops and TNC pickup/drop-off locations) could be explored for the existing shuttle system. SSMCP would likely play a support role, assisting JBLM and local transit agencies with outreach and coordination.

C. Relocation of Services Off-base

SSMCP should work with JBLM staff 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, assisting JBLM personnel and dependents, and the various service providers in the region.

significantly impacted local businesses in the study area and beyond. The SSMCP Executive Leadership Team largely felt there was a high need for this strategy (10/20/21 ELT meeting).

Draft Recommendations

The following are potential work plan action items for SSMCP to address the described needs:

A. Develop a communication strategy to support effective communication on JBLM's economic contributions to the region.

The strategy should focus on communicating JBLM in a relatable way such as through comparisons between JBLM and other companies/firms ranking high for economic significance (in terms of employment) in the State of Washington. Since JBLM ranks as one of the top employers in the state, the comparisons should focus on describing other top employers in the state that people might recognize or other metrics that resonate with target audiences. In addition, JBLM's value across the region and state should be emphasized. This information would contextualize JBLM and more effectively communicate its economic benefits. SSMCP would take a lead in hiring a firm to help provide a communications campaign. The communications experts could work in partnership with SSMCP and JBLM to ensure the communications plan will meet needs.

B. Measure the economic significance of JBLM on the region.

SSMCP should coordinate regional economic assessments of JBLM. SSMCP should consider measuring the economic significance around every 5 years. SSMCP should collect and maintain datasets useful for this economic impact modeling to help streamline the analysis (including data describing contracts).

2.2 Augment the Role of the Business and Economic Development Working Group

The role, mission, and focus of the Business and Economic Development Working Group should be revisited. The Business and Economic Development Working Group could be reinvigorated by including periodic check-ins on the Growth Coordination Plan and the monitoring of strategies and focused projects. This working group could augment its role by coordinating regionally focused projects, discussing economic strategies involving different partner organizations and agencies, and could support coordination of regional grant funding pursuits. The SSMCP has a critical role in coordinating different partners, agencies, and jurisdictions on regional level concerns such as employment and investment related initiatives. These types of initiatives should be discussed, explored, and developed to provide regional coordination. The SSMCP Executive Leadership Team determined there was mostly a medium need for this strategy (10/20/21 ELT meeting).

Draft Recommendations

The following are potential work plan action items for SSMCP to address the described needs:

A. Assess the Business and Economic Development Working Group role associated with proposed economic strategies for the 2022 Growth Coordination Plan.

SSMCP or the SSMCP coordinator should be involved, and they should solicit input from the Business and Economic Development Working Group.

B. Explore opportunities to expand the working group's role to support regional economic strategy coordination and collective grant funding pursuits.

Several stakeholders indicated that obtaining funding for programs that serve transitioning military personnel was an ongoing process. They felt that the Economic Development Working group could be helpful in obtaining funding by demonstrating strong coordination and partnerships in the region. Regular check-ins with partner organizations such as PTAC, the Lacey Veterans Services Hub, and others would help SSMCP better track the ongoing needs of these organizations. SSMCP or the SSMCP coordinator

should be involved, and they should solicit input from the Business and Economic Development Working Group.

C. Develop a plan for how the work group could help communicate the monitoring and assessment of progress associated with economic strategies.

SSMCP should monitor and report on the implementation of economic strategies to the working group. The working group could help identify ways to make progress, identify barriers withholding progress, and provide a forum to discuss solutions/next steps and resource needs. A simple way to do this would be to identify priorities on an annual basis and then develop a simple work plan to address the priorities. This also will help inform future Growth Coordination Plan updates.

2.3 Support Workforce Development Initiatives Focused on Helping Service Members Transitioning from JBLM and Their Families with Career Growth

Strengthening the workforce and providing more resources and education was a commonly recognized theme consistently in economic development strategies. Several plans included strategies which provided career transition and pathway support and job placement/entry level employment resources (apprenticeship programs, internships). The Lacey Veterans Services Hub provides veterans with employment, training, and job readiness assistance—including sharpening their resumes and interview skills. The Hub also partners with several organizations to provide services – JBLM unlimited, Worksource, Working for Washington, USAJOBS, and The Thurston Economic Development Council.

Over the last decade, the share of veterans has slightly decreased in the state and both counties.¹ The reasons for the lack of retention of veterans living and working in the region beyond their service should be analyzed further. Support should be provided to help JBLM service members better transition into the regional workforce. The project team should collect information on trends associated with veteran employment including information on where they are working. In addition, the plan should include research about workforce development opportunities to retain transitioning service members in the region. The project team should figure out the job clusters to leverage and then identify the resources needed to build up this talent. JBLM partners should work with SSMCP to address this need. The SSMCP Executive Leadership Team mostly perceived this strategy as meriting a medium to high need (10/20/21 ELT meeting).

The following recommendations would update **Strategy 4.07: Support Workforce Development of Retired Military and Spouses and Analyze Emerging Industries.**

Draft Recommendations

The following are potential work plan action items for SSMCP to address the described needs:

- A. Study veteran employment trends and the reasons for the lack of retention of veterans in the region to help identify strategies that would address the problem. Research existing skill gaps within the region’s major industry sectors to identify new and emerging industries that will benefit from an increased pool of skilled workers. Lastly, information should be collected to comprehensively describe the existing resources available to veterans to help identify gaps.**

SSMCP should lead this and gain support from other organizations and partners.

¹ Statewide, the share of Veterans as a percent of the total adult population decreased by 2.7 percentage points between 2010 and 2019 (11.6% to 8.9%). The statewide trend is also seen in both Pierce and Thurston Counties. Veterans as a share of the total adult population in Pierce County and Thurston County decreased slightly by around two percentage points between 2010 to 2019 (Pierce: 14.9% to 12.9%, Thurston: 15.1% to 13.0%). Source: U.S. Census Bureau, American Community Survey (ACS) PUMS Estimates, 2010 and 2019 (1-Year).

- B. Assist partner organization effectively providing support for JBLM service members transitioning into the workforce. Organizations supporting the employment stability and advancement of veterans and their families should be targeted.**

The work group should lead this and gain support from SSMCP. Several economic plans and strategies in the region include strategies providing career transition and pathway support and job placement/entry level employment resources (apprenticeship programs, internships). The Pacific Mountain Workforce Development Organization provides programs to help veterans with job placement, gain certifications useful for aviation industry employment, and more. The Lacey Veterans Services Hub also supports veterans with job placement and related skills. Organizations like this should be consistently supported to ensure they provide stable support to veterans and to encourage the expansion of support to help veterans and their families more effectively and inclusively.

- C. Pursue collaborations with higher education institutes and key vocational programs in the region offering fair wages and the opportunity for career advancement of transitioning JBLM service members. The goal is to focus on entities that could harness veteran talent, support their successful integration in the regional workforce and promote their economic prosperity.**

SSMCP should lead this and gain support from the Business and Economic Development working group and partners.

- D. Explore how SSMCP and its partners could broaden coordination with growing private businesses in the region to broaden opportunities for the employment of transitioning JBLM service members. (Cross discipline with the Education Resource area)**

SSMCP should lead this and gain support from the Business and Economic Development working group and partners.

2.4 Broaden the Recruitment of Local Businesses on JBLM Contracts

The JBLM contracting processes should be described in more detail to identify ways to support local businesses in their pursuit of JBLM contracting opportunities. The project team assessed trends associated with JBLM contracts and did find a general trend leaning towards more local contracting particularly for Pierce County businesses. This momentum should be further leveraged by finding more opportunities to help local businesses gain additional JBLM contracts. This recommendation is similar to **Strategy 4.06: Recruit Local Subcontractors on JBLM Construction Projects**. However, it generalizes the type of contracts to go beyond construction projects. The project team's analysis of contract dollars awarded to construction businesses from 2010 to 2020 showed increased allocation to Pierce County and Thurston County businesses particularly since 2017 (overall, approximately 42 percent of construction contracts were awarded to Pierce County businesses and seven percent were awarded to Thurston County businesses). JBLM allocates contracts to other sectors such as manufacturing; administrative, support and waste management/remediation services; professional, scientific, and technical services; etc. Continued local contracting in these other sectors and in general should be the focus of this recommendation. The SSMCP Executive Leadership Team mostly perceived this strategy as meriting a medium to high need (10/20/21 ELT meeting).

Draft Recommendations

The following are potential work plan action items for the SSMCP to address:

- A. Prolong the assistance offered to partner organizations effectively providing government contracting support for local businesses through activities such as hosting events, and providing training workshops, services, or education. Grants, resources, and funding should be considered for this support.**

This recommendation would update **Strategy 4.05: Train local firms on federal procurement strategies**. The Washington State Procurement Technical Assistance Center (PTAC) is a nonprofit

helping small businesses and entrepreneurs by supporting their needs with a variety of services and providing information to firms on government contract procurement opportunities in Washington State. PTAC could lead this and gain support from SSMCP to identify what type of assistance would be useful. The work of organizations like PTAC should be consistently supported to ensure they provide stable, broad support to local businesses in the region. SSMCP could partner with PTAC on events and help provide training and referrals. Other organizations recognized during outreach is the transitional military services council and local chambers of commerce.

B. Explore ways to expand contracting to include the recruitment of Black, Indigenous, and People of Color (BIPOC) business owners.

This was mentioned as a need during an interview with PTAC.

C. SSMCP should coordinate consistent data collection on JBLM contracting to support monitoring. This contracts data should include information on the company name, contract amount and duration, location, amount allocated to subcontract firms, number of subcontract firms, and industrial sector of the businesses.

SSMCP should lead this but gain support from JBLM. This data could be analyzed as a part of the economic impact modeling, described in 2.1B and by someone involved with monitoring JBLM's progress associated with local business government contracting.

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