



★ 2022 ★

JOINT BASE LEWIS-MCCHORD
GROWTH COORDINATION PLAN

Acknowledgements

The 2022 JBLM Growth Coordination Plan was developed in close partnership with SSMCP’s regional partners and reflects the input and expertise of many participating stakeholders. Special acknowledgment is due to SSMCP staff, the Executive Leadership Team, and Working Group Chairs, as well those other stakeholders and subject matter experts who provided valuable input during individual interviews.

SSMCP Staff

Bill Adamson, Program Director

Maria Tobin, Program Coordinator

Co-Chairs

Don Anderson, Councilmember, City of Lakewood

John Hutchings, Former Commissioner, Thurston County*

Tye Menser, Commissioner, Thurston County

SSMCP Executive Leadership Team

David Fullmer, Chief of Staff, JBLM

Don Anderson, Senior Counsel to the Executive, Pierce County

John Caulfield, City Manager, City of Lakewood

Scott Spence, City Manager, City of Lacey

Shannon Kelly-Fong, Assistant City Manager, City of Lacey

SSMCP Steering Committee

Joe Cushman, Director, Nisqually Tribe

Michael Grayum, Former City Administrator, Yelm*

Jennica Machado, Economic Development Manager, Thurston County

Rosa McLeod, Government Relations, City of Tacoma

Kierra Phifer, Local Government Affairs Manager, Puget Sound Energy

Larry Sanchez, Operations Director, Nisqually Tribe

Todd Stancil, Interim City Administrator, Yelm

Steve Sugg, City Manager, University Place

Andy Takata, City Manager, City of DuPont

Working Group Leads

Nichole Ayres, Clinic Director, Cohen Military Family Clinic, Healthcare Working Group

Ron Banner, Superintendent, Clover Park School District, Education Working Group

Marc Daily, Executive Director, Thurston Regional Planning Council, Transportation Working Group

Amanda Kirilenko, Communications Director, CarePartners, Healthcare Working Group*

Doug Mah, Director of Public Policy, Thurston County Chamber, Business & Economic Development Working Group

Steve O’Ban, Senior Counsel for Behavioral Health, assisted by Arrika Rayburn, Behavioral Health Program Specialist, Pierce County, Health Care Working Group

Tom Pierson, President and CEO, Tacoma-Pierce County Chamber of Commerce, Business & Economic Development Working Group

Dona Ponepinto, President and CEO, assisted by Kelvin Ceasar, Sr. Manager, Policy & Community Engagement, United Way of Pierce County, Social Services Working Group

David Schroedel, VP, Tacoma Pierce County Chamber, Business & Economic Development Working Group

JoAnn Schueler, Asst. Region Administrator for Multimodal Development & Delivery, Washington Department of Transportation, Transportation Working Group

Lindsey Sehmel, Principal Planner, Pierce Transit, Transportation Working Group

*Indicates that persons acknowledged are not in the present role as of publication of the 2022 JBLM GCP

Stakeholders and Subject Matter Experts

Rob Allen, Senior Economic Development Specialist, Pierce County

Dr. Margo Bergman, Associate Teaching Professor, University of Washington (UW)
– Tacoma

Dave Bugher, Assistant City Manager, City of Lakewood

Michael Cade, Thurston Economic Development Council

Tim Ford, Association of Defense Communities

Anita Gallagher, Senior Manager Government Relations, City of Tacoma

Alecia Grady, Armed Forces Community Service, JBLM

Shelly Helder, Gordon Thomas Honeywell, SSMCP Government Affairs Consultant

Lori Keller, Former Dean of Instruction, Bates Technical College

Barb Kincaid, Community Development Director, City of DuPont

Tom Knight, Former Chief of Staff, JBLM & Former SSMCP Executive Leadership Team

Liz Larter, District Director, Washington’s 10th Congressional District

Paul Loveless, Town Administrator, Town of Steilacoom

Sarah Luna, Former Program Coordinator, SSMCP

Andrew Neiditz, Former Community Development Director and Mayor, City of Lakewood

Dontae Payne, Deputy District Director, 10th Congressional District Office of Congresswoman Marilyn Strickland

Joseph J. Piek, Garrison Public Affairs Officer, JBLM

LTC Kelly Rakes, Deputy Chief of Staff, JBLM, Joint Base Garrison Headquarters

Tiffany Speir, Long Range & Strategic Planning Manager, ARPA Program Manager, City of Lakewood

Representative Marilyn Strickland, 10th Congressional District and serves on the House Armed Services Committee

David Troutt, Natural Resources Director, Nisqually Indian Tribe

MAJ Walstrom, I Corps Public Affairs Office, Joint Base Garrison Headquarters

Else Wingert, Armed Forces Community Service, JBLM

Consultant Team



Lisa Klein
Project Director

Wayne Carlson
Principal-In-Charge

The Schreifer Group

Geoff Appel
Technical Project Manager



Jennifer Cristobal
Team Lead



Robert Parker
Team Lead



Jon Pascal
Team Lead

IDENTITY

SSMCP is a partnership of more than 50 members: cities, counties, tribes, nonprofits, corporations, organizations, and Joint Base Lewis-McChord.

VISION

We seek to bridge military and civilian communities through innovative and flexible partnerships and performing mutually beneficial work in the South Sound.

MISSION

We aim to foster communication and mutual benefit by coordinating amongst our partnership on complex issues affecting the military and civilian communities.



Executive Summary

The 2022 Joint Base Lewis-McChord (JBLM) Growth Coordination Plan (GCP) is the South Sound Military & Communities Partnership's (SSMCP) guiding document to support its mission of addressing issues that affect military and civilian communities around JBLM and to foster outcomes that are mutually beneficial for the South Puget Sound region.

The GCP was funded through a grant from the Office of Local Defense Community Cooperation (OLDCC) under the U.S. Department of Defense (DoD). The plan is a result of a collaborative effort among local, regional, state, federal, and tribal partners that is designed to create dialogue and collaboration around complex issues related to JBLM.

Mission:

“Develop a long-range action plan that assesses existing conditions, identifies opportunities for improvements, and establishes a framework of implementable and measurable action items that are designed to improve the quality of life in the JBLM region, while balancing military readiness and community interests.”

The 2022 GCP builds on and updates the 2010 GCP. The current effort assesses the continued relevance of the strategies and priorities described in the 2010 GCP and, based on the assessment, modifies SSMCP Work Plan priorities. Many of the work plan recommendations outlined in the 2010 GCP have been completed. Likewise, the SSMCP has spearheaded completion of the 2015 Joint Land Use Study (JLUS) and most of its recommendations.

Conditions in the region have changed since the 2010 GCP was written. The joint base was established in October 2010, followed by the establishment of the SSMCP in May 2011 – one of the major recommendations from the 2010 GCP. Combat operations in Iraq and Afghanistan have ended. Following the drawdown of forces, the recurring rotational deployments to Iraq and Afghanistan that had such a stressful influence on military families have virtually ceased.

Underpinning this effort is the recognition of interdependency of JBLM and the broader South Puget Sound region. JBLM's economic impact is considerable; JBLM has an estimated \$9 billion in salary/wage earnings that helps to produce almost \$14 billion in gross output which translates into \$2.25 billion in revenue for federal, state, and local governments. Regional economic conditions; transportation and utility infrastructure; housing availability; land use development patterns; public safety and emergency services; environmental quality; and access to health care, social services, education, and child care resources all have the potential to enable or hinder the mission readiness of the joint base and its more than 38,000¹ service members and their families.

Conversely, the presence of JBLM in the region places weight on the broader community infrastructure. With 71% of the active duty force and a total of 87% of the JBLM workforce living off-base in JBLM's surrounding communities, this assessment was very much needed. Recent growth stems from new unit stationing on JBLM. As an example, a new Security Force Assistance Brigade and a new Multi-Domain Task Force are now stationed on JBLM. The United States Air Force moved its C17 training school to JBLM. Assigned military strength continues to expand. Over the analysis period of fiscal years 2003 to 2020, JBLM added approximately 10,596 full-time military personnel, which represents a 54 percent expansion.²

Some impacts are specific to a military installation, such as noise from aircraft or training operations. Other impacts are similar to those that occur with any major population center: housing demand, traffic congestion, demand for health care, child care and other services.

While the Washington State Growth Management Act (GMA) recognizes the vital nature of military installations to the state's economy and encourages the protection of land surrounding military installations from incompatible development, the

¹ Source: Plans, Analysis, and Integrations Office at Joint Base Lewis-McChord, 2021.

² Ibid.

As of 2021, there were approximately 54,355 active duty service members, civilians, and contractors supporting JBLM. JBLM forecasts its military personnel and civilian population to increase by 2,537 persons by 2026.

unique needs and impacts of military installation growth are not well-accounted for in local and regional community planning processes. The SSMCP and GCP are intended to meet this planning need through coordination among military, community, and tribal partners to ensure the continued viability of JBLM and a high quality of life for all members of the South Sound community.

The 2022 GCP provides a summary of the analysis performed during the course of the study; documents guidance received from stakeholders, including SSMCP membership and the broader public; and a set of recommended strategies that will form the basis of SSMCP's ongoing work plan.

The study is structured around analysis of 11 core resource areas. The resource areas provided the starting point for research and organized the initial development of recommended strategies. The study began by investigating a similar set of resource areas that structured the 2010 GCP. This provided continuity in the analysis and allowed the SSMCP the opportunity to evaluate progress toward completing the objectives in the 2010 study.

During the course of the existing conditions research, the land use and housing resource areas were combined and a climate change resource area was added. SSMCP serves as a legislative advocate on behalf of local governments and the JBLM military community. This work includes, but is not limited to, promoting information sharing and regional collaboration. Advocating for a shared regional legislative agenda is more influential and effective when many local jurisdictions speak with one voice. The success of SSMCP's legislative priorities have demonstrated this.

The 2022 JBLM GCP provides a robust work plan to drive SSMCP efforts for the next ten years with the ultimate goal of enabling a high quality of life for military families and the region as a whole.

While this study began by examining issues focused on the 11 core resource areas, many of the most pressing issues facing the region are cross-discipline in nature or simply one piece of a larger picture. The greatest needs identified in this study largely align with the pressing needs for the region as a whole.

The GCP presents the SSMCP with a recommended 2023-2024 SSMCP Work Plan. The near-term work plan represents the highest priority and short-term implementation strategies as summarized below:

- Support development of and access to on- and off-base housing
- Advocate for occupational licensure portability
- Pursue funding for I-5 corridor improvements
- Measure and communicate the economic benefits of JBLM to the region
- Support improvements to family and child care provider communications and connections
- Support behavioral health care initiatives that expand services
- Implement land use compatibility in policies and at the North Clear Zone
- Evaluate and update working group work plans
- Support regional initiatives to address military family food insecurity
- Support DoD efforts to address climate change and mitigate impacts to mission readiness

11 core resource areas:

- Economics
- Transportation
- Land Use
- Housing
- Education and Child Care
- Social Services
- Health Care
- Public Utilities and Infrastructure
- Public Safety
- Quality of Life
- Climate Change