SOUTH SOUND MILITARY & COMMUNITIES PARTNERSHIP

September 12, 2025

REQUEST FOR PROPOSALS

JBLM Growth Implementation II 2025

The South Sound Military and Communities Partnership (SSMCP) works to address issues that affect military and civilian communities around Joint Base Lewis-McChord (JBLM) and to foster outcomes that are mutually beneficial for the South Puget Sound region.

SSMCP anticipates approved federal funding from the Office of Local Defense Community Cooperation (OLDCC) of the Department of Defense to accomplish the tasks below while continuing its collaborative partnership with JBLM to ensure continued operations, functions and missions at JBLM.

The South Sound Military & Communities Partnership (SSMCP) is seeking bids for professional services from professional consulting firms (hereinafter called "Consultant") to conduct the following:

Project 1: Transportation Corridor Readiness Study
Project 2: Communications Interoperability Plan
Project 3: Energy Grid Readiness Plan for the JBLM / South Puget Sound region.

Requests for Proposals (RFPs) can be found on the SSMCP's website at: https://www.ssmcp.org/jblm-growth-implementation-ii-2025/

The start date for this project is contingent upon receipt of grant funding from the Department of Defense (DoD). The SSMCP will serve as the project coordinator and as the point of contact for consulting services. Following selection, the consultant will prepare a coordinated Work Plan including a refined scope, schedule, budget, and project organization chart.

Submittals must be filed with the City of Lakewood, WA at 6000 Main Street SW, Lakewood, WA, 98499, by 4:30 pm PST on Friday, October 10th. The City of Lakewood reserves the right to reject any and all submittals.

The City of Lakewood does not discriminate on the basis of race, creed, color, ethnicity, national origin, sex, age, or marital status. The selected vendor must be able to demonstrate EEO/ADA compliance.

For additional information, contact Maria Tobin, Program Manager for the South Sound Military & Communities Partnership (SSMCP), at 253.983.7804 or e-mail <mtobin@cityoflakewood.us>.

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REQUEST FOR PROPOSALS

Professional Services

I. INTRODUCTION AND PURPOSE

The purpose of this Request for Proposals (RFP) is to solicit proposals to establish a contract through competitive negotiation for professional services from one consultant to assist the South Sound Military & Communities Partnership in conducting three projects based on the 2024 JBLM Military Installation Resiliency Review (2024 MIRR), available at https://www.ssmcp.org/military-installation-resiliency-review/:

Project 1: Transportation Corridor Readiness Study
Project 2: Communications Interoperability Plan
Project 3: Energy Grid Readiness Plan

A full narrative and needs description for this project is attached to Attachment A, Attachment B, and Attachment C.

II. PROJECT BACKGROUND

The 2022 Joint Base Lewis-McChord (JBLM) Growth Coordination Plan (GCP) is the South Sound Military and Communities Partnership (SSMCP)'s 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 results of the September 2024 Military Installation Resilience Review (2024 MIRR) follow 10 U.S.C. Section §101(e)(8) and include recommendations for implementing military readiness projects. The three highest priority projects that will be implemented with funding from the DoD's OLDCC are listed below:

Project 1: TRANSPORTATION CORRIDOR READINESS STUDY

Building on the 2024 MIRR and other regional transportation planning exercises, conduct a regional defense-focused JBLM area transportation corridor readiness study to identify, evaluate, and address gaps. 11 of the top 22 highest risk critical assets identified during the 2024 MIRR planning process were transportation assets at risk for considerable damage due to disaster events, most significantly a large earthquake. Such damage would significantly hinder JBLM's ability to deploy and respond during and after disaster events.

In addition, several broader transportation issues associated with ensuring effective movement of service members and resources along key corridors were identified, including the need for the installation to deploy people and equipment, installation access, congestion management, and emergency evacuation. The need for a resilient transportation system that supports these critical functions is key to the

success of the installation's mission and a requirement of the JBLM Master Installation Plan.

Recognizing that transportation system improvements sufficient to achieve this goal are not achievable soon but would more likely occur 10-20 years out, the assessment process will develop recommendations for operational measures to respond to a disaster event during the interim in addition to the recommendations for capital improvement planning.

PROJECT 2: COMMUNICATION INTEROPERABILITY PLAN

The "Communications Lifeline" in the JBLM Defense Community can be best characterized as a "system of systems" connecting a network of partners and technologies. This includes partners with jurisdictional responsibility (e.g., service areas for law enforcement and fire service agencies) and partners with responsibility for specific assets (e.g., Washington State Patrol, Washington National Guard, Emergency Management, and Interstate 5). Recognizing this interconnectivity, partners in the region have made significant advances in enhancing communications interoperability in recent years.

In many areas, these systems are now interoperable and communication flows seamlessly between partners, but there remain gaps, including areas around JBLM, that can create challenges when circumstances require quick and effective communication between partners using systems without Interoperability. For example, in some cases, the radio systems and frequencies/Talk Groups used in emergency responses differ between JBLM and its surrounding defense community partners. This lack of interoperability hinders effective coordination (e.g., issues of permission and authority) and communication (e.g., shared frequencies) during emergencies as well as creates barriers for interagency training. This project will identify and resolve issues leading to a lack of interoperability.

PROJECT 3: ENERGY GRID RESILIENCE FOR THE LOCAL DEFENSE COMMUNITY

JBLM and its Defense Community are reliant on power to perform their mission critical activities; hazard events can result in infrastructure damage as well as supply chain disruptions that impact the reliability of the energy grid. A key aspect of energy grid readiness is ensuring that the power generation, transmission, and distributions systems have redundant support and that technologies employed are augmented by effective management and coordination strategies between partners.

Currently, Tacoma Public Utilities (TPU) provides electric power for JBLM through six primary substations. However, no built-in energy storage capacity exists at these substations, which means the installation and Defense Community would compete for the same energy resources during an emergency or disaster that disrupts the energy grid.

JBLM is actively engaged in planning for energy readiness through exploration of strategies for the installation to function as an 'island' when the energy grid is disrupted outside the fence line. But while on-base solutions are a key part of any solution, particularly with the availability of protected land, there is strong opportunity to collaborate on a strategy that is also beneficial to the JBLM Defense Community.

The Energy Grid Readiness Study aims to understand, through the lens of energy readiness, what combinations of power generation in the community and on the installation make the most sense. It will result in the identification and prioritization of technologies that benefit the community and JBLM.

To reflect the complexity of the study area, a wide array of partners are involved in the process, including but not limited to: JBLM Headquarters and staff DoD, Washington State Department of Commerce Nisqually Indian Tribe, Pierce County, Thurston County, City of DuPont, City of Lacey, City of Lakewood, City of Rainier, City of Roy, Town of Steilacoom, City of Tacoma, City of Yelm, Tacoma-Pierce County Chamber, Tacoma-Pierce County Health Department, and the Thurston Regional Planning Council (TRPC).

III. SCOPE OF WORK

The consultant and/or its sub-consultants will be responsible for completing the tasks in the Scope of Work **(Attachment B**). Project costs cannot exceed **$536,400.**

IV. PROJECT SCHEDULE

The start date for this project is contingent upon receipt of grant funding from DOD. The project shall be completed by December 31, 2026.

V. PROJECT ORGANIZATION AND MANAGEMENT

The City of Lakewood, WA will act as the project sponsor. The SSMCP will serve as the project coordinator, and SSMCP's Program Manager will serve as Project Manager and as the point of contact for consulting services. Following selection, the consultant will prepare a coordinated Work Plan including a refined scope, schedule, budget, and project organization chart.

VI. REPORTING REQUIREMENTS

The Consultant shall be responsible for the following reporting requirements:

1. Semi-monthly reports to Project Manager that shall include updates on the status of the planning process and the project expense reports.

2. A critical path schedule for the planning effort detailing the start of the project, major deliverable dates, estimated meeting dates and estimated completion dates for the deliverables.

3. Provide complete pricing. Appropriateness and flexibility of pricing arrangements.

4. Any additional services or procedures of benefit to the SSMCP and the City not specifically required herein, which the Contractor offers to provide and believes will be beneficial to the project.

5. Other requirements as determined during the contracting process.

VII. PROPOSAL PREPARATION AND SUBMISSION REQUIREMENTS

All respondents should submit a written proposal to include information about the respondent directly related to each of the Selection Criteria outlined in Section VIII below. All information should be submitted succinctly. By submitting a proposal, offerors certify that all information provided in response to this RFP is true and accurate.

A. RFP Response:

In order to be considered for selection consultants must submit a complete response to this RFP. One (1) electronic copy must be submitted no later than 4:30 PM on Friday, October 10th, 2025 to:

mtobin@cityoflakewood.us

RFP: JBLM Growth Implementation II
City Clerk, City of Lakewood
6000 Main St SW
Lakewood, WA 98499-5027B. Proposal Format:

C. Proposal Contents:

Proposals shall be signed by an authorized representative of the offeror. All information requested should be submitted. Failure to submit all information requested may result in the City giving a lowered evaluation of the proposal. The City may reject proposals that are substantially incomplete or lack key information. Proposals received after the response time and date will not be opened or considered for award.

D. Proposal Preparation:

Proposals should be prepared simply and economically, providing a straightforward, concise description of capabilities to satisfy the requirements of the RFP. Emphasis should be placed on completeness and clarity of content.

E. Required Proposal Elements:

Proposals should be as thorough and detailed as possible so that the City may properly evaluate the Consultant's capabilities to provide the required services.

Consultants are required to submit the following items as a complete proposal:

1. A written narrative statement on **Qualifications and Experience:**

   a. Qualifications and experience of the firm in developing plans as described in the Scope of Work.

   b. Experience with drafting and/or implementing Growth Coordination Plans (GCPs), Military Installation Resiliency Reviews (MIRRs), Joint Land Use Studies (JLUSs) and related Office of Local Defense Community Cooperation (OLDCC) / Economic Adjustment (OEA) projects.

   c. Expertise in forming and working with multi-agency partnerships.

2. **Specific plans** for providing the proposed services, including:

   a. What, when, and how the service will be performed; and

   b. Ability to complete the project within the estimated time frame.

3. **Explain how specific tasks will be accomplished:**

   a. Familiarity with JBLM

   b. Meetings with subject matter experts in all overlay areas

   c. Learning about past efforts and assessments

   d. Learning about other military communities of similar size in the U.S. with traffic congestion problems that could impact real world missions

   e. A robust coordination process including all involved stakeholders. The parties involved in developing this study will be, at a minimum, JBLM, the Cities of Lakewood, DuPont, Lacey, Yelm, Tacoma, and University Place, the Town of Steilacoom, Thurston County, Pierce County, and the Nisqually Indian Tribe.

The City reserves the right to reject any and all proposals.

The City encourages disadvantaged, minority, veteran, and women-owned consulting firms to respond. The project described is subject to federal funding; any contract award is contingent upon receipt of that funding.

The Consultant shall comply with the regulations relative to nondiscrimination. The Consultant shall comply with the American Disabilities Act of 1992, as amended.

VIII. EVALUATION AND AWARD CRITERIA

A. Evaluation Criteria:

The City will use a Selection Committee to review and evaluate all Statements of Qualification submitted by firms responding to the RFP. The proposals will be evaluated and ranked based on the Evaluation Criteria detailed below. The Selection Committee may choose to ask the top-ranked firms to attend a presentation/interview as part of the evaluation process.

The successful consultant is expected to provide a multidisciplinary team with the demonstrated qualifications, experience and expertise to complete the desired analysis, as well as demonstrate a capacity to manage the Project and direct the efforts of the team.

Experience in conducting multi-jurisdictional studies involving military installations and familiarity with the content of the 2024 JBLM MIRR is important. In addition, the consultant must demonstrate an interest in the Project, convey an understanding of the federal and Washington State laws, provide references for similar projects, demonstrate positive public participation skills, show an ability to work within the time schedule and provide the deliverables noted in the Proposed Work Program.

Evaluation Criteria	**Point Value**
Understanding of project requirements, scope and tasks and quality of proposed approach to address the scope of work.	20
Adherence to RFP instructions.	10
Military & public participation; the ability to effectively communicate with military organizations, federal, state and local governments, tribes, and the general public during a pandemic.	15
Pricing.	10
Capacity of the Respondent to perform the required work activities within the given time limitations, taking into consideration current and planned workload.	10
Experience addressing planning and coordination in urbanized regions experiencing military and civilian growth.	10
Knowledge of the 2024 Military Installation Resiliency Review, and the 2022 Growth Coordination Plan, the 2015 JBLM JLUS Study, familiarity with Washington State, and local planning regulations of jurisdictions in Thurston and Pierce counties.	10
Professional qualifications and experience of the individuals the Respondent will assign to provide the required services.	10
Names, addresses and telephone numbers of clients for whom the Respondent has performed projects of similar or related size and type.	5
TOTAL:	**100**

B. Award of Contract:

The City shall engage in individual discussions with offerors deemed fully qualified, responsible and suitable on the basis of initial responses and with emphasis on professional competence to provide the required services. Repetitive informal interviews shall be permissible.

Such offerors shall be encouraged to elaborate on their qualifications and performance data or staff expertise pertinent to the proposed project, as well as alternative concepts. The City will provide third party notification should any proprietary information be requested by the public or competitors.

At the conclusion of the informal interviews, on the basis of evaluation factors published in the Request for Proposals and all information developed in the selection process to this point, the City shall select, in the order of preference, two or more offerors whose professional qualifications and proposed services are deemed most meritorious. Negotiations shall then be conducted, beginning with the offeror ranked first. If a contract can be negotiated at a price considered fair and reasonable, the award shall be made to that offeror. Otherwise, negotiations with the offeror ranked first shall be formally terminated and negotiations conducted with the offeror ranked second, and so on, until such a contract can be negotiated at a fair and reasonable price.

IX. RFP AVAILABLE ONLINE

Available on-line at:. https://www.ssmcp.org/jblm-growth-implementation-ii-2025/

For further information, please direct questions to Maria Tobin, SSMCP Program Manager at 253-983-7804 or mtobin@cityoflakewood.us

ATTACHMENT A: NARRATIVE

The 2022 Joint Base Lewis-McChord (JBLM) Growth Coordination Plan (GCP) is the South Sound Military and Communities Partnership (SSMCP)'s 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. SSMCP will continue its collaborative partnership with JBLM to ensure continued operations, functions and missions at JBLM.

The results of the September 2024 Military Installation Resilience Review (2024 MIRR) follows 10 U.S.C. Section §101(e)(8) and includes recommendations for implementing military readiness projects funded by this grant. The three highest priority projects that will be implemented with funding from OLDCC are listed below:

Project 1: TRANSPORTATION CORRIDOR READINESS STUDY

Building on the 2024 MIRR and other regional transportation planning exercises, conduct a regional defense-focused JBLM area transportation corridor readiness study to identify, evaluate, and address gaps. 11 of the top 22 highest risk critical assets identified during the 2024 MIRR planning process were transportation assets at risk for considerable damage due to disaster events, most significantly a large earthquake. Such damage would significantly hinder JBLM's ability to deploy and respond during and after disaster events. SSMCP will also be including the Terminal 7 at the Port of Tacoma in the transportation readiness study as it is the waterway used to transport military cargo to or from JBLM.

In addition, several broader transportation issues associated with ensuring effective movement of service members and resources along key corridors were identified, including the need for the installation to deploy people and equipment, installation access, congestion management, and emergency evacuation. The need for a resilient transportation system that supports these critical functions is key to the success of the installation's mission.

Recognizing that transportation system improvements sufficient to achieve this goal are not achievable soon but would more likely occur 10-20 years out, the assessment process will develop recommendations for operational measures to respond to a disaster event during the interim in addition to the recommendations for capital improvement planning.

PROJECT 2: COMMUNICATION INTEROPERABILITY PLAN

The Communications Lifeline in the JBLM Defense Community can be best characterized as a "system of systems" connecting a network of partners and technologies. This includes partners with jurisdictional responsibility (e.g., service areas for law enforcement and fire service agencies) and partners with responsibility for specific assets (e.g., Washington State Patrol, Washington National

Guard, Emergency Management, and Interstate 5).

Recognizing this interconnectivity, partners in the region have made significant advances in enhancing communications interoperability in recent years. In many areas, these systems are now interoperable and communication flows seamlessly between partners, but there remain gaps, including areas around JBLM, that can create challenges when circumstances require quick and effective communication between partners using systems without Interoperability. For example, in some cases, the radio systems and frequencies/Talk Groups used in emergency responses differ between JBLM and its surrounding defense community partners. This lack of interoperability hinders effective coordination (e.g., issues of permission and authority) and communication (e.g., shared frequencies) during emergencies as well as creates barriers for interagency training. This project will identify and resolve issues leading to a lack of interoperability.

PROJECT 3: ENERGY GRID READINESS FOR THE LOCAL DEFENSE COMMUNITY

JBLM and its Defense Community are reliant on power to perform their mission-critical activities; hazard events can result in infrastructure damage, as well as supply chain disruptions, that impact the reliability of the energy grid. A key aspect of energy grid readiness is ensuring that the power generation, transmission, and distributions systems have redundant support and that technologies employed are augmented by effective management and coordination strategies between partners.

Currently, TPU provides electric power to JBLM through six primary substations. However, no built-in energy storage capacity exists at these substations, which means the installation and Defense Community would compete for the same energy resources during an emergency or disaster that disrupts the energy grid.

JBLM is actively engaged in planning for energy readiness through an identification of strategies that would allow the installation to function as an 'island' if the energy grid was disrupted outside the fence line. In August 2025, JBLM was awarded a contract for a microgrid to power the JBLM Gray Army Airfield. But while on-base solutions are a key part of any solution, particularly with the availability of protected land, there is strong opportunity to collaborate on a strategy that is also beneficial to the JBLM Defense Community.

The Energy Grid Readiness Study aims to understand, through the lens of energy readiness, what combinations of power generation in the community and on the installation make the most sense. It will result in the identification and prioritization of technologies that benefit the community and JBLM.

Reflecting the complexity of the study area, a wide array of partners are involved in the process, including but not limited to:

JBLM Headquarters and staff DoD
WA State Department of Commerce
Nisqually Indian Tribe
Pierce County
Thurston County
City of DuPont

City of Lacey
City of Lakewood
City of Rainier
City of Roy
Town of Steilacoom
City of Tacoma
City of Yelm

Tacoma-Pierce County Chamber of Commerce
Tacoma-Pierce County Health Department
Thurston Regional Planning Council (TRPC)

ATTACHMENT B:

Scope of Work for

PROJECT 1: TRANSPORTATION CORRIDOR READINESS STUDY

Task 1.0 Project Management

This task includes preparing a Project Management Plan (PMP) and assisting SSMCP staff with agenda items for regularly scheduled meetings, tracking and facilitating milestone meetings, and submitting a monthly schedule, budget, and project status reports. It also includes developing a project work plan and conducting kick-off meetings.

Assumptions -

1. Contractor will schedule, coordinate, and prepare for all meetings, as required.
2. Agendas and meeting minutes will be kept and shared during the project.
3. Contractor shall present progress reports (monthly and final) timeline.

Task 2.0 Confirm Priority Transportation Corridors

This task requires establishing a project task force leveraging the work completed by the SSMCP Transportation Work Group.

Assumptions-

1. Contractor will confirm corridors supportive of JBLM

Task 3.0 Develop Project Stakeholders and Responsibilities for each Corridor

This task identifies relevant stakeholders for each corridor, including corridor owners and emergency management representatives.

Assumptions-

1. The task force will work to identify the appropriate stakeholders for each corridor, including owners and emergency managers, who will contribute to corridor assessment and adaptation project development.
2. The project team will develop a communication structure for the project and each corridor for improved interagency coordination.

Task 4.0 Establish Key Planning Scenarios

This task requires the contractor to work with JBLM and the identified agency representatives to identify the key critical seismic and natural hazard scenarios from regional natural hazard mitigation planning efforts that are most critical to the identified transportation corridors.

Assumptions-

1. Based on the 2024 MIRR work and reviews, the likely most critical hazard scenarios are a large regional earthquake such as the Cascadia Subduction Zone earthquake and tsunami and a significant flood event. However, precipitation events and their effects, such as bridge scour, storms, land sliding, and sea level rise, should also be considered. Work with key stakeholders to complete a series of scenario-based discussions to inform the transportation corridor readiness study and help establish the critical scenarios.

Task 5.0 Conduct Enhanced Risk and Readiness Assessment

This task follows the selection of priority routes and identification of key stakeholders/partners for each corridor. A communications plan will already be in place. The scope of this phase is focused specifically on assessing risk and readiness in relation to installation requirements for these routes. It is important to recognize that competing priorities from owner/operators or surrounding communities may introduce additional vulnerabilities to mission readiness.

- Gather needed data inputs including available hazard and infrastructure condition data and owner/operator plans, projects, and priorities
  Tactic: Direct engagement with infrastructure owners/operators (e.g., data calls, interviews)
- Develop initial Risk and Readiness Assessment including evaluation of corridor infrastructure vulnerabilities using geospatial hazard and asset condition data, and assessment of risk to defense function and service level based on competing community priorities (e.g., community evacuation)
  Tactic: Consultant internal SME/GIS analysis; direct interviews with owner/operators
- Conduct validation workshops with SSMCP Transportation Working Group and infrastructure owners/operators to confirm findings and refine assumptions
  Tactic: Working Group meetings; corridor-specific focus groups
- Compile results of risk and readiness assessment into a report that will serve as the basis for development of adaptation recommendations Tactic: Consultant internal report development; SSMCP / Working Group / owner/operator review

Task 6.0 Develop Adaptation Recommendations

This task involves working with transportation infrastructure owners (agencies) to build on existing capital improvement planning and identified hazard adaptation actions to develop adaptation recommendations for each priority corridor, improving readiness within the system and filling gaps identified during the risk and readiness assessment.

Assumptions-

1. The Contractor will also create adaptation recommendations that will include physical infrastructure improvements to build readiness in each corridor and operational improvements to fill readiness gaps while physical improvements are

implemented.

2. Operational improvements may include identifying temporary infrastructure repairs, stockpiling repair materials, and identifying detours and temporary transportation measures, such as temporary bridges, waterway detours, or alternative access.

Task 7.0 Identify Funding and Strategies and Implementation Plan

For this task, to complete the assessment, the team will work together to identify priorities within the physical and operational measures identified and potential funding opportunities for implementation. Finally, an overall implementation plan will be developed for improvement and measure implementation for the installation and the agency owners.

Task 8.0 Project Final Report

This task includes handling the development of a final project report.

Assumptions -

The Contractor shall provide the following deliverables:

- Deliverable 1: Proposed outline for the final report, including presentation and outline
- Deliverable 2: Transportation Corridor Readiness Study and Supporting Documents; Draft and Final
- Deliverable 3: High-level recommendations memo including Installation Readiness project priority list; Draft and Final (5 copies)
- Deliverable 4: Presentations on the final report (up to 3 copies)

Timeline and Milestones

Task 1.0: Project Management (Months 1–18)

• Milestones:

1. Kickoff meeting with SSMCP and contractor
2. Finalize and approve Project Management Plan (PMP)
3. Develop project work plan and meeting schedule
4. Begin monthly progress and budget reporting

Task 2.0: Confirm Corridors (Months 4–6)

- Milestone: Corridor list finalized by the end of Month 6.

Task 3.0: Stakeholder Development (Months 4–6)

• Milestones:

1. Identify and invite key partners from JBLM, local and state jurisdictions
2. Confirm participation commitments

3. Communication structure established and in place by the end of Month 6.

Task 4.0: Hazard Scenarios (Months 6–9)

- Milestone: Planning scenarios confirmed by the end of Month 9.

Task 5.0: Risk & Readiness Assessment (Months 9–13)

- Milestone: Corridor vulnerability report completed by the end of Month 13.

Task 6.0: Adaptation Recommendations (Months 13–15)

- Milestone: Draft adaptation plan delivered by the end of Month 15.

Task 7.0: Implementation Plan & Funding (Months 15–16)

- Milestone: Finalized funding strategy approved by the end of Month 16.

Estimated Project Costs:

	PROJECT 1: TRANSPORTATION CORRIDOR READINESS STUDY		
Task	**Description**	**% of Total Project**	**Final Cost**
1.0	Project Management	7%	$ 22,000
2.0	Confirm Priority Transportation Corridors	2%	$ 5,000
3.0	Develop Project Stakeholders and Responsibilities for each Corridor	2%	$ 5,000
4.0	Establish Key Planning Scenarios	2%	$ 7,000
5.0	Conduct Enhanced Risk and Readiness Assessment	43%	$ 125,000
6.0	Develop Adaptation Recommendations	34%	$ 100,000
7.0	Identify Funding Strategies and Implementation Plan	5%	$ 15,000
8.0	Project Final Report	5%	$ 15,000
		• **100%**	**$ 294,000**

ATTACHMENT C: Scope of Work for

PROJECT 2: COMMUNICATIONS INTEROPERABILITY PLAN

Task 1.0 Project Management

This task includes preparing a Project Management Plan (PMP) and assisting SSMCP staff with agenda items for regularly scheduled meetings; track and facilitate milestone meetings; and submitting a monthly schedule, budget, and project status reports. This task also includes developing project work plan and conduct kick-off meetings.

Assumptions -

1. Contractor will schedule, coordinate, and prepare for all meetings, as required.
2. Agendas and meeting minutes will be kept and shared during the project.
3. Contractor shall present progress reports (monthly and final) timeline

Task 2.0 Establish the Project Team

Prior to advancing this effort, it will be important to ensure the participation of the right partners in the project. This includes both installation and emergency communications partners who are both owners of communications systems in the local defense community as well as the agencies that utilize those systems to communicate. This task involves identifying and confirming key participants for the Communication Interoperability Project Team.

The team should include representatives from local defense communities, emergency management agencies, public safety entities, local jurisdictions, and relevant federal and state partners. The project team will serve as the primary collaborative body for guiding the plan's development.

Assumptions:

1. Contractor will support SSMCP in identifying appropriate representatives.
2. Invitations to participate will be distributed, and participation commitments will be secured.
3. The team will meet regularly throughout the project lifecycle.
4. The team will review drafts and provide strategic input and validation.
5. A team contact list and meeting schedule will be developed.

Task 3.0 Assess Local Defense Community Communications Compatibility

The interoperability of communications systems and between partners varies across the community. For example, interoperability between Pierce County and JBLM is workable, but Thurston County still experiences challenges. As a first step, the project team will establish a shared understanding of the current state of communications interoperability in the local defense community. Collect relevant regional communications plans and develop an overview of the current emergency

communications landscape of the defense community.

Activities may include:

1. Inventory of current radio systems, software platforms, and shared networks
2. Review of mutual aid agreements and memoranda of understanding
3. Interviews with technical and operational staff
4. Identification of physical, technical, and procedural barriers
5. Review of prior after-action reports, exercises, or incidents that highlight communication failures

Assumptions:

1. Contractor will coordinate with agencies to collect data on communication systems and protocols.
2. Assessments will identify both hardware/software incompatibilities and policy/authority limitations.
3. Findings will directly inform the development of the interoperability plan.

Task 4.0 Develop Communications Interoperability Plan

Building on the results of the assessment, the project team will design and implement a planning process that establishes governance mechanisms and organizational roles and responsibilities for communications interoperability; outlines public safety technology and operations needed to maintain and enhance interoperability; and includes a strategy for improvement of defense community communications interoperability supported by funding strategies and an implementation plan.

Task 5.0 Project Final Report

Includes an interagency training and Training and Exercise Strategy. An interagency training and exercise strategy will support the final plan that is developed in a manner consistent with local emergency communications plans, the Washington Statewide Communication Interoperability Plan, and the planned JBLM Base Interagency Communications Plan / Program. This will include opportunities to test existing operational communications response plans (e.g. Emergency Support Function 2) and the use of shared frequencies between the community and JBLM. This task includes handling the development of a final project report.

Assumptions -

The Contractor shall provide the following deliverables:

1. Deliverable 1: Proposed outline for the final report, including presentation and outline
2. Deliverable 2: Communications Interoperability Plan and Supporting

Documents; Draft and Final

3. Deliverable 3: High-level recommendations memo; Draft and Final (5 copies)
4. Deliverable 4: Presentations on the final report (up to 3 copies)

Timeline and Milestones

Phase 1: Project Initiation and Planning (Month 1–2)

• Milestones:

1. Kickoff meeting with SSMCP and contractor
2. Finalize and approve Project Management Plan (PMP)
3. Develop project work plan and meeting schedule
4. Begin monthly progress and budget reporting

Phase 2: Stakeholder Engagement and Team Formation (Month 2–3)

• Milestones:

1. Identify and invite key partners from JBLM, local jurisdictions, emergency services, and communications system owners
2. Confirm participation commitments
3. Develop team contact list and regular meeting schedule
4. First meeting of the Communications Interoperability Project Team
5. Define team roles in reviewing plan drafts and providing input

Phase 3: Current State Assessment (Month 3–5)

• Milestones:

1. Complete inventory of current systems: hardware, software, and networks
2. Collect mutual aid agreements, MOUs, and regional comms plans
3. Conduct interviews with system operators and technical staff
4. Identify interoperability gaps, including technical, procedural, and jurisdictional barriers
5. Analyze prior incidents, exercises, and after-action reports
6. Complete interim assessment findings report

Phase 4: Strategy and Plan Development (Month 6–8)

• Milestones:

1. Host strategic planning workshops with project team and stakeholders
2. Draft governance structure and partner responsibilities
3. Identify shared frequency protocols and operational integration opportunities

4. Develop strategies to align with state and DoD plans
5. Prepare and circulate draft Communications Interoperability Plan
6. Receive and incorporate feedback from the team and key reviewers

Phase 5: Training, Exercises, and Final Report (Month 9–11) Related to Task 5.0 – Project Final Report

• Milestones:

1. Develop interagency training and exercise strategy, incorporating Emergency Support Function 2 protocols, interoperable frequency use between JBLM and the community, and alignment with WA Statewide SCIP and JBLM Interagency Plan
2. Draft high-level recommendations memo
3. Complete and present draft final report to stakeholders (Deliverables 1–3)
4. Finalize all documents and submit (Final Communications Plan, strategy, memo)
5. Conduct up to 3 final presentations of project findings (Deliverable 4)

Phase 6: Project Closeout and Transition (Month 11–12) Related to Task 1.0 – Project Management (Closeout Duties)

• Milestones:

1. Submit final progress and financial reports
2. Archive meeting notes, agendas, and project correspondence
3. Transition ownership of project materials to SSMCP
4. Conduct lessons-learned session and evaluation survey with project team

Estimated Project Costs:

	PROJECT 2: COMMUNICATIONS INTEROPERABILITY PLAN		
Task	**Description**	**% of Total Project**	**Final Cost**
1.0	Project Management	10%	$ 9,240
2.0	Establish the Project Team	20%	$ 18,480
3.0	Assess Local Defense Community Communications Capability	30%	$ 27,720
4.0	Develop Communications Interoperability Plan	35%	$ 32,340
5.0	Project Final Report	5%	$ 4,620
		100%	**$ 92,400**

ATTACHMENT D: Scope of Work for

PROJECT 3: ENERGY GRID READINESS PLAN

Task 1.0 Project Management and Establish the Project Team

This task includes preparing a Project Management Plan (PMP) and assisting SSMCP staff with agenda items for regularly scheduled meetings; track and facilitate milestone meetings; and submitting a monthly schedule, budget, and project status reports. This task also includes developing project work plan and conduct kick-off meetings.

Assumptions -

1. Contractor will schedule, coordinate, and prepare for all meetings, as required.
2. Agendas and meeting minutes will be kept and shared during the project.
3. Contractor shall present progress reports (monthly and final) timeline

Task 2.0 Determine Energy Readiness Courses of Action

This task involves identifying current vulnerabilities and operational requirements during grid disruptions. Also defines a range of strategic and tactical courses of action (COAs) for maintaining critical energy functions on and off base. Each COA will be designed with input from both military and civilian stakeholders and will account for shared or competing infrastructure needs.

Assumptions-

1. A key aspect of these scenarios is the duration of the need and, at a minimum, the assessment of both shorter and longer-term energy outages for the installation.
2. The study's focus will include installation and utility partners (e.g., Tacoma Public Utilities and City Light and Power) responsible for the energy infrastructure. Additional partners may be engaged as needed.

Task 3.0 Establish Methodology and Conduct Analysis

Develop a repeatable methodology to evaluate energy readiness. This includes defining criteria for prioritization, collecting baseline data on power supply, consumption, and backup capabilities, and conducting a gap analysis. The methodology will incorporate risk, cost, benefit, and feasibility factors. For each scenario, the Contractor will conduct an analysis to understand the energy needs for both the installation and the community.

Assumptions-

1. The analysis methodology should result in an understanding of considerations of demand, economics, and operations. This should include establishing an understanding of how energy resources will be prioritized during an emergency that impacts both the community and the installation.

2. Project approaches should be consistent with key standards and best practices including National Institute of Standards and Technology (NIST) standards.

Task 4.0 Identify Alternatives

Based on the analysis and stakeholder input, this task includes identifying feasible alternatives for backup power generation, storage, and distribution. This may include microgrids, renewable energy systems, energy-sharing agreements, or infrastructure upgrades. Alternatives will be designed to support continuity of operations for prioritized facilities during outages.

Based on the analysis results, the Contractor will review available technologies and establish alternatives to meet the energy requirements established for the project.

Assumptions-

1. The review will include assessment of the feasibility of each option including the opportunities for mutual benefit and sharing of cost among partners. Options may include a combination of a range of energy Readiness solutions including battery storage, backup generators, and on-base microgrids. The study will include identification of a preferred alternative.

Task 5.0 Select Alternative and Plan for Implementation.

Evaluate identified alternatives using a decision matrix informed by the analysis in Task 3. Select a preferred alternative (or set of alternatives) and develop an implementation plan. The plan will include phased timelines, responsible parties, funding sources, and key coordination points between JBLM and TPU.

Task 6.0 Project Final Report

The Contractor shall handle the development of a final project report, including all the activities listed below:

- Deliverable 1- Outline for Energy Grid Readiness Plan
- Deliverable 2- Draft Energy Grid Readiness Plan
- Deliverable 3- Present Draft Plan to Technical Review Committee, Policy Committee, and Relevant Entities
- Deliverable 4-Incorporate installation feedback into the final report
- Deliverable 5-Complete Final Deliverables: Energy Grid Readiness Plan

The Contractor shall review and incorporate all input and feedback from SSMCP. The contractor will work with SSMCP to incorporate changes and feedback from JBLM and surrounding Counties. The final report will prioritize all projects within the Energy Grid Readiness Plan.

Timeline and Milestones

Phase 1: Project Initiation and Team Formation (Month 1–2)

• Milestones:

1. Confirm participation of core partners: JBLM, TPU, City Light & Power
2. Identify and invite additional subject matter experts and community stakeholders and invite additional subject matter experts and community stakeholders
3. Conduct project kickoff meeting
4. Establish formal project team meeting schedule and communication protocols
5. Finalize detailed project management plan (PMP)

Phase 2: Define Courses of Action (Month 3–4)

• Milestones:

1. Develop at least three energy readiness scenarios (COAs)
2. Scenarios must include both short-term (3-day) and long-term (14-day) outage planning
3. Validate scenarios with installation and utility partners
4. Confirm COA assumptions and parameters (duration, critical infrastructure, environmental context)

Phase 3: Methodology Development and Technical Analysis (Month 5–8)

• Milestones:

1. Develop and document analysis methodology (incorporating NIST standards)
2. Conduct technical analysis for each scenario, covering:
    - Energy demand for installation and community
    - Economic considerations of energy generation/distribution
    - Operational readiness and prioritization during emergencies
    - Host interim check-in with project partners to validate assumptions and progress

Phase 4: Identification of Energy Alternatives (Month 9–10)

• Milestones:

1. Compile and review a range of technology solutions and strategies
2. Identify alternative configurations (e.g., microgrids, backup generation, demand management systems)
3. Align alternatives with COA requirements and partner capacity
4. Evaluate each alternative for cost, feasibility, reliability, and dual-benefit

potential (community + JBLM)

Phase 5: Final Reporting and Recommendations (Month 11–12; 13-14)

- Milestones:

1. Synthesize findings into a final report, including:
   - Scenario results
   - Recommended technologies and configurations
   - Prioritized action plan and cost estimates
   - Draft executive summary and briefing materials for community and installation leaders
   - Host final partner review and feedback session
   - Implementation Planning & Grant Alignment (Month 13–14)
   - Identify funding mechanisms and grant opportunities (e.g., DoD, DOE, FEMA BRIC)
   - Develop initial implementation roadmap with short-, mid-, and long-term goals
   - Assign next-step responsibilities to lead agencies (SSMCP, JBLM, utilities) Please attach any additional supporting documents (PDF only)

Estimated Project Costs:

	PROJECT 3: ENERGY GRID READINESS PLAN		
Task	**Description**	**% of Total Project**	**Final Cost**
1.0	Project Management and Establish the Project Team	8%	$ 12,000
2.0	Determine Energy Readiness Courses of Action	12%	$ 18,000
3.0	Establish Methodology and Conduct Analysis	13%	$ 20,000
4.0	Identify Alternatives	20%	$ 30,000
4.0	Select Alternative and Plan for Implementation	25%	$ 55,000
5.0	Project Final Report	10%	$ 15,000
		100%	**$ 150,000**