



APPENDIX C Ft. Lewis and McChord AFB Growth Coordination Plan Scope of Work

INTRODUCTION

Communities surrounding Ft. Lewis and McChord AFB will experience a significant rate of population growth and economic expansion during the next six to ten years due to a variety of Department of Defense initiatives. State and local officials in conjunction with Departments of Defense and Army personnel have been discussing and evaluating how expansion at these installations might impact the surrounding communities.

Specifically, the Growth Coordination Plan will identify and analyze community “gaps” that exist in the region in regard to being able to properly handle Ft. Lewis and McChord AFB’s anticipated growth. The functional areas identified below have been initially identified as the “gap” areas that need to be analyzed in detail as part of the development of the growth coordination plan. Other topical areas may be identified as the planning process unfolds.

STUDY AREA

Ft. Lewis and McChord AFB’s anticipated growth will impact a geographically large and diverse area, including two counties, several jurisdictions and numerous school districts. The Study Area will extend from the southern portion of the city of Tacoma in Pierce County south to the cities of Lacey and Yelm in Thurston County, from and including the towns of Steilacoom and Roy, cities of DuPont and Lakewood, eastward to SR 507, including parts of unincorporated Pierce County within this area (see Attachment A, Map of Study Area).

PURPOSE AND OBJECTIVES

The Growth Coordination Plan will identify and analyze community “gaps” that exist in the region in regard to being able to properly handle Ft. Lewis and McChord AFB’s anticipated growth.

The objectives of the Growth Coordination Plan are to:

1. Identify and assess existing conditions.
2. Determine future needs of an increased military population.
3. Develop short term and long term priorities and potential funding sources to accommodate this growth.
4. Develop planning, coordination and implementation strategies that help achieve the long term strategic goals of the stakeholders during this period of growth and change.
5. Maintain a central point of coordination for all major stakeholders who are impacted by the expansion of Ft. Lewis.
6. Promote regular communication with all local and regional groups and committees that discuss military installation infrastructure and service issues and concerns.
7. Establish a clear set of action steps to local communities about managing future growth and demands for services.

At the April 9, 2009, Growth Coordination Workshop attended by over 90 Study Area stakeholders, participants identified ten functional areas as elements that needed to be analyzed in detail. The Plan contains the following elements:

1. Assessment of Existing Conditions
2. Regional Housing
3. Fiscal Impact
4. Education
5. Transportation
6. Planning and Zoning
7. Public Utilities and Infrastructure
8. Public Safety and Emergency Services
9. Health and Social Services



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10. Quality of Life
11. Public Engagement, Regional Coordination and Implementation

To meet the growth coordination objectives, the Plan will combine this analysis into a single document, detailing the issues and strategies specific to meeting the growth challenges at Ft. Lewis and McChord AFB. By coordinating the growth planning efforts in the Study Area, local, state and federal funds can be efficiently distributed according to region-wide needs and special districts and providers can deliver their services to the military in an effective manner.

The plan will address the key issue areas referenced above and any other significant community “gaps” that may be identified as the planning process unfolds. In all cases, the communities will use Department of Army information to the extent practicable and will build on that information in all studies and analyses funded by the OEA grant.

TASK 1 – Assessment of Existing Conditions

This task involves a review of background data from existing studies, sources, organizations, groups, and individuals, both within the Study Area and from data provided by Ft. Lewis and McChord AFB officials.

Studies Needed:

Existing Conditions Assessment

The report assesses the existing conditions and provides:

- A decision-making and education resource for communities,
- Overview of data gaps where there are issues that are not being addressed,
- Summary of existing conditions, including approved plans and where action plans are insufficient to accommodate base personnel growth.

Report Deliverables

1. Economic and demographic conditions and trends, including socio-economic data and projections for population (cohort survival and analysis), households, and employment with a military/civilian breakdown.
2. Data on Ft. Lewis and McChord AFB personnel (percent of troops deployed, the number of full-time equivalent military students, reservists, federal civilian employees, and estimates for troop dependents).
3. Existing and projected land use and areas identified for development in adopted comprehensive plans.
4. Existing conditions and proposed changes to transportation systems (local, county, state and federal highways, airways, transit systems, trails/bikeways) within the Study Area.
5. Collection of comprehensive plans, special district plans and service provider plans, including:
 - a. Utility Infrastructure Plans (water, sanitary sewer, storm drainage).
 - b. Health and Social Services Plans (access to health care, childcare, individual and family counseling).
 - c. Educational facility plans for Study Area school districts and the Washington State Office of Superintendent of Public Instruction's Operation Military Kids Plan.
 - d. Public Safety and Emergency Services Plans.
6. Identify any infrastructure or community service improvements proposed within the study area.
7. Identification of areas with insufficient action plans or of areas not formally addressed.
8. Study Area and region level database that contains the information that is collected through this task.



TASK 2 – Regional Housing

One of the most pressing issues for defense communities is where to house the influx of residents. Some of the personnel will live in on-base housing, but the majority will not. A major challenge is how to provide sufficient off-base housing at affordable prices in the surrounding communities to meet the increased demand.

The primary effort of this task is a Regional Housing Market Study, an analysis of the Study Area real estate market conditions, which contains an assessment of housing demand and supply issues as well as projections for future needs by general type of structure. The study will rely and build upon Army-provided studies and information on housing, and will not duplicate Army efforts. Particular attention will be paid to the needs of the off-base housing needs and preferences of the military community at Ft. Lewis and McChord AFB. It is anticipated that stakeholder interviews (major employers, developers, financial institutions, and real estate/property management experts) will be conducted as part of this effort.

Studies Needed:

Regional Housing Market Study

The report will assess the current state of the housing market in the Study Area and provide:

- An analysis of housing requirements based on numbers, timing, demographics, and preferences of incoming personnel at Ft. Lewis and McChord taking into consideration non-military growth which will compete for housing.
- An accurate assessment of current off-base residents living in Pierce and Thurston counties.
- An assessment of resources (financial) available to base personnel for housing needs.
- An assessment of the best locations for housing based on demographics associated with expected growth.

Report Deliverables

1. A summary evaluation of existing housing conditions (inventory, cost, type, location) within the study area.
2. Based on the information provided in the Ft. Lewis Housing Market Analysis Study and Residential Communities Initiative (housing privatization), assessment of future demand based on type (number of bedrooms, housing type, etc.), and a comparison of level of payment required (cost) with ability to pay for housing.
3. Determination on the amount of housing needed to accommodate expected growth using the existing Ft. Lewis housing market analysis and the current Basic Housing Allowance (BAH) submission, which determines housing allowances for base personnel.
4. An evaluation of what is considered “affordable housing” to the military sector along with a review of existing and current studies to help with this effort.
5. Assessment of barriers (financial, regulatory, and supply) to providing housing needed to accommodate growth.
6. Identification of local and regional housing demand with anticipated distribution down to local levels through 2013.
7. Evaluation of the best places to locate housing within the Study Area based on:
 - a. Trends in those moving off-base (for example, senior enlisted and junior officers) as availability of off-base housing has increased due to changing economic conditions.
 - b. An assessment of what is considered “best” proximity for housing in relationship to amenities such as transit and child care.
 - a. Demographic data associated with expected growth (for example, the number and percent of junior enlisted personnel in barracks versus those living off base).
8. Memorandum on stakeholder interview responses.
9. A discussion of available funding sources for housing development.



TASK 3 – Fiscal Impact

The purpose of this task is to assess economic and fiscal impacts of the population influx from Ft. Lewis. This task will include a review of existing information and data, plus an assessment of the economic impact the addition of these soldiers, dependents and federal employees has on the Study Area.

Studies Needed:

Economic Impact Study

A study of the region's economy and the types of businesses and services needed to meet demand associated with expected growth will need to be conducted. This study will include the following:

- One-time construction spending resulting from military growth.
- Ongoing impacts from Ft. Lewis and McChord, including operational expenditures, payroll and disposable income
- Assessment of existing businesses and services available to accommodate expected growth.
- Assessment of geographic impacts of economic growth (where will new businesses be located, etc.).
- Recommendation of fiscal impact model to evaluate the overall fiscal impact to the region stakeholders can expect from McChord AFB and Ft. Lewis growth.

Report Deliverables

1. Direct and indirect impacts from military construction.
2. Direct and indirect impacts from off base residential construction needed to support military growth.
3. Direct and indirect impacts from operational expenditures, payroll and disposable income.
4. Identification of potential target sectors and industries and the economic structure of the region with trends by sector; the regional economy; growth potentials for communities and the region; and identified strengths and weaknesses of the regional economy.
5. Assessment of each identified sector and industry for suitability as a target of economic development efforts taking into account the extent to which it fills a need in the region's economy.
6. Documented plans of action to resolve current projected gaps, opportunities and shortfalls.
 - a. For business and nonprofits.
 - b. For state, cities and counties.
7. Identification of timing & cycles of growth to effectively capitalize on opportunities.
8. Identification of opportunities for economic development around public transit, park and rides and Transit Oriented Development (TOD).
9. Recommended actions to manage economic growth of Ft. Lewis and McChord AFB.

TASK 4 – Education

Studies are needed to fully understand, quantify and model the impact of student population growth resulting from changing conditions at Fort Lewis and McChord AFB and to look into funding methodologies that would address solutions to growth impacts on these schools. In addition, increased needs for before- and after-school care will need to be studied to accommodate working families.

Studies Needed:

Comprehensive Military Schools Report

A study and summary of facility conditions and needs assessment of McChord and Ft. Lewis elementary schools within the Clover Park School District, including:

- A survey of preliminary growth impacts on each elementary school
- Determination of level of importance for military families of schools among other community variables.



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- Recommendations for schools with predominate military population, including Woodbrook Middle School, Tillicum Elementary, all schools on Lewis/McChord
- Demographic summaries of all related schools, identification and definition of all variables affecting Clover Park School District south sector schools.
- An inventory of future housing plans through housing privatization contractor and define preliminary needs to address potential growth impacts
- Research legal agreements between school districts and Lewis/McChord and prepare legal opinion regarding facility and property ownership.
- Research methods of funding work that resulted from facility conditions and needs assessment

Report Deliverables

1. Existing Conditions & Growth Impacts on Educational Facilities Report
2. Fort Lewis Schools Service Boundaries Map
3. Issues Summary Document
4. Recommendations report memo for inclusion in full Facilities Advisory Committee recommendations.
5. Map of housing inventories and school locations with existing and planned family support services facilities
6. Summary memos and prioritized recommendations to address next steps.
7. Issues website to compile research findings, reports, and other charts, diagrams and images
8. Research Findings Update Chart and Summary
9. Legal Opinion on school ownership
10. Funding Pathways Recommendation Memo

Existing Capacity and Expected Demand Assessment: Primary Education Resources (Kindergarten – 12th Grade)

A study of the region's ability to manage expected growth in grades K- 12, and additional resources needed to accommodate this growth, will be needed. This study will need to assess the following:

- The capacity of the region's school districts' to handle expected growth in grades K – 12.
- The additional capacity that will be required to serve the growing population.
- Additional resources needed to serve students (such as before- and after-school care, resources for students with special needs, etc.).
- Prospective resources available to help create additional capacity.
- Recommendations for successfully funding new schools and educational resources to serve students in grades K-12.

Report Deliverables

1. Identification of existing school conditions within regions affected by growth/change – particularly in regard to schools on-post/base. Specific attention will be paid to life safety, health, sustainability, and educational programming effectiveness.
2. Assessment of resources needed to serve students with special needs in grades kindergarten through 12.
3. Assessment of systems needed to track students' educational records, family movement and enrollment fluctuations due to the shifting conditions on base/post activities.
4. Development of a strategic school district interactive enrollment projection modeling tool to assist with measurement, tracking and planning for enrollment changes and growth in the region.
5. Assessment of additional resources needed to provide quality before- and after-school care and existing organizations we can collaborate with to address this need (for example, Boys and Girls Club and Child Development Centers).
6. Prioritized recommendations on needed improvements/additions/replacements to educational facilities to accommodate future growth.



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7. Assessment of funding needs and recommended methods to fund schools (grades Kindergarten through 12) affected by military growth through local taxpayer levies and bond issues.
8. Recommended methods to fund schools owned by the Federal Government and operated by Clover Park School District on base/post.
9. Expected growth in, and impacts to, all school districts in the region affected by military growth.
10. Pre-design studies on each school facility with substantial enrollment of military impacted children in order to obtain estimates for improvement projects that address enrollment changes.
11. Survey of impacts that educational facility improvements would have on local morale and welfare for stakeholders at Ft. Lewis and McChord AFB.
12. Methodology for obtaining funding necessary to address findings resulting from pre-design studies.

Existing Capacity and Expected Demand Assessment: Secondary Education Resources (College level and vocational training)

A study of the region's ability to accommodate demand for secondary education and vocational training, and additional resources needed to accommodate this growth, will be needed. This study will need to assess the following:

- The capacity of the region's colleges and vocational programs to manage expected growth.
- The additional capacity required to serve this growing population.
- Types of educational resources needed to help this population.
- Prospective resources available to create additional capacity for this population (funding sources, funding mechanisms, etc.).

Report Deliverables

1. Identification of needs for post-secondary and vocational-technical education services including military spousal employment training to serve the anticipated growth of the region.
2. Assessment of the best methods for supporting returning veterans and military spouses by providing access to training and higher education.
3. Assessment of resources needed to serve DOD dependents that are ready for higher education.
4. Assessment of resources needed to provide local hosting of higher education for military families.

TASK 5 - Transportation

The purpose of this task is to identify impacts on regional transportation mobility resulting from the expected population growth at Ft. Lewis and McChord AFB. This task will determine how the increase in total person and vehicle trips in the Study Area will affect local arterial congestion and performance near Ft. Lewis and identify and address off base transportation issues resulting from increased travel demand due to Ft. Lewis growth, including the gate entrances. The travel forecasts will be analyzed to assess and identify significant local agency street and highway needs in the surrounding communities and develop a prioritized action plan and implementation strategies to address the identified needs.

The task will utilize existing transportation studies as a basis, including, but not limited to long range transportation plans for the Study Area published by Puget Sound Regional Council, Pierce County Regional Council, Thurston Regional Planning Council and Washington State Department of Transportation. Travel forecasts will be estimated using the travel demand model developed as part of the I-5 corridor study. The Consultant will assess current transportation facilities and infrastructure, identifying improvements that are needed now, and those that will be needed in the future due to growth in the region and at Ft. Lewis and McChord AFB. The Consultant will coordinate with (and not overlap or duplicate) the Defense Access Roads Program and the OEA-supported I-5 corridor study.

The Task assesses capacity, safety, geometric and signalization improvements, as well as multimodal usage, and will focus on major streets, intersections, and highways to determine how they will perform and operate



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due to expected growth, as well as what will be the travel routes from housing developments being established. The opportunity to develop new alternative routes will also be explored, if justified.

Studies Needed:

Transportation Access and Impact Study

This study will assess existing capacity of local area streets, highways, and other transportation systems and the expected impacts from additional demand placed on them, including:

- Analysis of base access points and outlying control points beyond each access point, and other key intersections that are being affected by the installation growth.
- Identify impacts on regional mobility and circulation resulting from increased demand to Ft. Lewis and McChord AFB. Incorporate recommendations for I-5 and the major interchanges serving Ft. Lewis and McChord AFB from the I-5 corridor study.
- Coordinate with military planners to analyze how the increased travel demand in the Study Area will affect the performance of the surrounding street system near Ft. Lewis
- Identify and address any concerns resulting from increased traffic at gate entrances to ensure access to Ft. Lewis
- Identify regional transportation opportunities and improvements that would support population growth at Ft. Lewis and McChord AFB and assess the long-term viability of implementing such opportunities, including costs and possible funding options.

Report Deliverables

1. Assessment of the impacts on the road network (e.g. level of traffic and impact on commute times) caused by growth and identification of any transportation problems and recommended projects and action strategies to address these problems.
2. Identification of significant current and future needs for local agency streets and highways in the Study Area
3. A prioritized action plan and implementation strategies to address the identified needs.
4. Recommendations for new types of transportation systems / routes that would improve mobility and circulation, and improve the quality of life; identify locations and funding options.
5. An assessment of how the region and installations can best support commute trip reduction (and all elements of transportation demand management).
6. Identification of issues that will need to be addressed regarding the following:
 - a. On-base transportation links.
 - b. Land use and transportation relationships.
 - c. Public transportation services and funding.
 - d. Park & ride needs and funding.
 - e. On & off base access points.
 - f. Policy and implementation strategies
7. Recommendations for increasing use of transit systems and other modes of transportation to reduce single occupancy vehicles.
8. Recommended and prioritized steps for coordination between Study Area counties, jurisdictions and Ft. Lewis officials to meet the transportation demands of the expected growth.
9. Identification of opportunities for partnerships between Ft. Lewis, City, County, Schools and other agencies / entities.
10. Identify the short-term improvements required to meet the projected needs through 2013.

TASK 6 – Planning and Zoning

Washington's GMA requires comprehensive plans for most counties and cities in order to adequately plan for employment and population growth and provide infrastructure and public services prior to the developments



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being built. The purpose of this task is to ensure that communities adjacent to the bases are administering these policies and regulations in an orderly and coordinated manner that considers the needs of the military facilities.

Studies Needed:

Planning and Zoning Policy and Implementation Study

This task will build on the findings of the Task 1 Existing Conditions Assessment which included an inventory and assessment of Study Area comprehensive plans and land use documents. The study will:

- Identify those documents that need to be updated or revised to accommodate military growth.
- Identify planning and administrative structures that may need to be established or strengthened.
- Identify alternatives for improved cooperation and coordination of military growth.

Report Deliverables

1. Assessment of land use policy and implementation documents that need to be developed, updated, or revised to fully implement local planning and zoning plans and documents.
2. Report on ongoing planning initiatives that might impact military.
3. Recommendations on potential improvements in current planning and administrative structures which are responsible for implementing planning and zoning documents.
4. Identification of alternatives for improved regional cooperation and coordination of growth and development policies and processes to facilitate the orderly and planned growth of the region.

TASK 7 – Public Utilities and Infrastructure

The purpose of this task is to complete a broad-based utility / infrastructure assessment to determine if adequate utilities exist to accommodate military population growth, along with ambient (i.e., non-military) growth. It should also focus on utility solutions to accommodate the expected military population growth.

Studies Needed:

Public Utilities and Infrastructure Capacity and Demand Study

The study will include an examination of existing local and regional domestic water supplies and distribution systems, future water treatment and distribution needs, and solid waste capacity. An analysis of existing capacities and projected demand for private utilities (gas and electric) will also be conducted to identify any capacity issues that may need to be addressed.

- Assess additional utility / infrastructure requirements based on numbers, timing, demographics, and preferences of incoming military personnel taking into consideration non-military growth which will compete for utility / infrastructure needs.
- Evaluate infrastructure and/or community utility service improvements needed to support the growth direction and indirectly associated with the expansion of the military presence in the Study Area.

Report Deliverables

1. Assessment of current and projected needs, versus current and projected planned capacities, at both the local and regional level.
2. Identification of local and regional improvements and additions required to meet the identified needs, and development of a plan of action to implement the required improvements and additions.
3. Included in the plan of action are a summary of the associated costs of implementing the plan of action and suggested funding sources.
4. An assessment of the whether current utility capacity can accommodate future utility demands.
5. Improvements and additions required to meet the projected future needs through 2013.
6. Assessment of the funds needed to analyze whether surrounding utilities may be used to aid in addressing current and future infrastructure needs at the bases.



7. Recommendations for coordinating service provision at a regional scale.

TASK 8 – Public Safety and Emergency Services

This task will assess the ability of the different public safety and emergency service providers across the region to deliver emergency response services to meet the needs of the anticipated regional population. Existing service levels and deficiencies, if any, will be identified along with recommendations for phased Capital Improvement Program improvements. In addition recommendations and alternatives for coordination between jurisdictions and service areas will be provided.

Studies Needed:

Public Safety and Emergency Services Needs Assessment

This study will provide targeted recommendations for addressing military growth impacts, including recommendations for on how to cooperatively provide shared services across communities and the region. It will assess the impacts expected growth will have on the following:

- Police.
- Fire.
- Emergency Medical Services.
- 911.
- Criminal Justice system: courts, judges, jails, prisons.

Report Deliverables

1. Assessment of the ability of the different public safety and emergency service providers in the region to meet the expected increase in demand.
2. Identification of current and future deficiencies.
3. Recommendation of required improvements and the action steps needed to successfully implement the required improvements.
4. Recommendations for regional coordination of services and regional use of facilities among jurisdictions and service areas in the region.
5. Assessment of the impact on emergency response times due to transportation impacts.
6. Impacts on court systems due to a growing military population.
7. Identify special challenges to be addressed (e.g., lack of fire hydrants, lack of water pressure, lack of volunteers, unable to attract and retain qualified staff, etc.).
8. Evaluate the coordination of training for local emergency responders and the military with regard to handling disasters related to materials and equipment used and handled on the military facility.
9. Identify improvements and additions required to meet the projected needs for the future through 2013.

TASK 9 – Health and Social Services

This task will provide an assessment of the local and regional health care and social service systems, both the availability and demand from military personnel for the services and the effectiveness of these systems within the Study Area.

Studies Needed:

Health Care/Social Services Assessment and Demand Study



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This study will assess the impact expected growth will have on demand for health care services for military and non-military personnel on- and off-base, along with recommendations for establishing new health care facilities to address this demand. Assessment will include:

- Hospitals and medical facilities (Madigan Army Medical Center, and public and private hospitals).
- Physicians, by specialty.
- Specialty clinics.
- Special needs and disabilities.
- Dental.
- Mental Health.
- Public health facilities.

Report Deliverables

1. Assessment and inventory of Study Area providers such as hospitals, urgent care centers, medical, dental, mental health, family counseling, substance abuse programs, domestic violence programs, child care and other social services.
2. Identification and analysis of the current and projected gaps in Health and Social Services, including what additional facilities and personnel are needed to meet the growth in demand for services and an action plan to address any deficiencies.
3. An examination of health care providers who accept TRICARE as payment including the identification of deficiencies and the identification of strategies at the region and state level on how to increase acceptance levels.
4. An analysis of the ability of Madigan Army Medical Center to create and operate satellite health care facilities off base.
5. Recommended improvements and additions required to meet the projected needs for the future through 2013.

TASK 10 – Quality of Life

This task evaluates the ability to meet the recreational and quality of life needs of the incoming personnel and their families. The key factor for stakeholders in the Study Area is to determine to what extent Ft. Lewis can meet those needs and what levels of service will need to be provided by the surrounding jurisdictions.

Issues and services will include, but not be limited to: parks and recreation facilities, senior centers, libraries, cultural resources and facilities in arts and entertainment, public access to open space and trails, historic preservation, etc.

Studies Needed:

Quality of Life Study

Assess and develop projected additional demands/ requirements based on projected military populations. The assessment will address current shortfalls and where there is or will be a dependence on local community support for current and future military populations. This analysis will provide:

- Requirements and strategies.
- Recreation type, mix, and locations.
- Unique characteristic of Morale, Welfare & Recreation (MWR) requirements for military.
- Identification of peak capacity, potential capacity areas / options.
- Major constraints or cost restrictions that can limit capacity of MWR services and recreation areas.
- Key services and functions totally provided by local communities.
- Potential locations for expanded or new recreation areas.
- Review areas for potential joint use and operation with communities.
- Determine the opportunities and constraints for any proposed new recreation areas.

Report Deliverables



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1. An inventory, review and assessment of the quality of life resources in the Study Area, and recommendations on how to meet the increased demand resulting from military growth.
2. Review of resources needed to address unique quality of life issues faced by soldiers during deployment.
3. A study of the specific needs for additional public parks and open spaces, trails, community centers and other public facilities.
4. Identification of potential locations of new required facilities / sites and an evaluation of the operating costs for these new amenities.
5. Recommendations on overall coordination and collaboration processes needed to create and manage new and existing quality of life resources.
6. An assessment of resources and processes required to site a US Postal substation on North Ft. Lewis.
7. Strategies and opportunities for public/private ventures to meet the identified needs.
8. Prioritized steps to address the deficiencies; and identification of funding options.
9. Identify improvements and additions required to meet the projected needs for the next future through 2013.

TASK 11 – Public Engagement, Regional Coordination and Implementation

The value of the Growth Coordination Plan is not in the information that is produced but in the implementation of the actions and strategies that the Plan recommends. In order for the Plan recommendations to be effectively implemented, communities in the Study Area must work closely together and with Lewis and McChord officials.

This task will assess the existing levels of intergovernmental and interagency coordination within the topical areas studied in the previous ten tasks and evaluate where improvement to coordination within and between each sector can be realized, and most importantly, develop an implementation plan for improved regional coordination.

Studies Needed:

Public Engagement and Regional Coordination Plan

This step is essential to developing local ownership of the Ft. Lewis and McChord AFB Growth Coordination Plan and setting the stage for implementation of the strategies identified throughout this study. While local officials have the responsibility for implementing the recommendations, their willingness to initiate these changes depends on public understanding and support.

Plan Deliverables

1. Identification of all stakeholders by position within first 30 days.
2. Development and implementation of a strategy to receive public input into the Growth Coordination Plan to include, conducting quarterly Public Information meetings in each of the stakeholder communities initiate the project, involve the public, present the findings and receive feedback.
3. An operational website with appropriate links to disseminate growth related information to area residents and incoming personnel.
4. Quarterly work sessions with the Growth Coordination Committee (GCC), Ft. Lewis, McChord AFB, and other stakeholders for information gathering coordination.
5. Intergovernmental coordination that involves political leadership at all levels:
 - a. Special Districts.
 - b. Towns, Cities, County.
 - c. State.
 - d. National.



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6. Quarterly briefings to governmental leaders at national, state, county, and local levels, with monthly written updates.
7. Development and implementation of communication plans on local, regional and state levels, using effective communication tools to keep all stakeholders informed of the process, including, for example: monthly e-newsletters, press releases, newspaper columns, fact sheets, brochures, and regional maps by community, county and region.
8. Create a process to monitor the implementation of Plan recommendations and communicate progress to the GCC and other stakeholders.

Implementation Plan

The implementation plan will ensure the current cooperative spirit between military leadership and the region's community officials continues and is strengthened:

Plan Deliverables

Documented, cohesive Growth Coordination Plan based on the individual outcomes from Tasks 1-10 above, including:

1. Specific implementation plans and action steps with associated implementation costs and funding sources identified as well as identification of who is responsible for implementing the recommended courses of action.
2. Strategies and procedures for ongoing monitoring and coordination of implementation of the Growth Coordination Plan.
3. Identify the process and develop a program to amend the Growth Coordination Plan with future updates, if necessary.

Prior to the final plan being delivered, draft report sections, including recommended actions, will be submitted to the review committees.

TASK 12 – Summary and Deliverables

Draft Report Sections including summary of recommendations, implementation plan and action steps, and strategies/procedures for ongoing communication, coordination and monitoring of implementation of the Growth Coordination Plan.

The Ft. Lewis and McChord AFB Growth Coordination Committee, along with local government agencies will perform ongoing monitoring and feedback activities to insure that implementation plans and action steps are carried out in a timely manner, and to make any adjustments necessary to serve the needs of the region.

Committee Reviews and Public Participation:

The Consultant will provide draft chapters and periodic updates to the relevant committees, to discuss issues and receive input and direction at key points in the planning process. Opportunities for public participation and input will be provided during the meetings. Additional opportunities for public input may need to be designed into the process, as appropriate to particular issues identified.

Task Deliverables:

1. Ongoing drafts of specific sections of the plan for review and coordination throughout the planning process. In addition, the process will provide opportunities for public participation at various points throughout the study, as determined by the public outreach plan.
2. A PowerPoint presentation that summarizes the plan and recommendations that can be used by local officials at public meetings.
3. A Final Ft. Lewis and McChord AFB Growth Coordination Plan based on Tasks 1 – 11 and hard and electronic copies of the final report. Included in this Growth Coordination Plan will be:



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- An executive summary of findings of all sections of the plan, highlighting prioritized implementation actions.
- Implementation plans and required actions, with related implementation costs and funding sources.
- Strategies and procedures for continued monitoring and coordination of implementation of the Ft. Lewis and McChord ABF Growth Coordination Plan.