The ongoing success of the South Sound Military & Communities Partnership (SSMCP) is reliant on the sustained efforts by our members and staff to advocate and implement issues and strategies still relevant from the Growth Coordination Plan (GCP) as well as those that the members have identified since its adoption, along with any additional objectives outlined in the adopted Memorandum of Agreement (MOA). Our 2015-2016 program of work is based on these components, as well as on the need to expand SSMCP membership to ensure its long-term financial sustainability.

The tasks below reflect the short- and mid-term SSMCP priorities for 2015 and 2016.

Task 1 – Complete a Joint Land Use Study
Task 2 – Monitor and Support Transportation Improvement Efforts in JBLM Corridor
Task 3 – Enhance and Expand Regional SSMCP Coordination & Participation
Task 4 – Improve Outside Knowledge of Military’s Direct and Indirect Impact on Region and State and Vice Versa
Task 5 – Participate and Advocate in State Level Activities
Task 6 – Conduct Periodic JBLM Community Survey, Circulate Results
Task 7 – Support Active Duty, Veteran and Military Family Workforce Development, Health and Social Services

2015 SSMCP Deliverables:
- Joint Land Use Study
- Member-Only and Public Events
- Elected Official Council Events
- Legislative/Regulatory/Administrative Advocacy: Policy Position and Process
- Work Group Interactive Sessions, Reports and Recommendations
- Initial work on Active Duty/Civilian Employee Needs & Preferences Survey (final results due in 2016)
- Increased SSMCP membership size
  o Member and prospect outreach packet
- Improved SSMCP Communications
  o Website
  o Electronic and hard copy newsletter
  o Media outreach
  o Talking points and technical memoranda for agencies, partners, elected officials, etc.
  o Testimony/comment letters/presentations as appropriate
**Task 1 – Complete a Joint Land Use Study**

| Leaders: | JLUS Subcommittee, Technical Working Group, Staff  
| Mary Huff – 16 hours/week, Tiffany Speir – 8 hours/week, Dave Bugher – 1 hour/week |
| Funding Source: | Office of Economic Adjustment (OEA) grant, SSMCP match |
| Amount: | $426,003 grant, $50,661 match |
| Schedule: | January 2014 – December 2015 (contract duration) |
| Description: | The JLUS will identify and analyze areas of existing, likely, and reasonably foreseeable incompatible development and/or encroachment on the military mission of JBLM. It will offer recommendations to local communities to assist them in GMA planning that will correlate with requirements to update their comprehensive plans and meet their own needs without negatively impacting the ability of JBLM to provide for current and reasonably foreseeable future actions. The study will reinforce the importance of a central point of coordination for stakeholders who are impacted by the current and projected size/shape/mission of the installation. |
| Activities: | Work Program outlined in detail in JLUS scope of work |
| Deliverables: | Deliverables as outlined in JLUS scope, including:  
| | • Grant Performance Reports (quarterly)  
| | • Grant Administration, Consultant Management (ongoing)  
| | • Completed Joint Land Use Study (September 2015)  
| | • Implementation Plan (September 2015)  
| | • Presentation to Elected Officials Council and at SSMCP fall Forum (Fall 2015) |

**Task 2 – Monitor and Support Transportation Improvement Efforts in JBLM Corridor**

| Leaders: | SSMCP Staff, Steering Committee Members |
| Funding Source: | SSMCP program funds |
| Schedule: | January 2015 – December 2016 |
| Description: | There are numerous ongoing efforts in the region to address congestion on Interstate 5 and the travel corridors proximate to JBLM. |
| Activities: |  
| | • Serve on I-5-JBLM Vicinity Congestion Relief Study (CRS) stakeholders group  
| | • Track/participate on Regional Access Mobility Partnership (RAMP)  
| | • Support transportation funding packages and other opportunities that further the SSMCP mission  
| | • Review and comment on various transportation proposals and materials from federal, state and regional agencies |
| Deliverables: |  
| | • Progress updates and feedback provided for SSMCP membership (ongoing)  
| | • CRS and regional grant outcomes that include components important to SSMCP members (ongoing)  
| | • SSMCP or member comment letters to transportation authorities (ongoing) |
Task 3 – Enhance and Expand Regional SSMCP Coordination & Participation

<table>
<thead>
<tr>
<th>Leaders:</th>
<th>Steering Committee, Working Groups, Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding Source:</td>
<td>SSMCP program funds</td>
</tr>
<tr>
<td>Schedule:</td>
<td>January 2015 – December 2016</td>
</tr>
<tr>
<td>Description:</td>
<td>To be effective and successful, the SSMCP must be supported by technical experts, advisors, and community staff and leadership in various agency, jurisdictional, non-profit, and institutional capacities. The committees and working groups carry out recommendations and strategies of the SSMCP and offer their expertise to tackle issues as they arise.</td>
</tr>
</tbody>
</table>
| Activities:         | • Develop SSMCP communications strategy and member recruitment messaging  
                      • Program Budgeting, Administration, Membership Invoicing  
                      • Stand up Healthcare, Social Services, Transportation, and Economic Development Working Groups in 2015  
                      • Consider standing up Education Work Group in 2015 or 2016 |
| Deliverables:       | • Membership Folder and Outreach Packet (*spring*)  
                      • Two Elected Officials Council meetings annually (*spring, fall*)  
                      • One or more SSMCP member-exclusive/-discounted pricing events annually  
                      • One public SSMCP event annually  
                      • 10 New General Members added to the SSMCP (*annual*) |
Task 4 – Improve Outside Knowledge of Military’s Direct and Indirect Impact on Region and State and Vice Versa

<table>
<thead>
<tr>
<th>Leaders:</th>
<th>Steering Committee, Working Groups, Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding Source:</td>
<td>SSMCP program funds</td>
</tr>
<tr>
<td>Schedule:</td>
<td>January 2015 – December 2016</td>
</tr>
</tbody>
</table>

**Description:** Improving non-military access to data and information regarding the military-related population and activities, and vice versa, is the fundamental purpose for the SSMCP. Educating the non-military populations about the economic benefits to communities and the State of Washington is essential for long-term preservation of the bases at or near their current sizes. This effort monitors and shares changes on the base, at Department of Defense, and in the region using efficient and proactive methods of communication to improve awareness.

**Activities:**
- Attend JBLM installation update briefs and VIP visits as appropriate
- Act as information source for the media, the public, partners and stakeholders, and government, including the status of BRAC rounds or federal defense spending bills
- Assist JBLM and Camp Murray with outreach to public and media regarding resizing of active duty or civilian employee and contractor populations, missions for the bases, workforce transition for activity or and their families, or about other military issues as appropriate
- Interact with and participate in national leadership of the Association of Defense Communities (ADC); attend ADC Installation Innovation Forum and National Summit
- Coordinate with the Office of Economic Adjustment (OEA) regarding military presence in SSMCP’s geographic area as well as in WA State
- Participate in local, regional and state meetings to enhance communication and coordination across all issue areas relevant to SSMCP’s mission and vision.
- Regularly engage with community partners (e.g., Workforce Central; Forward Fairchild; Camo 2 Commerce Leadership; Washington Defense Partnership; Washington Military Alliance; WA State Military Transition Council; PSRC/PCRC/GMCC; Tacoma-Pierce County, Lakewood, Lacey, and Thurston County Chambers’ Military Affairs Forums, et al.)
- Support and participate in partner initiatives that coincide with SSMCP’s mission

**Deliverables:**
- Periodic electronic and hard copy member newsletter *(schedule TBD)*
- Current and relevant [www.ssmcp.org](http://www.ssmcp.org) website *(ongoing)*
- Other printed materials to inform relevant audiences regarding existing and emerging issues related to the military and civilian communities *(ongoing)*
- Letters of support for member initiatives *(ongoing)*
- Comment letters on DOD proposals, local community proposals or grants, as directed by the SC *(ongoing)*
- Talking points and technical memorandums for local, state and national elected officials, leaders, and SSMCP members *(ongoing)*
- Periodic SSMCP Work Group-Installation interactive conference or work sessions to improve awareness for all sides about existing and needed services and priorities *(ongoing)*
Task 5 – Participate and Advocate in State Level Legislative Activities

<table>
<thead>
<tr>
<th>Leaders:</th>
<th>Staff, Steering Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding Source:</td>
<td>SSMCP program funds</td>
</tr>
<tr>
<td>Schedule:</td>
<td>January 2015 – December 2016</td>
</tr>
<tr>
<td>Description:</td>
<td>Washington’s Governor has raised visibility of the military in the state via Executive Order 13-001 creating a Military &amp; Defense Sector within the Department of Commerce. The Legislature should follow the Governor’s lead by increasing its awareness and support of the state’s installations through financial and legislative action.</td>
</tr>
<tr>
<td>Activities:</td>
<td>• Develop an SSMCP legislative education/advocacy procedure and draft policy issues list for the SSMCP and/or its members to pursue&lt;br&gt;• Participate on the Washington Military Alliance (WMA)&lt;br&gt;• Participate on the Washington State Military Transition Council (WSMTC)&lt;br&gt;• Communicate regularly with state and federal legislators, staff, and agencies about the economic benefit of military installations in Washington&lt;br&gt;• Support establishing WA Joint Military and Veterans Affairs Committee as a standing committee in state legislature&lt;br&gt;• Support continued presence of Military &amp; Defense Sector in Dept. of Commerce; support ongoing 100% state funding for sector&lt;br&gt;• Support establishment of regular state funding to support community and installation “BRAC-proofing” activities&lt;br&gt;• Pursue state and federal grant funding for SSMCP activities</td>
</tr>
<tr>
<td>Deliverables:</td>
<td>• SSMCP Policy Issue Position Paper and New Issue Consideration Process (spring)&lt;br&gt;• SSMCP representation and position regarding designating military installations as centers under Vision 2040 and Transportation 2040 (spring)&lt;br&gt;• Comment letters, testimony at state level on SSMCP relevant issues (ongoing)</td>
</tr>
</tbody>
</table>

Task 6 – Conduct Periodic JBLM Community Survey, Circulate Results

<table>
<thead>
<tr>
<th>Leaders:</th>
<th>Staff, Consultant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding Source:</td>
<td>SSMCP program funds</td>
</tr>
<tr>
<td>Schedule:</td>
<td>Fall 2015 (conduct survey)&lt;br&gt;January – August 2016 (information compilation and dissemination)</td>
</tr>
<tr>
<td>Description:</td>
<td>Provide a refresh of the 2013 data on the demographic profile, perceptions, and needs of south sound military service members, staff and military families.</td>
</tr>
<tr>
<td>Activities:</td>
<td>Design and administer survey; collect and analyze data at comprehensive and jurisdiction-specific levels; draft report, summary documents and supporting materials; create infographics and presentations; present data.</td>
</tr>
<tr>
<td>Deliverables:</td>
<td>• Online Survey (TBD)&lt;br&gt;• Comprehensive Data Spreadsheets (TBD)&lt;br&gt;• Summary and Full Reports (TBD)&lt;br&gt;• Jurisdiction and Organization-Specific Presentations (TBD)&lt;br&gt;• Status and Final Product Briefings to JBLM Leadership (TBD)&lt;br&gt;• Active Duty Community Profiles for top 5 jurisdictions per population counts (TBD)</td>
</tr>
</tbody>
</table>
**Task 7 – Support Regional Active Duty, Veteran and Military Family Workforce Development, Health and Social Services**

<table>
<thead>
<tr>
<th>Leaders:</th>
<th>Steering Committee, Working Groups, Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding Source:</td>
<td>SSMCP program funds</td>
</tr>
<tr>
<td>Schedule:</td>
<td>January 2015 – December 2016</td>
</tr>
<tr>
<td>Description:</td>
<td>Reduce the misinformation or ignorance about both “inside the fence” and “outside the fence” workforce transition services, health and social services, and veteran services available to active duty military and veterans and their families</td>
</tr>
<tr>
<td>Activities:</td>
<td>• Consider standing up Workforce Transition Work Group in 2015 or 2016</td>
</tr>
<tr>
<td></td>
<td>• Regularly engage with community partners (e.g., WDVA, VA, ADC, JSS (Camp Murray), other VSOs; RallyPoint6; United Way; Catholic Community Services; Habitat for Humanity, Tacoma and Pierce County Housing Authorities; Workforce Central; Camo 2 Commerce Leadership; PSRC/PCRC/GMCC; Tacoma-Pierce County, Lakewood, Lacey, and Thurston County Chambers’ Military Affairs Forums, et al.) in order to inform them of services available on base and in the community</td>
</tr>
<tr>
<td>Deliverables:</td>
<td>• Periodic Community/Installation exchanges to provide more in-depth understanding of available services (<em>ongoing</em>)</td>
</tr>
<tr>
<td></td>
<td>• Work Group reports and recommendations about how to better provide services to active duty and veteran military members and their families (<em>ongoing</em>)</td>
</tr>
</tbody>
</table>
2015 SSMCP Calendar of Events

January-August 2015 – SSMCP outreach presentations to member jurisdictions, organizations
- SSMCP progress report
- Jurisdiction / interest area specific data
- Seek feedback from jurisdictions and organizations for SSMCP

March 2015 – SSMCP Members-Only Event
- Transportation corridor update?
- Other working group presentations?
- “Hook” presentation to get members to see value of SSMCP membership

May/June 2015 – Elected Officials Council event (after legislative session concludes)
- Welcome newly elected officials
- Present SSMCP status and accomplishments since last presentation
- Present SSMCP 2015 work plan progress
- Discuss WA State Military Transition Council, WA Military Alliance, Dept. of Commerce Military & Defense Sector activities affecting SSMCP
- Discuss need for local and state level “BRAC-proofing” activities and state level funding for SSMCP

August 2015 – Steering Committee Retreat
- Legislative Policies/Agenda Update
- Work Plan Update

September 2015 – Elected Officials Council event
- Present SSMCP status and accomplishments since last presentation
- Thank you’s for support in 2015
- Recognition of Steering Committee, Working Group members
- Request for continued/increased support as part of respective 2016 budgets

November 2015 – Annual SSMCP Public Forum
- Members attend at no cost; non-members pay registration fee
- Recognition of Steering Committee, Working Group members
- Joint Land Use Study presentation
- SPEA Update

2015 SSMCP Internal Activities

Executive Leadership Team Meetings: 2nd Wednesdays monthly
Steering Committee Meetings: 4th Fridays monthly

Steering Committee subcommittees - Meet as needed
1. JLUS Subcommittee (ongoing)

Working Groups – Meet as needed
1. Social Services WG (January 2015, TBD)
2. Health Care WG (TBD)
3. Business and Development WG (TBD)
4. Transportation and Infrastructure WG (TBD)
**South Sound Military & Communities Partnership (SSMCP)**

**Steering Committee:** The Steering Committee is the primary decision-making body of the organization and provides broad oversight to the implementation of the recommendations, strategies and action items outlined in the Growth Coordination Plan and successor documents.

The Steering Committee is comprised of the local military installations, local, tribal and state governments, non-governmental organizations and affected service districts in the region. Agencies which are prohibited by law or policy from voting on matters that come before the Steering Committee are deemed *ex officio* members.

**Executive Leadership Team:** The ELT shall act for and on behalf of the Steering Committee when the Steering Committee is not in session. Actions of the ELT shall be reported at the next meeting of the Steering Committee for review and approval.

**General Membership:** The purpose of the General Membership is to provide expertise, perspective and guidance to the Steering Committee on specific topics that promote the objectives of the SSMCP. General Membership is open to any person, association, group, or organization having an interest in the purpose and objectives of the SSMCP.

**Working Groups:** Working groups, task forces, and/or other such committees may be established by the Steering Committee as the Steering Committee deems necessary and pursuant to the MOA.

**Program Manager**

**Program Coordinator**

**Elected Officials Council:** All elected leaders within Pierce and Thurston counties, the surrounding towns and cities, legislative districts, congressional districts, service districts, Tribal government and similar governmental organizations in the South Sound region which elect officials shall be invited to participate on the EOC.

The EOC shall convene 2-3 times annually to receive updates on military and community issues, review the annual work plan, coordinate legislative strategies, and suggest outreach efforts to maintain a high level of visibility for these priorities. EOC meetings will conform to the Open Public Meetings Act.