

# LOS ALAMOS NATIONAL SECURITY, LLC

## 2014 COMMUNITY COMMITMENT PLAN

### Introduction

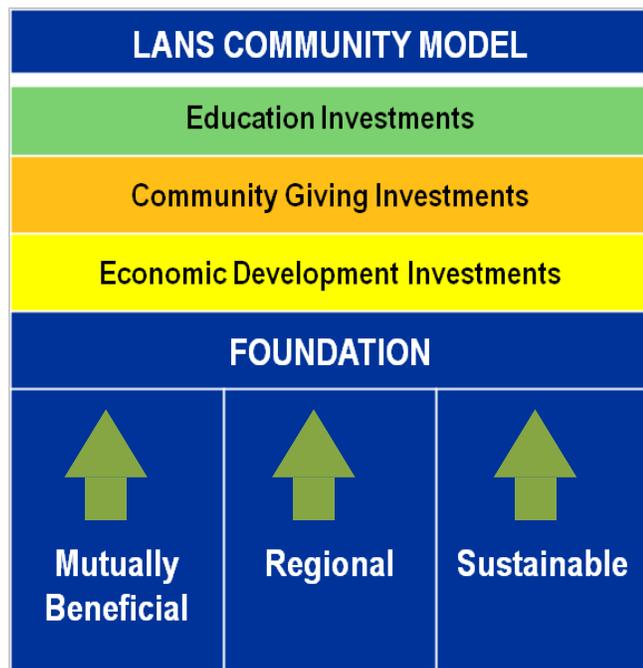
LANS has sustained its *Community Commitment Plan* investments beyond the requirements of its management and operating contract with the National Nuclear Security Administration. By doing so, LANS has affirmed its ongoing commitment to helping establish Northern New Mexico as a place that is growing regional wealth and attracting scientific talent.

Since 2006, the LANS *Community Commitment Plan* has:

- Strengthened the workforce pipeline by inspiring enthusiasm for science, technology, engineering, and math (STEM) education and attracting the best and brightest talent.
- Helped establish the Lab as an employer and collaborator of choice among students and researchers from academia and other labs.
- Developed more allies and ambassadors for the Laboratory and generated more active support among our stakeholders.
- Fulfilled the Department of Energy Acquisition Requirements

The community investment model identified in 2006 to strengthen LANL's outreach efforts and ensure our programs are mutually beneficial and sustainable has proven to be well-founded. However, it has

become more important than ever to manage LANS investments in a manner that assures the Laboratory's and its neighbors' challenges will continue to be addressed as effectively as possible.



### 2006-2013: Progress to date

Significant accomplishments have been made during the past seven years in workforce development and education initiatives, economic development, and community giving. The first students graduating from regional college programs supported by LANS are entering the workforce, and some have even started their own businesses. A total of 800 Northern New Mexico students received scholarships through the Los Alamos Employees' Scholarship Fund program. More than 470 New Mexico companies received economic development assistance that created or retained 481 jobs, added \$14.5 million in additional salaries, generated more than \$21.6 million in revenue and attracted \$35.9 million in leveraged funding. Charitable giving by LANS employees has grown by more than 360% since 2006, and matching funding from LANS has driven a succession of record-breaking giving campaigns that reached the \$3.1 million mark in 2013.

## **LANS Community Commitment Plan is an integral part of achieving the LANL Institutional Goal - *Effective Communication and Community Programs***

***Effective Communication and Community Programs*** - Demonstrate our value as a national laboratory, as an employer, and as a good corporate citizen by communicating effectively with our employees, customers, community, and stakeholders while successfully executing our community commitments.

### **Strategy:**

Enhance LANL's reputation as a good corporate citizen through effective execution of our Community Commitment Plan.

### **Objectives:**

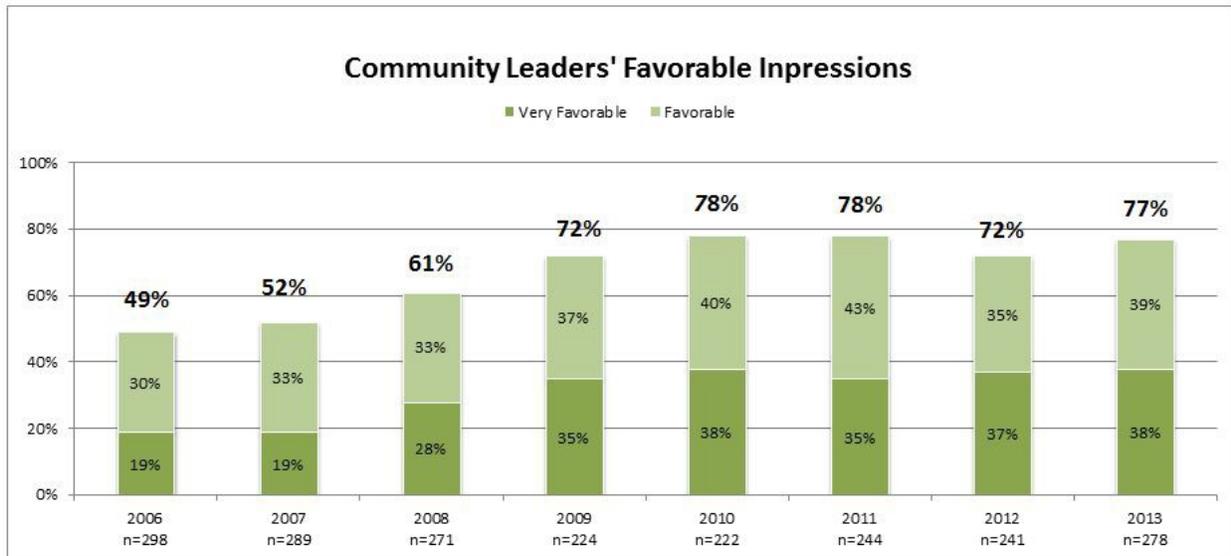
- a. Tailor economic development initiatives to develop new businesses, strengthen existing companies, and contribute to a diverse economy in Northern New Mexico
- b. Strategically integrate and coordinate STEM education initiatives to strengthen Laboratory and Northern New Mexico workforce development
- c. Expand employee engagement in local community giving and volunteer programs to benefit nonprofit organizations contributing to the quality of life in Northern New Mexico

## **2013 and beyond . . . build upon results**

Although the success of LANS community investments has been extraordinary, more can be done to take them to even higher levels by further integrating and refocusing our education, community giving, and economic development programs.

Our strategy starts by focusing our education programs to more quickly address technical workforce needs, incentivizing our employee-driven giving efforts to make Northern New Mexico a more desirable place in which to live and work, and implementing an economic development plan that not only drives new business development but also addresses the challenges faced by existing businesses. LANS corporate citizenship investments and achievements have helped address the Laboratory's workforce recruiting challenges and served to enhance its reputation with regional citizens and leaders, elected officials, and the media.

The 2012 annual community leaders' survey gave LANL some of its highest overall favorability scores since the survey was first conducted in 1998, with the most dramatic gains taking place under LANS management as scores in 2006 rose from an all-time low of 49% to today's rating of 77%.



### ***Education . . . strategically integrate and coordinate STEM education initiatives to strengthen Laboratory and Northern New Mexico workforce development***

It is in the Laboratory's best interest to develop its technical workforce of the future in Northern New Mexico. However, education studies indicate that many regional students are poorly prepared for jobs in science, technology, engineering, and math (STEM) fields. This situation has negative implications not only for LANL's future workforce needs but for any business thinking of establishing itself in Northern New Mexico. We are rising to this challenge in concert with regional education leadership and expertise.

#### **Plan**

LANL coordinated a statewide STEM summit with education leaders, followed by an internal Lab STEM programs summit, to create a unified approach for partnering and leveraging efforts and to develop and implement a common system for collecting impact data.

More than 80% of LANL's FY13 research and development staff hires were previously students or postdocs. LANS investments are therefore particularly well positioned to bridge the gap between education and employment for regional students.

#### **Strategy**

Our STEM education strategy has three main objectives:

1. Develop, attract, and retain students in STEM disciplines by investing in effective, data-informed programs for middle- and high-school students, and engage, educate, and excite students about Los Alamos National Laboratory.

2. Strengthen the future workforce of Northern New Mexico and LANL through effective partnerships with regional secondary and higher education organizations, businesses, and industry.
3. Ensure alignment between LANL's and other Northern New Mexico employers' critical skills needs and LANS investments.

### Costs

\$1 million annual commitment to STEM education for the Los Alamos Employees' Scholarship Program, pre-college math and science education, and technical workforce development programs at regional colleges and universities.

### Metrics

We will track:

- Results based upon established goals for each program
- The number of
  - students and teachers participating in LANS-funded programs
  - students enrolling in college who participated in LANS-funded programs
  - degrees earned through LANS-funded programs
  - students hired at LANL and elsewhere through LANS-funded programs
- Evaluation data, surveys, and reports

### Strategic Partners

We will continue to work with and expand our existing cadre of Northern New Mexico higher-education leaders, K-12 school superintendents, principals, and STEM teachers; STEM program coordinators; and business and industry partners.



*LANS helped sponsor the 2013 Hydrogen Fuel Cell Car Challenge, which attracted more than 40 middle-school teams from throughout New Mexico. The students used their imaginations to create the fastest and most unique designs for model cars powered by a hydrogen fuel cell and electric motor provided by event organizers.*

## ***Community Giving . . . expand employee engagement in local community giving and volunteer programs to benefit nonprofit organizations contributing to the quality of life in Northern New Mexico***

A strong, vibrant quality of life within our region is vital to recruiting and retaining top talent for the Laboratory and building the morale of its workforce. LANL remains committed to supporting employee contributions and involvement in our local communities and strengthening our culture of giving. Our objective is to improve the quality of life where we and our neighbors work and live.

### **Plan**

The LANS \$1 million match for our annual Employee Giving Campaign and additional financial investments in LANL volunteer programs have driven employee donations and volunteer hours to all-time highs.

Creating a culture of giving begins with understanding what drives employees to contribute their time, talent, and money to their communities. We will strengthen our Community Giving investments by aligning them with employee interests to increase participation and by implementing cost-effective programs with our United Way partners.

The Community Giving tools that will be used to implement this plan include:

*Employee Giving Campaigns* – In collaboration with local United Way organizations, we will create ways to get more employees involved in regional charitable organizations. This begins with building employee awareness of the needs and opportunities in their local communities, demonstrating accountability and transparency of the organizations' operations, recognizing employees' contributions, and minimizing administrative costs associated with giving through the United Way organizations. This will help build trust with employees and streamline efforts for greater regional partnership alignment.

*Volunteer Initiatives* – We will enhance and further promote the success of our employee and retiree volunteers with recruitment, retention, and recognition events. LANS financial contributions to the nonprofit organizations our employees and retirees support have dramatically increased the number of volunteers that participate, the number of hours they report, and the number of nonprofit organizations they serve.

*Annual Employee Giving Drives* – Our employees choose to give back to their communities in many different ways, and we will continue to support other, year-round charitable programs that help address the diverse needs of our Northern New Mexico neighbors. Those activities include LANL Laces (shoes for schoolchildren), a School Supply Drive (backpacks filled with supplies for elementary and middle school students), our annual Holiday Food Drive, the Community Gift Drive (holiday gifts for children and seniors), and Wreaths Across America (a program to purchase and place wreaths at gravesites in remembrance of America's veterans).

### **Costs**

\$1.1 million annual investment for the Employee Giving Campaign, and to further incentivize our employee/retiree volunteer program.

**Metrics**

We will track:

- Employee participation and financial contributions
- The number of employees and hours volunteered through our regional nonprofit organizations
- Employee giving trends

**Strategic Partners**

United Way of Northern New Mexico and United Way of Santa Fe County will continue to be our key partners for the annual employee giving campaign, and we are expanding the list of volunteer opportunities, schools, social welfare, and quality-of-life organizations with whom we partner to implement our other community giving initiatives.



*"It gives you a warmth inside when you can help someone. It's just good for my heart, and I really do want to give to my community, and I do want life in my community to be better for the people and the animals."*

**P.J. Timmerman**  
**LANL Volunteer at the Espanola Valley Humane Society**

## **Economic Development . . . *implement economic development initiatives to develop new businesses, strengthen existing companies, and contribute to a diverse economy in Northern New Mexico***

Our plan builds on the financial investments LANS has already made in Northern New Mexico, continued collaboration with key public and private partners and LANL leadership to drive economic development by cultivating entrepreneurship to create new businesses and strengthen existing businesses.

Our strategy is to grow entrepreneurs capable of creating jobs and wealth in Northern New Mexico by targeting high-growth potential companies to boost small business revenue and strengthen the regional economy. To achieve this, we will take entrepreneurs from concept to commercialization by identifying innovative entrepreneurial talent, providing them with mentoring and technical assistance to learn to produce market-ready products and services, and by attracting and leveraging public and private sector capital investments to launch high-growth companies. However, many Northern New Mexico businesses are struggling to compete in today's economic environment, so we will help address their needs by implementing programs such as Los Alamos Connect that stimulate business growth and create jobs, by investing in the Consortium of Major LANL Subcontractors Economic Development Grant Pool, and by sustaining the successful New Mexico Small Business Assistance (NMSBA) program.

The Northern New Mexico Connect economic development tools that will be used to implement this plan include:

- *LANS Venture Acceleration Fund (VAF)* – This program will be enhanced to provide timely, year-round resources to support entrepreneurial development in Northern New Mexico and will include a “payback trigger” for companies that succeed as a result of VAF assistance.
- *Native American Venture Acceleration Fund* – This program will provide financial assistance to tribally owned companies for critical technical services that will lead to increased revenue and employment. Awards are intended to provide services to tribal business entities that will allow them to diversify revenue, create new jobs, and put business systems in place that lead to growth.
- *Entrepreneurial Networking* – A program conducted in partnership with regional economic development experts that connect businesses to community resources in Los Alamos, Rio Arriba, Mora, San Miguel, Santa Fe, and Taos Counties.
- *Mentoring and Business Assistance* – Improving alignment and further leveraging the support of our existing community partners will increase the effectiveness of our business coaching, research, and networking services.
- *Economic Development Grant Pool* – This resource is managed by the LANL Consortium of Major Subcontractors and has enabled the organization to make high-impact investments that have led to significant improvements in local job retention and creation, business expansion in fields such as web store development, and new business start-ups.
- *New Mexico Small Business Assistance Program* – This successful state-funded partnership with Sandia National Laboratories will continue to bring the technology and expertise of the national laboratories to New Mexico small businesses to promote economic development, particularly in rural areas.

**Costs**

\$1 million annual investment for the Venture Acceleration Fund, Major Subcontractors Grant Pool Challenge and to support business mentoring and technical assistance through the Los Alamos Connect program. This funding will help in implementing the plans outlined above and elevate the positive trajectory of our economic development programs.

**Metrics**

Our efforts to grow the local economy and build an entrepreneurial infrastructure in Northern New Mexico will be measured through:

- Jobs created and retained
- Salaries generated
- Revenue growth of client companies
- Funding leveraged beyond LANS investments

Our business advisory services and the New Mexico Small Business Assistance Program impacts will be gauged by an annual survey of our clients. The economic outcomes of our direct financial investments will be measured each year over the lifetime of the partnerships.

**Strategic Partners**

- We will continue to work with the Regional Development Corporation, Consortium of Major LANL Subcontractors, LANL Small Business Programs Office, local chambers of commerce, regional business incubators, and community development organizations to ensure LANS economic development investments meet the needs of our regional stakeholders.
- We will maintain our partnerships with Sandia National Laboratories, New Mexico Manufacturing Extension Partnership, and New Mexico research universities to maximize the New Mexico Small Business Assistance Program's impact on the State's business community.
- We will expand our network of "business drivers" to include additional private sector investors and expert marketplace advisors and help further develop high-growth companies by securing additional financial investments in their technology commercialization efforts.

*"The VAF Award provided a very important stepping stone to the company, landing a \$500,000 grant shortly thereafter. It made the difference in whether we survived or not."*

**Jennifer Lightwood and Scott Laidlaw,  
Co-founders of Imagine Education of  
Taos**



## Summary

The LANS *Community Commitment Plan* has served the Laboratory and its neighbors well over the past seven years. It marked the beginning of an unprecedented and rewarding chapter in LANL and stakeholder relations. The opportunity has come to launch a new chapter that takes into account the challenges the Laboratory and its neighbors now face in today's social, political, and economic environments.

To further accelerate its success, we are applying the experience we've gained since 2006 to strengthen the connections between our education, community giving, and economic development programs and focus them in a manner that assures they are mutually beneficial and achieve deeper, longer-lasting results in the region.

- Our education investments will continue to spark and nurture an early interest in math and science for younger students, but they will also support programs designed to more quickly develop the technical workforce for the near-term needs of the Laboratory and other regional employers.
- Our employee-driven community giving programs will continue to evolve to ensure they help make Northern New Mexico a better place to work and live for everyone.
- Our economic development investments will continue to help develop new businesses, and they will be balanced to also address the needs of existing companies that are working hard to survive in today's economy.