



# REGIONAL COALITION of LANL COMMUNITIES

City of Española – Pueblo of Jemez – Los Alamos County – Ohkay Owingeh  
Rio Arriba County – Santa Fe County – City of Santa Fe – Taos County – Town of Taos

## Work Plan Proposal | February 2018 - September 2018

Updated Draft for Executive Director Review on February 16, 2018

### Framework for Progress<sup>1</sup>

The Regional Coalition of LANL Communities' updated work plan proposal builds on its previous work plan that covered the period from March 2017 through September 2018. This timeframe corresponds with the Department of Energy's (DOE) transition through a new Presidential Administration, the general preparation and participation involved in the transition of a new LANL prime contractor, and marking the end of the federal fiscal year 2017 into 2018.

This time of transition also includes the ongoing variability in future years of federal budgeting for NNSA operations and upgrades in construction, as well as ongoing shortfalls for budgets in nationwide DOE-EM cleanup. The Regional Coalition's work plan identifies the primary issues and projects the Board of Directors and executive management team will undertake as LANL maintains its mission through numerous transitions. As part of this transition period, the Coalition will continue to refine its goals, identify strategies, and develop specific work items that will collectively advance the organization's long-term interests. These goals, strategies, and work items have been captured in our corresponding strategic plan to help shape how we pursue interests.

Through this transition at LANL and getting to know leadership in Washington, DC, the Regional Coalition will work to better understand DOE's performance, transition plan, along with management and operating needs for a new prime contractor. As we engage in this process, the Board and executive director will advocate on behalf of communities to ensure our many interests are met.

### Overview of Organizational Mission

The Regional Coalition's Joint Powers Agreement includes achieving a mission in the following areas:

- Promotion of economic development;
- Promotion and coordination of environmental protection and stewardship;
- Participation in regional planning, and;
- Evaluation of policy initiatives and legislation for impact on the Regional Coalition.

### Overarching Goals & Advocacy Role

In furtherance of this mission, the Regional Coalition adopted the following goals:

- Engage LANL, DOE, State of New Mexico, stakeholder groups, and others on site issues;
- Increase the communities' voice, including state and federal legislative advocacy;
- Proactively discuss, strategize, and address how to meet regional needs and issues;
- Identify and support economic opportunities to promote LANL activities off-site, and;
- Increase funding for cleanup to ensure site activities protect human health and the environment.

### Governance & Approach

The Regional Coalition will explore issues and identify solutions that are broadly representative of the regional communities' overall needs, interests, and goals. The Board of Directors will seek to reach a broad consensus on policy matters, working collaboratively with DOE, Congress, regulatory agencies, site contractors, and other community members as decisions are formulated and policies are implemented. The Board will adhere to an approach of disclosure and transparency built on the free flow of information. Further, they will ensure this approach is followed throughout the organization.

<sup>1</sup> Note about language: *As used in this strategic plan, "Department of Energy (DOE)" includes all DOE program offices with responsibilities at Los Alamos National Laboratory (LANL), including the National Nuclear Security Administration (NNSA). "LANL" includes all contractors and subcontractors at the Los Alamos National Laboratory, including but not limited to NNSA and DOE-Environmental Management contractors.*

## **Focus Areas**

This plan is divided into the following four sections:

1. Community & Economic Development
2. Environmental Stewardship
3. Communications, Media & Engagement
4. Business Operations & Organizational Management

In accordance with the Board of Director's 2016 decision, roughly 70% of the executive director's time has been devoted to economic development and 30% to environmental cleanup, respectively. Communications and organizational management are integral to these efforts.

## **Contractually Obligated Executive Director Responsibilities**

- Implement public information strategies, with an emphasis on proper monitoring of site activities, effective regulatory enforcement, and adequate funding to accomplish site missions;
- Serve as spokesperson for the Regional Coalition with the DOE, state and federal agencies, the media, and the public;
- Monitor regional and national issues, and coordinate with outside agencies on issues affecting Los Alamos National Laboratory;
- Represent the organization at local and national meetings along with advocacy-focused engagements, as directed by the Board;
- Assist the Board in becoming a more effective advocacy organization;
- Provide technical assistance in summarizing and analyzing issues;
- Provide comment and advice through technical memos, issue briefs, and talking points, as needed;
- Manage the organization in a professional, open manner.

## **Community & Economic Development**

### Overview

LANL is the largest employer in Northern New Mexico and a critical economic driver in the region. The Regional Coalition's economic development efforts will principally focus on workforce advocacy. This focus will use elected officials' standing to amplify ongoing economic development work and will identify additional opportunities to support workforce development activities and ensure the budgeted work at the Laboratory remains consistent and/or shows growth.

### Goal

Support efforts and promote activities that sustain LANL's missions, while maximizing associated economic growth and improved quality of life. Ensure these opportunities continue to provide broad-based community and economic value to the region.

### Activities

**LANL Management & Operations Contract Transition**—Provide input, oversight, and close working alignment with the release of the next LANL M&O Contract from draft RFP phase through the contract transition.

- Once a contractor is awarded, ensure the transition team is well acquainted with the RCLC and regional stakeholders.
  - Continue outreach with potential contractors.
  - Propose opportunities to connect to the next prime contractor once named.
- Appraise, facilitate, and bring forth version of Next Generation Community Commitment Plan for the incoming contractor to adopt as its submission to NNSA under contractual obligation and enact implementable plan vetted by communities.
  - Ensure stakeholders are engaged and there are platforms to connect with process.
  - Advocate maintenance of GRT in local communities and the State.

**Community Commitment Plan**—Advocate for LANL Community Commitment Plan (CCP) adoption as submission by prime contractor to NNSA to contractually obligate necessary funding and provide positive impact in areas of regional economic development, education, community giving, and more.

- Share a process for developing Community Commitment Plan and iterate until regional stakeholders feel comfortable with implementable plan for next prime contractor.
  - Produce version of CCP that can be implemented upon arrival of next prime contractor.
- Provide contract language and plan proposals, respectively, to potential prime contractors.
  - Include regional stakeholders to identify a process in which a new contractor can adopt a plan that is easily implementable.
  - Advocate maximum impact of CCP investment in NNM.
- Continue to work with ECA at national-level to preserve CCPs and contractual language protecting community interests.
  - Continue dialogue on inclusion of CCPs for NNSA's oncoming M&O Contract transition at LANL.
  - Improve data collection on procurements and investments in NNM.
  - Ensure impact data of CCPs is readily available to communities and not just contractors.

**Stabilize Gross Receipts Tax from NM Laboratories**—Ensure passage of state-level statute that preserves the taxation status of the management and operations contractors at the Los Alamos and Sandia National Laboratories, in order to preserve approximately \$162 million in gross receipts tax.

- If bill SB17 is not signed by Governor Martínez in 2018, ensure it passes and is ratified in 2019 session.

**Workforce Support**—Encourage efforts geared towards streamlining the process for qualified, local workers to navigate opportunities and achieve employment at LANL.

- Reinforce LANL recruitment system to seek local and/or statewide hires to fill positions.
- Produce an updated *Regional Attraction Guide* to aid in directing the interests of new and potential hires (and their potential dual-career partners), ensuring they are aware of opportunities in areas of housing, education, professional networking, entertainment, and local history.
- Meet with member governments' economic development staff on ongoing work to cultivate workforce support.
- Cultivate and organize opportunities to build connections between LANL, prime contractors from EM and NNSA, and local K-12 schools and colleges to link long-term workforce needs with educational opportunities and skills development.
  - Based on the aforementioned, develop and execute a plan for Regional Coalition to amplify those efforts and define additional organizational opportunities.
- Invite NM Congressional Delegation and regional educational stakeholders to all STEM-related events.

**Local Contracting Advocacy**—Continue to advocate for increased flexibility for local procurement and engagement on LANL opportunities.

- Ensure LANL acquisition process for sub-contractors is open, fair, and balanced.
- Understand and publish the process to apply for contracting work at LANL.
- Engage in and repost opportunities for contracting at LANL.
- Be available to navigate interested contractors to and through the process.

**Increased Site Funding**—Advocate for and support efforts to ensure LANL funding is sufficient to maintain scientific capabilities, diverse missions, as well as investment in new construction projects, maintenance, and queued projects requiring deactivation and decommissioning (D&D), particularly developing upon Presidential Administration's interest in modernizing mission.

- Seek out sufficient funding for projects that address maintenance of DOE and NNSA missions. Due to aging infrastructure, maintenance backlogs, and deteriorated facilities, the mission is threatened and should not be ignored by DOE leadership and/or Congress. Projects should be prioritized based on need and risk.
- Advocate upon prioritizing the safety of workers, communities, and the nation at large.
- Increase awareness that each project at LANL is an important social and economic driver in our communities.
- DOE, and NNSA especially, should continue work to modernize LANL, which increases ability to hire, improve morale, and shows dedication to community.

**Manhattan Project National Historical Park**—Participate in park construction and content planning. Connect to ongoing regional National Park Service efforts.

- Follow issues of preparation and development to ensure the region is well positioned to support development plans, opportunities in tourism, increased visitation to communities, storytelling of regional participation, and ongoing contribution to LANL mission.
  - Continue participation in LAC tourism planning for MPNHP.
  - Engage with local groups and organizations to ensure that history and content reflect regional dialectic.

**Strategic Relationship Building**—Ongoing trips to Washington, DC to engage with new Administration and articulate priorities for region.

- Engage regularly in discussions on Lab activities, transition processes, and new M&O contractor.

**Congressional Budgets**—Avoid sequestration and pay close attention to FY18 and FY19 budgets, along with their corresponding rollouts. Make any concerns known, should need arise.

- Direct engagement and supplementary documentation to appropriations, budgeters, and decision makers in Congress.

**Technology Transfer**—Stay informed, support, identify, and promote opportunities to assist local small businesses with LANL technology transfer.

- Ongoing engagement with Coalition communities to increase education about tech transfer in effort to grow capacity and tap into relevant opportunities.

## **Environmental Stewardship**

### Overview

Safe and compliant cleanup is foundational to the human, environmental, and economic health of the region. The Regional Coalition remains committed to understanding and engaging with the many issues regarding the cleanup and long-term management of LANL. The Coalition also seeks to provide a forum to foster discussions among DOE, Congress, regulatory agencies, site contractors, and community members.

This responsibility includes, but is not limited to, working with DOE, EM-LA, NNSA, and NMED to ensure past and future waste generation is monitored, regulated, and matched by proper funding.

### Goal

Ensure that site cleanup activities protect the environment, health, and safety of local communities through design, planning, funding, and execution of cleanup activities.

### Activities

**Cleanup Funding**—Utilize all organizational tools to execute Consent Order, Lifecycle Baseline Cost Estimate, and EM-LA scope of work possibilities to advocate on behalf of DOE cleanup funding for fiscal years 2017, 2018, and 2019 with the goal of ensuring sufficient funding to meet cleanup obligations.

- Engage with NMED on EM-LA cleanup priority alignment from Appendix C (campaign-based cleanup work priorities) and other opportunities to request additional funds and accelerate cleanup.
- Engage regularly with EM-LA on progress made and opportunities for increased cleanup work.

**EM-LA Contractor Transition & Operations**—Welcome EM-LA prime contractor into community commitment, help them understand our local communities, encourage them as they begin cleanup work, and monitor progress as it develops.

**Consent Order Engagement**—Provide ongoing oversight of the Consent Order and, as needed, advocate for changes to ensure that goals protect and support the Regional Coalition's interests, including regular engagement with cleanup contractor, EM-LA, and NMED.

- Advocate upon effort to ensure the Consent Order is updated annually with new milestones. Ensure public comment is instituted and participate in annual updates of Consent Order.



- Ensure regular reviews and updates are provided by NMED on progress made to achieving work in Consent Order, especially that of Appendix C (campaign-based cleanup work priorities).

**Lifecycle Baseline Cost Estimate**—Advocate for the follow-through of the LANL Lifecycle Baseline Cost (the full scope of work and cost estimate plan for LANL legacy waste cleanup), especially those programs of highest risk to the surrounding communities, including, but not limited to:

- Chromium plume and RDX explosives campaigns, respectively.

**WIPP & Waste Reclassification**—Track and advocate on issues regarding WIPP’s waste streams and storage timeline along with impact on LANL activities and movement of waste out of LANL.

- Follow ongoing ECA efforts to reclassify waste and engage NMED on their opinions of ECA strategy proposed on reclassifying waste.

**Monitor Fire Safety at LANL**—Wildfire season is an ongoing threat to safety at LANL and should be regularly monitored by regional communities affected by threat potential.

- Monitor any fire threats and receive regular updates from EM-LA on fire safety.

## Communications, Media & Engagement

### Overview

Since its inception in 2011, the Regional Coalition has provided a critical mechanism to educate people about LANL and its activities. To meet that end, it remains essential that the organization maintain and strengthen close communications with DOE, NNSA, EM, EM-LA, NA-LA, NMED, Congress, ECA, site contractors, regional and national stakeholders, the media, and other community members.

Diverse methods of communication need to be employed to effectively reach each Coalition audience according to their varying priorities and interests. Effective engagement with our audiences also requires a solid public identity, profile, and credible accomplishments. RCLC communications will seek to expand local, regional, and national public awareness of the Coalition and its efforts. Directives will also support an accurate understanding of the value and spectrum of research, technology, development, and opportunities at LANL.

### Goal

Increase visibility of the organization, its policies, and positions with an emphasis on member governments and the press. Increase internal communications and develop plan of execution according to RCLC organizational mission, strategic plan, legislative priorities and annual Timeline of Activities.

### Activities

#### **Improve Communication Efficacy & Capacity**

- Maintain and update Communications Plan, as needed.
- Produce communication analytics to direct decisions and strategy revisions.
  - Google Analytics, Twitter, and MailChimp analytics.
  - Short, periodic survey(s) to determine audience interests, demographics, board meeting quality, and efficacy of current communication methods.
  - A ‘Communications Matrix’, informed by survey results, will serve as a baseline to understand best methods and messaging for communicating with each of our audiences.
- Strategize and prioritize communications with specific stakeholder groups.
  - Deeper engagement with Energy Communities Alliance and exploration of additional leadership/organizational roles.
  - Align with NM Congressional Delegation whenever they are in NM, and regular communication with each respective office on pertinent issues.
- Produce meeting highlights following each Board of Directors meeting including actions taken and outcomes.
  - Circulate highlights to Board of Directors, the press, and RCLC distribution list (Board members will circulate summary to their governments).
  - Post meeting summary on the Regional Coalition digital platforms.

- Develop and circulate fact sheets along with periodic updates to the Board and outside entities, including DOE, NMED, Congress, the media, and others.

**Improve Efficacy of Internal Communications**—Produce concise and clear information and highlights for new and current Board members.

- Provide ‘Welcome packet’ for new members to orient them around RCLC responsibilities, advocacy roles, etc., to ensure effective participation with organization.
- Key in on timeline, upcoming deadlines, and milestones on RCLC calendar.
- Updates and key information on LANL impacts to go direct to community leaders of each respective community to alert corresponding staff and constituents of activities.
- Connect with Board members and communities, particularly if they missed a meeting or attrition at RCLC events.

**Build Identity, Profile & Credibility**—Refine and market value proposition of organization to media, communities, and stakeholders.

- Support Board member engagement in Coalition efforts and progress.
- Strengthen and expand relationships with LANL, DOE officials, and Congress in Washington, DC and New Mexico; NMED, NNM CAB, and other key partners.
- Create and maintain fact sheets and other communication tools to stay current with organizational accomplishments.
- Develop communications and engagement for national and international opportunities to share knowledge and gain greater insights.
  - Engage in advantageous and worthwhile ad hoc national opportunities to connect to broader networks engaged in Laboratory activities.
- Coordinate with other organizations advocating for federal installations in the state and elsewhere, emphasizing participation with Energy Communities Alliance.
- Evaluate agency policies as well as federal and state legislation for impacts on regional communities, economies, and environment through briefing memos, talking points, and fact sheets, as necessary.
- Provide comments during formal public comment and participate in public outreach initiatives to impact decisions on LANL activities.

**Increase Public Awareness**—Communication directives will seek to expand local and national public awareness of the Coalition and its efforts. Directives will also support an accurate understanding of the value and spectrum of research, technology, development, and opportunities at LANL.

- Build ongoing awareness of LANL strategic initiatives and ensure the Regional Coalition’s work aligns with LANL’s efforts.
- Enhance distribution list capabilities to increase audience size and its composition.
- Engage media and untapped audiences with a potential stake or interest in the Coalition and LANL activities.
- Provide presentations and other outreach efforts to relevant audiences at least twice per year.