2017 RCLC Accomplishments

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 work 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.

Goal
Support efforts and promote activities that sustain and diversify 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.

Engagement with M&O Contract Transition

- **Objective:** 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.

Our Board has been laser focused on mitigating negative impact on our communities through the internal- and externalities of LANL’s new management and operations contractor.

- **Ensuring engagement through NNSA acquisition and transition of new prime contractor.**
  - M&O acquisition process began June 27 with release of draft solicitation.
  - Process cut down to 13-day response period.
  - Rallied to ensure comments would be received by diverse group of stakeholders. Developed open-source letter for stakeholders to align with topics of concern and support by RCLC.
    - Letters aligned with RCLC response to draft RFP sent to NNSA by Los Alamos County, Ohkay Owingeh, Eight Northern Pueblos, San Ildefonso Pueblo, LANL Major-Subcontractors, LANL Foundation, Española Chamber of Commerce, Laboratory Retiree Group.
- **An invented process - direct outreach and meetings with potential contract solicitors.**
  - Achievements through adversity - Less than 24 hours to plan community gathering with Potential Bidders
  - Relationship Management - meetings with key bidders: University of Texas (UT), University of California (UC), and Texas A&M University (TAMUS).
    - Outreach to all potential bidders, publicly listed in NNSA ‘interested parties’. Keeping all parties in the loop on RCLC advocacy interests.
    - Launched page on website to cover all RCLC and stakeholder interests in contract: https://regionalcoalition.org/lanl-contract-bidders/
    - Through process, ensured each community had one-on-one discussion with UT and TAMUS.
    - Broad regional and national coverage on contract in press.
    - Touch points made with all ‘interested parties’ prior to submission of RFP on Dec 11, 2017.
Community Commitment Review, Planning & Drafting

- **Objective:** Advocate for LANL Community Commitment Plan (CCP) to maintain proper funding and provide positive impact in areas of regional economic development, education, and community giving.

The RCLC is leading the effort to ensure the M&O Contractor at LANL continues its support for Community Commitment and anticipates the preservation of this effort for the new, forthcoming M&O Contractor to safeguard continuity for the programs that should be preserved, and support innovation in the process.

With the RCLC’s ownership of the crafting of a new Community Commitment Plan (CCP), we’ve been able to revive key findings from the 2015 Academy of Sciences review on the importance of community engagement and dedication to local communities surrounding LANL with its relative differences to other NNSA sites. In so doing, we’re ensuring that the future of the Community Commitment Plan, the LANL Community Partnerships Office and its investments and partnerships remain intact, and areas for innovation were inputted into a Next Generation Plan.

- **Transition as opportunity – Historical review of Community Partnerships Office investments and programs to plan for continuity and prepare for innovations.**
  - First time transition of a community partnerships office at an NNSA site.
    - Interviewed and mapped all investment recipients and stakeholders in receipt of CPO investment since 2006.
    - Review provided for creation of ‘Map of LANS investments,’ a comprehensive review of all parties provided resources from CCP.
    - Surveyed regional stakeholders for opportunities to reflect upon ways to improve CPO with next M&O LANL Contractor.
    - Drafted ‘Recommendations for Next Generation LANL Community Partnerships Office’ to start with identification of continuity and innovation planning.
    - July 12, 2017 – First regional stakeholder meeting to discuss holistic goals of determining CCP and RCLC role.
  - August 25, 2017 – Executive Committee approves RCLC as driver of CCP implementation for M&O contractor, opting to ensure we had a contract and written plan for implementation rooted in review of communities.
    - Approval of contractor to focus efforts on drafting Next Generation Plan and Contract, (contractor subsequently left project due to illness).
  - Executive Director completes contract and Draft Next Generation CCP; released to Board and Regional Stakeholder on Jan 12, 2018. Opened for review until Feb 9, 2018.
  - Upcoming March meeting to discuss changes and ideas to ensure everyone has input on process and ideas going forward.

- **Working on national level to preserve CCPs and contractual language protecting community interests.**
  - Began dialogue on inclusion of CCPs for NNSA’s oncoming M&O Contract transition at LANL.
  - Improving data collection on procurements and investments in NNM.
  - Ensuring impact data of CCPs is readily available to communities and not just contractors.
  - Working with ECA to ensure language is universalized across other DOE sites, EM and otherwise.

- **Expressed continuing support and appreciation to LANS Board of Directors for ongoing Community Commitment.**
  - RCLC requested support from LANS Board of Directors for ongoing investment in LANS Community Partnerships Office programs, and they provided funds despite it being their last year in service as LANS.

Preserving GRT from National Laboratories to NM and Local Communities

- **Objective:** Ensure gross receipts tax revenue stream from Los Alamos National Laboratory stays at the status quo, safeguarding ongoing revenues into the state and local communities.

The Coalition took the lead on preserving over $200 million for the State of NM and the region by supporting a bill that maintains the status quo of the tax status for current Lab contractors operating LANL and Sandia National Labs.
Following the House Tax & Revenue tabling of our Bill on March 3, 2017, we worked diligently in the interim sessions to ensure that we had the best technical capacity on the Bill going into the 2018 session with the Legislative Finance Committee and Legislative Council.

- Gained supporters of GRT Legislation: North Central Regional Transit District, New Mexico Association of Counties, City of Española, City and County of Santa Fe, and the New Mexico Municipal League.
- Reworked strategy to move bill through Senate and pre-filed the bill to get a low number: Senate Bill 17
- Engaged with NNSA and House Armed Services on alternatives and discussion on our strategy to ensure this revenue is protected.
- Presented to NM’s Radioactive and Hazardous Waste Subcommittee on RCLC engagement on waste and cleanup, where legislators were alerted on the GRT losses on September 21, 2017 in ongoing outreach efforts.
- Served as ‘expert’ to impact bill in relationship with the Laboratory through 30-day session. 2018 Legislative Session marked last chance for protection of this tax revenue stream to the State and local communities. Provided handouts, updated at each committee hearing to ensure we addressed common questions and themes.
  - January 26, 2018 – Passed through Senate Corporations and Transportation Committee.
  - February 1, 2018 – Passed through Senate Finance Committee.
  - February 3, 2018 – Defended on Senate floor and passed 31-4.
  - February 12, 2018 – Passed through House Tax & Revenue Committee and passed 10-5. Prepared testimony with NCRTD to serve as testimony provider.
  - February 13, 2018 – Passed through House.
- Prepared letter of support for NM Governor Susana Martinez citing all communities and organizations in support of legislation in hope that she will sign the bill into Law.

**LANL Workforce & Regional Attraction Guide**

- **Objective:** Ensure a steady stream of new and upcoming talent into LANL from our local communities and state, and that any new or prospective LANL employee is well acquainted with the regional area.

**Knowledge of Our Region**

LANL issued data stating that hiring will occur across the demographic of the Laboratory on an ongoing basis, estimating 1,200-1,500 jobs to be filled annually, while 1,100 jobs were filled in 2017. The RCLC decided to take its own initiative to help new and potential hires get to know the region, with 67% LANL personnel living outside of Los Alamos (Source: Los Alamos National Lab, 2017).

The LANL hiring team has utilized our Regional Attraction Guide, as a standalone regional guide for new and potential hires who want to learn about the NNM area. Sponsored by a number of regional stakeholders and small businesses, our guide is the first of its kind and introduces new and potential LANL employees to Northern New Mexico.

- **Regional Attraction Guide**—Ongoing support efforts geared towards making it easier for qualified local workers to navigate opportunities to thrive in and around the region through the Regional Attraction Guide (RAG), and local community engagement of opportunities to new and potential hires at LANL. Our final published guide arrived in August 2017 and is featured not only in the LANL hiring office, but in a variety of offices all around NNM.
  - Content design for the RAG occurred in-house with a project manager, Sara Magaletta.
  - $18,000 fundraised through local sponsors ($3,000 above original fundraising goal), therefore ensuring the consultant support was at no cost to the Coalition. Extra funds are still available for printing additional copies once supply runs out.
    - Sponsors: Homewise, Sotheby’s Santa Fe & Los Alamos, Rio Grande School, YMCA—Los Alamos, Acceptance Capital Mortgage, Guardian Mortgage Company, Regional Development Corporation, Loka Creative, La Pradera Santa Fe, University of New Mexico, NM Bank & Trust, Los Alamos Medical Center, Los Pradera Santa Fe, University of New Mexico, NM Bank & Trust

**LANL Workforce Management Engagement**

LANL Human Resources Office of Diversity and Strategic Staffing agreed to applying the digital version of the RAG on the lanl.gov website and is included in every hiring and engagement packet for new hires at LANL.

RegionalCoalition.org
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Environmental Stewardship

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

**Advocacy of Legacy Waste Cleanup**

- **Objective:** Ensure adequate annual federal budget and appropriations for legacy waste cleanup at LANL

The RCLC has positioned itself as sole, consistent lobbying body for legacy waste cleanup dollars into LANL at the Congressional level. As the RCLC, we ensure DOE is aware that our communities are their primary customers and cleanup is a marked priority in budgetary negotiations. Cleanup entities have the responsibility to safeguard the health and safety of our regional communities, and we have continued to monitor the outcomes of legacy waste cleanup.

Through our efforts in working directly with EM-LA and NMED, we have ensured campaign-based priorities included highest risk cleanup work, and prioritized, mandated, and accomplished through NM’s Consent Order Agreement. We have developed a strategy that allows us to demonstrate successes, build upon past work accomplished, and demonstrate a scope of work that, if funded, could be accomplished.

This year marked many transitions, from oncoming Trump Administration staffing and appointments and the transition of the EM-LA contract, which went on much longer than expected, and will finally be in place on March 1, 2018.

- Presented a new package of outreach documentation to Energy & Water Appropriations staff to demonstrate cost, scope of work, progress to invest in, and the gap of funding that occurs between the President’s Budget and the achievable scope of work at LANL.
- FY17 & FY18 Requests for LANL Cleanup Funds mark ongoing increases in budgets for cleanup.
  - FY16 Received: $184 million.
  - FY17 Requested: $199 million. Received: $191 million, showing an ongoing growth in budgets.
  - FY18 Requested: $217 million.
- Built strong, ongoing relationships with EM-LA leadership and proposed our priorities. Working with new leadership at NMED to check and balance our outreach in Congress.
- Engaged national stakeholders through ongoing participation with Energy Communities Alliance to ensure best practices and direct engagement with DOE officials on community priorities.
- EM-LA accomplished all 2017 milestones through the Consent Order, a document we supported when it was approved. Only one milestone deferred until 2020 due to mission change.
- Remediated nitrate salt barrels safely completed as of November 7th. Engaged in regular updates on remediation of barrels that caused the breach that halted WIPP shipments and storage. Mission was of remediation was achieved and prepared for new shipment to WIPP.
  - We have watched our national waste queue and WIPP restart from their opening on Jan 9, 2017, and have followed the ECA waste reclassification goals as they have continued to make progress.

**Engagement with DOE Environmental Management**

Board and a variety of community stakeholders met with newly appointed DOE EM Deputy Secretary Jim Owendoff and EM Senior Advisor to Secretary Perry, Roger Jarell – August 8th, 2017.

- We voiced our concerns with a lack of mandate on community commitment and importance of community engagement with contractors.
- Roger Jarell was also available to meet with RCLC members in our Washington, DC meetings in September 2017, and we have established an ongoing dialogue.
EM-LA Los Alamos Legacy Cleanup

- **Objective**: Establish and grow ongoing relationship with Los Alamos cleanup contractor, NMED, and EM-LA to ensure cleanup is done efficiently and effectively

The RCLC took the lead in guiding the discussion for the parameters set in the LLCC contract and yielded several successful edits to the Contract in support of our communities. Through a region-wide stakeholder effort, we spoke in one voice to ensure the Contract includes local contractor preference with community commitment and set asides for small business.

This was used as a true platform of experimentation for the RCLC in how to engage in a contracting process. As the first time an EM Contract has been issued at LANL, the Coalition proactively responded with a clear representation of the importance of community commitment and engagement. The Coalition was instrumental in making a cogent case for focusing community commitment funds on workforce and education, and connecting the bidding teams and winner, SN3, to the communities and regional stakeholder groups.

**Engagement, Experimentation, and Fruition** – Our ability to take on our first-ever EM contract transition came to a great conclusion with a contractor deeply interested in community commitment, linking with local, small businesses and dedicated to workforce support.

- Created a mold for contractor outreach and reached out to all interested parties in process.
- Hosted several events for contractors to engage, and many have become regular attendees at RCLC meetings.
- Many regional stakeholders have been able to engage in process and voiced our many concerns about ongoing community commitment and small business support.
- Relations with EM-LA have become a model relationship for how we would like to better relate to NNSA.
- Los Alamos Legacy Cleanup Contract was awarded to N3B, a joint venture, between Huntington Ingalls and BWXT on December 20th, 2018 and will be officially at the helm on March 1, 2018.
  - Ongoing meetings and engagements are planned and the CEO will present at April 2018 RCLC meeting.

**Ongoing Relationship with National Level Organizations to Ensure Best Practices**

- **Objective**: Participate nationally to apply best practices locally, and ensure we are part of national dialogues on cleanup activities to inform our Board and local communities

Throughout the year, the RCLC made advocacy trips to Washington, DC to maintain and grow relationships with Presidential appointees, elected officials, and senior- and mid-level staff of Congressional Committees, the New Mexico Congressional Delegation, Department of Energy - Environmental Management (DOE-EM), National Nuclear Security Administration (NNSA), Energy Communities Alliance (ECA), and more. The RCLC made specific trips to understand and advocate on behalf of our legislative priorities, fiscal year cleanup, and LANL mission budgets, with all parties necessary to ensure our interests were discussed and priorities met.

Meetings where Board Members and/or staff were present in representation of the RCLC are the following:

- RCLC Advocacy Meetings & ECA Peer Exchange, Washington, DC - Feb 20-24, 2017
- ECA Nuclear Energy Issues Peer Exchange, Washington, DC – April 2017
- Strategic Deterrence Symposium, Washington, DC – May 8-9, 2017
- ECA Manhattan Project National Historical Park Peer Exchange, Hanford, WA – Aug 16-17, 2017
- Advocacy Meetings & DOE EM/ECA National Cleanup Workshop, Washington, DC – Sept 12-14
- ECA Intergovernmental Meetings, San Antonio, TX – Nov 15-17, 2017
Advocacy for Defense Nuclear Facilities Safety Board (DNFSB)

Objective: Maintain DNFSB for its oversight of nuclear missions in the U.S.

- RCLC and ECA submitted letters supporting the preservation and improvement of DNFSB when the Chair’s leaked letters showed they wanted to absolve the Board to oversee the activities at nuclear facilities.
- Plutonium Facility Safety Review came to Santa Fe, NM and the RCLC was present to understand how they want to go forward on the site progress.

Expanded Advocacy on Storage and Removal of NNSA’s Newly-Generated Waste

Objective: Ensure Board is monitoring all waste streams at LANL to be removed to maintain health and safety.

The RCLC discovered a nuance of waste that made classification of TRU and other waste different to NNSA and DOE-EM, but not different to what sits on the hill in Los Alamos. The Coalition decided to continue to monitor all waste awaiting shipment to WIPP or elsewhere, ensuring that the streams get safely and securely to a location outside of 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. Produce meaningful and engaged communications and implement Communication Plan.

**Internal Communications**

- Updated the RCLC Communication Plan to provide a comprehensive framework for analyzing and executing effective communications with our audiences as a method for maintaining and executing the mission of the Coalition.
- Improved administrative capabilities, through better organization and cataloging of information, to decrease amount of time needed for administrative tasks and increased capacity for progress on communication efforts.
- Posted all meeting minutes, agendas, and packets to Regional Coalition website.
- Developed monthly newsletters and meeting highlights to keep audiences engaged in the interim of Board meetings.
- Developed communication strategies according to value proposition to distinguish the Coalition’s value to Northern New Mexico communities, economy, environment and relationship with LANL.
- Created analytical framework and improved data metrics for tracking progress and efficacy of communication methods.
  - Through data and analytics integration, increased ability to track progress
  - Website and subscriber data metrics improved. Eliminating anomalies, such as bot-added email accounts to our mailing list, ensures our data reflects an accurate representation of our audience and activities
  - Increased engagement from website traffic
  - Employing more visuals on website and social media due to audience engagement behaviors and interests
  - Implemented our Monthly Newsletters and readership and open- and click-through rates
    - About 5% above industry average, 20% overall rate of engagement through email distribution list
  - Data shows increased audience retention and engagement across the board on our digital platforms

**External Communications**

- Strengthened and expanded relationships with LANL, DOE officials and Congress in Washington, DC and New Mexico; NMED, NNMCAB and other key partners.
- Evaluated agency policies along with federal and state legislation for impacts on regional communities, economies and the environment; developed op-eds, talking points, and fact sheets.
- Built broad awareness of LANL strategic initiatives and ensured that the Regional Coalition’s work aligns with LANL’s efforts.
- Coordinated with other state and national organizations advocating for federal installations, with an emphasis on Energy Communities Alliance.
- Participated and provided comments during formal public comment and public outreach initiatives to impact decisions on LANL activities.
- Developed and executed communication strategies to elevate key RCLC priorities including the RAG mag, LANL Contract transitions, and tax stabilization bill.
- Increased RCLC’s public identity, credibility, and profile among regional and national audiences through execution of Communication Plan.
- Increased outreach and developed stronger relationships with New Mexico publications: Los Alamos Daily Post, Los Alamos Monitor, Taos News, Santa Fe New Mexican, Santa Fe Reporter, and Albuquerque Journal.
- Increased local and national press coverage on Coalition activities by 121%, including Associated Press coverage.
- Increased audience retention and engagement across the board on digital platforms.
Business Operations & Organizational Management

GOAL: Manage a legally compliant and efficient organization, as well as ensure long-term funding for the organization.

- Restructured meetings to quarterly with Board dinners in accordance with Board preferences.
- Maintained $100,000 in grant administration with the Department of Energy Environmental Management, serving as 70% of operating budget for RCLC.
  - Filed annual DOE-EM grant application and report, as requested by DOE liaisons. Grant for FY18 distributed on February 13, 2018.
  - Receipt of Department of Energy Environmental Management grant to operate RCLC.
- Brought in additional revenue streams to cover costs on Regional Attraction Guide and other associated costs with the project.
- Operated the organization in compliance with applicable local, state, and federal regulations, including but not limited to, ensuring all legal and financial responsibilities are met.
  - Up-to-date on all invoicing of members and ongoing billing with fiscal agent, Los Alamos County.
- Prepared and adopted the Annual Strategic Plan and annual budget, implementing as appropriate.
- Made presentations to each participating member’s governing body and other regional organizations as requested by Board members.
- Negotiated and collaborated with outside entities in advocacy of organizational policies, as directed by the Board.
- Prepared and distributed Board meeting packets, including meeting minutes and briefing memos, as necessary.
  - Extensive preparation for meeting engagements in Washington, DC in Congress, DOE, and other sites to provide background and preparation materials for our advocacy role per each entity in which we convene.
- Upgraded and maintained RCLC website.
- Developed and implemented strategies for new Board member recruitment.
  - Extensive engagement with San Ildefonso Pueblo since June 2017 to become members. With a new Governor and Council in office, hope is that they will sign on to become a member in 2018.
- Prepared and submitted Annual Report to the Board of Directors. The report included:
  - The organization’s work and achievements for the previous year;
  - Proposed plans for the upcoming year;
  - A financial status summary, including revenue projections and operating costs;
  - Any proposed changes to policies and contractual obligations.
- Developed Board member transition strategy for long-term coherency and engagement with membership.
  - Created welcome packet for new members with key background and onboarding documents.