A. Coffee & Breakfast 7:30a-8:00a

B. Call to Order – Chair Barney Trujillo | 8:00a-

C. Confirmation of Quorum – Chair Barney Trujillo

D. Approval of Agenda – Chair Barney Trujillo

E. Strategic Planning Session | 8:05–10:00a
   a. Review of RCLC Purpose & Vision – 5 mins
   b. 2016 Accomplishments – 30 mins
      i. Revisiting 2016 Work Plan
   c. Strategic Planning
      i. Stage setting: Calendar of Efforts + 2017 Legislative Priorities
      ii. Proposed Opportunities - 10 mins
      iii. Items for Discussion - 20 mins
   d. 2017-2018 Work Plan Proposal - 30 mins
   e. Executive Director Review – 60 mins
      i. Successes and Challenges – 30 mins
      ii. Communications Reporting – 15 mins
      iii. Budget – 15 mins

F. Executive Director Review | 10:00-12:00a
   a. Discussion Regarding Limited Personnel Matter(s) – Review of ARC’s Provision of Executive Director Services and Agreement AGR2016-01. (Session Closed Pursuant to NMSA 10-15-1 (H) (2))

G. Lunch – 11:30a

H. Adjournment – 12:00p
About the Regional Coalition of LANL Communities:
The Regional Coalition is comprised of nine cities, towns, counties and pueblos surrounding the Department of Energy’s Los Alamos National Laboratory (LANL). Founded in 2011, the Regional Coalition works in partnership to ensure national decisions incorporate local needs and concerns. The organization’s focus is regional economic development and site employment, environmental remediation, and adequate funding for LANL.

The 2016 Board of Directors includes Chair, Commissioner Barney Trujillo, Rio Arriba County; Vice-Chair, Mayor Javier Gonzales, City of Santa Fe; Secretary/Treasurer, Commissioner Henry Roybal, Santa Fe County; Councilor Chris Chandler, Los Alamos County; Mayor Alice Lucero, City of Española; Councilor Darien Fernández, Town of Taos; Commissioner Mark Gallegos, Taos County; Representative Ron Lovato, Ohkay Owingeh; and Lt. Governor Ward Yeppa, Pueblo of Jemez.

For more information please visit the Regional Coalition website at http://regionalcoalition.org

Contact: Regional Coalition of LANL Communities, 1101 Hickox St, Santa Fe, NM 87505, Office: 505/490-6155
Work Plan Framework

The Regional Coalition of LANL Communities’ work plan covers the period April 2016-September 2017. This timeframe corresponds with the Department of Energy’s transition to a new LANL prime contractor. The Regional Coalition’s plan identifies the primary work items the Board of Directors and executive management team will undertake as LANL maintains its mission with LANS, and prepares to transition to a new prime contractor. As part of this transition period, the Regional Coalition will continue to refine its goals, identify strategies, and develop specific work items that will, collectively, advance the organization’s long-term interests. Those goals, strategies and work items will be captured in a subsequent strategic plan.

Through this transition at LANL, the Regional Coalition will work to better understand DOE’s performance, transition plan, and 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 the communities to ensure our many interests are met.

Organizational Mission

The Regional Coalition’s Joint Powers Agreement includes the following:

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

Goals

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

1. Engage LANL, DOE, state of New Mexico, stakeholder groups and others on site issues;
2. Increase the communities’ voice, including state and federal legislative advocacy;
3. Discuss and proactively address issues, and strategize on how to meet regional needs;
4. Identify and support economic opportunities to promote LANL activities off-site; and
5. 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’ needs, interests and goals. The Board of Directors will seek to reach a broad consensus on policy matters, working collaboratively with DOE, Congress, the 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, and will ensure this approach is followed throughout the organization.

Work Plan Elements

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 March 11, 2016, retreat, 70% of the executive director’s time will be devoted to economic development and 30% will be devoted to environmental cleanup. Communications and organizational management are integral to these efforts.
Overarching Executive Director Responsibilities

1. Implement public information strategies, with an emphasis on proper monitoring of site activities, effective regulatory enforcement and adequate funding to accomplish site missions;
2. Serve as spokesperson for the Regional Coalition with the DOE, state and federal agencies, the media and the public;
3. Monitor regional and national issues, and coordinate with outside agencies on issues affecting Los Alamos National Laboratory;
4. Represent the organization at local and national meetings and advocacy focused engagements as directed by the Board;
5. Assist the Board in becoming a more effective advocacy organization; and
6. Provide technical assistance; summarize and analyze issues, and provide comment and advice as necessary or requested; prepare technical memos, issue briefs, and talking points, as needed.
7. 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 work will principally focus on workforce advocacy, using elected officials’ standing to amplify ongoing economic development work, and identifying additional opportunities to support workforce development activities.

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

April 2016—September 2017 Activities
1. Workforce support (primary economic development activity)
   a. Support efforts geared towards making it easier for qualified local workers to navigate opportunities and achieve employment at LANL.
      These efforts include:
      i. Meeting with LANL human resources and understanding the recruitment system;
      ii. Hosting a roundtable meeting with local and regional economic development organizations to understand their work, and identify opportunities for the Regional Coalition to engage;
      iii. Meeting with member governments’ economic development staff; and
      iv. Identifying opportunities to build connections between LANL and local high schools and colleges to link long-term workforce needs with educational opportunities and skills development.
   b. Based on the aforementioned, develop and execute the plan for Regional Coalition to amplify those efforts and define additional organizational opportunities.
2. Contracting
   a. Continue to advocate for increased flexibility for local procurement.
3. Press DOE and Congress to ensure that the LANL acquisition strategy for contractors is open, fair and balanced. Site funding and mission diversification -- Advocate for and support efforts to ensure LANL funding is sufficient to maintain scientific capabilities and diverse missions. (See “Environmental Stewardship” for additional funding needs)
4. Advocate that the LANL Community Commitment Plan maintains proper funding, and that new site contracts maintain GRT payments.
5. Participate in Manhattan Project National Historical Park construction and content planning and link to other ongoing regional National Park Service efforts.
6. Tech Transfer (lower priority issue)
   a. Become informed, support and identify opportunities to promote opportunities to assist local small businesses with LANL technology transfer, and
   b. Help Regional Coalition members to learn about tech transfer in order to increase capacity to tap into those opportunities.
Environmental Stewardship

Overview
A 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 the many issues regarding the cleanup and long-term management of LANL, and providing a forum to foster discussions among DOE, Congress, the regulatory agencies, site contractors, and community members. This responsibility includes, but is not limited to, working with DOE and NMED to ensure waste generation is well monitored, regulated and matched by proper funding. DOE and NMED are currently negotiating a new consent order. The draft was issued for public comment in March 2016.

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

April 2016—September 2017 Activities
1. Consent Order
   a. Review draft consent order between DOE and NMED.
2. Provide comment on the draft consent order, and advocate for changes, as needed, to ensure that goals protect and support the Regional Coalition’s interests.
3. Lifecycle baseline –
   a. Advocate for the development, release and 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:
      i. Chromium plume campaign
      ii. RDX explosives campaign
4. Environmental Management contract
   a. Press for a contract that recognizes the critical role and responsibilities of local governments and tribal government in protecting the health, safety and welfare of their communities;
   b. Ensure that the contractor prioritizes consistent and substantive engagement with local governments;
   c. Require the continued funding of a community commitment plan and hiring of New Mexico-based firms; and
   d. Other issues identified by the Regional Coalition Board of Directors.
5. Cleanup funding – Using the consent order and/or lifecycle baseline as a guide, advocate for DOE cleanup funding for fiscal years 2017 and 2018 with goal of ensuring there is sufficient funding to meet cleanup obligations; engage as needed. (See “Community & Economic Development” for additional funding needs)
6. Track and advocate on issues regarding WIPP recovery, reopening and waste storage timeline, and impact on LANL activities.

Communications, Media & Engagement

Overview
Since its inception in 2010, the Regional Coalition has provided a critical mechanism to educate people about LANL and its activities. Towards this end, it remains essential that the organization maintain and strengthen close communications with DOE, NMED, Congress, ECA, site contractors, additional stakeholders, the media and other community members.

Goal
Increase the visibility of the organization, and its policies and positions, with an emphasis on member governments and the press. Increase internal communications and develop plan of execution.

April 2016—September 2017 Activities
1. Expand and strengthen internal communications:
   a. Following each Board of Directors meeting, develop a short meeting summary, including actions taken and outcomes;
   b. Circulate summary to the Board of Directors and the press (Board members will circulate summary to their governments); and
   c. Post the meeting summary on the Regional Coalition website.
2. Develop facts sheets and other communication tools to better define the Regional Coalition’s successes.
3. Evaluate agency policies and federal and state legislation for impacts on the regional communities, economies and the environment; develop briefing memos, talking points, and fact sheets, as necessary.
4. Maintain, strengthen and, as necessary, expand, existing relationships with LANL, DOE officials and Congress in both Washington, DC and New Mexico, NMED, the NNMCAB and other key partners.
5. Build awareness of LANL strategic initiatives and ensure that the Regional Coalition’s work aligns with LANL’s efforts
6. Coordinate with other organizations advocating for federal installations in the state and elsewhere, with an emphasis on Energy Communities Alliance.
7. Participate and provide comments during formal public comment and public outreach initiatives to impact decisions on LANL activities.
8. Develop and circulate fact sheets and periodic updates to the Board and outside entities, including DOE, NMED, Congress, the media and others.
9. Maintain, and update as needed, the communications plan.

**Business Operations & Organizational Management**

**Overview**

Business operations and organizational management cover internal organizational management responsibilities.

**Goal**

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

**April 2016—September 2017 Activities**

1. Link Board of Directors meeting agenda items to specific strategic plan sections.
2. Elevate the role of the executive director's reports at monthly meetings.
3. Advise the Board of Directors on strategic direction and policies, including legislative strategies to achieve the organization's mission.
4. Operate organization in compliance with applicable local, state and federal regulations, including but not limited to ensuring all legal and financial responsibilities are met.
5. Prepare and adopt the annual strategic plan and the annual budget, and implement as appropriate.
6. Make presentations to each participating member's governing body, at least annually, or as requested by Board members.
7. Negotiate and collaborate with outside entities, and convey and advocate for organizational policies, as directed by the Board.
8. Prepare and distribute Board meeting packets, including meeting minutes and briefing memos (as necessary).
9. Prepare monthly updates on relevant congressional and DOE policies and actions.
10. File annual DOE-Environmental Management grant application and report (as necessary).
11. Maintain the website.
12. Prepare and submit to the Board of Directors an Annual Report. The report will likely include
   a. the organization's work for the previous year, including achievements,
   b. proposed plans for the upcoming year,
   c. a financial status summary including revenue projections and operating costs, and
   d. any proposed changes to policies.
## 2017 Timeline of RCLC Activities

<table>
<thead>
<tr>
<th>Date Range</th>
<th>Event Description</th>
</tr>
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<tbody>
<tr>
<td>January–June</td>
<td>Presidential Administration Transition and Leadership Appointments</td>
</tr>
<tr>
<td>Jan 17–Mar 18</td>
<td>NM State Legislature in Session – Lab GRT Preservation Bill Pursuit</td>
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<tr>
<td>February 20-24</td>
<td>RCLC Advocacy Trip and ECA Peer Exchange in Washington, DC</td>
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<tr>
<td>Feb 27–Mar 3</td>
<td>FY 2018 President’s Budget Outline may be submitted to Congress</td>
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<tr>
<td>End of March</td>
<td>Infrastructure Spending Bill details released ($3.7B to NNSA, $1.4B to LANL)</td>
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<tr>
<td>February–April</td>
<td>FY19 President’s Budget Released</td>
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<tr>
<td>April</td>
<td>Original Sandia M&amp;O Contract Expires and NTESS Transitioned In</td>
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<tr>
<td>April</td>
<td>LANL Draft RFP for M&amp;O Contract</td>
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<tr>
<td>April</td>
<td>ECA Nuclear Energy Issues Peer Exchange, Location: TBD</td>
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<tr>
<td>April 28</td>
<td>Congressional Budget FY17 Continuing Resolution Expires</td>
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<tr>
<td>April/May</td>
<td>Draft Release of Regional Attraction Guide</td>
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<tr>
<td>May</td>
<td>Proposed Next Generation Community Commitment Plan Draft</td>
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<tr>
<td>April/May</td>
<td>LANL Draft RFP for M&amp;O Contract comments, questions, feedback due</td>
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<tr>
<td>April</td>
<td>Distribute LANL Community Partnerships Office Proposal to M&amp;O contractors (if M&amp;O is released)</td>
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<tr>
<td>April</td>
<td>Industry Day(s) for M&amp;O Contractors</td>
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<td>April</td>
<td>Community Day for M&amp;O Contractors and Community Leaders</td>
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<tr>
<td>May 31–June 2</td>
<td>ECA Manhattan Project National Historical Park Peer Exchange, Richland, WA</td>
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<tr>
<td>June</td>
<td>LANL Final RFP for M&amp;O Contract released</td>
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<tr>
<td>July 1</td>
<td>DOE-EM Los Alamos Legacy Cleanup Contract (LLCC) awarded</td>
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<tr>
<td>August</td>
<td>LANL M&amp;O Contract RFPs due</td>
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<tr>
<td>September 12-14</td>
<td>DOE EM/ECA National Cleanup Workshop 2017, Alexandria, VA</td>
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<tr>
<td>October 1</td>
<td>LLCC LANL Cleanup prime contractor fully transitioned</td>
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<tr>
<td>Oct/November</td>
<td>Intergovernmental Meeting &amp; ECA Board Meeting, Location: TBD</td>
</tr>
<tr>
<td>December</td>
<td>LANL M&amp;O Contract Awarded (if protested, delayed 120 days)</td>
</tr>
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</table>
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

2017 Federal Legislative Priorities
Strengthening Mission & Community Commitment

Sufficient Funding & Mission Diversity: Sufficiently fund Los Alamos National Laboratory (LANL) to maintain strong scientific capabilities and support the diversification of missions. The Regional Coalition of LANL Communities (RCLC) also urges the new Administration and Congress to provide financial resources for education, outreach, and feasibility studies on the impacts associated with the implementation of vital Department of Energy (DOE) operations. Our Board Members and network of stakeholders will be powerful partners in the budget and appropriations process if we are engaged early and often.

Community Engagement: DOE should continue to consistently fund the RCLC to enable local governments and tribes to participate in supporting economic development, involving us in environmental cleanup decision-making, and encouraging the diversification of projects, especially those that include local workforce education and training initiatives.
- DOE Environmental Management (EM) and National Nuclear Security Administration (NNSA) decision-making processes should involve consultation with our local elected and tribal officials on a pre-decisional basis when any positive or negative impact(s) on the local community is conceivable.
- DOE and NNSA should continue to have meaningful engagement with local governments when developing programmatic proposals and environmental impact statements in order to educate interested parties.

Workforce Cultivation & Support: DOE must develop a recruiting and retention initiative to address the departure of 25-30% of LANL workers, filling 2,500 positions, inviting new talent to job opportunities at LANL over next five years, and foreseeable hiring, ongoing. The Coalition will support this initiative to attract and retain these individuals, as this will be the largest LANL workforce shift in the Lab’s history within the five-year timeframe.
- DOE should encourage the support and participation of site and field office leadership in local education events, workforce training programs, and other mutually beneficial opportunities. This includes coordinating with our local universities and technical colleges to create apprenticeships and internships wherever possible.
- DOE, NNSA, and their contractors must work with local communities to develop and support STEM curriculum for K-12 education as to secure local, sustained streams of workforce talent able to assist in the decades-long cleanup processes and ongoing NNSA missions at LANL. To fund these initiatives, DOE should continue to request appropriations for, and expand grants to, local educational institutions to train the next generation of DOE workers.

Direct Community Commitment at LANL: As the DOE, NNSA, and LANL embark upon an Acquisition Strategy for a new Management and Operations prime contractor(s) at LANL, the Coalition wants to be involved in the decision-making process. The RFP should include community commitment investments, 5% preference to local contractors who do business with the Lab, and consistent communication with communities through the life of the contract.

Nuclear Posture Modernization: Sufficiently fund projects that address maintenance of DOE and NNSA’s missions. Due to aging infrastructure, maintenance backlogs, and deteriorated facilities, the mission is threatened and should not be ignored by the new Administration or Congress. It must be made a priority to ensure the safety of workers, communities, and the nation at large. Additionally, each project at LANL is an important social and economic driver in our communities.
- DOE, and NNSA especially, should continue work to modernize LANL.
- NNSA must resolve maintenance and disposition issues at LANL, prioritized by need and/or risk.

Small Business Contracting: DOE should support and consider small businesses in procurement efforts, especially those of “strategic sourcing”. DOE should have a clear objective to support local companies and contractors qualified to provide commercial goods and services to DOE, NNSA, EM and other federal entities. The Regional Coalition supports an open, fair and balanced approach to site acquisition strategy for contractors who bid on cleanup projects and other acquisition opportunities at LANL.
Support of Manhattan Project National Historical Park: With our local communities as hosts to the newest national park, we ask Congress, National Park Service, and DOE to work collaboratively in the development and operation of the park. Our communities of and around LANL appreciate and acknowledge the history of the role played in helping to end World War II through their involvement in the Manhattan Project.

- We ask that DOE reaffirm its commitment to supporting the Manhattan Project National Historical Park. This includes preservation of historical documents and sites as well as cooperation with local communities and the National Park Service.
- In order to facilitate the creation of the park, DOE must request funding through the appropriate program office to support DOE’s responsibilities to the Park.
- DOE’s Office of Legacy Management, EM, and NNSA must work with our local communities and the National Park Service to include as many nationally significant sites and information to be made accessible to Park visitors.

Environmental Cleanup

Adequate Funding for Cleanup Efforts at LANL: The Environmental Management site office at LANL needs consistent, reliable and sufficient funding to meet NM/DOE Consent Order agreed progress mandates, rooted in Lifecycle Baseline Cost estimates and annual planning. DOE should request Congress to appropriate its budget for FY17 at $199 million and FY18 at $229 million for cleanup activities at LANL according to the documented minimum amount needed to meet Consent Order requirements.

- Meet all demands within the Consent Order and prioritize funding to meet highest risk-based management of: Chromium plume characterization and interim measures; RDX (WWII explosives) characterization; and progress on TA-21’s investigation and remediation.
- DOE-EM and EM-LA should engage our Coalition members and other key local stakeholders at every stage of the budget development and appropriations process to create a budget that will meet cleanup needs.
- DOE leadership must avoid the consequences that inadequate, unsustainable, unpredictable, and non-compliant budgets can have on the cleanup mission, trust with partners, as well as community health and safety.

Meeting Stated & Mandated Goals: DOE and NMED must continue to engage local and pueblo government officials on all aspects of DOE cleanup opportunities. Transparent communication between local governments, states, tribes, and DOE is essential for achieving a successful cleanup mission. With a signed Consent Order Agreement between the State of NM and DOE, a Lifecycle Baseline Contract, and oncoming cleanup prime contractor, we believe we are poised to reach all stated cleanup goals.

Smooth Transitioning for Next Prime Contractor: While we admire the efforts of EM to hold a smooth acquisition process for the next prime contractor for the Los Alamos Legacy Cleanup Contract, we look forward to introducing our communities to the next contractor and ask for a detailed plan stating what the new prime contractor transition will look like as the reigns go from LANS to the oncoming contractor.

Enhance Host-Community Support & Property Transfer: As host communities to LANL’s mission, we endure a number of challenges, including the stagnation of our populations and perhaps even lost additional business opportunities due to LANL’s mission.

- DOE must continue support for our communities’ educational development, economic diversification, and other programs to demonstrate DOE’s commitment to our local governments.
- DOE should continue to provide our local communities with grants for third-party assessments of DOE decisions so that the economic and social impacts of DOE operations can continue to be fully understood by local communities.
- DOE should proactively seek local government input when renegotiating environmental cleanup federal facility agreements. Our local governments and citizens are most impacted by decisions that will have lasting economic, environmental, and public health effects.
- DOE should engage with our Board to prioritize the transfer of excess properties to be redeveloped for local economic benefit.
2016 RCLC Accomplishments

Community & Economic Development

GOAL: Support efforts and provide opportunities for local business and individuals to secure work at LANL, while also supporting efforts to sustain and diversify LANL’s missions.

EM-LA Los Alamos Legacy Cleanup Contract
The RCLC took the lead in guiding the discussion for the parameters set in the LLCC contract and yielded several successful edits to 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—a first for an EM contract—with community commitment and set asides for small business.

Local & Regional Successes—Contract for next Environmental Management prime contractor includes 5% preference for local contractors, community commitment plan submission, and 60% small business set aside for subcontractors.

- Hosted two separate community gatherings to introduce RCLC community interests to potential prime contractors.
  - Discussion on Community Commitment Priorities, where local community stakeholders, some potential prime contractors and EM-LA officials attended June 9, 2016 at Buffalo Thunder Resort & Casino.
  - Meet & Greet engagement with potential prime contractors to introduce idea of community commitment and offer engagement opportunities with probable cleanup contracting officials, October 5, 2016 in Los Alamos.
- Coordinated buy-in from regional organizations gathering signatures and support to sign onto response to draft RFP.
  - Co-signed support from United Way of NNM; Regional Development Corporation; LANL Major-Subcontractors Consortium; LANL Foundation, Los Alamos Commerce & Development Corporation, Representative Stephanie Garcia Richard, NM District 43; Representative Carl Trujillo, NM District 46; Senator Carlos R. Cisneros, NM District 6.
  - Letter contained numerous examples of contract language we want to see with Community Commitment Plan submission, local contractor preference and small business set-asides.
- Ongoing outreach with cleanup contractors to engage in process on what the community commitment plan should contain.
  - Creation of workforce program in alignment with current LANS Community Commitment
- Design and advocate upon desired outcomes with contractors on community commitment and regional community engagement

National Successes—Informed and collaborated directly with DOE on the contract design and local information needs.

- Helped improve acquisition process for DOE local elected and tribal official engagement.
  - Provided feedback to ensure of first-ever Community Day for local stakeholders to engage in acquisition process.
- Greater alignment with ECA policies and dovetailed efforts at national level in remediating the $447B in EM liabilities nationwide.
LANL Workforce Support

Changing Workforce Demographic—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.

- **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, and local community engagement of opportunities to new and potential hires at LANL.
    - (Opportunities to utilize tool with other regional industries)
  - Content design for the Regional Attraction Guide and exceeded fundraising goals for magazine production through outreach to local practitioners in featured areas throughout Guide.

- LANL Workforce Management Engagement
  - Met with LANL Human Resources Office of Diversity and Strategic Staffing to understand the recruitment system;
    - Attended number of meetings with College and University Presidents, including local and regional economic development organizations to understand their work, and identify opportunities for the Regional Coalition to engage;
    - Meeting with member governments’ economic development staff, and;
    - Identified opportunities to build connections between LANL and local high schools / colleges to link long-term workforce needs with educational opportunities and skills development.
  - Based on findings, RCLC developed and executed a plan to amplify those efforts and define additional organizational opportunities.

Community Commitment Review & Planning

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.

- 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.

- Review of Community Commitment Plan
  - Interviewed and mapped all investment recipients and stakeholders in receipt of CPO investment since 2006.
  - Surveyed opportunities to reflect upon ways to improve CPO with next M&O LANL Contractor.

- Working on national level to preserve CCPs and contractual language protecting community interest.
  - 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.

Preserving GRT from National Laboratories

State & Regional Successes—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.

- Gained nearly universal statewide support for the passage of Bill and preservation of GRT to our communities.
- Months of organizing meetings with committees for hearings:
  - House Tax Committee, March 3, 2017
  - House Business & Industry, February 22, 2017
  - Legislative Finance Committee, September 28, 2016
  - Revenue Stabilization & Tax Policy Committee, October 13, 2016
- Engaged with NNSA on alternatives and discussion on support.
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**
As RCLC members, we ensure DOE is aware that our communities are their primary customers. These entities have the responsibility to safeguard the health and safety of our regional communities, and to monitor the outcomes of Legacy Waste Cleanup.

- Worked directly with NMED and EM-LA to ensure campaign-based priorities included highest risk cleanup work, and prioritized / mandated within Consent Order Agreement.
- Advocated upon the rapid succession of the EM-LA site and built relationships with EM-LA leadership and proposed our priorities.
  - Ensured timely delivery of Lifecycle Baseline Cost Estimate.
- Engaged national stakeholders through ongoing participation with Energy Communities Alliance to ensure best practices and engage directly with DOE officials on community priorities.

**DOE/NMED Consent Order Agreement**
RCLC provided meaningful feedback on structure of Consent Order agreement and DOE improved document by including a variety of our recommendations.

- Inclusion of splitting up characterization and remedy as campaigns, indicating when the public needs to be engaged.
  - RCLC served as a platform for engaging regional stakeholders and broader constituencies.
- RCLC provided venue for public engagement on scope of work and campaign approach between NMED and DOE-EM.
- Utilized Consent Order Agreement to provide scope of interest for FY17 and FY18 LANL cleanup budget requests.

**Programmatic Review of Supplemental Environmental Projects**
As an advocate of investments of $74M in Supplemental Environmental Projects in lieu of fines to the State of NM, the RCLC has received continuous updates on behalf of work accomplished from this agreement. As projects reach completion or specific milestones, we have worked with LANL to receive regular updates.

**Cleanup Advocacy Alignment**

**Stratified & Clear Requests**—Achieved clarity on structure of scope of work in conjunction with Consent Order, Lifecycle Baseline Cost, in alignment with budget expectations and requests to Congressional Appropriators. Finally positioned to execute on cleanup as a site, making arguments direct to decision makers.

- Utilized our Consent Order agreement, Lifecycle Baseline Cost and site office relationships to execute on a budget and scope of work strategy to present to Congressional appropriators.
- Achieved goals to ensure EM-LA produced a finalized Lifecycle Baseline Cost Estimate to govern progress and enhance advocacy messaging.
Communications, Media & Engagement

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 Communications Plan.

Internal Communications

- Updated the RCLC Communications 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, has decreased 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 value proposition to distinguish the Coalition’s value to Northern New Mexico communities, economy, environment and relationship with LANL.

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 briefing memos, 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.
- 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.
Business Operations & Organizational Management

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

- Linked Board of Directors meeting agenda items to specific strategic plan sections.
- Elevated the role of the executive director’s reports at monthly meetings.
- Advised the Board of Directors on strategic direction and policies, including legislative strategies to achieve the organization’s mission.
- 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, on minimum annual basis or 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.
- Prepared monthly updates on relevant congressional and DOE policies and actions.
- Filed annual DOE-EM grant application and report, as necessary.
  - Receipt of Department of Energy, Environmental Management grant to operate RCLC
- Upgraded and maintained RCLC website
- 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.
**2016 Communications Snapshot**

### News Coverage

- **14 NEWS ARTICLES**
  - Local & National
- **17 PRESS RELEASES & ISSUE BRIEFS**

### Social Media

- **135 FOLLOWERS**
- **60 MENTIONS**
- **631 TWEETS**
- **2,693 PROFILE VISITS**

**143.4K IMPRESSIONS**

**COMPARSED TO 60K IMPRESSIONS IN 2015**

*Impressions measure overall potential exposure through multitude of RCLC twitter networks.

### Distribution List

- **361 TOTAL SUBSCRIBERS**
- **141 NEW SUBSCRIBERS**

### Coalition Website Traffic

- **1,462 USERS**
- **2,327 SESSIONS**
- **5,438 PAGEVIEWS**

**Number of Users spiked on first and second weeks of each month, correlating with 2016 Board meeting schedule.**

*Impressions compared to 2016, RCLC website traffic measured 143.4K compared to 60K impressions in 2015. Impressions measure overall potential exposure through multitude of RCLC twitter networks.**

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**Communications Snapshot**

- **14 NEWS ARTICLES**
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Background
The Regional Coalition of LANL Communities, in the most recent past, has operated primarily on a work plan basis, being that most of the Coalition’s issues and operational focus was reflecting continuity in the federal leadership from 2012-2016. With this changing leadership comes a significant opportunity for the RCLC to platform its overall interests to a national audience, which can help to elevate the RCLC’s profile on ownership of issues affecting local communities from LANL’s activities.

Review of Organizational Mission
The Regional Coalition’s Joint Powers Agreement includes the following:

• 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 and its constituents.

Strategic Opportunities
The Regional Coalition of LANL Communities has a unique opportunity to reposition itself among the Department of Energy, congressional committees, including appropriations, and other stakeholders surrounding LANL issues. Based on transitioning powers at the highest levels in DOE and oncoming transition of prime contractors in Environmental Management and the Management & Operations Contract at LANL, the RCLC is recommended to take the opportunity to improve relationships, reputation, and messaging with these stakeholders.

1. **Platform the RCLC as the point of contact at the Federal level when it comes to LANL issues**
   a. Take ownership of community relations on issues at LANL that affect our communities.

2. **Ensure the RCLC is the point of contact on all contractor relationships with communities**
   a. Be the point of contact on relationships with LANL contractors and community-driven input.
   b. Drive the modeling, messaging, and input on how to setup a functioning community commitment office and execute the plan.
   c. Own M&O transition at LANL for all interests related to community impact and contract stipulations for local contractors.

3. **Board Member Commitments**
   a. Receive verbal Board commitments for all board meetings and ensure communication strategy is effective on behalf of member needs.
   b. Engage in Coalition-related efforts, such as LANL stakeholder engagements, advocacy trips to Washington, DC and other stakeholder issues.

4. **Reinforce NNM procurement opportunities and small business designation mandates**
   a. Track procurement dollars spent in NNM and elsewhere.
   b. Track all local companies taking advantage of 5% preference and help companies initiate and/or understand navigation of opportunities.

5. **Strengthen national level requests for DOE (NNSA and EM) funds that support LANL activities**
   a. Opportunities through current administration to seek out support for maintenance backlog, new construction, and demolition and decommissioned buildings.
6. **Become regional body taking ownership of supporting implementation of Manhattan Project National Historical Park**
   a. More organized effort to leverage regional planning opportunities as it relates to MPNHP, such as tourism, multi-community mapping, co-branding, etc.
Items for Discussion

RCLC Engagement at National Level
With Presidential transition and new leadership, the RCLC’s federal engagement is poised to be more important than ever before in liaising with the new Administration on what is important to local communities.

- Take more trips to Washington, DC to meet with DOE, appropriators, committees and NM Congressional Delegation.
- Engage in more nationally focused conferences and meetings to ensure we are part of ongoing dialogue.
  - Strategic Deterrence Symposium, May 8-9; ETEBA 18th annual Business Opportunities Conference, October 3-5; hosting NNSA/EM business opportunities forum, etc.

Board Engagement
As the new Presidential leadership takes place and ongoing transition occurs at LANL, it is critical our Board of Directors is engaged in each of the items we are taking up issue on.

- Regular meetings with Board Members, outside of monthly Board meeting setting, to ensure all are aware of major issues and progress, especially if Board meetings are missed.
- Strategy meetings and regular engagements to discuss priorities of communities and integration into RCLC work and strategic plan.

Enhancing Quality of Board Meetings
The ongoing production of content and structure of monthly board meetings requires regular input from stakeholders and communities to address the ongoing needs and interests of Board Members. It is our goal to identify a mechanism to ensure Board input on the structure of meetings is innovative, and the content is insightful and valuable for the time spent on Coalition priorities.

Proposition on Meeting Structure:

- Ensure 2 speakers per meeting, each speaking for 30 minutes (15-20 minutes for presentation, 10-15 minutes for Q&A), works for the Board.
  - Experimented with having 3 speakers, one speaker at 30 minutes, two speakers at 15 minutes each.
- Surveying Board members on quality of each meeting and potential areas of improvement.

Proposition on Speakers:

- Survey of categorical interests from Board members on topics that relate to Coalition efforts and interests.
- Support for identifying quality guest speakers.
  - Example: with each speaker, ED now requests specific topics of interest from the Board. Perhaps Board could provide input on speaker. There could be a survey of interests and we can rank or decide on potential guests.
- More national and/or federally focused speakers invited to meetings.
- Opportunity to integrate additional video conferences from speakers in Congress, DOE, ECA and others.
Framework for Progress
The Regional Coalition of LANL Communities’ previous year work plan covers the period from March 2017—September 2018. This timeframe corresponds with the Department of Energy’s transition to a new Presidential vision, 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. This includes uncertainty in the current and future years of federal budgeting for NNSA operations and upgrades in construction, and 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 the 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, the Regional Coalition will work to better understand DOE’s performance, transition plan, and 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 the communities to ensure our many interests are met.

Overview of Organizational Mission
The Regional Coalition’s Joint Powers Agreement includes the following:

• 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 Strategy
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;
• Discuss and proactively address issues, and strategize on how to meet regional needs;
• 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, the 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.

1 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.

Overarching 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 and 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 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.

Activities

- NEW: Strategic Efforts—Supplementary trips to Washington, DC to engage with new Administration and articulate priorities for region.
  - Engage regularly in discussions on Lab activities and next acquisition process.

- NEW: Congressional Budgets—Avoid sequestration and pay close attention to FY17, FY18 and FY19 budgets and their corresponding rollouts.
  - Direct engagement and written campaigns to appropriations, budget-crafters, and decision makers in Congress.

- LANL Management & Operations Contract—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.
  - Provide input to NNSA on contract language to include: local contractor preference at 5% or higher, mandated community commitment through life of contract, and local community leadership engagement through contract and transition process.
• Propose opportunities to connect to potential contractors (Community Day, forums, meetings, etc.)
• Appraise, designate and propose ‘2.0’ Community Commitment Plan for next contract.
• Ensure stakeholders are engaged and there are platforms to connect to process.
• Advocate maintenance of GRT in local communities and state.

• **Community Commitment Plan**—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.
  o Continue ongoing review of Community Commitment Plan and identify opportunities for next generation of CCP.
  ▪ NEW: Produce comprehensive review of CCP to provide input to potential next prime contractors on what ‘2.0 version’ of CCP would include.
  o NEW: Engage with potential new prime contractors to engage in community commitment process.
    ▪ Engage prime environmental management contactor and walk them through engagement in community and how to invest.
    ▪ Participate in M&O contract crafting.
  o NEW: Work with ECA at national-level to preserve CCPs and contractual language protecting community interest.
    ▪ 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.
  o NEW: Advocate maximum impact of CCP investment in NNM.
    ▪ Seek to limit all CCP funds to local interests in seven county region.

• **Workforce Support**—Support efforts geared towards making it easier for qualified, local workers to navigate opportunities and achieve employment at LANL.
  o Reinforce LANL recruitment system to seek local hires to fill positions.
  o Produce a Regional Attraction Guide to aid in directing the interests of new and potential hires, and potential trailing partners/spouses in locating additional professional opportunities in areas of housing, education, professional networking, entertainment, and history.
  o Meet with member governments’ economic development staff on ongoing work to cultivate workforce support.
  o Cultivate and organize opportunities to build connections between LANL and local K-12 schools and colleges to link long-term workforce needs with educational opportunities and skills development.
  o Based on the aforementioned, develop and execute the plan for Regional Coalition to amplify those efforts and define additional organizational opportunities.
  o NEW: 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.
  o Ensure LANL acquisition process for contractors is open, fair and balanced.
  o Understand and publish the process for applying to contracting work at LANL.
  o Engage in and repost opportunities for contracting at LANL.
  o 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).
  o Seek out sufficient funding for projects that address maintenance of DOE and NNSA’s 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.

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RegionalCoalition.org
Info@RegionalCoalition.org
• **Manhattan Project National Historical Park**—Participate in park construction and content planning. Link to other ongoing regional National Park Service efforts.
  o NEW: Follow issue and prepare to ensure 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.
  o NEW: Engage with local groups (such as Historias) to ensure that history and content reflect regional interests.

• **Tech Transfer**—Stay informed, support, identify, and promote opportunities to assist local small businesses with LANL technology transfer.
  o 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, the regulatory agencies, site contractors, and community members. This responsibility includes, but is not limited to, working with DOE and NMED to ensure waste generation is well-monitored, regulated, and matched by proper funding. Currently, the DOE and NMED are negotiating a new consent order. The draft was issued for public comment in March 2016.

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

**March 2017—September 2018 Activities**

• **NEW: EM-LA Contractor Transition**—Lead effort to introduce EM-LA prime contractor to community commitment, help them understand our local communities, and welcome them to their post.
  o See proposed work plan (originally blueprinted by Energy Communities Alliance, Mayor Steve Young).

• **Oversight of LLCC Contract Execution**—Provide comment on the draft Consent Order and, as needed, advocate for changes to ensure that goals protect and support the Regional Coalition’s interests.

• **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 there is sufficient funding to meet cleanup obligations.
  o NEW: Engage with NMED on EM-LA cleanup priorities alignment from Appendix C (campaign-based cleanup work priorities) and other opportunities to request additional funds and accelerate cleanup.
  o NEW: Engage regularly with EM-LA on progress made and opportunities for increased cleanup work.

• **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 campaign
  - RDX explosives campaign
• **Consent Order**—Ongoing effort to ensure the Consent Order is updated annually with new milestones. Ensure public comment is instituted.
  o Participate in annual updates of Consent Order.
  o Regular reviews and updates from NMED on progress made to achieving work in Consent Order, especially that of Appendix C (campaign-based cleanup work priorities).

• **WIPP**—Track and advocate on issues regarding WIPP’s reopening and waste storage timeline along with impact on LANL activities and movement of waste out of LANL.

• **NEW: 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 the threat potential.
  o Ensure completion of remediated nitrate salts before fire season.
  o 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. Towards this end, it remains essential that the organization maintain and strengthen close communications with DOE, NMED, Congress, ECA, site contractors, additional 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, while effective engagement with our audiences also requires a solid public identity, profile and credible accomplishments. RCLC communications 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.

**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.

**March 2017—September 2018 Activities**

• **NEW: Improve Communication Efficacy & Capacity**
  o **NEW**: Maintain and update Communications Plan, as needed.
  o **NEW**: Produce communication analytics to direct decisions and strategy revisions.
    - Google Analytics, Twitter, and MailChimp analytics
    - Short 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.
  o Develop short meeting summary following each Board of Directors meeting, including actions taken and outcomes.
    - Circulate summary to Board of Directors and the press (Board members will circulate summary to their governments)
    - Post meeting summary on the Regional Coalition website.
  o Develop and circulate fact sheets and periodic updates to the Board and outside entities, including DOE, NMED, Congress, the media and others.

• **NEW: Build Identity, Profile & Credibility**
  o **NEW**: Refine and market value proposition.
  o **NEW**: Support Board member engagement in Coalition efforts and progress.
  o Create and maintain fact sheets and other communication tools to stay current with organizational accomplishments.
NEW: Develop communications and engagement for national and international opportunities to share knowledge and gain greater insights.

- Engage in national opportunities to connect to broader networks engaged in Lab activities.
  - **2017 U.S. EPA Community Involvement Training**, Bringing People Together: 20 Years Investing in Communities, late summer 2017 in Kansas City, MO.
  - **Strategic Deterrent Coalition – 2017 SDC Symposium**, May 8th-9th Arlington, VA.

- Strengthen and expand relationships with LANL, DOE officials and Congress in Washington, DC and New Mexico; NMED, NNMCA, and other key partners.

- Coordinate with other organizations advocating for federal installations in the state and elsewhere with emphasis on Energy Communities Alliance.

- Evaluate agency policies as well as federal and state legislation for impacts on the regional communities, economies, and the environment through briefing memos, talking points, and fact sheets, as necessary.

- Participate and provide comments during formal public comment and public outreach initiatives to impact decisions on LANL activities.

NEW: 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 awareness of LANL strategic initiatives and ensure the Regional Coalition’s work aligns with LANL’s efforts.
- NEW: Enhance distribution list capabilities and increasing audience size/composition.
- NEW: Engage media and untapped audiences with a potential stake/interest in the Coalition and LANL.
- NEW: Presentations and other outreach efforts to relevant audiences at least twice per year.

**Business Operations & Organizational Management**

**Overview**

Business operations and organizational management cover internal organizational management responsibilities.

**Goal**

Manage a legally-compliant and efficient organization along with ensuring long-term funding for the organization.

**March 2017—September 2018 Activities**

- Advise Board of Directors on strategic direction and policies, including legislative strategies to achieve the organization’s mission.
- Operate organization in compliance with applicable local, state, and federal regulations including but not limited to ensuring all legal and financial responsibilities are met.
- Prepare and adopt the annual strategic plan and annual budget, implementing as appropriate.
- Make presentations to each participating member’s governing body, on minimum annual basis or as requested by Board members.
- Negotiate and collaborate with outside entities in advocacy of organizational policies, as directed by the Board.
- Prepare and distribute Board meeting packets, including meeting minutes and briefing memos, as necessary.
- Prepare monthly updates on relevant congressional and DOE policies and actions.
- File annual DOE-Environmental Management grant application and report, as necessary.
- Maintain RCLC website.
- Prepare and submit Annual Report to Board of Directors. The report will likely include:
  - The organization’s work for the previous year, including achievements;
  - Proposed plans for the upcoming year;
  - A financial status summary including revenue projections and operating costs, and;
  - Any proposed changes to policies.
Platform for Engagement of New EM-LA Contractor

EM Relationship with Communities

- Local communities are the primary customer of the U.S. Department of Energy and Environmental Management (EM).
- EM sites will normally have the greatest impact on local communities when compared to other industries.
- Hazardous materials found on EM sites tend to deter commercial non-DOE industry.
- EM sites tend to have unstable workforce due to unstable federal budgets, which results in fluctuating economies.
- Fluctuations in funding will drive demand up for housing and services during high budget years and down during low budget years without the ability to plan for such impacts.
- Qualified workforce will normally be pulled away from other local industry due to uniquely high wages as compared to the private sector.
- High number of workers and heavy equipment normally found on EM sites tend to be harder on local infrastructure than normal commercial businesses.

Benefits to Regional Community

- Continuous improvements to the community ensures a higher quality of life.
- Ongoing advancement of education system and training opportunities for career skill building.
- Economic stability and diversity through investment in existing businesses thereby drawing new industry and businesses to the area.
- Community investments that contribute to recruitment and retention of talent to meet future community needs.
- Stronger partnerships with DOE and its contractors to demonstrate the importance of the community.

Benefits to Engaged EM-LA Prime Contractor

- An improved community where employees want to live and raise a family.
- A high quality education system.
- Active local charities that meet the needs of the community and contractors can be proud to showcase company through community giving and engagement.
- Critical political and community support for the challenging times as well as the good.
- Partnerships with local businesses and suppliers.
- Meeting DOE and local community expectations for a strong partnership.

Work Plan for Engaging New EM-LA Prime Contractor

- Help Prime Contractor become familiar with the local community including introductions to following:
  - Local government structure
  - Local industries
  - Local small businesses
  - Economic development/community reuse organizations
  - Tourism bureau
  - K-12 education
  - College/University
- Identify workforce availability and demands.
- Identify economic strengths and challenges within the community.
Steps to EM-LA Prime Contractor Engagement

Prior to Contract Award (March-July 2017)

- Develop an effective communication process for the term of the contract.
  - Identify needs for near-term and the out-years.
  - Prioritize needs aligned with company budget constraints.
- Be consistent in communication no matter who is communicating with the contractor.
- Have a data package with pertinent information available to give to contractors.
- Help potential contractors understand local government, tourism, education, industry, workforce and economics.
  - Introduce Prime Contractors to:
    - All RCLC local government representatives, including opportunities to introduce to non-acting RCLC governments
    - Regional K-12 Superintendents
    - Regional College and University Presidents
    - NM True Tourism departments and local economic development department heads
    - Regional Chamber of Commerce directors
- Bring all organizations together, establish a listing of points of contact, and distribute to all organizations so a company may obtain a copy regardless of who they first communicate with.
- Develop DRAFT Community Commitment Plan and share with community points of contact.

After Contract Award (July-December 2017)

- Update points of contact for each agency/affiliate
- Each agency/affiliate should prepare prioritized needs for near-term and out-years
- Provide any additional information including:
  - Annual budget
  - Annual revenue including historical and projected
  - Listing of businesses based on size
  - Population including historical and projected
  - Prioritized needs by element (Board decision by July 2017):
    - Workforce
    - Infrastructure
    - Transportation
    - K-12 Education
    - College/University
    - Economic Development
    - Tourism
- If possible, establish group of individuals to represent the community to limit the number of interactions required to achieve success.
Welcome!

2017

Strategic Planning Session

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
Agenda

• Review of RCLC Purpose & Vision
• 2016 Accomplishments
  • Revisiting 2016 Work Plan
• Strategic Planning
  • Calendar of Efforts
  • 2017 Legislative Priorities
  • Proposed Opportunities
  • Items for Discussion
• 2017-2018 Work Plan Proposal
• Executive Director Review
Vision & Purpose

• LANL is largest job supplier in the region – 12,000
• NNM Communities home to employees
  • Los Alamos County - 4,023 employees, $448,880,688 in salaries
  • Rio Arriba County - 1,395 employees, $104,973,648 in salaries
  • Santa Fe County – 1,878 employees, $193,353,227 in salaries
  • Taos County – 126 employees, $9,677,952 in salaries
  • San Miguel & Mora County - 24 employees, $2,129,227 in salaries
Vision & Purpose

• 1,135 employees have been hired at the Laboratory since October 2014*
  • 67.4% from Northern New Mexico
  • Additional 9.8% from other New Mexico counties
    • Science & Engineering Support = 208
    • Business Services = 291
    • R&D = 271
    • Operations = 365

*Sept 2016, Community Leaders’ Breakfast
Vision & Purpose

Community Benefits

• $2.5M+ investment in Community Commitment Plan in 2016
  • Education, Economic Development, Community Giving, Communications
  • Front door to Laboratory
## Local Procurements

<table>
<thead>
<tr>
<th>Category</th>
<th>FY2014 Achievements ($)</th>
<th>FY2015 Achievements ($) (as of 8-31-2015)</th>
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<td>NNM (LB/SB)</td>
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<td>$190M</td>
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<tr>
<td>NM (LB/SB)</td>
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Vision & Purpose

Challenges

• Reliance upon Laboratory’s existence
  • “No LANL, no middle class in Northern New Mexico.”

• Talent absorption
  • Competition for hires. Inability to compete with salary and benefits.

• Complexity of LANL Activities
  • Nuclear weapons activities
  • Nuclear waste cleanup
  • Internal/External threats of health and safety
  • Constituent worry and ongoing stigma
Vision & Purpose

• Opportunity with Accountability
  • 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 Coalition.

• One Region, One Voice
  • NNM is unique in its unity. We speak with one voice on behalf of our region.
2016 Accomplishments

Repositioning in Changing Leadership Environment
2016 Work Plan Goal Crafting

Legacy Waste Cleanup
• New EM-LA site office
• Pursuit of new Consent Order Agreement
• No Lifecycle Baseline Cost Estimate
• No Campaign-based priorities
• Cut, then flat-lined funding
• Oncoming EM-LA prime contract acquisition
2016 Work Plan Goal Crafting

Community & Economic Development

• New Hiring Spree
• NNM Struggling Economy
• Oncoming EM-LA Contract for Cleanup
• Preservation and Review of Community Commitment Plan
• $200M in Gross Receipts Tax in Jeopardy
2016 Work Plan 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;
• Discuss and proactively address issues, and strategize on how to meet regional needs;
• 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.
2016 Work Plan Elements

• Community & Economic Development
• Environmental Stewardship
• Communications, Media & Engagement
• Business Operations & Organizational Management

Time Allotment

• Economic Development ~70%
• Environmental Stewardship ~ 30%
Accomplishments
Community & Economic Development

GOAL: Support efforts and provide opportunities for local business and individuals to secure work at LANL, while supporting efforts to sustain and diversify LANL’s missions.
Accomplishments
Community & Economic Development

EM-LA Los Alamos Legacy Cleanup Contract

• Led effort on draft RFP response
• Laser focused on contract strategy
• Region-wide support for contracting strategy
  • United Way of NNM, Regional Development Corporation, LANL Major-Subcontractors Consortium, LANL Foundation, Los Alamos Commerce & Development Corporation, NM Legislators
Accomplishments
Community & Economic Development

EM-LA Los Alamos Legacy Cleanup Contract

• National Alliance and Support
• Informed and collaborated with DOE
  • Improved acquisition process
    • First-ever Community Day
    • First-ever coffee engagement with potential solicitors
    • Precedent setting for community commitment in all contracts
• Information to and for alignment with ECA
Accomplishments
Community & Economic Development

LANL Workforce Support

• Regional Attraction Guide
  • Collaborative effort developed out of data from LANL Hiring Team
    • Way to engage on regional opportunity
  • Design attributes designated
  • Fully funded guide production and distribution
Accomplishments
Community & Economic Development

LANL Workforce Support

• LANL Workforce Management Engagement
  • Local College and University alignment
  • Building connections between LANL and local high schools and colleges
Accomplishments
Community & Economic Development

Community Commitment

Review & Planning

• Appreciation & Support RCLC requested support from LANS Board of Directors for ongoing investment in LANS Community Partnerships Office programs

• Review of Community Commitment Plan
  • Surveying Stakeholders and Mapping CPO investment since 2006

• Working at national level
Accomplishments
Community & Economic Development

Preserving GRT from National Laboratories

• Lead on preserving over $200 million for the State of NM and region
• Due pass through Industry & Commerce
• Temporary Tabling in Tax & Revenue
  • Needs your support!
Accomplishments
Community & Economic Development

GOAL: Support efforts and provide opportunities for local business and individuals to secure work at LANL, while supporting efforts to sustain and diversify LANL’s missions.

***FEEDBACK***
Accomplishments
Community & Economic Development

GOAL: Support efforts to provide opportunities for local business and individuals to work at LANL, while sustaining efforts to sustain and diversify LANL’s missions.
Accomplishments
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.
Accomplishments
Environmental Stewardship

Advocacy of Legacy Waste Cleanup

RCLC is EM and NNSA’s primary customer, who must ensure the health and safety of our regional communities.
Accomplishments
Environmental Stewardship

Revised Consent Order Agreement

• NMED and EM-LA agreement on campaign-based priorities
• Targeting highest risk cleanup work
• RCLC Platform for engagement
• Recommendations included in final agreement
Accomplishments

Environmental Stewardship

Advocacy of Legacy Waste Cleanup

• EM-LA site office relationship
  • Lifecycle Baseline Cost Estimate
  • Campaign alignment of FY17 & FY18 for accelerated cleanup and additional scope
Accomplishments
Environmental Stewardship

Advocacy of Legacy Waste Cleanup

• National Stakeholder Engagement
  • Relationship building with DOE
  • Ongoing efforts with Energy Communities Alliance
Accomplishments
Environmental Stewardship

Supplemental Environmental Projects

• Advocated keeping $74M in NNM in lieu of fines for WIPP barrel
• $74M invested in local projects to upgrade environmental infrastructure
• Ongoing updates to ensure progress
Accomplishments
Environmental Stewardship
Alignment in Advocacy
• First year with all documentation in line
  • Consent Order Agreement
  • Lifecycle Baseline Cost
  • FY17 & FY18 scope alignment with requests
  • Letters to all heads of committee
  • Support from EM-LA site office
Accomplishments
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.

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

Accomplishments
Environmental Stewardship
Accomplishments
Communications, Media & Engagement

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 communications plan.
Accomplishments
Communications, Media & Engagement

Internal Communications
• Updated Communications Plan (Included in Board packet)
• Meeting briefings (meeting minutes)
• Website enhancements
• Improved administrative capability and capacity
Accomplishments
Communications, Media & Engagement

External Communications
• Strengthened stakeholder relationships
• State, Federal and Regional policy evaluations and direct contact with decision makers
• Contribution to and information from Energy Communities Alliance
• Board meetings = public forum
• Increased engagement with local and national publications
• 2016 Communications Snapshot
  • Data and analytics informing progress
Accomplishments
Communications, Media & Engagement

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 communications plan.

***FEEDBACK***
GOAL: Increase visibility of the organization, its policies and positions, with an emphasis on member governments and the press. Increase internal communications and develop a plan of execution. Produce meaningful and engaged communications and implement communications plan.

SUCCESS!
Accomplishments
Business Operations & Organizational Management

GOAL: Manage a **legally-compliant** and **efficient** organization, and ensure **long-term funding** for the organization.
Accomplishments
Business Operations & Organizational Management

**Improved Business Practices**

- Structuring of Documents
- Strategic Direction
- Compliance with Federal Regulations
- Improved Meeting Structure
- Grant Recipient
- Today’s Annual Reporting!
Accomplishments
Business Operations & Organizational Management

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

***FEEDBACK***
Accomplishments
Business Operations & Organizational Management

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

*FEEDBACK***
Defining Strategy

Repositioning in Changing Leadership Environment
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>January-June</td>
<td>Presidential Administration Transition and Leadership Appointments</td>
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<tr>
<td>Jan 17—Mar 18</td>
<td>NM State Legislature in Session – Lab GRT Preservation Bill Pursuit</td>
</tr>
<tr>
<td>February 20-24</td>
<td>RCCL Advocacy Trip and ECA Peer Exchange in Washington, DC</td>
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<tr>
<td>Feb 27—Mar 3</td>
<td>FY 2018 President’s Budget Outline may be submitted to Congress</td>
</tr>
<tr>
<td>End of March</td>
<td>Infrastructure Spending Bill details released ($3.7B to NNSA, $1.4 to LANL)</td>
</tr>
<tr>
<td>February-April</td>
<td>FY19 President’s Budget Released</td>
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<tr>
<td>April</td>
<td>Original Sandia M&amp;O Contract Expires and NTESS Transitioned In</td>
</tr>
<tr>
<td>April</td>
<td>LANL Draft RFP for M&amp;O Contract</td>
</tr>
<tr>
<td>April</td>
<td>ECA Nuclear Energy Issues Peer Exchange, Location: TBD</td>
</tr>
<tr>
<td>April 28</td>
<td>Congressional Budget FY17 Continuing Resolution Expires</td>
</tr>
<tr>
<td>April/May</td>
<td>Draft Release of Regional Attraction Guide</td>
</tr>
<tr>
<td>May</td>
<td>Proposed Next Generation Community Commitment Plan Draft</td>
</tr>
<tr>
<td>April/May</td>
<td>LANL Draft RFP for M&amp;O Contract comments, questions, feedback due</td>
</tr>
<tr>
<td>April</td>
<td>Distribute LANL Community Partnerships Office Proposal to M&amp;O contractors (if M&amp;O is released)</td>
</tr>
<tr>
<td>April</td>
<td>Industry Day(s) for M&amp;O Contractors</td>
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<tr>
<td>April</td>
<td>Community Day for M&amp;O Contractors and Community Leaders</td>
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<tr>
<td>May 31-June 2</td>
<td>ECA Manhattan Project National Historical Park Peer Exchange, Richland, WA</td>
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<tr>
<td>June</td>
<td>LANL Final RFP for M&amp;O Contract released</td>
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<tr>
<td>July 1</td>
<td>DOE-EM Los Alamos Legacy Cleanup Contract (LLCC) awarded</td>
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<tr>
<td>August</td>
<td>LANL M&amp;O Contract RFPs due</td>
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<tr>
<td>September 12-14</td>
<td>DOE EM/ECA National Cleanup Workshop 2017, Alexandria, VA</td>
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<tr>
<td>October 1</td>
<td>LLCC LANL Cleanup prime contractor fully transitioned</td>
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<tr>
<td>Oct/November</td>
<td>Intergovernmental Meeting &amp; ECA Board Meeting, Location: TBD</td>
</tr>
<tr>
<td>December</td>
<td>LANL M&amp;O Contract Awarded (if protested, delayed 120 days)</td>
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</table>
Stage Setting

• 2017 Legislative Priorities
• Conversations with DOE and Congressional Leadership
• Ongoing Power and Focus Shifting
1. **Platform the RCLC as the point of contact at the Federal level when it comes to LANL issues**

   - Take ownership of community relations on issues at LANL that affect our communities
Strategic Opportunities

2. Ensure the RCLC is the point of contact on all contractor relationships with communities

• Be the point of contact on relationships with LANL contractors and community-driven input
• Drive the modeling, messaging and input on how to setup a functioning community commitment office and execute the plan
• Own M&O transition at LANL for all interests related to community impact and contract stipulations for local contactors
Strategic Opportunities

3. Reinforce NNM procurement opportunities and small business designation mandates
   • Track procurement dollars spent in NNM and elsewhere
   • Track all local companies taking advantage of 5% preference and help companies initiate and/or understand navigation of opportunities
4. Board Member Commitment

• Receive verbal Board Commitments for all board meetings and ensure communication strategy is effective on behalf of member needs

• Engage in specific engagements, such as LANL stakeholder engagements, advocacy trips to Washington, DC and other stakeholder engagements
5. Assist in strengthening national-level requests for DOE (NNSA and EM) funds that support LANL activities

- Opportunities through current administration to seek out support for maintenance backlog, new construction, and demolition and decommissioned buildings.
6. Become regional body taking ownership of supporting implementation of Manhattan Project National Historical Park

- More organized effort to hone in on MPNHP planning to leverage regional planning opportunities such as tourism, multi-community mapping, co-branding, etc.
Discussion Items:
Actions to Strategy Implementation
RCLC Engagement at National Level

With Presidential transition and new leadership, the RCLC’s federal engagement is poised to be more important than ever before in liaising with the next Administration on what is important to local communities

**Proposition**

- Take more trips to Washington, DC to meet with DOE, appropriators, committees and NM Congressional Delegation
- Engage in more nationally focused conferences and meetings to ensure we are part of ongoing dialogue
  - Strategic Deterrence Symposium, May 8-9; ETEBA 18th annual Business Opportunities Conference, October 3-5; hosting NNSA/EM business opportunities forum, etc.
- Your ideas ________________.
Board Engagement

As the new presidential leadership takes place and ongoing transition occurs at LANL, it is critical our Board of Directors is engaged in each of the items we are taking up issue on.

Proposition

- Regular, outside of Board meeting setting meetings with Board Members to ensure all are aware of major issues and progress, especially if Board Meetings are missed
- Strategy meetings and regular engagements to discuss priorities of communities and integration into RCLC work and strategic plan
- Your ideas ________________.
Enhancing Quality of Board Meetings

The ongoing production of content and structure of monthly board meetings requires regular input from stakeholders and communities in order to address the ongoing needs and interests of Board Members.

It is our goal to identify a mechanism to ensure Board input on the structure of meetings is innovative and the content is insightful and valuable for the time spent on Coalition priorities.
Enhancing Quality of Board Meetings

Proposition on Meeting Structure

• Ensure 2 speakers per meeting, each speaking for 30 minutes (15-20 minutes for presentation, 10-15 minutes for Q&A), works for the Board.
  • Experimented with having 3 speakers, 1-thirty minute speaker, 2-15 minute speakers.

• Survey Board members on quality of each meeting and what could be improved.

• Your ideas ________________ .
Enhancing Quality of Board Meetings

Proposition on Speakers

• Survey of categorical interest from Board members on speakers that relate to the work of the Coalition

• Support for identifying quality guests speakers
  • On each speaker, ED now requests specific topics of interest to the Board. Perhaps Board could provide input on speaker

• More national and/or federally focused speakers invited to meetings

• Opportunity to integrate additional video conferences from speakers in Congress, DOE, ECA and others.

• Your ideas ________________.
Strategic Opportunities

Anything Else?
Quick Break

5-10 minutes to recuperate

Discussion Regarding Limited Personnel Matter(s) – Review of ARC’s Provision of Executive Director. Services and Agreement AGR2016-01. (Session Closed Pursuant to NMSA 10-15-1 (H) (2))
2017-2018 Work Plan

New Additions, Mission Continuation
2017-2018 Work Plan Proposal

Tightening, Adding, Ironing

• Core of mission remains same
  • Clearer objective details in how to execute on each item
  • Better crafting of Community & Economic Development Priorities

• NEW: items

Review for 5 minutes + discussion on each section
Executive Director Review

Repositioning in Changing Leadership Environment
Agenda

• Executive Director Review
  • Successes and Challenges
  • Communications Reporting

• Contractor Responsibilities Review

• Budget Review
Review of 2016 Work Plan

Reviewing Work, Accomplishments, Challenges, & Opportunities
Overarching ED Responsibilities

• Implement public information strategies, with an emphasis on proper monitoring of site activities, effective regulatory enforcement and adequate funding to accomplish site missions;
Overarching ED Responsibilities

• Serve as spokesperson for the Regional Coalition with the DOE, state and federal agencies, the media and the public;
Overarching ED Responsibilities

• Monitor regional and national issues, and coordinate with outside agencies on issues affecting Los Alamos National Laboratory;
Overarching ED Responsibilities

- Represent the organization at local and national meetings and advocacy focused engagements as directed by the Board;
Overarching ED Responsibilities

• Assist the Board in becoming a more effective advocacy organization; and
Overarching ED Responsibilities

• Provide technical assistance; summarize and analyze issues, and provide comment and advice as necessary or requested; prepare technical memos, issue briefs, and talking points, as needed.
Overarching ED Responsibilities

• Manage the organization in a professional, open manner.
Communications, Media & Outreach

Improve Communication Efficacy & Capacity

• Maintain and update Communications Plan
• Produce communication analytics
  • Google, Twitter, Mailchimp analytic monitors
  • Short surveys
  • Communications matrix
• Develop short Board meeting summaries for Board members
• Develop and circulate fact sheets and periodic updates
Communications, Media & Outreach

Build Identity, Profile & Credibility

• Refine and market value proposition.

• Support Board member engagement in Coalition efforts and progress.

• Create and maintain fact sheets and other communication tools to stay current with organizational accomplishments.

• Develop communications and engagement for national and international opportunities.
  • Participate in national events to connect to broader networks engaged in Lab activities.
    • 2017 U.S. EPA Community Involvement Training, Bringing People Together: 20 Years Investing in Communities, late summer 2017 in Kansas City, MO.
    • Strategic Deterrent Coalition – 2017 SDC Symposium, May 8th-9th Arlington, VA.

• Strengthen and expand relationships with LANL, DOE officials and Congress in Washington, DC and New Mexico; NMED, NNMCAB and other key partners.

• Coordinate with other organizations advocating for federal installations.

• Evaluate agency policies and federal / state legislation.
Communications, Media & Outreach

Increase Public Awareness

• Build awareness of LANL strategic initiatives and ensure Regional Coalition’s work aligns with LANL’s efforts.

• Enhance distribution list capabilities and increasing audience size/composition.

• Engage media and untapped audiences with a potential stake/interest in the Coalition and LANL.

• Presentations and other outreach efforts to relevant audiences at least twice per year.
Overarching Contractor Responsibilities

• Manage the organization and help ensure its legal and financial responsibilities are met.
• Advise the Board of Directors on the group’s strategic direction and policies, including legislative strategies, to achieve the organizational mission. Make recommendations where appropriate.
• Provide technical assistance to the organization. Summarize and analyze issues, and provide comment and advice as necessary or requested. Prepare technical memos and issue briefs as needed.
• Serve as an independent facilitator for the Board meetings.
• Develop and circulate agenda items and briefing memos for the Board meetings.
Overarching Contractor Responsibilities

• Prepare and distribute minutes of the Board meetings.

• Make presentations to each participating members governing body, at least annually, or as requested by board members.

• Maintain a website.

• Negotiate and collaborate with outside entities, and convey and advocate for organizational policies, as directed by the Board.

• Implement public information strategies on behalf of the organization.
Overarching Contractor Responsibilities

• Serve as spokesperson of the Regional Coalition with the Department of Energy, state and federal agencies, the media and the public.

• Monitor regional and national issues and coordinate with outside agencies on issues affecting LANL.

• Make monthly presentations to the Board and at other forums on a range of issues.

• Represent the organization at national meetings as directed by the Board.

• Prepare monthly updates on relevant congressional and DOE policies and actions.
Overarching Contractor Responsibilities

• Report progress on the strategic plan, and annually provide an updated plan for the Board’s discussion and approval.

• Prepare the draft annual budget for approval by the Board, and implement as appropriate.

• **Generate supporting funds from a variety of sources to continue the operations of the Regional Coalition.**

• Provide monthly updates to the Board regarding progress.

• Develop and present to the Board an Annual Report, detailing the prior year’s activities and achievements.

• Other tasks that are identified and assigned by the Board.
## Budget Summary

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### TOTAL REVENUES

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### Total Expenditures

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### Ending Fund Balance

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<td>$370,714.38</td>
<td>$370,714.38</td>
<td>$370,714.38</td>
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</table>
Budget & Financials

• Organization Solvent
  • But, reliant on DOE funds to function

• Budget Improvements
  • All reimbursable expenses separated out from general expenditures
    • Budgeting more realistic
    • Travel budget easier to manage

• Budget to execute on additional travel opportunities
THANK YOU!

Your dedication, hard work, team effort and voice is why this is so successful!

❤

¡Viva Norteños!