Work Plan Proposal | March 2017 - September 2018
Edited in May 2017 following Strategic Planning Session

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 (DOE) 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 as well as 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, along with management and operating needs for a new prime contractor. As we engage in this process, the Board and executive director will advocate on behalf of 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;
- Proactively discuss, strategize, and address how to meet regional needs and issues;
- Identify and support economic opportunities to promote LANL activities off-site, and;
- Increase funding for cleanup to ensure site activities protect human health and the environment.

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

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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 along with advocacy-focused engagements, as directed by the Board;
- Assist the Board in becoming a more effective advocacy organization;
- Provide technical assistance in summarizing and analyzing issues;
- Provide comment and advice through technical memos, issue briefs, and talking points, as needed;
- Manage the organization in a professional, open manner.

Community & Economic Development

Overview
LANL is the largest employer in Northern New Mexico and a critical economic driver in the region. The Regional Coalition’s economic development 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 along with 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 lifetime of contract, local community leadership engagement through contract and transition process, and data reported on work and ongoing small business commitment and support.
- Propose opportunities to connect to potential contractors (Community Day, forums, meetings, etc.)
- Appraise, designate, and propose next generation 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.
  - 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 a next generation of a CCP would include.
  - 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.
  - NEW: Work with ECA at national-level to preserve CCPs and contractual language protecting community interests.
    - Continue dialogue on inclusion of CCPs for NNSA’s oncoming M&O Contract transition at LANL.
    - Improve data collection on procurements and investments in NNM.
    - Ensure impact data of CCPs is readily available to communities and not just contractors.
  - NEW: 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.
  - Reinforce LANL recruitment system to seek local hires to fill positions.
  - Produce a *Regional Attraction Guide* to aid in directing the interests of new and potential hires as well as potential trailing partners/spouses in locating additional opportunities in areas of housing, education, professional networking, entertainment, and history.
  - Meet with member governments’ economic development staff on ongoing work to cultivate workforce support.
  - 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.
  - Based on the aforementioned, develop and execute the plan for Regional Coalition to amplify those efforts and define additional organizational opportunities.
  - 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.
  - Ensure LANL acquisition process for contractors is open, fair, and balanced.
  - Understand and publish the process for applying to contracting work at LANL.
  - Engage in and repost opportunities for contracting at LANL.
  - Be available to navigate interested contractors to and through the process.

- **Increased Site Funding**—Advocate for and support efforts to ensure LANL funding is sufficient to maintain scientific capabilities, diverse missions, as well as investment in new construction projects, maintenance, and queued projects requiring deactivation and decommissioning (D&D).
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.

- Advocate upon prioritizing the safety of workers, communities, and the nation at large.
- Increase awareness that each project at LANL is an important social and economic driver in our communities.
- DOE, and NNSA especially, should continue work to modernize LANL, which increases ability to hire, improved morale, and shows dedication to community.

- **Manhattan Project National Historical Park**—Participate in park construction and content planning. Link to other ongoing regional National Park Service efforts.
  - 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.
    - Seek out and join LAC tourism planning for MPNHP
  - 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.
  - 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. The DOE and NMED have a Consent Order in place to maintain NM state cleanup standards and ensure progress. The draft was issued for public comment in March 2016 and signed in June 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.

**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.
  - See proposed work plan (originally blueprinted by Energy Communities Alliance, Mayor Steve Young).

- **Oversight of LLCC Contract Execution**—Provide comment on the Los Alamos Legacy Cleanup Contract (LLCC) and, as needed, advocate for changes to ensure that goals protect and support the Regional Coalition’s interests, including regular engagement with cleanup contractor.

- **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.
  - 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.
  - 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.
  - Participate in annual updates of Consent Order.
  - 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.
  - Ensure completion of remediated nitrate salts before fire season.
  - 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. 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.

**Activities**
• **NEW: Improve Efficacy of Internal Communications**
  - Production of concise and clear information and highlights for Board (especially if a meeting is missed).
    - Key in on timeline, upcoming deadlines, and milestones on RCLC calendar.
  - Updates and key information on LANL impacts to go direct to community leaders of each respective community to alert corresponding staff and constituents of activities.

• **NEW: Improve Communication Efficacy & Capacity**
  - NEW: Maintain and update Communications Plan, as needed.
  - NEW: Produce communication analytics to direct decisions and strategy revisions.
    - Google Analytics, Twitter, and MailChimp analytics.
    - Short, periodic survey(s) to determine audience interests, demographics, board meeting quality, and efficacy of current communication methods.
    - A ‘Communications Matrix’, informed by survey results, will serve as a baseline to understand best methods and messaging for communicating with each of our audiences.
  - NEW: Strategizing and prioritizing communications with specific stakeholder groups.
- Deeper engagement with Energy Communities Alliance and exploration of additional leadership/organizational roles.
- Align with NM Congressional Delegation whenever they are in NM, and regular communication with each respective office on pertinent issues.
  - 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.
  - Develop and circulate fact sheets along with periodic updates to the Board and outside entities, including DOE, NMED, Congress, the media, and others.

- NEW: **Build Identity, Profile & Credibility**
  - NEW: Refine and market value proposition.
  - NEW: Support Board member engagement in Coalition efforts and progress.
  - 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, NNMAC, 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 regional communities, economies, and environment through briefing memos, talking points, and fact sheets, as necessary.
  - Provide comments during formal public comment and participate in public outreach initiatives to impact decisions on LANL activities.

- 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.

**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.
• NEW: Hire additional support help on a project-by-project basis and seek budget approval.
• 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:
  o The organization’s work and achievements for the previous year;
  o Proposed plans for the upcoming year;
  o A financial status summary including revenue projections and operating costs, and;
  o Any proposed changes to policies.