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.
   b. Press DOE and Congress to ensure that the LANL acquisition strategy for contractors is open, fair and balanced.
3. 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.
   b. 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.
2. 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
3. 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.
4. 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)
5. 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.