



REGIONAL COALITION OF LANL COMMUNITIES

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

REGIONAL COALITION MEETING AGENDA

February 16, 2018 | 9:00a—10:30a

NNMCAB Office, 94 Cities of Gold Rd, Pojoaque, NM

A. Coffee & Breakfast | 8:30a-9:00a

B. Call to Order – Vice-Chair Barney Trujillo | 9:00a-

C. Confirmation of Quorum – Vice-Chair Barney Trujillo

D. Approval of Agenda – Vice-Chair Barney Trujillo

E. Executive Director Review | 9:05-10:55a

Discussion Regarding Limited Personnel Matter(s) – Review of ARC’s Provision of Executive Director Services and Agreement AGR2016-01.

- a. Review of RCLC Purpose & Vision – 5 mins
- b. 2017 Accomplishments – 45 mins
 - i. Overview of all 2017 Accomplishments + Communications Reporting
 - ii. Revisiting 2017 Work Plan
 - iii. 2018 Work Plan Update Draft
 - iv. Successes and Challenges
 - v. Budget Review
 - vi. Suggested Revisions to Contract
- c. 2018 Ongoing Efforts – 25 min
 - i. Legislative Priorities - 10 mins
 - ii. Calendar of Efforts - 5 mins
- d. Action Items: Decision on Executive Director Services contract – 10 mins
- e. Board Items for Discussion – 5 mins

F. Adjournment | 11:00a

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 2018 Board of Directors includes Chair, Mayor Javier Gonzales, City of Santa Fe; Vice-Chair, Commissioner Barney Trujillo, Rio Arriba County; Treasurer, Commissioner Henry Roybal, Santa Fe County; Secretary, 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 TBD, 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



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2017 RCLC Accomplishments

Community & Economic Development

Overview

LANL is the largest employer in Northern New Mexico and a critical economic driver in the region. The Regional Coalition's economic development work will principally focus on workforce advocacy. This focus will use elected officials' standing to amplify ongoing economic development work and will identify additional opportunities to support workforce development activities.

Goal

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

Engagement with M&O Contract Transition

- **Objective:** Provide input, oversight, and close working alignment with the release of the next LANL M&O Contract from draft RFP phase through the contract transition.

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

- **Ensuring engagement through NNSA acquisition and transition of new prime contractor.**
 - M&O acquisition process began June 27 with release of draft solicitation.
 - Process cut down to 13-day response period.
 - Rallied to ensure comments would be received by diverse group of stakeholders. Developed open-source letter for stakeholders to align with topics of concern and support by RCLC.
 - Letters aligned with RCLC response to draft RFP sent to NNSA by Los Alamos County, Ohkay Owingeh, Eight Northern Pueblos, San Ildefonso Pueblo, LANL Major-Subcontractors, LANL Foundation, Española Chamber of Commerce, Laboratory Retiree Group.
- **An invented process - direct outreach and meetings with potential contract solicitors.**
 - Achievements through adversity - Less than 24 hours to plan community gathering with Potential Bidders
 - Over 30 community stakeholders in attendance on Aug 29, 2017.
 - Relationship Management - meetings with key bidders: University of Texas (UT), University of California (UC), and Texas A&M University (TAMUS).
 - Outreach to all potential bidders, publicly listed in NNSA 'interested parties'. Keeping all parties in the loop on RCLC advocacy interests.
 - Launched page on website to cover all RCLC and stakeholder interests in contract: <https://regionalcoalition.org/lanl-contract-bidders/>
 - Through process, ensured each community had one-on-one discussion with UT and TAMUS.
 - Broad regional and national coverage on contract in press.
 - Touch points made with all 'interested parties' prior to submission of RFP on Dec 11, 2017.

Community Commitment Review, Planning & Drafting

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

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

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

- **Transition as opportunity – Historical review of Community Partnerships Office investments and programs to plan for continuity and prepare for innovations.**
 - First time transition of a community partnerships office at an NNSA site.
 - Interviewed and mapped all investment recipients and stakeholders in receipt of CPO investment since 2006.
 - Review provided for creation of 'Map of LANS investments,' a comprehensive review of all parties provided resources from CCP.
 - Surveyed regional stakeholders for opportunities to reflect upon ways to improve CPO with next M&O LANL Contractor.
 - Drafted 'Recommendations for Next Generation LANL Community Partnerships Office' to start with identification of continuity and innovation planning.
 - July 12, 2017 – First regional stakeholder meeting to discuss holistic goals of determining CCP and RCLC role.
 - August 25, 2017 – Executive Committee approves RCLC as driver of CCP implementation for M&O contractor, opting to ensure we had a contract and written plan for implementation rooted in review of communities.
 - Approval of contractor to focus efforts on drafting Next Generation Plan and Contract, (contractor subsequently left project due to illness).
 - Executive Director completes contract and Draft Next Generation CCP; released to Board and Regional Stakeholder on Jan 12, 2018. Opened for review until Feb 9, 2018.
 - Upcoming March meeting to discuss changes and ideas to ensure everyone has input on process and ideas going forward.
- **Working on national level to preserve CCPs and contractual language protecting community interests.**
 - Began dialogue on inclusion of CCPs for NNSA's oncoming M&O Contract transition at LANL.
 - Improving data collection on procurements and investments in NNM.
 - Ensuring impact data of CCPs is readily available to communities and not just contractors.
 - Working with ECA to ensure language is universalized across other DOE sites, EM and otherwise.
- **Expressed continuing support and appreciation to LANS Board of Directors for ongoing Community Commitment.**
 - RCLC requested support from LANS Board of Directors for ongoing investment in LANS Community Partnerships Office programs, and they provided funds despite it being their last year in service as LANS.

Preserving GRT from National Laboratories to NM and Local Communities

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

The Coalition took the lead on preserving over \$200 million for the State of NM and the region by supporting a bill that maintains the status quo of the tax status for current Lab contractors operating LANL and Sandia National Labs.

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

LANL Workforce & Regional Attraction Guide

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

Knowledge of Our Region

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

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

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

LANL Workforce Management Engagement

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

Environmental Stewardship

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

Advocacy of Legacy Waste Cleanup

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

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

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

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

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

Engagement with DOE Environmental Management

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

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

EM-LA Los Alamos Legacy Cleanup

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

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

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

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

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

Ongoing Relationship with National Level Organizations to Ensure Best Practices

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

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

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

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

Advocacy for Defense Nuclear Facilities Safety Board (DNFSB)

- **Objective:** Maintain DNFSB for its oversight of nuclear missions in the U.S.
 - RCLC and ECA submitted letters supporting the preservation and improvement of DNFSB when the Chair's leaked letters showed they wanted to absolve the Board to oversee the activities at nuclear facilities.
 - Plutonium Facility Safety Review came to Santa Fe, NM and the RCLC was present to understand how they want to go forward on the site progress.

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

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

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

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 Communication Plan.

Internal Communications

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

External Communications

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

Business Operations & Organizational Management

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

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



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Work Plan | March 2017 - September 2018

Edited in May 2017 following Strategic Planning Session

Framework for Progress¹

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.

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, 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.
 - 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’ version of CCP would include.
 - NEW: Engage with potential new prime contractors to engage in community commitment process.
 - Engage prime environmental management contractor 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: 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.
 - 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.
 - NEW: Understand and publish the process for applying to contracting work at LANL.
 - NEW: 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 are negotiating a new consent order. The draft was issued for public comment in March 2016 and the RCLC provided extensive inputs and was content with the final product.

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 Consent Order and, as needed, advocate for changes to ensure that goals protect and support the Regional Coalition’s interests, including regular engagement with cleanup contractor.
- **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, NNM CAB, 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:
 - 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, and;
 - Any proposed changes to policies.



REGIONAL COALITION of LANL COMMUNITIES

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

Work Plan Proposal | February 2018 - September 2018

Updated Draft for Executive Director Review on February 16, 2018

Framework for Progress¹

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

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

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

Overview of Organizational Mission

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

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

Overarching Goals & Advocacy Role

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

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

Governance & Approach

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

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.

Contractually Obligated Executive Director Responsibilities

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

Community & Economic Development

Overview

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

Goal

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

Activities

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Environmental Stewardship

Overview

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

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

Goal

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

Activities

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

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

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

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

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

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

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

- Chromium plume and RDX explosives campaigns, respectively.

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

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

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

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

Communications, Media & Engagement

Overview

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

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

Goal

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

Activities

Improve Communication Efficacy & Capacity

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

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

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

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

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

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

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

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

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.
- Hire sufficient RCLC support under contract, and request support help on a project-by-project basis. Seek budget approval from Board of Directors for any additional help.
- 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 and achievements for the previous year;
 - Proposed plans for the upcoming year;
 - A financial status summary including revenue projections and operating costs, and;
 - Any proposed changes to policies.

RCLC OPERATING BUDGET SUMMARY	Inception through 6/30/15 Estimated	Proposed Budget FY 16	Projected FY 17	Actual FY 16	Actual (through June) FY 17	Dec. 2017 Update FY 18	Adopted Budget FY 18	Projected FY 19	Projected FY 20
Beginning Fund Balance									
Unassigned	\$0.00	\$255,515.12	\$248,170.12	\$255,515.12	\$270,574.12	\$270,574.12	\$326,895.24	\$324,395.24	\$321,895.24
Restricted DOE Funding	\$72,224.95	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00 \$18,000.00		\$100,000.00	\$100,000.00	\$100,000.00
Coalition Member Contributions									
City of Española	\$16,000.00	\$3,500.00	\$5,000.00	\$3,500.00	\$0.00	\$0.00	\$5,000.00	\$5,000.00	\$5,000.00
Los Alamos County	\$585,000.00	\$60,000.00	\$60,000.00	\$60,000.00	\$60,000.00	\$60,000.00	\$60,000.00	\$60,000.00	\$60,000.00
Pueblo of Ohkay Owingeh	\$10,000.00	\$5,000.00	\$5,000.00	\$0.00	\$10,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00
Rio Arriba County	\$22,500.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$0.00	\$10,000.00	\$10,000.00	\$10,000.00
City of Santa Fe	\$22,500.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00
Santa Fe County	\$28,500.00	\$15,000.00	\$15,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00
Taos County	\$7,875.00	\$3,500.00	\$3,500.00	\$0.00	\$0.00	\$3,500.00	\$3,500.00	\$3,500.00	\$3,500.00
Town of Taos	\$7,000.00	\$3,500.00	\$3,500.00	\$3,500.00	\$3,500.00	\$3,500.00	\$3,500.00	\$3,500.00	\$3,500.00
Pueblo of Jemez		\$5,000.00	\$5,000.00	\$0.00	\$0.00	\$0.00	\$2,500.00	\$2,500.00	\$2,500.00
Total Member Revenues	\$699,375.00	\$115,500.00	\$117,000.00	\$97,000.00	\$103,500.00	\$92,000.00	\$109,500.00	\$109,500.00	\$109,500.00
TOTAL REVENUES	\$771,599.95	\$215,500.00	\$217,000.00	\$197,000.00	\$221,500.00	\$92,000.00	\$209,500.00	\$209,500.00	\$209,500.00
Expenditures									
Executive Director Services	\$480,055.54	\$168,000.00	\$168,000.00	\$165,548.45	\$151,628.88	\$75,813.44	\$152,000.00	\$152,000.00	\$152,000.00
Legal Services	\$324.56	\$500.00	\$500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Memberships & Subscriptions	\$1,900.00	\$8,345.00	\$8,345.00	\$950.00	\$950.00	\$950.00	\$1,000.00	\$1,000.00	\$1,000.00
Travel	\$23,708.94	\$30,000.00	\$30,000.00	\$3,358.40	\$13,064.53	\$11,447.68	\$30,000.00	\$30,000.00	\$30,000.00
Other Professional Services	\$10,000.00	\$15,000.00	\$17,000.00	\$11,500.00	\$6,885.44	\$8,995.64	\$15,000.00	\$15,000.00	\$15,000.00
Other Meeting Expenses	\$95.79	\$1,000.00	\$1,000.00	\$584.15	\$2,105.71	\$1,091.02	\$14,000.00	\$14,000.00	\$14,000.00
Total Expenditures	\$516,084.83	\$222,845.00	\$224,845.00	\$181,941.00	\$174,634.56	\$98,297.78	\$212,000.00	\$212,000.00	\$212,000.00
Ending Fund Balance	\$255,515.12	\$248,170.12	\$240,325.12	\$270,574.12	\$317,439.56	\$264,276.34	\$324,395.24	\$321,895.24	\$319,395.24

Budgets from FY16 Adoption in June 2015 to January 2018 budget review demonstrate lowered RCLC operating costs

- The Coalition has decreased annual spending through ARC by \$328,426.66, marking a 68% drop in annual spending since its inception.
- The vast majority of operating costs are covered by DOE grants and do not come at any expense to the Coalition. Community funds are earmarked primarily for Board travel.
 - ARC's secured annual Department of Energy grants at \$200,000. (Current ED secured \$100,000 in its first year as Executive Director under JLH Media.)
- Budgeted expenses to actuals spent from the Coalition have dropped by \$50,210 in FY17. Executive Director Services has seen a drop in spending since ARC has been its contractor starting in March 2016.
- Additional funds have come into the Coalition at \$18,000 for the Regional Attraction Guide, covering all expenses for the hired consultant and printing costs. A surplus of funds remains at approximately \$10,000 for additional printing and preparation of a next edition.





REGIONAL COALITION OF LANL COMMUNITIES

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

AGR16-01

SERVICES AGREEMENT

This **SERVICES AGREEMENT** (this "Agreement") is entered into by and between the Regional Coalition of LANL Communities, ("Regional Coalition"), and **Andrea Romero Consulting LLC**, New Mexico Limited Liability corporation ("Contractor"), to be effective for all purposes March 1, 2016.

WHEREAS, the Regional Coalition was created pursuant to a Joint Powers Agreement establishing the Regional Coalition of LANL Communities by and among the City of Española, the Incorporated County of Los Alamos, Rio Arriba County, City of Santa Fe, Santa Fe County, Town of Taos, and Taos County, under the authority granted by the Joint Powers Agreement, Sections 11-1-1 through 11-1-7 (NMSA) 1978, and as such is recognized as a political subdivision of the State;

WHEREAS, the Regional Coalition determined in writing that the use of competitive sealed bidding was either not practical or not advantageous to the Regional Coalition for procurement of the services described in Section A, below ("Services") and the Regional Coalition issued Request for Proposals No 2016-01 ("the "RFP") on December 6, 2015, requesting proposals for Regional Coalition of LANL Communities Executive Director services as described in the RFP;

WHEREAS, Contractor timely responded to the RFP by submitting a proposal, dated December 22, 2015 ("Contractor's Response");

WHEREAS, based on the evaluation factors set out in the RFP, Contractor was the successful offeror for said services;

WHEREAS, Contractor will provide Executive Director Services to the Regional Coalition, as described below.

NOW THEREFORE, for and in consideration of the premises and the covenants contained herein, the Regional Coalition and Contractor agree as follows:

SECTION A. SERVICES:

- 1. Contractor Services.** Contractor is appointed and shall provide Executive Director Services for the Regional Coalition for the term of this agreement.

SCOPE OF WORK

The Contractor shall provide the following Executive Director Services for the Regional Coalition, which tasks shall include:

1. Assist the Regional Coalition in becoming a more effective advocacy organization;
2. Manage the Regional Coalition and help ensure all legal and financial responsibilities are met;
3. Advise the Board of Directors on strategic direction and policies, including legislative strategies to achieve the organization's mission;
4. Provide technical assistance; Summarize and analyze issues, and provide comment and advice as necessary or requested; Prepare technical memos and issue briefs as needed;
5. Serve as facilitator for Board meetings;
6. Develop and circulate agenda items and briefing memos for the Board meetings;
7. Prepare and distribute minutes of the Board meetings;
8. Make presentations to each participating member's governing body, at least annually, or as requested by Board members;
9. Maintain the website;
10. Negotiate and collaborate with outside entities, and convey and advocate for organizational policies, as directed by the Board;
11. Implement public information strategies;
12. Serve as spokesperson for the Regional Coalition with the Department of Energy, state, and federal agencies, the media and the public;
13. Monitor regional and national issues and coordinate with outside agencies on issues affecting Los Alamos National Laboratory;
14. Make monthly presentations to the Board and at other forums on a range of issues;
15. Represent the organization at local and national meetings as directed by the Board;
16. Prepare monthly updates on relevant congressional and DOE policies and actions;
17. Report progress on the strategic plan, and annually provide an updated plan for the Board's discussion and consideration;
18. Prepare the draft annual budget for the Board's consideration, and implement as appropriate;
19. Generate funds from a variety of sources to diversify revenue streams in support of continued operations; and,
20. Provide monthly updates to the Board regarding overall progress.

2. Deliverables.

1. On an annual basis, develop and present to the Board an Annual Report, which shall generally address the Regional Coalition's operations 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; and,
2. As requested, the Contractor shall provide a variety of written and/or electronic reports to the Regional Coalition Board of Directors.

SECTION B. TERM: The term of this Agreement shall commence on March 1, 2016 and shall continue for two years thereafter unless extended or sooner terminated as provided herein. At the sole discretion of the Regional Coalition, this contract may be renewed for two additional one (1) year periods, under the same terms and conditions, contingent upon the Regional Coalition appropriating funding. In no event, however, shall the term of the Agreement, including any and all extensions, exceed four (4) years from the initial effective date of the Agreement. The monthly fixed fee and other associated costs may be considered for an annual adjustment, if such is warranted.

SECTION C. COMPENSATION:

1. **Amount of Compensation.** Los Alamos County, on behalf of the Regional Coalition shall pay compensation for the performance of the Services in a yearly amount not to exceed ONE HUNDRED FORTY THOUSAND DOLLARS (\$140,000), which amount does not include applicable New Mexico gross receipts taxes (NMGRT). Compensation and reimbursable expenses shall be paid in accordance with the rate schedule set out in Attachment A, attached hereto and made a part hereof for all purposes.
2. **Invoices and Payment.** Contractor shall submit itemized monthly invoices to the County of Los Alamos showing the amount of compensation due, the amount of any NMGRT, and the total amount payable. Payment of undisputed amounts shall be due and payable thirty (30) days after County's receipt of the invoice.

3. Reimbursable Expenses. Reimbursement of travel costs shall be subject to the annual budget as approved by the Board and will be paid in accordance with the Regional Coalition's travel policy.

SECTION D. TAXES: Contractor shall be responsible for remittance of the NMGRT levied on the amounts payable under this Agreement.

SECTION E. STATUS OF CONTRACTOR, STAFF, AND PERSONNEL: This Agreement calls for the performance of services by Contractor as an independent contractor. Contractor is not an agent or employee of the Regional Coalition and will not be considered an employee of the Regional Coalition for any purpose. Contractor, its agents or employees shall make no representation that they are Regional Coalition employees, nor shall they create the appearance of being employees by using a job or position title on a name plate, business cards, or in any other manner, bearing the Regional Coalition's name or logo. Neither Contractor nor any employee of Contractor shall be entitled to any benefits or compensation other than the compensation specified herein. Contractor shall have no authority to bind the Regional Coalition to any agreement, contract, duty or obligation. Contractor shall make no representations that are intended to, or create the appearance of, binding the Regional Coalition to any agreement, contract, duty, or obligation. Contractor shall have full power to continue any outside employment or business, to employ and discharge its employees or associates as it deems appropriate without interference from the Regional Coalition; provided, however, that Contractor shall at all times during the term of this Agreement maintain the ability to perform the obligations in a professional, timely and reliable manner.

SECTION F. STANDARD OF PERFORMANCE: Contractor agrees and represents that it has and will maintain the personnel, experience and knowledge necessary to qualify it for the particular duties to be performed under this Agreement. Contractor shall perform the work described herein in accordance with a standard of care for performance of the Services that exceeds industry standards.

SECTION G. DELIVERABLES AND USE OF DOCUMENTS: All deliverables required under this Agreement, including material, products, reports, policies, procedures, software improvements, databases, and any other products and processes, whether in written or electronic form, shall remain the exclusive property of and shall inure to the benefit of the Regional Coalition as works for hire; Contractor shall not use, sell, disclose, or obtain any other compensation for such works for hire. In addition, Contractor may not, with regard to all work, work product, deliverables or works for hire required by this Agreement, apply for, in its name or otherwise, any copyright, patent or other property right and acknowledges that any such property right created or developed remains the exclusive right of the Regional Coalition. Contractor shall not use deliverables in any manner for any other purpose without the express written consent of the Regional Coalition.

SECTION H. EMPLOYEES AND SUB-CONTRACTORS: Contractor shall be solely responsible for payment of wages, salary or benefits to any and all employees or contractors retained by Contractor in the performance of the Services. Contractor agrees to indemnify, defend and hold harmless the Regional Coalition for any and all claims that may arise from Contractor's relationship to its employees and subcontractors.

SECTION I. INSURANCE: Contractor shall obtain and maintain insurance of the types and in the amounts set out below throughout the term of this Agreement with an insurer acceptable to the Regional Coalition. Contractor shall assure that all subcontractors maintain like insurance. Compliance with the terms and conditions of this Section is a condition precedent to the Regional Coalition's obligation to pay compensation for the Services and Contractor shall not provide any Services under this Agreement unless and until Contractor has met the requirements of this Section. The Regional Coalition requires Certificates of Insurance or other evidence acceptable to the Regional Coalition that Contractor has met its obligation to obtain and maintain insurance and to assure that subcontractors maintain like insurance. General Liability Insurance and

Automobile Liability Insurance shall name the Regional Coalition as an additional insured and provide that the Regional Coalition will be notified no less than 30 days in advance of cancellation.

1. *[General Liability Insurance. \$1,000,000 combined single limit per occurrence.]*
2. Workers' Compensation. In an amount as may be required by law. The Regional Coalition may immediately terminate this Agreement if Contractor fails to comply with the Worker's Compensation Act and applicable rules when required to do so.
3. Automobile Liability Insurance for Contractor and its employees: An amount at least equal to the minimum required by state law on any owned, and/or non-owned motor vehicles used in performing Services under this Agreement.

SECTION J. RECORDS: Contractor shall maintain throughout the term of this Agreement and for a period of six (6) years thereafter records that indicate the date, time, and nature of the services rendered. Contractor shall make available for inspection by the Regional Coalition all records, books of account, memoranda, and other documents pertaining to the Regional Coalition at any reasonable time upon request.

SECTION K. APPLICABLE LAW: Contractor shall abide by all applicable federal, state and local laws, regulations, and policies and shall perform the Services in accordance with all applicable laws, regulations, and policies during the term of the Agreement. In any lawsuit or legal dispute arising from the operation of this Agreement, Contractor agrees that the laws of the State of New Mexico shall govern. Venue shall be in the First Judicial District Court of New Mexico in Los Alamos County, New Mexico.

SECTION L. NON-DISCRIMINATION: During the term of this Agreement, Contractor shall not discriminate against any employee or applicant for an employment position to be used in the performance of the obligations of Contractor under this Agreement, without regard to race, color, religion, sex, age, national origin, sexual orientation or gender identity, disability or veteran status.

SECTION M. INDEMNITY: Contractor shall indemnify, hold harmless and defend the Regional Coalition, its Board members, employees, agents and representatives, from and against all liabilities, damages, claims, demands, actions (legal or equitable), and costs and expenses, including without limitation attorneys' fees, of any kind or nature, arising from Contractor's negligent performance hereunder or breach hereof and the negligent performance of Contractor's employees, agents, representatives and subcontractors.

SECTION N. FORCE MAJEURE: Neither the Regional Coalition nor Contractor shall be liable for any delay in the performance of this Agreement, nor for any other breach, nor for any loss or damage arising from uncontrollable forces such as fire, theft, storm, war, or any other force majeure that could not have been reasonably avoided by exercise of due diligence.

SECTION O. NON-ASSIGNMENT: Contractor may not assign this Agreement or any privileges or obligations herein without the prior written consent of the Regional Coalition.

SECTION P. LICENSES: Contractor shall maintain all required licenses, including without limitation all necessary professional and business licenses, throughout the term of this Agreement. Contractor shall require and shall assure that all of Contractor's employees and subcontractors maintain all required licenses, including without limitation all necessary professional and business licenses.

SECTION Q. PROHIBITED INTERESTS: Contractor agrees that it presently has no interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of its services hereunder. Contractor further agrees that it will not employ any person having such an interest to perform services under this Agreement.

SECTION R. Contractor and contractor's employees shall not use Regional Coalition resources, assets, or materials—including computer and internet resources—for any purpose other Contractor fulfilling its obligations under this agreement as described in Section A of this agreement. This prohibition includes personal and/or political activity unrelated to Regional Coalition activities.

SECTION S. TERMINATION:

- 1. Generally.** The Regional Coalition may terminate this Agreement with or without cause upon ten (10) days prior written notice to Contractor. Upon such termination, Contractor shall be paid for Services actually completed to the satisfaction of the Regional Coalition at the rate set out in Section C. Contractor shall render a final report of the services performed to the date of termination and shall turn over to the Regional Coalition all originals of all materials prepared pursuant to this Agreement.
- 2. Funding.** This Agreement shall terminate without further action by the Regional Coalition on the first day of any Regional Coalition's fiscal year for which funds to pay compensation hereunder are not appropriated by the Board of Directors. The Regional Coalition shall make reasonable efforts to give Contractor at least ninety (90) days advance notice that funds have not been and are not expected to be appropriated for that purpose.

SECTION T. NOTICE: Any notices required under this Agreement shall be made in writing, postage prepaid to the following addresses, and shall be deemed given up hand delivery, verified delivery by telecopy (followed by copy sent by United States Mail), or three days after deposit in the United States Mail:

Regional Coalition of LANL Communities:
County Manager
Los Alamos County
1000 Central Avenue, Suite 350
Los Alamos, New Mexico 87544

Contractor:
Andrea Romero Consulting
Andrea D. Romero, Principal
1101 Hickox Street
Santa Fe, New Mexico 87505

SECTION U. INVALIDITY OF PRIOR AGREEMENTS: This Agreement supersedes all prior contracts or agreements, either oral or written, that may exist between the parties with reference to the services described herein and expresses the entire agreement and understanding between the parties with reference to said services. It cannot be modified or changed by any oral promise made by any person, officer, or employee, nor shall any written modification of it be binding on the Regional Coalition until approved in writing by both the Regional Coalition and the Contractor.

IN WITNESS WHEREOF, the parties have executed this Agreement on the date(s) set forth opposite the signatures of their authorized representatives to be effective for all purposes on the date first written above.

ATTEST

REGIONAL COALITION OF LANL COMMUNITIES

By: _____

By: _____

_____, a _____ corporation

By: _____

DATE

Exhibit "A" – Cost Proposal

2016 ARC COST OUTLINE FOR REGIONAL COALITION OF LANL COMMUNITIES	
TOTAL ANNUAL PROPOSED BUDGET	\$140,000
MONTHLY BUDGET	\$11,667
Salaries and Wages	\$10,250
Office Supplies	\$132
Reproductions	\$150
Internet and Tech Services	\$454
Insurance	\$181
Office Equipment	\$150
Outside Contracting	\$350

Exhibit "B"

**Certification Regarding Debarment, Suspension, and
Other Responsibility Matters – Primary Covered Transactions**

- (1) I or We, _____ (the
"Vendor") hereby certify to the best of our knowledge and belief that neither the Vendor nor
any of its principals:
- (a) are presently debarred, suspended, proposed for debarment, declared ineligible, or
voluntarily excluded from covered transactions by any federal, state, or local
department or agency;
 - (b) have, within a 5-year period preceding this proposal, been convicted of or had a civil
judgment rendered against them for - commission of fraud or a criminal offense in
connection with obtaining, attempting to obtain, or performing a public (federal, state,
or local) transaction or contract under a public transaction; violation of federal or
state antitrust statutes; or commission of embezzlement, theft, forgery, bribery;
falsification or destruction of records; making false statements; or receiving stolen
property;
 - (c) are presently indicted for or otherwise criminally or civilly charged by a governmental
entity (federal, state, or local) with commission of any of the offenses enumerated in
paragraph (1)(b) of this certification; and
 - (d) have within a 5 - year period preceding this Application had one or more public
transactions (federal, state, or local) terminated for cause or default.
- (2) If we are unable to certify to any of the statements in this certification, we shall attach an
explanation hereto.
- (3) Certification to any of the statements in this certification will be thoroughly reviewed, and
may not necessarily preclude the Vendor from consideration for award.
- (4) Falsification of any statement in this Form shall constitute grounds for non-consideration of
the vendor's proposal or rescinding of a contract award.

Date

Authorized Representative's Signature

Print Name

Print Title

Exhibit "C"

CAMPAIGN CONTRIBUTION DISCLOSURE FORM

Pursuant to Chapter 81, Laws of 2006, any prospective contractor seeking to enter into a contract with any state agency or local public body must file this form with that state agency or local public body. The prospective contractor must disclose whether they, a family member or a representative of the prospective contractor has made a campaign contribution to an applicable public official of the state or a local public body during the two years prior to the date on which the contractor submits a proposal or, in the case of a sole source or small purchase contract, the two years prior to the date the contractor signs the contract, if the aggregate total of contributions given by the prospective contractor, a family member or a representative of the prospective contractor to the public official exceeds two hundred and fifty dollars (\$250) over the two year period.

ANY PROSPECTIVE CONTRACTOR MUST FILE THIS FORM WHETHER OR NOT THEY, THEIR FAMILY MEMBER, OR THEIR REPRESENTATIVE HAS MADE ANY CONTRIBUTIONS SUBJECT TO DISCLOSURE.

The following definitions apply:

"Applicable public official" means a person elected to an office or a person appointed to complete a term of an elected office, who has the authority to award or influence the award of the contract for which the prospective contractor is submitting a competitive sealed proposal or who has the authority to negotiate a sole source or small purchase contract that may be awarded without submission of a sealed competitive proposal.

"Campaign Contribution" means a gift, subscription, loan, advance or deposit of money or other things of value, including the estimated value of an in-kind contribution, that is made to or received by an applicable public official or any person authorized to raise, collect or expend contributions on that official's behalf for the purpose of electing the official to either statewide or local office. "Campaign Contribution" includes the payment of a debt incurred in an election campaign, but does not include the value of services provided without compensation or unreimbursed travel or other personal expenses of individuals who volunteer a portion or all of their time on behalf of a candidate or political committee, nor does it include the administrative or solicitation expenses of a political committee that are paid by an organization that sponsors the committee.

"Contract" means any agreement for the procurement of items of tangible personal property, services, professional services, or construction.

"Family member" means spouse, father, mother, child, father-in-law, mother-in-law, daughter-in-law or son-in-law.

"Pendency of the procurement process" means the time period commencing with the public notice of the request for proposals and ending with the award of the contract or the cancellation of the request for proposals.

"Person" means any corporation, partnership, individual, joint venture, association or any other private legal entity.

“Prospective contractor” means a person who is subject to the competitive sealed proposal process set forth in the Procurement Code or is not required to submit a competitive sealed proposal because that person qualifies for a sole source or a small purchase contract.

“Representative of a prospective contractor” means an officer or director of a corporation, a member or manager of a limited liability corporation, a partner of a partnership or a trustee of a trust of the prospective contractor.

DISCLOSURE OF CONTRIBUTIONS: (Report any applicable contribution made to current elected members of the Board of the Regional Coalition of LANL Communities:

Contribution Made by: _____

Relation to Prospective Contractor: _____

Name of Applicable Public Official: _____

Date Contribution(s) Made: _____

Amount(s) of Contribution(s) _____

Nature of Contribution(s) _____

Purpose of Contribution(s) _____

(The above fields are unlimited in size)

Signature

Date

Title (position)

--OR--

NO CONTRIBUTIONS IN THE AGGREGATE TOTAL OVER TWO HUNDRED FIFTY DOLLARS (\$250) WERE MADE to an applicable public official by me, a family member or representative.

Signature

Date

Title (position)



2017

Communications Snapshot

News Coverage

The Mercury News

10+

ASSOCIATED PRESS
NATIONAL COVERAGE

21 NEWS ARTICLES
LOCAL PRESS

The Daily Progress



LAS CRUCES SUN-NEWS
PART OF THE USA TODAY NETWORK

HOUSTON CHRONICLE



The Washington Times

15 PRESS RELEASES
& OP-EDS

SANTA FE + NEW MEXICAN

DAILY POST
Official Newspaper of Record in Los Alamos County

AlbuquerqueJournal

lamonitor.com
The Los Alamos Monitor Online

Social Media

201
FOLLOWERS



109 MENTIONS

968 TWEETS

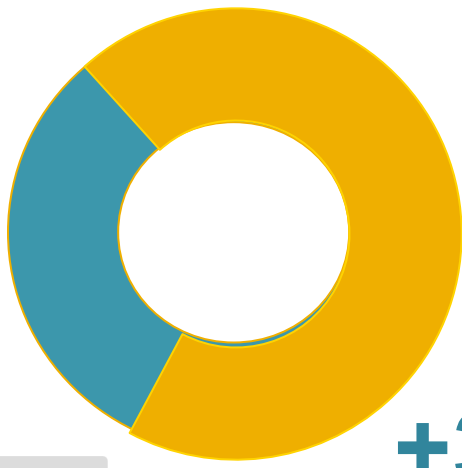
4,310 PROFILE VISITS

169.8K IMPRESSIONS

COMPARED TO **143.4K** IMPRESSIONS IN 2016

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

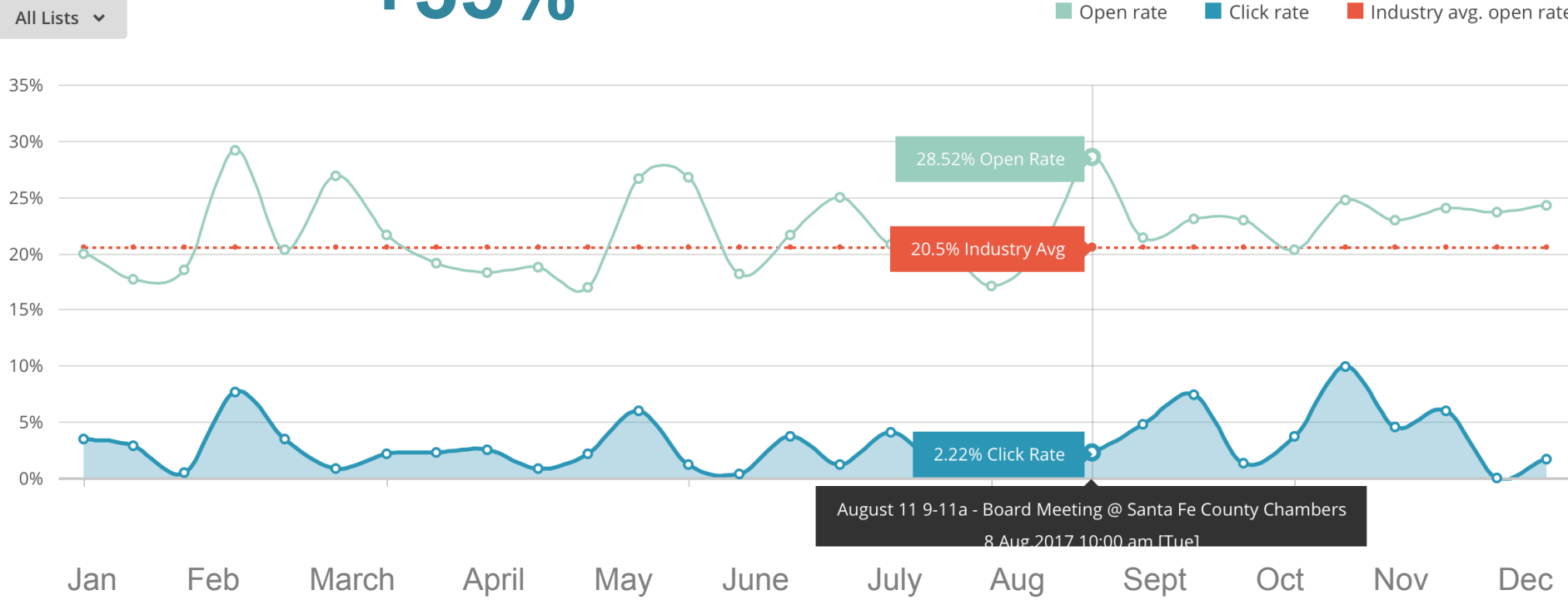
Distribution List



+35%

483 TOTAL SUBSCRIBERS

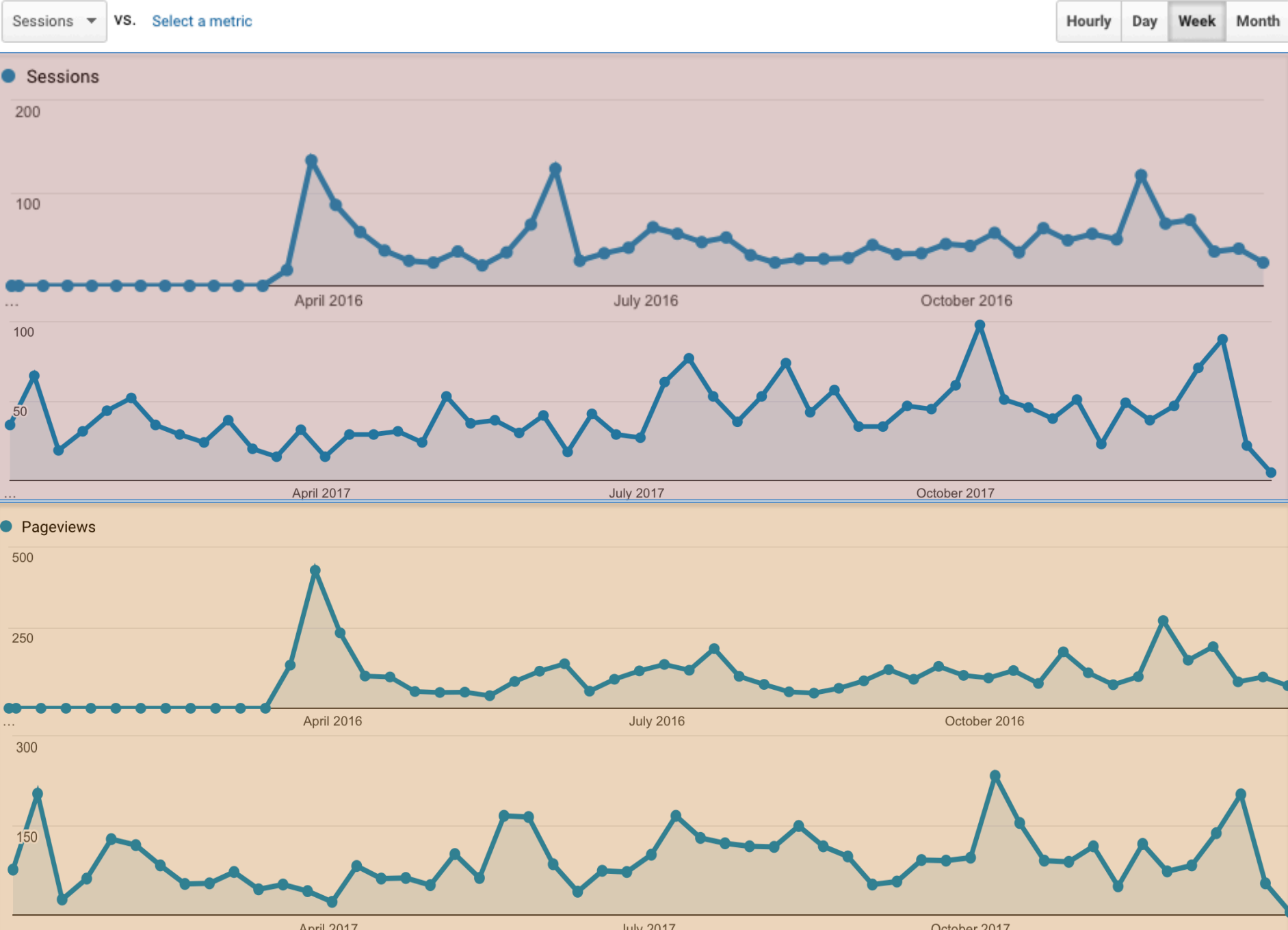
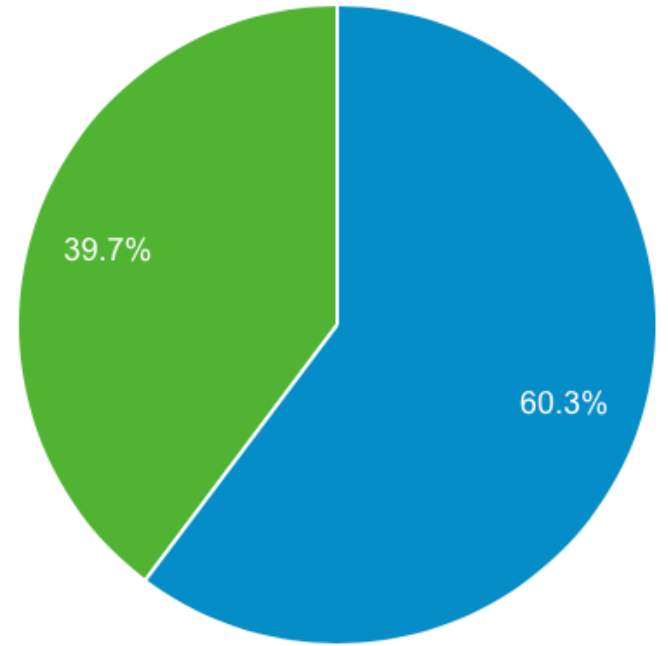
126 NEW SUBSCRIBERS



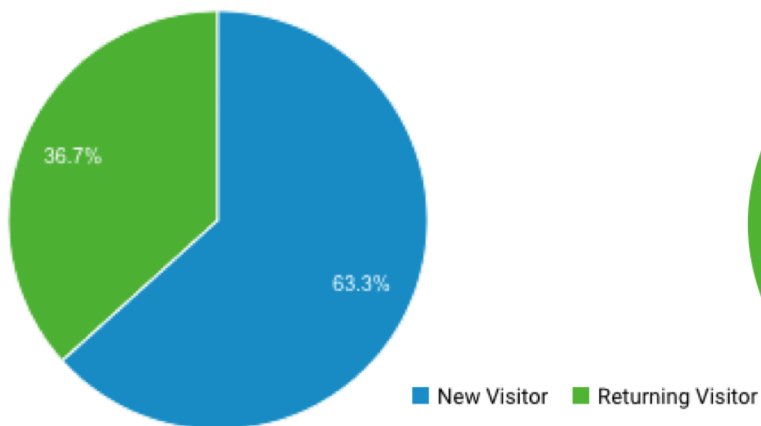
Coalition Website Traffic

New Visitor Returning Visitor

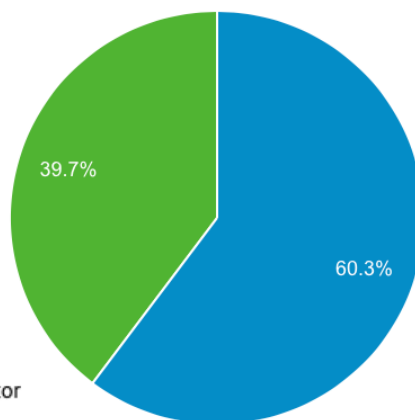
1,342 USERS
2,187 SESSIONS
4,940 PAGEVIEWS



2016 Coalition Website Data



2017 Coalition Website Data



Sessions

2,011



Users

1,276



Pageviews

4,682



Pages / Session

2.33



Avg. Session Duration

00:02:22



Bounce Rate

54.05%



% New Sessions

63.30%



Sessions

2,187



Users

1,342



Pageviews

4,940



Pages / Session

2.26



Avg. Session Duration

00:02:37



Bounce Rate

59.12%



% New Sessions

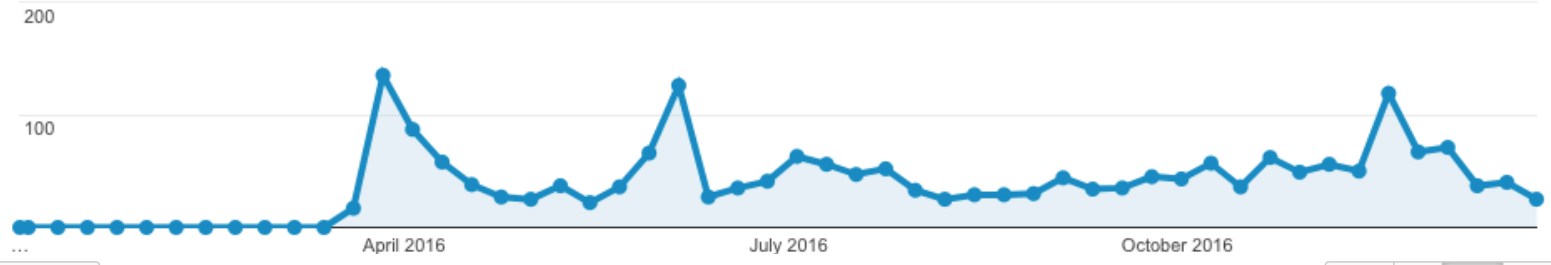
60.27%



Sessions vs. Select a metric

Hourly Day Week Month

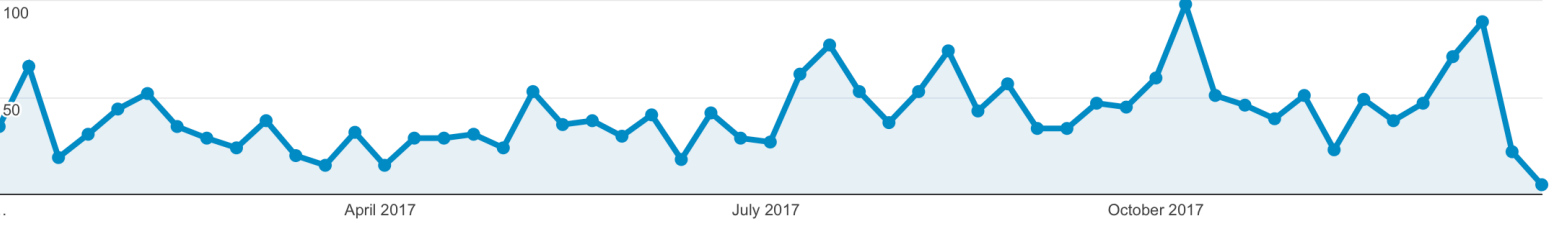
Sessions



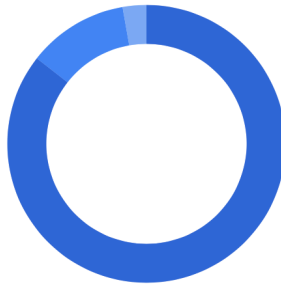
Sessions vs. Select a metric

Hourly Day Week Month

Sessions



Sessions by device



Desktop

85.6%

↑0.1%



Mobile

11.7%

↓1.6%

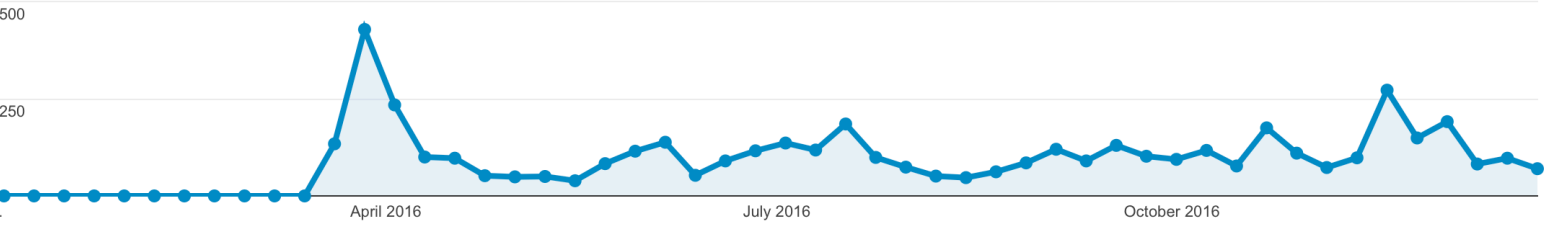


Tablet

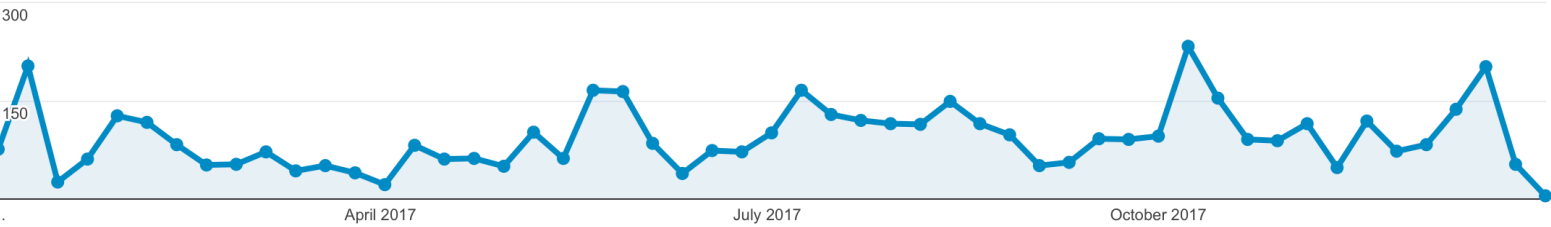
2.8%

↑1.5%

Pageviews



Pageviews



Sessions

2,011

% of Total: 100.00% (2,011)

Pageviews

4,682

% of Total: 100.00% (4,682)

Session Duration ?	Sessions ?	Pageviews ?
0-10 seconds	1,316	1,652
11-30 seconds	103	253
31-60 seconds	100	289
61-180 seconds	134	542
181-600 seconds	231	847
601-1800 seconds	96	560
1801+ seconds	31	539

Sessions

2,187

% of Total: 100.00% (2,187)

Pageviews

4,940

% of Total: 100.00% (4,940)

Session Duration ?	Sessions ?	Pageviews ?
0-10 seconds	1,407	1,527
11-30 seconds	141	331
31-60 seconds	115	338
61-180 seconds	188	636
181-600 seconds	169	811
601-1800 seconds	128	731
1801+ seconds	39	566

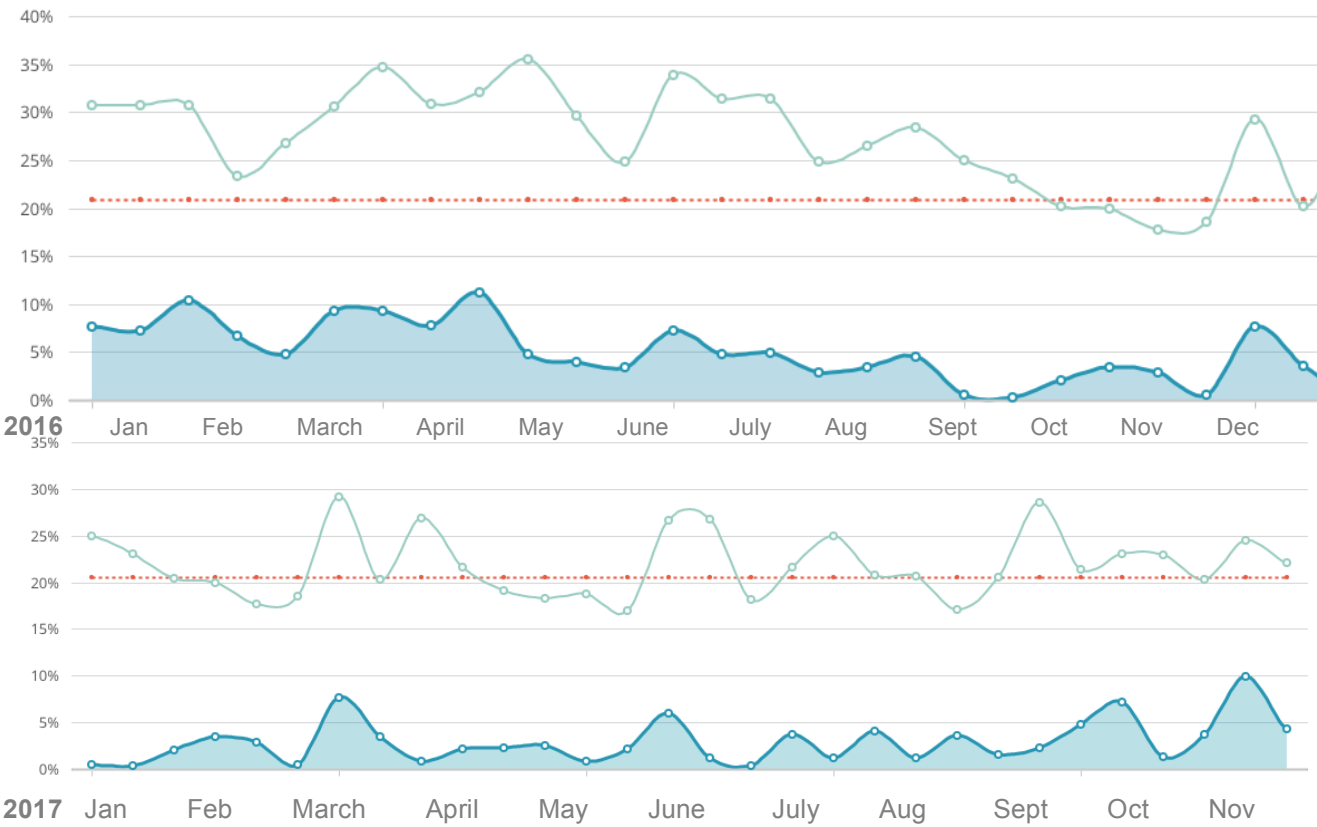
Page ?	Pageviews ?	Unique Pageviews ?	Avg. Time on Page ?
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1. /	1,817 (42.71%)	1,315 (42.67%)	00:01:49
2. /2017-meeting-schedule/	412 (9.69%)	280 (9.09%)	00:03:34
3. /about/board-of-directors/	337 (7.92%)	290 (9.41%)	00:03:07
4. /news-archive/	206 (4.84%)	144 (4.67%)	00:00:41
5. /meetings/	204 (4.80%)	140 (4.54%)	00:01:38
6. /contact-us/	162 (3.81%)	143 (4.64%)	00:02:48
7. /about/	160 (3.76%)	119 (3.86%)	00:00:37
8. /regional-attraction-guide/	118 (2.77%)	98 (3.18%)	00:03:49
9. /about/statements-and-resolutions/	100 (2.35%)	61 (1.98%)	00:02:14
10. /meetings/rclic-meeting-archive/	98 (2.30%)	64 (2.08%)	00:04:18

Page ?	Pageviews ?	Unique Pageviews ?	Avg. Time on Page ?
	4,940 % of Total: 100.00% (4,940)	3,629 % of Total: 100.00% (3,629)	00:02:05 Avg for View: 00:02:05 (0.00%)
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2. /2017-meeting-schedule/	412 (8.34%)	280 (7.72%)	00:03:34
3. /about/board-of-directors/	407 (8.24%)	350 (9.64%)	00:02:54
4. /news-archive/	240 (4.86%)	171 (4.71%)	00:00:39
5. /meetings/	214 (4.33%)	148 (4.08%)	00:01:36
6. /contact-us/	210 (4.25%)	181 (4.99%)	00:02:29
7. /about/	191 (3.87%)	147 (4.05%)	00:00:38
8. /meetings/rclic-meeting-archive/	141 (2.85%)	96 (2.65%)	00:03:37
9. /regional-attraction-guide/	135 (2.73%)	113 (3.11%)	00:03:29
10. /about/statements-and-resolutions/	117 (2.37%)	74 (2.04%)	00:02:17

City		Sessions	% Sessions	Country		Sessions	% Sessions
1.	Santa Fe	514	23.50%	1.	United States	1,952	89.25%
2.	Albuquerque	279	12.76%	2.	China	73	3.34%
3.	Los Alamos	234	10.70%	3.	Canada	38	1.74%
4.	Washington	104	4.76%	4.	Brazil	30	1.37%
5.	(not set)	103	4.71%	5.	India	13	0.59%
6.	Clifton	65	2.97%	6.	Israel	12	0.55%
7.	Boardman	64	2.93%	7.	(not set)	12	0.55%
8.	Espanola	48	2.19%	8.	Germany	8	0.37%
9.	Beijing	45	2.06%	9.	Russia	7	0.32%
10.	Kingston	35	1.60%	10.	Nigeria	6	0.27%

Mailchimp Distribution List

■ Open rate
 ■ Click rate
 ■ Industry avg. open rate



Regional Coalition Analytics Monitor

Type	Total # of	2015	2016	2017
Press Coverage	News Articles Published on RCLC		14	21
	Press Releases / Issue Briefs / Op-eds		17	15
	Associated Press Coverage			10+
Twitter	Followers		135	201
	Mentions		60	109
	Tweets		631	968
	Profile Visits		2,693	4,310
	Impressions	60K	143.4K	169.8K
Distribution List	Subscribers		361	483
	New Subscribers		141	126
	Newsletters		N/A	
	Newsletter Open Rate		N/A	
Website	Users		1,462	1,342
	Sessions		2,327	2,187
	Pageviews		5,438	4,940
	New Visitors		62.40%	60.30%
	Returning Visitors		37.60%	39.70%
DC Advocacy	Total Advocacy Trips			5
	ECA Trips		3	
	Washington, DC Advocacy		2	



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

2018 Federal Legislative Priorities

Strengthening Mission & Community Relationships

Sufficient Funding & Mission Continuation: Sufficiently fund Los Alamos National Laboratory (LANL) to maintain strong scientific capabilities and continue the work that has been designated at the Laboratory, ensuring that the budgets and jobs provided remain stable and/or show growth. Our Board Members and network of stakeholders will be powerful partners in the budget and appropriations process if we are engaged in decisions to be made early and often.

Community Engagement Support: DOE should continue to consistently fund the RCLC to enable local governments and Pueblos to participate in supporting economic development, involving us in environmental cleanup decision-making, and encouraging project diversification, 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 impact on the local community (i.e. financial, workforce change, etc.) is possible.
- 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.

Direct Community Commitment at LANL: NNSA and EM encouragement for substantive and robust community commitments from prime- and sub-contractors to DOE sites, particularly that which creates clear mandates for ongoing, committed investments in areas defined by local communities and its stakeholders.

- DOE should encourage adoption of community-rooted and vetted programs for submission on contract obligations during transition.
- DOE, NNSA, and EM should create environments for relationship building between prime-, sub-contractors, and community stakeholders to ensure clear and engaged participation, seeking opportunities for best relational practices in community support, and a means for expansion of commitments to meet community and LANL needs.
- DOE ought to encourage prime- and sub-contractors to adopt local options for investment in community commitment.

Workforce Cultivation & Support: DOE must develop a recruiting and retention initiative to address the departure of 30-40% of LANL workers, filling over 3,000 positions, inviting new talent to job opportunities at LANL over the next four years and beyond. 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 a 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.
- DOE should coordinate 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.
- DOE should continue to request appropriations for and expand grants to local educational institutions to train the next generation of DOE workers.
- DOE should be a workplace model leader to its surrounding area businesses, providing obvious cultural and organizational advantages, and demonstrating market-competitive rewards of working in the LANL environment (i.e. childcare access, onsite benefits, etc.).

Deferred Maintenance: Sufficiently fund projects that address maintenance of DOE and NNSA missions at LANL. Due to aging infrastructure, maintenance backlogs, and deteriorated facilities, the mission is threatened and should not be ignored. It must be made a priority to ensure the safety of workers, communities, and the broader nation as a whole. 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.

Support 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 the recognition of the region's historical role played in helping end World War II through involvement in the Manhattan Project.

- We ask that DOE reaffirm its commitment to supporting the Manhattan Project National Historical Park, the preservation of historical documents and sites, and cooperation with local communities and 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.
- Through 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 historical perspectives in the Park and made accessible to visitors.

Small Business Contracting: 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.

- DOE should support and consider small businesses through current and future procurement planning through "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.

Effective & Expanded Environmental Cleanup

Adequate Funding for Cleanup Efforts at LANL: The Environmental Management site office at LANL needs consistent, reliable, and sufficient funding to meet Consent Order obligations, based on Lifecycle Baseline Cost estimates and annual NMED/DOE Consent Order agreed progress mandates. DOE should request Congress to appropriate its budget for FY18 and FY19 cleanup activities at LANL according to the documented minimum amount needed to meet Consent Order requirements and achieve annual milestones.

- DOE-EM and EM-LA should engage RCLC members, staff, 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, health, and safety of communities.

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, Pueblos, 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, annual scope of work from EM-LA, and the new cleanup prime contractor (N3B), all necessary parties and documentation are available to ensure marked progress in annual cleanup.

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 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 the most impacted by decisions that have lasting economic, environmental, and public health effects.
- DOE should engage with our Board to prioritize transfer of excess properties to be redeveloped for local economic benefit.



2018 Timeline of RCLC Activities

2018	
January 11	RCLC Board Professional Development Dinner, 5:30-8:00p
January 12	RCLC BOARD MEETING, Ohkay Owingeh
January 12	Closing date for Pre-filing NM State Legislation
January 16	NM Legislative Opening day
February 15	NM Legislative Session Ends
February 16	Closed Meeting: Review of Executive Director Services
March-May	LANL M&O Contract Awarded (if protested, delayed 120 days)
	RCLC meeting with Awardee to discuss community investments continuity plan proposal
	Community Day for M&O Contractors and Community Leaders
March 31	LANS Cleanup contract expired
April 1	New LLCC Cleanup Contractor Transitioned & Begins Contract
April 5	RCLC Board Professional Development Dinner, 5:30-8:00p
April 6	RCLC BOARD MEETING, Taos County New Board Members, Budget Approval, Election of Officers, New EM Contractors, Next Generation Community Commitment Plan
April 7	Washington, DC Advocacy Trip – Legislative Priorities & ECA Conference
July 14	RCLC BOARD MEETING, City of Santa Fe
March-Sept 30	LANL M&O Contractor Transition Period
September 30	LANS Contract Terminated
October 1	LANL M&O Contractor Transitioned & Begins Contract
October 11-12	RCLC BOARD MEETING, Rio Arriba County – New M&O Contractor