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# **Los Alamos National Laboratory Campus Master Plan Communication Strategy**

## **PURPOSE**

The purpose of this Campus Master Plan (CMP) Communication Strategy is to establish an appropriate approach to communication that ensures the comprehensive site planning (henceforth campus master planning) process and associated products for the Los Alamos National Laboratory (LANL) site are effective and sustainable.

This strategy addresses the institutional campus master planning process and the CMP (including area development plans). The overall objectives are to

- identify, document, and maintain a communication network of key stakeholders (internal and external)
- create a communications framework for establishing and facilitating an institutional planning capability
- engage and partner with key stakeholders to inform the institutional planning process regarding changes in mission and requirements, priorities and needs, opportunities and constraints, and planning issues
- convey information regarding the scope, status, changes, and implications of planning activities, milestones, and deliverables
- enable development and sustainable use of high quality, robust, flexible, and easily accessible planning products (e.g., CMP, databases, planning tools)

## **KEY STAKEHOLDERS**

The following section identifies key stakeholders that are considered important to developing and implementing the campus master planning process and CMP. For the purposes of this communication strategy, stakeholders are defined broadly as any entity (internal or external) that influences, or may be influenced by, the campus master planning process at the LANL site.

Stakeholders are presented in a way that reflects their function and nature of interface with the planning process. As a result, stakeholders presented in this communication strategy are organized into groups. Some stakeholders occur in more than one group indicating more than one type of planning interface.

The stakeholders include organizational entities within both the National Nuclear Security Administration (NNSA), and Triad. External stakeholders are considered collectively and are broadly defined as the general public and other entities (i.e., local, regional, and Federal) external to NNSA and Triad.

A detailed listing of key stakeholders, including organizational affiliation and contact information, is provided in Appendix A of this strategy document.

### **National Nuclear Security Administration (NNSA) – Headquarters**

NNSA Headquarters stakeholders primarily include

- Deputy Administrator for Defense Programs (NA-10);
- Associate Administrator for Safety, Infrastructure and Operations (NA-50); and
- Associate Administrator for Defense Nuclear Security (NA-70).

This group of key stakeholders includes NNSA Headquarters-level organizations that manage mission and budget authorization associated with Defense Programs; Safety, Infrastructure and Operations; and, Defense Nuclear Security for NNSA sites throughout the NNSA site complex.

They are considered stakeholders because of their significant influence on the scope and budget authorizations necessary to execute near-, mid-, and long-term changes in LANL site infrastructure and land use. Having an effective strategy for communicating with this group is critical to ensuring site infrastructure and land use planning is not just accurate but can also be executed effectively and sustainably.

### **NNSA Los Alamos Field Office (NA-LA) Executive Management**

NNSA NA-LA stakeholders include

- Field Office Manager and Deputies;
- Field Office General Counsel; and
- Field Office Contracting Officer.

This group of key stakeholders includes executive-level managers from NA-LA that direct the oversight of LANL mission execution and operations through the Triad Management & Operations (M&O) Prime Contract. This group is also the key interface with NNSA Headquarters for execution of LANL's mission and operations.

The NA-LA Executive Management is a particularly important stakeholder group for developing and executing the CMP. NA-LA executive-level concurrence with near-, mid-, and long-term plans is essential for ensuring alignment of site planning with NNSA HQ

programming and budgeting decisions and real property asset investments. Close integration with this group is also critical to communicating Prime Contract scope and performance status for contract requirements specifically tied to campus master planning, associated processes, and deliverables.

### **Triad Executives**

Triad Executives include

- Los Alamos National Laboratory Director;
- Deputy Director for Weapons;
- Deputy Director for Science;
- Deputy Director for Operations; and
- Laboratory Staff Director

This group of key stakeholders includes executive-level managers from Triad that direct all of LANL's execution of mission, programs, and associated operations.

The Triad Executives is a key stakeholder group critical to directing the campus master planning capability as it relates to important institutional planning strategies and mission priority decisions. The Triad Executives collectively establish consensus on behalf of the institution regarding implementation of site infrastructure and land use planning, priorities, associated scope execution. The Triad Executives are also responsible for interfacing with NNSA and NA-LA executives regarding M&O Prime Contract performance for the LANL site.

This group's involvement in and concurrence with the CMP is essential to ensure the campus master planning process is a robust, fully integrated, and flexible capability that best serves execution of LANL's near-, mid-, and long-term mission and associated operations. Close integration with this group is also critical to communicating Prime Contract scope and performance status for mission execution and contract requirements specifically tied to campus master planning, associated processes, and deliverables.

### **Triad Executive Officers, Associate Laboratory Directors (ALDs)/Division Leaders, Chief Operations Officers (COOs), Office/Program Directors, and Directorate Division and Group Leaders**

This key group of Triad stakeholders include

- ***Executive Officers*** for Weapons, Science, and Operations

- **Associate Laboratory Directors/Division Leaders, and Office Directors** for Weapons Engineering; Weapons Production; Weapons Physics; Chemical, Earth & Life Sciences; Global Security; Simulation and Computing; Physical Sciences; Business Management; Environment, Safety, Health, Quality, Safeguards & Security; Capital Projects; and Facility and Operations
- **Chief Operations Officers** for Weapons Engineering; Weapons Production; Weapons Physics; Chemical, Earth & Life Sciences; Global Security; Simulation and Computing; Physical Sciences; Business Management; Environment, Safety, Health, Quality, Safeguards & Security; Capital Projects; and Facility and Operations
- **Office/Program Directors** for Weapons Pit Production Program; Weapons Actinide Operations; Weapons Integrated Strategic Planning; Weapons Infrastructure Planning; Office of Science, Technology & Engineering Strategy and Integration; LANSCE User Facility Director/ALDPS Senior Director; Office of Partnership & Pipeline; Office of Infrastructure Site Planning and Operations Strategy; Office of Mission Assurance and Prime Contract; Government Affairs/Communications and Public Affairs; and, General Counsel

The Triad entities in this large and diverse group are responsible for planning and executing the complex mission and operations of LANL. It constitutes the core of Triad's institutional and organizational stakeholders. The collective contribution of this group ensures the institutional planning process is appropriately integrated with mission execution, operational and infrastructure requirements and needs, institutional/organizational processes, site opportunities and constraints, and institutional/organizational strategies and priorities (near-, mid-, and long-term). Collectively, this group contributes directly to the planning process by

- establishing institutional/organizational priorities
- executing key institutional/organizational decisions
- executing mission work and associated requirements and processes
- managing institutional/organizational infrastructure and other resources
- providing concurrence with institutional/organizational planning strategies

Effective interface with this group is critical to ensuring the planning process is accurate, high quality, robust/flexible, accessible, and sustainable. It will ensure the CMP provides a representative and clearly articulated institutional plan for near-, mid-, and long-term management and development of the LANL site.

## **NA-LA and Triad Planning Managers and Subject Matter Experts**

This group is a combination of NA-LA stakeholders, and Triad planning managers and subject matter experts, which collectively implement the planning process and develop the CMP. The group includes

- NA-LA program managers and subject matter experts from the Landlord & Stewardship Program
- Triad IFPROG Senior Management, planning managers, and planners/architects
- Triad Environmental Protection Division managers and SMEs
- Triad Utilities and Institutional Facilities Division manager and SMEs
- other Triad organization SMEs as required (e.g., Project Management)

This group is central to developing and implementing the planning process and associated products for LANL. It relies heavily on the use of an integrated project team (IPT) model for developing planning strategies and capabilities, evaluating needs and requirements, analyzing data and other information, integrating with other planning and site management processes, and producing a high quality and accessible CMP. The NA-LA Landlord & Stewardship Program provides the principle NNSA interface for developing and implementing the planning process and associated products for LANL. It is also a key interface for evaluating M&O Prime Contract performance associated with real property asset management, implementation of Supplemental Directive 430.1C requirements, and campus master planning.

## **External Stakeholders**

The definition and specific identity of external stakeholders is under consideration but currently includes the general public and other entities (i.e., local, regional, and Federal) external to NNSA and Triad. These stakeholders include

- the general public;
- local and regional Counties and municipalities;
- regional Native American Pueblos; and
- regional Federal and State land management entities.

The roles of these stakeholders in the planning process and CMP range broadly from being the source of information requests and public opinion, to a key external collaborator for local and regional planning initiatives. Collaborative planning with external stakeholders adjacent to the LANL site is critical to ensuring regional context (i.e., planning strategies, current conditions, opportunities, constraints, etc.) is appropriately considered and addressed in the planning process and CMP. Appropriate interface with external stakeholders is also important to maintaining a positive image for LANL as a

transparent and proactive partner with surrounding communities. Engagement with external stakeholders will be coordinated through/with NA-LA as appropriate.

## **COMMUNICATION STRATEGY OVERVIEW**

The communication strategy is an objectives-driven framework used to ensure the campus master planning process and associated products appropriate, effective, and sustainable. The *Campus Master Plan Communications Strategy Summary Table* (Table 1) provides an overview of the strategy by summarizing information regarding

- key stakeholders;
- nature and purpose of communication;
- communication processes; and
- frequency of communication.

The information illustrates how the different approaches to communication are tailored to individual stakeholder groups. The approaches reflect the planning interface characteristics for each group, the associated nature and purpose of communication, the processes used, and the frequency.

In general, the different approaches to communication include, but are not limited to

- Executive Briefings/Reviews;
- Leadership Reviews/Planning Sessions;
- Strategic Reviews/Planning Sessions;
- Site Infrastructure and Facility Operations Reviews/Planning Sessions;
- Functional and Operational Reviews/Planning Sessions;
- Ongoing planning and CMP development/implementation; and
- External planning collaboration and strategic outreach.

The executive briefings provide a venue for including campus master planning status and CMP scope as part of executive-level communications (e.g., NNSA Deep Dives, program reviews, annual budget cycle planning, etc.). Within Triad, these briefings facilitate planning product concurrence as well as alignment between execution of site mission and associated operations, site infrastructure investment strategies, and the CMP. This approach typically involves NNSA NA Headquarters, NA-LA, and Triad senior/executive-level managers and may be professionally facilitated.

Leadership and strategic reviews/planning sessions are used to gather critical site development and infrastructure requirements from institutional organizations responsible for executing mission work. This information provides the organizational strategies that are being used to meet the requirements of the mission and associated operations. These reviews also provide a venue for using the campus master planning



process to resolve site and infrastructure investment issues through the development of the CMP. As the information is collected and analyzed for inclusion in the CMP, contributing organizations provide concurrence that the information as presented in the CMP is accurate, representative, and addresses their organizational requirements and needs. This approach involves multiple Triad stakeholder groups including ALDs, COOs, Program and Office Directors, and designated Division Leaders and may be professionally facilitated.

The functional and operational reviews/planning sessions are used to gather and evaluate organizational planning and infrastructure information in a manner that enable the planning process to be used to integrate land use, utilities and transportation, and space management planning across the site. This approach ensures that organizational planning strategies, and implications for site infrastructure (near-, mid-, and long-term), are appropriately integrated through the site planning process and CMP. This approach also involves multiple Triad stakeholder groups including ALDs, COOs, Program and Office Directors, and designated Division Leaders and are often facilitated by Triad planning managers and planners/architects.

At core of the CMP communication strategy is the ongoing campus master planning, and development and implementation of the CMP. This approach to communication is designed to ensure the campus master planning process

- addresses DOE, NNSA, and NA-LA mission needs and requirements;
- enables effective and efficient execution of LANL's near-, mid-, and long-term mission and operational requirements;
- provides a well-integrated, efficient, and sustainable campus master planning capability;
- integrates site planning process with other institutional site management and operations processes;
- generates high quality, robust, flexible, and easily accessible planning products (e.g., CMP, area development plans, databases, planning tools, etc.); and
- integrates, as appropriate, with key planning efforts of other regional entities (e.g., counties, Native American Pueblos, municipalities, and Federal Agencies).

This approach to communication relies heavily on the use of an IPT model for developing planning strategies and capabilities, evaluating needs and requirements, analyzing data and other information, integrating with other planning and site management processes, and producing a high quality and accessible CMP. It provides an integrated venue for establishing the CMP review and approval process and ensuring all Prime Contract and other requirements have been appropriately addressed. This approach is led by Triad and primarily involves NA-LA planning and program leads, Triad planning managers and organizational subject matter experts, and Triad's subcontracted planning and architectural firm (Flad Architects).

Finally, the approach that is used for external planning collaboration and strategic outreach is still largely under development. This is due, in large part, to the fact that the campus master planning process and CMP are in the development phase and are not fully implemented. However, the early stages of planning collaboration has begun with Los Alamos County. The interfaces are primarily conceptual and limited to high-level briefings regarding the general scope and status of planning initiatives, shared planning challenges/constraints, and opportunities for strategic collaboration. The interfaces typically involve managers and planners from NA-LA, Triad, and Los Alamos County.

As the planning process and associated products mature, there will be a need for additional engagement with other external entities. The engagement will be designed to (1) facilitate planning collaboration as appropriate, (2) gather and analyze regional information that may have planning implications for site mission execution and operations, and (3) provide general information regarding the scope and status of LANL site planning and development initiatives as appropriate. Future outreach activities involving the general public and other external stakeholders will be coordinated through/with NNSA and NA-LA, and will be facilitated as appropriate through external communications organizations and processes.

## **COMMUNICATION STRATEGY IMPLEMENTATION**

The overall timeline for implementing this communication strategy is ongoing. The strategy includes key stakeholder-specific communication milestones (e.g., reviews, briefings, planning sessions, product milestones, etc.) that occur at specific times with varying frequency throughout the fiscal year (see Table 1). In general, the strategy is implemented through the following series of steps:

1. Identify and document key stakeholders
2. Document the role(s) of individual stakeholders
  - nature and scope of interface with planning process and the CMP
3. Establish interface strategy
  - purpose and type of communication – specific to stakeholder role(s)
  - processes and frequency
4. Implement communication
  - facilitated, documented, and reviewed
5. Evaluate information for integration with campus master planning process
6. Integrate into CMP
7. Establish and implement appropriate CMP concurrence and/or review process
8. Update strategy with transition from CMP development to implementation
9. Evaluate and modify communication strategy and associated information annually
  - internal analysis (i.e., IFPROG) and stakeholder feedback (e.g., NA-LA and Triad stakeholders)

This CMP communication strategy document addresses items one through three. Activities associated with items four through seven are currently in process as part of completing the Pajarito Corridor Area Development Plan, and developing the CMP. Modifications to this communication strategy will be managed through a formal change control process.

**Table 1: Campus Master Plan Communications Strategy Summary Table**

Stakeholder	Nature and Purpose of Communication	Processes	Frequency
<b>National Nuclear Security Administration (NNSA) NA Headquarters (NA-50, NA-10, NA-70)</b>	<b>Executive Briefings/Reviews</b> <ul style="list-style-type: none"> <li>• Deep dives</li> <li>• integration with MAP, G2, FIMS, and Congressional Notifications</li> <li>• annual budget cycles</li> <li>• concurrence on planning product deliverables</li> </ul>	Formal meetings/calls with comprehensive site briefings; Congressional Notification processes; CMP/area development plan reviews; special briefings as required/requested coordinated with NA-LA management and staff	FY Q2 and Q4
<b>NNSA Los Alamos Field Office (NA-LA) Senior Management including Contracting Officer</b>	<b>Executive Briefings/Reviews</b> <ul style="list-style-type: none"> <li>• Deep dive and other key preparations</li> <li>• annual budget cycles</li> <li>• triennial and annual M&amp;O Prime Contract Performance Reviews</li> <li>• concurrence on planning product deliverables</li> </ul>	Formal meetings/calls with comprehensive site briefings; special briefings as required; M&O Contract performance review processes; CMP/area development plan reviews	FY Q2 and Q4
<b>Triad Executives</b>	<b>Executive Briefings/Reviews</b> <ul style="list-style-type: none"> <li>• institutional planning scope and status reviews</li> <li>• annual budget cycles</li> <li>• triennial and annual M&amp;O Prime Contract Performance Reviews</li> <li>• concurrence on planning product milestones/deliverables</li> </ul>	Formal meetings/calls with comprehensive site briefings; special briefings as required; M&O Contract performance review processes; CMP/area development plan reviews	FY Q2 and Q4
<b>Triad Executive Officers, Associate Laboratory Directors (ALDs), Chief Operations Officers (COOs), and Program Directors</b>	<b>Leadership Reviews/Planning Sessions</b> <ul style="list-style-type: none"> <li>• institutional mission scope, space management, and strategic planning input/reviews</li> <li>• institutional planning scope and status reviews</li> <li>• annual budget cycles and project proposals</li> <li>• concurrence on planning product milestones/deliverables</li> </ul>	Working meetings/calls with collaborative campus master planning focus; special briefings to evaluate and resolve issues as required; CMP/area development plan reviews	FY Q2 and as needed
<b>Triad ALDs and Program Directors</b>	<b>Strategy Reviews/Planning Sessions</b> <ul style="list-style-type: none"> <li>• organizational mission scope, space management, and strategy planning input/reviews</li> <li>• organizational planning scope and status reviews</li> <li>• annual budget cycles and project proposals</li> <li>• concurrence on planning product milestones/deliverables</li> </ul>	Working meetings/calls with collaborative campus master planning focus; special briefings to evaluate and resolve issues as required; CMP/area development plan production and reviews	FY Q1 and Q3 and as needed
<b>Triad COOs</b>	<b>Site Infrastructure and Facility Operations Reviews/Planning Sessions</b> <ul style="list-style-type: none"> <li>• organizational infrastructure and space management strategic planning input/reviews</li> <li>• organizational infrastructure planning scope and status reviews</li> <li>• annual budget cycles and project proposals</li> <li>• concurrence on planning product milestones/deliverables</li> </ul>	Formal meetings/calls with comprehensive site briefings; special briefings infrastructure and operational issues as required; CMP/area development plan production and reviews	FY Q1 and Q3 and as needed
<b>Triad Divisions and Groups</b>	<b>Functional and Operational Reviews/Planning Sessions</b> <ul style="list-style-type: none"> <li>• organizational work execution data input/reviews</li> <li>• organizational planning scope and status reviews</li> <li>• annual budget cycles and project proposals</li> <li>• validation of planning product milestones/deliverables</li> </ul>	Formal meetings/calls with comprehensive site briefings; special briefings as required; M&O Contract performance review processes; CMP/area development plan production and reviews	FY Q2 and Q4 and as needed
<b>NNSA NA-LA/Triad Planning Managers and Subject Matter Experts (SMEs)</b>	<b>Ongoing planning and CMP development/implementation</b> <ul style="list-style-type: none"> <li>• defining planning requirements, processes and products (e.g., CMP/area development plans)</li> <li>• ongoing engagement with Prime Contracts requirements, execution, and performance</li> <li>• integration of planning process with SD 430.1C RPAM and other requirements</li> <li>• production and approval of CMP/area development plans as appropriate</li> </ul>	Integrated Project Team (IPT) interface and working sessions per approved NA-LA LSP/Triad CMP IPT; CMP/area development plan review and approval process; Prime Contract performance review process	Monthly standing meeting and otherwise ongoing and continuous; monthly IPT meetings; based on planning product milestone/deliverables; Prime Contract performance review schedule
<b>External Stakeholders</b>	<b>External planning collaboration and strategic outreach</b> <ul style="list-style-type: none"> <li>• Planning collaboration as appropriate with local municipalities, Federal, and State entities</li> <li>• Providing general institutional status on planning scope and status as appropriate</li> <li>• Facilitated interface with external regulatory entities as appropriate</li> </ul>	Collaborative meetings/calls, presentations, press releases, website communications in coordination with NNSA and facilitated by communications experts; regulatory interface through NA-LA and Triad SMEs as appropriate	As needed and to be determined based on organizational/institutional need with specific strategy

