



1. Mission

Make Northern New Mexico (NNM) a better place to live and work by facilitating cooperative, strategic and leveraged economic development investments and activities in NNM.

2. Overview of 2016 Strategic Initiatives

The MSC will focus on four primary initiatives in 2016 as follows:

2.1. Grant Pool

As one of its signature initiatives and key reasons the MSC was originally organized, the MSC intends to continue investing in NNM economic development initiatives through its Grant Pool program. For 2016, the goal is to grant \$70,000 for NNM economic development projects. Consistent with the 2015 grant program, it is anticipated that the 2016 program will allocate grants in the latter part of the year as follows:

- \$20,000 to the RDC for continued support of the SCMC pilot project. This amount has been committed and is fixed.
- \$50,000 distributed between 2 or 3 organizations based on a competitive grant process consistent with the 2015 Grant Award program. This amount may be adjusted by the Executive Committee, either up or down, depending on the results of the Grant Program Fundraising Campaign.

To promote contributions to this program, the MSC will hold its annual Donor Dinner gala event in late 2016 to award checks to recipients and recognize program donors. At the event, donors will have the opportunity to network with business and government leaders from throughout New Mexico including members of the LANS leadership team. Finally, each member's donations to the program can be fully counted towards meeting their LANL SRCDP regional economic development commitments.

2.2. External Visibility & Relationships

Together, MSC's members represent a very large and influential segment of the NNM business community employing thousands of NNM residents and generating hundreds of millions of dollars in sales in the NNM region every year. Working in concert and speaking with one voice through the MSC regarding shared business and community concerns and initiatives, the members are able to leverage their combined influence to effect significant and positive change. However, the MSC must be frequently visible to and engaged with government, community, and business leaders and organizations throughout the community and beyond before it can effectively influence anything.

To that end, the MSC has worked for the last several years to increase its visibility and participation, including:

- Branding the organization.
- Developing broad and deep strategic relationships throughout all levels of the community and government from local organizations to national agencies.

In 2016, the goals will be to continue and expanding these efforts, especially focused on further strengthening and broadening the organization's visibility and relationships. To that end, in 2016 the MSC will focus on further enhancing its website and expanding its participation in various meetings, roundtables, and events hosted by other organizations throughout New Mexico as well as hosting a variety of outreach events itself designed to further enhance and develop its relationships with key partners.

2.3. Regional Advocacy

The MSC will continue its advocacy efforts around regional business and community needs, focused on ensuring government and lab policies, programs, and actions promote and support an environment that maximizes opportunity for regional businesses as well as the overall well-being of the NNM community.

In 2015, the core issues that formed the MSC' advocacy platform were:

- Funding for and prioritization of NNM cleanup projects.
- Promoting and Strengthening LANS' regional business initiatives.
- Obtaining EM commitment to continue LANS' subcontracts and regional business initiatives during and after the transition to a new EM Prime Contractor for cleanup work.
- Maximizing competitive and open bidding by LANS.
- Addressing the perceived anti-competitive practices of the SCMC.
- Addressing the concern that DOE contracts are shifting excess risk to the subcontractors under firm-fixed contracts that do not allow for recovering unexpected costs.

Given that these issues remain unresolved, the MSC anticipates its platform in 2016 will be very similar, however, it is subject to finalization by the incoming MSC executive committee (EC) and board approval. Further, it is subject to revision as the situation warrants. Therefore, the details of the platform shall be maintained and published as a separate document.

2.4. Training & Awareness Programs

For the last several years, the MSC has hosted LANS leadership at an annual meeting with the MSC membership to hear directly from the LANS leadership on the lab's direction as well as provide an opportunity to discuss issues and concerns that the membership has. The MSC intends to host this event again this year.

DOE, NNSA, EM and LANS have requirements for implementing outreach programs designed to assist companies with doing business with LANS and the government. Historically, these programs have been of limited value and not really provided in-depth training or knowledge transfer. The MSC believes there are ways to improve these events to deliver truly valuable information and training that can have a positive and significant impact on its members as well as the extended business community. To that end, in what will be a new initiative for 2016, the MSC will seek to become a partner with LANS, NNSA, and EM on two events with the intention of driving the content and value to a higher level.

3. Action Plan for 2016 Strategic Initiatives

3.1. Grant Pool

The Grant Pool Committee (GPC) is responsible for all planning and implementation of the Grant Pool program. Initial key milestones and dates for the 2016 program are as follows:

- The MSC Executive Committee (EC) will make a call for volunteers via email and during the annual member meeting in December 2015.
- The 2016 GPC holds its first meeting in February 2016 to discuss and finalize the plan for the 2016 program.
- GPC shall present its plan to the EC for review and approval by 3/15/2016. The plan will detail the remaining activities and milestones for the remainder of the 2016 program.
- Funding:
 - Fundraising will be a key challenge for both the GPC and the EC and must be thoroughly addressed in the plan.
 - As identified in the initial MSC 2016 budget, it is anticipated that \$80,000 in new fund raising will be needed to cover the targeted \$70,000 in monetary awards. Further, approximately \$5,000 has been budgeted for the Donor Dinner which is also contingent on fundraising activities.
 - The Executive Committee is responsible for finalizing the budget for the grant awards and donor dinner, consistent with the actual results of the fund-raising effort.
- Throughout the program, the GPC will provide status reports summarizing its progress at each EC and Board meeting.

3.2. External Visibility & Relationships

- Relationships and Coordination with Partners
 - EC shall finalize a 2016 partnering plan by 1/31/2016. The plan shall:
 - Cover every key organization that MSC should be interacting with, including:
 - Organizations that the MSC already has relationships with such as RDC, LANL (community programs, small business, executive, procurement), RCLC, ECA, Federal Government (elected officials, DOE, NNSA, EM, SCMC, SBA), NM state government, local and tribal governments.
 - Organizations that have overlapping objectives and/or involvement in that the MSC does not currently have relationships with such as industry organizations surrounding Sandia Labs, WIPP, and other DOE sites around the country.
 - Identify key contacts, objectives, and activities to be performed within each organization, including a detailed budget.
 - EC shall review progress on the partnership plan during each regular EC meeting and shall provide brief summary status reports to members during regular board meetings.
 - The initial MSC 2016 budget includes funding for hosting events throughout the year including:
 - Government Leaders Breakfast/Lunch.

- Annual holiday mixer.
- Grant Program gala event.
- Smaller meetings & events.
- Branding and Communications
 - Update literature regarding MSC. Have in printable form by 1/31/2016.
 - Revamped public facing website, including updated MSC information, online by 2/15/2016.
 - Business cards for EC members by 2/15/2016.
 - Development of a centralized MSC mailing list by 2/29/2016 that shall be utilized to communicate MSC activity and updates to.
 - Generate regular update messages regarding MSC and related news and activities. Transmit via press releases, websites, and email via mailing lists. Should be sent at least monthly beginning 3/1/2016.
 - Evaluate and present options to EC for standardizing event registrations. Present options by 3/31/2016 and include implementation requirements and schedules for each option.
 - Implement option chosen by EC, if any.

3.3. Regional Advocacy

The EC is responsible for all planning and implementation of the advocacy effort. Initial key milestones and dates for the 2016 effort are as follows:

- By 1/15/2016, the EC shall finalize the detailed platform and advocacy plan. The plan shall include for each issue identified in the platform:
 - Position paper describing the MSC's concerns as well as desired outcome.
 - Action plan identifying steps the MSC will take to advocate its position on the issue.
- The MSC Administrator shall document the platform and plan as detailed by the EC. The written documents shall be submitted to the EC for review and approval by 1/31/2016.
- The EC shall submit the documents to the entire board at least one week prior to the February board meeting.
- The platform will be presented for review and approval to the board during the February Board meeting.
- Once approved, the MSC Administrator will oversee the implementation of the advocacy plans and provide status reports summarizing progress at each EC and Board meeting.

As part of its advocacy effort, the MSC sent delegations on two trips in 2015 to Washington D.C. (DC) to attend the ECA conferences and meeting with the congressional delegation and various agencies. These trips were critical in promoting the platform as well as building key high-value relationships outside of New Mexico. It is anticipated that the 2016 plan will contain similar activities. The initial 2016 budget includes funding for travel and other costs related to attending to cover these anticipated events.

3.4. Training and Awareness Programs

- Annual Meeting with LANS Leadership
 - MSC Administrator shall coordinate with LANS CPO on scheduling a date for the meeting. The goal will be to have a date picked by 2/28/16. Further, it is desirable for the actual meeting to occur in the Spring of 2016.
 - Once a date is set, the MSC Administrator and EC shall book a venue for the meeting and send invites to members and EC-designated VIP guests at least 30 days in advance of the meeting.
- DOE/NNSA/EM/SCMC Industry Day
 - The MSC Administrator has made a request, via Senator Heinrich's office, that the NNSA and EM partner with the MSC, RCLC, and LANS on the SCMC's planned industry day. The Senator's office has favorably received the request and has agreed to encourage the SCMC to work with these organizations regarding event structure and content that would be meaningful to the MSC membership as well as the business community at large.
 - If MSC is able to negotiate a partnership, then it will develop and plan and detailed for EC approval.
- LANS Training Seminar
 - MSC Administrator shall send a request to LANS, via the CPO, asking to jointly develop substantive training for members and the business community at large relating to doing business with LANS. The request shall be sent by 2/15/16 and will include suggestions for possible event structure and content that would be of value.
 - If MSC is able to negotiate a partnership, then it will develop and plan for EC approval.

The EC shall provide brief status updates to the board regarding all above activities.

4. Action Plan for 2016 Organizational Improvements

4.1. Leadership Transition and Support

The EC will necessarily undergo substantial changes coming in to 2016, primarily due to incumbent companies losing contracts with LANS and new companies receiving those contracts. The new leadership will almost certainly not have the time to commit that the previous leadership had. Further, the planned strategic initiatives for 2016 will require more effort, not less. Finally, there is a risk of losing institutional knowledge and experience during the transition.

To address the time availability issue as well as facilitating a smooth transition, the MSC has acquired assistance in the form of a part-time MSC Administrator who will act in an executive director type of role under the direction of the EC. Duties will include being the day-to-day primary point of contact for MSC members and partners, representing the MSC at most events, and coordinating many of the strategic activities. This position has been funded by an outside grant and will not require any MSC funding.

It is anticipated that the MSC will continue to receive administrative support from the RDC. This administrative support has historically been paid for by a grant from LANS. It is uncertain whether this grant will continue in 2016. Further, it is likely that the MSC will not receive confirmation of the grant

until January 2016. If the grant does not continue, the MSC will have to re-evaluate options for continuing this support as it is critical to achieving all of the initiatives outlined in this plan.

4.2. Membership Participation and Criteria

As its mission expands, funding and broad membership participation are becoming significantly more important to the MSC's success. At the same time, due to LANL relaxing SRCDP requirements for community involvement, membership participation and funding has continued to decline. The MSC must address this challenge either by shrinking its mission/initiatives and/or increasing membership participation.

To that end, the EC has begun evaluating the problem and present possible solutions. During the evaluation, the EC has considered a variety of questions, including:

- What is the value proposition that the MSC has to offer to its members? Is the mission still relevant?
- Who are appropriate candidates for membership?
- What should the expectations and requirements be for each member?
- Should the MSC expand its role and/or possibly become an independent 501.cX organization?

The 2015 EC shall meet with the incoming 2016 EC in early January 2016 to hand-off the evaluation process. The incoming 2016 EC shall finish the evaluation process and document a set of recommendations for organizational change by 1/31/2016. The EC shall present the proposed changes to the board during the February board meeting and will accept member feedback through 2/29/2016. The EC will then submit a final draft of the proposed changes to the entire membership by 3/10/2016 (at least 30 days in advance of the April board meeting). The proposed changes shall be voted on at the April board meeting.

5. Budget and Spending Authorization

See attachment A for the proposed 2016 budget. The EC is authorized, without further board action, to approve all actual expenses within the limits set in the budget. The board must approve expenses in excess of the budgeted amount except in the following cases:

- The EC may approve an increase in Grant Pool donations corresponding to an increase in grant pool donations.
- The EC may approve additional expenses above and beyond what is authorized in the budget if the additional expenses are fully funded by a separate restricted donation that is not included on the budget and is specifically designated by the donor to be used for the additional expenses.

Further, the EC is required and authorized without further board approval to reduce expenses if cash reserves combined with incoming donations and contributions fall below projections and will likely be inadequate to fund all expenses as originally budgeted. Finally, the EC shall provide financial reports and status updates to members at least once per quarter.



2016 Strategic Plan

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Attachment A – Proposed Budget

| PRIMARY ACCT | FY16 Unrestricted | Restricted (GP) | FY16 Total | FY15 Total | FY16 - FY15 % Diff | |
|--|-------------------|-----------------|---------------|----------------|--------------------|------|
| Beginning Balance | \$ 8,410.16 | \$ 8,238.36 | \$ 16,648.52 | | | |
| Inflow | | | | | | |
| Grant Pool Donations | \$ 7,500.00 | \$ 42,500.00 | \$ 50,000.00 | \$ 44,551.40 | \$ 5,448.60 | 12% |
| Grant Pool LANS Match | \$ 4,500.00 | \$ 25,500.00 | \$ 30,000.00 | \$ 30,000.00 | \$ - | 0% |
| Unrestricted Donations / Membership Dues | \$ 15,000.00 | \$ - | \$ 15,000.00 | \$ 5,535.34 | \$ 9,464.66 | 171% |
| Total Inflow | \$ 27,000.00 | \$ 68,000.00 | \$ 95,000.00 | \$ 80,086.74 | \$ 14,913.26 | 19% |
| Beginning + Inflow | \$ 35,410.16 | \$ 76,238.36 | \$ 111,648.52 | | | |
| Outflow | | | | | | |
| Transfer to Competitive Grant Program | | \$ 46,000.00 | \$ 46,000.00 | \$ 43,368.34 | \$ 2,631.66 | 6% |
| NMCF Fee | \$ - | \$ 1,380.00 | \$ 1,380.00 | \$ 1,020.00 | \$ 360.00 | 35% |
| Transfer to RDC for Pilot Project | | \$ 20,000.00 | \$ 20,000.00 | \$ 20,000.00 | \$ - | 0% |
| Travel (e.g. trips to DC) | \$ 16,000.00 | \$ - | \$ 16,000.00 | \$ 17,334.24 | \$ (1,334.24) | -8% |
| Events (e.g. donor dinner, seminars, mtgs) | \$ 10,000.00 | | \$ 10,000.00 | \$ 9,196.64 | \$ 803.36 | 9% |
| Operating & Office Expenses | \$ 1,000.00 | \$ - | \$ 1,000.00 | \$ 335.84 | \$ 664.16 | 198% |
| Total Outflow | \$ 27,000.00 | \$ 67,380.00 | \$ 94,380.00 | \$ 91,255.06 | \$ 3,124.94 | 3% |
| Net Income / (Loss) | \$ - | \$ 620.00 | \$ 620.00 | \$ (11,168.32) | | |
| Ending Balance | \$ 8,410.16 | \$ 8,858.36 | \$ 17,268.52 | | | |

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