



MEMORANDUM

TO: CITY OF ESPAÑOLA
LOS ALAMOS COUNTY
CITY OF SANTA FE
SANTA FE COUNTY
RIO ARRIBA COUNTY
TOWN OF TAOS
TAOS COUNTY
PARTICIPANTS IN NOVEMBER 6 MEETING

FROM: SETH KIRSHENBERG
ALLISON DOMAN

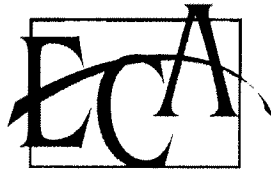
DATE: DECEMBER 10, 2009

RE: NORTHERN NEW MEXICO REGIONAL LOCAL GOVERNMENT
COALITION MEETING SUMMARY

Thank you again for inviting ECA to participate to in the initial Northern New Mexico Regional Local Government Coalition meeting. ECA looks forward to working with you as you continue to form an alliance. ECA would also like to thank Los Alamos for hosting the initial meeting. Attached is a summary of the November 6, 2009 along with a copy of the handouts.

Santa Fe County is hosting the next Northern New Mexico Regional Local Government Coalition meeting on January 8, 2009 at 1:30 pm. Details on the exact meeting location and an agenda will be forwarded separately.

Please contact ECA if we can be further assistance or if you have any questions. Enclosed is a copy of the free ECA Bulletin that is published every month. Please send us an e-mail or call us if you would like to subscribe to the publication by contacting Allison Doman at 202-828-2423 or Allison@energyca.org



**ECA Peer Exchange Los Alamos
Communities Around LANL
November 6, 2009**

On Friday, November 6, 2009 Energy Communities Alliance ("ECA") hosted a Peer Exchange in Los Alamos, NM for the cities and counties adjacent to the U.S. Department of Energy's ("DOE"). The agenda and the handouts from the meeting are attached as Appendix A.

ECA, as part of its peer exchange program, which is supported by DOE-EM through a grant, seeks to promote local government interaction and coordination with DOE/NNSA. Through this peer exchange ECA assisted the local governments adjacent to LANL in discussing the formation of a regional coalition of local governments to discuss key issues that impact their communities.

The initial set of speakers discussed the importance of setting up regional organizations, the options for structuring a coalition group, the role of local governments and private companies in coalition groups, coalition priorities, how coalitions create its messages, and how the coalitions are operated. Generally each group identified the successes that the regional organizations enjoy based on having the coalition and professional staff running and operating the coalition. Each organization's goal is to support the regions priorities such as environmental cleanup, economic development, retention of existing government activities, and new missions and job retention. Below is a brief summary of the presentations.

Kirtland Partnership Committee

Charlie Thomas, the former Chair of the Executive Committee for the Kirtland Partnership spoke about the Kirtland Partnership and the formation of the organization which occurred due to the threatened closure of Kirtland Air Force Base in Albuquerque, New Mexico during base realignment and closure rounds. The Kirtland Partnership Committee is a tax-exempt 501(c)(6) organization formed in the late 1990s in order to educate the community, the Department of Defense, the Air Force and congressional members in addition to the base realignment and closure commission on the importance of Kirtland Air Force Base. The organization had over 100 members including ex-officio members of Congress, state, city and county government, University of New Mexico and others. The organization is run by one paid Executive Director and an Executive Committee that meets once a month. In addition, it holds two large meetings a year and a major community event in order to ensure that the community understands the importance of Kirtland Air Force Base. In addition, the Committee conducts regular trips to Washington, D.C. and where the Air Force command exists in San Antonio, Texas and Dayton, Ohio.

The key purpose of the Kirtland Partnership has been to connect to all levels of government, establish working relationships with staff both in the congressional committees and in the government agencies, update priorities and identify the priorities, the Chair and the Executive Director, work on the issues and engage on the issues daily, and the Executive

Executive Director, work on the issues and engage on the issues daily, and the Executive Committee proposes major actions that involves the membership and the organization. Appendix C includes detailed information on the organization. Some key highlights of the presentation included the importance of watching and understanding program changes as they can impact the long term missions of the sites. Mr. Thomas stressed the importance of having members of the Committee who understand the work that goes on at the site and can communicate those issues so a community knows years ahead of time of threatened job cuts and potential options to increase and improve the missions at the site.

Idaho-Partnership for Science and Technology

Lane Allgood, Executive Director of the Partnership for Science and Technology highlighted the goals of the organization which is a nonprofit public interest organization advocating for the advancement of science, energy and technology in providing accurate and timely information on unrelated regional activities including those at the Idaho National Laboratory (INL). More specifically the goals of the organization are to enhance public awareness and understanding of science and technology, promote new missions at INL, promote nuclear and other clean energy research, promote support and funding for Idaho National Laboratory cleanup and research projects, and raise awareness of the economic benefits of science and energy and technology Industries in the region. The Partnership for Science and Technology members are corporations and local contractors and local business in the Idaho Falls area. Although the membership does not include local governments the Mayor of Idaho Falls and other elected officials participate on the governing board. The organization is funded primarily through membership dues. The key to the organization is to have credibility in the community and to ensure that information is clearly articulated to others. For example, each year the organization has a full-page ad to identify the members and identify the issues that are important to the Idaho Falls community.

Hanford Communities

Robert Thompson, the Chairman of ECA and Councilmember from Richland, Washington discussed the Hanford Communities. Councilmember Thompson highlighted the importance of having an organization and the success of bringing together all the communities to develop one message and to work with the Department of Energy. He provided an overview and history of the Hanford Communities, the reason why there were set up and the reason why the membership is only local governments. The primary funds for the Hanford Communities come from local government membership. In addition the organization receives grants from the State for specific outreach information. The Board for the Hanford Communities has members from each local jurisdiction and the representatives are one elected official and one appointed official, usually the City Manager from the Community. The structure is similar to the Energy Communities Alliance membership structure. The Executive Director of the Hanford Communities, Pam Larsen is an employee of the City of Richland, and runs the daily activities of the organization with all members paying into a fund that provides the funding for her position. The Hanford Communities do not accept private funding. The Hanford Communities also provides a regional voice into issues. Around all of the DOE sites the Hanford Communities has been one of the most successful and well informed regional organizations.

Rocky Flats Coalition of Local Governments

David Abelson, the former Executive Director of the Rocky Flats Coalition of Local Governments highlighted the organization and the goal for the organization was to provide input and provide local governments with a role and a voice in the cleanup of the Rock Flat site. He highlighted that DOE had an Site Specific Advisory Board (“SSAB”) but only involved local governments once the local government coalition was formed. David Abelson, instead of focusing on the organization focused on the process—specifically, he asked how does one bring a coalition together? A goal of the organization is to have influence. The organization also creates partnerships. In order to create partnerships, you need to identify the priorities, values, and goals of the organization. For example, the question that the organization looked at is how do you define environmental cleanup? What is safe? How do you consistently engage people to understand the issues, to be able to reach and resolve the conflicts and the issues in order to assist local elected officials to make decisions and then be able to influence the issues at the national level.

Each time priorities are set, the priorities come from the goals of the organization. It is important for an organization to pay attention to how governmental issues impact a coalition. An organization needs to pay attention both to individual issues of the members and to the large issues the membership is trying to impact. Mr. Abelson provided an example of how one local government may have an issue that is totally unrelated to the coalition, but is impacting how the coalition makes decisions. He discussed how a coalition focuses the participants on the coalition issues when this happens.

Mr. Abelson believes that it is important to have independent staff that runs the organization. When an organization is formed as a regional entity sometimes there is not trust if the employee was working for one member of the organization. The Rocky Flats Coalition of Local Governments, the employer was the organization, they had 3.5 staff, the organization was funded by the Department of Energy and the local government members paid small dues. By working together, the organization saved the Department of Energy tens of millions of dollars. Mr. Abelson identified the cost of reaching resolution and coming to cleanup and the cost of cleanup per day and how much the organization was able to save the DOE and he suggested that the organization set up for Northern New Mexico should look at and ask the DOE to assist with funding the project because it may help in saving the DOE money over the long term.

He also identified the importance of discussing the goals and interests of members, the need to build trust with the lab, the need to have open meetings and advertise the meetings, the importance of communications and finally the importance of never surprising other members and never surprising the DOE as they develop the issues and moving forward.

Discussions by Participants

The participants discussed pros and cons if each types of the organization highlighted by the speakers. Further each participant discussed the importance of forming one organization and the potential role of the organization in Northern New Mexico. Throughout the peer exchange the participants discussed several issues related to development of a coalition. All members agreed that a coalition should be developed around Los Alamos National Laboratory issues. Some of the comments raised by the participants include the following:

1. The region needs to be better informed on environmental issues;
2. the Northern New Mexico Pueblos should be invited to be a part of the organization;
3. the participants need to identify the goals and initiatives to assist LANL to be sustainable;
4. the organization needs to have robust federal advocacy;
5. mission diversification is a loaded term-what does it mean?
6. coalition should not usurp local government authority;
7. need to insure that all local governments that are impacted by the site are involved in the organization;
8. the organization can assist the local governments and other members of the community to be better informed about the issues facing LANL;
9. the organization needs to have both give and take with LANL as the members support LANL, LANL needs to support the members;
10. the environment, the economy and the local community are not mutually exclusive issues;
11. members of the community need to be assisted to development transition skills, understand technology;
12. members need to pay dues and the organization can obtain federal grants as well;
13. some communities look at LANL as job issues, others look at it as technology issues, still other look at it as a environmental cleanup issue;
14. the communities have been working on the same issues for many years;
15. the organization will assist the communities to continue to work regionally on issues that impact our communities;
16. members need to understand that many of the programmatic decisions are made at NNSA headquarters;
17. the group should coordinate with the congressional members;
18. the group should also coordinate with contractors and the lab director must meet with the organization;
19. the group needs to be formed now before funding is decreased to insure that when it happens the organization is formed and is ready to address the issues;
20. once the organization is set up the members should consider various types of membership; and
21. the organization requires professional staff members.

At the end of the meeting, the local government participants agreed to meet again in early January to continue the development of the new group. The next meeting will be hosted by Santa Fe County.



AGENDA

Northern New Mexico Regional Local Government Coalition Meeting

Friday, November 6, 2009

Los Alamos Research Park

Los Alamos, NM

10 a.m. – 6 p.m.

Friday, November 6, 2009

10:00 - 10:30 am

Welcome and Setting the Stage

Michael Wheeler, Los Alamos County Chair
Council Member Robert Thompson, ECA Chair
Kristen Ellis, DOE-EM

10:30 – 12:30

Roundtable: Coalition Groups—Making Them Work

- Why establish coalition groups?
- What are the options for structuring a coalition group?
- What is the role of local governments in relation to coalition groups?
- How do coalitions develop priorities?
- How does a coalition create its message?
- How do reach consensus(majority/super majority, etc.)?

10:30 – 11:15

Group 1: Organizations including business interests

Charlie Thomas, Kirtland Partnership Past Chair, Executive Committee (Albuquerque, NM)
Lane Allgood, Partnership for Science and Technology (Idaho Falls, ID)

11:15 – 11:30

Break

11:30 – 12:30

Group 2: Local Government Organizations

Robert Thompson, Hanford Communities (Richland, WA)
David Abelson, Rocky Flats Coalition of Local Governments

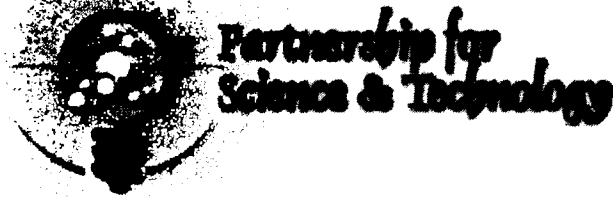
- 12:30 – 1:45 pm** **Working Lunch**
– Lunch will be provided at the meeting
- 1:45 – 2:45 pm** **Roundtable Discussion: Goals of Northern New Mexico Communities**
Facilitators: Seth Kirshenberg, ECA Executive Director
David Abelson, Rocky Flats Coalition of Local Governments
-Participants should be prepared to discuss the goals of each Northern New Mexico community and what structure each community wants the new Northern New Mexico Local Government Coalition to undertake
- 2:45 – 3:00 pm** **Break**
- 3:00 – 4:00 pm** **Roundtable Discussion: Making the Coalition a Reality**
Facilitator: Seth Kirshenberg, ECA Executive Director
-Northern New Mexico communities will discuss specific issues regarding the formation of the Coalition including: membership, purpose, structure of organization, non-profit status, government involvement, staffing the organization, and funding
- 4:00 – 5:00 pm** **Roundtable Discussion: Developing a Path Forward and Wrap-Up**
Anthony Mortillaro, County Administrator
Lane Allgood, Partnership for Science and Technology
Seth Kirshenberg, ECA Executive Director
-Meeting participants discuss the next steps in forming the Coalition
- 5:00 – 6:00 pm** **Reception**



**Northern New Mexico Regional Local Government
Coalition Meeting
Friday, November 6, 2009
Los Alamos, MN**

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Mission Statement

The Partnership for Science & Technology is a non-profit, public interested organization advocating for advancement of science, energy and technology and providing accurate and timely information on related regional activities including those at the Idaho National Laboratory.

PST Goals

- ❖ Enhance public awareness and understanding of science and technology.***
- ❖ Promote new missions at the Idaho National Laboratory and throughout the region that are in the public interest.***
- ❖ Promote nuclear and other clean energy research and development in support of national energy security.***
- ❖ Promote support and funding for Idaho National Laboratory clean up and research projects.***
- ❖ Raise awareness of the economic benefits of the science, energy and technology industries to the region.***

BYLAWS
OF
PARTNERSHIP FOR SCIENCE AND
TECHNOLOGY, INC.
An Idaho Non-Profit Corporation

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**BYLAWS
OF
PARTNERSHIP FOR SCIENCE AND TECHNOLOGY, INC.
An Idaho Non-Profit Corporation**

ARTICLE I. OFFICES

Section 1. Principal Office. The principal office of Partnership for Science and Technology, Inc., an Idaho nonprofit corporation (the "Corporation"), shall be located at 1075 S. Utah Avenue, Suite 181, Idaho Falls, ID. 83402. The Corporation may have such other offices as the Board of Directors may designate or as the business of the Corporation may require from time to time.

Section 2. Registered Office. The registered office of the Corporation to be maintained in the State of Idaho shall be located at 1075 S Utah, Suite 181, Idaho Falls, ID 83402, and may be changed from time to time by the Board of Directors.

ARTICLE II. MEMBERS

Section 1. Admission to Membership. Any person shall be admitted as a member of the Corporation upon making a pledge to pay or making payment of sums to support the work of the Corporation or upon payment of such dues as to the Board of Directors may establish from time to time. Each person's membership shall expire on the first anniversary of such person's admission to membership unless on or before that date such person has paid their pledge or made payments to support the work of the Corporation for the calendar year in which such membership expires. Conditions of membership and procedures for the suspension or termination of a membership by the Corporation may be established from time to time by the Board of Directors and recorded in the minutes of the proceedings of the Board of Directors.

Section 2. Classes of Members and Voting. The Board of Directors may establish different classifications of members. The Corporation shall have one class of members for voting. Each member, provided s/he is listed as a member, shall be entitled to vote on each matter submitted to a vote of the members.

Section 3. Annual Meetings. An annual meeting of the members shall be held each year with the exact date, time and place of meeting to be established by the Board of Directors, for the purpose of the transaction of such business as may come before the meeting.

ARTICLE III. BOARD OF DIRECTORS

Section 1. General Powers and Standard of Care. All corporate powers shall be exercised by or under authority of, and the business and affairs of the Corporation shall be managed under the direction of, the Board of Directors except as may be otherwise provided in the Idaho Non-Profit Corporation Act as set forth in Title 30, Chapter 3, (Idaho Code § 30-3-1 et. seq. the "Act") or the Articles of Incorporation of the Corporation (the "Articles"). If any such provision is made in the Articles, the powers and duties conferred or imposed upon the Board of Directors by the Act shall be exercised or performed to such extent and by such person or persons as shall be provided in the Articles.

A director shall perform such Director's duties as a Director, including such Director's duties as a member of any committee of the Board upon which such Director may serve in good faith, in a manner such Director reasonably believes to be in the best interests of the Corporation, and with such care as an ordinarily prudent person in a like position would use under similar circumstances. In performing such Director's duties, a Director shall be entitled to rely on information, opinions, reports or statements, including financial statements and other financial data, in each case prepared or present by:

- (a) One (1) or more officers or employees of the Corporation whom the Director reasonably believes to be reliable and competent in the matters presented;
- (b) Counsel, public accountants or other persons as to matters which the Director reasonably believes to be within such person's professional or expert competence; or,
- (c) A committee of the Board upon which such Director does not serve, duly designated in accordance with a provision of these Bylaws, as to matters within it designates authority, which committee and Director reasonably believes to merit confidence.

Notwithstanding the foregoing, such Director shall not be considered to be acting on good faith if such Director has knowledge concerning the matter in question that would cause such reliance to be unwarranted. A person who so performs such duties shall have no liability by reason of being or having been a Director of the Corporation.

Section 2. Number, Tenure and Qualifications. The Board of Directors shall consist of not fewer than three (3) nor more than thirty (30) individuals who shall be members of the Corporation.

The Board of Directors (including the initial Board of Directors) may appoint ex-officio members of the Board who shall not be voting members of the Board.

Elected members of the Board shall be elected for three (3) year terms by majority vote of the Board. The terms of the members of the initial Board shall be staggered by agreement or by lot. Each Director shall hold office until the end of the term or until a successor shall be elected or appointed as provided in these Bylaws.

Section 3. Vacancies. Any vacancy occurring on the Board of Directors and any directorship to be filled by reason of any increase in the number of directors shall be filled by the Board of Directors. Directors elected to fill a vacancy shall be elected for the unexpired term of their predecessor in office.

Section 4. Removal of Directors. Any director may be removed from office for cause by a two-thirds (2/3) majority vote of the total number of directors.

Section 5. Regular Meetings. A regular annual meeting of the Board of Directors shall be held during the month of November each year. The Board of Directors may provide by resolution the time and place for the holding of additional regular meetings of the Board; provided that the Board shall meet no less frequently than each calendar quarter.

Section 6. Special Meetings. Special meetings of the Board of Directors may be called by or at the request of the President or any two (2) directors. The person or persons authorized to call special meetings of the Board may designate any place as the place for holding any special meeting of the Board called by them.

Section 7. Chairman and Secretary. At the regular annual meeting of the Board it shall elect a President and a Vice-President from among the members of the Board to serve for one year, and the President shall preside at all meetings of the Board, and in the President's absence the Vice-President shall preside, and in the absence of both the Board shall elect a Chairman to serve for that meeting. The Secretary of the Corporation or a person appointed by the Secretary shall act as Secretary of the meetings of the Board.

Section 8. Notices. Notice of any special meeting of the Board of Directors shall be given at least two (2) days prior thereto by written notice delivered personally or sent by mail, e-mail or fax to each director at his/her address as shown by the records of the corporation. The attendance of a director at any meeting shall indicate that such director received notice of such meeting. The purpose of any special meeting of the Board shall be specified in the notice or waiver of notice of such meeting.

Section 9. Quorum Voting. One-third (1/3) of the number of directors in office or three (3) directors, whichever is greater, shall constitute a quorum for the transaction of business at any meeting of the Board. Once a quorum is established, any quorum requirement shall continue for the duration of the meeting.

Section 10. Manner of Acting. The act of the majority of the directors present at a meeting at which a quorum is present shall be the act of the Board of Directors, unless otherwise provided by law or by these Bylaws.

Section 11. Informal Action. Any action required to be taken at a meeting of the Board of Directors may be taken without a meeting if a consent in writing, including e-mails, setting forth the action as taken shall be signed and/or otherwise consented to by a majority of the directors.

Section 12. Open Meetings. It is the intent of the Corporation to conduct its business in open sessions whenever possible. However, in those circumstances where the Board is discussing or acting upon strategy with respect to litigation, implementation of security systems, purchase of property, interviews with prospective employees and discussion of personnel matters, the meeting may be closed.

Section 13. Compensation. The directors shall serve without compensation, but reasonable expenses incurred may be reimbursed when expended for and in the interest of the Corporation and approved by the Board of Directors in advance.

Section 14. Director Conflicts of Interest. No contract or other transaction between the Corporation and one or more of its Directors or any other corporation, firm, association or entity in which one or more of its directors are Directors or officers or are financially interested, shall be either void or voidable because of such relationship or interest or because such Directors or a committee thereof which authorizes, approves or ratifies such contract or transaction or because such Director's or Directors' votes are counted for such purposes, if:

- a) The fact of such relationship or interest is disclosed or known to the Board of Directors or committee which authorizes, approves or ratifies the contract or transaction by a vote or consent sufficient for the purpose without counting the vote or consent of such interested Directors;
- b) The fact of such relationship or interest is disclosed or known to the members entitled to vote and they authorize, approve or ratify such contract or transaction by vote or written consent, in

which vote or consent such interested Directors may participate to the extent that they are also members; or

- c) The contract or transaction is fair and reasonable to the Corporation and the fact of such relationship or interest is fully and fairly disclosed or known to the Corporation.

Common or interested Directors may be counted in determining the presence of a quorum at a meeting of the Board of Directors or a committee thereof which authorized, approves or ratifies such contract or transaction.

Section 15. Loans to Directors. The Corporation shall not lend money to or use its credit to assist its Directors, officers or employees.

Section 16. Liability of Directors for Wrongful Distribution of Assets. In addition to any other liabilities imposed by law upon the Directors of the Corporation, the Directors who vote for or assent to any distribution of assets other than in payment of its debts, when the Corporation is insolvent or when such distribution would render the Corporation insolvent or during the liquidation of the Corporation without the payment and discharge of or making adequate provisions for all known debts, obligations and liabilities of the Corporation, shall be jointly and severally liable to the Corporation for the value of such assets which are thus distributed, to the extent that such debts, obligations and liabilities of the Corporation are not thereafter paid and discharged.

A Director shall not be liable under this section if, in the exercise of ordinary care, such Director relied and acted in good faith upon written financial statements of the Corporation represented to such Director to be correct by the President or by the officer of the Corporation having charge of its books of account, or certified by an independent licensed or certified public accountant or firm of such accountants fairly to reflect the financial condition of the Corporation, nor shall such Director be so liable if, in the exercise of ordinary care and good faith, in determining the amount available for such distribution, such Director considered the assets to be of their book value.

A Director shall not be liable under this section, if, in the exercise of ordinary care, such Director acted in good faith and in reliance upon the written opinion of an attorney for the Corporation.

A Director against whom a claim shall be asserted under this section and who shall be held liable thereon shall be entitled to contribution from persons who accepted or received such distribution knowing such distribution to have been made in violation of this section in proportion to the amounts received by them respectively.

ARTICLE IV. OFFICERS

Section 1. Number and Title. The officers of the Corporation shall be a President, one or more Vice Presidents (the number thereof to be determined by the Board of Directors), a Secretary, and Treasurer and such other officers as may be elected in accordance with the provisions of this Article. The Board of Directors may elect one or more Assistant Secretaries or one or more Assistant Treasurers as it may be felt desirable. Any two or more offices may be held by the same person, except the office of President and the office of Secretary.

Section 2. Election and Term of Office. The officers of the Corporation shall be elected annually by the Board of Directors at the annual meeting of the Board of Directors. If the election of officers shall

not be held at such meeting, such election shall be held as soon as possible. Each officer shall hold office until their successor shall be duly elected and qualified.

Section 3. Vacancies. Vacancies may be filled or a new office created and filled at any meeting of the Board.

Section 4. Removal. Any officer elected or appointed by the Board of Directors may be removed by an affirmative vote of majority of the total Board whenever, in its judgment, the best interest of the Corporation would be served thereby.

Section 5. President. The President shall be a voting member of the Board of Directors and shall attend all meetings of the Board unless specifically excused there from by the Board and shall preside at all meetings of the general membership. S/he may sign with the Secretary, or any other proper officer of the corporation authorized by the Board of Directors, any deed, mortgage, bond, contract, or other instrument which the Board of Directors has authorized to be executed, except in cases where the signing and execution thereof shall be expressly delegated to some other officer or agent of the Corporation. In general s/he shall perform all duties incident to the office of President and such other duties which shall be prescribed by the Board of Directors from time to time. The President shall serve as an ex-officio member of all corporate committees. S/he shall have general direction over the operations of the corporation and shall be its official representative. S/he shall comply with Board policies and shall submit to the Board of Directors such reports, analyses, statistics, plans and other information as may be required from time to time.

Section 6. Vice President. In the absence of the President or in the event of the President's inability or refusal to act, the Vice President (or in the event there shall be more than one Vice President, the Vice Presidents in order of their election) shall perform the duties of the President and when so action shall have all the powers of and be subject to all the restrictions upon the President. Any Vice President shall perform other duties as from time to time may be assigned by the President or by the Board of Directors.

Section 7. Secretary. The Secretary shall keep the permanent minutes of the meetings of the Board of Directors in one or more books provided for that purpose, see that all notices are duly given in accordance with the provisions of these Bylaws or as required by law, be custodian of the corporate records and corporate seal, and in general perform all duties incident to the office of Secretary and such other duties as from time to time may be assigned by the President of the Board of Directors.

Section 8. Treasurer. The Treasurer shall have charge and custody of and be responsible for all funds of the Corporation. The Treasurer shall assure that the bookkeeper receives and gives receipts for money due and payable to the Corporation from any source whatsoever and deposit all monies in the name of the Corporation in such bank or other financial institution as shall be selected by the Board of Directors and in general perform all the duties incident to the office of Treasurer and such other duties as from time to time be assigned by the Board of Directors. The Treasurer and President shall, with the appropriate standing committee, prepare an annual operating budget showing income and expenses to be presented to the Board for approval at the annual meeting of the Board of Directors.

ARTICLE V. COMMITTEES

Section 1. Standing Committee. The Board of Directors may establish such committees as are necessary and appropriate to carry out the business of the Corporation. Committees designated by the Board of Directors may be composed entirely of officers, entirely of members of the Board of Directors or may include members of the general public. Each committee shall have the duties and responsibilities delegated to it by the Board of Directors.

Section 2. Appointment. The chairperson of each standing committee shall be appointed by the President of the Board in consultation and with the advice and consent of the Board of Directors.

Committee members shall be appointed by the chairperson of each committee in consultation with the President of the Corporation. Committee members may or may not be members of the Board of Directors. At least one member on each standing committee shall be selected from among the Board members.

Section 3. Duties. The duties, responsibilities, authority and composition of all standing committees and ad hoc committees shall be stated in writing and adopted by resolution of the Board of Directors.

Section 4. Term of Office. All committee members shall serve until the first annual meeting following their appointment or until their successors have been appointed.

Section 5. Reports. Each committee shall submit activity reports to the Board of Directors.

ARTICLE VI. STAFF

Section 1. Employees. The Board of Directors may employ an Executive Director or Chief Operating Officer and shall authorize the employment of other employees as are needed to carry out the purposes of the Corporation. The Executive Director or Chief Operating Officer shall select any other employees of the Corporation. Compensation and other terms of employment shall be set by the Board of Directors who may enter into contracts of Employment with such employees on behalf of the Corporation.

ARTICLE VII. MISCELLANEOUS

Section 1. Indemnification. The Corporation shall indemnify any director, officer or former director or officer of the Corporation against expenses actually and reasonably incurred by him/her in connection with the defense of any action, suit or proceeding, civil or criminal, in which s/he is made party by reason of being or having been a director or officer, except in relation to matters as to which s/he is adjudged in such action, suit or proceeding to be liable for willful misconduct in the performance of such person's duty to the Corporation.

Section 2. Depositories. All funds from the Corporation not otherwise employed shall be deposited from time to time to the credit of the Corporation in such banks, savings and loan associations, trust companies or other depositories as the Board of Directors may determine.

Section 3. Contracts. The Board of Directors may authorize any officer(s) or agent(s) of the Corporation, in addition to the officers authorized by these Bylaws, to enter into any contract or execute

and deliver any instrument in the name of and on behalf of the Corporation and such authority may be general or confined to specific instances.

Section 4. Checks, Drafts, Etc. All checks, drafts or orders for the payment of money, notes or other evidence of indebtedness issued in the name of the Corporation shall be signed by such persons and in such manner as shall from time to time be determined by resolution of the Board of Directors; provided that no less than two (2) signatures shall be required on all checks and drafts. In the absence of such determination by the Board of Directors, such instrument shall be signed by the Treasurer or an Assistant Treasurer.

Section 5. Fiscal Year. The fiscal year of the Corporation shall end on the last day of December of each year.

Section 6. Investment. Any funds of the Corporation which are not needed currently for the activities of the Corporation may, at the discretion of the Board of Directors, be invested in such investments as are permitted by law.

Section 7. Annual Audit. The financial books and records of the Corporation may be audited or reviewed annually by a certified public accountant as determined by the Board of Directors.

Section 8. Books and Records. The Corporation shall keep correct and complete books and records of accounts and shall also keep minutes of the proceedings of its members, Board of Directors and committees having any of the authority of the Board of Directors and shall keep a record giving the name and address of members entitled to vote. All books and records of the Corporation may be inspected by any member or his agent or attorney or the general public for any proper purpose at any reasonable time.

Section 9. Dissolution. A resolution to dissolve the Corporation shall be submitted to a vote of the Board of Directors. In the event of dissolution of the Corporation, the Board of Directors shall, after payment of all liabilities of the Corporation, dispose of the assets of the Corporation exclusively for the purposes of the Corporation in such manner or to such organizations organized and operating exclusively for purposes as shall at the time qualify under Section 501(c)(3) or (6) of the Internal Revenue Code.

Section 10. Nondiscrimination. This Corporation is an equal opportunity employer and shall make available its services without regard to race, creed, age, sex, color, ancestry or national origin.

Section 11. Gifts. The Board of Directors may accept, on behalf of the Corporation, any contribution, gift, bequest or devise for the general purposes or for any special purposes of the Corporation.

Section 12. Parliamentary Procedure. All meetings of the Board of Directors shall be governed by Roberts' Rules of Order (Current Edition), unless contrary procedure is established by the Articles of Incorporation or these Bylaws or by resolution of the Board of Directors.

Section 13. Bonding. The Board of Directors may require the Treasurer and any other officer or employee of the Corporation to give a bond for the faithful discharge of his/her duties in such sum and

with such surety of sureties as the Board of Directors shall determine. The Corporation shall pay the premiums required for such bonds.

ARTICLE VIII. AMENDMENTS

These Bylaws may be altered, amended or repealed and a new set of Bylaws adopted by a two-thirds (2/3) majority vote of the Board of Directors. At least ten (10) days prior written notice setting forth a proposed amendment and the time and place of meeting set to consider the same shall be given to all Directors.

SECRETARY'S CERTIFICATION

This is to certify that the foregoing Bylaws of Partnership for Science and Technology, Inc., have been duly adopted by the Board of Directors in a meeting held on the 15th day of November, 2006.

Dated this _____ day of November, 2006.

Kipp Hicks, Secretary

ATTEST:

Steve Laflin, President

AN INTERLOCAL COOPERATION AGREEMENT BETWEEN ELIGIBLE LOCAL GOVERNMENTS TO REVIEW, EVALUATE, AND MONITOR CONDITIONS AND OPERATIONS AT THE HANFORD NUCLEAR RESERVATION (HANFORD) THAT DIRECTLY AFFECT THESE

"HANFORD COMMUNITIES"

This INTERLOCAL AGREEMENT effective the 1st day of January, 2010, by and between the City of Richland, City of Kennewick, City of Pasco, City of West Richland, and Benton and Franklin Counties (hereinafter referred to as "Participating Jurisdictions") enter into this Agreement.

WHEREAS, the Interlocal Cooperation Act, RCW 39.34 allows public agencies to make the most efficient use of their powers by enabling them to cooperate with each other on the basis of mutual advantage to provide services and facilities that will best meet the needs of each community; and

WHEREAS, environmental contamination at Hanford and the U. S. Department of Energy's consequential environmental remediation and waste management activities impose numerous health, safety, and socio-economic impacts on the well-being of the residents of Richland, Kennewick, Pasco, West Richland, and unincorporated portions of Benton and Franklin Counties; and

WHEREAS, the vast majority of those who work at Hanford live in and around the Cities of Richland, Kennewick, Pasco, and West Richland; and the counties therein; and

WHEREAS, although each jurisdiction fully reserves the right to pursue its own interests with regard to Hanford, through joint utilization of personnel and other resources these jurisdictions are desirous of entering into a program to review, evaluate and monitor conditions at Hanford and policies, programs and operations of the Department of Energy (DOE) and others in regard to Hanford,

NOW THEREFORE, in consideration of the mutual covenants contained herein, it is agreed in accordance with the provisions of RCW 39.34.030 as follows:

I. PURPOSE

The purpose of this Agreement is to make available jointly to the Participating Jurisdictions technical, analytical, and other resources to review, evaluate and monitor conditions at Hanford such as cleanup, workforce and community transition. Information will also be made available regarding policies, programs and operations of the DOE and others with regard to Hanford, and to enhance citizen understanding of

such. To that end, the Participating Jurisdictions establish this Interlocal Cooperation Agreement creating an organization to be known as the "HANFORD COMMUNITIES" to:

1. Coordinate efforts concerning Hanford activities and issues requiring local government interaction or participation between the Hanford Communities, the DOE, local, state, and national agencies;
2. Interact with the DOE, the Washington State Department of Ecology, the U. S. Environmental Protection Agency, and others regarding Hanford environmental contamination, remediation, waste management, response to emergencies, and work force and site transition issues;
3. Evaluate reports, findings, and recommendations regarding ongoing, planned and possible cleanup and waste management activities at Hanford, including actual or potential environmental and socio-economic impacts on the Hanford Communities or individual Participating Jurisdictions;
4. Prepare special studies, assessments, surveys, and related efforts regarding Hanford for the use of the Hanford Communities or individual Participating Jurisdictions and/or to further public information and enhance citizen understanding of Hanford-related issues; and
5. Prepare and issue position papers, give testimony, and sponsor other activities designed to inform the public about environmental, waste management, emergency management, and site transition activities; and
6. Prepare and present issue papers and sponsor activities in support of workforce and community transition issues.

II. ORGANIZATION

- A. **Eligibility:** Full membership in the Hanford Communities Interlocal is limited to the cities of Richland, Kennewick, Pasco, West Richland and Benton and Franklin Counties.

Affiliate memberships are open to local government entities other than general purpose governments. Affiliate members will not have voting seats on the Governing or Administrative Boards

- B. **Governing Board:** The governing bodies of each Participating Jurisdiction shall identify one (1) elected legislative representative from its governing body to the Governing Board of the Hanford Communities.

- C. **Administrative Board:** The chief administrative officers, or designees, of the Participating Jurisdictions shall constitute the Administrative Board of the Hanford Communities.
- D. **Operating Jurisdiction:** One of the Participating Jurisdictions shall be designated as the Operating Jurisdiction and assigned responsibilities for carrying out the items enumerated in Section I, "Purpose," on behalf of the Hanford Communities. The Operating Jurisdiction's rules, regulations, and ordinances, unless otherwise specifically provided for, apply to the Interlocal. Employees of the Interlocal are employees of the Operating Jurisdiction, which shall provide all necessary support services. The Operating Jurisdiction shall administer the Hanford Communities budget, from which authorized program expenses shall be reimbursed. The Operating Jurisdiction shall provide these reimbursed services at no administrative charge to the Interlocal.
- E. **Officers:** There shall be a Chairperson and Vice-chairperson for the Governing Board and the Administrative Board, respectively. The Chairperson and Vice-chairperson shall be elected from among the membership of each board to serve one-year terms effective January 1 of each year.

III. ADMINISTRATION

- A. **Budget Preparation:** The Operating Jurisdiction shall prepare a budget in accordance with its budget cycle based upon policies adopted by the Governing Board. The budget shall be approved by the Governing Board of the Hanford Communities.
- B. **Funding:** Funds necessary to carry out this Agreement shall come from Participating Jurisdiction assessments and federal, state, and other grants. Assessments shall be based on a funding formula approved by the Hanford Communities Governing Board.
- C. **Meetings:** The Governing Board shall meet annually to approve the Hanford Communities budget and work program for the coming year, and other times as needed. The Administrative Board will meet as needed, however, in no event less frequently than quarterly during each calendar year. Meetings of the Hanford Communities Governing Board shall be subject to the Washington Open Public Meetings Act.
- D. **Dispute Resolution:** Disputes between or among the Participating Jurisdictions and affiliated members regarding the breach, interpretation or enforcement of this Agreement shall be first addressed by the parties in a good faith effort to resolve the dispute. Any remaining disputes shall be resolved by binding arbitration in accordance with RCW 7.04A and the Mandatory Rules of Arbitration.

- E. **Liability:** To the extent any liability exceeds the insurance coverage of the Operating Jurisdiction, each remaining Participating Jurisdiction shall be jointly liable for the balance of claim in the same ratio as their percentage contribution is to the annual budget.

IV. DURATION OF THE AGREEMENT

This Agreement shall be effective the 1st day of January 2010 when signed by the Participating Jurisdictions and shall continue through December 31, 2014. The term of this Agreement may be extended thereafter with the written approval of the Participating Jurisdictions.

V. OWNERSHIP OF PROPERTY

All property, real and personal, acquired with Hanford Communities funds to carry out the purposes of this Agreement shall be the property of the Hanford Communities. Real and personal property owned by the Operating Jurisdiction and used to service its contract with the Hanford Communities shall remain the property of the Operating Jurisdiction. In the event any property becomes surplus or upon partial or complete termination of this Agreement, property of the Hanford Communities shall be sold and the proceeds shall be divided between the Participating Jurisdictions in the same ratio as their percentage of contribution is to the annual budget.

All documents, studies, and issue papers prepared for or on behalf of the Hanford Communities shall be available to Participating Jurisdictions and affiliates for all purposes, and shall constitute a public record pursuant to Title 42.5 6 RCW upon its public citation in connection with any action of Participating Jurisdictions or affiliates. The Operating Jurisdiction shall serve as the public records officer.

VI. AMENDMENT

The Agreement may be amended upon written approval of the authorized representatives of the Governing Bodies of a majority of the Participating Jurisdictions.

VII. WITHDRAWAL

A jurisdiction may withdraw from this Agreement effective December 31 of any year, provided written notice is given to the Administrative Board no later than the preceding June 30.

_____, 2009
Mayor John Fox
City of Richland

_____, 2009
Mayor Thomas C. Moak
City of Kennewick

_____, 2009
Mayor Joyce Olson
City of Pasco

_____, 2009
Mayor Dale Jackson
City of West Richland

_____, 2009
Chairman Max Benitz Jr.
Benton County Board of Commissioners

_____, 2009
Chairman Rick Miller
Franklin County Board of Commissioners

_____, 2009
Cynthia D. Johnson
Richland City Manager

APPROVED AS TO FORM

_____, 2009
Thomas O. Lampson
City Attorney

**OPERATING CONTRACT FOR THE
"HANFORD COMMUNITIES" INTERLOCAL**

THIS OPERATING CONTRACT effective the 1st day of January, 2010, by and between the Hanford Communities Interlocal, an entity created pursuant to RCW 39.34.030 hereinafter referred to collectively as the "Hanford Communities" and individually as "Participating Jurisdictions"), and the City of Richland, Washington (hereinafter referred to as "Richland").

WHEREAS, an Interlocal Cooperation Agreement (hereinafter referred to as the "Interlocal" between the Participating Jurisdictions) has formed the "Hanford Communities" for reviewing, evaluating and monitoring conditions at the Hanford Nuclear Reservation (Hanford) and policies, programs and operations of the U.S. Department of Energy (DOE) and others in regard to Hanford was approved by the member governments of the Hanford Communities in October 2009 in compliance with the Interlocal Cooperation Act (RCW 39.34); and

WHEREAS, as the largest percentage of the Hanford workforce lives in the City of Richland, it is the appropriate jurisdiction to be designated as the Operating Jurisdiction in accordance with said Interlocal Agreement and is responsible for carrying out the purposes of the Interlocal by making available personnel and resources; and

WHEREAS, this Operating Contract is required to specify the terms and conditions under which Richland will provide various services to the Hanford Communities,

NOW THEREFORE, in consideration of the mutual covenants contained herein, and in accordance with the terms of the Interlocal Cooperation Agreement which becomes effective the 1st day of January 2010, the Participating Jurisdictions agree as follows:

Section 1. Designation of Operating Jurisdiction. Richland Washington is hereby designated as the Operating Jurisdiction for the Hanford Communities.

Section 2. Scope of Services. Richland shall provide, as approved by the Hanford Communities' Governing Board and supervised by its Administrative Board, the following services on behalf of the Hanford Communities jointly or on behalf of individual Participating Jurisdictions:

- A. Coordination of efforts concerning Hanford activities and issues requiring local government interaction or participation between the Hanford Communities, the DOE, local, state, and national agencies.**

- B. Interactions with the DOE, the Washington State Department of Ecology, the U.S. Environmental Protection Agency, and others**

regarding Hanford environmental contamination, remediation, waste management, response to emergencies, and workforce and site transition issues.

- C. Evaluation of reports, findings, and recommendations regarding ongoing, planned and possible cleanup and waste management activities at Hanford, including actual or potential environmental and socio-economic impacts on the Hanford Communities or individual Participating Jurisdictions.
- D. Preparation of special studies, assessments, surveys, and related efforts regarding Hanford for the use of the Hanford Communities or individual Participating Jurisdictions and/or to further public information and enhance citizen understanding of Hanford-related issues.
- E. Preparation and issuance of position papers, giving of testimony, and sponsorship of other activities designed to inform the public about environmental, waste management, emergency management, and site transition activities.

Section 3. Insurance. Richland shall at all times carry errors and omissions general liability insurance in the minimum amount of \$1,000,000 covering all activities of its personnel related to the performance of this Operating Contract.

Section 4. Liability. To the extent any liability exceeds the insurance coverage of the Operating Jurisdiction, each remaining Participating Jurisdictions shall be jointly liable for the balance of claim in the same ratio as their percentage contribution is to the annual budget in the year in which the claim at issue occurs.

Section 5. Maintenance of Funds. Richland shall establish and maintain a separate fund, the Hanford Communities Fund, to account for all expenses of the Hanford Communities. Monies granted to the Hanford Communities and monies from any other sources, including all payments from Participating Jurisdictions, shall be deposited into the Hanford Communities Fund to meet the costs of the Hanford Communities.

Section 6. Annual Budget and Cost of Service. The annual budget for the operation of the Hanford Communities shall be submitted for approval by the Governing Board of the Hanford Communities on or before November 1 of each calendar year. Richland personnel performing direct work for the Hanford Communities shall use the Richland work order system to record all appropriate costs.

- A. Each month, a charge to the Hanford Communities Fund shall be

made for all costs accrued the previous month for the Hanford Communities, including those recorded through the work order system and those directly charged.

- B. At mid-year, a budget review shall take place to verify that sufficient funds are available to carry out the remaining work program and tasks for the year. At year-end, a reconciliation analysis shall be performed to ensure that 100 percent of actual operating costs approved in the Hanford Communities adopted budget are reimbursed. Expenses incurred beyond the adopted budget shall be assumed as unreimbursed expenditures by Richland.

Section 7. Administrative Fee. Richland shall be paid no administrative fee for the costs of operating the Hanford Communities.

Section 8. Term of Contract. The term of this Operating Contract shall be through December 31, 2014, and may be extended thereafter under written terms and conditions agreed to with the Participating Jurisdictions. Either Richland or the Hanford Communities Governing Board may terminate this Operating Contract at any time, provided written notice of the intent to do so is provided 90 days in advance to all Participating Jurisdictions.

Section 9. Adoption of Operating Contract. This Operating Contract shall be construed and interpreted consistent with the terms and conditions of the Interlocal Cooperation Agreement for the Hanford Communities.

_____, 2009
Mayor John Fox
City of Richland

_____, October 30, 2009
Ed Revell, Chairman
Hanford Communities Governing Board

_____, 2009
Cynthia D. Johnson
Richland City Manager

APPROVED AS TO FORM

_____, 2009
Thomas O. Lampson
City Attorney

Section I – Background: Rocky Flats and the Need for a Coalition

From 1951 until the Environmental Protection Agency and the FBI raided the site in 1989, Rocky Flats served as one of the major nuclear weapons plants in the United States. Its primary mission was producing triggers for nuclear weapons. Shrouded in secrecy, the 6,300-acre site northwest of Denver was a flashpoint of both social protest and national pride. From the late-1970s through the mid-1980s tens of thousands of citizens staged large-scale acts of social disobedience, while others worked with a deep sense of national service in the dangerous business of producing triggers in the pitched battle that defined the Cold War. Rocky Flats served a critical role in the development of the nation's nuclear weapons, and to this day nearly every nuclear weapon in the United States' nuclear stockpile contains components manufactured at Rocky Flats.

Times changed, and in his 1992 State of the Union address, as relations with Russia were thawing, President George H.W. Bush announced the W-88 warhead program was coming to an end. With that pronouncement, Rocky Flats' prime mission was terminated. In the decade that followed, while public interest and concern remained high, community engagement on site issues dropped off precipitously. Pockets of community members remained engaged on site issues – local governments, worker groups, concerned neighbors and anti-nuclear activists – but the intense public focus that dominated the local consciousness and airwaves in the 1970s and particularly the 1980s began to fade. Yet, nearly fifty years of weapons production had resulted in extensive contamination, so with the decision to remediate the site, extremely dangerous and difficult work remained, and the political stakes remained high.

The enormity of the challenge in cleaning up Rocky Flats cannot be underestimated. Five of the ten most dangerous buildings in the entire DOE complex, including the most dangerous building, were located at Rocky Flats. Waste leaked from boxes that were stored in tents. Groundwater was contaminated (and still is) as were off-site drinking water supplies. Rooms in some of the production facilities were so contaminated that hand-held counters could not even measure the levels of radiation. Cleaning up such a site was not simply a technical challenge – one greater than had ever been attempted anywhere in the world – for the political challenges and stakes were just as high.

From the early 1990s through 1998, public dialogue coalesced principally around three organizations: the Rocky Flats Citizens Advisory Board (CAB), which focused on cleanup issues; the Rocky Flats Local Impacts Initiative (RFLII), which focused on future use and economic transition issues; and the Rocky Mountain Peace and Justice Center, which addressed site-specific issues within a broader context of national and international disarmament issues. While local governments were represented in both the CAB and RFLII, the governments thought their interests would be better served if they could collectively resolve their differences and speak with one voice. So, under the leadership of Arvada and Westminster, the governments that

would in time comprise the Coalition began exploring the idea of establishing a government-only forum to address the site issues of particular concern to local governments.

Through numerous meetings the governments began refining this idea. The parties agreed that membership should be restricted to those local governments adjacent to Rocky Flats. Technically, the city of Boulder did not fit this requirement as the city's boundaries stopped north of Rocky Flats. However, because Boulder owned open space adjacent to the site, and more particularly, because the city was home to the vast majority of community activists concerned about Rocky Flats, it was decided that it would be best to have Boulder in the fold rather than on the outside potentially compromising the integrity and effectiveness of the organization.

RFLII disbanded in 1999 and from it emerged the Rocky Flats Coalition of Local Governments – a coalition of the seven local governments that are adjacent to or own open space next to Rocky Flats: Jefferson County, Boulder County, the city and county of Broomfield, the cities of Arvada, Boulder and Westminster, and the town of Superior. Their common denominator of being proximate to Rocky Flats was a logical basis for determining which governments and constituents were most affected by Rocky Flats. Yet, despite their shared geography, the priorities, interests, goals and fundamental ideals of these local governments varied greatly.

For instance, as downstream water users, the cities of Broomfield and Westminster were most concerned about water quality protection. Boulder County, which has open space holdings to the north of Rocky Flats, was most concerned with protecting the 6000-acre Buffer Zone and with the alignment of the proposed Jefferson Parkway. Arvada, which lies to the south of Rocky Flats, looked to the site as a critical component in meeting both regional economic development needs and open space goals in northern Jefferson County. The remaining three governments' interests – Jefferson County, the city of Boulder and the town of Superior – fell within this broad spectrum.

The Coalition's Mission

The Coalition's mission was to provide an effective vehicle for local governments and their citizens in the vicinity of Rocky Flats to work together on issues of mutual concern relating to the safe, prompt and effective cleanup and closure of Rocky Flats. The Coalition also worked on future use and long-term protection issues, worker protection and health issues, and facilitated communication between state and federal agencies and local elected officials.

Throughout the years the Coalition addressed three principle issues:

1. How do we get to closure?
2. What do we get at closure?
3. What do we need post-closure?

These three questions form the structure of this report.

Why a coalition?

The theory behind a coalition is quite logical – bring together leaders who, by speaking with one voice, can maximize their effectiveness. As with most logical theories, it sounds simple and proves challenging.

The American Heritage Dictionary defines “coalition” as:

1. An alliance, especially a temporary one, of people, factions, parties, or nations.
2. A combination into one body; a union.

The Merriam-Webster Dictionary defines “coalition” as:

1. a: the act of coalescing : UNION
b: a body formed by the coalescing of orig. distinct elements: COMBINATION
2. a temporary alliance of distinct parties, persons, or states for joint action

These definitions are technically correct and accurate, but they belie the true power and challenge of what it means to be a coalition.

In his 2001 book, This Sovereign Land: A New Vision for Governing the West, Daniel Kemmis, the former Mayor of Missoula, Montana and a Democrat, argues that the federal government is increasingly distant from western issues and concerns. He asserts that the federal government’s approach to public land management is inconsistent with basic Jeffersonian democracy, which vested people with the power to manage the resources of concern to them and thus take greater control of their destiny.

In advocating for a collaborative approach to decision making, Kemmis notes that people are reluctant to collaborate when decision makers in Washington, D.C. have the ultimate say over management decisions that either directly or indirectly affect their communities. He therefore argues that regional leaders should be vested with the authority to determine how best to use and conserve regional resources, resources that are currently owned and managed by the federal government.

In a talk in Westminster, Colorado in 1998, Kemmis postulated that the dominant paradigm for addressing complex public policy issues is best analogized by a food processor: constituencies offer their various and often disparate thoughts on a given issue or decision to policy makers who mix and mash them together. As with a food processor, the resulting liquefied mass bears little if any resemblance to the original inputs and yet is supposed to constitute “the public interest.”

Kemmis recommended a fundamental change in existing decision making frameworks and offered an alternative framework based on coalitions. In this model, affected constituencies – whether individuals, interests groups or municipal governments – would come together to proactively resolve their differences and then collectively tell decision makers what constitutes the public interest. In this coalition-based model it is not those making the decisions who discern what constitutes the public interest, but rather the affected public which proactively communicates the public interest.

One does not have to ascribe to all of Kemmis' theories and conclusions in order to understand the utilitarian value of his analogy. His coalition-based approach best demonstrates why a coalition of local governments was needed to focus on the range of issues related to the cleanup, closure and long-term protection of Rocky Flats. By bringing together seven local governments to speak with one voice on the cleanup mission of Rocky Flats, the Coalition clearly communicated the mutual interests of their constituents to the Department of Energy and state and federal regulators, with the goal of influencing decisions, and thus successfully avoided the federal "food processor" Russian Roulette. This model was at the core of the Coalition model.

The idea of speaking with one voice is important, for when a community speaks with one voice, the collective voice and role of all communities is amplified and their effectiveness is increased. Yet, there exists another, sometimes unspoken, force that drives entities to participate in a coalition, a force that was alive and well in the Coalition – the desire to protect a government's interests by watching one's back. This driving interest is less concerned about speaking with one voice, or about collectively telling the decision makers what is in the public interest; rather the government is instead concerned with neutralizing voices that may undermine its particular interests. This approach to engaging in public policy making can be extremely destructive to a coalition because there is no commitment to develop, maintain and strengthen the coalition. When operating from this interest the government is committed to a given issue but is not necessarily committed to addressing the issue as a coalition. This force proved to be a critical challenge and learning opportunity for the Coalition, particularly as the organization tried to balance competing interests regarding final cleanup levels and sought to balance technical issues with public policy issues.

There is one final, critically important point to understand about the history of the Coalition: the local governments that comprised the Coalition did not have the legal authority to make cleanup decisions. Those powers were reserved for the federal and state governments and their regulatory agencies. The Coalition's power (which is notably different from "authority") was instead rooted in representative democracy; the seven governments collectively represented approximately 800,000 people and the Board of Directors was comprised of elected officials. Through their collective representation, the Coalition was able to partner with those charged with directing and managing the Rocky Flats cleanup. How that journey was made, and what the Coalition did, is the focus of this report.

The Coalition Model

The Coalition model is rooted in the notion that when speaking with one voice, the members – in this case seven local governments – are best prepared to influence the direction of important public policy decisions. The converse of the Coalition model is a patchwork quilt, where producing a collage of disparate interests does not present a coherent picture and thus does not serve to affect change.

To affect change a coalition needs to be malleable as it seeks to find common ground and to be forthright and honest when common ground is neither achievable nor desirable. To be effective the Coalition presented a united front when the issues so demanded, allowed for and even encouraged dissent on other issues, and simply provided a discussion forum when a formal position would not be possible or serve the collective interests of the member governments.

Finally, the Coalition model was not predicated on creating a lasting entity, but instead developed a structure for the purpose of producing a specific outcome regarding the cleanup and future use of Rocky Flats.

The Coalition Nuts and Bolts

Understanding the Coalition's structure is critical in understanding the Coalition model. With minimal legal or regulatory authority, the governments took ownership of their destiny and created a structure that would lead them to a seat at the table. They approved an Intergovernmental Agreement, hired independent staff and empowered them to implement organizational policy, assigned local government staff to focus on Coalition issues, and held regular meetings. Most importantly, year after year, meeting after meeting, elected officials made the commitment to attend meetings and actively participate. When DOE or its contractor briefed the Coalition at the monthly meeting, the elected officials were front and center. The same held true when the Coalition representatives met with a federal or state elected official.

It was the continued presence of elected officials that made the Coalition staff's work possible, and without their active involvement the staff would not have been able to advance an agenda. Coalition staff was effective because we were empowered and backed by an engaged Board of Directors. It is the reason why portions of this report come from the first person – in short, the Board empowered me, as the Executive Director, to be active, to advocate for its interests, to speak for the organization and to take lead on developing the strategic direction.

There were numerous elements that gave rise to and shaped the Coalition's structure. The key nuts and bolts follow.

Intergovernmental Agreement

- The Coalition was organized as a unit of local government under the Colorado Constitution and enabling statutes. The Intergovernmental Agreement, which formed the legal basis for the Coalition, was approved in 1999 and amended in 2003.
- Each government was afforded one vote and any government could offer a motion.
- Five votes were needed to approve a motion.

The Coalition Board of Directors

- The Coalition was managed by a Board of Directors, with each government assigning an elected official to serve as a Director and up to two alternates, who were either an elected official or staff member. (See Appendix B for a listing of Board members).
- The Executive Committee, which was comprised of the Chairman, Vice Chairman and Secretary/Treasurer, worked closely with the Executive Director on managing all facets of the Coalition.
- All members of the Executive Committee were elected officials, and a representative from each government served one one-year term as Coalition Chairman on a rotating basis.

The Coalition at Work

- The Board met monthly in public meetings generally lasting three to four hours each.
- The Coalition issued over 80 letters, many to multiple recipients, on a range of topics including (among many others) cleanup priorities, worker protection issues, “The Rocky Flats National Wildlife Refuge Act of 2001,” deactivation and demolition of site buildings, soil remediation activities and long-term stewardship. Recipients included Members of Congress, the Department of Energy, the Department of the Interior, Kaiser-Hill (the primary cleanup contractor), the Environmental Protection Agency and the Colorado Department of Public Health and Environment. (See “Appendix C: The Coalition Speaks” for a selection of Coalition letters.)

The Coalition Staffing

- The Coalition staff was employed and paid by the Coalition rather than by any single member government.
- The Executive Director reported to the Board; with few exceptions all staffing and management decisions were delegated to the Executive Director.
- Coalition staff generally met monthly with local government staff.
- The Executive Director was in frequent contact with Board members and their respective staff representatives.

Stakeholder Participation

- DOE officials, regulatory personnel, press, community members, site union leaders, among others, regularly attended Coalition Board meetings.
- Community members actively participated in the Coalition’s subcommittees on independent reviews and refuge management.
- From April 1999 through March 2006, the Coalition hosted 81 Board meetings, all of which were public.
- Congressional staff and the Governor’s office staff, representing seven different offices, attended 78 of the 81 Board meetings; three different members of Congress attended Board meetings, two of them more than once.
- The Coalition and the Rocky Flats Citizens Advisory Board established the Rocky Flats Stewardship Working Group, an *ad hoc* group that held monthly public meetings from 1999 until 2004.

Funding the Coalition

- From April 1, 1999 – February 28, 2006, the Coalition spent approximately \$2.16 million, which included a \$250,000 grant from the Colorado Department of Public Health and Environment.
- The member governments paid annual dues, which went towards expenditures that were not allowable under federal grant guidelines (e.g., lobbying Congress, food for meetings). The annual contributions were:
 - 1999-2002: \$6500, with the exception of the town of Superior which paid \$1000.
 - 2003: \$1800 (all governments)

- 2004: \$1900 (all governments)
- 2005: \$1200 (all governments)

The Coalition in Washington D.C.

- The Coalition worked closely with Congress. From 1999-2005 the Coalition met each March in Washington, D.C. with members of the Colorado Congressional delegation and their staffs, DOE officials, Senate and House Committee staff, and Department of the Interior officials.
- Some member governments also held their own meetings, and the Coalition's Executive Director made three additional visits to Washington, D.C. each year to meet with the aforementioned leaders.

Bringing the Coalition to Life

The Intergovernmental Agreement that created the Coalition merely provided a framework – breathing life into the organization and establishing it as a *tour de force* was a separate process. Simply by virtue of seven local governments coming together the organization had an air of legitimacy, but more was needed if the Coalition was to affect the Rocky Flats cleanup and be a player in critical issues such as the future use of the site.

The first step to establishing the organization as a key partner in the cleanup occurred shortly after the Coalition was formed. On May 6, 1999, on the front steps of the Jefferson County Municipal Building (known locally as the “Taj Mahal”), the Coalition held a press conference announcing its formation. Seven members of the press were on hand as was staff from two Congressional offices and the Governor's office, an auspicious start to an unknown future. A critical first step in establishing the Coalition as a central player was to bring DOE, Senator Wayne Allard and Representative Mark Udall into the Coalition fold; to this end each was asked to issue press statements noting the formation of the Coalition. Selections from their statements from that event follow:

“As we continue with the safe cleanup of Rocky Flats, it is critical that we are closely aligned with the communities surrounding the Site. We have benefited from the advice and support of local governments already in the past few years. I look forward to a close working relationship with the Coalition. I value their input and believe that together we can forge solutions to ensure that the cleanup of Rocky Flats continues to be protective of human health and the environment.”
(Jessie Roberson, Department of Energy's Rocky Flats Manager)

“The Rocky Flats Coalition will be very important in the upcoming years as we push towards a 2006 closure date for the site. The Coalition's input on future use of the site, as well as how the cleanup is proceeding, is very important to me because the groups represented in the Coalition are in this for the long term.”
(Senator Wayne Allard)

“I am excited about the creation of the Coalition. The Coalition represents a significant step in uniting citizens, local communities, and elected officials around a common vision for the future of Rocky Flats. As you know, efforts to secure

funding and to implement critical policies are vastly more successful when there is a community consensus on what needs to be done and how we should accomplish our goals....The Coalition will play a major role in these efforts and I look forward to that input.” (*Representative Mark Udall*)

No sooner had the accolades been issued, however, than the battle lines were cast. Paul Danish, a Boulder County Commissioner and member of the Coalition, suggested to the *Colorado Daily* that the Coalition’s influence might be limited: “I’m not sure that the federal government takes us very seriously.”¹ Tom Marshall, who was serving as the Rocky Flats coordinator for the Rocky Mountain Peace and Justice Center, was quoted in the *Colorado Daily* expressing concern about the Coalition usurping the influence of environmental groups, noting, “I don’t think that their involvement should take precedence over that of other interested citizens.”² LeRoy Moore, a long-time Rocky Flats activist and one of the founders of the Peace Center, was quoted in the *Denver Post* saying the Coalition is “concerned about cleaning it up to a calendar rather than to a safe degree.”³

Looking back, Commissioner Danish’s fears were largely not realized, nor were the concerns of Tom Marshall. And yet, there was a degree to which those early comments by both Danish and Marshall were prophetic. The Coalition’s influence, while great, was not unlimited; likewise, while the Coalition instituted public processes to include all interested community members, in due time it did become the dominant community voice, much to the chagrin of the Rocky Flats Citizens Advisory Board and the Rocky Mountain Peace and Justice Center, among others. That journey to becoming the dominant community voice of great, but not unlimited, influence is the story of the Coalition, captured in the stories told in Section II.

¹ *Colorado Daily*, May 7, 1999, “Municipalities vote to support the WIPP Program.”

² *Ibid*

³ *Denver Post*, May 7, 1999, p. 4B, “Rocky Flats neighbors eye cleanup.”

Section II – Telling the Story of the Coalition

Rather than merely re-create a chronology of the Coalition, focusing on and highlighting key events, the story of the Coalition is told through a series of vignettes that highlight key themes that are the heart of the organization – decision making processes, key policy considerations and the merging of technical and policy issues, relationships with Congress and state and federal agencies, battles fought, and the future of the organization now that Rocky Flats is closed. Each section tells a story of the Coalition which highlights a different element of what it means to develop and sustain a coalition.

There were numerous opportunities for the Coalition to fail and for the Board members to go their separate ways. But, time and again, when faced with these forks in the road, the seven governments stuck with the organization, recognizing that failure, while possible, was not a realistic option.

So, how then did the Coalition establish itself and what were the biggest successes? The following vignettes sketch out what we did, how we did it, where we were successful, and how we overcame obstacles. They are organized around the three key questions that guided the Coalition:

1. How Do We Get To Closure of Rocky Flats?
2. What Do We Need At Closure?
3. What Do We Need Post-Closure?

The section is book-ended with “**The Foundation: Relationships and the Role of Congress**” and “**Funding Battles: The Never-Ending Headaches**”.

ROCKY FLATS STEWARDSHIP COUNCIL

P.O. Box 17670
Boulder, CO 80308-0670

(303) 412-1200
(303) 412-1211 (f)

Jefferson County -- Boulder County -- City and County of Broomfield -- City of Arvada -- City of Boulder
City of Golden -- City of Northglenn -- City of Westminster -- Town of Superior
League of Women Voters -- Rocky Flats Cold War Museum -- Rocky Flats Homesteaders -- Ken Foelske

BYLAWS OF THE BOARD OF DIRECTORS OF THE ROCKY FLATS STEWARDSHIP COUNCIL

*Approved March 6, 2006
Amended November 5, 2007*

PREAMBLE

The object of the Rocky Flats Stewardship Council (the "Stewardship Council") shall be to carry out its purposes as described in and pursuant to the Intergovernmental Agreement establishing the Rocky Flats Stewardship Council (the "IGA") and amendments thereto.

ARTICLE I.

Offices

Principal Office. The principal office of the Stewardship Council shall be located within the boundaries of any Party to the IGA and amendments thereto, as designated by the Board of Directors. The Stewardship Council may have other offices and places of business at such places within the State of Colorado as shall be determined by the Board.

ARTICLE II.

Board of Directors

A. **Number, Qualifications and Term of Office.** The business and affairs of the Stewardship Council shall be managed by a Board of Directors not to exceed twelve (12) members, not including ex-officio members. When used herein, the term "Director" shall include that Director's alternate director, as provided in the IGA, unless the context requires otherwise. Each Director shall be appointed pursuant to the provisions of the IGA for a term of one year, from February 1 to the succeeding last day of January; provided, however, that the initial Directors shall be appointed as of the effective date of the IGA and serve until the last day of January, 2007. There shall be no limitation on the number of terms to which a Director may be appointed.

B. **Performance of Duties.** A Director shall perform his/her duties as a Director, including his/her duties as a member of any committee of the Board upon which he/she may serve, in good faith, in a manner he/she believes to be in the best interests of the Stewardship Council. An alternate Director shall serve in the absence of the Director for which he/she is an alternate.

C. **Vacancies.** Any Director may resign at any time by giving written notice to the chair of the Board of Directors. Such resignation shall take effect at the time specified therein; and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective. In the case where the Director is an elected official, a Director's office shall be deemed to be vacant upon the failure of any Director to be re-elected to public office of the

Director's designating Party. A vacancy will occur if a Director dies during his or her term of office.

Any vacancy occurring on the Board of Directors shall be filled as provided in the IGA.

D. **Expenses.** By resolution of the Board of Directors, any Director may be paid his/her direct expenses, if any, of attendance at meetings or other Stewardship Council business.

E. **Conflict of Interest.** No Director (including alternate Directors who are elected public officials) may enter into an employment relationship with the Stewardship Council (1) while serving on the Board or (2) for twelve months thereafter. An alternate Director who is not an elected official may not enter into an employment relationship with the Stewardship Council (1) while serving on the Board or (2) for twelve months thereafter.

F. **Ex-Officio Members of the Board.** At its discretion, the Board may appoint ex-officio members to the Board from federal and state agencies, including the U.S. Department of Energy, the Environmental Protection Agency, the Colorado Department of Public Health and Environment, and/or the U.S. Fish and Wildlife Service. Ex-officio members shall not be a Party to the IGA but shall have the ability to designate a non-voting representative to the Board of Directors.

G. **Removal of Directors.** Any Director may be removed from the Board by a vote of the Board of Directors with or without cause whenever in its judgment the best interests of the Stewardship Council will be served by such removal. A Director who is absent for three consecutive regular meetings of the Board of Directors and whose absence is deemed unexcused by the Board of Directors shall automatically be removed from the office of Director.

ARTICLE III.

Officers of the Board

A. **General.** The Chair, Vice Chair, and Secretary/Treasurer shall be elected annually by the Board of Directors. The terms shall commence at the first meeting of the Board held on or after February 1 of each year. There shall be no limitation on the number of terms for which a person may serve as an officer, except as provided in Article III.G. herein.

An officer shall hold office until he/she is no longer qualified to serve or his/her successor is chosen, until his/her death, or until he/she shall resign. All officers of the Stewardship Council shall be Directors of the Stewardship Council; provided, however, that an alternate Director shall not assume any office held by the Director for whom the alternate Director is substituting.

B. **General Duties.** All officers and agents of the Stewardship Council, as between him or her and the Stewardship Council, shall have such authority and shall perform such duties as may be provided in these Bylaws or as may be determined by resolution of the Board of Directors not inconsistent with these Bylaws.

C. **Vacancies.** When a vacancy in one of the Board offices occurs due to any of the reasons listed in paragraph III.A., it shall be filled by a resolution of the Board of Directors at the following meeting of the Board at which a quorum is present.

D. **Chair of the Board.** The Chair of the Board shall preside as chair at meetings of the Board of Directors. He/she shall, in addition, execute resolutions and documents, represent the Board and Stewardship Council at public functions and perform such other duties as the Board may prescribe.

E. **Vice-Chair.** The Vice-Chair shall fulfill the responsibilities of the Chair when the Chair is unavailable to do so.

F. **Secretary/Treasurer.** The Secretary/Treasurer shall perform both the duties of a secretary and of a treasurer, as follows:

- The Secretary/Treasurer shall keep or cause to be kept, in books provided for that purpose, the minutes of the meetings of the Board. The Secretary/Treasurer may have one or more assistant secretaries, which need not be Directors and which shall be appointed by the Board.

- The Secretary/Treasurer shall have oversight of Stewardship Council funds and assets. He/she shall review accounts of receipts, disbursements and deposits of all Stewardship Council monies and other valuable effects in the name and to the credit of the Stewardship Council and report to the Board of Directors upon request. The Secretary/Treasurer or his/her designee shall provide a detailed quarterly financial statement to the Board. The financial statement shall include all revenue, revenue sources, expenditures and balances, and include quarterly and year-to-date figures.

G. **Delegation of Duties.** Except for the Chair, whenever an officer is unable to perform the duties of his/her office for any reason, the Board may delegate the powers and duties of an officer to any other officers or to any qualified Director or Directors.

ARTICLE IV.

Stewardship Council Staff

At its discretion, the Board may hire an Executive Director who shall serve at the pleasure of and report directly to the Board of Directors of the Stewardship Council, and who shall be responsible for implementing the Board's policies, and for the overall management of all activities of the Stewardship Council.

ARTICLE V.

Meetings of the Board

A. **Place of Meetings.** The regular or special meetings of the Board of Directors or any committee designated by the Board shall be held at the principal office of the Stewardship Council or at any other place within or without the boundaries of the Parties that the Board of Directors, any such committee, or Stewardship Council staff, as the case may be, may designate from time to time.

B. **Regular Meetings.** The Board of Directors shall meet quarterly, or as otherwise determined by a quorum of the Board of Directors, for the purpose of transacting such business as may come before the Board.

C. **Special Meetings.** Special meetings of the Board of Directors may be called by any three members of the Board of Directors, and held at any time.

D. **Notice of Meetings.** Notice of the regular or special meetings of the Board of Directors or any committee designated for such notice by the Board shall be as follows:

(1) **Regular Meetings.** The time, date and place of regular meetings shall be set by the Board and notice thereof shall be provided (a) to the city/county/town clerk of all Stewardship Council Parties for posting in a public place, with at least seven (7) days advance notice of the meeting time, place and date, (b) to the Directors and alternate Directors, with at least seven (7) days advance notice of the meeting time, place and date, and (c) to those members of the public who so request.

(2) **Special Meetings.** Written notice of each special meeting of the Board of Directors setting forth the time and the place of the meeting shall be given as follows: (a) by telefax or electronic mail to each Director not less than 72 hours prior to the time fixed for the meeting; provided, however, that in the instance of any Director who in writing requests that such notice not be given by telefax or electronic mail, the notice shall be by hand

delivery to an address within the boundaries of the Parties designated in writing; (b) to the clerk of each Stewardship Council Party for posting in a public place, not less than 72 hours prior to the time fixed for the meeting; and (c) to those members of the public who so request.

(3) Emergency Special Meetings. When necessary, an emergency special meeting may be called with notice given in the same manner as provided for special meetings, except that notice may be given not less than 24 hours prior to the time fixed for the meeting, in accordance with the Colorado Open Meetings Act.

Unless notice is required herein to be given by telefax or delivery, all notices of meetings may be given either by sending a copy of the notice through the United States mail, or by telegram, telex, telefax or electronic transmission (unless a Director requests in writing that such notice not be given by electronic mail), any charges prepaid, to the work or home address of each Director and alternate Director and to the designated addresses of Stewardship Council participants, and the public who so request appearing on the books of the Stewardship Council. If mailed, such notice shall be deemed to be delivered 72 hours after deposit in the United States mail so addressed, weekends and holidays excluded. If notice be given by telegram, telex, telefax or electronic mail, such notice shall be deemed to be delivered when the telegram, telex, telefax or electronic mail is transmitted.

The general nature of the business proposed to be transacted at, or the purpose of, any meeting of the Board of Directors shall be specified in the notices of such meeting where possible. The Board of Directors' ability to act on matters brought before it at a special meeting is restricted to those items specified in the notice.

E. Voting.

1. Quorum. At meetings of the Board of Directors, nine (9) of the appointed Directors (or their alternate if a Director is not present) shall be necessary to constitute a quorum for the transaction of business. If a quorum is present, an affirmative vote of at least nine (9) Directors shall be required to be the act of the Board of Directors

2. Consent Agenda. Within a meeting agenda, Stewardship Council staff may place on the consent agenda any one or more items which staff believes do not give rise to discussion by the Board, and which may be acted upon by singular action and vote of the Board. Any Director may pull from the consent agenda any one or more items which shall then be separately and individually discussed and voted on by the Board.

F. Conduct of Meetings. The Board may adopt such rules of procedure as it deems proper. To the extent any rules adopted by the Board do not specify how an item of business of the Board is to be conducted, Roberts' Rules of Order shall apply.

ARTICLE VI.

Open Records and Open Meetings

A. All accounts and records of the Stewardship Council and its committees shall be open to the public as provided for in the Colorado Open Records Act and any other applicable laws, at all reasonable times under reasonable regulation, except where a specific determination is made by the Stewardship Council that there is a legitimate public purpose achieved by withholding a document concerning legal, personnel, or private proprietary information.

B. All meetings of the Board of Directors of the Stewardship Council and any of its committees are open to the public as provided for in the Colorado Open Meetings Act. Any meetings at which the adoption of any proposed policy, position, resolution, rule, regulation or other formal action occurs or at which a quorum of the Board is in attendance, or is expected to be in attendance, shall be held only after full and timely notice to the public as provided herein. In accordance with Colorado statutes, executive sessions may be held upon the affirmative vote of two-thirds of the quorum present, for the sole purpose of considering any of the following matters: the purchase, acquisition, lease, transfer, or sale of any real, personal or other property interest; conferences with legal counsel for the Stewardship Council for the purpose of receiving legal advice on specific legal questions; matters required to be kept confidential by federal or state law or rules and regulations; specialized details of security arrangements or investigations; determining positions relative to matters that may be subject to negotiations, developing strategy for negotiations, and instructing negotiators; personnel matters; or consideration of any documents protected by the mandatory nondisclosure provisions of the "Open Records Act". No adoption of any proposed policy, position, resolution, rule, regulation, or formal action shall occur at any executive session, except for the approval of executive session minutes, as allowable by law.

C. Minutes or similar record shall be kept of all meetings of the Board of Directors of the Stewardship Council.

ARTICLE VII.

Committees

A. **Stewardship Council Committees.** The Stewardship Council is interested in working with the public and will seek the input of the local community and other interested parties. As necessary, and to the extent practicable, the Stewardship Council will seek the input of the local community and other interested parties by establishing *ad hoc* committees and task forces, and by holding public meetings, workshops, special meetings, or other forums of public involvement, from time to time as may be deemed appropriate by the Board. By resolution or motion of the Board, the Stewardship Council may establish such working committees from time to time as it deems appropriate. These committees shall be open to all persons interested in participating with the Stewardship Council. Each committee shall have a chair appointed by the Board of Directors. Committees may consider issues consistent with the Stewardship Council's purposes and make recommendations for actions to the Board of Directors. Any such recommendations, together with any minority reports, shall be made to the Board of Directors. The Board may consider and comment on committee recommendations and formulate its own recommendations for official action by the Board. Any minority report(s) from a committee shall be transmitted simultaneously with such recommendations. The Board of Directors may take such actions as it deems appropriate, notwithstanding recommendations or lack thereof or the fact of pending deliberations of committees and of the Stewardship Council.

B. **Board Committees.** The Board may have committees on finance, personnel and such other matters as the Board deems proper for the administration of the Stewardship Council.

ARTICLE VIII.

Fiscal Year

Fiscal Year. The fiscal year of the Stewardship Council shall be January 1 to December 31. Said fiscal year may be changed from time to time by motion or by formal resolution of the Board of Directors in its discretion.

ARTICLE IX.

Amendments

A. General. The Board of Directors may amend, supplement or repeal these Bylaws or adopt new Bylaws, and all such changes shall affect and be binding upon the Stewardship Council. Any amendment, supplement or repeal of these Bylaws or adoption of new Bylaws shall require consideration at two meetings of the Board.

B. Notice of Consideration. Specific notice of each meeting at which consideration of proposed amendment to, supplementation of or repeal of these Bylaws or adoption of new Bylaws shall be given in the same manner as notice of special meetings is to be given pursuant to III.D.(2) hereof.

C. Vote Necessary. Amendment to, supplementation of or repeal of these Bylaws or adoption of new Bylaws shall require approval by nine (9) Directors of the Board at the second meeting at which the amendment, supplement, repeal or adoption is considered.

ARTICLE X.

Annual Review

On an annual basis, any one or all of the parties to the IGA may request Stewardship Council to submit an annual report which shall generally address Stewardship Council's operations for the previous year; Stewardship Council's proposed plans for the upcoming year; a summary of

Stewardship Council's financial status, including revenue projections and operating costs; and any changes or proposed changes in Stewardship Council's policies. Upon request, the Executive Director shall present an oral presentation of the annual report at a designated board or council meeting of the requesting party.

ARTICLE XI.

Miscellaneous

A. **Invalid Provision.** The invalidity or non-enforceability of any particular provision of these Bylaws shall not affect the other provisions herein, and these Bylaws shall be construed in all respects as if such invalid or unenforceable provision was omitted.

B. **Governing Law.** These Bylaws shall be governed by and construed in accordance with the constitution and laws of the State of Colorado and the IGA, as amended from time to time. To the extent there are inconsistencies between the IGA and any amendments thereto and these Bylaws and any amendments thereto, the IGA and amendments thereto shall control.

C. **Rotating Parties.** Each Rotating Party shall have the right to select a Director (and Alternate Directors) to the Board, in accordance with the IGA, on an annually rotating basis. By agreement between the two Rotating Parties, the city of Golden will serve first for one year until the last day of January 2007 at which time the city of Northglenn shall serve for one year until the last day of January 2008. After such time as each Rotating Party has had an opportunity to serve on the Board, then the rotation shall continue in the same order. During the year(s) in which a Rotating Party is not serving on the Board, then such Rotating Party may continue to participate in a non-voting capacity.

D. **Debt.** The incurrence of any revenue-based or other non-general obligation debt shall be subject to the prior approval of the governing body of each Party.

E. **Members' Terms.** Members' terms shall be limited to two years at which time such members must reapply for membership to the Stewardship Council.

F. **Selection Process for Members.** At least two months prior to the expiration of the Members' terms, the Stewardship Council shall publish a Notice advertising the Stewardship Council's solicitation of Member Applications. In addition to any other means selected by the Stewardship Council, notice shall be provided by a one-time publication in a newspaper of general circulation, and posted on the Stewardship Council website. Any entity or person who desires to become a Member of the Rocky Flats Stewardship Council shall submit a Membership Application on the form provided by the Stewardship Council. The Executive Director shall forward all completed Membership Applications to the Board for review. The Director representatives for the Permanent and Rotating Parties shall interview representatives of the prospective Members, at a public meeting as determined by the Board. Following completion of the interviews, at a Stewardship Council Board meeting the Director representatives for the Permanent and Rotating Parties shall nominate and vote to appoint up to four (4) Members from the Membership Applications. The procedures for voting shall be pursuant to a process identified by the Board in advance.

KIRTLAND PARTNERSHIP COMMITTEE

SUPPORTING
KIRTLAND AFB
ALBUQUERQUE, NM

BACKGROUND

- DoD BRAC – 1995
 - EXEMPT IN 1993
 - LATE POLITICAL ADD
 - ALTERNATIVE TO LOS ANGELES

- KAFB TASK FORCE
 - SMALL TEAM - COMMUNITY \$\$\$
 - CONGRESSIONAL SUPPORT
 - BOOK – COMMUNITY ARGUMENT
 - EMPHASIS – MISSION AND MONEY

HISTORY 1996 - 2009

- EDUCATION
 - COMMUNITY MEETINGS
 - SEVERAL DOCUMENTS
 - NUCLEAR
 - MAJOR MISSIONS
- CONGRESSIONAL INSERTS
 - DISTRIBUTED MISSION OPS CENTER(DMOC)

HISTORY, CONT.

- KNOWN QUANTITY
 - BRAC WIN
 - VISITS TO DC AND MAJOR HQ
- BUILT TO OVER 100 MEMBERS
 - EX OFFICIO: CONGRESS, STATE, CITY, COUNTY, APS, UNM
 - VOLUNTEER EXEC COMMITTEE

TODAY

- ONE PAID: EXEC DIRECTOR
- EXEC CMTE: ONCE A MONTH
- TWO LARGE MEETINGS A YEAR
- MAJOR COMMUNITY EVENT
- TRIPS: DC, SAN ANTONIO, DAYTON

KEYS

- CONNECT AT ALL LEVELS OF GOVERNMENT
- ESTABLISH WORKING RELATIONSHIPS WITH STAFF – PHONE, EMAIL
- PLAN AND UPDATE
 - PRIORITIES – ACTIONS
- CHAIR AND EXEC DIR – DAILY ACTION
- EXEC COMMITTEE PROPOSES MAJOR ACTIONS AND MEMBERS

DETAILS

- 501c6 – NO Fed tax – NMGRT
- REGISTER: NM PRC
- Size of board (20-50) – two year terms (one to start)
- Attorney on board
- Free office space? Or low cost
- Meeting site: free parking – donated food?
- Speakers at big meetings
- Exec Dir is contractor
- Have a CPA do a financial review, rather than audit
- Checking – 3 signatures; Exec Dir does NOT sign
- Media at 1st meeting – others w speakers
- Advertise in local and lab paper
- Connect – key folks at lab and in community – meet regularly