

**PART III – LIST OF DOCUMENTS, EXHIBITS AND OTHER ATTACHMENTS**

**SECTION J – LIST OF ATTACHMENTS**

**ATTACHMENT J-9            CONTRACTOR’S COMMUNITY COMMITMENT PLAN**

**Fluor Idaho**  
*Community Commitment Plan*



**G<sup>3</sup>IFT**

Growth  
Investment In Idaho  
For Tomorrow

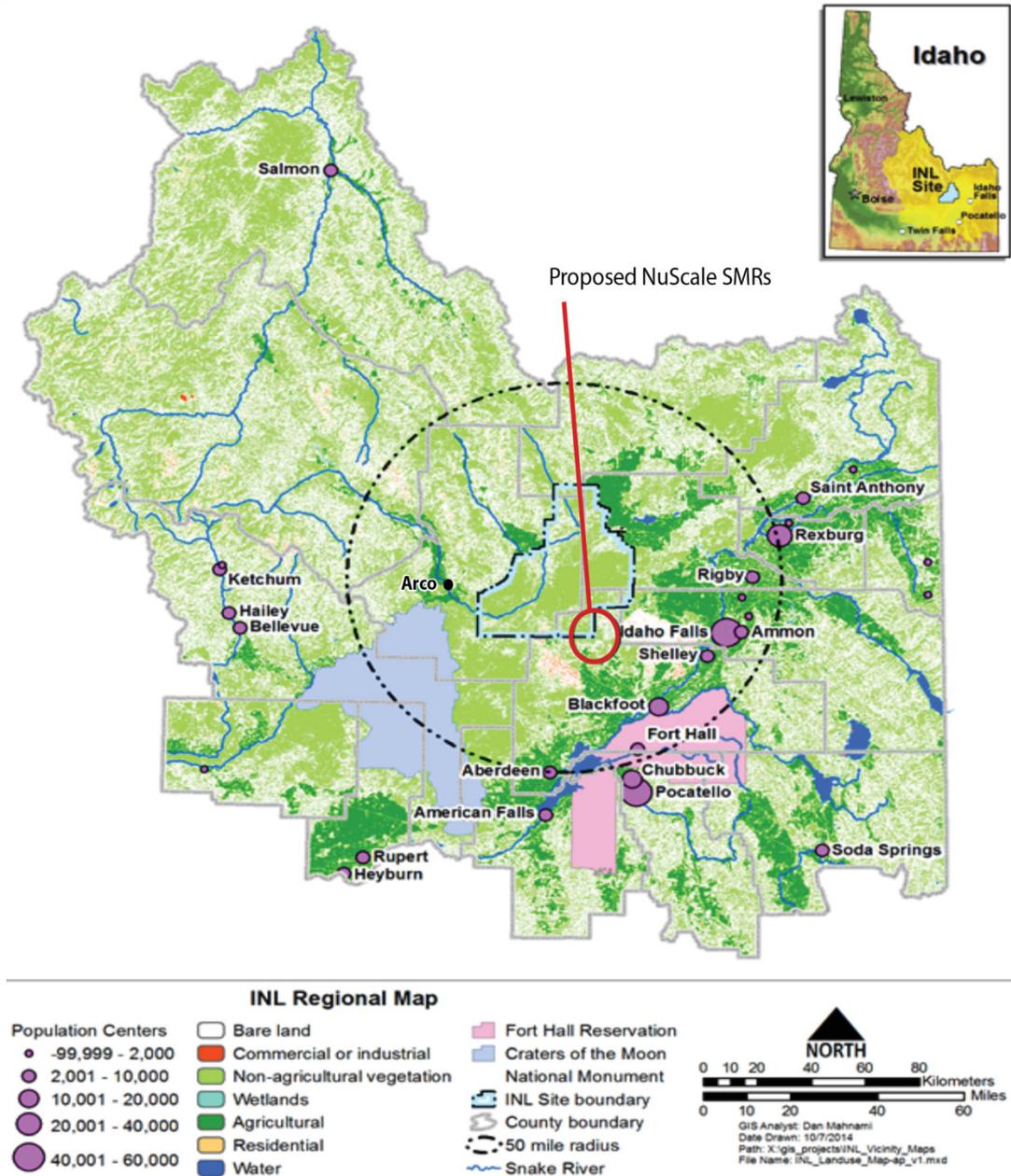


## ATTACHMENT J-9 – COMMUNITY COMMITMENT PLAN [L.6(F)]

Through our Growth Investment In Idaho For Tomorrow (GI<sup>3</sup>FT) program, Fluor Idaho will be an active community partner and corporate leader in the region surrounding the Idaho Cleanup Program (ICP) site located at the Idaho National Laboratory (INL). Our results-oriented community outreach and involvement program focuses on the 15 counties and their communities surrounding the Idaho site, as well as the Fort Hall Indian Reservation of the Shoshone-Bannock Tribes (Figure L.6(f)-1). We will help support these communities, the tribes, and the local stakeholders that have played such a critical role in INL’s nuclear and environmental-remediation missions for nearly 70 years.



Figure L.6(f)-1. INL Regional Map



Fifteen counties are within a 50-mile radius of the INL Site.



Fluor’s initial involvement in Idaho dates back to May 1950, when we broke ground for the Materials Test Reactor at the Advanced Test Reactor Complex. Other Fluor projects at INL have included the Organic Moderated Reactor, the Advanced Test Reactor, and the New Waste Calcine Facility. Our ties to Idaho continue today with NuScale’s activities with INL in building its small modular reactor at the site.<sup>1</sup> Our integrated team of Fluor, CH2M HILL (CH2M), Waste Control Specialists, and two Idaho-based small businesses – North Wind and Portage – brings a legacy of corporate citizenship, including meaningful community outreach in Idaho.

Combined, our team members have had a presence in Idaho for more than a century – with 50 years as a part of the INL community – holding leadership roles in local organizations such as the Partnership for Science and Technology, Grow Idaho Falls, the Arco and Idaho Falls Chambers of Commerce, the Lost Rivers Economic Development Council, and the Idaho Falls Arts Council. In addition, Fluor, CH2M, North Wind, and Portage were major sponsors for, and involved in the planning of, the inaugural Intermountain Energy Summit in August 2014 that featured Secretary of Energy Ernest Moniz. Because of this longstanding presence in Idaho, our team is familiar with the site and the regional and local sensitivities; and understands the importance of balancing cleanup with job retention, economic growth, and environmental sustainability.



*Idaho Falls Mayor Rebecca Casper introduced keynote speaker Secretary of Energy Ernest Moniz at the inaugural Intermountain Energy Summit.*



*Senator John Barrasso (WY), Senator Jim Risch (ID), and Idaho Falls Mayor Rebecca Casper spoke at the North Wind-sponsored Partnership for Science and Technology “Up and Atom” Breakfast. The March 21, 2014 event also featured a keynote from Senator Lisa Murkowski (AK).*

## **SUMMARY OF COMMITMENT**

Fluor Idaho’s support to community initiatives and organizations will include both financial contributions and in-kind services as determined annually by the Fluor Idaho, LLC Board of Directors. We will demonstrate our commitment to southeastern Idaho communities by investing up to 2% of our earned fee in initiatives and programs that provide the most positive impact to the region. We will use these resources to establish a Community Commitment Fund administered by a separate oversight board. Furthermore, Fluor and its partner companies will leverage their individual corporate programs (e.g., Fluor Cares<sup>®</sup>) and relationships for additional benefit to the community. Our leadership team and Fluor Idaho employees will be visible and active members in the community, giving their time and talent to local and regional educational, social, and economic-development activities.

<sup>1</sup> Fluor became the majority shareholder of NuScale in August 2011.

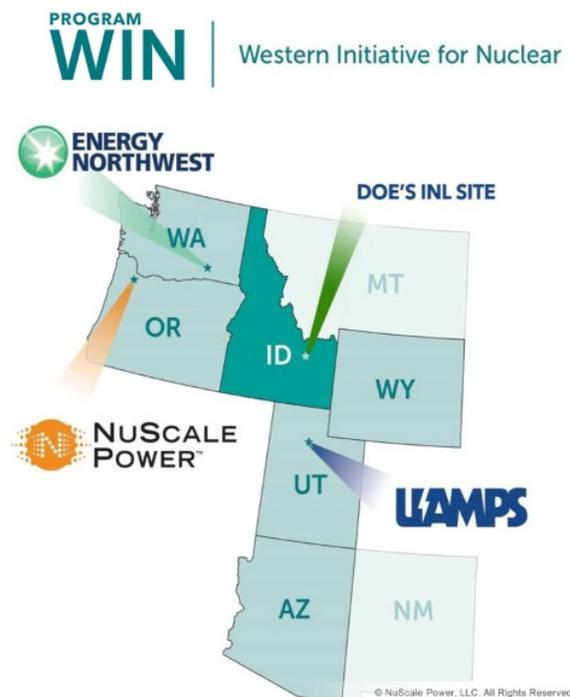
Fluor Idaho has aligned this Plan with the ICP Core mission, DOE initiatives, and community priorities. The plan is organized into six sections:

- Mission
- Approach
- Commitment to Educational Outreach
- Commitment to Public Communication
- Commitment to Community Support
- Commitment to Regional Economic Sustainability.

## MISSION

In executing the ICP Core mission, Fluor Idaho will be a proactive corporate citizen by investing in the socio-economic health of the region. We recognize that our mission directly affects the communities where our employees and our stakeholders live and work, and that they have a vested interest in the site's mission. This plan describes our commitment to help sustain vibrant communities, while we deliver critical milestones to support DOE's mission. The following social, political, and economic factors have shaped the development of this plan:

- The ICP Core contractor is one of several contractors at INL and one of the primary employers in the area with a projected annual budget of more than \$275 million/year.
- State and local elected officials, including Idaho's Governor, are actively engaged with DOE on completing cleanup programs and planning for the future of the site and the region through Governor Otter's Leadership in Nuclear Energy Commission (LINE) Commission.
- The community is informed and engaged in decisions affecting the site, with well-organized groups such as the INL Environmental Management Site Citizens Advisory Board and the Partnership for Science and Technology.
- Without economic-development options, the eventual completion of ICP's Core mission and related effect on the workforce could impact the entire region.
- The ICP Core contractor will have a workforce with both DOE and commercial nuclear experience, whose expertise and skill sets can be applied to future technical regional projects, such as designing, building, and operating new power reactors such as Fluor's NuScale Small Modular Reactor.
- The INL region has a rich supply of qualified local businesses to provide a range of services and materials to ICP Core and projected future technically oriented programs and projects. Fluor Idaho will promote the use of local and small businesses wherever feasible and advocate for Idaho-based opportunities.



*WIN is a multi-western state collaboration to deploy a Fluor NuScale Power Project in Idaho. Site preparation is slated for INL in mid CY 2017, with full construction employing 1,000 workers beginning in early CY 2019.*

## APPROACH

Fluor Idaho's executive leadership team will oversee the implementation of our Community Commitment Plan and the administration of the Community Commitment Fund. The oversight board will comprise Fred Hughes (Fluor Idaho President and Program Manager), Peggy Davis (Business Director), Alice Doswell (ESH&QA Director), Ann Riedesel (Communications and Community Relations Manager), and a Fluor Idaho employee representative (position is a one-year rotating assignment). From time to time, the board also will include ad hoc members to share insight and guidance on regional, state, and federal initiatives.

The Fluor Idaho Community Commitment Plan will be focused on the following five priorities:

- Collaborating with the other site contractors and integrating initiatives where feasible to leverage resources and funding, and optimize community relations for maximum benefit to the community.
- Developing strategic partnerships with professional and scientific organizations.
- Accessing corporate resources to support Plan initiatives.
- Engaging stakeholder involvement to align our plan with community needs and charitable events.
- Prioritizing opportunities that offer the highest probability of success and broadest reach.

Fluor Idaho's Community Commitment Plan will build on the existing outstanding community relationships enjoyed by Fluor partners CH2M, North Wind, and Portage. Both North Wind and Portage are Idaho-based small businesses, founded in eastern Idaho, and focused on supporting DOE missions. Both companies are actively involved in community initiatives and organizations, and have long-standing reputations as being strong community partners. In the past five years, the members of our team have contributed \$1.6 million to southeastern Idaho community initiatives.

Fluor Idaho will contribute to the region through four commitment categories:

- Educational outreach
- Public communication
- Community support
- Regional sustainability



*Fred Hughes, deputy site director at Portsmouth, takes a pie in the face in stride as part of raising funds for the United Way in September 2013.*

## COMMITMENT TO EDUCATIONAL OUTREACH

Education – particularly the disciplines of science, technology, engineering, and math (STEM) – is a foundational component of success in the 21<sup>st</sup> century and crucial for society’s ability to innovate, solve problems, and compete. Fluor Idaho will target our regional educational outreach program to enhance student and teacher opportunities and promote STEM programs throughout the ICP region. In addition, our program will work with the National Energy Foundation and community and contractor leaders to advance an “Energy IQ” initiative that raises awareness about energy and energy-related jobs.

### ENHANCE STUDENT OPPORTUNITIES

Fluor Idaho’s educational outreach program will provide expanded student opportunities through scholarships, including participation in the Mayors’ Scholarship Program; internship opportunities for both high school and college/university students; mentoring programs;



and participation and promotion of science-based activities, including partnering with programs such as Phenomenal Physics, Museum of Idaho Science Days, and other extracurricular programs (e.g., structured workshops for students to develop a product or process related to scientific, technical, or craft disciplines). In 2014, Fluor and its employees worldwide provided 47,000 students with 3.3 million hours of STEM training and enrichment by investing in school-based curricular enhancements, outreach, and high-quality extracurricular activities. Examples include career and technical education welding programs, Engineers Week activities, and partnerships with various youth organizations.

### ENHANCE TEACHER OPPORTUNITIES

Fluor Idaho’s program will also provide additional opportunities for area teachers through curriculum support and classroom grants. Further, we will launch a teacher recognition/award program, similar to the successful “Crystal Apple” program at Hanford. Now in its 16<sup>th</sup> year, the Crystal Apple was established by Fluor during its 13-year tenure at Hanford to recognize outstanding educators. The Tri-Cities, Washington program has grown to be the largest in the state. Teachers receive a crystal apple, \$1,000, and gift certificates to area businesses.

## COMMITMENT TO PUBLIC COMMUNICATION

Fluor Idaho is committed to open, transparent, two-way communication with our stakeholders and the public. Enhancing public understanding of the ICP Core mission and how it fits into the overall INL and DOE missions, now and in the future, is part of our core business strategy and our role as a leading corporate citizen. Fluor Idaho will provide a full-service Communications Program to engage workers and the community in our work at the site. Our communications staff will develop and communicate our plans to the workforce and the community to promote understanding and transparency. Our communications will focus on providing clear and factual information to help affected stakeholders make informed decisions. Some planned approaches include the following:

- Implementing a robust employee communications program – including an employee newsletter – that highlights cleanup progress and emphasizes safety, work planning, and team building. Progress against critical milestone will be a significant aspect of communications.
- Developing a new, user-friendly, interactive website that includes a virtual tour of the site and provides updates.
- Introducing an Envoy Program modeled after the programs at the Fernald and Portsmouth sites



in Ohio. Fluor Idaho employees are trained to be envoys providing a trusted source of information and bridge communications between community leaders and Fluor Idaho's leadership.

- Instituting a formal tour program, modeled after the Hanford and Savannah River programs that include electronic registration, to showcase cleanup progress at the site.
- Establishing a publicly available bi-monthly newsletter and leverage social media to provide routine updates and information about ICP Core.
- Offering rotational "shadow" opportunities to media personnel.
- In collaboration with community organizations and other site contractors, establishing an "in-town" visitor center to increase accessibility to information about ICP Core.

### **COMMITMENT TO COMMUNITY SUPPORT**

At Fluor, we believe if communities thrive, so do the businesses and residents who work and live there. Fluor Idaho will serve our communities by donating our time and talent, providing support and assistance to community-service organizations, and sponsoring local community activities that benefit the region. We will accomplish this through both financial and in kind contributions and employee volunteerism.

Through corporate giving programs such as Fluor's Matching Gifts Program, Fluor Idaho will enhance employee contributions toward established social services agencies and community organizations that understand the needs of the region and can target donated funds and resources to meet those needs. The Fluor Matching Gifts Program encourages employees to contribute to primary and secondary schools, technical schools, colleges, and universities. The Fluor Foundation matches employee contributions dollar-for-dollar, up to \$5,000 a year per employee.

Empowering employees to support causes they care about has been a Fluor practice for decades. In the past 65 years, Fluor and its employees have raised \$75 million, helping the communities where they live and work address challenging social issues. Through the Fluor Foundation, Fluor provides a 50 cents match for every dollar donated. The Fluor Foundation contributed more than \$8.5 million in 2014 in financial support to community initiatives and programs. Emulating these models, Fluor Idaho will conduct an annual United Way fundraiser to provide needed services to the region. All employees and subcontractors will have an opportunity to participate.

We will create a community-involvement team of Fluor Idaho volunteers who will work with local community organizations based on individual interests and the needs of the communities in which they live. Modeled after the successful Fluor Cares program, these team members will mobilize volunteers, assist with fundraising, and lead or support community or educational outreach projects, such as Habitat for Humanity, and Soup Kitchen.



Our leaders will serve on local community or civic boards, or volunteer their time and talent to a charity or event. Fluor Idaho also will support strategic partnerships with professional and scientific organizations to enhance recruitment into all levels of the organization and employee development. We will provide "loaned executives" on a case-by-case basis to share expertise and help lead key community initiatives, and we will work closely with the community to ensure our charitable giving program targets area of greatest need and provides the greatest impact.

Fluor also recognizes the importance of promoting diversity, corporately and socially. For example, Fluor initiated Growing Representation and Opportunity for Women (GROW) – a program that helps ensure equal access and opportunity for women and enhances the visibility of female role models. Through GROW, women and men work together to cultivate opportunities to attract, retain and develop women. GROW is aimed at building awareness regarding the business case for gender inclusivity and identifying the needs, perceptions, interests and obstacles faced by women employees in the workplace. Local steering and advisory committees lead each local GROW chapter. Fluor Idaho will emulate this model and establish a local chapter co-led by Peggy Davis and Alice Doswell, two of our key personnel. The chapter will offer participation to Fluor Idaho employees, as well as interested members of the community, including educational professionals.

Fluor Idaho will also reach out to other INL contractors to establish a Community Relations Council with the objective to coordinate and integrate efforts to realize economies of scale maximizing the impact of community-outreach dollars.

#### **COMMITMENT TO REGIONAL ECONOMIC SUSTAINABILITY**

Most jobs today are created by new and expanding businesses. We believe that bringing our strong regional purchasing program, tested and proven at other Fluor sites, can be a catalyst for further economic development of the area.

Our regional purchasing program goal is simple: focus on using regional vendors and suppliers whenever practical to fulfill our requirements. Furthermore, we will expect our subcontractors at all tiers to participate in this regional-purchasing approach. To establish our regional-purchasing program, Fluor Idaho will meet with local businesses to discuss their concerns and ideas for regional development and vendor/supplier opportunities, and establish solid working relationships with key businesses (including leveraging strong relationships already established with our local partners).

Fluor Idaho will leverage site funding to maximize dollars in the community and region. Businesses within the ICP Core project region will be eligible to bid on an estimated \$500 million worth of opportunities. Fluor Idaho will subcontract up to 40% of the work scope with emphasis on local businesses to provide opportunities for growth and incentives for new businesses to locate in the community. In addition, Fluor Idaho will target up to 50% of procurements for supplies and materials from regional suppliers. These goals will be achieved through a concerted effort by Fluor Idaho to develop and mentor local businesses and foster the creation and/or attraction of new businesses to the region.



*In 2010, Portage provided a loaned executive to organize the Idaho Falls airshow, featuring the U.S. Navy Blue Angels. Based on an economic review, the airshow provided an \$8M economic impact to the region.*



Fluor Idaho will partner with area economic development organizations – such as the Regional Economic Development Corporation for Eastern Idaho, the Lost Rivers Economic Development Corporation, and the Regional Development Alliance – to promote regional economic stability, growth, and sustainability.

As ICP Core operations wind down in the post-2018 time frame, we will set up a “transition center,” modeled after an award-winning concept established by Savannah River Nuclear Solutions (SRNS, a Fluor-led company) to find jobs for “displaced” workers. Displaced Savannah River Site (SRS) employees offered services through the transition center have found employment with companies locally and nationally.



Gary Perez, SRS Transition Center Coordinator, and Bob Rhoden, SRNS Workforce Planning & Transition Services Manager, display two awards won by the Transition Center.

*“The success of this partnership between the Lower Savannah Council on Government and SRNS has been truly amazing,”* said David Moody, DOE’s Savannah River Operations Office Manager. *“The Department’s sponsor-ship and support of this cross-contractor, cross-business-sector effort has truly paid dividends for both area employers and those directly affected by recent workforce restructuring....”*

In addition to a transition center, Fluor Idaho will leverage its relationship with affiliated organizations such as NuScale and INL to help alleviate economic impacts from completing the cleanup mission.

Fluor Idaho recognizes that equipment and materials no longer needed by the project may benefit the community. With that mindset, we will strive to help reinvigorate the Community Reuse Program in concert with the Regional Development Alliance to ensure useful items can be reclaimed for continued use and benefit. Fluor Idaho will also work with area colleges and universities, as well as K-12 schools to provide reuse opportunities of excess laboratory equipment, including office equipment and computers. Fluor has led, and is leading, successful site-specific programs for leveraging and revitalizing site assets to solve national and regional issues. For example, in Portsmouth, Ohio, Fluor has transferred recycle material to the Southern Ohio Diversification Initiative generating more than \$3 million. At the Hanford site in Washington, Fluor won nine Association of Washington Business awards for our community programs, one of which donated 50 laptop computers to the local community college.

**SUMMARY**

Fluor Idaho’s Growth Investment In Idaho For Tomorrow program leverages our extensive history in the region and provides a foundation for meaningful contributions in educational outreach, public communication, community support, and regional sustainability through both financial and in-kind support. We will strive to be a corporate leader and community partner. Through the GIFT program, we will embrace and exemplify the sentiment of Winston Churchill: *“We make a living by what we get, but we make a life by what we give.”*

