



Implementation and Operational Planning: A “Crawl-Walk-Run” Approach

The U.S. Department of Energy Los Alamos National Laboratory (LANL) is one of the nation’s premier national security science laboratories, applying world-class scientific and technical expertise to solve complex nuclear security and energy challenges. An essential LANL mission is to enhance national security via military application of nuclear energy. LANL can strengthen its alignment with this mission by implementing strategic objectives related to distribution operations and management.

Pueblo Alliance (PA) was contracted to scale down LANL’s on-campus shipping and distribution center (SM-30) and establish an off-campus distribution center that still met LANL’s unique needs. Specifically, PA focused on an initial implementation to get the distribution center functions off campus quickly. PA also needed an implementation and operational planning rationale to gain LANL’s approval for proceeding with the phase 2 (Walk) implementation.



USE CASES

Technical Writing, Plain Language, Implementation Planning, Operational Planning, Project Management, Distribution Center



TECHNOLOGIES

Basecamp, Microsoft Office (Word, PowerPoint)



Providing a roadmap to scale down operations

The overarching objective of the implementation and operational plan (IO Plan) was two-fold: 1) assess why SM-30 is not working to meet LANL demands and 2) provide a roadmap for scaling down operations at SM-30 and scaling up operations at the offsite Pueblo Alliance distribution center.

The primary focus during initial implementation was to reduce the volume of packages going through the SM-30 distribution center, thus minimizing the strain on SM-30 personnel and reducing the volume of traffic on the LANL campus. PA developed a “to-be” process to mimic the SM-30 distribution center, with the understanding the SM-30 operations or workload would not be disrupted or affected.

Assessing the “as-is” information environment

Contentiful’s approach to preparing this plan started with a comprehensive review of background information and the statement of work, researching “as-is” environments and processes, and interviewing and collaborating with subject matter experts. This approach helped Contentiful better understand current-state scenarios, the scope of work to be implemented, project requirements, roles and responsibilities, deliverables, and the desired future state.

The information Contentiful gathered and reviewed informed the structure and content of the IO Plan, which detailed:

- PA’s plan to stand up and operate an offsite distribution center to alleviate the increased workload at SM-30 caused by the new catalog vendors added when LANL transitioned to Ariba.



- Phase 2a-specific implementation tasks, the resources needed to support the implementation effort (i.e., hardware, software, facilities, materials, and personnel), and the implementation schedule.
- The “Go-Live” activity with components and functions needed to complete the initial implementation phase smoothly and successfully.

Pueblo Alliance distribution center IO plan

JUNE 2022

PUEBLO ALLIANCE DISTRIBUTION CENTER

Implementation and Operational Plan

Phase 2a – Initial Implementation

Prepared for:
Los Alamos NATIONAL LABORATORY

Pueblo Alliance Distribution Center | Implementation and Operational Plan

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Fire and Evacuation. A fire evacuation procedure is critical for the safety and well-being of the staff. PA policies and procedures will include, at a minimum, having a notification system, assigning roles and responsibilities (i.e., chain of command), ensuring staff can locate and operate fire extinguishers, and adhering to the evacuation plan.

2.4.3.2 Environmental Safety
PA has documented guidance, policies, and practices used to ensure the environment is free from hazards, provide for the safety and well-being of employees, and prevent environmental mishaps and damage. Our baseline environmental safety guidance comes from the [LANL Operational Excellence–Environment](#) and [LANL Environmental Stewardship](#). We comply with existing city, state, and local environmental statutes, rules, and regulations to ensure we are good stewards of the land. We also align our activities and practices with the NMED’s mission.

2.4.3.3 Materials Requiring Special Handling
PA manages the special handling of items that create atypical situations like forklift sizes, loading setup, oversized and overweight packages, hazardous and regulated chemicals, temperature requirements, and other parameters. PA coordinates these materials with the proper LANL contacts.

2.5 Initial Implementation Schedule
Exhibit 7 outlines the implementation schedule for an initial “go-live” of August 1, 2022. PA will review this schedule with LANL periodically to ensure tasks, milestones, and deliverables are being met and discuss any changes to the timeline. The major initial implementation tasks are broken into three categories:

- Building Area Preparation
- Human Resources
- Initial “Go-Live”

May 2022 – July 2022	June 2022 – July 2022	July 2022 – August 2022
Building Area Prep	Human Resources	Initial “Go Live”
<ul style="list-style-type: none"> • Electrical service split • Internet service • MHE equipment • Computer equipment • Electrical outlets • Worktables 	<ul style="list-style-type: none"> • Recruit Pueblo Alliance associates hire distribution center employees • Conduct training 	<ul style="list-style-type: none"> • Process review • Mock go-live • Soft go-live

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[LANL contracts with Pueblo Alliance to create new Espanola-area distribution center.](#)

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