

LA-UR-23-22979

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Title: Nuclear Security Mission Growth: A regional strategy for meeting operational challenges

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Intended for: Upcoming meetings and discussions

Issued: 2023-03-23



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Nuclear Security Mission Growth: A regional strategy for meeting operational challenges



Delivering the Laboratory's mission is a result of extensive listening and close collaboration

Los Alamos National Laboratory 2023 Campus Master Plan

Los Alamos
NATIONAL LABORATORY

2022 Economic Impact on New Mexico

Employment

Los Alamos National Laboratory is a workplace that attracts, inspires, and develops world-class talent to ensure a vital future workplace. Diversity fuels our innovative, agile, and principled workforce which is essential to solving problems of global importance.

- 14,054** total employees (not including contractors)
- 29.6%** of our regular/term employees have at least one degree from a New Mexico college or university
- 61.2%** of FY22 new hires are from New Mexico

\$4 billion total Laboratory budget for Fiscal Year 2022

\$1.53 billion annual salary total (*Craft/contractor salaries not included)

Small Business Procurement

Payments made to suppliers as a result of Laboratory procurements help drive economic growth in New Mexico and the nation. Our Small Business Program and procurement personnel work with small businesses to learn about the goods and services available to the Laboratory and inform them about subcontracting requirements and opportunities.

The Laboratory spent \$915,988,873 on procurement in New Mexico, \$613,504,167 with New Mexico small businesses.

Procurement from New Mexico small businesses by category

Category	Amount
Disadvantaged	\$12,818,821
Women Owned	\$12,394,046
Veteran Owned	\$12,394,161
Service Disabled Veteran Owned	\$5,377,889
Minorities	\$44,890,264
Native American	\$6,076,625
First Public Business Owned*	\$8,678,875

*Oklay Dwinigh, San Defonso, Azona.

A single small business can qualify for more than one category.

Overall, the Laboratory spent \$116,133,207 on goods and services with small businesses.

\$136 million Payment in New Mexico Gross Receipts Tax

\$2,141,114,351 Total Laboratory procurement spending (includes awards for subcontracted goods and services, and Purchase Card acquisitions)

SALARY DISTRIBUTION BY MAIN COUNTIES:

Los Alamos	\$689,636,878
Santa Fe	\$386,057,175
Rio Arriba	\$170,383,657
Bernalillo	\$73,916,794
Sandoval	\$59,388,298
Taos	\$19,816,450
Other NM*	\$25,701,896

*Other NM: Chaves, Cibola, Colfax, Curry, Dona Ana, Eddy, Grant, Guadalupe, Lea, Lincoln, Luna, McKinley, Mora, Otero, San Juan, San Miguel, Socorro, Sierra, Torrance, and Valencia

CONTACT
Community Partnerships Office
Kathy Keith | (505) 889-6008 | lanl.gov/community

*The data in this report have been derived from the Laboratory's financial systems for payments made in fiscal year 2022 (October 1, 2021, through September 30, 2022), unless otherwise noted. 2023-10-C890919

The nation's growing nuclear security requirements have yielded three major conclusions

1

LANL possesses an exceptionally diversified workforce, multidimensional infrastructure and mission-focused strategy to fulfill the responsibilities entrusted to us

2

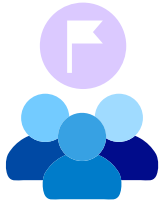
However, amidst significant opportunity and growth, regional considerations have exposed several operational challenges

3

Given these challenges and the Lab's many strengths, assistance is needed to successfully execute our mission



A rapidly growing workforce and LANL mission help drive the region's economy



15,377

total employees



\$4.4 billion

total Laboratory budget
for fiscal year 2023



61.2%

of FY22 new
hires are from
New Mexico



\$1.53 billion

Annual salary total FY22

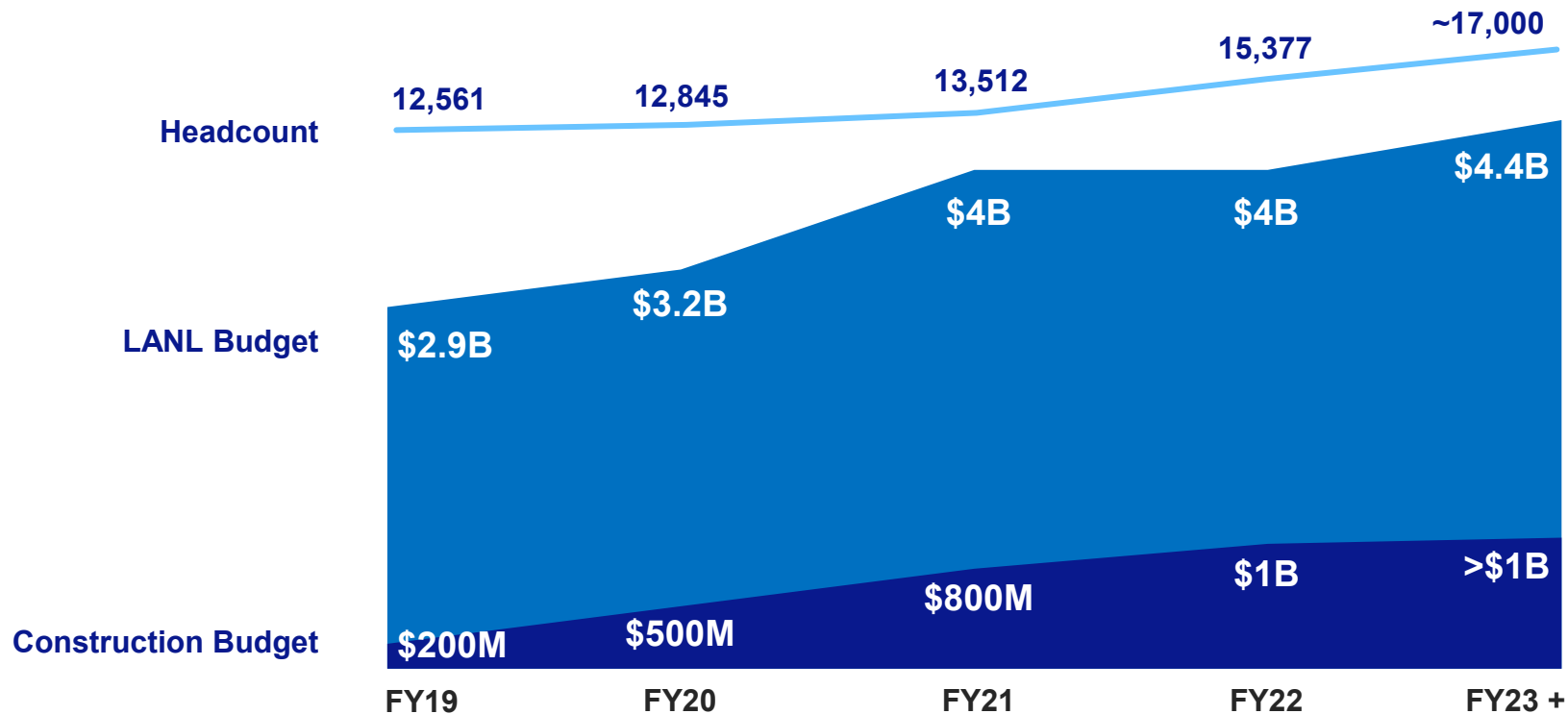
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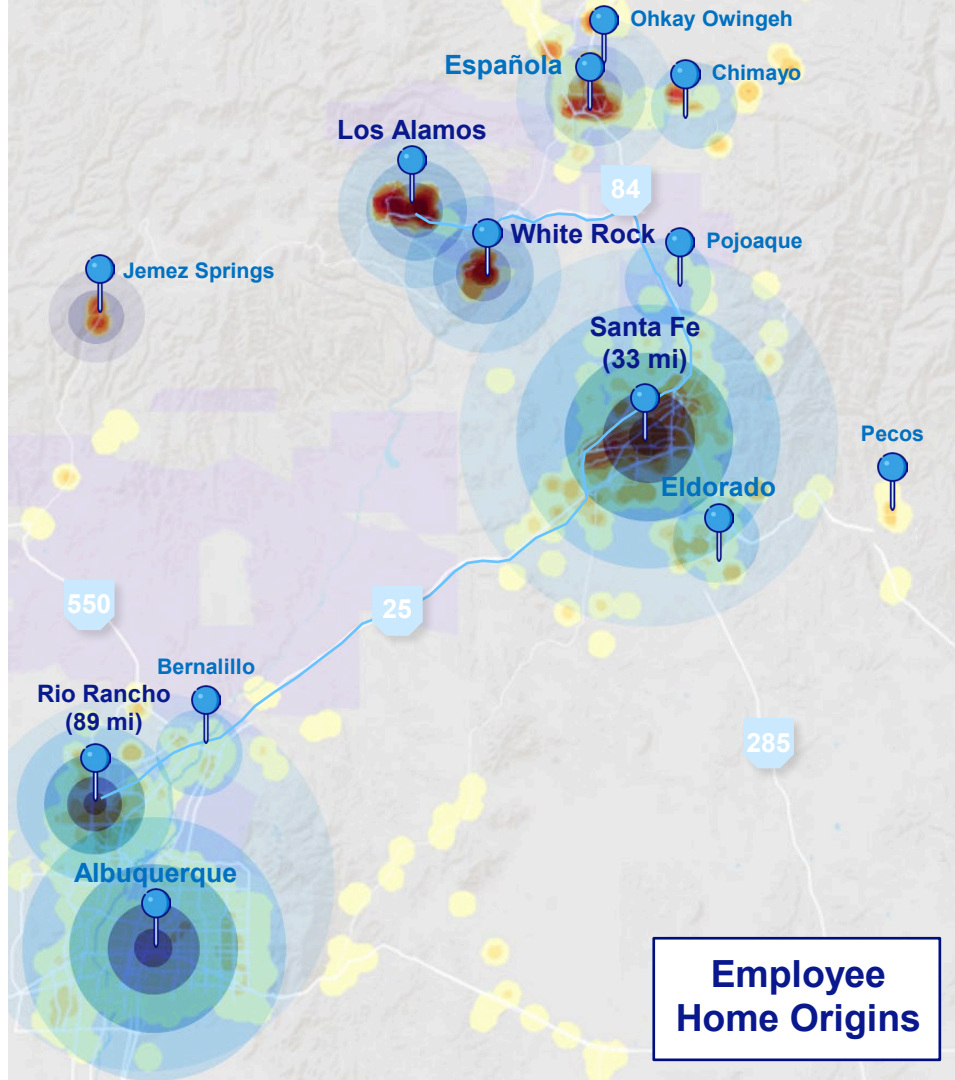
FY23 budget projections

We must sustain momentum in procurement and hiring



Realities of the region

- 60 percent of employees live outside Los Alamos County
- LANL hired 2,100 people in FY22
- More than 1,000 employees left the Lab in FY22
- LANL plans to hire 2,000 people per year in FY23 and FY24
- Extremely limited housing availability in Los Alamos County
- Nearest reasonably priced housing in Rio Rancho and Espanola
- A condition of employment for new employees is an undesirable commute
- Alternative transit options are required

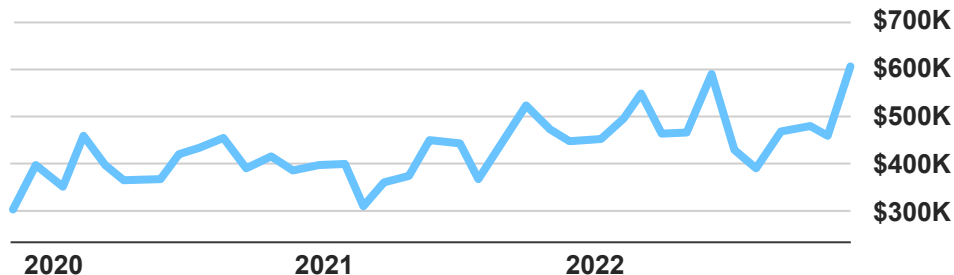


Los Alamos median listing prices have increased the most in the region since December 2021

Los Alamos, NM housing market

The median listing home price in Los Alamos, NM was \$529K in December 2022, trending up 24.5% year-over-year. The median listing home price per square foot was \$253 in 2020.

Los Alamos Median Sale Price



Market data from Redfin

Lack of housing creates undesirable commutes

Median listing price, December 2021-December 2022

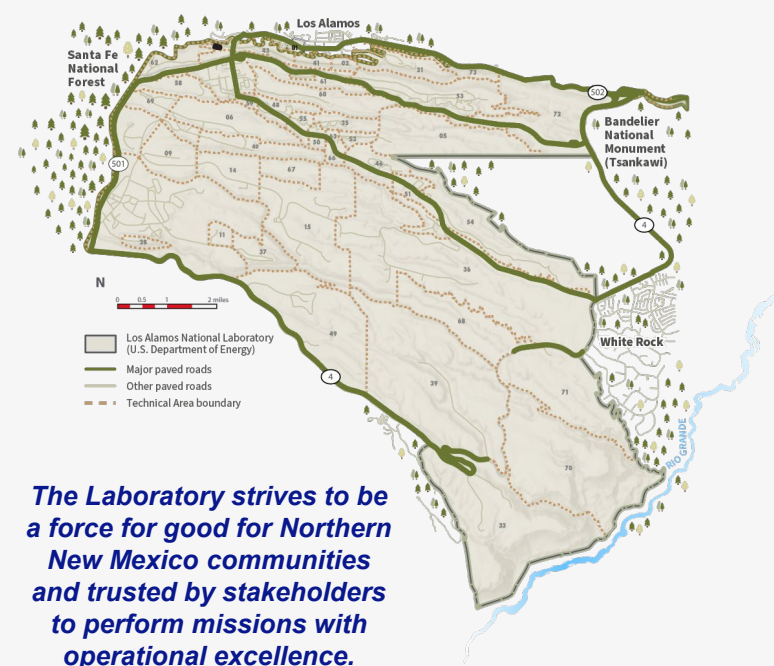
Los Alamos County	\$529K
Espanola (15+ miles)	\$320K
Santa Fe County (33+ miles)	\$599K
Albuquerque (96+ miles)	\$333K
Rio Rancho (89+ miles)	\$351K

Number of homes available, December 2022

Los Alamos County	18
Espanola	68
Santa Fe County	1,138
Albuquerque	1,702
Rio Rancho	1,486

Delivering on current and future mission with growing demands

- We are dedicated to addressing the nation's nuclear security challenges
- Housing, commuting, work-life balance challenges are real
- Transit solutions, lease agreements, telework alternatives, and new infrastructure are all critical to increase capacity
- Partnerships with state and local government and communities are needed



~15,000	workforce	268	miles of roads
1,850	students	219	parking lots
8.4M	square feet	13	nuclear facilities
462	postdocs	40	square miles
897	buildings	47	technical areas

Regional capacity challenges and opportunities



Transportation



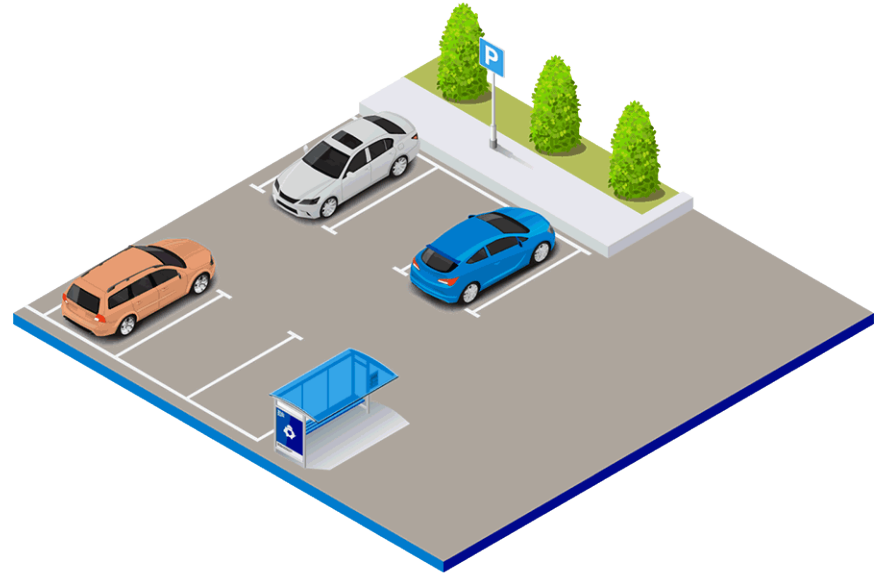
Regional Housing



Infrastructure

Transportation

- ✓ Parking challenges
- ✓ Alternative transportation
- ✓ Expand reliable bus service



Alternative transportation and bussing solutions align with LANL's net-zero carbon goals.

Exploring transit alternatives

Transportation study concluded road capacity inadequate for current and projected workforce

- LANL transportation plan aligns with area strategies
- Express bussing from surrounding communities to augment other regional services
 - Integration and support for existing NMDOT Park n' Ride to optimize cost-effectiveness
 - Transit centers in LA County and surrounding regions
- Expanding on-site shuttle and regional vanpools
- Use incentives to encourage employees to change current transportation behavior
- Overall goal reduces number of employee vehicles onsite



Regional transit solutions enable Laboratory and partner missions.



Housing

- ✓ Attrition
- ✓ Complexities
- ✓ Opportunities



"I am excited about the mission of the Laboratory and would like to work at the Lab, but I cannot find housing in Northern New Mexico."

Prospective employee feedback, 2023

Exploring housing options

Regional housing development studies project necessary housing but late-to-need

- Operating Service Agreement for Hotels/RV Parks for **existing** capacity.
- Operating Service Agreement for RV Parks/Worker Camps for **expanding** the capacity.
- Sharing hiring demographics with developers to help them obtain financing for housing developments
- Working with regional communities to help them obtain state and federal support for base infrastructure to support new housing developments.

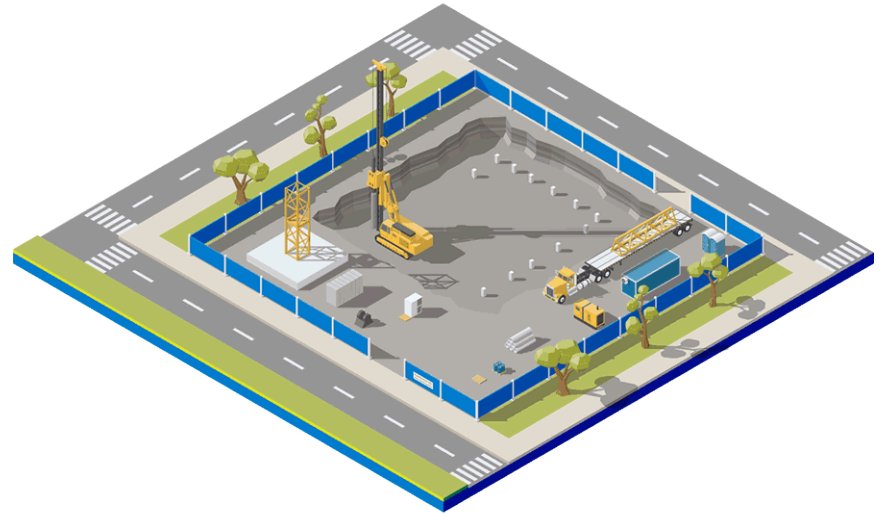


Enhanced housing options improves worker morale and retention to enable Laboratory and partner missions.



Regional Infrastructure

- ✓ Base infrastructure
- ✓ State and federal assistance
- ✓ Campus of the Future



Exploring federal off-site campus options

Move work closer to housing

- Opportunity to consolidate and vacate leased space in Los Alamos and Santa Fe
- Keep hazardous and classified operations in Los Alamos
- Possible capabilities for off-site campus
 - Non-hazardous light laboratory space
 - Office operations
 - Business and support services
 - Computing
 - Classified operations
- Consider other strategic locations outside of New Mexico for satellite operations

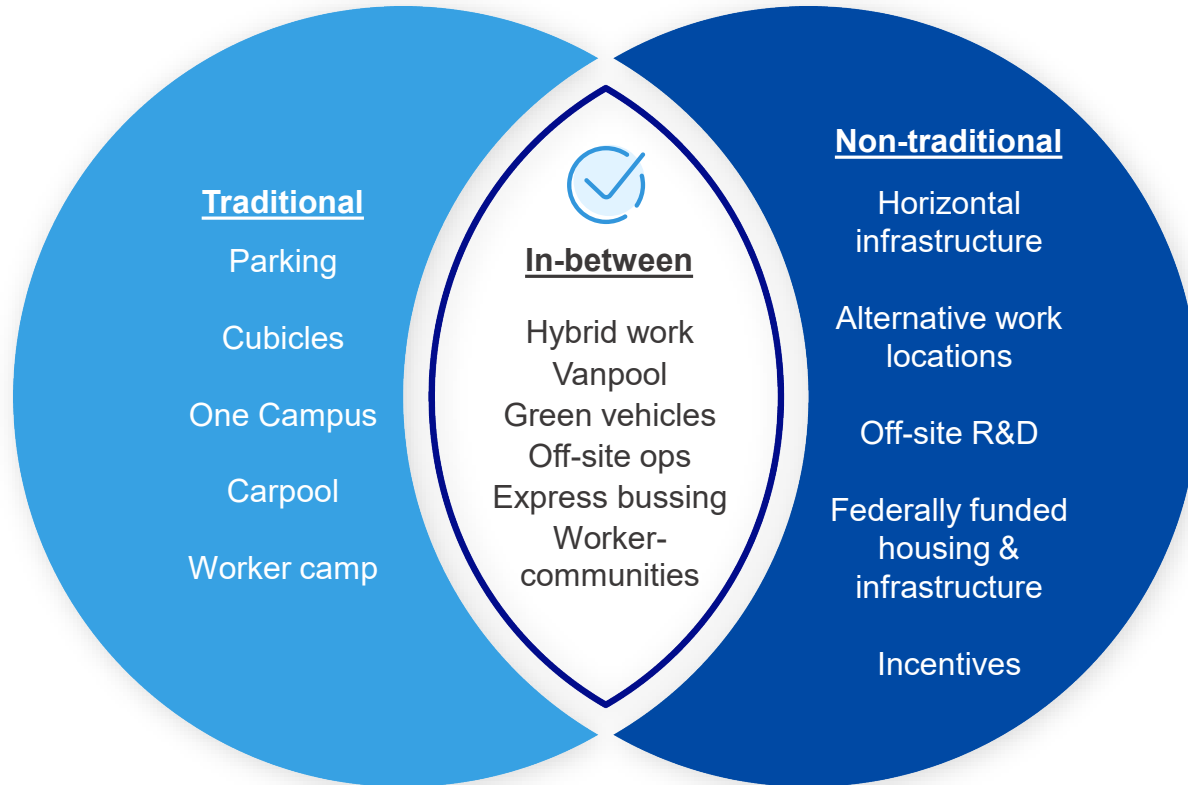


Acquiring permanent off-site locations allows for required mission-critical work on-site.



Traditional vs. non-traditional approach

Solutions reside somewhere in between





Regional Planning Timeline

March 2023 – 2026+

1 Immediate 0-1 years

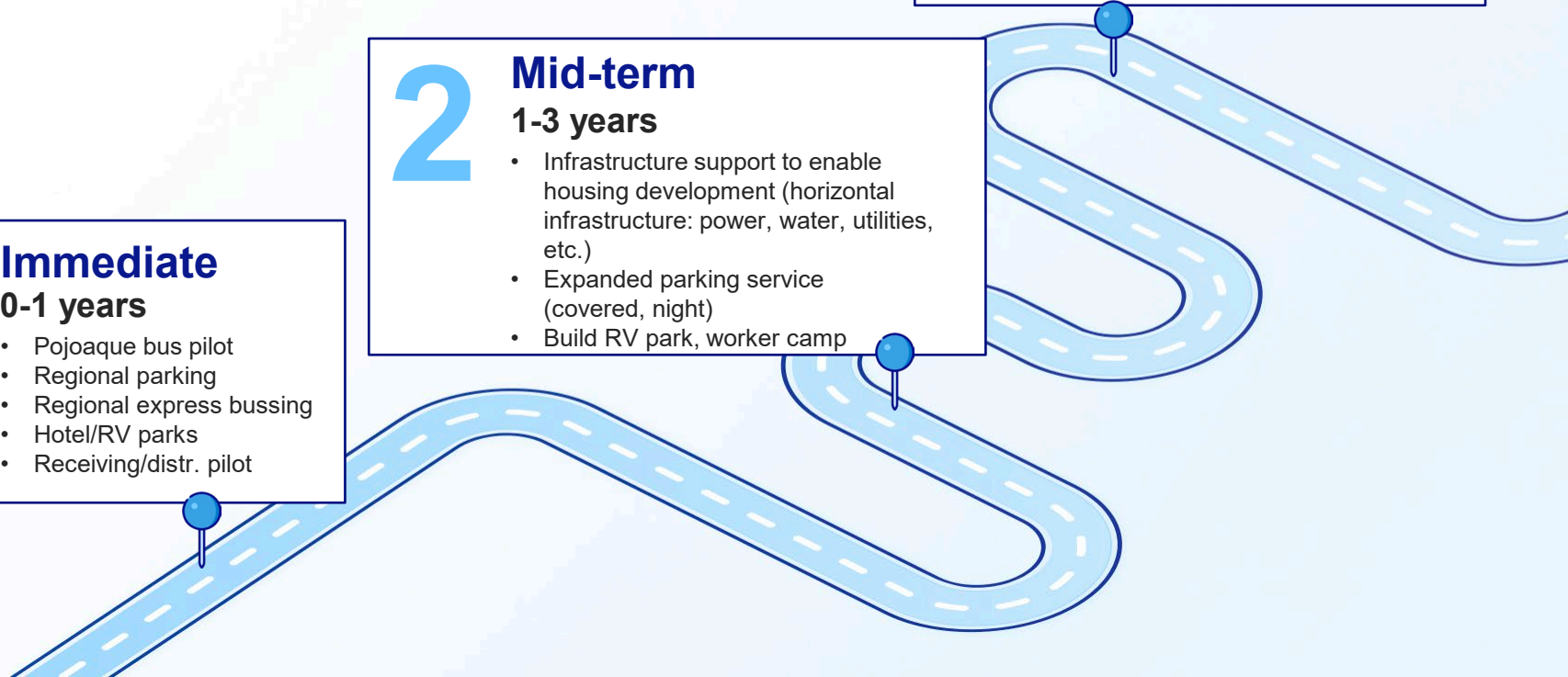
- Pojoaque bus pilot
- Regional parking
- Regional express bussing
- Hotel/RV parks
- Receiving/distr. pilot


2 Mid-term 1-3 years

- Infrastructure support to enable housing development (horizontal infrastructure: power, water, utilities, etc.)
- Expanded parking service (covered, night)
- Build RV park, worker camp

3 Long-term 3+ years

- Off-site business services
- Off-site campus locations considered
- Expanded receiving/distribution
- Housing
- Optimal use of mass transit





Given these challenges and the Lab's many strengths, assistance is needed to successfully execute our mission

1 **Express bus service**; satellite and/or 5G towers from Albuquerque to Los Alamos

2 **Workforce housing** service contracts for hotels, RV parks/worker camps close to amenities (showers, laundry, convenient stores, restaurants, etc.)

3 Options and support for **horizontal infrastructure**

4 **Transit incentives** needed to attract bus ridership

5 **Expedited processing** for real estate actions

6 Business case and options for **off-site campus locations**

Mission and operational strategies are needed to achieve the nation's security challenges

GOAL #1:

“Lead the nation in evaluating, developing, and ensuring effectiveness of our nuclear deterrent.”

GOAL #2:

“Be recognized as a force for good by Northern New Mexico communities and trusted by stakeholders to perform missions with operational excellence.”

Strategies

- ✔ **Partner** with state and local government and communities to enable the base infrastructure needed to develop housing
- ✔ **Seize** commercial opportunities for hoteling and similar options to provide short-term workforce housing
- ✔ **Improve** park and ride busing options for regional workforce
- ✔ **Bolster** transit infrastructure for the Los Alamos community
- ✔ **Implement** near-term options to incentivize staff to use public transportation
- ✔ **Explore/develop** offsite campus strategy

Thank you

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