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

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Intended for: Upcoming meetings and discussions

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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.
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

61.2% of FY22 new hires are from New Mexico

$4.4 billion total Laboratory budget for fiscal year 2023

$1.53 billion Annual salary total FY22

Salary distribution by main counties:

- Los Alamos: $689,636,978
- Santa Fe: $386,057,175
- Rio Arriba: $170,383,657
- Bernalillo: $73,616,794
- Sandoval: $59,388,298
- Taos: $19,816,450
- Other NM*: $25,701,896
FY23 budget projections

We must sustain momentum in procurement and hiring

<table>
<thead>
<tr>
<th>Year</th>
<th>LANL Budget</th>
<th>Construction Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY19</td>
<td>$2.9B</td>
<td>$200M</td>
</tr>
<tr>
<td>FY20</td>
<td>$3.2B</td>
<td>$500M</td>
</tr>
<tr>
<td>FY21</td>
<td>$4B</td>
<td>$800M</td>
</tr>
<tr>
<td>FY22</td>
<td>$4B</td>
<td>$1B</td>
</tr>
<tr>
<td>FY23+</td>
<td>$4.4B</td>
<td>&gt;$1B</td>
</tr>
</tbody>
</table>

Headcount:
- FY19: 12,561
- FY20: 12,845
- FY21: 13,512
- FY22: 15,377
- FY23+: ~17,000
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.

<table>
<thead>
<tr>
<th>Location</th>
<th>Median Listing Price (December 2022)</th>
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</thead>
<tbody>
<tr>
<td>Los Alamos County</td>
<td>$529K</td>
</tr>
<tr>
<td>Espanola (15+ miles)</td>
<td>$320K</td>
</tr>
<tr>
<td>Santa Fe County (33+ miles)</td>
<td>$599K</td>
</tr>
<tr>
<td>Albuquerque (96+ miles)</td>
<td>$333K</td>
</tr>
<tr>
<td>Rio Rancho (89+ miles)</td>
<td>$351K</td>
</tr>
</tbody>
</table>

Number of homes available, December 2022

<table>
<thead>
<tr>
<th>Location</th>
<th>Number of Homes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Los Alamos County</td>
<td>18</td>
</tr>
<tr>
<td>Espanola</td>
<td>68</td>
</tr>
<tr>
<td>Santa Fe County</td>
<td>1,138</td>
</tr>
<tr>
<td>Albuquerque</td>
<td>1,702</td>
</tr>
<tr>
<td>Rio Rancho</td>
<td>1,486</td>
</tr>
</tbody>
</table>

Market data from Redfin

Lack of housing creates undesirable commutes
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
Regional capacity challenges and opportunities
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

Traditional
- Parking
- Cubicles
- One Campus
- Carpool
- Worker camp

Non-traditional
- In-between
  - Hybrid work
  - Vanpool
  - Green vehicles
  - Off-site ops
  - Express bussing
  - Worker-communities

- Horizontal infrastructure
- Alternative work locations
- Off-site R&D
- Federally funded housing & infrastructure
- Incentives

Los Alamos National Laboratory
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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