

Prioritizing and Funding Facilities & Infrastructure – Sandia Facilities Perspectives



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- *What are the two or three biggest barriers to prioritization and funding of facilities and infrastructure?*
- *What are two or three strategies you have used to overcome these barriers?*
- *What agency practice changes or policy recommendations could further improve the process?*



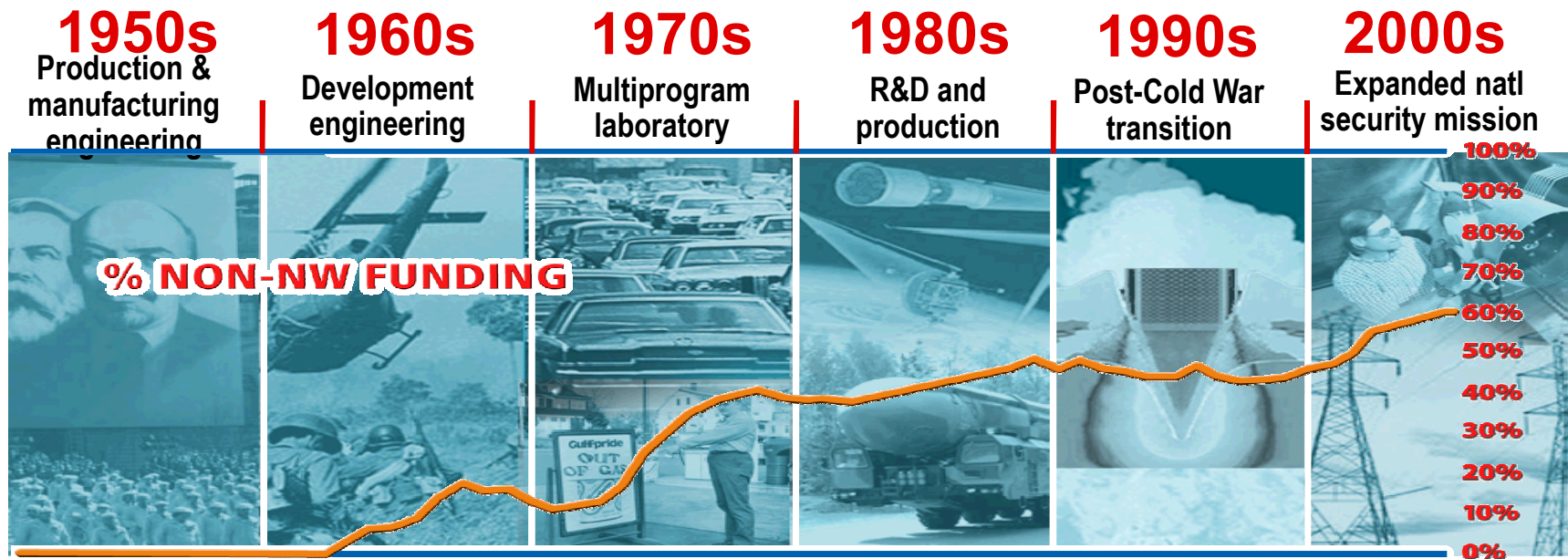
*Exceptional
service
in the
national
interest*



Sandia National Laboratories is a multi-program laboratory managed and operated by Sandia Corporation, a wholly owned subsidiary of Lockheed Martin Corporation, for the U.S. Department of Energy's National Nuclear Security Administration under contract DE-AC04-94AL85000.

Sandia: Who we are...How we have evolved!

- Born of the atomic age with a heritage of engineering and production.
- Part of the NNSA Nuclear Weapons Complex (3 Labs, 4 Plants, 1 Test Site)
- 10,750 Members of Workforce; ~8,300 staff including more than 5,500 technical employees (~1500 Ph.D./3000 M.S. engineers and scientists).
- Facilities & Infrastructure: Primary sites in NM and CA with operations in NV, HI and TX (>1000 Buildings/Trailers - ~7.4M gsf on ~188K acres of land)
- National Security multi-mission site with \$2.5B budget in FY2011



Evolution of Sandia's Mission from a Nuclear Weapons to National Security Lab

Barriers to prioritization and funding of facilities and infrastructure

Funding Barriers

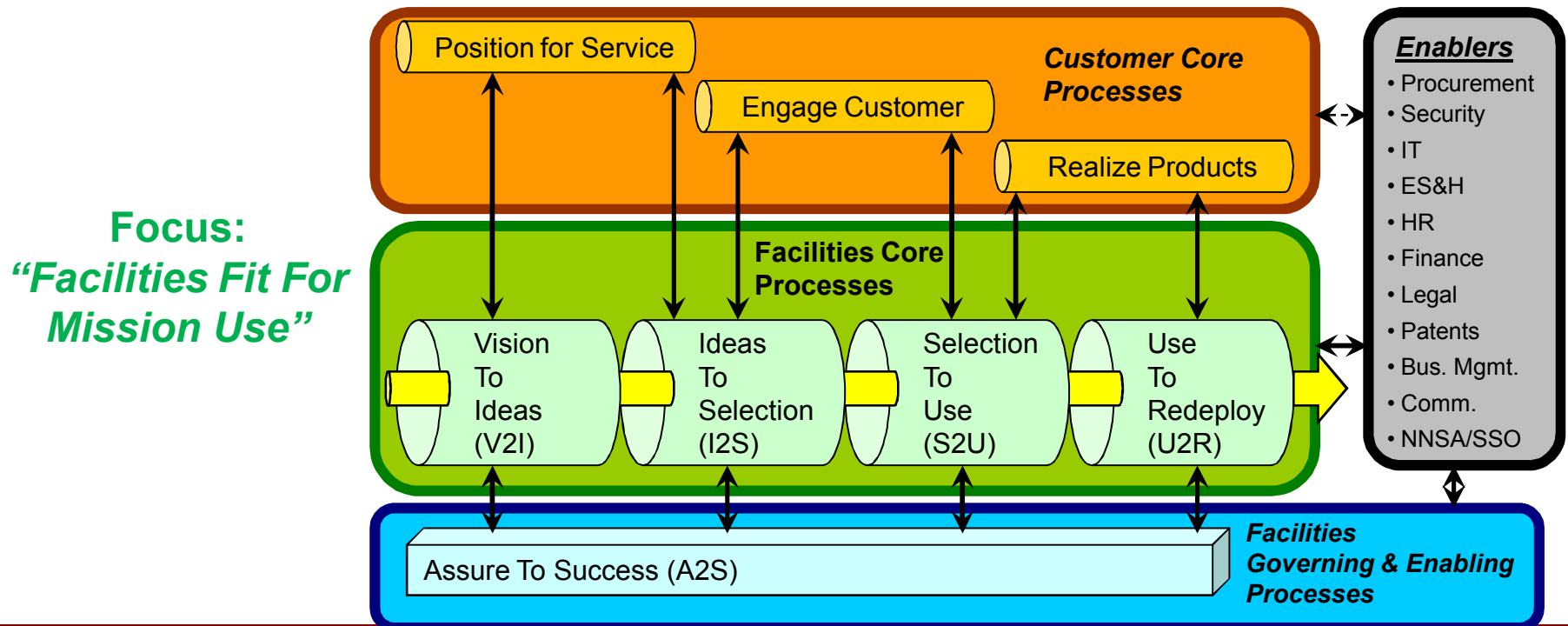
- Facilities budget is highly scrutinized.. Our cost to steward always seems too high!
- Long lead times for Line Item construction funding; in absence of Landlord funds, alternative financing appears difficult/problematic
- In absence of direct program funding, must burden all work to establish F&I funds for stewardship - but cannot “bankrupt” mission
- Type of work (restoration, deferred maintenance) imposes stewardship constraints on mission

Prioritization Barriers

- Externally: We must “compete” with rest of NW Complex for Congressional/NNSA support
- Internally: Different Missions/different needs – working on behalf of institution
- Must do’s always take precedence– risk mitigation, life safety, security

Strategies used to overcome prioritization and funding barriers

- Focus on the customer to create the “partnership” -- **Planning & Communication**
- Create advocacy with funding/oversight bodies (**NNSA NA-16 and SSO**) through openness and demonstrated delivery
- Employ an Enterprise *Process Model* to assure we are meeting our customer’s expectations **starting from idea inception**

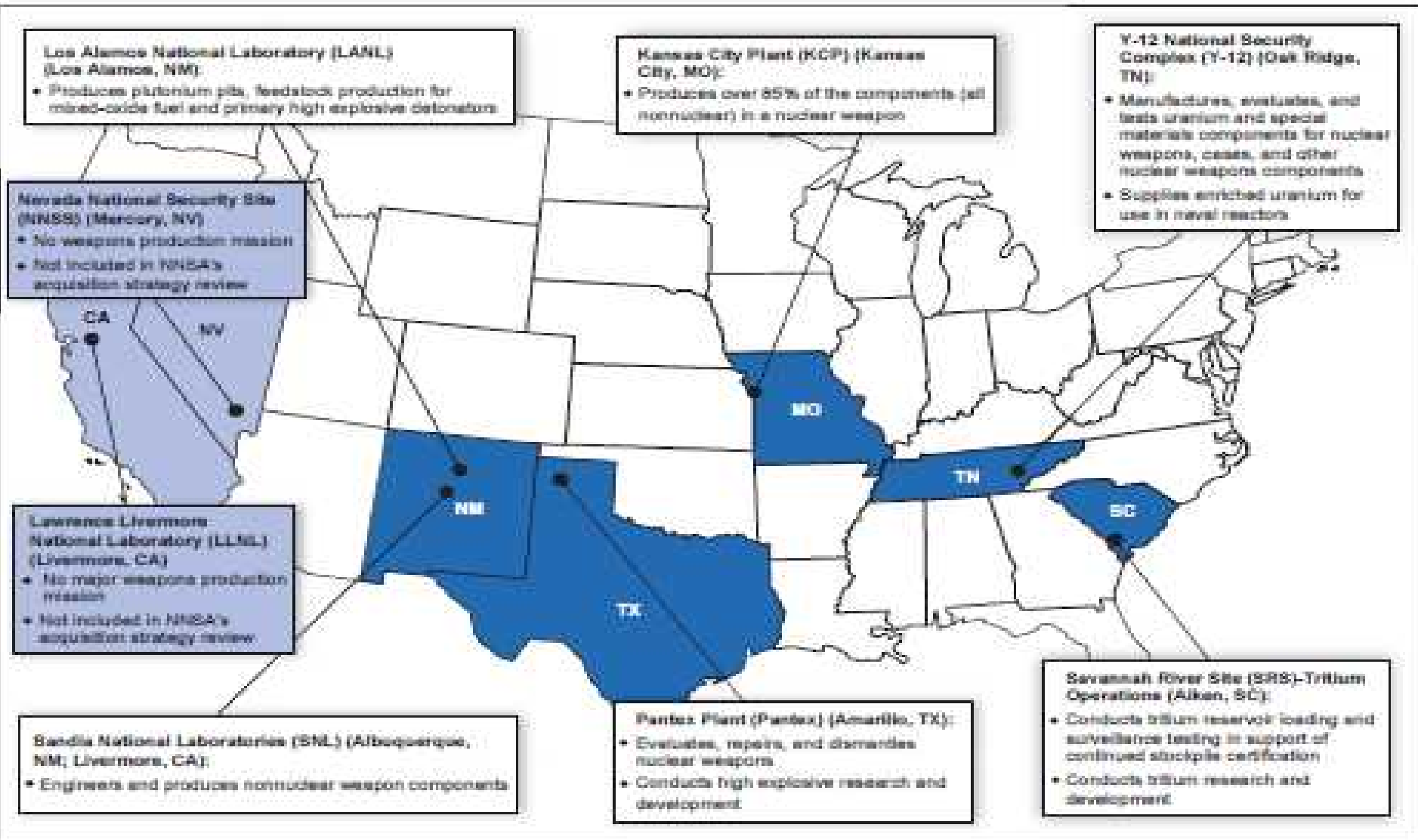


Recommended agency practice changes or policy recommendations

- Single agency landlord must advocate for all missions and support F&I approaches for sustainment
 - Ensure that all missions pay their share
 - Recognize critical few user facilities across the government (NIF at LLNL or wind tunnel at Ames Research Center in Mountain View, CA)
- Federal Deficit crisis is driving F&I sustainment decisions
 - Limited funds for new construction or F&I renewal/sustainment – Federal government stewardship requirements w/o \$\$ just will not work!
 - *How to meet DOE Sustainability mandates (efficiencies, carbon footprint, etc)*
 - *Is there an alternative finance option that will subsidize this renewal effort in the near-term?*
 - *Different agencies need to work together better to steward facilities/infrastructure (long-term stewardship model)*
- Decide who (Fed oversight or contractor) (1) does the site development planning and (2) is accountable for site decisions
 - Enforce the above decision and make it clear

Back-up/Reference Materials

Our point of reference is the NNSA Complex



VISION TO IDEAS (V2I)

Fit for Mission Use – Cost Effective – Safe – Reliable

Develop Customer Partnerships
(Trust to Vision)

Customer Partnering

Customer Profile &
Proforma Development

Customer Engagement &
Needs Identification

Customer Feedback &
Recommendations

Integrate Inputs
(Vision to Direction)

**Research, Synthesis
& Integration**

Site Inventory
Preparation

Opportunities &
Constraints identification

Data & Information
Integration

Develop Plans and Ideas
(Direction to Ideas)

**Corporate & Customer
Plan Integration**

Long-Range
Development Planning

Strategic Planning

Tactical Planning

Biggest Challenge – *Ideas to Selection*. Afterward, it's all in the delivery