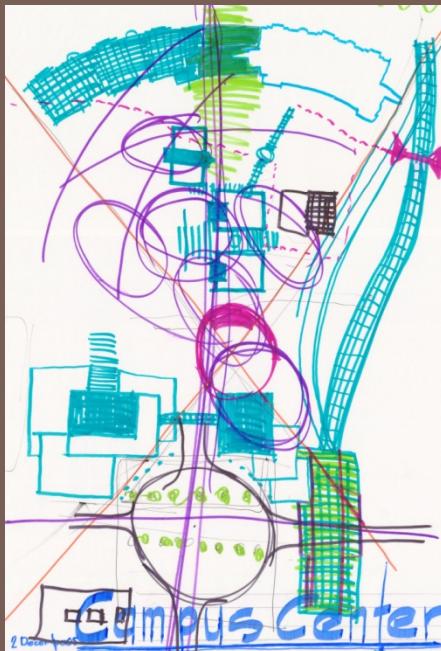


Master Planning & NNSA's NW Complex

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Presentation Structure

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- Introductory Remarks
 - What is Master Planning?
 - Value of Master Planning
- Tailoring Master Planning to the Planning Needs of the NW Complex
- SNL's "Site" Development Planning Experience with TA-I
- Q&A

What is Master Planning?

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“Master Planning”, or “Strategic Planning”, is an organization’s process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people.

As with many advances, the first strategic planning exercises were employed by the military – the Romans were among the most successful

What we refer to as planning and plans within the NW Complex, in terms of F&I planning and plans, frequently falls short of “planning”

Many F&I documents and plans are “lists” of projects that, in aggregate, do not appear to be aimed at achieving a common vision or purpose

(Cont'd)

What is Master Planning? (Cont'd)

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Term “Planning” used interchangeably at Sandia to refer to many different activities
– frequently refers to “lists” - specifically, “project lists”

For site development planning purposes, “ *Planning*” and “*Plan*” refer to :

- *Long-range land use & site planning related to “physical” facilities & infrastructure*
- *A “framework” to plan future development at the “strategic level” for the benefit of NNSA, DOE & the corporation*
- *A framework to place boundaries around future development solutions for NNSA, DOE & corporate benefit, not to solve “tactical” space issues for line customers*

Master Plans Must be Driven by a Vision -

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With Proper Execution, a Vision Can Result in Development Resilient to Changing Social, Cultural & Technological Environments



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Today

Value of Master Planning

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Master Plans link corporate & customer strategic planning with physical planning

- Identify Keystone Investments that will have broad mission and corporate benefits
- Support project selection, prioritization & design
- Support facilities & infrastructure siting to minimize costs, maximize opportunities & support effectiveness, efficiency and sustainability
- Support identification of opportunities to bundle investments serving different programs

Typical Master Planning Process

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- Identify Issues
- State Goals
- Collect Data
- Prepare the Plan
- Evaluate & Endorse Alternative Implementation Plans
- Adopt the Plan
- Implement & Monitor the Plan

NNSA/SNL Planning Context

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- NNSA Strategic Plan
- SNL Strategic Plan
- SMU Strategic Plans
- SNL Long-Range Development Framework (LRDF)
- Sub-Area Plans
- Projects identified in CWG documents
- Executable Projects identified in the Ten-Year Site Plan
- Executable Projects identified in the annual IES Investment Call
- Executable Projects identified in the SNL Capital Investment Plan (CIP) & the Energy Management Plan prepared by FMOC

NNSA Challenges in Planning for F&I

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- Each of the NNSA sites is very unique in attributes and development challenges
- Sustainability, in its broadest sense, is not incorporated consistently as an integral element of site and facility planning
- Differences exist in workforce needs and desires among newer employees
- DP culture tends to be project-centric vs. program centric - This perspective tends to promote less global approaches in our planning
- Process and budget constraints are antithetical to long-range planning
 - Lengthy and rigorous line item process
 - Constraints on alternative finance options
 - Never-ending continuing resolutions, etc.

Getting Started –Think of the Physical NW Complex in terms of:

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- Mission Evolution
- Technology/Security
- The Generation Gap
- Capital Investment Strategies
- Image & Identity
- Site Strengths, Weaknesses & Opportunities

Site Development Master Planning at SNL

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Typical Primary Objectives:

- Create long-range site planning documents to guide overall site development & development within specific sub-areas
- Identify appropriate near- and long-term facility, infrastructure & security investments, as well as operational/cultural changes that will well-serve customers
- Posture SNL to be highly competitive in retaining & attracting businesses and talent

Sandia's Master Planning Documents Typically include:

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- Overall Site Development Goals
- Plan Attributes
- An Overarching Development Strategy
- Major Planning Principles that Underlie the Development Strategy
- Specific Campus Design Principles
- Land Use Categories/Map

Sandia's TA-I Site Development Plan

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Plan Attributes:

- Looks out 20 - 25 years out
- Examines the best & fullest use of site assets
- Prescribes an optimal patterns of development
- Identifies & protects development opportunities for multiple missions
- Recommends patterns & types of development to:
 - Support mission
 - Preserve/enhance safety & security
 - Attract and retain top talent
 - Create a sustainable work environment

TA-I Site Development Plan Prepared in Consideration of:

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- Facility & infrastructure assessments
- Capabilities gaps
- Optimal locations for programs, functional adjacencies & program synergies
- Security investments that reflect sensitivity to:
 - - SNL SMUs & Divisions
 - - Evolving workforce work environment preferences
 - - Site user-friendliness
 - - Formal & informal interaction support
- Investments required to support corporate sustainability goals/requirements
- Opportunities to strengthen external partnerships with KAFB, SS&TP, UNM, etc...

TA-I Site Development Plan – Planning Principles:

- Support consolidation, modernization & expansion of mission work & team science through **infill & redevelopment**
- **Incorporate sustainability** in building & site design, development & operations
- **Radically rethink Sandia's Site Security Framework** - promote simplified, clearly-communicated security protocols supported by state-of-the-art system automation
- Relocate KAFB boundary to **enhance collaboration opportunities & reduce land ownership restrictions** to help activate private development opportunities
- **Develop Sandia's front-door** & unique identity along the Eubank Corridor
- Create a Campus Commons to **provide a campus heart & soul**
- **Improve vehicular access, circulation & logistics**
- Promote physical campus growth in alignment with clean energy and sustainability goals & **support showcasing of advanced technologies**



F-04: Conceptual Land Use Framework

