Space Strategies 2022

TRADELINE

Strategic Planning and Change Management for the Move to Hybrid Work

Sandia National Laboratories

Set the scene

Charting the course
with endless options

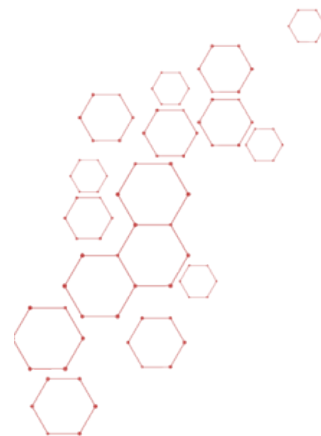**Recommending the course**
and getting buy-in to create action

Setting sail
in unchartered territory

Tradeline Three

1.Plan strategically
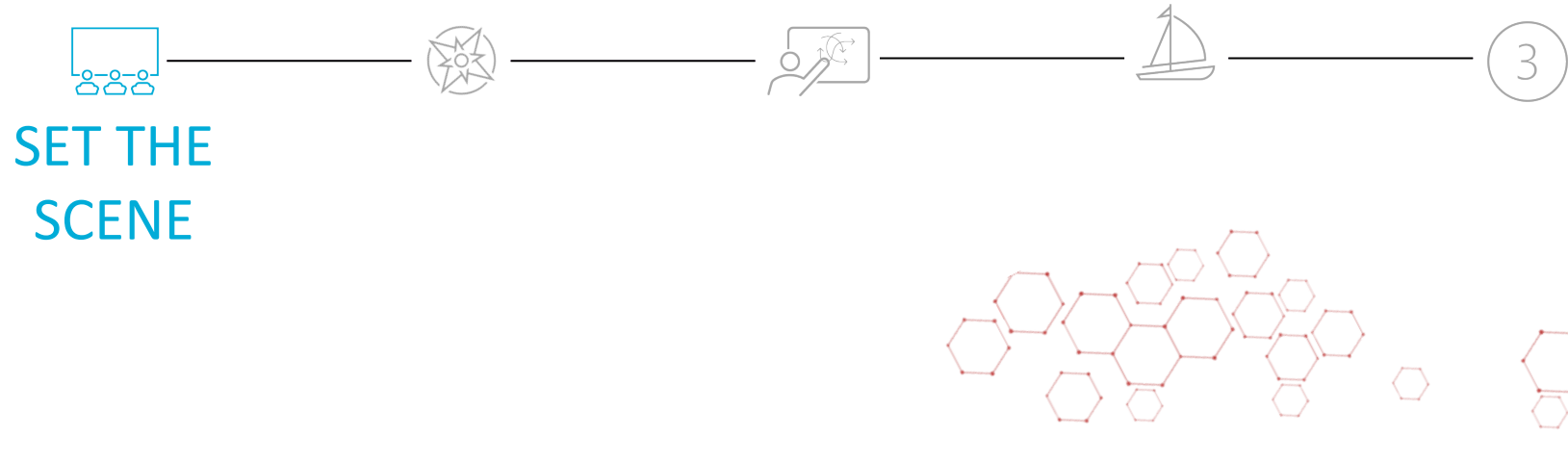but allow for flexibility, as learning takes time.

2.Don't forget the human element
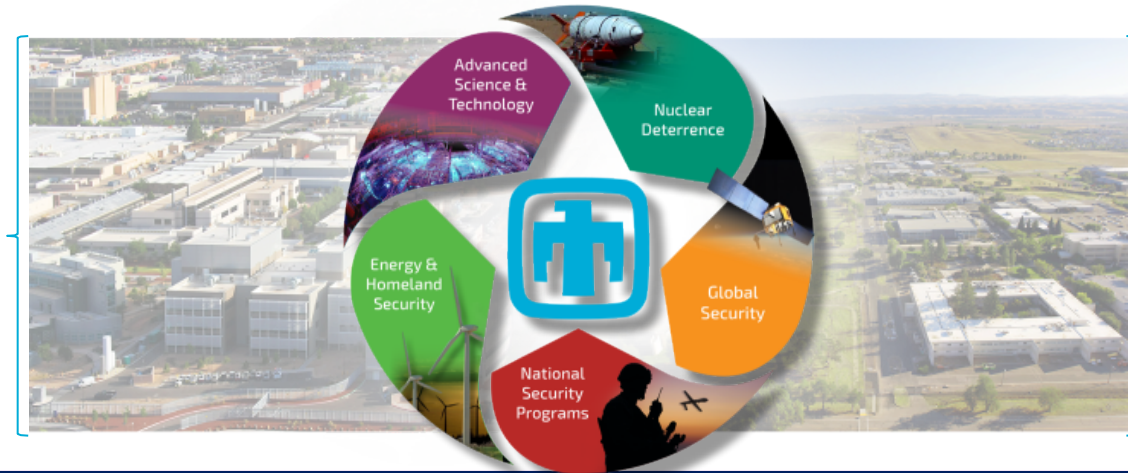create spaces that are human centric that foster hybrid work.

3.Never stop moving
keep your company moving in a single direction with a cohesive plan in mind.

SET THE SCENE

Multidisciplinary National Laboratory and **Federally Funded Research & Development Center.**

SANDIA NATIONAL LABORATORIES

HAS FACILITIES ACROSS THE NATION

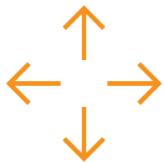## TODAY'S FOCUS

Main sites

- Albuquerque, New Mexico
- Livermore, California

Activity locations

- Kauai, Hawaii
- Waste Isolation Pilot Plant, Carlsbad, New Mexico
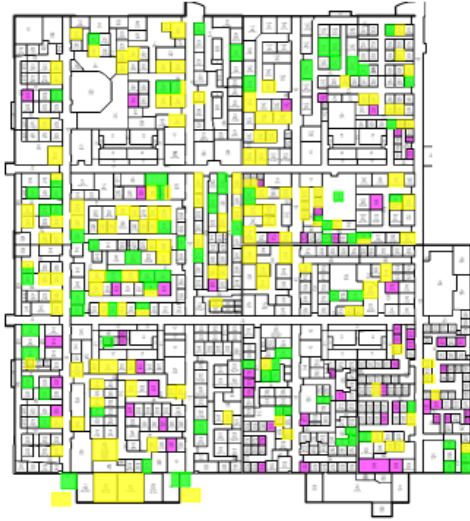- Pantex Plant, Amarillo, Texas
- Tonopah, Nevada

TRADELINE
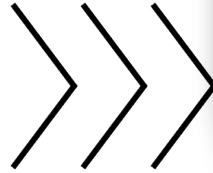
6 MILLION SQUARE FEET
AT ALBUQUERQUE CAMPUS

EXPECTING 4,000+ EMPLOYEES
TO TELECOMMUTE POST-COVID
IN 170+ DIFFERENT BUILDINGS

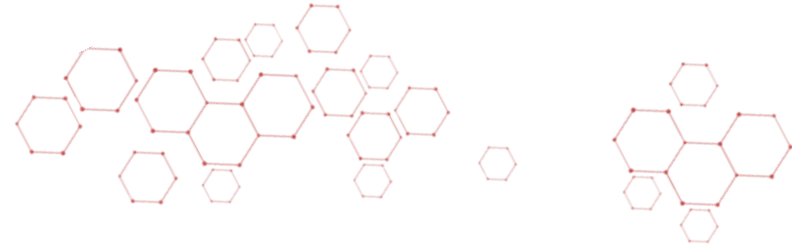*Example of 1 building at the Albuquerque Campus outlining where expected telecommuters occupied*

IN ORDER TO MAKE AN IMPACT, WE NEEDED TO SWEEP THE CONFETTI…
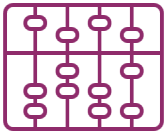
TRADELINE

CHARTING THE COURSE

FIRST THINGS FIRST
we ran the numbers..

Half a Million Square feet vacated

THEN,
we set some boundaries...

Studied different onsite/offsite ratios
Decided on **225K square feet** to "sweep up"

Fun fact: our new builds are typically ~20K sf

Directions we explored:

Focus on streamlining space one building at a time

Use vacated space as an opportunity to exit all surge leases (non-owned assets)

Use vacated space to D&D aged and dilapidated facilities

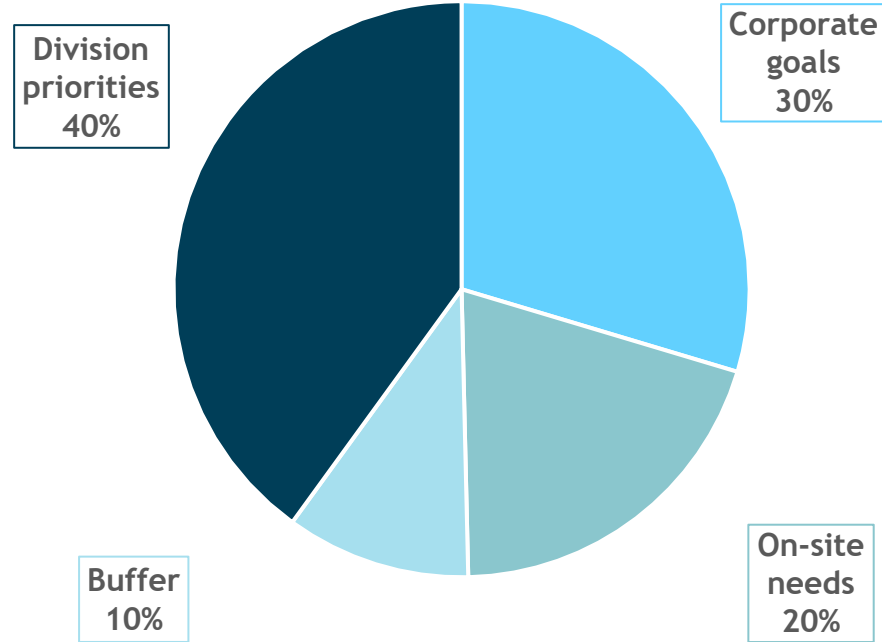Use vacated space to convert existing space to high security space

Use vacated space as swing space to sustain & renovate buildings

SO MANY DIRECTIONS TO GO

Direction we actually went:

Balance of multiple ideas was attractive for the large amount of stakeholders.

Division priorities 40%

Corporate goals 30%

On-site needs 20%

Buffer 10%

HUMAN CENTRIC NEEDS

Lab wide survey

Focus Groups

Human Factors

Open line to leadership

Created video

Work style training

③ TRADELINE 3:
DON'T FORGET
the human element

HUMAN CENTRIC NEEDS

Touchdowns

Collaboration Spaces

On site
needs
20%
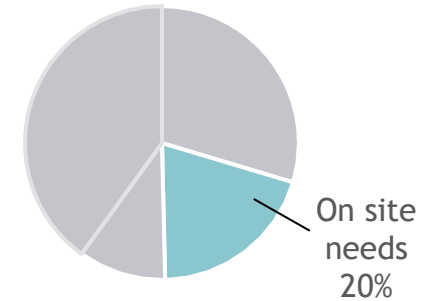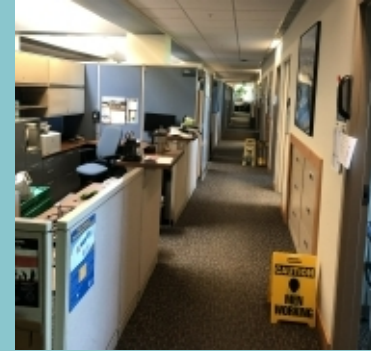
HUMAN CENTRIC NEEDS

Touchdowns

Collaboration Spaces

Resource Center

SNL IPOC RESOURCE CENTER LAYOUT

IT Store & Support

On site needs 20%
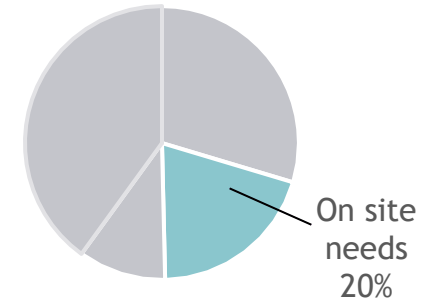
From the lens of the Corporation, we wanted to achieve:
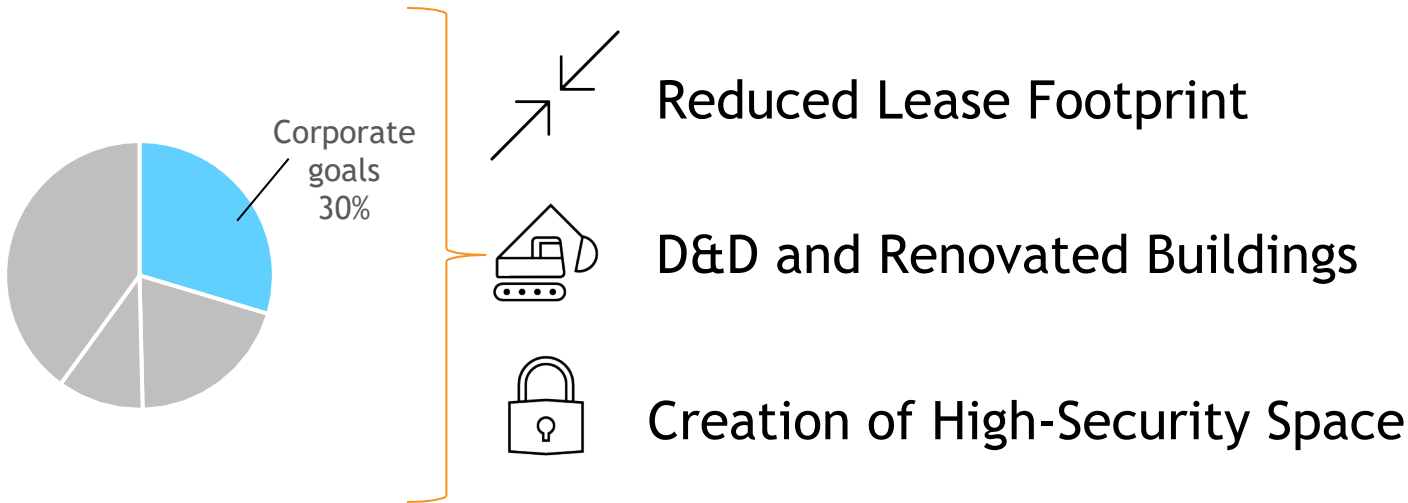
Corporate goals 30%

Reduced Lease Footprint

D&D and Renovated Buildings
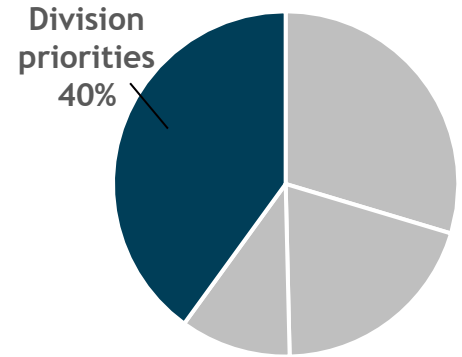
Creation of High-Security Space
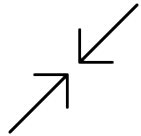
Reduced Lease Footprint

D&D and Renovated Buildings

Creation of High-Security Space
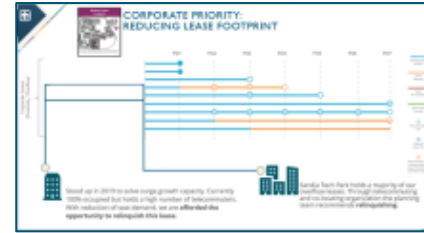
From the lens of the others around the Labs:

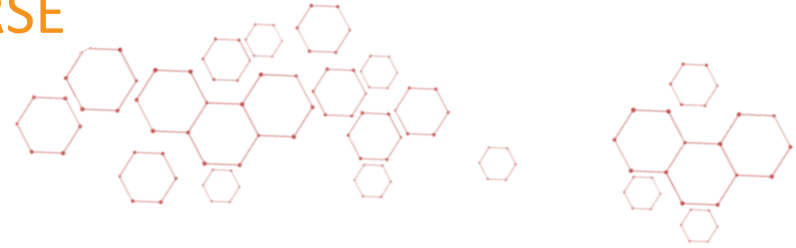**Top 3 Priorities** were asked of each Division outlining a wish list of 33 items.

- Ensured Divisions had a stake in the outcome.
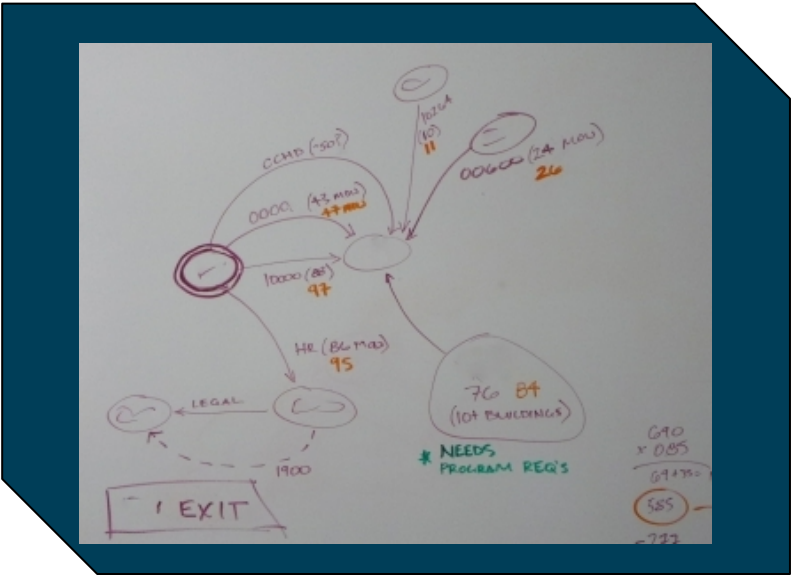
- Ensured that all priorities were considered.

Division priorities 40%

RECOMMENDING
THE COURSE

The team started to build a solution that met Corporate goals, Division goals, and the new on-site needs at a low-fidelity state using a variety of creative techniques.
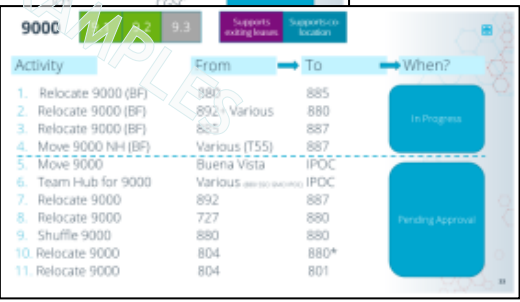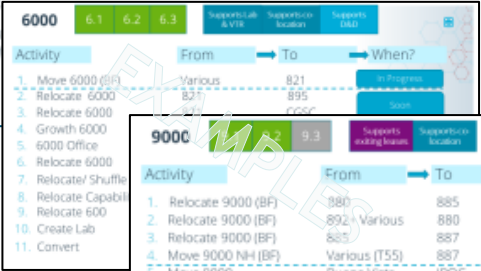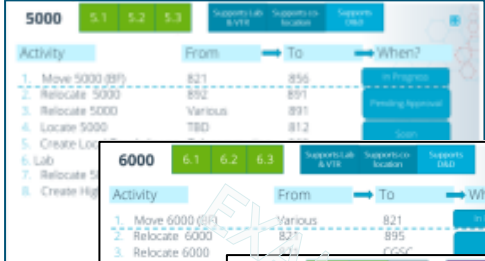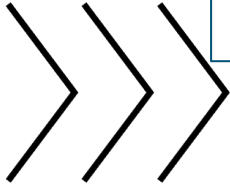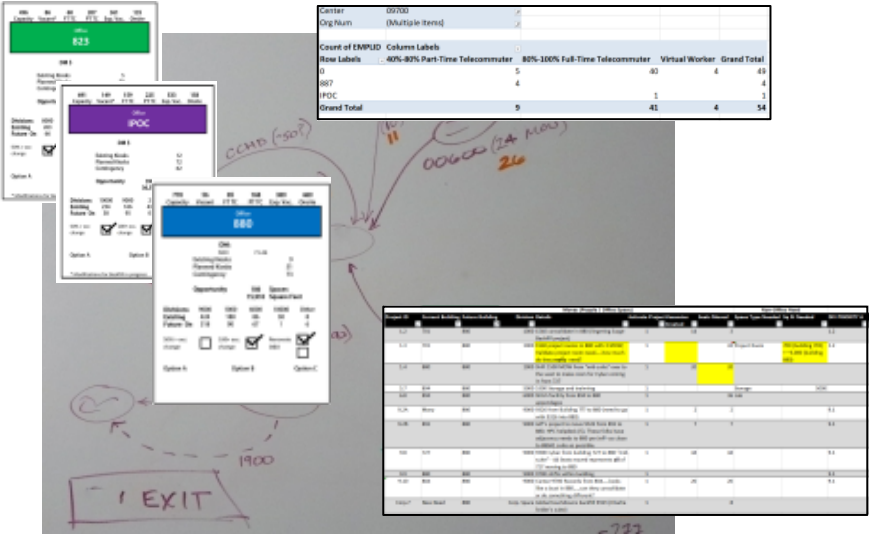
Easy to follow visuals were created to communicate exactly what we wanted to do around the campus.

Held a strategy session with all stakeholders

- Presented plan and prototyped live
- Asked for showstoppers
- Ensured stakeholders felt part of the solution
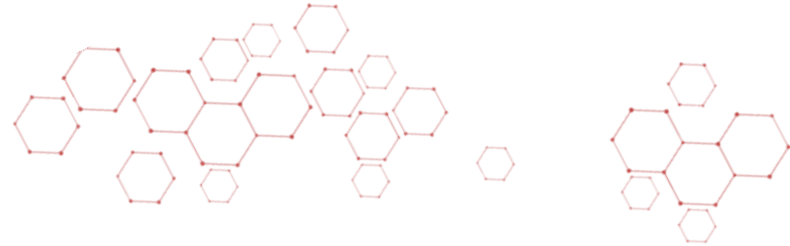- Asked leaders to commit to plan to keep things moving

③ TRADELINE 3:
PLAN STRATEGICALLY
but allow for flexibility

SETTING SAIL
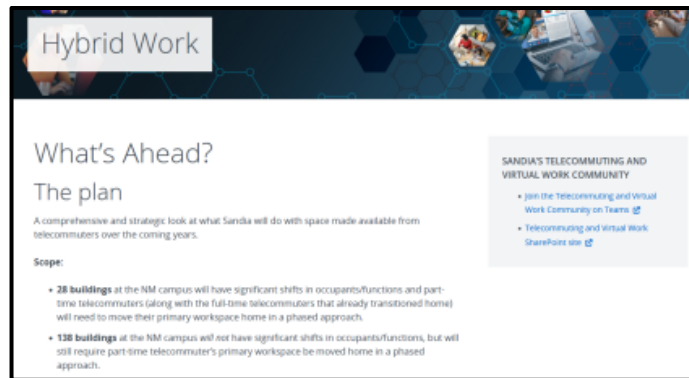
One-stop shop webpage was created to bring the workforce along with a single source of truth and advertised to the Labs.

Educating others as this change is monumental to how we use our current footprint.

Info sessions or resource fairs debugging the rumors and communicate the truth while letting individuals vent their frustrations.

③ TRADELINE 3:

NEVER STOP MOVING

keep your company moving in a single direction

SCOPE OF PLAN:

75 distinct moves or modifications to achieve this balanced plan.
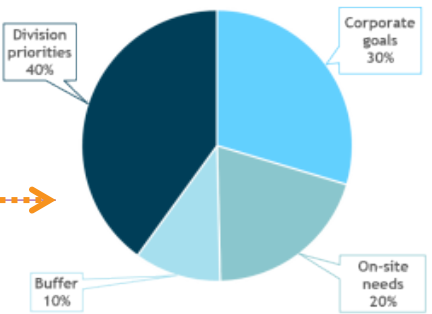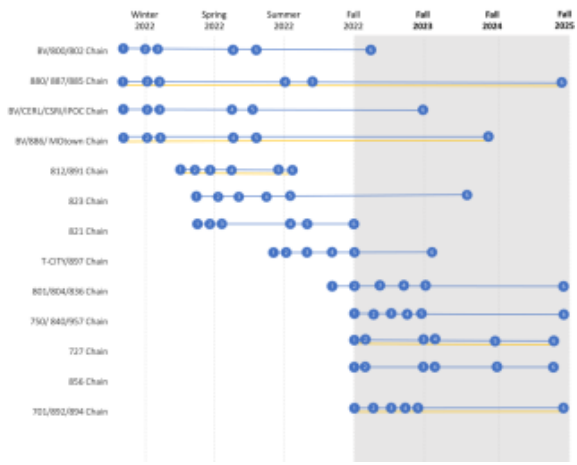
COMPLETED:

23 projects have been completed with 33 more in motion.

TELECOMMUTERS MOVED TO THEIR HOME OFFICE:

3,100 moves have occurred home.

Scaled Solutions:
- Global/ Local Touchdowns operations models

Paradigm Shift:
- Reevaluating Technologists/ activity work space allocation
- New hire/ Student Allocations
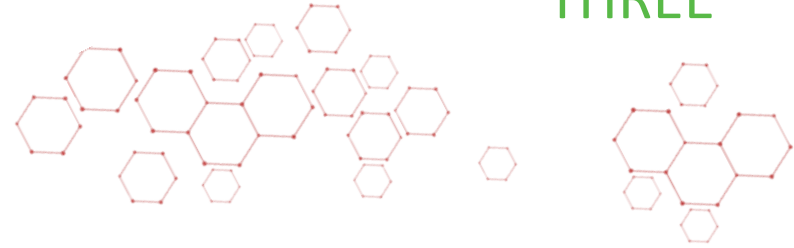
Recalibrate
- Once the dust settles, reevaluate

Impacts to other space types
- Labs & Storage

TRADELINE THREE

1. **Plan strategically**
but allow for flexibility, as learning takes time.

2. **Don't forget the human element**
create spaces that are human centric that foster hybrid work.

3. **Never stop moving**
keep your company moving in a single direction with a cohesive plan in mind.

Space Strategies 2022

Thank You.

TRADELINE

Sandia National Laboratories