

# Space Strategies 2022

TRADELINE

## Strategic Planning and Change Management for the Move to Hybrid Work



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Sandia  
National  
Laboratories

# FOR TODAY



## **Set the scene**



## **Charting the course**

*with endless options*



## **Recommending the course**

*and getting buy-in to create action*

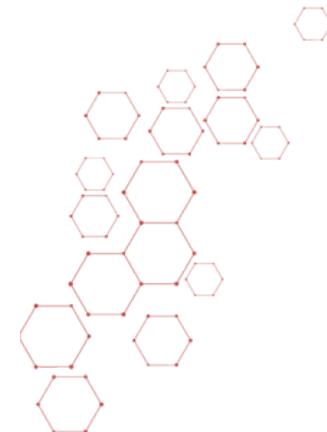


## **Setting sail**

*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.

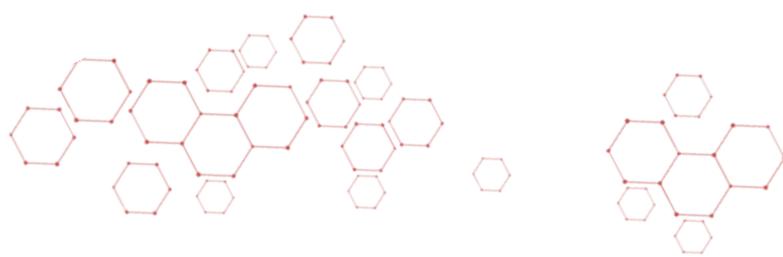
## 3. Never stop moving

keep your company moving in a single direction with a cohesive plan in mind.

# STRATEGIC PLANNING AND CHANGE MANAGEMENT FOR THE MOVE TO HYBRID WORK



SET THE  
SCENE



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



# SANDIA NATIONAL LABORATORIES

*HAS FACILITIES ACROSS THE NATION*



## Activity locations

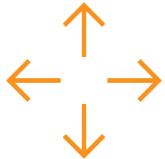
- Kauai, Hawaii
- Waste Isolation Pilot Plant, Carlsbad, New Mexico
- Pantex Plant, Amarillo, Texas
- Tonopah, Nevada

## TODAY'S FOCUS

### Main sites

- Albuquerque, New Mexico
- Livermore, California



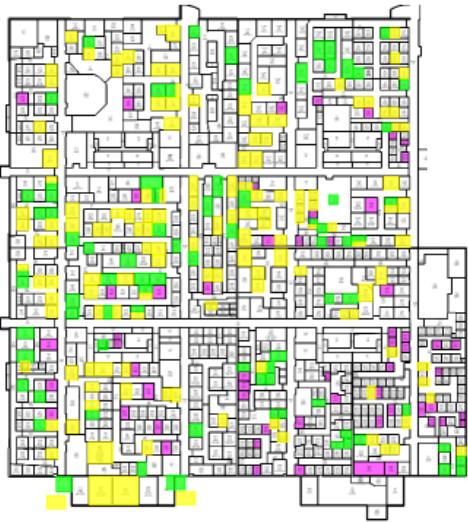


**6 MILLION SQUARE FEET  
AT ALBUQUERQUE CAMPUS**



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

# EXPECTED VACANCIES FROM TELECOMMUTERS



*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**

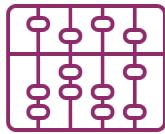
# STRATEGIC PLANNING AND CHANGE MANAGEMENT FOR THE MOVE TO HYBRID WORK



## CHARTING THE COURSE



# EXPECTED VACANCIES FROM TELECOMMUTERS



**FIRST THINGS FIRST**  
*we ran the numbers..*

① **Half a Million Square feet vacated**



**THEN,**  
*we set some boundaries...*

② **Studied different onsite/offsite ratios**  
**Decided on 225K square feet to “sweep up”**

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

# SO MANY DIRECTIONS TO GO



## Directions we explored:



Focus on streamlining space one building at a time



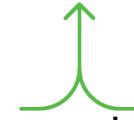
Use vacated space to convert existing space to high security space



Use vacated space to D&D aged and dilapidated facilities



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



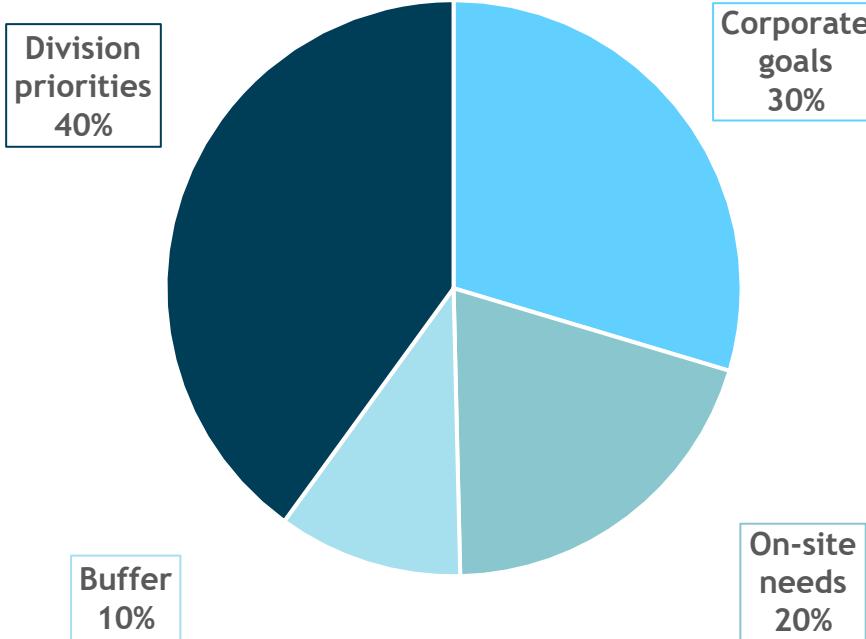
Use vacated space as swing space to sustain & renovate buildings

# SO MANY DIRECTIONS TO GO

Direction we actually went:



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



# HUMAN CENTRIC NEEDS



**Lab wide survey**



**Open line to leadership**



**Focus Groups**



**Created video**



**Human Factors**



**Work style training**

③

TRADELINE 3:

**DON'T FORGET**

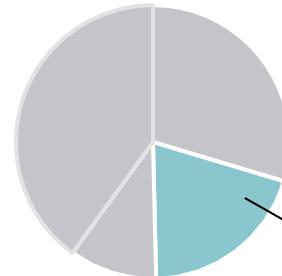
*the human element*

# HUMAN CENTRIC NEEDS

Touchdowns



Collaboration Spaces



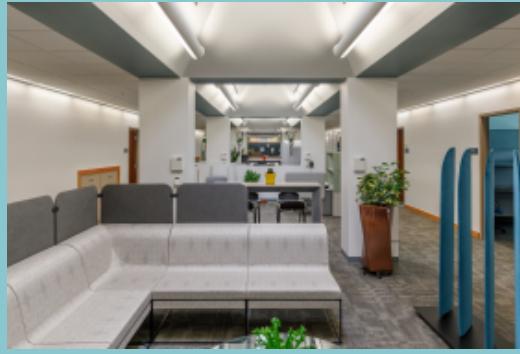
On site  
needs  
20%

# HUMAN CENTRIC NEEDS

Touchdowns



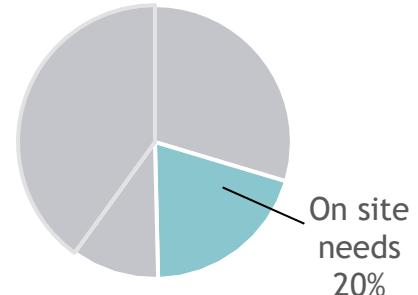
Collaboration Spaces



Resource Center

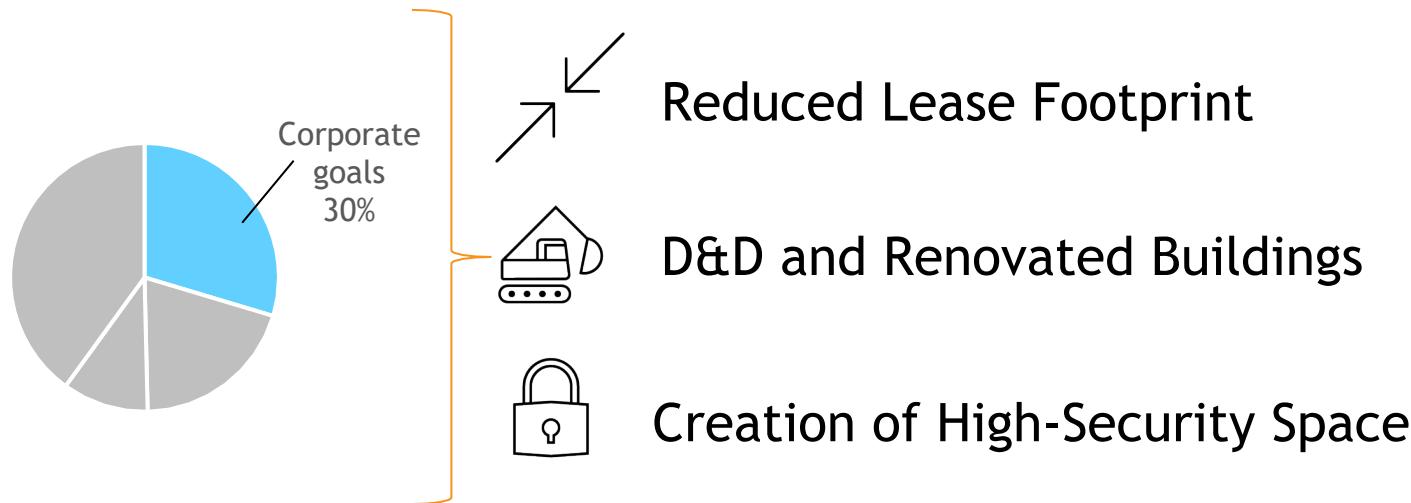


IT Store & Support



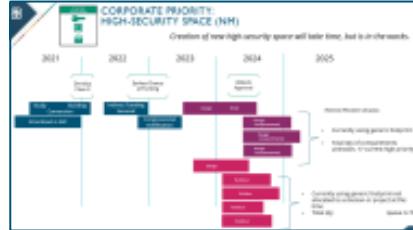
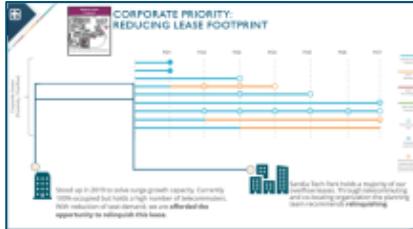
# CORPORATE GOALS

From the lens of the Corporation, we wanted to achieve:



# CORPORATE GOALS

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



# DIVISION PRIORITIES

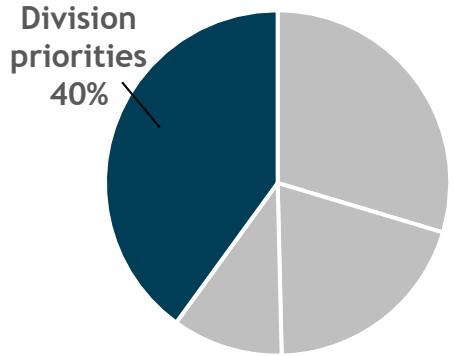


## From the lens of the others around the Labs:

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.

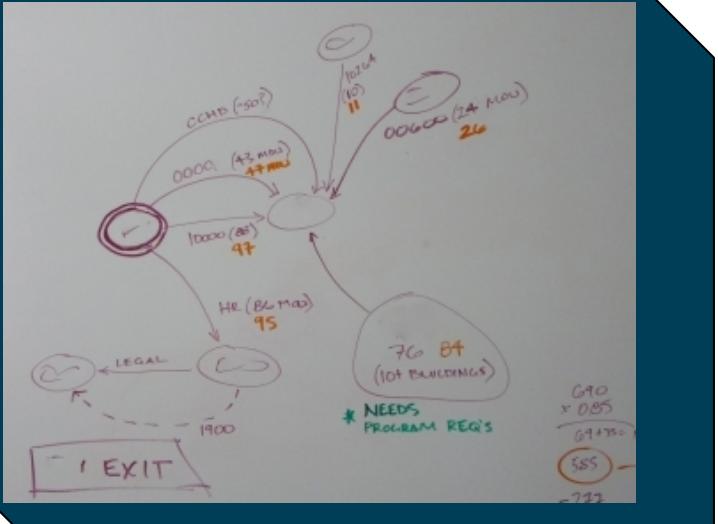




## RECOMMENDING THE COURSE



# PUTTING THE PIECES TOGETHER

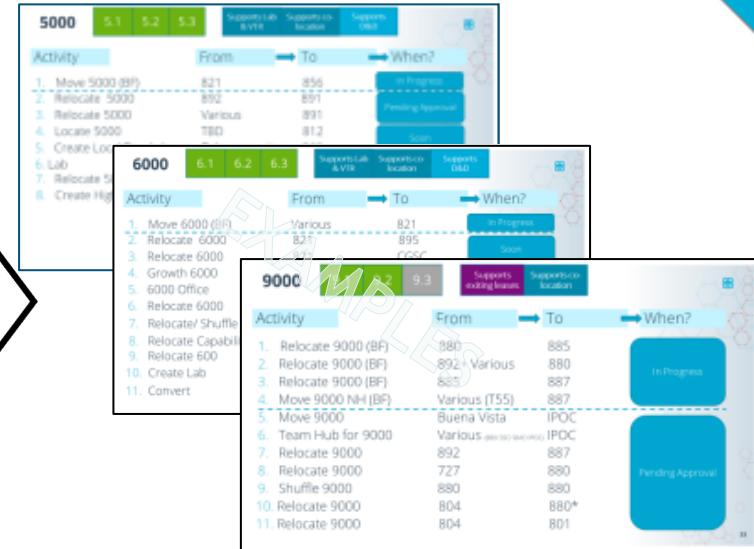
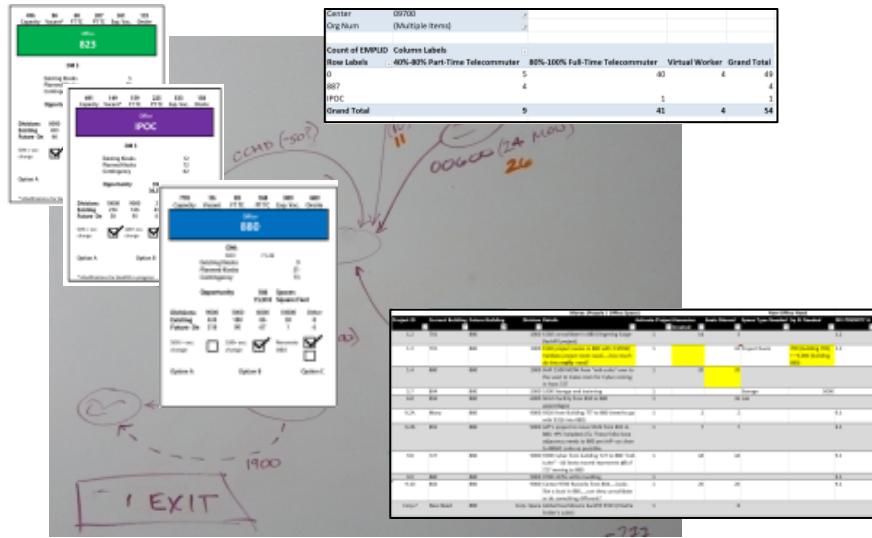


Center	09700	
Org Num	(Multiple Items)	
Count of EMPLID	Column Labels	
Row Labels	40%-80% Part-Time Telecommuter	80%-100% Full-Time Telecommuter
0	5	40
887	4	4
IPOC		1
<b>Grand Total</b>	<b>9</b>	<b>41</b>
		4
		54

Project ID	Current Building	Future Building	Division Details	Move (People / Office Space)			Non-Office Need		
				Activate Project Vacancies	Created	Seats Moved		Space Type Needed	As Pt Needed
1.2	701	880	1800 1540 consolidate in 880 (Engg Surge Revamp project)	1	14	3			1.2
1.3	701	880	1800 1545 project rooms in 880 with 3 MGW. Value of 1000 more need....how much do we need?	1	43	Project Room	300 (building 701) + 700 (building 880)		
1.4	880	880	1800 Shift 1500 MGW from "mid-salt" over to the need to make room for Cyber coming in from 727	1	20	20			
5.2	894	880	5000 5400 Storage and training	1			Storage	5000	
6.8	894	880	6000 5650 facility from 894 to 880 appendages	1			36 Lab		
9.2A	Many	880	5000 5526 from Building 777 to 880 (need to go with 9326 from 880)	1	2	2			9.1
9.2B	892	880	9000 1400 project rooms 9326 from 892 to 888. IFPC holds 25. These folks have adjacency needs to 880 per left-as-close-to-88543 as possible.	1	3	7			9.1
9.8	727	880	9000 9300 Cyber from building 727 to 880 "mid-salt" - 44 seats moved represents all of 727 moving to 880	1	44	44			9.1
9.9	880	880	9000 9700 shifts within building	1					9.1
9.10	804	880	9000 Center 9700 shifts from 804...Jesse like 804 is 882...can we consolidate or do something different?	1	20	20			9.1
Corp.7	Neu Need	880	Corp. Space Global touchpoints back@9332 (Charlie Suisse's suite)	1					

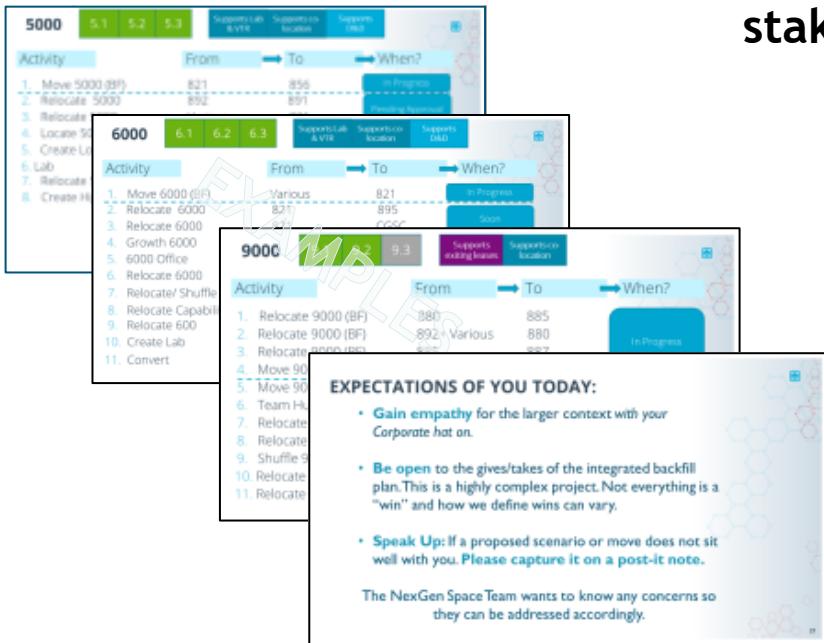
The team started to build a solution that met Corporate goals, Division goals, and the new on-site needs at a low-fidelity state using a variety of creative techniques.

# INCREASING THE FIDELITY



Easy to follow visuals were created to communicate exactly what we wanted to do around the campus.

# GAINING LEADERSHIP SUPPORT



## 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:

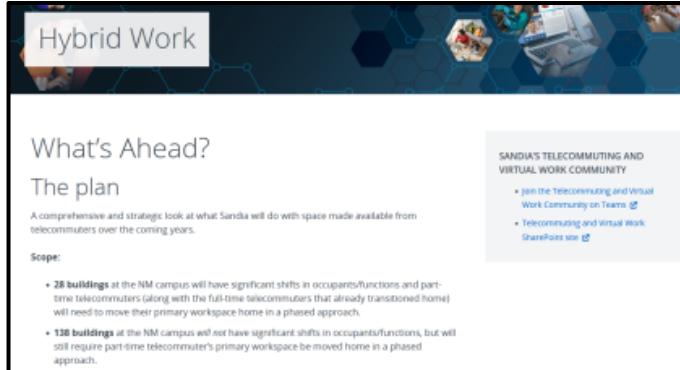
## PLAN STRATEGICALLY *but allow for flexibility*



# SETTING SAIL



# BRINGING 15,000 PEOPLE ALONG



Hybrid Work

What's Ahead?

The plan

A comprehensive and strategic look at what Sandia will do with space made available from telecommuters over the coming years.

Scope:

- 28 buildings at the NM campus will have significant shifts in occupants/functions and part-time telecommuters (along with the full-time telecommuters that already transitioned home) will need to move their primary workspace home in a phased approach.
- 138 buildings at the NM campus will not have significant shifts in occupants/functions, but will still require part-time telecommuter's primary workspace be moved home in a phased approach.

Open All Close All

- How to reserve a touchdown space
- Once you've booked your touchdown: Know before you go
- How to create local shared spaces
- How to equip a local touchdown - computer equipment
- How to equip a local touchdown - office chair
- Shared spaces best practices

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:

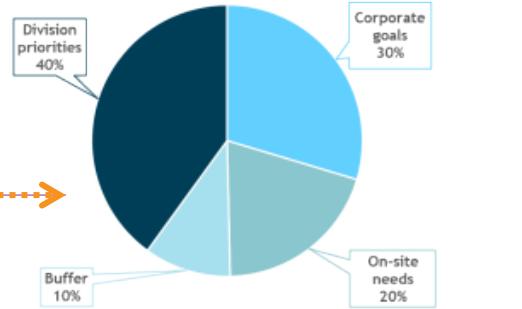
## NEVER STOP MOVING

*keep your company moving in a single direction*

# 1 YEAR IN

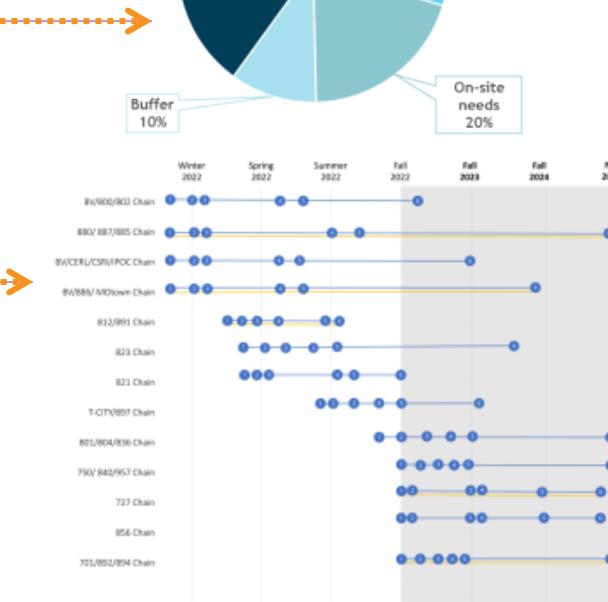
## SCOPE OF PLAN:

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.

# OTHER LEVERS WE INTEND TO PULL



## 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

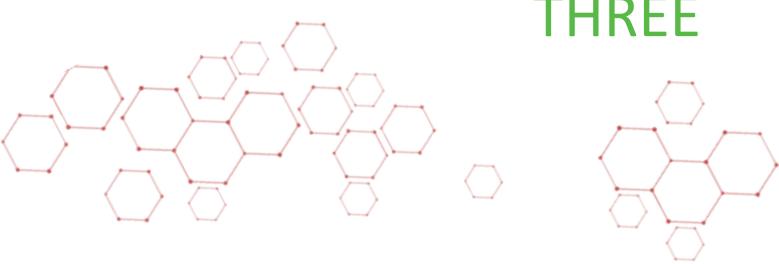


## Impacts to other space types

- Labs & Storage



## TRADELINE THREE





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but allow for flexibility, as learning takes time.

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Thank You.



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National  
Laboratories