

# Kelly Bacon, MBA

## Principal, Global Lead, Workplace Advisory



Education	Years of experience	Years with AECOM
MBA, Market Intelligence - Predictive Analytics, Fordham University, 2008	23	6.5
BA, Communications; Sociology Minor, Marist College, 1998		

Kelly is a Principal and Global Leader of the Workplace Advisory Practice. WPA enables clients to understand and capitalize on a vital dynamic that drives organizational performance, the relationship between people and the design of the physical place.

### Bio

Kelly leads the workplace strategy practice for AECOM Globally. Her degrees in business, sociology, and predictive analytics enable her to provide a societal context for organizational change. Kelly has deep expertise in applying behavioral research methods and diverse design strategies in corporate and federal environments to drive impactful and sustainable transformation. Kelly is dedicated to multiple areas of research – human-computer interaction, occupier wellbeing, and cognitive ergonomics. She recognizes a corporate environment is an eco-system and takes a holistic view in her approach to evidence-based workplace strategies. Kelly spearheaded GSA's research initiative "Workplace Matters" and was the Principal author of the resulting publications, along with being a contributing author to RIBA's "Future Office" publication. In addition to her client work, Kelly has guest lectured at NYU, Columbia, and Fordham University, and most recently, Northwestern University Qatar

### Thought Leadership Presentations

"Is Your Workplace an Enabler" the Imagine a Place podcast, March 2021

"Ensuring Occupant Health: Key Findings and Insights from a Global Study of 21 Office Buildings" co-Author and Presenter – Sept 2020

LAEDC Reopening Business Safely after COVID, July 2020

"Technology Symposium, Fireside Chat," CoreNet SoCal LA Vision 20/20 CRE Tech LA, February 2020

"Cognitive Ergonomics- Creating environments to maximize performance," 2019 Workplace Trends, Copenhagen, September 2019

"Future of Work" Keynote – Trirega Academy, April 2019

### Select Project Experience:

Workplace Strategy Change Management, Marsh & McLennan Companies, Multiple Locations. (Project Director)

Project director for MMC workplace strategy and change management services. As a long-time partner of MMC's Real Estate Services team, AECOM helped develop a Smart Office Toolkit (workplace research and design guidelines) and Change Management Playbook to manage a growing pipeline of agile office transitions more efficiently. For the past several years, AECOM has provided change management services and communications collateral on behalf of several Smart Office locations nationally, helping to integrate space sharing, openness, and alternative work settings. To date,

more than 10 sites have undergone the Smart Office makeover, culminating in an ongoing effort at the company's New York headquarters, home to more than 3,000 employees.

Confidential Technology Company, Ottawa, Canada + Sunnyvale, CA

AECOM was engaged to assist the organization post acquisition. The Ottawa assignment was a capitol prioritization of 5 buildings (650,000 sq. ft. of space). AECOM conducted a campus wide study consisting of Time Utilization Studies, Workplace Performance Surveys, focus groups, interviews, and occupancy analysis. Final deliverable is a capital prioritization plan to aid Nokia in Capex allocations for 2017 and beyond including both hard and soft costs. Ms. Bacon served as Project Director

In 2018, Kelly was asked to lead the strategy for the Bay Area Consolidation – which involved bringing multiple operating groups currently spread across 6 different buildings under one roof. Ms. Bacon is currently the Strategy and Change lead for the project – working in partnership with the design lead.

National A/E/I 2016-2021 - NAVAIR Workplace Engagement Pilot, US General Services Administration, Patuxent River, Maryland. (Project Director)

Project director for the creation of a customized workplace transformation pilot program across five user groups at the Naval Air Station (NAS) Patuxent River in St. Mary's County, Maryland. This significant pilot program is intended to be the model of new ways of working for the DOD. Project included spatial, operational, and technological transformation across the NAVAIR unit. AECOM continues to support NAVAIR and NAVSEA through continued engagements for 7 additional user groups

A-E Services 2014-2018 - Thurgood Marshall Federal Building Integrated Workplace, US Architect of the Capitol, Washington, District of Columbia. (Lead Strategist)

Lead strategist provided planning services under this task order contract for the renovation of 25,000 square feet of office area in Washington, DC performed as a national demonstration project for alternative workplace strategies.

Responsibilities included preparation of a design that would showcase new workplace settings so judges and court executives can witness the benefits of applying alternative workplace strategies design that make more efficient use of space, support mobile workers, and improve accommodations for collaboration.

WE Toolkit, Confidential Pharmaceutical | 2017 - 2018 The US and UK S+ teams were engaged by Pfizer to update their approach to global project delivery. Work included creation of Workplace Strategy, Change Management, and Portfolio Planning tools. Upon completion of the tool's development, Kelly lead the “train the trainer” sessions in North America. These sessions were awareness and training

US Department of State General Work Area Densification Study, Various Locations | 2017-2018, 2021: OBO engaged AECOM to establish target design-to-infrastructure to support future densification in the work area for new construction projects. With flexibility and operational impact at the forefront, modifications to the interior systems components were dissected and studied to maximize the overall effectiveness of implementation in a workplace model. Ms. Bacon lead the cross disciplinary team through a series of workshops and acted as the facilitator in streamlining the infrastructure recommendations across multiple disciplines. Kelly was the facilitation lead, and ultimately the “voice” of the project – presenting the recommendations to the Ambassador upon completion of the effort

AECOM continues to support the OBO with a new initiative to better assess the efficiency and effectiveness of all the embassies globally

National A/E/I 2016-2021 - USDA Workplace Space Reduction Analysis Study, US General Services Administration, Multiple locations. (Project Director)

Project director assisted with developing long term sustainability goals, enhancing workplace productivity, and improving client's overall real estate efficiency, for multiple pilot projects across North America. The work includes various onsite research engagements, programming, concept development, design briefing, and implementation and leasing guidelines. This project impacted over 6 million square feet of space.

2020 Workplace Strategy and Program, Confidential Luxury Consumer Brand Company, Multiple Locations. (Project Director)

Project director leading the workplace strategy, programming, and design concepts through a series of research engagements to address each unique brand and various departments goals for a comprehensive strategy to create a physical environment that embodies a culture of innovation, enhances effective collaboration, and furthers their brand leadership position in the prestige beauty markets.

In response to recent growth trends and corporate restructuring, the Confidential Consumer goods company pursued consolidation across its real estate portfolio in the New York area. AECOM delivered both strategy and design programs to assist in right-sizing properties and collocating functionally adjacent brands under the product umbrella. Specifically, ELC sought to consolidate its IT integration group in Long Island City, restack corporate functions across Manhattan, and develop a robust master plan for R&D operations in Melville, NY. Throughout, AECOM's integrated delivery model - combining strategy, urban planning, design, engineering, cost consulting, laboratory planning, and real estate economics - provided the client the confidence to make informed decisions across their portfolio.

National A/E/I 2016-2021 - NOAA Federal Building, US General Services Administration, Portland, Oregon.  
(Project Director)

Project director for this task order under a multi-year contract to provide strategic design and MEP services for National Oceanic and Atmospheric Administration's (NOAA) federal building in Portland, Oregon. Kelly served as the Principal in Charge of this robust multi-disciplinary effort. Work included user research, design briefing, and then change management implementation.

General Services Administration, Workplace Matters Series | 2016- 2018

In an effort to better manage their 360 million square foot portfolio, GSA contracted AECOM to develop four comprehensive guides based on a series of workshops that AECOM and the Program Management Office conducted with industry and academic leaders to identify best practices in the workplace. The guides - Return on Investment, Activity Based Planning, Change Management and Light Matters- are designed to guide GSA project teams and agencies seeking workplace improvements with each publication focusing on a specific facet of the workplace. Kelly directed and moderating the series, oversaw the writing and development of all four publications, and periodically supports the GSA with onsite trainings for program and project managers.

Aviation Campus Workplace Study, United Technologies Corporation, Hartford, Connecticut. (Project Director)

Project director collaborated on a workplace study for renovation of a 500,000-square-foot aviation campus.

Engagement & Programming, Pacific Gas & Electric, San Francisco, California. (Strategy Executive Advisor)

AECOM delivered a comprehensive real estate portfolio optimization study for a client based in Northern California. The portfolio under scope involves the client's 26 locations in San Francisco, Sacramento, and Fresno areas, totaling 3 million rentable square feet of existing workplace and 12,000 seats. By understanding the workplace performance discrepancies and business needs aligned to their future vision, the goal is to help the client establish a clear path for future planning and real estate decisions.