SAME DB Presentation

August 2024

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SOM

Agenda

1

LESSONS LEARNED

UNOG
NATO

2

RELEVANT EXPERIENCE

US Government
Projects

3

RELEVANT EXPERIENCE

Procurement Routes

4

ANALYSIS

New Build
Adaptive Reuse
Hybrid

1

LESSONS LEARNED

UNOG + NATO

INTERGOVERNMENTAL AGENCIES

Confidential Intergovernmental Agency Headquarters

Geneva, Switzerland

COMPLETION YEAR

2022

SITE AREA

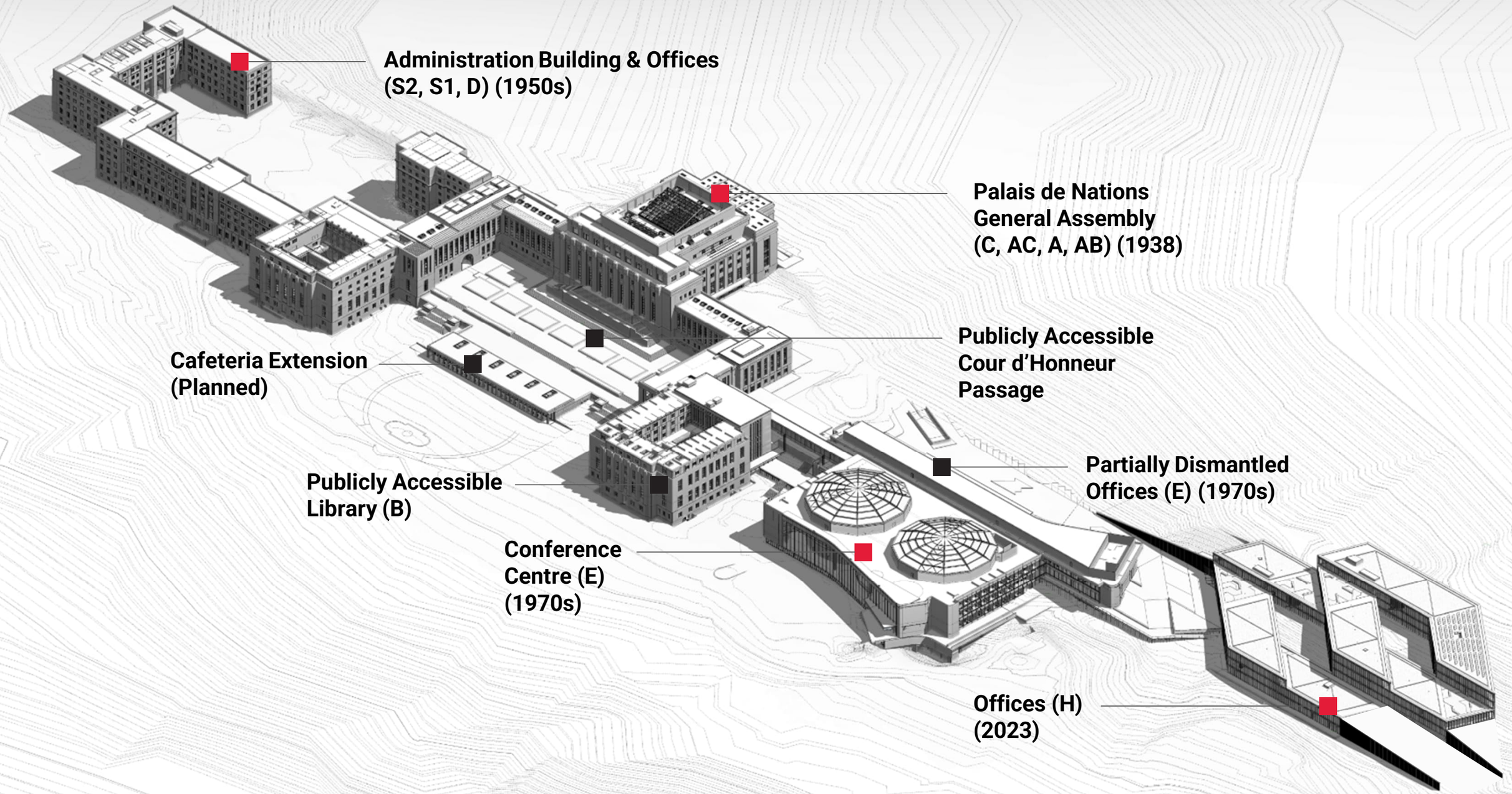
17,000 sm

BUILDING GROSS AREA

24,000 sm

NUMBER OF STOREYS

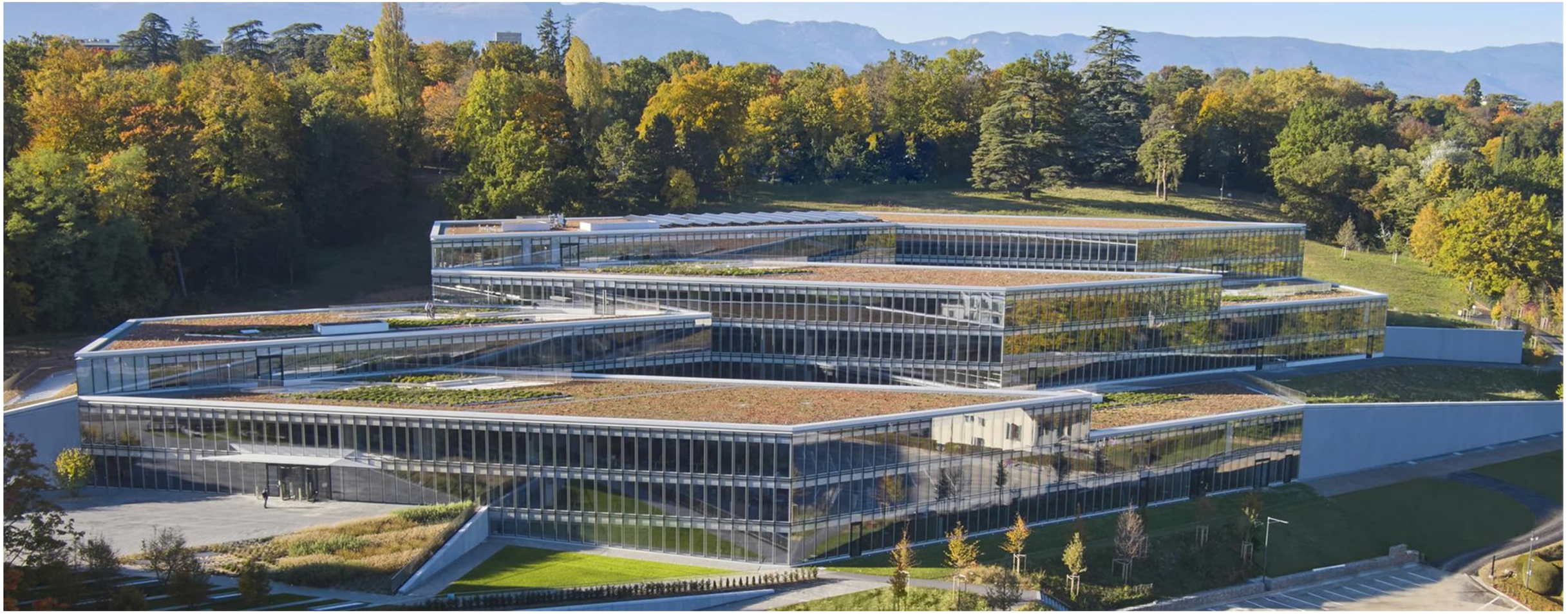
9


Administration Building & Offices
(S2, S1, D) (1950s)
Palais de Nations
General Assembly
(C, AC, A, AB) (1938)
Publicly Accessible
Cour d'Honneur
Passage
Cafeteria Extension
(Planned)
Partially Dismantled
Offices (E) (1970s)
Publicly Accessible
Library (B)
Conference
Centre (E)
(1970s)
Offices (H)
(2023)

INTERGOVERNMENTAL AGENCIES

Confidential Intergovernmental Agency Headquarters

Geneva, Switzerland



INTERGOVERNMENTAL AGENCIES

Confidential Intergovernmental Agency Headquarters

Geneva, Switzerland

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Confidential Intergovernmental Agency Headquarters

Geneva, Switzerland

Lessons Learned

The main challenges of the Master Plan were in guaranteeing business and operational continuity constraints whilst renovating the existing buildings for fire and life safety compliance, upgrade conferencing systems and expand amenity offerings, all while balancing new design elements with landmark heritage features to create a healthy / sustainable work environment.

To incorporate the General Assembly mandate to implement an activity-based workplace strategy and bring equity to the workspace in the new building, required change management to shifting from completely enclosed, siloed space with limited options to open, team-based work settings.

Over the 10 year delivery phase of the project, the procurement methodology considerations expanded from traditional lump sum for the new building to allow for the existing unknown conditions through two stage lump sum with pre-construction agreement in place and further was optimised for the demolition of the Tower to be total contract/ design & develop contract structure. All using FIDIC White Book with further amendments for UN development opportunities and funding allowances.

Design Procurement Process
Implementation Plan

From appointment by design competition in 2014, SOM established an approach to strengthen contact with the UNs 128 member states and build consensus for the brief and deliver a 50 year strategic heritage plan.

SOM conducted focus groups with staff across all grades and divisions to establish qualitative criteria for the success metrics of the design.

SOM have continued this approach that reinforces the original concept to safeguard the institutional memory and heritage of UN and the League of Nations.

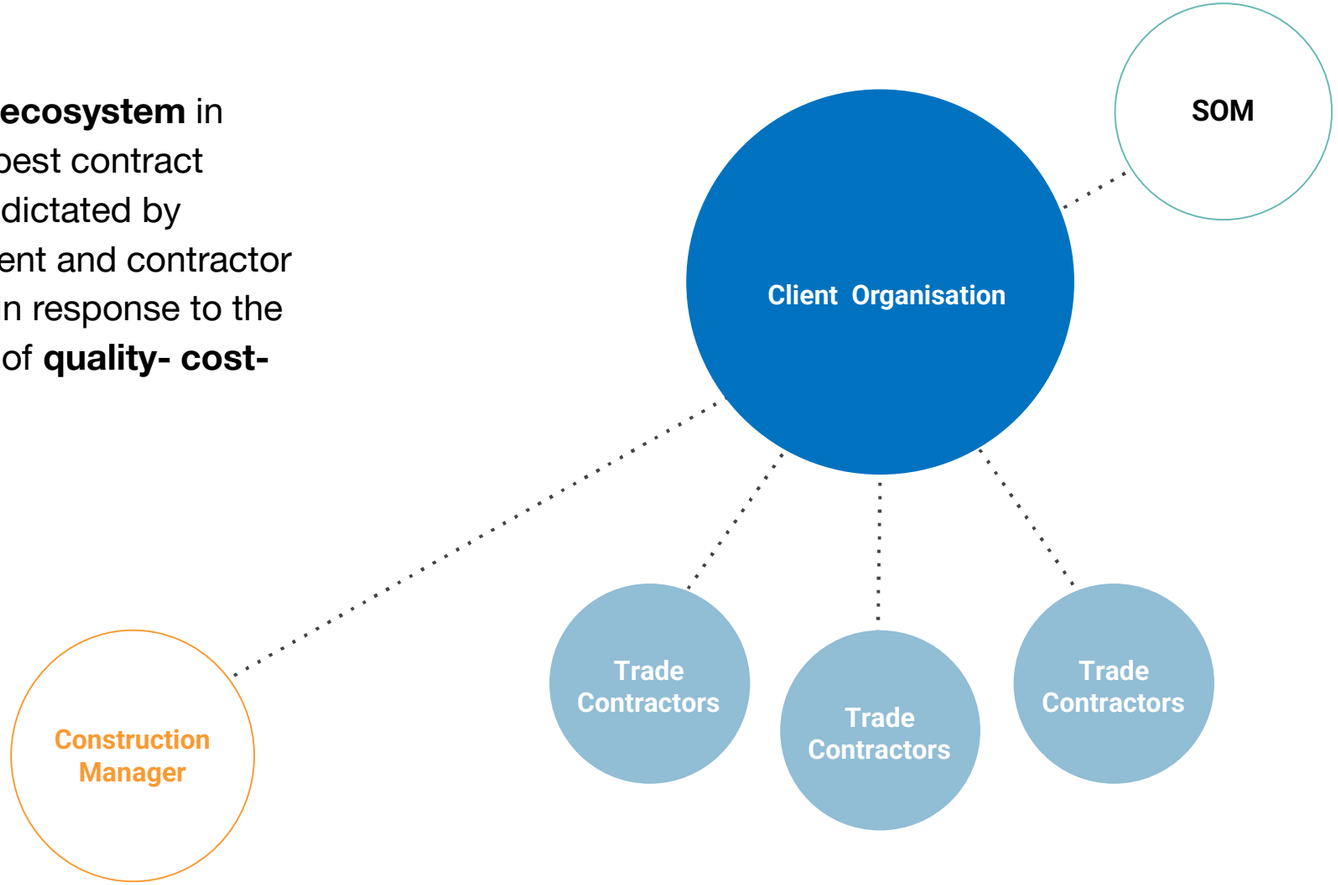
SOM commitment through maintaining the same project lead has guaranteed the continuity of decision making.

Themes	MOBILISE	DISCOVERY	ENGAGEMENT	ANALYSIS	SYNTHESIS
Tasks Level 1	Team Process Project Orientation	Existing Building Space Assessment Canton Geneva Permit Analysis	Leadership Discussion	Massing & Programming	Finalise organising principles of design
Tasks Level 2	Confirm Engagement Methodologies & Schedules	Survey Development Artwork & Furniture Assessment	Member States	Prepare new design metrics sustainability; Infrastructure; Conferencing; Amenities; New collaboration spaces; MEP systems integration	Canton Geneva Permit
Tasks Level 3	Data Gathering	Benchmarking & Tours Vision Sessions with Leadership	Non-Member States	Deliver Design proposals Key insights on procurement *	Comunicate development options in relation to potential future financial scenarios. '
	Prioritize clinical colocation optimize flows	Change Management Development	Intergovernmental Organizations	Validate new building: Contiguous or separate	Access Security Servicing wayfinding
			Other Entities		
Implementation	Methodology of Engagement Design Vision Questions Programme Milestones & Deliverables	Vision Sessions Project goals from Strategic Plan to Project Plan	Concept Design with Budget Leadership Vision Statement	Detail Design Strategy Progress Report with Cost Summary	Technical Design

UN Contract Process

Procurement Contract Structure

The **complex ecosystem** in choosing the best contract structure was dictated by consultant, client and contractor responsibility in response to the venn diagram of **quality- cost- time**.



Construction Management

Design by Client consultants generally overlaps with construction. A fee earning construction manager defines and manages the procurement and construction of the work packages. All contracts are direct with the Client. The construction manager's liability is limited and does not bear the full financial and programme risks of the project.

NOT WELL RECEIVED IN EU

UN Contract Process

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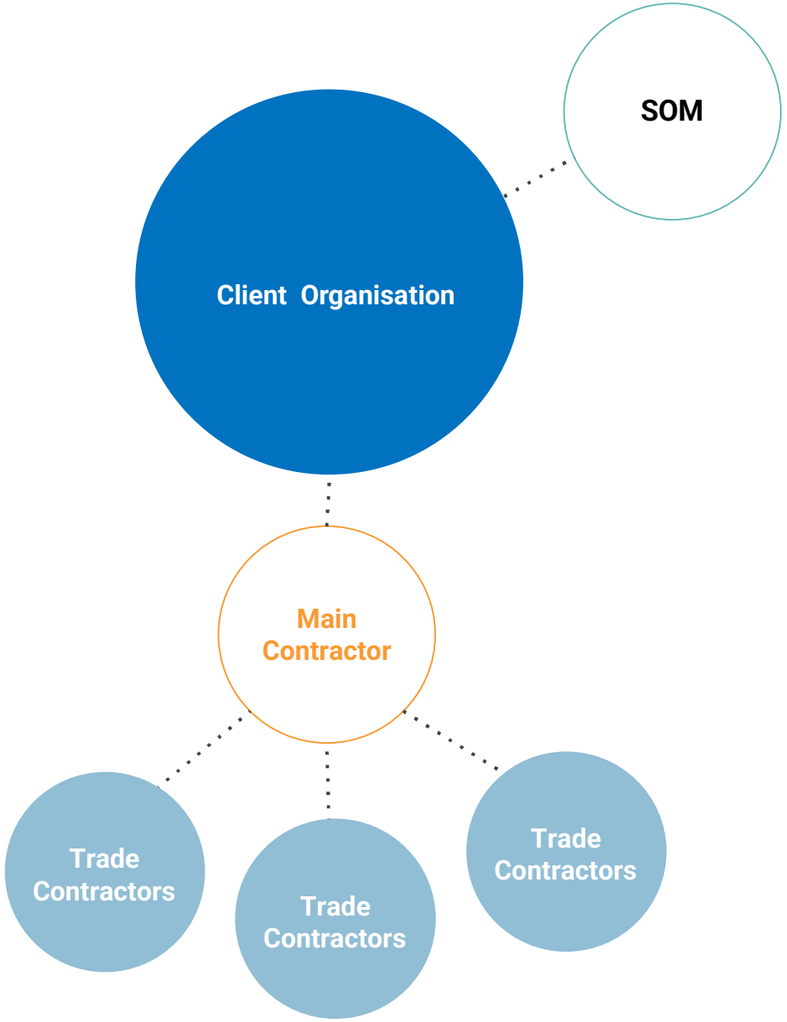

UNOG Building H

Traditional Lump Sum

Design by the Client's consultanta is completed before contractors tender, then construction is carried out. The contractor assumes responsibility and financial risks for programme in carrying out the building programme whilst the client takes the risks for quality of the design and the design team performance.

UN Contract Process

Procurement Contract Structure

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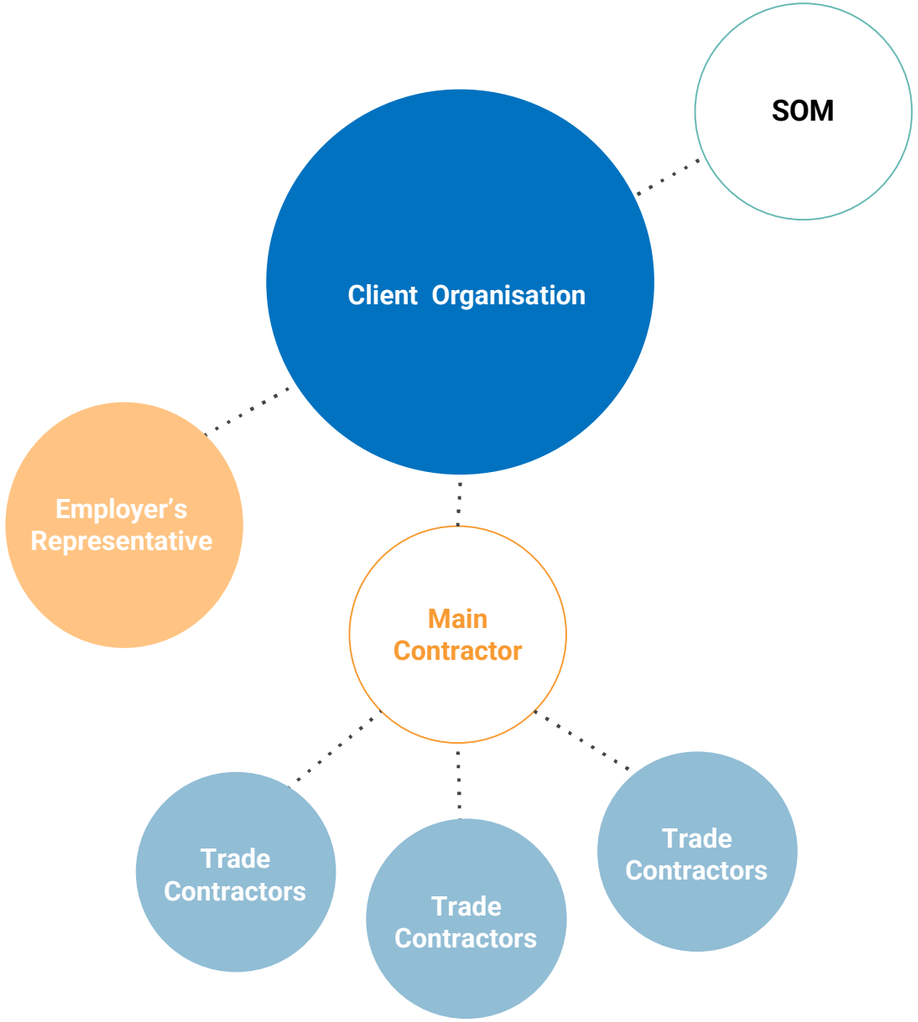


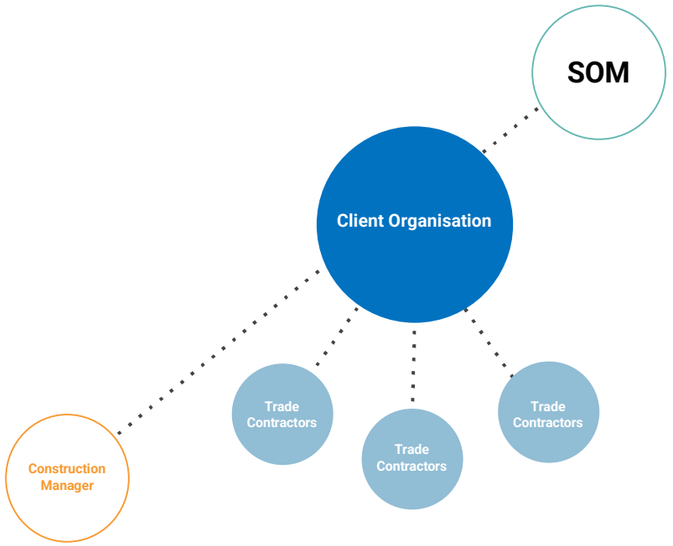
UNOG Building E

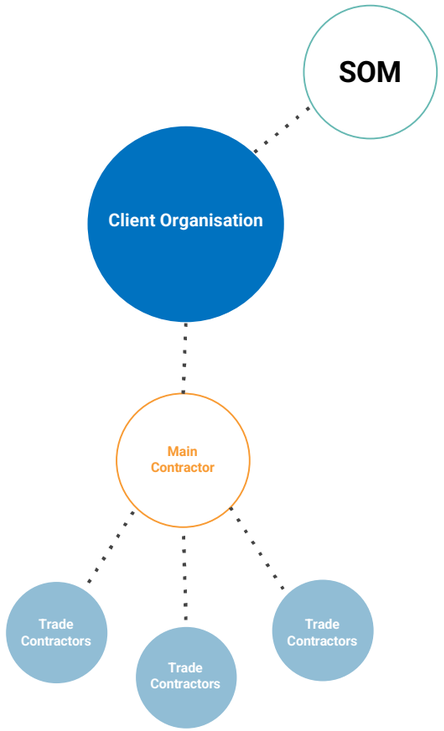
Design Bid Build

Detailed design and construction are both undertaken by a single contractor in return for a lump sum price. The client team would have commissioned the design team to develop the design up to an appropriate level before novating them to the contractor. The client then appoints a compliance team to monitor the scheme during the technical design and construction phase.

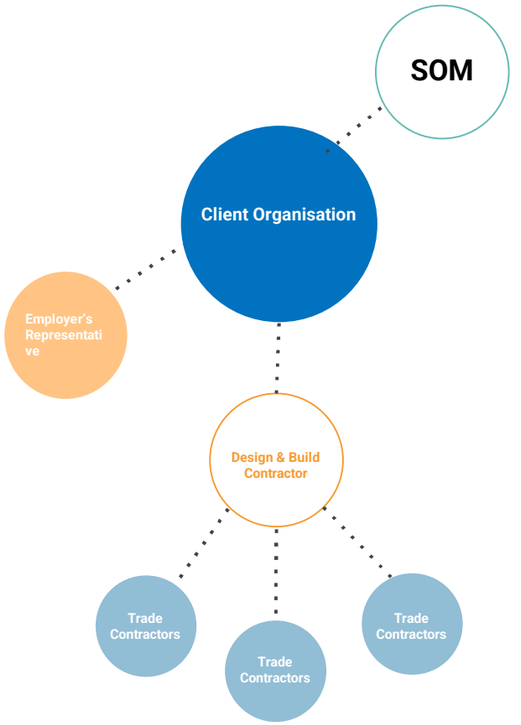
UN Contract Process

Procurement Contract Structure





UNOG Building H



UNOG Building E

Risk stays with Client

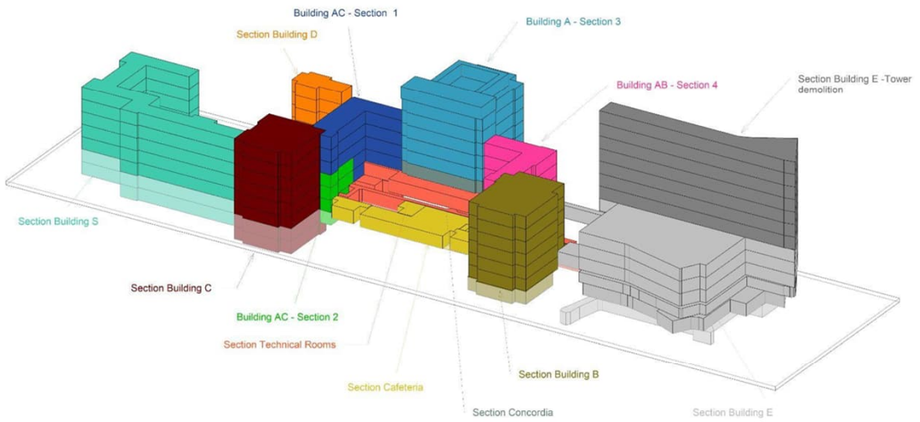
Risk transfers to Contractor

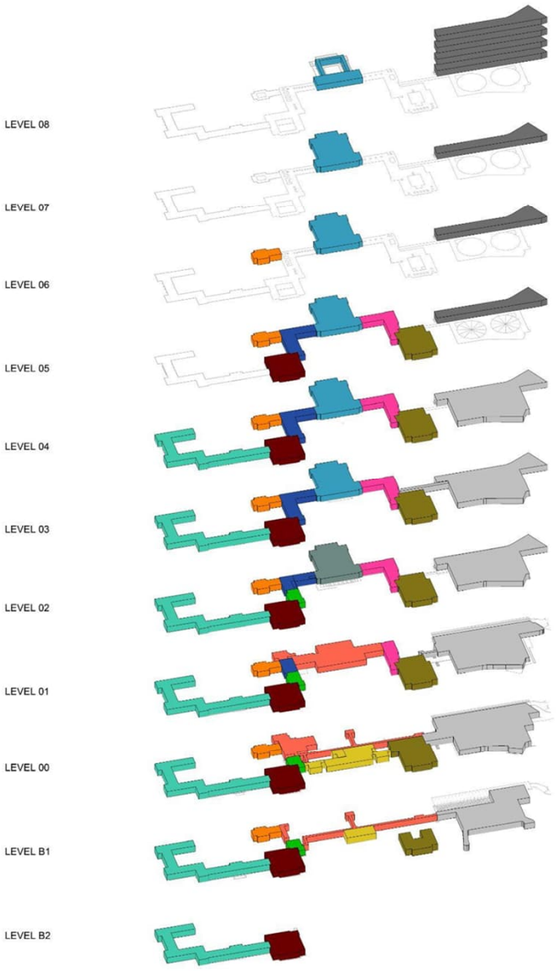
Construction Management

Traditional Lump Sum

Design, Bid Build

Move Management
Implementation Plan

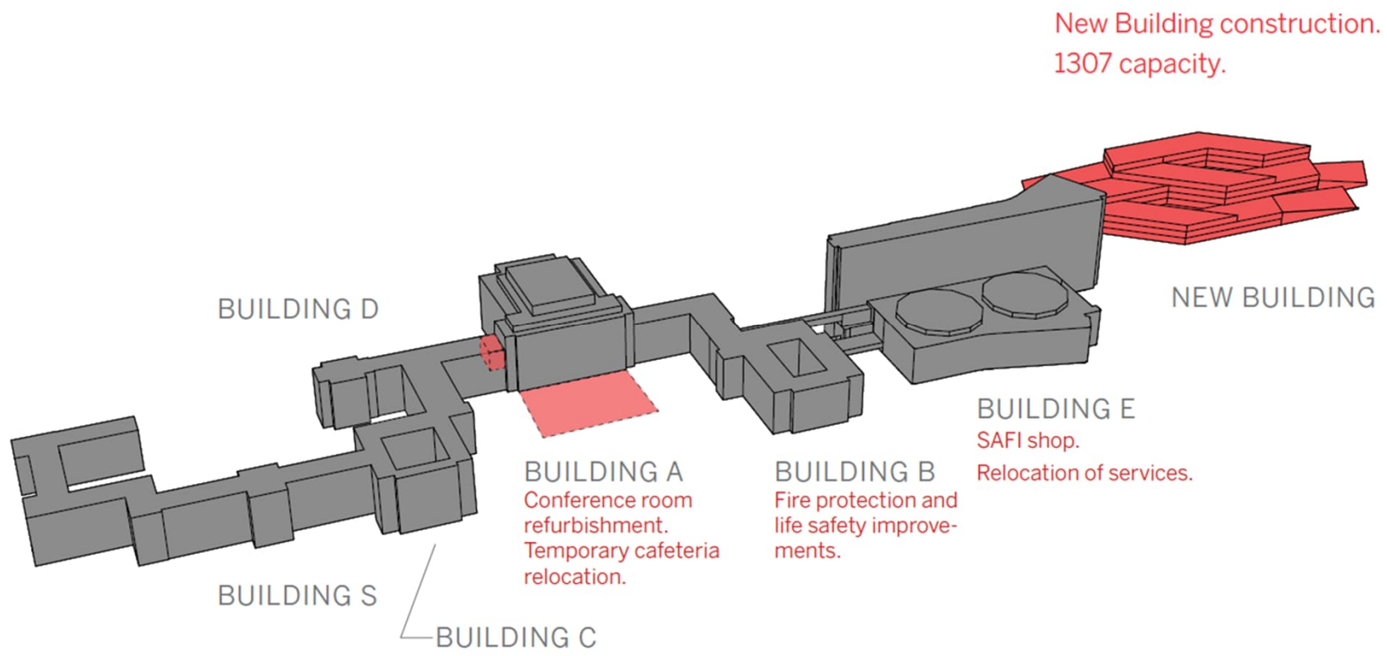




Working with UNOG
Early on in the planning stage, with **continuous interest and engagement by the client** and its stakeholders, the project was phased to maintain the operational continuity of the campus.

The move strategy considered as part of the change management process considered that all departments would ‘swing’ into the newly created spatial solutions for an interim period, and establish a learning process that provided a response on the need for flexible solutions, choice of work, and the new human centric approach to the workplace.

Move Management
Implementation Plan

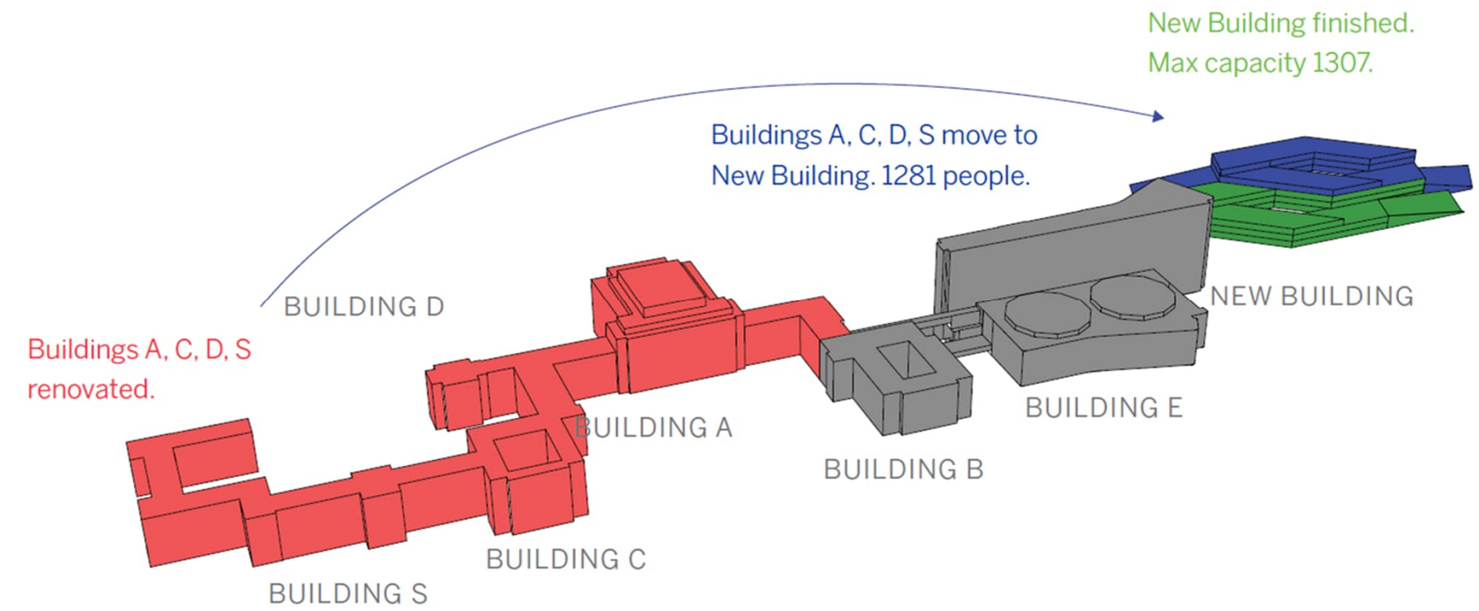


- Renovation has not yet occurred.
- Final occupancy.
- Swing state.
- Under construction.

New Building Phase

The first building phase on the campus is the construction of the new building. Upon completion, it will provide swing space during the renovation of the existing building. Concurrent with the construction of the new building, a rolling, incremental schedule of conference room renovations should occur in Building A, with an effort to minimize disruption to the working space. The temporary location of the cafeteria dining room should also be set up to prepare for the expansion in the next phase. Additional works that could occur during this period include the addition of fire protection to the library stacks, the relocation of services from the tower of Building E and the renovation of the old print shop space into the new SAFI shop.

Move Management
Implementation Plan

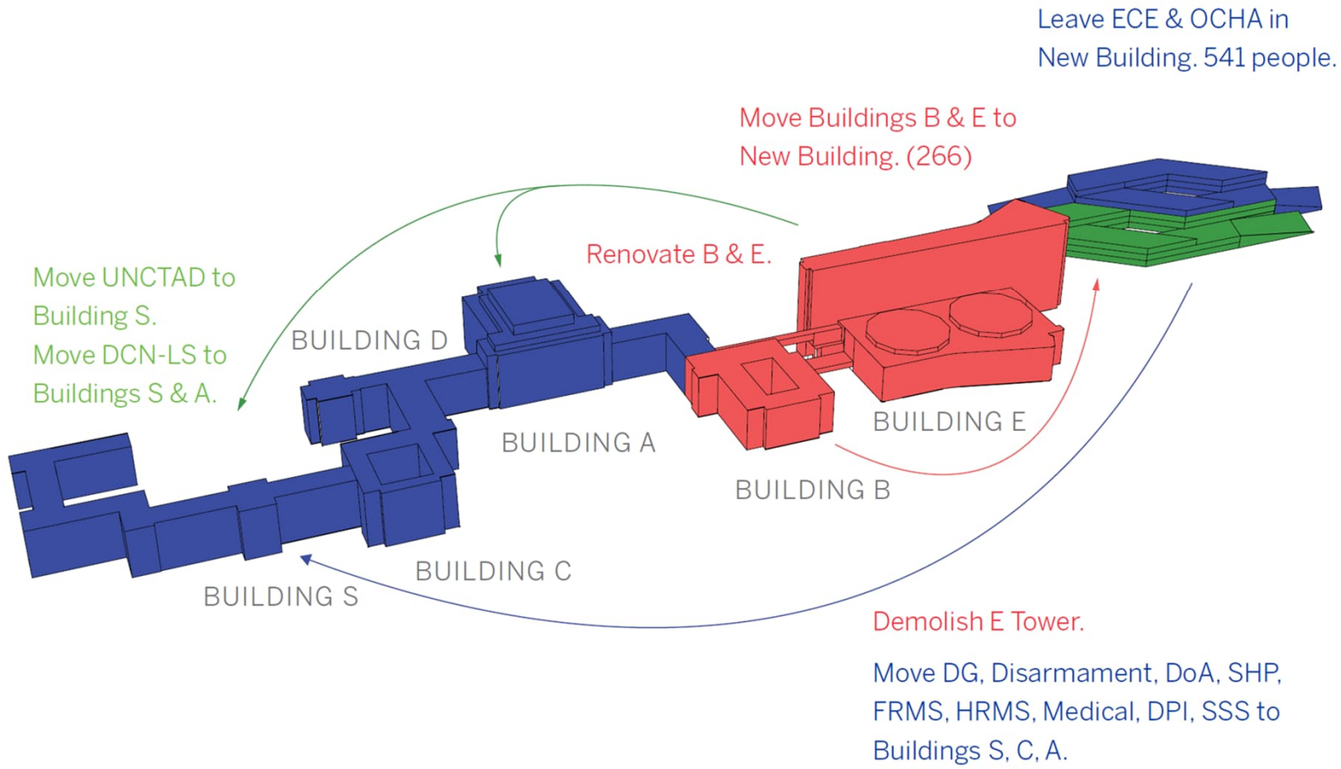


Renovation has not yet occurred.
Final occupancy.
Swing state.
Under construction.

Swing Phase 1

The second building phase begins with moving OCHA and ECE to their final locations in the New Building. The remaining seats in the building will be filled with the groups from Buildings A, C, D, and S, which include the DG, Disarmament, Division of Administration, Human Resources, Finance, Central Support Services, Department of Public Information, Strategic Heritage Plan, Joint Inspection Unit, Security & Safety Services and some UN Agencies. The workspace, remaining conference rooms and amenities located in Buildings A, C, D, and S will undergo renovation.

Move Management
Implementation Plan

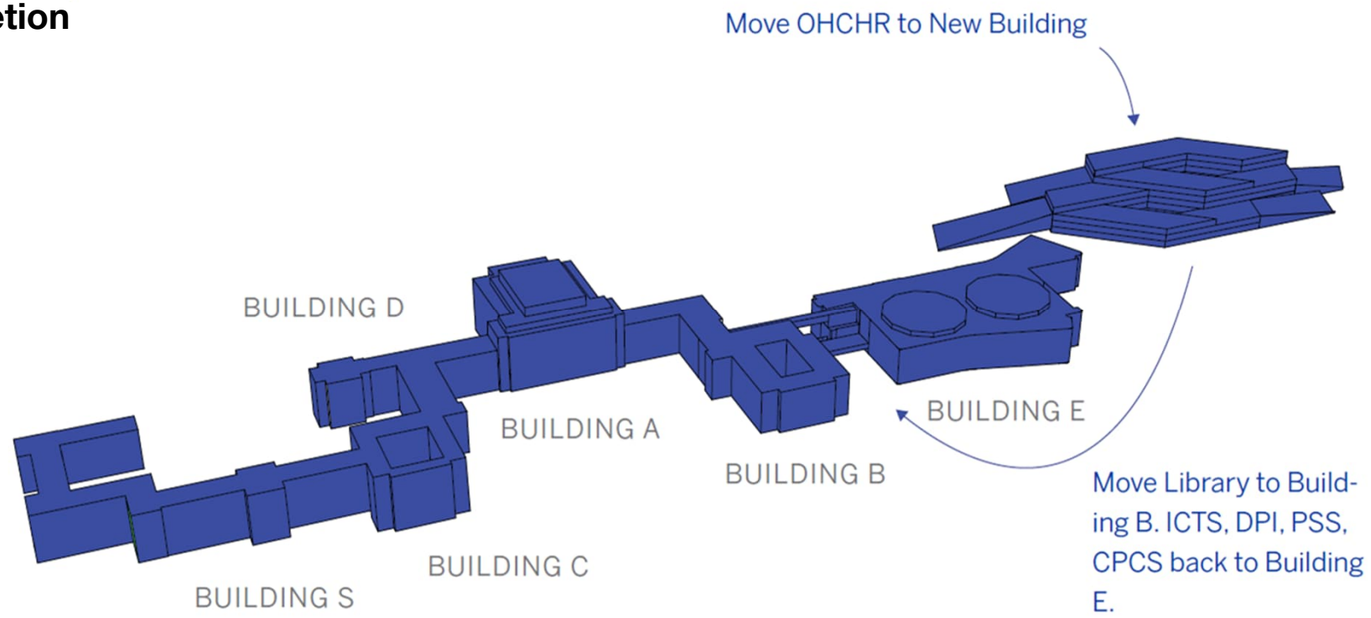


Swing Phase 2

Detailed design and construction are both undertaken by a single contractor in return for a lump sum price. The client team would have commissioned the design team to develop the design up to an appropriate level before novating them to the contractor. The client then appoints a compliance team to monitor the scheme during the technical design and construction phase.

Move Management
Implementation Plan

Completion



- Renovation has not yet occurred.
- Final occupancy.
- Swing state.
- Under construction.

INTERGOVERNMENTAL AGENCIES

Confidential Intergovernmental Agency Headquarters

Geneva, Switzerland

INTERGOVERNMENTAL AGENCIES

NATO Headquarters

Brussels, Belgium

COMPLETION YEAR

2017

BUILDING GROSS AREA

250,000 sm

SITE AREA

41 ha

BUILDING HEIGHT

33.5 m

NUMBER OF STOREYS

7

INTERGOVERNMENTAL AGENCIES

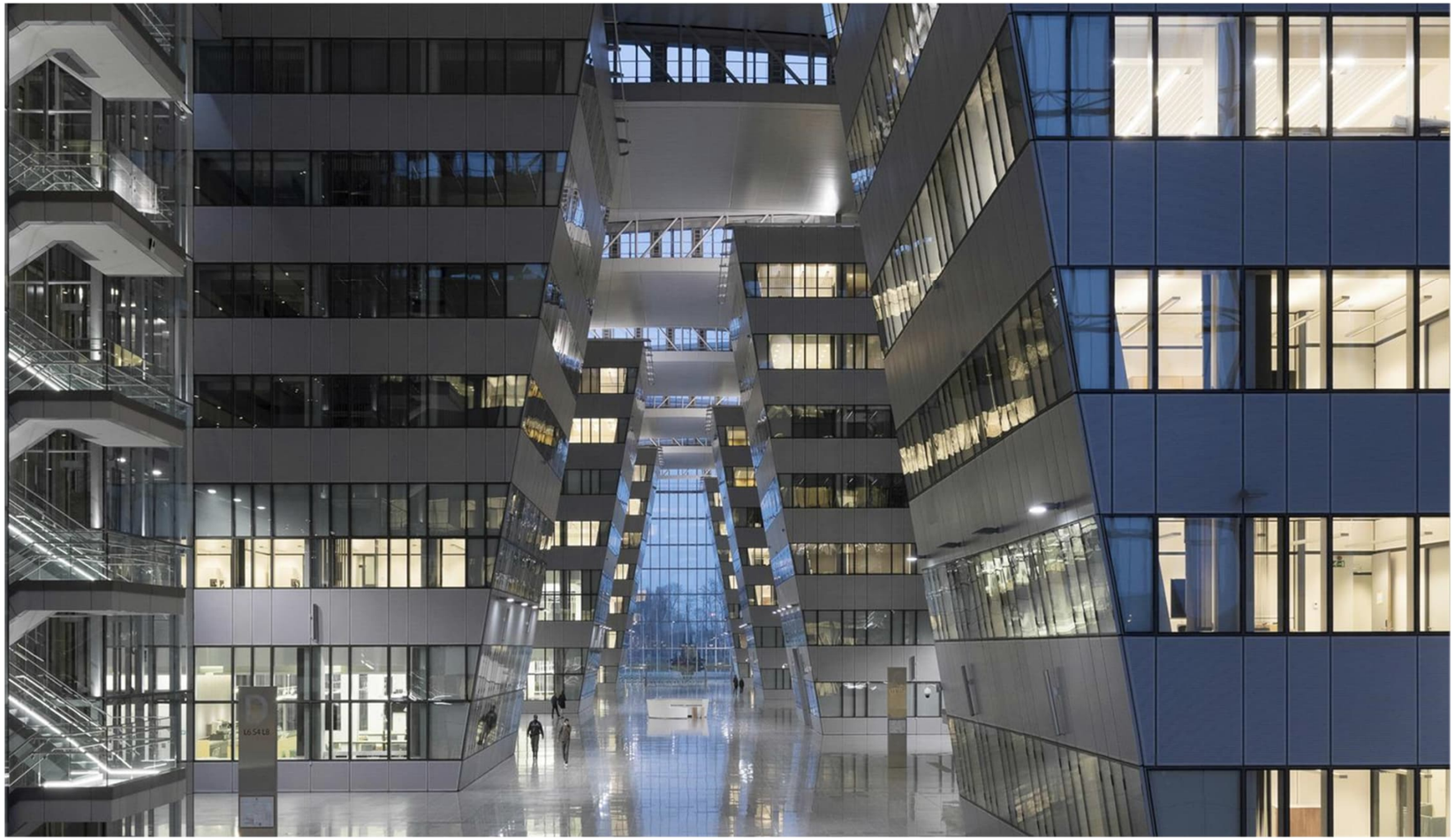
NATO Headquarters

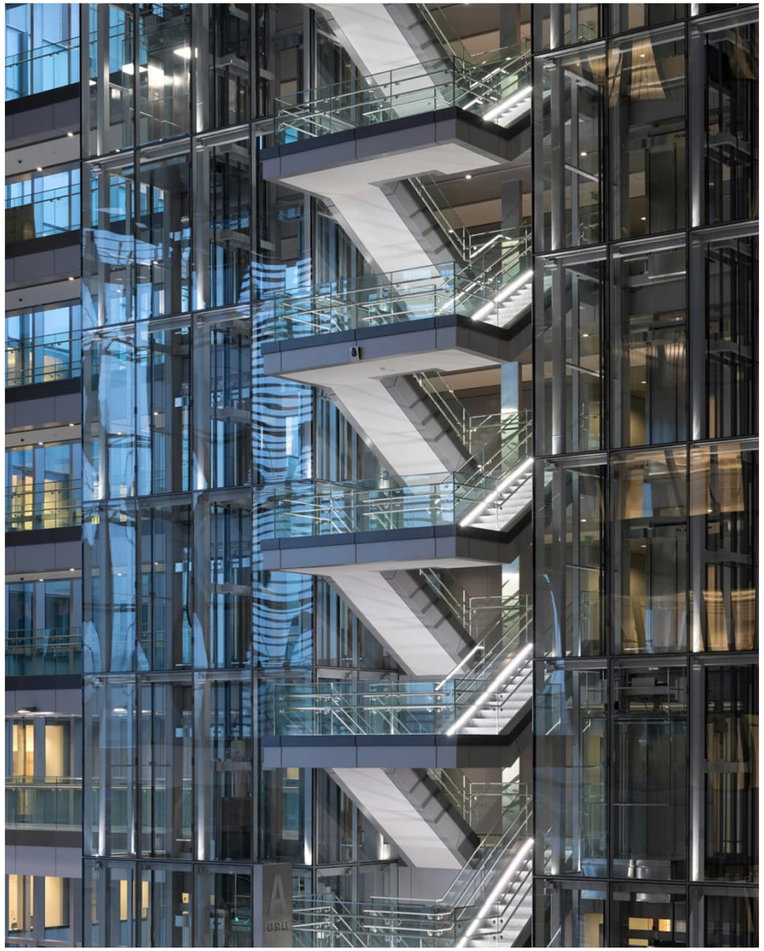
Brussels, Belgium

INTERGOVERNMENTAL AGENCIES

NATO Headquarters

Brussels, Belgium





INTERGOVERNMENTAL AGENCIES

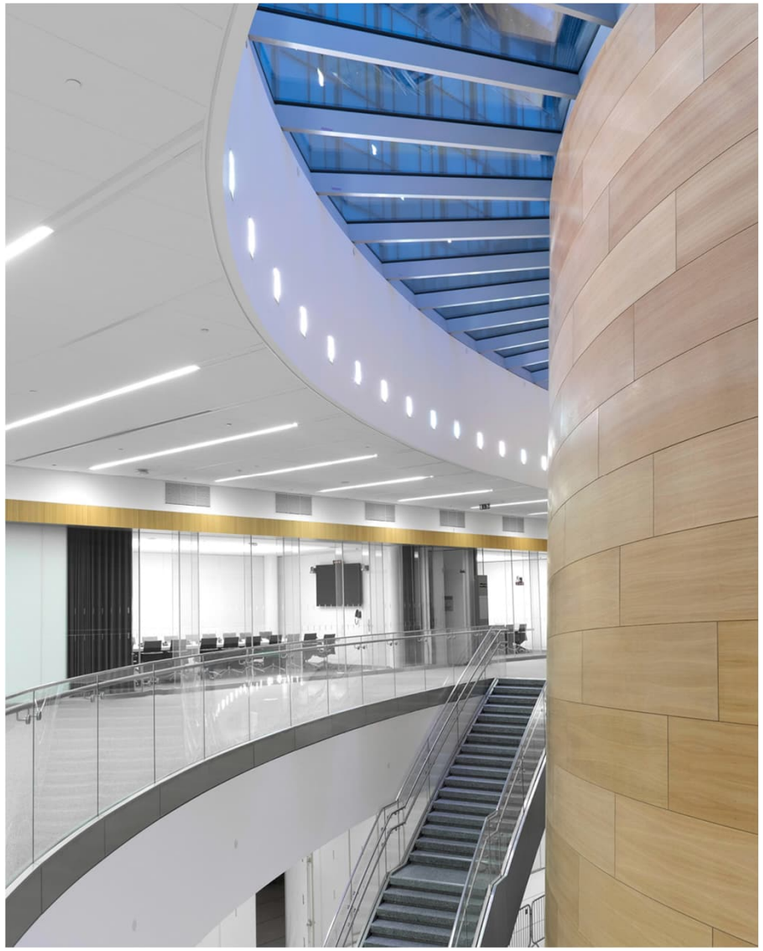
NATO Headquarters

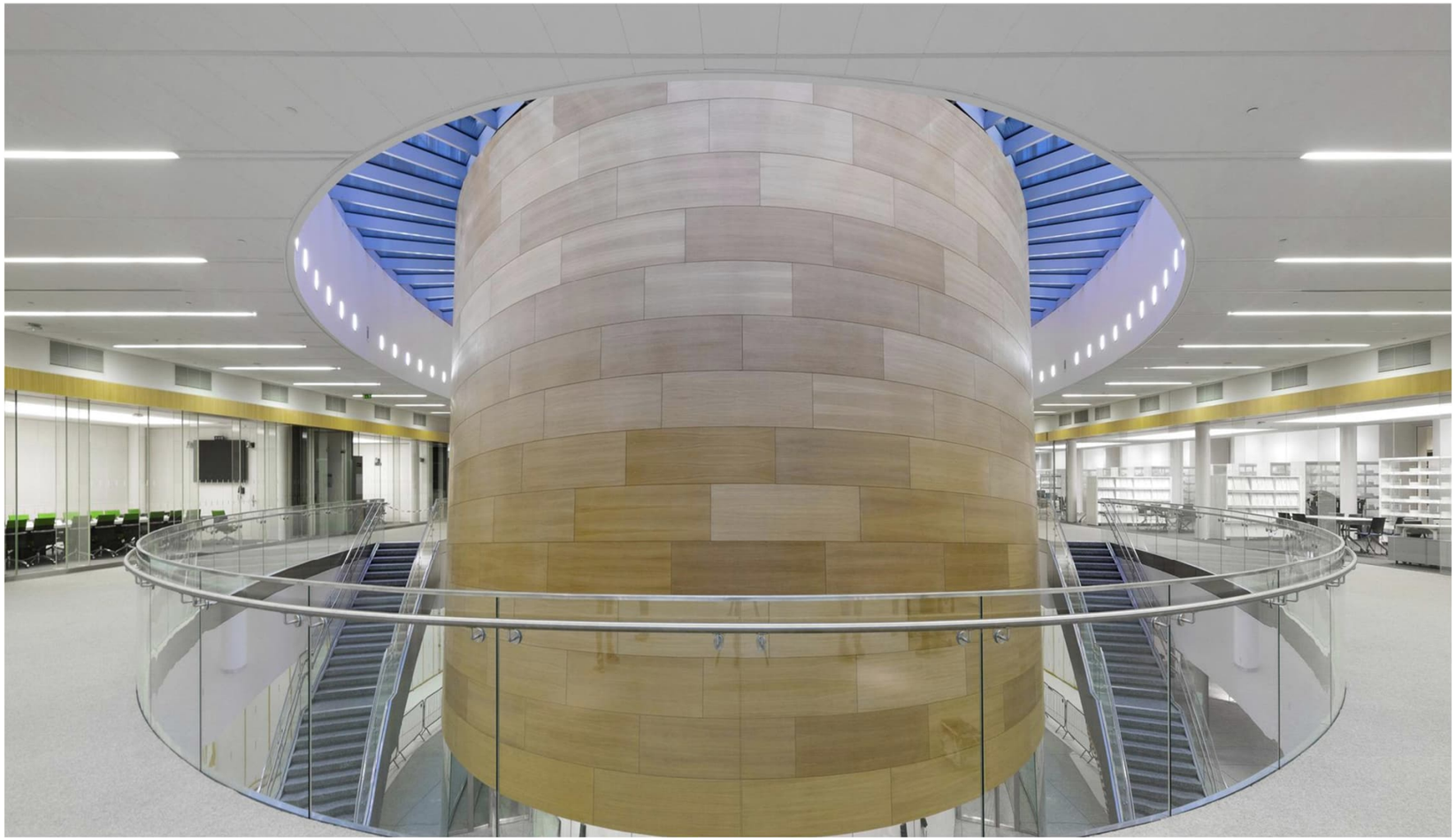
Brussels, Belgium

INTERGOVERNMENTAL AGENCIES

NATO Headquarters

Brussels, Belgium





INTERGOVERNMENTAL AGENCIES

NATO Headquarters

Brussels, Belgium

2. Lessons Learned

- How to accommodate workspace for future member states - *Flexible Design*
- How to design for future technology advancements
- Change Management needs

2 @phil.obayda@som.com I've added in these bullet points as a starting point for you.
Assigned to phil.obayda@som.com
Jasber Singh, 21/08/2024

INTERGOVERNMENTAL AGENCIES

NATO Headquarters

Brussels, Belgium

2

RELEVANT EXPERIENCE

US Government Projects

U.S. GOVERNMENT PROJECTS

Los Angeles Federal Courthouse

Los Angeles, California

COMPLETION YEAR

2016

BUILDING GROSS AREA

5,880 sm

SITE AREA

1.28 ha

BUILDING HEIGHT

67 m

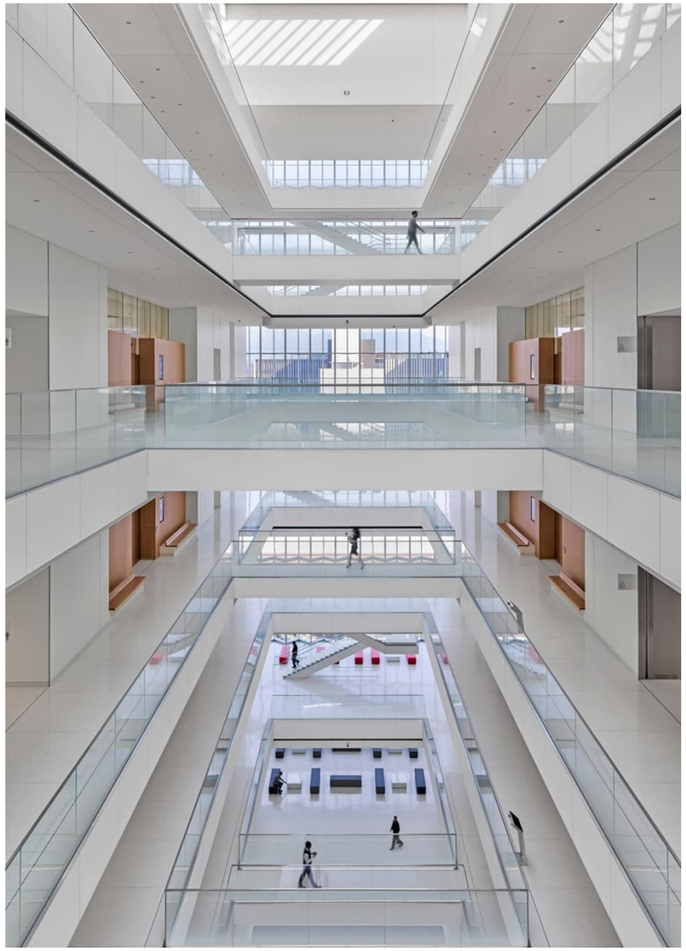
NUMBER OF STOREYS

10

U.S. GOVERNMENT PROJECTS

Los Angeles Federal Courthouse

Los Angeles, California



U.S. GOVERNMENT PROJECTS

Los Angeles Federal Courthouse

Los Angeles, California

U.S. GOVERNMENT PROJECTS

John A. Volpe National Transportation Systems Center

Cambridge, Massachusetts

COMPLETION YEAR

2023

BUILDING GROSS AREA

53,419 sm

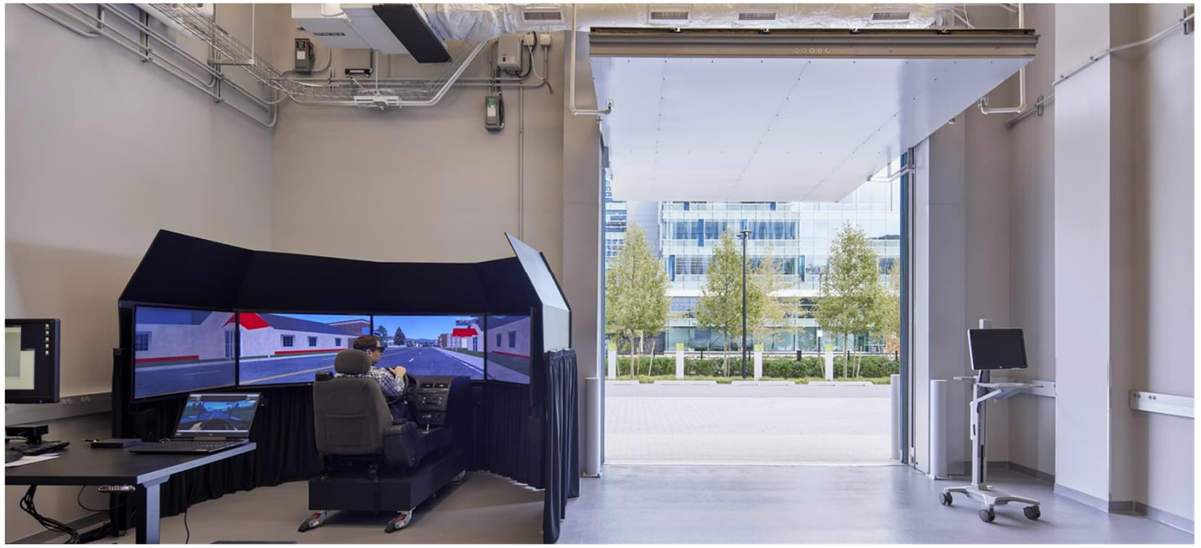
NUMBER OF STOREYS

13

U.S. GOVERNMENT PROJECTS

John A. Volpe National Transportation Systems Center

Cambridge, Massachusetts



U.S. GOVERNMENT PROJECTS

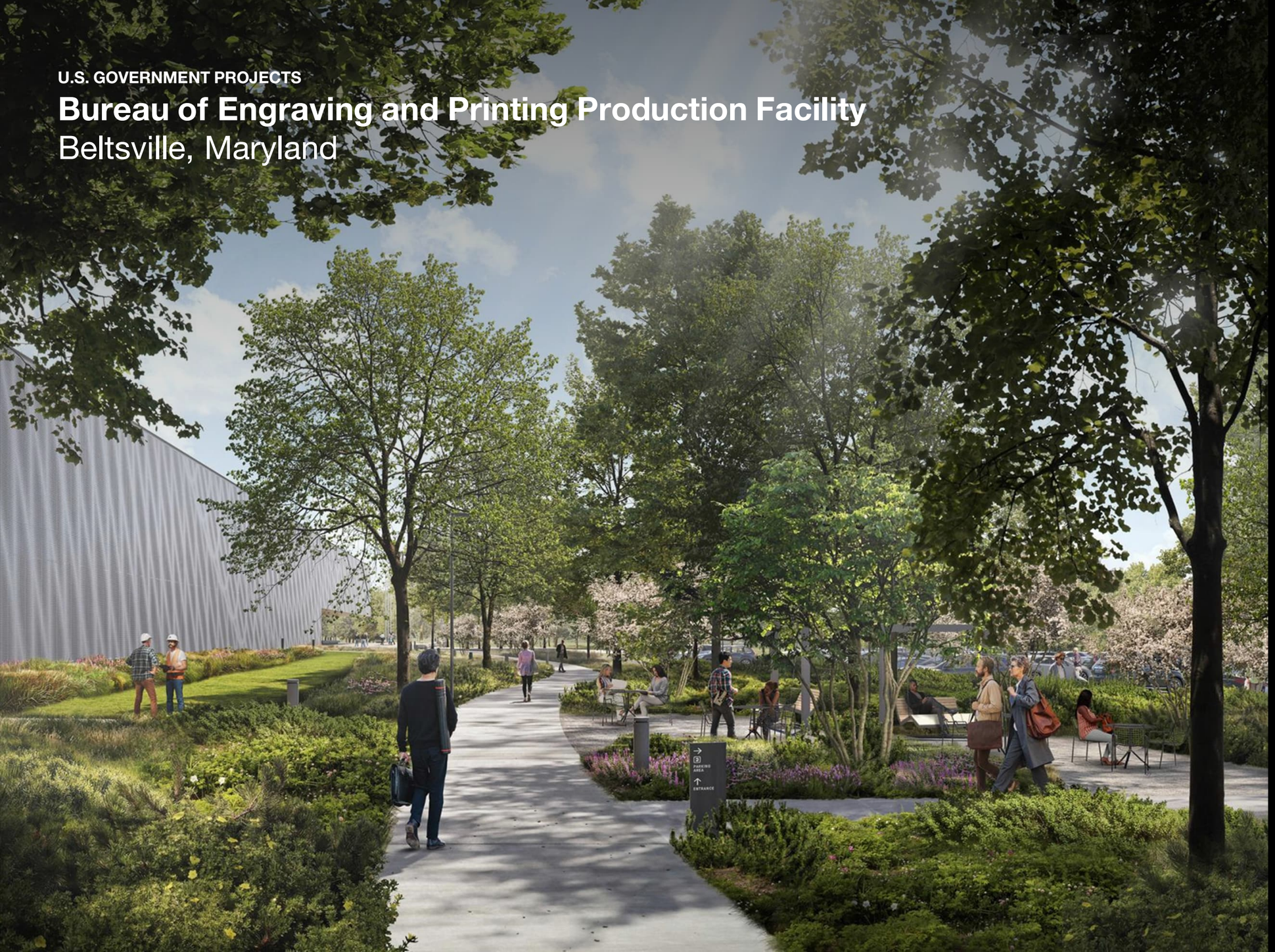
John A. Volpe National Transportation Systems Center

Cambridge, Massachusetts

U.S. GOVERNMENT PROJECTS

Bureau of Engraving and Printing Production Facility

Beltsville, Maryland



COMPLETION YEAR

2028 (estimate)

BUILDING GROSS AREA

111,483 sm

SITE AREA

42 ha

NUMBER OF STOREYS

2

U.S. GOVERNMENT PROJECTS

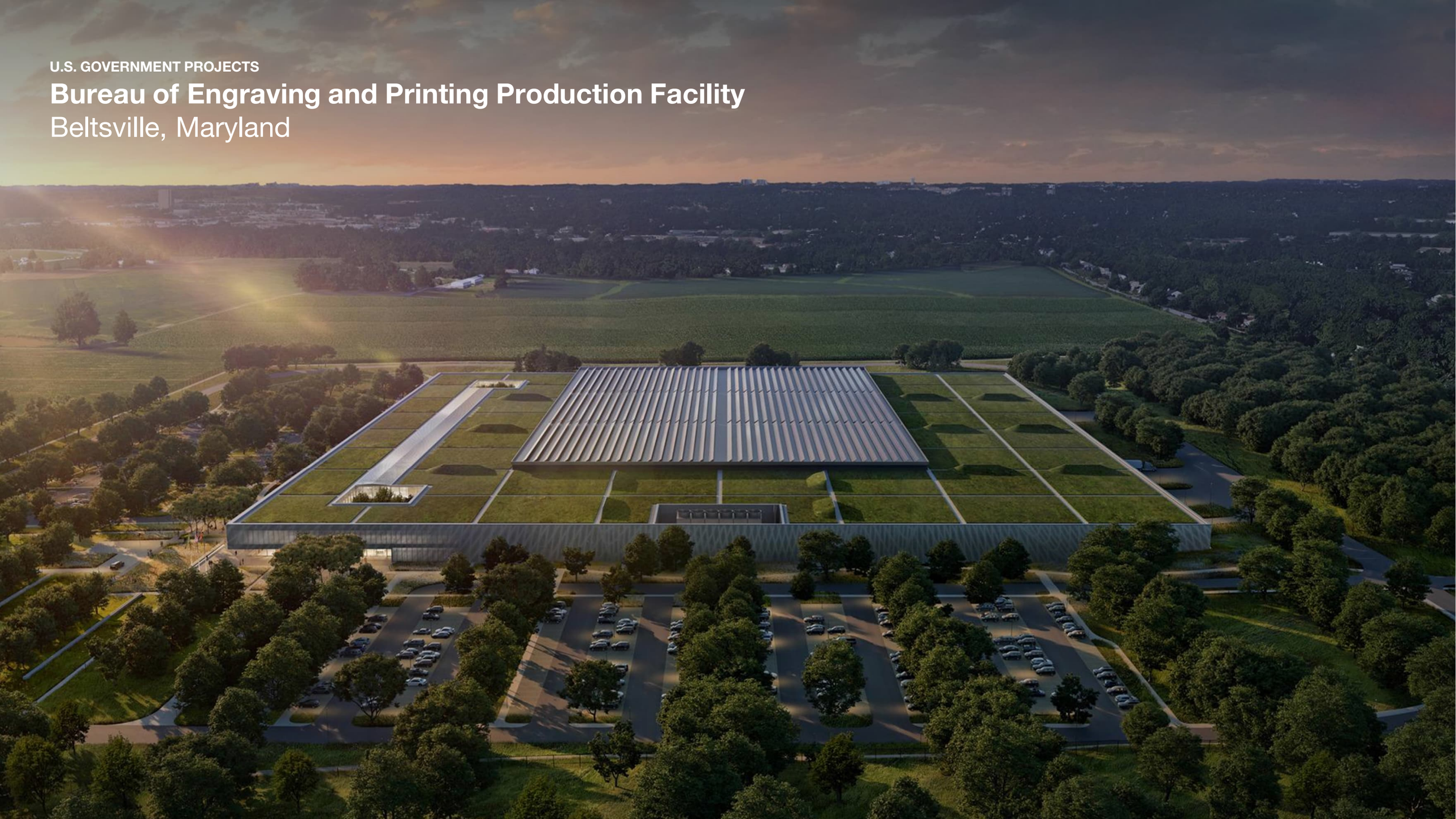
Bureau of Engraving and Printing Production Facility

Beltsville, Maryland

U.S. GOVERNMENT PROJECTS

Bureau of Engraving and Printing Production Facility

Beltsville, Maryland



3

RELEVANT EXPERIENCE

Procurement Routes

SOM’s Broad Range of Delivery Methods

- Traditional Design-Bid-Build (DBB)
- Design-Build (DB)
- Bridging Design-Build (Bridging DB)
- Public Private Partnership (P3) (Design-Build)
- Construction Manager at Risk (CMaR)

One consistency with each of these delivery models is that the ***quality of integrated design*** and ***building performance*** for which we are known, is woven into SOM documents and specifications.


DBB


DBB


DBB


DBB


DBB


DB


DB


DB


DB

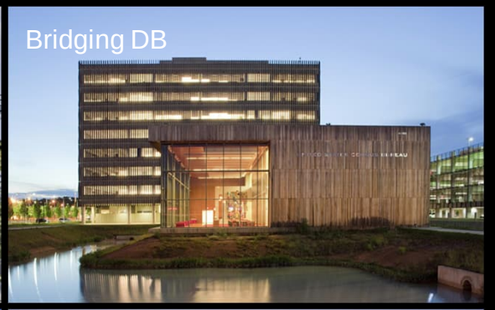

DB


P3


DB


Bridging DB


Bridging DB


Bridging DB


Bridging DB


CMaR


P3


P3


P3

4

ANALYSIS

New Build + Adaptive Reuse + Hybrid

Adaptive Reuse + Transformation


189 Toorak Road
Melbourne, Australia


500 Park Avenue Interiors
New York, USA


800 Fulton Market
Chicago, USA


Cook County Hospital
Chicago, USA


The Desmond Building
Renovation
Los Angeles, USA


Corso Italia 23
Milan, Italy


Optimo Hat Company
Chicago, USA


Lever House
New York, USA

Waldorf Astoria
New York, USA


Colisee III & IV
Paris, France

ADAPTIVE REUSE + TRANSFORMATION

Corso Italia 23

Milan, Italy

ORIGINAL COMPLETION YEAR

1962

RENOVATION COMPLETION YEAR

Ongoing

BUILDING GROSS AREA

45,000 sm

NUMBER OF STOREYS

6

SUSTAINABILITY

WELL Undetermined Gold

LEED ID+C Gold

ADAPTIVE REUSE + TRANSFORMATION

Colisee III & IV

Paris, France

COMPLETION YEAR

Ongoing

SITE AREA

34,062 sm

ADAPTIVE REUSE + TRANSFORMATION

Milano Cortina Olympic Village

Milan, Italy

COMPLETION YEAR

2026

SITE AREA

46,620 sm

BUILDING GROSS AREA

53,380 sm

BUILDING HEIGHT

29 m

NUMBER OF STOREYS

8

ADAPTIVE REUSE + TRANSFORMATION

Cook County Hospital

Chicago, Illinois, USA

COMPLETION YEAR

2020

SITE AREA

15,200 sm

BUILDING GROSS AREA

32,000 sm

BUILDING HEIGHT

50 m

NUMBER OF STOREYS

8

ADAPTIVE REUSE + TRANSFORMATION CASE STUDY

63 Madison

New York, NY, USA

COMPLETION YEAR

2020

Thank You.

SOM