


	<b>Description: 10th floor of UNDP's Bureau for Development Policy in NY</b>
<b>Picture or Logo</b>	
<b>Purchasing Authority</b>	UNDP, Bureau for Development Policy.
<b>Contract Title</b>	<p>"Greening Office Project": There are two contracts signed with two companies based on the Long Term Agreement (LTA).</p> <ol style="list-style-type: none"> <li>1. Contract with WASA Studio for the design and architecture (26-Nov-07 to 30 October 2008)</li> <li>2. Contract with Collin Construction Co., Inc. for the construction (30 June 2008 to 30 October 2008)</li> </ol> <p>In addition, the project also contracted Arenson for cubicles and DASCOM for network connection.</p>
<b>Sustainability Criteria</b>	The <a href="#">US Green Building Council's</a> Gold Leadership in Energy and Environment Design (LEED) Certification for interior spaces was selected as the external benchmark for the design, construction, and operation of the new green office space.
<b>Cost Implications</b>	Total project cost: US\$1.67 million.



<b>Challenges &amp; Solutions</b>	<p>Implementation of a green and open office space represents a fundamental shift in the culture of the BDP and UNDP work environment.</p> <p>In addition to the strong leadership commitment, the process needed active participation from staff to help overcome resistance to change. An effective communication plan was therefore very important to its overall success.</p> <p>To ensure staff participation, BDP held several presentations and training events on green office design; organized tours of other green buildings and office spaces in New York City; recruited change agents among various groups while providing the necessary environment for staff to discuss their concerns; highlighted the positive open office experiences of colleagues from other UN agencies or UNDP units; and issued regular project updates from the head of the Bureau.</p> <p>In UNDP, all tasks relating to workspace expansion and renovation issues are centralized in the Bureau of Management's Administrative Services Division (ASD). Therefore, seamless coordination between the two bureaux and joint ownership of the greening initiative was very important to its accomplishment.</p> <p>Externally, it was equally important that all parties with a stake in the project, including the building owner, architectural firm and other contractors, were involved in the project. BDP established a green project team with representatives of all these parties that met weekly for the duration of the project. These meetings provided the necessary platform to keep all the parties informed and for issues to be surfaced and be resolved.</p> <p>Planning and execution of the necessary procurement processes takes substantial time in UNDP and the UN System. It is therefore important to allow a generous timeframe for these processes to take place. While using existing Long Term Agreements is very helpful in speeding up the project implementation process, it is necessary that LTA vendors are thoroughly evaluated on their ability to deliver satisfactory results on the specific Terms of References of a Greening Project.</p> <p>In order to avoid misunderstandings and unpleasant surprises, it is also imperative that technical experts are assigned to define the Scope of Work and come to a final agreement with specialized contractors such as architectural firms, general contractors, and others.</p> <p>Lastly, budgetary constraints should be spelled out and adhered to, a condition which should be highlighted as a key deliverable in the ToRs of all service providers.</p> <p>A renovation exercise can be very disruptive to the work of a unit; so a very careful analysis of the required construction timeframe and the unit business processes needs to be performed in order to determine the least disruptive and most cost efficient way to handle the transition. BDP planned for a three-month construction process and made alternative work arrangements for a combination of telecommuting and utilization of 'swing space' by its staff.</p> <p>To further ensure as little disruption as possible, BDP scheduled the construction phase of the project during the summer months when in general BDP clients and staff tend to take most of their vacations. BDP also included strict penalty fees for timeliness of delivery in its contracts with the service providers. As a result, the renovated space was ready for occupancy within 2.5 months.</p>
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**Benefits for  
the  
Organization**

The BDP 10th floor has now a ZERO carbon footprint and a cleaner, healthier, more responsible work space.

The 10th floor greening project has also reduced water consumption by over 40% from a total annual volume of 219,765 gallons to 125,489 gallons. This reduction is a result of introduction of water efficiency measures such as low flow water closets and ultra low flow lavatories in the restrooms.

Construction, demolition, and packaging waste was removed from the 10th floor in 45.7 cm containers and taken to a facility where it was sorted and separated into recyclable components, including metals, glass, wood palettes, gypsum board, cardboard, and paper. After separation, the quantities of material were documented, and the recyclable materials were taken to materials recovery or recycling centers. In addition, existing partitioning furniture in the space was removed, and donated to another agency. As a result, over 80% of the construction, demolition, and packaging waste were diverted from landfill.

Reduction in waste generation has come about as a result of operational interventions. For example, institution of double-sided printing and copying has resulted in a 50% reduction in paper consumption before calculation of other paper consumption reduction measures such as e-documentation and e-filing.

The new fully stocked pantry has resulted in substantial reduction of waste generated from single-use cups, plates, etc and to further reduce waste, the green team is currently monitoring the daily volume of wet waste generated from items such as leftover food and coffee grounds in order to determine what kind of composting method to employ in the 10th floor. The resulting compost will be used for the BDP plants.

Furthermore, the following elements of the new Green Office Space have been particularly appreciated by our colleagues:

- Open and non-hierarchical office layout, which will contribute to increased face-to-face interaction between staff.
- Attractive and bright common space, in particular the kitchen and adjacent dining area which facilitate team building and increased interaction among staff.
- Generous alternative sites for small group meetings confidential discussions or phone calls including eight small meeting rooms and sound masking system in the common areas.
- Soy-based chairs in the videoconference room. Great to raise awareness on sustainable products and life-cycle thinking when making purchasing decisions.
- Re-use and refurbishment of furniture, file cabinets and partitioning material.
- Thanks to maximum day light use and adequate indoor lighting, the office looks overall brighter and inviting.

The Bureau for Development Policy is committed to leading UNDP's greening efforts by example and providing valuable guidance for the broader UNDP approach. Given the complexities of coordinating a greening effort in the entire organization, the experience of greening this large unit in HQ offers valuable 'how-to' guidance to the rest of the organization.

<p><b>Lessons Learned</b></p>	<p>Mainstreaming of greening in all BDP operations is a continuous process. The most important aspect of this component of the work plan is education of operations staff to think critically on how to 'green' various procedures and business practices. A Green Team has been set up to review these practices and facilitate further greening of BDP. Currently, the bureau has instituted the following green operations procedures in its workspace:</p> <ul style="list-style-type: none"> <li>• All new equipment purchases are required to be energy star if available</li> <li>• All new furniture purchases are required to be Green Guard certified or to follow greening protocols</li> <li>• All BDP printers and copiers are set up to print double-sided</li> <li>• E-documentation and e-filing procedures have been set up and a BDP Paperless Office Policy is being implemented.</li> <li>• Use of Styrofoam and plastic cups and plates as well as beverage cans is banned for BDP events</li> </ul> <p>The new pantry is fully stocked with reusable plates, cups and utensils and includes a dishwasher in order to avoid waste generated from single-use items.</p>
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