Ensuring Your City is in the Green – Green Purchasing That Is!
About the Alliance

Inspiring Innovation to Advance Communities

- Convene and Engage Networks of Thought Leaders
- Provide Training to help Organizations Build and Sustain a Culture of Innovation
- Identify and Distribute Leading and Emerging Practices and Trends Important to Local Government
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Introducing Today’s Presenters

**Justin M. Stritch,** Assistant Professor, Senior Research Affiliate, Center for Organization Research and Design, School of Public Affairs, College of Public Service and Community Solutions

**Stuart Bretschneider,** Foundation Professor of Organizational Design and Public Management, Center for Organization Research & Design (CORD)

**Lily Hsueh,** PhD, Assistant Professor, School of Public Affairs, Senior Sustainability Scientist, School of Sustainability

**Marina Estrella,** Environmental Quality Specialist, City of Phoenix, AZ
Advancing Green Purchasing in Local Governments

Results from a nationwide study
Project Faculty

- Nicole Danall
- Justin Stritch
- Stuart Bretschneider
- Lily Hsueh

Project Assistance

- Melissa Duscha
- Jeffrey Iles
- Won No
- Jorge Suarez
- Caitlin Burwell
1. Do cities that adopt a GPP differ from nonadopters?

2. What factors are associated with GPP implementation success?

GPP: Green Purchasing Policy
Project Scope

- Grant from V. Kann Rasmussen Foundation

- Sample of 791 U.S. cities of > 25,000 residents
  - Representative based on location, size and income

- Surveyed department directors
  - Environment, finance and public works

- Focused specifically on environmental sustainability

- Data collection completed April 2017
  - 58.0% cities (459)
  - 33.8% individuals (616)
1. Do cities that adopt a GPP differ from nonadaptors?

A. Citywide complementary policies and practices  
B. Purchasing criteria  
C. Information access  
D. Leadership and resources  
E. Vendor roles
A. Complementary Policies

Citywide Implementation of Complementary Environmental Policies

- Env Sustainability Policy: 76% (Green), 15% (No Green)
- Green Building Policy: 76% (Green), 17% (No Green)
- Energy Conservation Policy: 66% (Green), 28% (No Green)
- Water Conservation Policy: 66% (Green), 40% (No Green)
- Recycling Policy: 85% (Green), 57% (No Green)
- Greenhouse Gas Emissions Policy: 53% (Green), 10% (No Green)

Legend:
- Green: Green Purchasing Policy
- Blue: No Green Purchasing Policy
A. Complementary Policies

Citywide Implementation of Complementary Social Policies

- Local Business Purchasing Policy: 67% Green, 39% No Green
- Minority-Owned Business Purchasing Policy: 53% Green, 21% No Green
- Women-Owned Business Purchasing Policy: 51% Green, 18% No Green
- Veteran-Owned Business Purchasing Policy: 23% Green, 5% No Green
- Small Business Purchasing Policy: 33% Green, 7% No Green

Legend:
- Green Purchasing Policy
- No Green Purchasing Policy
A. Complementary Practices

Citywide Implementation of Environmental Practices

- Set Goals / Targets for Env Performance: 57% Green Purchasing Policy, 17% No Green Purchasing Policy
- Publication of Env Sustainability Report: 37% Green Purchasing Policy, 13% No Green Purchasing Policy
- Env Training for all City Employees: 31% Green Purchasing Policy, 8% No Green Purchasing Policy
- Track Spending of Env Sustainability Activities: 34% Green Purchasing Policy, 12% No Green Purchasing Policy
- Internal Audits of Env Performance: 29% Green Purchasing Policy, 8% No Green Purchasing Policy
- Env Management System: 14% Green Purchasing Policy, 4% No Green Purchasing Policy
A. Complementary Practices

Citywide Implementation of Complementary Purchasing Activities

- E-Procurement System: 43% (Green Purchasing Policy) vs. 29% (No Green Purchasing Policy)
- Contracts to Reduce Purchasing Costs: 87% (Green Purchasing Policy) vs. 79% (No Green Purchasing Policy)
B. Purchasing Criteria

Importance of Departments' Purchasing Criteria

- Reducing GHG Impacts: 49% Green, 15% Blue
- Recycling or Reuse: 57% Green, 28% Blue
- Env Impacts of Products / Services: 50% Green, 23% Blue
- Technical Specs to Manage Env Concerns: 46% Green, 23% Blue
- Reducing Packaging Waste: 38% Green, 16% Blue
- Buying from Minority / Women-Owned Businesses: 29% Green, 11% Blue
- Disposal Costs: 53% Green, 39% Blue
- Buying from Veteran-Owned Businesses: 16% Green, 7% Blue

Green Purchasing Policy
No Green Purchasing Policy
### B. Purchasing Criteria

#### Importance of Environmental Concerns to Specific Types of Products

<table>
<thead>
<tr>
<th>Product Type</th>
<th>Green Purchasing Policy</th>
<th>No Green Purchasing Policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chemical Product Purchases</td>
<td>51%</td>
<td>61%</td>
</tr>
<tr>
<td>Wood and Paper Product Purchases</td>
<td>61%</td>
<td>30%</td>
</tr>
<tr>
<td>Transportation/Fuel Purchases</td>
<td>61%</td>
<td>37%</td>
</tr>
<tr>
<td>IT Hardware and Service Purchases</td>
<td>49%</td>
<td>31%</td>
</tr>
<tr>
<td>General Construction Service Purchases</td>
<td>54%</td>
<td>38%</td>
</tr>
<tr>
<td>Professional Service Purchases</td>
<td>39%</td>
<td>28%</td>
</tr>
<tr>
<td>Electrical Product Purchases</td>
<td>51%</td>
<td>40%</td>
</tr>
</tbody>
</table>

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Research and Design
Arizona State University

Sustainable Purchasing
Research Initiative
C. Information Access

Information Sources Available to Departments When Making Purchasing Decisions

<table>
<thead>
<tr>
<th>Source</th>
<th>Green Purchasing Policy (%)</th>
<th>No Green Purchasing Policy (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green Product/Service List</td>
<td>45%</td>
<td>13%</td>
</tr>
<tr>
<td>Minority Business List</td>
<td>54%</td>
<td>25%</td>
</tr>
<tr>
<td>Info on Env Impacts of Products</td>
<td>51%</td>
<td>26%</td>
</tr>
<tr>
<td>Small Business List</td>
<td>44%</td>
<td>19%</td>
</tr>
<tr>
<td>Product Ecolabels/Certifications</td>
<td>47%</td>
<td>24%</td>
</tr>
</tbody>
</table>

ASU Center for Organization Research and Design
Sustainable Purchasing Research Initiative
Arizona State University
D. Leadership and Resources

Facilitators of Departments’ Ability to Implement Green Purchasing

- **Top Management**: 69% with Green Purchasing Policy, 48% with No Green Purchasing Policy
- **Employee Attitudes**: 48% with Green Purchasing Policy, 32% with No Green Purchasing Policy
- **Financial Resources**: 34% with Green Purchasing Policy, 26% with No Green Purchasing Policy

Legend:
- Green Purchasing Policy
- No Green Purchasing Policy
D. Leadership and Resources

Importance of Federal/State Resources to Promoting City-Level Environmental Sustainability

- Awards / Recognition Programs: 50% Green, 21% No Green
- Educational Programs: 57% Green, 31% No Green
- Grants: 70% Green, 49% No Green
- Voluntary Programs: 38% Green, 21% No Green
- Technical Assistance: 39% Green, 25% No Green

Legend:
- Green Purchasing Policy
- No Green Purchasing Policy
E. Vendors

Many Vendors Offer Env-friendly Products/Services: 57% Presence, 36% Absence

Vendors Help us Learn About Env Sustainable Purchasing Options: 50% Presence, 35% Absence

Vendors are Very Influential in Promoting Env Sustainability Practices: 18% Presence, 11% Absence

It is Easy to Switch Vendors in my Dept: 62% Presence, 70% Absence

Vendor Roles

Green Purchasing Policy  No Green Purchasing Policy
Where GPP Adopters and Nonadopters are Similar...

- Department importance of purchasing criteria related to:
  - Product price
  - Execution of pre-existing contract agreements
  - Performance requirements
  - Tech specs in managing purchase complexity
  - Lifecycle costs in department’s purchasing decisions

- Department rules

- Department commitment to innovation
GPP Implementation Success

Green Purchasing Policy Adoption and Implementation Success

- 60% Successful (n=366)
- 28% Neutral/Unsuccessful (n=170)
- 58% Successful (n=90)
- 42% Neutral/Unsuccessful (n=65)
- 12% Don't Know (n=73)
2. What Factors Are Associated With GPP Success?

A. Citywide complementary policies and practices  
B. Information access  
C. Leadership and resources  
D. Vendor roles  
E. Innovation culture
A. Complementary Policies

Probability of Successful Implementation of Green Purchasing Policy, Given Citywide Policies

- Env Sustainability Policy: Presence 67%, Absence 29%
- GHG Emissions Policy: Presence 77%, Absence 45%
- Water Conservation Policy: Presence 72%, Absence 46%
- Energy Conservation Policy: Presence 71%, Absence 49%
- E-procurement System: Presence 53%, Absence 63%
A. Complementary Practices

Probability of Successful Implementation of Green Purchasing Policy, Given Citywide Practices

<table>
<thead>
<tr>
<th>Presence</th>
<th>Absence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Env Sustainability Director</td>
<td>75%</td>
</tr>
<tr>
<td>Env Sustainability Committee</td>
<td>62%</td>
</tr>
<tr>
<td>Goals/Targets for Env Performance</td>
<td>70%</td>
</tr>
<tr>
<td>Discussions About Env Sustainable Purchasing Practices Across Units</td>
<td>63%</td>
</tr>
</tbody>
</table>
B. Information Access

Probability of Successful Implementation of Green Purchasing Policy, Given Access to Types of Information

- 68% Presence, 45% Absence for Env Impact of Products
- 72% Presence, 51% Absence for Green Product/Service List Available
- 71% Presence, 52% Absence for Tracking of Spending on Env Sustainability Activities
- 58% Presence, 42% Absence for Online Database of Env Friendly Products and Services
C. Leadership and Responsibility

Probability of Successful Implementation of Green Purchasing Policy, Given Directors’ Perceptions of Locus of Responsibility

- **Top Managers are Responsible:**
  - Agree: 80%
  - Disagree: 67%

- **Mid-Level Managers are Responsible:**
  - Agree: 50%
  - Disagree: 79%

- **Staff Employees are Responsible:**
  - Agree: 50%
  - Disagree: 89%
D. Vendors

Probability of Successful Implementation of Green Purchasing Policy, Given Directors’ Perceptions of Vendor Roles

<table>
<thead>
<tr>
<th></th>
<th>Agree</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Many of my Department’s Vendors Offer Env Friendly Products and Services</td>
<td>80%</td>
<td>33%</td>
</tr>
<tr>
<td>Vendors Help us Learn About Env Sustainable Purchasing Options</td>
<td>83%</td>
<td>50%</td>
</tr>
</tbody>
</table>
E. Innovation Culture

Probability of Successful Implementation of Green Purchasing Policy, Given Directors’ Perceptions of Departments’ Innovation Culture

- **We Reward Employees who Develop Innovative Solutions**
  - Agree: 75%
  - Disagree: 17%

- **Department has a Strong Commitment to Innovation**
  - Agree: 75%
  - Disagree: 33%

- **Most Department Employees are not Afraid to Take Risks**
  - Agree: 62%
  - Disagree: 44%
What Doesn’t Matter

- Department rules

- Department importance of purchasing criteria related to:
  - Product price
  - Execution of pre-existing contract agreements
  - Performance requirements
  - Tech specs in managing purchase complexity
  - Lifecycle costs in department purchasing decisions
Recommendations for U.S. Cities to Increase GPP Adoption and Implementation Success
Our 8 Recommendations

1. **Build on complementary policies and practices**

2. **Use information** about environmentally preferred products
   - See U.S. Environmental Protection Agency’s *Guidelines for Environmental Performance Standards and Ecolabels*

3. **Utilize e-procurement systems** that integrate environmental product information
   - See U.S. Environmental Protection Agency’s *Summary of Work: Review of Federal E-Procurement Systems for Sustainable Purchasing Integration*

4. **Track spending** related to green purchases
Our 8 Recommendations (cont’d)

5. **Enhance collaborative** vendor relationships

6. **Assign accountability** to top-level management

7. **Foster a culture** for innovation

8. **Participate in professional networks** to share best practices
Additional Information

Visit spa.asu.edu/greenpurchasing

Questions?

Email SPRI@asu.edu
Sustainable Purchasing Policy and Program
City of Phoenix
2007 Environmental Preferable Purchasing (EPP) Policy

Every Purchase Matters

Environmentally Preferable Purchasing, or Sustainable Purchasing means choosing the product or service that has less impact on the environment, when comparing competing goods and services that serve the same purpose.

Phoenix has been a leader in EPP dating back to City Council Resolutions during the early nineties providing preference for recycled-content printing paper.

Today, EPP is simply a way of doing business. EPP should be considered in every purchase, no matter how big or small, because "every purchase matters".

EPP Policies

City Council Resolution Environmentally Preferable Purchasing
EPP Evaluation Form (EPP Policy Appendix A)
EPP Evaluation Form for Hazmats (Appendix B)
Environmentally Preferable Purchasing (EPP) Policy
HazMat Purchase Approval Form
CORD Study

- Focus Groups with City Buyers
- Policy Benchmark
- Five barriers identified
- Provided eight recommendations
Policy Update

- Policy/Program Update in process
- Goal Date: 12/2017
Program Updates

- Intranet site
- E-procurement System
- Scope of Work language
- Contract language
- Evaluation on contracts
- Training
- Partnerships
- City Council Involvement
Questions?

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• Phone: 602-256-4247
Q&A

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Marina Estrella, Environmental Quality Specialist, City of Phoenix, AZ
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- Workshops
  - Workforce of the Future Workshops in Longmont, CO (8/29) and Charlottesville, VA (9/6)

- Webinars
  - Got Development? 5 Questions to Ask to Elevate your Building Department on 8/17
  - Intentional Leadership: Getting Results and Engagement by Letting Go of Control on 8/24
Ensuring Your City is in the Green – Green Purchasing That Is!

Thank you for joining!