

Sustainable Purchasing Policy Elements That Relate to Implementation Success

Caitlin Burwell

What Is Sustainable Purchasing?

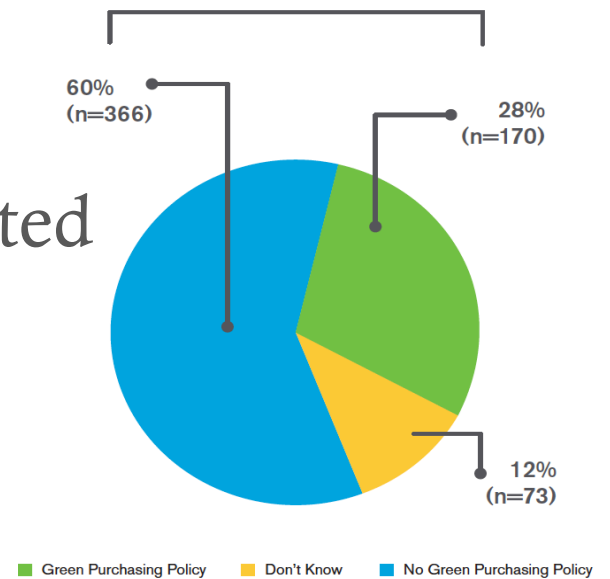


- ◆ Considers environment, society AND economy
- ◆ Compostable, refillable, reusable, recyclable, biodegradable products
- ◆ Vehicles, chemicals, supplies, electronics & construction products

Sustainable Purchasing Policies (SPPs)

- 🟢 Few U.S. cities have SPPs
- 🟢 Cities that have SPPs report:
 - 🟢 Not fully or effectively implemented
 - 🟢 Unsuccessful in reaching goals

Figure 1. Green Purchasing Policy Adoption in U.S. Cities



Questions Addressed

- ◆ What elements of cities, an SPP are related to successful implementation?
- ◆ How can this information be used to better inform the City of Phoenix's SPP?

Sustainable Purchasing Research Initiative

- ◆ Understand barriers and facilitators of effective purchasing and procurement within local governments
- ◆ Responses from 616 directors of finance, public works, engineering, and environmental departments

Advancing Green
Purchasing in Local
Governments

June 2017

 Center for Organization
Research and Design
Arizona State University

Sustainable Purchasing
Research Initiative



Question 1

To the best of your knowledge, has your city **implemented a formal policy** pertaining to any of the following purchasing issues:

| | Yes | No | Don't Know |
|---|-----------------------|-----------------------|-----------------------|
| Minority-owned business purchasing | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Women-owned business purchasing | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Environmentally sustainable purchasing* | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Veteran-owned business purchasing | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Local business purchasing | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Small business purchasing | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Question 2

We are interested in your overall assessment of the implementation of your city's environmentally sustainability purchasing policy.

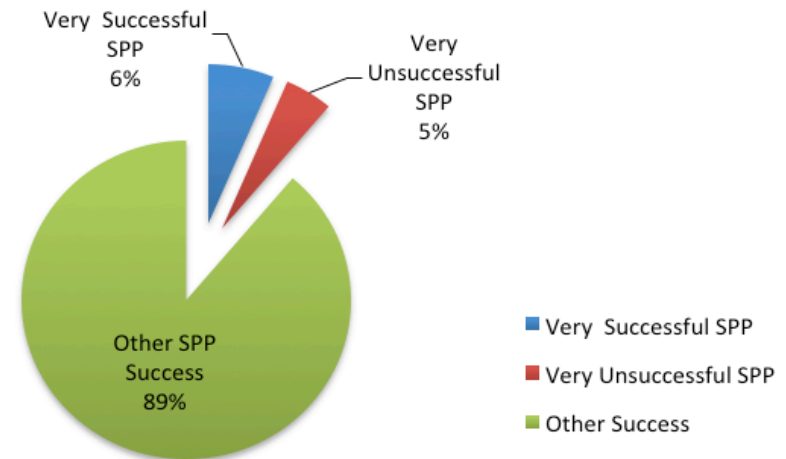
| | Very Unsuccessful | -4 | -3 | -2 | -1 | Neither Successful nor Unsuccessful | 0 | 1 | 2 | 3 | 4 | Very Successful | |
|---|---|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------------------|-----------------------|---|-----------------------|-----------------------|-----------------------|-----------------------|--|
| How would you assess your city's overall implementation of this policy? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | |
| |  | | | | | | |  | | | | | |

Methods

Very Successful = 11

Very Unsuccessful = 8

- ✔ Policy analysis
- ✔ List of successful elements
- ✔ Follow up



Six Policy Elements for Success

- ◆ Mandatory Requirement
- ◆ Accountability
- ◆ Multilevel Governance
- ◆ Vendor Requirements
- ◆ Advocacy
- ◆ Continual Improvement

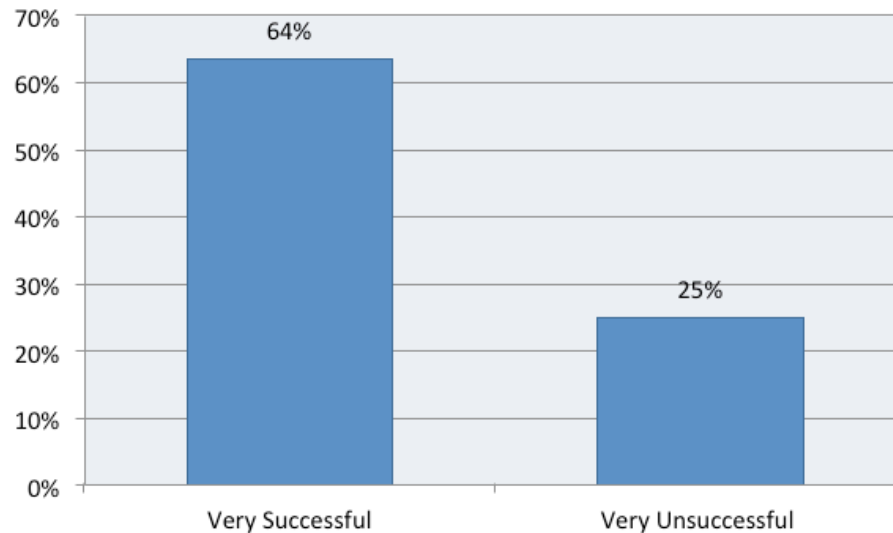


Mandatory Requirement



Formal policy

Enforcement for noncompliance

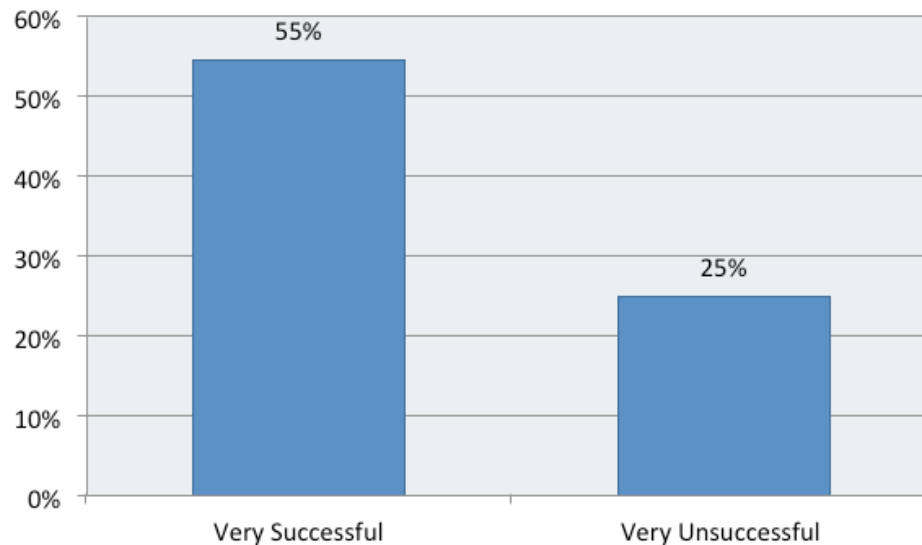


Accountability



Tracking and reporting

Clear employee roles and responsibilities

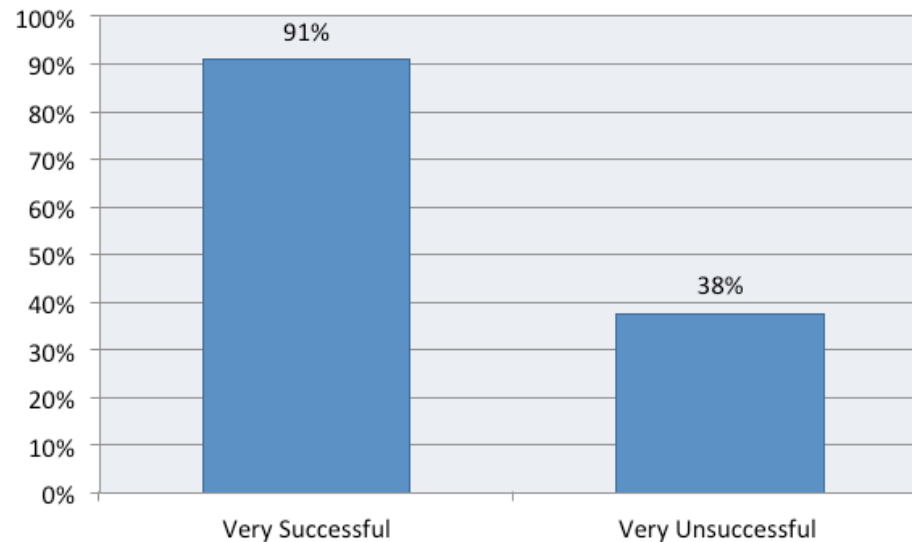


Multilevel Governance



Collaborative network

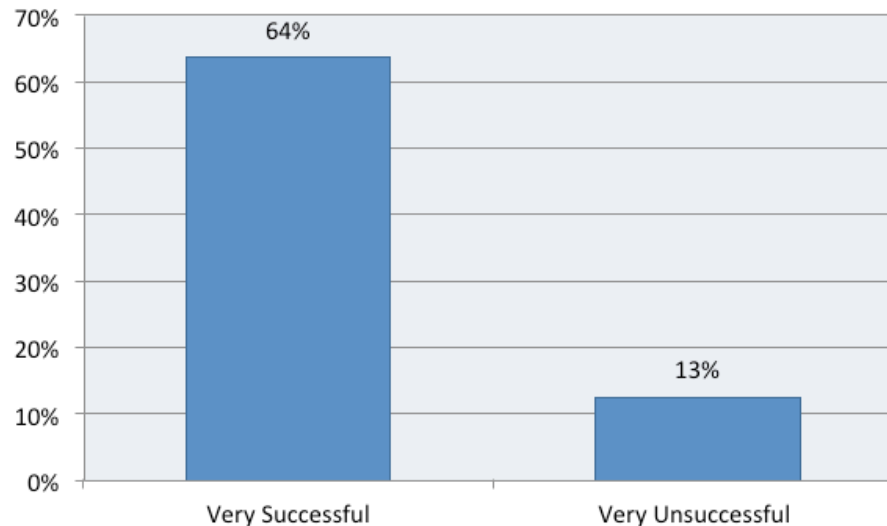
Resource sharing



Vendor Requirements



Product and service contracts - clear and comprehensive vendor expectations

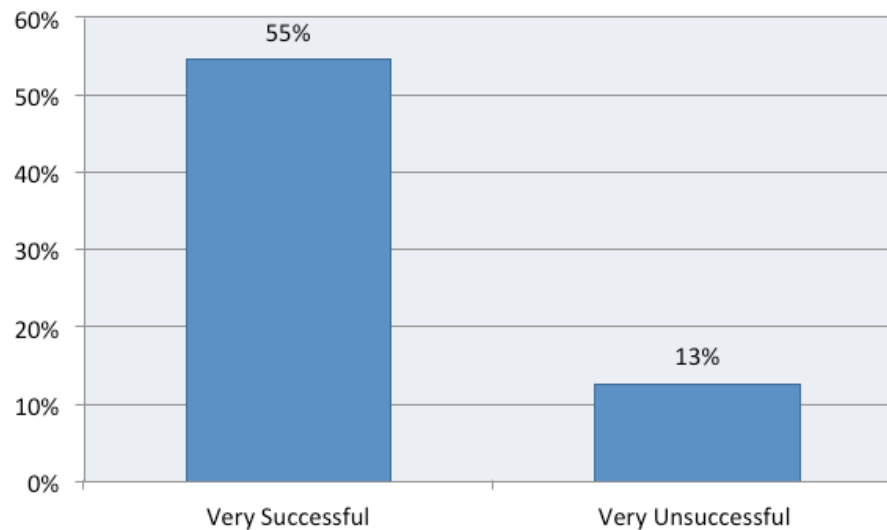




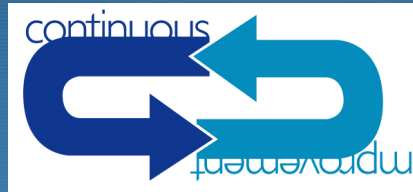
Advocacy

Person, department, formal team, group or committee

Central point of contact

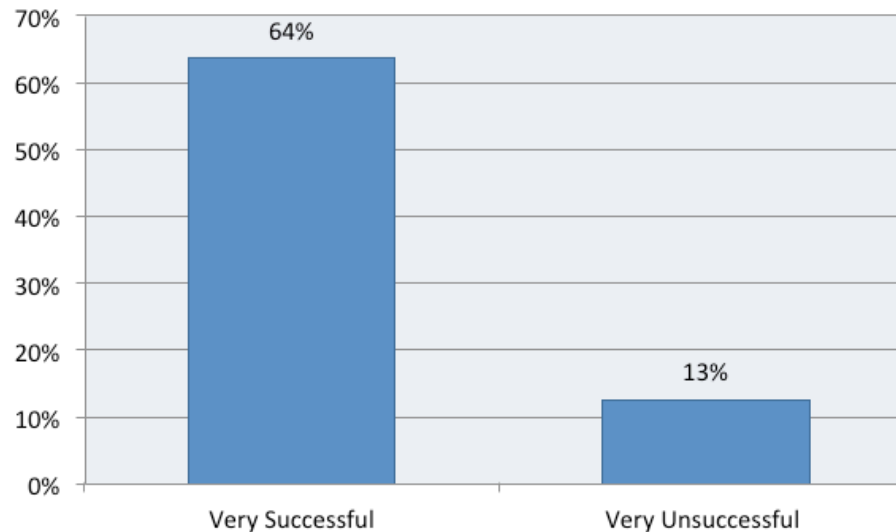


Continual Improvement



Routine reviews and changes to policy

Living document



- ✔ Create a mandatory sustainable purchasing policy
- ✔ Track, measure and report on SPP implementation
- ✔ Enhance collaborative information sharing networks
- ✔ Utilize vendor requirements in contracts
- ✔ Assign an SPP advocate
- ✔ Create a living document

City of Phoenix

- ◆ Initiating numerous projects to address sustainability
- ◆ City directors reported unsuccessful policy implementation in the Sustainable Purchasing Research Initiative survey



City of Phoenix



- ◆ Consulting services
- ◆ Revision of sustainable product evaluation form
- ◆ Green purchasing training
- ◆ Information gathering
- ◆ Scope of Work (SOW) revisions

Barriers

- ◆ Lack of buy in
- ◆ Budget constraints
- ◆ Lack of awareness
- ◆ Resistance to change
- ◆ Lack of training
- ◆ Administrative Record (A.R.)
- ◆ Leadership



Future Directions

- ◆ City of Phoenix 2017 SPP – All 6 elements
 - ◆ Success?
- ◆ What about the rest?



Thank You!

Questions?

