

City of Phoenix's Environmental Procurement Policy

Focus Group Findings and Recommendations

February 15, 2017



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About CORD

The Center for Organization Research and Design (CORD) is a research center within Arizona State University (ASU) with 25 ASU faculty and postdoctoral researchers who contribute to CORD projects. It includes an extensive network of more than 80 affiliated researchers, practitioners, visiting scholars and students who support CORD's mission to promote and conduct high impact, use-inspired organization design research that transcends the boundaries between sectors, policies, institutions, organizations, and individuals. To achieve its mission, CORD has identified five project areas that have the high potential for improving societal conditions, one being environmental policy and sustainability.

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Executive Summary

This report is the culmination of a pro-bono project, which Arizona State University's (ASU) Center for Organization Research and Design (CORD) initiated with the City of Phoenix's Office of Environmental Programs (OEP), to identify opportunities for the City to integrate environmental considerations more fully into its purchasing processes. Using focus groups, CORD researchers interviewed 14 Phoenix procurement specialists (across five different departments) to identify the primary facilitators and barriers of implementing the City's 2012 Environmental Procurement Policy (EPP) and offer recommendations for how Phoenix may integrate "green" purchasing more widely.

Of the top five facilitators, the most frequently cited was purchasing agents' knowledge about sustainable procurement options and alternatives. The second most widely identified facilitator was cost effectiveness, including financial incentives. Focus group participants also identified the City-wide e-procurement system as having significant potential at facilitating environmentally friendly purchasing. Less frequently mentioned, but still in the top five facilitators discussed, were a strong department culture that promotes the EPP, as well as the need for executive-level mandates for environmentally preferred procurement (as opposed to guidelines). Across all types of facilitators, cost was a connecting theme in that focus group participants mentioned that successful green procurement was motivated mostly by cost-savings.

Of the five top barriers to implementing the City's EPP, the most frequently cited were the City's procurement management structure because of its significant variation and complexity in how purchasing is managed across departments. The second most frequently mentioned barrier was that procurement officers are constrained by the need to fulfill department expectations related to budgetary considerations and expedient purchasing. These department needs limit purchasing agents' ability to investigate and procure environmentally preferred products. The scopes of work/technical specifications in contracts were the third most significant barrier to EPP because the main priority of procurement officers is to meet the demands of the bid, and not necessarily to implement environmentally friendly practices. Less frequently discussed barriers included burdens of executive-level directives that compete with EPP priorities and budgetary constraints. Cost concerns were present across all barriers.

The results of our focus group discussions lead to 8 recommendations to help the City of Phoenix integrate environmental considerations more fully into its purchasing processes:

1. Form a City-wide "EPP team" that brings together procurement officers across departments alongside OEP personnel to elevate environmental concerns in the purchasing process;
2. Include the Director of OEP on the strategic procurement team to ensure that environmentally preferred purchasing is considered in strategic purchasing City-wide;
3. Network with professionals promoting EPP to gain access to information on best practices, including the availability of rebates and secondary markets for waste;
4. Provide additional and more widespread training on green procurement to create shared vision and to encourage scopes of work that include environmentally preferred options;
5. Link EPP to the new e-procurement system using EPA's new ecolabel guidance;
6. Use life cycle assessment to assess long-run costs of purchases;
7. Create a mayoral directive on environmental preferred purchasing to encourage a stronger departmental culture around green purchasing;
8. Create City-level incentives at both the department and individual level for green purchasing.

Introduction

Environmental procurement policies (EPPs) are designed to encourage purchasing agents to procure more sustainable products and services and thus reduce their negative environmental impacts from energy, solid waste, transportation, and a host of other activities. In the United States (U.S.), government purchasing accounts for between 25% and 40% of every state and local tax dollar spent (Coggburn, 2003). By purchasing more environmentally friendly products and services, and leveraging their buying power, government purchasers can help stimulate market demand for greener production (United Nations Environmental Program, 2012). EPPs, therefore, have the potential to create spillover benefits extending up the supply chain and across the globe, leading to significant reductions in greenhouse gas emissions, solid waste, water use, and other environmental impacts. However, most local governments struggle with adopting an EPP (Sustainable Purchasing Leadership Council, 2016). Many that do adopt them have failed to implement them fully (Sustainable Purchasing Leadership Council, 2016), suggesting that there are significant barriers when translating EPPs into practice. The City of Phoenix is one example.

The sixth largest city in the U.S., the City of Phoenix has created a series of policies to help its operations become more sustainable. One of these policies relates to the procurement of environmentally friendly goods and services. Developed in 2007, the City of Phoenix's EPP states that "the City of Phoenix shall purchase products and services that have reduced effect on human health and the environment when compared to competing products or services that serve the same purpose, while remaining fiscally responsible." In 2012 the City revised this policy and offered more guidance. However, by 2017, the policy had not been fully implemented.

Researchers at Arizona State University's (ASU's) Center for Organization Research and Design (CORD) initiated a pro-bono project with the City of Phoenix to identify opportunities for the City to integrate environmental considerations more fully into its purchasing processes. The City of Phoenix identified the implementation of its EPP as an area where CORD's expertise might be helpful. After multiple discussions in summer and fall 2016, CORD researchers agreed to address two project parts:

Part 1: The City arranged for CORD researchers to meet with 14 purchasing professionals in a series of groups. On Friday, October 21, 2016, the CORD team conducted three focus groups to arrive at some general recommendations for how Phoenix may implement its EPP more fully.

Part 2: Between August and December 2016, CORD researchers also worked with two teams of graduate students who benchmarked two aspects of the City's EPP. One team examined how U.S. cities recognized as being leaders for their sustainable procurement policies were assessing the sustainability attributes of their product and service options. The other team evaluated how

cities recognized as being leaders for their sustainable procurement policies were balancing their environmental purchasing goals with other sustainability priorities, such as small business purchasing or minority-/women-owned purchasing. Both teams developed written reports and delivered them to the City of Phoenix’s Office of Environmental Programs in December 2016.

Project Goals

The goals of both project parts were to:

1. To determine which factors might impede and facilitate EPP adoption and implementation within the City of Phoenix;
2. To recommend actions for the City of Phoenix to advance its EPP more effectively.

The following sections of this report describe our approach for developing Part 1 of this project. The report discusses how we assembled the focus groups, our analysis of the focus group data, and our general findings. We conclude with recommendations that the City of Phoenix should consider when advancing its EPP further.

Research Approach

The research approach we used to engage procurement professionals within the City of Phoenix was focus groups. Focus groups allow for the collection of qualitative data in a setting that is dynamic and user-driven (Merton et.al., 1956). They provide a “safe” environment for groups of individuals who have some mutual interest. They involve a semi-structured interview process, but unlike the typical semi-structured interview that is applied to *individuals*, the *focus group* leverages the group context to create discussion and interaction among interviewees. Discussion typically leads to more information and opinions than individual interviewing. We considered this approach superior to a formal survey or interviews because of the complexity of the procurement process within the City of Phoenix and the lack of information that existed regarding how purchasing officers integrated environmental considerations into their purchasing procedures. Additionally, we sought greater depth of knowledge obtained from interaction and discussion among interviewees.

As with many local governments, purchasing within the City of Phoenix is done both centrally at the City-level (often through the Finance Department), and de-centrally through individual departments. Significant variation across departments regarding the type of purchasing needed, the autonomy of purchasing officers, and purchasing officers’ level of specialization complicates the process.

Across five different agencies, the City of Phoenix identified 14 procurement professionals who we should interview and who we assembled into three focus groups. The first consisted of 6 individuals within the Finance Department, including the Deputy Director. The second and third groups included a combination of individuals from the Water Services Department, Public Works, Aviation, and the Convention Center.

On October 21, 2016, all three focus groups met with CORD researchers in OEP's conference room between 9 am and 3 pm. Each focus group was scheduled to last 75 minutes with the possibility of running over for another 15 minutes if necessary. One CORD researcher served as the focus group facilitator who ran the sessions and asked focus group participants the same questions using similar scripts. Name tents were provided for the facilitator and participants. Three CORD researchers took notes during each session. Appendix A includes the focus group questions and Appendix B provides the scripts used by the facilitator at the beginning of each session. Focus group discussion notes¹ were content analyzed² to assess the presence of major themes. Since the focus group discussions were not recorded, the quotes offered in the analysis section represent an interpretation of the conversation. Themes were documented based on the frequency of occurrence in the focus group notes. Content analysis was our preferred method of focus group interview analysis because of its higher level of rigor and lower risk of error compared to other types of interview analyses (Kruger & Casey, 2001).

Analysis of Focus Group Data

While the procurement professionals represented diverse departments, their responses on the facilitators and barriers to implement the City of Phoenix's EPP were fairly consistent. We focus on the top five most frequently discussed. Cost effectiveness and budgetary constraints were related to each of the themes.

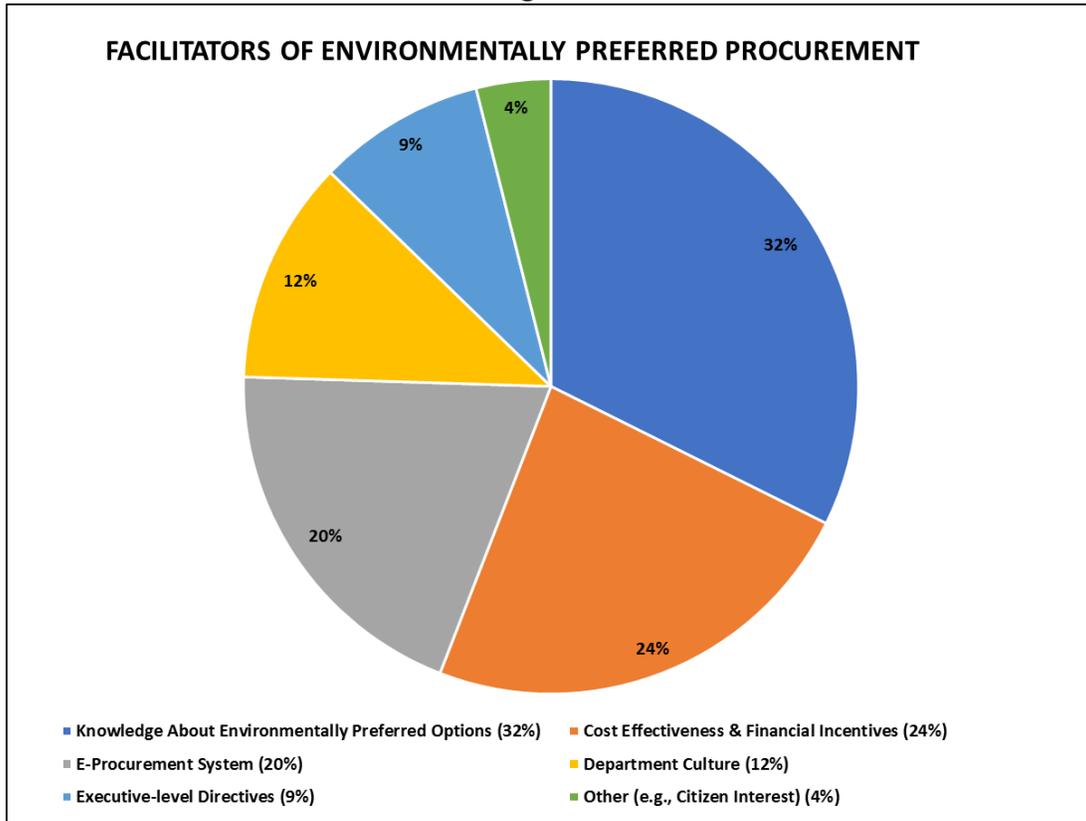
Facilitators of Environmentally Preferred Procurement

The top five significant facilitators of environmentally preferred procurement are identified in Figure 1. They are: Knowledge about sustainable alternatives, cost effectiveness and financial incentives, e-procurement system, department culture and executive-level directives.

¹ Focus group discussion notes are available from the authors by request.

² A content analysis is a systematic analysis of text based around common themes, often used in the analysis of focus group interviews.

Figure 1



1. Knowledge of Environmentally Preferred Alternatives (32%):

The most commonly mentioned facilitator for the implementation of Phoenix’s EPP was knowledge of environmentally preferred options. With limited resources, many focus group participants expressed that they do not have the time or capacity to research “greener” alternatives. In other instances, focus group participants emphasized the need for greater education about environmentally preferred options.

“Education and vendor forums might be a good way to distribute information for the departments. There are so many options for sustainable products, departments might not be aware of them all.”

“In all-levels, people might not know what sustainable products are out there. We are always trying to play catch up.”

2. Cost Effectiveness and Financial Incentives (24%):

The second most widely cited facilitator discussed was cost effectiveness, including financial

incentives (e.g., federal energy rebates). If greener purchases generate immediate cost savings, such as the case of the recycled toner cartridges, participants report that these sorts of purchases will likely be made. Another example is seen in oil waste recycling, which was pursued because of cost savings. Participants reported that most of the City of Phoenix's waste-reduction measures are motivated by cost reductions, with environmental impact reductions being a secondary concern.

"The City has an efficiency initiative that will drive change. The City did away with all printers. All printing occurs from department printers—not individual printers. ...[P]eople printed less and... fewer things needed to be ordered—allowing more cost controls."

"Initiatives that are successful are the ones where the City saves money."

"The City generates a lot of waste products. Waste products are sold to vendors who pay to take waste away and recycle it."

Likewise, focus group participants report that financial incentives, such as federal or state rebate programs for energy and water conservation facilitate EPP. If a direct outcome is cost savings via rebates, EPP initiatives are more likely to be successful. In fact, some participants stated that they reduce energy usage specifically to qualify for government rebates, rather than with the intention to engage in environmentally friendly practices.

"We are reducing energy usage. If APS has a rebate program, we have a designated energy purchaser to look at APS."

3. E-Procurement System (20%):

Focus group participants often mentioned Phoenix's new e-procurement system when discussing current procurement practices. Participants agreed that the City's new e-procurement system could be leveraged to provide knowledge about environmentally friendly products by using its cataloguing tool and centralized transaction records. According to participants, e-procurement systems, coupled with the use of ecolabels, could further facilitate environmentally preferred procurement practices. The system could also serve as a centralized database for City-wide purchasing, providing knowledge about environmentally preferred products. Because e-procurement can streamline the purchasing process, it may also free up resources that could be allocated towards further facilitating EPP implementation. Currently, however, Phoenix's e-procurement system is not able to reap these benefits. Participants cited lack of training as the main reason the system has not yet been leveraged to promote environmentally preferred procurement.

"I think the e-procurement has the capability to allow you to track green purchases, but I am not sure it is currently being used."

“I think our whole contracting process is new and there is a steep learning curve. Eventually there will be sustainable purchasing catalogues. Possibly to include it in the RFP process.”

4. Department Culture (12%):

The fourth most cited facilitator that focus group participants mentioned was the role of management to “set the tone” and elevate environmental sustainability as a priority within their department. If each department expects that employees practice environmental sustainability in the workplace, the culture of sustainability is likely to spread to procurement practices.

“Management has to take the lead and set the tone. This will help make the program successful.”

“Other than [encouraging] water conservation— sustainability is not discouraged, but not actively encouraged.”

“Getting users on board [would facilitate environmental procurement practices]. The overwhelming mentality is that people want [purchase goods fast and cost effectively]. People need to find out more [about green purchasing options]—but people tend to want to get things done [and identifying these options takes time].”

5. Executive-level Directives (9%):

While focus group participants mentioned opportunities to save costs as a facilitator of EPP, they felt that executive mandates or purchasing directives from upper management (especially the City Mayor or City Council) are more important motivators for green purchasing than cost saving priorities. At the department level, cost is the immediate burden, however, departments prioritize directives coming from upper management. For example, the set-aside program for small business enterprises is a mayoral directive. Even if other bids are more competitive, procurement professionals must first confirm that small local business enterprises are unable to provide the same product or service.

“[OEP] needs more clout and authority from the council and mayor. It needs power like the SBE. If that isn’t possible [OEP] needs to be on the strategic team for the implementation of the strategic procurement program.”

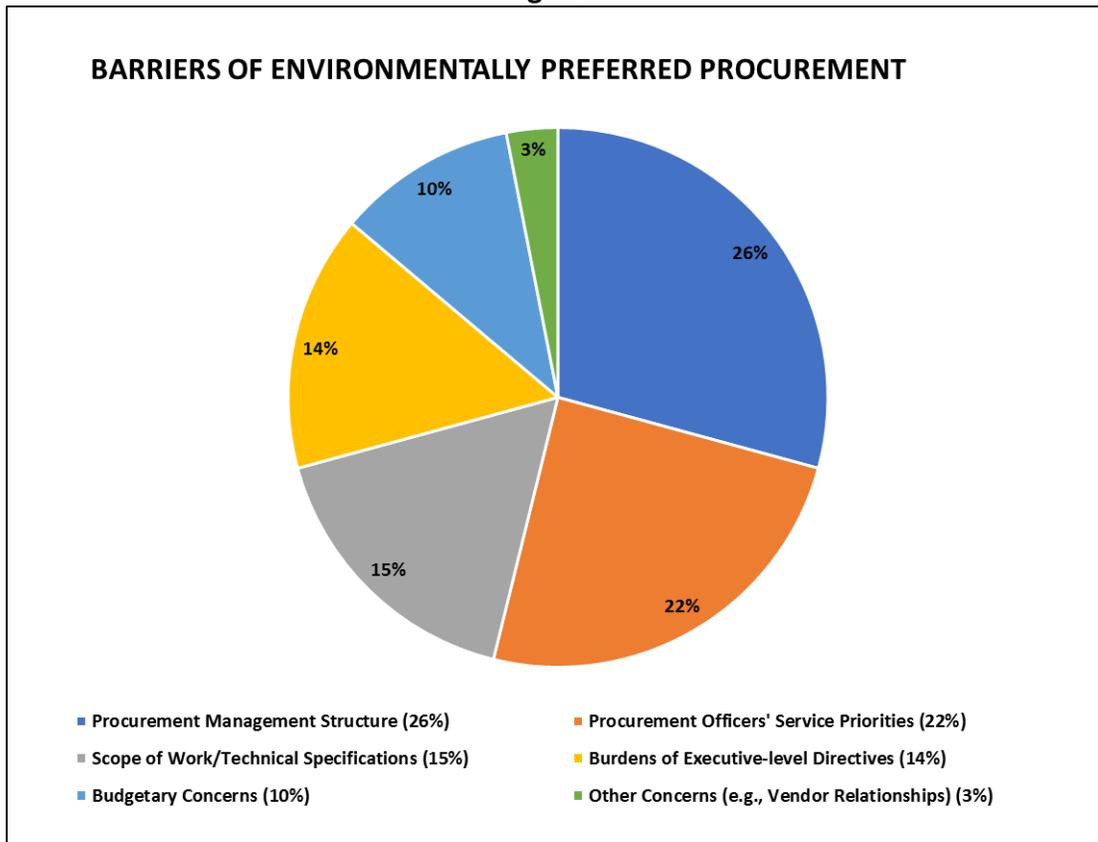
“[As purchasing professionals] we can’t tell departments what to do. [To implement EPP across departments] we have to...get direction from...department [leadership] or the mayor.”

“We need to come up with something that is supported by the council that says this is a priority.”

Barriers of Environmentally Preferred Procurement

Five significant barriers to environmentally preferred procurement were identified from the focus group interviews (see Figure 2). Across all types of barriers, cost was a connecting theme.

Figure 2



1. Procurement Management Structure (26%):

Focus group participants report that the top barrier to implementing Phoenix’s EPP is the complexity and variation in how purchasing and procurement are managed across departments. Some larger departments have nearly autonomous purchasing units, while other departments’ purchasing procedures are managed through the finance department. According to focus group participants, these variations present a significant barrier to integrating the City’s EPP across departments because they create inconsistencies in departmental practices.

“The City works in silos—aviation might do something on their own, small departments might work with finance’s support but still does its own thing. Lots of strategic procurement efforts to do City-wide contracts. The City manager wants all departments to utilize single contracts.”

“We come from public works; we support all the needs for the department, facilities, fleet management, solid waste. We work in tandem with finance (central procurement) to award contracts. Everything below 50k is handled at the department level.”

“We are affected by City-wide purchases. Handled by central purchasing—they reach out to the other departments. To do a City-wide purchase, however, you have to have agreement on the product. This makes it complicated when trying purchase anything—let alone anything sustainable.”

Another barrier related to the City’s procurement management structure was the need for OEP to have more influence City-wide. Currently, the OEP provides information on sustainability practices and environmentally preferred products, but there are no City-level incentives in place that promote increased green purchases. Moreover, focus group participants emphasize that City-wide contracting decisions are typically made without adjustments to department budgets, making departments wary of City-level contracting mandates.

“OEP needs more clout and authority from the council and mayor. It needs power like the SBE. If that isn’t possible [OEP] needs to be on the strategic team for the implementation of the strategic procurement program.”

“OEP needs to be involved with the strategic team. That is where they need to be—they have got to get involved in that.”

2. Procurement Officers’ Service Priorities (22%):

The second most cited barrier to EPP implementation is the service priorities of the procurement officers. Procurement officers report feeling constrained to implement EPP because limited budgets and the need for expedient purchases on behalf of the end-users constrain their ability to purchase environmentally preferred products.

“The challenge that [purchasing officers face is that] we are often reacting to the immediate needs of departments... We are trying to [execute a purchase] quickly.”

“I am working on the client side of the procurement. I try to figure out what the end user needs. I try to get the best price, best service. I help clients do the research—I keep an eye on performance, keep an eye on quality, keep an eye on price.”

3. Scope of Work/Technical Specifications (15%):

Focus group participants identified the scope of work/technical specifications indicated in contracts as the third most significant barrier to EPP because the main priority of procurement officers is to meet the demands of the bid, and not necessarily to reduce environmental impact. Related, the scope of work/technical specifications of purchase requests typically focus on product performance. According to focus group participants, environmentally preferred options have to meet a higher bar: these products must not only be cost effective but also equal or surpass the performance of the technical specifications of a contract.

“I think the big priority is [what] the end user want[s] and what is actually practical. Some [environmentally preferred] products do not actually work as well as conventional products. Sometimes the user will try a product and it just does not work. We have to get products that meet the end user needs.”

“It depends on the commodity. In custodial services, we can require people to use products that have lower impact on the environment. However, the cost and the need of the customer matters. I know the City is trying to be more green.”

“One instance where it was better to go with a recycled product was with recycled toner cartridges. Departments pushed this b/c they wanted a contract for recycled toner cartridge—it was cheaper. Win-win, saved money and helped the environment.”

4. Burdens of Executive-level Directives (14%):

The fourth barrier related to the idea that while the directives at the executive-level (Mayor, City Manager, City Council) can serve as facilitators of EPP, they can also manifest as impediments because they take precedent over other factors. Focus group participants worry that executive mandates could burden procurement officers in the execution of their work responsibilities. For example, if an executive-level directive for environmentally preferred procurement is not coupled with an increased budget to accommodate the new mandates, it could strain department resources. Existing City-level directives, such as the Local Small Business Enterprise Program, may undermine EPP efforts because the mandate prioritizes small businesses in contracting, and these businesses may not have the capacity to offer environmentally preferred product options.

“City-wide initiative of anything will be a challenge. The airport needs 24-hour operation—this creates different needs. The airport might need different vendors to apply with FAA requirements. The airport has different insurance requirements from vendors.”

“We execute 1,500-2,000 contracts, 400 formal procurements per year. Our responsibility is to comply with rules and regulations, serve the departments, and save money for taxpayers.”

“At the same time, product specifications cannot be too restrictive. This might negatively affect the mayor’s small business initiatives because businesses cannot get products at low prices.”

“We try to be cognizant of purchasing that would be good for small businesses. In those cases, we only contact those that are registered as small-business minority, women owned with Equal Opportunity Department (EOD).”

5. Budgetary Concerns (10%):

The final barrier that focus group participants discussed relates to budgetary concerns. Department budgets are not structured around either life cycle costs or environmentally preferred purchasing. Rather, the emphasis is on the immediate cost of a good or service. Moreover, participants reported that budget concerns are based on annual budget projections; purchase decisions that do not fall within the annual cycle are not typically given consideration. Participants acknowledged that this poses a significant obstacle to environmental preferred purchasing initiatives, since many conservation alternatives are based around differences in life cycle costs, and may have greater initial costs that are appropriated over time horizons greater than a year.

“In the context of lightbulbs, some people would rather pay more over the long run for old lightbulbs. Our users are educated enough to see the value—but at the end of the day, they would rather have the nickel [today than a dime tomorrow].”

“When we are trying to switch to green products—we have to consider budget. Initial cost drives decisions.”

“They look at the rest of the year’s budget at three months. If the revenues aren’t coming in as they anticipated, and they are looking at budget cuts; you’re not going to buy the LED lightbulb.”

“While the City encourages people to purchase environmental friendly products. The challenge has been cost—departments have to balance budgets with sustainability.”

Conclusions and Recommendations

In sum, the focus group participants suggest that knowledge about environmentally preferred product options, potential cost savings, leveraging the e-procurement system to its full capability, department culture, and executive-level directives will be the most important factors towards encouraging environmentally preferred purchasing across the City. However, issues

related to the City's procurement management structure, service priorities, scope of work, competing executive directives, and budgetary considerations must be addressed to create an environment where the City's EPP is most effective. Drawing on these findings, we offer eight cross-departmental and City-level recommendations to help the City of Phoenix integrate environmental considerations more fully into its purchasing processes.

Cross-Department Recommendations

EPP Team. First, we recommend the formation of an "EPP team" consisting of procurement professionals across departments and personnel from the OEP to harmonize purchasing practices and reduce inconsistencies across departments. This committee could also serve as a coordinator of City-wide purchases to ensure that City-wide contracting mandates are, to the extent possible, linked with budget adjustments at the department level.

Network to Share Best Practices. Moreover, we recommend that the "EPP team" and OEP link with professional networks such as the Sustainable Purchasing Leadership Council (SPLC), a national nonprofit organization whose mission is to support and recognize purchasing leadership in cities, companies, and other organizations (SPLC, 2017). SPLC convenes buyers, suppliers, and public interest advocates to develop programs that simplify and standardize sustainable purchasing efforts by large organizations (SPLC, 2017). Members of SPLC share best practices to advance sustainable purchasing within large institutions. Joining SPLC would benefit the EPP team and OEP by learning more about these practices, including information about the availability of rebates and secondary markets for waste, and product life cycle assessments.

OEP Representation on Strategic Procurement Team. The Director of OEP should sit on the team for the implementation of the strategic procurement program. Doing so would ensure that environmentally preferred purchasing is considered in strategic purchasing City-wide. OEP representation would also provide important feedback to OEP with respect to issues which need addressing in order to further integrate environmental considerations into the purchasing process.

Training. Additionally, we recommend that OEP coordinate with other departments to offer internal training on environmentally preferred procurement to both procurement professionals and also subject area experts. Trainings should cover how scopes of work/technical specifications could be broadened to include environmentally preferred products along with accessing information about life cycle product assessments.

Link EPA's Ecolabel Guidance to E-Procurement. Related to the City's process for identifying environmentally preferred products, on January 17, 2017, the U.S. Environmental Protection Agency published its *Recommendations of Specifications, Standards, and Ecolabels*. The recommendations are intended to help purchasers identify and procure environmentally

sustainable products and services (USEPA, 2017). They are based on an independent assessment of private sector environmental performance standards and ecolabels using the EPA Guidelines for Environmental Performance Standards and Ecolabels (USEPA, 2017). Examples of EPA’s endorsed ecolabels and standards are displayed in Figure 3. These guidelines create an opportunity for the City of Phoenix to link its EPP to the new e-procurement system.

Figure 3: Examples of U.S. Environmental Protection Agency’s Recommended Labels



Life Cycle Assessment. We recommend that the City’s use of life cycle assessment (LCA) and link its long-run impact costs to departmental budgets whenever possible. LCA is a process of reviewing and evaluating the environmental impacts of a product throughout the product's entire life cycle - from "cradle to grave" (USEPA 2006). For example, energy efficient equipment and appliances can be more expensive when initially purchased but will save energy (and money) throughout the life of the project. LCA can help identify products that comply with technical specifications and that are the lowest total cost, and is consistent with the City’s EPP guidelines to remain fiscally responsible.

City-level Recommendations

We also offer two recommendations at the City-level.

Executive Directive. The City created guidance for sustainable purchasing in 2007 and in 2012. What would assist with implementing the City’s EPP is an executive directive on environmentally preferred purchasing, similar to the Local Small Business Enterprise directive which involves a reserve contract program, where selected goods and general services

contracts are reserved for competition only among products that demonstrate significant reductions in life cycle costs. A mandate at the executive-level would encourage stronger departmental culture around EPP, as well as encourage greater innovation and movement at the department level around green purchasing.

Incentives. Finally, we advise that Phoenix create City-level incentives for environmentally preferred purchasing to help create a culture that encourages and rewards creativity around implementing the City's EPP. These incentives should be made in conjunction with the EPP Team and include recognitions for units (or individuals) that use LCA and thus reduce long-run costs. Additionally, because the initial purchase cost of goods and general services motivates many City purchases, departments should be granted latitude to purchase goods and general services that may extend beyond the immediate budget constraints but will save the city significant resources over time. Other incentives include competitions among departments or across purchasing categories to reduce life cycle costs of purchases.

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Appendix A: Focus Group Questions

1. Please explain to us how you view your role within the procurement process?

Sustainable procurement is a term that suggests environmental criteria such as lower emissions of air pollutants and lower greenhouse gas emissions, products that conserve water and energy or products that are otherwise more environmentally friendly should be part of the procurement decision when looking at various purchasing options. It could also relate to the procurement of services and the commodities and equipment the City of Phoenix consumes in providing service to area residents.

2. In what ways does sustainable procurement have bearing on the purchasing process?
3. What factors help or hinder you from integrating sustainability into procurement (e.g., does it constrain the process, etc.)?
 - a. Follow-up (if not already discussed): How does the *existing procurement system* help or hinder efforts to include sustainable purchasing?
 - b. Follow-up (if not already discussed): How does the *departmental structure and centralized purchasing function of Finance* help or hinder sustainable procurement efforts?
 - c. Follow-up (if not already discussed): What *incentives exist that encourage/discourage* you from integrating sustainability into procurement?
 - d. Follow-up (if not already discussed): What *guidance, expectations or tools encourage/discourage* you from integrating sustainability into procurement?
4. Many procurement agents are tasked with achieving multiple priorities such as lowest cost, local sources, small or minority owned business goals, sustainable materials or services, etc. How do you balance these priorities?
5. What recommendations would you have for better integration of sustainability into the procurement process?
6. Are there any other things about procurement or sustainable procurement you think we should know but have not discussed?

Appendix B: Focus Group Script

Welcome

Good morning and welcome. Thank you for taking the time to join us in discussing procurement and sustainable procurement here in the City of Phoenix. My name is Stu Bretschneider, a professor at ASU's school of public affairs.

- [Have team introduce themselves]
- [Have participants introduce themselves]

Overview

We are part of a team of researchers trying to understand how local government procurement operates and what might be potential barriers and facilitators to improving the process and including concerns about sustainability. You have been included in these discussions because of your involvement in procurement for the City of Phoenix.

Ground Rules

We have provided some light refreshments for you so feel free to get up and get some during our discussion.

We have name tents around the table to help me remember names (also to attribute comments for scribes) but they can help you as well. Don't feel like you have to respond to me all the time. If you want to follow up on something someone else said, you want to agree, disagree or give examples, please feel free to. Feel free to have a conversation with one another about the questions.

We are here to ask the questions and listen and make sure everyone have a chance to share. We are interested in hearing from all of you. So if some of you are talking a lot I may ask you to give others a chance, and if you aren't saying much, I may call on you. We just want to make sure all of you have a chance to share your ideas.

If you have a cell phone, please put it on quiet mode and if you need to answer, please step out to do so.