



Municipal Green Purchasing Program

Research and Recommendations

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As the people of the world begin to accept that human's impact on the planet has had a larger affect than we ever thought possible, new ways of thinking sustainably and acting responsibly are becoming ever more prevalent. This can be seen in multiple countries compliance with Kyoto Protocol requirements, implementation of The Natural Step strategies, and even the more local formation of community groups to address their concerns in a united manner. Many cities wishing to concentrate on their local impacts have developed green policies for energy, sanitation, purchasing and transportation. Our mission in this project is to present the city of Madison with useful research on specific cities with successful green purchasing programs, highlighting the key components of these programs so that Madison can develop a program tailored to their own needs and abilities. Each program is unique, however, so we have developed a general format addressing history and policy, structure, education and training, products, and challenges or incentives to ensure that this report is concise and easily readable. Since we spent a good deal of time speaking with people working in each of these programs and discussing how well they work, we have also summed up the important take-away points in our recommendations for implementing a successful green purchasing program. Although it will take large amounts of time, effort and money to actually implement a green purchasing program in Madison this report will surely serve as a useful aid to determine how it should be structured.

CITY OF CHICAGO, IL

History and Policy:

Mayor Richard J. Daley initiated the Chicago Standard approximately 10 years ago to transform Chicago into a green city. The foundation of the Chicago Standard is the Leadership in Energy and Environmental Development (LEED) guidelines [The LEED website can be found in the web resources portion of this report for further inquiry]. The Department of the Environment (DOE) was given authority to work with individual city departments to develop and help execute projects that encourage environmentally friendly practices. In this city of close to 3 million people the DOE works with 44 city departments on various projects in a range of point values according to the LEED requirements. Specifically, the Department of Procurement (DPS) has been collaborating with the DOE to incorporate products with recycled content and to alter purchasing practices. The three-phase, process focused, and redesign of the DPS began in 1997 [The document created by Kathryn Kustermann detailing the researching process and outlining the phases of redesign has been included in the supplemental material]. Generally, individual departments develop a list of specifications that is presented to the DPS. Based on those specifications, the DPS develops contracts with vendors. Since each department has a DOE representative, it is the department's responsibility to change the specifications to incorporate environmentally friendly products.

Structure:

The hierarchical structure for green purchasing begins with the DOE commissioner's office and Sadhu Johston. For contracts under \$100,000 (small claims) there are primarily two people charged with purchasing. [Appendix A gives an overview of Chicago's DPS structure]. In addition to collaborating with the DOE, the DPS has partnered with the Department of Streets and Sanitation to meet initiatives established in the Environmental Action Agenda for 2005 [see supplemental material]. When a bid is constructed, the DPS employees can integrate the special language requiring a certain percentage of recycled material in the products. If there are products that meet the criteria then DPS establishes a contract with the vendor. The criteria come from individual departments, the DOE, or the DPS. The DPS has two primary environmental initiatives dictating the use of green products. Initiative 1 is an internal assessment of products focusing on the percentage of recycled content, upcoming bids, and research regarding potentially appropriate green products. Initiative 2 addresses outside

departments by requiring research into green products and placing requests with DPS. [PDF 4 in the supplemental material contains the descriptions of the initiatives and activities toward achievement]

Education and Training:

At least one member from the DOE works with each department on green projects. This person does the training, informing, researching and helps prioritize the greening process. [A list of the different DOE divisions is in the supplemental material]. Once the specifications have been determined there is often a negotiation process to satisfy green practices and the availability of products fitting the criteria. The majority of training and encouragement emanates from the DOE. Working with the city departments, they have compiled an agenda to meet the LEED ratings established in Daley's Chicago Standard. The overarching 2005 Environmental Agenda for Chicago has numerous initiatives for each department. Specifically, initiative 3 speaks of linking contractors with owners and facilitating connections to encourage information sharing, public outreach efforts through websites and internet access at commonly used businesses.

Products:

Chicago DPS has focused on products made with varying percentages of recycled and post-consumer waste. From envelopes to copier paper, toilet paper to motor oil, Chicago has formed contracts with numerous vendors making products from recycled and post-consumer waste. [Appendix B has details of the most successfully changed products]

Challenges or Incentives:

One major initiative for the residents of Chicago is Mayor Daley's Neighborhood Recycling grants. Last year five organizations received grants of up to \$50,000 for innovative projects ranging from initiating recycling programs to providing neighborhood composting opportunities. The recycled products are then used to satisfy the environmental initiatives. [PDF 4 in the supplemental materials details how this process occurs]

CITY OF SANTA MONICA, CA

History and Policy:

A city of ~90,000 people and 1,890 city employees, Santa Monica is well known as one of the leaders in environmental sustainability. Originally started in the early 1990's when heads of many departments began asking for recycled paper products, it was not until 1994 when the Mayor officially proposed the Sustainable City Plan as a backbone policy for all departments. This plan is overseen by a Task Force on the Environment, made up from elected officials and some city staff, which is also responsible for tracking and recommending action to City Council. Being in California, where energy crises, water shortages, and air quality have brought environmental issues to the forefront, there are many statewide policies that have pushed Santa Monica's local goals even further.

As far as green purchasing specifically is concerned, the Purchasing Department and the Environmental Programs Division are the kingpins. Together they developed policies, research and recommend specifications, conduct training and other outreach to staff, and other activities to promote these goals. Their main goal, according to Karl Bruskotter of the City of Santa Monica Environmental Programs Division, is "To continually research and evaluate our efforts to ensure that we are spending our time and effort on products and activities that make a difference." [An in-depth list of Bruskotter's responses to our questions as well as links to learn more about their program is included in Appendix C].

Structure:

The purchasing department consists of four people: the Purchasing Agent (who is the top decision maker), a Senior Buyer, and two other Buyers. Although these four are the crux of this department, they often consult with an analyst from the Environmental Programs Division on which purchases will express the highest standards, as well as meet the requirements of the state and the Sustainable City Plan. However, only purchases in excess of \$5,000 are required to go through this department, with purchases over \$100,000 required to also be cleared by the City Manager. Even with this structure in place, accountability has been a difficult task.

In addition to buying green, their primary objective is to reuse items. They even send city-wide emails when items are no longer needed by a group so that others can use them if they want. If no one claims the items, they are sent to auction, not disposed of.

Even though lacking some organization and accountability, they have found their program to be very effective, mostly because the department heads are all actively interested in improving the health and environmental aspects of their purchases. They often find these heads making requests or recommendations to them, rather than the other way around.

Education and Training:

At this point there is no formal training program in place as far as green purchasing is concerned, but all city employees with managerial or purchasing powers are required to know and follow the policies of the Sustainable City Plan, the Environmental Programs Division, and the state of California. The members of Purchasing and the Environmental Programs Division conduct some extent of training and other outreach to staff. Beyond that, the members of the Task Force on the Environment are continually researching and networking ideas on new products and policies which are then presented to all those directly involved with the use of or purchase of these products. They place an emphasis on retrieving end-user input.

Products:

There is a long list of green products that are currently in use throughout Santa Monica including 100% post-consumer, non-bleached paper products, alternative fuel fleet vehicles, non-harmful pest control, environmentally friendly cleaning products, and energy efficient electronics and lighting products to name a few. [A link to Santa Monica's EPP report including an in-depth list of these products can be found in the web resources section of this report]. As far as preference is concerned, they mostly lean towards these green products because they base their purchases on quality and value rather than price. They also give a 1% bidder preference for local vendors, although Bruskotter suggested that it was too low to have much of an effect. Their current product tasks are implementing the use of certified wood, remanufactured ink cartridges, and environmentally friendly floor care products.

Challenges or Incentives:

From my discussions with Bruskotter, it seemed the implementation of green purchasing and a sustainable policy into the structure of the City of Santa Monica was smooth since most people involved were positive and enthusiastic about it. As mentioned before, many of the departments were doing research and making requests before it was even required. Even the lack of tracking and enforcement has not limited the efforts to make Santa Monica one of the most well known environmentally sustainable cities in the U.S. Still, Bruskotter made a valid point when he said they strive for progress, not perfection. [Bruskotter has put together a Power Point presentation which can be found in the electronic version of this report]

CITY OF SEATTLE, WA

History and Policy:

Seattle's Sustainable Purchasing Program (SPP) has gone through several phases since its start in the early 1990's. The initiative originally came from within the Public Utilities (PU) department which, after implementing an extensive recycling program, wanted to purchase products created with those recycled materials. PU researched sustainable and recycled purchasing using a variety of sources [Appendix D], ultimately deciding on 10 easily-attainable products (motor oil, paper, plastics, cleaning products, etc). The program got wider attention when, in 1998, it was re-launched as the "Copernicus Project" (CP) as part of a wider Environmental Management System [Appendix E]. The CP's purchasing goals were to redefine purchases in terms of their "total costs to the city" -- operation, maintenance, environmental and disposal. Today, the SPP has once again been redefined as part of the Environmental Action Agenda (EAA), an equivalent to Madison's Sustainable Design and Energy Committee. Seattle's SPP has grown beyond the Public Utilities and Purchasing departments to include support from across the government, implementing over 14 codes and resolutions pertaining to sustainable purchasing [Appendix F].

Structure:

Seattle's purchasing structure consists of a central department, Purchasing and Contracting Services (PCS), as well as many autonomous departments which can purchase independently – including PU, where the SPP began. The PCS consists of 15 primary buyers in addition to consultants and contractors and handles the most common purchases which apply across departments including paper, office supplies, computers, etc. However, individual departments are free to purchase their own supplies and often do, which has led to more extensive training and education efforts. Outside departments do not always communicate purchases, even for common products, as there is no official "dotted line" to PCS. Additionally, most 'green' initiatives now come from the Office of Sustainability and Environment (OSE); however this group is a small-staff policy group only.

Education and Training:

Due to the diffuse nature of the purchasing activities in the City of Seattle, training and education are organized around commodities. Starting with the most widely used commodities, "User Teams" are organized, including representatives from all departments requiring those products, as well as OSE, PCS and PU trainers (sometimes consultants as well). Some user teams overlap or cooperate with similar products such as computers, copiers, and printing services. Training is then organized to educate the user team using roundtables, vendor workshops, and questionnaires. These representatives then are in charge of disseminating this new information to their home departments if necessary. Although user teams sometimes remain in place, they often dissolve after training and education is complete – which never really happens as training is on-the-job. [See Appendix G for PaperCuts program and training example]

Products:

The City of Seattle has no set list of green or sustainable products, nor do they specify price premiums for such products. Product integration, education and training are on-going, with new commodities selected by OSE, PCS and PU. Currently the following commodity initiatives all have documentation on the website: batteries, cleaning products, computers and printers, janitorial products, laptop purchasing processes, and general office equipment and supplies.

Challenges or Incentives:

The City of Seattle's biggest challenges surround their diffuse purchasing structure, and how that affects the setting of performance targets, results tracking and education and training. There was an original attempt at an "Annual Performance Tracking" report but the effort was abandoned due to too many products being purchased by too many independent departments. The SPP remains the only EAA initiative pertaining to government activity which does not have universal tracking and reporting.

KING COUNTY, WA

History and Policy:

The Environmental Purchasing Program in King County, Washington began in 1989 out of the recycling program. Waste removal technicians were required to pick up recyclables, but eventually had a heap of recyclable materials on their hands with no market for recycled products. The county decided to internally create a market. From there, the program developed a green purchasing goal of "100% of what is realistic." Additional caps were placed on certain products, like paper for example. The county would buy recycled paper as long as its price was no more than 15% above the price of non-recycled paper. This goal was easily met, and now 98% of the county's paper is recycled paper.

Structure:

The purchasing department of King County serves 1.5 million residents and around 18,000 employees. There are about 100 people employed in the procurement and contract services department. That's approximately one person for every 180 employees or 15,000 citizens. The central purchasing department does ALL the purchasing for the entire county. Each department or agency (i.e. Parks, Fleet, etc) has a person in charge of telling the purchasing department what to purchase. The individual agency determines what product and brand to use, and usually writes the specs on the product. The environmental purchasing department consists of only two people. They are advisors and educators of environmental concerns to all departments. They recommend products that the department might want to consider purchasing in lieu of current products that are more environmentally hazardous.

Education and Training:

The two people in the Environmental Purchasing Program, Eric Nelson and Karen Hamilton, are in charge of educating others in departments about new options and encouraging use. Training does not happen on a set schedule or wide basis. Training other departments on environmental practices, from the perspective of Eric and Karen, is not logical. For them or anyone else to learn the job and intricacies of every department is impossible. Therefore, education and training on specific commodities is posted on a website specific to each commodity. A bulletin is also sent out via e-mail periodically to remind everyone of the benefits of environmental purchasing, highlight what people have been doing lately in the field, and remind everyone that Eric and Karen are there to help. If a department inquires about a certain product, Eric and Karen are more than willing to offer additional education on the topic.

Products:

The King County Environmental Purchasing Program 2004 Annual Report [Appendix H] has a more comprehensive list of items and descriptions of savings, but the use of some products was easier to implement than others. Office paper was the first large successes, re-refined motor oil is also very successful, and plastic lumber was one of the most innovative in its uses.

Challenges or Incentives:

The biggest challenge to any environmental purchasing program is resistance from existing departments to change. In King County, that challenge was met with education, diligence, and cooperation, as well as an “administrative burden” in one instance. This procedure was implemented when recycled paper was shipped out to different departments. The rule was that if someone had a problem with that kind of paper, if it was impeding on their work in a negative manner, all they had to do was write a memo, get it signed by their boss, and send it to Eric and Karen, then they would stop sending recycled paper. The burden of having their boss sign the memo reduced any unnecessary resistance from employees. However, if people did have legitimate problems with the system or product they were recruited as help to find a superior product, therefore utilizing their expertise on the subject as well as allowing them to have further input.

OTHER RESOURCES

One outside resources we assessed was “Purchasing Power”, published by the Worldwatch Institute. This document serves mainly as an introduction to, and the benefits of, green purchasing. The report is not expected to be very useful to Madison, as the city has already made the decision to move forward and its length (50 pages) is too cumbersome for general employee education, though there are several tips on greening contracts and assessing product life-cycles which may be helpful. <http://www.worldwatch.org/pubs/paper/166>

The California Government Environmentally Preferable Purchasing (EPP) site is also very helpful, as it demonstrates EPP in law. EPP is required in California and therefore individual laws are directly outlined (although vague). The “Best Practices Manual” is the most helpful portion, outlining specific products and providing an easily navigable outline for creating a program. <http://www.ciwmb.ca.gov/EPP/>

Another useful resource is LEED Leadership in Energy and Environmental Design. LEED has established measurement and assessment strategies for sustainable building. It is a voluntary certification process that assisted is the foundation of the Chicago Standard. The Materials and Resources section helped Chicago rate DPS projects on the basis of cost, feasibility and other benefits and develop the phase process. This may be a resource for Madison to use in structuring the greening process. <http://www.usgbc.org/DisplayPage.aspx?CategoryID=19>

Finally, Environmentally Preferable Purchasing (EPP) is a federal-wide program that was created to assist in the identification and acquisition of environmentally preferable products and services for Executive agencies that are now mandated to adopt environmentally preferable purchasing under Executive Order 13101. <http://www.epa.gov/opptintr/epp/pubs/docs.htm>

RECOMMENDATIONS

While putting together this report we seemed to find some reoccurring themes that have led to these four programs being successful. These are important points to keep in mind when developing a green purchasing program for any city, and serve as our recommendations to the City of Madison for how to structure their program.

- A Multi-Phase process works well: Identify the easiest products to convert first then work on other products and departments in clearly outlined phases with deadlines
- Communication through a well structured hierarchy that focuses on information sharing is crucial

- Clearly defined relationships between departments helps with tracking and assessing change
- Support from the top is mandatory
- Aim for progress, not perfection. Continual research and testing will always be necessary
- Include all stakeholders in the decision-making process. End-user input is especially important
- Be flexible
- Just get started and make adjustments along the way, otherwise you will never get past the making corrections and improvements phase to the actual implementation phase
- Know the benefits and drawbacks of your organizations structure; Organize tracking and training accordingly
- Localize employee training
- Integrate metrics/tracking as early as possible; It's very hard to do after the fact
- Creating a central structure that can accurately monitor spending and provide metrics is necessary to calculate savings
- Utilizing the expertise of different individuals on finding the best products that work for them but are at the same time good for the environment is an easy way to not only get the job done, but also get people interested, educated and involved in the project
- Respecting the knowledge and individuality of all people in all departments is a must to foster cooperation and combat resistance

As Madison makes the move towards adopting The Natural Step and “greening” the city, an effective purchasing department is an indispensable component. We hope the research, examples and recommendations in this report gives insight to help create a green purchasing program in Madison that will be a continued success and lead us towards a brighter, cleaner, more sustainable future.

Web Resources:

Official USGBC LEED site: <http://www.usgbc.org/DisplayPage.aspx?CategoryID=19>

Santa Monica Environmental Programs Division:
<http://santa-monica.org/epd/resources.htm>

Santa Monica's EPP Report:
<http://www.epa.gov/oppt/epp/pubs/santa.pdf>

Appendix A: Overview of the Purchasing Process in Chicago, IL:

The Department of Procurement Services is specifically targeted to manufacturers, dealers, sales agents, and any technically and financially responsible businesses. It is designed to help you understand the role and responsibility of the Department of Procurement Services, and how the City's purchasing process works.

Four laws help business people understand the role and responsibilities of the Department of Procurement Services:

- The Municipal Purchasing Act, 65 ILCS 5/8--10-1, et seq.
- The Municipal Code of Chicago, Chapter 2-92
- The McLaughlin Ordinance, Sections 2--92--330 and 2--92--390
- The Chicago Residency Ordinance, Sections 2--92—330
-

The City buys goods and services in the following ways:

- The formal process--Contracts with a value of greater than \$100,000 must be let by free and open competitive sealed bidding, or competitive negotiation after public advertisement. This means that any financially responsible company can bid on a contract.
- The informal solicitation--Purchase orders for goods and services valued at less than \$100,000 are solicited by mailed or faxed bid quotations without public advertisement. Emergency contracts that are awarded to meet bona fide departmental or City emergency needs, and do not exceed \$250,000, are solicited by telephone without public advertisement.

Whom the City Buys From

The City of Chicago buys from any technically and financially responsible business entity, and practices equal opportunity/affirmative action in all areas of the marketplace.

Contract Administration

The Contract Administration Division is made up of four sections:

- Construction & Engineering
- Commodities, Work Services, Automotive & Heavy Equipment, Small Orders
- Professional Services, Information Systems & Services Airports,
- Aviation & Airport Construction

Each section is staffed by contract administrators, who are responsible for buying various goods (commodities) and work services, and contract negotiators, who are responsible for the solicitation and award of all professional-service contracts.

Appendix B: List of Products:

Envelopes: All items on this citywide Contract contain a minimum of 50-percent recycled paper and 30 percent post consumer waste. Under this contract, the City purchased approximately 175,000 pounds of white woven papers. In addition, the City purchased approximately 47,000 pounds of brown craft paper, which contained twenty percent post consumer waste.

Bond, printing, and copier paper: According to the terms of a three-year contract awarded June 1, 2002, the City purchased 254,573.8 pounds of various types of bond, printing and copier paper within the reporting period. Of that amount, 150,175 pounds represented the recycled content. The recycled paper purchased contained at least 30 and up to 50 percent recycled content, with 30-percent post consumer waste.

Continuous stock tabulating paper: A citywide Contract covering the purchase of “fan-fold” computer printer paper and various forms requires 100-percent recycled content. The paper is 70 percent recycled content with 30 percent post-consumer waste based on the total weight of the chlorine free paper. During this contract, the City used 20,000 pounds of recycled paper. The contract also contains the following language in defining “chlorine free”; paper or paper products in which the post-consumer and/or pre-consumer material components are processed for recycling without the use of chlorine or chlorine containing component.

Toilet Tissue: The City purchases a portion of its toilet tissue requirements directly under a citywide Contract. The rest is produced through various janitorial services contracts. Under this contract, the city purchased 289,536 pounds of toilet tissue, of which 40 percent was recycled, with 20 percent post-consumer content.

Paper Towels: A citywide Contract covers various types of paper towels. All paper towels are manufactured with 100 percent recycled fibers and meet or exceed EPA guidelines. Under this contract, the City purchased 710,451.2 pounds of various paper towels, of which 30–40 percent were post consumer waste content.

Rags: The City buys post-consumer T-Shirt material and pre-consumer scrap T-Shirt material to be used as rags.

Motor Oil: The City has adopted a minimum percentage of recycled content for motor oil. The current Contract is for single grade motor oil and multi grade oil, with a minimum of 70 percent re-refined content. Seventy percent or greater of re-refined motor oil will receive a 10-percent bid canvassing reduction. Purchases between through year-end 2002 were in excess of 31,000 gallons of motor oil. Additionally, about 79,683 gallons of post-consumer waste motor oil is picked up annually and delivered to Safety-Kleen Corporation for recycling.

Tires: The City of Chicago procures retread tires through a contract for Vehicle and Equipment Parts Management and Supply with Genuine Parts Company and NAPA. Through year-end 2002, the City purchased approximately 1,107 retread tires.

Appendix C: Question Responses from Karl Bruskotter:

1. How are people held accountable for making green purchases?

This is a huge challenge. We do our best to get staff to buy “green”, yet some have no interest in this and some are unaware. This is affected by employee turnover, reassignments and other reasons. If we catch someone making large purchases that are unsustainable, we will call them to discuss it and let their boss know if necessary. Sometimes we have to remind staff about the city’s philosophy, it’s Sustainable City Plan, and its various EPP ordinances, policies and administrative instructions. Green purchases do not come up on staff performance reviews.

2. To what extent do you focus on local purchases?

We give a 1% bidder preference for local vendors. This basically does nothing and don’t believe this has ever really benefited a local vendor since the percentage is too low to matter. We push local produce heavily, especially for our school programs, since we have a terrific Farmer Market program.

3. In Madison there is a figurehead from each department that is part of an environmental policy board, and each of them then applies the policies to their department. How does this relate to your structure?

Thanks for the great idea! I believe the responsibility and accountability are lacking. Nevertheless, the City happens to turn out some very sustainable and environmental programs, activities and purchases. We have a Task Force on the Environment with elected officials and some city staff – they are responsible for tracking and recommending action to City Council.

4. How much of department purchases go through a central purchasing department, and how much is done on a departmental level?

Any purchase worth over \$5,000 would go through our Purchasing Section, who is in a position to specify environmental and sustainability attributes.

5. What role do the key people involved with the green purchasing play? (ex. Training, meetings, policy writing, etc.)

Purchasing and Environmental Programs Division, the key people, developed policies, research and recommend specifications, conduct training and other outreach to staff and other activities to promote these goals.

6. To what extent do you attempt to refurbish items before purchasing new ones?

Our primary objective is to reuse items. Emails are sent citywide when items are no longer needed by a group, so that others can use them if they want. If no one claims the items, they are sent to auction, not disposed of. Buying refurbished items would be up to the individual departments and I don't have any success stories here that I can think of, except for our Energy and Green Building section.

7. Try to summarize the top 5 – 10 steps to “go green” with your organization or city.

- ü Look at the top dollars spent on purchases.
- ü Determine which purchases have the most impact on the environment and human health both locally and globally.
- ü Research alternative methods, products, materials, etc.
- ü Pilot test these products and evaluate cost and performance.
- ü Implement Citywide and build on successes.

8. To what extent are your policies citywide versus statewide?

Good question – California has some pretty progressive environmental regulations that we benefit from. For instance, there is a big push to lower the quantity of volatile organic compounds in paints, coatings, adhesives and many other consumer items to improve air quality. Obviously though, we have to follow state regulations, but city policies do not affect state operations.

9. What are your main goals as far as your green purchasing is concerned?

To continually research and evaluate our efforts to ensure that we are spending our time and effort on products and activities that make a difference. Although we want to continually push the envelope, it also takes a fair amount of work just to maintain existing programs.

10. How do you address hazardous waste issues?

Hazardous waste regulations are driven by the state down to the local level. We manage hazardous waste in our city operations. We have our own household hazardous waste facility. FYI – batteries and fluorescent bulbs and tubes cannot legally be thrown in the regular trash in California.

11. Do you have sustainability indicators?

Yes – this is an entirely different discussion. I encourage you to review the indicators and our report card on our website at www.smepd.gov

Appendix D: City of Seattle Sustainable Purchasing Research:

Source: Interview with Shirley Axelrod, City of Seattle Resources Planning Division

Before beginning their first sustainable purchasing effort in the early 1990's, the City of Seattle researched other efforts and resources including:

- Vermont
- Minnesota
- SUNY (purchasing certificates)
- New American Dream
- EPA

Vermont and Minnesota appear to have some of the old sustainable purchasing programs in the country -- additional communication with those governments might be valuable. The City of Seattle also received support from both the State of Washington and the Western States Contracting Alliance (WSCA). The Washington State government allows all towns, cities and counties to share any contracts the state has in place, increasing overall buying power. WSCA, an alliance of governments in 15 states, performs a similar function, allowing smaller groups to leverage a much larger collective buying power. While appearing exclusive by having "Western" in their name, this group will accept membership from any state, including Wisconsin.

Seattle also utilized both private and federal resources. The EPA's Environmentally Preferable Purchasing resources were found to be a good source of identifying other town/city/county/state efforts, purchasing standards and 'green' vendors. Scott Case, from the New American Dream, was brought in early on for consulting and training, a role they continue to use for him.

Appendix E: Copernicus Project:

Source: http://www.sfgov.org/site/bdsupvrs_page.asp?id=27210

Seattle began streamlining its procurement system in 1998 by launching the Copernicus Project, which aims to leverage the City's buying power to achieve best value in contracts. Best value is defined as the optimal balance between lowest direct costs, lowest indirect costs (such as process efficiencies or increased use of technology), quality, environmental friendliness and social equity benefits.

The Copernicus Project is based on a "commodity driven approach to procurement." Prior to the implementation of the Copernicus Project, Seattle uniformly applied procurement rules to all contracts. Under the new model, Seattle has assembled eighteen "commodity teams" to develop market driven procurement strategies particular to their team's commodity. In 2002, the City reported that the Copernicus approach resulted in savings of \$3,145,000.

Appendix F: Codes & Resolutions on Environmental Purchasing:

Source: <http://www.ci.seattle.wa.us/environment/documents/CodesandResolutions.doc>

The Seattle Municipal Codes and Resolutions and the Revised Code of Washington provide the background for the environmental factors that are required for contracts with the City of Seattle.

City of Seattle Municipal Code and Resolutions

SMC 3.18.900

3.18.826	Testing of Samples	
3.18.904	Policies	
3.18.907	Reusable Products	
3.183.908	Standards for recycled content	
3.183.910	Price preference for recycled products	
3.18.916	Vendor certification of recycled material content	
3.18.918	Rules and Regulations for procurement of paper and paper	products

Resolution #28556

Encourages the use of recycled content products and recyclable products.

Resolution #28737

Encourages and increases the procurement of recycled content products and recyclable products.

Resolution #29048

Aimed at improving the energy consumption and efficiency of the City's use of electrical energy and water.

Resolution #29268

Aimed at reducing the City's use of products that are hazardous and/or that produce polluting by-products during their manufacture, use, or disposal.

Revised Code of Washington (RCW)

RCW 43.19

Establish policies, procedures, and programs to encourage and increase the procurement of recycled content products and recyclable products.

RCW 70.95

Price preferences (10%) for reusable, recycled content, or reusable products.

Appendix G: PaperCuts Program and Training:

Source: <http://www.ci.seattle.wa.us/papercuts/>

The objective of the PaperCuts program is to improve the environmental footprint and impact associated with the City's purchase, use and recycling of printer and copier paper. The Paper Waste Prevention (PWP) Campaign has three goals:

1. To Reduce Overall Consumption of Paper
2. To Increase Purchase of Higher Post-Consumer, Processed Chlorine-Free Paper
3. To Optimize City Paper Recycling Rates

By enlisting the support of many departments and an executive order from the Mayor, Seattle hopes to reduce consumption 15% by 2005-2006, later increasing to 30%. They will also switch Seattle from 30% content recycled paper to 100%. To achieve these goals, training was necessary beyond the normal "user teams", which were still used to formulate and disseminate the training. Almost every City employee uses paper in one way or another so training was organized to educate everyone in terms of cost savings, paper quality, environmental benefits and how each person can help.

One of the most successful methods was the "Lunch & Learn" trainings, which were reinforced with stickers, posters and videos. Example "Lunch & Learn" presentations are included in the supplemental CD-ROM and additional resources are available at the link above.

Appendix H: King County Environmental Purchasing Program 2004 Annual Report:

Source: <http://www.metrokc.gov/procure/green/2004annrep.pdf>

This report outlines the entire program's estimated savings as well as products that have been used by King County. At the end of the report, the different programs created and implemented are summarized.