

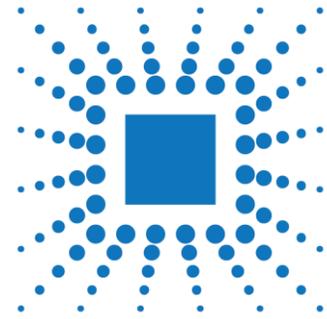
CASE STUDY

City of Washington DC

Sustainable Purchasing Program

Washington, DC

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**SUSTAINABLE
PURCHASING
LEADERSHIP
COUNCIL**
CASE STUDY
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2016 AWARD WINNER
PURCHASER LEADERSHIP
(OVERALL PROGRAM)

Abstract

The District of Columbia Sustainable Purchasing program was built on the premise that sustainable considerations can be embraced across our institution if:

- 1) Sustainable specifications are designed in a way that balances sustainability with the basic needs of a procurement stakeholder, e.g. cost, availability, and performance.
- 2) The process of embedding guidance language into specifications is made as simple as possible via employee support and “cut and paste” templates, and,
- 3) Training resources and tracking tools are embedded in the District’s standard operating procedures, thus institutionalizing efforts and raising the awareness of initiatives their inevitability in the eyes of the rank and file.

With the above mentioned guiding premises in mind, the DC Sustainable Purchasing Program was launched last year. A philosophy that emphasizes inclusion, planning, and clear thinking resulted in methodologies and tools, often reflected in, and sometimes derived from, SPLC guidance. The DC approach is both analytical and pragmatic, and features the goals, strategies, and results listed below. Efforts to prioritize and plan for procurements, promote use of DC sustainable guidance, train relevant stakeholders, and track progress using OCP’s e-procurement system are all outlined the case study below.

The success of the award-winning program could only be realized with the support of agency and organizational management. Therefore, credit must be given to the District’s leadership for providing resources and time to the SPP.

Overview

<i>Goals</i>	<i>Strategies</i>	<i>Results</i>
Goal 1: Define sustainable products and services for all procurement	<ol style="list-style-type: none"> 1) Prioritize commodities that warrant attention. 2) Gather input from all 	✓ The District created EPPS guidance for 14 product and service

<p>stakeholders through development of Environmentally Preferable Product & Service (EPPS) specification guidance.</p>	<p>stakeholders with an emphasis on the Program Manager, and small and local vendors.</p> <p>3) Ensure documents are “easy-to-understand” and “aesthetically pleasing.”</p>	<p>categories, encompassing more than 100 unique products. Specifications were the result of extensive market research and stakeholder engagement.</p>
<p>Goal 2: Reduce complexity and confusion associated with embedding EPPS guidance into solicitation documents.</p>	<p>1) “Solicitation Support” documents provide users with instructions relevant to current District procurement templates and procurement method procedures. The document eases the burden upon the end-user when transitioning specification guidance into solicitation templates.</p>	<p>✓ The District created a suite of solicitation support documents for each chosen EPPS category. Documents are available under the Sustainable Specifications portion of the OCP SPP webpage.</p>
<p>Goal 3: Increase the District’s ability to accurately track EPPS spend</p>	<p>1) OCP aligned EPPS reporting fields in the District’s e-procurement software with specific EPPS guidance.</p> <p>2) Developed “Reporting Requirements” language that end-users are asked to include in statements of work.</p> <p>3) Execute a policy that requires users of the District’s e-procurement system to identify if they did, or did not, utilize EPPS guidance.</p>	<p>✓ The District now has the capability to track whether a purchase includes EPPS guidance or not. If not, the PASS system prompts users to explain why they opted not to use an EPPS. Acceptable reasons include cost, performance, and or availability.</p>
<p>Goal 4: Educate end-users about new EPPS resources, and provide ample guidance and support in first years of the program.</p>	<p>1) Integrate Sustainable Purchasing Program coursework into the District’s official “Learning and Development” course curriculum.</p> <p>2) Leverage Director-level communications and management engagement to maximize staff stakeholder completion of SPP courses.</p> <p>3) Supplement resources with product-focused course work, and</p>	<p>✓ Since the launch of the program hundreds of employees have completed SPP coursework training.</p> <p>✓ Product-focused trainings are offered on an as needed basis.</p> <p>✓ Proactive reviews of forthcoming contracts help to backstop systemic prompts for sustainable consideration when</p>

proactive engagement
with forthcoming high-
priority contracts.

developing solicitations.

Goals

The Sustainable Purchasing Program was built to formalize sustainable purchasing efforts across the District of Columbia, while simplifying what had previously been a confusing, cumbersome, and sporadic activity. The effort coincided with higher-level strategic goals embodied in the “*Sustainable DC*” initiative, which endeavors to make the District the healthiest, greenest, and most livable city in the nation.

established for the District over the next 20 years.

- d. The prevalence of credible eco-labels for a given product or service.
- e. The prevalence of other jurisdictions who purchase sustainable versions of a given product or service.
- f. The complexity or level of difficulty associated with developing environmental guidance for an EPPS.

Goals, Strategies, and Results

The following highlights the goals the District set out to achieve when it launched its SPP, the strategies that were used to achieve those goals, and a brief excerpt outlining the results, lessons learned, or general commentary associated with DC actions. Each section will reference changes in practice, project limitations, and observations, as appropriate.

Following the prioritization exercise, the District held an “Inter-Agency Kick-Off Meeting” that brought together relevant stakeholders from approximately 25 agencies, and described roles and expectations for cooperation over the approaching year.

Goal 1: Define sustainable products and services for all procurement stakeholders through development of EPPS specification guidance.

Goal 1: Strategy 2: Inclusive Specification Development Research: The District developed specifications for chosen priority product and service areas.

Goal1: Strategy 1: Prioritization: The District decided which products to focus upon.

The District identified 14 product and service categories for which guidance and supporting documentation would be developed. The first 14 products identified were chosen based upon an internal prioritization process that ranked products the District purchased based upon the following criteria:

The specification development process set out to ensure alignment with environmental best-practices that other jurisdictions already utilize, input from the vendor community, and, most importantly, ongoing feedback from program managers who use and purchase prioritized products in their day-to-day activities. Taking time to include as many stakeholders as possible early in the process infused the program with credibility, promoted buy-in from program managers, and led to more pragmatic and innovative solutions to challenges. The specification process took approximately 6 months, and included interviews with approximately 40 high-volume suppliers and vendors, 70 program managers or stakeholders, and included a review of more than 200 EPPS contracts or documents that other jurisdictions use.

- a. Total spend across the Enterprise broken down by product category.
- b. The existence of laws that promote similar environmental goals achieved through the purchase of an EPPS.
- c. Alignment with over-arching Sustainable DC goals. In total, the SPP specifications help to promote 25% of the goals

Goal 1: Strategy 3: Ensure specification document design is user friendly.

Specification Guidance documents are available on the [OCP SPP webpage](#). All guidance documents are developed using the same format and components. The Specification Guidance documents serve an educational purpose, and were developed based upon common questions that arose during the specification development process. The document was developed for a broad audience including internal statement of work writers, vendors, and other jurisdictions seeking to understand the District's sustainable specifications. A sample specification guidance document for cleaning supplies is available [here](#). The following briefly describes how to navigate a guidance document.

- Scope – Provides the range of products to which the sustainable specification is applicable.
- Benefits – Provides environmental and cost benefits of utilizing the sustainable specification, as applicable.
- Specification Language – The specification language section details the environmental requirements that a solicitation should contain to be deemed a sustainable purchase.
- Background – Provides information about key environmental standards, certifications or best practices used in the sustainable specification. Key terms and references are linkable in the background section.
- Environmental Hotspots – Highlights how the environmental specification impacts specific environmental attributes for a given product or service.
- Significance to the District – Provides information, as applicable, on how using environmental specifications help the District to comply with existing laws, support environmental initiatives, and contribute to existing environmental programs.

Goal 1: Lessons Learned and Commentary:

The District views its sustainable specification development process as foundational element of the program. If a specification does not properly balance environmental goals, existing laws, and the basic needs of the programmatic end-user the specification will likely be ignored. Similarly, if the format of the document is not easily accessible to a sustainable purchasing novice, an end-user will quickly exhaust his or her patience, and move on to other priorities. Thus, hundreds of personnel hours were spent fine-tuning a balanced, useful, and easy-to-use set of specification guidance.

The methodical approach that the District pursued infused the Program with a first-hand understanding of how end-users are likely to respond to a recommended approach. For example, ongoing engagement shed light upon when guidance could be reasonably utilized and extenuating circumstances that would negate use of EPPS guidance. The relationships developed throughout this process created trust that inspires buy-in, trust in the program, and yields ongoing dividends to program operations.

Goal 2: Reduce complexity and confusion associated with embedding EPPS guidance into solicitation documents.

Goal 2: Strategy 1: Assess current procurement practices, standard operating procedures, and policies used when navigating the procurement process. Create supplemental documents that can be easily integrated into existing templates and procedures.

Sustainable Specification Guidance for product categories is supported with a suite of solicitation support documents. The purpose of the documents is to make inclusion of sustainable specification language something that can be easily cut and pasted into a solicitation, or in some cases attached to a requisition. The SPP anticipated the need for a wide variety of templates that are salient to different points in the procurement process and for varying procurement methods. The program focused mainly on development of support documents for Invitation for Bids or Request for Proposal for large

purchases valued over \$100K, and small purchases templates for purchases under \$100K. A total of four support documents were created for most product and service categories. The four documents described below are linkable.

Statement of Work Guidance –

This document includes the basic components of any large purchase solicitation issued in the District. The document provides brief instruction boxes that direct an end-user as to how and where specific language should be inserted into an IFB or RFP template.

Small Purchase Attachment: This document contains the basic components of a small purchase in the District of Columbia. Small purchases are typically more streamlined than large purchases. Therefore, the small purchase attachment includes some, but not all, of the language included in the SOW guidance.

Request for Quote Template: The RFQ template is a pre-populated excel spread sheet that the procurement team can use to capture bids from possible bidders or offerers. The pre-populated format lessens the burden of transcribing language, and thus makes it more likely that the guidance language will end up in a solicitation. Additionally, providing the information in an excel template that the user can manipulate, creates much-needed flexibility when tweaking documents to meet the unique needs of a program.

Contractor Reporting Template:

The Contractor Reporting Template is an attachment that reflects the reporting requirements included in all EPPS guidance language. The template, taken together with reporting requirements language, provides an additional method for the District to collect

sustainable spend data. The contracting reporting template is meant to supplement tracking tools discussed later in this document.

Goal 2: Lessons Learned and Commentary:

The development of solicitation support documents conveys a desire to meet stakeholders more than half-way, and highlights the pragmatism necessary to make such a program palatable to end-users. The SPP regularly consulted with experienced contracting staff and the District's legal counsel throughout this process. Though creating user-friendly tools and support is important to the success of the program, it is still too early to note the material benefit of creating each tool. Programs tend to gravitate toward use of the guidance document, when referencing SPP.

Goal 3: Increase the District's ability to accurately track EPPS spend.

Collecting clear and reliable sustainable purchasing data is one of the most pressing challenges that institutional purchasers face both in the District and nationally. To date, District data collection efforts have proven time intensive, and confusing. Challenges have persisted due to unclear definitions for EPPS, and data systems not built to isolate EPPS and non-EPPS purchases. The SPP includes new data collection tools that were designed to improve the District's ability to collect clear and reportable sustainable purchasing data in the future. During the first year of the program, system-generated data is providing valuable trend data, however, further refinements to the tool will be necessary to elevate the integrity of spend data produced. Therefore, the District is pursuing a hybrid approach to data collection, in which efforts are a mixture of manual and automated collection methods.

Goal 3: Strategy 1: Enhance the District's e-procurement system, Ariba PASS, to better capture end-user use of EPPS guidance.

The EPPS indicator is a required field in the District's Ariba PASS e-procurement system. Several important additions were made to this field to capture the progress of the SPP. The required field was enhanced in two important

ways. First, a drop down menu that reflects existing EPPS specifications was programmed to appear if a user is making an EPPS purchase. The change will result in greater alignment between recommended approaches and tracking efforts. Conversely, a second drop down menu was programmed to appear if an end-user decides not to use EPPS guidance. The new drop down menu asks a program to indicate why it did not use an EPPS. Acceptable reasons for opting to not use EPPS guidance include, cost, performance, availability, or if the product is not applicable. These improvements will be used to help the SPP understand why an EPPS is or is not used, and then make policy changes based on District end-user experience. Lastly, a link was embedded next to the EPPS Indicator, which takes users directly to the SPP Webpage. To better understand how these features will be implemented please read the District's "*User Guide*" and review PASS improvements located on pages 14-15. Lastly, and most importantly, OCP issued a new policy that highlights systemic requirements.

Goal 3: Strategy 2: Create explicit solicitation language that requires vendors to provide EPPS spend data on an as needed basis.

OCP is piloting the use of vendor reporting requirements utilizing a new sustainable spend report template. Vendors are asked to report total District EPPS and non-EPPS spend for products and service categories for which sustainable specifications are available. Vendor reports will provide a useful supplement to ongoing internal tracking efforts. Examples of reporting language are included in each of the Specification Guidance documents located on the [OCP SPP webpage](#).

Goal 3: Strategy 3: Execute a policy that mandates procurement stakeholders use EPPS tracking elements of the PASS system.

OCP issue a policy on Jan. 1, 2015, which required PASS users to employ and consider sustainable guidance, and, when using PASS indicate their use, or non-use of the guidance. A copy of the policy is available [here](#).

Goal 3: Lessons Learned and Commentary:

The District is lucky to have in place a highly-sophisticated e-procurement system like PASS. Integrating a sustainable tracking tool into e-procurement software is not an option for most jurisdictions. Even with this advantage, the

challenges associated with improving tracking remain daunting. Streamlined tracking tools are still vulnerable to user error, and are predicated upon wide-spread acceptance of sustainable initiatives. Yet, the District and other jurisdictions must continue to make the capture of reliable sustainable spend data a priority. Collecting data via the e-procurement system is essential to the advancement of the program, and has many ancillary and unexpected benefits.

- 1) Requiring users to think about sustainability in e-procurement systems forces users who would have otherwise ignored the program, to accept the task as an inevitable element of the procurement process. There is, perhaps, no better way to institutionalize an activity than to make it a required field in procurement software.
- 2) Giving users the ability to indicate why they did not use suggested EPPS guidance, will arm the District with important feedback about which guidance works, and which guidance requires revision. At present, it is difficult to obtain data that either dispels or supports common end-user complaints about using sustainable products.

Such factors give hope to the District, but such an approach will only work if an organization designates staff and time to implement and tweak reporting tools. While promising, it must be noted that, even with new data collection tools, data is still more useful as trend data, than as a pristine source of precise spend data. Results have varied dramatically with user expertise navigating the system, and familiarity with SPP guidance.

Lastly, OCP's decision to feature the use of the e-procurement system in its EPPS Policy, instead of focusing on the environmental criteria of products purchased simultaneously made the policy feel more relevant to procurement staff, and easier for procurement staff to understand their role in the process. It is worth noting that such a policy was only possible, because environmental and procurement factors had been pre-determined using the specification development process described above.

Goal 4: Educate end-users about new EPPS resources, and provide ample guidance and support in first years of the program.

Goal 4: Strategy 1: Develop and administer a core educational course on Sustainable Purchasing for internal stakeholders across the District.

A core educational course, “Understanding Sustainable Purchasing” was developed for District users, and is now being administered through the District’s Learning and Development Team. Integrating the training into the District’s formalized Peoplesoft Human Resources system, created an easy way for users to sign up for trainings, and receive credit for trainings as part of yearly performance plans. Integrating course work into established pathways for learning and development increased the desire among staff to complete coursework and elevated the credibility of the program. When publicizing course work, requests were made via Agency Director to Agency Director communications, further increasing the relevancy and credibility of the program. To date, hundreds of employees, including requisitioners, contract administrators, statement of work writers, and program managers have completed the course. A copy of the “Understanding Sustainable Purchasing” slide deck is available on the OCP SPP website [here](#).

Goal 4: Strategy 2: Provide product-focused trainings for end-users who wish to learn more about a particular product or service category.

A series of product focused trainings, which provide users with a more nuanced understanding of Specification Guidance for a given product, are offered to interested participants. Product focused trainings are offered mainly for widely-prevalent commodities such as paper, office supplies, cleaning products, appliances, and printing services. Each session will explain the nature of the recommended specifications, information about cost and performance, and steps that can be taken “Beyond the specification” to pursue more aggressive environmental specifications when writing a statement of work. Examples of the webinar trainings which are currently available are linkable as follows: [Cleaning Products](#), [Furniture](#), and [Printing Services](#).

Goal 4: Strategy 3: Provide internal consulting services and desk-aids for statement of work writers pursuing EPPS.

In addition to the SPP webpage, which is accessible to internal and external users, the SPP also developed a “[User Guide](#)” which outlines sustainable purchasing policies and laws, prioritized products and services, how sustainable considerations should be embedded into the procurement process, and how to utilize new e-procurement tracking tools. The SPP Manager will also selectively target forthcoming solicitations, and proactively work with Agencies to encourage use of SPP resources.

Goal 4: Lessons Learned and Commentary:

Communicating new processes and requirements to procurement stakeholders is a complicated and time-intensive task. Throughout this process, sustainable managers must view end-users with an empathetic eye, and anticipate their needs and questions well in advance of the program launch. Educational course work and resources are well received only when they convey competence, understanding of end-users’ full responsibilities, and ample support throughout the program. The SPP Team worked closely with seasoned contracting staff to ensure materials were useful. Lastly, close communication with upper-management is advisable when publicizing need for education or training, as it demonstrates deference to the time that employees will need to dedicate to the endeavor and it motivates the rank and file to comply with requests.

Benefits

The initiatives described in this case study are less than a year old, and therefore a discussion about benefits is promising, if not fully conclusive. Quantitative benefits that can be derived from known District spend on environmentally friendly products and services. However, such benefits can never be realized if the District’s agencies never utilize EPPS resources in the first place. In fact, quantitative evidence of EPPS purchases, and associated environmental benefit, by its mere existence, would imply a remarkable degree of success in this space. Therefore, the benefits of the approach described will be a function of the degree to which the District’s staff utilize the approaches described above, and the degree to

which others can learn from the District's successes and failures.

Since the program launch the new resources and procedures embodied in the Sustainable Purchasing Program have helped improve the District's ability to purchase sustainable products and services, through the following:

- 1) New specification guidance is giving end-users an unambiguous understanding of what constitutes an Environmentally Preferable Product or Services.
- 2) New resources, educational courses, and solicitation support documents improve end-user understanding of, and simplify engagement with, District sustainability resources.
- 3) New tracking mechanisms in the Ariba PASS system are being piloted, and will improve the District's ability to track EPPS spend.
- 4) The presence of a SPP webpage on a public facing platform is allowing other jurisdictions, the local marketplace, and DC employees to engage in a common dialog about District sustainability efforts. In fact, several sister jurisdictions in the Washington area, and the East Coast have already indicated that they are utilizing DC specifications. The sharing of knowledge and the gradual development of informal consensus surrounding sustainable purchasing will help make its practice more ubiquitous across the region and nation.

Business Case

A quantitative analysis of costs and environmental benefits for this program is possible, but had not been pursued at the time this case study was drafted. The initial focus on energy saving products such as EPEAT certified computers, Energy Star certified copiers and appliances, and Alternate Fuel Vehicles surely save the District

hundreds of thousands of dollars, and perhaps millions of dollars, annually. Similarly, the use of less toxic cleaning products, pesticides, and products that emit fewer VOC's demonstrate care for our residents' health. Our general goal of reducing the use of natural resources is making our day-to-day activities more sustainable. It is implicitly true that these and many other benefits result from the use of SPP guidance, though it is difficult to ascertain the specific degree of benefit.

Those interested in gleaming possible benefits from the DC program are encouraged to review specification guidance. Each document includes a cost or environmental benefits calculator that can be used to extrapolate benefit. These tools are available on the left side of the front page of each document. It is also worth noting that while ROIs, financial or otherwise, are the goal of each unique programmatic initiative the high-level immediate goal of the DC SPP is to simplify and centralize decisions to use proposed guidance. On the latter point, the program has proven an enormous success, on the former, specific cost and environmental benefits can only be gathered with a substantial investment of time and effort. As the program matures, and data becomes more easily available, such a study is likely to occur.

Process

On January 1, 2015 the District of Columbia's Sustainable Purchasing Program (SPP) took an enormous step forward. On this date, the District officially launched a new purchasing policy and suite of resources and tools that aims to address many of the core challenges that institutional purchasers across the country and the world face on a daily basis. For years leading up to 2015, the District worked to engage its stakeholders and leverage the purchasing power of its multi-billion dollar budget to minimize the District's negative impact on the environment. Progress was slow for many reasons, the most important of which can be summarized in three ways.

- 1) The District had never clearly defined environmentally preferable product or service (EPPS) requirements for its stakeholders, and,
- 2) The District had not developed guidance or customer support tools necessary for an end-user to pursue use of EPPS,
- 3) In light of items 1 & 2 above, the District lacked the ability to train employees or track spending effectively.

The Office of Contracting and Procurement (OCP) set out to overcome these core programmatic challenges in September 2013. Efforts were propelled forward by the District's *Sustainable DC* initiative, a District-wide program that rallied employees, residents, non-profits and local businesses around the cause of sustainability in a way previously unseen. A call for sustainable activities that could quickly "move the dial" was issued via a grant program called the *Sustainable DC Innovation Challenge*. The SPP was one of 12 projects to receive grant funding in the initial year of the program. The funding was used to hire a Sustainable Purchasing Consulting firm, IEC, Inc., and to hire staff to help lay the foundation for the program. Armed with the input of a sustainable purchasing consulting firm, the continued support of organizations such as the Sustainable Purchasing Leadership Council, as well as the gathered wisdom gleaned from best-practices used in other cities and states the District spent almost a full year preparing for the 2015 launch. The program described in this case study is the result of this effort.



EPA Safer Choice Award Ceremony

This picture was taken in June of 2015, when the District was recognized as a "Partner of the Year" by the EPA Safer Choice Program.

Financial Information

The recently launched Sustainable Purchasing Program was initially funded through a two year, \$237,000 dollar grant from the District's Sustainable DC Innovation Challenge. Prior to receiving the Innovation Challenge grant, resources to evolve the program were limited. New funding allowed for the hiring of a sustainable purchasing consultant and the hire of additional staff to help lay the foundation for the

program. Interestingly, the act of receiving grant money was perhaps just as valuable as the money itself. The infusion of funds sent a message to the District employees that this was a high-level priority, and management became increasingly invested in the program because they wanted to ensure that funds were being spent wisely.

Leadership

Part of the District's commitment to sustainability is the desire to be an active partner among groups trying to innovate in the sustainable purchasing space. Thus, the District is proud to have a voice in the sustainable purchasing dialog taking place across the nation. Some examples of District involvement and leadership in groups trying to improve sustainable purchasing include the following:

The Sustainable Purchasing Leadership Council – The DC SPP Program Manager participated in the development and launch of the SPP, and currently sits on its Board of Directors.

The Responsible Purchasing Network (RPN) – The District is a member of the Responsible Purchasing Network. The Responsible Purchasing Network is an international network of buyers dedicated to socially responsible environmentally preferable purchasing. Membership entitles the District to a host of resources including webinars on the purchase of sustainable products, Purchasing Guides, and consulting services for especially complicated purchases.

Electronic Product Environmental Assessment Tool (EPEAT) – EPEAT® is a global rating system for greener electronics. It is an easy-to-use resource for purchasers, manufacturers, resellers and others to identify environmentally preferable devices. The EPEAT system combines criteria for design, production, energy use and recycling with ongoing independent verification of manufacturer claims. EPEAT was developed through a stakeholder consensus process and is managed by the Green Electronics Council, a non-profit organization based in Portland, Oregon, USA. The District's Sustainable Purchasing Program Manager is a member of the EPEAT Advisory Council.

National Association of State Procurement Officials (NASPO) – NASPO is a non-profit association dedicated to strengthening the procurement community through education, research, and communication. It is made up of the directors of the central purchasing offices in each of the 50 states, the District of Columbia and U.S.

territories. NASPO's green purchasing initiatives seek to leverage the purchasing power of state and local governments to meet environmental sustainability aims. The District Sustainable Purchasing Program Manager is the Vice-Chair of the NASPO Green Purchasing Sub-committee. \

The Urban Sustainability Directors Network: – Tier 1 participant in the “Green Purchasing Playbook” committee. The District provides its expertise to this effort, and is helping to shape guidance that will help cities and institutional purchasers across the nation.

Relevance to SPLC Principles

This case study provided embodies all of the SPLC's Principles for Leadership.

Understanding -- A compulsory review of specification guidance for any product or service category clearly demonstrates the District's **Understanding** of relevant environmental, social, and economic impacts of the District's purchases.

Commitment -- The assignment of a dedicated employee, and the award of a \$237K grant to stand up the program, and the support of the Sustainable DC initiative speak to the District's **Commitment** to the cause of sustainable purchasing.

Results -- Efforts to improve tracking through use of the improved “EPPS Indicator” and more explicit reporting language in contracts suggests that the District employs a **Results**-oriented programmatic mindset.

Innovation -- Efforts described in this case study are built upon past success, and hopefully push them forward through **Innovative** execution and implementation strategies.

Transparency – The District's webpage, and efforts to contribute to the ongoing communities of practice in the sustainable purchasing space will hopefully create opportunities for the District to learn from its peers, and vice versa.