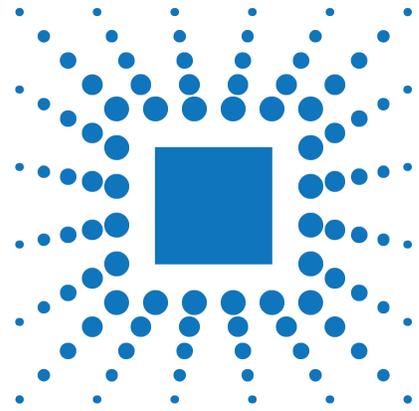


INDIVIDUAL LEADERSHIP CASE STUDY

**Dana Arnold,
FAS Sustainability Lead**

US General Services Administration



**SUSTAINABLE
PURCHASING
LEADERSHIP
COUNCIL**
CASE STUDY
LIBRARY

SPLC Individual Leadership Award

FAS Sustainability Lead Dana Arnold

Abstract

Dana Arnold has played an integral role in transforming the federal sustainable acquisition landscape over the course of her career. Her leadership at the Office of the Federal Environmental Executive (OFEE), the U.S. Environmental Protection Agency (EPA), and the U.S. General Services Administration (GSA) has helped bring clarity and consistency to the federal sustainable acquisition program.

Background

Ms. Arnold's efforts in this field pre-date the federal government's first attempts to establish a formal sustainable acquisition - or green purchasing - program. Decades ago, the federal government lacked a comprehensive sustainable acquisition policy. There were few sustainable acquisition requirements, no formal collaboration across agencies, minimal training and guidance for the acquisition workforce, and a limited market for sustainable goods and services.

While at OFEE, Dana led the federal government's green purchasing program and was instrumental in drafting a series of Executive Orders that continue to drive the marketplace for sustainable products and services to this day. Highlights of her other accomplishments include: reducing waste and providing new economic opportunities for the nation's manufacturers by playing a key role in the EPA's Comprehensive Procurement Guidelines; integrating sustainability into Federal Acquisition Service (FAS) contracts and programs representing approximately \$50 billion of federal spend, including the Multiple Award Schedule (MAS) program, Governmentwide Acquisition Contracts (GWACs), and Federal Strategic Sourcing Initiative (FSSI) solutions; and currently working to fully integrate sustainability into the Federal Acquisition Gateway, a platform that helps federal buyers from all agencies act as one acquisition community.

Goals

Ms. Arnold's leadership and efforts throughout her career can be summarized as addressing the following sustainability goals:

- Lower the environmental, social, and economic (ESE) impacts of the federal government through sustainable procurement and other operations

- Establish a comprehensive federal sustainable acquisition program to drive the marketplace for sustainable products and services
- Improve federal acquisition workforce awareness of sustainable purchasing requirements
- Increase collaboration among federal agencies and between federal agencies and state and local agencies to share lessons learned and increase sustainable acquisition

Activities and Results

Ms. Arnold had led a wide range of activities that have helped achieve the goal of creating a more sustainable federal government. Several of these activities and the direct results are highlighted below.

Establishing a Comprehensive Federal Sustainable Acquisition Program

In her role with the Office of the Federal Environmental Executive, Ms. Arnold was one of the drafters of E.O. 13423, “Strengthening Federal Environmental, Energy, and Transportation Management” and the E.O. implementing instructions. E.O. 13423 established a more comprehensive approach toward sustainability than previous directives, requiring federal agencies to operate in a “sustainable manner” and acknowledging the social, economic, and environmental aspects of sustainability. Not only did the order set new targets and establish a wide sustainable acquisition mandate, it also set new targets for energy use in federal facilities, renewable energy use, and petroleum use by vehicle fleet.

In addition, Ms. Arnold contributed to E.O. 13514, “Federal Leadership in Environmental, Energy, and Economic Performance”, which continued to establish an integrated strategy towards sustainability in the federal government and made reduction of greenhouse gas (GHG) emissions a priority. In regard to sustainable acquisition, the order established the broadest mandate for sustainable acquisition to date and set specific targets for the purchase of products and services that are energy-efficient, water-efficient, biobased, environmentally preferable, non-ozone depleting, contain recycled-content, and contain non-toxic or less-toxic alternatives. Ms. Arnold also contributed to the Federal Acquisition Regulation revisions to implement both E.O. 13423 and 13514.

Ms. Arnold’s leadership in this area has helped set the foundation of the federal sustainable acquisition program, while continuing to expand its scope and bringing further clarity to federal agencies. Specific results include:

- Federal recycled content guidelines, including creation of the Comprehensive Procurement Guidelines framework. The Federal 30% postconsumer content requirement for office papers is the de facto national standard.
- Comprehensive changes to the Federal Acquisition Regulation to integrate sustainable acquisition throughout its many parts.

- Through working with the Office of Management and Budget to implement agency sustainability scorecards, ensuring that all major Federal agencies have integrated sustainable acquisition plans and staff training.

Chairing the Sustainable Acquisition and Materials Management Practices Workgroup

Before 1998, there was no adequate forum for agency sustainable acquisition leads to collaborate with each other. Taking over the chair of the interagency green purchasing workgroup in 2000, Ms. Arnold expanded the membership and scope of the workgroup. The Sustainable Acquisition and Materials Management Practices (SAMM) is an interagency workgroup that brings together sustainable acquisition and recycling leads from across the federal government to develop sustainable acquisition and recycling policy implementation guidance recommendations for the White House Council on Environmental Quality and the Office of Management and Budget (OMB). Originally known as the E.O. 13101 Interagency Advisory Group (EOIAG), the SAMM has made it easier for sustainable acquisition leads to do their jobs, particularly the “dirty” but important work like contract compliance and reporting. The EOIAG and SAMM enable agencies to collaborate on policy implementation issues such as “greening” contracts, developing guidance on reviewing contract actions for purposes of OMB’s semi-annual sustainability scorecards, recommending updates to the environmental data elements in the Federal Procurement Data System, and calculating waste diversion. The SAMM also provides a forum to share best practices and introduce new sustainable acquisition concepts to the federal workforce. For example, the SAMM was the forum for the U.S. Department of Agriculture to introduce its new biobased products program.

Creating Training, Tools and Resources

Ms. Arnold has played a major role in educating the federal workforce about sustainable acquisition policies and developing the tools and resources needed to implement those policies. Over her career, Ms. Arnold has provided training sessions to thousands of individuals in the federal and vendor community and developed numerous online training courses, such as *FAC 038, How to Integrate “Green” into Acquisitions* and *FAC 028, GSA Schedules and Sustainable Acquisition*. She also assisted agencies to develop their own agency-specific training courses. Her efforts have increased sustainability awareness from a general lack of knowledge to the point where most federal purchasers have at least a basic working knowledge of sustainable acquisition requirement, and many have a thorough and nuanced understanding. Ms. Arnold has also mentored and developed colleagues and subordinates throughout her career, many of whom have continued to progress and flourish in the federal government and the private sector.

In addition to the EPA Comprehensive Procurement Guidelines program, one of Ms. Arnold’s most significant contributions to federal sustainable acquisition is the Green Procurement Compilation (GPC), available at sftool.gov/greenprocurement. In the 1990s and early 2000s, federal buyers had to spend hours individually consulting multiple EPA, DOE and USDA websites to determine whether the products they were going to purchase were subject to green purchasing requirements. In the mid-2000’s, Ms.



Green Procurement Compilation

Arnold began compiling these requirements into an Excel spreadsheet and making it available online through the OFEE and FedCenter web sites and through the SAMM. In 2012, Ms. Arnold launched a web-based version of the Green Procurement Compilation that included enhanced functionality, such as a search function, FAR references, environmental program overviews, agency customization, procurement options for federal buyers, guidance on green services, and more. Attracting 20,000+ users annually, the GPC is considered the premier federal sustainable acquisition resource and is referenced in agency guidance and individual procurements across the government.

Ms. Arnold is currently leading the way to fully embed sustainability into category management, an approach to federal purchasing where spend is organized into common categories and managed strategically. Category management presents an opportunity to increase sustainable purchasing by helping buyers across the federal government act as one. By establishing working relationships with the Category Managers, Ms. Arnold has been able to post sustainable acquisition articles on all relevant hallways on the Federal Acquisition Gateway, provide sustainable purchasing tools and resources to a broader audience, and collaborate with acquisition teams in the early phases of major procurements.

Soon after E.O. 13514 was issued, GSA began developing the Carbon Footprint Tool, the leading federal resource for greenhouse gas calculation and reduction. Through Ms. Arnold's vision and leadership, the tool has become a key resource used by over thirty federal agencies to develop their greenhouse gas emissions inventory for annual reporting, reduce their emissions while tracking progress towards their sustainability goals, and eliminate redundancy across government.

Integrating Sustainability into Governmentwide Contracts

As the sustainability lead for the GSA Federal Acquisition Service since 2010, Ms. Arnold has integrated sustainability directly into FAS contracts and programs, which represent approximately \$50 billion of federal spend. Ms. Arnold has targeted a variety of high volume, widely used contract vehicles offered by FAS, customizing a strategy suitable for each. Most of these contract vehicles are available for use by the entire federal government, maximizing the impact of her efforts.

Specifically, the GSA Multiple Award Schedule program has made tremendous strides in greening its offerings since Ms. Arnold's arrival to FAS. She has facilitated the addition of "green-only" requirements to over ten (10) Schedules, which guarantee that agency purchases of those products are sustainable. She also developed contract language that highlights the availability of sustainable products where present to federal purchasers and added climate change adaptation services as a new offering for federal agencies.

Ms. Arnold has also been successful integrating sustainable product and service requirements into the Federal Strategic Sourcing Initiative solutions managed by GSA. These solutions are designed to not only leverage the federal government's buying power for commonly purchased

goods and services, but also to adopt industry and federal agency best practices, including sustainable practices. Over the past three years, Ms. Arnold has led the development of sustainable acquisition requirements for the Office Supplies (FSSI OS3); Janitorial & Sanitation Supplies (FSSI JanSan); Maintenance, Repair & Operations Supplies (FSSI MRO); and Building Maintenance and Operations (FSSI BMO) strategic sourcing solutions.

Ms. Arnold's success in integrating sustainability into FAS contracts and programs extends beyond sustainable products and services. Ms. Arnold has been involved in pilot procurements aimed at incorporating supplier GHG emissions into the procurement process. In addition, Ms. Arnold was one of the first, if not the first, to address climate risk management directly in a federal procurement. Ms. Arnold, in conjunction with GSA Program Analyst Katie Miller, analyzed the federal supply chain for climate risk and determined that the telecommunications and data center sectors were a potential vulnerability for all agencies. Ms. Arnold worked with the Complex Commercial SATCOMM Solutions (CS3) acquisition team to require contract awardees to submit a climate risk management plan as a contract deliverable.

Drafting the Comprehensive Procurement Guidelines

Ms. Arnold was a member of the U.S. EPA's Comprehensive Procurement Guidelines (CPG) Team, which develops EPA's designations of recycled content products and guidance for purchasing the designated items containing recovered materials. CPG is the 'grandma' of all federal environmental programs and serves as the programmatic basis of the BioPreferred Program. Ms. Arnold was the principal author of EPA's guidelines for a variety of recycled content products, including paper and paper products. The CPG program helped create markets for materials that might otherwise have been landfilled, including hard wastes such as used lubricating oil and tires, providing immense environmental and economic benefits. The federal 30% postconsumer content requirement for office papers developed by Ms. Arnold is still the de facto national standard.



Relevance to SPLC Principles

Ms. Arnold has exemplified all of the SPLC's Principles for Leadership in Sustainable Purchasing throughout her career.

Understanding: Ms. Arnold gained a thorough understanding of what the government buys through her various positions throughout the government, particularly at OFEE and the SAMM, and the ESE impacts associated with those purchases. Her long tenure in leadership positions allowed her to develop an extensive understanding of the unique missions and purchasing profiles of each agency and how to tailor the most effective sustainable purchasing strategies for each one. Ms. Arnold gained her most thorough understanding at a category level during her work at EPA on the Comprehensive Procurement Guidelines. The CPG program required Ms. Arnold to use the best available science, information and expert knowledge to understand the

environmental and economic implications of the possible recycled content levels and recommended purchasing practices.

Commitment: At a policy level, Ms. Arnold has helped create a comprehensive approach toward sustainability for the federal government, while setting agency targets to measure and hold agencies accountable. She has also collaborated with individual acquisition teams to customize strategies for incorporating sustainability into each procurement based on the commercial marketplace, size and scope of the acquisition, impact on small businesses, environmental hotspots, and other factors. By working closely with acquisition teams, she is committed to ensuring that the government receives best value, i.e., the solution that provides the greatest overall benefit in response to the requirement.

Results: As described above, Ms. Arnold has consistently produced tangible results at both a policy level (government-wide and agency-specific) and individual contract level. She has also educated countless members of the federal acquisition workforce and industry in a continual effort to increase awareness of federal sustainable acquisition requirements. At each stage of her career, she has developed sustainable acquisition resources and training in direct response to the needs of the federal acquisition workforce.

Innovation: Ms. Arnold has successfully applied a range of innovative strategies for integrating sustainability considerations into federal procurements. She recognizes the need for the government to tailor its approach for each acquisition, often stretching beyond basic sustainable product requirements where appropriate. Examples of other sustainability factors have included supplier GHG emissions, corporate sustainability plans, and climate risk management plans. In each case, she consistently seeks to encourage innovation and reward market leaders in the field of sustainability via the federal acquisition process.

Transparency: Ms. Arnold has encouraged government transparency in a variety of ways. From a policy development perspective, the E.O.s she helped draft held federal agencies publicly accountable sustainability targets, ranging from sustainable acquisition to federal facility energy use to GHG emissions. She also worked with OMB to implement agency sustainability scorecards, ensuring that all major federal agencies developed integrated sustainable acquisition plans and staff training. As Chair of the SAMM, she helped federal agencies address policy implementation issues collaboratively while providing a forum to develop and share best practices, guidance, and other resources. In addition, she has collaborated with organizations such as the Responsible Purchasing Network, the Northeast Recycling Coalition, and King County to expand knowledge among purchasers and waste managers at all levels of government.

Conclusion

Dana Arnold has played an integral role in transforming the federal sustainable acquisition landscape over the course of her career and is clearly deserving of the Individual Leadership

SPLC Individual Leadership Award: Dana Arnold
U.S. General Services Administration, Federal Acquisition Service

Award. Ms. Arnold is recognized by informed individuals as the de facto federal sustainable acquisition expert with more institutional knowledge than anyone else in the federal government. While this application provides a glimpse of some of her major accomplishments, it is by no means exhaustive. In addition, this case study does not capture Ms. Arnold's interpersonal skills, her professionalism, the warm manner in which she engages others, her work ethic and her overall likeability. These personal qualities have made Ms. Arnold effective throughout her career and directly contributed to making the federal government an increasingly sustainable organization. Sharing Dana's work as an Individual Leadership Case Study will be an inspiration and example for others.



March 29, 2016

To the SPLC Awards Jury,

It is with great pleasure that I nominate Dana Arnold for the SPLC Individual Leadership Award. Dana's outstanding leadership in various positions with the Federal Government, including the Office of the Federal Environmental Executive (OFEE), the Environmental Protection Agency (EPA), and currently at the General Services Administration (GSA), makes her an ideal candidate for this Award.

Dana has demonstrated exemplary leadership throughout her career. While at OFEE, Dana led the Federal Government's green purchasing program and was instrumental in drafting a series of Executive Orders that continue to drive the marketplace for sustainable products and services to this day. Highlights of her other accomplishments include: reducing waste and providing new economic opportunities for the nation's manufacturers by playing a key role in the EPA's Comprehensive Procurement Guidelines; integrating sustainability into Federal Acquisition Service (FAS) contracts and programs representing approximately \$50 billion of federal spend, including the Multiple Award Schedule (MAS) program, Governmentwide Acquisition Contracts (GWACs), and Federal Strategic Sourcing Initiative (FSSI) solutions; and currently working to fully integrate sustainability into the Federal Acquisition Gateway, a platform that helps federal buyers from all agencies act as one acquisition community.

I believe sharing Dana's work as an Individual Leadership Case Study will be an inspiration and example for others. Please feel free to contact me at any time in regards to the nomination of Dana Arnold for the SPLC's Individual Leadership Award.

Sincerely,

A handwritten signature in black ink that reads "Donna M. Jenkins".

Donna M. Jenkins
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