



Introduction Text

The **Center for Organization Research and Design** in the **School of Public Affairs** at **Arizona State University (ASU)** in cooperation with the **International City/County Management Association (ICMA)** is conducting a study on government purchasing and procurement. As a department leader, we are interested in your perspectives and insights into procurement in your organization. While purchasing and procurement may constitute just a small portion of your position's responsibilities, your insights will give us a department-level perspective on purchasing processes.

The findings from this project may provide information helpful to better understanding barriers and facilitators of effective purchasing and procurement in local governments. We are also interested in the extent to which environmental sustainability is being considered in local government purchasing and procurement processes. In partnership with **ICMA**, we expect to diffuse our findings throughout the practitioner community. Your participation will greatly enhance the quality of our results.

Your participation will entail responding to a series of questions related to your workplace and should take about 10-15 minutes. Your responses are confidential. Results of this study may be published, but the published results will be presented in summary form only. Your identity will not be associated with your responses in any published format. Your involvement in the study is voluntary, and you may choose not to participate or to stop at any time.

If you have any questions about this research project, please feel free to call me at **602-496-0243**, or send an e-mail to Dr. Melissa A. Duscha at mduscha@asu.edu. Questions or concerns about your rights as a research participant should be directed to the **Social Behavioral IRB at Arizona State University** at **480-965-6788** or by email at research.integrity@asu.edu.

By completing the following survey, you are agreeing to participate in this research project. Participants must be 18 years of age or older. Please feel free to print and keep a copy of this page for your records.

Again, thank you for participating.

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Take the survey

SECTION 1: City Level Procurement Practices

As a department manager, you have a broad perspective of your city's policies and activities. It is this perspective that we are interested in and the reason you are included in this study.

In this section of the survey, we will ask you to characterize aspects of your city's procurement system. Please answer the questions to the best of your knowledge and based on your perspective as a manager.

1. There are a variety of ways that cities conduct the purchasing of products and services. Please indicate the extent to which you agree with the following statements related to how **purchasing is conducted** in your city:

	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know
The finance department conducts all purchasing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Individual departments do all of their own purchasing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Separate departments cooperate to make purchases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Departments coordinate with higher level offices to make purchases (e.g., city manager's office)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The finance department provides support for department purchasing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. To the best of your knowledge, has your city implemented the following purchasing activities?

	Yes	No	Don't Know
Citywide contracts to reduce purchasing costs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
An e-procurement system	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2B. Please indicate whether your city has implemented the following elements in your e-procurement system:

	Yes	No	Don't Know
Online bid process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E-procurement training for purchasing officers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tracking of e-procurement purchases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Database of environmentally friendly products and services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

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

* **Environmentally sustainable purchasing** is the set of activities undertaken by an organization to implement purchasing that reduces negative effects on the environment.

SECTION 2: City Level Environmental Sustainability Policies/Practices

In this section, we ask several questions about your city's policies and practices related to environmental sustainability*.

* **Environmental sustainability** refers to activities that reduce negative effects on the environment.

4. Please indicate whether the following environmental practices have been implemented or adopted throughout your city.

	Yes	No	Don't Know
Tracking of spending on environmental sustainability activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Setting goals and targets for environmental performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environmental training for all city employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internal audits of environmental performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Publication of an environmental / sustainability report	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using an environmental management system	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. To the best of your knowledge, does your city have any of the following?

	Yes	No	Don't Know
Citywide environmental sustainability director	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Citywide environmental sustainability committee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Citywide environmental sustainability policy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Energy usage conservation policy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Water usage conservation policy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Green building policy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Greenhouse gas emissions policy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recycling policy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Citywide discussions about environmentally sustainable purchasing practices across units	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Over the last five years, how important has each of the following **federal or state government programs** been in promoting environmental sustainability in your city?

	Very Important	Important	Moderately Important	Slightly Important	Not Important	Don't Know
Grants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technical assistance (e.g., EPA Pollution Prevention Technical Assistance)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Voluntary programs (e.g., EPA Green Lights)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Awards/recognition programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Educational programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Section 3a Department Level Policies/Practices (PURCHASE QUESTIONS)

In this next set of questions, we will ask you about your departments' general purchasing policies and procedures. We are specifically interested in policies and procedures as they relate to three types of purchases made by your department:

1) **Routine, low-cost purchases** of products/services

- 2) **Routine, high-cost purchases** of products/services
 3) **Non-routine, high-cost purchases** that require **technical specifications** of products/services

Routine refers to regular, repeated purchases. **Technical specifications** (e.g., scope of work) are the explicit characteristics of a purchase that describe the user's product and service requirements.

7. For each type of purchase, identify every level of approval that is required for authorization. Check all levels that apply for each type of purchase: (Please leave blank if you don't know)

	1. Routine, Low-Cost Purchases	2. Routine, High-Cost Purchases	3. Non-routine, High-Cost Purchases w/Technical Specifications
Departmental	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
City Finance Office/Department	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
City Executive Manager (Mayor or City Manager)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
City Council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. For each type of purchase, check the box if the following is used in your department's purchasing process. (Please leave blank if you don't know)

	1. Routine, Low-Cost Purchases	2. Routine, High-Cost Purchases	3. Non-Routine, High-Cost Purchases w/Technical Specifications
Approved vendor list	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Existing or prior contract	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bid process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information system searches to find multiple options	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information on the environmental impact of products	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information on life cycle cost*	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prior approval from unit budget/finance officer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prior approval from higher unit budget officer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ecolabels/certifications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Preferred green products/services list	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

* **Life cycle cost** refers to the expenses associated with a product's total life, from raw material extraction through materials processing, manufacturing, distribution, use, repair and maintenance, and disposal or recycling.

9. For each type of purchase, please indicate how much time (in weeks) is typically required between a purchasing request being made by your department and the actual approval of that request:

	Weeks											
	0	5	10	15	20	25	30	35	40	45	50	55
1. Routine, Low-Cost Purchases												
2. Routine, High-Cost Purchases												
3. Non-Routine High-Cost Purchases w/Technical Specifications												

In the next section, we will ask you about the general aspects of purchasing in your department.

SECTION 3b: Department Level Policies/Practices

10. Departments may use a number of different information sources when making purchases. Please indicate whether each of the following information sources is available to your department when making purchasing decisions:

	Yes	No	Don't Know
Information on the environmental impact of products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product ecolabels/certifications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Green product/service list	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Minority business list	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Small business list	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. There are many different criteria that may be considered in the purchase of a product or service. In thinking about your department's purchasing criteria, how important is each of the following characteristics of a product or service?

	Very Important	Important	Moderately Important	Slightly Important	Not Important	Don't Know
Purchase price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Execution of pre-existing contract agreements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Performance requirement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Buying from minority/women businesses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Buying from veteran businesses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Buying from local businesses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Greenhouse gas emissions reductions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environmental impact (e.g., water use, solid waste)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Life-cycle cost of the product	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintaining vendor relationships	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. How important are **technical specifications** to your department when managing the following aspects of purchases:

	Very Important	Important	Moderately Important	Slightly Important	Not Important	Don't Know
Complexity of the purchase	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uncertainty in identifying appropriate vendors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Higher level review processes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environmental sustainability concerns	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In this section of the survey, we will ask you about environmental sustainability policies and practices within your department. There are no right or wrong answers to these items. Please answer the questions based on your perspective as a department manager.

13. How influential are each of the following **individuals** or **organizations** in promoting environmental sustainability practices in your department?

	Very Influential	Influential	Moderately Influential	Slightly Influential	Not Influential	Don't Know
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Federal government	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
State government	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other city departments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
City executive (manager or mayor)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
City council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
City employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Citizens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vendors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business associations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environmental groups or organizations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. To what extent do you agree with the following statements as they relate to the sustainability policy in your department?

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't Know
Top managers are responsible for the implementation of environmental sustainability policies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mid-level managers are responsible for the implementation of environmental sustainability policies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff employees are responsible for the implementation of environmental sustainability policies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. How important are the following concerns to your department?

	Very Important	Important	Moderately Important	Somewhat Important	Not Important	Don't Know
Energy conservation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Water conservation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Solid waste reduction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Greenhouse gas emissions reductions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recycling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Air pollution reductions (ozone, smog)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Within your department, how important are environmental sustainability concerns to the purchase of the following types of products and services?

	Very Important	Important	Moderately Important	Somewhat Important	Not Important	Don't Know
Chemical products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Road construction/maintenance services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
General construction services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Electrical products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information technology hardware and services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transportation/fuels	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wood and paper products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. In your view, to what extent does each of the following either **constrain** or **facilitate** your department's ability to implement environmentally sustainable purchasing?

	Strongly Facilitates	Facilitates	Neither Facilitates nor Constrains	Constrains	Strongly Constrains	Don't Know
Financial resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Human resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee attitudes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Law and regulation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Top Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. How important or unimportant are the following considerations in your department's purchasing decisions?

	Very Important	Important	Moderately Important	Somewhat Important	Not Important	Don't Know
Environmental sustainability of the products/services offered	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disposal costs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reducing packaging waste	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Life-cycle cost assessment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recyclability or reuse	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Very Important	Important	Moderately Important	Somewhat Important	Not Important	Don't Know
Reducing greenhouse gas impacts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. In thinking about your relationships with vendors, to what extent do you disagree or agree with the following statements about procurement/purchasing in your department?

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't Know
It is easy to switch vendors in my department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Many of my department's vendors offer environmentally friendly products and services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vendors closely monitor our department's procurement decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vendors often provide unreliable information about environmentally friendly products and services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vendors help us learn about environmentally sustainable purchasing options	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19B. We are interested in your overall assessment of the implementation of your city's environmentally sustainability purchasing policy.

	Very Unsuccessful -5	-4	-3	-2	-1	Neither Successful nor Unsuccessful 0	1	2	3	4	Very Successful 5
How would you assess your city's overall implementation of this policy?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SECTION 4: Department Structure and Culture

We would now like to ask you about aspects of your department's work setting and culture.

Rules and procedures exist in every organization and have important functions such as coordinating tasks and ensuring accountability. It is possible for organizations to have too many rules and procedures or not enough rules and procedures.

20. To what extent do you disagree or agree with the following statements?

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't Know
My department has too many rules and procedures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees in my department are constantly being checked on for rule violations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21. How frequently do you interact with your:

	Very Frequently	Frequently	Somewhat Frequently	Infrequently	Very Infrequently	Don't Know
City's executive manager (e.g., mayor or city manager)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
City's council members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

22. To what extent do you disagree or agree with the following statements about your department?

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't Know
This department has a strong commitment to innovation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We reward employees who develop innovative solutions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This department is a dynamic and entrepreneurial place	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Most employees in this department are not afraid to take risks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

23. How would you assess your department's overall financial standing over the past five years?

- Very Strong
- Strong
- Neither Strong nor Weak
- Weak
- Very Weak
- Don't Know

SECTION 5: Professional and Personal Information

In this last section, we would like to find out a little bit more about you. The following questions ask a few items about yourself and your career.

24. What is the official title of your current position?

25. How long have you worked for the city?

Answer in Years

26. How long have you held your current position?

Answer in Years

27. How many employees do you directly supervise?

of Employees

28. In a typical week, approximately how many hours do you spend on purchasing, procurement, or contracting activities?

Hours

0 4 8 12 16 20 24 28 32 36 40

Purchasing, procurement, or contracting activities										
--	--	--	--	--	--	--	--	--	--	--

29. To what extent are you active in professional associations in your field?

- Very Active
- Active
- Moderately Active
- Somewhat Active
- Not Active
- Don't Know

30. What is your highest level of educational attainment?

Highest Level 

31. What best describes the field of study of your highest degree? (e.g., business, public administration, law, etc.)

32. What is your gender?

- Female
- Male

33. What year were you born?

Year of birth 

34. Are you a member of a historically underrepresented minority group?

- Yes
- No
- Don't Know
- Prefer Not To Answer

To conclude, we are interested in the environmental sustainability behaviors of individuals in your position. There are no right or wrong answers.

35. In your personal time how frequently do you:

	Very Frequently	Frequently	Somewhat Frequently	Infrequently	Very Infrequently	Don't Know
Recycle solid waste at home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conserve energy at home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conserve water at home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Purchase environmentally friendly products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Compost food waste	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Donate either time or money to an environmental organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

36. Is there anything else that you would like to share about your city's or department's procurement activities?

37. Would you be interested in learning more about sustainable purchasing or procurement from any of the following organizations? *(Select all that apply)*

***This is the last question of the survey. After you click on the next arrow, your responses are finalized and you will not be able to return to the survey.**

- Sustainable Purchasing Leadership Council (SPLC)
- U.S. Environmental Protection Agency (EPA) -- Recommendations of Specifications, Standards, and Ecolabels
- International City/County Management Association (ICMA)
- West Coast Climate and Materials Forum (WCCMF) -- Greenhouse Gas Purchasing Assessment Tools

End of Survey Links