

UCLA

Housing & Hospitality

SUSTAINABILITY STRATEGIC PLAN

2019–2020



OUR COMMITMENT TO THE FUTURE

The ***UCLA Housing & Hospitality (H&H) Sustainability Strategic Plan 2019/20 Update*** highlights progress on planning and initiatives that demonstrate the organization's commitment to sustainability—the idea that the way we operate today supports environmental, social, and economic health for future generations. The updates highlighted in this report allow us to track our progress, identify organizational strengths and weaknesses in relation to sustainability, and set goals compatible with the organization's mission.

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BACKGROUND

CAMPUS-WIDE HISTORY AND PROGRESS IN SUSTAINABILITY

For almost two decades, UCLA has been implementing waste diversion measures, encouraging employees and students to reduce their commutes, and finding ways to be more energy efficient. In 2005, UCLA took campus sustainability to the next level by establishing the UCLA Campus Sustainability Committee to create and advance a culture of sustainability within the UCLA community. Since the formation of the committee, campus-wide sustainability has continued to grow rapidly, keeping pace with swift changes in sustainability-related governmental policies and community values.

These sustainability advancements include:

- The continual expansion of the UC Policy on Sustainable Practices
- LEED certification of more than 52 UCLA building complexes, including 15 Platinum-certified buildings.
- New undergraduate courses and research programs focused on sustainability
- An annual student-initiated fund for sustainability projects on campus
- Hiring of several full-time sustainability professionals
- The development and adoption of a campus-wide Climate Action Plan, Water Action Plan, Zero-Waste Action Plan, and Sustainability Master Plan.



THE H&H ORGANIZATION AND SUSTAINABILITY

UCLA Housing & Hospitality (H&H) supports the teaching, research, and community service mission of UCLA by:

- Providing housing and dining services to more than 13,000 on-campus student residents.
- Managing more than 3,645 off-campus apartment units housing undergraduate and graduate students, students with families, postdoctoral scholars, and faculty.
- Using its facilities management and food services expertise to provide hospitality services to the campus and community through summer residential conferences, a full-service catering operation, a 254-room conference center and hotel, campus-wide vending services, a 61-room campus hotel, and a year-round conference center and resort in Lake Arrowhead.

Given the scope of our operation—managing more than 10 million square feet of space, employing more than 3,000 team members, and having a far-reaching impact of the campus and community we serve—H&H leadership recognizes the significance of supporting and implementing sustainable practices and initiatives. In the years that followed the formation of the UCLA Campus Sustainability Committee, many new sustainability initiatives were implemented and incorporated into the strategic planning process. In 2007, H&H hired its first full-time sustainability professional to continue this work. The position, originally filled in 2008, reported to the Director of Organizational Planning, Performance, and Development. In 2012, the position began reporting to the Housing Business Office and in 2018 to the Senior Director of Maintenance and Project Management.

H&H SUSTAINABILITY MISSION, VISION, AND KEY SUCCESS FACTORS

MISSION STATEMENT

UCLA Housing & Hospitality will meet or exceed UC and UCLA policies on sustainability while demonstrating through action that sustainable practices are a critical component of our quality services, products, and programs.

VISION STATEMENT

Hospitality First! Sustainability forever.

KEY SUCCESS FACTORS

- Guest involvement and understanding
- Team member involvement and understanding
- Continual progress measured through tracking
- Unwavering quality of service as internal sustainability progresses
- Transparency to internal and external stakeholders

H&H SUSTAINABILITY: INAUGURAL INITIATIVES

Although the first formal H&H sustainability strategic plan was developed in 2009, sustainability considerations have been part of the larger H&H strategic plan since 2007/2008. In 2008, H&H had 41 sustainability initiatives. Some of these initiatives are listed below.

HIGHLIGHTS OF H&H SUSTAINABILITY INITIATIVES 2007-2008



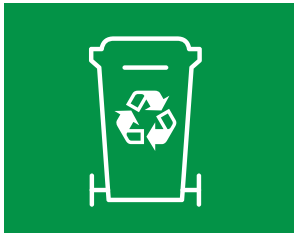
ENERGY

- Install lighting occupancy sensors
- Phase in 100% ENERGY STAR appliances



WATER

- Replace water fixtures with low-flow fixtures
- Upgrade irrigation controllers to smart, weather-based controllers



WASTE

- Implement composting program across all residence halls and dining facilities
- Student donation program run during move out



ENVIRONMENTALLY PREFERABLE PRODUCTS

- 20% sustainable food purchases by 2020
- Replace plastic service items with compostables
- Increase organic options in Dining Services and UCLA Catering



BUILDING

- LEED-Gold Commercial Interiors certification



CHALLENGES AND OPPORTUNITIES

To define goals and drive initiatives, it is critical to understand the internal and external forces influencing H&H successes. As it relates to sustainability, a comprehensive analysis of organizational strengths, weaknesses, opportunities, and threats (SWOT) was conducted. A summary of the SWOT analysis for the H&H sustainability strategic plan is detailed on pages 8-9. Although the SWOT analysis identifies a wide range of parameters for expanding H&H sustainability, there are several challenges and opportunities that are of particular importance. These challenges and opportunities are continually monitored and re-evaluated to ensure appropriate resource allocation.

INCREASING DEMAND FOR SUSTAINABILITY POLICIES AND PRACTICES BY STUDENTS

College applicants are increasingly influenced by institutional sustainability practices. In a recent poll of 10,276 college applicants, conducted by the Princeton Review, 66% of those who responded said that a college's commitment to the environment could affect their decision to attend that institution¹. This desire by students for environmental responsibility is apparent at UCLA as well. In a recent poll, 89% of student respondents indicated that it was very important that be a leader in sustainability in comparison to other universities. Over the past several years, there has been a surge in the number of sustainability-focused student groups, as well as the number of sustainability-related positions in student government. To help UCLA continue to attract the upper echelon of high school graduates, it will be critical to keep H&H sustainability efforts on the cutting edge just as UCLA does in research and academics.

RESOURCE LIMITATION AND RISING COSTS OF UTILITIES AND WASTE DISPOSAL

UCLA's utility costs continue to rise despite our efforts to improve efficiency. Waste hauling costs increase every year due to dwindling landfill space and remote disposal. Sustainability efforts that reduce resource consumption and waste generation will continue to have more attractive payback periods.

UC POLICY ON SUSTAINABLE PRACTICES

The University of California has set its sights to be a leader in sustainability. In the UC Policy on Sustainable Practices, UC has set goals in the areas of green buildings, energy, climate protection, transportation, building operations, waste reduction, purchasing, food service

and water. The UC Policy is reviewed and strengthened annually. As part of UCLA, H&H strives to meet these aggressive goals.

TRANSFORMING UCLA INTO A RESIDENTIAL CAMPUS

In support of its efforts to create a residential campus, H&H-operated on-campus housing has expanded to include more than 4,700 undergraduate beds since the creation of this plan in 2009-10. These additions will help to reach the UCLA student housing master plan goal of providing 66% of all students with housing on or within one mile of campus. Currently 47% of students live on or within one mile of campus.

This continued transformation brings several opportunities for UCLA and H&H. First, energy and carbon emissions from transportation are considerably reduced by bringing students closer to campus. In addition, this reduces traffic congestion for other commuters coming to campus, thus reducing the environmental impact of each of the remaining vehicle trips.

Second, living on campus creates an ideal opportunity for co-curricular sustainability education. For many incoming students, their experience in the residence halls is their first experience living outside of their family homes. This is an influential time where many long-lasting behaviors can be encouraged. As a result, H&H and Residential Life have a great opportunity to educate students on how to live more sustainably by teaching them about proper waste management, energy and water conservation, and use of green products and services.

Lastly, with students living on campus H&H has a greater control over their environmental footprint than when they live off campus. Due to the scale of our operations, H&H can take advantage of programs inaccessible to the typical apartment resident, such as solar water heating, large scale food waste composting, energy efficient HVAC systems, and occupancy sensors.

¹ <https://www.princetonreview.com/college-rankings/college-hopes-worries>

UCLA H&H SUSTAINABILITY SWOT ANALYSIS



STRENGTHS

STRENGTHS

- History of sustainability leadership and continued support across various levels of the organization
- Mature program has institutionalized sustainability into the organizational culture
- Leadership committed to sustainability and aware of sustainability in decision making
- LEED accredited and sustainability professionals on staff
- Strong collaborations with Residential Life and other campus divisions
- Access to robust networks of peer institutions and industry groups
- Participation in sustainability policy outside H&H and UCLA
- Sound practices, centralized vision, and reporting that includes sustainability
- Both costs and benefits of sustainability initiatives internal to H&H
- Leadership role with manufacturers and distributors
- Access to resources to support sustainability initiatives
- Environment to teach positive guest behaviors, including programs that promote health and well-being
- Substantial waste diversion and utility saving programs in place
- Commitment to high-quality guest experience in all aspects of the organization



WEAKNESSES

WEAKNESSES

- Limited infrastructure to track sustainability initiatives
- Lack of accurate benchmarking data and infrastructure to track progress
- Pressure as a public institution to downsize budgets and focus on short return on investment (ROI)
- Limited availability of green products and services that meet standards and volume requirements
- Lack of staff knowledge about available green products and services
- Inability to financially recognize staff who demonstrate sustainability leadership
- Poor communication of current sustainability practices and, at times, lack of conviction behind new initiatives
- Departmental silos lead to lack of leveraging institution's academic knowledge on sustainable practices
- Competing operational priorities: sustainability vs efficiency
- Challenge of educating more than 14,000 student-residents about new sustainability initiatives annually

UCLA H&H SUSTAINABILITY SWOT ANALYSIS



OPPORTUNITIES

OPPORTUNITIES

- Strengthening UC-wide sustainability policy and midterm H&H sustainability strategic plan
- Wider selection and more competitive pricing on many green products and sustainable foods
- Incorporation of new technologies for tracking and reporting
- Changes in federal and state policy on sustainability practices
- Increased customer demand for sustainable events, products, and facilities
- Students at a pivotal age to cultivate environmentally responsible behaviors
- Growing interest in sustainability and climate change from prospective and incoming students
- Ability to strengthen equity work in order to connect with growing student knowledge that climate justice is also social justice, economic justice, and environmental justice
- Leveraging market power and economies of scale to encourage market shifts
- Influence and resources to be a leader across the UC system
- COVID highlighted the opportunity to rethink sustainability and how sustainability aligns with cost saving and resource saving



THREATS

THREATS

- Economic slowdown and financial uncertainties
- Rapid increases in cost-of-living in the surrounding area, making short-term savings more favorable than long-term sustainable investments
- High turnover of student residents
- Unpredictability of utility costs and recycling markets
- Changes to costs and services as a result of climate change
- Geographic and space limitations for sustainability initiatives
- Trade-off mentality: cost vs. sustainability
- Pressure to downsize budgets and focus on short ROIs



H&H plays a critical support role in UCLA's on-going pursuit of excellence in the core areas of teaching, research, public service, and sustainability. All of the H&H sustainability goals align with university-wide and UC system-wide goals, as well as the metrics designated in the Sustainability, Tracking & Rating System (STARS). STARS is a sustainability rating system developed by the Association for the Advancement of Sustainability in Higher Education (AASHE). In addition, the H&H sustainability goals consider the importance of staff and student resident education, ability to comply with governmental policy, and resource availability.

H&H sustainability goals and their relationship to UC policy sustainability goals and relevant STARS criteria are highlighted on Pages 11-13.

H&H SUSTAINABILITY GOALS

- Create sustained behavior changes of H&H team members and student-residents regarding resource consumption and waste generation through educational programming and engagement.
- Reduce waste generation and increase waste diversion to reach UC policy zero waste goals.
- Maintain a high-efficiency, low ecological footprint building portfolio while meeting or exceeding the needs of residents, guests, and UC's green building policy.
- Monitor and track the costs and savings of sustainability initiatives in order to reallocate these savings to further H&H sustainability efforts.
- Achieve and maintain a downward trend in per capita utility usage, such as potable water, electricity, and gas.
- Achieve and maintain an upward trend in the portion of the budget spent on environmentally preferable products, services, and food.
- Use purchasing power and influence as a revenue-generating department to encourage campus, private industries, and individuals to be more sustainable and lower their environmental impact.

THE DEVELOPMENT OF UCLA H&H SUSTAINABILITY GOALS

UCLA H&H sustainability goals were developed from numerous sources including the University of California Sustainable Practices Policy and AASHE's Sustainability Tracking, Assessment & Rating System (STARS).

H&H Goal	Related UC Sustainability Goal	Related STARS Metrics
Create sustained behavior changes of H&H team members and student-residents regarding resource consumption and waste generation through educational programming and engagement.	Education <ul style="list-style-type: none"> Add sustainable operations policy training to existing facilities training Explore ways to connect LEED O+M buildings with education as learning/living laboratories Food Services <ul style="list-style-type: none"> Provide patrons with educational materials about food choices 	Education <ul style="list-style-type: none"> Annual sustainability related competitions Student peer-to-peer outreach programs Sustainability in student orientations Sustainability in employee orientations Professional development and training opportunities in sustainability for staff members
Reduce waste generation and increase waste diversion to reach UC policy zero waste goals.	Materials, Recycling & Waste Minimization <ul style="list-style-type: none"> Zero waste to landfill Reduce waste generation 25% per capita by 2025 and 30% by 2050 Develop integrated waste management plan Electronic waste recycling program Purchasing <ul style="list-style-type: none"> Prioritize reduction of unnecessary spending Ban on procurement of packaging foam by 2020 Ban on plastic food service packaging Continue move towards electronic/paperless catalogs and programming End-of-life programs and manufacturer take-backs 	Materials, Recycling, & Waste Minimization <ul style="list-style-type: none"> Downward trend in per-capita waste generation Waste diversion Electronic waste recycling program Hazardous waste minimization
Maintain a high-efficiency, low ecological footprint building portfolio while meeting the needs of residents and guests and meeting or exceeding UC's green building policy.	Buildings <ul style="list-style-type: none"> New buildings, renovations, and interior improvements meet LEED silver or better Building operations and maintenance LEED O+M certified Major building renovations outperform <i>Title 24</i> by 20% Near Future - LEED Volume Certification 	Buildings <ul style="list-style-type: none"> New buildings, renovations, and interior improvements meet LEED standards Building operations and maintenance LEED O+M certified

THE DEVELOPMENT OF UCLA H&H SUSTAINABILITY GOALS *(Continued)*

H&H Goal	Related UC Sustainability Goal	Related STARS Metrics
Maintain a high-efficiency, low ecological footprint building portfolio while meeting the needs of residents and guests and meeting or exceeding UC's green building policy.	Energy & Climate <ul style="list-style-type: none"> • Annual 2% reduction in energy use • Additional installation of on-site renewable electricity Materials, Recycling & Waste Minimization <ul style="list-style-type: none"> • Incorporate waste reduction elements and recycling into building design Purchasing <ul style="list-style-type: none"> • Increase purchase of products/materials that disclose hazards per LEED BD+C 	Energy & Climate <ul style="list-style-type: none"> • Renewable electricity consumption • Reduction in site and source energy use per unit of floor area • On-site combustion with renewable fuel Materials, Recycling, & Waste Minimization <ul style="list-style-type: none"> • 75% construction and demolition waste diversion
Monitor and track the costs and savings of sustainability initiatives in order to reallocate these savings to further H&H sustainability efforts.	Purchasing <ul style="list-style-type: none"> • Evaluation of environmental claims (supplier-provided information) Transportation <ul style="list-style-type: none"> • Collection of average vehicle ridership data Planning <ul style="list-style-type: none"> • Strategic plan for implementing energy efficiency projects • Climate action plan Water <ul style="list-style-type: none"> • Full cost approach of water use reduction strategies 	Transportation <ul style="list-style-type: none"> • Cleaner fuels and fuel-efficient vehicles in campus fleet • Support sustainable commuting options to reduce greenhouse gas emissions Planning <ul style="list-style-type: none"> • Climate action plan
Achieve and maintain a downward trend in per capita utility usage, such as potable water, electricity, and gas.	Energy & Climate <ul style="list-style-type: none"> • GHG reduction: 2000 levels by 2014, 1990 levels by 2020, and carbon neutrality by 2025 • 40% of natural gas combusted on-site will be biogas by 2025 Water <ul style="list-style-type: none"> • Water reduction: 20% reduction per capita by 2020, 36% by 2025 	Buildings <ul style="list-style-type: none"> • Reduction of potable, non-irrigated water consumption Energy & Climate <ul style="list-style-type: none"> • Energy intensity reduction (per sq. ft.) • Emission reductions from a 2005/06 baseline Grounds <ul style="list-style-type: none"> • Non-potable water for irrigation Water <ul style="list-style-type: none"> • Reduction in potable water use per person and per unit of floor area

THE DEVELOPMENT OF UCLA H&H SUSTAINABILITY GOALS *(Continued)*

H&H Goal	Related UC Sustainability Goal	Related STARS Metrics
Achieve and maintain an upward trend in the portion of the budget spent on environmentally preferable products, services, and food.	Purchasing <ul style="list-style-type: none"> • ENERGY STAR products • 25% green spend • 25% economically and socially responsible spend • Phase in Green Seal certified products • Favor water efficient products • Work with existing suppliers for environmentally preferable alternatives and better green pricing • Adopt a 30% post-consumer waste standard for office supplies • Adopt a 100% PCW standard for uncut paper uses • Bronze or higher EPEAT purchasing (Additional consideration for gold or higher) Food Services <ul style="list-style-type: none"> • 25% sustainable plant-based food purchases by 2030 	Buildings <ul style="list-style-type: none"> • Cleaning services Green Seal certified Food Services <ul style="list-style-type: none"> • Food expenditures towards locally grown plant-based food (150 miles) • Expenditures towards organic/food alliance food • Fair-trade certified coffee Grounds <ul style="list-style-type: none"> • Allowable fertilizers/pesticides through Integrated Pest Management (IPM) program Purchasing <ul style="list-style-type: none"> • ENERGY STAR products • EPEAT purchasing • Green cleaning products • Environmentally preferable paper products • Environmentally preferable furniture
Use purchasing power and influence as a revenue-generating department to encourage campus, private industries, and individuals to be more sustainable and lower their environmental impact.	Purchasing <ul style="list-style-type: none"> • Leverage market presence to improve resource productivity and develop sustainable product • Supply chain responsibility Transportation <ul style="list-style-type: none"> • Improve alternative transportation programs 	Administration & Finance Credits <ul style="list-style-type: none"> • Sustainability committee • Investment transparency • Committee on investor responsibility • Screening for negative investments • Positive sustainability investments • Shareholder engagement Planning <ul style="list-style-type: none"> • Strategic plan (includes sustainability) • Master plan (includes sustainability)



STRATEGIC INITIATIVES & MEASURES OF SUCCESS

Current H&H sustainability goals, initiatives, and outcome measures are summarized on pages 16-23. Rather than track each individual initiative, initiatives are mapped onto relevant outcome measures, which reflect the sustainability goals. Ideally, successful implementation of the initiatives will be reflected in the outcome measures.

OUTCOME MEASURE DESCRIPTIONS

SUSTAINABILITY ANNUAL UPDATE REPORT

The Sustainability Annual Update Report will provide descriptions of the initiatives that were accomplished between strategic plan updates. The report will also include metrics and progress on outcome measures. The H&H sustainability strategic plan will be updated in full every five years.

WASTE DIVERSION

Waste diversion is the percent of all the waste generated by H&H operations that is diverted from landfill by either recycling or composting. This number does not include the percentage of waste that goes to a waste-to-energy plant.

WASTE GENERATION AND WATER, ENERGY, AND GAS CONSUMPTION PER CAPITA

These are measurements of resource consumption. They provide a measure of how much waste is generated, as well as how much water, electricity,

and gas is consumed per resident. The resident-day denominator is used because residences are not occupied at all times. The use of resident-day allows for comparison from year-to-year even with expansion and changes in business.

PERCENT OF THE OPERATIONAL BUDGET SPENT ON SUSTAINABLE PRODUCTS

These are measurements of resource consumption. This is a measure of the total amount of environmentally-preferable food and products purchased, excluding labor expenditures. A description of environmentally-preferable products will be recorded along with the percentage.

LEED BUILDINGS

This is the total number of building complexes certified through the U.S. Green Building Council's LEED certification program.



CONCLUSION

UCLA Housing & Hospitality has rapidly increased the number of sustainability initiatives over the last several years, and made important strides towards accomplishing the goals identified in this plan. This update is an important step in monitoring our progress towards institutionalizing sustainability in our operations, and demonstrating that sustainable practices are a critical component of quality products, programs, and services. In addition to serving as a road map, this strategic plan is a living document. Initiatives will continue to expand as our sustainability program matures. We are confident that this iterative process will be a key component of our success.

UCLA H&H SUSTAINABILITY INITIATIVES

In progress: Projects actively being worked on and have a discrete end-date

Ongoing: Projects do not have a discrete end-date and rather on worked on continuously

HOUSING

DINING SERVICES	STATUS
Trays only available on request (one stack at first station in each residential restaurant)	Not started
Bring your own reusables program for cups, utensils, and other foodservice accessory items	In progress
Reusable to-go container option in boutique restaurants	In progress
Eliminate single-use plastic bottles from boutique restaurants	In progress
Increase marine degradable goods in boutique restaurants	In progress
Reduce single-use items, such as straws, cups, lids, and bags	In progress
Institutionalize Bruin Dine program to improve food recovery and student food security	In progress
Reduce per capita animal protein consumption through improved menu design	In progress
Dine-in option at all boutique restaurants to reduce to-go packaging waste	In progress
Communicate and engage residents on the social and environmental impacts of animal protein consumption	In progress
Improve back of house employee waste diversion through education/engagement	Ongoing
Improve front of house guest waste diversion through education/engagement	Ongoing
Food waste audits in anchor restaurants	Ongoing
Host annual "Meet the Vendors" fair in Bruin Plate	Ongoing
Recycle cooking oil	Ongoing

UCLA H&H SUSTAINABILITY INITIATIVES: HOUSING (CONT'D)

HOUSING ADMINISTRATION	STATUS
Produce annual H&H sustainability update report	Not started
Review green spend purchases and qualifying criteria annually to ensure compliance with UC policy	Not started
Shift to centralized waste bins in all office spaces to improve waste reduction behaviors	In progress
Department-specific sustainability training for all team members	In progress
Green office certification in all eligible offices	Ongoing
Participate as a stakeholder for student research projects	Ongoing
Sustainability onboarding of new H&H team members	Ongoing

MAINTENANCE	STATUS
Retro-commissioning and improving efficiency of existing HVAC	In progress
Install touchless faucets in public restrooms	In progress
Install real-time building meters	In progress
Monitor usage/savings of current solar hot water heaters and install BTU meters	In progress
Inventory remaining LED retrofit opportunities and create replacement schedule	In progress
Replace remaining lighting with LEDs	In progress
Replace old and aging HVAC equipment	In progress
Upgrade to hybrid and electric vehicles where appropriate according to fleet transition plan	In progress
Explore new water-saving technologies for low-flow fixtures	Ongoing
Create system for continued inventory of low-flow fixtures	Complete
Upgrade irrigation controllers to smart, weather-based controllers	Complete

UCLA H&H SUSTAINABILITY INITIATIVES: HOUSING (CONT'D)

MAINTENANCE <i>(Continued)</i>	STATUS
Apply for utility rebates and incentives	Ongoing
Transition from paper to electronic work orders	Complete
Digitize printed materials including log sheets, punch detail reports, store room orders, and vehicle inspection forms to mobile applications	Complete
Install lighting occupancy sensors	Complete
Expand drought tolerant landscaping	Complete
Improve water efficiency in hardscape cleaning	Complete
Retrofit domestic plumbing fixtures with high-efficiency fixtures	Complete

ROOMS DIVISION	STATUS
1:1:1 Recycling, trash, and compost bins in interior common spaces	In progress
Waste audits in residence halls	In progress
Improve in-building sustainability messaging	In progress
Expand move-out donation program	In progress
Expand paper towel composting to all offices/halls	In progress
Digitize printed materials, including room check-in forms, room inspection forms, and front desk forms	In progress
Transition trash chutes to compost chutes	In progress
Institutionalize e-waste collection at residence hall front desks	In progress
Recycle toiletries through Clean the World	Ongoing
Procure 100% ENERGY STAR appliances	Ongoing
Phase in Green Seal cleaning equipment and chemicals	Ongoing
1:1:1 Recycling, trash, and compost bins in exterior spaces	Complete

UCLA H&H SUSTAINABILITY INITIATIVES: HOUSING (CONT'D)

UNIVERSITY APARTMENTS (UA)	STATUS
Create a bulky item and furniture recovery program	Not started
Provide sustainability educational materials in multiple languages	Not started
Develop annual sustainability programming for UA residents	Not started
1:1:1 Recycling, compost, and landfill bins in interior common spaces	Not started
Drought-tolerant landscaping in low foot traffic areas	Not started
Install occupancy sensors for lighting	Not started
Switch to low-flow toilets, showers, and faucets in University Apartments	In progress
100% composting of landscaping material at UA properties	In progress
Install electric vehicle chargers where applicable	In progress
Expand UA South Residents' Association free food program	In progress
Expand composting to all UA South buildings	In progress
Expand composting to childcare center	In progress
Expand e-waste and universal/hazardous waste collection	In progress
Complete phase in of 100% Green Seal chemicals	Ongoing
Replace boilers and retrofit HVAC systems in University Apartments	Ongoing
Phase in 100% ENERGY STAR appliances	Ongoing
Implement residential green waste collection program at University Apartments	Ongoing
Support green coordinator position(s) in University Apartments	Ongoing
Implement vermicomposting in community garden plots	Ongoing



UCLA H&H SUSTAINABILITY INITIATIVES: HOUSING (CONT'D)

RESIDENTIAL LIFE	STATUS
Prioritize plant-based menus when purchasing food for meetings, programs, or events	Not started
Create and enforce sustainable procurement guidelines	Not started
Update 5-year strategic plan	In progress
Increase human capital for sustainability	In progress
Expand availability of resources for student and professional staff to implement sustainable practices at work	In progress
Sustainability trainings for all student staff and professional staff	In progress
Reduce non-sustainable giveaways	In progress
Strengthen intersections between diversity, equity, and inclusion in training, education, and programming efforts	In progress
Regular sustainability content on social media channels	In progress
Improve zero waste initiative by centralizing waste collection, adding compost, and removing desk side bins	In progress
Create additional resources for team members to plan zero waste events	In progress
Create sustainability educational materials for Residential Education including a drive of passives for RAs	In progress
Strengthen annual sustainability programming including Sustainival, the Student Leadership Institute for Climate Resilience, Green Gala, and sustainability leadership workshops	In progress
Team Green peer-to-peer sustainability education program	Ongoing
Hall-to-hall energy conservation competition	Ongoing



UCLA H&H SUSTAINABILITY INITIATIVES: HOUSING (CONT'D)

IT	STATUS
Implement digital document storage system	In progress
Set double-sided printing as standard for all printing stations	In progress
Double approval print release at printing stations	In progress
Implement Laserfiche for HR employee files and housing services student contracts	In progress
Transition vendors to electronic payment	In progress
Replace all retired CPUs w/ client server network stations	Ongoing
Track e-waste recycling	Ongoing
Phase in exclusive use of multifunction printers where appropriate	Complete

HUMAN RESOURCES AND PAYROLL CENTER - NORTH	STATUS
Transition to reusable dishware for office events	In progress
Digitize past, current, and future personnel files	In progress
Pursue green office certification for all eligible offices	Complete
Consistently make new employee onboarding a green and a zero waste event	Complete
Transition a majority of employees to direct deposit via UC Path	Complete
Digitize remaining paper documents, including new employee orientation handouts, benefits documents, etc.	Complete
Engage and educate team members to encourage sustainable behaviors	Complete

HOSPITALITY

CONFERENCES AND CATERING	STATUS
Incorporate more plant-based and culturally relevant foods into catering menus	Not started
Prioritize and encourage events without disposable items	Not started
Reduce waste produced by box lunches	Not started
Purchase local, sustainable, and organic foods when possible	In progress
Increase recycling of cooking oil	In progress
Offer paper pads and pens on request or at self serve table	In progress
Source lower waste room amenity	In progress
Implement a linen and towel reuse policy	In progress
Highlight and promote UCLA Catering sustainable menu options, including plant based	In progress
Increase sustainability signage and in-room materials	In progress
Improve food recovery efforts at catered events	In progress
Digitize printed materials	In progress
Implement cellophane wrap reduction measures	Ongoing
Adjust indoor building temperatures seasonally	Ongoing
Expand composting program to include staffed, catered events	Complete
Provide only compostable options for disposable service items	Complete
Recycling bins in offices and public spaces	Complete
Serve water upon request only	Complete
Expand catering and meetings tracking to include composting	Complete
Reduce waste by providing linenless tables	Complete



UCLA H&H SUSTAINABILITY INITIATIVES: HOSPITALITY (CONT'D)

LUSKIN CONFERENCE CENTER	STATUS
Reduce single-use foodservice items, such as straws, cups, lids, and bags	Not started
Pilot ozone cleaning in common areas	Not started
Install low-flow fixtures in guest restrooms	Not started
Improve recycling system for universal and hazardous waste	Not started
Achieve Gold Green Seal certification	In progress
Expand food recovery programs from Plateia restaurant	In progress
Sustainable food tracking for Plateia restaurant	In progress
Update lighting to LEDs	In progress
Expand recycling and composting in common areas	In progress
Textile recycling through One World	Ongoing
Towel and linen reuse program	Ongoing

LAKE ARROWHEAD LODGE	STATUS
Apply for Green Seal certification	Not started
Expand office and guest recycling program	In progress
BRUIN WOODS education on sustainability	In progress
Track and report waste diversion rates	In progress
Digitize printed materials where possible	Ongoing
Install LED lighting where possible	Ongoing
Research and begin phase in of alternative fuel vehicles	Ongoing
Install lighting occupancy sensors where possible	Ongoing
Complete phase in of 100% Green Seal Chemicals	Ongoing
Minimize mass mailings	Ongoing
Phase in 100% ENERGY STAR appliances	Ongoing
Set up centralized network printing with duplexing	Complete

H&H SUSTAINABILITY METRICS

LEED Certified Buildings

More than 19 H&H building complexes have received LEED certifications, including two renovations certified through the UC-equivalent certification process². All new H&H construction and renovation projects aim for LEED Gold as the minimum certification target.

BUILDING	STATUS	RATING	DATE
720 Hilgard Graduate Student Housing	Awarded	NC 2.2-Silver	Jul-11
824 Hilgard Graduate Student Housing	Awarded	NC 2.2-Silver	Sep-11
Hedrick Repairs & Refurbishment	Awarded	CI 2.0- Gold	Mar-12
Rieber Hall Renovation	Awarded	CI 2.0-Platinum UC Equivalent	Apr-12
De Neve G/H Buildings	Awarded	NC 2.2-Gold	Nov-12
Rieber Dining Renovation	Awarded	CI 2.0-Gold UC Equivalent	Jan-14
Weyburn Terrace	Awarded	NC 2.2-Gold	Feb-14
Dykstra Repairs & Refurbishment	Awarded	NC 2.2-Gold	Sep-14
Sproul Cove, Landing and Carnesale	Awarded	NC 2.2-Gold	Nov-14
Glenrock Apartments	Awarded	NC 3.0-Silver	May-15
Landfair Apartments	Awarded	NC 3.0-Silver	May-15
Hitch Commons	Awarded	NC 3.0-Platinum	Nov-15
Saxon Suites and Commons	Awarded	NC 3.0-Platinum	Jan-16
Hitch Residential Suites	Awarded	NC 3.0- Platinum	May-16
Hedrick Study	Awarded	ID+C 3.0- Gold	May-17
Luskin Conference Center	Awarded	NC 3.0 - Platinum	Jun-17
Delta Terrace Residential	Awarded	CI 3.0 Gold	Jan-18
Bradley Hall Commissary Renovation	Awarded	CI 3.0 Gold	Jun-19
Levering Terrace	Awarded	NC 3.0 Gold	Feb-20

² Prior to the formal adoption of LEED in the UC Sustainable Practices Policy, campuses could certify buildings through UCOP using an internal certification process based on the LEED checklist.

Utilities

The per resident utility consumption metric, which encompasses both individual and community uses of electricity, natural gas, and water, is used to evaluate on-campus housing utility consumption and efficiency. Individual utility use is associated with building space in which a resident has direct control of utility consumption (e.g. showers, in-room HVAC, personal electronics, etc.), while community utility use is associated with common space buildings, dining halls, and other public spaces over which a resident has little direct influence. The majority of community utility use is independent of residential occupancy.

To account for some of H&H's spatial, occupancy, and operational changes, a per square foot metric is also used to evaluate utility consumption over time. In combination, the per resident and per square foot metrics provide a clearer picture of the various factors influencing H&H's energy consumption and efficiency. The graphs below show the growth in on-campus housing gross square feet and total undergraduate residents since 2008/09.

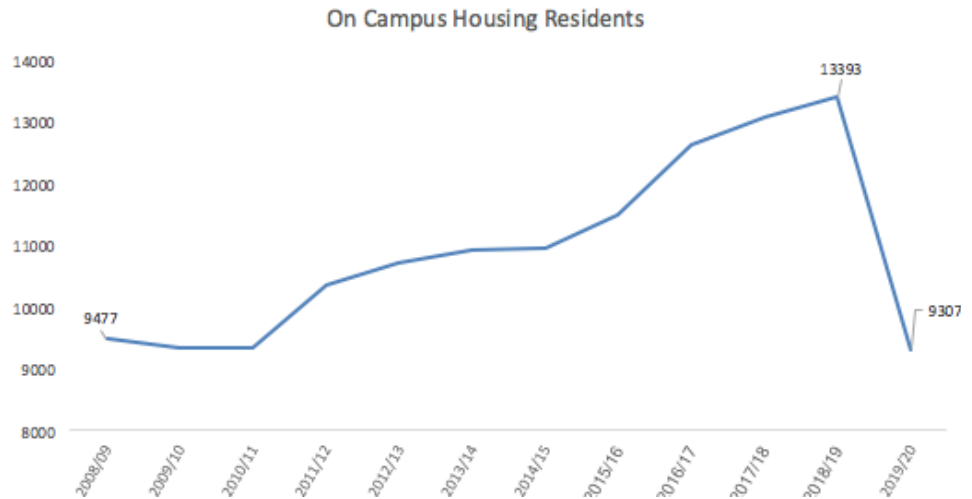


FIGURE 1 Average monthly number of residents living on the Hill from 2008/09 to 2019/20. In 10 years, the number of residents living on campus has increased by 3,916. Resident population dropped in 2019/20 due to campus closure in March 2020.



FIGURE 2 Operational gross square feet in on-campus housing from 2008/09 to 2018/19. In 10 years, square footage has increased by 827,469 square feet.



Electricity

Average monthly electricity consumption (kilowatt-hours) per resident captures total on-campus housing electricity consumption during the academic year (October to June). Per resident utility consumption encompasses both individual and community uses of electricity, including electricity consumption from residential spaces, dining halls, and common space buildings, such as Covell Commons and Carnesale Commons (excludes Bradley Hall).

These figures have been adjusted to remove variability associated with weather and climate variance over time. Since the 2008/09 academic year, annual electricity use per resident has decreased 33.3% (not including 2019/20). This decrease is likely due to efficiency improvements from the installation of LEDs and conservation actions, such as the installation of occupancy sensors.

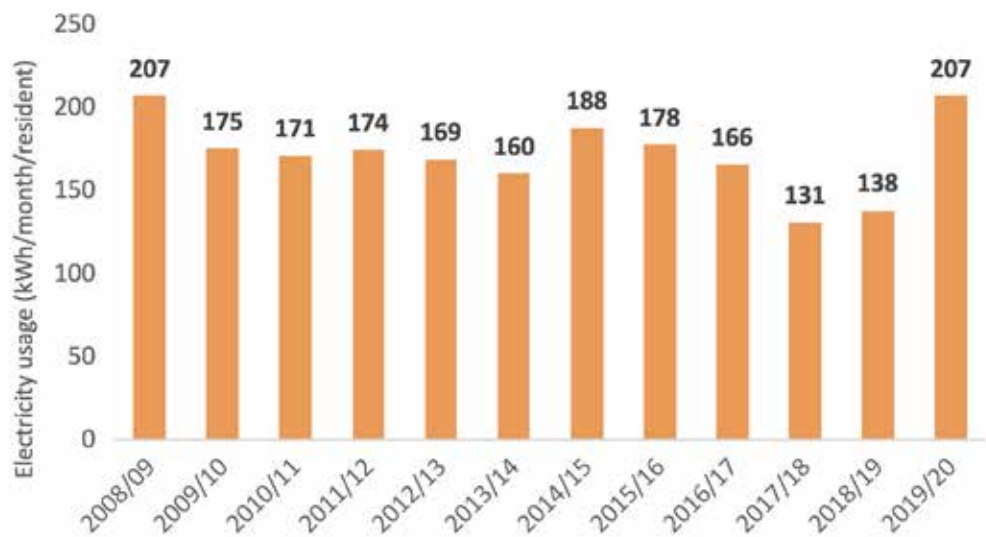


FIGURE 3 Average monthly electricity usage per resident (kWh) from 2008/09 to 2018/19. In 10 years, per capita monthly electricity usage has decreased by 69 kWh, a decrease of 33.3%. However, per resident electricity usage increased in 2019/20 to 207 kWh, likely due to the majority of residents moving off campus in March 2020, resulting in a greater amount of electricity consumption spread across fewer students.

Natural Gas

Due to the inconsistency and unreliability of natural gas data, natural gas usage is not reported. Current efforts have improved data collection, and natural gas usage will be reported in future iterations of this document.

Water

Average monthly water usage (gallons) per resident captures total on-campus housing water consumption during the academic year (October to June). Total water consumption includes water for both indoor use, and as well as water used in dining operations (excluding Bradley Hall). This includes residential spaces, dining halls, and common space buildings, such as Covell Commons and Carnesale Commons (excludes Bradley Hall).

Since the 2008/09 academic year, average monthly water usage per resident has decreased 17.9%. An extreme drought in California from 2014 to 2017 likely contributed to a decrease in water usage, as did the Westwood water main break in summer 2014, which flooded campus and encouraged massive water saving by residents in subsequent years.



FIGURE 4 Average monthly water usage per resident (gallons) from 2008/09 to 2018/19. From 2009 to 2019, per capita water usage decreased by 174 gallons, a decrease of 17.9%. This does not take into consideration 2019/20 due to COVID-related data anomalies.

Waste Diversion

Since 2015, on-campus housing has added more than 2,400 residents and 300,000 sq. ft., increasing the total waste hauled over the last four years. A shift to compostable foodservice ware in Dining transitioned the waste stream to primarily compost. To address this shift, compost bins were added to all boutique restaurants, exterior areas, and on each floor in residence halls. In 2018, the waste-to-energy facility that had been processing some landfill waste shut down, so all non-recyclable, non-compostable material is now sent to landfill. The campus had already committed to reducing the percent of waste diverted to waste-to-energy and shifting that tonnage to landfill to align with CALRecycle's zero waste definition; this closure accelerated that shift. Overall, on-campus housing waste diversion has increased significantly since 2015 and is now holding steady around 60%. This increase is likely due to the increased availability of compost bins.

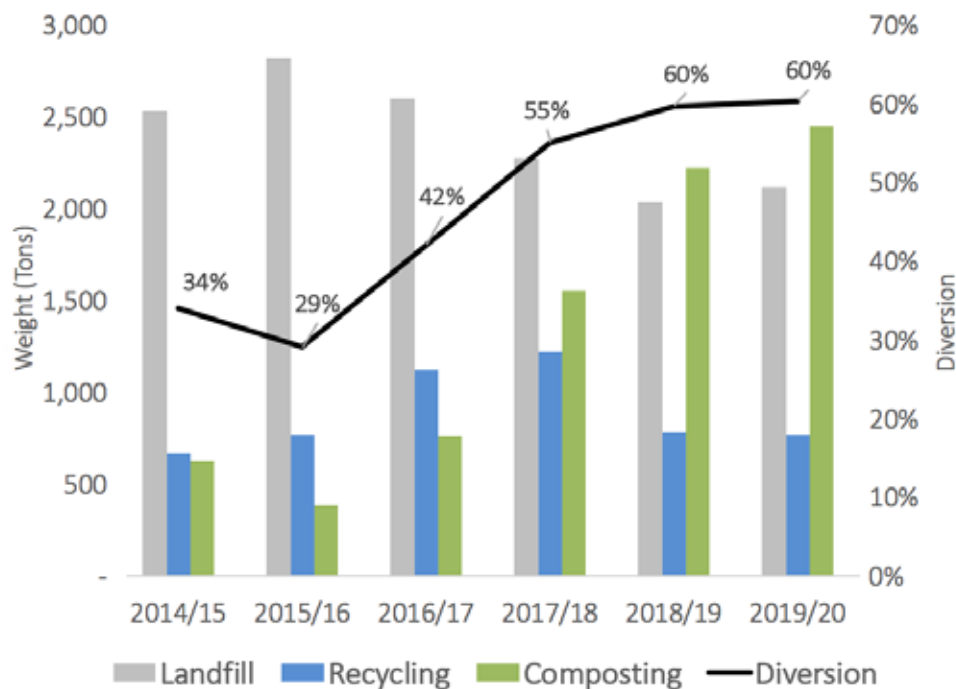


FIGURE 5 Annual tonnages of landfill, recycling, and composting (tons) and annual waste diversion within on-campus housing. In 6 years, diversion has increased by 26%.

Waste Diversion (Continued)

Recently, a reduction goal was added to the UC Sustainable Practices Policy. Recognizing the difficulties associated with the current recycling market and acknowledging the waste hierarchy (reduce, reuse, recycle), a reduction metric allows for a more holistic view on zero waste. Past efforts have primarily focused on diversion, with reduction being a secondary goal. Moving forward, reduction efforts will be prioritized.

Annual per resident waste has increased since tracking began. While exact reasons are unknown, several contributing factors could be increased reliance and ease in online shopping, a shift in popularity from all-you-care-to-eat restaurants to boutique restaurants (including the transition of Hedrick Dining to the Study at Hedrick), and the lack of prioritization of waste reduction due to the widespread availability of composting and recycling.

In University Apartments (UA) off-campus housing, there has been a steady increase in diversion. This is due in part to an expansion of education and outreach, and in part to the addition of compost to most buildings in UA South in early 2019. With these changes, diversion has increased from 12% to 33%. As infrastructure for diversion improves along with additional outreach efforts, diversion should continue to rise.

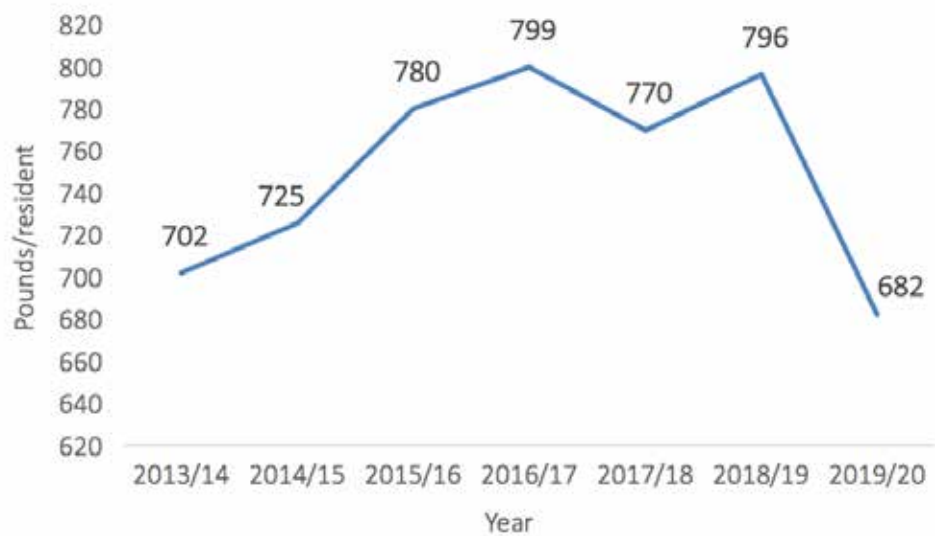


FIGURE 6 Annual waste per resident (pounds) from on-campus housing. This includes composting, recycling, and landfill from all buildings on the Hill. Overall, per resident waste increased by 94 pounds from 2013/14 to 2018/19. Per resident waste dropped in 2019/20 due to COVID-related campus shutdowns.

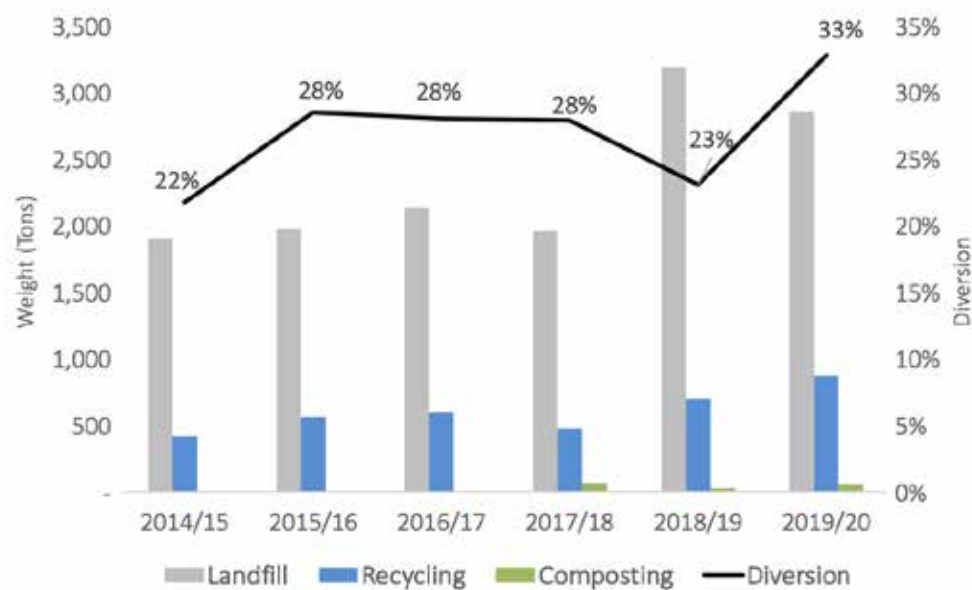


FIGURE 7 Annual tonnages of landfill, recycling, and composting (tons) and annual waste diversion within University Apartments. In six years, diversion has increased by 11%.

Sustainable Food Purchases

Sustainable food purchases for UCLA Dining have increased since the addition of the sustainable foodservice section of the UC Sustainable Practices Policy. In 2018-19, UCLA Dining hit the goal of 20% sustainable food purchases by 2020. A majority of sustainable food purchases includes local produce, certified sustainable seafood, and fair trade coffee.

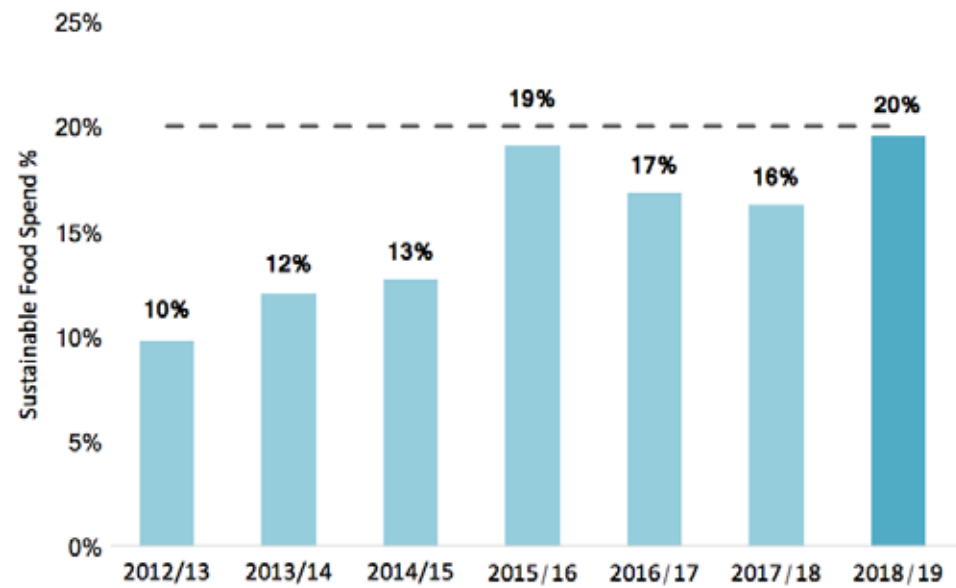


FIGURE 8 Sustainable food purchases within UCLA Dining as indicated by percentage of total food spend. In 2018/19, H&H hit the desired goal of 20% sustainable food purchases.



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