



**UCLA Housing &
Hospitality Services**

Sustainability Strategic Plan

2014/15 Update

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An online version of this report is available at:
www.housing.ucla.edu/green

The UCLA Housing & Hospitality Services Sustainability Strategic Plan - Our Commitment to the Future

The ***UCLA H&HS Sustainability Strategic Plan 2014/15 Update*** highlights H&HS' 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.

Background

Campus-wide History and Progress in Sustainability

For more than a decade, 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
- The LEED certification of over 20 UCLA building complexes, ranging in rating from Silver to Platinum
- New undergraduate courses focused on sustainability
- A graduate emphasis focused on sustainability leadership
- A \$200,000 a year 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, and Zero-Waste Action Plan.

The H&HS Organization and Sustainability

UCLA H&HS supports the teaching, research, and community service mission of UCLA by:

- Providing housing and dining services to more than 11,300 on-campus student residents.
- Managing more than 3,090 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 61-room campus hotel, campus-wide vending services, and a year-round conference and retreat center in Lake Arrowhead.

Given the scope of our operation, the number of people we employ (more than 2,100), and the far-reaching impact of the campus and community we serve, H&HS leadership recognizes the significance of supporting and implementing sustainable practices and initiatives.

Concurrent with the formation of the UCLA Campus Sustainability Committee, H&HS hired a part-time graduate student to advise the department on integrating sustainability into its practices and strategic planning. During the few years that followed, many new sustainability initiatives were implemented and sustainability began to be incorporated into the strategic planning process. In 2007, H&HS 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.

H&HS Sustainability Mission, Vision, and Key Success Factors

Mission Statement

UCLA Housing & Hospitality Services 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 stake holders

H&HS Sustainability: Inaugural Initiatives

Although the first formal H&HS Sustainability Strategic Plan was developed in 2009/10, sustainability considerations have been part of the larger H&HS Strategic Plan since 2007/08. In 2007/08, H&HS had 41 Sustainability Initiatives. Some of these initiatives are listed below.

Highlights of H&HS Sustainability Initiatives - 2007/08

- **Energy**
 - Install lighting occupancy sensors
 - Solar domestic water heating
 - Setup centralized networked printing with multifunction printers
 - Phase in ENERGY STAR appliances
 - Minimize off-peak use of kitchen hoods by installing sensors
- **Water**
 - Replace water fixtures with low-flow fixtures
- **Waste**
 - Implement office recycling program
 - Use of zero-waste landscaping
 - Implement a food waste recycling program
- **Environmentally Preferable Products**
 - Phase in 100% Green Seal chemicals
 - Replace key cards with biodegradable cards
 - Replace plastic service items with compostable/biodegradable
 - Increase organic options in Dining Services and UCLA Catering
- **Education/Community**
 - Sustainability education at Bruin Woods
 - Move-out Goodwill donation program
- **Building**
 - LEED-Gold Commercial Interiors certification of Rieber Hall

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Challenges and Opportunities

In order to define goals and drive initiatives, it is critical to understand the internal and external forces influencing H&HS 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&HS Sustainability Strategic Plan is detailed on Page 6.

Although the SWOT analysis identifies a wide range of challenges and opportunities for expanding H&HS 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 Incoming Students

College applicants are increasingly influenced by institutional sustainability practices. In a recent poll of 12,060 college applicants, conducted by the Princeton Review, 60% of those who responded said that a college's commitment to the environment could affect their decision to attend that institution.

This desire by students for environmental responsibility is apparent at UCLA as well. 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. In order to help UCLA continue to attract the upper echelon of high school graduates, it will be critical to keep H&HS' 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 efficiency efforts slow the process. 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 aggressive goals in the areas of green buildings, energy, climate protection, transportation, building operations, waste reduction, purchasing, food service and water. This document is reviewed frequently and strengthened. As part of UCLA, H&HS will need to meet these aggressive goals.

Transforming UCLA into a Residential Campus

In order to create a residential campus, H&HS-operated on-campus housing has expanded to include over 500 new graduate beds and over 1,500 undergraduate beds. 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.

This continued transformation brings several opportunities for UCLA and H&HS. First, by bringing students closer to campus, the amount of energy used and carbon emitted from transportation is considerably reduced. Each student living on campus or within walking distance reduces an otherwise necessary vehicle trip to campus. In addition, less commutes to campus reduce traffic congestion for other commuters coming to campus. This reduces the environmental impact of each of the remaining vehicle trips.

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

Lastly, by having students live on campus we have a greater control over their environmental footprint than when they live off-campus. Due to the scale of our operations, we can take advantage of programs unavailable to the typical apartment dweller such as solar water heating, large scale food waste composting, energy efficient HVAC systems, and occupancy sensors.

UCLA H&HS Sustainability SWOT Analysis

INTERNAL FACTORS

Strengths

- Leadership committed to sustainability and aware of sustainability in decision making
- LEED accredited and sustainability professionals on staff
- Strong channels of communication and desire to participate by staff and customers
- Strong collaborations with Residential Life and other campus divisions
- Participation in sustainability policy outside H&HS
- Sound practices, centralized vision, and reporting that includes sustainability
- Both costs and benefits of sustainability initiatives internal to H&HS
- Leadership role with manufactures and distributors
- Environment to teach positive client behaviors including programs that promote well-being
- Substantial waste diversion and utility saving programs in place

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 substantially and financially recognize staff who demonstrate sustainability leadership
- Poor communication of current sustainability practices and, at times, lack of conviction behind new initiatives
- Lack of leveraging institution's academic knowledge on sustainable practices

EXTERNAL FACTORS

Opportunities

- Strengthening UC-wide sustainability policy and midterm H&HS sustainability strategic plan
- Wider selection and more competitive pricing on many green products
- Incorporation of new technologies for tracking and reporting
- New external funding and incentives becoming available for sustainability initiatives
- Changes in Federal and State policy on sustainability practices
- Increased customer demand for sustainable events, products, and facilities
- Students at a pivotal age to influence their behaviors by providing sustainability programs and setting examples
- Better understanding of what future, more environmentally aware, clients want

Threats

- Economic slow down and financial uncertainties
- Changes in efficiencies resulting from reduction in triple occupancy
- Rapid increases in cost-of-living in the surrounding area, making short-term savings more favorable than long-term sustainable investments
- Loss of momentum from changing ideals of client base or living circumstances
- Unpredictability of utility costs and recycling markets
- Changes to costs and services as a result of climate change
- Geographic limitations for sustainability initiatives
- Trade-off mentality: cost vs. sustainability
- Pressure to downsize budgets and focus on short ROIs

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Goal Development Process & H&HS Sustainability Goals

H&HS 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&HS sustainability goals are designed in alignment with university-wide and UC system-wide goals as well as the metrics developed by the Association for the Advancement of Sustainability in Higher Education. The program is called STARS for Sustainability, Tracking & Rating System. In addition, our goals consider the importance of staff and student-resident education and of institutional robustness to changes in governmental policy as well as resource availability.

H&HS Sustainability Goals and their relationship to UC policy sustainability goals and relevant STARS criteria are highlighted on Pages 8-9.

H&HS Sustainability Goals

- Create sustained behavior changes of H&HS team members and student-residents regarding resource consumption and waste generation through educational programming, incentives (recognition and awards), and volunteerism.
- Reduce waste generation, increase waste diversion, and track progress through programmatic changes and implementing emerging technologies/practices to reach UC policy goals of 75% diversion by 2012 and zero waste by 2020.
- Using the USGBC LEED guidelines as a standard, maintain the highest efficiency, lowest ecological footprint building portfolio possible while (1) meeting the needs of residents and guests, (2) meeting or exceeding UC's green building policy, and (3) operating within budgetary constraints.
- Monitor and track the costs and savings of sustainable initiatives in order to reallocate savings created by initiatives towards expanding H&HS sustainability.
- Actively seek and acquire external funding for sustainability initiatives in order to overcome financial barriers and increase feasibility of emerging technologies/practices.
- Achieve and maintain a three-year downward trend in the per square foot use of consumable resources such as potable water, electricity, and gas.
- Achieve and maintain a three-year 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&HS Sustainability Goals

UCLA H&H Sustainability Goals for 2009/10 were developed from numerous sources including the University of California and the Association for the Advancement of Sustainability in Higher Education's *Sustainability, Tracking, & Rating System* (STARS).

H&HS Goal	Related UC Sustainability Goals	Related STARS Metrics
<p>Create sustained behavior changes of H&HS team members and student-residents regarding resource consumption and waste generation through educational programming, incentives (recognition and awards), and volunteerism.</p>	<p>Education</p> <ul style="list-style-type: none"> - Add Sustainable Operations Policy training to existing facilities training - Explore ways to connect LEED-EB buildings with education as learning/living laboratories - Environmental responsibility training program for university buyers <p>Materials, Recycling, & Waste Minimization</p> <ul style="list-style-type: none"> - Duplex printing with recycled content amount printed on paper 	<p>Education</p> <ul style="list-style-type: none"> - Annual sustainability related competitions - Sustainability in student orientations - Sustainability in employee orientations
<p>Reduce waste generation, increase waste diversion, and track progress through programmatic changes and implementing emerging technologies/practices to reach UC policy goals of 75% diversion by 2012 and zero waste by 2020.</p>	<p>Materials, Recycling, & Waste Minimization</p> <ul style="list-style-type: none"> - Zero waste by 2020 - Develop integrated waste management plan - Electronic waste recycling program <p>Purchasing</p> <ul style="list-style-type: none"> - Continue move towards electronic/paperless catalogs and programming - End-of-life programs and manufacturer take-backs 	<p>Materials, Recycling, & Waste Minimization</p> <ul style="list-style-type: none"> - Downward trend in per-capita waste generation - Waste diversion - Electronic waste recycling program - Hazardous waste minimization
<p>Using the USGBC LEED guidelines as a standard, maintain the highest efficiency, lowest ecological footprint building portfolio possible while (1) meeting the needs of residents and guests, (2) meeting or exceeding UC's green building policy, and (3) operating within budgetary constraints.</p>	<p>Buildings</p> <ul style="list-style-type: none"> - New buildings, renovations, and interior improvements meet LEED silver or better - Building operations and maintenance LEED-EB certified - Better <i>Title 24</i> by 20% - Near Future - LEED Volume Certification <p>Energy & Climate</p> <ul style="list-style-type: none"> - 20% energy from renewable sources by 2010 - Generate 10 MW of renewable power by 2014 <p>Materials, Recycling, & Waste Minimization</p> <ul style="list-style-type: none"> - Incorporate waste reduction elements and recycling into building design <p>Purchasing</p> <ul style="list-style-type: none"> - LEED credit requirements into product and services sourcing and procurement 	<p>Buildings</p> <ul style="list-style-type: none"> - New buildings, renovations, and Interior improvements meet LEED - Building operations and maintenance LEED-EB certified <p>Energy & Climate</p> <ul style="list-style-type: none"> - Renewable electricity consumption - On-site combustion with renewable fuel <p>Materials, Recycling, & Waste Minimization</p> <ul style="list-style-type: none"> - 75% construction and demolition waste diversion
<p>Monitor and track the costs and savings of sustainable initiatives in order to monitor progress and reallocate savings created by initiatives towards expanding H&HS sustainability.</p>	<p>Purchasing</p> <ul style="list-style-type: none"> - Evaluation of environmental claims (supplier-provided information) <p>Transportation</p> <ul style="list-style-type: none"> - Collection of average vehicle ridership data <p>Planning</p> <ul style="list-style-type: none"> - Strategic plan for implementing energy efficiency projects - Climate action plan 	<p>Transportation</p> <ul style="list-style-type: none"> - Fleet greenhouse gas emissions <p>Planning</p> <ul style="list-style-type: none"> - Climate action plan

H&HS Goal	Related UC Sustainability Goals	Related STARS Metrics
<p>Actively seek and acquire external funding for sustainability initiatives in order to overcome financial barriers and increase feasibility of emerging technologies/practices.</p>	<p>Energy & Climate</p> <ul style="list-style-type: none"> - Develop funding sources for green energy projects <p>Materials, Recycling, & Waste Minimization</p> <ul style="list-style-type: none"> - Develop funding sources for green energy projects 	N/A
<p>Achieve and maintain a three-year downward trend in the per square foot use of consumable resources such as potable water, electricity, and gas.</p>	<p>Energy & Climate</p> <ul style="list-style-type: none"> - GHG Reduction: 2000 levels by 2014, 1990 levels by 2020, and carbon neutrality by 2025 <p>Water</p> <ul style="list-style-type: none"> - Water reduction: 20% reduction per capita by 2020 <p>Purchasing</p> <ul style="list-style-type: none"> - Environmentally-friendly packaging for incoming shipments 	<p>Buildings</p> <ul style="list-style-type: none"> - Potable, non-irrigation water consumption reduction <p>Energy & Climate</p> <ul style="list-style-type: none"> - Energy intensity reduction (per sq. ft.) - Emission reductions from a 2005/06 Baseline <p>Grounds</p> <ul style="list-style-type: none"> - Non-potable water for irrigation
<p>Achieve and maintain a three-year upward trend in the portion of the budget spent on environmentally preferable products, services, and food.</p>	<p>Purchasing</p> <ul style="list-style-type: none"> - ENERGY STAR products - 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 <p>Food Services</p> <ul style="list-style-type: none"> - 20% sustainable food purchases by 2020 	<p>Buildings</p> <ul style="list-style-type: none"> - Cleaning services Green Seal certified <p>Food Services</p> <ul style="list-style-type: none"> - Food expenditures towards locally grown food (150 miles) - Food expenditures towards organic/food alliance food - Fair trade certified coffee <p>Grounds</p> <ul style="list-style-type: none"> - Allowable fertilizers/pesticides though USDA organic program <p>Purchasing</p> <ul style="list-style-type: none"> - ENERGY STAR products - EPEAT purchasing - Green cleaning products - Environmentally preferable paper products - Environmentally preferable furniture
<p>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.</p>	<p>Purchasing</p> <ul style="list-style-type: none"> - Press markets to improve resource productivity - Supply chain responsibility <p>Transportation</p> <ul style="list-style-type: none"> - Improve alternative transportation programs 	<p>Administration & Finance Credits</p> <ul style="list-style-type: none"> - Sustainability Committee - Investment transparency - Committee on Investor Responsibility - Screening for negative investments - Positive sustainability investments - Shareholder engagement <p>Planning</p> <ul style="list-style-type: none"> - Strategic Plan (includes sustainability) - Master Plan (includes sustainability)

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Strategic Initiatives & Measures of Success

Current H&HS Sustainability Goals with initiatives underway and the outcome measure for those initiatives are summarized on Pages 12-23. Given the large number of initiatives and the multiple positive outcomes of each, it would be an ineffective allocation of resources to track the impact of each individual initiative. Instead, the outcome measures chosen were designed to track the progress of the eight H&HS Sustainability Goals. Since the initiatives are designed to achieve the H&HS Sustainability Goals, successful implementation of the initiatives will be reflected in the outcome measures.

Outcome Measure Descriptions

Sustainability Strategic Plan Update

Updates to the Sustainability Strategic Plan will provide detailed descriptions of the initiatives that were accomplished between updates, set targets for new initiatives, and estimate projected savings to due resource conservation and/or efficiency (when applicable). The update will also include metrics from outcome measures and show how they change from year to year.

Yearly Total Percent Waste Diversion

This number is the percent of all the waste generated by H&HS operations that is diverted from landfills. This includes recycling and composting. This number does not include the percentage of waste that goes to a waste-to-energy plant.

Waste Generation, Water Consumption, Energy Consumption, and Gas Consumption per Resident-Day

These are measurements of the efficiency of our 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 will allow comparison from year-to-year even with expansion and changes in conference business.

Percent of the Operational Budget Spent on Sustainable Products

This is a measure of the total amount of environmentally preferable food and products our organization purchases excluding labor expenditures. The products we define as environmentally preferable will be recorded along with the percentage.

LEED Buildings

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

5 Conclusion

UCLA Housing & Hospitality Services has rapidly increased the number of sustainability initiatives over the last several years, and made important strides towards accomplishing the goals set out in this plan. This strategic plan update is an important step in identifying our progress towards integrating sustainability into the fabric of our operation, and demonstrating that sustainable practices are a critical component of our quality products, programs, and services.

In addition to serving as a road map, this strategic plan is a living document. Initiatives will continue to be expanded upon as our sustainability program matures. We are confident that this iterative process will be a key component of our success.

UCLA H&HS Sustainability Initiatives

GOAL - Create sustained behavior changes of H&HS team members and student-residents regarding resource consumption and waste generation through educational programming, incentives (recognition and awards), and volunteerism.

Dept.	Initiative	Status	Progress Report
DS	<i>Waste Watchers</i> Program	Complete	Progress on these initiatives reported in the Sustainability Strategic Plan Update
DS	Publishing of trayless dining progress/savings	Revised	
DS	Implement “Dine Trayless” campaign in all dining halls	Complete	
DS	Host annual “Meet the Vendors” Fair in Bruin Plate	Complete - On-going	
RD	Increase sustainability signage (e.g., “These Come from Trees”)	Complete - On-going	
HA	<i>Clothes Out</i> Program during student move out	Complete - On-going	
HA	Hall-to-Hall Energy Conservation Competition	Complete - On-going	
HA	Housing sustainability website	Complete - On-going	
HA	Quarterly staff workshops on sustainability topics	Complete - On-going	
HA	Sustainability Strategic Plan	Complete	
HA	Online annual H&HS Sustainability Report	In Development	
HA	Participate as stakeholder of ESLP Action Research Teams	Complete - On-going	
HA	Green Ambassadors Program (Team Green)	Complete - On-going	
HA	Green Office Certification	In Progress	
LA	<i>BRUIN WOODS</i> Education on Sustainability	In Development	
CC	Highlight and promote UCLA Catering sustainable menu options	In Progress	
CC	Increase sustainability signage and in-room materials	Complete - On-going	
UA	Support Green Coordinator position(s) in University Apartments	Complete - On-going	
UA	Waste Education and Signage with ESLP	In Progress	

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Dept.	Initiative	Status	Progress Report
UA	Participate in ENGAGE Project	Complete - On-going	Progress on these initiatives reported in the Sustainability Strategic Plan Update
UA	Add sustainability topics to UA newsletters	On-going	
RL	Create Residential Life Sustainability Plan	Complete	
RL	Implement Five Minute Shower Campaign	Complete - On-going	

H&HS Department Key for All H&HS Initiative Charts

CC	Conferences & Catering
DS	Dining Services
HA	Administration
IT	Information Technology
LA	Lake Arrowhead Conference Center & BRUIN WOODS Family Resort
MA	Maintenance, On-Campus
RD	Rooms Division
RL	Residential Life (H&HS Partner)
UA	University Apartments

UCLA H&HS Sustainability Initiatives, continued

GOAL - Reduce waste generation, increase waste diversion, and track progress through programmatic changes and implementing emerging technologies/practices to reach UC policy goals of 75% diversion by 2012 and zero waste by 2020.

Dept.	Initiative	Status	Outcome Measure/ Progress Report
DS	Composting programs in anchor Dining facilities	Complete - On-going	Yearly total % waste diversion
DS	Expand paperless menus and ordering	Complete	Waste generation per resident-day
DS	Expand composting to boutique restaurants	Complete - On-going	Yearly total % waste diversion
DS	Trayless dining pilot in Hedrick Hall	Complete	Water & energy consumption per resident-day
DS	Expand trayless dining to other halls (contingent upon success of Hedrick pilot)	Revised	Water & energy consumption per resident-day
DS	Implement "Dine Trayless" campaign in all dining halls**	Complete	Water & energy consumption per resident-day
DS	<i>Waste Watchers</i> Program - student-run food waste reduction program **	Complete	Waste generation per resident-day
DS	Recycle used cooking oil into biodiesel	Complete - On-going	Yearly total % waste diversion
RD	Replace paper towels with hand dryers in acceptable locations	Complete	Waste generation per resident-day
RD	Volunteer program to help with waste diversion during student move-in/move-out	Complete - On-going	Yearly total % waste diversion
RD	Explore/pilot disposing of used paper towels in green waste	2015	Yearly total % waste diversion
RD	Expand paper towel composting to all offices/ halls (if pilot is successful)	2016	Yearly total % waste diversion
RD	Recycling mattresses at end of life	Complete - On-going	Yearly total % waste diversion
RD	Purchase paper products containing recycled content	Complete - On-going	Yearly total % waste diversion
RD	Collect batteries and ink cartridges for recycling in Residence Halls	Complete - On-going	Yearly total % waste diversion
RD	1:1 recycling and trash exterior bins	In Progress	Yearly total % waste diversion
RD	Adjust carpet RFP to require landfill diversion and recycled content	Complete - On-going	Yearly total % waste diversion
RD	Recycle toiletries through Clean the World	Complete - On-going	Yearly total % waste diversion

**Initiatives repeated as they apply to multiple goals.

Continued > > >

Dept.	Initiative	Status	Outcome Measure/ Progress Report
HA	Office recycling program	Complete	Yearly total % waste diversion
HA	Reduce paper signatures	On-going	Waste generation per resident-day
HA	Implement program to reduce paper cup usage	Complete	Waste generation per resident-day
HA	Pilot office composting program	2016	Yearly total % waste diversion
HA	<i>Clothes Out</i> Program - student donation program run during move-out**	Complete - On-going	Waste generation per resident-day
LA	Office and Guest recycling program	Complete - On-going	Yearly total % waste diversion
LA	Minimize mass mailings	On-going	Sustainability Strategic Plan Update
LA	Initiate small scale composting	In Development	Yearly total % waste diversion
LA	Set up centralized network printing (with duplexing)	Complete	Waste generation per resident-day
MA	Recycle paint and lightbulbs	In Progress	Yearly total % waste diversion
IT	Implement digital document storage system	Complete - On-going	Waste generation per resident-day
IT	Set double-sided printing as standard for all printing stations	In Progress	Waste generation per resident-day
IT	Explore using paperless document readers for meetings etc.	In Progress	Waste generation per resident-day
CC	Offer Catering discount for customers who use own service items/recycle unused items	Did Not Pursue	Sustainability Strategic Plan Update
CC	Implement cellophane wrap reduction measures	Complete - On-going	Waste generation per resident-day
CC	Add bottle recycling program to manned catered events	Complete	Yearly total % waste diversion
CC	Expand composting program to include staffed catered events	2015	Yearly total % waste diversion
CC	Use all biodegradable disposable service items	Complete	Waste generation per resident-day
CC	Use flower alternatives for centerpieces such as herbs	Complete - On-going	Waste generation per resident-day
CC	Rewrap and save leftover paper goods	Complete - On-going	Yearly total % waste diversion

UCLA H&HS Sustainability Initiatives, continued

Continued > > >

Dept.	Initiative	Status	Outcome Measure/ Progress Report
CC	Recycle bottles and cans	Complete - On-going	Yearly total % waste diversion
CC	Recycling bins in offices and public spaces	Complete	Yearly total % waste diversion
CC	Use iPads to eliminate paper order forms	Complete - On-going	Waste generation per resident-day
UA	Bottle recycling program at University Village	Complete - On-going	Yearly total % waste diversion
UA	Implement residential green waste collection program at University Apartments	Complete - On-going	Yearly total % waste diversion
UA	Waste Education and Signage with ESLP**	In progress	Yearly total % waste diversion
UA	100% composting of landscaping material at UA properties	In Progress	Yearly total % waste diversion

GOAL - Actively seek and acquire external funding for sustainability initiatives in order to overcome financial barriers and increase feasibility of emerging technologies/practices.

Dept.	Initiative	Status	Outcome Measure
HA	Explore funding through the UC/CSU Investor-Owned Utility Partnership Program**	Did Not Pursue	Progress on these initiatives reported in the Sustainability Strategic Plan Update
HA	Apply for funding through The Green Initiative Fund (TGIF)	Complete - On-going	
HA	Apply for funding from the American Recovery and Reinvestment Act of 2009**	Did Not Pursue	
HA	Partner with academic departments for research grants	Complete - On-going	
LA	Explore rebate funds for Occupancy Sensors	On-going	
LA	Explore solar incentives for Lake Arrowhead Conference Center	On-going	
MA	Take advantage of utility incentives	On-going	
UA	Beverage container recycling grant at University Apartments	Complete	

**Initiatives repeated as they apply to multiple goals.

GOAL - Using the USGBC LEED guidelines as a standard, maintain the highest efficiency, lowest ecological footprint building portfolio possible while (1) meeting the needs of residents and guests, (2) meeting or exceeding the UC's green building policy, and (3) operating within budgetary constraints.

Dept.	Initiative	Status	Outcome Measure/ Progress Report
RD	Phase-in Bruin Green Cleaning Program	In-Progress	Sustainability Strategic Plan Update
HA	Recycle/divert 75% of building construction waste	Complete - On-going	Yearly total % waste diversion
HA	Incorporate sustainability in Project Planning Guide (PPG)	Complete	Sustainability Strategic Plan Update
HA	Phase in more solar energy production in projects	Complete - On-going	Electric/gas consumption per resident-day
HA	Achieve LEED Silver minimum for all new construction	Complete - On-going	Water/electric/gas consumed per resident-day; LEED building count
HA	Apply for funding from the American Recovery and Reinvestment Act of 2009	Did Not Pursue	Sustainability Strategic Plan Update
HA	Explore taking advantage of UC/CSU/IOU funding	Did Not Pursue	Energy consumption per resident-day
LA	Apply for Green Seal Certification (Environmental Standards for Lodging Property)	2016	Water/electric/gas consumed per resident-day
MA	Setup baseline credits for LEED-EB operations and maintenance	In Development	Sustainability Strategic Plan Update
MA	Develop plan for LEED certifying existing buildings	In Development	Sustainability Strategic Plan Update
CC	Determine feasibility and costs of LEED-EB for Covell	In Progress	Sustainability Strategic Plan Update
UA	Setup baseline credits for LEED-EB operations and maintenance	In Development	Sustainability Strategic Plan Update
UA	Develop plan for LEED certifying existing buildings	In Development	Sustainability Strategic Plan Update
LC	Apply for Green Seal Certification (Environmental Standards For Lodging Property)	In Development	Water/electric/gas consumed per resident-day

UCLA H&HS Sustainability Initiatives, continued

GOAL - Monitor and track the costs and savings of sustainable initiatives in order to monitor progress and to reallocate savings created by initiatives towards expanding H&HS sustainability.

Dept.	Initiative	Status	Outcome Measure/ Progress Report
DS	Monitor % of budget spent on biodegradable goods	Revised	% of operations budget spent on sustain. products
DS	Include biodegradable goods in % budget spent on green purchases	Complete - On-going	% of operations budget spent on sustain. products
DS	Track % budget spent on organic food	Complete - On-going	% of operations budget spent on sustain. products
DS	Track cost and carbon reductions from "beefless" days	Not Started	Sustainability Strategic Plan Update
RD	Develop tracking system for Green Seal purchases	Complete - On-going	% of operations budget spent on sustain. products
RD	Track towel usage reduction from hand dryer installation	Not Started	Waste generation per resident-day
HA	Develop green purchasing inventories (Green Seal etc.)	In Development	% of operations budget spent on sustain. products
HA	Expand inventory to include all "qualified" green purchases	In Development	% of operations budget spent on sustain. products
HA	Continue to track % Budget spent on green purchases	Complete - On-going	% of operations budget spent on sustain. products
LA	Track and report waste diversion rates	Complete - On-going	Yearly total % waste diversion
MA	Track and report (Web) monthly energy, gas, water usage	Complete - On-going	Water/electric/gas consumed per resident-day
MA	Expand detail as metering becomes available	In Progress	Water/electric/gas consumed per resident-day
MA	Track H&HS-wide Waste Diversion Rates including recycling and composting	Complete - On-going	Yearly total % waste diversion
MA	Confirm 75% diversion rate by 2012	Complete	Yearly total % waste diversion
MA	Monitor usage/savings of current solar hot water heaters	In Progress	Gas consumption per resident-day
MA	Install Smart Meters in OCH buildings	In Progress	Water/electric/gas consumed per resident-day
IT	Track E-waste recycling	Complete - On-going	Yearly total % waste diversion
CC	Track Bottle/Can Recycling	Complete - On-going	Yearly total % waste diversion

**Initiatives repeated as they apply to multiple goals.

Continued > > >

Dept.	Initiative	Status	Outcome Measure/ Progress Report
CC	Expand catering & meetings tracking to include composting	Complete - On-going	Yearly total % waste diversion
CC	Confirm 75% diversion rate of catered meetings and events by 2012	Complete	Yearly total % waste diversion
UA	Track bottle/can recycling numbers for Catering and meetings and post online	In Progress	Yearly total % waste diversion
UA	Track green waste diversion	Complete - On-going	Yearly total % waste diversion
All	Integrate all waste tracking into Green Halo system	2015	Yearly total % waste diversion

UCLA H&HS Sustainability Initiatives, continued

GOAL - Achieve and maintain a three-year downward trend in the per square foot use of consumable resources such as potable water, electricity, and gas.

Dept.	Initiative	Status	Outcome Measure/ Progress Report
DS	Kitchen hood sensor retrofit	On-going	Electric consumption per resident-day
RD, LA UA	Phase in 100% ENERGY STAR Appliances	Complete - On-going	Electric consumption per resident-day
RD, LA, UA	Research and begin phase in of alternate fuel vehicles	On-going	Sustainability Strategic Plan Update
HA	Test and phase in T-5 lighting fixtures	On-going	Electric consumption per resident-day
HA	Hall-to-Hall Energy Conservation Competition**	Complete - On-going	Electric consumption per resident-day
LA	Install light occupancy sensors where possible	On-going	Electric consumption per resident-day
LA	Install new solar pool water heating	In Development	Gas consumption per resident-day
MA	Explore waterless or nearly waterless urinal options	On-going	Water conservation per resident-day
MA	Install occupancy sensors and dual wattage lamps (CAP)	On-going	Electric consumption per resident-day
MA	HVAC Retrofit Project (CAP)	On-going	Electric consumption per resident-day
MA	Update solar water heating panels to more efficient ones (CAP)	On-going	Gas consumption per resident-day
MA	Incorporate solar water heating into new building design	Complete - On-going	Gas consumption per resident-day
MA	Upgrade irrigation controllers to smart, weather based controllers	Complete - On-going	Water consumption per resident-day
MA	Comply with LADWP water restrictions and guidelines	Complete - On-going	Water consumption per resident-day
MA	Retrofit domestic plumbing fixtures with high-efficiency fixtures	On-going	Water consumption per resident-day
IT	Phase in exclusive use of multifunction printers where appropriate**	Complete	Waste generation per resident day
IT	Replace all retired CPUs with Client Server Network Stations	On-going	Electric consumption per resident-day

**Initiatives repeated as they apply to multiple goals.

Continued > > >

Dept.	Initiative	Status	Outcome Measure/ Progress Report
CC	Serve water upon request only	Complete - On-going	Water consumption per resident-day
CC	Implement a linen and towel reuse policy	Complete	Water/electric/gas consumed per resident-day
CC	Mop deck/loading dock instead of using a hose	Complete - On-going	Water consumption per resident-day
UA	Switch to low flow toilets, showers, and faucets in University Apartments	In Progress	Water consumption per resident-day
UA	Replace boilers and update HVAC systems in University Apartments	On-going	Gas consumption per resident-day

UCLA H&HS Sustainability Initiatives, continued

GOAL - Achieve and maintain a three-year upward trend in the portion of the budget spent on environmentally preferable products, services, and food.

Dept.	Initiative	Status	Outcome Measure/ Progress Report
DS	Expand use of organic items in Dining	On-going	% of operations budget spent on sustainable products
DS	Phase out oils and products containing trans fats	Complete	Sustainability Strategic Plan Update
DS	Increase biodegradable items in total service items	Complete - On-going	% of operations budget spent on sustainable products
DS	Implement "Beefless" Dining Days	Complete	Sustainability Strategic Plan Update
DS	Switch to Cage-Free eggs	Complete	% of operations budget spent on sustainable products
DS	20% sustainable food purchases by 2020	In Progress	% of operations budget spent on sustainable products
DS	Environmentally preferable options on coffee/tea vending	Complete - On-going	% of operations budget spent on sustainable products
DS	Open Bruin Plate with 20% sustainable food	Complete - On-going	% of operations budget spent on sustainable products
DS, RD, LA, UA	Complete phase in of 100% Green Seal Chemicals	On-going	% of operations budget spent on sustainable products
RD	Test and phase in biodegradable liners and paper products with PCW	Complete - On-going	% of operations budget spent on sustainable products
RD	Phase in Green Seal cleaning equipment	In Progress	% of operations budget spent on sustainable products
RD	Purchase paper products containing recycled content**	Complete - On-going	% of operations budget spent on sustainable products
RD	Replace paper vacuum bags with HEPA filter bags	Complete	% of operations budget spent on sustainable products
IT	Implement green electronics policy (RoHS compliant)	2016	% of operations budget spent on sustainable products
All	Review green spend purchases and qualifying criteria annually to ensure compliance with UC Policy	On-going	% of operations budget spent on sustainable products

**Initiatives repeated as they apply to multiple goals.

GOAL - 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.

Dept.	Initiative	Status	Outcome Measure/ Progress Report
DS	Become a certified Green Restaurant (LA Green Bus./Green Seal)	Complete - On-going	Water/electric/gas consumed per resident-day
DS	Review contracts and adjust RFPs to reflect sustainability	On-going	% of operations budget spent on sustainable products
HA	Advocate for the formation of a committee on investor responsibility	On-going	Sustainability Strategic Plan Update
HA	Continued participation in the Campus Sustainability Committee	On-going	Sustainability Strategic Plan Update
HA	Advocate for sustainable industries investment in the STIP	On-going	Sustainability Strategic Plan Update
LA	Apply for Green Seal Certification (Environmental Standards For Lodging Property)**	2016	Water/electric/gas consumed per resident-day
CC, LA	Review contracts and adjust RFPs to reflect sustainability	On-going	Sustainability Strategic Plan Update
LC	Apply for Green Seal Certification (Environmental Standards For Lodging Property)**	In Development	Water/electric/gas consumed per resident-day

**Initiatives repeated as they apply to multiple goals.

H&HS Sustainability Metrics

This summary represents the progress of H&HS Sustainability Initiatives through five key metrics:

- Number of LEED certified buildings
- Average monthly electricity, natural gas, and water consumption per resident
- Percent of waste diversion from landfill
- Percent of food expenditures that meet UCOP sustainable food criteria
- Percent of expenditures identified as “green purchases”

LEED Certified Buildings

More than 16 H&HS building complexes have received LEED certifications, including two renovations certified through the UC-equivalent certification process.¹ All H&HS new construction and renovation projects aim for LEED Gold as the minimum certification target.

Building	Status	Rating or Target	Award Date
720 Hilgard Graduate Student Housing	Awarded	NC 2.2-Silver	Jul. 2011
824 Hilgard Graduate Student Housing	Awarded	NC 2.2-Silver	Sep. 2011
Hedrick Repairs & Refurbishment	Awarded	CI 2.0- Gold	Mar. 2012
Rieber Hall Renovation	Awarded	CI 2.0-Platinum UC Equivalent	Apr. 2012
De Neve Holly and Gardenia	Awarded	NC 2.2- Gold	Nov. 2012
Rieber Dining Renovation	Awarded	CI 2.0-Gold UC Equivalent	Jan. 2014
Weyburn Terrace	Awarded	NC 2.2 - Gold	Feb. 2014
Dykstra Repairs & Refurbishment	Awarded	NC 3.0-Gold	Sep. 2014
Sproul Cove, Landing, and Carnesale	Awarded	NC 2.2- Gold	Nov. 2014
Glenrock Apartments	Awarded	NC 3.0- Silver	May. 2015
Landfair Apartments	Awarded	NC 3.0- Silver	May. 2015
Hitch Residential Suites	Anticipated	NC 3.0-Gold or Platinum	
Hitch Commons	Anticipated	NC 3.0-Gold or Platinum	
Luskin Conference and Guest Center	In Construction	NC 3.0-Gold	
Saxon Suites and Commons	In Construction	NC 3.0-Gold or Platinum	
Housing Maintenance	In Design	NC 3.0-Gold	

¹ 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.

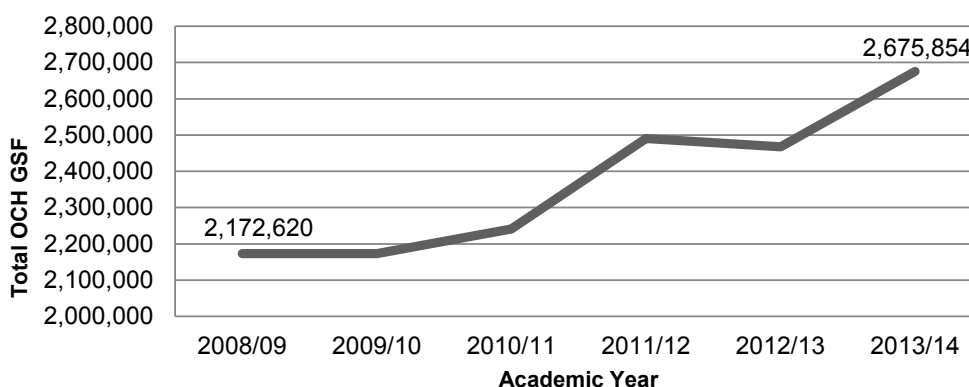
Utilities

The per-resident utility consumption metric, which encompasses both individual and community uses of electricity, natural gas, and water, was used to evaluate On-Campus Housing utility consumption and efficiency from 2008 – 2013. 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 supports commons 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.

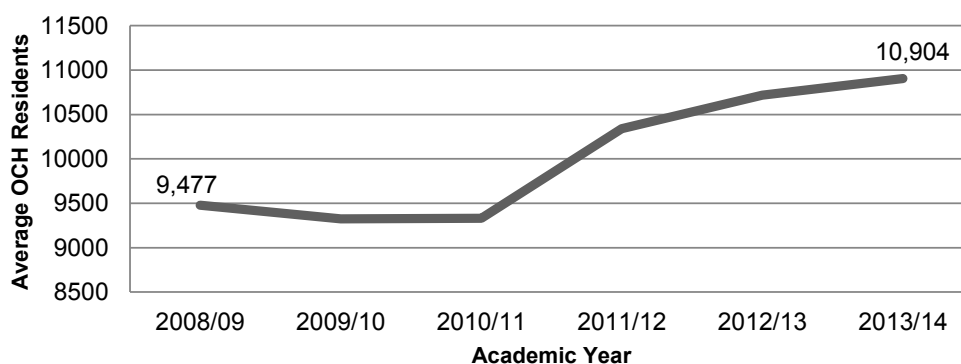
However, as the expansion of dining and community space has surpassed the expansion of residential space, the per-resident metric has had the effect of inflating overall per-resident utility consumption, even as conservation efforts have reduced individual utility use. Since 2008, On-Campus Housing has added more than 500,000 GSF of building space. Residential GSF increased roughly 20% during that time, whereas dining and community space increased by more than 25%.

In order to account for some of H&HS' 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 impacting H&HS' energy consumption and efficiency. The graphs below show the growth in On-Campus Housing gross square feet and total undergraduate residents since 2008/09.

Average On-Campus Housing Gross Square Feet



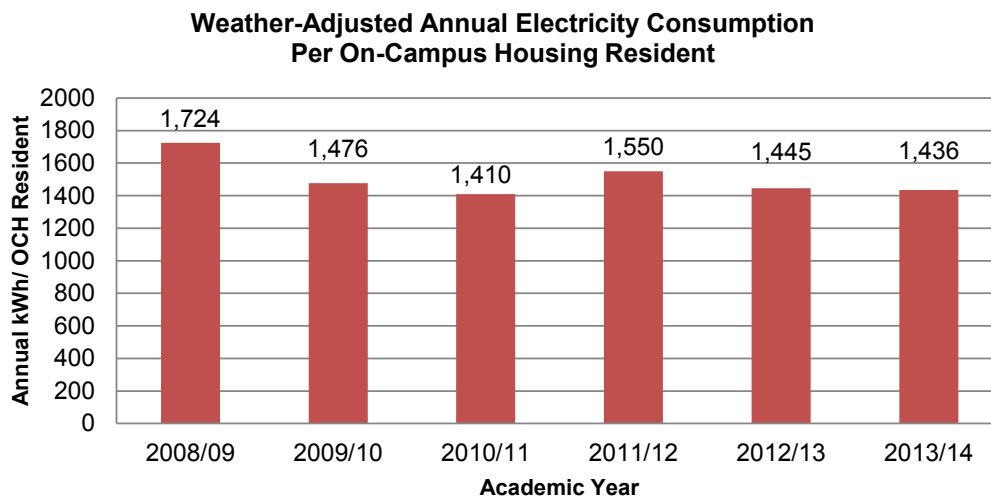
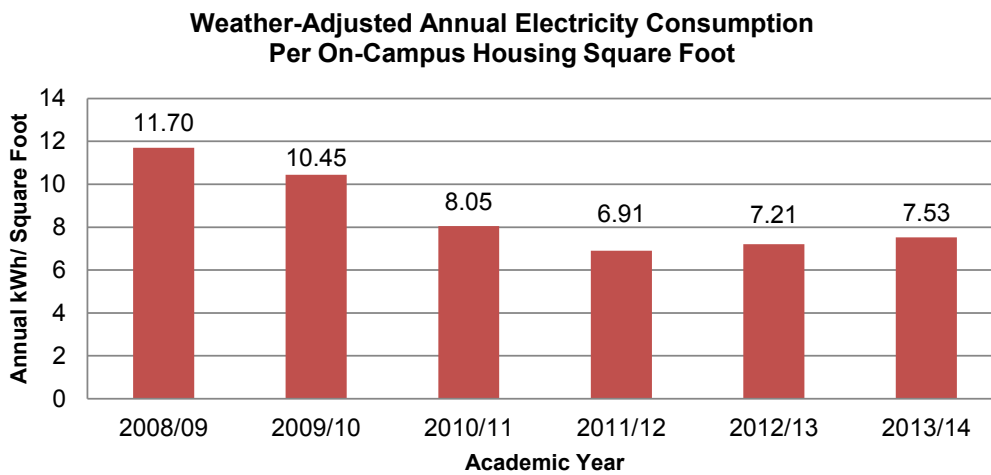
On-Campus Housing Residents



Electricity

Annual electricity consumption (kilowatt-hours) per-square foot captures total On-Campus Housing electricity consumption during the months of October–June. The per-resident utility consumption metric 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 changes over time.

Since the 2008/09 academic year, annual electricity use per-square foot has decreased 35.6%. Annual electricity use per-resident has decreased 16.7%.

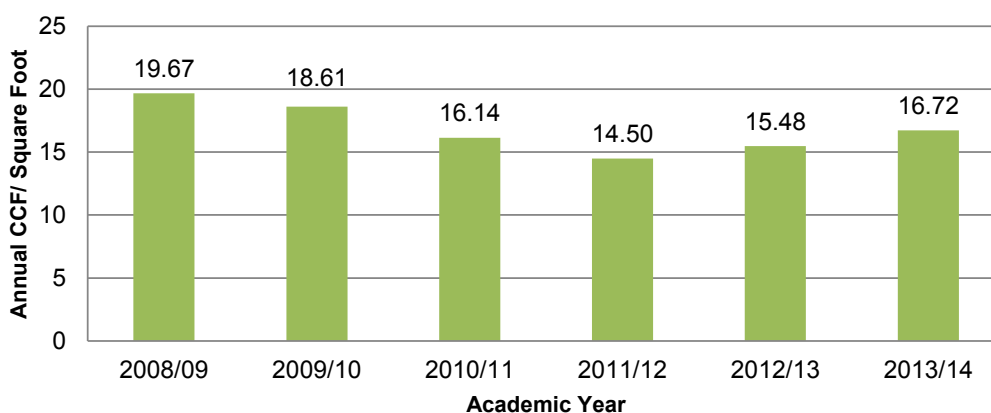


Natural Gas

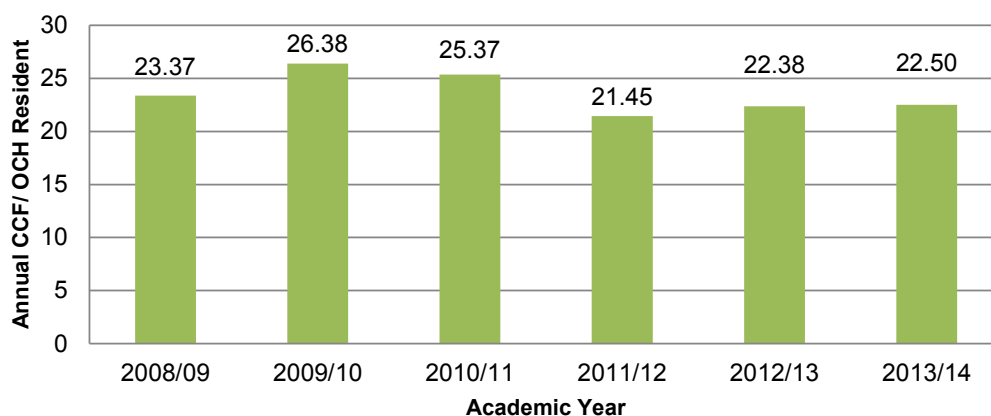
Annual natural gas consumption (100 cubic feet, or CCF) per-square foot and per-resident captures On-Campus Housing natural gas consumption during the months of October–June from UCLA Facilities Management billed data.² These figures have been adjusted to remove variability associated with weather and climate changes over time.

Since the 2008/09 academic year, annual natural gas consumption per-square foot has decreased 14.9%. Annual natural gas use per-resident has decreased 3.7%.

**Weather-Adjusted Annual Natural Gas Consumption
Per On-Campus Housing Square Foot**



**Weather-Adjusted Annual Natural Gas Consumption
Per On-Campus Housing Resident**

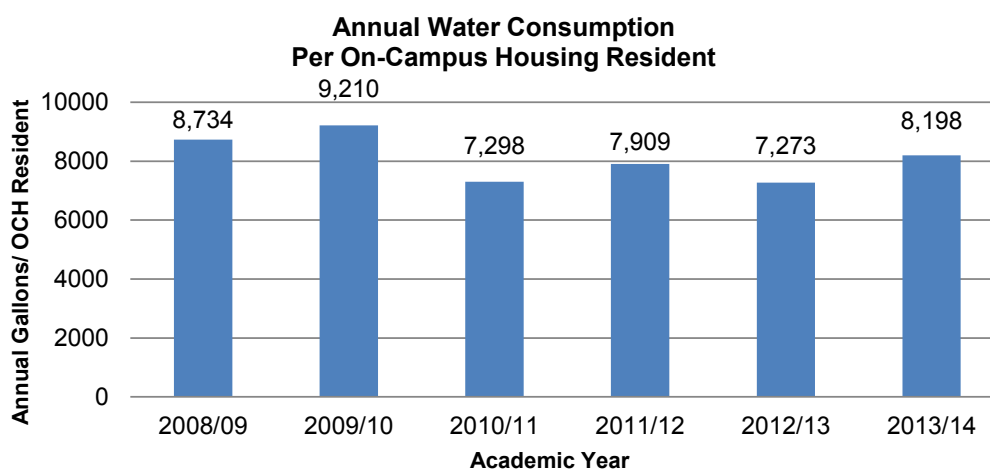
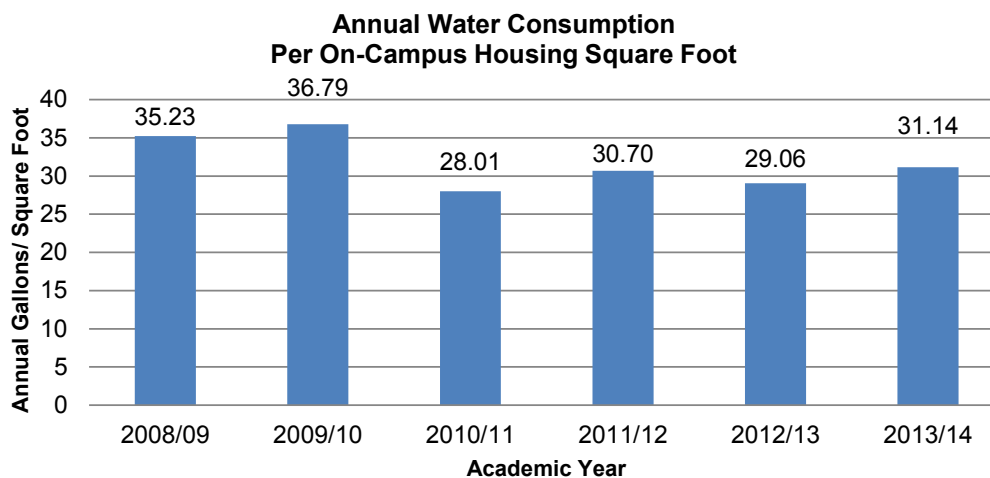


² These figures do not capture any directly billed natural gas consumption from Southern California Gas Company, but will be incorporated in future reporting.

Water

Annual water consumption (gallons) per-square foot captures total On-Campus Housing water consumption during the months of October – June. Total water consumption includes water for both indoor and outdoor consumption, as well as water used in dining operations (excluding Bradley Hall). Annual water consumption per-resident encompasses both individual and community uses of water, including water consumption from residential spaces, dining halls, and common space buildings such as Covell Commons and Carnesale Commons (excludes Bradley Hall).

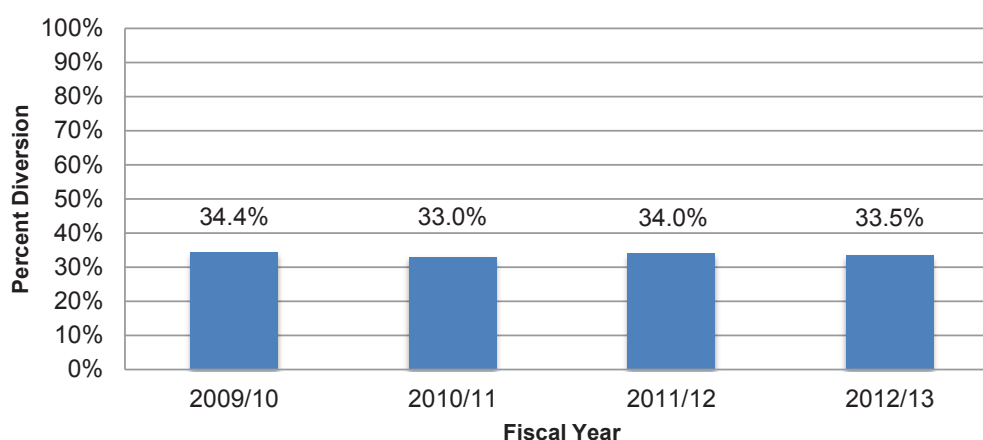
Since the 2008/09 academic year, annual water consumption per-square foot has decreased 11.6%. Annual water use per-resident has decreased 6.1%.



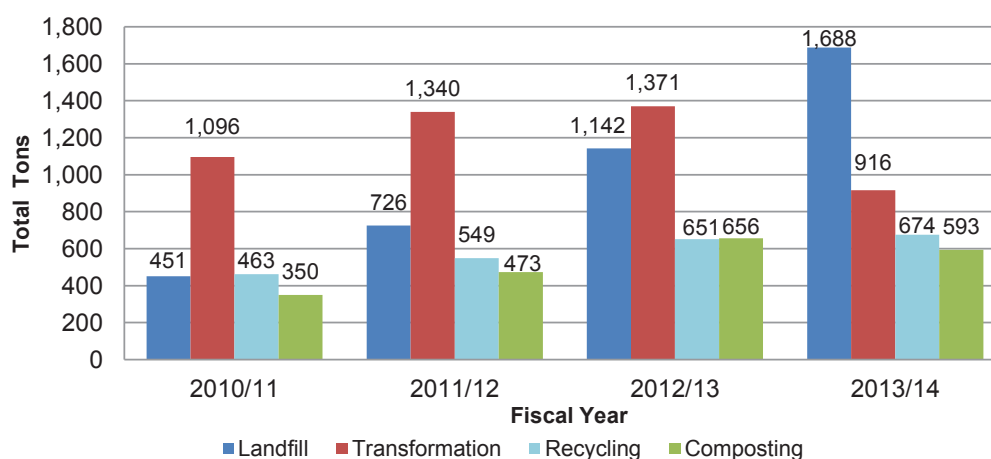
Waste Diversion

Since 2010 On-Campus Housing has added more than 1,500 residents and 435,000 sq. ft. with the completion of the Northwest Campus In-fill project, increasing On-Campus Housing's total waste hauled over the last four years. Total recycling and compost tons have increased, but have been offset by an increase in total landfill and transformation waste. In spring 2013 the campus 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, resulting in a significant increase in landfill waste for both OCH and University Apartments.³ Overall, On-Campus Housing waste diversion has remained relatively constant, with a slight decrease in 2013/14 in waste production per square foot.⁴

Total On-Campus Housing Waste Diversion



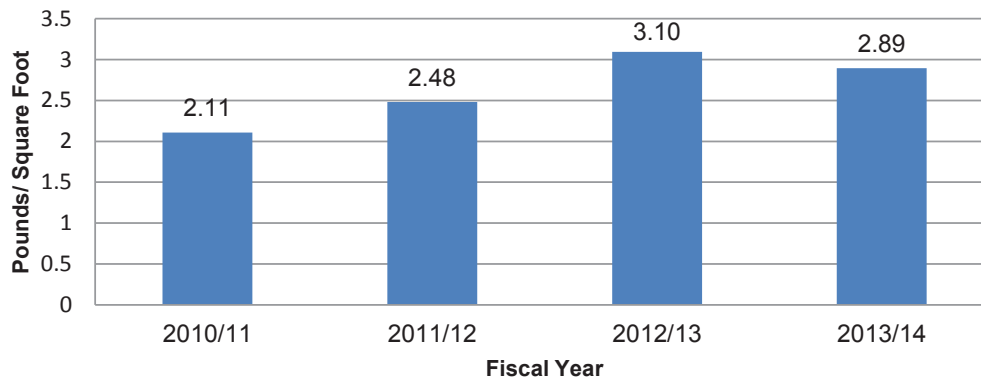
Total Waste Hauled - On-Campus Housing



³ Under SB 1016, jurisdictions can claim no more than 10 percent of the average calculated per capita generation tonnage as waste-to-energy transformation.

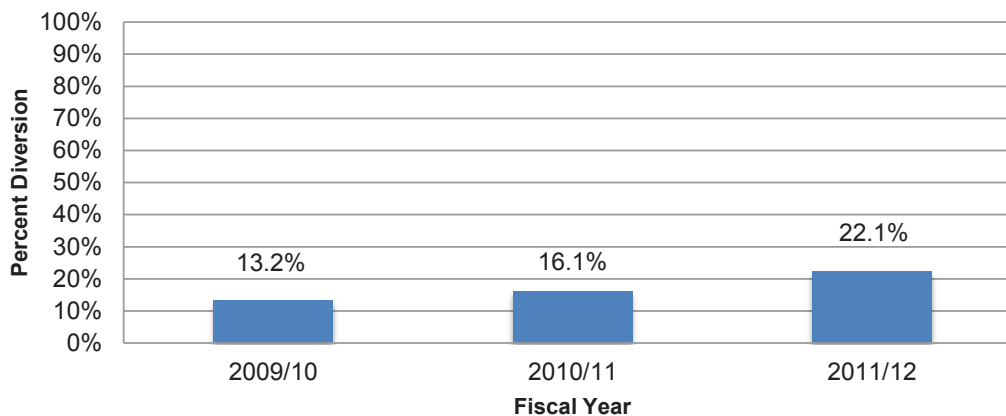
⁴ The Housing & Hospitality Services Sustainability Strategic Plan defines diversion as recycling and compost only.

On-Campus Housing Waste Production per Square Foot

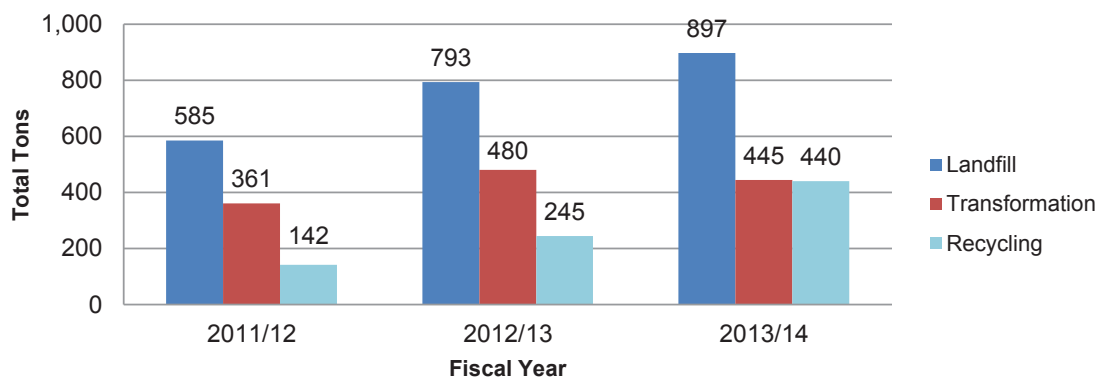


The expansion of recycling and increase in education and outreach has led to a steady increase in diversion for Off-Campus Housing. With the launch of Athens Services' new waste module Green Halo, all H&HS operations will be better equipped to troubleshoot low diversion numbers with location-specific waste tracking.

Total University Apartments Waste Diversion

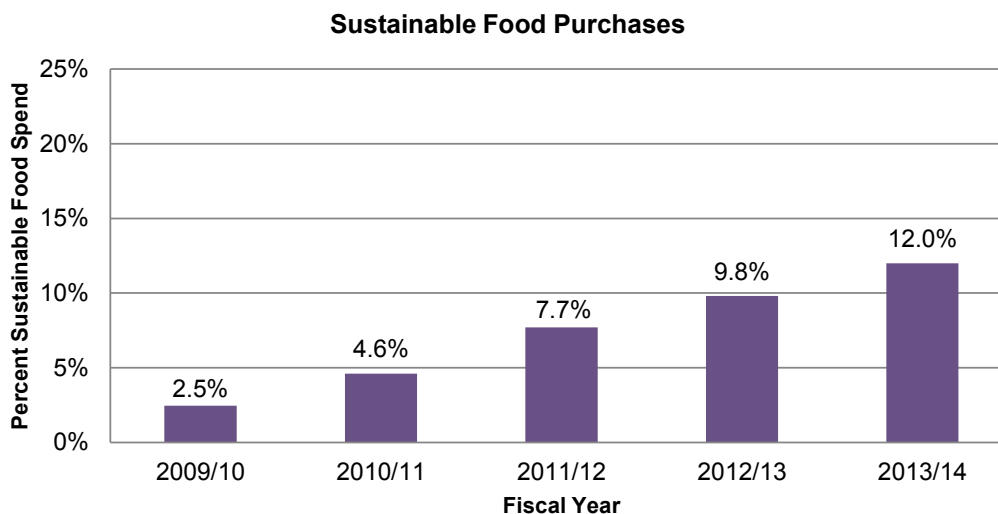


Total Waste Hauled - Off-Campus Housing



Sustainable Food Purchases

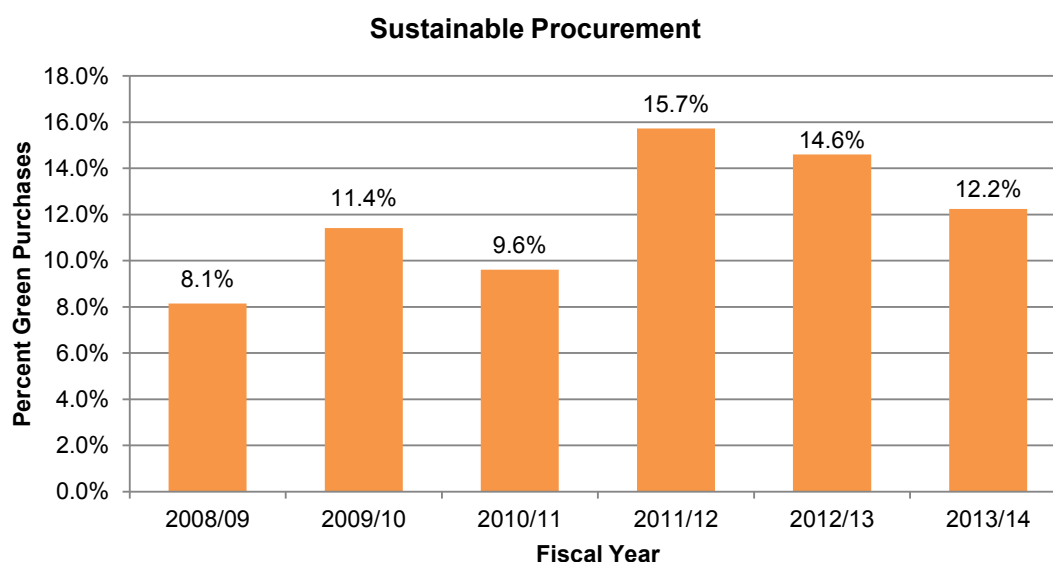
Percent of sustainable food purchases for UCLA Dining and Catering have increased steadily since the addition of the Sustainable Foodservice section of the UCOP Sustainable Practices Policy. Spend figures are on track to meet the goal of 20% sustainable food purchases by 2020.⁵



⁵ Current reporting does not include Lake Arrowhead Conference Center, which will be incorporated into future reporting.

Sustainable Procurement (Non-Food)

The tracking of “green purchases,” items considered to be physical products such as paper and soap, is an additional metric H&HS uses to measure sustainability progress. These figures only include non-food expenditures on operating accounts and do not include major maintenance expenditures. Since 2008/09 the percent of sustainable purchases has increased 4.1%. While total green spend has nearly doubled from \$580,000 to \$1.1 million in that time, total expenditures increased with the opening and occupancy of new buildings. In addition, products originally classified as sustainable products no longer meet H&HS sustainability criteria, resulting in a lower green spend than anticipated.^{5,6}



⁵ Third-party certification bodies such as Green Seal and EcoLogo require manufacturers to recertify products every few years to adapt to more rigorous certification standards; therefore, if a manufacturer does not make changes to the composition of its products it may not meet new certification standards and no longer qualify for certification.

⁶ Product reports were calculated for On-Campus Housing/Dining/Catering/Weyburn Terrace (dept. codes 3170, 3172), University Apartments (dept. codes 3175, 3180), and the Guest House (dept. code 3182).



UCLA Housing & Hospitality Services

An online version of this report is
available on the UCLA Sustainability
website: www.housing.ucla.edu/green