

## **Sustainability 2028 Planning Workshop: Procurement/Waste**

November 4, 2019, 1:00pm-3:00pm

### **Meeting Notes**

Recorded by Elias Platte-Bermeo

### **Meeting Attendees**

Mark Ewalt, Ellen Dux, Farris Sukkar, Elias Platte-Bermeo, Martin Howell, Seth Strongin, Tara Davis, Nichelle Mitchell-Huizar, Jeremy Kagan, Peniel Park, Josh Goldstein, Kim Sandoval, Pix Verendia, Gina Whisenant

### **Meeting Agenda:**

1. Introductions and meeting goals (1 – 1:10)
2. Overview of 2028 Sustainability Planning Process (1:10-1:15)
  - a. We are currently in the “SME Workshop” stage of the waste/procurement process and will next move into a full SSC meeting on waste/procurement
  - b. For verticals already discussed, we have not directly communicated to President Folt yet, but through our channels to her we know she’s very interested in carbon neutrality and will likely want an aggressive carbon neutrality goal
    - i. President Folt is still interested in the concept of “Net Zeros” so zero waste on some scale (campus, specific venues, etc.) will likely be important
    - ii. We don’t yet have guidance on the timeline of carbon and waste goals President Folt will likely want set.
3. Procurement (1:15 – 2:00)
  1. Overview of proposed procurement targets
    - i. In the 2020 Plan, there was a goal to purchase 10% of food from sustainable sources by 2017 and 20% by 2020 and to engage 75% of USC departments and offices in responsible purchasing practices by 2020
      1. Sub-goals of the 2020 plan have been achieved to varying degrees of success, suggesting there is additional progress to be made at USC
    - ii. Procurement at USC is done in a decentralized fashion which presents a number of challenges
    - iii. UC System, Stanford, and other universities have “sustainable procurement guidelines” but the efficacy of these guidelines is varied.
      1. It is important to build an entire program that has true power and accountability mechanisms rather than craft goals without building the processes for implementation
    - iv. Procurement goals are unique because they may need to be revisited over time to ensure that they respond to dynamic markets and the decentralized procurement landscape at USC, with many

stakeholders (schools, departments, etc.) making purchasing decisions.

**v. Goal 1: Develop and implement a university-wide Sustainable Procurement Program**

1. This is intended to go further than “guidelines” or “policies” that lack accountability/enforcement mechanisms
2. This would require 2 stages:
  - a. Planning Process will involve creating a “Sustainable Purchasing Policy”
  - b. Implementation Process may involve:
    - i. developing the accountability structure to ensure desirable purchasing decisions are made
    - ii. sustainability specifications & supply chain outreach to specify sustainability criteria in bidding documents so products are sustainable and to coordinate with key manufacturers to green their supply chain
    - iii. digital infrastructure to simplify the process of making green purchasing decisions
    - iv. training to decentralized staff making purchasing decisions about how they can execute sustainable procurement and what their personal role is in furthering sustainable purchasing
    - v. support for those who want to make sustainable purchases but do not know exactly how to do this
3. A potential way to frame the purchasing policy is in terms of USC’s carbon and waste footprint, since we will be setting important goals in these areas. In other words, building a process to steer purchasing decisions in a sustainable direction if they might impact our carbon and/or waste footprint.
  - a. Example #1: From the waste perspective, one objective could be to establish percentage targets for local sourcing. (Note: Local food sourcing for restaurants and eateries is a function of USC Hospitality/Auxiliaries)
  - b. Example #2: From the carbon perspective, one objective could be to control vehicle fleet purchases to ensure a timely transition to a zero emissions fleet. (Note: Procurement cannot drive or affect zero emissions fleet vehicle purchases however can

- ensure campus is adhering to any requirements/policy as a “gatekeeper” at the transactional level (if implemented as a requirement).
4. Josh Goldstein asked how USC is tracking carbon emissions for Scope 3
    - a. Tracking is very decentralized even within departments and in certain cases the data doesn’t exist. However, now that we are asking detailed questions to inform our greenhouse gas inventory, departments are aware of what they need to track better
  5. Stanford and UC System both have “Sustainable Procurement Guidelines” that lay out categories involved and criteria utilized.
  6. There are many categories with potential sustainable spend but Procurement has no control over spending in each of these areas and varying opportunities for improving sustainability in each of these areas
    - a. Preferred Supplier Agreements are where Procurment can more directly influence sustainable purchasing by vetting sustainable purchasing options and bringing them forward to campus departments. However, Preferred Suppliers with repeatable impactful spend does not represent a large percentage of overall purchases and spend.
  7. Mark suggests that Purchasing partner with a consultant over the next 10 years to drill down on opportunities illustrated by the pie chart showing purchasing percentages
  8. Developing procurement guidelines and programs must involve multiple disparate stakeholders who all have buy-in. Procurement manages preferred suppliers and key contracts, but in the end the individual department decides what they want to order and the suppliers they want to order from. There is a very high percentage of “one off” purchases.
  9. A portion of Procurement Services supports CCD and facilities. CCD drives all construction, contracting, and material requirements and Procurement Services manages the competitive bidding process and transaction process only.
  10. Auxiliary Services has its own procurement team for cost of goods/goods for resale purchases for restaurants, eateries, and bookstore. (i.e., food and logo merchandise), separate from Procurement Services.

2. Components of a sustainable procurement program
  - i. Accountability Structure with an “owner” in some level of senior administration
  - ii. Sustainability Specifications & Supply Chain Outreach to specify sustainability criteria in bidding documents so products are sustainable and to coordinate with key manufacturers to green their supply chain.
  - iii. Digital Infrastructure with online system(s) or portal(s) to facilitate sustainable purchasing from the user
  - iv. Training to decentralized staff making purchasing decisions about how they can execute sustainable procurement and what their personal role is in furthering sustainable purchasing
  - v. Support for those who want to make sustainable purchases but do not know exactly how to do this
3. Review of procurement initiatives
  - i. Procurement has laid out Tier 1 initiatives to finish projects already underway, and these align well with Arup’s proposed components of a Sustainable Procurement Policy
    1. Procurement is in early stages of working to create a website for sustainable purchasing for USC, this will be separate from Workday and eMarket. Peniel notes that the educational and functional side of purchasing will be in separate systems. Education material would very likely be in Trojan Learn along with other USC training modules.
4. Additional Tier 1, 2 and 3 initiatives discussion
  - i. Arup has laid out Tier 2 goals that build on Tier 1 goals and align with Arup’s proposed components of a Sustainable Procurement Policy
  - ii. A policy with real accountabilities would likely need to come from a Presidential or Senior Executive mandate for them to be impactful with all of the disparate purchasing stakeholders
  - iii. Mark would like to incorporate initiatives related to green fleets, local supplying, and other items we want to eliminate from our waste stream (plastics, styrofoam, foil etc.)
    1. Peniel pointed out that, significant deep dives would be required to determine feasibility of truly eliminating certain materials as products can be made of/contain these materials or products may be packaged by the manufacturer in these materials for transport (i.e. styrofoam, foil..etc). It is completely product specific and much of which cannot be predicted due to one-off purchases. Please note a “green fleet” initiative is something that Procurement can support at the transactional level however not drive/influence decisions on vehicle types.

#### 4. Waste (2:00-2:45)

##### 1. Approach diagram and organizational structure

- i. Purchasing → Public Relations → Source Separation → Recycling → Composting

##### 2. Overview of proposed waste targets

##### i. There are many relevant state and local mandates;

1. California 75 Percent Initiative - Policy goal to achieve 75% diversion through recycling, composting and source reduction of solid waste by 2020.
2. AB 341 - Businesses that generate more than 4 cubic yards of solid waste per week must arrange for recycling services
3. SB 1383 - To lower methane emissions, State set 50% reduction goal in statewide organic waste disposal from 2014 levels by 2020, and 75% reduction from by 2025.
4. AB 1826 - Businesses that generate more than 4 cubic yards of solid waste per week must engage in organic recycling activities
  - a. 2020 Assessment: If CALRecycle determines that organic waste diversion of 50% is not achieved, they will lower the threshold to 2 cubic yards per week in 2021

5. Per RecycLA, fines will take effect in December 2020 (\$35 per bin for contamination). Mark would like to estimate the risk of fees from not complying with the mandates. Gina provided data to make that approximation: 5 lifts a week

##### ii. **Goal 1: Divert at least 75% of solid waste from the landfill**

1. Stanford set a Zero Waste by 2030 goal and UCLA set a Zero Waste by 2020 goal
  - a. Stanford is on track to meet this target while UCLA is not because of their shorter timeline
2. LA City pLAn is to hit 90% diversion by 2025 and state of CA has a goal of 75% diversion by 2020
3. USC currently still uses commercial bins which are very expensive under the RecycLA franchise. Installing trash compactors and dehydrators is more cost-effective
4. Currently, haulers are required to track contamination of waste streams for their clients
  - a. FMS waste consultants are conducting waste characterizations. Recycling and compost streams are fairly clean, but there are a lot of organics (edible food, etc.) going to landfill
5. Jeremy believes there is a lesson to be learned on main campus from Wrigley's black fly program.

6. Arup recommends conducting at least one annual waste characterization from 2020 onwards
7. Arup asked if USC has looked at creating an Integrated Waste Management Plan. The waste consultants that FMS has will provide data that can feed into an IWMP. They will provide data and results by the end of December, with recommendations to follow after that
8. Gina notes the 54% diversion previously reported included construction and demolition waste, while the 27% diversion rate currently reported does not. The 27% diversion rate also does not include surplus, source reduction, and green waste recycling.

**iii. Goal 2: Divert at least 75% of construction and demolition waste from all construction projects**

1. Waste diversion focuses heavily on weights and C&D weight is generally heavy, so it's important to distinguish between day-to-day campus waste diversion and C&D waste diversion when setting goals
2. FMS Waste may already be around or beyond 75% diversion for construction and demolition waste
  - a. Mark will work with CCD to determine the actual number

**iv. Goal 3: Increase education on waste reduction and recycling**

1. Education and engagement around each vertical is run primarily through the Office of Sustainability
  - a. Waste education is currently run through print and digital ads around campus
  - b. Other educational opportunities arise from tailgate waste diversion and other highly visible campus events
  - c. OOS will submit a budget request for a staffer focused on communications and social media to create and push education and engagement content
2. The details of these educational campaigns will be discussed more in the 2028 engagement meeting since they will primarily live with the Office of Sustainability

**v. Goal 4: Expand recycling and composting programs campus-wide**

1. Current initiatives: improving USC's recycling program by increasing and standardizing waste bins via Housing pilot program
2. Landscape and yard waste is not counted in current USC diversion rates

- a. Gina stated that the city does not want food waste and landscape waste to be commingled
  - b. Gina notes they previously found that green waste was going to the landfill because there were not enough bins available, so they have since installed 16 new ones.
- 3. Residential dining halls compost pre- and post-consumer waste in the kitchen
- 4. Auxiliary Services is currently piloting front-of-house and back-of-house composting in 3 campus restaurants
- 5. Dining hall composting has been in place for 2 years and averages 1100 pounds per day in post-consumer food waste
- 6. Contaminated waste streams are sent to landfill and result in fees to the University
- 7. Republic is required to collect data on waste stream contamination from clients. Gina will try to get USC-specific contamination data
- 8. Stanford began their composting program in 2003 and it extends to many areas of campus outside of core university operations
- 9. Stanford and UCLA have addressed building-level waste minimization through various methods, including opt-in zero waste programs where interested buildings receive 3-stream infrastructure
- vi. Goal 5: X% of qualifying events are zero waste**
  - 1. USC is already leading the way in zero waste events
  - 2. UCLA has addressed waste from events through a Green Event Seal that touches 6 different areas of sustainability
  - 3. Stanford event policy requires compost, recycling, and landfill bins to be ordered by every event host
- 3. Review of waste initiatives
- 4. Additional Tier 1, 2 and 3 initiatives discussion
- 5. Open Discussion (2:45-3:00)
  - a. Some of the proposed waste goals are less aggressive than The City's goals
    - i. For most other verticals, Arup's goals are more aggressive than the City's. However, many of these proposed waste goals are not yet tied to dates so they can be made more aggressive in terms of timeline
    - ii. It is tough for FMS to determine whether Arup's proposed goals are too lofty or not aggressive enough because they do not yet have the most accurate calculation of our current diversion rate. The FMS waste consultants will hopefully provide the data points that

will feed into this accurate diversion rate so we can better understand the status quo.

1. Gina reiterated that it is important for cultural change at USC to take place before we can see the fullest level of diversion
- iii. It will be helpful for FMS to bring more insights from their consultant into the next full SSC meeting, even if they are not from the consultant's polished report