



The Metro Sustainability Management System Pilot Project

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Outline

- **Background & Approaches**
- **Pilot Project Structure**
- **Elements of the Metro (enhanced) EMS**
- **Metro Pilot Project Early Outcomes**
- **Lessons Learned & Next Steps**

Background

- **Metro's past approaches produced many laudable environmental successes and established Metro as an environmental leader**
- **However, Metro realized additional tools and approaches are needed in addressing the emerging challenges of Climate Change and Sustainability (*AB 32, Green Chemistry, et al*) given constrained resources**

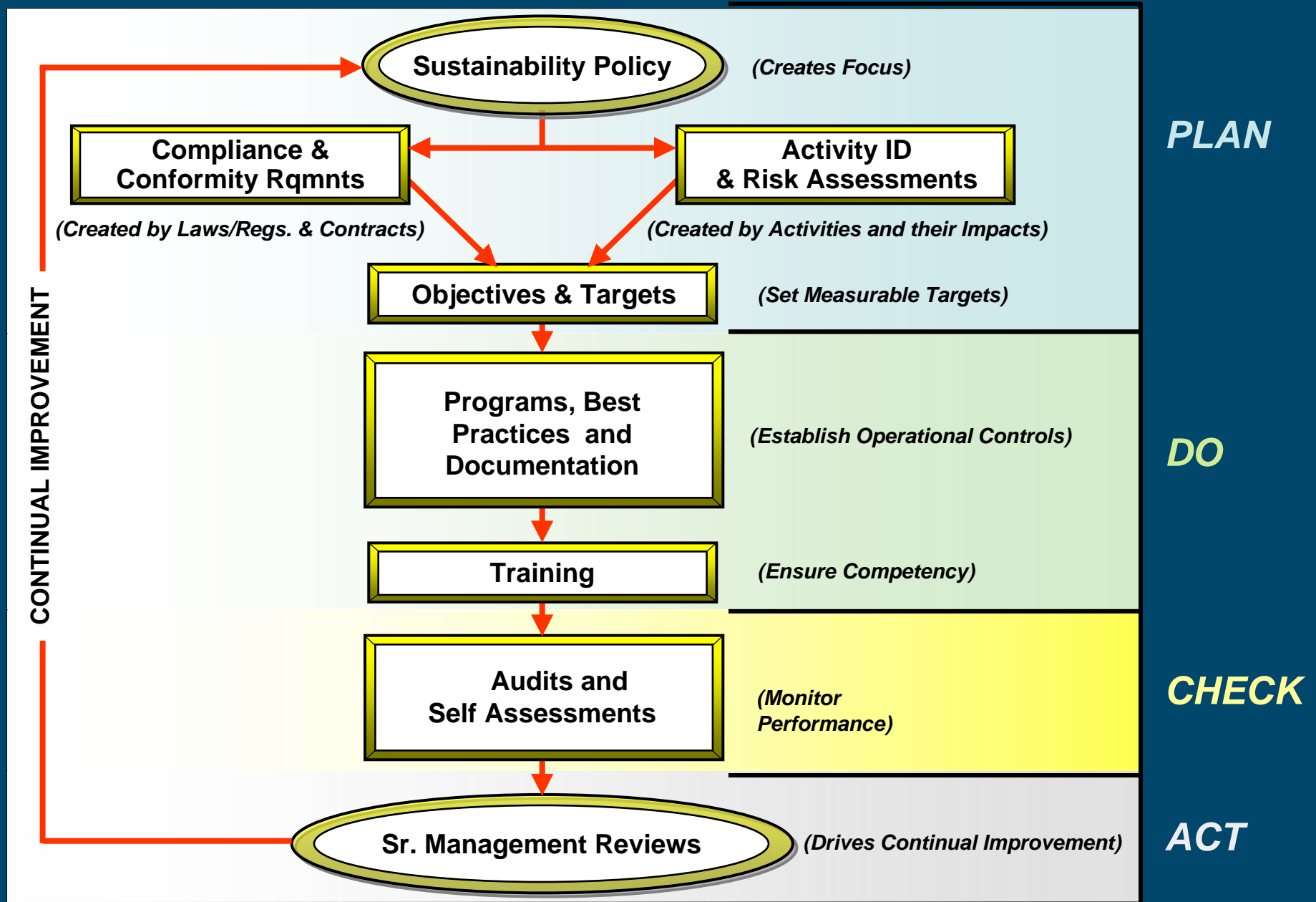
Pilot Project Objectives

- **Develop risk-opportunity based approaches that are proven, systemic in nature, multi-functional, organization-wide and strategic**
- **Pilot Test at selected site (*Bus Maintenance facility*)**
- **Utilize ISO-based management systems as the framework - use ISO 14001 as the core system and integrate quality, and health and safety**
- **Stress short term results w/o losing sight of long-term strategies**

The Pilot Project Challenge: Take all this Chaos...



And Turns It Into This: A Sustainability Management System (SMS)



A Foundational Strategy:

- **Sustainability is a Journey – not a Destination**
On this Journey there ARE no Silver Bullets



There is However – Silver Buckshot...

Metro's Framework for Sustainability

- **Metro's Pilot Project is based on fundamental, proven approaches (used by business leaders):**
 - *Standards-based Management Systems*
 - *Best Industry Practices*
 - *Collaboration & Partnering*
 - *Relentless Innovation*
 - *Continual Improvement*
- **Metro's Pilot Project incorporates these into a simplified cost-effective integrated system to address all Metro's challenges:**
 - *The Metro Sustainable Management System (SMS)*
- **The SMS is their roadmap to sustainability**



Integrated Management Systems and Sustainability

The Metro SMS addresses quality management, environmental, and health and safety (and security, later) matters in a single, cohesive and unified system

It's what world-wide leaders are using to become sustainable

And they work.

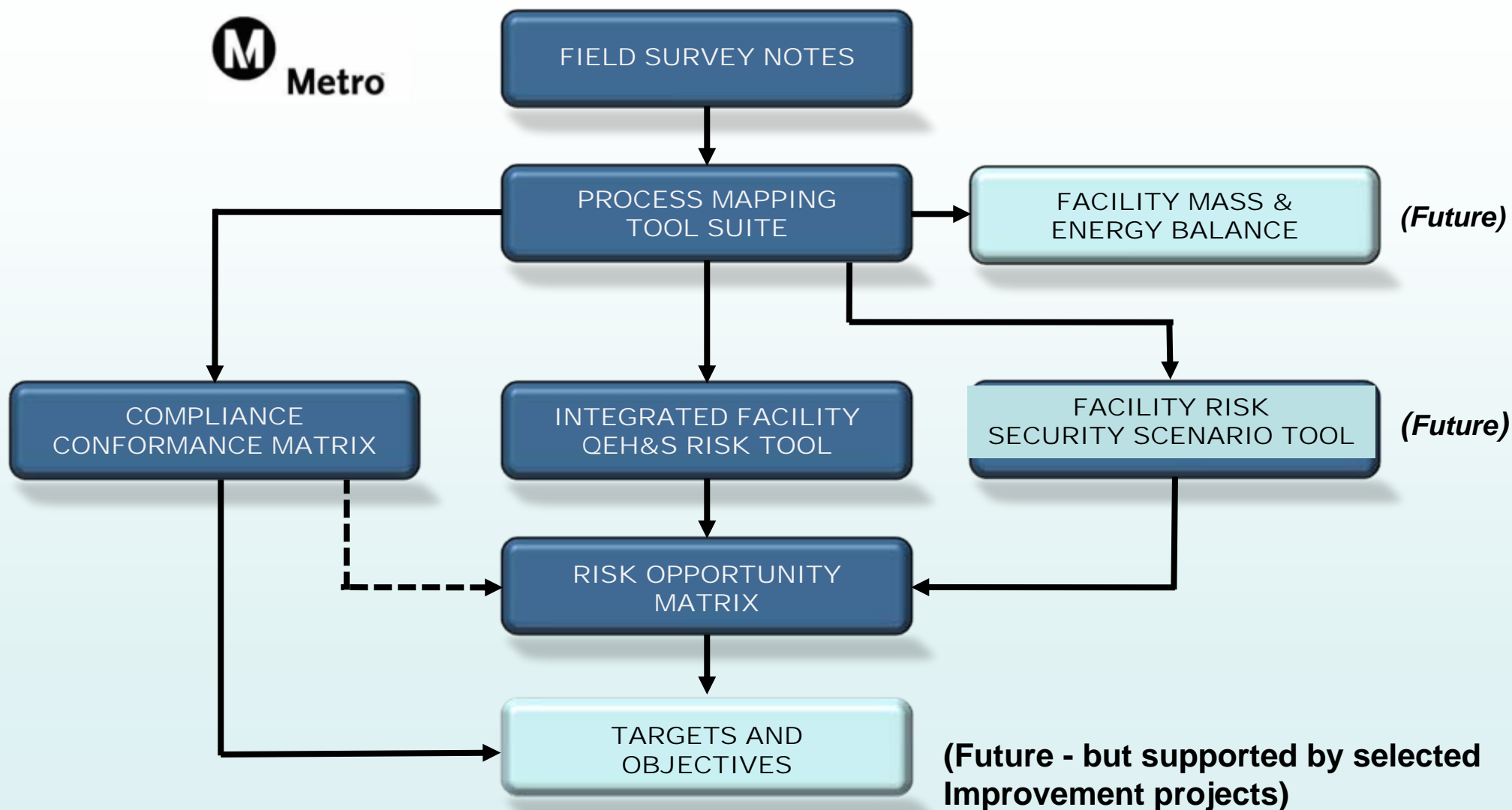


Pilot Project Approaches

- **Site with proactive leadership selected for Pilot testing**
- **Key processes selected, process-mapped, and activities/assets and their impacts rated and ranked**
- **Vital tools were developed and tested – “*The Metro Risk Management Tool Suite*”:**
 - *Process-mapping tool*
 - *Integrated risk tool*
 - *Compliance matrix*
 - *Database development*
- **Reinvest any cost savings into Metro’s Sustainability Program**

Driving Performance and Change: The Metro EMS Tool Suite

LAC MTA Division 10 Integrated Quality Management Tool Suite



Project Highlights

- **Multi-functional, Corporate, Division and expert consultants project team formed:**
 - *Synergies & collaboration drive positive change*
- **Strategic mindset created w/focus on short-term results**
- **Improvement projects identified that will:**
 - *Reduce energy usage*
 - *Improve environmental compliance*
 - *Address water conservation*
 - *Improve waste disposal practices*
 - *Improve recycling and resource use*
 - *generate alternative “Green” chemicals/supplies*

The Pilot Project Next Steps

- **Complete process-mapping**
- **Develop procedures** (*institutionalize practices for eventual Metro-wide roll-out*)
- **Complete compliance matrix**
- **Prepare audit, training & management review modules**
- **Institutionalize through an information management system** (*facilitates roll-out of pilot project results Metro-wide*)

Early Learning's and Conclusions

- **An enhanced EMS suitably addressed Metro's sustainability programs and objectives**
- ***Teamwork and collaboration is vital***
- ***Top-Management buy-in and engagement is a necessary component***
- ***Focus on results while not losing sight of strategy (tough but do-able)***

An enhanced EMS can be implemented with modest investments - the approach is understandable, practical and the early results are compelling

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