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
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...

- Regulatory Reports
- Emergency Response Plans
- AB 32 Compliance
- Communications
- EH&S Audits
- Business Continuity
- Legal Requirements
- Compliance Programs
- Budget Shortfalls
- Corrective Actions
- Form Policies
- Training Compliance Programs
- Corrective Actions
- Compliance Programs
- Budgets
- Objectives & Targets
- Pollution prevention efforts
- Calibrations
- TRC: Leading the Transition Towards Sustainability
And Turns It Into This:
A Sustainability Management System (SMS)

- Sustainability Policy (Creates Focus)
- Activity ID & Risk Assessments (Created by Activities and their Impacts)
- Objectives & Targets (Set Measurable Targets)
- Compliance & Conformity Rqmnts (Created by Laws/Regs. & Contracts)

CONTINUAL IMPROVEMENT

- Programs, Best Practices and Documentation (Establish Operational Controls)
- Training (Ensure Competency)
- Audits and Self Assessments (Monitor Performance)
- Sr. Management Reviews (Drives Continual Improvement)

PLAN
DO
CHECK
ACT

TRC: Leading the Transition Towards Sustainability
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 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
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

- **Field Survey Notes**
- **Process Mapping Tool Suite**
  - **Compliance Conformance Matrix**
  - **Integrated Facility QEHS Risk Tool**
  - **Risk Opportunity Matrix**
  - **Targets and Objectives**
    - (Future - but supported by selected improvement projects)
- **Facility Mass & Energy Balance**
  - (Future)
  - **Facility Risk Security Scenario Tool**
    - (Future)
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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