



Board Report

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EXECUTIVE MANAGEMENT COMMITTEE JANUARY 15, 2026

SUBJECT: MOVING BEYOND SUSTAINABILITY FIVE-YEAR UPDATE

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE the Moving Beyond Sustainability (MBS) Five-Year Update.

ISSUE

In September 2020, Metro's Board of Directors (Board) adopted Moving Beyond Sustainability (MBS), our 10-year Sustainability Strategic Plan (Plan). The Plan commits Metro to several ambitious sustainability goals to achieve three things: first, advance the agency's sustainability vision of creating an organizational culture and workforce that continually integrates sustainability into all aspects of decision-making and execution; second, increase mobility and access to opportunities for the communities Metro serves; and third, affirm Metro as a public transit leader that is setting the standard for transit agencies across the United States on taking bold action to tackle climate change and address serious environmental challenges. The MBS is Metro's sustainability and resiliency roadmap to 2030 and beyond.

When Metro adopted MBS, staff committed to updating the Plan every five years, accompanied by formal progress reports every two years and annual performance updates through Metro's online [Sustainability Reporting Dashboard <https://sustainabilityreporting.metro.net/>](https://sustainabilityreporting.metro.net/). This document is our first formal Five-Year Update.

BACKGROUND

Metro is California's largest transit agency (by ridership) and the second-largest in the United States. Metro serves nearly a million riders each day, and consequently, the agency's operations and services have a measurable, positive impact on our environment and climate. Ridership associated with the use of our transportation system provides benefit to annually reduce over a million metric tons of greenhouse gases (GHGs) from entering the atmosphere. The air quality and other benefits derived from our programs reduce environmental and health impacts. However, operating our system also comes with financial, social, and environmental costs that need to be mitigated wherever feasible and possible.

For nearly two decades, Metro has instituted policies, plans, initiatives and reporting that have

embedded sustainability, community resilience and equity into our decision-making and operations. In 2020, Metro reaffirmed and expanded our commitment to this work through the MBS. The MBS established 20 quantitative and/or time-bound targets across seven categories of performance, all underpinned by strategies and actions to be implemented by Metro staff.

Metro recently released its latest MBS 2024 Bi-Annual Report, which shows that Metro has achieved or is on track to achieve 80% of its targets by 2030, with the remaining targets still in progress or requiring additional action to ensure achievement. Despite the significant operational and regional disruptions posed by the global COVID-19 pandemic and other world events, Metro has made significant progress on its sustainability goals. However, for Metro to achieve the remaining sustainability goals and targets, the path forward through 2030 must be calibrated to thoughtfully account for Metro's present fiscal realities and other economic and social considerations, all the while remaining in alignment or ahead of California State and federal regulatory requirements.

DISCUSSION

The MBS Five-Year Update is both a reflection of Metro's progress to date and an updated roadmap for executing our sustainability vision through 2030. The Update includes:

- summaries of Metro performance on all performance targets;
- key achievements, implementation challenges, and cost considerations across all performance categories;
- a shortlist of priority next steps to drive achievement of the targets through 2030; and
- an updated blueprint for advancing sustainability at Metro that accounts for the fiscal cliff, advances Metro's agency-wide priorities, and satisfies existing regulatory requirements.

Staff prepared this Update over the course of the last 16 months through four phases of work:

1. Stakeholder Outreach (Fall 2024) - Outreach to departments across Metro to assess progress on strategies and actions in MBS and identify newly emerging priorities and challenges through 2030.
2. Progress Evaluation (Spring 2025) - Completion of the latest biennial report on MBS, which provided updated performance on all of the performance targets through 2024; internal revisions of the strategies and actions in MBS to reflect the findings from stakeholder discussions in Fall 2024.
3. Plan Update and Stakeholder Follow-Up (Summer 2025) - Drafting of the Five-Year Update and follow-up with stakeholders to confirm directions on strategies and actions.
4. Review and Finalize (Fall 2025) - Finalization of the Five-Year Update.

Findings

Through the preparation of the Five-Year Update and the latest MBS biennial report, Metro assessed its progress across all of the original MBS performance targets, as well as on its strategies and actions. The findings include:

1. 80% of Metro's MBS targets have been achieved or are on track for achievement within the next five years.
2. Partnerships with key departments are paying off and are responsible for driving the achievement of most of the targets.
3. Initiatives to reduce air pollution and GHG emissions are proving to be highly effective. Metro is currently committed to reducing total GHG emissions by 79% from its 2017 baseline. Since 2017, Metro has reduced emissions by nearly 68%. Metro is also far exceeding targets tied to reducing criteria air pollutants (i.e., nitrogen oxides and particulate matter).
4. Landfill diversion efforts on construction sites are showing impressive results, currently exceeding Metro's construction waste diversion target of 85%.
5. Metro is currently ahead of schedule with respect to its energy demand target, as well as its water quality and conservation targets.
6. Metro is presently behind schedule on two of the MBS targets, including operational solid waste reduction and growth in onsite renewable energy generation. This lag in performance on the renewable energy and waste MBS targets reflects system growth that resulted in an increased 5-year baseline faster than renewable deployment and waste diversion programs have scaled, rather than a loss of progress or commitment.

Considerations

As part of the process, staff engaged with Metro departments and senior leadership to better understand successes and challenges tied to the execution of the MBS strategies and actions. This is key to ensure that the Five-Year Update remains aligned with concurrent planning efforts and agency-wide priorities. As the agency approaches the next five years of implementation, staff will focus on ensuring that the execution of MBS continues to be performed in close coordination with all Metro departments; and with deliberate focus on the following agency-wide priorities:

- promoting customer experience, safety, and security;
- ensuring system reliability and resilience;
- advancing equity and climate justice;
- centering fiscal responsibility and sustainability;
- establishing and strengthening community partnerships;
- developing our regional youth and the green workforce of the future; and
- continuing to integrate sustainability and resiliency into the governance and organizational culture.

With respect to executing the remaining MBS targets, Metro recognizes the following as potential challenges requiring attention over the next five years.

- Progress on the MBS targets may be affected as capital projects come online through 2030. As new projects are initiated, resource demand and waste generation will increase, requiring additional action to ensure Metro achieves its targets.
- Addressing the fiscal cliff will require Metro to center the efforts on programs and projects that both drive achievement of the MBS targets but also create value and reduce costs for the agency.

System expansion has increased total energy demand and operational waste generation; Metro must align capital delivery and operational practices-particularly on-site renewable deployment and waste reduction/diversion-to advance targets that are currently behind schedule.

Continued commitment to the execution of MBS will result in further reduction of Metro's environmental impact (e.g., air pollutants, greenhouse gas emissions, resource use) while reducing operational costs and increasing resiliency.

Staff continues to explore opportunities in optimizing cost-savings and monetize environmental attributes derived from MBS programs and projects. These attributes are in the form of carbon credits, advanced mitigation credits, renewable energy credits and similar instruments. For example, up to 80% of Low Carbon Fuel Standards credits proceeds have been directed to be used for our Zero Emissions Bus program.

Funding for non-capital Sustainability projects (450001-450009) is from the General Fund/Green Funds that are generated by sustainability activities. Any future proposed capital project life of project (LOP) budgets will be a mix of eligible and available local funds or other funds appropriate for sustainability-related capital projects.

DETERMINATION OF SAFETY IMPACT

Updates to the MBS will enhance safety standards for Metro. The implementation of priority next steps outlined in this Five-Year Update will also contribute to improvements to Metro's system resilience, the comfort and safety of passengers, and the region's air quality and environment which will have a positive impact on the health and safety of Metro staff, riders and surrounding communities. Staff remains committed to advancing MBS and the broader sustainability program in alignment with Metro security guidelines and customer experience efforts.

EQUITY PLATFORM

The original MBS plan includes several actions that are focused on generating equitable outcomes and reducing environmental burdens in Metro Equity Focus Communities (EFCs). The Five-Year Update does not deviate from this priority, continuing to center actions that provide local health benefits and opportunities for continued workforce development partnerships. Ongoing updates to the MBS strategies and actions continue to prioritize initiatives that support long-term operational sustainability of Metro's growing transit system, positively impacting EFCs, customers and broader transit system users across LA County.

New capital projects, programs and initiatives will continue to be fed through integrated equity assessments in early planning phases, using data and resources from the forthcoming Equity Toolkit, Community Demographic Profiles and Metro's Cost Benefit Analysis (CBA) for larger capital projects. The data and insights collected from these assessments are intended to support the ongoing evaluation and continual improvement of sustainability, energy equity and climate action as part of Metro's Equity Platform.

While staff only engaged internal departments to prepare this Five-Year Update, new strategic priorities are introduced in this plan that have a more overt focus on community partnership and engagement and introduce program evaluation criteria for projects and programs that center on engagement, equity outcomes, and other co-benefits.

VEHICLE MILES TRAVELED OUTCOME

Vehicle Miles Traveled (VMT) and VMT per capita in LA County are lower than national averages, the lowest in the SCAG region, and on the lower end of VMT per capita statewide, with these declining VMT trends due in part to Metro's significant investment in rail and bus transit. Metro's Board-adopted VMT Reduction Targets align with California's statewide climate goals, including achieving carbon neutrality by 2045. To ensure continued progress, all Board items are assessed for their potential impact on VMT.

As part of these ongoing efforts, this item is expected to contribute to further reductions in VMT. While this item does not directly encourage transit, sharing a ride, or using active transportation, it is a vital part of Metro operations, as it supports operational resiliency, environmental and sustainability goals and cost-effective resource management strategies. Because the Metro Board has adopted an agency-wide VMT Reduction Target, and this item supports the overall function of the agency, this item is consistent with the goals of reducing VMT.

*Based on population estimates from the United States Census and VMT estimates from Caltrans' Highway Performance Monitoring System (HPMS) data between 2001-2019.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

Continued implementation of Metro's sustainability strategic plan supports Strategic Goals 2, 3 and 4 by optimizing the delivery and performance of Metro's transportation system through the incorporation of sustainability, equity, livable neighborhoods, environmental compliance and other sustainable principles and practices throughout Metro's organization and the transportation system.

NEXT STEPS

Staff will continue to work across internal departments and with external partners and stakeholders to implement the MBS strategies and actions to continue achieving our sustainability and resilience goals. This cross-functional engagement will enable more strategic and coordinated progress towards sustainability and resiliency planning and implementation.

Staff will continue to provide regular updates to the Board through annual updates to the American Public Transportation Association (APTA) Sustainability Metrics and through biennial updates on the MBS targets. Previous reports can be found through Metro's online [Sustainability Reporting Dashboard <https://sustainabilityreporting.metro.net/>](https://sustainabilityreporting.metro.net/).

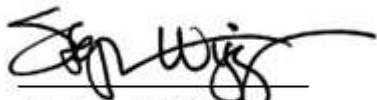
ATTACHMENT

Attachment A - Moving Beyond Sustainability Five-Year Update

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A handwritten signature in black ink, appearing to read 'Step Wiggins', written over a horizontal line.

Stephanie Wiggins
Chief Executive Officer

Moving Beyond Sustainability

Five-Year Update



Metro[®]

DECEMBER 2025

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Executive Summary

What is *Moving Beyond Sustainability*?

For nearly two decades, Metro has instituted policies, plans, initiatives and reporting that have embedded sustainability, community resilience and equity into our decision-making and operations. In 2020, we reaffirmed and expanded our commitment to this work through our 10-year strategic sustainability plan, *Moving Beyond Sustainability* (MBS). Through MBS, we set ambitious sustainability goals that would achieve two things. First, they would advance our sustainability vision: of creating an organizational culture and workforce that continually integrates the principles of sustainability into all aspects of decision-making and execution to enhance communities through mobility and access to opportunity. Second, they would reaffirm Metro as a public transit leader, setting the standard for transit agencies across the United States on taking bold action to tackle climate change and address serious environmental resource challenges.

MBS established twenty (20) quantitative and/or time-bound targets across seven (7) categories of performance, all underpinned by strategies and actions to be implemented by Metro staff. Collectively, they constitute a practical roadmap that has guided our agency's work for the last five years.

About the *MBS Five-Year Update*

When Metro adopted *Moving Beyond Sustainability*, we committed to updating the plan every five years, accompanied by formal progress reports every two years and annual performance updates through Metro's online Sustainability Reporting Dashboard. This document is our first formal *MBS Five-Year Update*, with the purpose of summarizing our progress towards the MBS goals and targets and providing an updated roadmap for executing our sustainability vision through 2030.

This *MBS Five-Year Update* is primarily divided into three key chapters:

1. Overview. This chapter provides a short history of MBS and context for progress on the plan since 2020. It also explains the substance of this *Five-Year Update*, providing additional background about alignment with existing Metro plans and regulatory requirements.

- 2. Our Performance to Date.** This chapter is a summation of Metro's performance on all of its quantitative and time-bound targets across the seven (7) MBS performance categories. Each target is assessed for level of achievement, and each category includes a short summary of key achievements, implementation challenges and cost considerations, as well as a shortlist of priority next steps to drive achievement of the targets through 2030.
- 3. Looking to 2030.** This chapter is an updated blueprint for advancing sustainability at Metro out through 2030 and beyond in recognition of evolving environmental, political, financial and socioeconomic realities. In particular, it outlines how Metro will achieve the MBS goals and targets amidst present and future challenges and how sustainability can help the agency persevere through these challenges.

Our Performance to Date

This *Five-Year Update* provides a summary of our performance on the targets established in MBS. The targets are precise, timebound and quantifiable benchmarks to measure our progress towards our goals. Each target is measurable, stated in terms of results and assigned with a milestone completion date by 2030 (or earlier as designated). In MBS, these targets were established in support of broader goals that define what Metro is trying to accomplish programmatically and organizationally. The original plan also details a series of strategies and actions to support the achievement of the targets. For each and every target, we provide a short summary of our performance through 2024 (the latest reporting period), as well as a status marker indicating whether Metro has achieved the target, if the target is on track for achievement, if the target is in progress or if it is behind schedule and requires additional action.

Of the twenty (20) targets included in MBS, Metro has made significant progress since 2020:

- > Achieved 3 targets
- > On track to achieve 13 targets
- > In progress to achieve 2 targets
- > Behind schedule and requires additional action on 2 targets

Performance Summary

CATEGORY	PERFORMANCE THROUGH 2024	STATUS
Water Quality and Conservation		
1. Reduce potable water use by 22% from the 2030 Business as Usual scenario.	38.9% Reduction from 2024 BAU	On track for achievement <i>(ahead of schedule)</i>
2. Increase runoff infiltration and capture capacity for stormwater by 15% from 2022 baseline levels.	56.4% Increase from 2022 Baseline	On track for achievement <i>(ahead of schedule)</i>
Solid Waste		
1. Reduce annual operational solid waste disposal 24% from 2030 Business as Usual scenario.	10.7% Reduction from 2024 BAU	Behind schedule and requires additional action
2. Achieve 50% landfill diversion rate for operational waste.	39.9% Diversion from Landfill	In progress, but requires additional action
3. Achieve 85% construction landfill diversion rate.	87.9% Diversion from Landfill	On track for achievement
Materials, Construction and Operations		
1. Achieve LEED Silver certification for all new facilities over 10,000 square feet, and achieve Envision certification where LEED is not applicable.	15 LEED Silver and Gold certifications achieved and 8 in progress as of 2024	On track for achievement <i>(ongoing)</i>
2. Design and build 100% of capital projects to CALGreen Tier 2 standards.	19 projects participating in Engagement Team process in pursuit of CALGreen Tier 2	On track for achievement <i>(ongoing)</i>
3. Complete Sustainable Acquisition Program training implementation and develop 2030 program targets for annual sustainable acquisition spend by 2022.	Agency-wide roll-out by December 2025	On track for achievement <i>(behind schedule)</i>
Energy Resource Management		
1. Reduce energy consumption by 17% at facilities from the 2030 Business as Usual scenario.	23.8% Reduction from 2024 BAU	On track for achievement <i>(ahead of schedule)</i>
2. Increase onsite renewable energy generation to 7.5 MW	2.6 MW Onsite Renewable Capacity	Behind schedule and requires additional action

continued on next page

Performance Summary *(continued)*

CATEGORY	PERFORMANCE THROUGH 2024	STATUS
Emissions and Pollution Control		
1. Displace 903,000 MTCO₂e annually.	1,134,595 MTCO ₂ e Displaced	On track for achievement
2. Reduce total GHG emissions by 79% from 2017 baseline.	67.9% Reduction from 2017 Baseline	On track for achievement
3. Reduce total nitrogen oxides (NOx) emissions 54% from 2018 baseline.	92.2% Reduction from 2018 Baseline	On track for achievement <i>(ahead of schedule)</i>
4. Reduce total particulate matter (PM) emissions 62% from 2018 baseline.	73.6% Reduction from 2018 Baseline	On track for achievement <i>(ahead of schedule)</i>
Resilience and Climate Adaptation		
1. Identify all acute shocks or stressors for critical and/or vulnerable areas at or near Metro infrastructure by 2025.	1,341 assets evaluated for risk level across 6 types of climate hazards	Target achieved
2. Implement the flexible adaptation pathways concept to incorporate climate adaptation into planning, procurement, asset management and operations by 2025.	48 department representatives engaged in All Hazard Mitigation planning and adaptation implementation	Target achieved
3. Prioritize improvements to locations, facilities, infrastructure, equipment and operations to reduce risk.	37% of evaluated stations received increased appearance scores and 57% received increased functionality scores in Q4 2024 (from Q3 2024)	On track for achievement <i>(ongoing)</i>
Economic and Workforce Development		
1. Review job classifications on a regular basis and eliminate obsolete requirements that create barriers to career advancement.	100% of Job Classifications Reviewed	Target achieved
2. Recruit employees from diverse sources, including vocational schools, community colleges, groups supporting formerly incarcerated persons and organizations supporting persons with disabilities and older adults.	4.6% of Total Hires Agency-Wide were Veteran Hires between 2023 and 2024	On track for achievement <i>(ongoing)</i>
3. Achieve triennial DEOD contracting goals related to small, disadvantaged and veteran-owned businesses.	12.2% SBE Participation in 2024 8.3% DBE Participation in 2024 1.2% DVBE Participation in 2024	In progress, but requires additional action

Looking to 2030

As Metro looks ahead to 2030, we remain steadfastly committed to achieving our *MBS* goals and targets. Our performance to date is indicative of meaningful progress across the vast majority of our targets, and Section 2 outlines some of our priority next steps to drive achievement through 2030. However, our sustainability and climate action work is not bound solely to the achievement of quantitative milestones. Instead, our work has tangible impacts on Metro's broader strategic objectives.

In this *Five-Year Update*, we share a renewed set of strategic priorities for our sustainability program through 2030 and beyond. These priorities do not take the place of existing *MBS* goals, targets, strategies and actions. Instead, they provide critical contextual emphasis to the holistic importance of our work and function as firm guideposts for our sustainability program.

MBS 2026-2030 Strategic Priorities

PRIORITY	PRIORITY DETAIL
Equity and Climate Justice	We will determine where and how sustainability can continue to address systemic inequities across LA County and protect communities that are affected “first and worst” by the impacts of climate change.
Fiscal Responsibility	We will use sustainable practices, programs and standards to reduce expenses and generate value for Metro in the face of an anticipated fiscal deficit over the next several years.
Customer Experience, Safety and Equity	We will leverage sustainability projects and best practices to drive measurable improvement to customer experience and create a safer, more equitable transit experience for all Angelenos.
System Reliability and Resilience	We will establish and uphold infrastructure, procedures and partnerships to ensure that the Metro system remains up and running in the face of acute shocks or chronic disruptions.
Community Partnerships	We will strengthen and support our partnerships with community-based organizations and other regional stakeholders, and identify where those partnerships can drive achievement of Metro's sustainability strategy.
Regional Youth and Workforce Development	We will build on existing youth and workforce development programs to strengthen the LA County economy, improve livelihoods for Angelenos and create an agile green workforce.
Governance, Culture and Compliance	We will continue to integrate meaningful sustainability governance and uphold environmental compliance throughout Metro, with attention to improving decision-making and driving positive behavioral change.

Steps to Ensure Implementation

As an agency, we are leveraging the halfway mark of *MBS* to reinvigorate our staff and activate new resources to achieve our goals. It remains the responsibility of our Office of Sustainability to shepherd this plan forward, and to work with departments across the agency to execute the actions therein over the next five years. To ensure more consistent and transparent tracking of efforts, it is our intent to establish a cross-department steering committee to oversee and track our process against our *MBS* goals, chaired by our Office of Sustainability and with reporting responsibilities to Metro's Senior Leadership Team and Board of Directors.

To support successful *MBS* implementation through 2030, Metro will implement measures that improve governance, readiness and resilience across the agency:

- > **Regional and Interagency Coordination:** Metro will establish formal sustainability and resilience coordination with partner agencies including SCAG, Caltrans, LADWP and LA City to align *MBS* actions with regional sustainability and hazard mitigation goals.
- > **MBS Risk Register and Scenario Planning:** Metro will develop an *MBS*-specific risk register and conduct periodic scenario planning to identify high-risk implementation areas (e.g., funding volatility, labor capacity, climate extremes) and mitigation plans.
- > **Sustainability Performance Dashboard:** By 2026, Metro will launch an enhanced publicly accessible Sustainability Dashboard showing real-time performance across *MBS* targets, geographic equity distribution and community engagement metrics.

- > **Annual Target Refresh Cadence:** Metro will define an annual review and refinement cycle for *MBS* targets, aligned with Board reporting and external input mechanisms.
- > **Workforce Integration and Capacity Building:** Metro will increase sustainability-focused staff training and measure the percentage of capital projects managed by staff with sustainability credentials or performance goals.
- > **Oversight and Audit Integration:** Metro will explore the establishment of a process to define sustainability-related audit metrics in collaboration with the Management Audit Services team and Office of the Inspector General.
- > **Tiered Implementation Scenarios:** Metro will outline low-, medium- and high-investment paths for each major *MBS* initiative, identifying actions that can move forward under fiscal constraint versus those requiring expanded resources.
- > **Public Co-Design and Tradeoff Transparency:** Metro will establish mechanisms to engage Equity Focused Communities and youth stakeholders in prioritizing actions and understanding the tradeoffs inherent in sustainability implementation.

Together, these initiatives will enhance Metro's capacity to deliver resilient, equitable and climate-ready transit services throughout Los Angeles County.

As an agency, we are leveraging the halfway mark of *MBS* to reinvigorate our staff and activate new resources to achieve our goals.

1. Overview

The Los Angeles County Metropolitan Transportation Authority (Metro) is California's largest transit agency (by ridership) and the second-largest in the United States. We serve nearly a million riders each day, and with every ride on a Metro Bus or on Metro Rail there is a measurable, positive impact on our environment and climate. Our transportation system, which serves the most populated county in the United States, is responsible for preventing over a million metric tons of greenhouse gases (GHGs) from entering the atmosphere and contributing to climate change. By that measure alone, public transit is in and of itself an act of sustainability and a demonstration of climate action.

However, operating our system comes with financial, social and environmental costs. We build infrastructure and use resources that can affect our natural environment and the livelihoods of Angelenos, and those activities are funded by taxpayers. For Metro to fulfill its mission – to provide a world-class transportation system that enhances the quality of life for all who live, work and play within Los Angeles (LA) County – we must remember that we are accountable for the potentially harmful impacts of running that system and take decisive action to mitigate them wherever possible.

For nearly two decades, Metro has instituted policies, plans, initiatives and reporting that have embedded sustainability, community resilience and equity into our decision-making and operations. In 2020, we reaffirmed and expanded our commitment to this work through our 10-year strategic sustainability plan, *Moving Beyond Sustainability*.

1.1 What is *Moving Beyond Sustainability*?

When Metro's Board of Directors (Board) adopted *Moving Beyond Sustainability*, or MBS, we committed to ambitious sustainability goals that would achieve two things. First, they would advance our sustainability vision: of creating an organizational culture and workforce that continually integrates the principles of sustainability into all aspects of decision-making and execution to enhance communities through mobility and access to opportunity. Second, they would reaffirm Metro as a public transit leader, setting the standard for transit agencies across the United States on taking bold action to tackle climate change and address

serious environmental resource challenges. Our Office of Sustainability has overseen the implementation of this plan to date, but MBS has been and will continue to be a shared responsibility across Metro.

Our transportation system is responsible for preventing over a million metric tons of greenhouse gases from entering the atmosphere and contributing to climate change.

MBS established twenty (20) quantitative and/or time-bound targets across seven (7) categories of performance, all underpinned by strategies and actions to be implemented by Metro staff. Collectively, they constitute a practical roadmap that has guided our agency's work for the last five years and out through 2030. When MBS was adopted in 2020, the global and local impacts of the COVID-19 pandemic had not been yet fully realized. Over the last five years, Metro has both faced profound disruption and found significant opportunity in adapting to a new operating environment, with meaningful impacts for not just the Office of Sustainability but the agency moving forward.

1.2 Facing Disruption and Finding Opportunity

Metro adopted MBS in September 2020, mere months after the start of the global COVID-19 pandemic. Metro and greater Los Angeles County faced an unprecedented global crisis, which itself was followed by a series of social, institutional and geopolitical upheavals across the world. Beyond its tragic

impacts on the health and livelihoods of Angelenos, the pandemic laid bare the importance of essential services like public transit. Metro could not, and would not, shut down its services: essential workers in public health and other areas of public services depend on Metro to get to and from work. But like so many other institutions, the pandemic created an undeniable challenge for Metro. It halted activities for many of our business units, scaled back our operations and delayed a number of capital projects intended to expand Metro's services across LA County.

Consequently, the pandemic had significant impacts on Metro operations and sustainability initiatives, including but not limited to:

- > **COVID-19 fundamentally changed how Angelenos lived and worked countywide.** Stay-at-home orders and other lockdown measures significantly reduced commuter traffic, shifting many workers to remote work or suspending work due to furloughs. As schools and businesses shut down, the number of daily trips both on public transit and in private vehicles decreased. Economic and traffic patterns across LA County were also affected by a decline in tourism. In 2020 alone, the number of vehicle revenue miles (i.e., the total number of miles Metro vehicles traveled while in revenue service) fell by nearly 22% from the previous year.
- > **The combination of the pandemic and other world events affected supply chains and fuel markets.** Raw material and fuel markets (e.g., natural gas) experienced supply shortages that contributed to inflation and increased prices. For instance, in January 2023, natural gas prices skyrocketed beyond five (5) times the typical monthly average for that period. While Metro remained steadfastly committed to maintaining our core transit services during this period, these global supply chain interruptions had a significant influence on our operating costs and capital project capacity, the impacts of which continue to reverberate today.
- > **COVID-19 drove structural, budgetary and programmatic changes across Metro.** Declines in service and sales tax revenue prompted a \$1.2-billion reduction for Metro's budget for the 2021 fiscal year, which protracted cuts to service and cut budgets for capital and planning projects. These changes resulted in delays to capital project schedules, which impacted the completion of major projects like the Purple (D Line) Extension and the now-open Regional Connector Transit Project. Other impacts included a slowing of Metro's transition to zero-emission vehicles across the agency, suspended activity of various sustainability and economic workforce development programs and shifts in funds from

planning projects to critical transit operations. As with many organizations adapting to workplace changes due to COVID-19, the pandemic influenced staff turnover, which further slowed down Metro programs and was compounded by budget reductions that hindered capacity to hire new staff.

Adapting to a New Operating Environment after COVID-19

The pandemic had profound impacts on Metro operations and sustainability initiatives, but this is only a part of the story. In the wake of these disruptions, Metro instituted prompt and comprehensive changes to sustain our transit service, continue progress on major projects and adapt to new economic and workforce realities.

- > **We mobilized a Recovery Task Force to lead an equitable economic recovery for LA County.** Metro assembled its first Recovery Task Force, which issued a series of recommendations in February 2021 for Metro's path forward through and beyond the pandemic. These recommendations included promoting biking through initiatives like the Adopt-A-Bike Grant Program, enhancing station and stop amenities through programs like the Better Bus Initiative (now the Regional Bus Stop Improvements Initiative) and studying best practices for reducing construction costs, led by Metro's Program Management department.
- > **We embraced the transition to a hybrid workforce.** We instituted hybrid, tele-work options for many of Metro's employees, and embraced the transition to



The Metro Ambassadors Program was launched in September 2022 to support and provide resources to Metro riders.

videoconferencing technology that allowed Metro employees to remain productive while addressing shifts in personal circumstances after the pandemic. Our bus and non-revenue operations staff have also started to leverage remote-enabled fleet management platforms that have improved their ability to diagnose and remedy vehicle and infrastructure issues.

- > **We made it safer and easier to ride with Metro.** Following the recommendations of our Recovery Task Force, Metro has made significant progress on various initiatives to improve customer experience and accessibility on our bus and rail lines. These include improvements to station amenities, mask vending and ventilation in vehicles and buildings. We launched our Metro Ambassadors Program pilot in September 2022, with the intent to support Metro riders, connect them to resources and address maintenance and safety concerns. Metro also started to more consistently survey riders as of 2020, providing us with critical data on riders' experiences. This data can be found on our Customer Experience Hub.

Consequently, the past years presented opportunities for meaningful change that have produced tangible outcomes. Metro's services have since rebounded to pre-pandemic levels, with ridership steadily increasing over the past three years. Metro's capital projects and sustainability programs have resumed, and Metro is now preparing for FIFA World Cup 26™ and the LA28 Olympic Games. Federal, state and local funding issued to Metro over the last five years has continued to help drive projects forward, including Metro's zero-emission bus transition. However, difficult as they were,



Metro continues its roll-out of zero-emission buses ahead of the FIFA World Cup 26™ and the LA28 Olympic Games.

these last five years are a reminder of the resilience of our agency, our remarkable staff and leadership who continued to work through challenging times. This *Five-Year Update* provides a unique opportunity to reflect on the profound impacts of the last five years and reenvision our roadmap for meeting our sustainability goals in the next five years and beyond.

1.3 About the *MBS Five-Year Update*

When Metro adopted *Moving Beyond Sustainability*, we committed to updating the plan every five years, accompanied by formal progress reports every two years and annual performance updates through Metro's online Sustainability Reporting Dashboard. This document is our first formal *MBS Five-Year Update*, with the purpose of summarizing our progress towards the *MBS* goals and targets and providing an updated roadmap for executing our sustainability vision through 2030.

What is in this Five-Year Update

This *MBS Five-Year Update* is primarily divided into two key chapters, following this Overview section:

- > **Our Performance to Date.** This chapter is a summation of Metro's performance on all of its quantitative and time-bound targets across the seven (7) *MBS* performance categories. For each and every target, we provide a short summary of our performance through 2024 (the latest reporting period), as well as a status marker indicating whether Metro has achieved the target, if the target is on track for achievement, if the target is in progress or if it is behind schedule and requires additional action. For each category, we provide a short summary of key achievements, implementation challenges and cost considerations, as well as a shortlist of priority next steps to drive achievement of the targets.
- > **Looking to 2030.** This chapter is an updated blueprint for advancing sustainability at Metro out through 2030 and beyond in recognition of evolving environmental, political, financial and socioeconomic realities. In particular, it outlines how Metro will achieve the *MBS* goals and targets amidst present and future challenges and how sustainability can help the agency persevere through these challenges.

Under each category, *MBS* outlined 43 strategies and 188 actions to drive achievement of the goals and targets. Each action included assigned Metro departments and an achievement market at the time of adoption. This *MBS Five-Year Update* provided an opportunity for the Office of

Sustainability to reevaluate, revise and streamline these strategies and actions in accordance with post-pandemic shifts and departmental realignment. As a result, this *MBS Five-Year Update* does not include an updated list of those actions, but Section 2.10 “Actions and Implementation” provides the current status of our overarching progress and our intended steps to revise, prioritize, implement and track those actions.

2026-2030 Strategic Priorities

Sustainability is not an isolated priority or action area at Metro. Instead, it is a guiding principle that informs the execution of our work and holds our agency to high standards. As Metro evolves and looks ahead to 2030, this *MBS Five-Year Update* offers a more overt connection of sustainability to key agency-wide priorities. In Section 3, “Looking to 2030,” we establish a renewed set of strategic priorities to drive the achievement of *MBS* through 2030.

Aligning with Agency-wide Strategy and Regulations

MBS is intended to align, fold in and advance the efforts of Metro’s existing strategic plans. Planning efforts leading up to the original plan centered on aligning with *Vision 2028*, our *Long-Range Transportation Plan* (LRTP), our *Equity Platform Framework* and our *Climate Action and Adaptation Plan* (CAAP). Since 2020, Metro has advanced and adopted other strategic plans, including but not limited to Metro’s *Goods Movement Strategy*, *All-Hazards Mitigation Plan*, *Electric Vehicle Parking Strategic Plan* and *Community-Based Organization Partnership Strategy*. In 2025, Metro adopted updates to several strategic plans, as well as new policies and guidelines.

> **We issued a formal update to our 2019 *Climate Action and Adaptation Plan*.** The CAAP Update details Metro’s progress toward its GHG reduction goal to achieve a 79% reduction in emissions by 2030 (from 2017 levels) and net-zero

MBS 2026-2030 Strategic Priorities

PRIORITY	PRIORITY DETAIL
Equity and Climate Justice	We will determine where and how sustainability can continue to address systemic inequities across LA County and protect communities that are affected “first and worst” by the impacts of climate change.
Fiscal Responsibility	We will use sustainable practices, programs and standards to reduce expenses and generate value for Metro in the face of an anticipated fiscal deficit over the next several years.
Customer Experience, Safety and Equity	We will leverage sustainability projects and best practices to drive measurable improvement to customer experience and create a safer, more equitable transit experience for all Angelenos.
System Reliability and Resilience	We will establish and uphold infrastructure, procedures and partnerships to ensure that the Metro system remains up and running in the face of acute shocks or chronic disruptions.
Community Partnerships	We will strengthen and support our partnerships with community-based organizations and other regional stakeholders, and identify where those partnerships can drive achievement of Metro’s sustainability strategy.
Regional Youth and Workforce Development	We will build on existing youth and workforce development programs to strengthen the LA County economy, improve livelihoods for Angelenos and create an agile green workforce.
Governance, Culture and Compliance	We will continue to integrate meaningful sustainability governance and uphold environmental compliance throughout Metro, with attention to improving decision-making and driving positive behavioral change.

emissions by 2050. The Update includes detailed updates on each of the decarbonization and adaptation measures presented in the 2019 CAAP.

- > **We introduced our *Energy Master Plan (EMP)*, our first formal energy planning update since 2010.** The EMP provides specific recommendations for investment in clean energy generation, energy management technologies and projects that support operational resiliency.
- > **We presented our latest updates to our *Short-Range Transportation Plan (SRTP)* and *Vision 2028*.** These two agency-wide strategic plans provide the latest on our efforts toward transforming mobility in LA County through 2028 and beyond.
- > **We adopted new guidelines to address the Fiscal Cliff and established an agency-wide Cost-Benefit Assessment Methodology.** These guidelines are meant to ensure that all new projects and initiatives are sufficiently vetted to address agency-wide priorities and reduce costs across Metro.

In preparing this *Five-Year Update*, Metro is focused on ensuring that our sustainability efforts remain aligned with and progress in support of these agency-wide plans. The table on the following page offers a diagram of how these key planning efforts remain central to and will inform our sustainability planning through the next five (5) years and beyond. As we turn the corner on the first five (5) years of *MBS*, the Office of Sustainability is coordinating with other Metro departments to ensure *MBS* remains aligned with these commitments and to uncover opportunities for collaboration.

Furthermore, Metro's Sustainability Program and initiatives remain accountable to evolving state and federal regulations. As we look ahead to the next five years of *MBS*, the Office of Sustainability will continue to monitor and align with relevant regional, state and federal standards. The table on the following page offers a summary of our *MBS* performance categories and their broader alignment with notable regulatory requirements in the state of California.

Strategic alignment between *MBS* and other agency-wide plans

MBS	METRO PLANS	HOW MBS ALIGNS WITH PLANNING GOALS
Moving Beyond Sustainability	<i>Vision 2028</i> (Updated 2025)	Actions centered on bolstering climate and energy resilience systemwide advance <i>Vision 2028</i> goals on delivering outstanding trip experiences, enhancing communities and regional collaboration.
	<i>Long-Range Transportation Plan</i> (2020)	Progress towards a zero-emission bus fleet and an energy-resilient Metro, as well as agency-wide commitments toward reducing Vehicle Miles Traveled (VMT), ensure that new programs and Measure M projects have a carbon-neutral impact.
	<i>Short-Range Transportation Plan</i> (Updated 2025)	<i>MBS</i> directly advances the goals of the SRTP through ongoing efforts to drive down greenhouse gas emissions and criteria pollutants, as well as through ongoing environmental stewardship efforts that promote urban greening and reduce natural resource use.
	<i>Equity Platform Framework</i> (2017)	Several actions in <i>MBS</i> are designed to reduce environmental burdens on communities at the frontlines of climate change, as well as to encourage and strengthen partnership between Metro and the communities we serve.
	<i>Goods Movement Strategy</i> (2021)	Commitments to programs that reduce VMT and promote green workforce development directly support the central goal of the <i>Goods Movement Strategy</i> , which is to support the efficient and sustainable movement of goods across LA County and beyond.
	<i>All-Hazards Mitigation Plan</i> (2022)	Our efforts to assess and bolster climate resilience across all Metro infrastructure directly supports our work on all-hazards mitigation plan, which includes our strategy towards addressing natural and anthropogenic hazards (including the impacts of climate change).
	<i>CBO Partnership Strategy</i> (2021)	Metro continues to offer opportunities to work with CBOs on our agency-wide sustainability efforts, leveraging our Sustainability Council as a means of identifying and establishing those opportunities.
	<i>Climate Action and Adaptation Plan</i> (Updated 2025)	Several actions in <i>MBS</i> are geared towards advancing the GHG emissions reduction pathways identified through our CAAP, inclusive of steps to continue driving down emissions from our fleets and buildings.
	<i>Energy Master Plan</i> (2025)	The <i>MBS</i> is directly aligned with the recommendations of the <i>Energy Master Plan</i> , centered on improving energy resilience and securing more carbon-free energy for Metro.
	<i>Electric Vehicle Parking Strategic Plan</i> (2022)	The EVPSP is a direct outcome of the <i>MBS</i> planning effort, committing to growth of our EV charging network that provides low-carbon electricity for our non-revenue fleet, our employees commuting with EVs and EV drivers across LA County.

Notable California State Regulatory Requirements by MBS Performance Category

PERFORMANCE CATEGORY	PERTINENT REGULATIONS AND STANDARDS*
Water Quality and Conservation	> Rulemaking to Making Conservation a California Way of Life (2025) > Assembly Bill 1668 (Friedman, 2018) > Senate Bill 606 (Hertzberg, 2016)
Solid Waste	> Senate Bill 707 (Newman, 2024) > Senate Bill 605 (Lara, 2016) > Senate Bill 1383 (Lara, 2016)
Materials, Construction and Operations	> 2022 California Green Building Standards Code, Title 24, Part 11 (CALGreen) > Senate Bill 1 (Beall, 2017) > Senate Bill 350 (de Leon, 2015) > Senate Bill 743 (Steinberg, 2013) > Senate Bill 375 (Steinberg, 2008)
Energy Resource Management	> 2022 California Energy Code, Title 24, Part 6 > Assembly Bill 802 (Williams, 2018) > Senate Bill 100 (de Leon, 2018) > Senate Bill 350 (de Leon, 2015) > Assembly Bill 1236 (Chiu, 2015) > Assembly Bill 2514 (Skinner, 2010)
Emissions and Pollution Control	> CARB Advanced Clean Fleets Regulation (2023) > CARB Innovative Clean Transit Regulation (2018) > Executive Order B-55-18 (2018) > Assembly Bill 617 (Garcia, 2017) > Assembly Bill 398 (Garcia, 2017) > Senate Bill 32 (Pavley, 2016) > Assembly Bill 1550 (Gomez, 2016) > Senate Bill 605 (Lara, 2016) > Senate Bill 1383 (Lara, 2016) > Assembly Bill 1236 (Chiu, 2015) > Senate Bill 743 (Steinberg, 2013) > Senate Bill 535 (de Leon, 2012) > Senate Bill 375 (Steinberg, 2008) > Assembly Bill 32 (Nunez, 2006)
Resilience and Climate Adaptation	> Senate Bill 30 (Lara, 2018) > Senate Bill 1035 (Jackson, 2018) > Assembly Bill 2800 (Quirk, 2016) > Senate Bill 379 (Jackson, 2015) > Senate Bill 246 (Wieckowski, 2015) > Assembly Bill 1482 (Steinberg, 2015)
Economic and Workforce Development	> Senate Bill 822 (Durazo, 2023) > Assembly Bill 1270 (Garcia, 2015)

*Please note this is not an exhaustive list of all regulations, and excludes federal regulations for simplicity.

Update Process

The process for preparing the *MBS Five-Year Update* took place between Fall 2024 and Fall 2025.

- > **Stakeholder Outreach – Fall 2024.** We reached out to departments across Metro to assess progress on strategies and actions in *MBS* and identify newly emerging priorities and challenges through 2030.
- > **Progress Evaluation – Spring 2025.** We completed our latest biennial report on *MBS*, which provided updated performance on all of our performance targets through 2024. We began to internally revise the strategies and actions in *MBS* to reflect the findings from our stakeholder discussions in Fall 2024.
- > **Plan Update and Stakeholder Follow-Up – Summer 2025.** We began drafting our *Five-Year Update* and followed up with stakeholders to confirm directions on strategies and actions.
- > **Review and Finalize – Fall 2025.** We finalized the *Five-Year Update* ahead of Board adoption in December 2025.

The resulting *MBS Five-Year Update* provides a summary of our performance to date meeting the targets established in *MBS*. In assembling this *Five-Year Update*, we reaffirm our commitment to sustainability, resilience and equity at Metro, not just for the next five years (5) but far into the future.

In assembling this *Five-Year Update*, we reaffirm our commitment to sustainability, resilience and equity at Metro, not just for the next five years but far into the future.

2. Our Performance to Date

This *Five-Year Update* provides a summary of our performance on the targets established in *MBS*. The targets are precise, timebound and quantifiable benchmarks to measure our progress towards our goals. Each target is measurable, stated in terms of results and assigned with a milestone completion date by 2030 (or earlier as designated). In *MBS*, these targets were established in support of broader goals that define what Metro is trying to accomplish programmatically and organizationally. The original plan also details a series of strategies and actions to support the achievement of the targets.

In this section, we will provide an overview of our target performance across each of the seven categories established within *MBS*:

- 1. Water Quality and Conservation
- 2. Solid Waste

- 3. Materials, Construction and Operations
- 4. Energy Resource Management
- 5. Emissions and Pollution Control
- 6. Resilience and Climate Adaptation
- 7. Economic and Workforce Development

2.1 How to Read This Section

All targets are presented by category, including detail on our performance through the end of calendar year 2024 and a “stoplight” status assessment of that performance.

Performance across each category will be accompanied with short descriptions of achievements, implementation and cost considerations and priority next steps to achieve the targets or otherwise advance our performance under each category.

Status Assessment Color-Key

STATUS INDICATOR	STATUS DEFINITION
Target achieved	Metro has achieved the target according to the performance and/or time milestone designated.
On track for achievement	A target is labeled as “on track for achievement” if it meets any of these criteria: > if the target pertains to an ongoing activity (e.g., “displace emissions annually”) that is being achieved; > if the target has a 2030 milestone (i.e., baseline or BAU reduction) and if Metro’s progress indicates that it is ahead or on schedule; or > if the target has an activity that is certain to be completed, even if its achievement falls after its committed time boundary.
In progress but requires additional action	A target is labeled as “in progress but requires additional action” if it refers to an ongoing activity that is not being achieved, or a milestone that has not yet been achieved, but has shown progress since 2020.
Behind schedule and requires additional action	A target is labeled as “behind schedule and requires additional action” if it refers to an ongoing activity that is not being achieved, or a milestone that has not yet been achieved, but has not shown progress since 2020.

Performance Summary

CATEGORY	PERFORMANCE THROUGH 2024	STATUS
Water Quality and Conservation		
1. Reduce potable water use by 22% from the 2030 Business as Usual scenario.	38.9% Reduction from 2024 BAU	On track for achievement <i>(ahead of schedule)</i>
2. Increase runoff infiltration and capture capacity for stormwater by 15% from 2022 baseline levels.	56.4% Increase from 2022 Baseline	On track for achievement <i>(ahead of schedule)</i>
Solid Waste		
1. Reduce annual operational solid waste disposal 24% from 2030 Business as Usual scenario.	10.7% Reduction from 2024 BAU	Behind schedule and requires additional action
2. Achieve 50% landfill diversion rate for operational waste.	39.9% Diversion from Landfill	In progress, but requires additional action
3. Achieve 85% construction landfill diversion rate.	87.9% Diversion from Landfill	On track for achievement
Materials, Construction and Operations		
1. Achieve LEED Silver certification for all new facilities over 10,000 square feet, and achieve Envision certification where LEED is not applicable.	15 LEED Silver and Gold certifications achieved and 8 in progress as of 2024	On track for achievement <i>(ongoing)</i>
2. Design and build 100% of capital projects to CALGreen Tier 2 standards.	19 projects participating in Engagement Team process in pursuit of CALGreen Tier 2	On track for achievement <i>(ongoing)</i>
3. Complete Sustainable Acquisition Program training implementation and develop 2030 program targets for annual sustainable acquisition spend by 2022.	Agency-wide roll-out by December 2025	On track for achievement <i>(behind schedule)</i>
Energy Resource Management		
1. Reduce energy consumption by 17% at facilities from the 2030 Business as Usual scenario.	23.8% Reduction from 2024 BAU	On track for achievement <i>(ahead of schedule)</i>
2. Increase onsite renewable energy generation to 7.5 MW	2.6 MW Onsite Renewable Capacity	Behind schedule and requires additional action

continued on next page

Performance Summary *(continued)*

CATEGORY	PERFORMANCE THROUGH 2024	STATUS
Emissions and Pollution Control		
1. Displace 903,000 MTCO₂e annually.	1,134,595 MTCO ₂ e Displaced	On track for achievement
2. Reduce total GHG emissions by 79% from 2017 baseline.	67.9% Reduction from 2017 Baseline	On track for achievement
3. Reduce total nitrogen oxides (NOx) emissions 54% from 2018 baseline.	92.2% Reduction from 2018 Baseline	On track for achievement <i>(ahead of schedule)</i>
4. Reduce total particulate matter (PM) emissions 62% from 2018 baseline.	73.6% Reduction from 2018 Baseline	On track for achievement <i>(ahead of schedule)</i>
Resilience and Climate Adaptation		
1. Identify all acute shocks or stressors for critical and/or vulnerable areas at or near Metro infrastructure by 2025.	1,341 assets evaluated for risk level across 6 types of climate hazards.	Target achieved
2. Implement the flexible adaptation pathways concept to incorporate climate adaptation into planning, procurement, asset management and operations by 2025.	48 department representatives engaged in All Hazard Mitigation planning and adaptation implementation.	Target achieved
3. Prioritize improvements to locations, facilities, infrastructure, equipment and operations to reduce risk.	37% of evaluated stations received increased appearance scores and 57% received increased functionality scores in Q4 2024 (from Q3 2024).	On track for achievement <i>(ongoing)</i>
Economic and Workforce Development		
1. Review job classifications on a regular basis and eliminate obsolete requirements that create barriers to career advancement.	100% of Job Classifications Reviewed	Target achieved
2. Recruit employees from diverse sources, including vocational schools, community colleges, groups supporting formerly incarcerated persons and organizations supporting persons with disabilities and older adults.	4.6% of Total Hires Agency-Wide were Veteran Hires between 2023 and 2024	On track for achievement <i>(ongoing)</i>
3. Achieve triennial DEOD contracting goals related to small, disadvantaged and veteran-owned businesses.	12.2% SBE Participation in 2024 8.3% DBE Participation in 2024 1.2% DVBE Participation in 2024	In progress, but requires additional action

2.3 Water Quality and Conservation

Metro is actively monitoring water use and finding new ways to increase conservation efforts. As a responsible steward of water resources, Metro continues to develop additional water use reduction strategies focused on technical improvements and behavioral change at Metro, while developing partnerships with key regional stakeholders to build a more resilient Los Angeles (LA) County.

While water conservation and efficiency remain priorities for Metro, water reclamation, reuse and sustainable stormwater management will be equally critical components of Metro's water strategy through 2030. Our targets and commitments related to water reflect the full water cycle, recognizing that the ways in which Metro procures, consumes, processes and disposes of water have regional impacts that can affect both the supply and quality of our regional water resources.

TARGET 1

- > Reduce potable water use by 22% from the 2030 Business as Usual Scenario. ☐ ACHIEVED ☒ ON TRACK ☐ IN PROGRESS ☐ BEHIND SCHEDULE
- > 38.9% Reduction from 2024 BAU ☐ BEHIND SCHEDULE

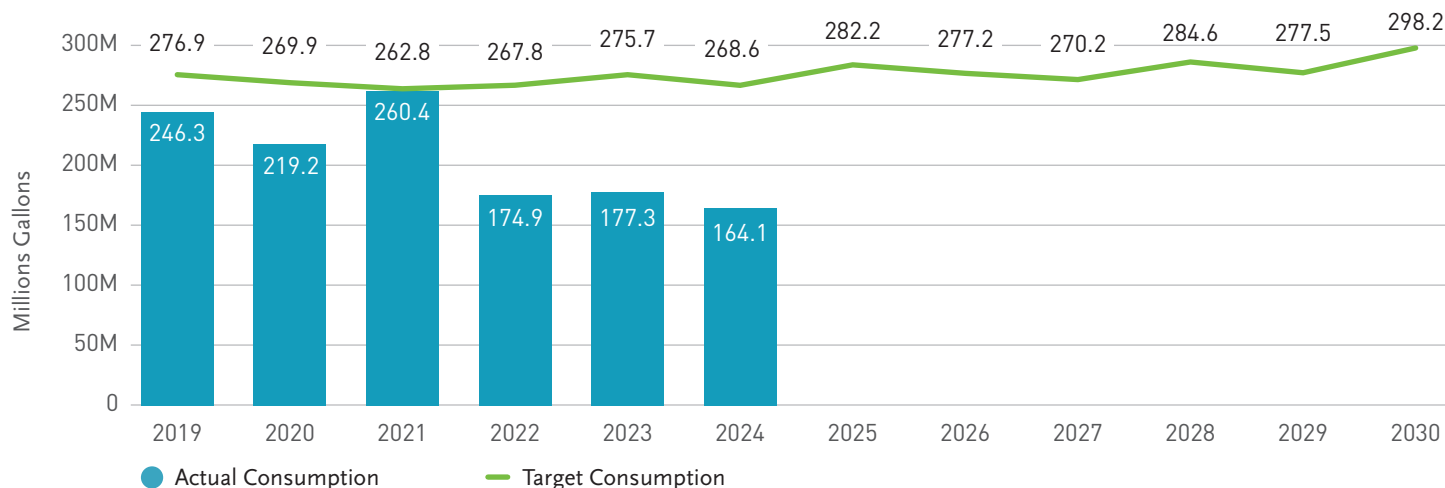
Metro has continued to make steady progress towards reducing its potable water use. Since 2020, Metro has reduced its potable water use by over 25%. Progress on this metric is in part circumstantial: the Los Angeles region has experienced a couple of years with higher-than-expected precipitation, which has reduced the demand for irrigation water across the system. In addition, as capital project schedules have been pushed back, some of the new potable water use demand we expected to see by 2025 has not yet come to fruition. That being said, Metro's potable water use reduction efforts – namely, the installation of weather-sensing irrigation controllers along the Metro G Line – have resulted in improved outcomes. As of this year, Metro has achieved a 38.9% reduction from the 2024 business-as-usual (BAU) scenario, placing it further ahead of schedule and meriting an “On Track” designation in 2025.

TARGET 2

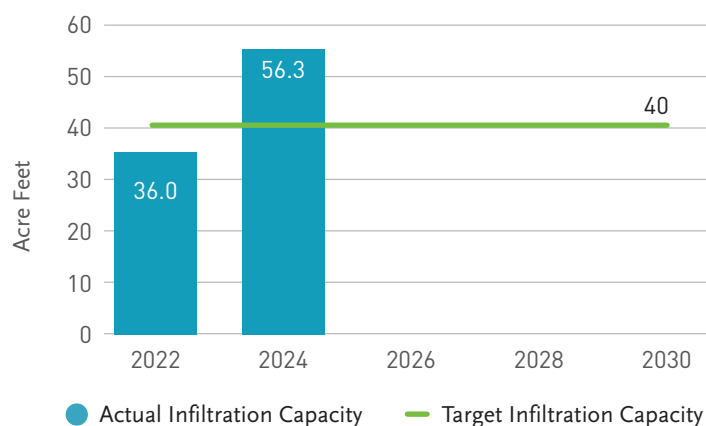
- > Increase runoff infiltration and capture capacity for stormwater by 15% from 2022 baseline levels. ☐ ACHIEVED ☒ ON TRACK ☐ IN PROGRESS ☐ BEHIND SCHEDULE
- > 56.4% Increase from 2022 Baseline

As of 2024, Metro's stormwater infiltration and capture capacity has increased by 56.4% from the baseline, equaling 56.3 acre-feet/year in capacity. This puts Metro above its target capacity, and currently Metro has planned to increase its water infiltration and capture volume to 974 acre-feet/year by 2030. A significant majority of this planned growth is attributed to the Metro G Line Stormwater Quality and Infiltration project. Consequently, Metro is on track to meet and ultimately further exceeds its target.

Potable Water Consumption



Stormwater Infiltration and Capture Capacity



Implementation Challenges and Cost Considerations

- > Metro has not updated its *2010 Water Action Plan* and has limited resources to prepare a plan with clearly defined water conservation projects.
- > Limited staff resources have slowed down conversations with regional partners to implement innovative water conservation strategies and initiatives.
- > New capital projects are likely to increase potable water use systemwide.
- > As Metro approaches a fiscal cliff, water conservation actions may be deprioritized relative to other capital and operations projects with higher returns on investment.

Accomplishments

- > Metro secured \$8.425 million in 2020 through LA County's Safe, Clean Water Program created by the passage of Measure W in 2018, funding several stormwater capture projects.
- > Metro partnered with LADWP and City of Burbank to connect Metro G Line to recycled water systems and offset potable water use.
- > Metro installed on-site water treatment plants along Metro D Line Subway Extension Project stations to treat contaminated groundwater.
- > We adopted the Metro Tree Policy in 2022 protecting trees impacted by construction and establishing a sustainable tree replacement program.
- > We incorporated Low Impact Development strategies into Crenshaw/LAX and Rail to Rail Active Transportation Corridor, including permeable pavements, bioswales and landscaped infiltration areas.

Priority Next Steps

- > Metro will continue to integrate water conservation and capture infrastructure into new capital projects to mitigate future potable water consumption.
- > Metro is building program guidelines for an urban greening grant program for LA County, and will explore opportunities to pilot and scale the program with an eye towards mitigating water use on future projects.
- > Metro will evaluate resources to determine whether an update to its 2010 Water Action Plan is feasible within the next five years.

2.4 Solid Waste

The solid waste category addresses Metro’s generation and diversion of solid waste for both daily operations and capital construction projects. To reduce the impact of our waste, we aim to decrease the amount of waste we generate and divert waste from landfills. In alignment with the City of Los Angeles (LA) and LA County Integrated Waste Management Hierarchy, waste reduction and sustainable procurement are the most important first steps toward meeting our 2030 targets.

Building on waste characterization studies and our growing Sustainable Acquisition Program, we are changing existing behavioral and purchasing practices to minimize the upstream and downstream impacts of procured material. We are also partnering internally and regionally to identify creative material reuse and diversion strategies. To address construction waste, we are partnering with Metro’s contractors to develop waste management strategies that focus on material reuse and landfill diversion.

TARGET 1

- > Reduce annual operational solid waste disposal 24% from 2030 Business as Usual scenario.

ACHIEVED

ON TRACK

IN PROGRESS

BEHIND SCHEDULE
- > 10.56% Reduction from 2024 BAU

In 2024, Metro continues to dispose less waste than it was forecasted to generate under the BAU scenario. However, Metro generated nearly 11,276 short tons of solid waste in 2024, over 33% higher than the target disposal amount for the same year (8,462 short tons). Furthermore, solid waste disposal has actually increased each year since 2020, registering a 37.6% increase in solid waste disposal since then. It is likely that some of this increase can be attributed to a “rebound” effect from relatively low disposal rates in 2020 and 2021 due to the COVID-19 pandemic, as well as due to new Metro projects (e.g., Metro Regional Connector) coming online. However, Metro’s efforts to reduce waste disposal have not tracked with or outpaced increased disposal due to these factors. Consequently, Metro remains behind schedule for this target.

TARGET 2

- > Achieve 50% landfill diversion rate for operational waste.

ACHIEVED

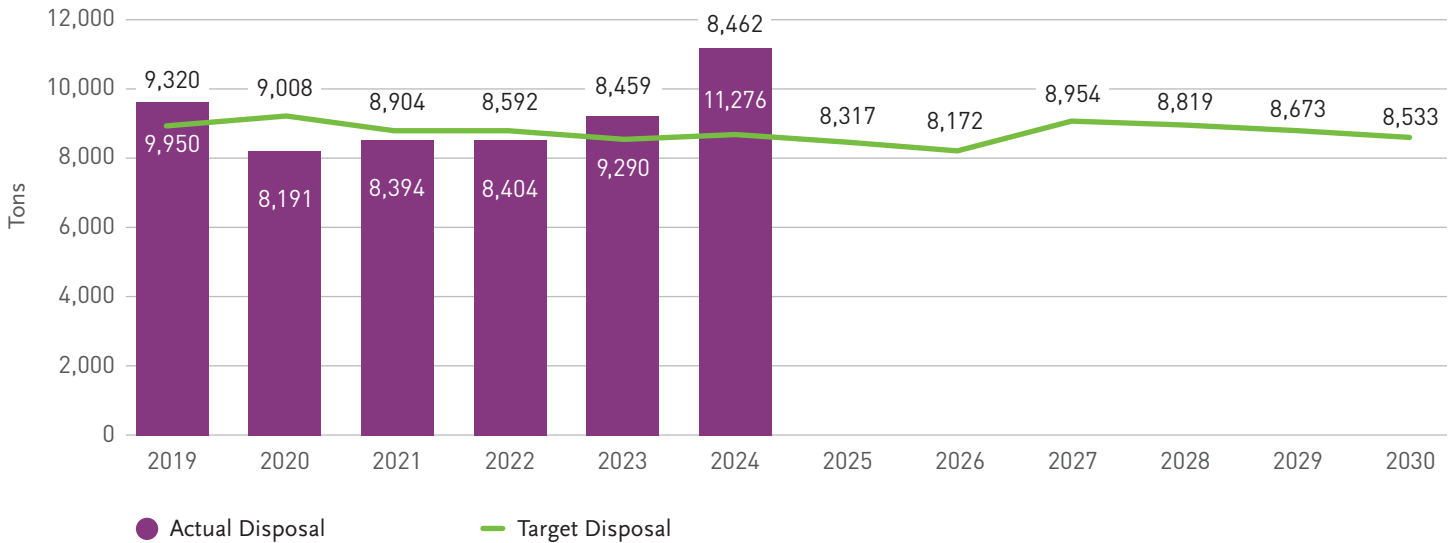
ON TRACK

IN PROGRESS

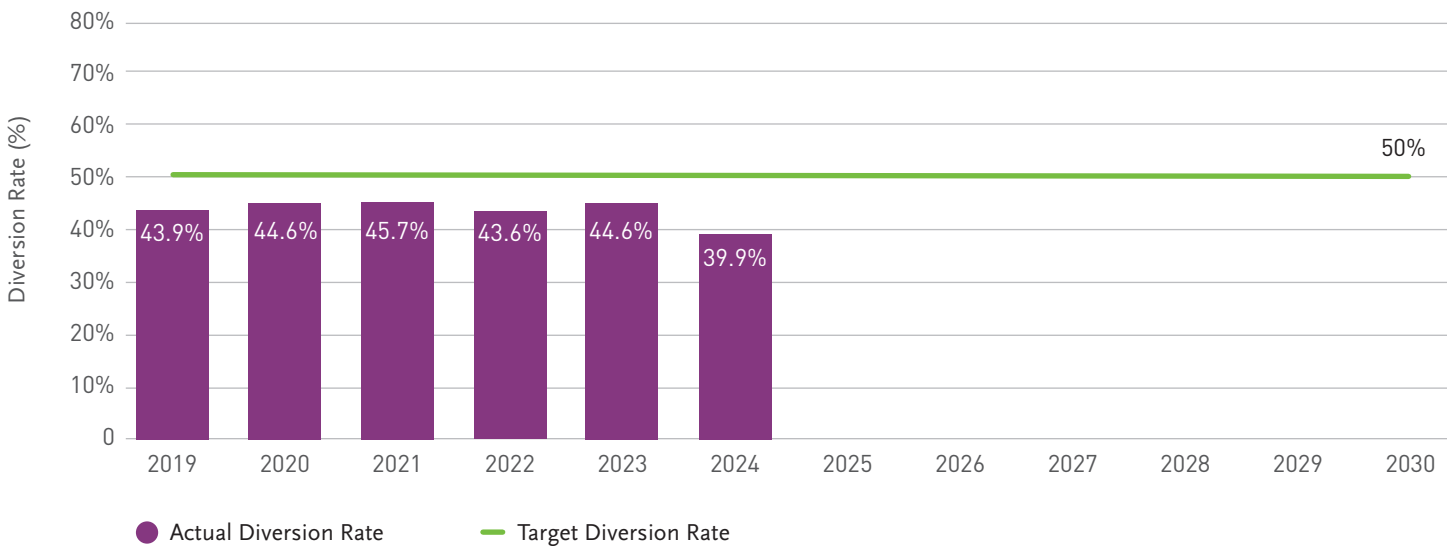
BEHIND SCHEDULE
- > 39.9% Diversion from Landfill

As of 2024, Metro is diverting just shy of 40% of its operational waste from landfill. However, this figure not only falls short of Metro’s 50% diversion target, but it is also a marked decrease from the previous year (44.6% diversion). This is likely due to

Solid Waste Disposal



Solid Waste Diversion from Landfill



the fact that Metro's disposed waste figures increased by nearly 21.4% in 2024 from the previous year with new projects coming online, and that Metro could not yet divert recyclable or reusable materials at a commensurate rate. As with Target 1, Metro remains behind schedule to achieve its 50% landfill diversion rate for operational waste on an annual basis.

TARGET 3

> Achieve 85% construction landfill diversion rate.

○ ACHIEVED

● ON TRACK

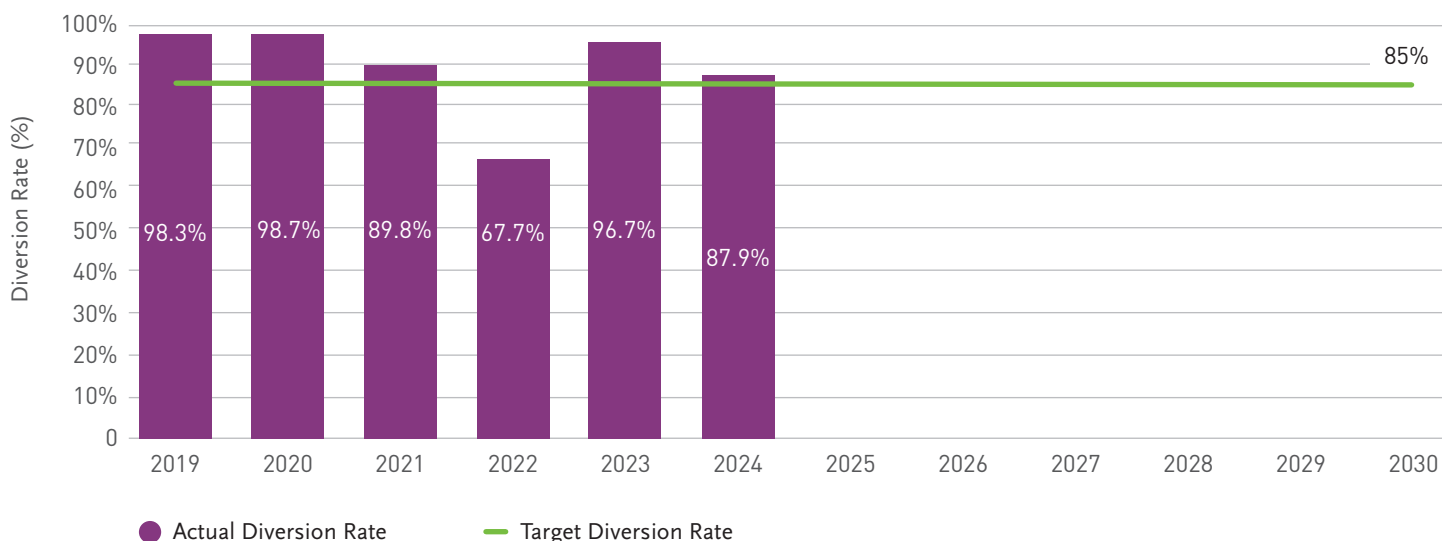
○ IN PROGRESS

○ BEHIND SCHEDULE

> 87.9% Diversion from Landfill

Metro has significantly reduced its NOx emissions from the 2018 baseline, far exceeding our initial 2030 commitment. Since 2020, Metro's NOx emissions have declined by over 76%, and

C&D Waste Diversion from Landfill



our 2024 NOx emissions (33,479 pounds) are about 83% lower than the reduction target (197,425 pounds). These remarkable trends can largely be attributed to the ongoing repowering of bus engines at mid-life, transitioning aging engines to near-zero emission engines that have yielded profound improvements in NOx emissions. The ongoing use of electric buses and newly introduced electric vehicles across our non-revenue fleet are also contributing to this positive impact. As of 2024, Metro is exceeding this target and intends to continue building on this achievement through 2030.

Accomplishments

- > In 2019 and 2020, Metro partnered with the TAP Department to create upcycled swag for discontinued transit tokens, preventing over 2.5 tons of non-recyclable waste from being disposed in a landfill.
- > Metro's Facilities Contracted Maintenance Services Department spearheaded a collaborative clean-up effort along the Union Pacific right-of-way adjacent to the Metro A Line, removing more than 280,000 pounds of trash and properly disposing over 100 gallons of hazardous waste materials.
- > Metro achieved and has sustained 100% reuse of clean soil in several projects since 2002, including the Metro D Line Subway Extension Project and the Metro Airport Connector Project.
- > Metro established a Uniform Upcycling Program in 2024, preventing nearly 1,600 jackets (equating to roughly 742 pounds of waste) from going to landfill.

Implementation Challenges and Cost Considerations

- > Metro initiated the development of a *Solid Waste Management Plan* in 2020 that was interrupted due to the pandemic and staff turnover.
- > Actions focused on promoting waste diversion across Metro operational divisions and locations have been limited to ad hoc efforts, hindering achievement of our waste diversion target.
- > New capital projects are likely to increase disposal of operational solid waste systemwide.
- > As Metro approaches a fiscal cliff, waste management actions across operations may be deprioritized relative to other capital and operations projects with higher returns on investment.

Priority Next Steps

- > Metro will continue to integrate solid waste management practices in alignment with current green building standards into new capital projects to mitigate disposal and improve landfill waste diversion.
- > We will work with Metro business units to evaluate implementation opportunities for improving waste diversion from landfill, as well as for improved monitoring and reporting practices around solid waste.
- > Metro will continue to prioritize and sustain waste diversion efforts at construction sites, solidifying achievement of our construction waste diversion target and explore cutting-edge technologies and practices to build upon our success to date.



Organic waste diversion at Metro.



Creating tote bags from old uniforms prevents hundreds of pounds of waste from going to landfill.

- > Metro will evaluate resources to determine whether the development of a *Solid Waste Management Plan* is feasible within the next five years.
- > Metro will utilize its Sustainable Acquisition Program (rolling out in December 2025) to develop staff training on waste prevention and reuse best practices, as well as incorporate best practices into specifications for major product and service contracts.

2.5 Materials, Construction and Operations

With the passage of Measure R in 2008 and Measure M in 2016, Metro has had access to the resources and funding needed to accelerate the expansion of our world-class transportation system. This includes construction and maintenance of rail lines, rapid bus lines, bike paths and more. A lifecycle approach to these initiatives will advance regional mobility while integrating sustainability into planning, design, construction, operations and maintenance.

In 2011, we established a Green Construction Policy (GCP) to reduce emissions during construction, as well as the Sustainability Plan (SP) Program to assist contractors with meeting the California Green Building Standards Code (CALGreen) obligations. We have built on these successes by creating an interdepartmental Sustainability Engagement Team that is responsible for embedding sustainability in every phase of our projects. The development of our Sustainable Acquisition program in 2019 strengthened our efforts to sustainably source products and services. We continue to proactively identify opportunities to advance sustainability within our material selections, construction activities and operational processes.

TARGET 1

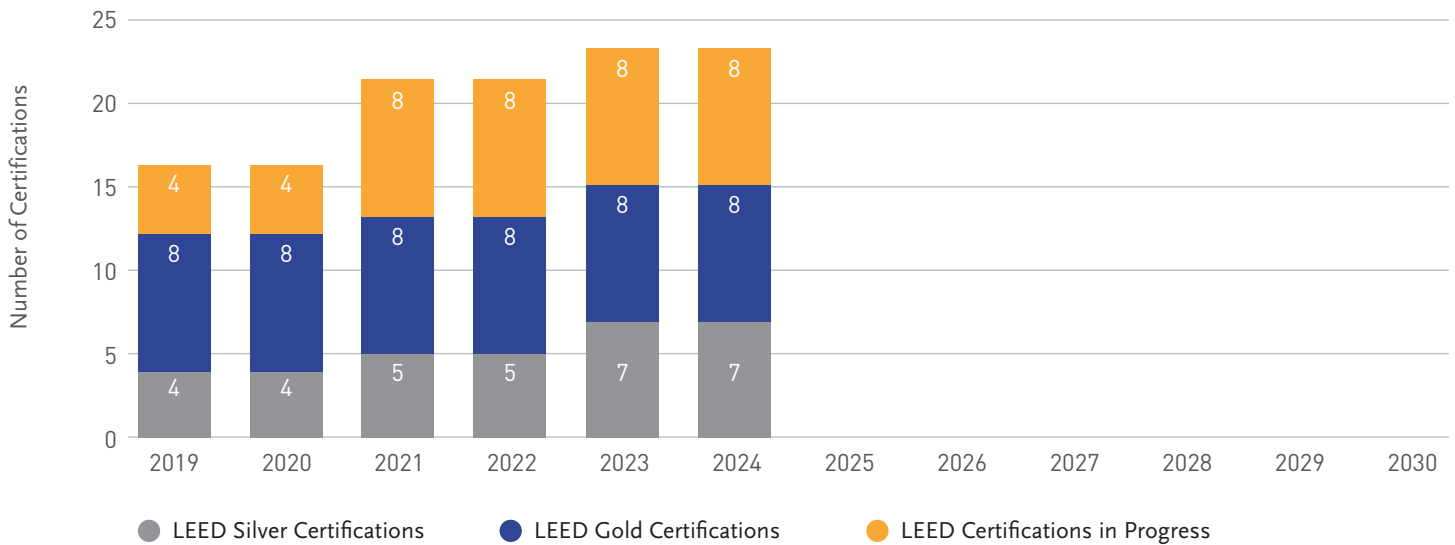
- > Achieve LEED Silver certification for all new facilities over 10,000 square feet, and achieve Envision certification where LEED is not applicable.
- > 15 LEED Silver and Gold certifications achieved and 8 in progress as of 2024

☐ ACHIEVED
☒ ON TRACK
☐ IN PROGRESS
☐ BEHIND SCHEDULE

To date, Metro has achieved LEED certification at Silver or higher for 15 facilities. Facilities that became certified in 2023 include the Willowbrook/Rosa Parks Station—Customer Service & Security Building, Willowbrook/Rosa Parks Station—Mobility Hub and Division 1 Transportation Building, all of which achieved LEED Silver. These facilities join long-standing high-performance projects such as Location 64 Maintenance of Way (LEED Gold), Union Station Gateway (LEED Gold) and numerous certified divisions and maintenance yards that have supported Metro's green building goals for over a decade.

More recently, major projects such as the Airport Metro Connector (AMC) and Metro Center Project (MCP) have advanced through construction and are on track to achieve LEED Gold certification. Looking ahead, upcoming transit projects including the East San Fernando Valley Light Rail Transit Project (ESFV), Eastside Transit Corridor Phase 2, Sepulveda Pass, Metro C Line Extension and South Gateway Line are progressing through design and environmental review, with LEED certification fully integrated into their project development process.

LEED Certifications Status



TARGET 2

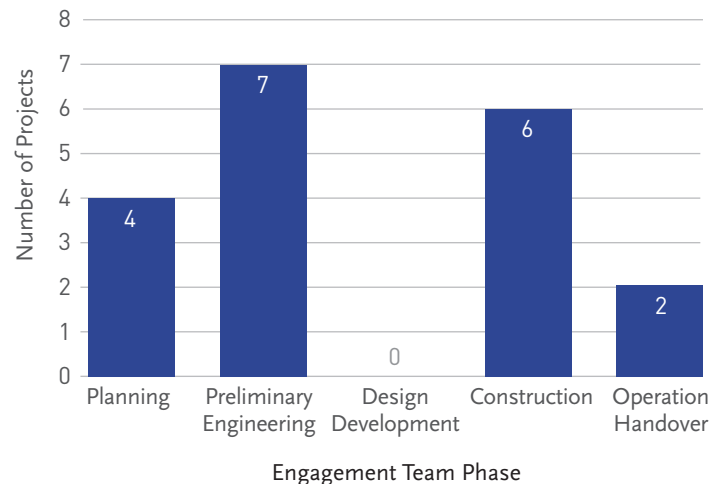
- > Design and build 100% of capital projects to CALGreen Tier 2 standards.
- > 19 projects participating in Engagement Team process in pursuit of CALGreen Tier 2

- ACHIEVED
- ON TRACK
- IN PROGRESS
- BEHIND SCHEDULE

From 2023-2024, several capital projects have progressed through the construction and closeout phases, with six projects confirmed to meet CALGreen Tier 2 requirements across facilities such as stations and maintenance and storage facilities (MSFs). Projects like the East San Fernando Valley Transit Corridor and the G Line Improvements demonstrate meaningful compliance with Tier 2 standards, while others like the Metro Center Project are nearing full alignment pending final verification.

More than a dozen projects remain active within our Sustainability Engagement Team process, which supports project delivery through sustainability management plans initiated during planning and environmental review, working with contractors to define and formalize Tier 2-aligned strategies. These include projects in early planning, preliminary design and construction phases, where teams continue to integrate CALGreen mandatory and electric measures as well as additional sustainability strategies.

Sustainability Engagement Team Project Status



TARGET 3

- > Complete Sustainable Acquisition Program training/implementation and develop 2030 program targets for annual sustainable acquisition spend by 2022.
- > Agency-wide roll-out by December 2025

- ACHIEVED
- ON TRACK
- IN PROGRESS
- BEHIND SCHEDULE

As In June 2019, Metro's Board of Directors adopted the Sustainable Acquisition Program Framework and authorized the development of modified acquisition procedures. From 2019-2020, staff worked across departments to identify best

practices from peer agencies, develop draft tools and test the efficacy of sustainable acquisition in practice. Implementation of the program was originally slated to begin in 2021. However, the COVID-19 pandemic created unprecedented challenges for Metro, including both significant revenue shortfalls and high demand for acquisition of pandemic-related supplies. Due to this combined challenge facing Metro, implementation of the Sustainable Acquisition Program was temporarily postponed.

In 2024, Metro resumed preparations to launch the program by incorporating new sustainability features into the agency's procurement workflow and developing internal program training for staff. The program is currently projected to fully roll out in 2026. Once deployed, Metro will develop program goals and evaluate the effectiveness of the program tools and processes. Additionally, Metro will evaluate the environmental outcomes of previously awarded contracts containing sustainability considerations to identify lessons learned.

Accomplishments

- > Metro introduced its Integrated Station Design Solutions update in 2020, refining guidance for future rail and bus rapid transit stations to increase sustainability, improve rider experience and streamline all phases of construction and operations for each station.
- > In 2022, Metro sourced 60% of construction materials for the Metro D Line Subway Extension Project from a regional supplier, significantly exceeding the minimum CALGreen requirement of 10%.
- > Metro has required the use of renewable diesel for all off-road construction equipment since 2018.
- > Metro partnered with innovative Swedish manufacturing company Skanska to pilot cutting-edge electric construction equipment on the Metro D Line Subway Extension Project, resulting in a 66% reduction in GHG emissions per hour.
- > Metro has also advanced key policy updates, including revisions to the Metro Rail Design Criteria (MRDC), which now mandate CALGreen Tier 2 compliance for all applicable facilities exceeding 10,000 square feet.

Implementation Challenges and Cost Considerations

- > Agency-wide disruptions, including the COVID-19 pandemic and staff turnover, slowed the development and rollout of our Sustainable Acquisition Program.
- > State regulations have caught up with various Metro construction requirements. While there may be opportunities to introduce more ambitious requirements, appetite and capacity for contractors to comply may be limited.

In 2022, Metro sourced 60% of construction materials for the Metro D Line Subway Extension Project from a regional supplier, significantly exceeding the minimum CALGreen requirement of 10%.

Priority Next Steps

- > Metro will create and deploy additional staff training around CALGreen code requirements.
- > Metro will evaluate opportunities in the planning phase of capital projects to identify or determine appropriate sustainability standards and design criteria.
- > Metro will update Metro's design criteria to formalize Envision as Metro's required environmental certification for linear infrastructure projects.
- > Incorporate technology lifecycle assessments and update procurement to avoid stranded assets in systems like fare collection, fleet electrification and energy monitoring.



Metro's GCP reduced the Regional Connector Transit Corridor Project's GHG emissions by 45% compared to the base-case, eliminating 2,610 tons of carbon dioxide equivalent (CO₂e).

- > Metro will update Metro's design criteria to require compliance with the "Buy Clean California Act" and require contracts to submit Environmental Product Declarations that demonstrate that materials are in compliance with specified global warming potential limits.
- > With the launch of our Sustainable Acquisition Program, Metro will work toward developing and approving an agency-wide policy around sustainable acquisition. We will also work toward hosting routine training and support sessions for staff to garner additional support and participation for the program.

2.6 Energy Resource Management

Metro relies on energy to operate our system – it powers our operational facilities, fuels our vehicles and runs our rail systems. The use and sourcing of that energy has ongoing impacts and longstanding implications for the environmental, fiscal and infrastructural resilience of our system.

Metro’s building energy consumption alone accounts for just over 100 gigawatt-hours (GWh) of electricity consumption per year across our extensive inventory of facilities in LA County. These building operations are critical to support over 1.2 million weekday rail and bus transit patrons. As such, Metro is taking proactive measures to implement innovative energy conservation practices and technologies in buildings, while procuring and generating more clean, renewable sources of energy wherever possible.

TARGET 1

- > Reduce energy consumption by 17% at facilities from the 2030 Business as Usual scenario.
- > 23.8% Reduction from 2024 BAU
- ☐ ACHIEVED

☒ ON TRACK

☐ IN PROGRESS

☐ BEHIND SCHEDULE

As of 2024, Metro has managed to stay ahead of its target to reduce electricity consumption at facilities. Metro has currently reduced consumption by nearly 23.8% from the 2024 BAU scenario. Metro’s consumption, with minor oscillations, has remained fairly consistent since even before the COVID-19 pandemic. And despite the fact that Metro ridership has rebounded significantly over the past several years, Metro’s facility electricity consumption has declined consistently over the past two years. In 2024, Metro reduced its facility electricity consumption by 8.55% from 2023.

TARGET 2

- > Increase onsite renewable energy generation to 7.5 MW.
- > 2.6 MW Onsite Renewable Capacity (No Change)
- ☐ ACHIEVED

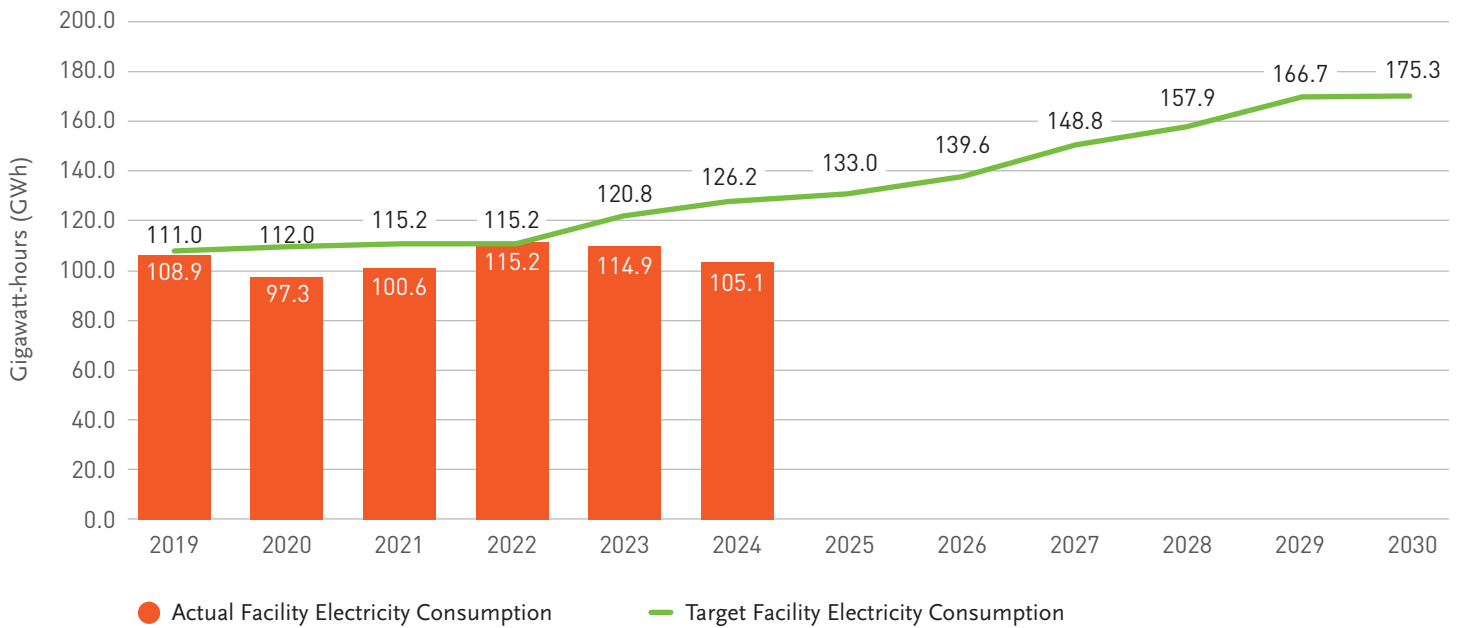
☐ ON TRACK

☐ IN PROGRESS

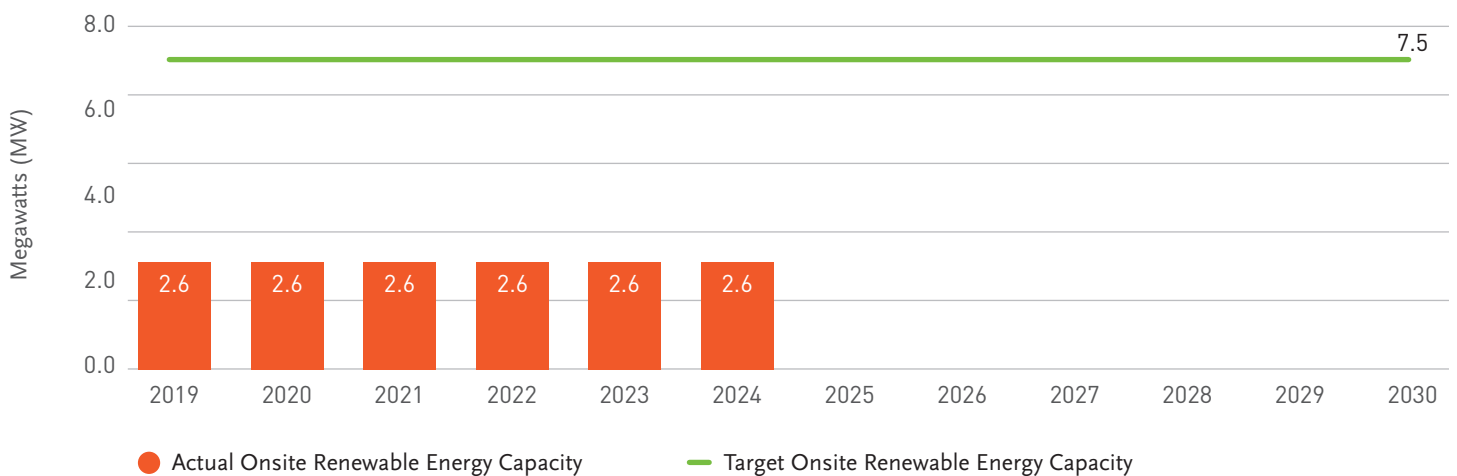
☒ BEHIND SCHEDULE

Metro’s onsite renewable energy generation capacity has remained constant over the last five years at 2.6 MW. We are working aggressively to increase our renewable energy generation capacity over the next five years by installing onsite energy generation assets at multiple operating divisions. These projects will help us make progress toward our goal of 7.5 MW renewable energy capacity by 2030. This includes work on the commissioning of a new solar array at the Metro Location 64 Maintenance of Way building, which when it starts production will increase total generation capacity across the system to 2.9175 MW.

Facility Electricity Consumption



Onsite Renewable Energy Capacity



However, Metro's actual energy generation from its existing solar photovoltaic systems has increased over time. As Metro's solar PV operations and maintenance program has completed repairs across various solar arrays, electricity generation in 2024 increased by 7.65% from 2023. Despite this positive development, Metro remains behind schedule with respect to its onsite renewable energy generation target. Going forward, Metro's new Energy Master Plan will lay forward a path for future solar and storage projects to not only increase Metro's onsite renewable generation capacity, but also bolster Metro's systemwide energy resilience.

Accomplishments

- > In 2020, Metro performed a comprehensive Building Management System (BMS) assessment to identify system performance improvements at each operating division.
- > In 2022, Metro introduced its *Energy Efficiency Long-Term Plan*, which identifies opportunities for Metro to upgrade and replace building systems across Metro facilities that are estimated to save Metro \$3.3 million annually.

- > In 2022, Metro adopted its *Electric Vehicle Parking Strategic Plan*, which aims to increase Metro's charging network to over 2,000 chargers across Metro facilities by the end of the decade. 50% of all new EV chargers will be located in disadvantaged communities (DACs) and 30% will be located in equity-focused communities (EFCs).
- > In 2024, Metro partnered with SEED LA, to deliver a three-week after-school educational module for 140 9th graders. Students formed groups and created campaigns around renewable energy and environmental engineering topics.

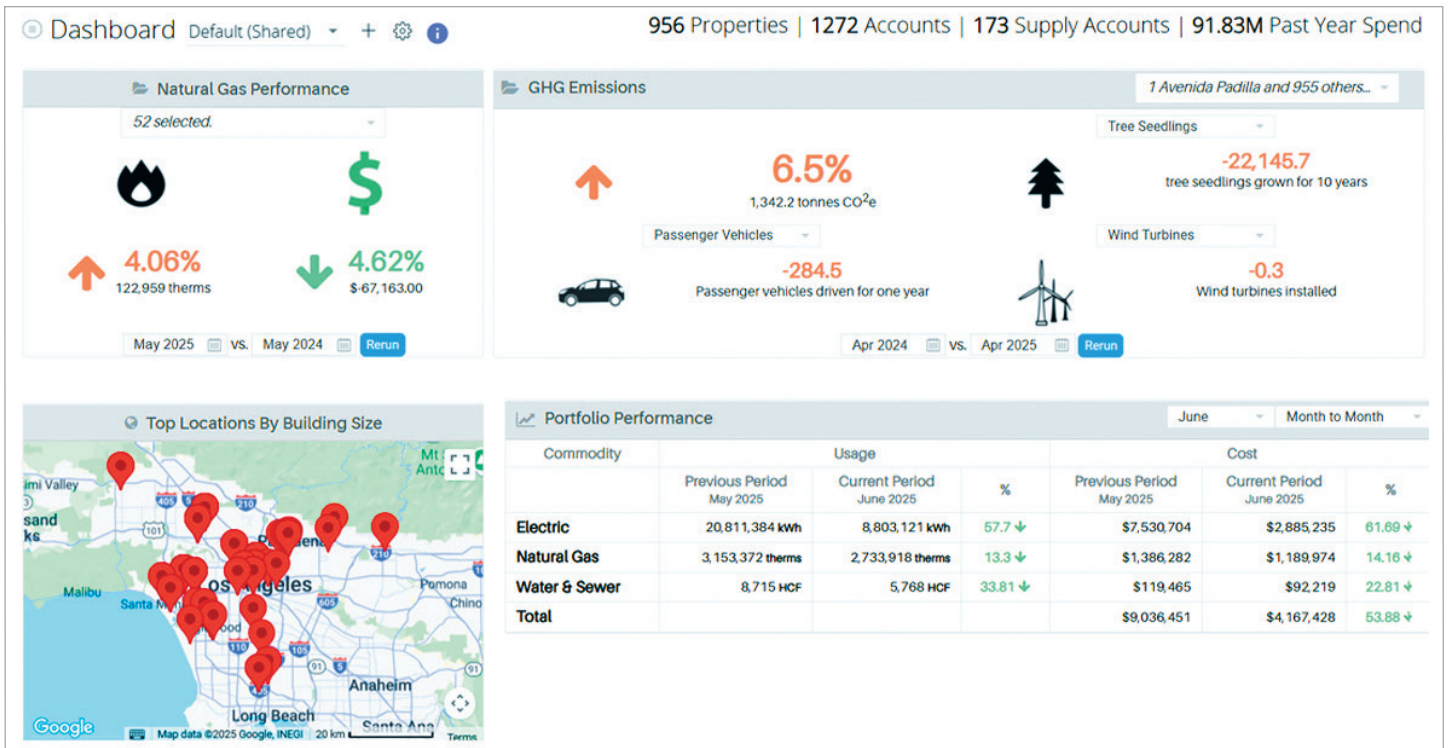
In 2024, Metro partnered with SEED LA, to deliver a three-week after-school educational module for 140 9th graders.

Implementation Challenges and Cost Considerations

- > Staffing disruptions and budget limitations have slowed important maintenance fixes to on-site solar panels, limiting generation year-over-year.
- > Partnering and funding efforts to increase renewable energy capacity have yet to yield tangible new on-site solar projects.
- > New capital projects, as well as Metro's zero-emission bus transition, are expected to significantly increase electricity consumption at facilities over the next five years and beyond.
- > Federal support for renewable energy projects will be limited over the next few years, limiting opportunities for new distributed energy resources across Metro facilities.

Priority Next Steps

- > Metro will introduce its *Energy Master Plan* in 2025, which will provide a comprehensive agency-wide energy forecast through 2050 and provide strategic direction for Metro with respect to energy management, grid resilience and building decarbonization.
- > Metro will continue to implement recommended repairs and BMS controls identified under the BMS assessment, as well as work toward developing a BMS maintenance and training program.
- > Metro will identify new projects for solar and battery storage based on the recommendations of the *Energy Master Plan*.
- > Metro will reform its Solar Photovoltaics (PV) Operations and Maintenance Program with a focus on completing the backlog of repairs needed for existing solar arrays.
- > Metro will work toward showcasing energy-resilient and carbon-neutral operations during FIFA World Cup 26™ and the LA28 Olympic Games at priority sites using solar power, battery storage and smart grid integration.



Data automation and visualization tools will help us improve efficiency in reporting our sustainability performance and better enable our staff and the public to interact with our data.

2.7 Emissions and Pollution Control

Transportation plays a major role in reducing regional greenhouse gas (GHG) emissions. By providing more convenient, efficient and appealing transportation options, we can move more people while reducing the negative impact that transportation has on the climate and public health.

We understand the urgency posed by climate change, which is projected to affect our riders and employees, as well as our infrastructure and services. Consequently, each of our actions must be a step toward achieving regional and statewide GHG emissions goals and ultimately achieving a zero-operational emission transportation system by 2050.

However, the impacts of our transportation system and its operations extend beyond GHG emissions. We operate within the most polluted air basin in the United States, and we recognize that our fuel consumption and use of chemicals (i.e., refrigerants) contribute to regional air quality issues. Accordingly, our approach to mitigating emissions includes strategies that reduce the formulation of smog and other air pollution – which is critical to protecting regional public health. These strategies include transitioning to cleaner fuels and engines and ultimately electrifying our buses and fleet vehicles.

TARGET 1

- > Displace 903,000 MTCO₂e annually.
- > 1,134,595 MTCO₂e Displaced
- ☐ ACHIEVED

☒ ON TRACK

☐ IN PROGRESS

☐ BEHIND SCHEDULE

As of 2024, Metro remains on track to achieve this goal, having displaced over 1.1 million MTCO₂e in the past year alone. Metro displaced 20.3% more emissions in 2024 than it did in 2023, which correlates closely with a nearly 23% increase in passenger miles traveled during the same period. This continues a trend with Metro increasing its displaced greenhouse gas emissions year over, which can be attributed to continued increases in ridership and growth of the Metro system.

TARGET 2

- > Reduce total GHG emissions by 79% from 2017 baseline.
- > 67.9% Reduction from 2017 Baseline
- ☐ ACHIEVED

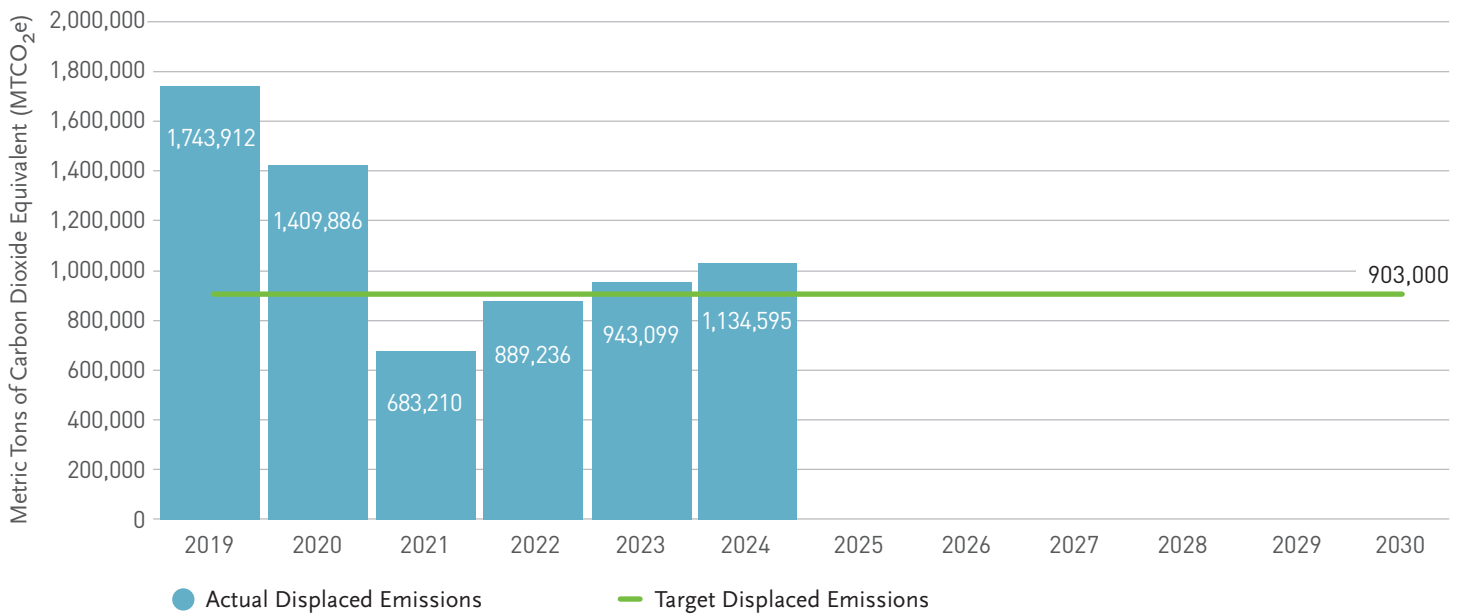
☒ ON TRACK

☐ IN PROGRESS

☐ BEHIND SCHEDULE

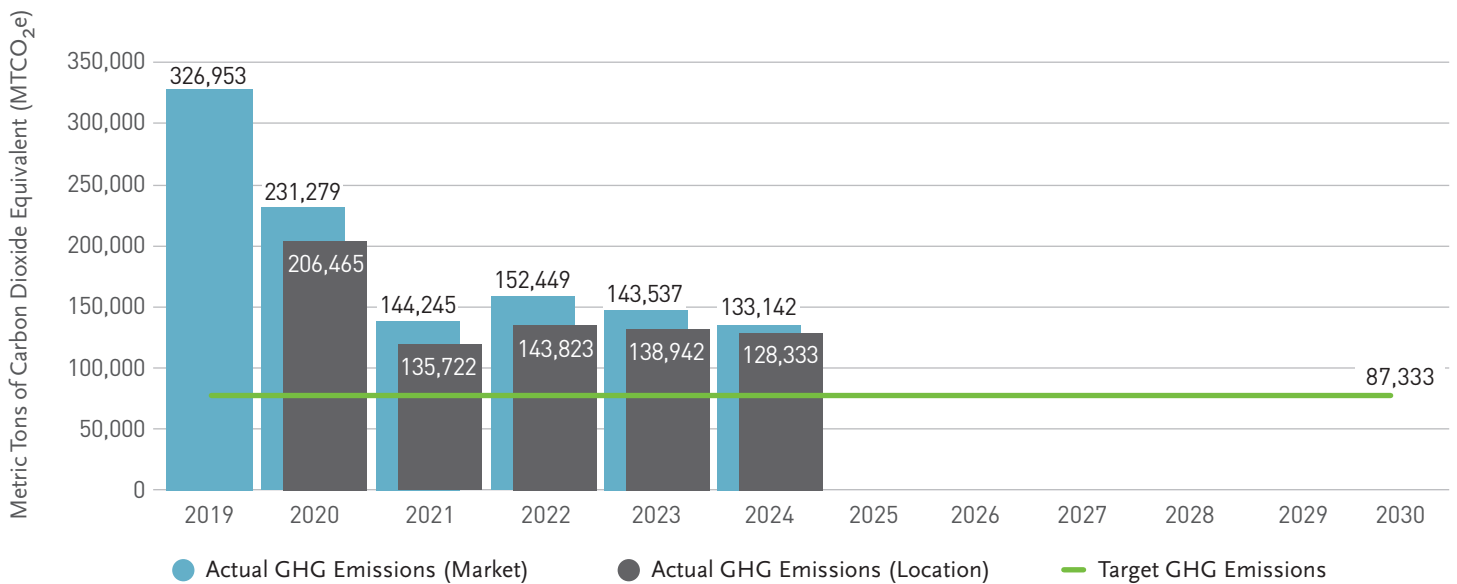
As of 2024, Metro has continued to steadily reduce its operational GHG emissions, achieving a 67.9% reduction from the 2017 baseline. While Metro’s emissions have slightly rebounded in the last five years since their stark decline from the COVID-19 pandemic, Metro managed to reduce its emissions by 7.2% from 2023. This achievement is largely due to the complete

Displaced Greenhouse Gas Emissions



Note: The methodology for displaced greenhouse gas emissions was updated in 2024 due to updated guidance that better accounts for present-day transportation modes, such as ride-hailing/rideshare services. Consequently, all figures have been retroactively updated to create a like-for-like comparison across years.

Greenhouse Gas Emissions



transition from fossil diesel to renewable diesel for Metro's non-revenue vehicles in 2024, as well as the procurement of new electric vehicles for the non-revenue fleet that have replaced older gas-powered vehicles. Metro still has work to do to achieve its 79% reduction by 2030, but given our progress to date, we remain on track to achieving that goal.

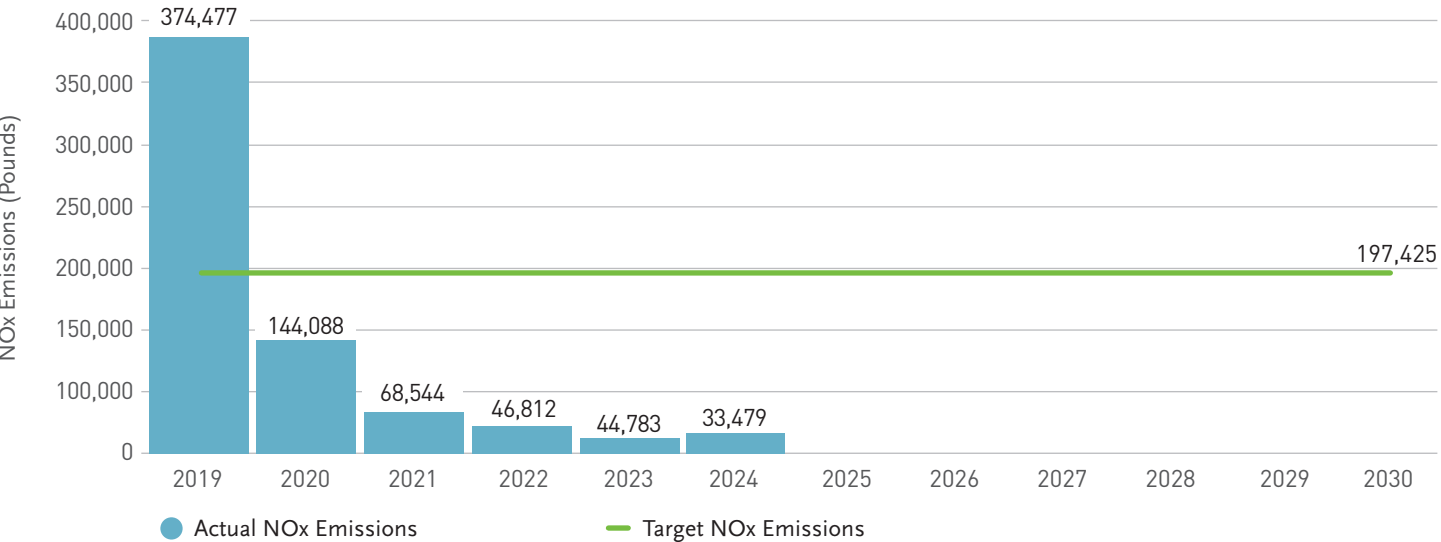
TARGET 3

> Reduce total nitrogen oxides (NOx) emissions 54% from 2018 baseline.

> 92.2% Reduction from 2018 Baseline

- ACHIEVED
- ON TRACK
- IN PROGRESS
- BEHIND SCHEDULE

Nitrogen Oxide (NOx) Emissions



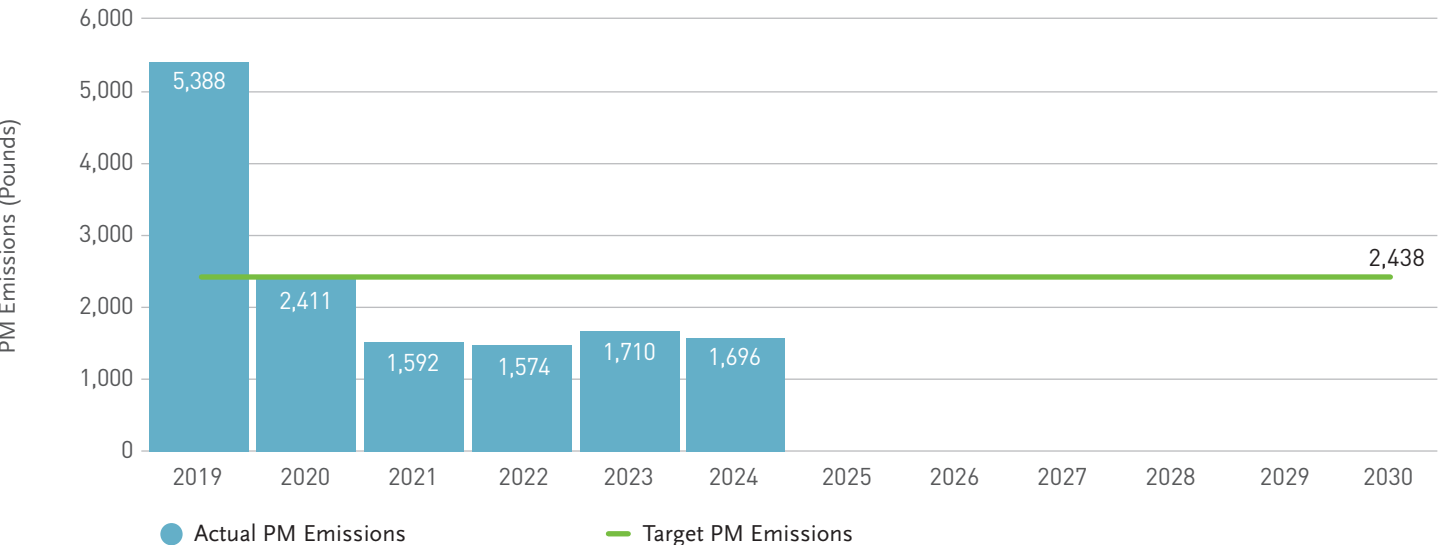
Metro has significantly reduced its NOx emissions from the 2018 baseline, far exceeding our initial 2030 commitment. Since 2020, Metro’s NOx emissions have declined by over 76%, and our 2024 NOx emissions (33,479 pounds) are about 83% lower than the reduction target (197,425 pounds). These remarkable trends can largely be attributed to the ongoing repowering of bus engines at mid-life, transitioning aging engines to near-zero emission engines that have yielded profound improvements in NOx emissions. The ongoing use of electric buses and newly introduced electric vehicles across our non-revenue fleet are also contributing to this positive impact. As of 2024, Metro is exceeding this target and intends to continue building on this achievement through 2030.

TARGET 4

- > Reduce total particulate matter (PM) emissions 62% from 2018 baseline. ○ ACHIEVED ● ON TRACK ○ IN PROGRESS ○ BEHIND SCHEDULE
- > 73.6% Reduction from 2018 Baseline

As of 2024, Metro has reduced its PM emissions by 73.6% from the 2018 baseline, exceeding its original commitment of a 62% reduction. PM emissions have remained fairly level since 2021, which speaks to the impact of engine re-powers and newly introduced electric vehicles across our fleets despite increasing ridership and mileage across the agency. As with Target 3, Metro is well on track to continue exceeding this target and build on its success over the next five years.

Particulate Matter (PM) Emissions



Accomplishments

- > In 2020, Metro completed its transition to the use of 100% renewable natural gas for its entire non-electric bus fleet.
- > In 2021, Metro achieved a key milestone on the path to its zero-emission bus fleet, electrifying all Metro G Line buses.
- > In 2024, Metro transitioned from traditional red dye diesel to renewable diesel (RD99) across our operating divisions for non-revenue vehicles, equating to an 80% reduction in greenhouse gas emissions compared to conventional diesel.
- > Metro recently adopted its Non-Revenue Fleet Electrification Plan, laying out a roadmap to electrify 70% of our light-duty vehicles and 20% of our medium-to-heavy-duty vehicles by 2030.



Renewable diesel produces 80% less greenhouse gas emissions than conventional diesel.

Implementation Challenges and Cost Considerations

- > Supply chain challenges and operational limitations have slowed the roll-out of our *Zero-Emission Bus Master Plan*, and new federal actions stand to escalate the cost of the transition in the short term. Relatedly, these federal actions are likely to increase the cost burden for Metro to procure electric vehicles and charging stations.
- > Leasing agreements for vanpool vehicles and Metro Micro, while cost effective, currently limit Metro's ability to lower emissions from those services.
- > Without procuring or directly generating more renewable energy, which may come at a short-term cost premium, the transition to electric buses may temporarily increase our GHG emissions due to the anticipated carbon intensity of our electric grid.

Priority Next Steps

- > Metro will continue implementing its *Zero Emission Bus Master Plan*, with a focus on transitioning as many divisions as possible by 2030 and a goal of a completely zero-emission bus fleet by no later than 2035.
- > Metro will continue implementing its *Electric Vehicle Parking Strategic Plan* to increase access to low-carbon transportation for drivers across Los Angeles County.
- > Metro will continue to transition its non-revenue fleet toward 100% zero-emission vehicles and explore opportunities to update leasing arrangements for vanpool vehicles and Metro Micro to encourage the use of zero-emission vehicles.
- > Metro will adopt and implement its *Energy Master Plan* to establish a clear pathway to 100% renewable energy supply, inclusive of procuring 100% carbon-free electricity and neutralizing natural gas use in existing facilities.



Metro's network of EV charging stations will grow to 3,000 charge ports over the next several years.

2.8 Resilience and Climate Adaptation

Metro serves as a lifeline to our region, communities and economy. It is crucial that our system is resilient, as Metro's service continuity has the potential to affect several million people. As the climate changes, it will be critical to not only maintain reliable and consistent service, but to also increase passenger comfort and safety.

Projections for climate change, regional population, land use, technology and other factors play a role in how the Metro system is designed, used and operated. Since 2012, Metro has utilized these projections and assessed the resiliency of our systems against anticipated and unpredictable impacts to reduce the potential for service disruptions, and to clearly identify opportunities to strengthen system resilience. In 2019 and 2020, we continued this endeavor by working cross-departmentally to develop an All-Hazards Mitigation Plan, pursuing flexible adaptation pathways and expanding our leadership in advancing regional resilience.

TARGET 1

- > Identify all acute shocks or stressors for critical and/or vulnerable areas at or near Metro infrastructure by 2025.
 - > 1,341 assets evaluated for risk level across 6 types of climate hazards
- ACHIEVED
○ ON TRACK
○ IN PROGRESS
○ BEHIND SCHEDULE

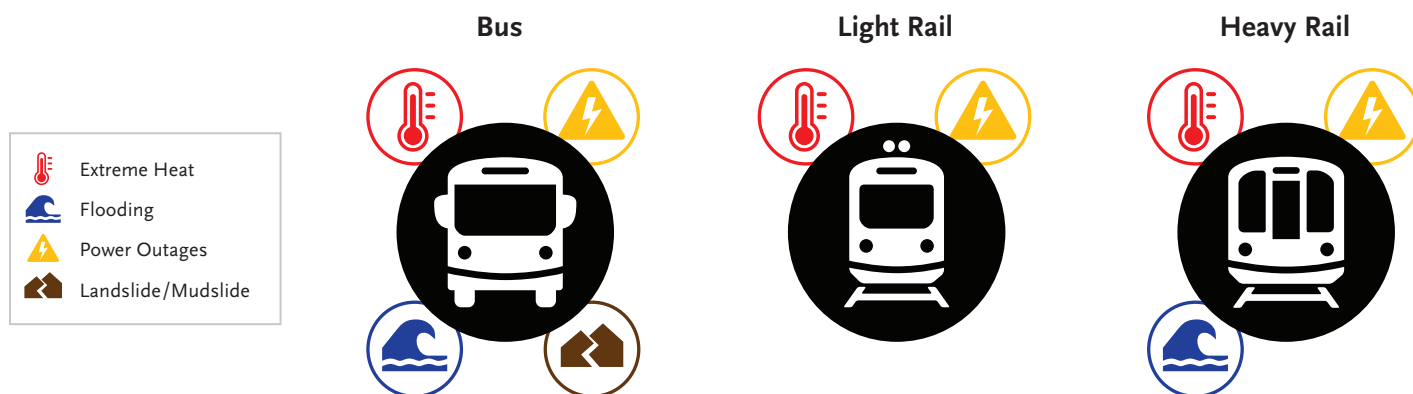
Metro's 2019 *Climate Action and Adaptation Plan* (CAAP) included a climate vulnerability assessment of 1,341 of Metro's most crucial operational assets to determine the infrastructure's vulnerability to climate change impacts. In 2022, using the results of the CAAP, Metro began assessing the actions needed to address significant climate risks that may directly impact its system within the next decade, as well as the longer-term actions that are important to identify and incorporate into planning now. The findings of these assessments will inform the development of an action plan for addressing climate risks into the future.

TARGET 2

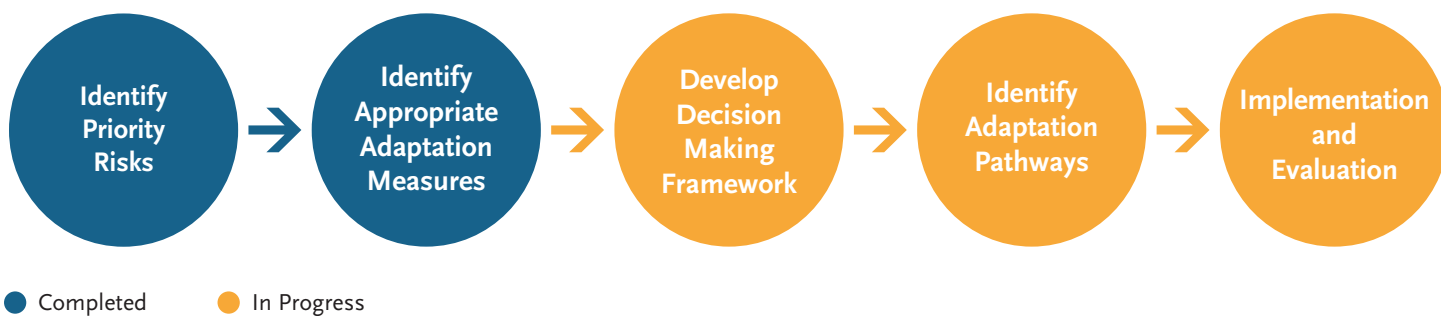
- > Implement the flexible adaptation pathways concept to incorporate climate adaptation into planning, procurement, asset management and operations by 2025.
 - > 48 department representatives engaged in All Hazard Mitigation planning and adaptation implementation
- ACHIEVED
○ ON TRACK
○ IN PROGRESS
○ BEHIND SCHEDULE

Flexible Adaptation Pathways is a framework that provides Metro multiple adaptation options to be selected at various critical junctures to best meet on the ground conditions

Climate Risks by Metro Asset Type



Milestone Diagram of Progress for Incorporating Climate Adaptation into Metro Processes



and accommodate uncertain futures. The achievement of this target, marked by initiating the implementation of this process, is shown above.

In 2023, Metro initiated a study to analyze the climate risks facing the system's assets, operations, staff and customers. This study also identified potential adaptation measures to address the most pressing risks for each affected area. The 2022 *All-Hazards Mitigation Plan* also helped to identify additional key risks. Moving forward, we will develop a

decision-making framework to help select and prioritize adaptation options to be used in the short, medium and long term, are cost-effective, and provide the greatest benefit to Metro riders, staff and infrastructure. This framework will be the foundation of identifying appropriate adaptation pathways across multiple scenarios and timeframes. The final phase of this target will incorporate identified climate adaptation strategies into strategic departments and functions through the flexible adaptation pathways model.

TARGET 3

- > Prioritize improvements to locations, facilities, infrastructure, equipment and operations to reduce risk. ○ ACHIEVED
- > 37% of evaluated stations received increased appearance scores and 57% received increased functionality scores in Q4 2024 (from Q3 2024). ● ON TRACK
- IN PROGRESS
- BEHIND SCHEDULE

The first critical step to prioritizing improvements to reduce risk is understanding the most at-risk assets, operations, staff and customers. As part of Metro's 2023 study to understand climate risk, we identified the most pressing climate risks in the system and their potential to impact light rail, bus and subway line infrastructure, service, operations and passenger safety and health. Risks were tiered into two categories (significant and emerging) to allow for immediate and long-term prioritization. The results of this study are directly informing investments into climate adaptation and advancing system resilience.

Alongside these efforts, Metro's Station Evaluation Program has been a valuable tool for maintaining Metro's stations in a state of good repair and for identifying and prioritizing resiliency improvements. The program inspects all rail and bus stations and bus transit centers on a quarterly basis to ensure they are clean, safe and functional for all patrons. Evaluations consist of 38 station aspects ranging from elevators and lighting, to TAP fare collection equipment and customer signage with scoring across two subcategories of appearance and functionality. This process provides actionable data points for maintenance staff to complete repairs and helps identify recurring issues reported by patrons, allowing staff to seek remedial and preventative solutions.

In the last quarter of calendar year 2024 Metro's proactive response to addressing station evaluation issues resulted in a 37% increase in scores for appearance criteria and a 54% increase in scores for functionality criteria. Recognizing the importance of providing functional, safe and clean transit stations, Metro intends to strengthen this program through continued collaboration with surrounding jurisdictions and agencies.

Accomplishments

- > In 2019 and 2020, the Metro D Line Subway Extension Project team conducted a resiliency evaluation and assessed climate-related risks and vulnerability at Section 3.
- > Metro recently updated its *All-Hazards Mitigation Plan*, aimed at minimizing a range of natural and climate change-induced risks across Metro infrastructure.
- > Metro is spearheading the Regional Bus Stops Improvement Initiative to facilitate bus stop improvements across Los Angeles County, which recently yielded an online Bus Stop Resource Hub in an in-person Summit.
- > Metro's Growing a Greener Workforce program introduced new courses on climate adaptation and resilience, such as "Extreme Heat for Contractors and Landscapers," and "The Benefits of Native Plants in Los Angeles."

Implementation Challenges and Cost Considerations

- > Due to disruptions from the COVID-19 pandemic and staff turnover, efforts to better ingratiate climate adaptation and resilience processes have moved more slowly than initially planned.
- > Efforts to bolster climate resilience across Metro infrastructure may induce significant costs to Metro and may be slowed as Metro approaches its fiscal cliff.
- > More collaboration is needed between Emergency Management, Sustainability and other Metro departments to drive resilience initiatives forward.

Priority Next Steps

- > Metro is working on bolstering its mega-event readiness ahead of FIFA World Cup 26™ and the LA28 Olympic Games, which include the introduction of “Beat the Heat” campaigns and water stations at public events.
- > Metro will evaluate opportunities to implement new resilience measures, including demand surge modeling, peak energy load management, resilience stress testing and emergency communication protocols.
- > Metro will integrate peak-capacity readiness benchmarks for transit operations, energy supply, waste diversion and station safety in preparation for the FIFA World Cup 26™ and LA28 Olympic Games.
- > Metro is piloting an equity-driven grant program designed to fund urban greening projects on the public right-of-way and within adjacent areas, with the goal of reducing the impacts of the urban heat island effect.



Through its Growing a Greener Workforce Program, Metro is introducing new courses to address climate action and resilience.

2.9 Economic and Workforce Development

Metro is investing in the future of the Los Angeles region, starting with our greatest asset – people. We have been proactively preparing for a large subset of our workforce being eligible for retirement between 2020 and 2030 by expanding our highly skilled and diverse workforce to meet the expected demand for staff. We are creating clear pathways for existing employees to advance their careers while also expanding recruitment efforts and creating proactive pipelines and equitable access to opportunity for the next generation of employees.

TARGET 1

> Review job classifications on a regular basis and eliminate obsolete requirements that create barriers to career advancement.

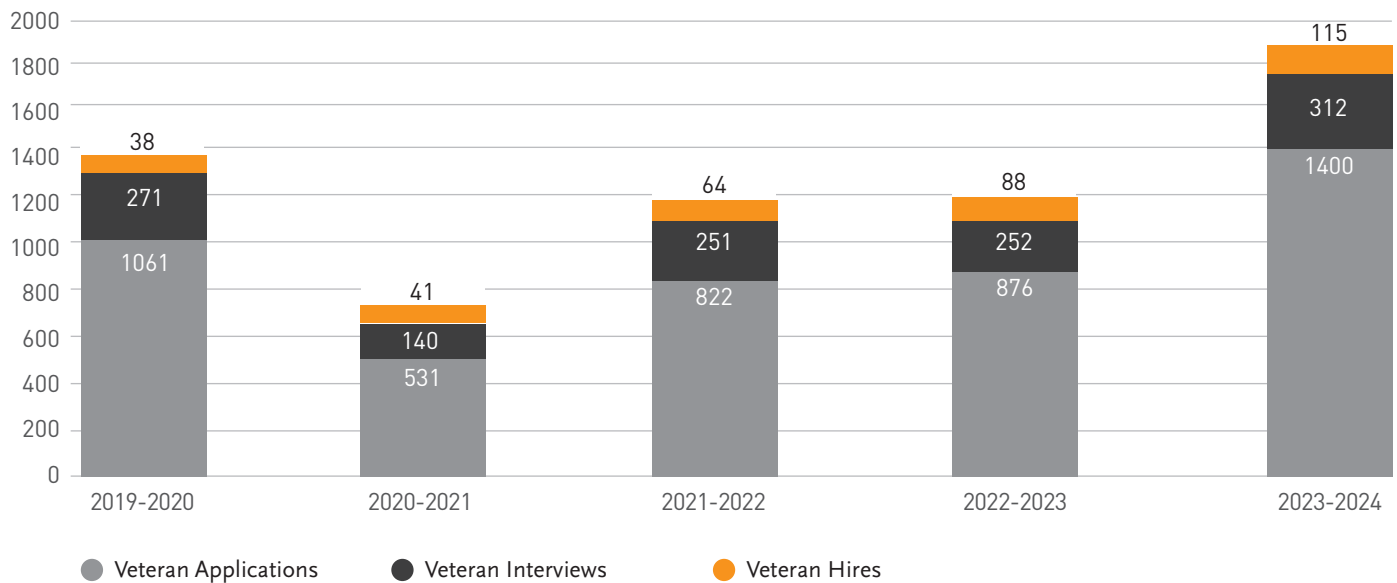
- ☒ ACHIEVED
- ☐ ON TRACK
- ☐ IN PROGRESS
- ☐ BEHIND SCHEDULE

> 100% of Job Classifications reviewed

As of 2024, Metro has successfully completed its review of all 879 job classifications at the agency. This comprehensive review included non-union positions, union roles, job classifications affiliated with other organizations like Los Angeles County and the Los Angeles Sheriff's Department and designations for non-employees including service council members, board members and consultants. These efforts demonstrate Metro's ongoing commitment to ensuring the accuracy and relevancy of our position requirements.

Metro will continue to review job specifications on an as-needed basis. In 2023, for example, several special reviews were conducted. Metro's Talent Acquisition team partnered with the Medical Desk to review all job specifications identified as "physically demanding" as well as partnered with the Chief Safety Office to review all safety-sensitive jobs to determine protective gear requirements. The Talent Acquisition team further reviewed all job specifications requiring a California Driver's License to determine whether driving ability was essential; if driving was not found to be essential, the requirement was revised to include either a valid California driver license or the ability to use an alternative method of transportation when needed to carry out a job-related essential function. These ongoing job specification reviews ensure accuracy and relevance for prospective applicants and help ensure qualified applicants are not inadvertently dissuaded from applying for jobs or screened out of otherwise strong potential employment opportunities.

Diverse Recruitment: Veterans



TARGET 2

- > Recruit employees from diverse sources, including vocational schools, community colleges, groups supporting formerly incarcerated persons and organizations supporting persons with disabilities and older adults.
 - ACHIEVED
 - ON TRACK
 - IN PROGRESS
 - BEHIND SCHEDULE
- > 4.6% of Total Hires Agency-wide were Veteran Hires between 2023 and 2024

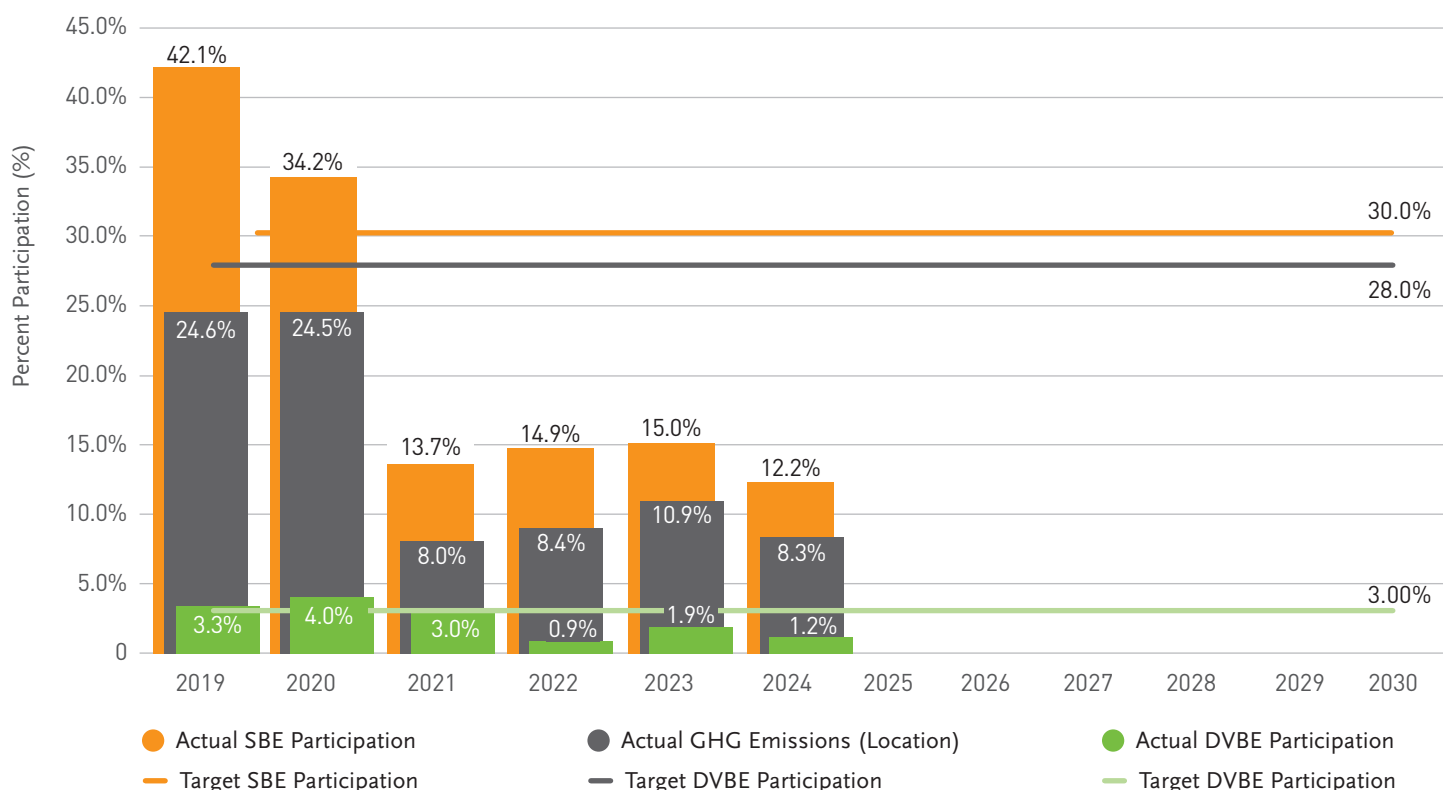
As of 2024, Metro has made strong advancements in its efforts to recruit and engage employees from underrepresented communities. Between 2023 and 2024, for example, Metro successfully solicited applications from 1,400 veterans which resulted in 312 interviews and 115 hires. These outcomes are only made possible through Metro's ongoing efforts to engage and support its former service-members. Metro's Veteran Program represents a collaborative effort between several Metro departments, local and nation-wide public agencies, community-based and veteran-service organizations, military units, professional associations and America Job Centers of California (AJCC) to provide employment opportunities and resources to veterans in Greater Los Angeles. Former service-members now employed at Metro can also participate in Metro's Veteran Employee Resource Group, which facilitates conversations, pride and camaraderie among Metro staff who were formerly members of the military.

TARGET 3

- > Achieve triennial DEOD contracting goals related to small, disadvantaged and veteran-owned businesses.
 - ACHIEVED
 - ON TRACK
 - IN PROGRESS
 - BEHIND SCHEDULE
- > 12.2% SBE Participation achieved in 2024
- > 8.3% DBE Participation achieved in 2024
- > 1.2% DVBE Participation achieved in 2024

In 2023 and 2024, Metro sustained its SBE, DBE and DVBE participation rates, with percentages at 14.98% and 12.18%, 10.94% and 8.28% and 1.9% and 1.15%, respectively. However, Metro's small business participation trends over the last several years have been bracketed by the COVID-19 pandemic and Metro's rapid post-crisis transportation: our SBE, DBE and DVBE participation rates have all declined since their pre-pandemic percentages. These trends reveal more than economic strain—they underscore the need for bolder systems of support, access and reform to ensure procurement equity in the future. Supporting small businesses means supporting innovation, capacity-building and sustainability.

Metro Small, Disadvantaged and Veteran-Owned Business Contracting



Accomplishments

- > Metro's Transportation Career Academy Program offers summer internship opportunities to graduating high school students, with 159 students graduating the program in FY24.
- > Metro established its Room to Work program, which is a targeted initiative to provide employment opportunities for unhoused individuals, housing insecure persons, homeless veterans, justice-impacted individuals and those who rely on our transit system as a makeshift shelter.
- > Metro's Office of Sustainability and Office of Equity and Race have collaborated on developing an Equity Toolkit, an online resource that will provide data, historical context, trainings, best practices and other resources to evaluate the equity impacts of projects and programs.
- > In 2023, Metro launched the Sustainability Youth Program, a platform for young people to get involved in Metro's sustainability efforts and to participate in professional and leadership development opportunities.

Implementation Challenges and Cost Considerations

- > Small business participation has been hindered by the COVID-19 pandemic.
- > New federal regulations may have financial implications for small, local businesses that affect their ability to operate or participate in Metro projects.

Priority Next Steps

- > Metro will continue to build on its successes through its existing workforce development programs and expand where possible.
- > Metro is preparing a Progress Report on its Community-Based Organization (CBO) Partnership Strategy, which will describe Metro's efforts to expand and enhance its partnerships with CBOs.



Metro's Sustainable Youth Program is helping young people across LA County prepare for careers that lead to more sustainable, healthier futures for them and their communities.

2.10 Actions and Implementation

In *MBS*, Metro listed 43 strategies and 188 actions to drive achievement of the goals and targets. The actions, co-developed in coordination with various Metro departments, ranged from the implementation of agency-wide strategic plans and capital projects to incremental, programmatic tasks. As of 2025, Metro has initiated a majority of the actions, with over 92 as having been progressed or completed since 2020.

Five years on, several actions were deemed to have stalled or not been initiated. For many of these, the lack of progress was attributed to staff turnover or departmental reorganizations that stranded certain actions without a new owner. Some actions were discontinued or halted following the COVID-19 pandemic or because departmental priorities shifted. Further review of these actions also showed opportunities to add specificity to actions where the language was vague, and to consolidate other actions that were ultimately redundant.

Heading into the next five years, the Office of Sustainability is taking these actions under further review, with the intent to streamline the original list of 188 actions to a more consolidated and actionable list. The Office will be coordinating with departments across Metro to clarify ownership and will work toward assembling a Steering Committee that will be responsible for directly overseeing the implementation of these actions agency-wide.

Prioritization Methodology

As both existing and new actions are considered for the next five years, Metro will be evaluating all potential actions against a set of criteria to prioritize implementation. These criteria are defined by the Metro Cost Benefit Analysis Methodology adopted by the Board in July 2025, which the following goals:

- > Mobility and Accessibility (40%)
- > Safety/Health (15%)
- > Environmental Sustainability (15%)
- > Operational Sustainability (15%)
- > Economic Impact (15%)

This framework, which is consistent with guidance and models developed by the U.S. Department of Transportation and Caltrans, has been recommended for use across Metro's capital projects. However, we are adopting this framework more broadly to assess both capital projects and operational initiatives that may encompass smaller projects and programs. This methodology not only allows us to assess the complete financial impact of an action to Metro, but it weighs the impact of that action towards other key priorities for Metro, including mobility, equity, safety and sustainability.

As both existing and new actions are considered for the next five years, Metro will be evaluating all potential actions against a set of criteria to prioritize implementation.

2.11 Tracking Our Progress

In *MBS*, Metro committed to reporting on its progress toward implementing *MBS* on a biennial basis. This progress has been reported through our online Metro Sustainability Reporting Dashboard. This online dashboard is updated biennially to show our progress against *MBS* targets, as well as with case studies under each performance category that highlight areas of achievement for Metro. This online dashboard is also updated every year to report out our progress on a set of benchmark sustainability metrics under the American Public Transportation Association's (APTA) Sustainability Commitment.

To supplement this online reporting, Metro is continuing to work towards leveraging improved analytics tools and online resources that streamline the efficiency of our reporting processes and increase transparency. These resources include:

- > a new Sustainability Hub Site, which will bring together a mix of informational, strategic and interactive resources to facilitate collaboration between our Office of Sustainability and Metro stakeholders;
- > an internal automated utility analysis tool, Tango Energy & Sustainability, designed to reduce time and costs associated with aggregating utility data to assess our resource use and spend; and
- > a public, online interactive data dashboard and mapping tool to enable internal and external users to analyze Metro's sustainability performance and integrate those analyses with relevant geospatial mapping layers like bus routes, Equity Focus Communities (EFCs) and climate hazard data.

These tools are intended to provide real-time information on performance trends to help identify opportunities to both remedy performance challenges and implement innovations that expedite the achievement of our sustainability goals.

Finally, Metro will be revisiting its Implementation Plan process as defined in *MBS* to clearly identify specific actions and projects for each fiscal year. These Implementation Plans (MBS-IPs) will be informed by the aforementioned prioritization methodology, and will be co-managed by the Office of Sustainability and other internal departments. These MBS-IPs will be equipped with internal tracking mechanisms (e.g., Excel- or PowerBI-based dashboards) to ensure that committed actions proceed according to schedule and budget.

3. Looking to 2030

As Metro looks ahead to 2030, we remain steadfastly committed to achieving our *MBS* goals and targets. As we have outlined in this *Update*, this agency and the greater LA region have faced many obstacles over the past five years. As Metro gears up for FIFA World Cup 26™ and LA28, we must continue to push ahead on ambitious plans to extend the reach of our transportation network throughout LA County. Our efforts to move beyond sustainability, to act with urgency on climate change and to execute our sustainability vision in an equitable and fiscally responsible manner must be executed with equal ambition. We are determined to do just that.

Our performance to date is indicative of meaningful progress across the vast majority of our targets, and Section 2 outlines some of our priority next steps to drive achievement through 2030. However, our sustainability and climate action work is not bound solely to the achievement of quantitative milestones. Instead, our work has tangible impacts on Metro’s broader strategic objectives and priorities.

In this section, we share a renewed set of strategic priorities for our sustainability program through 2030 and beyond (see the table below). These priorities do not take the place of existing *MBS* goals, targets, strategies and actions. Instead, they provide critical contextual emphasis to the holistic importance of our work and function as firm guideposts for our sustainability program.

MBS 2026-2030 Strategic Priorities

PRIORITY	PRIORITY DETAIL
Equity and Climate Justice	We will determine where and how sustainability can continue to address systemic inequities across LA County and protect communities that are affected “first and worst” by the impacts of climate change.
Fiscal Responsibility	We will use sustainable practices, programs and standards to reduce expenses and generate value for Metro in the face of an anticipated fiscal deficit over the next several years.
Customer Experience, Safety and Equity	We will leverage sustainability projects and best practices to drive measurable improvement to customer experience and create a safer, more equitable transit experience for all Angelenos.
System Reliability and Resilience	We will establish and uphold infrastructure, procedures and partnerships to ensure that the Metro system remains up and running in the face of acute shocks or chronic disruptions.
Community Partnerships	We will strengthen and support our partnerships with community-based organizations and other regional stakeholders, and identify where those partnerships can drive achievement of Metro’s sustainability strategy.
Regional Youth and Workforce Development	We will build on existing youth and workforce development programs to strengthen the LA County economy, improve livelihoods for Angelenos and create an agile green workforce.
Governance, Culture and Compliance	We will continue to integrate meaningful sustainability governance and uphold environmental compliance throughout Metro, with attention to improving decision-making and driving positive behavioral change.

3.1 Equity and Climate Justice

Metro continues to work toward advancing equity and climate justice. When our Board first adopted *MBS*, the plan included key targets under the “Economic and Workforce Development” category that were focused on expanding economic opportunity. Our efforts in other performance areas, namely under “Resilience and Climate Adaptation,” have been focused on assessing climate hazard risk across our system in order to ensure that our system can stay up and running in cases of both acute shocks and chronic disruptions. Our performance in other areas concerning emissions reduction, energy demand and water conservation yield co-benefits that mitigate environmental harm (e.g., pollution reduction, ecosystem protections). And through planning efforts such as our *Electric Vehicle Parking Strategic Plan* and our latest *Energy Master Plan*, we have paid thoughtful attention to the impact of our work in Equity Focus Communities (EFCs) and have partnered with community-based organizations (CBOs) to identify meaningful resilience solutions.

We will determine where and how sustainability can continue to address systemic inequities across LA County and protect communities that are affected “first and worst” by the impacts of climate change.

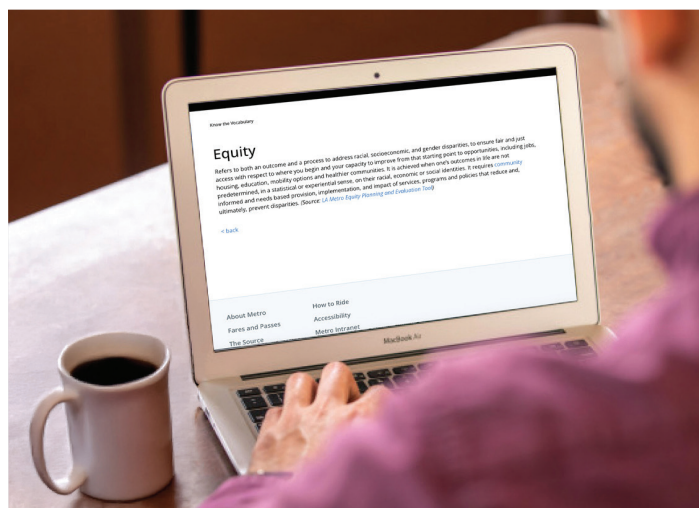
There is space yet for our work to evolve in ways that more overtly center equity and climate justice. Metro introduced its Equity Platform in 2018, which guides how the agency will address inequities and create more equitable access to opportunity. In 2020, Metro hired the first-ever Executive Officer of Equity and Race, and since then, the Office of Equity and Race (OER) has grown to be an integral part of Metro. Metro’s equity work has been summarized into four areas of action, otherwise known as the Pillars of the Equity Platform:

- > **Define and Measure.** Increasing understanding through defining and measuring “equity.”
- > **Listen & Learn.** Learning about community needs through intentional listening.
- > **Focus & Deliver.** Developing tools as part of a needs-based analytical plan to identify disparities and their root causes.
- > **Train & Grow.** Orchestrating training and education across Metro to ensure successful implementation of the Equity Platform.

These pillars can and must extend to our work on environmental and climate justice across LA County. As we approach the next five years, we intend to focus our efforts on more concretely aligning our work with these pillars.

What We Are Doing: Centering Equity in Metro Programs and Projects

Since 2024, Metro’s Office of Sustainability (OOS) and Office of Equity and Race (OER) have collaborated to develop the Equity Toolkit, an online resource that will soon be available through Metro’s website. The Equity Toolkit will provide data, historical context, training, best practices and other key resources to Metro staff and partners seeking to evaluate the equity impacts of their projects and programs and foster climate justice throughout Los Angeles. Metro developed the Equity Toolkit through close collaboration with five Community-based Organization (CBO) partners, who generously lent their



Metro’s Equity Toolkit will support Metro staff and partners evaluating the equity impacts of their projects and programs.

wide-ranging expertise to Metro on topics cutting across land use, economic development, transportation and community engagement. This partnership reflects Metro's commitment to prioritizing community voices and was made possible through Metro's CBO Partnering Strategy and CBO Database. Metro's Equity Toolkit highlights the Office of Sustainability's deep commitment to aligning transportation infrastructure, programs and service investments with communities with the greatest need, thereby improving access to opportunity for all Angelenos.

What We Will Do

Over the next five years, we will craft our sustainability programs and projects with a greater focus on identifying and measuring the impacts of this work on communities at the frontlines of climate change. Specific actions include:

- > Improved measurement of climate risk and equity outcomes of sustainability projects, including the use of mapping and spatial disaggregation to track the distribution of benefits and burdens across EFCs.
- > Implement mechanisms to partner with communities, including through the use of co-governance tools such as community advisory groups, CBO partnerships and listening sessions.
- > Establish targets centered on capital investments in EFCs focused on improving climate resilience and mitigating risk and exposure to climate hazards.



Our pilots of electric off-road equipment demonstrated significant reductions in greenhouse gas emissions and operating costs.

3.2 Fiscal Responsibility

Metro recognizes its responsibility as a steward of taxpayer dollars to ensure that its sustainability efforts are not only effective, but also adequately funded. We are committed to exploring additional external funding sources to support the implementation of this plan. We have already taken steps to build fiscal responsibility into our projects and programs. For example, Metro utilizes revenues from environmental commodities generated or acquired through carbon-based markets at the federal and state level (e.g., credits generated by using alternative fuels through California's Low Carbon Fuel Standard) to fund bus electrification and other programs. As another example, Metro adopted a new EV Charging Policy and fee structure in 2025, modernizing charging fees across our public and employee EV charging stations to help our program operate in a "cost-neutral" fashion even as we grow the charging network. These two examples alone demonstrate that ambitious action on sustainability and climate change can actually pay for itself given available regulatory and market mechanisms. Despite these successes, it is our commitment to continue securing funding resources, and to find additional ways to implement and grow our programs cost effectively.

We will use sustainable practices, programs and standards to reduce expenses and generate value for Metro in the face of an anticipated fiscal deficit over the next several years.

In June 2025, Metro's Finance, Budget and Audit Committee issued a report to the Metro Board of Directors on the subject of addressing the fiscal cliff. The Committee's report indicates that Metro anticipates significant near-term financial challenges, equating to a financial shortfall in Metro Transit of \$100 million by FY27, which will grow to \$2.3 billion by FY30. This is in large part due to a convergence of factors, including the expenditure of COVID-era relief funding, fare collection that has stabilized

below pre-pandemic levels and growing expenses due to inflation and supply chain disruptions. The Board adopted a workplan and guidelines to address the fiscal cliff, inclusive of short- and long-term steps that will affect how Metro constructs, assesses, approves and reports budgets for years to come.

As we look ahead to 2030, there are many planned capital projects scheduled through the next five years that will drive the achievement of our sustainability goals. Relatedly, there are a number of operations and maintenance activities with scopes that are expected to grow as capital projects are completed. At the time of writing, we are assessing where and how these planned projects may contribute to the fiscal cliff, as well as what mitigation actions we must take to minimize or eliminate any such contributions. This work includes steps to understand the costs tied to project delays, assess the value and equity impacts of our completed projects and calculate returns on investment from our projects over the next five years and beyond.

What We Are Doing: Using Life-Cycle and Cost-Benefit Analysis to Drive Sustainability Value

In alignment with the Metro Board's emerging priorities, this *Five-Year Update* acknowledges the critical importance of applying Life Cycle Cost Analysis (LCCA) and Cost-Benefit Analysis (CBA) across all areas of sustainability planning and execution. These tools allow Metro to assess the true long-term value of investments, identify solutions that reduce total cost of ownership and make smarter, more equitable use of limited capital resources.

For example, LCCA helps justify higher initial investment in renewable energy and resilient station infrastructure by demonstrating long-term savings in energy bills, maintenance and avoided downtime. In 2023, a pilot LCCA for solar deployment at Division 13 revealed that higher upfront costs would be offset in less than 8 years, with projected savings exceeding \$12 million over 25 years. Similarly, the LEED Silver standard adopted for major Olympic-adjacent station retrofits was supported by CBA showing avoided energy, cooling and material replacement costs totaling over \$3 million.

CBA enables Metro to quantify co-benefits such as avoided emissions, improved health outcomes, increased workforce participation and enhanced community trust – especially for projects located in Equity Focused Communities. A 2024 CBA conducted for the Willowbrook/Rosa Parks Station canopy and cooling improvements showed strong public health returns, including projected reductions in heat-related illness during summer months.

Going forward, Metro will use LCCA and CBA tools to inform future updates to our *Energy Master Plan*, our *Climate Action and Adaptation Plan* and other long-range initiatives to ensure that Metro remains a model for fiscal responsibility and forward-thinking public investment.

What We Will Do

The forthcoming fiscal cliff demands urgent action on behalf of all Metro departments. It is a mandate to carefully consider steps forward that do not contribute to the fiscal cliff but still advance progress towards hitting our *MBS* targets. Consequently, we commit to the following actions over the next five years:

- > Construct a prioritization framework or decision-making matrix that helps staff and leadership prioritize actions and projects based on cost-effectiveness, equity, risk reduction and readiness. This framework will incorporate LCCA and CBA into capital project evaluation, procurement scoring and strategic prioritization for sustainability investments.
- > Establish a phased implementation model for projects that is tied to different funding scenarios (e.g., base funding, one-time stimulus funding, discretionary grant wins, etc.).
- > Prepare and incorporate tradeoff evaluations for major *MBS* actions, inclusive of assessments that show where Metro is taking action or where it may delay or scale down projects based on anticipated budget and impact. Such evaluations should be aligned with Metro's Cost-Benefit Analysis and Lifecycle Assessment methodologies.
- > Establish an adaptive management process whereby operational shifts (e.g., major ridership decreases, budget gaps, new regulatory or policy mandates) trigger mid-cycle evaluations of *MBS* actions and priorities in coordination with Metro's Early Intervention Team.
- > Identify co-design opportunities where stakeholders from EFCs and youth-centric communities can help co-create and/or advise on investments and project adjustments tied to *MBS* and other sustainability initiatives.

3.3 Customer Experience, Safety and Equity

Our goals as an agency to be a sustainability leader in the public transit space hinge on our ability to provide a safe, reliable and ever-improving experience for our riders. Our customers have given us our mandate: to make Metro safe, clean, comfortable, reliable and easy. In response, we have instituted a number of new programs and practices, among them routine surveying of our customers following the recommendations of our Recovery Task Force.

We will leverage sustainability projects and best practices to drive measurable improvement to customer experience and create a safer, more equitable transit experience for all Angelenos.

Equity and sustainability are deeply tied to customer experience. Improving the quality of life for everyone who lives, works and plays in Los Angeles County requires us to ensure that everyone has safe and easy access to transit, including people with disabilities, those with limited English proficiency, low-income riders and youth. Furthermore, achieving our sustainability goals requires us to retain and grow our ridership and to find more ways to get people out of cars and onto transit. None of that is possible if riders do not trust that Metro can provide them with the safe, clean, comfortable, reliable and easy experience that they deserve.

Consequently, we must do more to center customer experience in our efforts to make Metro a more sustainable agency, and in turn to ensure that our sustainability initiatives directly translate into safer, more equitable transit experiences for our riders.

What We Are Doing: Improving Rider Experience through Safety, Comfort and Experience Measures

Metro is tracking and responding to customers directly through our Customer Experience Hub and through our Customer Experience Plans. Our latest plan from 2023 summarizes the top priorities of our riders across Metro services, and highlights a number of key actions that have been completed since 2022. These include, but are not limited to:

- > Launching a Metro Ambassador program to support riders and enhance their experience going Metro.
- > Working with high-priority local jurisdictions to identify high priority stops, recommended amenities, stop activation opportunities and other improvement opportunities for a coordinated regional vision.
- > Launching our Metro Micro program, which provides on-demand, shared micro-transit services in select service zones across the county.
- > Establishing an internal transit police force to support customer safety, reduce safety incidents and improve incident response.

What We Will Do

Metro will work towards evaluating and implementing sustainability projects through the lens of improvements to customer safety and experience. We commit to taking the following steps through 2030:

- > Integrate customer experience metrics (e.g., rider satisfaction, wait times, comfort scores) into decision-making and monitor impacts of major programmatic responses to improve customer experience (e.g., Metro Ambassadors, Metro's transit policing transition, etc.)
- > Incorporate customer-related experience into sustainability and resilience assessments, including but not limited to station improvements, incidents tied to heat stress or other climate hazards, etc.
- > Partner with CBOS to survey for, identify and evaluate safety enhancements that have tangible sustainability and equity outcomes for riders (e.g., heat and noise mitigation, fare equity, digital inclusion).
- > Coordinate closely with Emergency Management on development and rollout of infrastructure and programs that promote safety during climate events.

3.4 System Reliability and Resilience

Metro is vulnerable to natural and other hazards that may result in loss of life and property, economic hardship and threats to public health and safety. These include climate hazards such as extreme heat, precipitation, inland and coastal flooding, drought and wildfire. These shocks and disruptions present tangible threats to our transportation system, which many Angelenos rely on now, and many more may need during major events or crises. For example, extreme heat can lead to buckling rail lines and cooling failures in buildings and transit, which in turn can lead to delays or other negative outcomes for our riders. Consequently, Metro has evaluated climate risk across many of its assets in the last five years. Furthermore, our Board of Directors adopted our *All-Hazards Mitigation Plan* in 2022, identifying pertinent natural and anthropogenic hazards facing Metro and authorizing our Emergency Management Department to pursue FEMA preparedness grant funding to support all Metro departments and stakeholders.

System reliability and resilience are not only pertinent in the face of potential hazards, but also in the face of major mega-events in the region. FIFA World Cup 26™ and LA28 present two such events, both of which are driving major multi-year transformative projects at Metro. These events are projected to bring thousands of visitors into the region, many of whom will rely on Metro Bus and Rail to get to and from events. Consequently, these events are and must be treated as major

sustainability and resilience catalysts: Metro's system must be able to handle this influx of riders regularly and in the case of any major disruptions, but Metro must also consider where and how it can protect Angelenos and visitors from climate hazards such as wildfire or extreme heat during both the FIFA World Cup 26™ and the LA28 Olympic Games. Most importantly, these efforts to bolster system reliability and climate resilience must also extend beyond the scope of those two mega-events.

What We Are Doing: Piloting Extreme Heat Interventions

Metro is working with LA28, Caltrans, Metrolink, the Los Angeles Department of Transportation (LADOT), the City of Los Angeles Mayor's Office and the Southern California Association of Governments (SCAG) as part of a broader group collectively known as the Games Mobility Executives (GME). Metro has supported the formation of an official GME Heat Subcommittee and a World Cup Heat Workstream to provide policy recommendations of best heat mitigation practices. As part of this mega-event coordination, Metro helped develop a heat mitigation workplan for both FIFA World Cup 26™ and LA28, completed a hydration station pilot at Memorial Park Station for the Club World Cup Games and partnered with ShadeLA to conduct a Design Competition for modular shade zones.

The hydration station pilot during the Club World Cup Games resulted in a total of 70 gallons of tapped water at bottle refill stations over the course of six (6) games, equating to saving about 520 single-use plastic bottles. This is just an example of the simultaneous resilience and sustainability impact of heat mitigation initiatives that can scale up tremendously in the context of regional mega-events.

What We Will Do

Our efforts to continue bolstering climate resilience across our system and secure system reliability through 2030 and beyond will include the following actions:

- > Develop a climate risk integration protocol or checklist for every new project or procurement.
- > Incorporate performance indicators that track progress on improving system reliability (e.g., on-time performance, trip cancellations or delays, slowdowns) and operator/maintenance readiness (e.g., attrition and hiring rates, preventive maintenance completion, asset age and replacement) for pertinent sustainability projects and programs.



Our goals as an agency to be a sustainability leader in the public transit space hinge on our ability to provide a safe, reliable and ever-improving experience for our riders.

- > Identify sustainability capital projects and programs for priority stations, corridors and assets tied to event service at the FIFA World Cup 26™ and the LA28 Olympic Games.
- > Publicly report progress on the LA28 Olympic Games- and FIFA World Cup 26™-aligned sustainability and resilience indicators with legacy planning to ensure continued benefits post-2028 (e.g., ridership surge capacity, emissions avoided).
- > Showcase carbon-neutral operations at these events at priority sites using solar, battery storage and smart grid integration.
- > Create training cohorts timed to prepare youth and displaced workers for LA28 Olympics readiness roles (e.g., green construction, wayfinding, safety ambassador programs).
- > Assess climate-related impacts of Metro programs and projects on youth and EFCs, as well as pilot programs that reduce risk and exposure to climate hazards.
- > Formalize Metro's role in regional adaptation governance and co-fund joint adaptation projects.
- > Integrate redundancy planning and other considerations (e.g., operational climate scenarios, staffing continuity, flexible labor deployment) for critical systems.
- > Incorporate technology lifecycle assessments and update procurements to avoid stranded assets across Metro.

3.5 Community Partnerships

Metro is deeply committed to fostering collaboration with local communities. Metro's Equity Focus Communities (EFCs) are disproportionately likely to experience the "first and worst" impacts of a changing climate and have the most to benefit from sustainability initiatives. Metro's Office of Sustainability recognizes the importance of rebuilding trust with frontline communities and centering their sustainability priorities. We have a strong legacy of building partnerships with community organizations to achieve Metro's sustainability goals, ranging from public education efforts and youth initiatives to community-driven planning efforts co-designed with community members. Through efforts like listening sessions, community advisory committees and other mechanisms that gather input from community members, the Office of Sustainability can target sustainability initiatives toward communities most in need.

Over the last five years, Metro has made great strides in formalizing its processes for community partnerships. In particular, Metro recognizes the significant role Community-based Organizations (CBOs) play in fostering trust between community members and public agencies like Metro. This relationship has been formalized through Metro's 2021 *Community-based Organization Partnering Strategy* (CBOPS), which outlines clear, equitable structures and strategies for CBO partnerships agency-wide. Building upon its legacy of strong relationships with community organizations, Metro's Office of Sustainability has coordinated with Metro's Office of the CEO, Office of Equity and Race, Arts and Community Enrichment and other key departments and stakeholders to apply Metro's CBOPS to several projects over the last five years. The Office of Sustainability will continue to emphasize community engagement in pursuit of community co-governance in the coming five years of *MBS*.

What We Are Doing: Improving Bus Stop Amenities through Community-Centered Planning

Metro's Office of Sustainability has collaborated with Metro's Office of the CEO and Customer Experience department to develop the Regional Bus Stop Improvements Initiative (RBSII). This initiative seeks to facilitate a regional conversation around bus stop improvements within Los Angeles County's 88 cities and unincorporated areas. Safe, comfortable and clean bus stops matter to neighborhoods and contribute to better health and safety outcomes. By connecting local jurisdictions and transit agencies with resources for improving bus stops in their communities, RBSII seeks to empower cities to envision effective, innovative bus stop improvements in a new way. The RBSII team has brought together wide-ranging jurisdictions, subject matter experts, advocates and community-based organizations throughout Los Angeles to collectively address challenges and

share best practices for bus stop improvements in LA. Through these community-centered planning efforts, Metro's Office of Sustainability seeks to address the core equity issue of improving bus stop amenities by centering the experience and priorities of Angelenos who need these improvements most.

What We Will Do

Over the next five years, the Office of Sustainability will continue to build upon and expand our efforts to collaborate with CBOs, labor organizations, schools, advocacy groups and other organizations to drive achievement of our sustainability goals. Specifically, we commit to the following actions:

- > Incorporate requirements for new projects and programs pertaining to working with CBOs and other community partners.
- > Partner with CBOs by applying *Metro's Community-Based Organization Partnering Strategy* to Office of Sustainability initiatives and/or projects and using Metro's online CBO Database to promote opportunities for partnership.
- > Host listening sessions in Equity Focus Communities focused on *MBS* strategies and actions.
- > Collaborate with key Metro stakeholders, including the Office of Equity and Race, Arts and Community Enrichment, to expand upon and deepen active initiatives established during the first five years of *MBS*.
- > Bring in youth advocates (e.g., student leaders) as co-designers of sustainability projects and programs.



Metro's Regional Bus Stop Improvements Initiative empowers jurisdictions in Los Angeles to envision effective, innovative bus stop improvements in a new way.

3.6 Regional Youth and Workforce Development

Metro is committed to continually expanding our youth and workforce development efforts. Through our engagement activities and educational programming, we aim to not only invest in our relationship with Angelenos, but support regional climate resilience by supporting community members in understanding and preparing for the impacts of a changing climate.

Metro has doubled down on green workforce development initiatives and career pathway programs over the last five years. For example, while the Office of Sustainability has managed its Growing a Greener Workforce (GGW) program since prior to the pandemic, the impacts of COVID-19 provided a unique opportunity for Metro to reevaluate and refine its delivery of the program. GGW provides climate and sustainability classes for Metro staff, partners and community members who are interested in learning more about sustainability and climate change. GGW classes are offered to attendees at no cost, with the goal of increasing climate change awareness across Los Angeles County and fostering relationships between the agency and the communities we serve. After the COVID-19 pandemic, GGW reimaged the program to deliver both in-person and online courses and refined its curriculum based on participant feedback.

What We Are Doing: Preparing Tomorrow's Sustainability Leaders through our Sustainability Youth Program and SEED LA.

Metro's Office of Sustainability has made great strides to increase youth engagement on sustainability issues since *MBS* was first published in 2020. In its flagship youth engagement effort, the Office launched its Sustainability Youth Program (SYP) in 2023 to provide a platform for youth to get involved in Metro's sustainability efforts. Since this program rollout, SYP has engaged youth at wide-ranging special events, including through interactive opportunities at earth clubs and STEM nights at local Los Angeles schools, Metro's Youth Summit and California State Senator Lena A. Gonzalez's Youth Environmental Champion's program. In 2025, Metro launched the SYP Speaker Series, which connects environmental professionals with local youth groups, classrooms and community-based programs to engage young people on a variety of sustainability topics.

Metro also continues to support SEED LA, Los Angeles County's first college-prep boarding school for career readiness in transportation infrastructure, STEM and the humanities. SEED LA prepares high school grade levels 9-12 for college



Through SEED LA, Metro is working to not only teach students across LA County about energy and sustainability, but more importantly to understand the potential for energy career pathways and the impacts of that work on their own communities.

and career readiness. After classes, the students participate in extracurricular activities and various athletics programs. For the third consecutive year, our Office of Sustainability (OOS) and the Environmental Services teams partnered with SEED LA to deliver a three-week after-school educational module for approximately 140 9th graders. Subjects included energy efficiency and conservation, solar and battery storage, air quality, solid waste management, clean transportation and water quality.

Through this programming, Metro aims to help young people develop leadership and professional development skills, connect youth with professional development opportunities and help young Angelenos prepare for careers that will lead to more sustainable, healthier futures for them and their communities.

What We Will Do

Over the next five years, Metro will sustain and deepen our youth engagement and workforce development efforts. Specifically, we commit to the following actions:

- > Continue to support SEED LA as one of Metro's flagship equity and education initiatives and further incorporate youth-specific pipelines into our economic and workforce development initiatives.
- > Incorporate youth engagement, hiring and training metrics into sustainability programs and initiatives where feasible.
- > Expand Growing a Greener Workforce programming by exploring increased in-person offerings, curriculum offerings, alignment with youth programs and other efforts to ensure continuous program growth and alignment with Metro's sustainability priorities.
- > Engage more young people annually through Sustainability Youth Program efforts and events.
- > Deepen and expand partnerships with key agency stakeholders in the development and delivery of workforce and professional development efforts.
- > Explore new partnerships with external stakeholders (e.g., Los Angeles Unified School District, SEED LA) in the development and delivery of green workforce programs.
- > Secure funds and establish grants for youth-led climate action and sustainability projects.
- > Partner closely and more routinely engage with the Metro Youth Council on sustainability projects and programs.

3.7 Governance, Culture and Compliance

Our sustainability vision, as defined in *MBS*, is to create an organizational culture and workforce that continually integrates the principles of sustainability into all aspects of decision-making and execution to enhance communities and lives through mobility and access to opportunity. Metro has taken steps to foster this culture through rigorously upholding environmental management and compliance across all of its projects, as well as by incorporating ambitious sustainability and environmental requirements into specifications, procurements and agency-wide policy. These steps have included but are not limited to:

- > Utilizing an Engagement Team that integrates sustainability early into the capital project planning process through interdepartmental partnerships and engagement.
- > Moving forward with a rollout of our Sustainable Acquisition Program that will incorporate new sustainability features into the agency's procurement workflow and establish internal program training for staff.
- > Ongoing review and updates to design criteria, specifications and procurement templates to align with regulatory requirements and *MBS* goals.
- > Rigorous internal assessments through Metro's Environmental Management System that ensure adherence to ISO 14001 standards and continual improvement in environmental performance.
- > Adopting vehicle miles traveled (VMT) reduction targets to emphasize and bolster Metro's regional impact on GHG emissions and pollution reduction.

What We Are Doing: Supporting Regional VMT Reduction Goals

In 2023, Metro's Board adopted regional VMT reduction targets to align with California's statewide climate goals, including achieving carbon neutrality by 2045. These include goals based on a VMT reduction scenario that would reduce VMT across Metro's LA County Service Population by 12.3% (from a 2016 baseline).

Reducing VMT is central to reducing GHG emissions and criteria air pollutants across the LA County region. As a large transportation authority, Metro recognizes that it plays a critical role in reducing VMT by making investments that reduce driving and increase transit ridership. Consequently, all major projects and initiatives at Metro must take into

consideration their impact on regional VMT. It is Metro's intent to continue investing in and expanding innovative VMT reduction programs that will help take drivers out of cars and create more opportunities for Angelenos to ride with Metro.

What We Will Do

Over the next five years, Metro will take steps to integrate thoughtful sustainability governance at Metro through the following actions:

- > Incorporate more external feedback and public inputs into our decision-making, taking into account feedback from customer surveys, community partners and other external stakeholders.
- > Measure progress on sustainability programs and projects through third-party evaluations and community-based feedback on both technical and experiential outcomes of *MBS* implementation.
- > Advance Metro's VMT reduction goals by quantifying avoided VMT and mode shift impacts sustainability programs and projects.
- > Explore opportunities to better align *MBS* goals and targets with Metro's major land use and transit-oriented joint development projects.
- > Improve verification, tracking and reporting of sustainability compliance across Metro capital projects.



Reducing VMT is central to reducing GHG emissions and criteria air pollutants across the LA County region.

3.8 Implementing MBS through 2030

As an agency, we are leveraging the halfway mark of *MBS* to reinvigorate our staff and activate new resources to achieve our goals. While the past five years have come with changes to our staffing and capacity, we must take this moment to deploy a thoughtful governance infrastructure to oversee the implementation of this plan through 2030.

It remains the responsibility of our Office of Sustainability to shepherd this plan forward, and to work with departments across the agency to execute the actions therein over the next five years. To ensure more consistent and transparent tracking of efforts, it is our intent to establish a cross-department steering committee to oversee and track our process against our *MBS* goals, chaired by our Office of Sustainability and with reporting responsibilities to Metro's Senior Leadership Team (SLT) and Board of Directors. This includes routine meetings to track progress, as well as consistent status reports to the SLT, our Board and to Metro's Sustainability Council.

The mandate of this committee not only includes execution of this plan, but preparations for what comes after 2030. Our roadmap for 2030 is clear, but we have work to do to continue our momentum for the next decade.

Additional Steps to Ensure Implementation

To support successful *MBS* implementation through 2030, Metro will begin the institutionalization of a series of measures that improve governance, readiness and resilience across the agency:

- > **Regional and Interagency Coordination:** Metro will establish formal sustainability and resilience coordination with partner agencies including SCAG, Caltrans, LADWP and City of LA to align *MBS* actions with regional sustainability and hazard mitigation goals.
- > **MBS Risk Register and Scenario Planning:** Metro will develop an *MBS*-specific risk register and conduct periodic scenario planning to identify high-risk implementation areas (e.g., funding volatility, labor capacity, climate extremes) and mitigation plans.
- > **Sustainability Performance Dashboard:** By 2026, Metro will launch an enhanced publicly accessible Sustainability Dashboard showing real-time performance across *MBS* targets, geographic equity distribution and community engagement metrics.

- > **Annual Target Refresh Cadence:** Metro will define an annual review and refinement cycle for *MBS* targets, aligned with Board reporting and external input mechanisms.
- > **Workforce Integration and Capacity Building:** Metro will increase sustainability-focused staff training and measure the percentage of capital projects managed by staff with sustainability credentials or performance goals.
- > **Oversight and Audit Integration:** Metro will explore the establishment of a process to define sustainability-related audit metrics in collaboration with the Management Audit Services team and Office of the Inspector General.
- > **Tiered Implementation Scenarios:** Metro will outline low-, medium- and high-investment paths for each major *MBS* initiative, identifying actions that can move forward under fiscal constraint versus those requiring expanded resources.
- > **Public Co-Design and Tradeoff Transparency:** Metro will establish mechanisms to engage Equity Focused Communities and youth stakeholders in prioritizing actions and understanding the tradeoffs inherent in sustainability implementation.

Together, these initiatives will enhance Metro's capacity to deliver resilient, equitable and climate-ready transit services throughout Los Angeles County.



Metro uses Low Impact Development to capture and reuse rainwater runoff.

Conclusion

When the Metro Board adopted *Moving Beyond Sustainability* (MBS) in 2020, it set forth an ambitious vision: to institutionalize sustainability throughout Metro's operations, planning and culture. That vision was anchored in measurable commitments and grounded in the belief that a resilient and equitable transportation system is essential for a thriving Los Angeles County.

Over the past five years, Metro has made significant strides. We are ahead of schedule on greenhouse gas emissions reductions, have integrated resilience planning into our infrastructure strategy and have launched critical workforce and equity initiatives. At the same time, we candidly acknowledge where progress has lagged – including renewable energy deployment and solid waste diversion – often due to structural disruptions, staffing constraints and the lingering impacts of the COVID-19 pandemic. These gaps are not failures but signals of where additional focus and innovation are needed.

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As we look toward 2030, Metro stands at a strategic inflection point. The next five years are not merely about continuing implementation; they are about responding dynamically to a changed world. This *Five-Year Update* must guide the agency through complex internal and external shifts: implementing

the *Energy Master Plan* and CAAP update amid climate urgency; delivering safety and service reliability during a transition to internal policing; and navigating labor dynamics while scaling inclusive workforce initiatives like SEED LA. Moreover, we must be prepared for the transformative pressure of global events such as the FIFA World Cup 26™ and the LA28 Olympic Games, which will test Metro's capacity to provide sustainable, high-volume mobility.

These demands underscore the need to strengthen cross-departmental coordination, prioritize innovation that reduces technology obsolescence and integrate resilience thinking into every facet of Metro's operations. In doing so, we build on the agency's commitment to a people-first framework: a sustainable and resilient future in which infrastructure, operations and community goals are aligned to serve both immediate and long-term needs.

To ensure *MBS* is implementable in a world of financial constraints and shifting priorities, Metro must go beyond goal setting. We must actively manage tradeoffs, sequence actions based on budget realities and remain adaptive as economic and political conditions evolve. In a time when sustainability is no longer politically guaranteed nor consistently funded, *MBS* must prove itself as a high-value, fiscally prudent and operationally essential strategy. Transparency around these choices will be central to earning continued public trust and Board support.

Going forward, the Office of Sustainability will continue issuing biennial progress reports and annual performance updates via Metro's Sustainability Dashboard. These reporting mechanisms, coupled with ongoing governance improvements, will ensure accountability, transparency and responsiveness to emerging challenges. We will also continue collaborating with community-based organizations, labor partners and education institutions to align our sustainability goals with regional equity and workforce development priorities.

In reaffirming our commitment to the original goals of *MBS*, we also commit to evolving them in step with the needs of our city, our people and our planet. The next chapter of Metro's sustainability journey demands not just perseverance but leadership – and with the strategic direction outlined here, Metro is poised to lead.

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Moving Beyond Sustainability (MBS) Five-Year Update

About *Moving Beyond Sustainability* (MBS)



Metro's Board of Directors adopted *Moving Beyond Sustainability*, our 10-year sustainability strategic plan, in September 2020.

This plan committed Metro to ambitious sustainability goals, including 20 targets across seven (7) categories of performance:

- Water Quality and Conservation
- Solid Waste
- Materials, Construction and Operations
- Energy Resource Management
- Emissions and Pollution Control
- Resilience and Climate Adaptation
- Economic and Workforce Development



MBS Five-Year Update



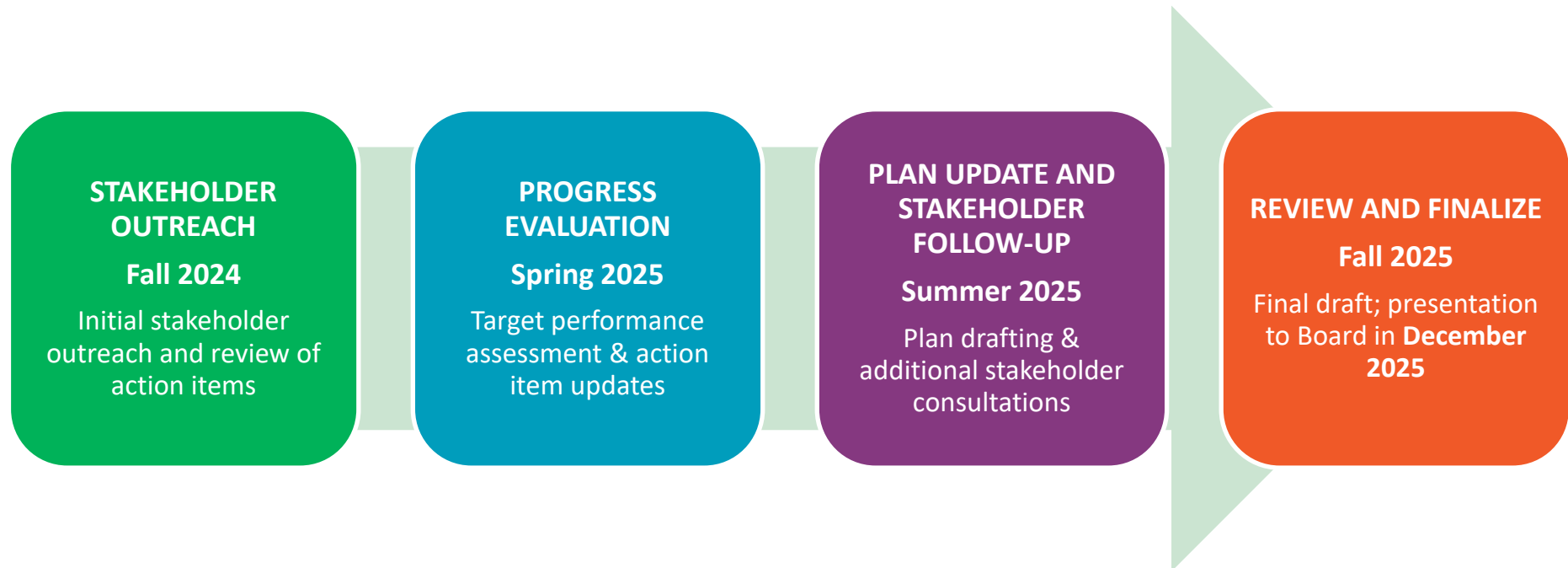
At the halfway mark, this *MBS Five-Year Update* reflects Metro's progress to date and an updated roadmap for executing our sustainability vision through 2030.

- »» *Summarizes performance on all MBS targets*
- »» *Identifies key achievements, implementation challenges, and cost considerations*
- »» *Shortlist of priority next steps to drive achievement of targets through 2030*
- »» *Updated blueprint for advancing sustainability at Metro that accounts for fiscal cliff, agency-wide priorities and regulatory requirements*

MBS Five-Year Update



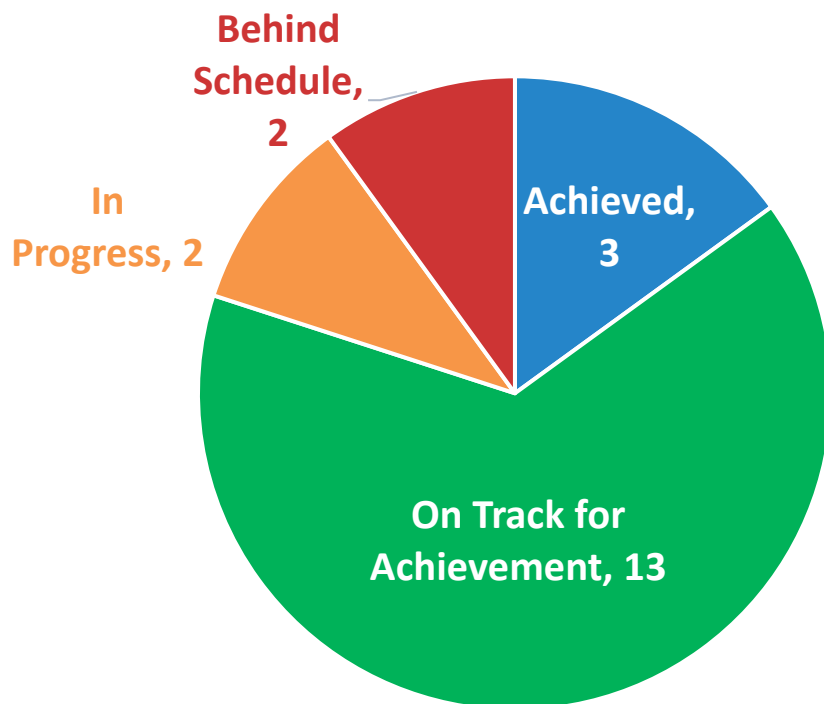
The Office of Sustainability prepared this *Five-Year Update* over the course of the last 16 months through four phases of work.



Performance to Date



*As of 2024, Metro has achieved or is on track to achieve **80%** of the MBS targets.*



Targets Behind Schedule:

- Operational Solid Waste Generation
- On-Site Renewable Energy Capacity

Key Trends

- Partnerships with key departments are paying off and driving achievement of most targets.
- *Initiatives to reduce air pollution and GHG emissions are highly effective.*
- Landfill diversion efforts on construction sites are showing impressive results.
- Energy resource management:
 - *Ahead of schedule* in energy demand and efficiency goals;
 - *Challenge in energy generation for both supply and resiliency*

2026-2030 Strategic Priorities



In this *Five-Year Update*, we establish a renewed set of strategic priorities for our sustainability program through 2030 and beyond.

2026-2030 MBS Strategic Priorities

Advancing equity and climate justice

Centering fiscal responsibility and sustainability

Promoting customer experience, safety and security

Ensuring system reliability and resilience

Establishing and strengthening community partnerships

Developing our regional youth and green workforce of the future

Ingratiating sustainability and environmental compliance into Metro culture

Moving Beyond Sustainability (MBS) Five-Year Update