



KING COUNTY AUDITOR'S OFFICE

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Zero Emissions: Metro Transit Working to Mitigate Risks to County's Ambitious 2035 Goal

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Summary



Positive progress amid market risks



Metro exploring diversifying technologies



Shift to ZE requires emergency planning



Tight timelines require improved project planning and coordination



Positive progress on zero emissions (ZE)

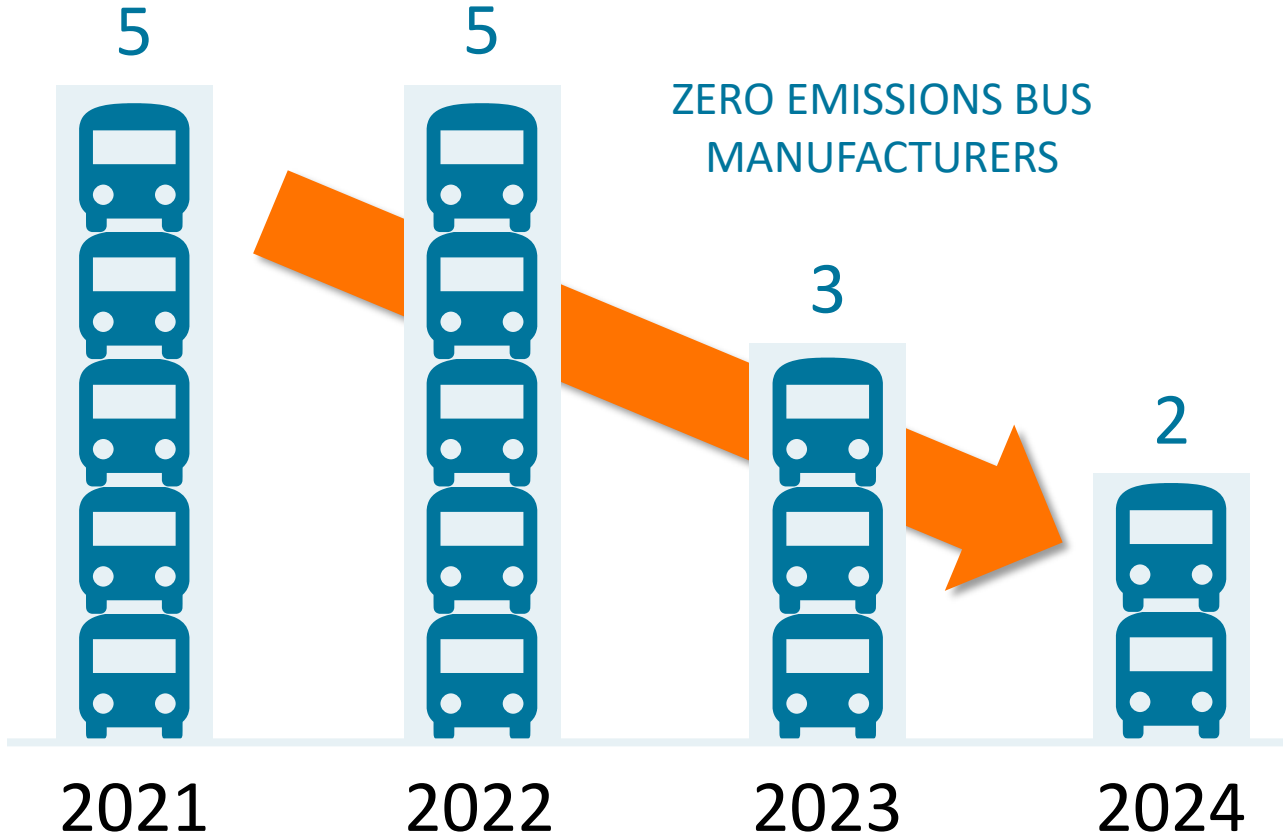
- Coordinated, focused department-wide effort
 - Strategic ZE leadership team
 - Culture change efforts
- Consultant helping assess path to ZE
- Peer engagement to share lessons learned



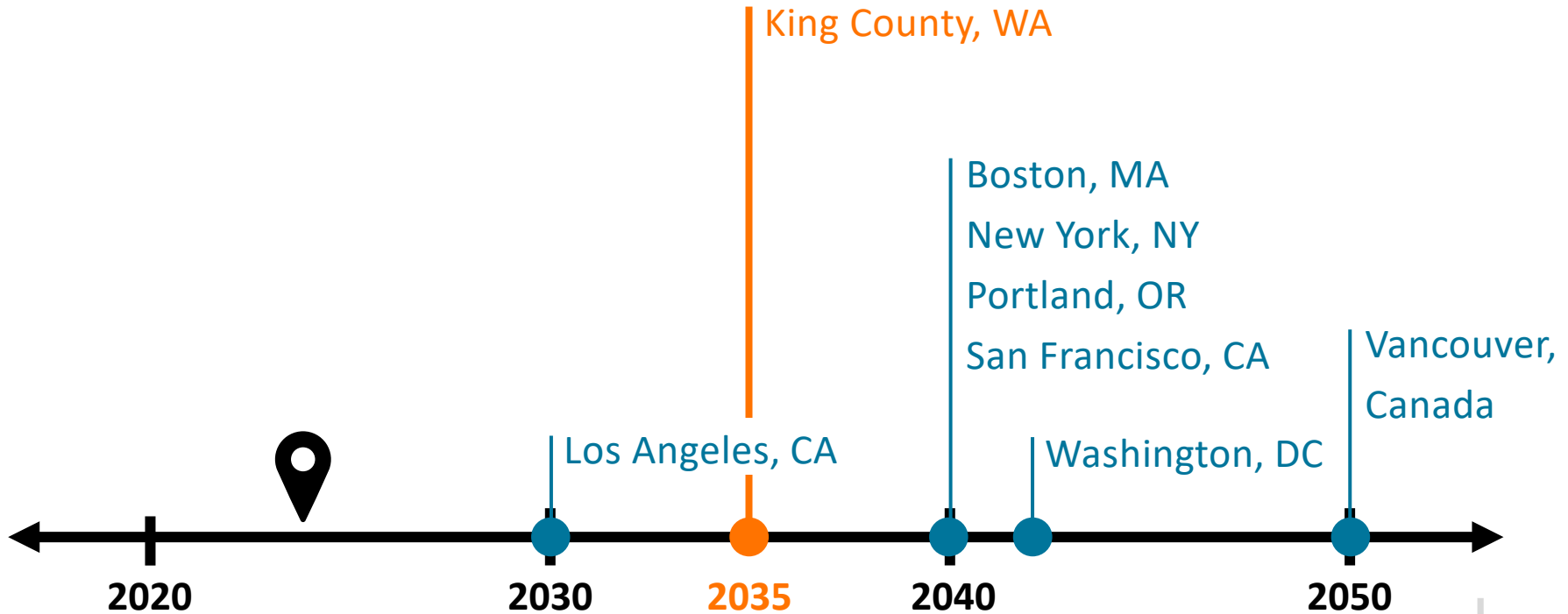
Market risks create barriers to 2035 goal

1. Current tech does not meet all service needs
2. Difficult to ensure enough electricity supply
3. Increasing demand for ZE buses
4. ZE bus manufacturers leaving market

Number of manufacturers declining

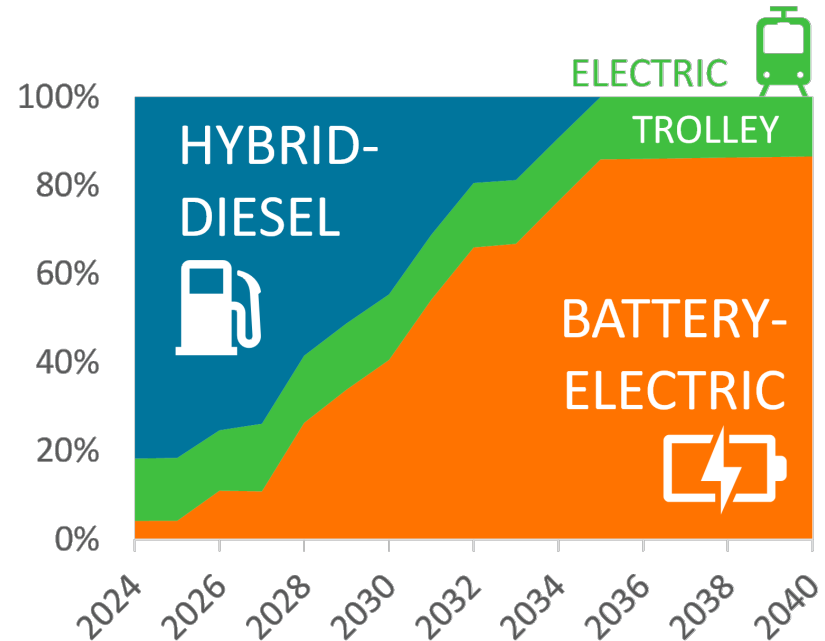


King County goal more ambitious than most



Diversifying propulsion systems

- Current plan includes battery-electric buses and trolleys
- Researching hydrogen fuel cell technology





Emergency role with new propulsion

- Responsibilities could include operational support and evacuation
- Metro Transit has not planned how to fulfill role using electric or other ZE propulsion





Recommendation

Clarify emergency responsibilities with zero-emission fleet and incorporate strategies into capital project planning as needed

Extensive capital work for electrification





Plan for collaborative delivery needed

- Capital Division taking steps to use methods
- Lacks formal strategy to bring its efforts together
- Wastewater Treatment put plan together
- Plan could help achieve benefits and state certification





Recommendations

Implement a strategy to maximize the benefits of using collaborative delivery methods, which could include pursuing state certification





Formalize processes to achieve benefits

Improved engagement, but lacks formal plans for working with:

- Metro Transit government relations
- Metro Transit Safety, Security, and Quality Assurance
- County procurement





Engagement can help mitigate risks

Can help mitigate known risks, such as:

- Delays from processes in other jurisdictions
- Project elements that are less safe to operate
- Delays in the procurement of goods and services



Recommendations

Implement a structure for working with

- Government relations staff
- Safety, Security, and Quality Assurance
- Procurement and Payables



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Thank you

Full report available online at
KingCounty.gov/Auditor

Questions?