

Massachusetts Bay Transportation Authority

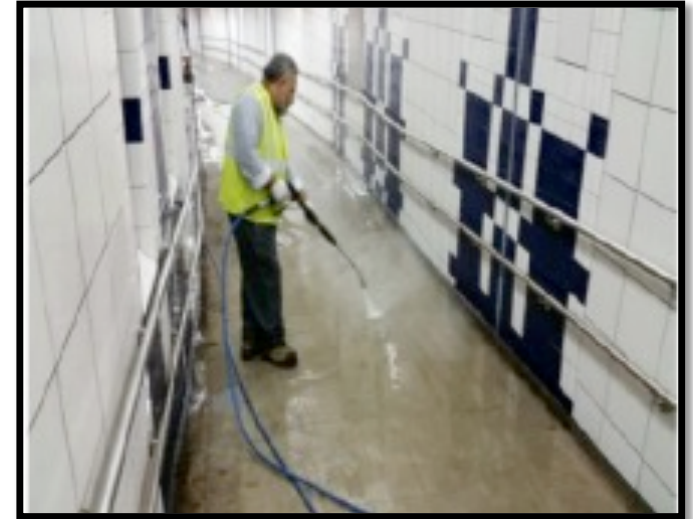
Transit Station and Facility Cleaning Fiscal and Management Control Board

April 8, 2019



Agenda

- 1) Overview
- 2) Current State of Cleaning Services
- 3) Results of Research and Benchmarking Evaluation
- 4) New Contract Framework
- 5) New Management Approach
- 6) Key milestones and next steps





Overview - Strategy for Delivering Cleaner Stations

- 1) Use re-procurement of cleaning services contract to upgrade level of cleanliness
- 2) New performance standards based contract with incentives and penalties will provide a higher level of cleanliness in our stations and facilities
- 3) Our current oversight model will not support this audit based contract. A change in organizational structure, staffing and use of 3rd party quality assurance auditor will be necessary to achieve the full potential of this contract.
- 4) Supplement ongoing cleaning with “stations brightening” measures that go beyond janitorial services



Current State of Cleaning Services

Input/Prescriptive Based Contract:

We specify:

- Number of employees
- Job Duties
- Hours of service

Contract Separated into Four Regional Areas:

- SJ Services (Work Area 2 + 4)
- ABM (Work Area 1 + 3)

Limitations to the existing framework:

- Lack of innovation and efficiency in methods and process
- Lack of incentive to focus on customer/MBTA priorities
- Insufficient Oversight
- \$1.25 cost/sf variation between contractors.



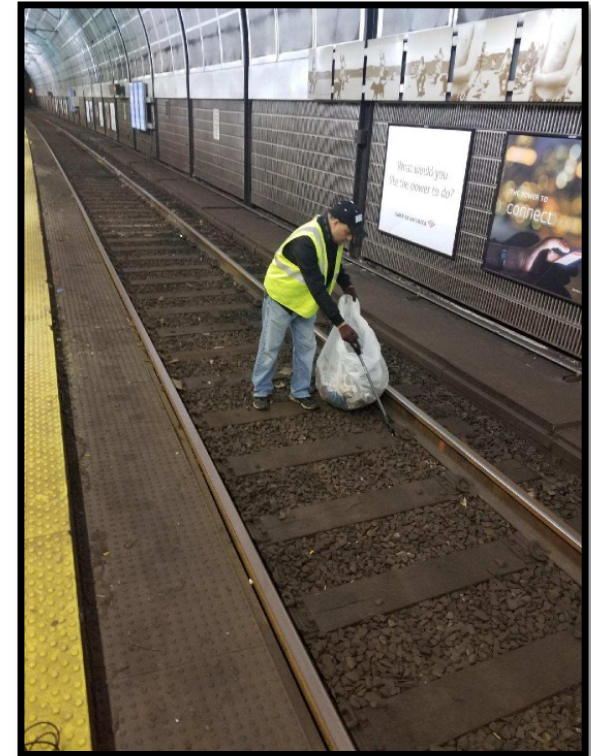
| Work Area | Vendor | Facilities | Stations (total includes future stations) | Silver Line bus stops | Facility / Station & Stops Sq footage (total includes future stations) |
|--------------|---------------|------------|--|--|--|
| 1 | ABM | 17 | 57 <u>Red:</u> Alewife to Park <u>Green:</u> Boylston to Kenmore & B, C, D lines | n/a | 36k / 776k |
| 2 | S.J. Services | 37 | 23 (30) <u>Green:</u> Lechmere, Science Park <u>Orange:</u> Oak Grove to Downtown Xing <u>Blue:</u> Entire line | 4 <u>Silver line:</u> SL3 | 167k / 903k (982k) |
| 3 | ABM | 8 | 21 <u>Green:</u> Prudential, Symphony & E Line <u>Orange:</u> Chinatown to Forest Hills | 18 <u>Silver Line:</u> Dudley to Temple place @ Washington Street | 68k / 710k |
| 4 | S.J. Services | 32 | 20 <u>Red:</u> South Station to Braintree, Ashmont & Mattapan | 10 <u>Silver Line:</u> Courthouse to Design Center | 193k / 682k |
| Total | | 94 | 121 (128) | 32 | 467k / 3.1 Million (3.2 million) |



Results of Research and Benchmarking Evaluation

Support of Professional Industry Expert

- Evaluated current condition with findings:
 - High level of grime
 - Odor in stations
 - Inefficient Equipment being utilized
 - Moderate dinginess
- Provided guidance for a framework of future contract
- Compared with industry standards we could be a lot cleaner





Results of Research and Benchmarking Evaluation

Review of Massport's Logan terminal cleaning contract



“What we learned”

- Performance/Standards based contracts work
- Use of 3rd party auditor necessary to supplement oversight
- Contract incentives and penalties useful performance controls

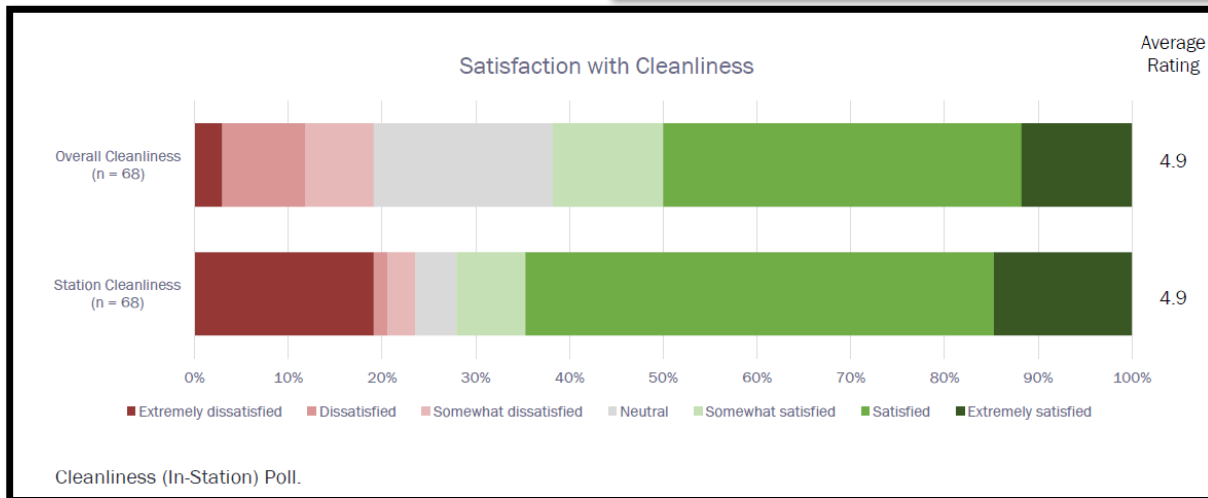
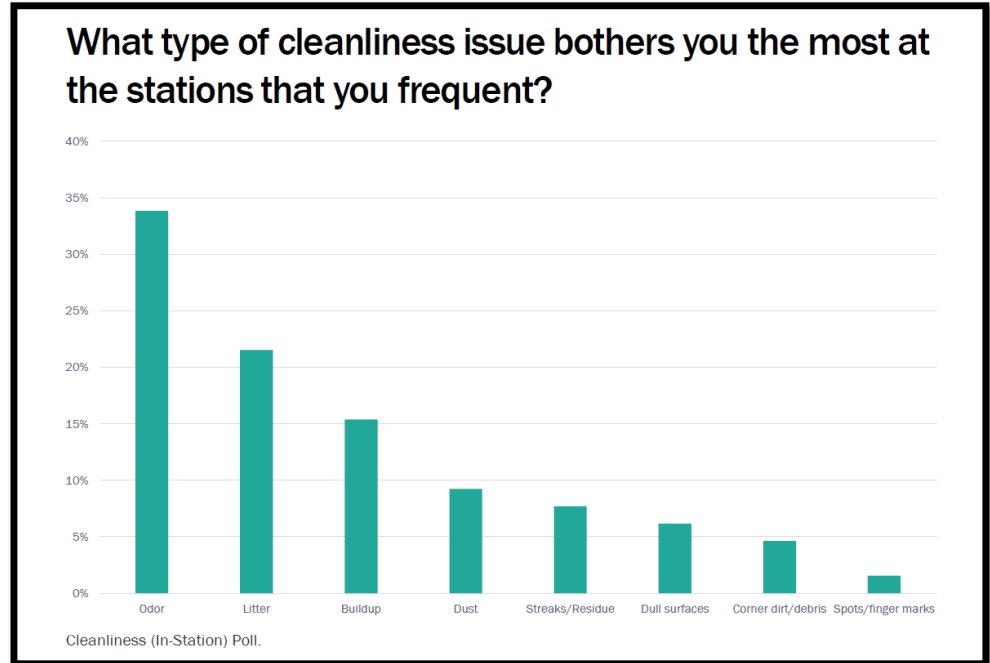




Results of Research and Benchmarking Evaluation

Customer Survey conducted to identify priorities

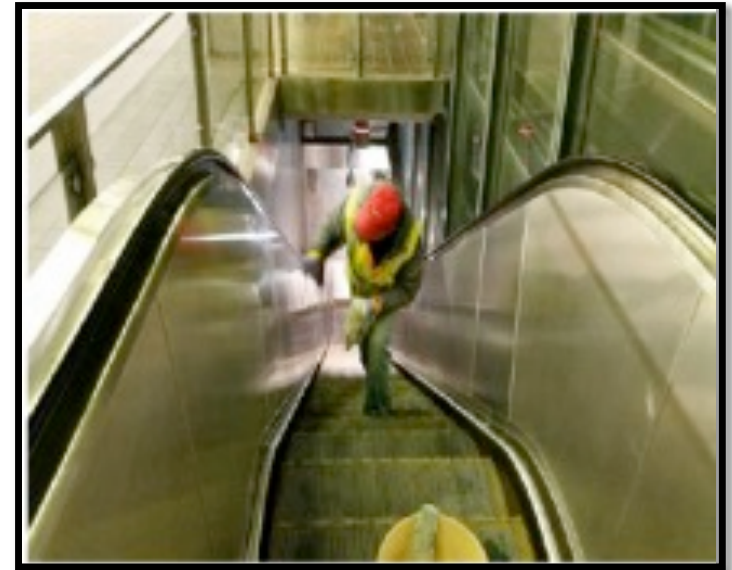
- Station Odor-Highest identified Issue
- Elevators and Platforms most critical areas





New Contract Framework – Cleaner Stations, Improved Methods & Process

- Performance/Standards based contract structure to achieve operational efficiencies
 - Example Standards are:
 - ✓ Floors and base molding have clean or polished appearance
 - ✓ No buildup in corners or along walls
 - ✓ Surfaces have a cleaned or polished appearance
 - ✓ Trash containers clean and odor free
- Prioritize customer facing locations
 - Platforms
 - Elevators
 - Stairwells
- Outlines clear performance measures with accountability and penalties for outcomes.





New Contract Framework – Cleaner Stations, Improved Methods & Process

- Qualifications based, best-value procurement process to entice best-in-class vendors
- Requires 50% work scope to be performed by prime contractor
- Mandated threshold ratio of 65% full time employees.
- Collaborated with 32BJ SEIU to develop worker's standards
- Incentives in contract to ensure continuous improvement in cleanliness condition
 - Cleanliness baseline for incentive will be developed during first 6 months of contract
 - Dynamic scale of improvement above baseline will result in incentive payment
 - A percentage of the incentive goes directly to employee

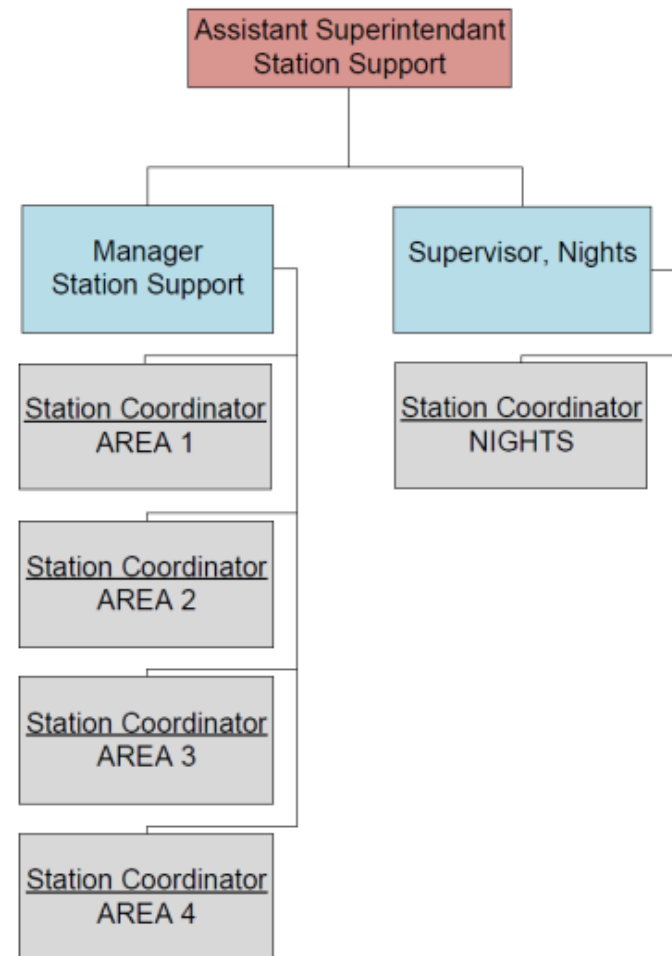




New Management Approach with Facility Managers & Audits

Current Organizational Structure

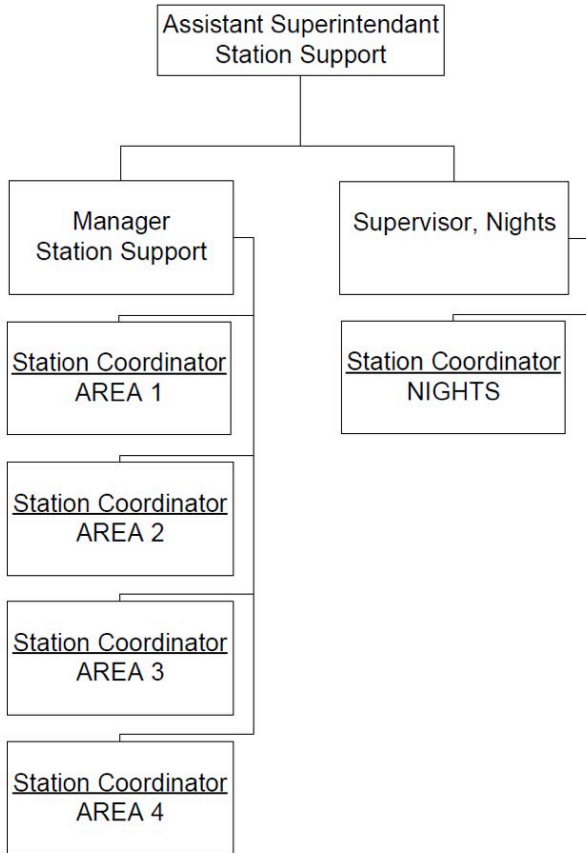
- Rethinking our oversight model will ensure contractor adherence to cleanliness standards
- Current contract oversight model will not support new audit based contract
- Change in organizational structure is necessary



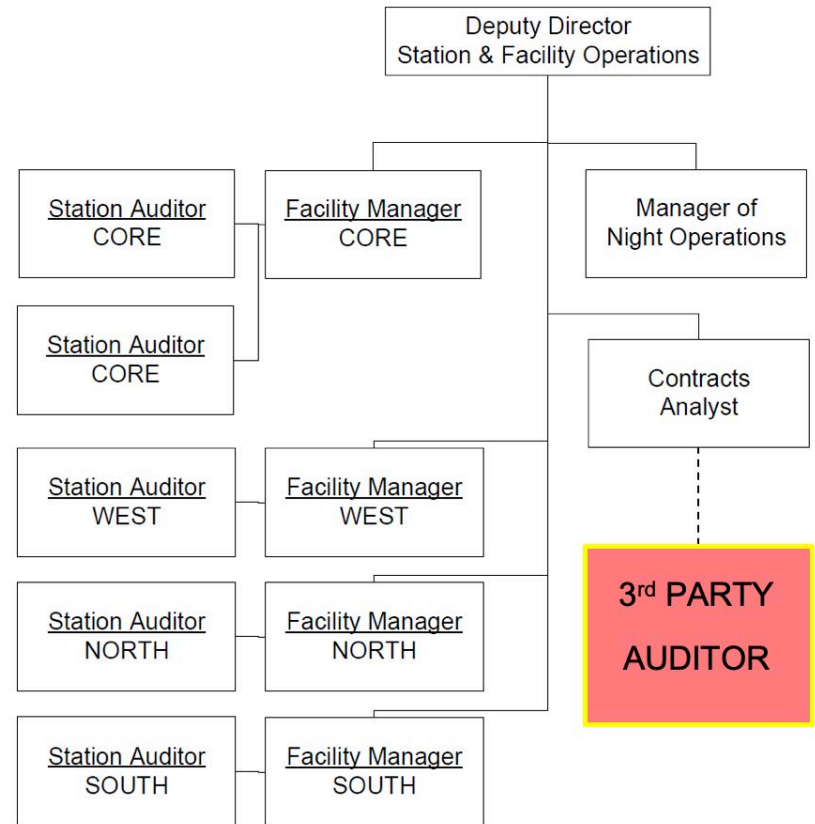


New Management Approach with Facility Managers & Audits

Now



Future





New Management Approach with Facility Managers & Audits

Key Positions Include:

Deputy Director of Station & Facility Operations:

- Responsible for full contract oversight review
- 3rd party auditor monthly audits and reports

Facility Managers:

- Responsible for regional effectiveness
- Oversee the audit process

Station Auditors:

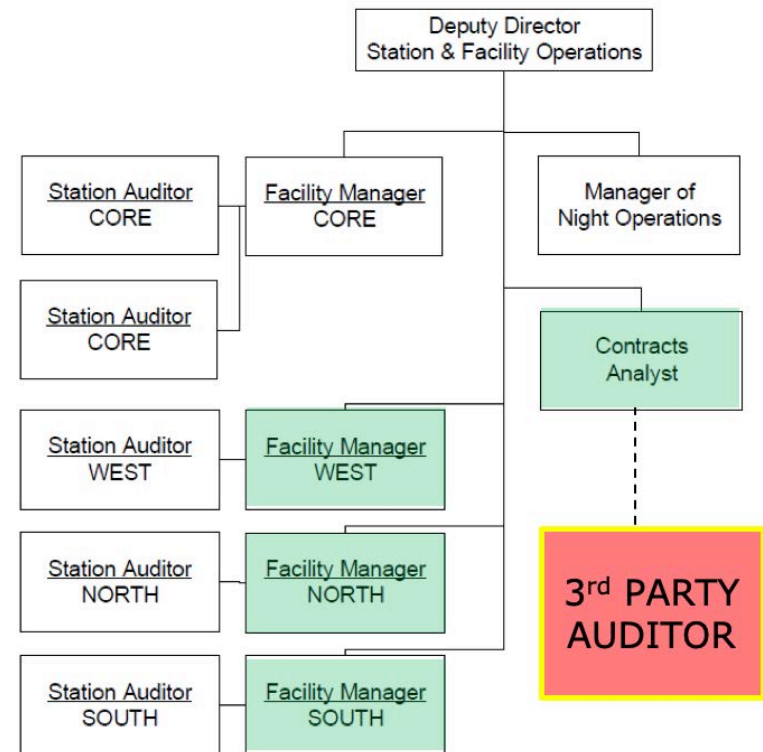
- Daily in-field monitoring and inspections
- Auditing performance of contractor

Contract Analyst:

- Analyzes performance metrics
- Coordinates the quality standards

3rd Party Auditors:

- In-field conducting monthly audits
- Independent quality assurance
- Reporting on both contractor and staff performance



 - New positions



Key Milestones and Schedule

| Dates | Cleaning Contract Procurement | 3 rd Party Auditor | MBTA Staff |
|-----------|-------------------------------|-------------------------------|---------------------|
| February | RFQ Released, 15 respondents | | |
| March | Identify Selected Bidders | | |
| April | RFP to Selected Bidders | | Initiate Hiring |
| May | RFP responses received | | |
| June | Bidder Presentations | Scope Complete | |
| July | | RFP Release | Reorg of Staff |
| August | FMCB Approval | | Develop/Train Staff |
| September | Contract Execution | Firm Selected | |
| October | | | |
| November | Transition | Execute NTP | |
| December | Service Start | | |



Summary

- Our existing contract model is inefficient and lacks innovation
- Our stations have the potential to be a lot cleaner
- The new performance based contract structured off of industry standards will provide a higher level of cleanliness
- Re-thinking our oversight model will ensure contractor adherence to cleanliness standards

