



**Massachusetts Bay  
Transportation Authority**

# Station Cleaning Contracts

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Fiscal and Management Control Board

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# Benefits/Keys to Success

## Benefits

- Employee protections
  - Maintain a minimum of 65%/35% full-time to part-time employee ratio
  - Prevailing wage for janitorial staff
  - Incentive program
- Continuous improvement
  - Self-report performance data, using digital tools, against defined quality targets
  - Periodic reviews with the MBTA's third party auditor
  - Working with MBTA vendor management team to manage incentive/fee at-risk program

## Keys to Success

- Executing a strong, performance-based contract
- Building and training an exceptional management team
- Hiring the support of professional industry experts
- Going beyond janitorial services for a higher level of cleanliness



# Cleanliness Targets

**Cleaning:** Maintain and deliver service to achieve cleanliness and customer satisfaction targets

Property Type	Cleanliness Quality Target Range	Customer Satisfaction Target Range
Facilities	70% - 75%	75% - 80%
Stations	70% - 75%	75% - 80%

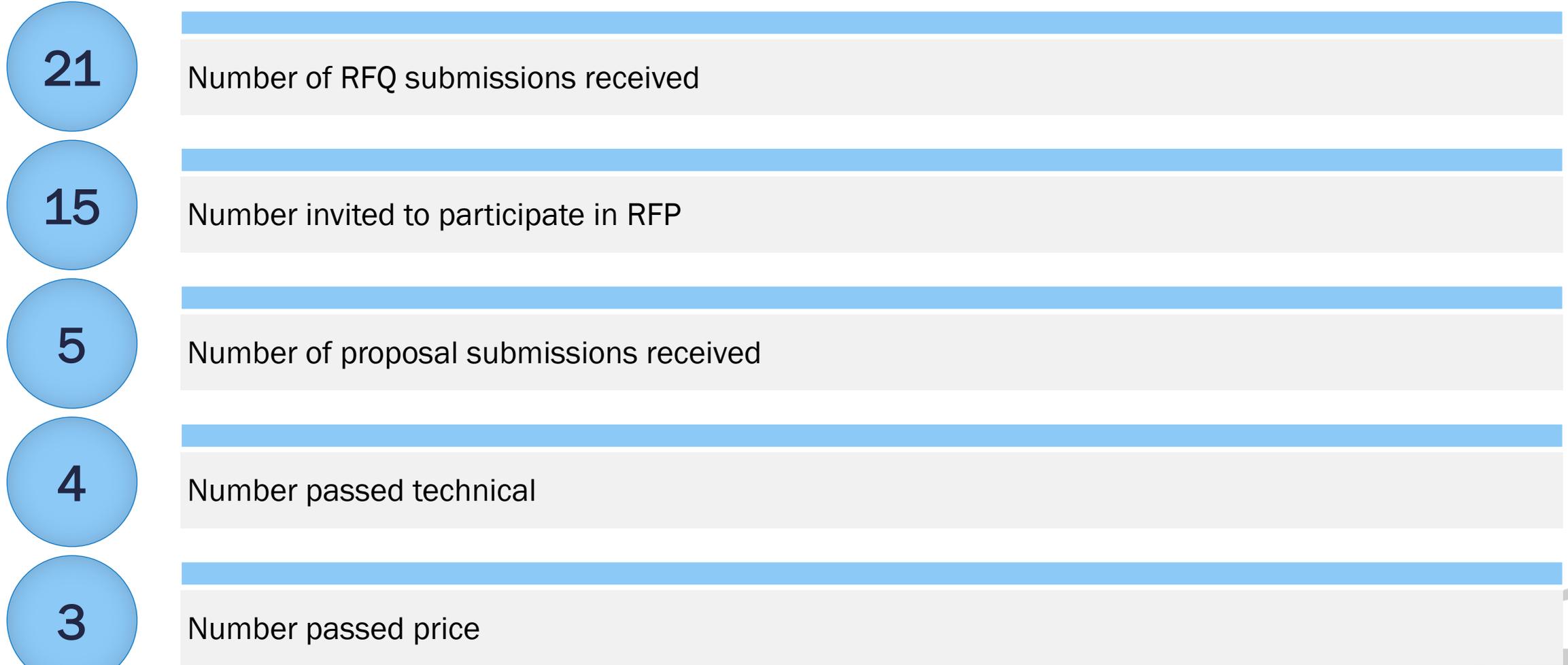


Area	
Booths	Park Area
Break Rooms	Patio
Bus Stop	Pit Area
Busway / Sidewalk	Platforms
Classrooms	Police Stations
Computer Rooms	Print Rooms
Conference Rooms	Ramp
Control Room	Restrooms
Corridors	Showers
Dock	Stairs
Elevators	Storage
Entrances	Trash
Escalators	Utility Room
General Office	Workshop
Janitor Closet	
Kitchenette	
Lobbies	
Locker Room	
Lounge	

- Station/Facility made up of a combination of 33 areas
- Each area is composed of a combination of different items



# Procurement Process



**FINAL: 2**



# Best Value Evaluation Recommendations

## TMM: Highest Technical Score

- Did a smart analysis to understand our ridership and formulated a solution to the current problems via strategic equipment and staff deployment
- Presented creative solutions in building the positive perception to the community.
- Expertise and experience in high-traffic locations

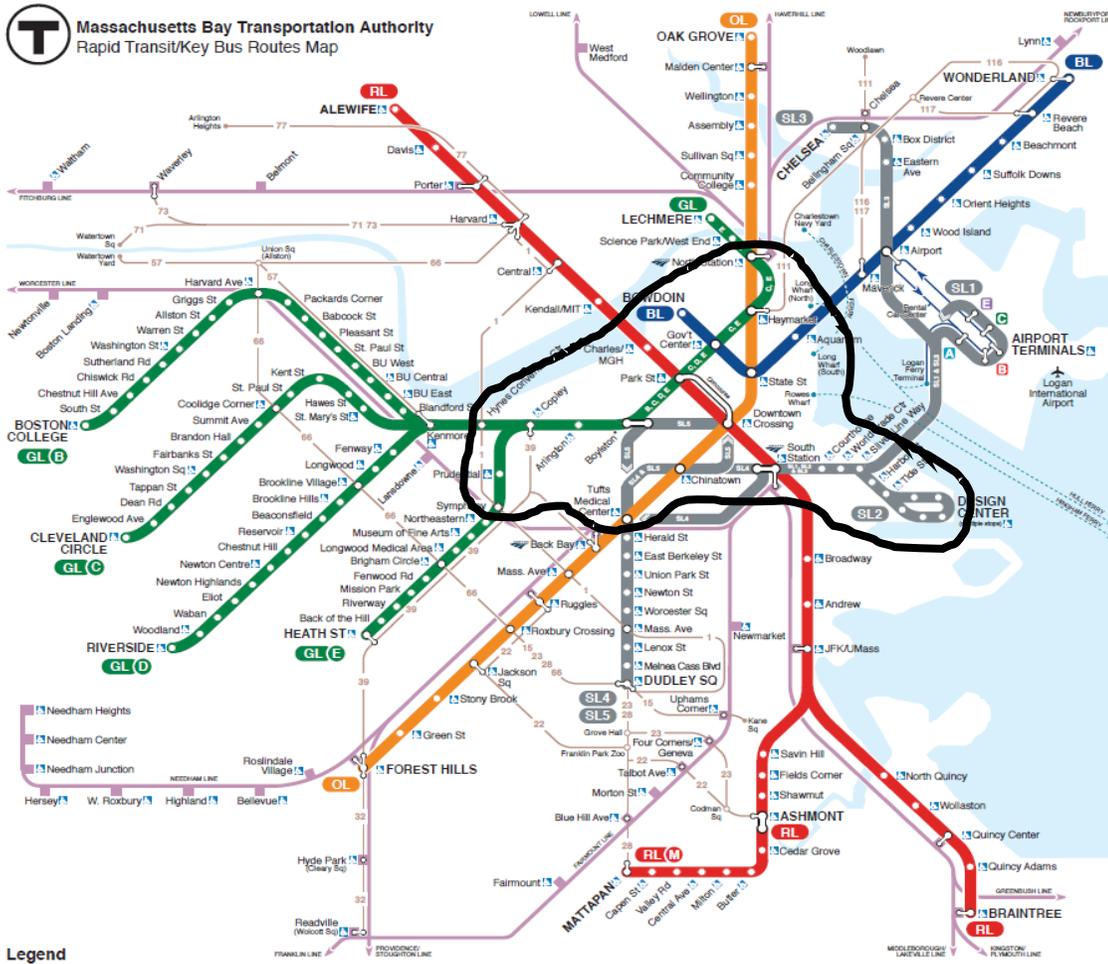


## ABM: Lowest Price Proposal

- Incumbent (Areas 1 and 3) that knows our system and the requirements needed to perform the work
- International company with proven digital tracking capabilities and proven reporting systems
- Extensive quality control program setup to achieve performance standards
- Well-documented staffing levels and equipment deployment plans



# Core Stations/Facilities



## Core Stations/Facilities (27 total)

- North Station
- Haymarket
- Aquarium
- State
- DTX
- Chinatown
- Tufts Medical
- South Station
- Courthouse
- World Trade
- MGH
- Gov't Center
- Park Street
- Boylston
- Bowdoin
- Arlington
- Copley
- Hynes
- Prudential
- Symphony
- Silverline way\*
- 21 Dry dock\*
- 25 Dry dock\*
- Black Falcon\*
- Design Center\*
- City point bus shelter\*
- 45 High Street

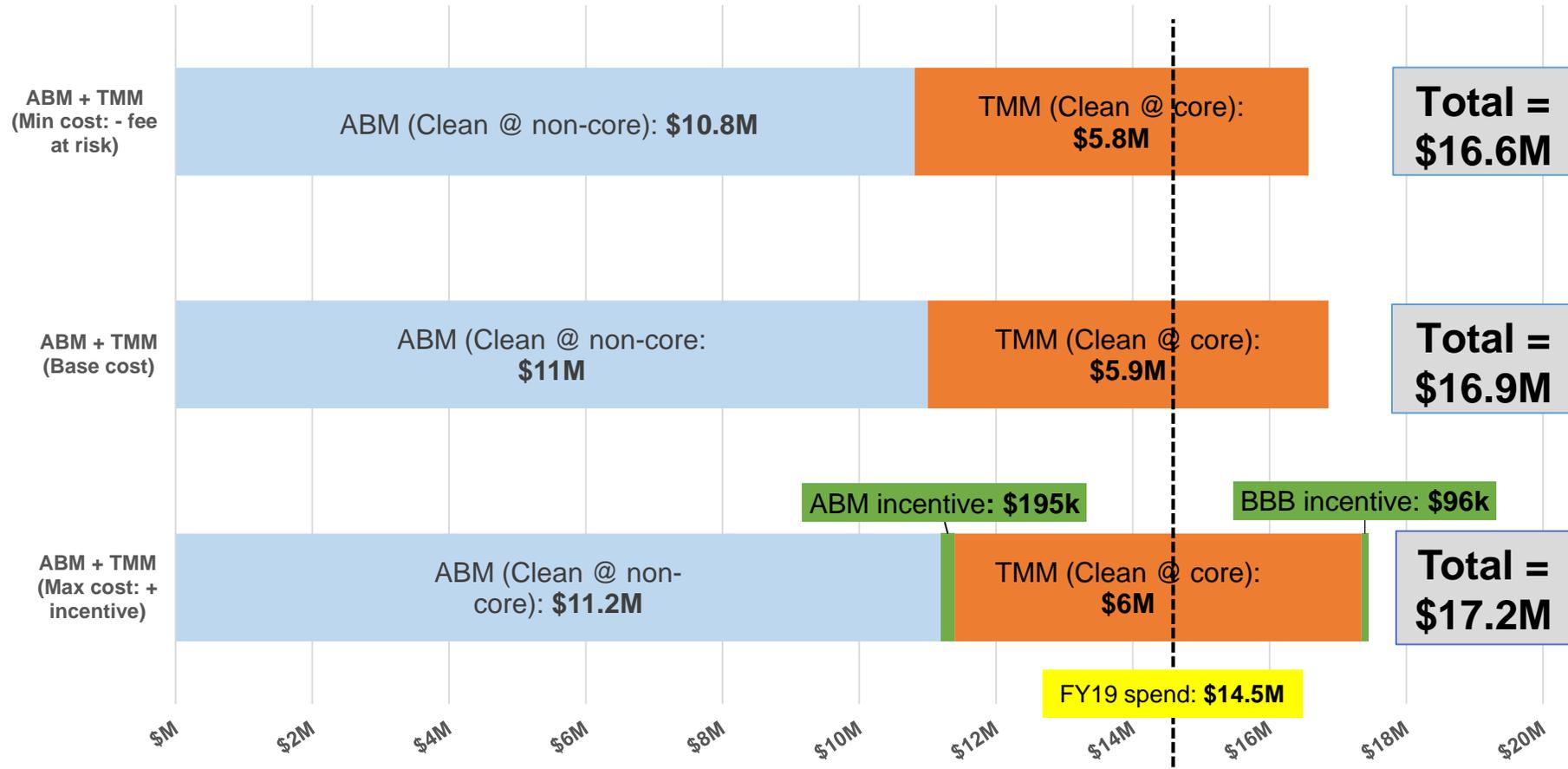
## Geographic Definition of Core

- East of Charles River  
 South of Zakim Bridge  
 West of Boston Harbor Main Channel  
 Southern boundary:
- Along I-90 to Huntington Ave.
  - Huntington Ave. to Mass Ave.
  - Mass. Ave. to Charles River

We learned from our station brightening work that a subset of locations needs more attention based upon their proximity to hubs, higher ridership, and complex infrastructure. This key insight produced a grouping of locations called “core”.

# Project Costs

Potential cost of the MBTA's next cleaning contract



The projected base cost for year 1 is \$16.9M. ~1.7% is earmarked to incentivize performance beyond current cleanliness targets that could increase the cost to \$17.2M.



# Staff Re-structuring and Re-training

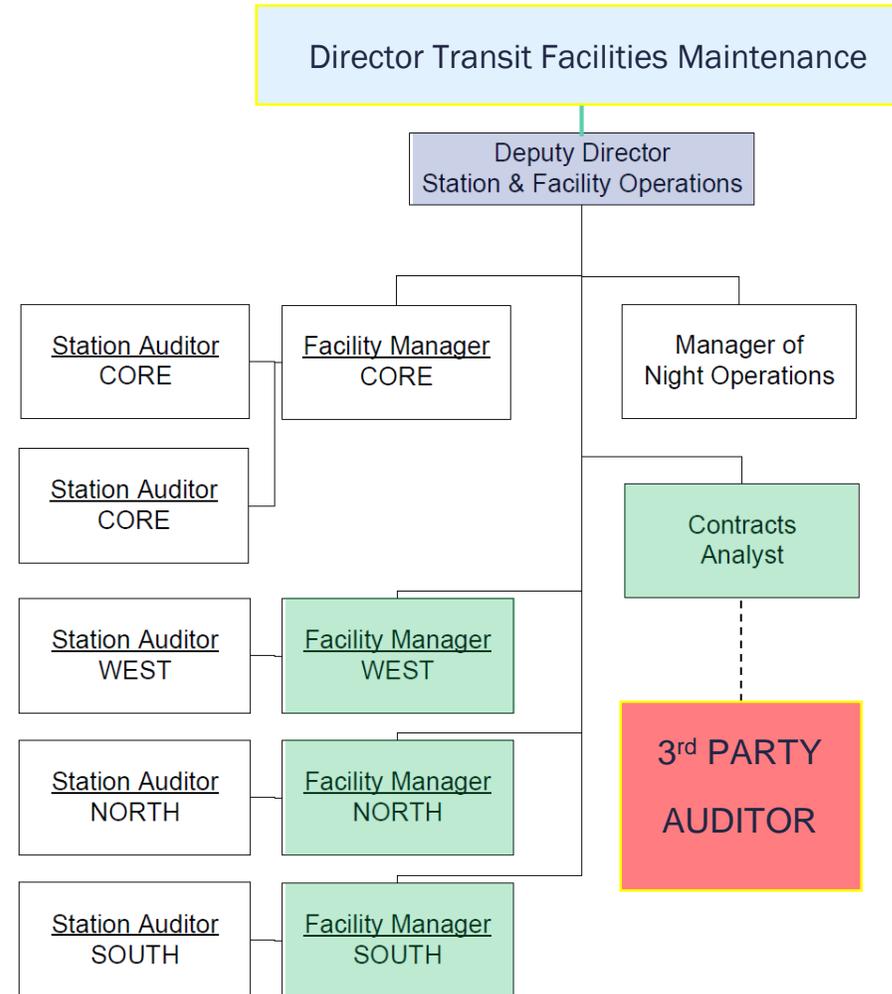
## MBTA Staff Hiring

- Director of TFM (July 2019)
- Deputy Director (Posted)
- 3 Facility Managers (Interviewing)
- Auditor Training

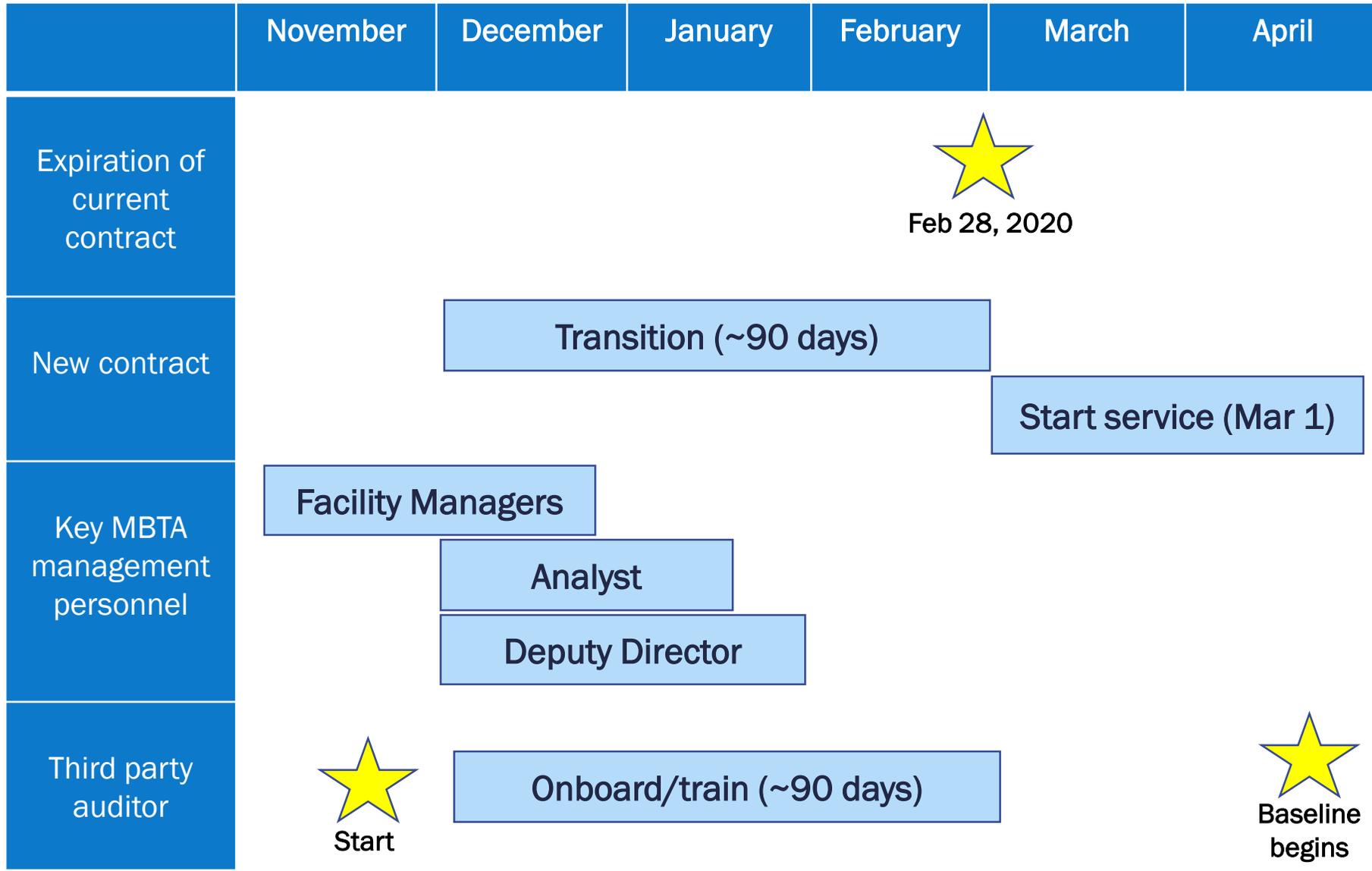
## E&M Contract Management

- Support Team - Analyst

Third Party Auditor interviews complete



# Contract Start Date: March 1, 2020



# Request of the Fiscal and Management Control Board

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Staff request that the Fiscal Management Control Board authorize the General Manager, or his designee, to execute two five-year Facilities and Station Cleaning Contracts with **ABM Janitorial Services** and **Total Maintenance Management Inc.** to supply janitorial services with two one-year options, subject to pricing in effect at the time of delivery, for an amount not to exceed **\$92,700,000**.

