



**Massachusetts Bay
Transportation Authority**

Station Cleaning Contracts

Fiscal and Management Control Board

December 9, 2019

Joe Cheever & Jeff Cook

Overview

- Follow-up from November 18, 2019 Board Meeting
- QA/QC Program
- MBTA/Massport Comparison
- Safety, Training, Transportation, Supplies & Equipment
- Request of the Fiscal and Management Control Board



MBTA QA/QC program

The next iteration of the station/facility cleaning contract will build out a robust QA/QC program to ensure the cleanliness of the MBTA system through the course of this contract. The three pillars of this program are composed of:

- Defined standards
 - The underlying cleaning contract specifically defines what is clean and the associated cleanliness targets so that robust KPIs can be developed to engender continuous improvements.
- Self-reporting performance
 - Vendors will be required to digitally report their performance on a regular basis and perform course corrections, in keeping with the established fee at risk and incentive program, to meet or exceed the established cleanliness targets.
- Continuous measurement
 - The growing MBTA inspection team will work with a 3rd party cleaning industry expert to begin the work to pivot from a task and frequency model to one that's performance based. They will work in concert to ensure 100% of MBTA locations are inspected on a quarterly basis.

The foundation of this program will be the consistent measurement of performance data to drive continuous improvement and data driven decision making.



MBTA comparison to Massport

Comparison category	MBTA	Massport
Sq footage	~3.6 Million	~1.9 Million
# of customer facing locations	193	4 terminals
Approximate straight line radius from center point	7.8 miles (average across lines)	.5 miles
# of internal staff ensuring cleanliness quality	FY19: 4, FY20: 8	1
3 rd party auditor	Vendor A: 4 Vendor B: 1	1



Safety, Training, Transportation, Supplies & Equipment



- “Make a Difference, Every Day”
- Customized onsite and web-based training
- Full size vans and pickup trucks



- 24 hrs (min) of training including custom videos.
- STOP. THINK. ACT. Safety Campaign
- High capacity cleaning carts for supplies
- Crew Vans and Stake Bed Trucks.



Transition Plan:

- Implementation of Final Transition Plan occurs at contract award with weekly conferences and milestone tracking.
- Vendors shall execute a Training Plan and a Consumable Supplies and Equipment Plan to include quarterly reporting.
- Vendors will work with the appropriate entities in order to afford existing janitorial staff opportunities for a position.



Request of the Fiscal and Management Control Board

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**.



Appendix

Fiscal year	Size of inspection team	Estimated # of inspection hours ¹
2019	4	3,760
2020	8	9,400



150% increase in available inspection hours

Fiscal year	# of inspections	Estimated # of inspections ²
2019	2232	
2020		4,464



100% increase in the estimated # of inspections that can be performed

1. FY19- Assumes 4 hours/day dedicated to inspections, FY20- Assumes 5 hours/day dedicated to inspections. For both fiscal years, assumes remaining hours per day is spent coordinating for other types of work.
2. In FY19, an average of 558 inspections were performed by each inspector.

