



Massachusetts Bay Transportation Authority

Janitorial Contract Mgmt Update

December 5, 2016



Latest inspection results are in line with past performance

- MBTA is actively reviewing performance results and the first three months of inspections are in line with past results

Month	Inspections	System Wide Score
3/1/15 – 12/31/15	592	Ave. Score 91.5
1/1/16 – 8/31/16	917	Ave. Score 97.8
Sep. 2016	590	Ave. Score: 97.8
Oct. 2016	549	Ave. Score: 97.0
Nov. 2016	477	Ave. Score: 97.6
3 Month Total	1616	Ave. Score: 97.5



MBTA adopted performance-based janitorial contract

- MBTA executed 2-year option for contract on 9/1/16
 - Enforces performance-based requirements from original contract, which did not include any staffing level requirements
 - Vendor is compensated based on meeting cleanliness standards and frequency of service. Vendor manages its work-force through industry standard times
 - Does not include any staffing level requirements
- Performance-based contract approach is widely utilized for cleaning contracts in public and private sector
- New MBTA leadership team (Director and Deputy Director of Transit Facilities Maintenance) who report to DCOO-Infrastructure are actively monitoring performance
 - Performed 1600 station inspections since September 1st entered into mobile app, in addition to continuous daily monitoring by Customer Service Agents
 - Results from first 2 months of new contract in line with past performance
 - Team is actively managing contract and has identified several areas for improvement



Performance-based contracts are industry standard and utilized at the Federal and State level

- MBTA janitorial contracting approach reflects best practice
 - **Federal Acquisition Regulation** states “performance-based acquisition is the preferred method for acquiring services”
 - **The National Institute of Governmental Purchasing** indicates that organizations should seek to “improve performance and lower costs” through performance-based contracts
- **Commonwealth of MA utilizes performance-based framework** for janitorial services through the Operational Services Division (OSD)
 - “The Bidder is responsible for ensuring that sufficient and experienced staff is assigned to complete tasks...”
 - “There are no mandatory or prescriptive staffing requirements.”
- **Our vendors provide services for many public-facing entities in MA**
 - Including: RMV, MWRA, DOR, DPH, WRTA, Massport Logan Express Terminals



Majority of state agencies acquire janitorial services through OSD's contract – a performance-based framework

- Bureau of State Buildings
- Civil Service Commission
- **Commission Against Discrimination**
- Dept. Conservation and Recreation
- **Dept. of Children and Families**
- Dept. of Correction
- **Dept. of Developmental Services**
- **Dept. of Environmental Protection**
- Dept. of Fire Services
- Dept. of Fish and Game
- Dept. of Higher Education
- Dept. of Mental Health
- **Dept. of Public Health**
- Dept. of Public Safety
- **Dept. of Revenue**
- Dept. of State Police
- Dept. of Transitional Assistance
- Dept. of Veterans Services
- Dept. of Youth Services
- Dept. of Workforce Development
- Division of Operational Services
- Emergency Management Agency
- Executive Office for Administration and Finance
- Executive Office of Environmental Affairs
- **Executive Office of Health and Human Services**
- Executive Office of Labor and Workforce Development
- Executive Office of Public Safety & Homeland Security
- **Human Resources Division**
- Lottery and Gaming Commission
- **Massachusetts Dept. of Transportation**
- **Massachusetts Office of Information Technology**
- Massachusetts Office on Disability
- Municipal Police Training Committee
- **Office of the Comptroller**
- Parole Board
- Plymouth District Attorney
- Public Employee Retirement Administration
- Secretary of State
- Sheriff Dept. Hampshire
- **State Auditor's Office**
- **State Ethics Commission**
- State Reclamation Board
- Suffolk District Attorney
- Trial Court

OSD FAC81 – Janitorial Services indicates at minimum:

- No prescriptive staffing requirements
- Frequency-based performance specifications

• **Bolded agencies** utilize S.J. Services for at least a portion of their cleaning needs

- **ABM** also provides services to many public-facing entities including:
 - BCEC
 - Town of Needham
 - City of Cambridge
 - Umass Medical School



MBTA janitorial contract covers facilities, stations, and bus stops divided across 4 works areas

Work Area	Facilities	Stations	Bus Stops	Contractor
1	9	57 Red: Alewife to Park Green: Boylston to Kenmore & B,C, & D-Lines	16	ABM
2	19	23 Orange: Oak Grove to Downtown Xing Blue: Entire Line	2	S.J. Services
3	4	22 Orange: Chinatown to Forest Hills Green: Prudential, Symphony & E-Line	21	ABM
4	18	22 Red: South Station to Braintree, Ashmont & Mattapan Silver: Courthouse & World Trade	8	S.J. Services
TOTAL	50	124	47	



On September 12, 2016, active monitoring process discussed with FMCB

- MBTA frontline ops personnel inspect key stations 3X/day
 - are in real-time communication with MBTA maintenance control center and cleaning contractors

MBTA implemented performance contracts for station cleaning on 9/1/2016 Team is actively monitoring performance on an hourly basis

MBTA frontline ops personnel are inspecting key stations 3x times a day and are in real-time communication with MBTA line chiefs, maintenance control center, and contractor line chiefs

Frontline Staff:

- Customer Service Agents
- Inspectors

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MBTA Managers:

- Line Chiefs

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MBTA Maintenance Control Center (MCC)

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Cleaning contractors (S3 Services and ABM) line chiefs

- 3x per day (beginning of each shift – 5am, 1pm, 6pm) OPS employees at 67 stations complete checklist on station cleanliness (acceptable/ unacceptable)
- Evaluate status reports and communicate with OPS station staff
- Report incidents to Maintenance Control Center (MCC)
- Goal is quick ID of issues, resolution
- Actively communicates issues to vendor line chiefs, follows up on issues which have been identified
- Facilitates quick resolution and monitors vendor response
- Vendor line chiefs respond to cleaning issues raised by MBTA
- Ensure porters fulfill duties

MBTA frontline staff are generating 200 daily reports across the transit system, ensuring quick identification of issues

Maintenance Control Center actively engages contractors real time to address issues

Since 9/1, MBTA has not experienced major issues with contractor performance, contractor employee attendance or station cleanliness. Identified discrepancies are resolved quickly

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Note: 67 stations is comprised of 60 subway stations, 4 green line terminus (Cleveland Circle, Boston College, Riverside, Lechmere) and 3 silver line

- Report incidents to Maintenance Control Center (MCC)
- Maintenance Control Center engages contractors real time to address issues

Customer Service Agents and Inspectors monitor stations closely, produce over 200 reports per day for the MCC

DAILY ELEVATOR STATUS REPORTS										DAILY CLEANLINESS REPORT									
Station	MS	MSB	MSB	MSB	MSB	MSB	MSB	MSB	MSB	MSB	MSB	MSB	MSB	MSB	MSB	MSB	MSB	MSB	MSB
Elevator Location: [] [] [] [] [] [] [] [] [] [] Elevator Status: [] [] [] [] [] [] [] [] [] [] Elevator Problem: [] [] [] [] [] [] [] [] [] [] Elevator Repair: [] [] [] [] [] [] [] [] [] [] Elevator Operator: [] [] [] [] [] [] [] [] [] [] Elevator Maintenance: [] [] [] [] [] [] [] [] [] [] Elevator Safety: [] [] [] [] [] [] [] [] [] [] Elevator Cleanliness: [] [] [] [] [] [] [] [] [] [] Elevator Noise: [] [] [] [] [] [] [] [] [] [] Elevator Odor: [] [] [] [] [] [] [] [] [] [] Elevator Temperature: [] [] [] [] [] [] [] [] [] [] Elevator Humidity: [] [] [] [] [] [] [] [] [] [] Elevator Air Quality: [] [] [] [] [] [] [] [] [] [] Elevator Lighting: [] [] [] [] [] [] [] [] [] [] Elevator Sound: [] [] [] [] [] [] [] [] [] [] Elevator Vibration: [] [] [] [] [] [] [] [] [] [] Elevator Other: [] [] [] [] [] [] [] [] [] []										Station: [] [] [] [] [] [] [] [] [] [] Shift: [] [] [] [] [] [] [] [] [] [] Inspected By: [] [] [] [] [] [] [] [] [] [] Reported By: [] [] [] [] [] [] [] [] [] [] Date/Time: [] [] [] [] [] [] [] [] [] [] Status: [] [] [] [] [] [] [] [] [] [] Problem: [] [] [] [] [] [] [] [] [] [] Repair: [] [] [] [] [] [] [] [] [] [] Operator: [] [] [] [] [] [] [] [] [] [] Maintenance: [] [] [] [] [] [] [] [] [] [] Safety: [] [] [] [] [] [] [] [] [] [] Cleanliness: [] [] [] [] [] [] [] [] [] [] Noise: [] [] [] [] [] [] [] [] [] [] Odor: [] [] [] [] [] [] [] [] [] [] Temperature: [] [] [] [] [] [] [] [] [] [] Humidity: [] [] [] [] [] [] [] [] [] [] Air Quality: [] [] [] [] [] [] [] [] [] [] Lighting: [] [] [] [] [] [] [] [] [] [] Sound: [] [] [] [] [] [] [] [] [] [] Vibration: [] [] [] [] [] [] [] [] [] [] Other: [] [] [] [] [] [] [] [] [] []									

MBTA actively monitors stations every shift

Frontline inspectors are "Pass/Fail"

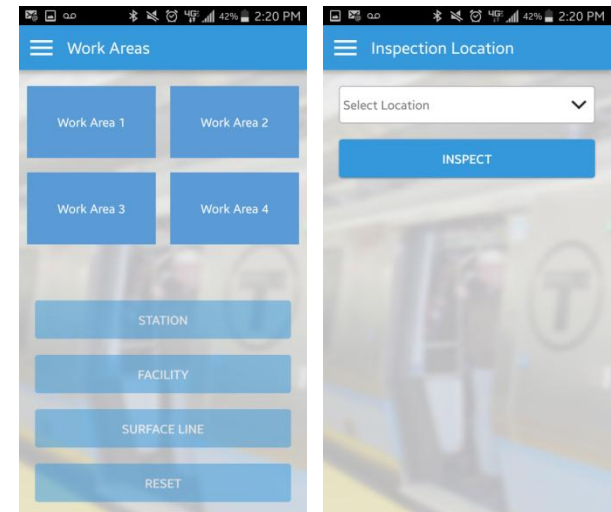
Employees provide comments and enter work orders when appropriate

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New executive hires in E&M are actively monitoring performance

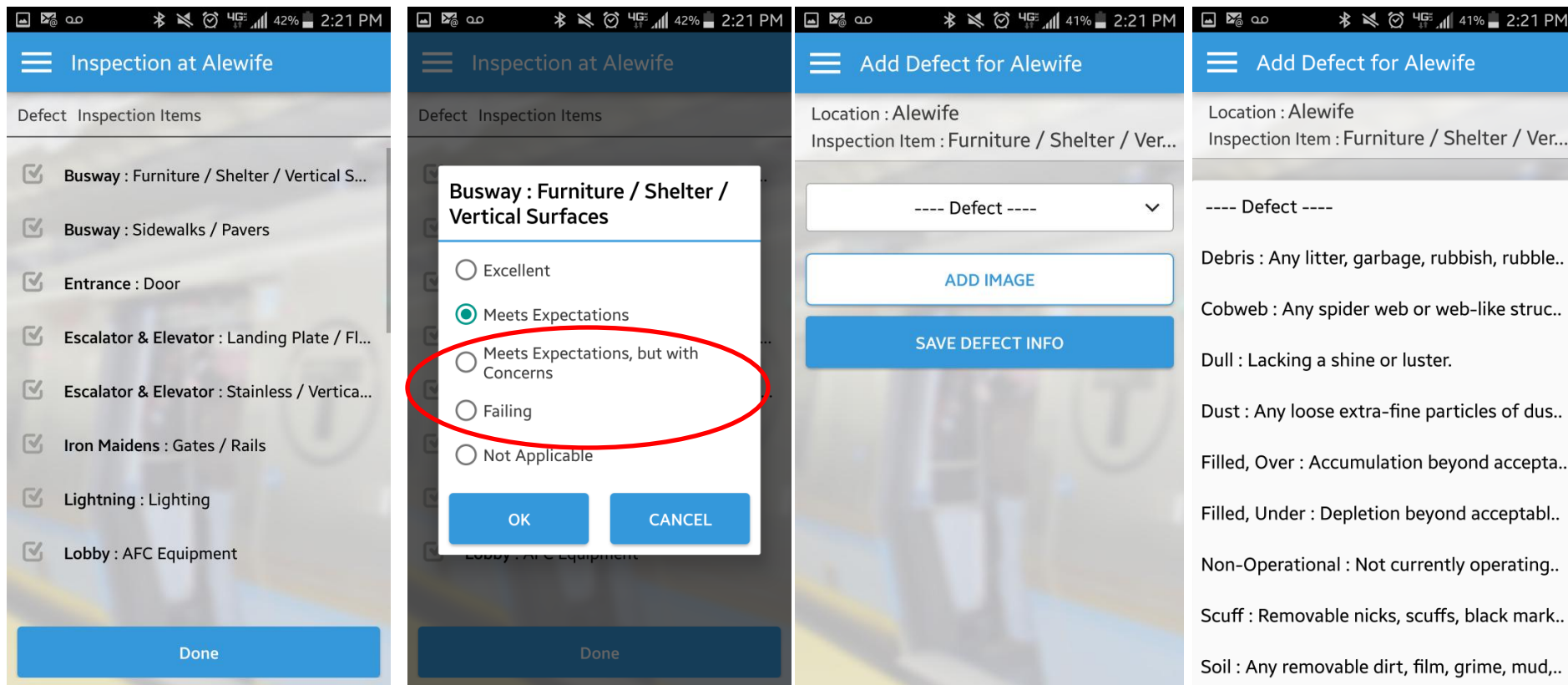
- New Director of Transit Facilities started in September 2016 and brings to the task an extensive background in contract management
 - Oversee team of MBTA station coordinators, including:
 - Assistant Superintendent for Cleaning, 4 day coordinators, 1 night coordinator, 1 night supervisor
 - Currently augmenting team with additional Coordinator and Manager of Coordinators
- Inspections performed and submitted on mobile app in real time
- 20 elements at each station inspected and rated
- Since inception of new contract, MBTA has conducted 1,600 app based inspections
- Total measures captured are 32,000 (1,600 x 20)
- New Director is in process of reviewing past and present vendor compliance with contract





Real-time collecting of measurable performance data

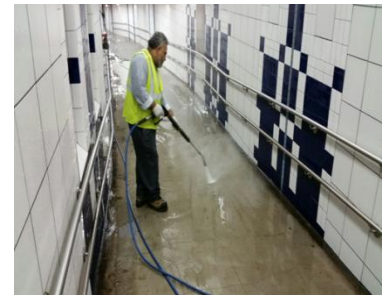
- Inspections judged on Excellent, Meets Expectations, Meets Expectations with Concerns, and Failing rating parameters
- Bottom two scores require additional details and photos





Real-time contract monitoring ensures cleanliness standards and frequency requirements are met by vendors

- Cleaning contract requirements are detailed by facility & element type (platforms, break rooms, offices, etc); they include:
 - Cleanliness standards
 - Frequency-based requirements
- Frequency-based requirements range from 6 times/day for 7 days to once a year activities, examples include:
 - Mop station platform floors and stairs: **daily**
 - Remove trash: **2 times/weekday; 3 times/weekend day**
 - Pressure wash bus shelter: **every 2 weeks**
 - Cleaning all fixed objects up to 20-feet: **2 times/year**





Scoring Criteria

- 100 total possible points based on rating system
- 5 points deducted for each item that “fails”
- No points deducted for other ratings (Excellent, Meets Expectations, Meets Expectations with Concerns)
- Total score of 80 or below requires Contractor to submit a Quality Improvement Plan to address failing station
- 10 Quality Improvement Plans have been submitted and approved since September 2016
- If Contractor does not implement Quality Improvement Plan, contract allows a 1.5% deduction in the line item monthly cost for the station; to date no deductions have been required
- 32,000 total measures captured digitally via-app so far (1,600 inspections x 20 measures per inspection)



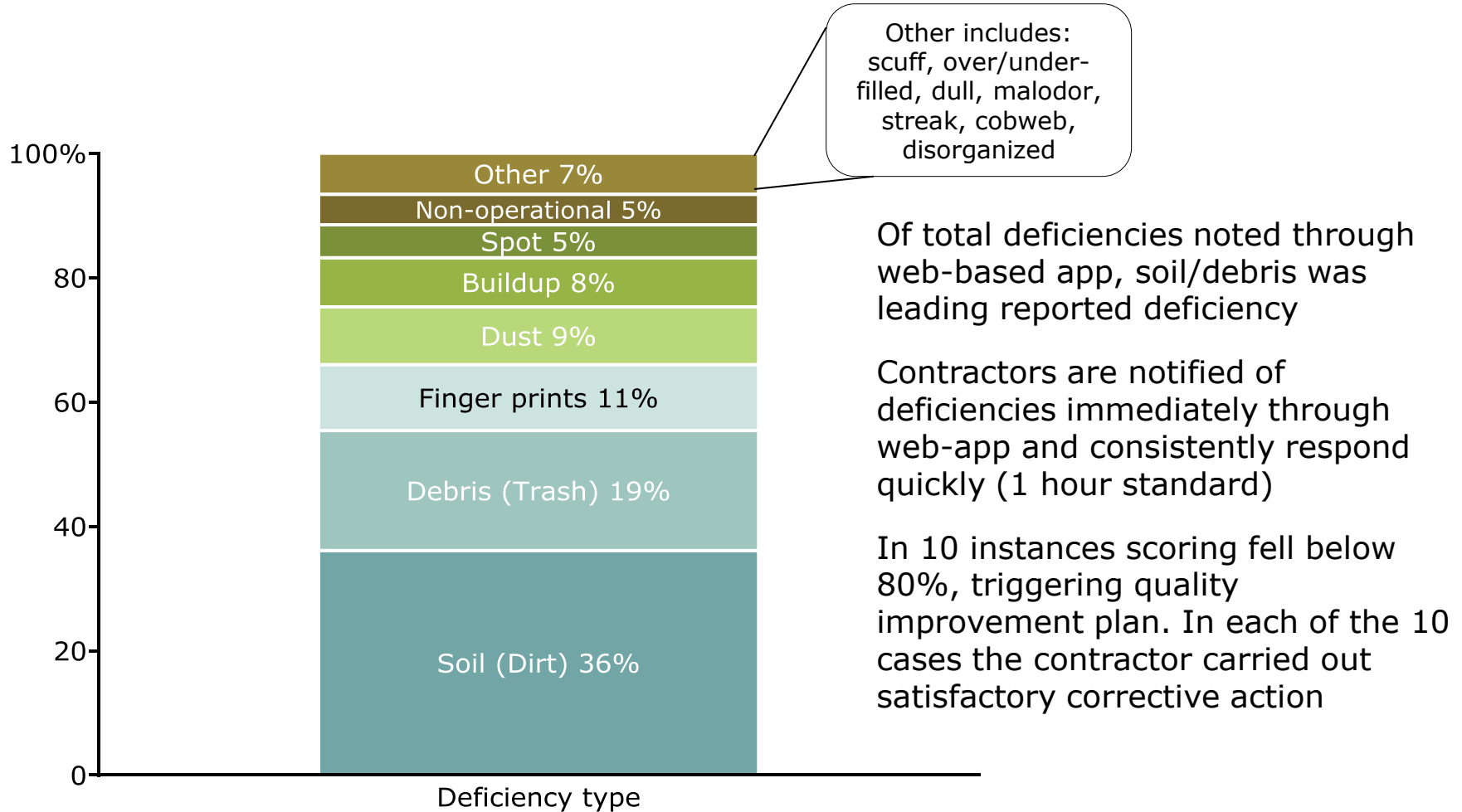
Team has conducted more than 1600 inspections over past 90 days

- MBTA is actively reviewing performance results and the first three months of inspections are in line with past results

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Web-Based App Enables Identification and Tracking of Defect Type





Janitors Closet Inspections

- Inspections were performed by MBTA Station Coordinators during week of 11/14 - 11/18:
 - 88 janitor closets inspected
 - Common practice of requiring janitors to collect supplies from a central location and stock supplies as part of their duties
 - 6 closets had inadequate supplies and contractor was instructed to stock adequately. Management has requested contractor stocking/supply procedures

- Surface Stations utilize mobile cleaning supplies
 - Mattapan Line: supplies are kept at Shawmut (pictured)
 - D-Line: supplies are kept at Riverside





Next Steps

➤ **Staffing:**

- Hire additional Cleaning Coordinator and Manager

➤ **Contract Scope:**

- Complete review of the optimal scope of cleaning contracts
 - Evaluating the feasibility of expanding contractor scope
- Current contract (over the past 3 years and post-9/1/16 extension) required vendor to provide snow-clearing services in addition to cleaning requirements – this is being monitored closely

➤ **RFI/RFP:**

- Team is developing a comprehensive RFI to seek input from industry on:
 - Most effective (and/or simpler) approaches to scoring criteria & penalty regimes, as compared with our current scoring regime, which was developed in advance of the 2013 procurement
 - The range of service levels (and associated costs) available from industry for transit station cleanliness so that FMCB/Management can evaluate best value/service