Station Cleaning Program
TRA Phase I Study Findings:

- Develop Standard For Station Cleanliness
- Establish a Robust Training Program
- Audit to Ensure Results
- Deal With Homelessness Problem
- Narrow Scope for System Service Workers and increase number of cleaners
- Engage Customers
Additional M&E Observations:

- Tools and equipment
- Attendance
- Span of control
- Staffing Plan
  - Ownership & Accountability
- Leadership effectiveness
Establish Standard of Cleanliness

- Pay Attention to the Obvious – floors, stairs, elevators, station equipment
- Secure certification from ISSA – Worldwide Cleaning Industry Association
- Develop Standard Operating Procedures for all cleaning activities
- Develop daily work plans for employees
- Upgrade and expand equipment
- Develop inventory system to ensure cleaning supplies available in all stations
Establish Training Program

• Hiring a dedicated Employee Development Specialist
• Develop training curriculum based on ISSA Standards
• Develop process to monitor and measure
• Provide two levels of Industry Best Practice Training & Certification to all cleaning personnel
• Provide Annual Training:
  • Safety
  • Customer Service
  • Standard Procedures
  • Process for documentation of work; Maximo
Audit for Results

• Quality Assurance Audits to Standard Operating Procedures
  • Develop and track non-compliance
  • Track and report on corrective actions
• Regular management inspection of stations
  • Document, track and report
• Annual review of procedures for effectiveness
  • Updates as appropriate
  • Track and report
• Monitor for and address trends
• Move System Service into Maximo
• Develop and track KPIs to drive performance
• New Key Performance Indicators
  • Percent of tasks completed by route
  • Equipment up time
  • Absenteeism
  • Quality Audit Non-Conformity / Corrective Actions
  • Manager Inspections completed
  • Annual procedure review/ revision (% complete)
  • Passenger Environmental Survey
  • Customer Satisfaction Survey
Deal with Impacts of Homeless Problem

• Dedicated cleaners at stations
• Develop station community with Station Agents, Cleaners and Police – facilitate monthly meetings
• Structures/ System Service partnership to address platform level filth and odors
• Put more resources at worst stations
Narrow Scope / Add Cleaners

• Clear expectations/ Accountability
  • Daily task sheet
  • Bring System Service into Maximo (work plans)

• Ownership/ Reduce loss time traveling
  • More dedicated Station Ownership
  • Less multiple station coverage

• Full staffing – authorized to fill 21 vacancies
Resource Efficiency Management

- Evaluate low use station areas
  - Passenger counts
  - By time of day (hourly)
- Focus on reduction of known problem areas
- Modify hours of access to best serve customers
- Redirect resources: high volume/ high impact
Powell Street Pilot Proposal

- Open Normal
- New Barrier to control Early/Late Opening
- Late Open/ Early Close
- Closed for Project
Engage Customers

• PES Scores/ Customer Satisfaction Survey
  • Analysis data
  • Address trends

• Leadership monthly station visits
  • To engage customers/ hear their concerns
  • AGM Operations, Chief MEO, Assistant Chief MEO, Superintendent, Assistant Superintendents, Police
Upgrade Tools & Equipment

• Conduct comprehensive inventory
  • Expand where warranted

• Perform condition assessment
  • Upgrade as appropriate
    • Example: Floor scrubbing machines on M line

• Standardize tooling and supplies
  • Across stations

• Establish effective supply system
  • Local satellite storage rooms on each line
Address Attendance Issues

• FY17 Unscheduled Absenteeism Rate – 12.3%
  • Sick – 9.3%
  • FMLA – 3.0%

• Goal – 3%

• Strategies for Improvement
  • Setting expectations
  • Daily attendance review with supervisors
  • Counseling employees/providing appropriate resources
  • Tracking and taking appropriate corrective actions
Establish Appropriate Span of Control

Asst. Chief Facilities Maintenance
Maintenance & Engineering

Automatic Fare Collection,
Computer, and
Communications
Maintenance

Elevator and Escalator
Maintenance

Superintendent
System Services
Maintenance & Engineering

Grounds

Buildings

Assistant Superintendent
System Service
Maintenance & Engineering

Supervisor
System Service

Assistant Superintendent
System Service
Maintenance & Engineering

Supervisor
System Service

Supervisor
System Service

Supervisor
System Service

Supervisor
System Service

Supervisor
System Service
Restructure Staffing Plan

• Issues to address:
  • Lack of ownership
  • Loss of productivity by moving employees
  • Over resourcing some stations, under resourcing others
  • Low employee morale
  • Lack of sense of station community
<table>
<thead>
<tr>
<th>Staffing: Station Sizing (Usage)</th>
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<tbody>
<tr>
<td><strong>Very High:</strong></td>
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<tr>
<td>• Embarcadero</td>
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<tr>
<td>• Montgomery</td>
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<tr>
<td>• Powell</td>
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<tr>
<td>• Civic center</td>
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<tr>
<td><strong>High:</strong></td>
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<td>• 16&lt;sup&gt;th&lt;/sup&gt; Street</td>
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<td>• 24&lt;sup&gt;th&lt;/sup&gt; Street</td>
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<td>• MacArthur</td>
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<td><strong>Medium:</strong></td>
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<td><strong>Lower:</strong></td>
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<td>• Glen Park</td>
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<td>• Balboa</td>
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<td>• Colma</td>
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<td>• Union City</td>
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<td>• Berryessa</td>
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<tr>
<td><strong>Lower:</strong></td>
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<td>• No Berkeley</td>
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<td>• El Cerrito Plaza</td>
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<td>• Orinda</td>
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<td>• Lake Merritt</td>
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<td>• San Leandro</td>
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<tr>
<td>• Castro Valley</td>
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<tr>
<td>• W. Dublin</td>
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</table>
Staffing Level by Station Group

- **Very High**
  - 3 dedicated cleaners Day & Swing Shifts (min. 2 per shift/7 days)
  - 6 dedicated cleaners Grave Shift (Wednesday - Sunday)

- **High**
  - 2 dedicated cleaners Day & Swings Shifts (min. 1 per shift/7 day)

- **Medium**
  - 1 Dedicated cleaner Day Shift (M-F)
  - 1 Dedicated cleaner 5 day/week Swing Shift
  - Weekend Coverage at least one shift

- **Lower**
  - 1 Dedicated cleaner Day Shift (Monday – Friday)
  - Shared Swing Shift and weekend coverage

- **Underground Stations**
  - 3 Dedicated Structures Workers (Wednesday - Sunday)
## Supervisory routes:

### One:
- Embarcadero
- Montgomery
- Powell
- Civic center
- 16th Street
- 24th Street
- Glen Park

### Two:
- Balboa
- Daly City
- Colma
- So SF
- San Bruno
- Millbrae
- So Hayward
- Union City
- Fremont
- Warm Springs
- Milpitas
- Berryessa

### Three:
- Ashby
- Berkeley
- N. Berkeley
- El Cerrito Plaza
- Del Norte
- Richmond
- 12th Street
- 19th Street
- West Oakland

### Four:
- Orinda
- Lafayette
- Walnut Creek
- Pleasant Hill
- Concord
- N. Concord
- Bay Point
- Rockridge
- MacArthur

### Five:
- Lake Merritt
- Fruitvale
- Coliseum
- San Leandro
- Bay Fair
- Hayward
- Castro Valley
- W. Dublin
- Dublin
- OKS
- OSA
- LMA
Route Staffing Levels

- One: 58 SSWs, 6 FWs, 2 Supervisors
- Two: 23 SSWs, 2 FWs, 1 Supervisor
- Three: 22 SSWs, 3 FWs, 1 Supervisor
- Four: 19 SSWs, 2 FWs, 1 Supervisor
- Five: 26 SSWs, 2 FWs, 1 Supervisor

Total 148 SSWs, 15 FWs, 6 Supervisors
Develop Leadership / Supervision

- Establish expectations and standards for all jobs
  - Develop procedures for supervisory tasks
  - Provide training
- Create best management practices
  - Define key performance indicators
  - Increase field supervision time
  - Regularly coach and counsel
- Provide quarterly performance reviews
  - Drive ownership and accountability