



# 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



# Measure 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

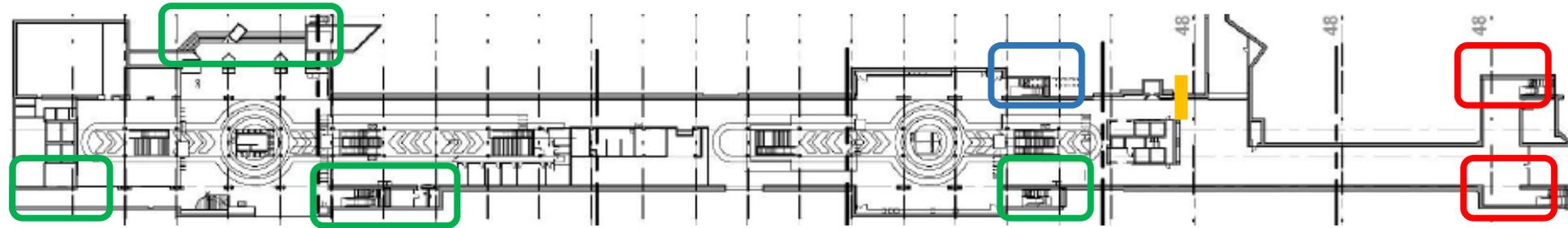


# Resource Efficiency Management

- 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



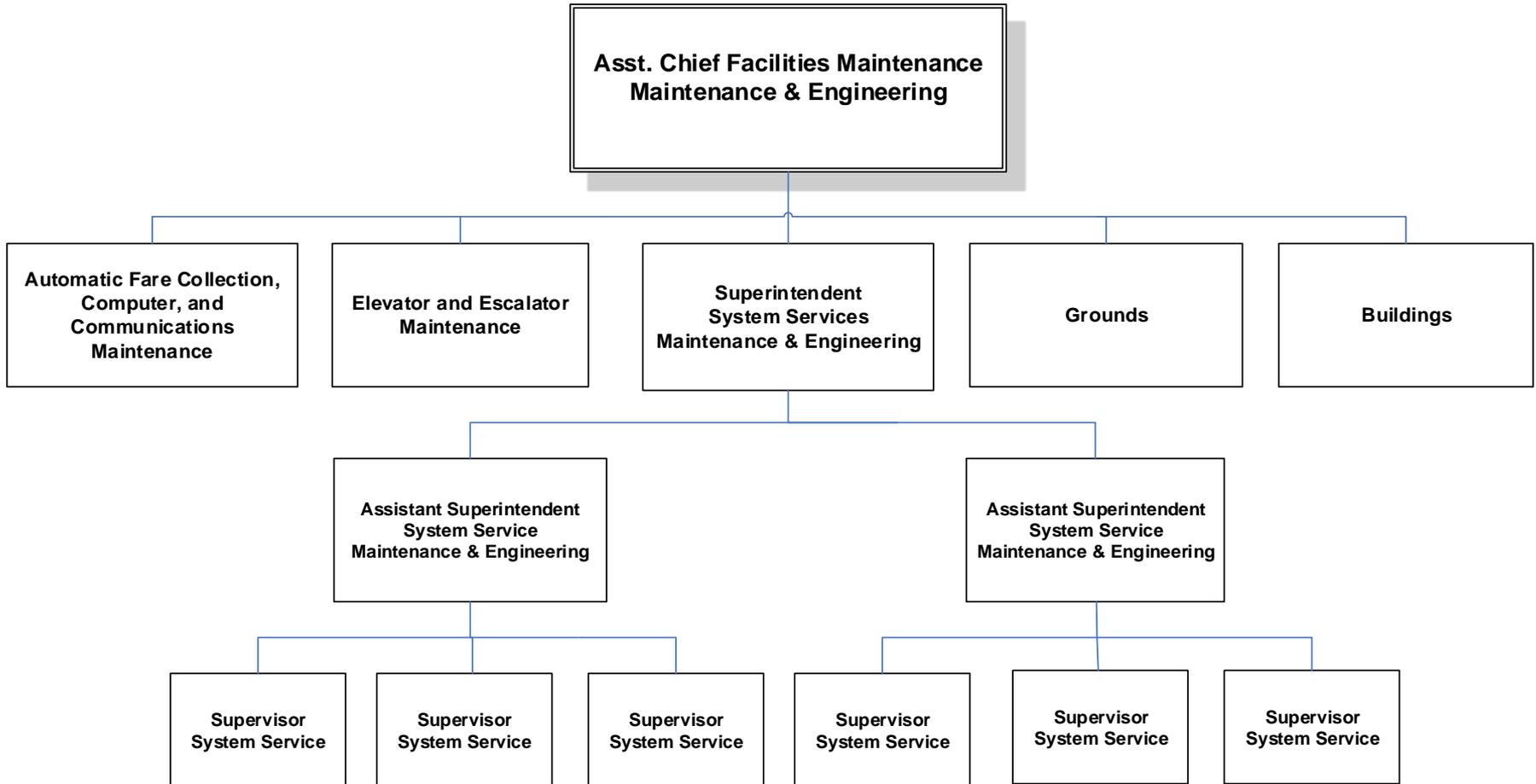


# Address Attendance Issues

- 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





# 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



# Staffing: Station Sizing (Usage)

## Very High:

- Embarcadero
- Montgomery
- Powell
- Civic center

## High:

- 16<sup>th</sup> Street
- 24<sup>th</sup> Street
- 12<sup>th</sup> Street
- 19<sup>th</sup> Street
- MacArthur

## Medium

- Daly City
- Millbrae
- Warm Springs
- Ashby
- Berkeley
- Del Norte
- Richmond
- West Oakland
- Rockridge
- Bay Point
- Coliseum
- Bay Fair

## Lower:

- Glen Park
- Balboa
- Colma
- So SF
- San Bruno
- So Hayward
- Hayward
- Union City
- Fremont
- Milpitas
- Berryessa

## Lower:

- No Berkeley
- El Cerrito Plaza
- Orinda
- Lafayette
- Walnut Creek
- Pleasant Hill
- Concord
- Lake Merritt
- San Leandro
- Castro Valley
- W. Dublin
- Dublin



# 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
- 16<sup>th</sup> Street
- 24<sup>th</sup> 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
- 12<sup>th</sup> Street
- 19<sup>th</sup> 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