



Deval L. Patrick, Governor
Richard A. Davey, MassDOT Secretary & CEO
Beverly A. Scott, Ph.D., General Manager
and Rail & Transit Administrator



June 23, 2014

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Ms. Donna P. Lopez
City Clerk
City of Cambridge

OFFICE OF THE CITY CLERK
CAMBRIDGE, MASSACHUSETTS

Dear Ms. Lopez,

This letter responds to your correspondence on the upcoming changes to the MBTA cleaning services contract. First, please be assured that we take concerns about safety and the cleanliness of our transit system extremely seriously. We will not compromise safety or cleanliness; and intend to hold our cleaning services contractors fully accountable for their performance. That said, this contract is based on a performance-based approach, similar to the last contracts successfully issued by MassPort several years ago. This is a different business model for the "T", but not a new approach for large scale, heavy volume public use facilities. The advantages of this approach are to establish specific and measurable performance objectives, focus effort where it is most needed; and encourage the contractors to both modernize equipment and utilize best in class products.

Over the past year and a half, we have held many meetings, shared information with SEIU; and implemented adjustments to our original plans based on their input. At the same time, we have not changed from our performance-based contracting model. Early on, a major change that we incorporated was designation of eleven (11) high volume stations with specific minimum staffing level required during rush hours to ensure that trash removal and response to emergency conditions are expeditiously handled. The contractors may exceed, but may not reduce these designated staffing levels. We also provide incentives for the contractors to find more efficient ways to achieve performance standards and adhere to the established cleaning frequencies. The provision was specifically written into the contract that 50% of any financial incentive earned will go directly to the employees working in the awarded location, to ensure that the employees will participate in the benefits of the increased efficiency and effectiveness.

This new contract will save the MBTA several millions; and, it does not sacrifice cleanliness or public safety standards. To the contrary, the new contract establishes required tasks and minimum frequencies, based on industry standards, that the contractors must meet in keeping all facilities in a proper state of cleanliness at all times. Most importantly, if the contractors do not meet our performance standards, they will be required to develop a Corrective Action Plan. If the contractor does not meet the required cleanliness standards and fail to correct the problems, they will be required to correct the problem(s) at their cost. Additionally, the MBTA may terminate the entire contract, a portion, or a single station or facility for unsatisfactory performance.

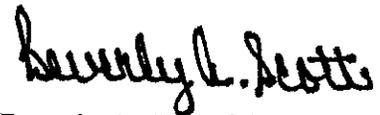
Monitoring of these contracts will be significantly enhanced. In keeping with the new performance-based standards, contractors will be required to participate in a quality assurance program, under which the MBTA will conduct regular quality inspections, on its own; and in conjunction with a third-party independent auditor, at frequencies adjusted to reflect passenger volumes and property types. Contractors will be given cleanliness scores at these inspections, and will be required to maintain a cleanliness score of at least 85% in each station, non station facility, and shelter. The cleanliness score is a percentage that shows the number of items found to be deficiency-free (“passing” or “clean”) relative to the items inspected based on the tasks and frequencies established. Annually, our enhanced performance monitoring plan includes the requirement for direct customer input regarding their experience and quality assessment.

Finally, we have been clear from the outset that we value and respect the work performed by the employees providing cleaning services at our facilities. At the same time, just as we have implemented cost savings and productivity measures for our internal operations (resulting in hundreds of fewer positions at the “T”), our contractors are subject to the same focus on increased productivity. That said, we also committed and communicated early-on that we would host a MassDOT/MBTA-wide Job Fair for contractor employees to let them know about employment opportunities at our agencies. Our Human Resources Department is hosting that Job Fair on September 3, 2014.

We genuinely hope this letter addresses your major concerns. Rich Power, who heads our Government Affairs Office will follow-up with your offices. In the interim, please

feel free to reach out to the MBTA Chief of Staff, Charles Planck, at cplanck@mbta.com or (617) 222-3127 if you have specific questions.

Sincerely,

A handwritten signature in black ink that reads "Beverly A. Scott". The signature is written in a cursive, flowing style.

Beverly A. Scott, Ph.D.

General Manager and

Rail & Transit Administrator

cc: Richard A. Davey
CEO & Secretary