



## Board Report

---

**File #:** 2018-0711, **File Type:** Motion / Motion Response

**Agenda Number:** 28.

---

### OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE JANUARY 17, 2019

**SUBJECT: MOTION 21.1 CLEANLINESS RESPONSE**

**ACTION: RECEIVE AND FILE**

#### **RECOMMENDATION**

RECEIVE AND FILE the motion response regarding Metro system cleanliness activities, including Metro's right-of-way and adjacent property, with full consideration to the customer experience.

#### **ISSUE**

During the October 2018 regular board meeting, Motion 21.1 was brought forward by Board Directors Garcia, Hahn, Ridley-Thomas and Bonin requesting an update on Metro cleanliness efforts regarding Metro vehicles, stations and rights-of-way, along with any opportunities for program improvement and internal/external coordination in support of enhancing the customer experience.

#### **BACKGROUND**

With the rail system undergoing significant expansion and investments, and considering renewed interest in safety, cleanliness and homeless issues affecting Metro services, it is important that Metro stations, bus terminals, buses and trains, and rights-of-way present a clean and inviting environment to attract and retain our customers. The Motion directed the CEO return to the Board in January 2019 with the following information:

- A. A review of current cleanliness measures and recommendations for possible improvements, with any associated costs if applicable, with full considerations of customer expectations;
- B. Proposed coordinative efforts to help address cleanliness on-non-Metro property, along Metro-owned rights of way and adjacent to Metro bus rapid transit and rail stations, including graffiti abatement and trash pick-up;
- C. Recommendations for improved coordination among Metro departments that are responsible for components of the customer experience at Metro bus rapid transit and rail stations, including cleanliness; and,
- D. Recommendations for improved coordination with other public agencies with oversight over

---

non-Metro property along Metro owned rights of way and adjacent to Metro bus rapid transit and rail stations.

## **DISCUSSION**

In October 2018, Metro reviewed and provided an update on existing cleanliness program activities. That update resulted in the following findings:

- Regular cleanliness activities exist (daily, weekly, monthly, etc.) on vehicles, along the mainline, at divisions, and along shared areas where Metro operates service.
- Opportunity to strengthen station, terminal and vehicle evaluation tools and quality assurance programs
- Opportunity to collaborate with external and partner agencies in support of a better customer experience in terms of cleanliness throughout Los Angeles County

### Cleanliness Program Scope

Metro's cleanliness program includes maintenance activities handled on a continuous basis by several departments in support of a safe revenue operation that is clean and reliable. Responsible departments are involved in this effort, but are not limited to: Rail Fleet Services, Bus Fleet Services, Stops and Zones, Facilities Maintenance/Property Maintenance (including Wayside Systems, Custodial Services, and Contract Administration) and Regional Service Councils (RSC). Security and Law Enforcement provide security support to Metro personnel who perform specific cleanliness and maintenance activities throughout our system. Additional details regarding the responsibilities of departments who play critical roles in Metro's overall cleanliness program at Metro are provided in Attachment B.

### Cleanliness Evaluation Program/Quality Assurance

Metro monitors cleanliness activities performed on vehicles, at facilities, stations, terminals, stops, active rights-of-way, and at various park and ride lots through robust Quality Assurance programs and station evaluation programs. These evaluation programs have set criteria and requirements they inspect for and produce reports on so Metro is aware of overall system cleanliness performance and implement changes to cleanliness and maintenance activities accordingly. Bus and rail cleanliness program performance scores for the period of October 2017 through October 2018 can be found in Attachment C.

## **Cleanliness Enhancement Efforts**

### Rail Fleet Services Cleanliness Enhancements

In addition to the routine daily cleaning of the rail vehicles prior to revenue service, Rail Fleet Services allocates staff at strategic locations throughout the rail system to ensure that cleanliness activities are also performed efficiently, with the least passenger disturbance, during peak revenue service hours, when the highest amount of customers are riding our system. Staff is currently placed at the following locations: Union Station (Red and Purple Lines), 7<sup>th</sup>/Metro and Long Beach Transit Mall (Blue Line), Redondo Beach Station (Green Line) and Downtown Santa Monica (Expo). At this

---

time, additional staff is not placed along the Gold Line mainline as Metro Quality Assurance staff continues to monitor cleanliness activities and scores. This is based on weekly Cleanliness Reports performed by Metro Quality Assurance Department on all lines. Gold Line staff is deployed to perform additional clean-up activities on an as-needed basis.

The Rail fleet Services team is completing A650 Option Vehicles (74) interior overhaul work which includes: replacing all fabric seat inserts with vinyl seat inserts, adding new flooring with ADA and illuminant stripping, refurbishing of interior ceiling, wall and hatch panels, rhino hardening of all seat frames, adding strap hangers and refurbishing of the cab area. To date, Rail fleet Services team has completed six vehicle married pairs and is targeting to complete one married pair every two months. The light rail vehicle fleet, with the exception of the new P3010 vehicles, is also undergoing interior and exterior renovation work. Exterior painting on the P2020 fleet (15 cars) and P2000 fleet (52 cars) has been completed, which includes all 23 Blue Line cars. In addition, Green Line vehicle exterior painting has commenced with 7 out of 29 cars completed to date. The P2550 fleet will be starting interior overhaul similar to the A650 fleet. Staff is finalizing the scope of work to include vinyl seat inserts for all light rail vehicles.

Rail Fleet Services is also piloting a new disinfecting product, Monofoil, on the Red/Purple and Blue Lines. This deodorizer and disinfectant is already being used on a variety of Metro fixed assets and staff is now utilizing it on rail vehicles in an effort to enhance deep cleaning activities and improve the overall customer experience. Staff will monitor customer and employee feedback and test the efficacy of the product via the pilot program.

#### Station Cleanliness Program Coordination

As of October 2018, RSC staff has been directed to coordinate the overall cleanliness program, provide appropriate reports, creating greater accountability in ensuring that reported issues are addressed by the proper departments. RSC will pursue a contractor to perform station inspections at all bus and rail terminals, and work with Facilities Maintenance staff and ITS to automate the reporting process and facilitate the tracking of incident reports to their completion. It is anticipated that the surveillance bench will be presented to the Board for adoption in the spring of 2019, allowing Metro to engage firms that can field survey teams to perform customer surveys as well as these inspections. In the meantime, the current snapshot inspections covering 36 stations will continue.

#### Automation of the Inspection Process

Currently, tablet-based computer programs are being field tested to record, and report information collected from these inspections. Metro is working to extend the utility of the program to directly report a summary of the scores of each station as well as a summary of those elements of the inspections needing the greatest amount of work. Further, staff is pursuing the capability of direct creation of incident reports in the current Facilities Maintenance tracking program (M-3) so that progress towards completion of identified issues can be easily tracked and reported.

#### Partnering with Cities, the County, and Other Entities

Metro staff uses existing avenues and leverages relationships with partner agencies to report and resolve issues that are the responsibility of other external entities. While Metro will ensure that its facilities are maintained in a clean and acceptable condition, maintenance required by other entities will continue to be performed through Memorandums of Understanding (MOU) that apportion

---

responsibilities and costs. One MOU exists between the City of Los Angeles and Metro for the Chatsworth Station. In that case, both the City and Metro are partial owners of the site. An MOU exists between Metro and Metrolink for maintenance activities performed along the shared right-of-way throughout LA County.

### Challenges

Metro recognizes that some issues lie outside of Metro control; specifically, some trash removal activities are performed by other non-Metro entities. For example, the current terminal at the South Bay Galleria (Mall) bus terminal is maintained by Mall staff. RSC staff contact Mall management whenever issues arise that need repair or extra maintenance. Similarly, at the Green Line Long Beach Boulevard Station, Caltrans, Metro, and the City of Lynwood each have different responsibilities that contribute to station's maintenance.

Cleanliness along the Union Pacific Railroad (UPRR) right of way adjacent to the Metro Blue Line must be well-coordinated and continuous to ensure a positive customer experience for customers. Because the UPRR retains its own security to ensure that rights-of-way are clear in support of train movements, Metro and UPRR must maintain constant communication so that any issues can be addressed in a timely and collaborative manner.

In specific cases, Metro must work with private property owners of non-Metro property where Metro facilities are adjacent to in order to address cleanliness issues in a timely manner. Metro maintains relationships with various Cities and entities to ensure that a collaborative approach to cleanliness is being followed, however a formal agreement for continuous support from the various stakeholders and agencies, outlining specific roles, responsibilities, costs, and overall expectations must be considered in order to require governmental entities to maintain their properties according to the same standards.

### **DETERMINATION OF SAFETY IMPACT**

Approval of this item will have a positive impact on the safety of our customers and employees.

### **FINANCIAL IMPACT**

All costs relative to ongoing maintenance activities, an enhanced cleanliness evaluation program, and any necessary additional MOUs will be approved during the regular budget process. The Department project managers will be responsible for budgeting projects and programs relative to cleanliness activities, contracts and necessary agreements with external agencies.

### **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

Recommendation supports the following Metro Strategic Plan Goals: 2) to deliver outstanding trip experiences for all users of the transportation system and 4) Transform Los Angeles County through regional collaboration and national leadership. The evaluation and reporting on the cleanliness and functionality of our stations and terminals is significant in promoting and maintaining customer use of the network.

## **NEXT STEPS**

Staff will continue to review and improve current cleanliness program activities, measures and evaluation activities to ensure that all customers are experiencing quality transit service that is safe, reliable and clean. Also, Metro will continue to improve coordination efforts with partner agencies to help address cleanliness on non-Metro property, along Metro-owned rights of way and adjacent to Metro bus rapid transit and rail stations, including graffiti abatement and trash pick-up. This includes, but is not limited to engaging for direction of appropriate City and County departments to work with Metro to maintain the public's investment in public transit, and to establish maintenance schedules for non-Metro owned public properties that are adjacent or are directly related to Metro facilities.

## **ATTACHMENTS**

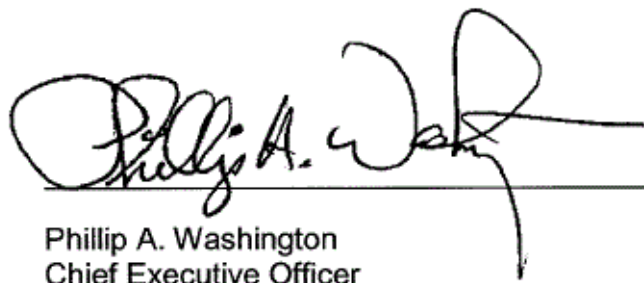
Attachment A - Motion 21.1 Cleanliness

Attachment B - Cleanliness Program Overview

Attachment C - Bus and Rail Cleanliness Program Scores (Oct 2017 - Oct 2018)

Prepared by: Nancy Saravia, Sr. Manager, Transportation Planning (213) 922-1217  
Gary S. Spivack, Deputy Executive Officer, Regional Service Councils, (213) 418-3234

Reviewed by: James T. Gallagher, Chief Operations Officer, (213) 418-3108



---

Phillip A. Washington  
Chief Executive Officer

**Board Report**

---

**File #:** 2018-0704, **File Type:** Motion / Motion Response**Agenda Number:** 21.1

---

**REGULAR BOARD MEETING  
OCTOBER 25, 2018****Motion by:****GARCIA, HAHN, RIDLEY-THOMAS AND BONIN**

The Los Angeles County Metropolitan Transportation Authority (Metro) provides transit service along more than 100 miles of rail right-of-way, with a fleet of hundreds of rail cars and thousands of buses, with about 1.4 million passenger boardings per day.

For these passengers, the cleanliness of Metro's buses and rail vehicles, as well as the cleanliness of Metro's right-of-way and adjacent property, is important to the customer experience. How well Metro cleans its vehicles and property signals to its customers the value it places on their experience. As demonstrated in its presentation to the Operations, Safety, and Customer Experience Committee, Metro takes seriously its responsibility to keep its vehicles, stations, and rights-of-way as clean as possible.

It is important that, as the rail system continues to expand, Metro understand, review, and, possibly, refresh its cleanliness measures and policies. This is particularly true given that existing approaches are assumed into future system expansions, even though these approaches may warrant review for their efficacy or effect before being implemented elsewhere.

**SUBJECT: CLEANLINESS MOTION****RECOMMENDATION**

APPROVE Motion by Garcia, Hahn, Ridley-Thomas and Bonin to direct the CEO to report back to the Board in January 2019 on the following:

- A. A review of current cleanliness measures and recommendations for possible improvements, with any associated costs if applicable, with full consideration of customer expectations;
- B. Proposed coordinative efforts to help address cleanliness on non-Metro property, along Metro-owned rights-of-way and adjacent to Metro bus rapid transit and rail stations, including graffiti abatement and trash pick-up;

- C. Recommendations for improved coordination among Metro departments that are responsible for components of the customer experience at Metro bus rapid transit and rail stations, including cleanliness; and
- D. Recommendations for improved coordination with other public agencies with oversight over non-Metro property along Metro-owned rights-of-way and adjacent to Metro bus rapid transit and rail stations.

## Metro Cleanliness & Support Program Overview

1. **Rail Fleet Services (including Warranty/Quality Assurance)**: This department performs all rail vehicle regular (daily, weekly, monthly, etc.) mainline, division, and special cleanliness/maintenance activities. They also measure the cleanliness of the rail fleet. As a practice, rail cars are sampled at each rail division according to the proportion of a specific fleet represented in the fleet. The results are posted in the Monthly Rail Performance Report. The inspectors measure the cleanliness of the rail cars using 16 criteria for both inside and outside the vehicle. The goal is a KPI of 9.0.
2. **Bus Fleet Services (including Environmental Compliance/Quality Assurance)**: This department performs all bus regular (daily, weekly, monthly, etc.) division and special cleanliness/maintenance activities. They also measure the cleanliness of the bus fleet. As a practice, 10% of buses assigned to a division are selected randomly and are inspected according to 19 criteria for both inside and outside the vehicle. The results are posted in the Monthly Bus Service Performance Report. Buses are measured on a scale of 0-10 with 9.0 being established as the desired KPI goal. These results are also reported to the Regional Service Councils (RSC) on a monthly basis.
3. **Stops and Zones**: This department is responsible for maintaining signage and ensuring that our bus stops are kept clean. They also work with the various cities, Los Angeles County, and municipal representatives to establish and maintain bus stops, bus terminals, freeway busway stations and their restrooms. Lastly, this department managed the Metro Clean Program. This program utilizes City and County Court referred Volunteer Community Service Workers (CSW's) to perform community service work, including the graffiti cleaning and litter removal along our bus stop zones.
4. **Facilities Maintenance/Property Maintenance**: This department provides the staff required to maintain Metro Facilities. Staff completes critical preventive and corrective maintenance for bus facilities throughout Metro. The group responds to service requests to add, repair or modify fixtures and equipment as well as the maintenance of our structures. Janitorial services are provided for bus divisions, terminals, and locations around Los Angeles County with an internal group of custodians. Services include trash removal, sweeping, dusting, mopping, restroom sanitation, floor care including and generally all aspects of cleaning and upkeep.
5. **Rail Facilities Maintenance and Custodial Services**: This department provides staff to clean and maintain stations. The Rail Facilities Maintenance (FM) Department is responsible for buildings and grounds, facilities equipment and custodial maintenance at all rail divisions, rail stations, and the entire Orange Line. The department subdivided into three units, each with distinct



## Metro Cleanliness & Support Program Overview

responsibilities: Buildings and Grounds, Property Maintenance, and Custodial Services.

The Buildings and Grounds unit is responsible for the mandated, regulatory and preventive maintenance of equipment such as sewage ejectors, sump pumps, fire suppression systems, emergency hatches, ventilating systems, and control rooms. In addition, the department is responsible for the structural integrity of 18.2 miles of Red Line tunnel and emergency catwalk for north and south directions, totaling 36.4 miles.

The Property Maintenance unit is responsible for the maintenance of train washers, hoists, wheel press machines, wheel truing machines, lighting, and all other electro/mechanical equipment and fixtures for the Rail Divisions, the Rail Operations Control Center and two Maintenance-of-Way facilities (Locations 61 and 66). The electricians in this group have responsibility for lighting along 14 miles of the Orange Line, 14 Park-and-Ride lots, three parking structures, and four UPS systems connected to the electrical system of each parking structure and the Rail Operations Control Center.

The Rail Custodial Services unit is responsible for the general housekeeping, restroom cleaning, stocking, and restorative maintenance including pressure washing, carpet extraction, floor-stripping/waxing for all Stations, Rail Divisions, Rail Operations Control Center, and each of the Maintenance-of-Way facilities. These custodial personnel are daily responsible for the cleanliness of all rail system restrooms, elevators, escalators, artwork, fare-gates, map-cases, ticket vending machines, and bike lockers. Their tasks include auto scrubbing; cleaning with high-temperature, high-pressure washing equipment; and the specialized cleaning of stainless steel panels, high walls, and ceilings.

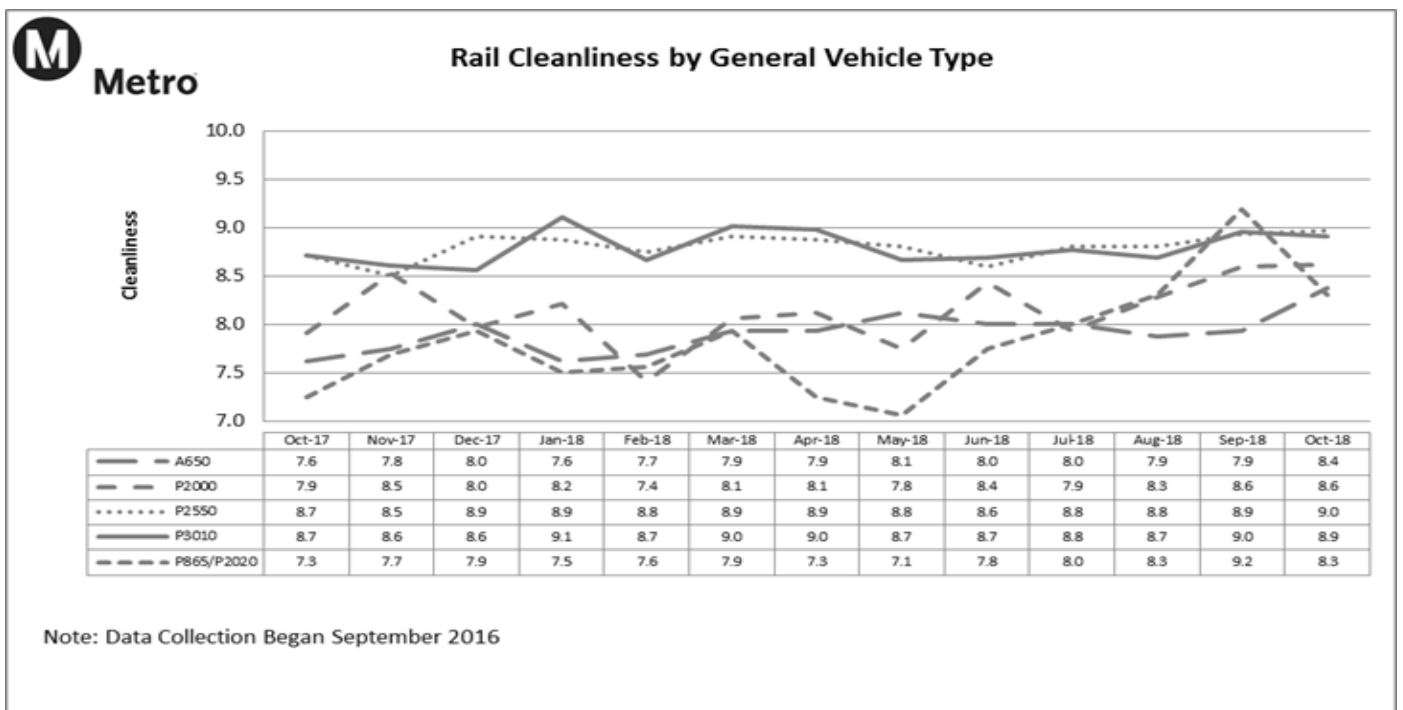
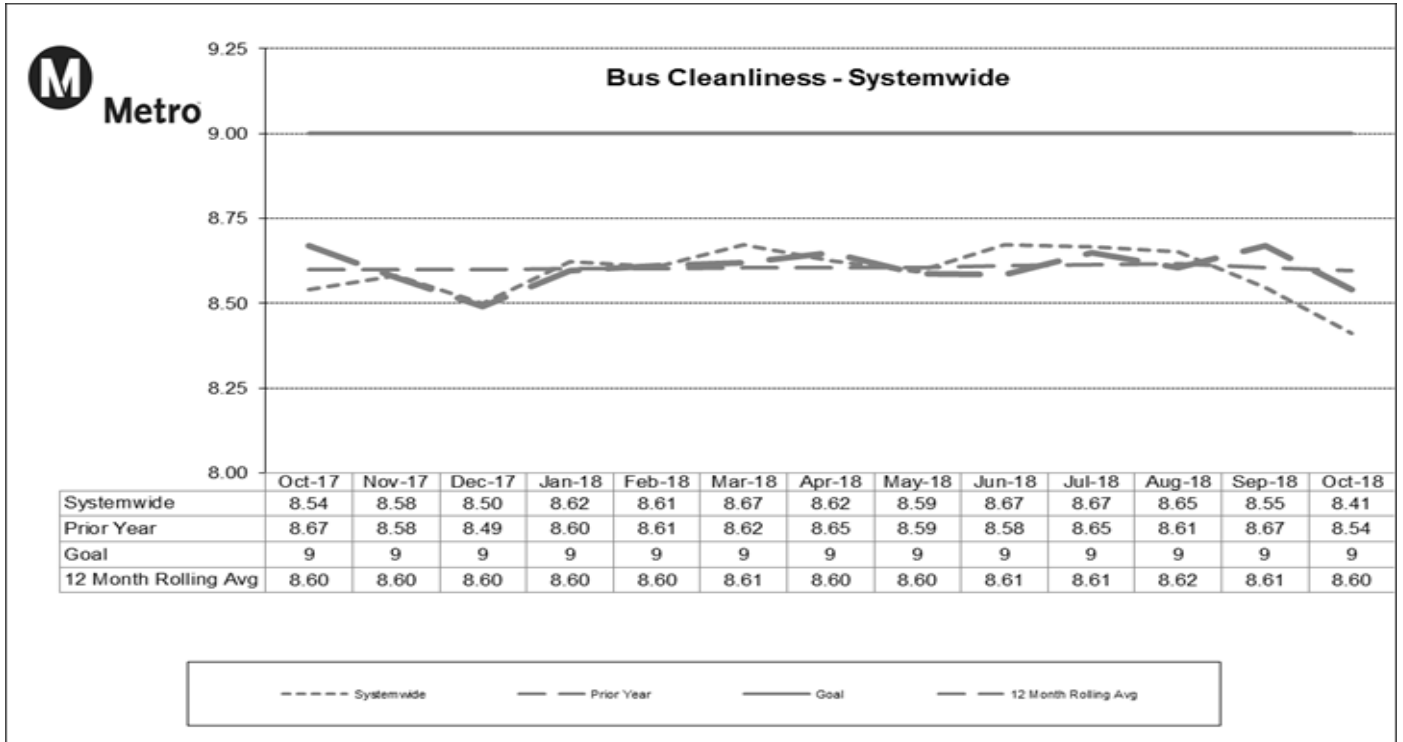
6. **Facilities Maintenance Contracts & Administration**: This department is responsible for providing contracted maintenance services throughout Metro bus and rail facilities within Los County. There are more than 40 multi-year maintenance contracts. Examples of maintenance services include but are not limited to the maintenance of 347 elevators and escalators, fire/life safety equipment testing, repair and certification, graffiti abatement, landscape and irrigation maintenance, trash removal and weed abatement, power sweeping, fencing repairs and waste management services. The span of control is a service area of 180 miles of Metro's active and in-active Rights-Of-Way (ROW), over 300 bus and rail facilities, 42 Caltrans owned Park and Ride (P&R) lots, and more than 5,000 equipment installations system-wide.
7. **Regional Service Councils (RSC)**: This department is charged with completing rail station and bus terminal inspections. Currently, the RSC staff evaluates the cleanliness of 36 stations using 32 criteria. Rail Fleet Services, Warranty/QA

## Metro Cleanliness & Support Program Overview

performs 10 inspections and RSC perform 26 station/terminal inspections. The results are reported quarterly to the Regional Service Councils and the Board of Directors. The stations are rated on a scale of 1-10 and the KPI goal is to exceed 8.5 on average. Any rating above 8.0 renders the station in a “good to very good” category. One to two staff members complete the station inspections on a quarterly basis. In the case of the RSC team, temporary personnel are used. Attachment D shows the current ratings for the 36 stations included in the snapshot of station cleanliness.

8. **Security and Law Enforcement**: This department is directly responsible for safe-guarding Metro’s infrastructure, facilities, and stations; ensuring fare compliance; reducing system vulnerability and terrorism; and addressing crime, mental illness and/or homelessness on our system. Metro personnel rely on Security and Law Enforcement’s support and expertise while specific maintenance and cleanliness activities are performed so that all Metro patrons and employees can ride and work safely, without fear 100% of the time.

### Bus and Rail Cleanliness Ratings October 2017 – October 2018



**ITEM 28**

# **Metro Operations Cleanliness Program Update**

**January 17, 2019**

**Operations, Safety & Customer Experience Committee**



**Metro**

# Metro Cleanliness Program

## Background & Findings

- October 2018: Provided oral report on cleanliness
- Reviewed physical aspects of overall cleanliness program (frequencies & staff deployment)
- Recognized multi-department involvement and level of effort required for cleanliness program effectiveness
- Recognized opportunity to strengthen station, terminal and vehicle cleanliness evaluation tools and procedures for improved program effectiveness
- Realized insufficient attention to “adjacencies” affecting the overall customer experience

# Metro Cleanliness Enhancement Efforts

## Station Cleanliness Program Update

- Adopted Rail Facilities Tablet Platform for Incident Recording
- Expanding Cleanliness Reporting Program to cover all stations and bus terminals
- Program will also include vehicle inspections at line terminals as well as in yard inspections
- Regional Service Council staff will coordinate all reporting functions & report to the Board quarterly
- Metro IT staff expanding the scope of the computerized process to allow direct recordation of incidents by Facilities Maintenance staff
- July 2019 – Enhanced Program Launch

# Partnerships & Path Forward

## Partnerships & Collaboration

- Leverage existing relationships with partner agencies and cities to enhance system cleanliness and improve the customer experience at all touch points

## Memorandums of Understanding (MOUs)

- Existing MOU with Metrolink for maintenance activities performed along shared rights-of-way
- Existing MOU with the City of Long Beach for maintenance activities performed along the Metro Blue Line south of Willow Station
- Metro will seek MOU's with railroads in joint corridors and continue to enhance information flow to railroads, jurisdictions, etc. for coordination and joint clean-up activity coordination