

File No. 180066

Committee Item No. 3

Board Item No. _____

COMMITTEE/BOARD OF SUPERVISORS

AGENDA PACKET CONTENTS LIST

Comm: Public Safety & Neighborhood Services

Date: February 14, 2018

Board of Supervisors Meeting:

Date: _____

Cmte Board

- Motion
- Resolution
- Ordinance
- Legislative Digest
- Budget and Legislative Analyst Report
- Youth Commission Report
- Introduction Form
- Department/Agency Cover Letter and/or Report
- MOU
- Grant Information Form
- Grant Budget
- Subcontract Budget
- Contract/Agreement
- Form 126 – Ethics Commission
- Award Letter
- Application
- Public Correspondence

OTHER

- BART Board Presentation - February 8, 2018
- Referral FYI - January 17, 2018
- _____
- _____
- _____
- _____

Prepared by: John Carroll

Date: February 9, 2018

Prepared by: _____

Date: _____



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

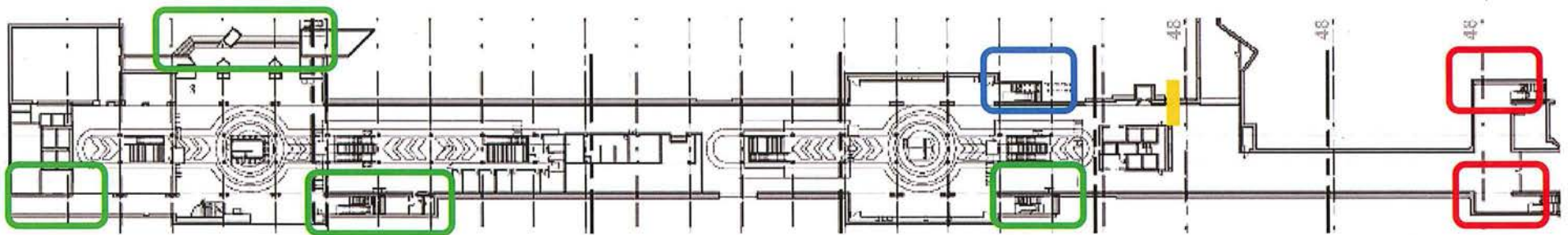


Resource Efficiency Management

- 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



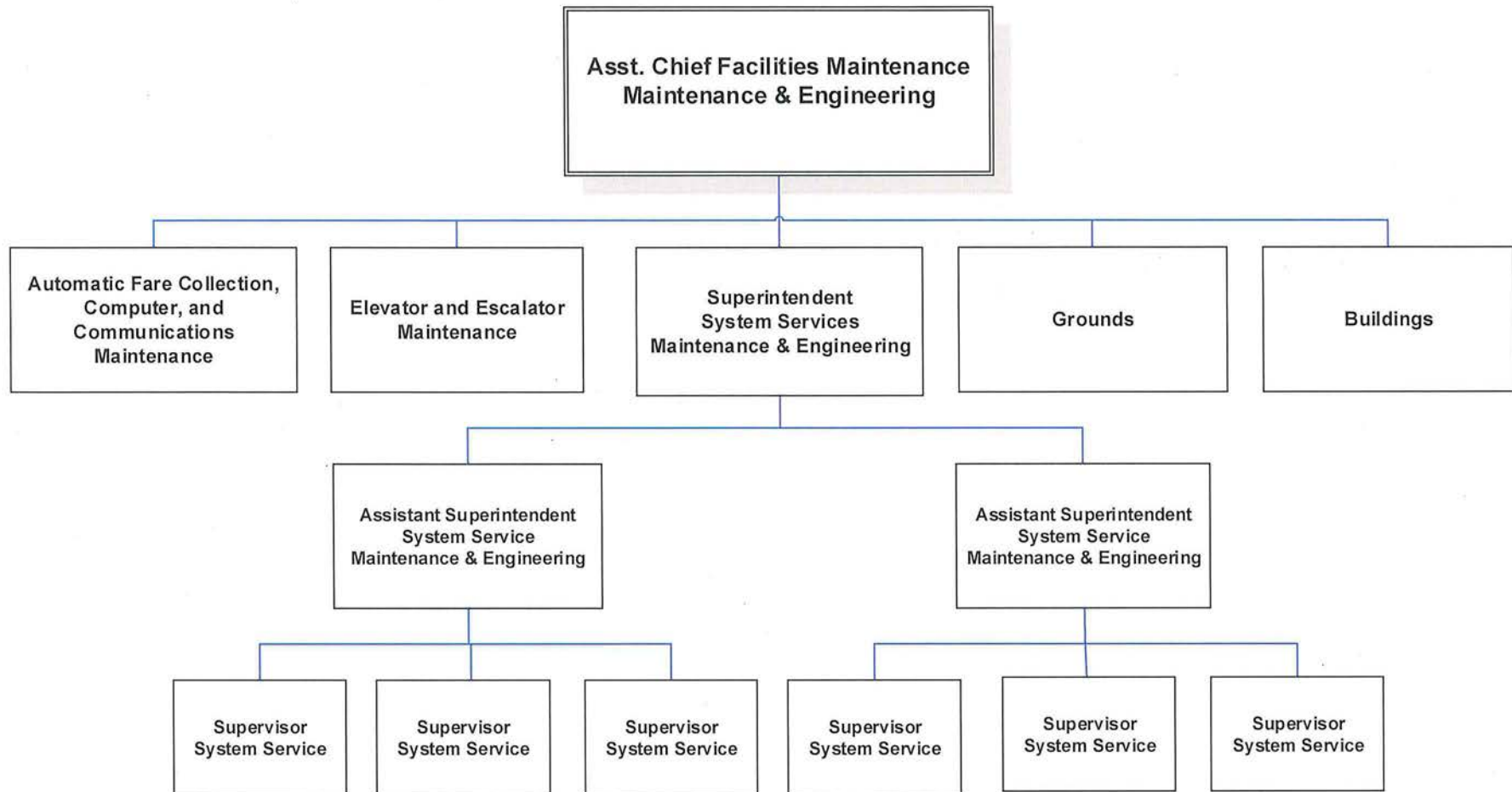


Address Attendance Issues

- 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:

- 16th Street
- 24th Street
- 12th Street
- 19th 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
- 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

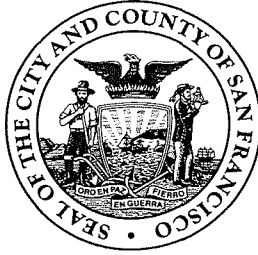
- One: 58 SSWs, 6 FWs, 2 Supervisors
 - Two: 23 SSWs, 2 FWs, 1 Supervisor
 - Three: 22 SSWs, 3 FWs, 1 Supervisor
 - Four: 19 SSWs, 2 FWs, 1 Supervisor
 - Five: 26 SSWs, 2 FWs, 1 Supervisor
- Total 148 SSWs, 15 FWs, 6 Supervisors



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

BOARD of SUPERVISORS



City Hall
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco 94102-4689
Tel. No. 554-5184
Fax No. 554-5163
TDD/TTY No. 554-5227

MEMORANDUM

TO: Grace Crunican, General Manager, San Francisco Bay Area Rapid Transit District
Mohammed Nuru, Director, Public Works
Barbara A. Garcia, Director, Department of Public Health
George Gascón, District Attorney, as a participating member of LEAD SF
Jeff Adachi, Public Defender, as a participating member of LEAD SF
Vicki Hennessy, Sheriff, as a participating member of LEAD SF
Karen L. Fletcher, Chief Adult Probation Officer, as a participating member of LEAD SF
Stephanie Cushing, Director, Environmental Health Department
Jeff Kositsky, Director, Department of Homelessness and Supportive Housing

FROM: John Carroll, Assistant Clerk, Public Safety and Neighborhood Services Committee, Board of Supervisors

DATE: January 17, 2018

SUBJECT: LEGISLATION INTRODUCED

The Board of Supervisors' Public Safety and Neighborhood Services Committee has received the following proposed legislation, introduced by Supervisor Ronen on January 9, 2018:

File No. 180066

Hearing to address cleanliness, safety, and availability of social services at the Bay Area Rapid Transit (BART) Station Plaza at 16th Street and Mission Street, a heavily used transit station and an open space used by many people, including those who are unhoused or living in neighboring SRO's; hear department presentations on their efforts and achievements in contributing to a new baseline for 16th Street BART Plaza, data and metrics, whether hours of power washing or numbers successfully diverted by the Law Enforcement Assisted Diversion (LEAD SF) program into treatment, services, and specifically housing, are consistent with the City's Housing First policy; and requesting BART Management, Public Works, the Department of Public Health's Crisis Services, LEAD SF, Environmental Health, and the Department of Homelessness and Supportive Housing to report.

Referral from the Office of the Clerk of the Board
Public Safety and Neighborhood Services Committee
January 17, 2018
Page 2

If you have any comments or reports to be included with the file, please forward them to me at the Board of Supervisors, City Hall, Room 244, 1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102.

c: Jennifer Blot, Public Works
David Steinberg, Public Works
Naveena Bobba, Department of Public Health
Sneha Patil, Department of Public Health
Cristine Soto DeBerry, Office of the District Attorney
Theodore Toet, Office of the Sheriff
Katherine Gorwood, Office of the Sheriff
Eileen Hirst, Office of the Sheriff
LaShaun Williams, Adult Probation Department
Emily Cohen, Department of Homelessness and Supportive Housing

Introduction Form

By a Member of the Board of Supervisors or the Mayor

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO
2018 JAN -9 PM 4:35

Time stamp
or meeting date

I hereby submit the following item for introduction (select only one):

- 1. For reference to Committee.
An ordinance, resolution, motion, or charter amendment.
- 2. Request for next printed agenda without reference to Committee.
- 3. Request for hearing on a subject matter at Committee.
- 4. Request for letter beginning "Supervisor [] inquires"
- 5. City Attorney request.
- 6. Call File No. [] from Committee.
- 7. Budget Analyst request (attach written motion).
- 8. Substitute Legislation File No. []
- 9. Request for Closed Session (attach written motion).
- 10. Board to Sit as A Committee of the Whole.
- 11. Question(s) submitted for Mayoral Appearance before the BOS on []

Please check the appropriate boxes. The proposed legislation should be forwarded to the following:

- Small Business Commission Youth Commission Ethics Commission
- Planning Commission Building Inspection Commission

Note: For the Imperative Agenda (a resolution not on the printed agenda), use a Imperative

Sponsor(s):

Ronen

Subject:

Conditions and Services at 16th and Mission BART Plazas

The text is listed below or attached:

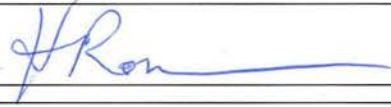
Hearing at the Public Safety and Neighborhood Services Committee to address cleanliness, safety and availability of social services at the 16th and Mission BART Station Plaza, a heavily used transit station and an open space used by many people, including those who are unhoused or living in neighboring SROs.

I kindly request that BART Management, San Francisco Public Works, Department of Public Health's Crisis Services, LEAD SF and Environmental Health and Department of Homelessness and Supportive Housing present their efforts and achievements in contributing to a new baseline for 16th Street BART Plazas.

BART and City Departments should be prepared to present data and metrics, whether its hours of power washing or numbers successfully diverted by LEAD SF into treatment, services and specifically housing, which is consistent

with our City's Housing First Policy.

Signature of Sponsoring Supervisor:

A handwritten signature in blue ink, appearing to read "H. Ron", written over a horizontal line.

For Clerk's Use Only: