



Washington Metropolitan Area Transit Authority (WMATA)

**RFI # IEP\_20180307**



WASHINGTON  
METROPOLITAN  
AREA TRANSIT  
AUTHORITY  
(WMATA)

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## **REQUEST FOR INFORMATION (RFI)**

**INCREASING EFFICIENCY AND PRODUCTIVITY ACROSS WMATA**

**DUE DATE: APRIL 18, 2018 AT 2:00 P.M. EST**



Washington Metropolitan Area Transit Authority (WMATA)

# Request for Information (RFI)

## Increasing Efficiency and Productivity across WMATA

### **1.0 Introduction**

The Washington Metropolitan Area Transit Authority (WMATA) is gathering information that may facilitate a formal procurement and invites your firm to provide input associated with this Request for Information (RFI). Any information received through this inquiry may be incorporated into a final scope of work that may provide the basis for a future procurement solicitation.

This RFI provides the opportunity for contractors, service-providers, private firms and corporations, etc. to assist WMATA with gathering technical information relative to WMATA solving the problem(s) outlined below.

The purpose of this RFI is to solicit information that will enable WMATA to determine industry participation in response to the release of a possible future Request for Proposal (RFP). This RFI will be posted online at <https://www.wmata.com/Business/procurement/solicitations/active-procurement-opportunities.cfm> and Federal Business Opportunities at [www.fbo.gov](http://www.fbo.gov).

**This is an RFI only and a vendor's response is not an offer. This RFI does not commit WMATA to any incurred costs in preparation of any submission to this notice, or to contract for services, and it is issued for WMATA market research purposes only.**

### **2.0 Instructions to Vendors**

This is an RFI. No cost(s) associated with your response shall be charged to WMATA for any reason. This document shall not be construed as a request or authorization to perform work at WMATA's expense. Any work performed by a vendor will be at the vendor's own discretion and expense. This RFI does not represent a commitment to purchase or obligates WMATA in any manner. Submission of a response constitutes an acknowledgement that the vendor has read and agrees to be bound by such terms.

WMATA may release a formal RFP for the services described in this document prior to the end of 2018. There is no guarantee that WMATA will publish an RFP. If published, the RFP will be publicly advertised on [www.wmata.com](http://www.wmata.com) and [www.fbo.gov](http://www.fbo.gov), and sent to vendors that have responded to this RFI. The information contained in this RFI is provided based upon the information gathered and/or known at this time. There are no guarantees as to the accuracy of this information.



Washington Metropolitan Area Transit Authority (WMATA)

### **3.0 Point of Contact**

All communication with WMATA must be directed to the single Point of Contact for this project:

Charmyne Reid, Contract Administrator  
WMATA - Room 3C  
600 5<sup>th</sup> Street, NW  
Washington DC 20001  
[creid@wmata.com](mailto:creid@wmata.com)

### **4.0 Vendor Questions**

All interested parties may submit questions to the WMATA Point of Contact by **March 20<sup>th</sup> 2018**. WMATA will respond to all questions in a single document, post it online, and distribute the response to all parties that submitted at least one question by **March 26<sup>th</sup> 2018**.

### **5.0 Submission of Responses**

A response must be received by 2:00 pm EST on **April 18<sup>th</sup> 2018**, sent by email to the **WMATA Point of Contact** (POC). The response shall include the RFI number and the POC name on the front of the package.

The response should include two components.

- i. Company Information (See Appendix A as a template)
- ii. Technical Response

The template provided for the Company Information should serve as the first page of the response. The Technical Response should respond to all sections of this document as concisely as possible while providing all information necessary. Respondents may respond to any and/or all sections of this RFI. Proposed solutions do not need to respond to all sections, but responses should clearly identify sections or criteria their proposed solution does not address.

As a guide, vendors are recommended to limit the Technical Response component to fifteen (15) pages, not including the Company Information. Supplemental materials may be provided.

Per the Company Information template, responses must agree to the statement that the vendor understands the requirements of the RFI and accepts the terms and conditions. An authorized officer must sign the original response. The original response, including all supplementary literature, must be forwarded to the POC identified in 3.0 of this RFI.

Do not include any confidential or proprietary information in the response. All responses, once delivered, become the property of WMATA.



## **6.0 Reservation of Rights**

WMATA reserves all rights (which shall be exercisable by WMATA at its sole discretion) available to it under applicable law, including without limitation, the following, with or without cause and with or without notice: the right to cancel, withdraw, postpone or extend the RFI in whole or in part at any time, without incurring any obligations or liabilities; the right to issue a new RFI; the right to modify all dates set or projected in this RFI; the right to issue addenda, supplements, and modifications to this RFI; and the right to permit submittal of addenda and supplements to data previously provided with any response to this RFI.

## **7.0 Problem Statement**

WMATA's General Manager (GM) made a commitment in 2017 to cap the annual increase in the operating budget at 3%. The operating budget is funded by subsidies from WMATA's three jurisdictions: District of Columbia (DC), Virginia (VA) and Maryland (MD). The annual increase in the operating budget in recent years has been approximately 4.5%. To meet this commitment to limit operating subsidy growth to no more than 3% per year, WMATA seeks to achieve ambitious cost management targets while also reinvesting in priority areas and realizing significant improvements in service and operations. Rather than cost management on a year-by-year basis, WMATA is looking at a multi-year horizon to maximize operational productivity, which opens the door to new opportunities, solutions and technologies that can change the trajectory of the operating budget in the medium-to-long term.

## **8.0 Background Information**

WMATA has made significant progress in the last 15 years to take advantage of technology and advancements in management systems. WMATA has identified and converted numerous opportunities into efficiency gains in recent years. Yet there is general agreement and optimism that there are still more opportunities that can secure even greater levels of efficiency and productivity across WMATA.

WMATA can be divided and examined in many different ways. WMATA directly delivers service to riders in four core ways: Metrorail, Metrobus, MetroAccess and Metro Transit Police. Another approach is to group activities and tasks into the following areas:

- Operational delivery, including capital program and transportation delivery
- Maintenance tasks and activities, including planning, scheduling and execution
- Support services and administrative tasks and activities

Despite progress in many areas, there remain opportunities for significant improvements in efficiency and productivity in a wide range of systems, processes, tasks, and activities. For example:

- Improving existing processes that could realize significant efficiency gains
  - Streamline and/or automate simple or complex manual processes, achieving the same or better result with fewer resources
  - Standardize inconsistent procedures within and across departments



- Redesign processes that may be underdeveloped or might benefit from holistic review
- Optimizing personnel deployments, making changes to existing fixed schedules and other resourcing practices to meet demand and improve performance
- Utilizing existing databases and analytic capabilities to drive more efficient operations
- Maximizing the value or functionality of existing industry-standard IT systems (e.g. PeopleSoft, Maximo) to improve operational and administrative processes
- Revisiting solutions that have either been recommended and not implemented, or have been implemented but have not realized the efficiencies predicted due to various reasons including funding cuts or other intra-organizational conditions

<b>Sample Categories for Consideration</b>	
<b>Labor productivity</b>	<ul style="list-style-type: none"> <li>● Improve labor productivity through automation of administrative processes, optimized scheduling to improve share of productive time, redefining job responsibilities and/or changing work rules, and contracting operations of selected services</li> </ul>
<b>Acquisition of parts and services</b>	<ul style="list-style-type: none"> <li>● Improve supply chain performance by securing all stock items on contract, enabling increased automated ordering, improving forecasting, and reducing inventory</li> <li>● Achieve greater value and agility in services procurement</li> </ul>
<b>Service delivery efficiency</b>	<ul style="list-style-type: none"> <li>● Deliver service more efficiently by increasing bus speeds, increasing traction power efficiency, more efficiently allocating service, and pursuing innovations in service delivery</li> </ul>

**Supporting Information**

- WMATA website: [www.wmata.com](http://www.wmata.com)
- Executive Organizational Chart: <https://www.wmata.com/about/leadership/org-chart.cfm>
- Chief Operating Officer Organizational Chart: [https://www.wmata.com/about/records/public\\_docs/upload/Approved-Budget-Final\\_v1.pdf#page=81](https://www.wmata.com/about/records/public_docs/upload/Approved-Budget-Final_v1.pdf#page=81)
- WMATA FY2018 Budget: [https://www.wmata.com/about/records/public\\_docs/upload/Approved-Budget-Final\\_v1.pdf](https://www.wmata.com/about/records/public_docs/upload/Approved-Budget-Final_v1.pdf)
- WMATA Proposed FY2019 Budget (due for final approval in spring 2018): <https://www.wmata.com/about/board/meetings/board-pdfs/upload/4B-Proposed-FY2019-Budget-TO-POST.pdf>



## Constraints

As with any large publicly funded agency, there are various constraints that shape and influence any strategic, tactical or operational change. These constraining factors must be recognized by responders because they will likely limit the speed and degree of change possible at WMATA. These include:

- WMATA's commitment to a safety culture, and the rules, guidelines and approvals that constrain change to operations and administration
- WMATA's Compact Agreement found here: [https://www.wmata.com/about/board/upload/Compact\\_Annotated\\_2009\\_final.pdf](https://www.wmata.com/about/board/upload/Compact_Annotated_2009_final.pdf)
- A non-negotiable commitment to maintaining or improving, but not compromising, WMATA's level and quality of service to its ridership (e.g. headways, safety, fares)
- Collective Bargaining Agreement stipulations that apply to the majority of employees
- Political constraints that arise from the Board and governance structure involving four jurisdictions (DC, VA, MD and the Federal Government)
- Extensive regulatory framework that dictates standards and approach to delivery of operations in many areas (e.g. FTA, OSHA, etc.)

## 9.0 Technical Details of the Request

### Overview

WMATA seeks to define a productivity and efficiency strategy focused on **delivering achievable operational and administrative improvements in a realistic timeframe**—that fall under management's control—with a high likelihood of success, resulting in:

- Streamlined operations and support/administrative functions to lower operating costs
- Neutral or positive impacts on core customer-facing services (e.g. service reliability)
- Improved culture of employee delivery, accountability and responsibility for realizing efficiencies

### Points of Note

- i) This RFI focuses primarily on **implementation and organizational follow-through to secure long-term benefits**, not simply diagnosis and recommendations. The deliverable sought from this broader exercise is not a report that presents recommendations. WMATA instead seeks in the responses proposed models or frameworks that will ensure **effective implementation to secure long-term improvements** in the way WMATA does business, and changes in staff behavior and culture. This point cannot be emphasized enough.
- ii) WMATA seeks responses and information from any comparable sector or industry whose experiences and solutions are potentially applicable to WMATA.
- iii) This RFI seeks information about an integrated, coordinated and sustained strategic approach for the whole of WMATA. Responses that pitch isolated, one-off products or interventions will not be considered.



Washington Metropolitan Area Transit Authority (WMATA)

- iv) WMATA expects that no single vendor has the breadth and depth of skills and experience, and so collaboration/teaming to respond to this RFI is encouraged.

**WMATA seeks information in the following two areas:**

**1) Delivery Elsewhere**

- i. **Industry Learning:** WMATA seeks to learn about promising practices in other comparable organizations, and to understand the capabilities of your organization(s) to execute. What has worked and what has not worked elsewhere? What can WMATA learn from other transit agencies or comparable operations-based organizations that made significant strides in improving efficiency and productivity? How have other organizations baselined and tracked progress? Which strategies actually delivered results? Which programs, models or frameworks resulted in significant productivity and efficiency gains? And what are the lessons from organizations that have launched similar programs with only limited success? What resources are required to execute successfully? Are there lessons to be drawn from the work of the Transport for London's transformation program, and/or Toronto Transit Commission's success in being voted the best transit system in North America in 2017? Are there patterns and trends to guide and/or inform WMATA's approach? Which case studies are most relevant to WMATA's operational challenge here?
- ii. **Specific interventions:** WMATA seeks to learn which interventions vendors recommend and their experience with implementation elsewhere. Which strategies, tactics and solutions work best? Possible areas for consideration (in no particular order) include standardization, streamlining and simplification, automation, scheduling optimization, analytics, artificial intelligence, machine learning, robotics and digitization. Which interventions are working best for complex public sector organizations like WMATA?

**2) How to Deliver at WMATA**

- i. **Diagnostics:** WMATA has numerous possible initiatives to pursue. But how might WMATA complete the diagnostics exercise to identify, prioritize and select opportunities to improve efficiency and productivity across operations? How mature an organization is WMATA in terms of efficiency and productivity? In a complex operational organization, how might WMATA define and group systems, processes, tasks and activities? What depth and complexity of diagnosis is required to move forward? What easily implementable diagnostic tools exist and which tool might best suit WMATA?
- ii. **Baselining:** With partial data and limited resources available, how might WMATA best quantify its current state and baseline for efficiency and productivity, contained within a framework that can be applied to different departments at the macro-level or individual processes or tasks at the micro-level? How should WMATA track and monitor progress? How



- might WMATA leverage its membership of CoMET (see <https://cometandnova.org>) an international transit benchmarking group?
- iii. **Prioritization and selection:** Once opportunities are identified, how might WMATA prioritize opportunities that offer the largest potential reduction in operational expenditure, while securing a positive impact on customer service and safety? How might WMATA identify, monitor and mitigate impact/risks and unintended consequences?
  - iv. **Strategy:** WMATA is not looking for piecemeal projects, but rather a “turn-key”, coordinated, sustained effort that will change the way WMATA does business. Once opportunities are prioritized and selected, how might WMATA approach the strategic challenge to ensure coordination and buy-in to secure sustainable implementation and delivery across a wide range of departments and activities? As is characteristic of many large publicly funded organizations with shifting political priorities and continual change, how might WMATA establish a well-rooted, sustainable medium-to-long term strategy, while also securing significant financial results in the first 12 months? What are the critical risks that such a strategy would need to consider and mitigate?
  - v. **Implementation:** In this RFI, WMATA prioritizes detailed information in this area. Once a strategy is set, how might WMATA select proven tactics, tools or interventions, and build an implementation plan that maximizes the likelihood of success and medium-to-long-term improvements? Change management is often neglected—how might an implementation plan secure changes in behaviors and culture to make success likely? Like many organizations, what approach is required to ensure interventions are not implemented in silos, and results are seen across departments and their maximum potential realized? Drawing on information presented in ‘Delivery Elsewhere’ above, what might the roadmap look like to develop and grow a significantly more efficient, productive and mature organization? From experience with other organizations, which tactics, tools or interventions are most likely to secure monetary savings?
  - vi. **Resources:** WMATA seeks detailed information in this area. With reference to the proposed implementation plan above, what resources would be required in the short term and medium term in order to deliver results in the short, medium and long term? How might resources be best arranged to optimize results in a complex operational environment like WMATA? How might resources within WMATA be managed and arranged to support achievement of the goals stipulated, especially in an operational environment with significant external and internal oversight, and a workforce that has been reduced in size in recent years? What is the recommended the consultant-to-employee staffing model to ensure success, sustainability and cultural change?
  - vii. **Performance and contract design:** This effort must pay for itself many times over. How might WMATA measure and monitor the impact of any initiatives implemented? How might WMATA resource the comprehensive change management plan? What contractual arrangements with external providers can deliver the biggest financial benefits and most value for the organization? What are proven—or potentially innovative—contractual target-setting models,





Washington Metropolitan Area Transit Authority (WMATA)

incentive structures or performance-based rewards that can increase the likelihood of success, and breed a healthy, effective relationship between vendor and WMATA to lead the way in maximizing value for public money?

- viii. **Timeframes:** For an initiative of this kind, what are realistic timeframes for implementation and realization of benefits in the short (12 months), medium (2 years) and long term (5 years and longer)? What actions are required to maximize the likelihood of success within the timeframes set? How might political, economic, social, technological and operational risks and constraints facing WMATA be best managed?



**APPENDIX A: Template for Company Information**

<b>Company Information</b>		
<b>1</b>	Company name	
<b>2</b>	Company address	
<b>3</b>	Company website	
<b>4</b>	Main products and services	
<b>5</b>	Description of established capabilities comparable to requested in this RFI	
<b>6</b>	POC for this RFI (Name)	
	Title	
	Email	
	Phone	
<b>7</b>	Address	
<b>7</b>	Relevant current customers	
<b>8</b>	Other companies who collaborated on the RFI response	

<b>References (Current or former customers)</b>		
<b>Reference 1</b>	POC (Name, Email, Phone)	
	Company/Agency	
	Description of products & services provided	
<b>Reference 2</b>	POC (Name, Email, Phone)	
	Company/Agency	
	Description of products & services provided	
<b>Reference 3</b>	POC (Name, Email, Phone)	
	Company/Agency	
	Description of products & services provided	