



Safety and Operations Committee

Board Information Item III – A

Digital & AI Ecosystem Acceleration Update



Board Document

OVERVIEW			
PRESENTATION NAME	Digital and AI Ecosystem Acceleration	DOCUMENT NO.	300109
ACTION OR INFORMATION	Information		
STRATEGIC TRANSFORMATION PLAN GOAL	Financial and Organizational Efficiency;		
RESOLUTION	No		
EXECUTIVE OWNER			
EXECUTIVE TEAM OWNER	Nicholson, Judd L.;		
ORGANIZATION	Digital Modernization		
DOCUMENT INITIATOR	Bradley A. Mighdoll		
OTHER INFORMATION			
COMMITTEE	Safety and Operations Committee	COMMITTEE DATE	3/26/2026
PURPOSE/KEY HIGHLIGHTS	<ul style="list-style-type: none"> To share a program update on how Digital Modernization is making progress towards the transformation and the implementation of technology across the Authority. Key highlights around the approach, digital products that support the strategic goals, and Artificial Intelligence (AI) 		
DISCUSSION	None		
INTERESTED PARTIES	None		



Board Document

RECOMMENDATION/NEXT STEPS	<ul style="list-style-type: none">• In the newly approved Strategic Transformation Plan, Digital/AI ecosystem acceleration is a priority program and this committee and the board will be receiving periodic updates throughout the year.
FUNDING IMPACT	<ul style="list-style-type: none">• No additional impact other than currently planned operating and capital investment.



Digital and AI Ecosystem Acceleration

**STP Priority Program Update
Digital Modernization**

Washington Metropolitan Area Transit Authority
March 26, 2026

Delivering Your Metro, the Way Forward



Service Excellence

Deliver safe, reliable, convenient, accessible, and world-class service that customers can trust across all modes.

Objectives of Service Excellence Goal

- **Safety and Security**
- **Reliability**
- **Convenience**



Talented Teams

Attract, develop, and retain world-class talent where individuals feel valued, supported, and proud of their contribution.

Objectives of Talented Teams Goal

- **Recruitment and Retention**
- **Learning and Development**
- **Customer Service Mindset**

Focus Today



Financial & Organizational Efficiency

Steward public resources and efficiently allocate resources where they drive the most value, to ensure service delivery.

Objectives of Financial & Organizational Efficiency Goal

- **Financial Responsibility**
- **Organizational Efficiency**
- **Energy Management**

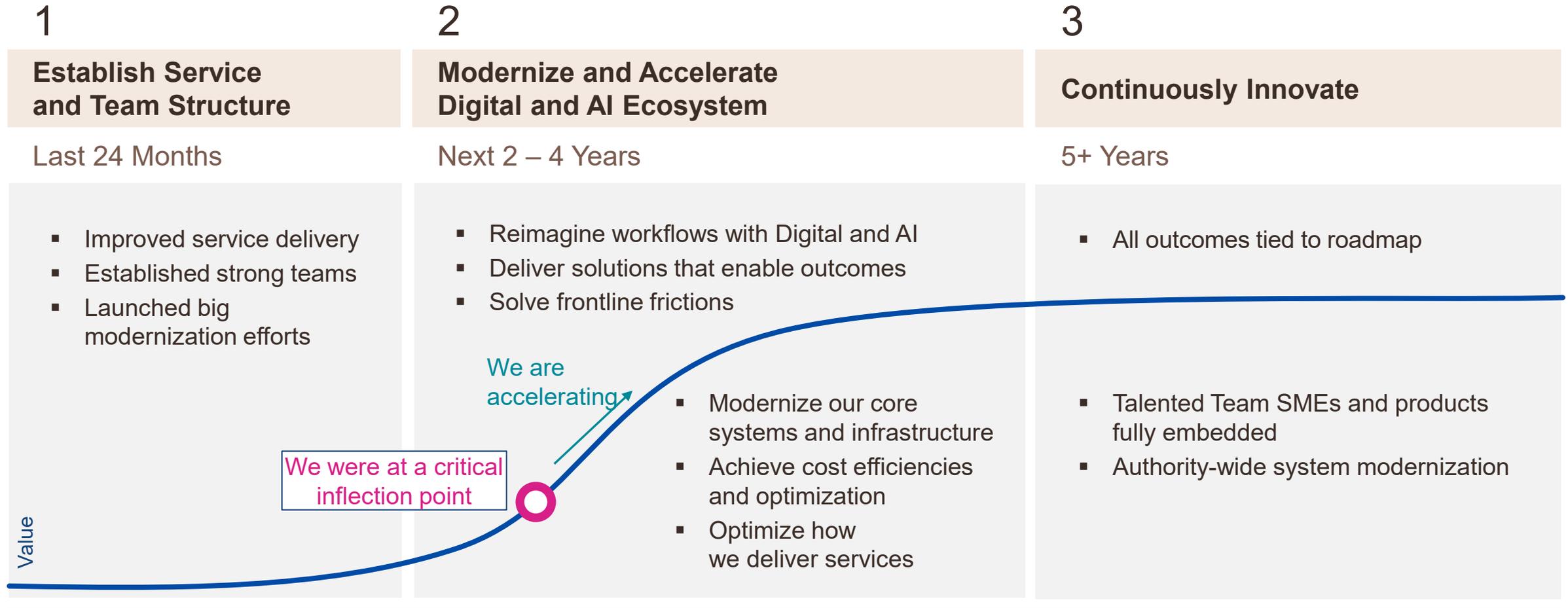


Priority Program:
Digital / AI ecosystem acceleration

Digital and AI Acceleration

- 1. Background and our approach**
2. Progress towards our plan
3. What's next?

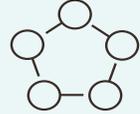
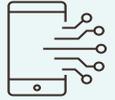
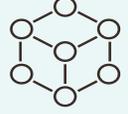
Digital and AI Acceleration at Critical Inflection Point



Digital Modernization Advances Core System Upgrades and AI Expansion

Digital Modernization Org (385 FTE)

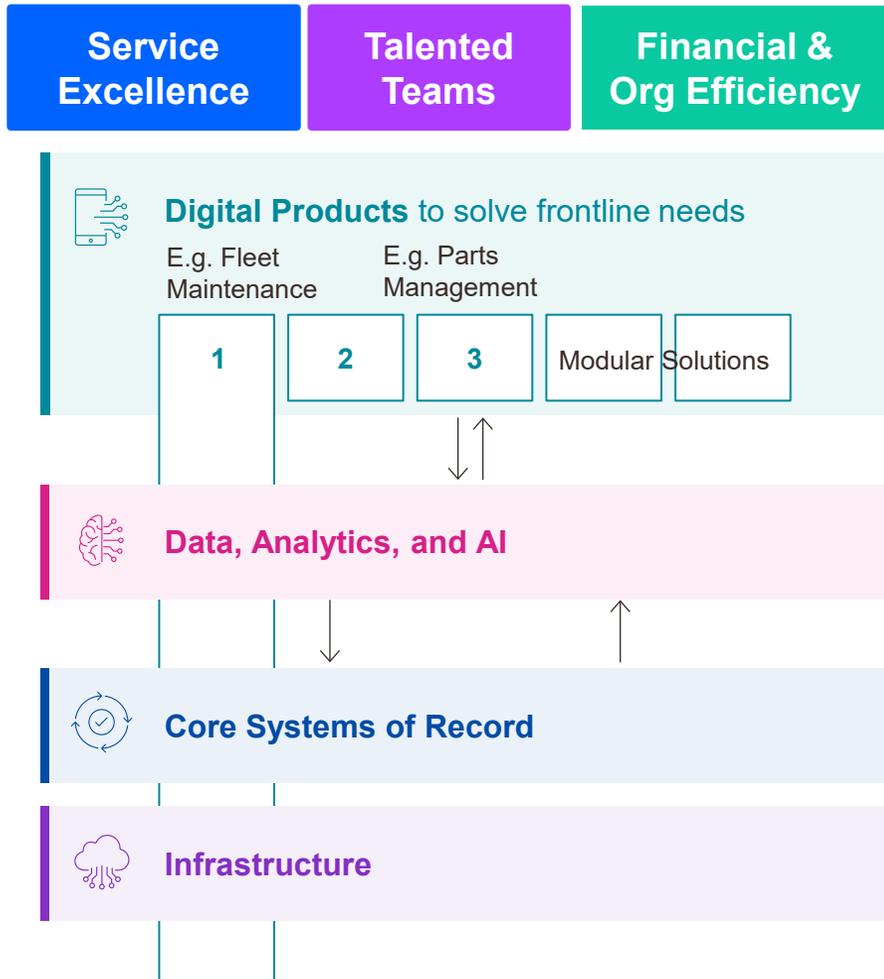
✓ Organization fully reset and operating over last two years
 ➤ Capabilities being expanded/transformed

 <p>Improving Ridership Experience</p> <p>~123,000 MetroPulse Mobile App Installs</p> <p>387.3M fare transactions in CY2025</p>	 <p>Providing Reliable Network Access</p> <p>50% completion of data center modernization (goal: 100% completion by May 2026)</p>	 <p>Reducing IT Customer Wait Times</p> <p>92% Call response within 30s, with Less than 10% Abandonment</p>	 <p>Protecting our Data</p> <p>219 → 390 Mature controls endure temporary exposure spikes</p> <p>Asked to Lead APTA Standard Bus Procurement</p>	 <p>Modernizing Core Systems</p> <p>ERP, Maximo, Content Management, Website, HASTUS, Customer Relationship Mgt</p>	 <p>Accelerating Digital Ecosystem</p> <p>Transformation Launched with 4 products targeted for 2026</p>	 <p>Leading transit industry in standardizing data</p> <p>Smart Data Hub</p> <p>50 → 0 non-compliances on quality audits from 2018-2024</p>	 <p>Activating AI</p> <p>Increase use of AI</p> <p>15x more CoPilot interactions</p>
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🌱 **Data and AI**
Shoring up Capabilities with AI activation | Enterprise Data Platform | AI Platform Enablement | Predictive in Operations

Standing up new Governance, Vendor mgmt., Resource mgmt., etc.

Digital and AI Ecosystem: Driving Business Outcomes



- Focus on **Business Outcomes** vs. Tech-for-Tech
- **Start small** with a “Minimum Viable” Product
Test → Learn → Iterate towards a clear North Star
- **Clean and liberate our data** to unlock insights & AI
- **Gradually migrate to modern ‘lean scoped’** core systems
- **Migration to cloud-based** infrastructure

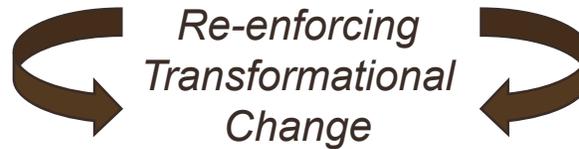
Digital and AI Acceleration

1. **Background and our approach**
2. **Progress towards our plan**
3. **What's next?**

Delivering Continuous Improvements...



**Speed 1:
Continuously
Delivering
Business Value**



**Digital Products to
Solve Frontline
Needs**

**Data Analytics
and AI**



**Speed 2:
Concurrently
Modernizing and
Evolving**



Core system modernization Collaboration model Ways of working Architecture Org capabilities

**Core Business
Systems**

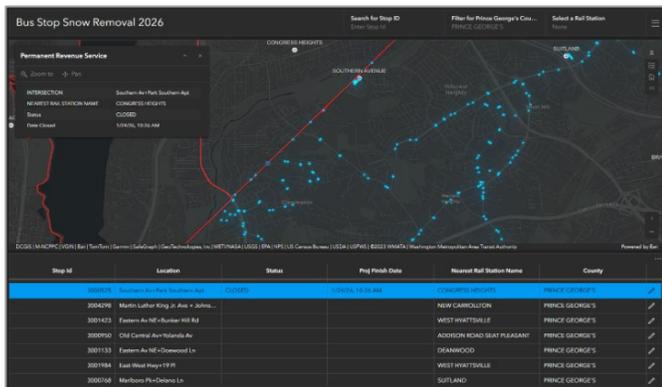
**Network and
Security**

Digital Products Support All Strategic Goals

Service Excellence

Rapid Response Development of Snow Removal Application

- Built in under 12 hours to track snow removal & assist DC in tracking snow clearing in neighborhoods
- Cleared 100% of bus stops within hours to a few days of development.



Talented Teams

Digitized Rail Certification Process

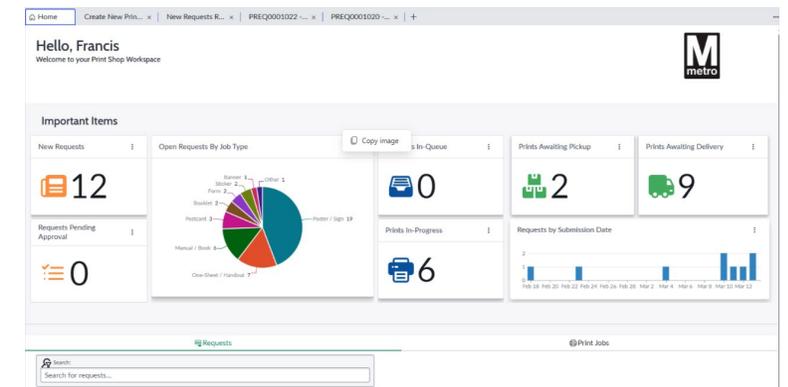
- Real-time training status for 970+ rail operators enables on-demand oversight for management
- Automation reduces idle time awaiting manual inputs of results



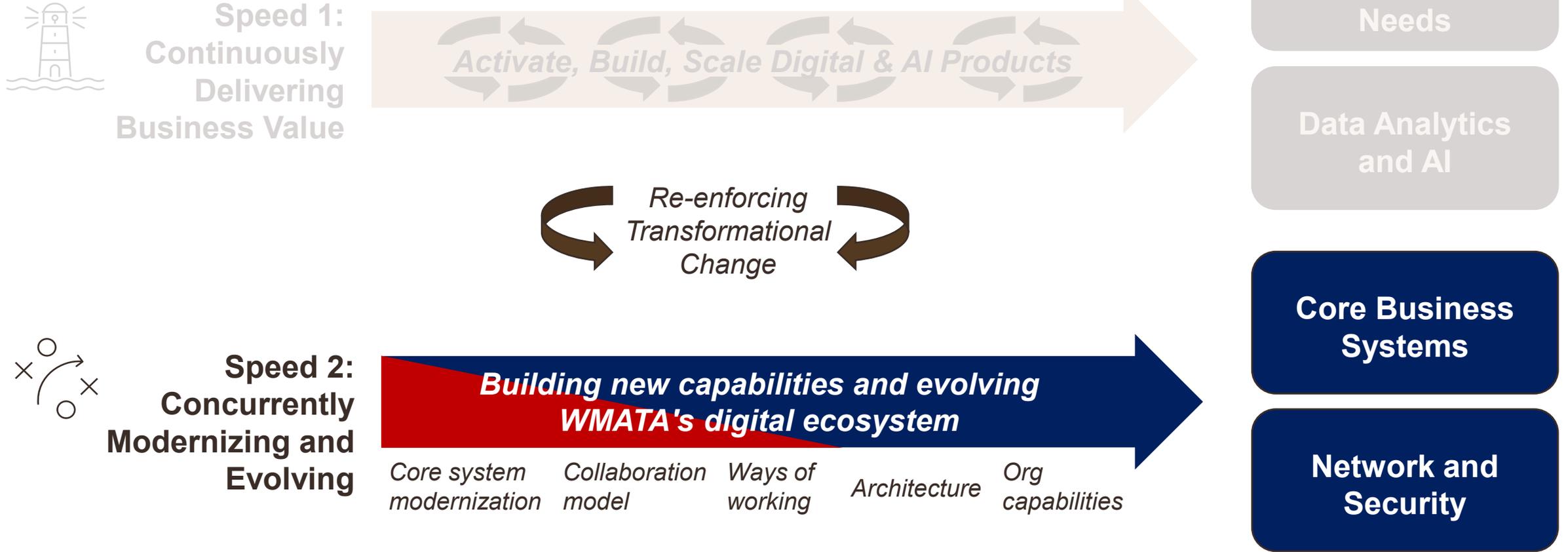
Financial & Org Efficiency

Paper Print Shop App

- Created a fully digital automated ordering process, eliminating paper.
- Remove single points of failure improving efficiency
- Providing real-time order status to stakeholders



Delivering Continuous Improvements...

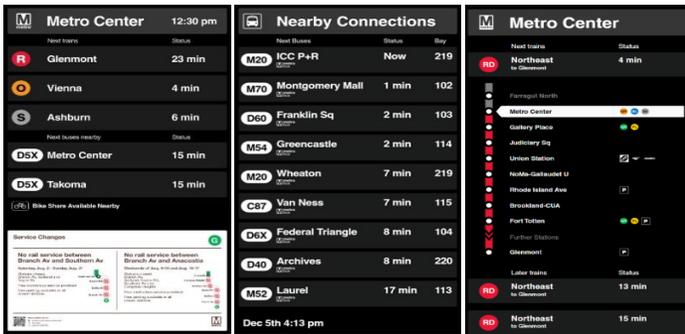


Digital Products Support All Strategic Goals

Service Excellence

Open Trip Planning Platform

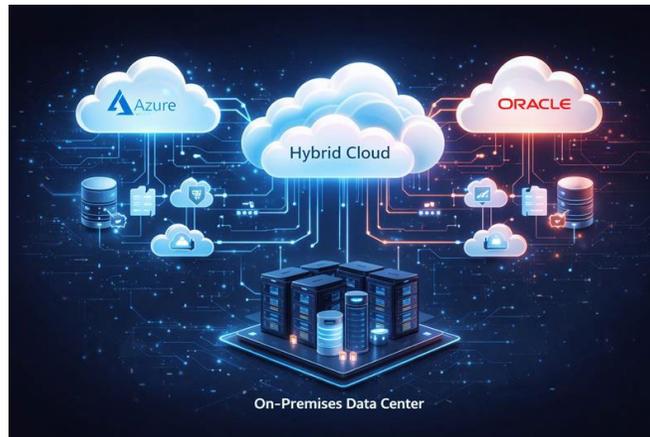
- Provides customers ability to plan trips across the region
- Consistency across all Metro customer facing platforms like wmata.com and MetroPulse



Talented Teams

Cloud Architecture

- Improving and scaling databases/systems in the cloud across Azure and Oracle
 - ERP (Enterprise Resource Planning) / Oracle Fusion
 - Maximo Asset Management
 - MetroPulse



Financial & Org Efficiency

Security Integration

- Fewer incidents and alerts free staff time and reduce reactive labor costs
- Reduced likelihood of cyber compromise avoids unplanned financial and operational losses
- Security-by-design lowers total cost of ownership for cloud and enterprise platforms

Based on 28,275 Licensed Assets

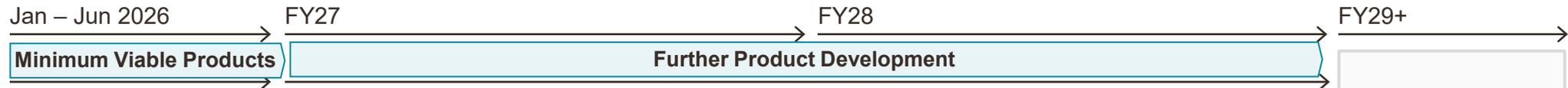


Digital and AI Acceleration

1. Background and our approach
2. Progress towards our plan
- 3. What's next?**

Our Roadmap of Digital Modernization Initiatives Over Next ~2 Years

[Majority of these projects are ongoing and funded in the Capital Plan]



Focus of STP

Digital/AI Acceleration To Enable Our Teams

- Digitization of Frontline Paper & Workflows
 - Metrorail Rulebook Digitization
 - Bus Fleet Maintenance Assistant
 - Facilities Frontline Workflow app
 - Warranty Mgmt. process
 - Ticket Citation App/CDL (Revenue/Non-revenue)
 - Print Shop Operations
 - Etc (ex: Facilities Modernization, Roadway Worker Safety, Track and Structures, SFOs, Operational Training, etc.)
- Artificial Intelligence tools for Office Productivity, Administrative Functions, and Recruitment & Development
- Customer 360 - Wmata.com & Unified Content Mgmt. System
- Rolling Stock Digitization (6k video & signs, 7k video, new 8Ks)
- Enterprise Video/Video Enabled Operations (Video management system)
- MetroAlerts / MetroPulse

Modernization Virtuous Cycle

Additional programs to be planned and prioritized

- CRM
- Predictive Maintenance
- Garage and Yard Automation
- Rail Modernization

Continuous improvement of deployed systems

Major components of other priority programs

Core Systems Modernization & Transformation

- Scheduling Modernization (Trapeze to Hastus)
- Fare Revenue Collection System Modernization (Vending machines)
- MTPD Modernization (electronic ticketing, vehicle upgrade, app enablement)
- Call Center Modernization (Customer Call Center/MetroAccess)
- Enterprise Resource Planning (ERP) / Timekeeping / ELM Modernization (Finance, Procurement, Human Capital)
- Enterprise Asset Management Modernization and Upgrade (*Maximo*) – Power, Facilities, Fleet, Supply Chain, Comms & Signaling, T&S, MICC, REAM



Focus of STP

Tech Infrastructure & Foundation

- Enterprise data platform
- IT Network Modernization: Phase 1
- Help Desk Transformation: Phase 1
- Foundational Data Security and Responsible Artificial Intelligence: Ongoing Data tagging, AI Policy, Data Warehousing, AI Security
- Software and IT Asset Management
- IT Network Modernization: Continued rollout
- Help Desk: Phase 2

What's Next: Three Pillars to Unlock AI Potential

Pillar 1

DEPLOY & LEARN for Personal Productivity



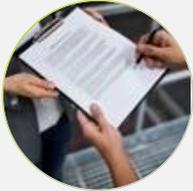
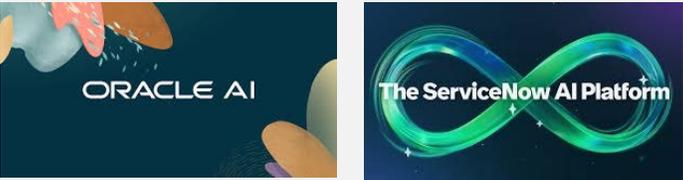
Secure enablement of CoPilot for daily tasks

Test → Learn → Scale best responsible use across Metro



Pillar 2

ENABLE Enterprise Processes in our Platforms



Enabling in Procurement, Human Capital, and IT Service Delivery

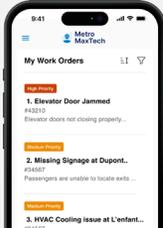


Pillar 3

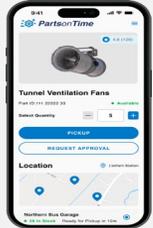
BUILD Predictive & Smart tools to assist end-to-end Operations

Operational capabilities

Facilities Mgmt.



Spare Parts



Bus Fleet Maint.



+ Digitizing Rulebooks, SOPs, Manuals



KEY FOUNDATIONAL ENABLERS FOR OUR AI JOURNEY



Responsible AI Policies, Controls, and Governance



Executive and Leadership Immersion



Controlled Rollout and Upskilling



metro[®]