

July 10, 2025

Digital and AI Ecosystem Executive Committee

*Accelerating WMATA's Modernization
Journey through Digital and AI*



OR

SV

BL

YL

GR

metrobus

Metro



Access



Digital and AI Ecosystem Acceleration

- 1 **Background and what we've achieved**

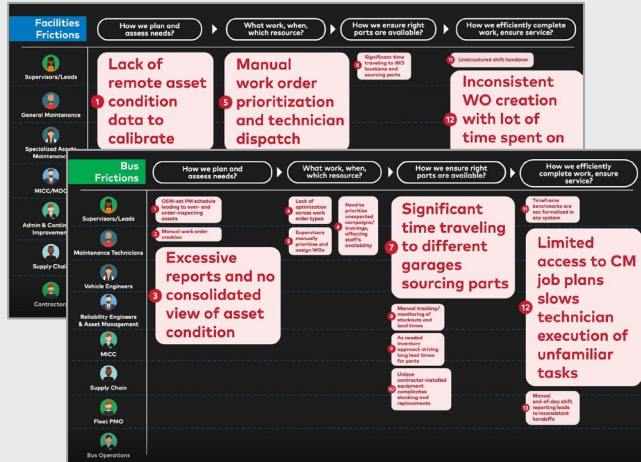
- 2 What is our plan and vision

- 3 How will we achieve it

Outdated processes and systems are holding us back



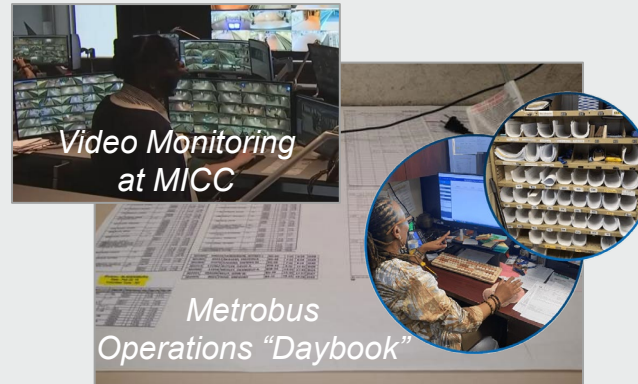
Significant Frontline Frictions



Across our workflows, our systems limit the right data and insights (e.g., for Fleet and Facilities maintenance)



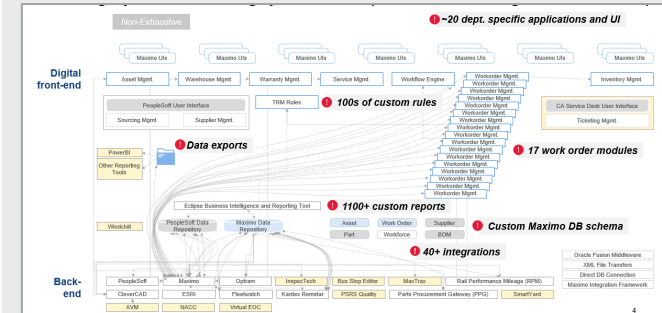
Manual processes to be automated



Manual and paper-based processes require significant change to modernize ways of working

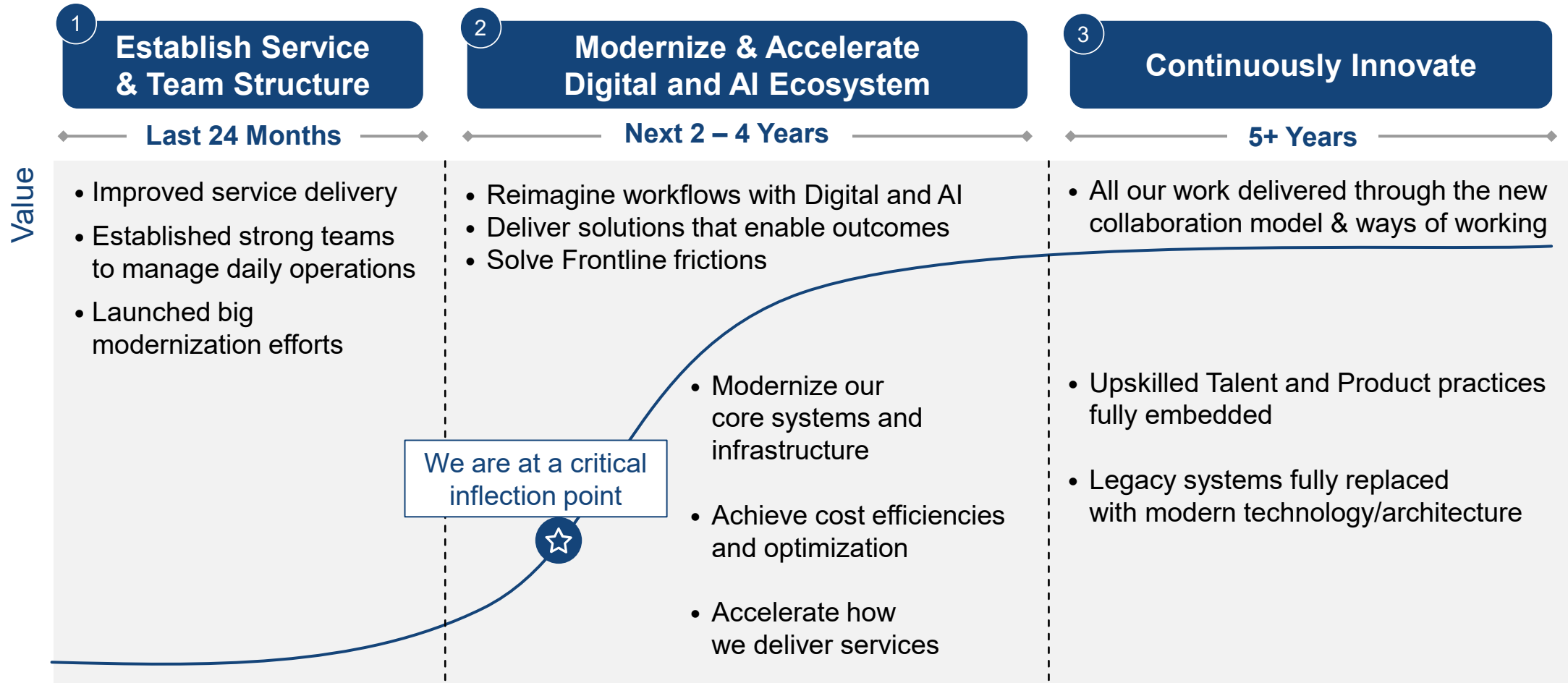


Complex legacy ecosystem difficult to change



Legacy systems
(e.g., Asset Management)
drive risk and complexity

WMATA is on a journey to modernize our transit ecosystem which requires us to accelerate Digital and AI



Key tech and digital accomplishments over the past two years



New tech capabilities in Transit ops (e.g., Enterprise Video Systems, reduced DLY 95%) & Cust. experience (e.g., MetroPulse, Tap. Ride. Go.)



Launched multi-year foundational modernization (E.g., ERP, Maximo, Network fabric, Digitization of Rolling Stock)



Established financial stewardship (E.g., New technology governance and purchasing policies)



Reset the Digital Modernization org with redefined core capabilities, special event protocols, and momentum behind digital competencies



Developed a longer-term digital/AI strategy and initiated the shift toward a modern, data-driven tech ecosystem, focused on innovation



Service
excellence



Talented
teams



Regional opportunity
and partnership



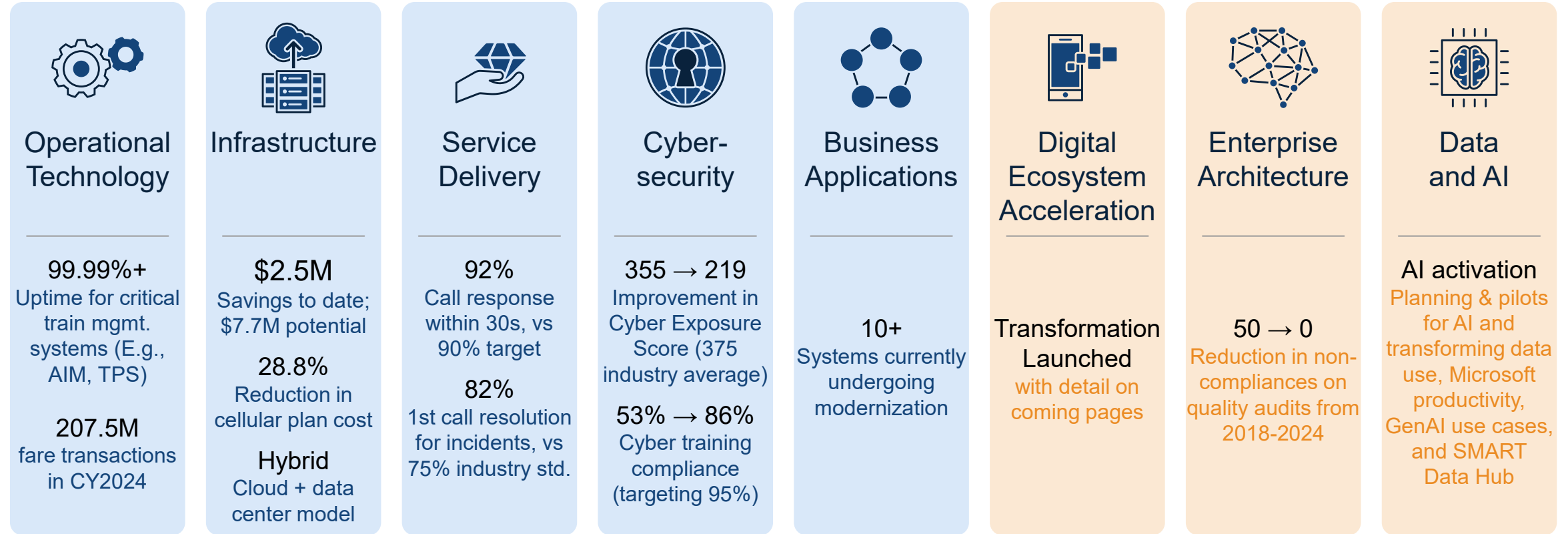
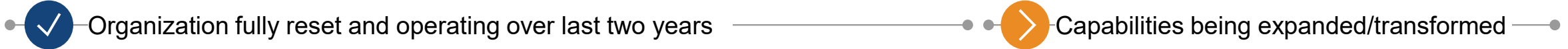
Financial stewardship
and resource
management

— Driving towards our Strategic Transformation Plan (STP) Goals —

...But there is
much more to
unlock for our
customers,
teams, and
partners

Robust organization in place, with further capability build ongoing

Digital Modernization Org (385 FTE)

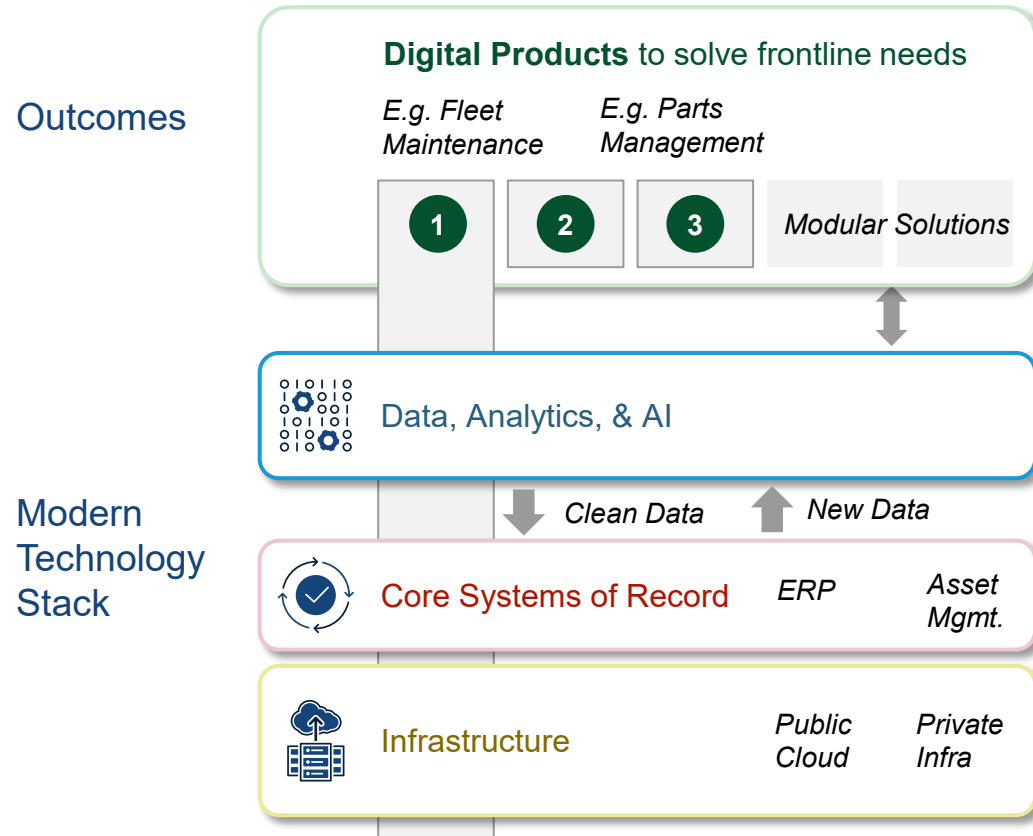


Standing up new Governance, Vendor mgmt., Resource mgmt., etc.

Digital and AI Ecosystem Acceleration

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Outcome-driven products gradually move us to a modern Digital/AI ecosystem



Focus on **Business Outcomes** vs. Tech-for-Tech

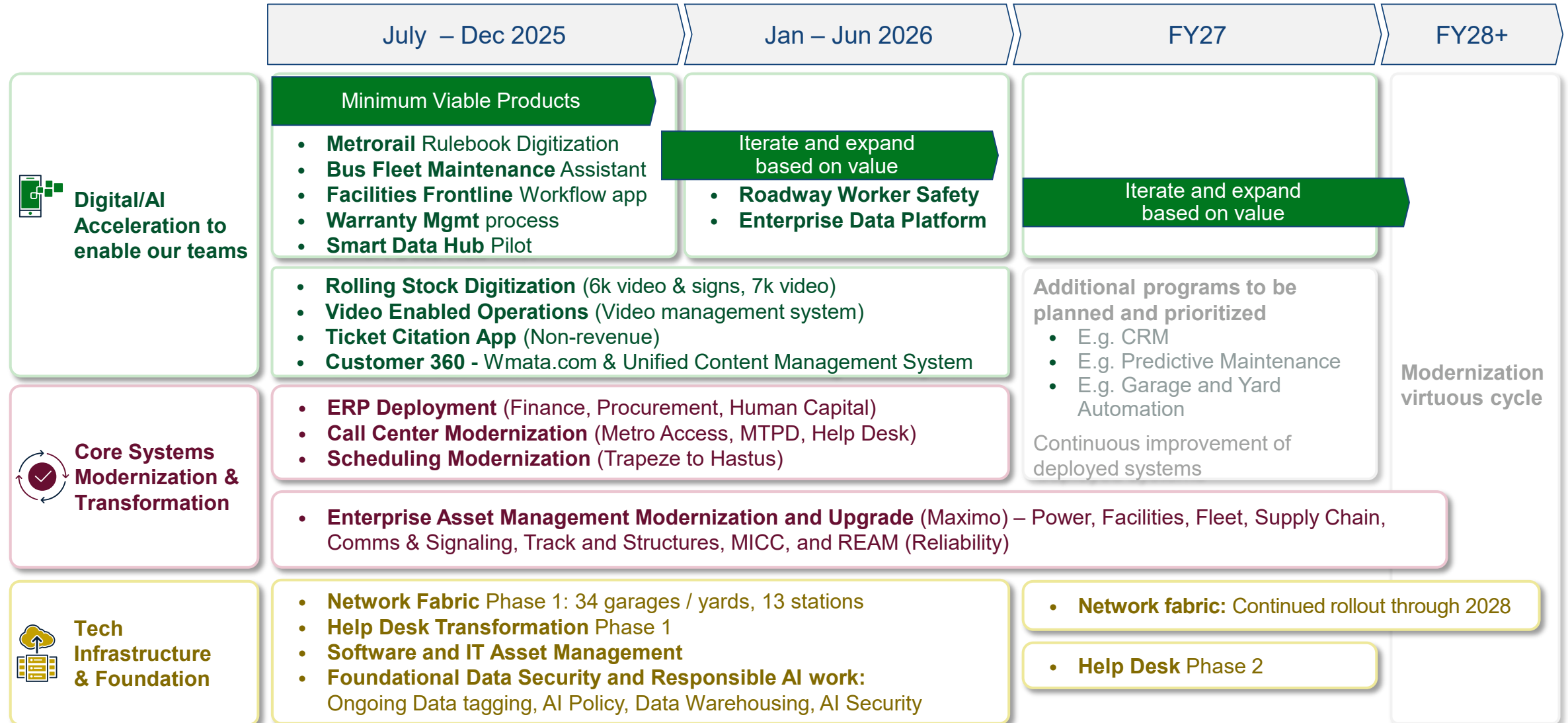
Start small with a “Minimum Viable” Product, test and learn, and build towards a clear North Star

Clean and liberate our data to unlock value & insights

Gradually migrate to modern ‘lean scoped’ core systems

Future-fit foundation vs. Adding more on legacy

Our roadmap of Digital Modernization initiatives over next ~2 yrs.



AI spotlight: WMATA pursuing six opportunities



Procurement and Human Capital

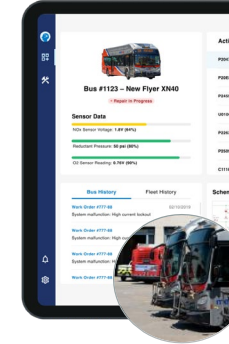
E.g., AI-generated job descriptions

E.g., Intelligent Contract search and spend optimization



Video enabled operations

E.g., Mitigating fare evasion, analyzing passenger volumes



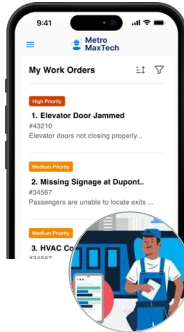
Bus fleet maintenance

E.g., AI assistance to guide techs, capture voice notes, Repair command center that brings sensors, fault codes, repair history, manuals into a single view



Customer Experience

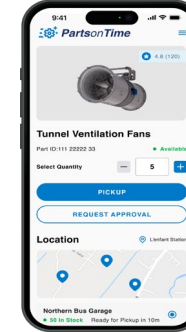
E.g., Chatbot to enable self-serve Wayfinding



Frontline digitization

E.g., MetroRail Rule Book Search

E.g. Facilities frontline app to capture work notes and status



Supply Chain Optimization

E.g., Reducing costs by improving Warranty Claims effectiveness

E.g. Parts search to improve visibility, optimize inventory

Our approach to selecting the right Digital/AI opportunities



Help Staff be productive to drive **adoption**



Reshape our **workflows**, not just “throwing AI” at the problem

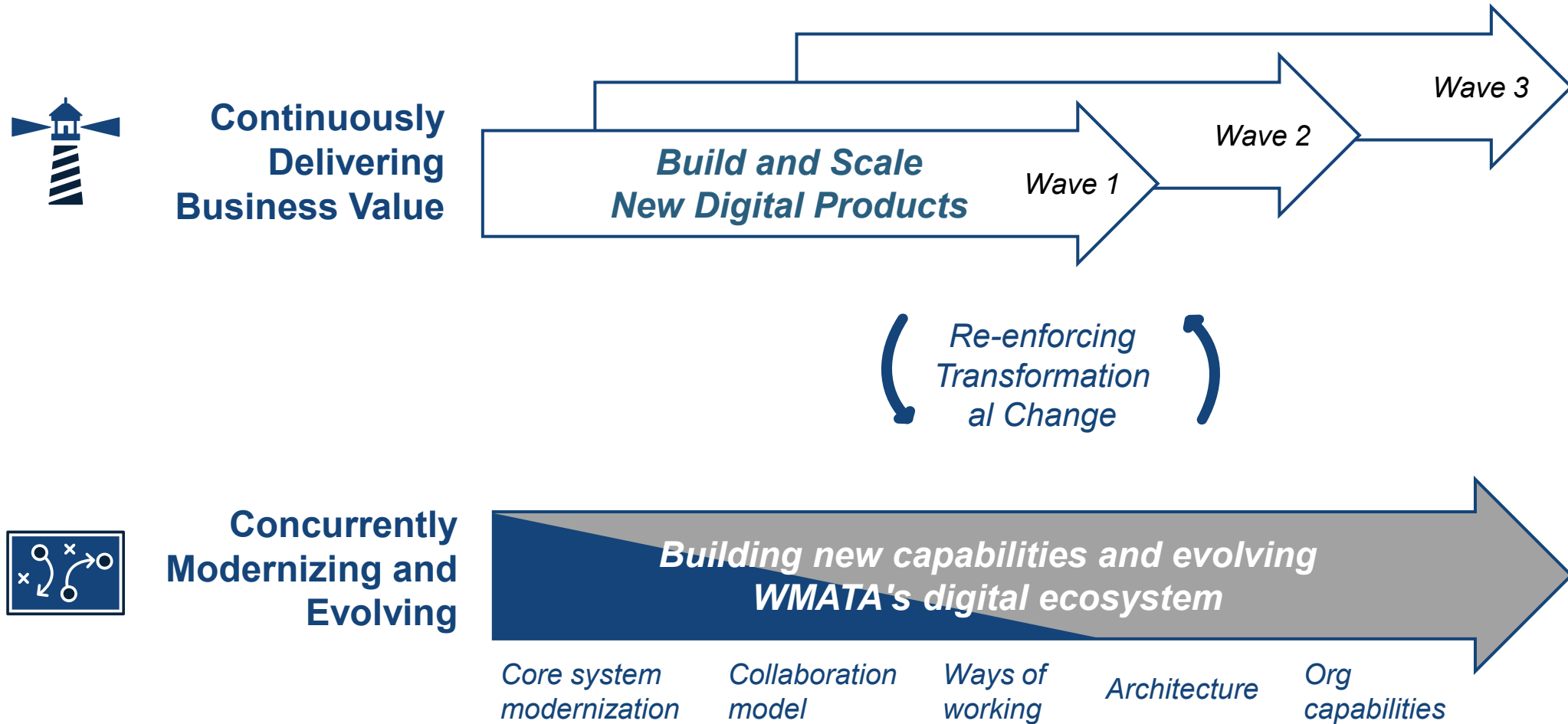


Move the **needle** on key business problems

Digital and AI Ecosystem Acceleration

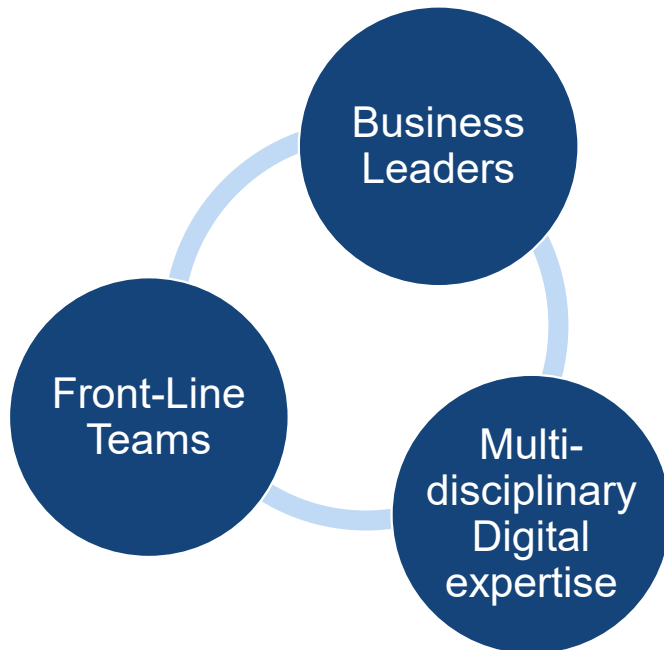
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How we will get there: Two-speed approach



We are establishing a new delivery model focused on outcomes

New Collaboration Model



Digital Way of Working *breaks from traditional IT methods*

- ✓ **Obsessive focus** on delivering customer and business outcomes (Few big rocks vs. long list of POCs)
- ✓ **Start small, think big**, Continuous value delivery (vs. big bang)
- ✓ **Engaging and empowering** frontline teams to solve & drive rapid adoption
- ✓ **Fast Lane** governance
- ✓ **Multi-disciplinary** teamwork
- ✓ **Solutions "that really work" for users**, avoid 'tech for tech' or 'vendor solution lock-in'

Outcomes

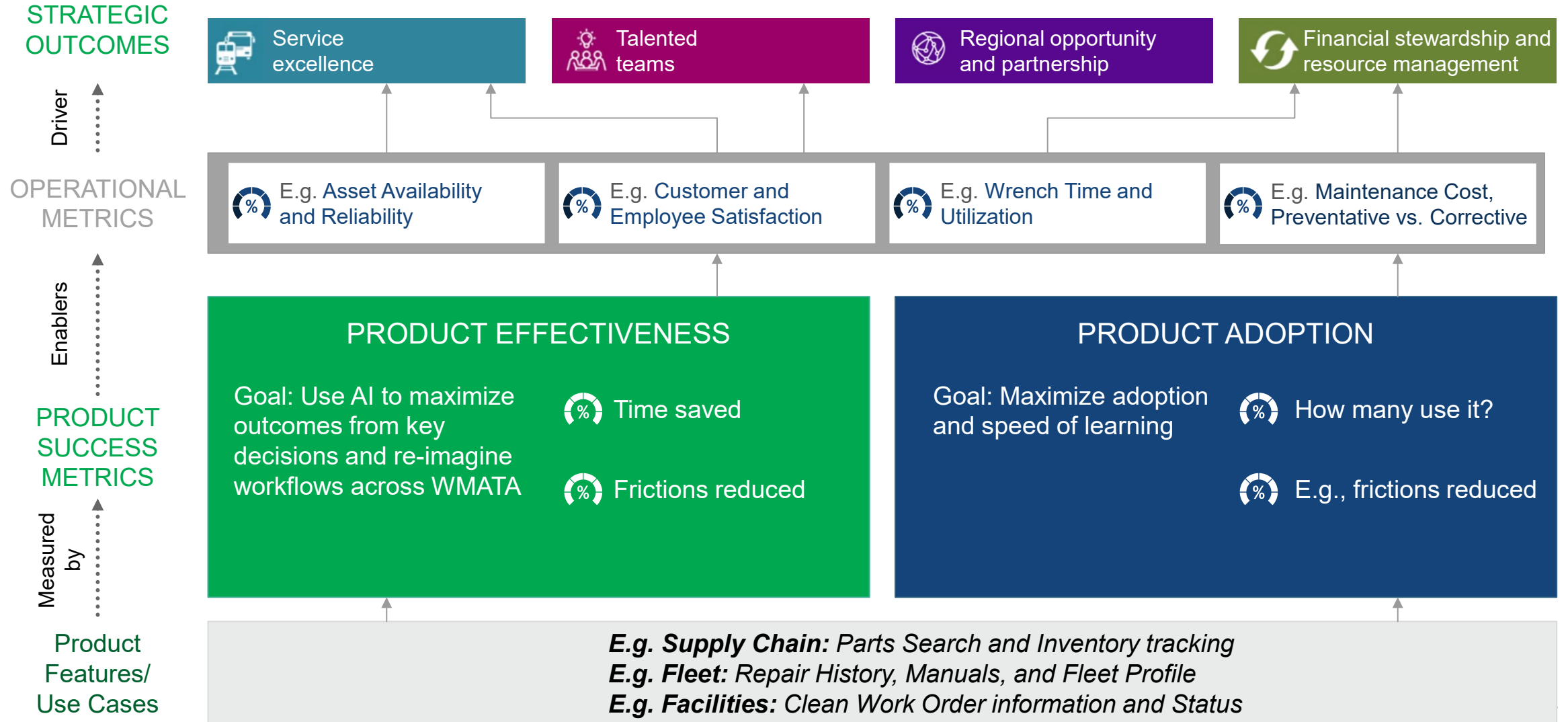
- ↑ Speed to rollout
- ↑ Effectiveness of solution
- ↑ Adoption by end-users
- ↑ Impact
 - 100s of users
 - 3x ROI vs. traditional tech efforts
 - Transform core processes



Spotlight: Let's re-live this new way of working with our Bus Fleet & Facilities teams

Video Placeholder

How we will rigorously track ROI from AI/Digital investments



What's ahead in Metro's Digital and AI Journey: Acceleration

