COUNCIL OF THE DISTRICT OF COLUMBIA

1350 Pennsylvania Avenue, N.W. Washington D.C. 20004

Memorandum

To: Members of the Council

From: Nyasha Smith, Secretary to the Council

Date: Tuesday, February 16, 2021

Subject: Referral of Proposed Legislation

Notice is given that the attached proposed legislation was introduced in the Office of the Secretary on Friday, February 12, 2021. Copies are available in Room 10, the Legislative Services Division.

TITLE: "Board of Directors of the Washington Metropolitan Area Transit Authority Lucinda Babers Appointment Resolution of 2021", PR24-0089

INTRODUCED BY: Chairman Mendelson

The Chairman is referring this legislation to Committee of the Whole.

Attachment cc: General Counsel Budget Director Legislative Services

Chairman Phil Mendelson

IN THE COUNCIL OF THE DISTRICT OF COLUMBIA

A PROPOSED RESOLUTION

To appoint Ms. Lucinda Babers as a principal member of the Board of Directors of the Washington Metropolitan Area Transit Authority.

RESOLVED, BY THE COUNCIL OF THE DISTRICT OF COLUMBIA, That this resolution may be cited as the "Board of Directors of the Washington Metropolitan Area Transit Authority Lucinda Babers Appointment Resolution of 2021".

Sec. 2. The Council of the District of Columbia appoints:

Ms. Lucinda Babers G Street, SW Washington, D.C. 20024 (Ward 6)

the remainder of an unexpired term to end June 30, 2023.

as a principal member of the Board of Directors of the Washington Metropolitan Area Transit Authority, in accordance with section 5 of the Washington Metropolitan Area Transit Authority Compact, approved November 6, 1966 (80 Stat. 1324; D.C. Official Code § 9-1107.01(5)), and the Washington Metropolitan Area Transit Authority Board of Directors Act of 2012, effective April 27, 2013 (D.C. Law 19-286; D.C. Official Code § 9-1108.11), replacing Corbett Price, for

- Sec. 3. The Council of the District of Columbia shall transmit a copy of this resolution, upon its adoption, to the appointee, the Washington Metropolitan Area Transit Authority, and to the Office of the Mayor.
- Sec. 4. This resolution shall take effect immediately upon the first date of publication in the District of Columbia Register.



PROFESSIONAL SUMMARY

Accomplished, innovative, and results-oriented senior executive with proven ability to lead change and develop and implement policies, standards, and best practices supporting operational objectives in military, corporate, and government organizations. Ability to successfully transfer skills to corrections, public works, transportation (car, bicycle, scooter, bus, and rail), consumer protection, motor vehicles (city, county, and state functions), adjudication, for-hire vehicles, environment, building inspections, consumer products, and city administration.

SKILLS

Leadership Operational/Program Management Performance Management Financial/Budget Management Multichannel Customer Service Critical Thinking
Strategic Planning
Facilitation/Training
Process Improvement
Data and Trend Analysis

KEY ACCOMPLISHMENTS

- Proposing permanent telework concept, due to COVID-19, for over 65% of DMOI employees by creating consolidated customer service center (for customer virtual meetings and computer/printer access) and hoteling center for employees to reserve office space.
- Coordinating one of most aggressive environmental legislative acts with goals to reduce greenhouse gas emissions and energy consumption by 50% by 2032; to derive 50% of energy using renewable sources by 2032; to require 50% zero-emissions by 2030 for public and company fleet vehicles; and to mandate 25% zero-emissions by 2030 for private vehicles registered in city.
- Administering guidance for multi-year cleanup of Anacostia River Sediment environmental project to make river swimmable and fishable.
- Overseeing District's largest construction project consisting of building new \$500M bridge scheduled for December 2021 opening—on budget and on time.
- Created and maintained customer service channels by phone, email, social media, online transactions, and Internet information.
- Restructured motor vehicle agency into core operational units to align with customers' needs and create ability to nimbly change as needs changed.
- Reduced vehicle inspection station lines by 60% by filling vacancies, redirecting fee payment to registration transaction, and streamlining inspection process. Changes resulted in eliminating plans to open additional facility and reducing hours from 12 hours 6 days per week to 8 hours 5 days per week. Years later, eliminated safety inspection to further reduce customer wait time.
- Developed ability for customers to submit traffic related tickets online for

G Street, SW, Unit , Washington, DC 20024

adjudication for all phases of process—initial, reconsideration and appeal. Innovative process resulted in over 65% of online adjudication submissions.

- Oversaw design, build and opening of three new motor vehicle locations that replaced substandard city facilities. Facilities accommodated increase of 1,000 monthly residents and provided state-of-the-art facilities and technology.
- Implemented federally mandated REAL ID credentials requiring customers to revalidate breeder documents and requiring agency to adhere to 39 compliance requirements. Also, implemented non-REAL ID credential for undocumented residents which created challenges related to language translations.
- Resolved \$1.6M budget gap by closing motor vehicle location and eliminating in-person vehicle registration renewals to accommodate increased customer volume at remaining service center locations.
- Created online dealer module allowing new car dealers the ability to title and register vehicles sold to city residents; thereby, reducing wait time.
- Addressed dealer fraud by eliminating temporary tag issuance to used car dealers. Only motor vehicle agency in country to take this innovative approach which reduced dealer temporary tag issuance by over 40%.
- Partnered with health organization to offer first in nation HIV screening option for customers waiting to receive motor vehicle service. Screening offered at two locations and customers receive \$7 stipend towards motor vehicle fees.
- Offered nation's first gender-neutral credential (marked by an "X") and first vehicle recall information on vehicle inspection reports.

PROFESSIONAL EXPERIENCE

DISTRICT OF COLUMBIA CITY GOVERNMENT Washington, DC

Deputy Mayor, Executive Office of the Mayor Office of the Deputy Mayor for Operations and Infrastructure

Provide oversight and guidance to agencies related to motor vehicles, transportation, permitting/licensing, for hire vehicles, environment, public works and insurance, securities, and banking. Liaison for gas, electric, and water utility companies, along with regional rail and bus service. Oversight includes 3,372 employee positions, \$651 million in operating funds, \$1.97 billion in capital funding, and over \$500 million in revenue.

- Mitigated COVID-19 impact by implementing speed limit reduction (from 25mph to 20mph on local streets), neighborhood slow streets for social distancing, dedicated bus lanes, and restaurant streateries.
- Created expedited city permit process for small cell providers and pole owners' installation of 5G technology.
- Presented Mayor's proposed FY20/FY21 budgets during 11 community events.
- Refocused Vision Zero Working Group to improve cross-agency and cross-

G Street, SW, Unit , Washington, DC 20024

cluster coordination related to making streets safer for all District residents such that in 2019 District experienced 25% decrease in traffic fatalities (27) from prior year (36), which is first decrease since 2015.

- Established quarterly utility meetings with electric, gas, water, and city permit organizations resulting in full access to system for coordinating utility work.
- Created new office including determination of job positions, vision, mission, strategic goals, method for coordinating with oversight agencies, customer relations, social media presence (i.e., website, twitter, Facebook, Instagram), and ongoing agency operations.

Director, Department of Motor Vehicles

Provided overall direction and developed strategic and tactical goals for department, including licensing, titling, registration, inspection, legislation, technology, administrative and adjudication functions with \$68 million operating and capital budget, \$352 million revenue and 266 to 396 positions.

- Created agency 2017-2022 strategic plan with updated mission, vision, core values and strategic objectives aligned with Mayoral priorities.
- From February 2016 December 2018, consistently received monthly A minus rating or above on grade.dc.gov customer satisfaction platform placing in top 10% of city agencies.
- Implemented 35+ online services, including address changes, driver license reinstatements and driver records, that increased usage by over 57% and decreased in-person customer wait times by providing alternate services.
- Launched online ticket email customer account to allow customers to receive emails when traffic tickets are issued, about to double in fine or adjudicated.
- Created online document verification system to assist customers with bringing the proper documentation to avoid multiple in-person visits.
- Deployed online insurance verification system to eliminate sending customers pending registration suspension notices due to insurance company changes.
- Revamped driver manual and knowledge test system which included state-ofthe-art technology and increasing languages available from seven to fifteen. Also, created online sample practice tests in seven languages.
- Rolled out upgraded road test appointment system which was integrated with licensing system to provide seamless employee and customer experience.
- Upgraded digital camera system with facial recognition, integrated pictures, and better printer quality to optimize credential issuance and further deter fraud.
- Reduced agency paper consumption by over 1% by eliminating automatic printing and changing the printer font to one using less toner.
- Redistributed specialized services throughout facilities to stabilize workloads.
- Successfully rolled out newly designed credential, with advanced security features and layout, using central issuance process to allow for fraud checks.
- Decreased opportunity for customer temporary tag fraud by issuing 45-day hard

G Street, SW, Unit Washington, DC 20024

tags to allow for customer vehicle inspections. Customers then renewed online.

- Reduced traffic ticket appeals by 90% by implementing reconsideration process.
- Eliminated traffic ticket appeal backlog, from 24 months to 45-day turnaround, by creating one-year full time Appeals Board to provide dedicated resources.
- Conducted six-month ticket amnesty program which collected over \$5M in city delinquent ticket debt by allowing customers to pay original fine amount.
- Executed customer service initiatives including allowing driver instructors to conduct customer road tests, providing computer kiosks at each location for customers to obtain breeder documents, conducting senior outreach related to online services, allowing seniors to more easily verify proof of identity and extending license expiration period prior to requiring retesting for renewal.
- Automated vehicle tag surrender refund process; thereby, streamlining process and reducing potential for financial errors in manual process.
- Led industry in sending email renewal notices to city residents for vehicle registrations, inspections, and driver licenses/identification cards.
- Pioneered use of "wait" watcher cameras allowing customers to view online realtime customer volume at motor vehicle locations prior to in-person visits.
- Upgraded technology for queuing system with public service announcement capabilities for customer communication and information.
- Passed legislation allowing customers to donate to organ donor registry when conducting motor vehicle transaction.
- Implemented DC DMV Human Trafficking Awareness initiative to include employee training, customer brochures and trucker communication.
- Established DMV Citizen Advisory Committee to partner with the local community on customer service improvement recommendations and initiatives.
- Appointed AAMVA Region I President and hosted 2007 Region I Conference.
- Served on AAMVA International Board of Directors from 2007-2008.

Deputy Director, Department of Motor Vehicles

Led departmental operations including licensing, titling, registration, inspection, call center and adjudication functions with \$76 million operating and capital budget and \$300 million revenue. Coordinated activities of 260 employees performing multi-channel customer service functions in highly regulatory and process intense environment.

- Assisted with development and implementation of agency strategic plan and revised performance measures to support organizational goals outlined in plan.
- Prepared agency budget using zero-based budget concept and ensured spending was within allowable limits; thereby resulting in no budget shortfall for 3 years.
- Reclassified over 80% of job positions resulting in increased salaries and greater employee satisfaction, retention, and cross-training.
- Provided performance evaluation training and guidance resulting in agency's evaluation process being heralded as model for District city government.

G Street, SW, Unit Washington, DC 20024

- Improved employee morale by implementing FISH! Philosophy which placed customers at center of service and held managers as accountable leaders.
- Reviewed and revised all operational policies and procedures, ensuring adherence to regulatory requirements. Pioneered "Find a Simple, Legal Yes" customer service model by empowering employees to make frontline decisions.
- Prepared and delivered testimony before City Council related to operational effectiveness of departmental functions, policies, processes, budget, and service.
- Minimized customer impact during emergency relocation of over 80 employees, including entire adjudication function, due to facility maintenance failures.

NATIONAL RAILROAD PASSENGER CORPORATION (AMTRAK) Washington, DC

Senior Director, Operations

Supervised service guarantee program, including tracking, analyzing, and communicating program results and developing program policies and standards.

- Saved over 50% of FY01 division budget, 10% more than originally committed, due to cost management measures which tracked and monitored cost metrics.
- Developed operational project implementation plan for \$11 million food and beverage point-of-sale system for all food rail cars.

Project Manager/Director, Service Standards

Served as project manager for \$30 million Service Standards initiative designed to rebuild AMTRAK brand and revolutionize customer service.

- Introduced L.A.S.T. (Listen, Apologize, Solve and Thank) as service recovery technique and reinforced employee empowerment in solving customer issues.
- Administered largest training initiative in AMTRAK's history by training over 24,000 employees in customer service techniques in 9-month period.
- Revamped agency Intranet site by standardizing navigation tools, improving and expanding content and installing employee Intranet kiosks for easy access.

DISTRICT OF COLUMBIA CITY FINANCIAL RESPONSIBILITY AND MANAGEMENT ASSISTANCE AUTHORITY Washington, DC

Associate Management Officer, Office of City Manager

Served as project manager for monitoring and tracking over 270 management reform projects for 17 city government agencies. Reviewed and processed contract documents, developed performance measures, and prepared project plans. Oversaw agency directors as related to management reform projects.

G Street, SW, Unit Washington, DC 20024

- Created database to track, negotiate and approve over \$280 million in project budget requests and expenditures.
- Wrote, coordinated, and produced five major reports and presentations, including annual performance report submitted to Congress in accordance with Government Performance and Results Act (GPRA).

DISTRICT OF COLUMBIA CITY GOVERNMENT Washington, DC

Project Manager, Corrections and City Administrator Office

Led and coordinated activities of over 19 organizations, including city contractors and consultants, for nation's first sale, leaseback, and private operation of correctional facility. Served as government project manager by tracking and monitoring activities to ensure costs, personnel and time were effectively utilized. The \$668 million privatization deal was projected to decrease operational local costs by over \$70 million during 20-year contract.

- Created quantifiable performance metrics for contract quality assurance plan.
- Implemented contract transition, including personnel, equipment, legal issues, media coverage, union bargaining and operational processes and procedures.

UNITED STATES AIR FORCE – CAPTAIN March Air Force Base, CA

Department Manager, Industrial Engineering

Management consultant for 440-person public works organization. Supervised organization's Chief Information Officer. Managed operations of \$1.5 million computer system, tracking over 3,400 work orders and \$12 million in annual expenditures. Performed statistical analysis to determine optimum operational efficiencies and resources, including staffing levels, facilities, and equipment. Managed \$103 million of Harvest Falcon assets in five countries after Gulf War. Provided technical assistance to base organizations on logistical operations.

- Conducted privatization/managed competition OMB A-76 study, resulting in paint shop remaining in-house versus being outsourced; thereby saving jobs.
- Automated in-house self-inspection audit program, eliminating 99% of paperwork and 15% of evaluation time.

AWARDS & HONORS

April 2020 appointment as Government Co-Chairperson of DC Mayor's ReOpen DC Advisory Group's Transportation and Infrastructure Committee

G Street, SW, Unit Washington, DC 20024

February 2020 appointment to Board of Directors of the Union Station Redevelopment Corporation

January 2020 appointment to Metropolitan Washington Council of Governments Board of Directors as Alternate Member

Recognized as 2015/2016 finalist for outstanding mentor for Everybody Wins! reading program at elementary school.

2014 AAMVA Region I PACE Awards for Moving on to Central Issuance (Category 1D, Other Print Publication)

2011 International AAMVA Customer Service Excellence Award for Implementing Online Adjudication Requests

Implementing Alternative Services Presenter at 2011 AAMVA Region I Conference

2011 AAMVA Region I PACE Award for Getting HIV Tested at DMV

Budget Crisis Solutions Presenter at 2010 AAMVA Region I Conference

2009 International Parking Award from International Parking Institute for Creating Paperless Ticket Management and Adjudication Process

2009 International AAMVA Customer Service Excellence Award for Making Online Services Sexy

District of Columbia Federation of Citizens Association recognized Department of Motor Vehicles as Greatest Improvement in Public Service for 2006

EDUCATION

Executive Leadership Program, *The George Washington University*, Center for Excellence in Public Leadership, Washington, DC

Project Management Certificate, *Rutgers University*, School of Business Executive Education, Camden, NJ

Master of Science in Business, Management of Technology Concentration, *Johns Hopkins University*, Baltimore, MD

Bachelor of Industrial Engineering, Georgia Institute of Technology, Atlanta, GA