

**COUNCIL OF THE DISTRICT OF COLUMBIA
COMMITTEE OF THE WHOLE
COMMITTEE REPORT**

1350 Pennsylvania Avenue, NW, Washington, DC 20004

DRAFT

TO: All Councilmembers

FROM: Chairman Phil Mendelson
Committee of the Whole

DATE: April 20, 2021

SUBJECT: Report on PR 24-89, “Board of Directors of the Washington Metropolitan Area Transit Authority Lucinda Babers Appointment Resolution of 2021”

The Committee of the Whole, to which PR 24-89, the “Board of Directors of the Washington Metropolitan Area Transit Authority Lucinda Babers Appointment Resolution of 2021” was referred, reports favorably thereon, and recommends approval by the Council.

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I. BACKGROUND AND NEED

On February 12, 2021, PR 24-89, the “Board of Directors of the Washington Metropolitan Area Transit Authority Lucinda Babers Appointment Resolution of 2021” was introduced by Chairman Mendelson. The purpose of PR 24-89 is to appoint Ms. Lucinda Babers to replace Corbett Price as a principal member of the Board of Directors of the Washington Metropolitan Area Transit Authority (WMATA Board) for a term to end June 30, 2023.

Ms. Babers is a Ward 6 resident. She received her Bachelor of Industrial Engineering from the Georgia Institute of Technology and her Master of Science in Business, Management of Technology Concentration from Johns Hopkins University. Currently, Ms. Babers serves as Deputy Mayor for Operations and Infrastructure for the Executive. In this role she is responsible for 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. Before becoming Deputy Mayor, she served as Deputy Director and then Director of the District Department of Motor Vehicles in her over 15 years with the agency. She has been credited with improving operations and customers service at that agency during her tenure as Director. Prior to that role, Ms. Babers was Senior Director for Operations at Amtrak. She also worked on the staff of the District of Columbia City Financial Responsibility and Management Assistance Authority, better known as the Control Board, in the Office of the City Manager after having worked on the City Administrator Office prior to implementation of the Control Board. Ms. Babers is a veteran having attained the rank of Capital in the United States Air Force where she was Department Manager for Industrial Engineering where she consulted and managed operations of a 40-person public works organization.

The Washington Metropolitan Area Transit Authority (WMATA) is a regional instrumentality that was created in 1967 through an interstate compact between the District of Columbia, the State of Maryland, and the Commonwealth of Virginia to plan, develop, finance, and operate a regional transportation system in the Washington metropolitan area.¹ Pursuant to the Compact, WMATA is governed by the WMATA Board. The purpose of the WMATA Board is not only to govern WMATA, but to develop policies and provide oversight for the management, maintenance, funding, and operation of the transportation system.

The WMATA Board is composed of eight principal directors (voting members) and eight alternate directors (non-voting members). The Signatories to the Compact – the District of Columbia, Maryland, and Virginia – and the federal government are required to appoint two voting members and two non-voting members to the WMATA Board.² The members, both voting and non-voting, are appointed by the Council of the District of Columbia (representing the District), the Washington Suburban Transit Commission (representing Maryland), the Northern Virginia Transportation Commission (representing Virginia), and the Secretary of the U.S. Department of Transportation (representing the federal government).³ Voting and non-voting members may be removed or suspended from office only as provided by the law of the Signatory from which he or she was appointed.⁴

In 2012 the Council approved the Washington Metropolitan Area Transit Authority Board of Directors Act in 2012 (WMATA Board of Directors Act).⁵ The purpose of the WMATA Board of Directors Act is to establish requirements for the appointment and service on the WMATA Board for the four members appointed by the Council.⁶ It requires a District appointee: (a) to have experience on issues that would be useful to serving on the WMATA Board; (b) to be a patron of the services provided by WMATA; (c) to only serve two consecutive four-year terms; (d) to file an annual report with the Council each calendar year regarding his or her attendance record, and an affirmation that the member uses bus, rail, or paratransit services provided by WMATA; (e) to

¹ See generally Washington Metropolitan Area Transit Authority Compact, approved November 6, 1966 (80 Stat. 1324; D.C. Official Code § 9-1107.01 *et seq.*) [hereinafter Compact].

² Compact § 5.

³ *Id.*

⁴ *Id.*

⁵ (D.C. Law 19-286; D.C. Official Code § 9-1108.11).

⁶ Committee on Government Operations, Report on Bill 19-744, the “Washington Metropolitan Area Transit Authority Board of Directors Act of 2012”, Page 2, November 8, 2012.

not have been an employee of WMATA within one year of appointment to the WMATA Board; (f) to serve at the pleasure of the Council; and (g) to adhere to the District’s Code of Conduct.⁷

Table 1: Membership of the Board of Directors of the Washington Metropolitan Area Transit Authority

Resolution	Member Jurisdiction	Position	Appointee	Term Expiring
PR 24-89	District of Columbia	Principal Director	Lucinda Babers	June 30, 2023
R. 23-275	District of Columbia	Principal Director	Stephanie Gidigbi (First Vice Chair)	June 30, 2021
PR 24-83	District of Columbia	Alternate Director	Tom Bulger	June 30, 2024*
	District of Columbia	Alternate Director	Vacant	June 30, 2022
	Maryland	Principal Director	Michael Goldman (Second Vice Chair)	N/A
	Maryland	Principal Director	Gregory Slater	N/A
	Maryland	Alternate Director	Kathy Porter	N/A
	Maryland	Alternate Director	Thomas Graham	N/A
	Virginia	Principal Director	Paul C. Smedberg (Chair)	N/A
	Virginia	Principal Director	Matt Letourneau	N/A
	Virginia	Alternate Director	Canek Aguirre	N/A
	Virginia	Alternate Director	Walter L. Alcorn	N/A
	Federal Government	Principal Director	Steve McMillan	N/A
	Federal Government	Principal Director	Vacant	N/A
	Federal Government	Alternate Director	Devin Rouse	N/A
	Federal Government	Alternate Director	Tony Costa	N/A

*Currently serving in a holdover capacity with his prior term having ended June 30, 2020. Nominated for reappointment.

During the Committee’s public hearing on PR 24-89, Ms. Babers testified that before the pandemic, she was a regular rider of Metro. She is current in all of her District and federal taxes and has no foreseen conflicts of interest. Should one arise, she would recuse herself. She testified to supporting and advocating for the District’s clean energy goals on the Board and noted that she oversees several agencies in her role as Deputy Mayor, including the Department of Energy and the Environment. She also oversees the Department of Transportation (DDOT) that has a network of Circulator busses in the District. The Circulator already runs a fleet of electric busses and she has directed DDOT to collaborate with WMATA on future electric bus charging infrastructure and Ms. Babers is an advocate for an expanded WMATA electric bus fleet. With regard to safety, Ms. Babers said that she believes the Board has a role to play in ensuring that the WMATA General Manager is addressing reports of the Metrorail Safety Commission and implementing recommendations. She noted that the WMATA labor unions should have a seat at the table in

⁷ D.C. Official Code § 9-1108.11. WMATA Board members appointed by the Council must have experience in one of the following areas: transit planning, transportation planning, land use planning, transit or transportation management or other public-sector management, engineering, finance, public safety, homeland security, human resources, law, or knowledge of the WMATA region’s transportation issues.

discussing safety so that they can become a partner and advocate for fostering a culture of safety at Metro.

Ms. Babers also testified to the need for the Metro Transit Police Department to participate in the nationwide discussion that is ongoing with regard to reimagining policing. She described strategies to shift some issues that currently involve police to station managers and ambassadors, such as fare evasion. She acknowledged that the District has a role to play in fare evasion with respect to District school aged youth, noting that the District could do more to encourage students to properly use their SmartTrip passes to access the system and that the District could do more to ensure that all students have access to their SmartTrip cards. Finally, with respect to the WMATA budget, she is hopeful that federal pandemic assistance dollars can obviate the need for fiscal year 2022 budget cuts, but noted that a challenge, should her appointment be confirmed, will be subsequent budgets and returning riders to the Metro system.

If appointed, Ms. Babers will advocate for extending late-night bus and rail service and will seek innovative ways to fund it. In addition, she will emphasize the need for equitable discounted fares for transfers and will ensure that WMATA spends its funds utilizing District Certified Business Enterprises. She committed to listening to Metro riders and will listen to both the Executive and the Council to ensure that WMATA's priorities are in line with the District's needs.

Based on her relevant experience and credentials, the Committee recommends the appointment of Ms. Babers to serve on the WMATA Board. Moreover, the Committee believes Ms. Babers meets the requirements to serve on the WMATA Board pursuant to D.C. Official Code § 9-1108.11 as she has experience in transit planning, transportation planning, land use planning, transit and transportation and public-sector management, and knowledge of the WMATA region's transportation issues; and she is a regular user of the services provided by WMATA. For the reasons stated above, the Committee recommends adoption of PR 24-89.

II. LEGISLATIVE CHRONOLOGY

February 12, 2021	PR 24-89, the "Board of Directors of the Washington Metropolitan Area Transit Authority Lucinda Babers Appointment Resolution of 2021" is introduced by Chairman Mendelson.
February 16, 2021	PR 24-89 is "read" at Regular Meeting of the Committee of the Whole and the referral to the Committee of the Whole is official.
February 19, 2021	Notice of Intent to Act on PR 24-89 is published in the <i>District of Columbia Register</i> .
May 31, 2021	Notice of a Public Roundtable on PR 24-89 is published in the <i>District of Columbia Register</i> .
April 7, 2021	The Committee of the Whole holds a public hearing on PR 24-89.
April 20, 2021	The Committee of the Whole marks-up PR 24-89.

III. POSITION OF THE EXECUTIVE

Ms. Babers is the Council's appointee to the WMATA Board. Ms. Babers was previously put forward by the Executive to fill a seat on the Board of Directors and Ms. Babers works for the Executive. However, the Executive provided no comment on Ms. Babers's appointment.

IV. COMMENTS OF ADVISORY NEIGHBORHOOD COMMISSIONS

The Committee received no testimony or comments from any Advisory Neighborhood Commission on PR 24-89.

V. SUMMARY OF TESTIMONY

The Committee of the Whole held a public hearing on PR 24-89 on Wednesday, April 7, 2021. Copies of the testimony regarding PR 24-89 are attached to this report.

Daniel Tangherlini, Public Witness, testified in support of PR 24-89. He testified that he worked with Ms. Babers on and off since 1999 when he was in the Office of the Chief Financial Officer and later as City Administrator for the District. He believes Ms. Babers has demonstrated real world management skills that will be an asset on the Board.

Neil Albert, DowntownDC Business Improvement District, testified in support of PR 24-89. Mr. Albert testified that he worked with Ms. Babers during her role at the Department of Motor Vehicles while he was City Administrator and Deputy Mayor for Planning and Economic Development. He also works with Ms. Babers now in his role as Director of the DowntownDC Business Improvement District. He is confident that Ms. Babers will be an asset to the Board.

Ron Thompson, DC Transportation Equity Network, testified in support of PR 24-89 and spoke to the importance of having a full slate of District appointees on the Board. He asked that, if confirmed, Ms. Babers prioritize increasing affordability, protecting and expanding transit service in the District, and improving reliability at Metro.

Lucinda Babers, Appointee, testified and answered questions from Chairman Mendelson regarding her background and experience as it pertains to the Board of Directors of the Washington Metropolitan Area Transit Authority and her interest in serving on the WMATA Board.

The Committee received no testimony or comments in opposition to Ms. Babers's appointment.

VI. IMPACT ON EXISTING LAW

Members appointed by the Council to serve on the Board of Directors of the Washington Metropolitan Area Transit Authority are appointed pursuant to 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).

VII. FISCAL IMPACT

PR 24-89 will have no fiscal impact on the District of Columbia budget or financial plan. Pursuant to section 6 of the Washington Metropolitan Area Transit Authority Compact, approved November 6, 1966 (80 Stat. 1324; D.C. Official 9-1107.01(6)), members of the Board of Directors of the Washington Metropolitan Area Transit Authority are not entitled to compensation.

VIII. SECTION-BY-SECTION ANALYSIS

- Section 1 States the short title of PR 24-89.
- Section 2 Confirms the appointment of Lucinda Babers as a member of the Board of Directors of the Washington Metropolitan Area Transit Authority to serve a term to end on June 30, 2021.
- Section 3 Requires that a copy of the resolution, upon adoption, be transmitted to the appointee, the Washington Metropolitan Area Transit Authority, and to the Office of the Mayor.
- Section 4 Provides that PR 24-89 shall take effect immediately upon the first date of publication in the District of Columbia Register.

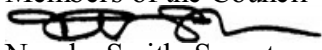
IX. COMMITTEE ACTION

X. ATTACHMENTS

1. PR 24-89 as introduced.
2. Nominee's response to Committee questions.
3. Written testimony.
4. Legal sufficiency determination.
5. Committee Print for PR 24-89.

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

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6 A PROPOSED RESOLUTION
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9

10
11 IN THE COUNCIL OF THE DISTRICT OF COLUMBIA
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15
16 To appoint Ms. Lucinda Babers as a principal member of the Board of Directors of the Washington
17 Metropolitan Area Transit Authority.
18

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

22
23 Sec. 2. The Council of the District of Columbia appoints:

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

28 as a principal member of the Board of Directors of the Washington Metropolitan Area Transit
29 Authority, in accordance with section 5 of the Washington Metropolitan Area Transit Authority
30 Compact, approved November 6, 1966 (80 Stat. 1324; D.C. Official Code § 9-1107.01(5)), and
31 the Washington Metropolitan Area Transit Authority Board of Directors Act of 2012, effective
32 April 27, 2013 (D.C. Law 19-286; D.C. Official Code § 9-1108.11), replacing Corbett Price, for
33 the remainder of an unexpired term to end June 30, 2023.

34 Sec. 3. The Council of the District of Columbia shall transmit a copy of this resolution,
35 upon its adoption, to the appointee, the Washington Metropolitan Area Transit Authority, and to
36 the Office of the Mayor.

37 Sec. 4. This resolution shall take effect immediately upon the first date of publication in
38 the District of Columbia Register.

LUCINDA M. BABERS

█ G Street, SW, Unit █, Washington, DC 20024
█ █

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

LUCINDA M. BABERS

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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-

LUCINDA M. BABERS

█ G Street, SW, Unit █ Washington, DC 20024
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- 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 real-time 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.

LUCINDA M. BABERS

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- 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.

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█ G Street, SW, Unit █ Washington, DC 20024
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- 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

LUCINDA M. BABERS

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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

Lucinda Babers Responses to Pre-Hearing Questions for Nomination for Appointment to WMATA Board of Directors

March 31, 2021

Lucinda Babers
G Street, SW
Washington, DC 20024

Dear Ms. Babers,

Congratulations on being nominated for appointment to the Board of Directors of the Washington Metropolitan Area Transit Authority (WMATA Board). As you know, the appointment is subject to approval by the Council. The Committee of the Whole has scheduled a public hearing on your nomination for **Wednesday, April 7, 2021 at 9:30 a.m. via Zoom video conference**. Enclosed is a copy of the hearing notice. It is standard for the Council to submit questions to nominees. I request your response to the following questions no later than close of business Tuesday, April 6, 2021.

1. Please provide a copy of the Financial Disclosure Statement you filed with the Office of Campaign Finance or the Board of Ethics and Government Accountability. If you have not filed a Financial Disclosure Statement, please provide answers to questions 2-8 in lieu of that statement.

Response: 2019 Financial Disclosure Statement pasted below

FDS Filing Details for 2019

Name: Lucinda Babers

Date of Appointment or Employment: 3/17/2019

Final Date of Service:

Position: Deputy Mayor for Operations and Infrastructure

Agency: Executive Office of the Mayor

Position Held with the District Government During the Prior calendar year (If Not The Same As Above)

Position: Director

Final Date in Position: 3/16/2019

Agency: DMV

Non District Employment/Business

Securities, Holdings and Investments

1) Did you have any non-District employment or engage in any outside business or other activity during the previous calendar year for which you received compensation of \$200 or more?

No

2) Was your spouse, registered domestic partner, or dependent child(ren) employed by a private entity or did they engage in any business endeavors during the previous calendar year for which they received compensation of \$200 or more?

No

3) Did you serve in any unpaid position (without compensation) as an officer, director, partner, consultant, contractor, volunteer, member or in any other formal capacity of a non-government board or other outside entity during the previous calendar year?

No

4) Did your spouse, registered domestic partner, or dependent child(ren) serve in any unpaid position (without compensation) as an officer, director, partner, consultant, contractor, volunteer, member or any other formal capacity of a non-government board or other outside entity during the previous calendar year?

No

5) During the previous calendar year, did you have any agreements with a former or current employer, other than with the District of Columbia, for future payments or benefits (such as separation pay, partnership buyouts, or pension or retirement pay) or for future employment or for a leave of absence?

No

6) During the previous calendar year, did your spouse, registered domestic partner, or dependent child(ren) have any agreements with a former or current employer, other than with the District of Columbia, for future payments or benefits (such as separation pay, partnership buyouts, or pension or retirement pay) or for future employment or for a leave of absence?

No

7) Did you have a beneficial interest in or hold any security ("security" means stocks (any class), bonds (including savings bonds and tax exempt bonds), stock options, warrants, debentures, obligations, notes (not mortgage notes), mortgages (not on one's home), investment interests in limited partnerships, REITs, and such other evidences of indebtedness and certificates of interest or participation in any profit-sharing agreement as are usually referred to as securities) at the close of the previous calendar year that exceeded in the aggregate \$1,000 or that produced income of \$200 or more?

List each security and/or beneficial interest you held below

Lockheed, Johnson & Johnson, Mannkind Corp, NOVONORDISK, ABBOTT LABS, ABBVIE INC

Total Value of Beneficial Interests or Securities at the close of previous calendar year.

\$1,001 - \$15,000

8) Did your spouse, registered domestic partner, or dependent child(ren) have a beneficial interest or hold any security ("security" means stocks (any class), bonds (including savings bonds and tax exempt bonds), stock options, warrants, debentures, obligations, notes (not mortgage notes), mortgages (not on one's home), investment interests in limited partnerships, REITs, and such other evidences of indebtedness and certificates of interest or participation in any profit-sharing agreement as are usually referred to as securities) at the close of the previous calendar year that exceeded in the aggregate \$1,000 or that produced income of \$200 or more?

No

9) Did you owe any entity or person (other than a member of your immediate family) \$1,000 or more, excluding: mortgages on your personal residence, student loans, automobile loans, credit card accounts or other revolving credit, and other loans from a federal or state insured or regulated financial institution), during the previous calendar year?

No

10) Did your spouse, domestic partner or dependent child(ren) owe any entity or person (other than a member of their immediate family) \$1,000 or more, (excluding: mortgages on personal residences, student loans, automobile loans, credit card accounts or other revolving credit, and other loans from a federal or state insured or regulated financial institution), during the previous calendar year?

No

11) Did you have an interest in any real property located in the District of Columbia during the previous calendar year, aside from primary personal residence, occupied by you, your spouse or your domestic partner, where your interest had a fair market value of more than \$1,000, or where the property produced income of \$200 or more?

No

12) Did your spouse, domestic partner, or dependent child(ren) have an interest in any real property located in the District of Columbia during the previous calendar year, aside from their primary personal residence, where their interest had a fair market value of \$1,000 or more or where the property produced income of \$200 or more?

No

Regulated Professions

13) Do you hold any professional or occupational licenses issued by the District of Columbia government (i.e., are you licensed to practice law in the District of Columbia, or are you licensed by the District's Department of Health, the District's Department of Consumer and Regulatory Affairs, the District's Department of Mental Health, the District's Department of Insurance Securities and Banking, the Metropolitan Police Department, the District's Occupational and Professional Licensing Administration, etc.)?

No

14) Does your spouse, domestic partner, or dependent child(ren) hold any professional or occupational licenses issued by the District of Columbia government (i.e., are they licensed to practice law in the District of Columbia, or are they licensed by the District's Department of Health, the District's Department of Consumer and Regulatory Affairs, the District's Department of Mental Health, the District's Department of Insurance Securities and Banking, the Metropolitan Police Department, or the District's Occupational and Professional Licensing Administration, etc.)?

No

Gifts

15) Did you receive any gift(s) (A gift is defined as a payment, subscription, advance, forbearance, rendering, or deposit of money, services, or anything of value, unless consideration of equal or greater value is received) from any person that has or is seeking to do business with the District, conducts operations or activities that are regulated by the District, or has an interest that may be favorably affected by the performance or nonperformance of your duties in the total amount or with a total value of \$100 or more during the previous calendar year?

No

Additional Comments

My DC Gov't office is indicated below: --Office of the Deputy Mayor for Operations and Infrastructure I sent a BEGA help desk request over 2 weeks to have my office added to the drop down; however, I never heard back from BEGA so I have entered my office as EOM in order to complete this form.

Supporting Documents

I certify that I have:

- Not caused title to property to be placed in another person or entity for the purpose of avoiding the disclosure requirements on the preceding form;
- Filed and paid my income and property taxes;
- Diligently safeguarded the assets of the taxpayers and the District;
- Reported known illegal activity, including attempted bribes, to the appropriate authorities;
- Not been offered or accepted any bribes;
- Not directly or indirectly received government funds through illegal or improper means;
- Not raised or received funds in violation of federal or District law; and
- Not received or been given anything of value, including a gift, favor, service, loan gratuity, discount, hospitality, political contribution, or promise of future employment, based on any understanding that my official actions or judgment or vote would be influenced.

Additional Comments

2. Please provide the name of each business entity transacting any business with the District Government in which you have a beneficial interest valued in excess of \$5,000, including publicly traded stock.

Response: None

3. Please provide the name of each business entity transacting any business (including consulting) with the District Government from which you or your immediate family have received (or are receiving) income for services rendered in excess of \$1,000 during the past two years.

Response: None

4. Please provide the name of each business entity transacting business with the District Government in which you or any member of your immediate family serves as an officer, director, partner, or agent. Also list the position(s) held, a brief description of the entity, and any other pertinent details.

Response: None

5. Please provide the name of any lender and the amount of liability for each outstanding liability borrowed by you or any member of your immediate family in excess of \$5,000. Do not include loans from a federal or state insured or regulated financial institution, or from any business enterprise regularly engaged in the business of providing revolving credit or installment accounts.

Response: None

6. Please list the location of all real property located in the District of Columbia in which you have an interest with a fair market value in excess of \$5,000.

Response:

- Primary Resident: 350 G Street, SW, N419, Washington, DC 20024

7. Please list all professional and occupational licenses held by you.

Response: None

8. Please list any professional organizations of which you are currently a member.

Response:

- International City/County Management Association (ICMA)
- Project Management Institute (PMI)
- DC National Forum for Black Public Administrators (DC NFBPA)

9. Please list all boards and commissions connected with the District government on which you are or have been a member, and include the term of service for each.

Response:

- 2021 – present DC National Forum for Black Public Administrators (DC NFBPA)
Board of Directors, Secretary

- 2020 – present Metropolitan Washington Council of Governments (MWCOG) Board of Directors, Alternate Member
- 2020 – present Union Station Redevelopment Corporation Board of Directors, Member
- 2007 – 2008 American Association of Motor Vehicle Administrators (AAMVA) International Board of Directors, Member
- 2007 American Association of Motor Vehicle Administrators (AAMVA) Region 1 Board of Directors, President

10. Please list any other boards (e.g. Boards of Directors of a non-profit) on which you are a member.

Response: None

11. Do you have any outstanding liability for taxes, fees, or other payments to the District, federal, or other state or local governments, either contested or uncontested? If so, please provide documentation of attempts to pay the amount owed or to resolve the disputed claim.

Response: No

12. Do you or any member of your immediate family have any interest, financial or otherwise, that may directly or indirectly pose a conflict of interest for you in performance of your duties as a member of the WMATA Board?

Response: No

13. Please describe any local political activity (i.e. the District of Columbia local elections or campaigns) that you have engaged in over the past five years, including any campaign contributions to a local candidate or political action committee.

Response:

- Re-Elect Muriel Bowser for Mayor – campaigning on November 6, 2018 election day

14. Are you registered with any local, state, or federal government to lobby? If so, list the jurisdiction(s) in which you are registered.

Response: No

15. Do you understand how much time will be required of you to serve on the WMATA Board and do you commit to spend that time?

Response: Yes

16. Why have you agreed to serve, and how do you plan to help the WMATA Board fulfill its role and mission during your time on the WMATA Board? Include in your answer what you believe are the most important priorities for the WMATA Board.

Response:

As a metrorail and bus rider of over 20 years, I would like to use my experience to improve service for District residents. I would like to focus my Board participation on ensuring District

residents receive equitable and reliable service balanced by safety and supported by the budget. The main priority for the WMATA Board is to think strategically and determine the long-term viability of metro rail and bus services while balancing the immediate needs of addressing how to deliver quality, reliable service after stimulus funds end; how to maintain and improve safety while minimizing customer impact; how to fund the silver line expansion; what will be the post-pandemic ridership and can it support running the trains/buses; is there a way to provide bus service without it being mainly subsidized by rail service; how to empower and motivate the union workforce; and how to quickly make cultural changes needed in the Rail Operations Control Center (ROCC).

17. Please discuss any past and present experiences not already mentioned that you believe are relevant to support your appointment as a member of the WMATA Board.

Response:

My three years working at AMTRAK, as both a project manager and budget manager for operations, will help guide my analysis of WMATA operations and budget issues. Although not totally the same as local rail service, the main three components are the same. These components consist of providing reliable, timely, and safe rail (and bus) service while staying within budget.

Additionally, my twelve years leading the District of Columbia Department of Motor Vehicles (DC DMV) have well positioned me to serve as a leader on the Board. At DC DMV, I was an advocate for residents and the government. I also revamped systems, policies, and processes that improved customer service while providing equitable and fair service. I plan to bring this skillset to the WMATA Board if appointed.

Finally, as the Deputy Mayor of Operations and Infrastructure, I oversee the transportation agencies in the District government. Therefore, I have an inside view of the mobility vision we have for the District and what is needed for WMATA to strategically complement this vision. This insight will allow me to be a strong DC advocate on the Board.

At the April 7th hearing, you will be asked to make an opening statement indicating your interest in serving as a member of the WMATA Board. The testimony of persons interested in supporting your nomination is helpful but not necessary. Interested parties may visit <http://www.ChairmanMendelson.com/testify> to register to testify or, alternatively, may submit written comments to the Committee regarding your nomination via letter mail or e-mail (cow@dccouncil.us).

If you have any questions please do not hesitate to call me or Evan Cash on my staff at (202) 724-7004.

Sincerely,

Phil Mendelson
Chairman

enc.
PM/ec

Committee of the Whole Roundtable of PR 24-89
“Board of Directors of the Washington Metropolitan Area Transit Authority, Lucinda Babers
Appointment Resolution of 2021”

Chairman Mendelson, members of the Committee of the Whole, other attendees and those that are watching, it is an honor and pleasure to offer this testimony today in favor of the nomination of Lucinda Babers for the Board of the Washington Metropolitan Area Transit Authority, also known as WMATA or METRO.

Lucinda and I have worked on and off with each other since 1999 when she worked for the city’s Control Board appointed Chief Management Officer and I was serving with the Office of the Chief Financial Officer. We later worked together again in the Williams and Fenty Administrations in her roles as both the Deputy and later Director of the Department of Motor Vehicles (DMV). Most recently, I had the good fortune to co-chair the Mayor’s ReOpen DC COVID response task force’s Committee on Transportation and Infrastructure with her. Many of the ideas we put forward in that report you can find echoed in President Biden’s recently released Infrastructure proposal.

In every chance I have had to work with Lucinda I have found her to be unflinching in her focus, hard work and ethics. She is also creative and collaborative. These qualities, and others she possesses, will make her an excellent addition to the WMATA Board. Her intense focus on customer service, metrics and cost will serve WMATA and the region well as she joins the Board at a critical time in METRO’s history.

While Lucinda’s recent work as the Deputy Mayor for Operations and Infrastructure brings her a wealth of understanding of the challenging capital and operating expense structure of WMATA, her most relevant and useful experience might actually come from her time at DMV. The DMV is a high volume, highly complex operating environment that needs to provide service every day – similar, in many ways, to the challenges of delivering much-needed transportation services in the Washington metropolitan region. She has managed hundreds of people; had to make long-term capital improvement plans; and provide high-quality service in a timely way. In this work, Lucinda excelled and become nationally known in DMV circles for her innovations and improvements.

When we worked together when I was City Administrator, Lucinda embraced the idea that the best trip to the DMV is the one “you never have to take.” She was among the agency heads who led the charge to the web – so that customers could get their work done when they were free, not just when the DMV was open. Another example was eliminating the bi-annual safety checks which were found to be completely unnecessary – there was no linkage to the checks and safety. Eliminating those checks, rationalizing the emissions inspection (including adding self-serve kiosks) returned hundreds of hours of time to DC residents.

I fully expect Lucinda to bring that same level of commitment to riders and employees in her service on the WMATA Board. Metro's excellent General Manager, Paul Wiedefeld, deserves a board member who understands the challenges of an actual operating environment, is skilled in managing political processes and has deep experience in municipal financial management. With Lucinda Babers on the WMATA Board, he will have such a partner.



Testimony by:
Neil Albert, President and CEO
DowntownDC Business Improvement District (BID)

Re: “Board of Directors of the Washington Metropolitan Area Transit Authority Lucinda Babers Appointment Resolution of 2021- PR24-0089”

Before the Council of the District of Columbia, Committee of the Whole

April 7, 2021, 9:30am

Good morning Chairman Mendelson and esteemed Councilmembers. My name is Neil Albert, and I am the President and CEO of the DowntownDC Business Improvement District.

I appear before you today to express my support for the appointment of Deputy Mayor Lucinda Babers as a principal member of the board of directors for the Washington Metropolitan Area Transit Authority. As the head of the DowntownDC BID for the past 5 years and a former member of the WMATA board myself, I’m keenly aware of the experience necessary to effectively serve as a WMATA board member, to advocate for our city and the unique challenges and opportunities currently facing our region due the pandemic. In addition to my service on WMATA’s board, I served in several capacities for the District of Columbia including as City Administrator and Deputy Mayor for Planning and Economic Development.

During my time in DC government, I have had the pleasure of working with Deputy Mayor Babers, mostly as she led the transformation of the Department of Motor Vehicles from a much-maligned agency to model agency in both the DC government and the country. At the DMV Ms. Babers implemented strategies that dramatically reduced wait times, moved many processes to the internet, made the DMV to the extent it could be, a more inviting place to visit, raised the level of professionalism for her team, and continuously drove innovation. Lucinda positioned the DC DMV well ahead of its peers around the country.

I’ve also been privileged to work with Lucinda in her current role as she assisted many Downtown business utilize the city’s infrastructure like sidewalks and streets to expand their footprint to serve their customers safely during the COVID-19 pandemic. Lucinda has very little tolerance for bureaucracy and her thoughtfulness and impatience for unnecessary processes contributed to many retailers and restaurants being able to pivot so quickly to cope with the fallout of the COVID-19 pandemic.

Since March 2019, Ms. Babers has served as the Deputy Mayor for Operations and Infrastructure (DMOI) where she has oversight over 3,372 employee positions, \$651 million in operating funds, \$1.97 billion in capital funding and over \$500 million in revenue. Her experience in managing complex projects and tasks, communicating with diverse communities, leading and participating in teams effectively, problem solving, and fiercely advocating for the residents of DC make her the ideal WMATA board member.

In addition to her experience with DC government, Ms. Babers service in senior management positions at Amtrak and her active participation on the Board of Directors Union Station Redevelopment Corporation and as an alternate for the board of the Metropolitan Washington Council of Governments have helped prepare her for effective service on the WMATA board.

For all of the reasons I've articulated earlier, I am confident Deputy Mayor Babers will be a key asset to the board of the Washington Metropolitan Area Transit Authority. I am confident that she will serve as an important voice and advocate for our city in preserving and overseeing this vital transportation network.

I commend Mayor Bowser for nominating Deputy Mayor Babers to this role and I would like to restate my wholehearted support for her appointment as a principal member of the WMATA board of directors and I thank you for the opportunity today to testify.

I welcome any questions you may have.



DC TRANSPORTATION EQUITY NETWORK

**Testimony of the DC Transportation Equity Network
Ron Thompson, Policy Officer (Greater Greater Washington)
Committee of the Whole**

**Public Roundtable on the Appointment of Lucinda Babers and Reappointment of Thomas
Bulger to the Washington Metropolitan Area Transit Authority
April 7, 2021**

Greetings Chairman Mendelson and Members of the Council,

My name is Ron Thompson, Policy Officer at Greater Greater Washington and Organizer for the DC Transportation Equity Network (DC TEN). I provide this testimony in my capacity with DC TEN and on behalf of its membership. We would like to thank Chairman Mendelson for convening this public roundtable on the appointment of Deputy Mayor for Operations and Infrastructure, Lucinda Babers, as a principal member and the reappointment of Mr. Tom Bulger as an alternate member to the Washington Metropolitan Area Transportation Authority (WMATA) Board of Directors.

DC TEN is a coalition of direct service, labor, and advocacy working together collectively to ensure that our transportation system meets the needs of the District's most underserved residents in a safe, affordable, reliable, efficient, and sustainable manner. It is our aim to ensure that marginalized communities are seen and heard by those who keep our city moving.

We would like to thank former District Department of Transportation (DDOT) Director Jeff Marootian for his service at Metro on behalf of the District of Columbia and the thousands of transit riders who work in and call the District home. We would also like to thank Mr. Bulger for his continued service to the District.

The District having full representation at Metro is incredibly important to DC TEN and its members. The appointment of Deputy Mayor Babers as a principal member of the Metro Board would mean that after two years the District would finally have two voices participating in the oversight of the region's chief transit agency.

We also recognize the significance of Ms. Babers' appointment to the board. Two Black women will represent the District at the region's chief transit agency as principal members. We encourage the Council and Mayor to ensure that the District's appointments to the WMATA Board represent the diversity of Metro's riders, but also the diverse needs that must be considered at Metro. The interests of labor, riders with disabilities, low-income riders – who make up the majority of Metrobus riders – and other marginalized and vulnerable interests deserve to have their interests represented on the board.

We understand that we cannot simply increase transit service, especially bus service, without ensuring that we have the infrastructure that allows transit to move efficiently, frequently, and reliably. We also understand that simply reducing the cost of transit would have little effect if we do not ensure that riders have sufficient access to transit.

The appointment of the Deputy Mayor for Operations and Infrastructure to the board would mean that the Mayor's point person for coordinating DDOT, DPW, and DOEE – agencies critical to the improvement of transit service and reliability – can ensure that District policies and investments are aligned with those made at WMATA. It is our hope that Deputy Mayor Babers will use her deep knowledge of how to make agencies work to ensure that DC and WMATA are working hand in glove to improve transit operations for all Washingtonians, but especially for our most vulnerable and marginalized residents.

Should Deputy Mayor Babers be confirmed, we ask her to prioritize three areas: increasing affordability, protecting and expanding transit service in the District, and improving reliability.

On affordability, while our ultimate goal is to see fares for low-income riders be subsidized or eliminated altogether, we believe there are immediate steps that can be taken to reduce strain on cost-burdened riders. Eliminating the fee for transfers from bus-to-rail and rail-to-bus, more commonly referred to as the transfer penalty, would reduce the cost of transportation for District residents who do not live in close proximity to Metro stations. The Washington Area Bus Transformation Project also recommended eliminating the transfer penalty as part of its recommendations on improving the rider experience and increasing ridership¹. Eliminating the transfer penalty will reduce transportation costs for cost-burdened households, and make riding the bus more convenient for more people.

While it is not clear what service will look like on rail as the region returns to work, WMATA has proposed “normalizing” rail frequency by ending peak and off-peak service. Ending the notion of Metrorail as a commuter rail system would be incredibly beneficial, but this proposal as it currently stands does not normalize fares—that is, the proposal does not eliminate peak and off-peak pricing. If we are to make service normal, we ought to address a normal fare structure for Metro. It is also important to note that some riders, particularly those who live near Metro stations that serve more than one line, would see more frequent service than others under a normalized schedule. For an equitable normalized rail system, we must address fares. Should she be appointed, we ask Deputy Mayor Babers to push the agency to adopt a normalized schedule *and* fare structure.

On improving and expanding transit service, should Ms. Babers be confirmed, our asks are simple. Year after year, we see deep bus service cuts in the District proposed by WMATA. We ask that Deputy Mayor Babers join with Ms. Gidigbi and reject any reduction in bus service in the District. While we understand the nuances of streamlining lines and eliminating stops, we also know what service elimination is. We oppose the latter.

We also echo Mayor Bowser's call to restore late-night rail service. Restoring late-night rail service will ensure that residents and workers who do not work traditional hours have a reliable way home, and keep the District's economy running. We encourage Deputy Mayor Babers to push WMATA to find a truly collaborative solution, with organized labor at the table, to bring late-night service back in a way that does not undermine safety or regular maintenance.

We also ask Ms. Babers to support the work of the WMATA Riders Advisory Council, Accessibility Advisory Committee, and the Metro Transit Police Department Investigations Review Panel.

On improving reliability, we ask Deputy Mayor Babers to ensure that WMATA's efforts to increase reliability are aligned with policies and investments made in the District. DDOT's Bus Priority Program, which the TEN firmly supports, requires alignment from WMATA on the latter's plans and priorities. In the last year, we've seen DDOT implement car-free bus and bike pilots on 2 major corridors, Ward 8's Martin Luther King, Jr. Avenue and Ward 6's M Street SE. This adds to lanes like those on Georgia Avenue, 14th Street, and H and I Streets NW. We encourage DDOT to continue building out the District's bus lane network, in line with its own priorities as well as in alignment with WMATA's Priority Corridor Network.

Equally important is the enforcement of bus lanes throughout the District. We know that in order to make bus lanes work, non-authorized vehicles must be kept out of the lanes. That includes District government vehicles. We also encourage Deputy Mayor Babers to ensure that enforcement is not reliant on police and in-person enforcement. We look forward to seeing the results of the ongoing pilots of onboard and stationary automated enforcement of bus lanes.

In closing, we look forward to seeing Deputy Mayor Babers appointed and Mr. Bulger reappointed to the WMATA Board of Directors. Ms. Babers' appointment would bring leadership at the agency closer in line with what Metro's ridership looks like, as well as bring a much needed link between the District and regional transportation policy. We invite Ms. Babers to a meeting of the DC TEN and look forward to working with her in the future.

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Office of the Deputy Mayor for Operations and Infrastructure



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

Testimony of
Lucinda M. Babers
Deputy Mayor

Before the
Committee of the Whole
Council of the District of Columbia
The Honorable Phil Mendelson, Chairman

John A. Wilson Building
Virtual Hearing
1350 Pennsylvania Avenue, NW
Washington, DC 20004

Wednesday, April 7, 2021
9:30 A.M.

Good morning, Chairman Mendelson and members of the Committee of the Whole. I am Lucinda Babers, Deputy Mayor in the Office of the Deputy Mayor for Operations and Infrastructure, commonly referred to as DMOI. Thank you for the opportunity to testify on my nomination as a principal member to the Board of Directors of the Washington Metropolitan Area Transit Authority (WMATA). I also want to thank Dan Tangerlini and Neil Albert for testifying in support of my nomination. As former District of Columbia City Administrators, their leadership and guidance were crucial to shaping my leadership abilities.

Metro gets you there! That has been my slogan to family, colleagues, and friends during my more than 20 years of living in the Washington Metropolitan Area. Whether going to work, meeting friends for brunch, or heading out for shopping, my question is whether my destination is near a metro stop. Pre-pandemic I was a daily metrorail rider.

I first started riding metro by driving to the Shady Grove Red Line rail station, parking, and boarding the train along with hundreds of other commuters. I quickly became familiar with how early to show up to snag a parking space, train etiquette, how to transfer throughout the system, and the use of various trip planning apps. All of my housing moves were based on having a metro stop within walking distance. I rode the rails at various times including running from a work assignment at the DC Jail to the Stadium Armory station at 11:50pm to catch the last train home. And yes, my weekend shopping trips were longer due to 20 minutes or more headways, but I did not mind because “Metro gets you there!”

I have not just ridden the WMATA rails, I have also frequented the bus. I love the gentle bouncing that comes with riding the bus. On my way to doctor appointments and the Department of Motor Vehicle’s former Penn Branch and current Georgetown

locations, I had the opportunity to gaze out at District neighborhoods I had never visited.

Based on my vast years of metro rail and bus riding, I have had the opportunity to view and experience WMATA's customer service. I have also helped residents and tourists navigate the landscape of transit riding. Due to my experience, I plan to focus my Board participation on ensuring District residents receive equitable and reliable service balanced by safety and supported by the budget.

Please allow me to take a moment to provide more specifics on what I will advocate for on behalf of the District if I am appointed to the WMATA Board. I will advocate for the extension of late-night bus and rail service and look for innovative ways to pay for it. I will demand equitable District transit service, which often means maintaining and expanding bus service in Wards 7 and 8. I will call out the need for equitable discounted fares for transfers, regardless of whether a rider uses a SMARTrip card. I will mandate that WMATA spends its budget dollars in the District, whenever possible, by using CBEs and hiring DC residents. I will require that my fellow board members listen to the needs of riders, including those on the Riders' Advisory Council. And I will listen to the requirements from the Mayor and this City Council to ensure WMATA's future direction is in line with our strategic needs. In my DMOI role, I will advocate for complete bus electrification which is a must for the District to meet our Clean Energy goals. Also, in my current role, I will prioritize more dedicated bus lanes to increase bus reliability for riders.

You may wonder whether my appointment to the Board will achieve any of the above objectives. I invite you to review some of my advocacy related accomplishments and projects at DC DMV. I spearheaded a project to address unbanked residents by trying

to enter into agreements with check cashing establishments to place a computer and printer on the premise and allow residents to purchase debit cards to access DMV online services. I also promoted DMV's 55 online services for those with internet and computer access so walk-in services were available to those without access; thereby, resulting in shorter in-person lines. Always seeking ways to bridge the digital divide, I collaborated with DC public libraries for them to install secure, online computer access so residents without computers and internet access could do DMV transactions at their local libraries. Further, I created and managed successful ticket amnesty programs and encouraged Treasury's Central Collection Unit to offer more equitable ticket payment and settlement plans to unemployed and low-income residents. And finally, I created proof of residency, homelessness, and returning citizen residency forms that could be used by individuals who do not have the necessary documents in their names to obtain identification. Bottomline...I have the leadership and skillset required to be a great asset to the Board.

As a continuation of my transportation background, I worked at AMTRAK for three years, first as the project manager for a customer service strategy, and later, the budget manager for operations. WMATA is facing similar issues I saw at AMTRAK. Those issues include how to deliver quality, reliable service after stimulus funds end; how to maintain and improve safety while minimizing customer impact; how to fund service expansion, such as the silver line expansion; what will be the future ridership and can it support continuing to run the trains and buses; how to refocus employee training to embrace the continuous use of checklists and standard operating procedures; and how to make the cultural changes needed to empower and motivate the workforce to deliver service excellence. Assisting the general manager, senior leadership team, and the Board in solving these issues excites me, and I cannot wait to get started!

I recognize being a member of the WMATA Board will require significant time and attention. However, I am ready for the challenge, especially since I plan to continue using both metrorail and metrobus. Therefore, I am deeply invested in ensuring we have one of the best transit systems in the nation. As the nation's capital, our residents deserve the best!

In closing, I would like to thank Mayor Bowser for selecting me, and you, Chairman Mendelson, for nominating me and giving me the opportunity to serve on the WMATA Board of the Directors. I will now address any questions you may have. Thank you.

XXXX

1 **DRAFT COMMITTEE PRINT**
2 Committee of the Whole
3 April 20, 2021
4
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6
7

8 A PROPOSED RESOLUTION
9

10 23-89
11
12

13 IN THE COUNCIL OF THE DISTRICT OF COLUMBIA
14
15
16
17

18 To appoint Ms. Stephanie Gidigbi as a member of the Board of Directors of the Washington
19 Metropolitan Area Transit Authority.
20

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

24
25 Sec. 2. The Council of the District of Columbia appoints:

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

30 as a principal member of the Board of Directors of the Washington Metropolitan Area Transit
31 Authority, in accordance with section 5 of the Washington Metropolitan Area Transit Authority
32 Compact, approved November 6, 1966 (80 Stat. 1324; D.C. Official Code § 9-1107.01(5)), and
33 the Washington Metropolitan Area Transit Authority Board of Directors Act of 2012, effective
34 April 27, 2013 (D.C. Law 19-286; D.C. Official Code § 9-1108.11), replacing Corbett Price, for
35 the remainder of an unexpired term to end June 30, 2023.

36 Sec. 3. The Council of the District of Columbia shall transmit a copy of this resolution,
37 upon its adoption, to the appointee, the Washington Metropolitan Area Transit Authority, and to
38 the Office of the Mayor.

39 Sec. 4. This resolution shall take effect immediately upon the first date of publication in
40 the District of Columbia Register.