

It is a pleasure to start this meeting with an indication of the Board's appreciation of the service that Catherine Hudgins performed as the Chair of this Board for the last two years. This proclamation is our way of thanking her for the leadership and wisdom that she demonstrated during that tenure. We are pleased to read this proclamation and to say that we unanimously proclaim the following: (reading of the Recognition and Appreciation presented to Catherine Hudgins)

Catherine created the momentum that we now have to build on. While our focus has to remain on the safe and professional management of our system, we are now building on those fundamental programs we have put in place to ensure a state of good repair of our existing network of services.

We all acknowledge that we have a fundamental responsibility to continue our pursuit of safety and a state of good repair, but it becomes more obvious that it is not enough to rebuild. We have to lead the region in the discussion of what it will take to keep WMATA relevant in this century. The release of the long range *MOMENTUM* Strategic Plan started that discussion. The hard work is yet to come. We have committed to develop a 2025 agenda that helps make our 2040 long range plan more understandable to everyone. We have also committed to the development of a three to five year business plan that makes clearer what additional tasks and funding need to be in place immediately.

As we develop these plans, it has become clear that the major challenge for all of us is how to provide the financial recourses necessary to meet the system growth we are forecasting for the first half of this century. We know that this journey to an expanded system begins now.

Our next objective as a Board has to be that we become the leader in the regional debate as to how to provide the necessary revenue to meet the challenges laid out in the *MOMENTUM* Strategic Plan. To do so, the Authority recognizes the necessity of our customers supporting this plan and acting, in part, as our advocate. We are a long way from having our customers not worry about the reliability and safety of our system. We have a long journey ahead to have our customers pleased with us, but we have to stay focused on all of the things that we can do now to improve the experience of our customers as they use the system. Our customers have to be along with us as we make this journey forward.

Our commitment as a Board for this coming year is to advance the agenda of the *MOMENTUM* Strategic Plan and to help develop a regional consensus on the funding that will mean we not only have *MOMENTUM*, but success.

This year has to be about *MOMENTUM*, safety, state of good repair and the customer.

PRESENTED AND ADOPTED: February 28, 2013

SUBJECT: RECOGNITION OF SERVICE FOR DAVID J. KUBICEK

**2013-03
RESOLUTION
OF THE
BOARD OF DIRECTORS
OF THE
WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY**

WHEREAS, Dave J. Kubicek joined WMATA in May 2007, as the Chief Mechanical Officer, overseeing the rolling stock engineering, design and procurements; and

WHEREAS, Mr. Kubicek went on to become the Assistant General Manager for Rail Operations Delivery in November 2007; and

WHEREAS, As a result of his leadership, commitment and hard work, in 2009, Mr. Kubicek was promoted to the position of Assistant General Manager for Transit Infrastructure and Engineering Services and also served simultaneously as Acting Deputy General Manager for Operations; and

WHEREAS, In May 2011, General Manager Richard Sarles appointed Mr. Kubicek as Deputy General Manager of Operations; and

WHEREAS, The contributions that Mr. Kubicek has made to the Authority over the last six years will remain for many years to come, starting with the role that he has played in building a new safety culture; and

WHEREAS, After seeing the Authority through some its darkest days, Mr. Kubicek then went on to provide the leadership needed to improve safety for WMATA's employees and customers by helping to establish such critical programs as the Roadway Worker Protection program, implementing recommendations of the National Transportation Safety Board and Federal Transit Administration, and also laying the ground work for future safety improvements, such as the Close Call program; and

WHEREAS, Mr. Kubicek has also played a key role in rebuilding WMATA, literally overseeing the largest reconstruction of the rail system since it was built and helping to launch MetroForward; and

WHEREAS, WMATA rail employees and customers could count on Mr. Kubicek's leadership to guide the way from day-to-day rail operations through multiple Cherry

Motioned by Mr. Downs, seconded by Mr. Dyke

Ayes: 8 - Mr. Downs, Mr. Downey, Mr. Nichols, Mrs. Hudgins, Mr. Dyke, Ms. Bowser, Mr. Acosta and Mr. Barnes

Blossom and Fourth of July Festivals, blizzards, major weekend track programs, two Presidential Inaugurations and even, an earthquake; and

WHEREAS, While working on rebuilding and day-to-day operations, Mr. Kubicek also kept his eye toward the future by preparing for the opening of the Silver Line; and

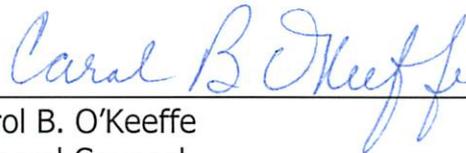
WHEREAS, Among his numerous preparations for the Silver Line is perhaps his greatest legacy that he will leave to WMATA which is the design and construction of the 7000 railcars, a program that he started in his earliest days at WMATA that captures Mr. Kubicek's vision not just for WMATA's future, but for the entire transit industry; and

WHEREAS, The Board of Directors of WMATA wishes to recognize Mr. Kubicek for his dedication and commitment over the last six years and the contributions that will remain for many more; now, therefore be it

RESOLVED, That the Board of Directors and the citizens of the National Capital region thank Mr. Kubicek for his service to the Washington Metropolitan Area Transit Authority and wish him much success in his future endeavors; and be it finally

RESOLVED, That this Resolution shall be effective immediately.

Reviewed as to form and legal sufficiency,



Carol B. O'Keeffe
General Counsel

Metro Board Self Evaluation Summary

2012

2012 was a year of welcome stability for the Board. For the first time in the agency's history, a Board member served as Chair for a second consecutive year. The Board lost no members and one of the two remaining alternate seats was filled mid-year, bringing our membership to 15. It is worth noting that the vast majority of WMATA Board members hold other leadership positions in government, industry or business in the Washington DC region. All 15 members made significant adjustments to their other responsibilities and work schedules in order to serve the region as a WMATA Board member. Despite these challenges, all jurisdictions were fully represented from February thru December at the monthly WMATA Board meeting by 2 voting members; on average 11 of the 14 full-year WMATA Board members attended each Board meeting. With the exception of Finance (15 members) and Safety (8 members), the Board moved from a Committee of the Whole structure in February 2012 to Committees with four members where each signatory (D.C., Maryland, Virginia, Federal) had a seat; the jurisdictional groups worked collaboratively to assure that, should a designated committee member have a conflict, the jurisdictional voice would be present so that Committee business always proceeded in a timely manner. All Board members used Metro services regularly to attend WMATA meetings.

This document highlights progress in meeting objectives laid out in the Board's Bylaws and is drawn from conversations among the Board members.

The Board continued its work on governance in several important areas.

1. The Board reviewed and revised the Code of Ethics based on our experience over the year, a review of the ethics codes from other agencies and advice from the law firm of Cadwalader Wickersham and Taft. The advice from the latter stemmed from the Board's decision to seek an independent review of the 2011 Code of Ethics in the context of an examination of a former WMATA Board

member's behavior as it related to performance of his WMATA responsibilities under a previous Code of Ethics.

2. The Board completed its first full cycle of personnel evaluations for those individuals who report directly to the Board - GM/CEO, Board Secretary and Inspector General.
3. The Board will consider, at its February 28, 2013 meeting, recommendations from the Governance Committee for adjustments to the ByLaws and Procedures.
4. The Board continued its development of a Strategic Plan "Momentum" and is continuing to discuss this important vision with the broad community and with key stakeholders and funders.

Over the past year, Board members have generally worked cohesively and cooperatively to build their understanding of the agency and its needs as well as develop effective working relationships. Members generally approach meetings well-prepared and ready to fully participate. There is a high level of respect among members, leading to an environment at meetings that is conducive to extensive, civil discussions and decision-making.

Our focus on safety and security continues to be a top priority. We were heartened by GM/CEO Rich Sarles national recognition this year for leadership in Safety. We continue to believe our region is fortunate to have GM/CEO Richard Sarles at the helm of Metro. Under his leadership, we have seen definite positive movement in the Key Performance Indicators related to safety. As our regional investment in state of good repair continues, we look forward to steady progress in serving our customers safely. We commend the GM and his staff - most notably Christian Kent - for national accessibility award WMATA received at the 2012 APTA conference. Finally, with the retirement of Chief Taborn on the horizon, we are grateful for his strong, consistent leadership over many years.

We look forward to building on his accomplishments as we welcome the fresh perspectives that a new set of eyes will bring to the police force.

The Board is proud of our jurisdictions' support for WMATA; we continue the development of a multi-year business plan and budget in hopes that, coupled with the Momentum strategic plan, a strong case can be made for committing the resources needed to increase the system's capacity to move people throughout the region. We recognize that particular attention will need to be paid to fares and subsidies as we work on the 2014 budget, given the uncertainties that our riders and local jurisdictions face due to the threat of sequestration.

Work to advance the Silver Line to Weihle Avenue for a 2013/2014 opening continues apace and has presented substantial challenges to the Agency, particularly related to hiring and operations. This 25% expansion of the rail system will continue to require close attention as we move closer to actual operations.

The Board's leadership team met several times with the Riders Advisory Council leadership and has committed to regular meetings with the Accessibility Advisory Council leadership. We expect this practice to continue. It fosters good communication between customers and the Board and develops relationships in important ways. Both the Riders' Advisory Council and the Accessibility Advisory Committee made significant contributions this year particularly related to budget and strategic planning. We look forward to continuing to strengthen those ties. The Board has much to do in 2013.

- We will continue our work with the community to ensure our strategic plan Momentum is on sound footing and has broad support across all sectors.
- We will continue to work on setting good policy to guide the GM/CEO and assuring appropriate oversight by the Board takes place. We will also

continue to better define the connection between investments and results, moving forward with a multiyear business plan and budget for both operating and capital funding.

- We will continue to expand our interactions with riders, involving them wherever possible in our strategic and budget work to assure that we make decisions that serve their – and the region’s – needs.
- We will monitor management's conduct of collective bargaining negotiations, seeking fairness for our employees and our funding partners.
- We will work with the GM/CEO to refine WMATA's diversity policies and programs, striving always to find the best person for the job but ever-mindful of the importance of an integrated, high-performance workplace where our customers and employees see leaders who come from all walks of life.
- We will refine the Board’s personnel evaluation procedures to ensure that all of our direct reports have the advantage of a full Board review.
- We will continue to monitor progress on the Capital Program – especially as it relates to our goal of achieving a state of good repair throughout the system.
- We will look for new ways to use the many talents of Board members. Given our many professional responsibilities across the region, leadership should be distributed to take advantage of individual skills and talents while assuring that WMATA is well served.