

Scott D. Kubly

Summary

Executive with extensive transportation and management experience across a broad range of functional areas. Demonstrated results in leading agencies and change in two major cities. Entrepreneurial leader with experience standing up new organizations, developing innovative service delivery models, cutting cost, growing revenue, and implementing high-priority, time-sensitive projects.

- Revenue Growth
- Cost Reduction
- Customer Service
- Financial Planning/Budgeting
- Strategic Planning
- Internal Operations
- Media Relations
- Government Relations

Professional Experience

Alta Bicycle Share

Senior Advisor/Acting President

January 2014 – Present

Lead largest bikeshare operator in North America with approximately 25 million trips in 2014. Operating in New York, Chicago, Washington DC, Boston, San Francisco, Melbourne AU, Columbus, and Chattanooga. \$95M in annual revenue in 2014 and 440 employees.

- Leading contract renegotiation with NYCDOT to extend term, refine operational requirements and modify service level agreements to more favorable terms
- Secured new contracts to operate in Toronto and Seattle and expand operations in DC; expanding stations under management by 12%
- Leading company through capital raise and owner buyout
- Developed strategic partnership with 8D technologies to secure supply chain in response to bankruptcy of Public Bike Share Company, sole supplier of Alta bikeshare equipment

City of Chicago Government, Chicago, IL

Chicago Department of Transportation

Managing Deputy Commissioner

August 2011 – December 2013

Manage CDOT divisions of Project Development and Traffic Safety/Engineering and staff (in-house/contract) of 300. Responsible for planning and project development of \$700M/year capital program, operation of 3,000 traffic signals, 489 automated enforcement cameras, and 300 station bikesharing system. Responsible for generating \$170M in revenue per year (excluding federal grants), implementing Mayor's goal of installing 100 miles of protected bike lanes in 4 years, launching a bikesharing system, and implementing Vision Zero. Reduced agency operating costs by 10% without reducing service and increased revenue by more than \$75M per year without increasing fees or taxes.

- Adopted Vision Zero to eliminate all traffic fatalities within 10 years
 - Implemented nation's largest speed enforcement program (105 cameras) which reduced speeding by 60 percent within the first 6 weeks
 - \$70M per year in revenue
 - Red light camera program (385 cameras) reduced angle crashes by 77%.
 - 60% reduction in costs and improved business process increased revenue by 3% in 2012 reversing 2 years of declining revenue
 - Installed pedestrian safety improvements around 50 schools and parks in 2012 and 2013
 - 20% decrease in pedestrian and bicycle fatalities in 2013
- Increased transportation choice and quality
 - Implemented Divvy, the nation's 2nd largest bikesharing system
 - 300 stations and 3,000 bikes deployed in 2013 and funded an additional 175 stations and 1,750 bikes in 2014
 - \$4M profit per year through user fees, sponsorship, and advertising for bikeshare program
 - \$12.5M in sponsorship from Blue Cross Blue Shield
 - Installed 65 miles of protected bike lanes in two years

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- Took Chicago from 0% to 20% of nation's protected bike lanes in two years
- 15% increase in bicycle commuting in one year
- Initiated Chicago's first Bus Rapid Transit (BRT) projects
 - Installed dedicated lanes, queue jump, and transit signal priority on City's 1st BRT project and increased ridership 6% in 1 year
 - Secured \$1.5M in Rockefeller Foundation funding to support BRT in Chicago
 - Central Loop BRT final design underway for Gold Standard BRT through nation's second largest CBD
- Leveraged transportation investments for economic development
 - Increased revenue from City-owned Chicago River assets by 5x and leveraged increased revenue to secure a \$100M TIFIA loan to fund Riverwalk. Loan secured in 8 months (fastest in history of TIFIA)
 - Developed summer youth employment program that trained 600 youth in green infrastructure and bicycle maintenance. 20 youth employed year round as part of bike sharing program
 - Launched "Make Way For People" program, a tactical urbanism program, that deployed 10+ "people spot" parklets.

District of Columbia Government, Washington, DC 2007 – 2011

District Department of Transportation (DDOT) Associate Director, Progressive Transportation Services Administration March 2009 – July 2011

Senior executive in DOT. Served as Chief of Staff and created new division (Progressive Transportation Services Administration – PTSA) to build and operate DC Streetcar, manage and grow the DC Circulator bus system, and manage and grow the District's bikesharing program. PTSA also oversees the District's \$350 million annual investment in the Washington Metropolitan Area Transit Authority, providing policy, financial and operational support for the District's representatives on the WMATA Board of Directors.

- Expanded DC Circulator bus service by 13% through implementation of turnkey contracting and secured funds for an additional 25% expansion
- Developed industry-leading performance dashboard. <http://circulatordashboard.dc.gov/>
- Developed DC Streetcar system plan, built a dedicated team, and initiated construction on 2.75 miles of streetcar line in the District of Columbia and planning on a 0.75 mile extension
- Secured \$50M in capital funds for the DC Streetcar system in FY2010 budget
- Formulated and implemented successful legislative strategy to overturn a 120-year federal ban on overhead wire streetcar power supply
- Managed agency operations: Human Resources, IT, Procurement
- Led agencywide restructuring that reduced agency headcount (800 FTE) and personnel cost by 12% while improving service outcomes

District of Columbia Government, Washington, DC Executive Office of the Mayor, Washington, DC Program Manager, Government Service, Government Operations, and Economic Development January 2007 – March 2009

Joined Mayor Adrian M. Fenty's team on first day of the new administration and helped stand-up the Office of the City Administrator (COO-equivalent). Managed team of analysts performing budget oversight over one half of the District's agencies and budget. Responsible for managing high-priority Mayoral projects and programs.

- Delivered the first "clean" audit in five years while serving as Acting Director of the Office of Unemployment Compensation (June 2008 – March 2009).
 - \$20 million, 80 person operating unit
 - \$150 million in annual transfer payments and \$100 million in tax collection
- Implemented taximeters in 6,000 District of Columbia taxicabs.
- Negotiated property exchange and developed plan for facility relocation that resulted in the construction of a LEED Silver bus garage, the District's first new bus garage in 70 years.
- Saved over \$20 million in operating funds and \$8 million in capital funds, with no service reduction, as part of FY08 and FY09 budget

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Washington Metropolitan Area Transit Authority (WMATA), Washington, DC Planning Manager, Office of Business Planning and Project Development May 2002 – December 2006

Responsible for long-range capital and operating forecasting and revenue and ridership analysis. Also managed projects ranging from operations analysis to joint development site planning. Provided financial and pricing thought leadership within the organization.

- Developed 10-year operating and capital financial plan used to justify and deliver \$1.5 billion in dedicated Federal funds
- Developed financial plan to close a \$1.5 billion capital funding gap and fully fund a 6-year \$3.3 billion capital program. Subject matter expert for negotiation of parallel 6-year funding agreement between Maryland, Virginia, and Washington, DC
- Generated \$80 million in additional revenue through industry-leading changes in WMATA pricing structure; work included developing ridership and revenue forecasting models and presenting pricing strategies to Board of Directors
- Conducted operations analysis to allocate a 15% increase in WMATA bus service

Nelson/Nygaard Consulting Associates, San Francisco, CA 2001 – 2002

Associate Planner

Responsible for producing client deliverables and managing data collections.

- Increased ridership and efficiency through Comprehensive Operations Analysis and new bus service plan for San Antonio VIA Transit's 500 bus fleet and 46 million annual customers. After implementation ridership grew by 5% and peak vehicle requirement dropped by 9%
- Developed comprehensive fare policy for Tulare County, California. Resulted in coordinated fare policy for four local public transit providers and over 2.5 million annual customers
- Identified opportunities for fraud through a secret buyer survey of Foothill Transit (Los Angeles) sales outlets

Education

The Wharton School, University of Pennsylvania, Philadelphia, PA
MBA; May 2010

University of Texas, Austin, TX
MS Community and Regional Planning; December 2002

University of Missouri at Columbia
B.A. Geography, B.A. History; May 1998

Appointments/Awards

- July 2010 – 2011: Washington Metropolitan Area Transit Commission
- November 2008 – 2011: District of Columbia Taxicab Commission
- November 2005: International Transit Studies Program – One of 12 industry leaders selected to participate in a US Department of Transportation-sponsored mission to Barcelona, Copenhagen, Shanghai, and Osaka to study innovative transportation financing
- December 2004: CEO Teamwork Award for leading development of 6-year capital program.
- December 2004: Employee of the Year – Office of Business Planning and Project Development.
- March 2003: Department of Planning and Strategic Programs Values in Practice Award
- January 2003 – January 2006: Transportation Research Board – Fare Policy and Marketing committee

Publications

"Innovative Techniques in the Planning and Financing of Public Transportation Projects," Cooperative Research Program (TCRP) Research Results Digest 77: 2006
Kubly, Scott. 2002. "The Economic Impacts of Highway Relief Routes on Small- and Medium-Size Communities," University of Texas: Austin, TX, 159 pp

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Handy, Susan, Scott Kubly, and Michael Oden. "The Economic Impacts of Highway Relief Routes on Small Communities: Case Studies from Texas," Transportation Research Record No. 1792.

Handy, Susan; Scott Kubly; Jim Jarrett; Siva Srinivasan. Economic Effects of Highway Relief Routes on Small and Medium-Size Communities: Literature Review and Identification of Issues, Texas Department of Transportation, FHWA/TX-00/0-1843-1