



# Chris Tucker

## Principal

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### Summary

Mr. Tucker has 18 years of experience as a team leader and Program Manager, and ten years leading fare collection at TriMet, including six overseeing the implementation of TriMet's new world-class electronic payment system. He is known as an industry expert in managing transport payment system projects from concept through implementation, including procurement, establishing intergovernmental agreements, policy development, partner integrations, testing, launch planning, and system operations. Mr. Tucker has a particularly focus in customer experience, education, and outreach, with ten years of experience managing and improving call center operations for two Fortune 500 companies, and one public transport operator. Throughout his career, Mr. Tucker has been well known for his ability to turn around fledgling departments and projects.

Mr. Tucker is one of the founders of Clevor Consulting Group, a boutique consulting firm focused on bringing unique technical talent to the transport industry. As Managing Partner, Mr. Tucker helps transport agencies implement electronic payments by providing the in-depth experience and knowledge necessary to deliver well-designed, customer-friendly technology solutions, while improving operations and the user experience.

### Project Experience

#### **Hop Fastpass® Fare Payment System, TriMet, Portland, OR, November 2011-Present**

Launched in the summer of 2017, this \$35M regional, bi-state fare collection system was delivered on schedule and under budget, and pushes both technical and policy boundaries within the industry. This innovative, truly open architecture system uses a common set of agency-controlled APIs that integrate equipment and systems from over 10 different vendors. Customers have a variety of ways to pay (bankcards, smartcards, NFC mobile wallets) with a fully integrated retail reload network and system-wide fare capping, and the first in the world to launch an NFC-based closed-loop virtual card in the Google Pay wallet, followed by Apple's announcement as the first agency in North America to support an NFC-based closed-loop virtual card in Apple Pay. Paratransit riders also use Hop, via an innovative integration with the account-based system, whereby no tapping is required to ride; the operator performs the ride automatically charging the customers Hop account. At the core of the system, is a state-of-the-art COTS financial management system that provides sophisticated revenue accounting and enterprise-level financial controls. With a customer-first approach to design, the system had a highly successful launch, adding over 10,000 users in the first month with only few Customer Service calls each day. After less than two years, the system nearly reached 50% of all rides taken with Hop.

As the Director of Revenue Operations and Hop Fastpass® Program Manager for TriMet, Mr. Tucker created the agency's vision and strategy, which included policy and technical innovations, as the first U.S. transit agency to offer monthly fare capping with real-time, account-based fare calculation. Mr. Tucker led the scope development, contract negotiations, and awards to integrate best-in-class solutions from a wide range of vendors. In the planning phase, he led the agency's efforts to complete a



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Concept of Operations, peer and industry reviews, fare policy changes, bi-state intergovernmental agreements, and all vendor RFPs. Following award, Mr. Tucker led the design and implementation of every aspect of the system, including a new call center support system built from the ground up, an open source point of sale system, newly designed websites and mobile apps, and major rail station network upgrades and installations.

### **TriMet Mobile Ticketing, TriMet, Portland, OR, October 2010 – December 2017**

TriMet aspired to modernize fare collection in 2010 by leveraging smartphone technology. TriMet tapped Mr. Tucker to lead an exploration and feasibility analysis of mobile ticketing in transit. Thereafter, he led the concept, design, and implementation of the first U.S. mobile ticketing apps for fixed-route bus, light rail and commuter rail, focusing on User Experience and Interface (UX/UI).

The system launched on time in September 2013, and included secure, animated and QR code-based mobile ticketing apps for both Android and iOS, and separate Android and iOS fare inspection apps.

### **TriMet Ticket Machine Refurbishment and Maintenance, TriMet, Portland, OR, March 2013 - December 2017**

In 2012, TriMet's Ticket Vending Machine (TVM) reliability sunk to an all-time low of 88% and was generating over 700 complaints per month – more than any other complaint category at the agency. TriMet's General Manager asked Mr. Tucker to take over the fare equipment maintenance department to improve reliability and finish a retrofit project of 120 TVMs.

After expediting vendor deliverables, the retrofit project was completed on time and on budget. Mr. Tucker also completed an extensive analysis to find over a dozen legacy software bugs, and spearheaded swift resolution by the vendor. Still, maintenance practices at the time only allowed the legacy and refurbished TVMs to achieve a reliability percentage in the low 90s. However, within three months of overhauling the team's maintenance processes, tools, and training strategies, Mr. Tucker was able to reach the long-term target of 95%, and within 18 months, reliability far exceeded the target, hitting 99%.

### **Automated Fare Collection (AFC) 2.0 Implementation, Massachusetts Bay Transportation Authority (MBTA), Boston, MA, February 2019-Present**

MBTA is in the process of replacing their aging Charlie Card fare collection system with a modern account-based system that will enable customers to pay fares using contactless bankcards, agency-branded smartcards, and Near Field Communication (NFC) devices using both mobile wallets and closed-loop virtual media. The system is being built on an open architecture that will support all current transit modes (bus, subway, and commuter rail), and enable future expansion to non-transit services and new partners.

The System Integrator contract was awarded to Cubic | John Liang in November 2017, and Clevor Consulting Group was brought on in February 2019 to serve as MBTA's primary fare collection



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technology consultant supporting system design and implementation. Mr. Tucker is the Fare Collection Project Manager, leading the consultant team through all technical design and implementation tasks.

### **SmarTrip® Mobile App and Fare System Strategy, Washington Metropolitan Area Transit Authority (WMATA), Washington, DC, February 2018-Present**

As of 2019, WMATA's SmarTrip® fare payment system, one of the first of its type in the U.S., is 20 years old. With huge adoption among DC residents and tourists alike, WMATA has a critical responsibility to keep the aging system in a state of good repair. While satisfaction with the system is generally high, there is also a desire for new functionality and more modern payment options from both agency executives and customers.

Mr. Tucker has been assisting WMATA in the design of a mobile app, as an initial step towards modernizing their fare collection operation. Additionally, Mr. Tucker was brought in as a strategic advisor to help WMATA develop a plan for the near- and long-term introduction of innovative technologies. Mr. Tucker will assist WMATA in structuring procurements, as well as designing an approach for the introduction of modern payment technology without disruption to ongoing operations.

### **Next-Generation ORCA Fare Payment System, Sound Transit, Seattle, WA, April 2016-Present**

Similar to Clipper in design, ORCA is a regional fare collection system that supports payment across nine transport agencies serving the Seattle region. It is also similar in that it is an ageing system, first launched in 2009. As such, Sound Transit is in the process of procuring a replacement system, supporting account-based payment and an open architecture design philosophy.

Mr. Tucker is serving as a strategic and technical advisor on the project. He supports several aspects of system design, strategic decision-making and procurement of innovative mobile app solutions.

### **Honolulu Fare System, Honolulu Authority for Rapid Transportation (HART), Honolulu, HI, March 2018-Present**

The Honolulu Authority for Rapid Transportation, City and County of Honolulu, and Oahu Transit Services are in the process of implementing a new electronic fare payment system to support bus, rail, and paratransit services. As part of the project, state of the art fare collection equipment will be installed throughout the brand new, operator-free light rail system, and on 730 bus and paratransit vehicles, to support passenger travel across the entire island of Oahu.

Mr. Tucker supports operations planning, KPI development, customer support and pilot launch operations. While based on the framework developed for the Portland system, the implementation strategy and technology solutions were customized to meet the unique needs and customer base of Honolulu.

### **Clipper® Fare Payment System, Metropolitan Transportation Commission (MTC), San Francisco, CA, June 2018-Present**

The Clipper® fare payment system provides seamless fare payment across 22 transport agencies serving



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the San Francisco Bay Area. The system, first launched in 2005, is easily one of the most ambitious ever implemented with seven modes of transport; flat fare, distance-based, and zone-based payment; over 4,000 unique fares, 100+ fare products, and 12,000 recognized transfer combinations; and multi-agency fare capping.

Mr. Tucker has provided strategic support of project organization and the design of a next generation mobile app that will drastically change the way customers use the Clipper system.

### **Flamingo Fare Payment System, Hillsborough Area Regional Transit (HART), Tampa, FL, July 2018-Present**

The Hillsborough Area Regional Transit, and four other regional transit agencies are in the process of implementing a new electronic fare payment system to support bus and paratransit services. As part of the project, state of the art fare collection equipment will be installed on over 500 buses.

Mr. Tucker has assisted HART in a full project assessment and is now overseeing the testing and implementation of the system. Brought on to fulfill a Program Manager role, Mr. Tucker has strategically guided the agencies through contract negotiations, procurement, some back-office architecture changes, integrated testing, and project restructuring, where needed.

## Work History

### **Principal, Clevor Consulting Group, July 2017-Present**

In 2017, Mr. Tucker founded Clevor Consulting Group. The motivation behind the move was to establish a firm that recognizes the need to acquire diverse technical talent to help transport agencies navigate the complex world of electronic payments and bring innovative solutions to their customers.

### **Director, Revenue Operations & Electronic Fares, TriMet, November 2011-December 2017**

Mr. Tucker directed all aspects of electronic payment systems, contracts, vendors, policies, maintenance, cash collection processing and controls. This included the Hop Fastpass® system, mobile ticket applications, and a major turnaround of fare collection equipment reliability and maintenance.

### **Manager, Customer Service and Projects, TriMet, June 2007-October 2011**

Mr. Tucker began his transport payment systems career as manager of the TriMet call center, fare sales, and special projects. In a little over 4 years, he overhauled the call center and in-person customer service operations, improving labor relations and performance, and streamlining the department to increase the call answer rate from 50% to 92%.

### **Operations Area Manager, AT&T Wireless, June 1997-June 2007**

In 2001, Mr. Tucker led the Operations of a 600-person contact center. His career progressed from an accounts receivable rep directly out of college to the Operations Area Manager within 4 years. He managed the Systems and Reporting Analysts, Developers, Schedulers, Timekeepers, Payment Fraud Teams, and 12 teams of accounts receivable and customer service staff.



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### Education

**Masters Business Administration, University of Phoenix, Portland, OR, 2009**

Mr. Tucker earned his MBA, maintaining a 3.84 GPA and leading class projects, while working full-time as a Manager at TriMet.

**Bachelor of Science Business Administration and Human Resources, Portland State University, Portland, OR, 1998**

Mr. Tucker double majored in Business Administration and Human Resources within the School of Business.

**APTA Leadership, American Public Transportation Association, Washington D.C., 2017**

### Professional Accomplishments

**2018** – 1<sup>st</sup> place APTA AdWheel Award for the Hop Fastpass<sup>®</sup> electronic fare system

**2017** – Graduated one of 25 transportation professionals chosen for prestigious National APTA Leadership Program

**2013** – 1<sup>st</sup> place APTA AdWheel Award for the first mobile ticketing app in U.S. on bus, rail and commuter rail

**2011** – CEO Award for TriMet sales program improvements and workplace excellence (highest honor at TriMet)

**2009** – CEO Award for TriMet customer service improvement (highest honor at TriMet)

**2008** – CEO Award for project excellence for new Point-of-Sale system (highest honor at TriMet)

**2006** – Ranked 2<sup>nd</sup> highest Area Manager within the U.S., Canada and Mexico by leadership at AT&T Wireless

**2004** – Spirit of Excellence Award at AT&T Wireless for leadership and performance results

**2001** – Circle of Excellence Award for leadership and project excellence at AT&T Wireless (highest honor at AT&T)

### Project References

**Project:** Hop Fastpass<sup>®</sup>

**Project Budget:** \$35M

**Employer and Role:** TriMet, Program Manager

**Project Contact:** Rhyan Shaub, TriMet, Director of Fare Revenue and Administration, (503) 962-7540

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**Project:** Flamingo™

**Project Budget:** \$12M

**Employer and Role:** HART, Program Manager

**Project Contact:** Lynda Crescentini, HART, Director of Enterprise Project Management, (813) 384-6592

**Project:** Next Generation ORCA

**Project Budget:** \$80M

**Employer and Role:** Sound Transit, Program Manager

**Project Contact:** Brittany Peterson-Esdaile, Sound Transit, Program Manager, (206) 370-5553