

Paul Cheng

Technical Consultant



Summary

Mr. Cheng brings over 13 years of diverse work experience in developing and implementing innovative Mobility as a Service (MaaS) projects and policies in both the private and public sectors. Leveraging his strong skills in transit planning, policy development, project management, stakeholder engagement, and technical writing, Mr. Cheng helps agencies deliver new technology solutions that complement the agency's existing transit infrastructure while remaining on time and within budget.

Mr. Cheng's time as a planner has given him a board understanding of transit's unique challenges and opportunities. He specializes in transit policy and policy creation, project planning and management, MaaS solutions, financial analysis, strategic transit planning, service licensing, contract negotiations, and procurement procedures.

Project Experience

10-Year Fare Collection Outlook, Toronto Transit Commission, Toronto, Ontario, Canada, September 2020-Present

CCG is currently working with the Toronto Transit Commission to develop a 10-Year Fare Collection Outlook which will guide the transit agency's fare collection system, policies and governance over the next 10 years. As the deputy project manager, Mr. Cheng is responsible for managing the schedule and deliverables for the project to ensure that the project is delivered on time. Mr. Cheng is applying his financial analysis expertise in developing the capital and operating budget forecast to help the TTC determine the financial impacts of the new fare collection system. Mr. Cheng is responsible for developing the payment landscape review and fare policy recommendations as part of the project deliverables.

Next Generation Fare System Implementation, Nashville Metropolitan Transit Authority, Nashville, TN, July 2020-Present

The Nashville Metropolitan Transit Authority (NMTA) hired CCG to support the launch of their next generation fare collection system in the Summer of 2020. CCG's work with the NMTA include the development of interagency agreement as well as a number of standard operating procedures (SOPs) for different components of the new fare collection system. Mr. Cheng is responsible for developing several SOPs including the institutional program, data collection, analysis and reporting, and fare media ordering and fulfillment.

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. Cheng assisted with the planning and implementation of the launch of the fare system including leading the beta launch implementation. Working with a cross function team, Mr. Cheng directed the marketing efforts, internal coordination, project timeline and reporting. In support of the public launch, Mr. Cheng helped with the transition planning and change management efforts, facilitated the limited use tickets development, retail network rollout, and the mobile application and institutional program transition.

Future Fare Payment System, Maryland Transportation Administration (MTA), Baltimore, MD, Ongoing

The MTA is working to upgrade or replace its current fare collection system as the current system is reaching end-of-life. CCG was brought in in 2019 as the lead consultant for the planning and design of the new system and support the procurement effort by developing a strategic sourcing plan and other procurement documents including the technical requirements. Mr. Cheng led the development of the capital cost estimates for the project. Mr. Cheng developed sections of the concept of operations, including the future fare policy and operating rules, and leading requirements gathering workshops to identify functional and technical specifications. Mr. Cheng supported the procurement efforts by helping to develop the strategic sourcing plan and procurement documentation including the payment milestones and pricing sheets.

SmarTrip® Mobile App and Fare System Strategy, Washington Metropolitan Area Transit Authority (WMATA), Washington, DC, Ongoing

Clevor Consulting Group is assisting WMATA with the development of a strategic plan to modernize their system with innovative technologies. As one of the first fare payment systems in the U.S., SmarTrip is approaching 20 year in age and continues to have a strong adoption with residents and tourists. As part of the innovation strategic plan, Mr. Cheng provided project planning support by helping to develop the capital and operating cost estimates and work plan. The goal for this plan is to assist the agency with developing 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

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. Cheng provided mobile application support for the project, working with technology provider to incorporate new features to the product.

Loyalty and Rewards Program, Portland, OR, May 2019-December 2019

moovel launched the loyalty and rewards program in 2019 after the acquisition of Validated, a mobile platform that allows users to receive transportation credit by making purchases at participating retailers. moovel worked with their transit agency clients to implement an agency-branded rewards program, providing transportation credits and incentives to their customers. Mr. Cheng led the development of the loyalty and rewards program and project managed the first two implementations of the product. Mr. Cheng managed the product roadmap for the loyalty and rewards product, working with the engineering team to enhance and modify the product to suit the needs of each implementation.

FlexLA, Los Angeles, CA, January 2018-August 2019

FlexLA is a partnership between moovel NA, FASTlink DTLA, a non-profit advocacy group, and LADOT, the local public transportation agency. FlexLA provides on-demand micro-transit service in the downtown Los Angeles region, supplementing transit service during their non-operational hours. FlexLA vehicles pick up and drop off customers at transit stops minimizing poor GPS/locating issues due to urban canyons in downtown LA for a flat fee during non-transit hours. The solution includes discounted

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rides for qualified individuals and flexible routes based on origin/destination of the shared rides. FlexLA launched in fall 2018 and includes backend on-demand technology and a mobile application that allows customers to book and pay for rides. Mr. Cheng led the initiation, planning, execution, and monitoring of the FlexLA micro-transit project. This included working with the European developers to regionalize the mobile application and address California based requirements for privacy and security.

Work History

Planning and Operations Manager, moovel, July 2018 - November 2019

As a planning and operations manager with moovel Mr. Cheng was responsible for developing strategies and plans for the implementation of new technology products, features, and projects; including various pilot projects for micro-transit services, transit mobile ticketing, and value-added services. He accomplished this by forming and leading cross-functional teams, while unitizing new operational processes he developed for the management and delivery of both technical and operational projects.

Senior Transportation Planner, TransLink, August 2017- July 2018

Mr. Cheng in his senior planner role at TransLink was responsible for the supervision of technical and administrative staff, the managing transportation planning and innovative mobility solution projects; these projects including the flexible transit services pilot program and the mobility management plans and strategies. He was instrumental in leading the initiation, planning, execution, and monitoring of the vanpool/carshare pilot project and the on-demand micro-transit trial. He helped further grow these programs by creating compelling fact-based funding justifications and working closely with both internal and external stakeholders (including the public and TransLink Board) to provide updates and gain valuable input from participants which allowed him to recommend solutions that best served everyone and make needed changes/expansions as desired.

Transportation Planner, TransLink, June 2014- August 2017

Mr. Cheng, as a planner for TransLink, developed, lead, and managed transportation planning projects and policies; including area transport plans, transportation system strategies, and municipal partner plans. He Developed the sub-regional multi-modal (including walking and cycling) transportation plans and numerous business cases and project charters to support such plans. He led the development of transit modal strategies and policies and was instrumental in providing critical recommendations based on his own research and analysis of the transportation network that allowed Executive Stakeholders to make informed decisions on different projects, programs, and local land use/development. Mr. Cheng was also in charge of managing the creation of a Fleet Propulsion Technology Decision Support Tool and Assessment.

Transportation Demand Management Officer, TransLink, July 2007- June 2014

Mr. Cheng's responsibilities as a demand management officer included developing, supervising, leading and managing outreach and marketing initiatives as well as various transportation and demand management programs; including individualized marketing initiatives, business, and school projects. He worked closely with partner municipalities and other stakeholders to develop collaborative transportation demand management strategies while identifying opportunities to implement new projects based on strategic needs.

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Education

M.A., Planning, University of British Columbia, 2010

Mr. Cheng received his Master's Degree in Regional and Community Planning with a specialization in transportation planning

B.A., Geography, Simon Fraser University, 2007

Mr. Cheng studied information Geography focusing on Spatial Information Systems and Sustainable Community Development

Professional Accomplishments

2019 – Certified Scrum Product Owner

2018 – Lean Six Sigma Green Belt