Ilia Bruns, PMP
Technical Consultant

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SUMMARY

Ms. Bruns brings over 13 years of experience managing and successfully delivering complex software projects in both the telecommunications and transportation industries. As the lead project manager for HART's Flamingo Fares™ electronic fare collection system, Ms. Bruns turned around a failing project, successfully bringing onboard a new vendor team and a revised implementation schedule for this regional project. She helps agencies implement their innovative technology solutions to achieve their unique project-specific goals through strong leadership and a deep understanding of blending agency needs within the constraints of chosen software solutions.

Ms. Bruns is highly organized with excellent communication and problem-solving skills. She brings a robust understanding of project implementation from initiation to operation and specializes in project management, business analysis, requirements gathering, schedule review, procedure and documentation creation, detailed testing, stakeholder management, risk management, project status creation and presentation.

PROJECT EXPERIENCE

2019 – Present

Next Generation Fare Collection System, Maryland Transportation Authority (MTA), Baltimore, MD

The MTA is currently replacing its existing card-based fare collection system with a new, account-based solution, which will include an open architecture design and an expansive retail network. CCG has provided technical requirements, procurement assistance and implementation support for the program.

Ms. Bruns has supported the MTA by capturing and tracking project action items, risks and design comments to ensure timely resolution of all issues. Leveraging her technical writing skills Ms. Bruns has also helped create and update various project documentation, including the Concept of Operations, Technical Specifications/Requirements, Evaluation Criteria, Evaluation Sheets, Group Evaluation summaries, etc. Leveraging her professional expertise, she has also reviewed vendor-supplied design documents to help identify and communicate system design issues.

2021 – 2022

Automated Fare Collection (AFC) 2.0 Implementation, Massachusetts Bay Transportation Authority (MBTA), Boston, MA

MBTA is currently replacing its aging card-based Charlie Card fare collection system with a new account based system that will enable customers to pay fares using contactless bank cards, agency-branded smartcards, and Near Field Communication (NFC) devices using both mobile wallets and closed-loop virtual media. CCG was contracted to serve as MBTA's primary fare collection technology consultant in 2019, to support system design and implementation.

Ms. Bruns was responsible for performing an in-depth gap analysis of the agency's fare verification initiative. This task included identifying the key risks and gaps within the current fare verification plan to inform MBTA stakeholders of the priority tasks that should be addressed to keep the project on schedule.

2021 – 2022	**Fare System Study, Utah Transit Authority (UTA), Salt Lake City, UT**
	The UTA was assessing potential options for their future fare collection system and its related components. CCG was tasked with identifying and recommending available fare collection solutions to the agency that best align with its strategic objectives and goals.
	Acting as the Deputy Project Manager, Ms. Bruns monitored and managed the project's schedule and costs to ensure all deliverables were produced on time and within budget. She assisted with the creation of various project deliverables including the Current State Analysis, Gap Analysis, Industry Review, Final Recommendation documentation and Technical Specification Gap Analysis.
2020 – 2020	**10-Year Fare Collection Outlook, Toronto Transit Commission, Toronto, Ontario, Canada**
	CCG developed a 10-Year Fare Collection Outlook with the Toronto Transit Commission. This 10-year outlook will guide the transit agency's fare collection system, policies, and governance over the next 10 years.
	To support this effort Ms. Bruns conducted seven peer-agency interviews, coupling key lessons learned with independent industry research to produce four deep dive papers. She also provided additional assistance for various project tasks, e.g., those related to the project's RFI, Future Direction and 10-Year Outlook deliverables.
2020 – 2021	**QUICKTICKET, Nashville Transit Authority (MTA), Nashville, TN**
	The MTA is currently implementing a new account-based electronic fare collection system to support its bus, rail, and paratransit services. To ensure a seamless project launch, the MTA hired CCG to develop a comprehensive set of Standard Operating Procedures SOPs to train employees on the operation of the new system as well as provide testing oversight.
	Ms. Bruns has been responsible for the creation of multiple SOPs, including those related to back-office operations, device maintenance and cash handling procedures. She has also assisted in the creation and execution of various test cases.
2020 – 2020	**TriMet Hop FastPass™ Fare Inspection Solution, TriMet, Portland, OR**
	TriMet is currently replacing its existing End of Life (EOL) fare inspection system with a new one-device solution that supports the inspection of all the agency's accepted fare media types (including open payments). CCG was hired to provide industry research, recommendations, technical specifications, and procurement support for the selection of the new system.
	To support TriMet Ms. Bruns performed industry research on over eight different technology providers, including detailed interviews, to fully understand each potential solution. Information was then summarized and presented to TriMet to assist the agency in determining what functionality and features they would like their future fare inspection devices to have. These insights were used to inform and guide the development of TriMet's fare inspection RFP.
2019 – 2020	**Next Generation Leap Card Payment System, NTA, Ireland**
	The Leap Card is Ireland's countrywide automatic fare collection system. Introduced to the public in 2011, this card-centric system allows users to travel on over 12 different transit operators within the country. To modernize the system in 2018, NTA hired Clevor and other vendors to help the agency plan for the next-generation fare collection system. Tasks included a worldwide industry assessment, on-call strategic advisory services, mobile application specification review, and payment system advisory services.
	As a project coordinator for Clevor, Ms. Bruns was responsible for doing in-depth research into current and future fare collection systems covering more than 15 different transit agencies across the globe.

She used her findings to help write portions of the group's in-depth industrial assessment and portions of their vendor SWOT analysis, helping NTA gain valuable insight into the latest AFC technology and lessons learned from peer agencies. She also helped create and design the questionnaire distributed to the different agencies to fully understand their complex vendor relationships and technical solutions. She assisted team members with in-person interviews and subsequent summarized findings, ensuring that the NTA received a complete picture of AFC options.

| 2018 – 2019 | **Flamingo Fares™ Fare Payment System, HART, Tampa, FL** |

The Flamingo system is a multi-jurisdictional electronic fare collection system, giving patrons from five different counties within the Tampa Bay region a single way to pay their fare. Flamingo utilizes a common set of APIs to integrate several types of payment methods and vendor equipment with the system. Users can pay using a scannable mobile application, closed-loop smartcards, or open payments such as Apple Pay, Google Pay, contactless credit cards, etc. Controlled by a highly configurable centralized back office, Flamingo was able to support all five agencies' dissimilar business rules to bring a seamless transit experience to the customer, while ensuring all entities were compensated correctly.

As the Project Manager for HART, Ms. Bruns was responsible for the overall management of the project, this included: schedule and budget creation and monitoring, issue/risk log updating and tracking, communication of project status to all project stakeholders, requirements gathering, business rule creation, overseeing of design and testing, vendor management and coordination, scope management, change order requests, and all procurement management. She managed multiple teams across numerous departments, agencies, and vendors to discuss and resolve complex project issues. When assigned Flamingo, the project had stalled. Ms. Bruns was able to successfully turn the project around by onboarding a new vendor team and delivering a new implementation schedule. This was accomplished through her strong leadership and a deep understanding of how to balance the agencies' needs within the constraints of the software solution.

PROFESSIONAL ACCOMPLISHMENTS

| 2016 | **PMP certification earned (PMP certification ID #1989165)** |

WORK HISTORY

| 2019 – Present | **Technical Consultant, Clevor Consulting Group** |

In October 2019, Ms. Bruns joined Clevor Consulting as a technical consultant where she has been working on various projects. Most recently she has been heavily involved in the group's NTA contract where she has conducted multiple in-depth agency reviews, created various templates to assist the team in complex data collection, assisted with in-person interviews and follow up, and helped write numerous summaries and analyses of various vendors and AFC solutions.

| 2018 – 2019 | **Project Manager I, HART** |

As a project manager for HART, Ms. Bruns oversaw the completion of all Flamingo Fares deliverables. When assigned the project, Flamingo had stalled. She was able to successfully turn the project around by onboarding a new vendor team and delivering a new implementation schedule. She was instrumental in the creation of the project's business and operating rules, bring together five different agencies and various vendors to produce documentation that was in accordance with each agency's individual processes and policies. She monitored the project's budget, reviewed and approved all Flamingo invoices. Ms. Bruns also produced, reviewed, and managed the project's schedule. She managed various stakeholders across different agencies, departments, and vendors to ensure

excellent collaboration between teams, facilitating the resolution of complex issues. She also constructed, designed, and created various status documents for differing project audiences to communicate project status, issues, and risks.

2010 – 2018
Professional-Software Delivery Project Manager, AT&T

As a project manager for AT&T, Ms. Bruns managed the delivery and completion of all assigned projects' deliverables, start to finish, while ensuring all relevant SOX, FCC, and internal company mandates, rules, regulations, and procedures were followed. She produced and updated all project planning deliverables. She created and continuously monitored all projects' budgets and schedules, took initiative action to ensure targets were met. She also generated and presented formal project status reports to stakeholders weekly. Ms. Bruns opened, evaluated, and tracked all project change requests. Ms. Bruns identified, monitored and adjusted various project risks for avoidance and/or mitigation as needed, ensuring all projects were delivered on time and within budget.

2008 – 2010
Specialist-Applications Developer-Application Tester, AT&T

Ms. Bruns created and executed both manual and automated application test cases. She helped clients create and define requirements and ensured said requirements were valid and testable. Ms. Bruns also created, logged, and tracked test case defects from identification to resolution, ensuring a quality product was delivered every time.

EDUCATION

2014
M.S., Management, Austin Peay State University

Ms. Bruns studied management, focusing on competitive advantages of non-market strategies

2008
B.S., Information Science and Technology, University of Missouri Rolla

Ms. Bruns studied information Science and Technology, focusing on human and computer interactions