# Lacey Schaich, PMP





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#### SUMMARY

Ms. Schaich started working in the automated fare collection (AFC) industry in 2010 as a public servant, and in 2016 she moved into AFC consulting. Ms. Schaich specializes in supporting transit operators through fare collection system design, development, and implementation, with a strong emphasis on operations. She is highly experienced in creating standard operating procedures (SOPs) that blend agency policies and processes with their new AFC technology. Ms. Schaich understands the operating challenges that transit agencies face when introducing and transitioning to new AFC systems, and her expertise allows her to dive into complex front-end customer solutions with a focus on the end user.

# PROJECT EXPERIENCE

2023	<ul> <li>Next Generation Fare Collection System, Maryland Transportation Authority (MTA), Baltimore, MD</li> <li>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.</li> <li>Ms. Schaich has supported the MTA by reviewing requirements and assisting with the design of their customer website, Call Center, Front Counter, and TVM systems.</li> </ul>
2022	<b>Connect Card Fare Payment System, Spokane, Washington STA Project</b> The STA launched the Connect Card and mobile app in 2022 across the Spokane, Washington region. Ms. Schaich worked with the vendor (INIT) and agency staff to develop SOPs for the Connect Card Call Center and Customer Service Center. Ms. Schaich also provided Customer Service Training.
2021	<b>PRONTO Fare Payment System, San Diego, California MTS Project</b> The MTS are in the process of implementing a new account-based AFC system and mobile app, PRONTO, replacing their card-based system, Compass Card. PRONTO is integrated on two operators' systems and supports bus and rail. As part of the project, the customer website features an online application to change an adult PRONO card to a reduced fare card. Students at UC San Diego and San Diego State, among other universities, receive their transit benefits through the mobile app.
	Ms. Schaich provided consulting and procedures for the PRONTO Fare Program in San Diego. Ms. Schaich worked with the vendor (INIT) and agency staff to develop SOPs for the PRONTO Call Center, Ticket Office, and Institutional Fulfillment. She also worked with marketing and customer service departments to develop institutional partner handbooks and quick guides.
2020	QuickTicket Fare Payment System, Nashville, Tennessee WeGo Project 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 SOPs to train employees on the operation of the new system as well as provide testing oversight.

As a subcontractor to CCG, Ms. Schaich provided consulting and procedures for the QuickTicket Program in Nashville. Ms. Schaich worked with the vendor (INIT), CCG, and agency staff to develop SOPs. She created SOPs for the QuickTicket Call Center and Customer Service Center. Ms. Schaich also provided Customer Service Training support to CCG.

#### 2016 – 2020 Hop Fastpass<sup>™</sup> Fare Payment System, Portland, Oregon, TriMet Project

Launched in the summer of 2017, the Hop fare collection system was delivered on schedule and under budget and pushes both technical and policy boundaries within the industry. The first truly open architecture system of its type, a common set of agency-controlled APIs are used to integrate equipment and systems from nine 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. 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.

As a technical consultant for the Hop Fastpass Program for TriMet, Ms. Schaich worked with the vendor (INIT) and agency staff to develop SOPs. She created SOPs for the Hop Fastpass<sup>®</sup> Call Center, TriMet Customer Support Center's front counter, institutional fulfillment back-office, and related programs (e.g., Low Income Fare), as well as Ticket Offices for Partner Agencies, TriMet's Paratransit Services (LIFT), and associated IT and Fare Revenue departments. She also developed Transition Plans & Procedures for the transition of TriMet programs from using paper products to the new Hop Fastpass. Ms. Schaich also provided Customer Service Training and developed materials for training staff on the system, policies, and procedures.

### 2018 – 2019 Flamingo Fares Electronic Fare Payment System, Tampa, Florida HART Project

The Flamingo Fares Tampa Bay brings a new electronic payment system to the region that allows riders to pay their transit fare using a reloadable smart card or smartphone app. Counties currently participating in Flamingo Fares include Hernando (The Bus), Hillsborough (HART), Pasco (PCPT), Pinellas (PSTA), and Sarasota (SCAT).

As a technical consultant for the Flamingo Fares Card, Ms. Schaich worked with the vendor (INIT) and agency staff to provide technical, operational, and policy support. Ms. Schaich developed SOPs for Customer Service, the Call Center, and Maintenance/Operations.

#### 2018 HOLO Electronic Fare Payment System, O'ahu Transit Services & Honolulu Authority for Rapid Transit, Honolulu, HI

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.

As a technical consultant for the HOLO Card, Ms. Schaich worked with the vendor (INIT) and agency staff to test the system and develop Standard Operating Procedures (SOPs) for Customer Service at OTS and at the Satellite City Halls, the Call Center, the Retail Network, and Maintenance/Operations.

# 2010 – 2016 Connect Card Electronic Fare Payment System, Sacramento Area Council of Governments (SACOG)

The Sacramento region is implementing their first card-based AFC system on both bus and light rail. The INIT-developed electronic fare collection system is integrated with nine transit operators



(Sacramento Regional Transit, El Dorado Transit, e-Tran, Folsom Stage Line, Roseville Transit, Placer County Transit, Sacramento County Transit LINK, Yolobus, and Yuba Sutter Transit).

Over five years, Ms. Schaich served as Project Manager and Project Coordinator, managing a project team and Consortium of nine transit operators to design, develop, and implement the Sacramento region's new electronic fare collection system. The multi-year, multi-jurisdiction project involved Ms. Schaich's significant collaboration with partners, stakeholders, consultants, vendors, and elected officials on the project's design & development, fare policy, operating procedures, and coordination & outreach. She also managed vendor procurement and contracts, organized the partners and business rules, and performed training and outreach. Ms. Schaich was integral in the development and implementation in a new consumer website, transit agency customer service software, hardware on all vehicles and at all agencies, an Interactive Voice Response (IVR) phone system, on-board surveys, marketing, and outreach.

# PROFESSIONAL ACCOMPLISHMENTS

2015

**Project Management Professional (PMP) Certification, Project Management Institute** Ms. Schaich maintains her current certification (PMP certification ID #1813096).

# WORK HISTORY

# 2022 – Present Technical Consultant, Clevor Consulting Group

Ms. Schaich joined CCG in 2022 as a seasoned Technical Consultant. Her experience and familiarity with the CCG team and current projects is borne from her tenured performance as a certified DBE and WBE subcontractor for Clevor Consulting Group. She specializes in project management, project coordination and SOPs and offers technical, operational, and policy support as needed.

## 2016 – 2022 Principal & Owner, Schaich Consulting

In 2016, Ms. Schaich founded Schaich Consulting, a sole proprietorship certified as a Disadvantaged Business Enterprise (DBE) and Women Business Enterprise (WBE) in states across the country. After moving to Portland, Oregon from Sacramento, California, Ms. Schaich opened her own firm focused solely on supporting transit agencies through AFC system development and implementation. Ms. Schaich developed a niche creating comprehensive and easy to use SOPs for transit agency staff working at the front counter, call center, back-office, paratransit, and business office. Ms. Schaich supported transit operators and developed SOPs for agencies from Hawaii to Florida.

#### 2010 – 2015 Project Coordinator & Project Manager, Connect Transit Card, SACOG

Ms. Schaich coordinated and/or managed all aspects of the Sacramento region's first AFC system, including regional fare payment policies, technical development, contracts, vendors, policies, communication, outreach, maintenance, processing, and controls with a small project team. Ms. Schaich led a coalition of nine transit operators and a regional planning agency through development, testing, and into implementation. She was specifically focused on the customer-facing components: customer website, IVR, card design/branding, hardware, and operations. Ms. Schaich performed training and outreach to agency staff, executives, members of the public, and elected officials.

#### 2006 – 2015 Active Transportation Team Leader/Transportation Planner, SACOG

Ms. Schaich served as Active Transportation Manager at the Regional Transportation Planning Agency, managing bicycle/pedestrian projects, policies, and plans for the Sacramento region, several multi-disciplinary regional advisory committees, and biennial regional funding programs of \$5-17 million. She began her career as a regional transportation planner, developing and providing outreach on the long-range Metropolitan Transportation Plan.



# EDUCATION

# 2014 M.A., Organizational Leadership, Gonzaga University Ms. Schaich studied Organizational Leadership while working full-time on the Connect Card project at SACOG.

# 2006 Bachelor of Arts Political Science, University of California, Davis

Ms. Schaich studied Political Science as well as Community & Regional Development and Environmental Policy Analysis.