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SUMMARY

Mr. Tucker has 25 years of experience as a team leader and Program Manager, 10 years leading fare collection at TriMet, including six overseeing the implementation of TriMet’s new world-class electronic payment system, and six years as co-founder and Principal at Clevor Consulting Group. He is known as an industry expert in program managing transport payment system projects from concept through implementation, including procurement, establishing intergovernmental agreements, policy development, design review, partner integrations, testing, launch planning, marketing and communications, and system operations.

PROJECT EXPERIENCE

2023 – Present

Next Generation Go To Card, Metro Transit, Minneapolis-St. Paul, MN

CCG has been working with Metro Transit since 2021, initially to assess the current system, provide recommendations on a future fare collection solution, and evaluate system procurement options. Working with a broad range of agency stakeholders, CCG assessed the current fare collection system and identified gaps in meeting the agency’s needs. Based on this assessment, and results of a peer agency and industry review, CCG developed and evaluated technology options for a future fare collection system that would achieve the established objectives. In 2023, CCG was awarded a subsequent contract to provide design and deployment support for a next generation fare collection system for the region. Mr. Tucker has been assisting with procurement planning, contract negotiations, project planning, and marketing and communication planning. Chris will continue to support Metro Transit and support the deployment of an upgraded fare collection system.

2023 – Present

New Jersey Transit (NJT), Newark, New Jersey

New Jersey Transit, the third largest transit agency in the U.S., onboarded CCG to develop a Fare System Business Plan to assist with agency a long-term fare system strategy. Mr. Tucker guided the project team through a Current State Assessment, Peer Review, Industry Review and Preliminary Procurement Planning.

2021 – Present

PRESTO, Metrolinx, Toronto, CA

Metrolinx manages PRESTO, one of the largest and most complex fare systems in North America that serves 11 transit agencies, including the TTC, the third largest transit agency in North America. Metrolinx tasked CCG with leading the development of the latest in account-based Automated Fare Collection Solution (AFCS) specifications to replace the first-generation PRESTO system. Mr. Tucker is the CCG project manager leading the RFP issuance and vendor selection, including evaluations and contract negotiations.

2021 – Present

Key 2.0, Southeastern Pennsylvania Transportation Authority (SEPTA), Philadelphia, PA

SEPTA is in the process of replacing the Key 1.0 electronic fare collection system. The purpose of this project is to improve the system functionality delivered to both customers and agency stakeholders and include the latest in fare collection system innovation, features, and functions. CCG’s role in the project was to develop a comprehensive Concept of Operations, a full set of technical specifications to replace the Key 1.0 system, RFP procurement planning, RFP issuance and support, and contract negotiation through Notice-to-Proceed. Chris led the procurement planning and RFP support, was a

key technical SME in the development of the specifications and is currently supporting procurement related tasks.

2020 – Present

PRESTO Card, Toronto Transit Commission (TTC), Toronto, Canada

The TTC is the largest transit agency participating in PRESTO’s card-based system and hired CCG to complete a 10-year strategic plan to lay out a roadmap for its participation in the future fare system. These tasks covered essential areas such as a current system review, payment landscape review, peer reviews, RFI, gap analysis, options analysis, implementation plan, financial estimates, a full ConOps, detailed business case, and executive briefings. In 2023, TTC rehired CCG to complete a full ConOps and Business Case, and Mr. Tucker continues serving as the project manager.

2020 – Present

QUICKTICKET, Nashville Transit Authority (MTA), Nashville, TN

The MTA is in the process of implementing a new account-based electronic fare payment system to support bus, rail, and paratransit services. To ensure a seamless project launch, the MTA asked Mr. Tucker to lead his team through the development of a comprehensive list of Standard Operating Procedures (SOPs) to ensure training and public launch are a success. In addition, Mr. Tucker led the review of an interagency agreement for other agency partners to join the QUICKTICKET system, as well as full system integration testing.

2020 – Present

CharmPass, Maryland Transportation Authority (MTA), Baltimore, MD

The MTA is in the process of a full system replacement of the existing card-based fare collection system. The new system will be a modern, account-based fare collection system with open architecture and an expansive retail network. Mr. Tucker has led the MTA through capturing all technical requirements for the system, all aspects of the RFP, and contract documents, including a procurement strategy, bid sheets, evaluation criteria, and pricing sheets, and is currently supporting design review and implementation.

2019 – Present

Ventra 3.0, Chicago Transit Authority (CTA), Chicago, IL

The CTA is in the process of upgrading the Ventra electronic fare payment system to support true open architecture, along with back office and customer-facing system upgrades. Mr. Tucker assisted with the design review of customer-facing system enhancements including the website, TVMs, and the CRM system, as well as project implementation planning and approach.

2019 – Present

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

MBTA is in the process of replacing its aging Charlie Card fare collection system with a modern 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. Mr. Tucker is the Fare Collection Project Manager, leading the consultancy team through all technical design and implementation tasks.

2018 – Present

Honolulu Fare System, Honolulu Authority for Rapid Transportation (HART), Honolulu, HI

The Honolulu Authority for Rapid Transportation, the City and County of Honolulu, and Oahu Transit Services implemented a new account-based fare payment system to support bus, rail, and paratransit services. Mr. Tucker supported operations planning, KPI development, customer support marketing and communications, call center training, and pilot launch operations. The implementation strategy and technology solutions were customized to meet the unique needs and customer base of Honolulu.

2018 – Present	<p>Clipper® Fare Payment System, Metropolitan Transportation Commission (MTC), San Francisco, CA</p> <p>The Clipper® fare payment system provides seamless fare payment across 22 agencies serving 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 for project organization and the design and implementation of a next generation mobile app that drastically changed the way customers use the Clipper system.</p>
2018 – 2023	<p>Flamingo Fare Payment System, Hillsborough Area Regional Transit (HART), Tampa, FL</p> <p>The Hillsborough Area Regional Transit, and two other regional transit agencies implemented a new account-based fare payment system to support bus and paratransit services. Mr. Tucker assisted HART in a full project assessment, testing and implementation, phase 2 open payments launch, and Final System Acceptance. Brought on to fulfill a Program Manager role, Mr. Tucker strategically guided the agencies through contract negotiations, procurement, back-office architecture changes, integrated testing, and project restructuring, where needed.</p>
2018 – 2020	<p>SmarTrip® Mobile App and Fare System Strategy, Washington Metropolitan Area Transit Authority (WMATA), Washington, DC</p> <p>As of 2019, WMATA’s SmarTrip® fare payment system, one of the first of its type in the U.S., is 20 years old. Mr. Tucker assisted WMATA in the design of a mobile app, as an initial step towards modernizing their fare collection operation. Mr. Tucker also assisted WMATA in structuring procurements, as well as designing an approach for the introduction of modern payment technology without disruption to ongoing operations.</p>
2016 – Present	<p>Next-Generation ORCA Fare Payment System, Sound Transit, Seattle, WA</p> <p>Like 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. 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.</p>
2013 – 2017	<p>TriMet Ticket Machine Refurbishment and Maintenance, TriMet, Portland, OR</p> <p>After expediting vendor deliverables, the retrofit project was completed on time and on budget. Mr. Tucker 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 nineties. 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%.</p>
2011 – Present	<p>Hop Fastpass® Fare Payment System, TriMet, Portland, OR</p> <p>This innovative, truly open architecture system uses a common set of agency-controlled APIs that integrate equipment and systems from over 10 different vendors. 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. Mr. Tucker led the scope development, contract negotiations, a Concept of Operations, peer and industry reviews, fare policy changes, bi-state intergovernmental agreements, and all vendor RFPs. Following the award, Mr. Tucker led the design and implementation of every aspect of the system. In, 2017, this \$35M regional, bi-state fare collection system was delivered on schedule and under budget.</p>

PROFESSIONAL ACCOMPLISHMENTS

2021	APTA Emerging Leaders Program Mentor
2018	Co-Founded Clevor Consulting Group
2018	1st place APTA AdWheel Award for the Hop Fastpass® electronic fare system
2017	Graduated one of 25 transportation professionals chosen for prestigious National APTA Leadership Program
2013	1st 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 2nd 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)

WORK HISTORY

2017 – Present	<p>Principal, Clevor Consulting Group</p> <p>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.</p>
2011 – 2017	<p>Director, Revenue Operations & Electronic Fares, TriMet</p> <p>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.</p>
2007 – 2011	<p>Manager, Customer Service and Projects, TriMet</p> <p>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%.</p>
1997 – 2007	<p>Operations Area Manager, AT&T Wireless</p> <p>In 2001, Mr. Tucker led the operations of a 600-person contact center. He managed the Systems and Reporting Analysts, Developers, Schedulers, Timekeepers, Payment Fraud Teams, and 12 teams of accounts receivable and customer service staff.</p>

EDUCATION

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| 2017 | APTA Leadership, American Public Transportation Association, Washington D.C. |
| 2009 | Master's Business Administration, University of Phoenix, Portland, OR
Mr. Tucker earned his MBA, maintaining a 3.84 GPA and leading class projects, while working full-time as a Manager at TriMet. |
| 1998 | Bachelor of Science Business Administration and Human Resources, Portland State University, Portland, OR
Mr. Tucker double majored in Business Administration and Human Resources within the School of Business. |