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SUMMARY

Mr. Cheng brings over 17 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, financial analysis 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 broad understanding of transit's unique challenges and opportunities. As CCG's Project Manager he also specializes in transit policy and policy creation, project planning and management, MAAS solutions, financial analysis and forecasting, strategic transit planning, service licensing, contract negotiations, and procurement procedures.

PROJECT EXPERIENCE

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| 2025 – Present | Fare Payment System Program Consultant, Calgary Transit, Calgary, Alberta, Canada
Mr. Cheng has been supporting Calgary Transit as the project manager of their fare payment system program consultant project since January 2025. The project includes a current system assessment, recommendations for the future fare collection solution, a governance review and business case, and technical specifications. The goal is to bring all the agency's current fare collection systems under one integrated solution and provide a seamless experience for customers. As the project manager for the project, Mr. Cheng is leading the development of a comprehensive fare strategy and a procurement and implementation roadmap. After the completion of those two deliverables, Mr. Cheng will manage the development of the request for proposal, including leading the agency through requirements gathering and other procurement tasks. |
| 2024 – Present | Industry Scan, Independent Cost Estimate, and Procurement Lead Advisory Services, TransLink, Vancouver, BC, Canada
CCG has been working with TransLink since 2024 to prepare the agency for the Compass Modernization Program. In 2024, CCG completed an industry scan and an independent cost estimate for the next AFC procurement. Mr. Cheng was the lead for the development independent cost estimate, drawing from his experience developing independent cost estimates for other agencies. Mr. Cheng also participated in the development of the industry scan, contributing and reviewing content for the deliverable. In 2025, CCG was awarded a contract for the procurement lead advisory services. As the project manager, Mr. Cheng is responsible for facilitating workshops, including developing workshop materials, and supporting the development of the procurement plan, in addition to managing the project. |
| 2021 – Present | Fare System Assessment, and Design & Deployment Support of 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. Cheng serves as the program manager for this contract, responsible for leading and facilitating the submission of deliverables, managing budgets, and overseeing program schedules. Mr. Cheng will continue to support the deployment of an upgraded fare collection system.

2020 – Present

10-Year Fare Collection Outlook, Business Case, and System Implementation, Toronto Transit Commission, Toronto, Ontario, Canada

CCG is currently working with the Toronto Transit Commission to develop a business case which will help determine the future technology and operations of the fare collection system. Mr. Cheng is leading the creation of a Concept of Operations and is responsible for evaluating the capital and operating cost between different alternatives. CCG previously led the development of the 10-year fare collection outlook report which helped guide the transit agency’s fare collection system, policies, and governance over the next 10 years. As the 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.

2020 – Present

Mobility Integration Platform (MaaS)—IndyGo, Indianapolis, Indiana

The Federal Transit Administration (FTA) awarded IndyGo, in partnership with CIRT, Pacers Bikeshare, and the Central Indiana Community Foundation’s Personal Mobility Network, an Accelerating Innovative Mobility (AIM) grant. The “Mobility Concierge Program” is part technological solution and part customer service solution. The primary objective of the Mobility Concierge Program is to provide a service designed to facilitate trip planning, booking, and payment across multiple modes and service providers using a mobile application. As part of this initiative, the agency hired CCG to provide subject matter expertise in mobility as a service (MaaS) solutions to help the agency develop an integration framework and technical requirements that allows their riders to plan, book, and pay for mobility services within Indianapolis. CCG is assisting IndyGo in successfully navigating policy, planning, governance, multi-modal payment products and architecture, payment settlement and revenue reconciliation, testing, implementation, customer services, security, alternative ways to collect fares under an integrated account-based fare collection system and resources to launch and sustain the program. Mr. Cheng is the Project Manager on this project and is responsible for managing project deliverables, budget, and timeline. Mr. Cheng has organized and facilitated workshops with project stakeholders to capture stakeholder feedback and has developed the current system review and industry review for IndyGo. After developing the technical alternatives analysis and evaluation for each integration partner, Mr. Cheng developed an integration framework and led the creation of the technical specification for the demonstration project.

2020 – Present

Key 2.0 RFP Development, Fare Policy Analysis, and System Implementation — SEPTA, Philadelphia, Pennsylvania

SEPTA is in the process of replacing its Key electronic fare collection system, first launched in 2016. The purpose of this system replacement, internally known as Key 2.0, is to improve the system functionality and features delivered to both customers and agency stakeholders, while increasing system reliability. CCG was tasked with developing a Concept of Operations, followed by a full Needs Assessment, Financial Analysis, Technical Specifications, a Procurement Plan, and supporting all

aspects of RFP issuance. CCG is also leading the agency through a top to bottom fare policy review and simplification. This will result in the issuance of a comprehensive fare collection system replacement RFP, and a new path forward for fare policy. As the Deputy Project Manager, Mr. Cheng is the main contact for the agency, responsible for project management activities such as organizing and leading meetings, maintaining project schedules, and providing regular status updates to the client. Mr. Cheng is the lead contributor for the Concept of Operations, Capital Cost Analysis, and pricing proposal form. Mr. Cheng is also a contributor on the Procurement Plan, fare policy review and technical specifications. Mr. Cheng is currently supporting the agency in the deployment of the new system.

2020 – Present

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

The MTA is working to upgrade or replace its current fare collection system as the current system is reaching end-of-life. Mr. Cheng led the development of the capital cost estimates and annual financial forecasts 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.

2019

Loyalty and Rewards Program, Portland, OR

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.

2018 – 2022

Flamingo Fare Payment System, Hillsborough Area Regional Transit (HART), Tampa, FL

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. 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.

2018 – 2020

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

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 years 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.

2018 – 2019	FlexLA, Los Angeles, CA FlexLA is a partnership between moovel NA, FASTlink DTLA, a non-profit advocacy group, and LADOT, the local public transportation agency. 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. 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.
2016 – Present	Next-Generation ORCA Fare Payment System, Sound Transit, Seattle, WA 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.

PROFESSIONAL ACCOMPLISHMENTS

2019	Certified Scrum Product Owner
2018	Lean Six Sigma Green Belt

WORK HISTORY

2019 – Present	Project Manager, Clevor Consulting Group Mr. Cheng joined Clevor Consulting Group as a Technical Consultant in 2019 and has since been promoted to the role of Project Manager. His project management experience with CCG includes a variety of planning projects, electronic fare payment implementation tasks, and high-profile deliverables for agencies such as SEPTA, the MTA, IndyGo, HART, WMATA, Met Council, and TTC. Mr. Cheng is experienced and efficient in managing technology projects for both the private sector and national transit agencies.
2018 – 2019	Planning and Operations Manager, moovel 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.
2017 – 2018	Senior Transportation Planner, TransLink 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.

2014 – 2017

Transportation Planner, TransLink

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.

2007 – 2013

Transportation Demand Management Officer, TransLink

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.

EDUCATION

2010

M.A., Planning, University of British Columbia

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

2007

B.A., Geography, Simon Fraser University

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