

# Memorandum

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**To:** Board of Directors

**From:** Debra A. Johnson, General Manager and CEO

**Date:** August 21, 2024

**Re:** **APTA Paratransit Peer Review Final Report and Next Steps**

This memorandum serves to update the Board of Directors about RTD's recently completed Paratransit Peer Review — facilitated by the American Public Transportation Association (APTA) — outline the panelists' observations and recommendations, as well as communicate staff's next steps for engaging with stakeholders and customers. Included with this memorandum is the final peer review report, which was transmitted to me on Wednesday, August 7, 2024, and relevant page numbers are cited herein.

## Background

On Tuesday, February 27, 2024, I commissioned a peer review of RTD's paratransit service delivery, to be conducted by subject-matter experts (see p. 14, *Peer Review Report*). APTA convened the peer review panel, which included a geographical representation of panelists from across the country. During the course of the months-long thorough review, the panelists leveraged their expertise and professional experience to assess both RTD's Access-a-Ride (AaR) service, the agency's complementary American with Disabilities Act (ADA) paratransit service, and RTD's Access-on-Demand (AoD) premium supplemental paratransit service.

The overarching goal of the peer review was to help the agency better understand strengths and opportunities, with respect to both ADA complementary paratransit and premium supplemental on-demand service, and to note potential improvements that support long-term sustainability. The panel conducted a review of RTD's paratransit operations to identify (1) best practices employed by similar transit agencies, including for demand-response programs; (2) model program parameters, including responsible cost controls and sound customer-facing processes; and (3) software, hardware, or other tools to ensure optimal service performance and program cost-effectiveness (see p. 2).

The on-site portion of the review was conducted between May 20 and 24, 2024. In advance of the on-site visit, RTD provided the panelists with documentation for their edification. While on-site at RTD facilities, the panelists assessed RTD's paratransit operations through further documentation review, field observations, and a series of briefings and interviews with agency staff, contractors, paratransit customers, and community stakeholders. The final report, included herein, formalizes the panelists' observations and recommendations.

## Observations and Recommendations

The report outlines several observations and recommendations for RTD's consideration (see p. 4). It is important to emphasize that the agency must first individually assess each recommendation and determine its viability within the agency's operating environment. Any policy changes related to RTD's paratransit service delivery will be brought to the Board for its consideration. Operational modifications will be communicated for the Board's awareness.

The peer review panelists recommended three overarching initiatives to strengthen RTD's paratransit service (see p. 1).



- Develop a clearly stated vision for paratransit as a whole to guide priorities in the AaR and AoD services
- Refresh the AoD program structure to create a financially sustainable option that serves customer needs
- Leverage technology and process improvements to streamline daily work to improve staff efficiency, reallocate staff to more impactful work, deliver better service, and reduce costs

Additionally, the panel recommended multiple actions to enhance RTD's paratransit services. The following list is a recommendation summary which is included in the full report:

1. Empower RTD staff and contractors to set boundaries on the AoD service in alignment with the service mission
2. Create a technology and data strategy; add internal IT staff
3. Reduce compliance exposure by evaluating service area "donut holes;" reevaluate enabling legacy customers/addresses outside the 3/4-mile fixed-route service area; and review fare policy to Denver airport
4. Evaluate AaR reporting standards for on-time performance and conduct regular checks on data/parameters used for key performance indicator reporting
5. Identify an "empowered owner" of paratransit who can get into details and lead on policy
6. Implement software that can automate tasks like enforcing trip caps across all AoD providers to reduce manual oversight of the AoD program
7. Review contractor management processes and requirements to improve service and streamline operations

### **Next Steps and Timeline**

During next month's Operations, Safety, and Security Committee meeting on Wednesday, September 11, 2024, staff will share a high-level briefing about the final report and outline the agency's next steps. The briefing will set the stage for a more thorough, in-depth presentation that will be provided during the full Board meeting on Tuesday, September 24. In support of a comprehensive customer, stakeholder, and community outreach plan, the following timeline has been developed by staff.

#### **August 2024**

- Develop a comprehensive communications and engagement plan that focuses on all identified audiences, including paratransit customers and stakeholders
- Create a communications toolkit that includes presentation materials, call center scripts, talking points, frequently asked questions (FAQs), media releases, and web and social media content

#### **September 2024**

- Individually review each recommendation, assess its feasibility, and determine if it is an operational modification or policy-based adjustment
- Present the peer review recommendations and outline next steps during the September 24 Board meeting
- Update RTD's paratransit website to include information about the observations, recommendations, and the agency's next steps
- Launch a survey(s) to garner feedback from current paratransit customers and industry partners
- Solicit feedback from RTD's customer advisory committees, including the Advisory Committee for People with Disabilities (ACPD), Access-a-Ride Paratransit Advisory Committee (APAC), and the Citizens Advisory Committee (CAC)
- Initiate in-person and virtual feedback meetings for paratransit customers

#### **October 2024**

- Close feedback surveys and conclude public engagement efforts



- Develop final policy recommendations for the Board's consideration and identify implementation timelines

**November 2024**

- Share all customer feedback received with the Board
- Take policy-related recommendations to the Board for consideration

**December 2024 – May 2025**

- Staff work to adopt recommendations and effectuate all Board-adopted modifications
- Implement major operational adjustments as part of the May 2025 Service Changes

As previously mentioned, the recommendations are in the process of being assessed to determine what may be feasible for RTD to consider implementing. Staff will continue to be highly communicative with the Board of Directors, customers, stakeholders, and the community in the coming months. The agency remains committed to identifying areas for potential improvement and implementing programmatic modifications to the Access-on-Demand premium supplemental service that will support equity and sustainability.

Should any Director have feedback or additional follow-up questions related to this topic, please contact me directly.

Thank you.



AMERICAN PUBLIC TRANSPORTATION ASSOCIATION

## PEER REVIEW REPORT

1300 I Street, NW, Suite 1200 East, Washington, DC 20005

Paul P. Skoutelas, president and CEO

### FINDINGS OF THE APTA PEER REVIEW PANEL ON

## ACCESS-A-RIDE AND ACCESS-ON-DEMAND PARATRANSIT

AT

## DENVER REGIONAL TRANSPORTATION DISTRICT

May 20–24, 2024

**Executive summary:** The APTA Peer Review Panel was convened at the request of Denver RTD General Manager and CEO Debra A. Johnson to review the agency’s paratransit services: the traditional paratransit service, Access-a-Ride (AaR), and the Access-on-Demand (AoD) service. The review was held May 20–24, 2024, at RTD’s offices and facilities through a documentation review and interviews with RTD management, staff, contractors and community stakeholders. The peer review panelists have experience and expertise regarding paratransit and on-demand operations at their agencies (Pinellas Suncoast Transit Authority, New York City Transit and Orange County Transportation Authority).

RTD requested a top-down review of the agency’s paratransit operations and specifically asked the panel to 1) identify best practices employed by similar transit agencies, including for paratransit demand-response programs; 2) identify model program parameters, including responsible cost controls and sound customer-facing processes; and 3) identify software, hardware or other tools to ensure optimal service performance and program cost-effectiveness.



Courtesy of Denver RTD

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## Peer review team

The following panel of industry peers, composed of individuals from the public transit sector with executive industry leadership skills and paratransit expertise, was assembled to provide advice, guidance and best practices on this peer review:



**BONNIE EPSTEIN**  
Director of Mobility Services  
Pinellas Suncoast Transit Authority  
St. Petersburg, Florida



**JACK GARATE**  
Department Manager, Specialized Transit Services  
Orange County Transportation Authority  
Los Angeles



**CHRIS PANGILINAN**  
Chief of Operations Planning  
New York City Transit  
New York City



**LISA JERRAM**  
Senior Director, Bus Operations and New Vehicle Technologies  
American Public Transportation Association  
Washington, D.C.

## **Peer review panel biographies**

### **Bonnie Epstein**

Bonnie Epstein started at PSTA in 2015 in the Planning Department, working on amenity projects, GIS mapping and managing PSTA's Mobility on Demand Programs. In May 2020, Epstein became the Director of Mobility Services. The Mobility Team manages PSTA's ADA paratransit program, the Transportation Disadvantaged Program and Mobility on Demand programs. Under her management, the Mobility Team rebranded PSTA's ADA paratransit service to PSTA Access and introduced a new eligibility process that gives riders a better understanding of the services PSTA offers, including the Mobility on Demand program, which provides paratransit riders on-demand service. Over the past three years, ridership on Mobility on Demand has expanded, and now two-thirds of all paratransit trips are taken on demand, saving PSTA over \$20,000 each month.

### **Jack Garate**

Jack Garate is the Specialized Transit Services Department manager for the Orange County Transportation Authority. He leads a team responsible for the service and contract oversight of paratransit and microtransit services, transit training, vanpool operations and several community transportation programs, including the senior mobility program and senior nonemergency medical transportation. He has more than 20 years of transportation experience in the public and private sectors.

### **Chris Pangilinan**

Chris Pangilinan currently serves as Chief of Operations Planning at New York City Transit. In this role, he oversees bus and subway planning, scheduling, and data analysis for a fixed-route system that provides 7 million rides per day. Prior to May 2024, Pangilinan was vice president of paratransit at NYCT, leading the team responsible for facilitating 37,000 daily scheduled trips across a dedicated fleet, non-dedicated taxis, and a growing on-demand program. Pangilinan has also held roles at Uber, TransitCenter, USDOT and the San Francisco MTA.

### **Lisa Jerram**

Lisa Jerram is senior director of bus operations and new vehicle technologies at APTA. She manages APTA's committees for bus operations, maintenance, BRT and zero-emission buses, as well as other initiatives related to bus transit. She also manages APTA's Bus Standards program, and in that role she has overseen development of an electric bus procurement standard, a battery bus charger RFP standard and other ZEB-related standards. She has more than 20 years of experience advocating for and analyzing sustainable transportation technologies and systems.

# Access-a-Ride and Access-on-Demand Paratransit at Denver Regional Transportation District

## 1. Summary of panel recommendations

The panel recommended three high-level strategic initiatives to strengthen RTD's paratransit service:

- Develop a clearly stated vision for paratransit as a whole to guide priorities in the AaR and AoD services.
- Refresh the AoD program structure to create a financially sustainable option that serves customer needs.
- Leverage technology and process improvements to streamline daily work to improve staff efficiency, reallocate staff to more impactful work, deliver better service and reduce costs.

The panel then recommended a number of actions to address RTD's needs for paratransit service including:

- Empower RTD staff and contractors to set boundaries on the AoD service in alignment with the service mission.
- Create a technology and data strategy; add internal IT staff.
- Reduce compliance exposure by evaluating service area "donut holes;" reevaluate enabling legacy customers/addresses outside the 3/4-mile fixed-route service area; and review fare policy to Denver airport.
- Evaluate AaR reporting standards for on-time performance and conduct regular checks on data/parameters used for key performance indicator reporting.
- Identify an "empowered owner" of paratransit who can get into details and lead on policy.
- Implement software that can automate tasks like enforcing trip caps across all AoD providers to reduce manual oversight of the AoD program.
- Review contractor management processes and requirements to improve service and streamline operations.

The full report contains many more observations and recommendations. The panel hopes these recommendations will help to further strengthen RTD's paratransit operations and service.

## 2. Methodology

This APTA peer review was requested by Denver RTD General Manager and CEO Debra A. Johnson in a February 27, 2024, letter. The letter requested that the APTA Peer Review Panel provide an independent review of RTD's complementary paratransit service, Access-a-Ride, and its Access-on-Demand program, to help the agency better understand its strengths and opportunities with respect to paratransit service delivery and to identify areas for potential improvements.

The letter from Ms. Johnson requesting this peer review is attached as Appendix A.



## FINDINGS OF THE APTA PEER REVIEW PANEL

A panel of industry peers was assembled. The panelists arrived in Denver on May 20, 2024, and the peer review was conducted on-site at RTD's facilities May 20–24, 2024.

In advance of the on-site review, RTD provided the panelists with relevant documentation for review. While on-site at RTD facilities, the panelists conducted their assessment of RTD's paratransit operations through further documentation review; field observations; and a series of briefings and interviews with staff, contractors and paratransit community stakeholders.

The peer review team presented preliminary findings to RTD on May 24, 2024. This report formalizes those findings.

### 2.1 Scope and objectives

The APTA Peer Review Panel was asked to provide an independent review of RTD's Access-a-Ride program as a whole, including but not limited to:

- the program's overall structure;
- the contracted service delivery model;
- service performance monitoring and audit processes;
- the program's service performance and cost-effectiveness, including a review of per-boarding subsidies, average fare costs, annualized program costs and future costs based on projected growth;
- cost controls and contract structures; and
- adherence to federal guidelines related to complementary paratransit service programs.

The panel was also asked to review the agency's Access-on-Demand program and specifically to consider:

- whether the program is cost-effective and structured properly (including fares and subsidies);
- the immediate and long-term impacts of providing service outside the  $\frac{3}{4}$ -mile service area mandated by the Americans with Disabilities Act (ADA);
- whether the program has created a new demand for services, and if so the impacts of that demand;
- whether audit and program controls currently in place are adequate and proper for the program; and
- whether the pilot program should be modified and adopted as part of regular service delivery modes, and if so how.

The agency asked for this review in order to do the following:

- Garner a thorough, top-down review of the agency's paratransit operations.
- Determine adherence with federal paratransit requirements.
- Identify best practices employed by similar transit agencies, including best practices for paratransit demand-response programs.
- Identify model program parameters, including responsible cost controls and sound customer-facing processes.
- Identify software, hardware, and any other tools to ensure optimal service performance and program cost-effectiveness.

### 2.2 Interviews, field visits and document review

In accordance with APTA's peer review methodology, the panel conducted a series of briefings and interviews with RTD staff, contractors and community stakeholders. The agenda of panel interviews and field visits can be found in Appendix B. A list of the key personnel interviewed can be found in Appendix C.

In addition to the interviews and field visits, the panel was provided with multiple documents in advance of the visit relating to the AaR and AoD programs and was provided with additional information upon request

## FINDINGS OF THE APTA PEER REVIEW PANEL

during the week. These materials included a written overview of both the AaR and AoD programs and the results of a 2023 customer survey.

### 3. Background on Access-a-Ride and Access-on-Demand

RTD and its contractors deliver multimodal transit services across a 2,342-square-mile service area, including bus, light and commuter rail, and microtransit, as well as paratransit in accordance with the requirements of the Americans with Disabilities Act of 1990. This peer review focused on the paratransit services, specifically AaR and AoD. Below is a summary of these two services based on material that the Denver RTD staff provided to the peer review panelists.

#### 3.1 Access-a-Ride service summary

Access-a-Ride—complementary paratransit service as required by the ADA—is a shared-ride public transportation service for those who are unable to use RTD’s non-commuter bus and light rail services for some or all public transit trips. Service availability on AaR is determined by proximity to non-commuter fixed-route bus and rail services, available within  $\frac{3}{4}$  mile of RTD’s non-commuter bus routes and light rail stations. Reservations must be made one to seven days in advance. When schedule and route adjustments occur on the fixed-route service, Access-a-Ride services must change to meet these changes of fixed-route service.

In 2020, in response to the pandemic, the RTD board requested that there be no paratransit service contraction in response to changes in fixed-route service during the pandemic; the service would continue to expand as needed when new non-commuter bus routes or rail service was added. While the intent of the policy was to ensure no reduction in AaR services to legacy paratransit service areas during the pandemic, legacy services have remained since the end of pandemic service changes in May 2023.

RTD uses the following contractor structure to provide the AaR service:

- Contract with Medical Transport Management (MTM) to provide eligibility certifications and travel training.
- Contract with Transdev to operate the call center.
- Contract with Transdev to provide ADA paratransit service using RTD-provided dedicated vehicles.
- Contract with Transdev to provide ADA paratransit service using non-dedicated vehicles through subcontracts with local cab companies.
- Contract with MTM to provide ADA paratransit service using RTD-provided dedicated vehicles.

#### 3.2 Access-on-Demand service summary

Access-on-Demand is a subsidized curb-to-curb service using taxi and rideshare companies that provides a premium service to the complementary paratransit service. Since 1997, RTD has provided on-demand opt-in service through taxi companies; this service was formerly branded as Access-a-Cab. In October 2020, a review was provided to the board of directors for the paratransit program to expand the Access-a-Cab service to include transportation network companies (TNCs). In November 2020, a request was made to the former (Interim) RTD GM/CEO to pilot Uber as part of the Access-a-Cab on-demand services to determine its efficacy in providing a more responsive service platform for paratransit customers.

Under this pilot program, customers residing in four zip codes (selected for the concentration of customers residing there) could take up to 60 trips a month when traveling to or from their home address between the hours of 6 and 9 a.m. and 2 and 5 p.m. In April 2021, the Uber pilot added the capacity to perform trips for those requiring wheelchair accessible vehicles (WAVs). In June 2021, the service area was expanded to add three additional zip codes. In January 2022, the service area was opened to include all AaR customers, and the time-of-day restrictions were eliminated.

## FINDINGS OF THE APTA PEER REVIEW PANEL

In January 2023, the Access-on-Demand program was expanded beyond its pilot stage to the four-provider model currently in place. RTD contracts with Metro Taxi, zTrip, Uber and Lyft to provide AoD services. Customers with eligibility for Access-a-Ride service may take up to 60 trips per month between all four providers. RTD pays up to the first \$25 of each trip cost, and the remaining portion is paid by the individual through the provider's payment platform.

### **4. Observations and recommendations**

The APTA peer review team provides these observations and recommendations with the aim of helping RTD ensure the long-term sustainability and efficacy of its services, make continued improvements in its service operations, and reduce potential compliance exposure. The panel also has provided several resources to accompany its recommendations; these can be found in Appendix D.

#### **4.1 High-level observations**

The panel commends a number of aspects of RTD's ADA paratransit services. The following observations highlight these practices.

##### **4.1.1 Ongoing initiatives to improve and innovate**

The panel commends RTD for its efforts toward operational improvements and innovations, such as using TNCs to supplement the AaR service and developing an agency portal. The panel commends these efforts, as they indicate RTD's commitment to continuing to evaluate its programs and make changes or try new approaches as needed.

##### **4.1.2 Contractor staff commitment and camaraderie**

The panel observed that the contractors displayed a true commitment to providing high-quality service to RTD and its paratransit customers. The panel was impressed with their commitment to providing safe, reliable and accessible service to the paratransit community.

##### **4.1.3 Consistent level of service among contractors operating RTD-owned vehicles**

In its interviews with paratransit community stakeholders, the panel heard praise for drivers providing the AaR service through the RTD contractors. There were compliments for the drivers, many of whom have been serving for many years. They were described as courteous and conscientious. In addition, community advocates indicated that the service provided was consistent across the various contractors. These findings are supported by the results of the 2023 Customer Excellence and Community Value Surveys conducted by RTD on the AaR and AoD service.

##### **4.1.4 Permanent eligibility and medical verification**

The Federal Transit Administration (FTA) permits agencies to require recertification of the eligibility of ADA paratransit-eligible individuals at reasonable intervals. RTD reported that, as of 2022, its system no longer requires a medical verification form on recertifications for customers with permanent or non-fluctuating medical conditions. Further, customers are eligible for permanent certification when going through their third certification and found to have unconditional eligibility. The panel commends RTD for adopting these customer-friendly practices in the recertification process.

##### **4.1.5 Ability to operate call center functions at other locations**

The panel learned that call center/scheduling/dispatch staff can now be remote if needed with the recently implemented cloud-based QRyde software. This capability was displayed earlier this year when call center offices were not available due to scheduled facility power outages. The ability to operate remotely if needed gives the service resilience to maintain operations in the event of interruptions to the call center facility.

## FINDINGS OF THE APTA PEER REVIEW PANEL

### 4.1.6 Dispatch functions

The panel finds it to be a best practice to have a dedicated resource to AoD trips requiring wheelchair-accessible vehicles (WAV), as well as integrating certification trips with AaR trips.

- Active oversight of WAV resources maximizes AoD on-time performance and decreases customer wait time.
- By comingling certification trips with AaR services, RTD achieves a better economy of scale by reducing overhead and RTD staff resources, as well as increasing efficiency.

### 4.1.7 Improvement of on-time performance from use of VROOM

On-time performance (OTP) percentage improved from the mid-70s to the low 90s after an employee in RTD's IT department worked with RTD's legacy software provider RouteMatch to integrate the Vehicle Routing Open-Source Optimization Machine (VROOM), an open-source software program. The outcome of this integration provided consistent improvements to OTP which were integrated into the new QRyde software product. The panel commends this RTD employee for his initiative and ingenuity in modifying the paratransit software system to improve service levels and urges RTD to consider additional staff to support data and technology improvements (included later in this report as a recommendation).

## 4.2 The RTD challenge

In considering the long-term sustainability of the paratransit and on-demand service, the panel identified the fundamental "problem statement" for RTD as follows:

RTD needs to **contain costs** while **providing ADA complementary paratransit** and **continuing to offer premium service**.

In the view of the panelists, addressing these three areas successfully requires executive sponsorship of seven initiatives:

- 1. Define paratransit's mission internally and externally.**
  - This will help RTD in making internal decisions about AoD and AaR service investments.
  - It will also help in agency communications and outreach to the board, elected officials and advocacy organizations.
- 2. Restructure AoD premium service for long-term service sustainability.**
  - The goal for AoD is to augment traditional AaR and offer a higher level of flexibility and spontaneity.
  - RTD should refresh its program structure; possible options are provided.
  - RTD should develop a communications and outreach strategy for this refreshed program.
- 3. Establish clear program boundaries that uphold RTD's paratransit mission.**
  - The paratransit mission statement should guide policy enforcement and establishment of boundaries.
  - Boundaries ensure that service remains viable, equitable, and available for all of RTD's customers.
- 4. Reduce compliance exposure.**
  - RTD should examine and address areas of potential exposure.
  - This will ensure that RTD feels comfortable that it is following FTA requirements when there are customer complaints or challenges.

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### 5. Create a technology and data strategy aimed at RTD's paratransit mission.

- RTD should look at technology spending as investing in efficiency, with a concrete return on investment.
- Technology can streamline workflow, which will improve staff efficiency and allow RTD to reallocate staff to more impactful work, deliver better service and reduce costs.

### 6. Review processes for contractor management.

- RTD should streamline or modify processes where possible based on feedback from contractors.
- This may improve program effectiveness and customer satisfaction.

### 7. Review AaR program and contracts.

- RTD needs a clearer delineation of key performance indicators (KPIs) among call center, reservations, scheduling, dispatch and transportation providers.
- RTD should evaluate call center contract structure.

The following sections dive deeper into each of these seven initiatives.

## 4.3 Defining paratransit's mission

As a first step in shoring up the service, RTD must create a clear mission statement. This is a first-order task that will serve to guide RTD decisions on paratransit. A clear mission statement can help in both internal decisions about service and in external communications.

A sample mission statement would be:

To provide high-quality ADA complementary paratransit service with a financially sustainable flexible travel option and the following goals:

- customer satisfaction goal/KPI
- OTP/customer experience KPI
- budget goals

A clearly defined mission statement can better inform external stakeholders about the federal mandate surrounding paratransit service—what it entails and its purpose—and how RTD is fulfilling, and sometimes exceeding, this mandate with premium services like AoD.

It allows RTD to set boundaries and focus on fulfilling its mission by prioritizing requests within the mandate, ensuring optimal service delivery to customers. It also enables impactful, focused investments in paratransit.

Finally, it focuses stakeholder discussions on the mission rather than individual issues.

## 4.4 Restructuring Access-on-Demand

### 4.4.1 AoD sustainability

AoD operates with significantly different policies from AaR in terms of the following:

- **Fare:** AoD does not have a fare associated with the service.
- **Service area:** AoD operates beyond the ADA-mandated RTD service zone.
- **Span of service:** AoD operates 24/7 which is beyond fixed route service hours.
- **Eligibility:** AoD has a different set of rules around conditional eligibility.

These differences confuse external expectations. In the panel's view, AoD is more accurately understood as a "premium" service given the way the service is operated.

## FINDINGS OF THE APTA PEER REVIEW PANEL

The peer review panel believes that shoring up the long-term sustainability of AoD should be a top-level priority for RTD. Below are the panel’s observations and recommendations to support this goal:

- AoD as currently structured is a replacement for AaR for most customers. Customers’ perceptions of the program may be misaligned to its true purpose, which is to be complementary to the AaR program.
- The high trip limit of 60 trips per month drives cost escalation.
- The panel believes that RTD needs to define for itself what its vision for AoD is. The vision will then lead to intentional design of the service.
- The panel recommends that RTD present the AoD program as “complementary” to AaR, not as an entirely separate service offering.
- RTD should conduct a ridership analysis that would guide development of an appropriate structure that aligns with the vision RTD creates.
- Creating a communications and education strategy will be critical for successful transformation of the program.

### 4.4.2 AoD program change examples

The panel strongly recommends that RTD restructure the AoD program to ensure its long-term sustainability. **Table 1** provides examples of how to think about restructuring the program, based on the panelists’ own experience of designing effective and sustainable on-demand service. Note that these two examples are intended only as demonstrations of different approaches that could be taken, not as recommended options. The panel urges RTD to go through an internal process of developing a vision, collecting data to help guide decisions around potential changes to AoD program elements, and evaluating what program would work best in its service environment.

**TABLE 1**  
AoD Program Restructuring Examples

	Fare	Per-Trip Cap	Monthly Trip Cap	Service Area	Hours of Service
AaR	\$4.50	n/a	n/a	Fixed route + ¾ mi	Varies based on route
Current AoD	\$0	\$25/trip	60 trips	Entire RTD service zone	24/7
AoD Example A	\$6.00	\$35/trip	30 trips	Fixed route + ¾ mi*	Comparable to fixed route
AoD Example B	\$3.50	\$35/trip	40 trips	Fixed route + ¾ mi*	Comparable to fixed route

\* RTD should evaluate the percentage of trips that start or end outside the ¾-mile service area

Both of the two examples provided have the following elements:

- Instituting a base fare for the service. (As noted above, currently there is no fare associated with AoD.)
- Increasing the per-trip dollar cap. Currently RTD pays up to the first \$25 of the trip cost, and the remaining portion is paid by the individual through the provider’s payment platform. Both examples feature raising the cap to \$35. The panel’s expectation is that this would not represent a significant cost increase since most of the AoD fares may be under the \$25 cap, and would offer an offsetting benefit to customers, who would also be asked to start paying a base fare under these proposals. However, RTD would need to do an analysis of its actual trip costs to determine whether this is an accurate assumption.
- Aligning the service area to the ADA requirement: fixed route + ¾ mile. Currently RTD is providing AoD beyond the RTD service zone, exceeding ADA requirement. The panel recommends that RTD

## FINDINGS OF THE APTA PEER REVIEW PANEL

do the analysis needed to determine the percentage of trips that start or end outside the ¾-mile area to understand the impacts of making this change.

- Aligning the hours of service to be comparable to the fixed-route service. (As noted above, currently AoD is a 24/7 service.)

These options are intended as examples of how to restructure the AoD program so it can better fulfill its mission and remain financially viable. RTD must do its own internal analysis of program options.

### 4.4.3 Communications and education strategy

An outreach and communication strategy will be absolutely critical for successful implementation of an AoD program restructure. The panel recommends the following steps:

- 1. Develop RTD-preferred AoD program structure with room for negotiation.**
  - It is important to create a plan that includes some room for negotiation with key stakeholders. This will enable RTD to “give” something to stakeholders to create buy-in and can help arrive at a final plan that can provide reasonable satisfaction to all parties.
- 2. Brief key stakeholders one-on-one (board members, elected officials, advocates, customers).**
  - Create a schedule to brief stakeholders in advance of rolling out any proposed changes in one-on-one meetings. This will help build understanding of the reason for and impacts of proposed changes. It will also enable RTD to understand potential issues and respond to questions and concerns on an individual basis.
- 3. Refine proposal, brief interested stakeholders and bring to the board for approval.**
  - Based on these meetings, RTD will refine its proposal, brief stakeholders on this revision and then bring the proposal to the board. This level of up-front preparation before making a presentation to the board is key to building support. This support will also help RTD in rolling out the plan to its customers; if the board and elected officials understand the plan and support it, RTD will be better positioned to make these changes and remain committed in the face of customer opposition.
  - Expected timeline for this plan is three to five months.

Two key points to keep in mind in presenting the proposed restructure:

- Present AoD transformation as part of a broader AaR strategy.
- Emphasize benefits for most customers and the financial sustainability of the program.

### 4.4.4 NYC and PSTA experiences

The panel is providing its own examples to help RTD think about how to restructure its AoD program, what goals to use in developing the proposed restructure and how to conduct outreach campaigns.

**New York MTA:** In New York, the MTA sought to contain exponential on-demand “E-Hail” trip growth in order to maintain the financial sustainability of its paratransit service. The agency launched a pilot program for an on-demand service that offers participating Access-A-Ride customers the opportunity to book trips in real time through five taxi or for-hire vehicle service providers.

Under “Phase 1” of MTA’s E-Hail program, for the price of the base paratransit fare (which equals the fixed-route fare), 1,200 pilot customers were offered unlimited on-demand trips with no cap on the trip fare. This led to costs exceeding \$100,000 per year for the top 6% of E-Hail customers. With over 175,000 Access-A-Ride customers, MTA concluded that E-Hail Phase 1 was financially unsustainable, and it would have been impractical to continue the program as is for the 1,200 pilot customers, or to expand the program further.

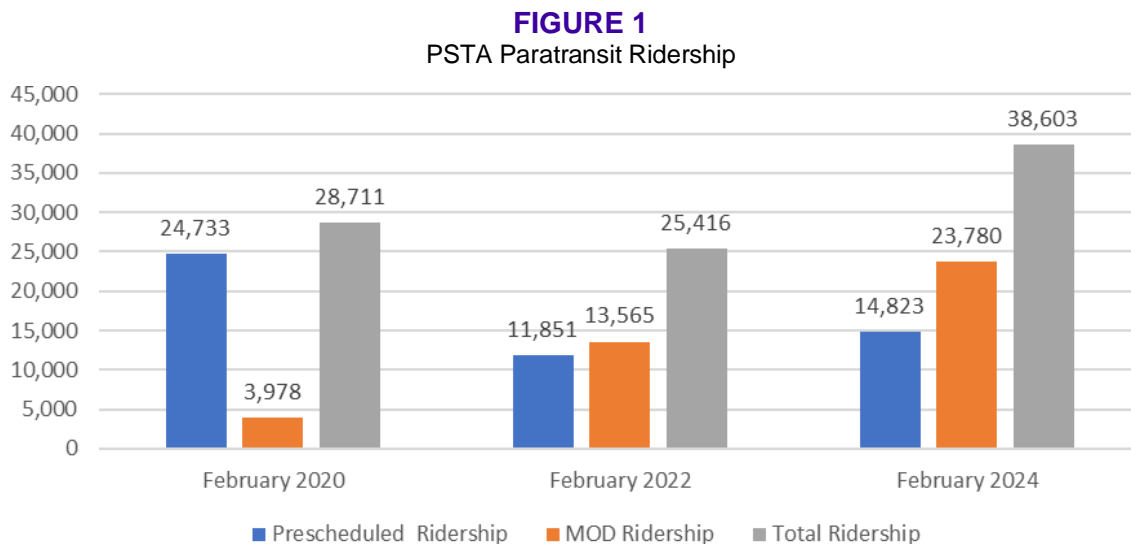
## FINDINGS OF THE APTA PEER REVIEW PANEL

To rein in costs while offering customers the benefits of an on-demand program, MTA created a new program structure that is currently in operation called “E-Hail Phase 3.” (Note: Phase 2 operated for one year as an interim program and has essentially the same elements contained in Phase 3). Under Phase 3, 1,600 customers are enrolled in the E-Hail program, after 10,000 were invited (the other 8,400 did not sign up). E-Hail Phase 3 customers are offered 25 or 40 trips per month, depending on their prior E-Hail or traditional Access-A-Ride usage. Customers pay a minimum of \$4 per trip, and the remaining fare if their trip exceeds \$60. Customers must pay the full fare if they exceed their monthly trip allocation. This new structure has enabled the MTA to serve about twice the number of active riders (only about 650 of the 1,200 Phase 1 customers were active) at one-third the total monthly cost versus the unlimited Phase 1 program.

If E-Hail Phase 3 continues to demonstrate financial sustainability, MTA will continue to expand invitations to the program.

Following the pilot program’s rollout and extensive outreach to a wide range of stakeholders, the MTA board approved the next phase of the program.

**Pinella Suncoast Transportation Authority:** PSTA provided data showing how paratransit ridership has been impacted by implementation of an on-demand program. As shown in **Figure 1**, PSTA saw a significant increase in overall paratransit ridership following the deployment of Mobility on Demand (MOD).



### 4.4.5 Other AoD program recommendations

In addition to the overall program sustainability, the panel made additional observations and recommendations regarding the AoD service:

- The panel understands that RTD faces challenges due to limited availability of wheelchair-accessible vehicles (WAVs). Advocacy groups have reported that customers using wheelchairs are sometimes denied trips because of a lack of WAVs. This is an equity concern.
- The panel recommends that RTD work to add WAVs and, importantly, to train the dispatch staff that they cannot deny trips. The staff may need to indicate to the customer requiring a WAV that they will have a significant wait time for a ride, but the agency must provide them with the ride.
- The panel observed that there is a lot of manual oversight of AoD. For example, suspensions and trip caps across the multiple providers must be done manually. The panel recommends implementing an API or software that can enforce caps across providers and collect data, streamlining the process (which currently is manual).



## FINDINGS OF THE APTA PEER REVIEW PANEL

- During the interviews, there was some discussion from internal staff and advocacy groups about a call-in option to book a ride. Because not everyone is comfortable using a smartphone, the panel recommends that RTD look at adding a call-in option with the third-party service provider reservation contract.

### 4.5 Enforcing program boundaries

The panel encourages RTD to feel comfortable enforcing the paratransit program's policies with its customers. Doing so will help with the program's long-term sustainability and ensure compliance with FTA regulations. Specifically, RTD should do the following:

- **Be crystal clear on paratransit's mission and resourcing.** This will naturally follow on the recommendation in Section 4.3 to define paratransit's mission.
- **Ensure that the board, elected officials and advocates are aware of the mission.** Similar to the education campaign advised for the AoD service transformation, this will require regular outreach with elected officials and advocacy groups and an internal communications strategy.
- **Ensure that the Reasonable Modification (RM) review and approval process follows FTA guidance.** RTD should follow guidelines specified by the FTA when accepting RMs.
- **Enhance AaR and AoD suspension policy.** The panel learned that AaR suspensions are cleared at the beginning of the year. Instead, the panel recommends a rolling-year review of rider infractions to more effectively correct rider behavior. Because AoD is a premium service, riders should be expected to follow service guidelines closely or lose the ability to use the service. The panel recommends introducing a stricter policy.
- **Develop a customer education strategy.** RTD should introduce or reintroduce a quarterly newsletter to customers that provides information about changes to policies, changes to services, new technology and tips on how to use the service. RTD could also develop welcome or how-to videos and perform in-field community outreach. (OCTA is preparing to roll out a "Welcome to OC ACCESS" video; a link to the video will be shared with RTD once it is available.)
- **Introduce methods for engaging customers without impacting service operations.** The panel heard that in some cases, excessive comments or complaints resulted in a road supervisor having to attend to the trip. This is burdensome for the agency in terms of managing its staffing. RTD should find less intensive methods for addressing issues like these.
- **Invest time and resources according to mission for maximum impact.** Continuing the theme of keeping focused on the mission statement for paratransit, RTD should invest its resources (human and financial) toward those elements that provide the greatest return on investment for the mission.

### 4.6 Reducing compliance exposure

The panel observed areas where RTD may have exposure to noncompliance. Below are some observations and recommendations to consider:

- **Evaluate current standard operating procedures for approving service area "donut holes."** The panel heard that donut holes of between 1 and 10 miles exist in the system. FTA Circular language references covering areas in 1½-mile swaths. RTD should account for these donut holes.
- **Implement mechanisms to track and evaluate appointment-based on-time performance as required by the FTA, and update third-party contracts as needed to enable this performance tracking.** During interviews and the call center site visit, the panel learned that trips, including those scheduled for drop-off, were only being monitored for pickup. Additionally, the panel understands that the business requirements in the QRyde contract do not include language asking for this performance measurement. RTD should evaluate whether the QRyde system parameters are set to meet the requirements to measure on-time performance for pickup and drop-off based trips in accordance with FTA requirement and, if not, add this capability.

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- **Evaluate reporting standards for Missed Trips to ensure compliance with FTA standards.** The FTA requires transit agencies to document and analyze missed trips with the expectation that there will be a minimal number, as missed trips are considered capacity constraints and the FTA has a prohibition against a pattern or practice of having a substantial number of missed trips. Through interviews and in review of contract language, the liquidated damages language does not match FTA requirements. With the implementation of QRYde, RTD should ensure that reporting data meet FTA requirements.
- **Evaluate if service delivery compliance is impacted by having legacy customers/addresses exist outside the ¾-mile service area,** and develop standard operating procedures for travel time comparability. Measuring travel time comparability beyond ¾ mile can be challenging for most systems. Implement measures that limit “excessive ride times” when traveling outside the ¾-mile service area and educate riders that this level of service is premium.
- **Review fare policy for travel to Denver International Airport on AaR.** The panel observed that an existing bus route from 120th and Highway 85 to Denver International Airport costs only \$2.75, but AaR service costs \$19, well above the FTA regulation of no more than twice the fare. However, the panel recommendation is to review the characteristics of this service, since limited-stop service routes do not apply to the paratransit service unless it also provides some level of local service. RTD should determine whether this airport service is subject to this FTA regulation or not. Additionally, the FTA requires that a case-by-case assessment by the transit agency is needed to determine whether a specific bus route meets the definition of commuter bus service. During a complaint investigation or other oversight activity, the FTA may require an agency to substantiate how a particular service meets the definition.
- **Evaluate enforcement of conditional eligibility practices.** The use of conditional eligibility is optional. As described in the FTA Circular, properly applying conditional eligibility means identifying the specific conditions under which each applicant is ADA paratransit-eligible and communicating these conditions to the applicant. In evaluating RTD’s enforcement of environmental conditional eligibility, the panel observed that the call center team uses downtown Denver weather data to enforce the 80 °F standard across the service area. Performing a review of Boulder and Parker against downtown Denver, the panel found that there can be as much as a 9 °F difference between the areas, thus leading to possible compliance concerns if a trip is not accepted due to using inaccurate temperature conditions from where the trip is occurring. In addition, the panel learned that conditional eligibility isn’t enforced on AoD trips. The long-term vision for RTD paratransit should have enforcement be similar for both programs.

### 4.7 Creating a technology and data strategy

The panel recommends that RTD create a technology and data strategy; such a strategy can be seen not just as a cost, but as a way to generate ROI.

Below is a list of items or areas that RTD should consider implementing. Most of these items would be additions or improvements to the recently implemented QRYde system and are based on issues that the panel heard were challenges either from contractor staff or advocates:

- Operations dashboard. Allow providers to see real-time or same-day KPI information and see where their vehicles are in real time.
- Ability for customers and agencies to see trip information and where their vehicle is.
- Improved Driver Alert display. It was reported that it is currently difficult for drivers to see these, as they have to switch screens while driving to do so. This can result in drivers missing out on alerts related to rider pickup details.

## FINDINGS OF THE APTA PEER REVIEW PANEL

- RTD should continually check parameters/settings within QRYde (traffic, pickup windows, measurement of KPIs) and not assume that the settings are correct. This will help RTD avoid missing its own KPIs due to information not being accurate. The panel recommends spot-checking trips to ensure that KPI settings in QRYde are accurate.

Other technology and data recommendations:

- Add additional IT staff who can provide innovative solutions to address gaps or challenges, as has occurred with one IT staff person mentioned to the panel who significantly improved QRYde with an open-source API.
- Implement Google API, which will help with fixed-route travel time comparability.
- Ensure overall data integrity. There should be a single source of truth about the service performance and compliance.

### 4.8 Enhancing AaR service and operations

The panel makes the following recommendations for enhancing or improving the AaR program through new processes or contract changes:

- Perform a vehicle utilization analysis to support the development of a paratransit vehicle procurement schedule. (An example from OCTA is included in the resources found in Appendix D.)
- Consider a single turnkey operating contract with a requirement to subcontract service. (As an example, see OCTA's current contract Statement of Work included in the Resources.)
- Review current application of liquidated damages to ensure that contractors are not being over-penalized for a similar item.
- Review subscription templates every service change, and contact customers when their trip is unassigned at the start of the window.
- Evaluate opportunity to shift AaR trips to non-dedicated taxi service.
- Consider increasing eligibility to five years.
- Review unrestricted and conditional eligibility determinations.
- Implement wheelchair securement inspections.
- Implement vehicle pull-out inspections to ensure that the agency does not have a repeat of issues related to a contractor that did not provide correct maintenance and service to vehicles.
- Confirm that staff members have the legal authority to review the results of a contractor driver background check.

### 4.9 Improving or updating contractor management

The panel makes the following recommendations to improve contractor and RTD collaboration, to ensure that RTD is monitoring and managing contractors successfully, to streamline processes, and to create greater paratransit rider satisfaction:

- Hold individual meetings with vendors, in addition to "all team" meetings, and meet with vendors on-site. This will help RTD identify and address any issues with specific vendors.
- Introduce a formal agenda to all meetings with vendors, and have focused topics for meetings. Regular meetings are a good practice, but the panel found that some attendees did not have strong takeaways from these meetings. Creating a formal agenda with focused topics and action items will help improve their usefulness.
- Take meeting minutes to create a record of discussions and track action items. This can help RTD to address any contractor issues, by ensuring that there is a formal record of decisions or instructions. It will also serve to capture institutional knowledge in the event of staff turnover.

## FINDINGS OF THE APTA PEER REVIEW PANEL

- Reintroduce in-field observations, which were halted during the pandemic. In-field observations can reveal issues or areas for improvement that may not come to light in meetings.
- The requirement to use RTD's maintenance system is impacting the contractor. The contractor noted that they have to enter data twice into two separate systems because they are not integrated. The panel recommends that RTD consider an API to avoid duplicate data entry.
- The AoD requirement for vehicle capacity of at least six people for MTM limits the vehicles that can be used when only one or two people are onboard. The panel recommends that RTD consider removing this requirement.
- To streamline the process of making changes, consider removing the requirement that only the caregiver can make changes to subscription service. The panel heard from advocates that caregivers in many cases do not want to be responsible for making changes, and that the facility staff are able and willing.

### 4.10 Other recommendations

In addition to the above initiatives, the panel provides the following additional thoughts and recommendations:

- **Improve internal organizational collaboration.** Introduce cross-divisional meetings/discussions with Marketing, Government Relations and IT with the goal of improving communication across all parties, and identifying needs and support of paratransit services.
- **Evaluate the efficacy of a wayfinding tool.** An advocate stated that one factor in not using the fixed-route bus service is not having the tools to do so, which results in people feeling limited to using only the route they are familiar with. A wayfinding tool could help with this problem, enabling more paratransit customers to use fixed-route service.
- **Perform an operating cost analysis of RTD's paratransit service vs. fixed route against other transit agencies.** Doing this can help RTD convey the story that the escalating cost of paratransit service will negatively impact delivery of fixed-route service, and that RTD must maintain a commitment to serve its fixed-route service customers sufficiently as well.
- **Evaluate opportunities to purchase paratransit operating base and certification center.** Relying on the contractor to secure an operating base and certification center can create procurement challenges. An incumbent could potentially get a better deal on the land than someone new coming in and looking to do business with RTD. It would also help with maintaining or possibly further decreasing the level of deadhead (currently at 25%). Finally, it may help as RTD plans for a future zero-emissions fleet, which requires significant facility upgrades for infrastructure.

## 5. Concluding remarks

The APTA peer review panel commends the Denver RTD staff for its desire to evaluate and seek improvements in its Access-a-Ride and Access-on-Demand services. The panel hopes the recommendations presented at the closing presentation and in this document contribute positively to Denver RTD's efforts for providing complementary paratransit service to the community.

APTA and the peer review panelists would like to thank Debra A. Johnson, General Manager and CEO of Denver RTD, for having us on-site to conduct this APTA peer review. We also want to thank Fred Worthen, Assistant General Manager, Bus Operations, for planning and overseeing the peer review; Joni Hardy, Business Program Manager, Bus Operations, for organizing the peer review; and the many RTD staff for their efforts in planning and conducting this peer review. APTA stands ready to assist with any follow-up as needed.

## Appendix A: Letter of request

We make lives better  
through connections.



February 27, 2024

David Carol  
Chief Operating Officer  
American Public Transportation Association  
1300 I Street NW, Suite 1200 East  
Washington, DC 20005

RE: Peer Review Request

Dear Mr. Carol,

The Regional Transportation District (RTD) and its contractors deliver multimodal transit services across a 2,342 square-mile service area, including bus, light and commuter rail, and microtransit, as well as paratransit services in accordance with the requirements of the Americans with Disabilities Act of 1990 (ADA).

RTD became one of the first public transit agencies in the country to provide accessible transit services to persons with disabilities via fixed-route transit vehicles, as a direct result of the advocacy efforts of the "Gang of 19." On July 5 and 6, 1978, this group staged a protest that raised greater awareness, both in Denver and around the country, of the inaccessibility of public transit and the need for transportation equity.

In the decades since the implementation of Access-a-Ride, the agency's complementary paratransit service, the agency has not undertaken a formalized peer review analysis to compare the agency's paratransit service model and paratransit operations with those of similarly sized, aged, or positioned transit agencies. In doing so, the agency would be better able to understand its strengths and opportunities with respect to paratransit service delivery and to determine options for potential improvements.

I am requesting a comprehensive peer review of the agency's paratransit operations in order to:


- Garner a thorough, top-down review of the agency's paratransit operations
- Determine adherence with federal paratransit requirements
- Identify best practices employed by similar transit agencies, including best practices for paratransit demand-response programs
- Identify model program parameters, including responsible cost controls and sound customer-facing processes
- Identify software, hardware, any other tools to ensure optimal service performance and program cost-effectiveness

I anticipate that the peer review will be one of "wide scope," as that term is defined in the Peer Review Program Guidelines published in December 2019. The peer review scope would include, at a minimum, an independent comprehensive analysis of the agency's paratransit operations, specifically evaluating:

- RTD's Access-a-Ride program as a whole, including but not limited to:

Regional Transportation District

1660 Blake Street, Denver CO 80202

rtd-denver.com 

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Subject: Peer Review Engagement  
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- The program's overall structure
- The contracted service delivery model
- Service performance monitoring and audit processes
- The program's service performance and cost effectiveness, including a review of per-boarding subsidies, average fare costs, annualized program costs and future costs based on projected growth
- Cost controls and contract structures
- Adherence to federal guidelines related to complementary paratransit service programs
- The Access-on-Demand program, including assessments of the following elements:
  - Whether the program is cost-effective and structured properly (including fares and subsidies)
  - The immediate and long-term impacts of providing service outside the ADA mandated 3/4-mile service area
  - Whether the program has created a new demand for services, and if so, the impacts of that demand
  - Whether audit and program controls currently in place are adequate and proper for the program
  - Whether the pilot should be modified and adopted as part of regular service delivery modes, and if so, how

Fred Worthen, the Assistant General Manager Bus Operations, will serve as the primary staff liaison to the peer review panel and his team will be made available to provide support, assistance, and coordination document access and materials needed during the review.

Please feel free to contact me directly if you have any additional questions regarding this request.

I look forward to working with you on this important initiative.

Sincerely,

A handwritten signature in blue ink, appearing to read "Debra A. Johnson", with a long horizontal flourish extending to the right.

Debra A. Johnson  
General Manager and CEO

CC: Paul Skoutelas, President and CEO, American Public Transportation Association  
Michael Ford, Chief Operations Officer  
Fred Worthen, Assistant General Manager, Bus Operations

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## Appendix B: Peer review agenda

### APTA Peer Review: RTD Paratransit and Access-on-Demand - Daily Agenda

	RTD	
	Contractor	
	Stakeholder	
	<u>Time</u>	<u>Interviewee</u>
<b>Day 1, Monday May 20</b>		
Check into hotel	4:00pm	
Dinner kickoff meeting	6:00pm	Debra, Fred, Joni, Paul, Peers, Lisa
<b>Day 2, Tuesday May 21</b>		
Fred meet @ Sheraton	8:30 - 9:00	Fred meet @ Sheraton, walk to Civic Center
Introductions & Scope, Breakfast	9:00 - 10:00	Fred, Joni, Paul, Larry, Gretchen, Erin, Greg
Call Center Tour	10:00 - 11:00	Transdev - Call Center - Laura Clark and "Andrew"
Interviews	11:00 - noon	RTD - Chris Sills, James Neff, Maria Christian
Interviews	noon - 1:00	Lunch
Interviews	1:00 - 1:25	Transdev Maintenance - Troy Kuskie
Interviews	1:30 - 2:15	Transdev & Non-Ded - Sarah (GM) and Travis (GM Non-ded)
Break	2:15 - 2:30	Break
Interviews	2:30 - 3:25	RTD - Paratransit - Paul Hamilton
Interviews	3:30 - 4:00	CCDC - Julie Reiskin
Afternoon Debrief	4:00 - 4:45	Fred, Paul, Larry, Gretchen, Joni
<b>Day 3, Wednesday May 22</b>		
Morning touch-base and breakfast	8:30 - 9:30	Fred
Interviews	10:00 - 10:55	RTD - Paratransit - Larry Buter
Lunch	11:30 - 12:30	Lunch
Interviews	12:30 - 12:55	RTD - Communications - Stuart Summers and Govt Relations - Michael Davies
Interviews	1:00 - 1:25	RTD- ADA & Civil Rights - Carl Green Jr., Gabe Christie
Interviews	1:30 - 2:30	RTD - Contracted Services - Erin Vallejos
Break	2:30 - 2:45	Break
Interviews	2:45 - 3:25	RTD - Paratransit - Gretchen Vidergar

## FINDINGS OF THE APTA PEER REVIEW PANEL

Afternoon Debrief	4:00 - 4:45	Fred
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### Day 4, Thursday May 23

Morning touch-base and breakfast	8:00 - 8:45am	Fred
Interviews	8:45 - 9:30	MTM - Sara Bohar, Chip Fogleman
Interviews	9:30 - 9:55	Uber - Dmitriyv, Kelly, Sarah
Work session	10:00 - 11:00	Work session
Interviews	11:00 - 11:25	DeafBlind Advisory Council - Cynde Vaughn
Lunch and work session	11:30 - 4:00	Lunch and Work Session
Interviews	1:10	Rescheduled - Laradon Hall - Sandy Duran
Afternoon Debrief	4:00 - 4:45	Fred, Paul, Larry, Gretchen, Joni

### Day 5, Friday May 24

Breakfast for peers	7:30 - 8:00	Peers/APTA
Initial Presentation	8:00 - 9:30	Debra, Fred
Group Presentation	9:30 - 11:00	Debra, Fred, Greg, Joni, Paul, Stuart, Sky, Carl, Gabe, Brandon, Marques, Melanie, Michelle
Depart	11:30am	



**FINDINGS OF THE APTA PEER REVIEW PANEL**

**Appendix C: Key personnel (RTD, contractors, stakeholders)**

<b>RTD</b>		
	Debra Johnson	General Manager and CEO
	Fred Worthen	Assistant General Manager, Bus Operations
	Joni Hardy	Business Program Manager, Bus Operations
	Paul Hamilton	Senior Manager, Paratransit Services
	Larry Buter	Manager, Paratransit Services
	Gretchen Vidergar	Coordinator, Paratransit Eligibility Program
	Chris Sills	Paratransit Safety & Training Compliance Officer
	James Neff	Paratransit Quality Assurance Supervisor
	Maria Christian	Paratransit Contracted Services Technician
	Erin Vallejos	Senior Manager, Contracted Services
	Carl Green Jr.	Director, Civil Rights Division
	Gabe Christie	Manager, ADA
	Brandon Nguyen	Associate General Counsel
	Marques Berrington	Associate General Counsel
	Stuart Summers	Chief Communications and Engagement Officer
	Sky Mott	Manager, Safety Management Systems Program Development
<b>Transdev Paratransit</b>		
-	Sarah Meredith	General Manager
-	Troy Kuskie	Maintenance Manager
<b>Transdev Call Center</b>		
-	Marcellinus Andrew	General Manager
-	Laura Clark	Assistant General Manager
<b>Transdev Non-Dedicated Paratransit</b>		
-	Travis Menefee	General Manager
<b>Medical Transport Management (MTM)</b>		
	Chip Fogleman	General Manager, Service Contract
	Sara Bohar	General Manager, Eligibility Assessment Center

## FINDINGS OF THE APTA PEER REVIEW PANEL

<b>Uber</b>		
	Dmitriyv Vanchugov	Head of Transit Partnerships, Global
	Kelly Zalewski	Senior Customer Success Manager, Uber Transit
	Sarah Bowden	Senior Account Executive, Uber Transit Partnerships
<b>Stakeholders</b>		
	Julie Reiskin	Executive Director, Colorado Cross-Disability Coalition
	Cynde Vaughn	Director of Outreach, DeafBlind Advisory Council
	Sandy Duran	Laradon Hall

## Appendix D: Resources

- Orange County Transportation Authority (OCTA) Contractor Oversight Procedures, January 30, 2023.
- OCTA OC Access Paratransit and OC Flex Microtransit Services RFP, 2020.
- OCTA Fleet Mix Analysis
- “Welcome to OC ACCESS” video link to be provided to RTD once it is available.