

# Will Rodman

## Principal



Will Rodman has 33 years of experience in consulting and operations management for the public transportation industry. He is also the Principal in charge of Nelson\Nygaard's Boston office. Will is nationally recognized as an expert in planning and evaluating paratransit services, coordinated community transportation and mobility management services, taxis, rural and small urban public transit services, and student transportation services.

## EDUCATION

Master of City Planning Program, City and Regional Planning, Emphasis in Public Transportation,  
University of Pennsylvania  
B.A., Architecture, Wesleyan University

## EXPERIENCE

### **Nelson\Nygaard Consulting Associates Inc.**

Principal in charge of the Boston office, 2004–Present

#### **Coordination of Community Transportation Services and Mobility Management**

- Project Manager, DART (Dallas) Mobility Management Study
- Project Manager / Mobility Manager, New Hampshire State Coordinating Council
- Project Manager, Mobility Management Study, Wasatch Front (Salt Lake City) Regional Council
- Project Manager, Coordinated Paratransit Study, Will County, IL
- NN Project Manager, Georgia Statewide Coordination Study, Georgia Department of Transportation (sub to Clough Harbor & Associates)
- Task Manager, Technical Assistance to Federal Opportunities Workgroup (FOW), Olympia, WA
- Project Manager, Coordinated Public Transit- Human Services Transportation Plan, New York Metropolitan Transportation Council
- Project Manager, Coordinated Public Transit- Human Services Transportation Plan, Hudson County, NJ
- Task Leader, State of Washington Study on Coordination of Special Needs, Washington State Joint Legislative Transportation Committee
- Project Manager, Coordinated Public Transit- Human Services Transportation Plan, Tehama County, CA
- Project Director, Wisconsin Human Services Transportation Coordination Plan, Wisconsin DOT
- Project Manager, Coordinated Public Transit- Human Services Transportation Plan, Chicago Regional Transportation Authority
- Project Manager/Task Leader, Coordination Task, Honolulu Paratransit Study
- Project Manager, United We Ride Coordination Study for Mid-Region Council of Governments (MRCOG) in New Mexico
- Project Manager, United We Ride Statewide Coordination of Human Service Transportation for the New Hampshire DOT
- Project Manager, Technical Assistance to New Hampshire DHHS
- Project Manager, Technical/Facilitation Assistance to Denver Regional Mobility and Access Council (DRMAC) and Colorado Inter-Agency Coordination Council for Transportation, Access, and Mobility

- Coordination Task Leader, Analysis of Colorado Human Service Transportation and Public Transit Systems, for the Rose Community Foundation / HealthONE Alliance Getting There Collaborative
- NN Project Manager, Minnesota Coordination Study for MnDOT (sub to RLS & Associates)

#### **Paratransit Services—Service Planning and Evaluation**

- Project Manager, Cost Reduction Strategies for The Ride, MBTA (Boston)
- Project Manager, Technical Assistance to Massachusetts Attorney General's Office, Boston, MA
- Deputy Project Manager, Strategic Plan to Implement a Regionwide Paratransit Call Center Study, Pace (Chicago Region)
- Project Manager, WHEELS Service Performance Evaluation, Bluegrass Chapter of the American Red Cross, Lexington, KY
- NN Project Manager, Audit of ADA Paratransit Service Changes, Chicago Regional Transportation Authority (sub to TranSystems)
- NN Project Manager, JAUNT (Charlottesville, VA area) Transportation Development Plan (sub to RLS & Associates)
- Project Manager, ADA Paratransit Funding Plan, Chicago Regional Transportation Authority
- Project Manager, Paratransit Service Study for City and County of Honolulu.
- NN Project Manager, Efficiency Evaluation of NJ Transit's Access Link (sub to TranSystems)
- Sr. Reviewer, Performance Evaluation of Access Services in Los Angeles
- Sr. Reviewer, Performance Improvement Study for North (San Diego) County Transit District's ADA Paratransit Service (LIFT)

#### **Paratransit Services—Procurement Assistance**

- Project Manager, Technical Assistance -- Supplemental Paratransit Operations Contractor Procurement for the WMATA Metro Access service.
- Project Manager, Paratransit Service Carrier Procurement – Technical Assistance, Massachusetts Bay Transportation Authority

#### **Paratransit Services—Research Studies**

- NN Project Manager, TCRP F-13, Recruitment and Retention of Paratransit Operators (sub to TranSystems)
- Principal Investigator, TCRP B-30 (Report 121) research effort on the Optimal Split of Dedicated and Non-Dedicated Service for Demand Responsive Paratransit
- NN Project Manager, Easter Seals Project ACTION research study on ADA Service Alternatives in Rural and Small Urban Communities (sub to TranSystems)
- Panel Member (Paratransit Representative), TCRP Project A-15C, Transit Capacity and Quality of Service Manual, 3rd Edition

#### **Workshop Instruction**

- Developer and Instructor of CalACT's RTAP workshops on Paratransit Reservations, Scheduling, and Dispatching.
- Co-instructor, NTI workshop on Managing the Cost of ADA Paratransit.
- Co-instructor, NTI Workshop on Flexible Transit.

### **Prior Consulting Experience in Paratransit Services and Coordination Planning**

- Led Multisystems' paratransit consulting practice for several years, directing or playing a leadership role in paratransit or coordination projects for:
  - Metropolitan transit/paratransit agencies in Albuquerque, Buffalo, Chicago, Denver, Honolulu, Los Angeles, Oakland/East Bay, Philadelphia, Salt Lake City, Wash., DC.
  - Transit/paratransit agencies in smaller cities such as Dayton, OH, Kalamazoo, MI, Muncie, IN, Nashua, NH, and Norwalk, CT.
  - State transit agencies such as ConnDOT and NHDOT.
  - Regional transit agencies such as LANTA in the Lehigh Valley of Pennsylvania and MVRTA in the Merrimack Valley of Massachusetts.
  - County-based transit agencies in DuPage Co., IL; Gloucester Co., NJ, Montgomery Co., PA; Rockland Co., NY, San Mateo Co., CA, Somerset Co., NJ, St. Joseph Co., MI., and Westchester Co., NY.
  - Mr. Rodman has also been a frequent speaker and workshop instructor on paratransit and coordination at national transit/paratransit conferences (APTA, TRB, TLPA, Easter Seals Project ACTION, and CTAA) and state transit/paratransit association conferences (CalACT, F-CTD, NHTA, NYPTA, PPTA).

### **Paratransit Brokerage Operations, Planning, and Management**

- Designed and implemented veterans transportation brokerage for the Boston Veterans Affairs Medical Center in Jamaica Plain and its network of satellite medical facilities clinics in eastern Massachusetts
- Designed and implemented paratransit brokerages in Albuquerque, Boston, Quincy, and the Merrimack Valley of Massachusetts.
- Served as the initial GM of the "The Ride" brokerage in Boston's South Shore area, and provided implementation and scheduling assistance for "The Ride" brokerage in Boston's Core area.
- Assisted with design and implementation of ACCESS brokerage in Pittsburgh and later provided corporate oversight of that project for several years.

### **Taxi Services**

- Project Manager, Development of 2010 Taxicab Re-Franchising Plan, City of Los Angeles Department of Transportation
- Project Manager, Private for Hire Transportation Rate and Fee Study, City of Portland
- Co-hosted, co-designed, and presented at January 2008 TRB workshop on "Use of Taxis in Paratransit."
- Project Manager, Arlington County Taxi Study and follow-up facilitation and technical assistance, Arlington County DOT.
- Presented on Transit Agency Use of Taxis and Other Non-Dedicated Service Providers at the 2005 TLPA Annual Conference in Boston and the 2006 APTA Annual Bus and Paratransit Conference in Anaheim.
- Project Manager, co-designed a user-side taxi program for the City/County of Honolulu.
- Principal Investigator, TCRP B-30 research effort on the Optimal Split of Dedicated and Non-Dedicated Service for Demand Responsive Paratransit.
- Led Taxi Re-Franchising study for the City of Los Angeles.
- Principal Advisor, TCRP B-16 study on The Role of the Private-for-Hire Vehicle Industry in Public Transit.
- Project Manager, paratransit studies in Chicago, Los Angeles, San Diego, and Washington, all incorporating the use of taxis in providing non-dedicated service.
- Principal-in-Charge, design and implementation of a consolidated user-side subsidy taxi program in DuPage County, IL.

- Co-authored a taxi study for the City of Lawrence, MA.
- Project Manager, needs assessment studies of taxi service in northwest Miami and in Denver.
- Assisted in the data collection effort and evaluation of a shared-ride taxi/jitney demonstration project in Boston.
- Moderated a panel on the use of taxis in ADA Paratransit at the 1999 Annual TRB Conference.
- Presented on user-side subsidy taxi programs at the 1998 Paratransit Conference in Phoenix.

#### **Community and Rural Transportation–Planning**

- NN Project Manager, JAUNT (Charlottesville, VA area) Transportation Development Plan (sub to RLS & Associates)
- Project Manager, Short-Range Transit Plans in seven sites throughout Vermont, including the Town of Brattleboro, Rutland County, the Upper Connecticut Valley region, the Northeast Kingdom region, Lamoille County, Bennington County, and Burlington/Chittenden County.
- Principal-in-Charge for TDPs for Kankakee, IL; Park City, UT; Smuggler’s Notch, VT; South Central Illinois.
- Designed service routes in Madison, WI.
- Designed route deviation services in three suburban communities outside St. Louis.

#### **Community and Rural Transportation–Research**

- Project Manager, Easter Seals Project ACTION research study on ADA Service Alternatives in Rural and Small Urban Communities (sub to TranSystems).

#### **Fixed Route Transit Performance Analyses**

- Participated in a USDOT/TSC study on transit route interlining; performing route data analysis for a Bus Route and Service Design Manual.
- Assisted in a bus route data collection study for the San Francisco Municipal Railway (MUNI) and for an evaluation of transit schedule changes and calibration of transit demand models for transit routes in Los Angeles.
- Assisted with the data collection effort and evaluation of alternative route designs for Massport’s airport shuttle bus at Boston’s Logan Airport.

#### **Coordination of Public and Student Transportation–Planning**

- Assessed the Ride-and-Roll program in Marin County, CA, where free bus passes on Golden Gate Transit were distributed to high school and middle school students.
- Formulated new transit and school bus route designs for a public transit/pupil transportation consolidation effort in South Lake Tahoe.
- Developed alternative solutions to integrate school bus, general community, and university transportation under normal and energy emergency conditions in Arlington, TX.

#### **Coordination of Public and Student Transportation–Research**

- Principal Investigator for TCRP Report 56, “The Integration of School Bus and Public Transit in Non-Urban Areas.”
- Co-authored a USDOT report on The Coordination of Pupil and Non-Pupil Transportation, which focused on the current and potential role of school buses in providing urban, suburban, and rural public transit.

#### **Student Transportation**

- Senior Reviewer, Comprehensive Transportation Study for the San Diego Unified School District.
- Project Manager, designed school bus routes and assessed alternative means of contracting for and/or directly operating special needs student transportation for the Lexington (MA) Public Schools.

- Developed school bus routes for the Newton Public Schools' METCO Program and re-organized the manner in which special needs transportation service was contracted.
- Assessed the Boston School Department's special education transportation programs, co-authored a study of pupil transportation management and designed a complaint management system.

#### **Contract Procurement**

- Project Manager, Technical Assistance -- Supplemental Paratransit Operations Contractor Procurement for the WMATA Metro Access service.
- Project Manager, Paratransit Service Carrier Procurement – Technical Assistance, Massachusetts Bay Transportation Authority
- Task Leader, designed a turnkey contract operations RFP (and related documents) for the North (San Diego) County Transit District.
- Project Manager, assisted MASCO, a PNP representing several hospitals and educational institutions in Boston's Longwood Medical Area, in procuring a private carrier to operate the LMA shuttle. This included developing the RFQ and RFP documents and contract; conducting the pre-qualification and bidding components of the procurement; and assisting MASCO in evaluating the proposals, selecting the contractor, and negotiating the contract.

#### **Transportation Demand Management**

- Project Manager, provided technical assistance to employers on Long Island, authored a report on the feasibility of forming a TMA on Long Island, and later implemented and managed the TMA.
- Co-conducted a two-day training workshop for state and local ridesharing coordinators for the Florida DOT.
- Co-authored a ridesharing training manual for Veterans Affairs; this is being used by VAMCs throughout the US.
- Assisted with the design, performance, and evaluation of FHWA's ridesharing workshops for the private sector and co-authored a final report examining the federal role in expanding commuter ridesharing.
- Developed a corporate ridesharing program and manual for Southwestern Bell.

#### **Transit, Paratransit, Ridesharing MIS**

- Testing/Training Director for paratransit and fleet maintenance software projects. Responsibilities included assisting in developing functional specifications, testing the customization, writing user documentation, training users, and serving as one of the firm's technical support contacts for installed users of these products.
- Prepared the functional specifications and system design for a microcomputer MIS supporting the ACCESS paratransit brokerage in Pittsburgh.
- Authored the user manual and provided on-site training for a microcomputer software package developed for Wheels, the non-emergency Medicaid paratransit brokerage in Philadelphia.
- Trained Wichita Metropolitan Transit Authority staff on the use of a microcomputer-based rideshare matching software.
- Performed computerization needs assessments for paratransit operations in Hartford, Indianapolis, and New Haven.



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## **PREVIOUS EXPERIENCE**

### **ATC**

Vice President, Business Development, 2001–2003;  
Regional Vice President, Paratransit Division, 2000–2001

### **Multisystems, Inc**

Principal, 1996–1999;  
Director, Brokerage Division, 1998–1999;  
Senior Associate, 1995–1996;  
Manager, Paratransit and Community Transit, 1991–1995;  
Senior Transportation Analyst, 1986–1991; Transportation Analyst, 1980–1986  
Research Assistant, 1978–1980

## **AFFILIATIONS**

- TRB (Rural Committee, Friend of Paratransit Committee, and Access and Mobility Committee)